

We Value Nature

Module 1 training

Food & Beverage sector

Introducing natural capital

Full day training
session

DATE



We Value Nature – Who are we?

We Value Nature is a campaign **supporting businesses** and the **natural capital community** to make **valuing nature the new normal** for business across Europe, by:

1. Sharing **research, resources & best practices**;
2. Identifying **barriers & opportunities** for adopting a natural capital approach;
3. **Providing practical support** to help business improve their risk management, communication & stakeholder engagement;
4. Reinforcing & boosting the work of the **Natural Capital Coalition**.



Supporting



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 821303

Module 1 training development – Acknowledging contributors

We Value Nature's Food & Beverage module 1 training is based on the [Natural Capital Protocol](#) and WBCSD's [BET training material](#).

Module 1 training content and material was developed in collaboration with [Nature^Squared](#) & [Little Blue Research Ltd.](#)



Little Blue Research Ltd.

We Value Nature training is open

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We Value Nature module 1 (We Value Nature, Nature[^]Squared and Little Blue Research, Ltd., YEAR) and licensed under CC BY 4.0

A few “house rules” – virtual training



- ✦ Please rename (under Participants) to have your full name and organization.
- ✦ Put yourself on mute when not taking part in discussions.
- ✦ But please do feel free to use your camera even when not speaking.
- ✦ Use "speaker mode" to help focus your attention.
- ✦ Resist the urge to multi-task and be prepared to engage!

A few “house rules” – in person training



Taking part in discussions but respect people’s views and session timings.



Chatham house rules will apply.



We will be using some quizzes during the session.



Please ask any questions during the presentations and exercises.



Contribute and share your experiences – we can all learn from one another!

Learning objectives of module 1



Refer to p. 6 of
your workbook

At the end of the training, you will be able to:

- ❖ Demonstrate an **understanding of natural capital** and its **linkages with business** decision-making and risk management;
- ❖ Identify natural capital **impacts & dependencies** as well as **risks & opportunities** and relate these to our respective business context;
- ❖ Understand a few **key approaches and tools** to integrating natural capital into business decision-making.

Agenda – full training

TO ADAPT

Time (xxx)	Session
10	Welcome – Agenda, objectives, material
10	Introductions – Getting to know each other
40	What is natural capital – Natural capital impacts & dependencies <ul style="list-style-type: none">• Group exercise
30	Why is natural capital important – natural capital risks & opportunities
15	<i>Coffee break</i>
30	Risk game
45	How can natural capital be applied – Brief overview of approaches & business applications
60	<i>Lunch break</i>
60	Case study presentations
20	First step of a natural capital assessment – Setting an objective
20	Wrap-up – Key take-aways, wrapping-up

Training material

Take notes!



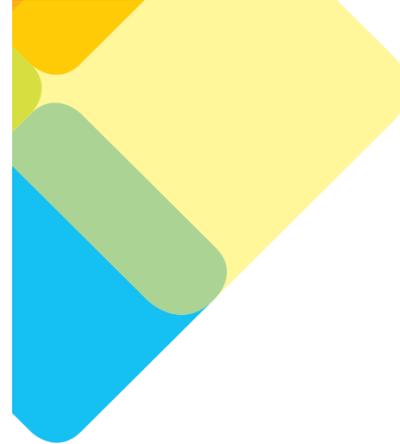
Participant workbook

Business Training on Natural Capital – Module 1

Date



WE VALUE NATURE



NATURAL CAPITAL PROTOCOL



Executive summary

Full version



NATURAL CAPITAL PROTOCOL
FOOD AND BEVERAGE SECTOR GUIDE



Full version



TEEB FOR AGRICULTURE AND FOOD: OPERATIONAL GUIDELINES FOR BUSINESS

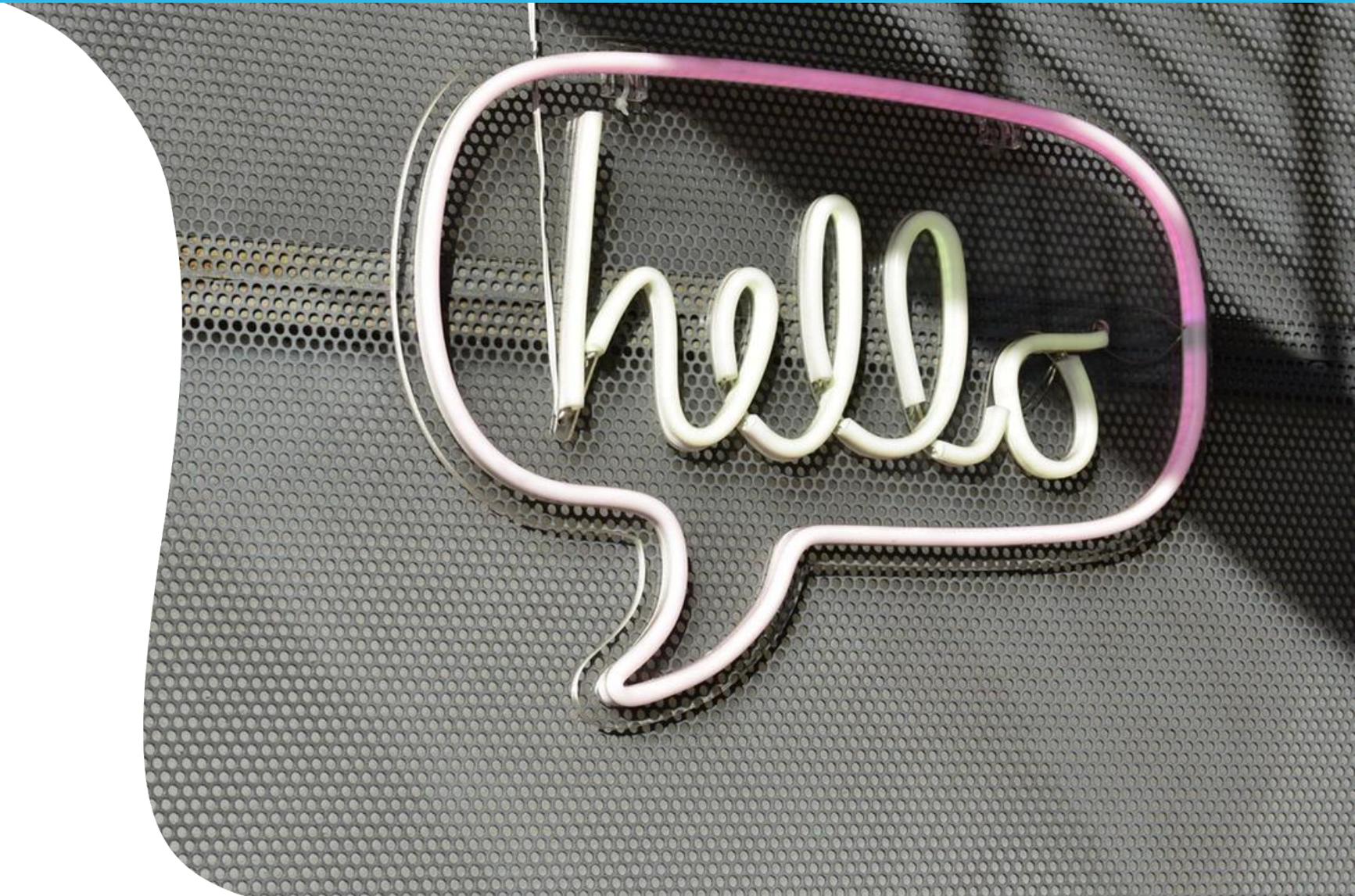
PUTTING NATURE AND PEOPLE AT THE CENTRE OF FOOD SYSTEM TRANSFORMATION

Draft report for consultation
August 2020

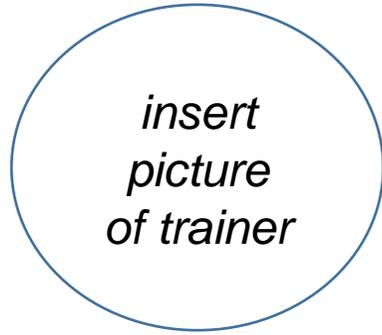


Full version

Introductions

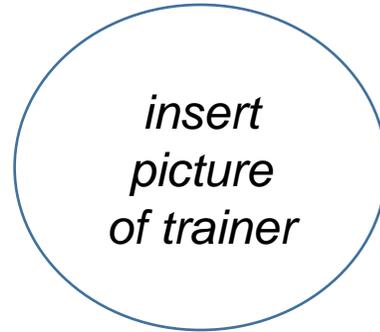


Who is your support team for today?



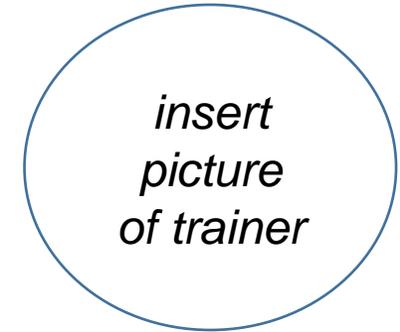
Name

*[insert logo of
organization]*



Name

*[insert logo of
organization]*



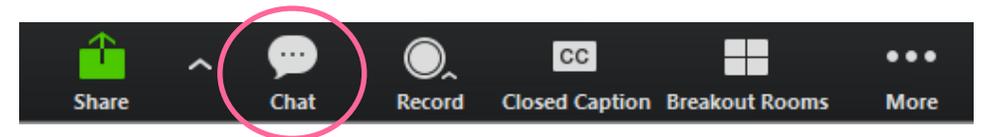
Name

*[insert logo of
organization]*

Introductions – who are you?



- **Please tell us more about you by sharing your:**
 - Role
 - Any specific expectation(s) for today?

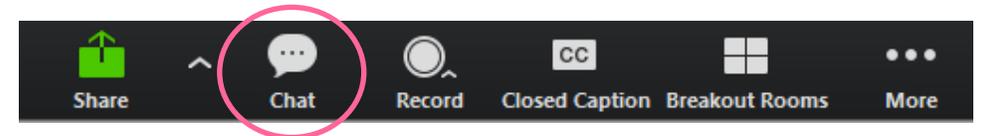
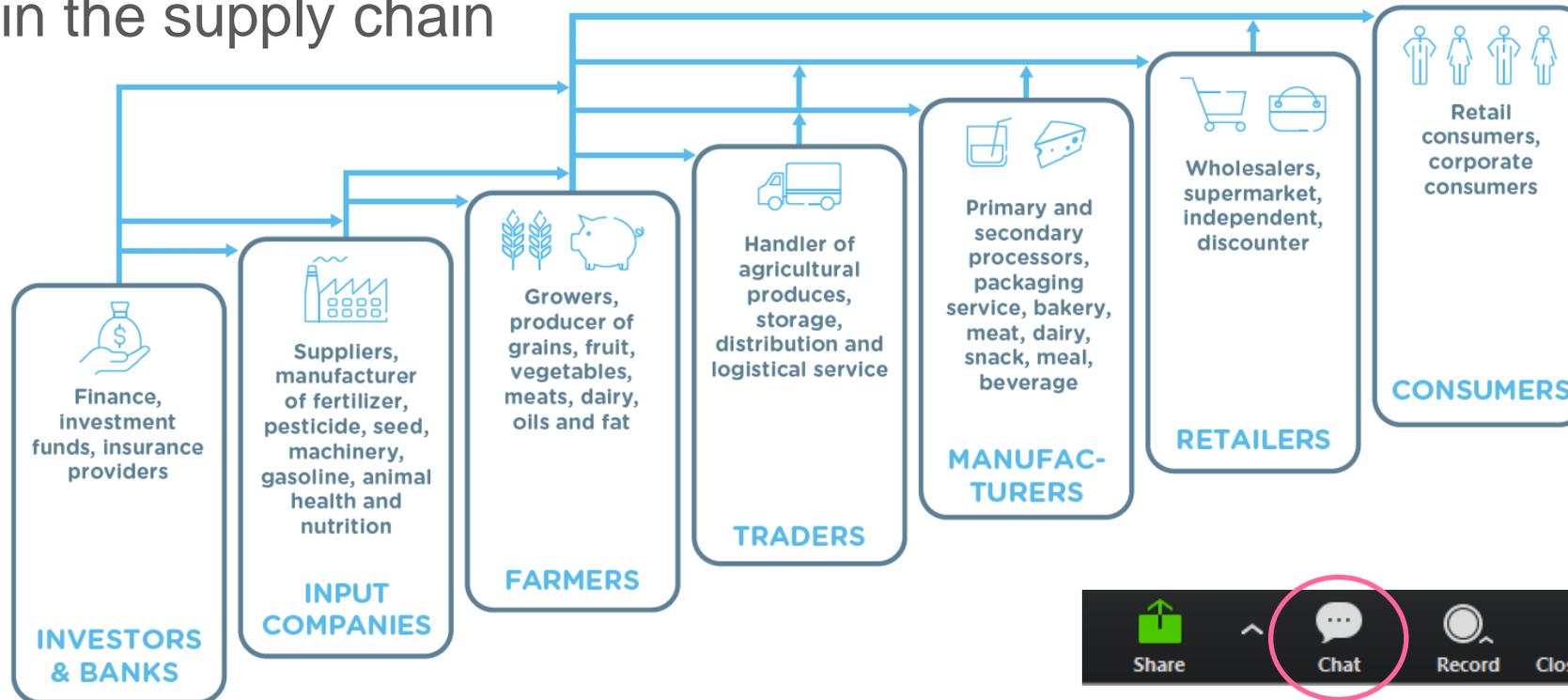


Introductions – who are you?



- Please tell us more about you by sharing your:

- Role in the supply chain



Who is in the room?

NAME <i>Company</i>	NAME <i>Company</i>	NAME <i>Company</i>	

Introductions



- **Ice breaker**
 - Please introduce yourselves by sharing your name, company, role and why you are interested in scoping a natural capital assessment

Optional – to gauge level in room

How much do you know about natural capital?

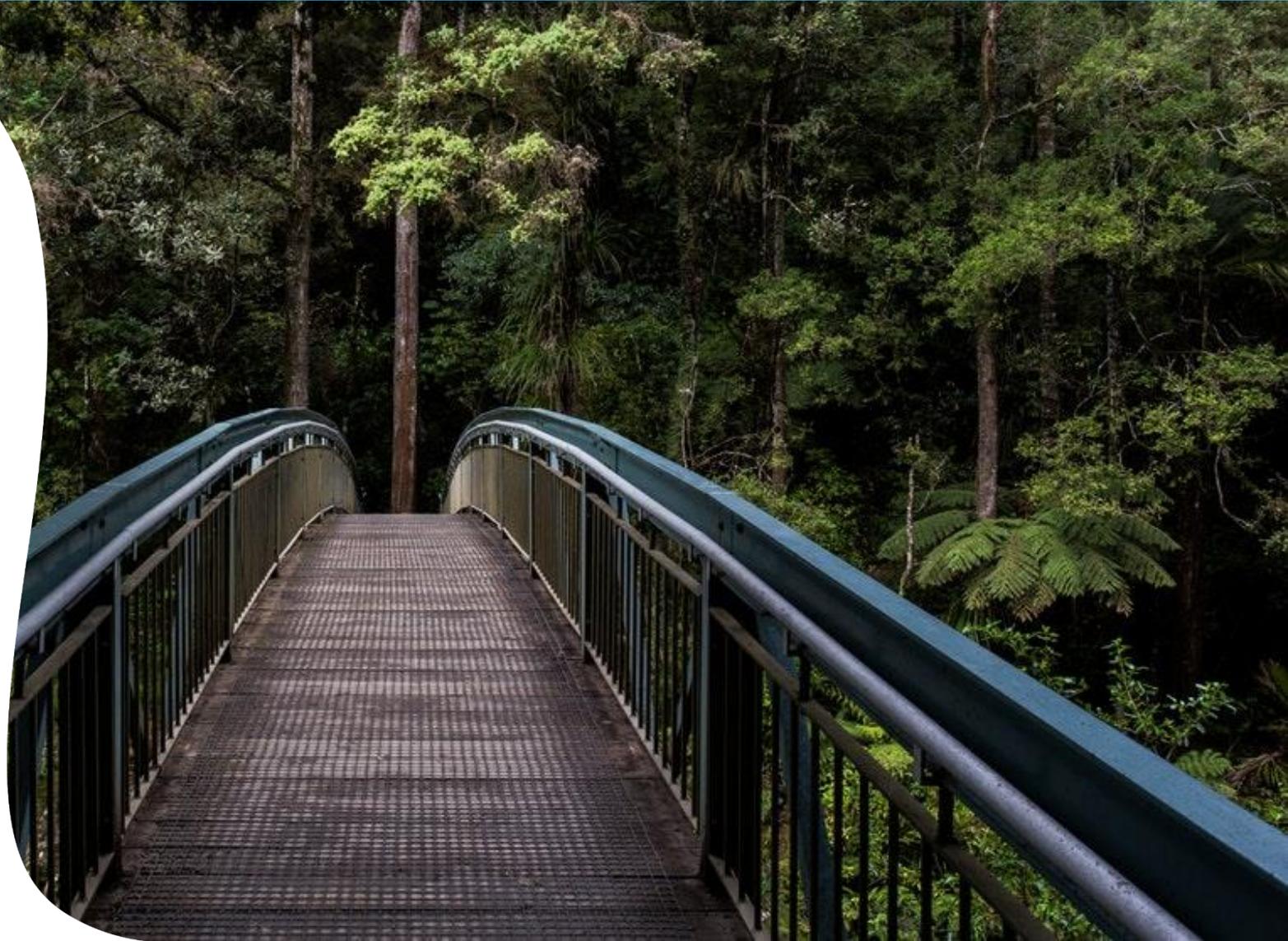


Agenda – full training

TO ADAPT

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Introduction to natural capital



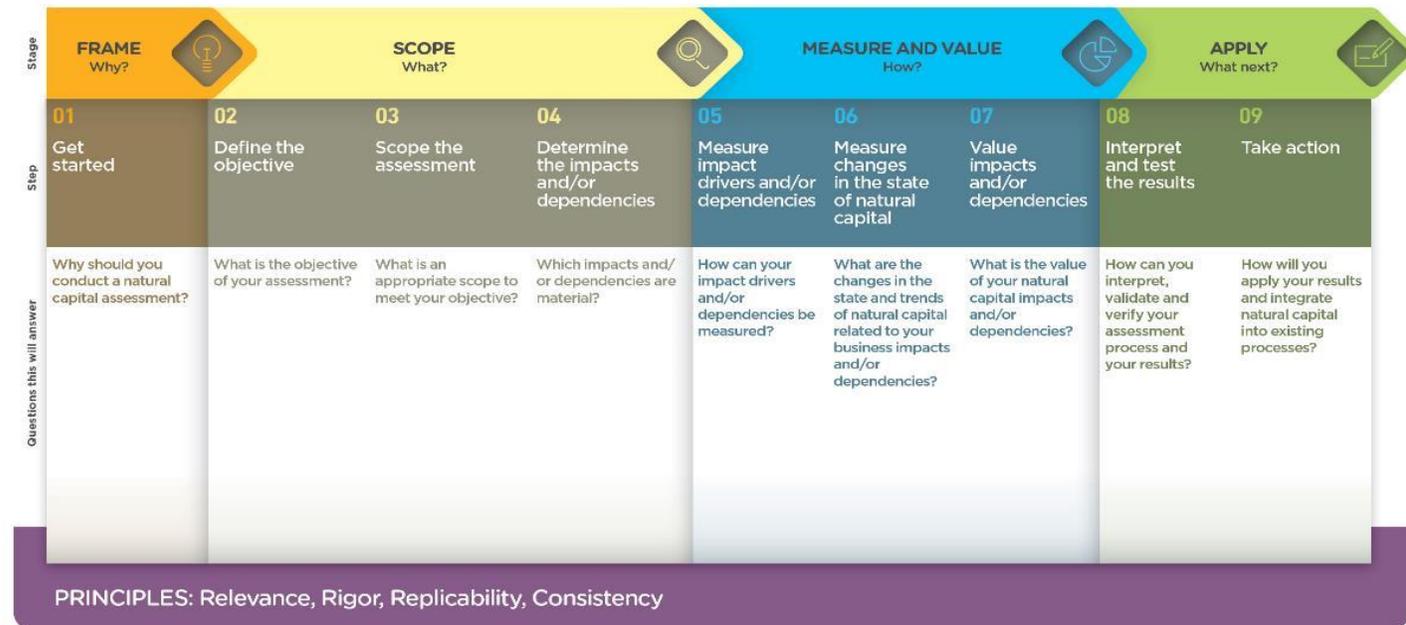
What is the Natural Capital Protocol & how does it work?

Refer to p. 7 of your workbook p. 2 & 6 of the Natural Capital Protocol

The Natural Capital Protocol is an **internationally standardized decision-making framework** that enables organizations to **identify, measure and value** their **direct and indirect impacts and dependencies** on natural capital.

➔ Harmonizing approaches with the goal to mainstream natural capital into decision-making processes as to support **better informed decisions** and to **deliver benefits** to employees, society, the broader economy, and the natural world.

- **4 stages** and **9 steps**
- Build upon **4 key principles**
 - Relevance
 - Rigor
 - Replicability
 - Consistency



The Natural Capital Protocol

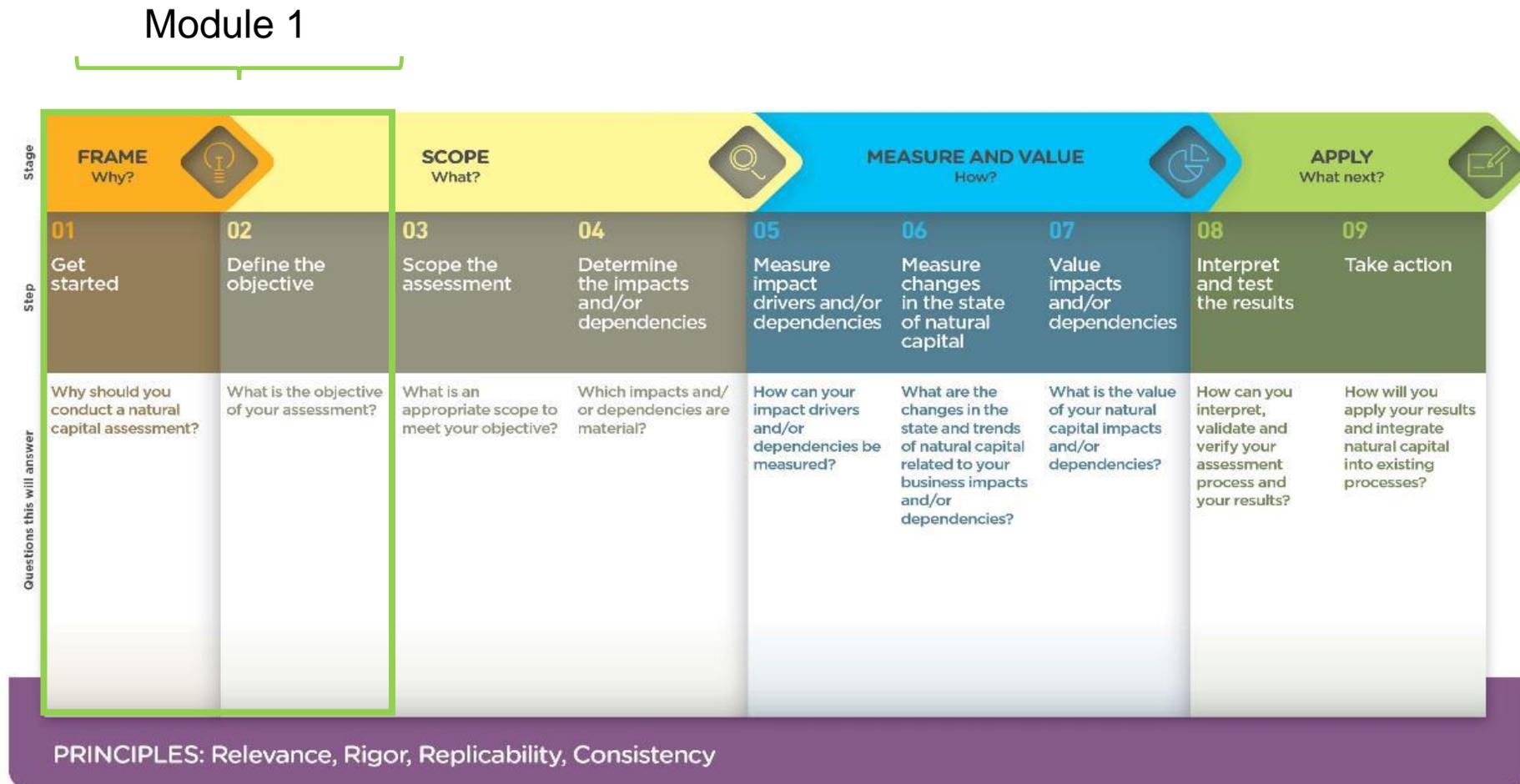
Refer to p. 8 of
your workbook

What is it and what is it not?

The Protocol...	The Protocol does not...
✓ builds on existing tools, guides, methods and techniques to identify, measure and value natural capital	✗ seek to create new tools and methods
✓ focuses on improving internal management decision making	✗ provide a framework for external financial reporting, although decisions can be reported
✓ provides a standardized process that is also flexible in the choice of measurement and valuation approaches	✗ explicitly promote specific tools, methodologies or approaches
✓ provides a process to internally standardize the approach that you take	✗ necessarily produce results that are comparable within or between different businesses or applications

Source: Natural Capital Protocol.
A primer for business

What parts of the Natural Capital Protocol will we cover?

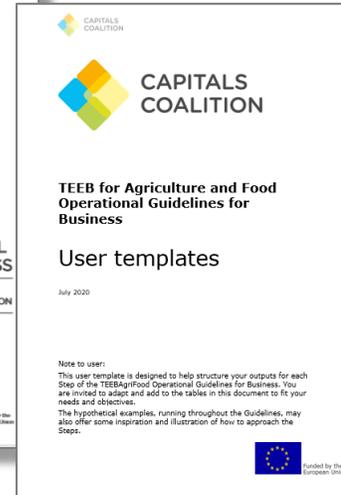
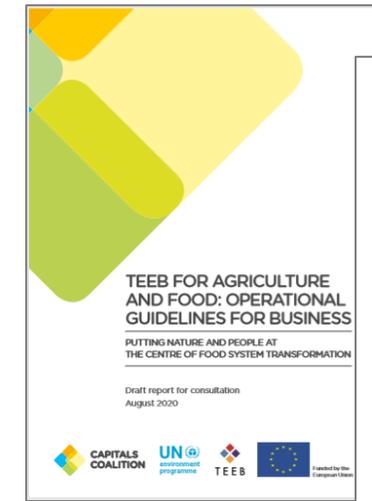
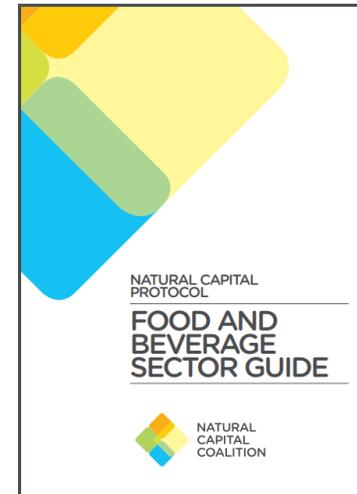


Source: Natural Capital Protocol

Applying the Natural Capital Protocol to the F&B sector

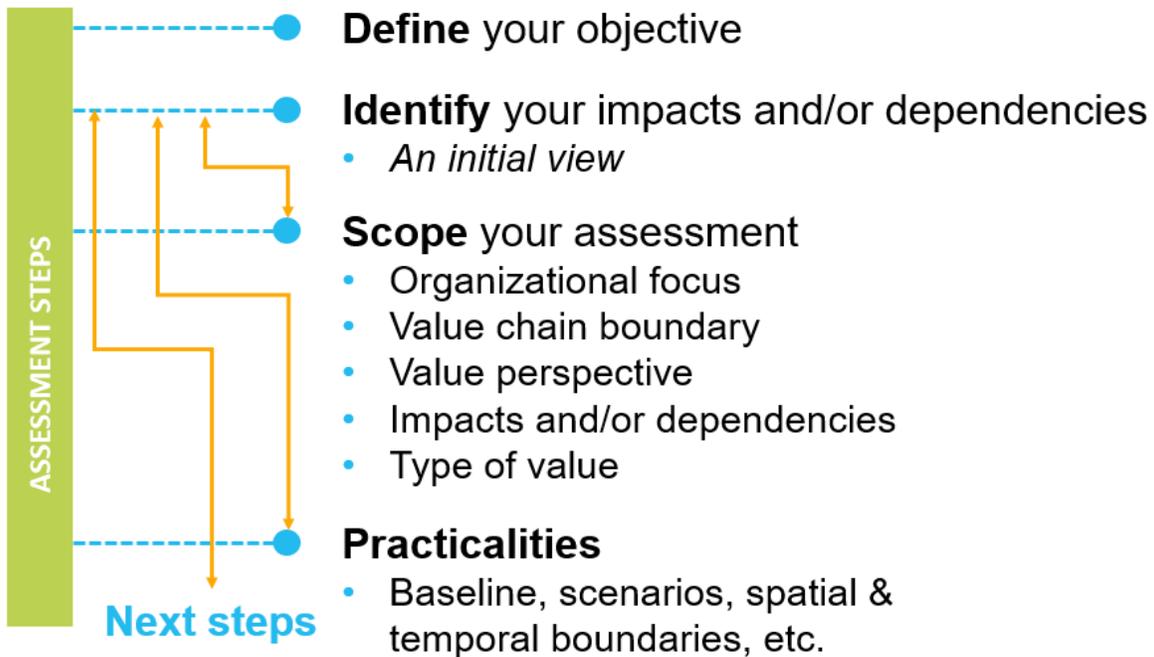
Recently, some key documents have been launched to provide tailored support on natural capital integration for the Food and Beverage sector. These include the:

- **Natural Capital Protocol: Food and Beverage sector guide**
- **TEEBAgrifood: Operational Guidelines for Business** including practical user templates



Concrete steps to undertaking a 1st natural capital assessment

Refer to p. 10 of the [Natural Capital Protocol](#)





<https://www.youtube.com/watch?v=UXZhIjyuw8A>

Other option of video you could share:

<https://www.youtube.com/watch?v=lyL272Q1N0s>

Hypothetical example



Let's start by imagining that you work for an agribusiness, producing crops such as oranges

1. What could be your **impacts** on nature (+ or -)?
2. What could be your **dependencies** on nature (i.e. what natural resources you depend on to run your business)?

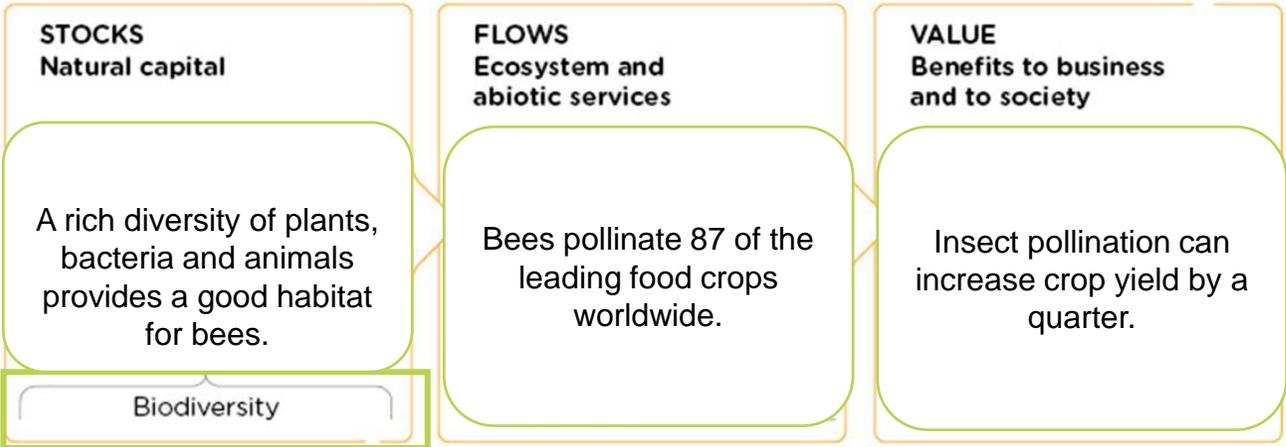


Natural Capital Definition

Refer to p. 9 of your workbook & p. 12 of the Natural Capital Protocol

Natural capital is the stock of **renewable and non-renewable natural resources**, (e.g. plants, animals, air, water, soils, minerals) that combine to yield a **flow of “services”** to people. In turn, these flows provide **value** to business and society.

Biodiversity underpins both stocks and ecosystem services



Ecosystem Services

Refer to & p. 10 of
your workbook & p.
12 & 111
of the Natural Capital
Protocol

Ecosystem services are the **benefits to people from ecosystems**

(e.g. climate regulation, water purification, soil biodiversity, pollination, recreation, mental health). These services can be categorized into:

- **Provisioning**
- **Regulating**
- **Cultural**
- **Supporting**



Ecosystem Services

Refer to p. 10 of your workbook & p. 13 of the Natural Capital Protocol

Provisioning

Goods produced or provided by ecosystems

- Food
- Fresh water
- Timber
- Fiber
- Biochemicals
- Natural medicines



Regulating

Natural processes regulated by ecosystems

- Pollination
- Climate regulation
- Water purification, flow regulation & waste treatment
- Erosion regulation
- Air quality regulation



Cultural

Intangible benefits obtained from ecosystem services

- Recreation
- Ecotourism
- Spiritual & religious values
- Educational
- Ethical values



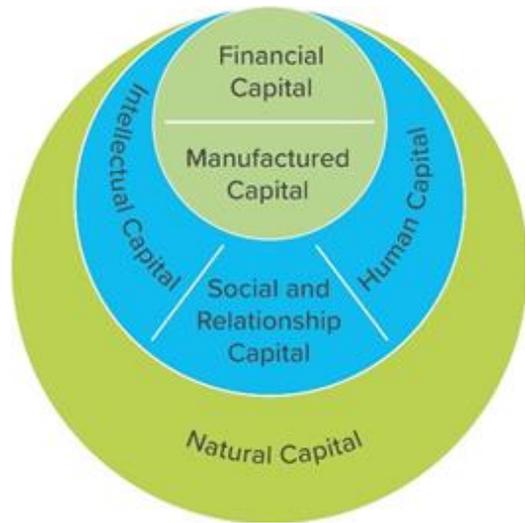
Supporting

Functions that maintain all other services

- Nutrient cycling
- Water cycling
- Primary production
- Photosynthesis

Integrating approaches and linking with other capitals

Refer to p. 11 of your workbook



Source: IIRC, Capitals background paper, 2013

Business depends on

Natural capital	Social capital	Human capital
 Stock of renewable and non-renewable natural resources , (e.g. plants, animals, air water, soils, minerals) that combine to yield a flow of benefits to people 	 Networks together with shared norms, values and understanding that facilitate cooperation within and among groups. 	 The knowledge, skills, competencies and attributes embodied in individuals that facilitate the creation of personal, social and economic well-being . 

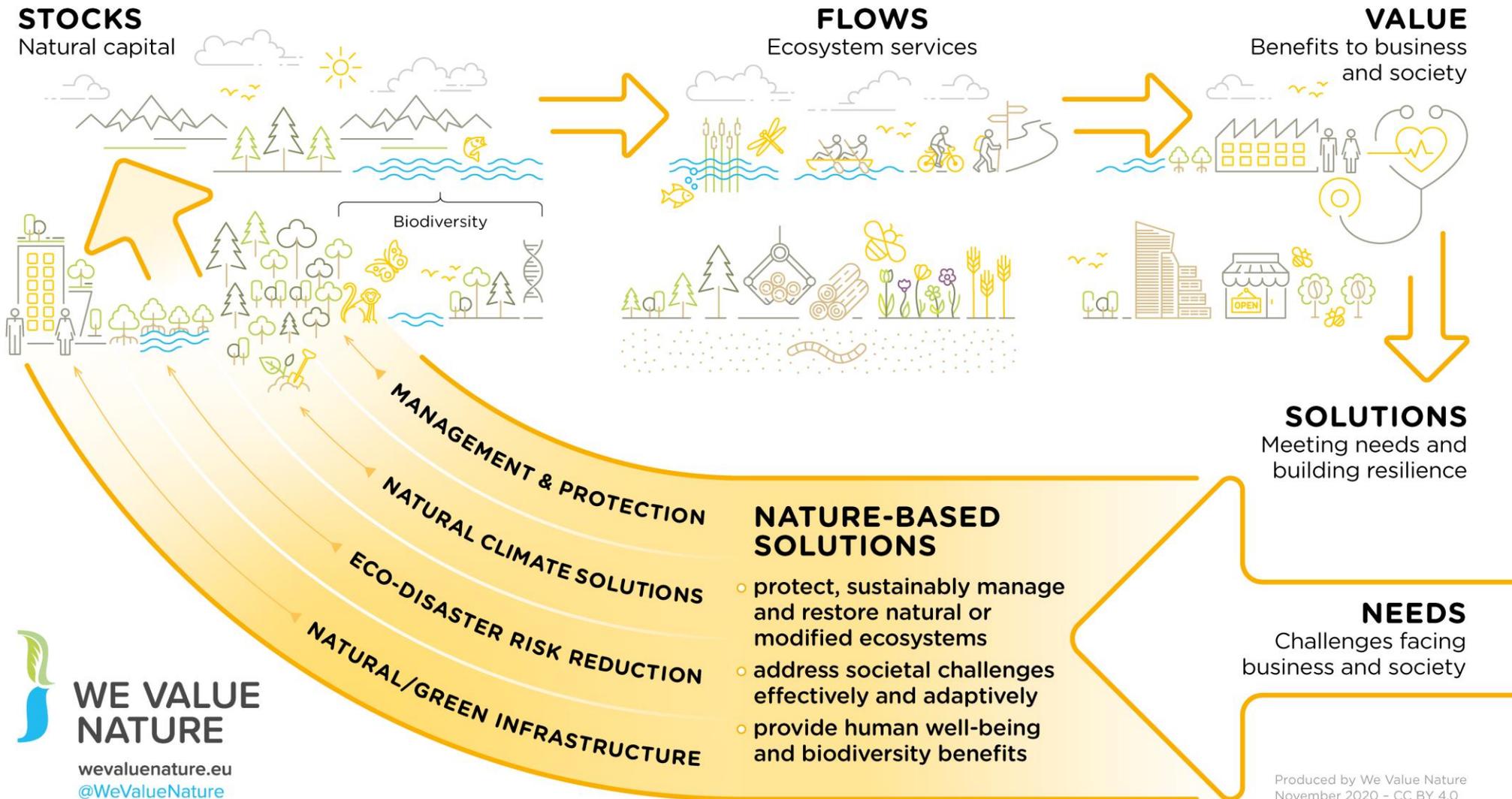
Business impacts on



CAPITALS COALITION

Linkages between natural capital, biodiversity and NbS

Refer to p. 12 of your workbook



Linkages with other key concepts

Refer to p. 13 of your workbook

UNDERSTANDING NATURAL CAPITAL

At the heart of a natural capital approach is the understanding that nature underpins human health, wealth, culture, identity and happiness. A natural capital approach works to illuminate this value, and helps decision-makers to understand the complex ways in which natural, social and economic systems interact, impact, and depend upon one another so to make better informed decisions.

Even if natural capital is a relatively new approach to you or your organization, you will find it is deeply linked to concepts you are already familiar with. Natural capital can be seen as an additional lens which allows you to uncover important issues for your organization's sustainability journey and connect the dots between various ongoing sustainability efforts. This overview puts forth a number of key concepts, goals, methodologies, and standards and describes how they are linked to natural capital. This overview is not exhaustive but shows some of the key efforts that your company may already be undertaking.



LINKAGES TO THE NATURAL CAPITAL PROTOCOL

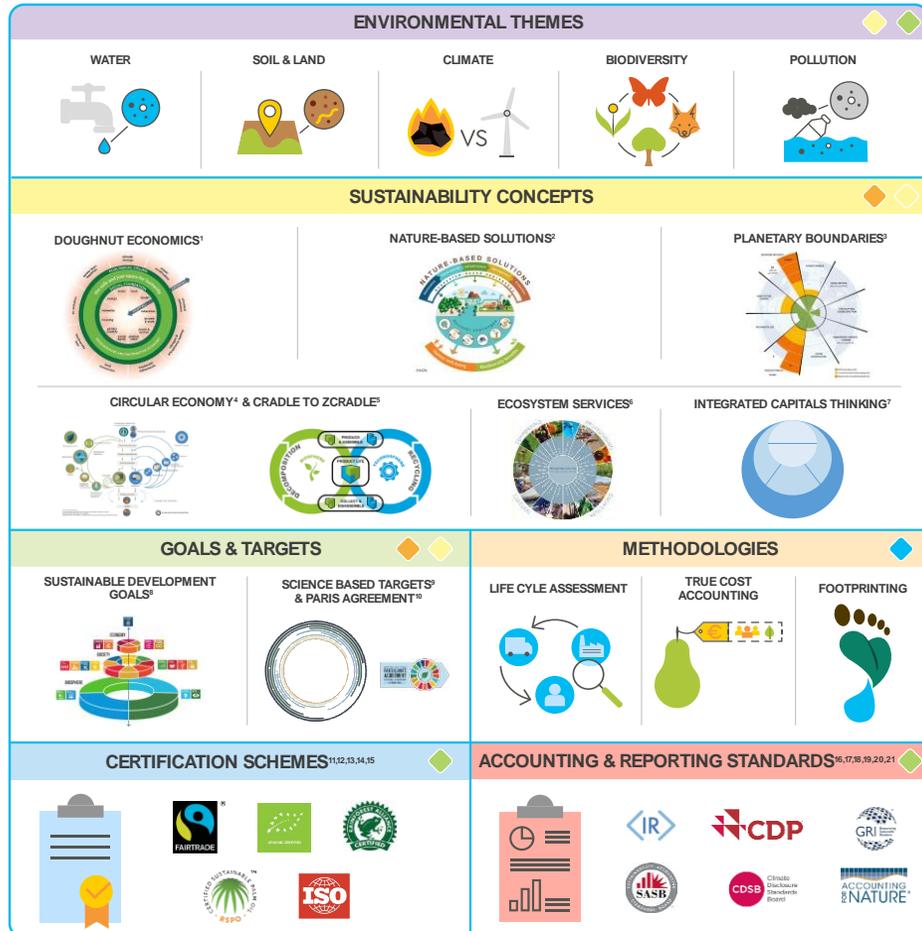
The elements in this infographic can be linked to the four different stages of the Natural Capital Protocol. This overview indicates for each category of the elements in which stage of a natural capital assessment they are most applicable - notwithstanding the fact most can be applied throughout each stage of the protocol.

- ◆ **FRAME** – This stage is about defining why you should conduct a natural capital assessment. It helps you explore how better information on natural capital could be relevant to your company's decision-making processes and what the potential replicability of the assessment is.
- ◆ **SCOPE** – This stage is about defining the objectives, scoping the assessment, and determining impacts and/or dependencies that are material to your business. The scoping stages enables you to conduct a consistent and relevant assessment, and helps you confirm which aspects and/or dependencies are most relevant from the perspective of your business and stakeholders.
- ◆ **MEASURE AND VALUE** – This stage is about measuring the impact drivers and/or dependencies and the changes in the state of natural capital, and subsequently valuing these impacts and/or dependencies. Rigor is particularly important in this stage ensuring that your data and methods are technically correct, scientifically accurate and consistent with economic theory.
- ◆ **APPLY** – This stage is about interpreting and testing the results and taking action. Documenting and recording the decisions, methods and assumptions helps you validate and verify your process and results. In this stage, you will investigate how to apply the results and integrate natural capital into existing business processes.

The campaign is being led by the Institute of Chartered Accountants in England and Wales alongside the World Business Council for Sustainable Development, IUCN and Oxfam.



ENTRY POINTS TO NATURAL CAPITAL THINKING



- A lot of **synergy** exists **between various concepts** and efforts can often be aligned to contribute to several goals.
- **Natural capital** can be seen as an **additional lens** which allows you to uncover important issues for your organizations **sustainability journey** and **connect the dots between various ongoing sustainability efforts**.
- Download through [WeValueNature - Digital media library](#)

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Linkages with other key concepts: examples

Find more quick reference cards through the We Value Nature's [digital media library](#)

PLANETARY BOUNDARIES



Planetary boundaries are a concept developed by Rockström of the [Stockholm Resilience Centre](#), stating that earth has natural boundaries within we must operate. Crossing these boundaries may be catastrophic because this may cause abrupt environmental change within continental-scale to planetary-scale systems. The largest overshoot of these boundaries is currently occurring on the nutrient cycle, biodiversity and climate change.

Natural capital assessments provide insight into how your company is performing against these ecological ceilings. If you are already reporting against indicators for the planetary boundaries, you already have performed at least a partial natural capital assessment.

SUSTAINABLE DEVELOPMENT GOALS



The [Wedding Cake Model](#) orders the [Sustainable Development Goals](#) (SDGs) across three layers: the biosphere, the sociosphere and the economic sphere. This model indicates the conditionality and hierarchy between the goals. The bottom layer (biosphere), consisting of Clear Water (6), Climate Action (13), Life Below Water (14) and Life on Land (15), forms a foundation for the layers above.

If your company is already committed to the SDGs, securing goals 6, 13, 14 and 15 is essential to achieve the other goals. By working on natural capital, you are contributing to these goals and the SDGs as a whole.

ACCOUNTING & REPORTING STANDARDS



There is a wide variety of accounting and reporting standards that focus on the disclosure of information beyond financial information only. These standards help improve transparency and accountability and help generate value creation within the organization. A great number of accounting and reporting standards have emerged over the years. Some of these frameworks include various capitals such as the [Global Reporting Initiative](#) (GRI) framework (indicators on natural capital include G4-EN1 - G4-EN34), but also [Integrated Reporting](#) (IR) and [Sustainability Accounting Standards Board](#) (SASB), which will be merged into the new Value Reporting Foundation in the foreseeable future. Other standards are focused specifically on measuring natural capital such as the [CDP](#) and [Accounting for Nature](#), or reporting on natural capital such as the [Climate Disclosure Standards Board](#) (CDSB) which equates natural capital with financial capital.

Additional guidance and tools

Refer to p. 47-49 of your workbook

- [Natural Capital Protocol](#) – a standardized framework to help businesses identify, measure, and value their impacts and dependences on natural capital.
- [Food & Beverage Sector Guide](#) – a supplement to the NCP specifically developed for the F&B sector.
- [TEEBAgriFood operational guidelines](#) for business which helps the food & beverage industry better understand their specific impact & dependencies not just on natural capital, but also social & human capital.
- [BSI 8632 Natural capital accounting for organisations](#)
- [IUCN's Global Standard for Nature-based Solutions](#) which provides clear parameters for defining Nature-based Solutions and a common framework to help benchmark progress
- The [CBD post-2020 Global Biodiversity Framework](#)
- IUCN's [biodiversity guidelines for planning and monitoring corporate biodiversity performance](#) (incl. key biodiversity indicators).
- [Science Based Targets](#) – targets to reduce GHG that are in line with science to meet the goals of the Paris Agreement (2020), with other targets underway through the [Science Based Targets Network](#).
- [Unified reporting standards](#) - CDP, CDSB, GRI, SASB and IIRC have co-published a framework for comprehensive reporting (2020)
- [Integrated capitals](#) – standardized natural capital accounting principles for businesses from the NCP and SHCP (2020).
- [Water guidance CDSB](#) – framework for water-related disclosures supported by the EU LIFE program (to launch in 2021).
- [TNFD](#) – banks, companies & governments have set up a Task Force on Nature-related Financial Disclosures (to launch 2021), in addition to the existing [Task Force on Climate-related Financial Disclosures](#).

Collaboration and alignment on natural capital in the F&B sector

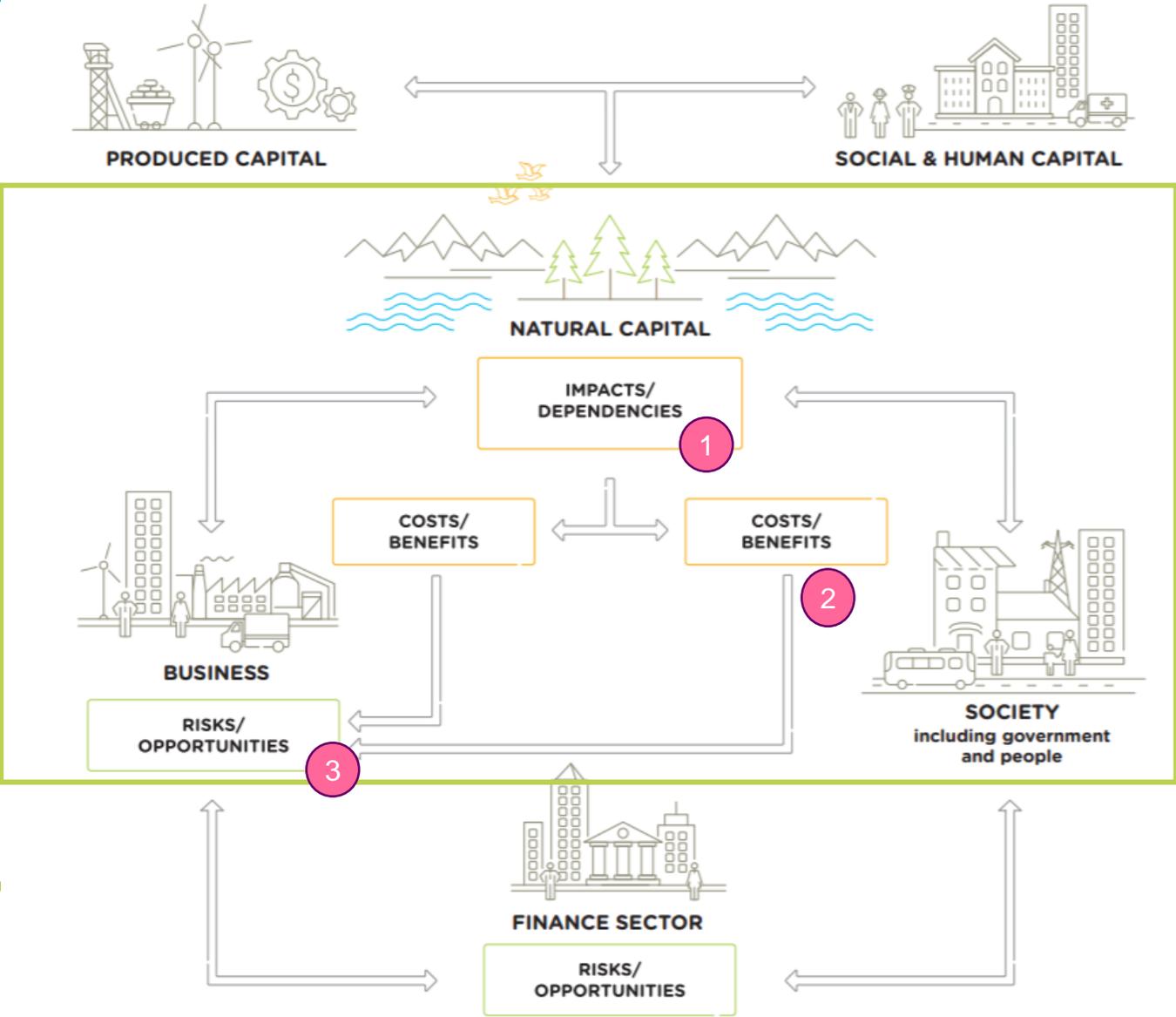
Refer to p. 14 of your workbook

- There are various (Food & Beverage) **network organizations** working to advance natural capital, or sustainability more in general
- Each network has its own **focus** and makes a **unique contribution** to positive impact on natural capital
- Download the Network Analysis (covering 13 networks) through We Value Nature's [digital media library](#)

	NETWORK	FOODDRINK EUROPE	BEVERAGE INDUSTRY ENVIRONMENTAL ROUNDTABLE (BIER)	SERVING EUROPE – BRANDED FOOD AND BEVERAGE SERVICE CHAINS ASSOCIATION	THE CONSUMER GOODS FORUM	THE SUSTAINABILITY CONSORTIUM	AIM – EUROPEAN BRANDS ASSOCIATION	2030 WATER RESOURCES GROUP (2030 WRG)	TROPICAL FOREST ALLIANCE
DESCRIPTION	Representing the European food and drink industry. Committed to facilitate an environment in which all companies can meet the needs of consumers and society while competing effectively for sustainable growth by supporting sustainable practices.	A technical coalition of leading global beverage companies working together to advance sustainability within the sector by reducing consumption, mitigating impacts and ensuring sustainable continuity of the global industry.	Industry association with the mission to provide true leadership for the branded food and beverage chains in Europe through services that are geared towards helping the sector achieve its goals.	CEO-led organization that brings together consumer goods retailers and manufacturers to foster collaboration to secure consumer trust, drive positive change and help address key challenges impacting the industry.	Global non-profit organization transforming the consumer goods industry by partnering with leading companies to define, develop and deliver more sustainable products for a sustainable planet.	Representing brand manufacturers in Europe. Creating an environment of fair and vigorous competition, fostering innovation and building innovative and trusted brands to guarantee maximum value to consumers now and for generations to come.	Hosted by the World Bank Group, 2030 WRG is a public, private, civil society partnership that supports country-level collaboration to develop a common interest in the sustainable management of water resources and close the gap between water demand and supply by 2030.	Hosted by the World Economic Forum, the Tropical Forest Alliance is a multi-stakeholder partnership, initiated to support the implementation of private-sector commitments to deforestation-free supply chains.	
ORGANIZATION TYPE	Membership organization 22 member companies + national federations and European sector associations Food & Beverage Large traders, manufacturers and brands	Membership organization 17 member companies Beverage Producer brands	Membership organization 13 companies Food & Beverage Retailers	Membership organization 400 member companies Cross-sectorial (consumer goods) Manufacturers and retailers	Membership organization >100 members (corporations, non-profits, governmental agencies, academic institutions) Cross-sectorial (consumer goods) Across the supply chain	Membership organization 51 member companies + national associations Cross-sectorial (Fast Moving Consumer Goods) Brand manufacturers	Membership organization 900 members (private, public, civil society organizations) Cross-sectorial Across the supply chain	Membership organization >100 (private, public, civil society organizations) Cross-sectorial Across the supply chain	
KEY FOCUS AREAS	Environmental sustainability is one of the priority areas and is being implemented through: • Tackling climate change • Increasing energy efficiency • Addressing food waste • Protecting biodiversity • Working in partnership	• Water stewardship • Energy efficiency & climate change • Beverage container recycling • Sustainable agriculture • Ecosystem services	Environmental sustainability is one of the focus areas and is being targeted through: • Minimizing (food) waste • Fostering eco-friendly suppliers • Reducing energy and water consumption	Social and environmental sustainability are implemented through the following coalitions & projects: • Forest Positive Coalition • Plastic Waste Coalition • Food Waste Coalition • Sustainable Supply Chain Initiative • Refrigeration Project • Human Rights Coalition • Sustainable Supply Chain Initiative	Improving social and environmental sustainability in supply chains, and developing transparent supply chains.	Sustainability is one of AIM's priorities and is being implemented in 8 action areas: • SDGs • Green deal & the new circular economy • Eco-design from a holistic perspective • Circular Plastics alliance • Climate change • Sustainable production • Sustainable consumption • Responsible Sourcing Initiative	• Municipal water loss reduction • Agricultural water use efficiency • Industrial water use reduction and reuse	Removing deforestation within palm oil, beef, soy, and pulp and paper supply chains, and become forest positive.	
UNIQUE ANGLE	Reinforcing linkages across the chain to develop a common awareness. Developing uniform, science-based methodologies to assess a product's environmental impact and discussing how these efforts can be best communicated to the consumer.	Reinforcing linkages across the chain to develop a common awareness. Developing uniform, science-based methodologies to assess a product's environmental impact and discussing how these efforts can be best communicated to the consumer.	Representing the retail sector at European level by participating in various EU platforms, closely monitoring relevant policy and regulatory development and informing better policies on e.g. protecting the environment.	Collaboratively addressing challenges that need CEO-level guidance. Engaging with a variety of stakeholders, establishing coalitions of action and providing implementation support, and supporting networking and best-practice sharing.	Convening a range of stakeholders and supporting manufacturers and suppliers to adopt new practices and design more sustainable products. Translating sustainability into quantifiable metrics and practical tools is at the core of TCS's work.	Research and Development is key to the work of AIM: Its corporate members are placed fifth in the EU ranking of R&D investment. AIM also had specific fora such as AIM-PROGRESS focused on human rights and AIM-Nudging for Good to influence consumer behavior to make healthier and more sustainable choices.	Raising awareness through analysis, triggering momentum by convening initiatives, and enabling transformation. Working across four solution areas: private sector action; public policy and institution building; appropriate technology; and innovative financing.	Bringing together different actors and identifying key forest frontier challenges and solutions through: fostering collective supply chain action; mainstreaming the Forest-Positive Jurisdictional approach; amplifying demand side engagement; and mobilizing finance.	
POSITIONING	FoodDrinkEurope is well-placed to provide the perspective of the European food and drink industry.	BIER brings in specific expertise on environmental sustainability in the beverage sector.	Serving Europe is well-positioned to provide the perspective of European retailers in the Food & Beverage sector.	As a large, CEO-led network, the Consumer Goods Forum can exert a large influence on pressing sustainability developments.	As a science-based and multi-stakeholder platform, the Sustainability Consortium provides targeted sustainability solutions for buyers as well as suppliers.	Representing >2500 businesses through their corporate members and national associations, AIM has a strong position to influence sustainability topics in the European business community.	As a large multi-stakeholder network, 2030 Water Resources Group brings in specific expertise on sustainable water management.	The Tropical Forest Alliance brings in specific expertise on how to prevent commodity-driven tropical deforestation.	
FOUNDATION	1982	2006		1999	2009	1967	2009	2012	
GEOGRAPHIC FOCUS	Europe	Global	Europe	Global	Global	Europe	Global	Global	

Business depends on & impacts natural capital

Refer to p. 15 of your workbook & p. 15 of the Natural Capital Protocol



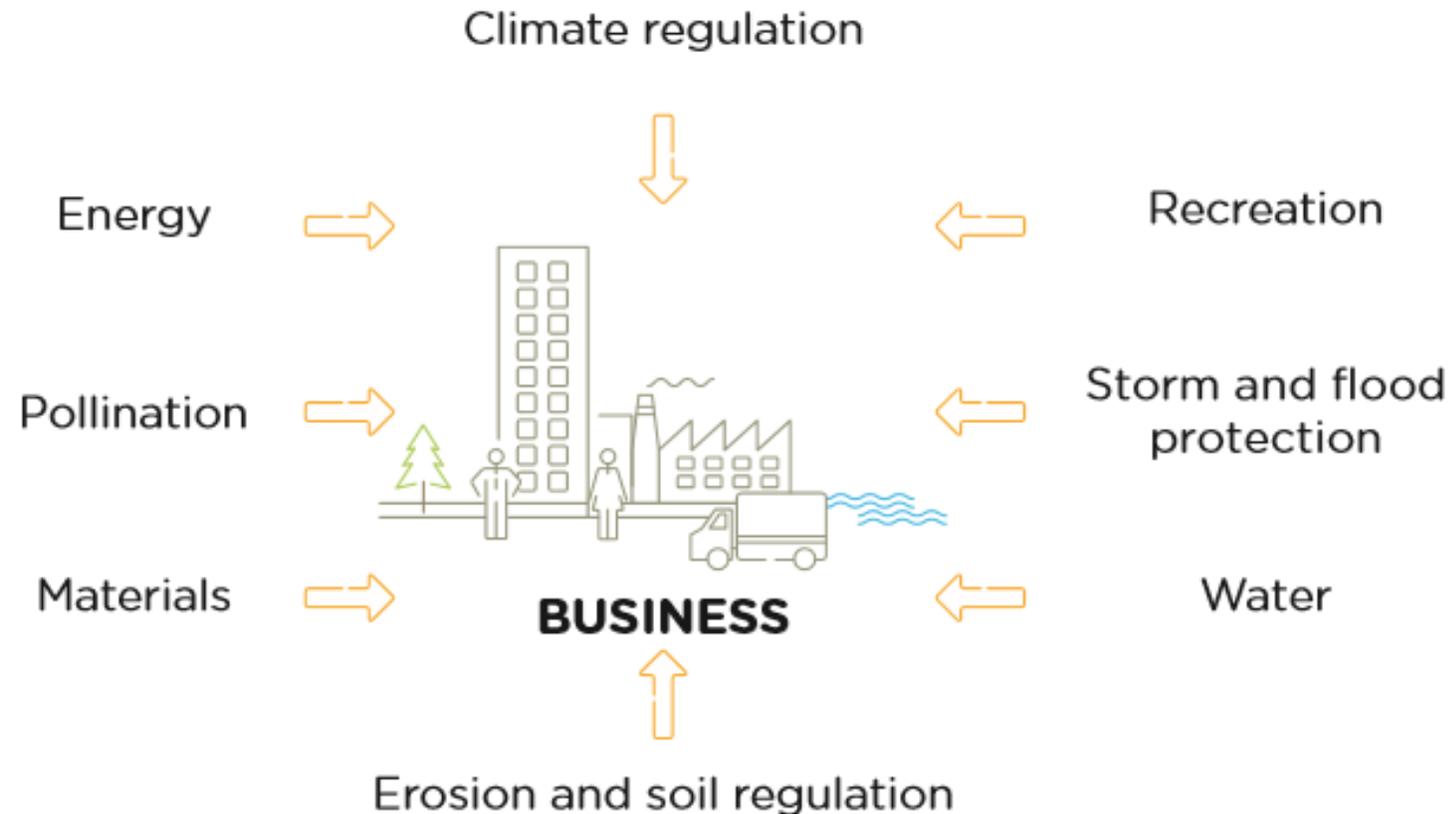
1. All businesses **impact** and **depend** upon natural capital.
2. This relationship delivers **costs and benefits** back to themselves and to society.
3. These in turn lead to **risks and opportunities** to the business

Source: Natural Capital Protocol Food and Beverage Sector Guide

Natural capital dependencies

Refer to p. 17
of the Natural
Capital
Protocol

A business reliance on or use of natural capital



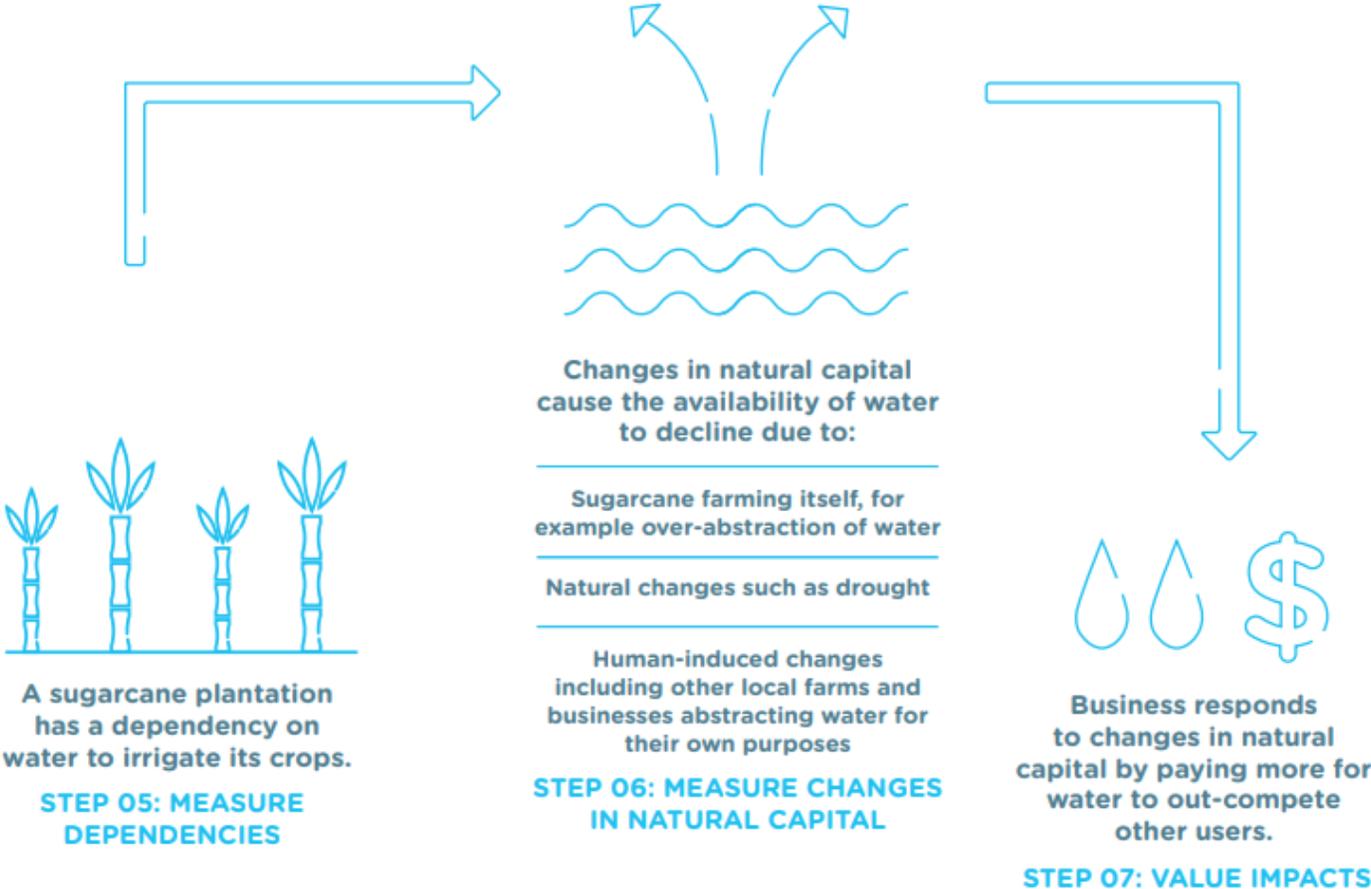
Dependency pathway

Refer to p. 24
of the [F&B Sector
Guide](#)

- Business activities can be **dependent on specific features** of natural capital
- A dependency pathway can **identify how changes** in specific features of natural capital can **affect these activities**
- Knowing how changes affect business activities helps you identify the **cost of doing business**

Dependency pathway

Refer to p. 24
of the F&B Sector
Guide

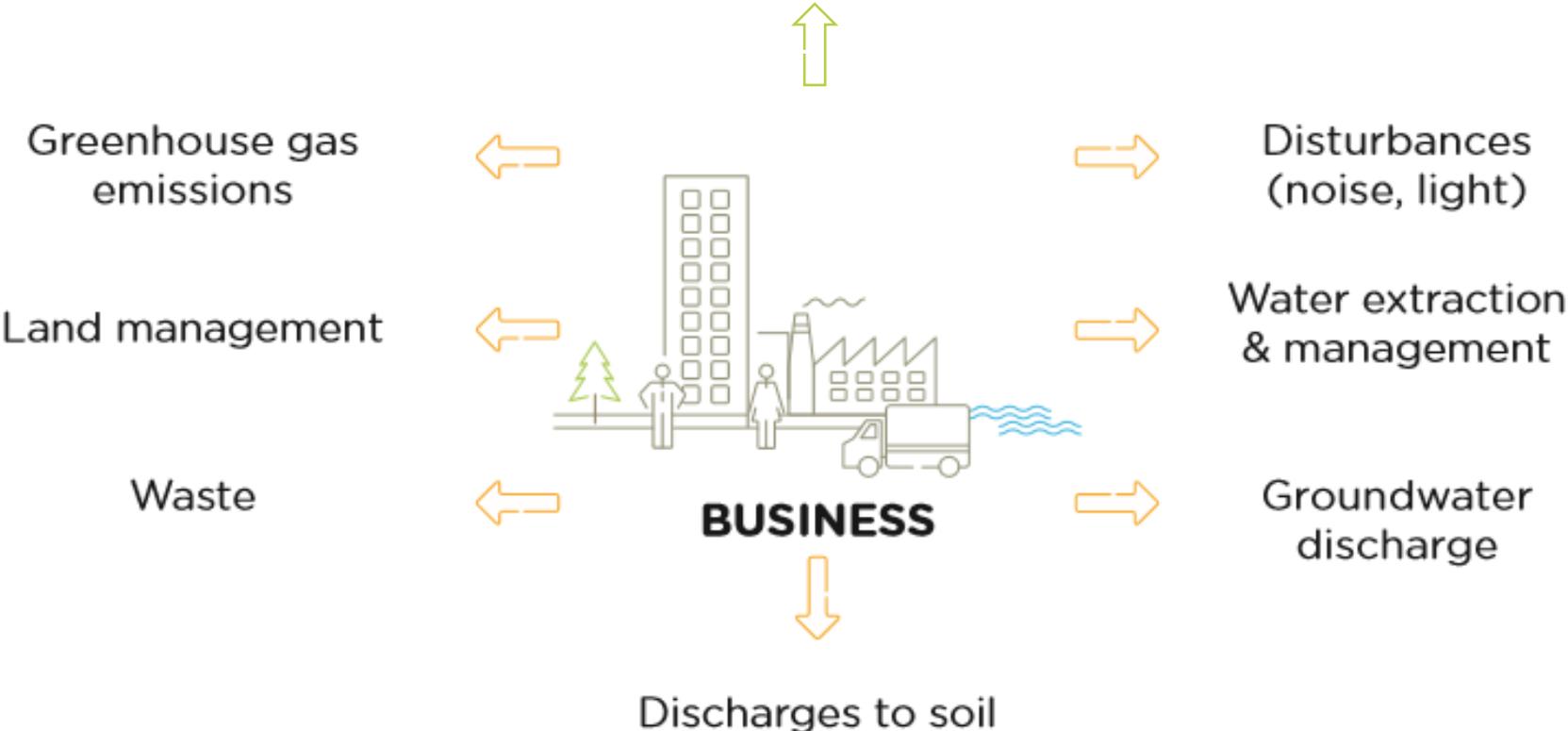


Natural capital impacts

Refer to p. 16
of the Natural
Capital Protocol

The negative or positive effect of business activity on natural capital

Cleaning water, sequestering carbon, improving biodiversity



Impact drivers

Refer to p. 23
of the [F&B Sector
Guide](#)

Impact drivers are:

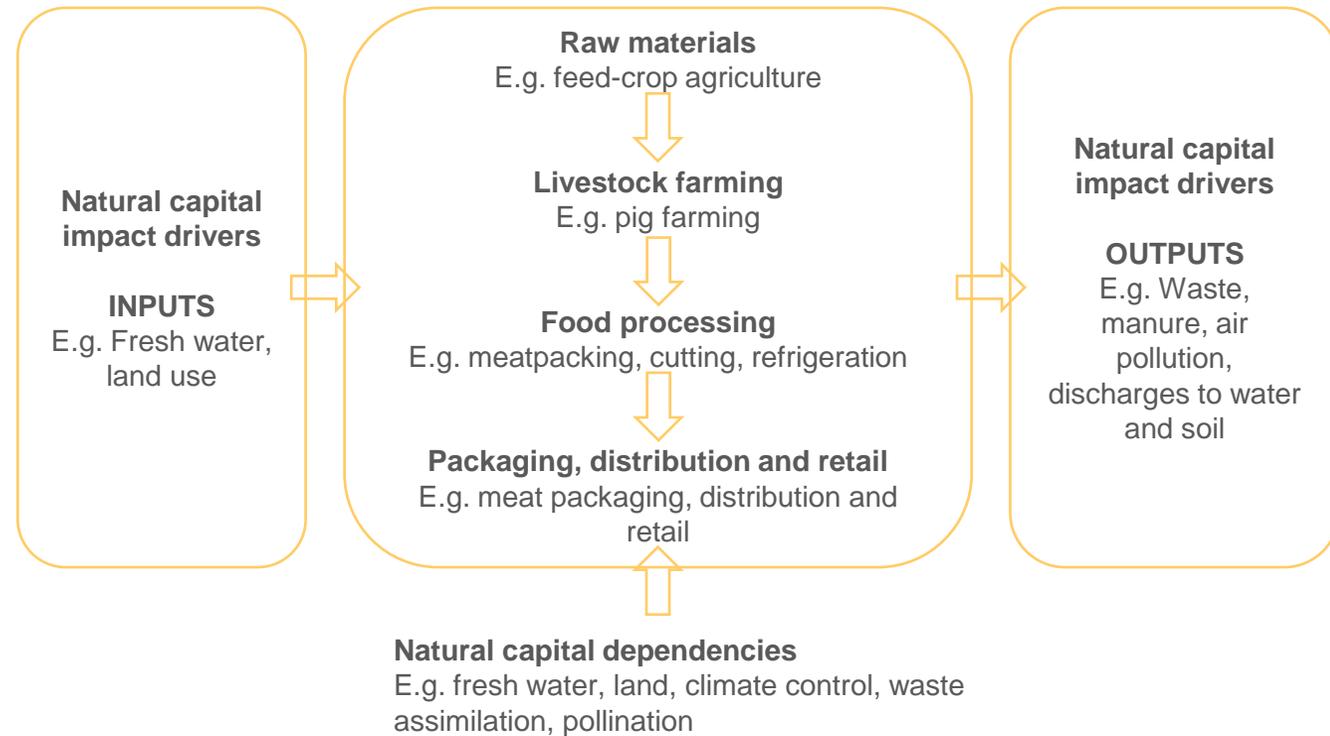
- **Measurable quantities** of a natural resource used as an **input** to production

(e.g. fresh water)

Or:

- **Measurable non-product output** of a business activity

(e.g. water discharges)



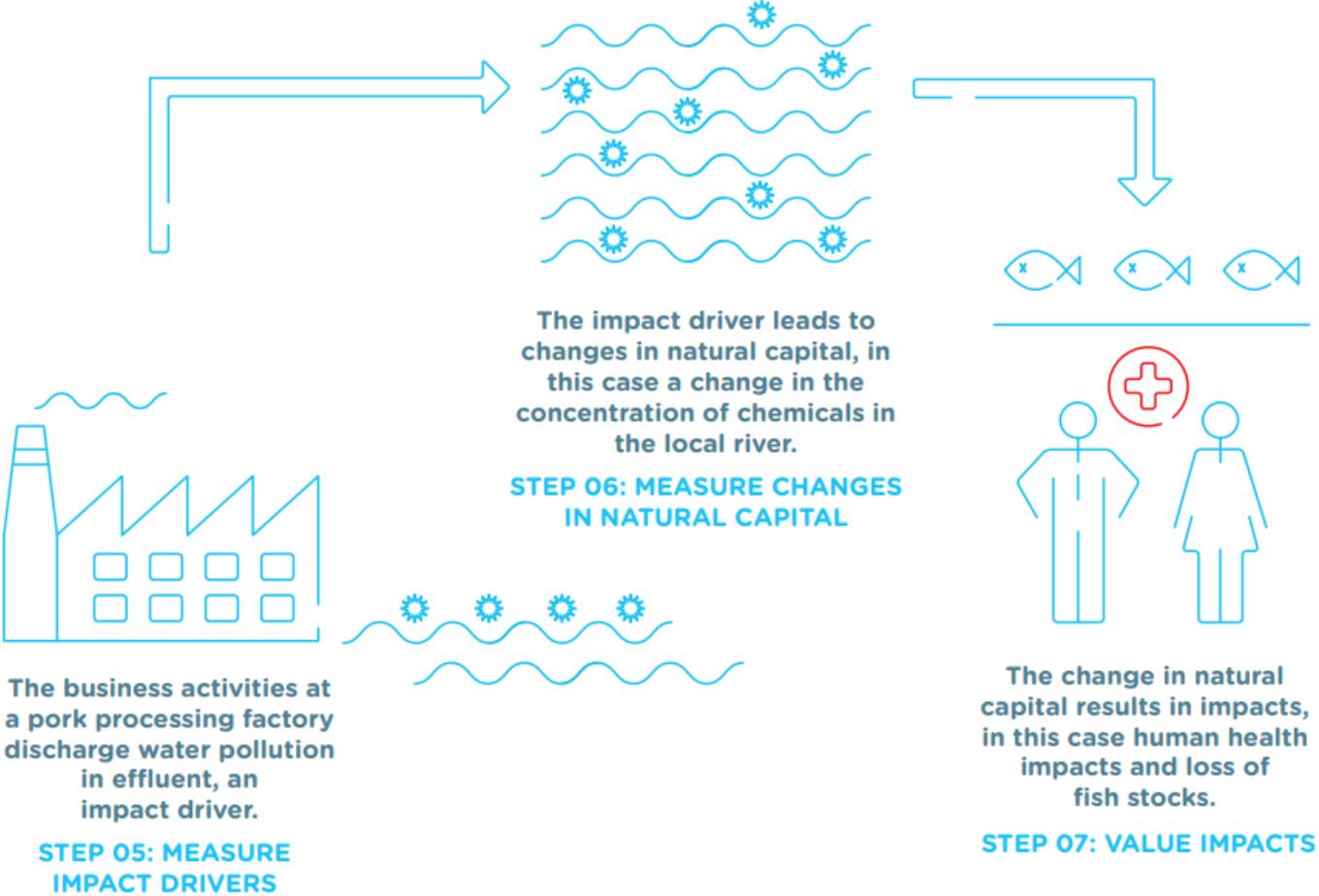
Impact pathway

Refer to p. 23
of the F&B Sector
Guide

- Business activities can **impact specific features** of natural capital
- An impact pathway can **identify how changes** in specific features of natural capital can **impact these activities**
- Knowing how changes affect business activities helps you identify the **cost of doing business**

Impact pathway

Refer to p. 23
of the F&B Sector
Guide



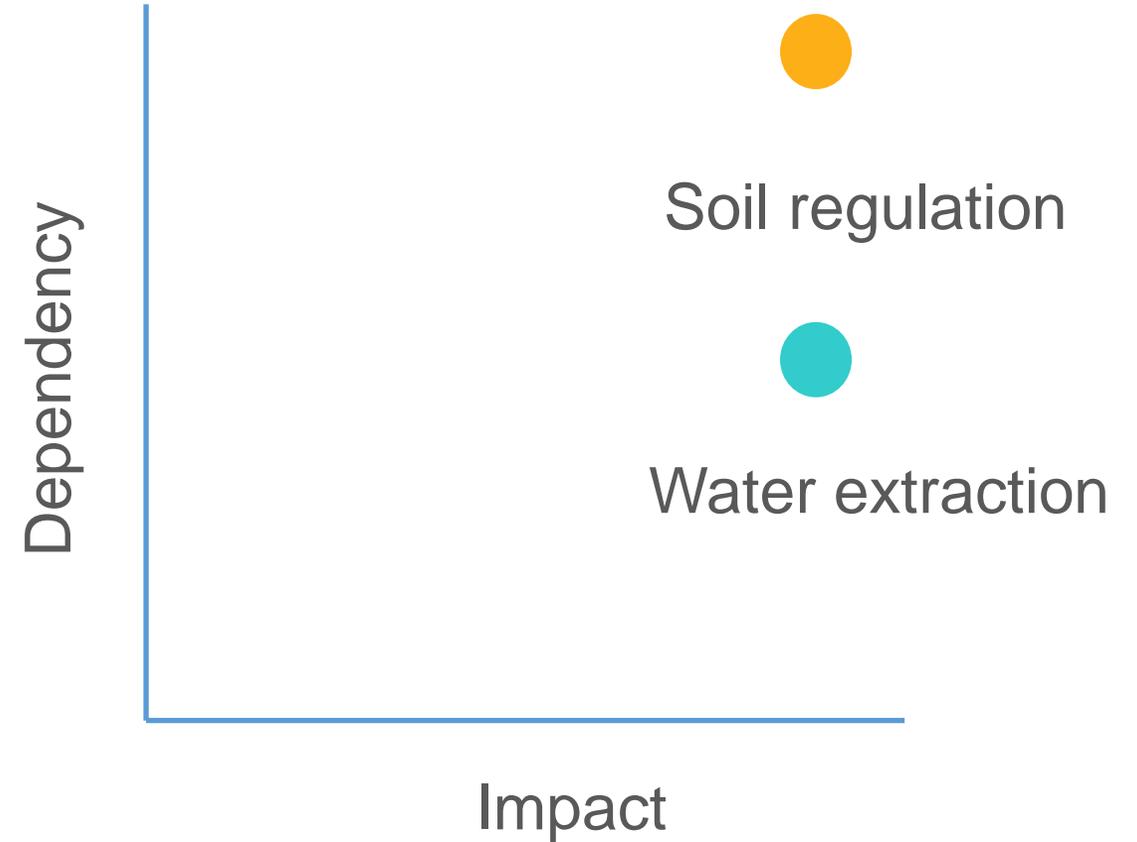
Quiz



Refer to p. 16 in your workbook

Are the following examples of impacts or dependencies, or both?

- **Soil regulation**
- **Water extraction**



How to use Mentimeter

1

Go to www.menti.com

2

Enter this code: **XXXXXX**

3

Submit your answer

Group exercise – Impacts & Dependencies

Refer to p. 17 in
your workbook

- ➔ Imagine you are having to assess the impacts and dependencies of a **Spanish rice brand owner (production in Thailand)**
- ➔ The company **sells the rice mainly in North-West Europe**



- ➔ As a group, determine the **level of impact and dependency of each given issue**

HIGH / MEDIUM / LOW

Ecosystem Services

Refer to p. 10 of the workbook and p. 13 of the Natural Capital Protocol

Provisioning
Goods produced or provided by ecosystems

- Food
- Fresh water
- Timber
- Fiber
- Biochemicals
- Natural medicines



Regulating
Natural processes regulated by ecosystems

- Pollination
- Climate regulation
- Water purification, flow regulation & waste treatment
- Erosion regulation
- Air quality regulation



Cultural
Intangible benefits obtained from ecosystem services

- Recreation
- Ecotourism
- Spiritual & religious values
- Educational
- Ethical values



Supporting
Functions that maintain all other services

- Nutrient cycling
- Water cycling
- Primary production
- Photosynthesis

Group exercise – Impacts & Dependencies

Rice brand owner: Key impacts & dependencies identified in the value chain			
Key ecosystem services	Issues	Impact	Dependency
Provisioning: Goods produced or provided by ecosystems	Water		
	Land use		
Regulating: Natural processes regulated by ecosystems	Climate		
	Air quality		
Supporting: Functions that maintain all other services	Soil quality		
	Biodiversity		
Cultural: Intangible benefits obtained from ecosystem services	Ecotourism		

Write down your answers directly in the [live Google doc](#), shared with you

HIGH / MEDIUM / LOW

Group exercise – Impacts & Dependencies (beverage example)

- ➔ Imagine you are having to assess the impacts and dependencies of a **beer brewing** company **in Brazil**
- ➔ The company **is a leading beer producer and distributor, operating in several countries, including Brazil**



- ➔ As a group, determine the **level of impact and dependency of each given issue**

HIGH / MEDIUM / LOW

Group exercise – Impacts & Dependencies (beverage example)

Beer producer: Key impacts & dependencies identified in the value chain			
Key ecosystem services	Issues	Impact	Dependency
Provisioning: Goods produced or provided by ecosystems	Water		
	Land use		
Regulating: Natural processes regulated by ecosystems	Climate		
	Air quality		
Supporting: Functions that maintain all other services	Soil quality		
	Biodiversity		
Cultural: Intangible benefits obtained from ecosystem services	Ecotourism		

Write down your answers directly in the [live Google doc.](#) shared with you

HIGH / MEDIUM / LOW

Group discussions in breakout rooms

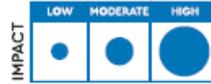
- We will now split into **breakout rooms**
 - Approx. 3 groups of 4 persons
- You will have **15 minutes** to complete the table of **impacts & dependencies**
- Have a designated person in your group to share their screen with the table and write down the answers
- You will be notified when you have **5 minutes** left
- We will then share **feedback in plenary**



Write down your answers directly in the [live Google doc.](#) shared with you

Example of a qualitative assessment from an SME in the fishery industry

Figure 2: Impacts on natural capital through the client's business activities



		Growing vegetables & herbs	Fishing	Processing	Inbound logistics	Operations & storage	Packaging	Outbound logistics & sales
CLIMATE		●	●●●	●	●●●	●●●	●	●●●
WATER USE		●●●		●		●	●	
AIR QUALITY		●	●●●	●	●●●	●●●	●	●●●
LAND USE CHANGE		●					●	
SOIL QUALITY		●●●	●●●				●	
WATER QUALITY		●●●	●●●			●	●	
BIODIVERSITY		●●●	●●●				●	

MOST MATERIAL PRACTICES

ACTIONS

FISHING 	<p>Qualitative research:</p> <ul style="list-style-type: none"> Environmental impact of different species Design a sourcing list Investigate coalition opportunities
GROWING VEGETABLES & HERBS 	<p>Immediate action:</p> <ul style="list-style-type: none"> Engage the vegetable supplier on sustainable production methods <p>Qualitative research:</p> <ul style="list-style-type: none"> Investigate certifications <p>Qualitative research:</p> <ul style="list-style-type: none"> Calculate used volume & area farmed including costs of land restoration
PACKAGING 	<p>Immediate action:</p> <ul style="list-style-type: none"> Inquire about packaging options with a packaging specialist <p>Qualitative research:</p> <ul style="list-style-type: none"> Investigate opportunities for non-virgin and degradable materials <p>Qualitative research:</p> <ul style="list-style-type: none"> Calculate impact differentials of recycling vs. degradable and plastic vs. cupboard
OUTBOUND LOGISTICS & SALES 	<p>Immediate action:</p> <ul style="list-style-type: none"> Less business travel by car. Choose sustainable alternatives. <p>Qualitative research:</p> <ul style="list-style-type: none"> kilometer registration commuting and CO2 measurements
PRODUCT DEVELOPMENT 	<p>Qualitative research:</p> <ul style="list-style-type: none"> Investigate opportunities for saline-tolerant vegetables. Design a checklist with environmental indicators for introducing new products.

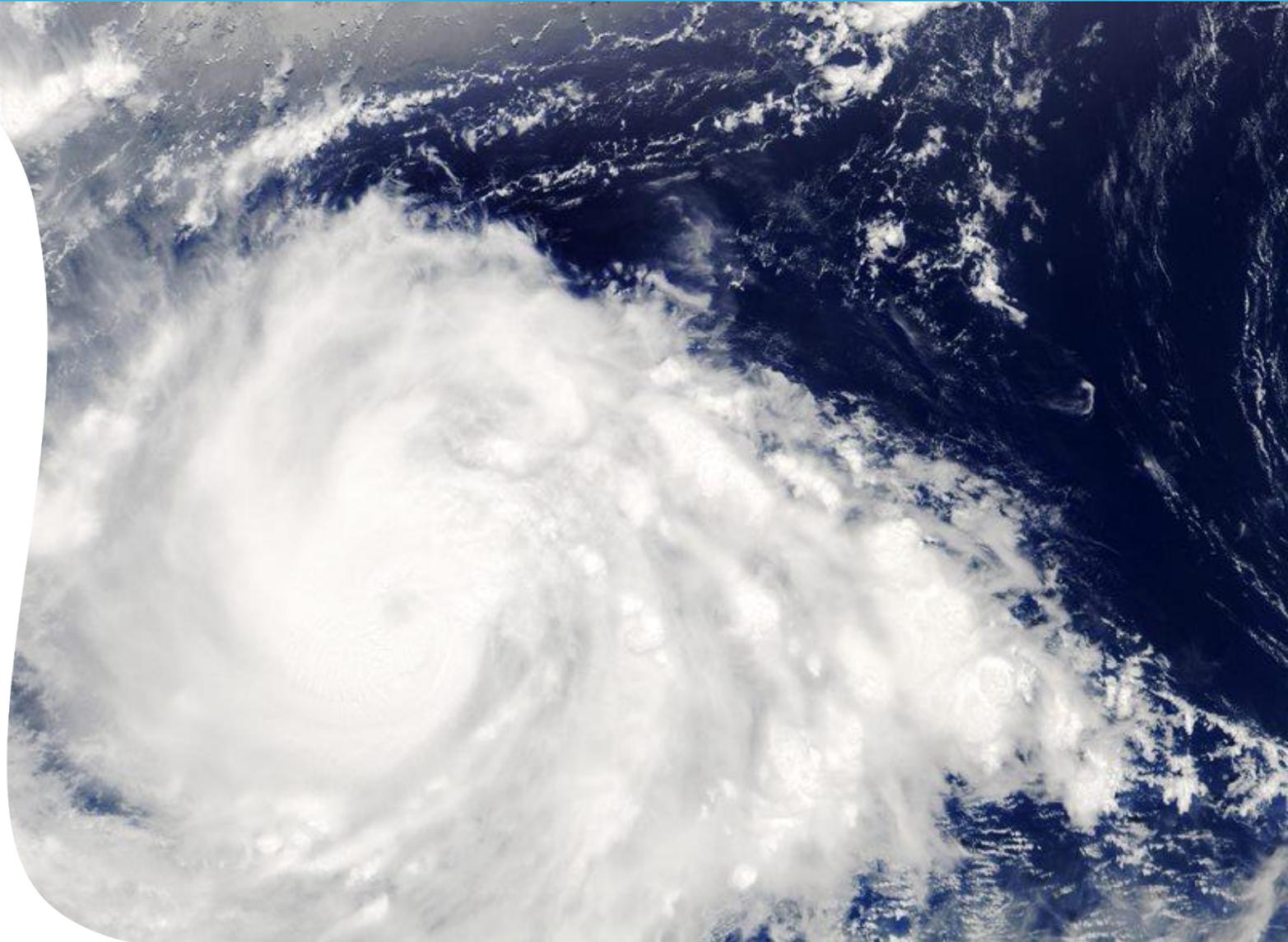
Source: [Accounting for a Better Planet](#) - [Nature^Squared](#)

Agenda – full training

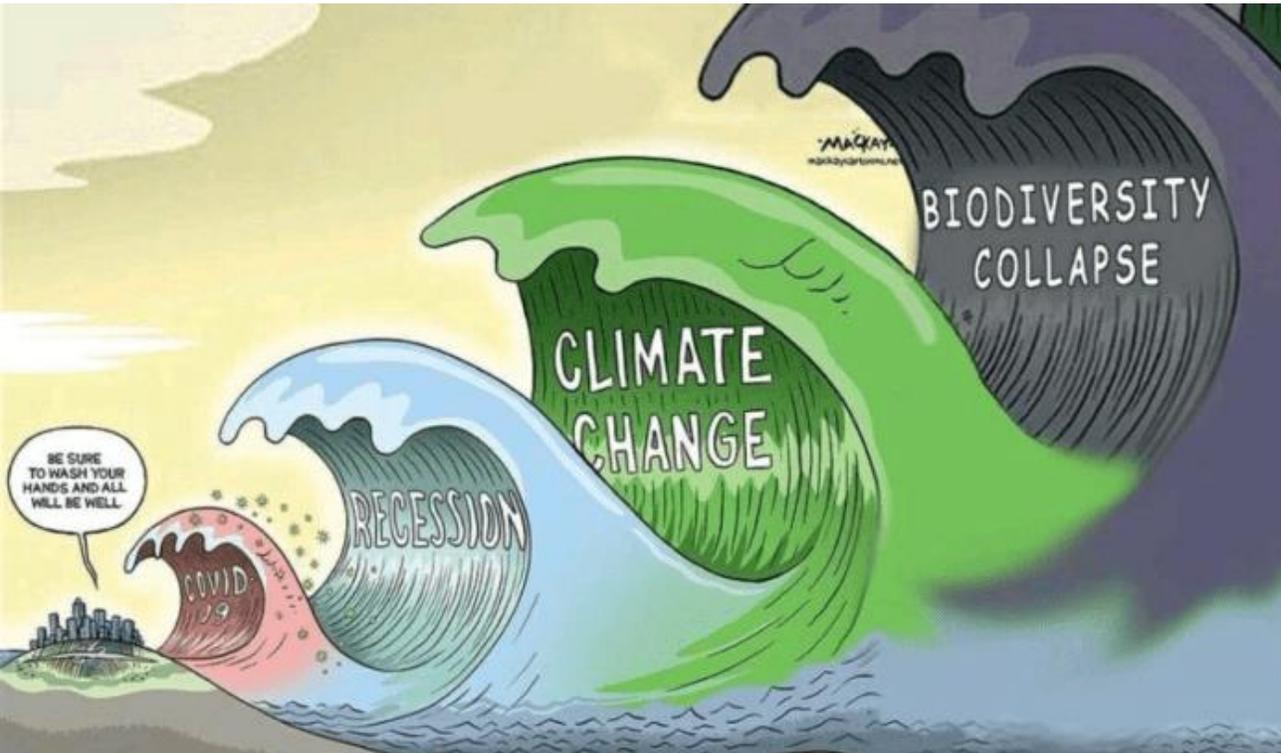
TO ADAPT

Time (xxx)	Session
10	Welcome – Agenda, objectives, material
10	Introductions – Getting to know each other
40	What is natural capital – Natural capital impacts & dependencies <ul style="list-style-type: none">• Group exercise
30	Why is natural capital important – natural capital risks & opportunities
15	<i>Coffee break</i>
30	Risk game
45	How can natural capital be applied – Brief overview of approaches & business applications
60	<i>Lunch break</i>
60	Case study presentations
20	First step of a natural capital assessment – Setting an objective
20	Wrap-up – Key take-aways, wrapping-up

Why is natural
capital important?



The scale of the challenge ahead...



By Graeme MacKay



By Kal, The Economist

Why should business care about natural capital?

Financial performance is irrelevant on a dead planet



*“Yes, the planet got destroyed.
But for a beautiful moment in time we created
a lot of value for shareholders.”*

Why should business care about natural capital?

100 million
hectares
of tropical
forest lost
in 20 years

75% of
terrestrial
environment
“severely
altered” by
human
actions

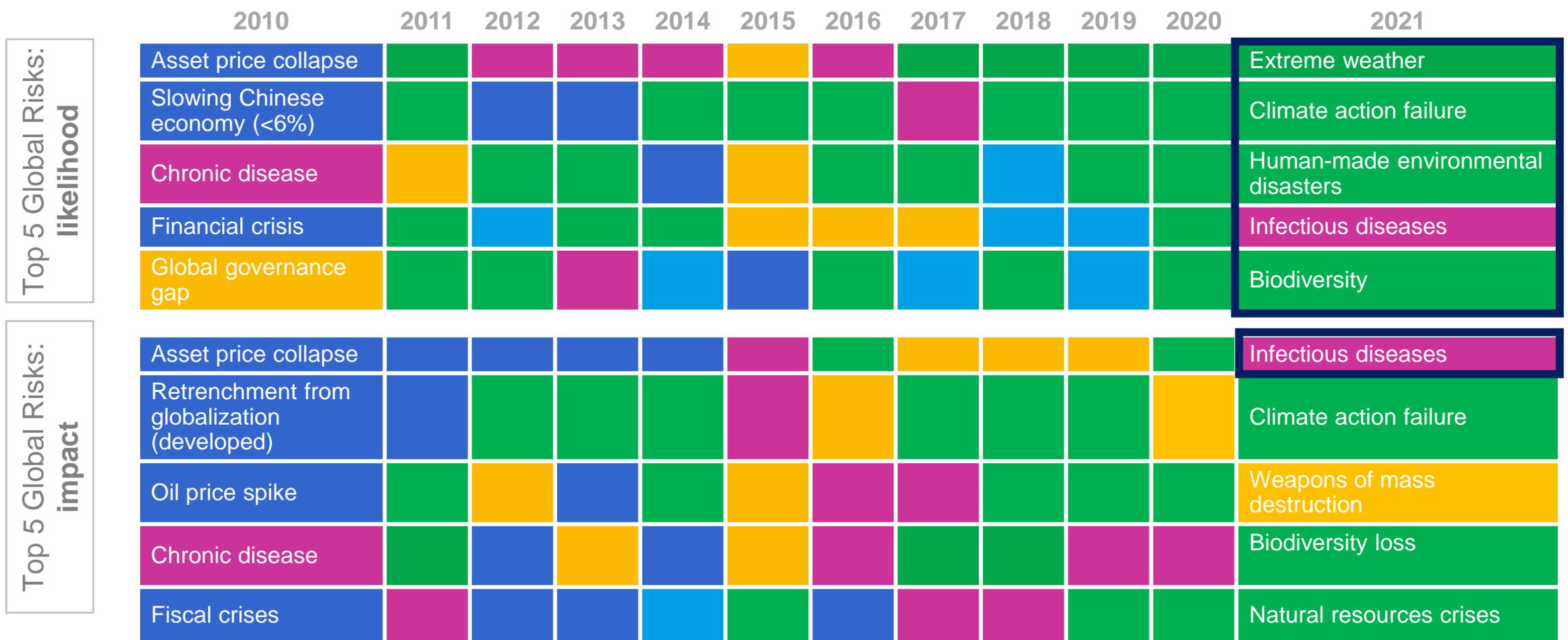
“Biodiversity and nature’s contributions to people are our common heritage and humanity’s most important life-supporting ‘safety net’. But our safety net is stretched almost to breaking point.”

Prof. Sandra Díaz (Argentina), IPBES Global Assessment

1 million
species at
risk of
extinction

50% of
live coral
reefs lost
since
1870s

The global risk landscape has changed



Source: [WEF Global Risks Report, 2021](#)

■ Economic
 ■ Environmental
 ■ Geopolitical
 ■ Societal
 ■ Technological

Negative impacts on nature cost the economy world-wide around \$4.7 trillion a year.

California Fires Take a Deep Toll on Wine Country

Beyond the financial cost of the destruction in Napa Valley is the emotional price, as wine that's been nurtured from vineyard to barrel flows down the drain.

Australia's sheep farmers in crisis

Wool has been a mainstay of the Australian economy for more than a hundred years, but the country's worst drought has seen sheep numbers plummet. The FT's Australia correspondent Jamie Smyth talks to farmers about whether the industry can recover

Wildfire in California causes insurance company to go under

Posted: 11:17 AM, Dec 04, 2018 Updated: 1:42 PM, Dec 04, 2018
By: CNN

Soil Erosion Washes Away \$8 Billion Annually



Linh Anh Cat Contributor @
Science

Travel the living world from microbes to ecosystems

The World's Biodiversity Collapse Is a Business Issue

By Fortune Editors September 5, 2019

Freeport-McMoRan agrees to pay USD 100 million to restore damaged coasts in Louisiana, the US

Climate change will wipe \$2.5tn off global financial assets: study

Losses could soar to \$24tn and wreck the global economy in worst case scenario, first economic modelling estimate suggests

01.07.19 | WORLD CHANGING IDEAS

Bad air makes you bad at your job

We know filthy air wreaks havoc on personal health, but it also slows down the amount of work people can produce in a day.

Hurricane Dorian to cost retailers \$1.5 billion

GrainCorp shares fall as company warns of full-year loss

Agriculture group has been hit by drought in eastern Australia

Risks & Opportunities for business

Operational Opportunity

- Supply chain security
 - Price
 - Availability -> limiting disruptions
- Regenerative agriculture
- Circular economy

- Maintain first-mover position in eroding 'sustainability landscape'
- Become part of the solution for next big thing after Climate Change
- New collaborations and endorsements

Reputational & Societal Opportunity

Legal Opportunity

- Prepared for new regulation on agricultural production methods, packaging materials, etc.
- Push for level-playing-field rather than race-to-the-bottom

- Decreased production costs
- Increasing asset efficiency, prolonging lifespan
- New products / markets
- Secure investments

Financial Opportunity



What are the risks & opportunities for your business?

Refer to p. 19 of
your workbook &
p. 18 of the
Natural Capital
Protocol

Individually reflect in what ways
do you think your own company
impacts and depends on nature

➔ Write down 3 risks & 3
opportunities you think your
company could be facing in the
next 10 years



How to use Mentimeter

1

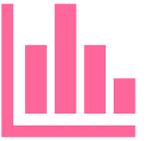
Go to www.menti.com

2

Enter this code: **XXXXXX**

3

Submit your answer



What top 3 risks have you identified for your business?

What top 3 opportunities have you identified for your business?

What top 2 opportunities have you identified for your business?

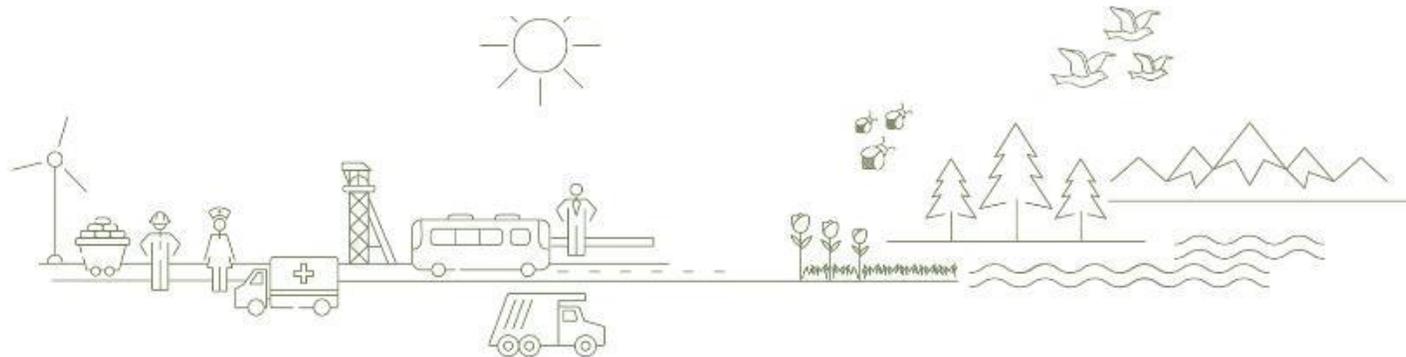


Why assess your impacts & dependencies? The business case

Refer to
p. 21 of your
workbook

Many natural capital risks and opportunities are becoming increasingly visible, and **business needs a way to understand and manage these.**

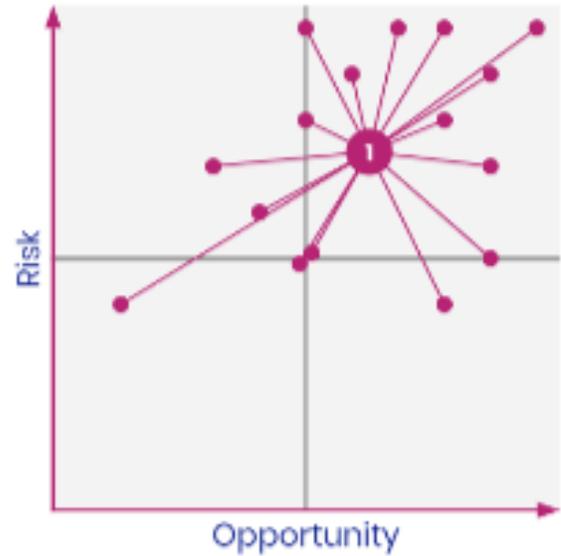
- Understand **relationships with nature** in a structured way
- Challenge your **business model**
- Mitigate **risks**
- Increased **competitive advantage**
- Create **opportunities**
- **Inform decisions** that are really important to your business
- Access to **finance**
- **Recruitment & retention** of staff



Source: Natural
Capital Protocol



Where would you place natural capital in relation to your company?



1 Natural capital

16



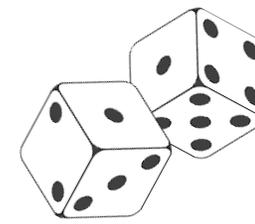
15'

Agenda – full training

TO ADAPT

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Game time!



See instructions on p. 22 & write down your answers on p. 23-25 of your workbook

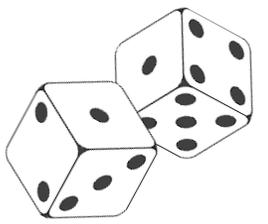
“Perfect Chips” company



You are part of the senior management team of “Perfect Chips”, a savory snacks producing company, based in Germany.

1. Identify your key **environmental risks**
2. Implement appropriate **risk responses**

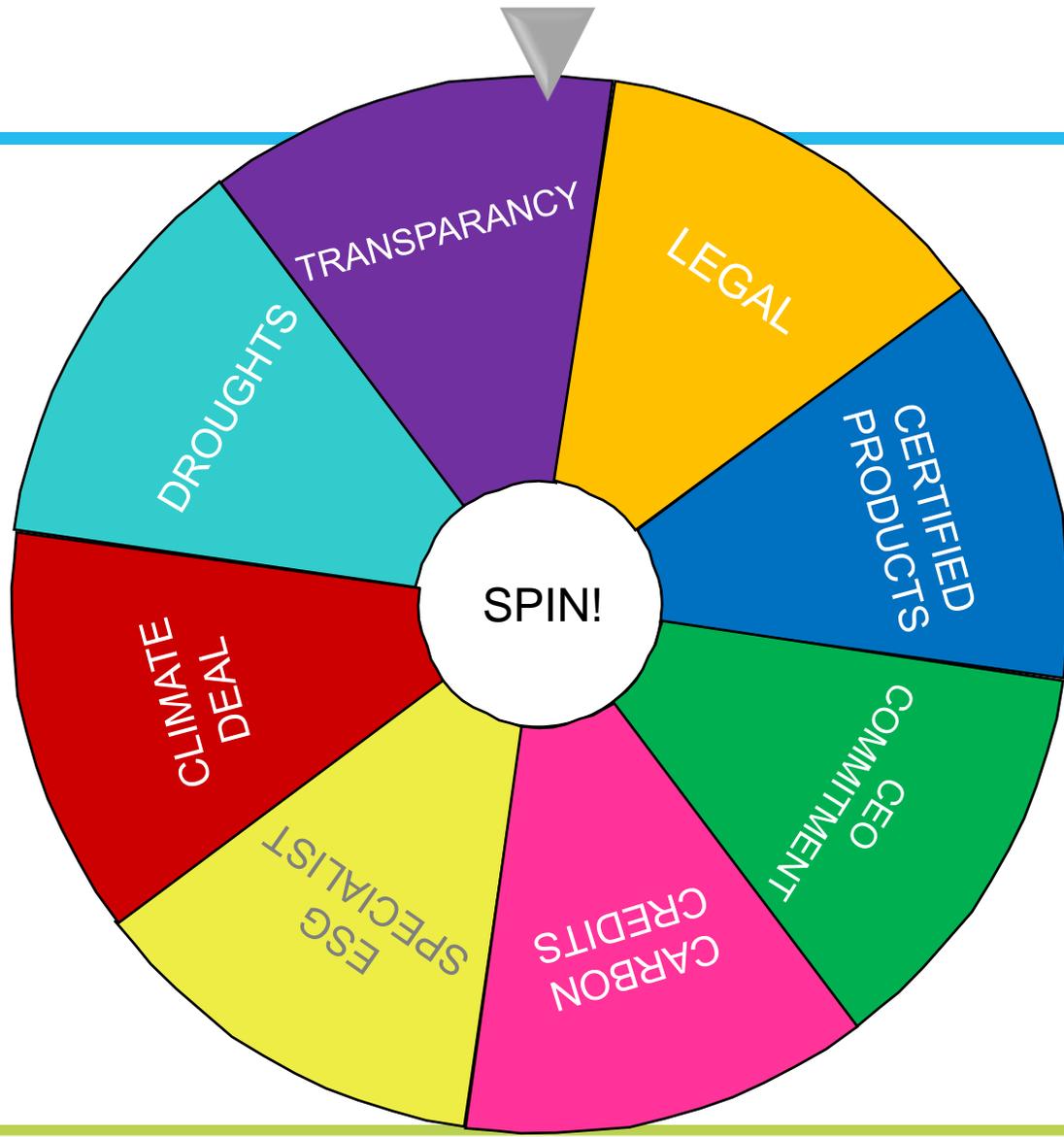
Scenario



Context: Issues of increasing temperatures and changing water availabilities have increasingly been in the spotlight; one of your competitors has even been impacted by extreme drought on one of its potato fields in Germany.

Objective: Your CEO has asked you to re-assess the company's environmental risks and put into place appropriate risk mitigation measures.

Perfect Chips's overall objective: **be a recognized, responsible and sustainable brand in the industry, while creating long-term values for our shareholders and stakeholders.**

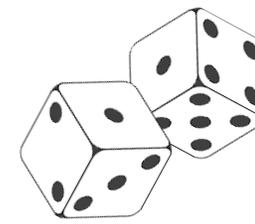


Debrief discussion

Write down
your answers
on p. 26 of your
workbook

- What did your team do well? What were some of the challenges?
- What did you learn from this activity about natural capital risk and how it can be managed more effectively?
- How does your company manage its environmental risks?
- What are your key take-aways from the activity?

Game time!



See instructions on p. 27 & write down your answers on p. 28-30 of your workbook

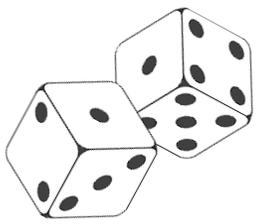
“Azucar” company



You are part of the senior management team of “Azucar”, an industrial sugar mill and sugarcane plantation company, based in South America.

1. Identify your **key environmental risks**
2. Implement appropriate **risk responses**

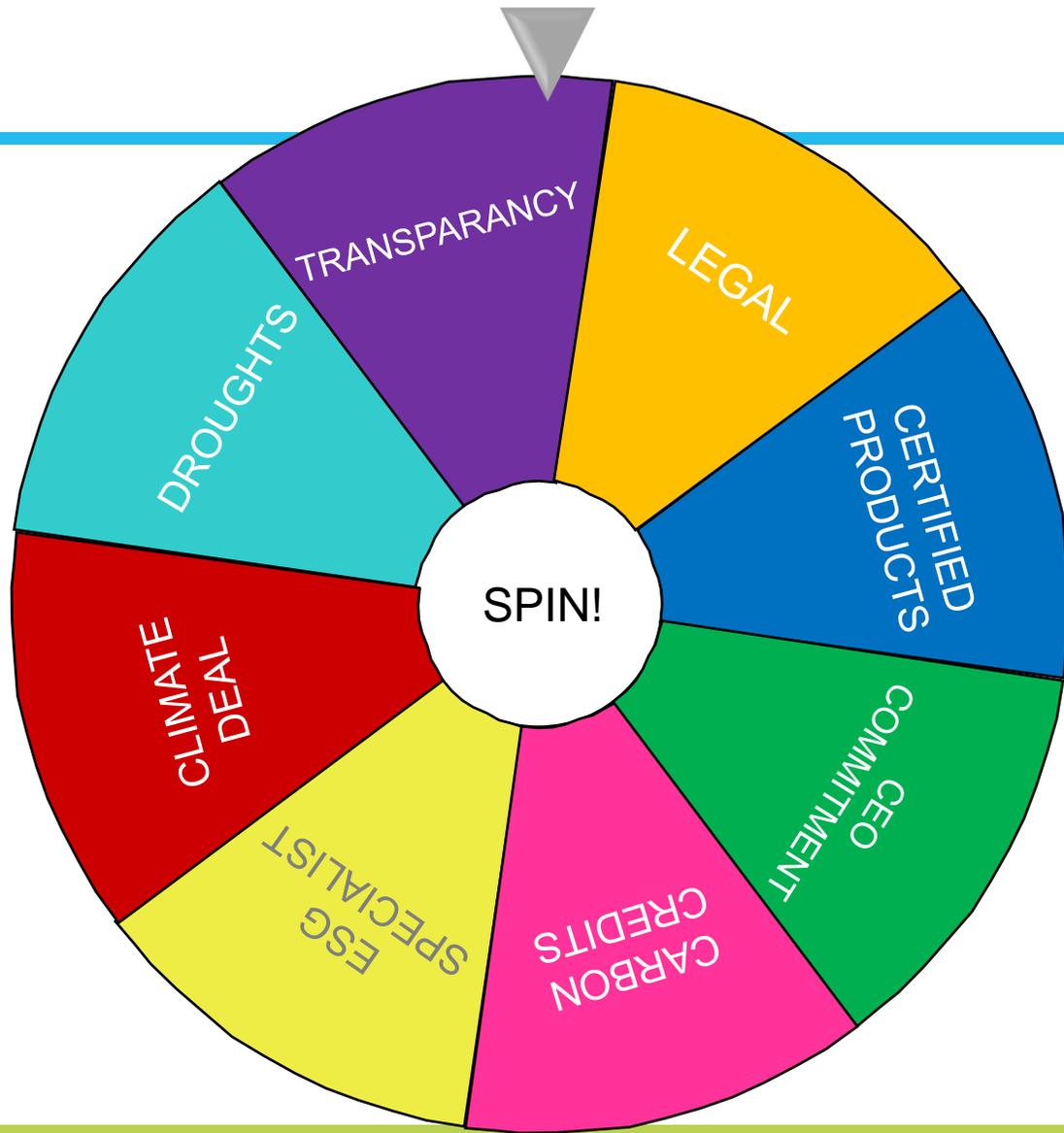
Scenario



Context: Issues of climate change and deforestation have increasingly been in the spotlight; one of your competitors has even been impacted by severe soil erosion on one of its sugar cane plantations in Brazil.

Objective: Your CEO has asked you to re-assess the company's environmental risks and put into place appropriate risk mitigation measures.

Azucar's overall objective: be a recognized, responsible and sustainable brand in the industry, while creating long-term values for our shareholders and stakeholders.



Debrief discussion

Write down
your answers
on p. 31 of your
workbook

- What did your team do well? What were some of the challenges?
- What did you learn from this activity about natural capital risk and how it can be managed more effectively?
- How does your company manage its environmental risks?
- What are your key take-aways from the activity?

Where are we in our learning objectives?



So far, we have:

- ✓ Demonstrated an **understanding of natural capital** and its **linkages with business** decision-making and risk management,
- ✓ Identified natural capital **impacts & dependencies** as well as **risks & opportunities** and related these to your respective business context,
 - ❖ Familiarized ourselves with a few **key approaches and tools** to integrating natural capital into business decision-making.

Agenda – full training

TO ADAPT

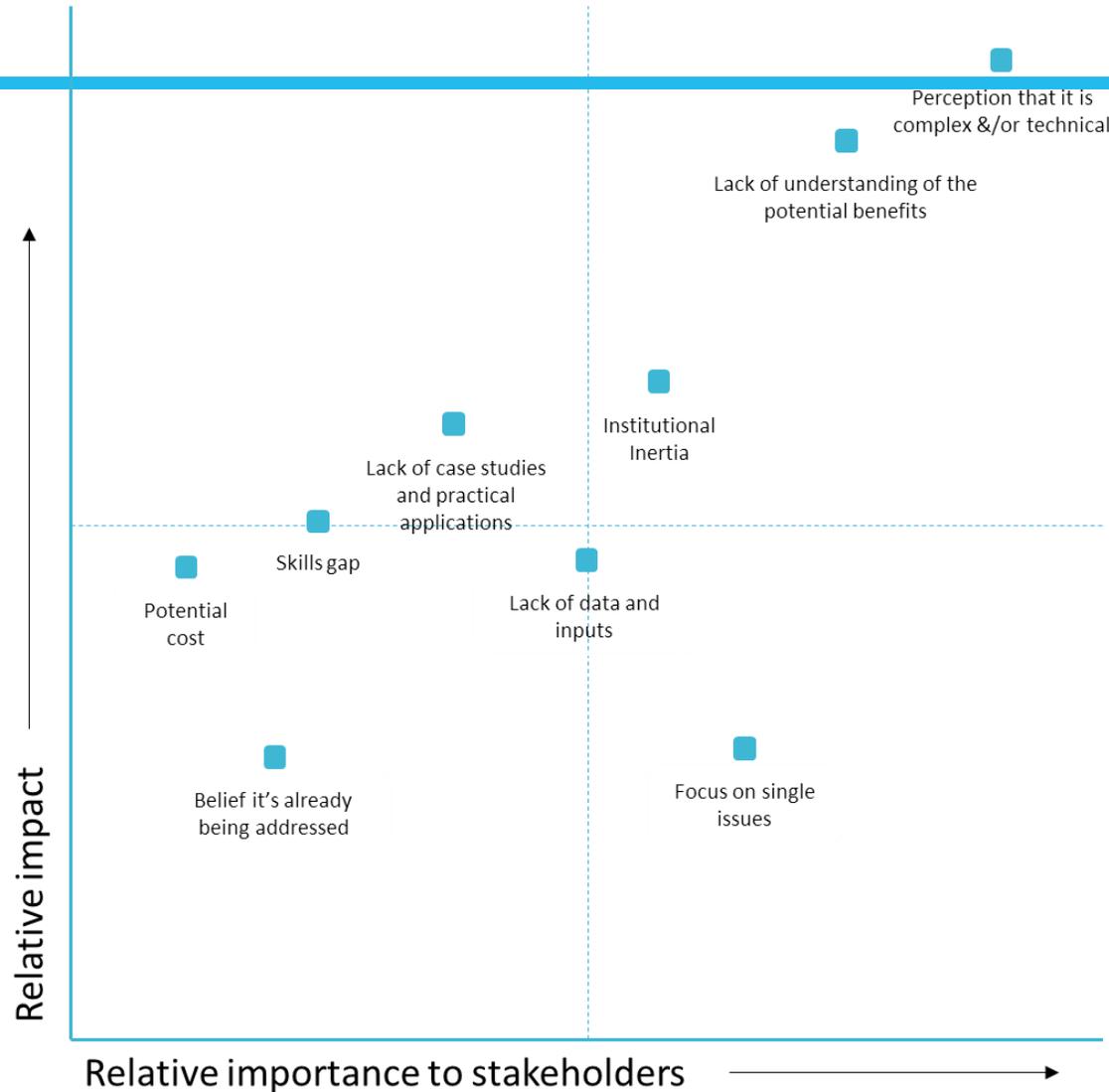
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How can business apply natural capital

*An overview of
approaches*



Identification of barriers and bottlenecks

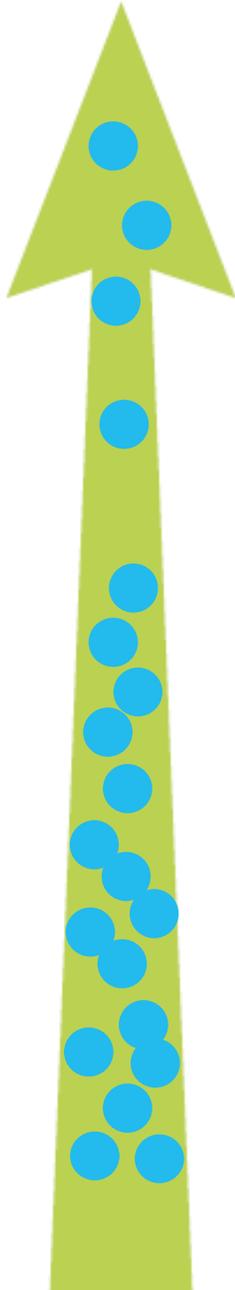


New findings from We Value Nature Survey:

1. Perception that it is complex &/or technical
2. Lack of understanding of the potential benefits
3. Lack of regulatory frameworks
4. Institutional Inertia
5. Lack of standards (metrics, reporting etc.)
6. Lack of data and inputs
7. Focus on single issues

(In order of importance to stakeholders, 1 is highest)

Based on Coalition Annual review 2016 & 2017



4. Comprehensive

“Natural capital is fully integrated into business decision making and we’re adding value to society and nature.”

3. Maturing

“Business decision-making frameworks are influenced by natural capital assessments.”

2. Developing

“ We have completed a natural capital assessment.”

1. First steps

“We’re aware of natural capital and interested to learn more.”

0. Just starting

“We haven’t engaged with natural capital.”

Typical barriers

WVN actions

- Lack of regulatory frameworks
- Lack of standards (metrics, reporting etc.)
- Focus on single issues
- Lack of data and inputs
- Lack of case studies and practical applications
- Institutional inertia
- Perception that it is complex &/or technical
- Lack of understanding of the potential benefits

- Case studies on public/private policy
- Input into NBS standard
- “Testimonial” case studies
- More detailed, specific training
- Introductory training
- Simplified, curated communications

Natural Capital Stories



Eosta case study



Eosta's natural capital story on true cost accounting
Inspiring natural capital journeys from the food & beverage industry

The natural capital accounting story of Eosta demonstrates that getting to the step of monetization is feasible for SMEs with limited resources and shows that a small, ambitious project can gain a lot of traction.

Summary
Eosta valued the true cost of various fruits and vegetables through developing an integrated profit and loss account of these products based on true cost accounting. It was the first Small and Medium sized enterprise (SME) in the food & agribusiness to do so.

To reduce costs and meet sustainable development, EOSTA decided to develop a practical tool for True Cost Accounting in the Perennial, Fruit and Picking Sectors (PCA/FRS) that includes environmental and social values for a range of products. Through good relationships with partner consultancy, Sol & Mare and EY, EOSTA was able to undertake the assessment in a short time period and with limited budget. The study revealed that the key environmental and social costs include fertilizers and disease control. By moving these costs, EOSTA could do about their natural capital journey better. An integration of natural capital into business decision making can be a small company goal, make a list of target and risks, when you focus on opportunities rather than obstacles. The company's practical advice of "Share, Share, Share" - compliant with stakeholders with strategic partners, helped expand Eosta's circle of influence to create more impact.



Jerónimo Martins case study



Jerónimo Martins' natural capital story on packaging
Inspiring natural capital journeys from the food & beverage industry

The natural capital story of Jerónimo Martins, a Portugal-based international group operating in the Food Distribution and Specialized Retail sectors, demonstrates that performing a natural capital assessment can be done in-house and that it can be a useful tool to inform decision-making.

Summary
Jerónimo Martins applied the Natural Capital Protocol to measure and value the comparative life cycle societal impacts of PVC use and alternative plastic materials in packaging components.

The environmental performance of PVC in packaging was highlighted as a key issue which triggered Jerónimo Martins to further assess its effects and their controls for sustainable packaging. Supported by the training options that were organized by the Chartered Accountants Association, Jerónimo Martins carried out an in-house natural capital assessment. While challenged by the lack of data, the assessment helped build in-house knowledge on the societal impacts of the use of PVC and prepared the company for comprehensive future assessments. Since the assessment, Jerónimo Martins is exploring other natural capital journeys in its continuous integrating natural capital in its decision-making processes. In 2024, a roadmap on eliminating PVC from Plastic Bando packaging was defined.



Coca Cola case study



Coca-Cola's natural capital story on valuing the impact of their water programs
Inspiring natural capital journeys from the food & beverage industry

The natural capital story of The Coca-Cola Company, the world's largest beverage company, demonstrates that natural capital can provide a useful lens to communicate about nature within a business context and to maximize the impact of nature-related projects.

Summary
The Coca-Cola Company (TCCC) quantified ecosystem services related to freshwater sources to better capture and communicate impacts of water community projects beyond replenishment.

Having invested a lot in water replenishment projects, TCCC was driven to understand the range of benefits that these projects provide to people and society beyond water volumes only. A natural capital assessment was initiated to monetize the ecosystem services in order to identify opportunities and measure impact. Together with their partners, they developed and applied a methodology in seven of their European projects. While monetizing impacts was not developed as a result, more clear water restoration projects can enhance a range of other ecosystem services. If done right, these benefits can fund the original project investment in a broad period of time. The assessment helped TCCC progress on their natural journey and they are now exploring how to further integrate natural capital into decision-making processes. TCCC has reduced their methodology as part of their commitment to transparency and help other businesses in their natural capital journey.



Metro case study



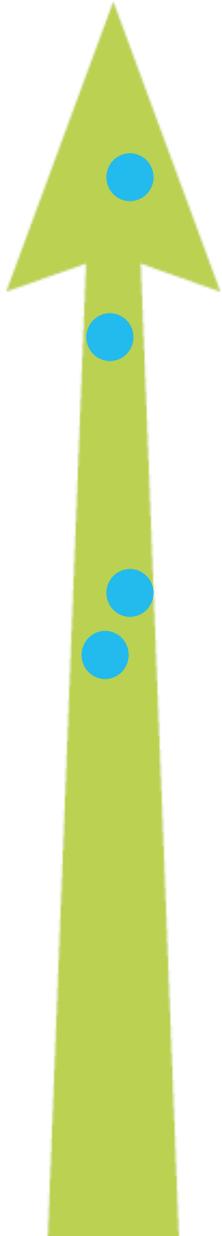
METRO's Natural Capital Story on comparing their distribution models
Inspiring natural capital journeys from the food & beverage industry

The natural capital story of METRO, a leading international specialist in food wholesale, demonstrates that a natural and social capital assessment can be a useful instrument to assess the environmental and societal impacts and opportunities when changing to a new business model.

Summary
METRO AG compared the hidden costs and benefits of METRO's Food Service Distribution (FSD) business model with those of its traditional wholesale stores by monetizing their impacts on the society and the environment.

In 2020, METRO started selling out their Food Service Distribution model next to their traditional model of direct buying (Cash & Carry). To understand whether this was a positive development, METRO initiated an assessment to assess how these different business models compare the quality of life and environment. Through the assessment, was found useful to METRO's key stakeholders, an internal materiality analysis was conducted. With the support of Deloitte, METRO conducted sustainability accounting and found that the new FSD model was inherently more sustainable, allowing additional benefits for customers, the society and the environment, valued at € 50 per € 1000 of sales. METRO is progressing on their natural capital journey and related new assessments, since exploring their scope to their entire value chain.





4. Comprehensive

“Natural capital is fully integrated into business decision making and we’re adding value to society and nature.”



3. Maturing

“Business decision-making frameworks are influenced by natural capital assessments.”



2. Developing

“ We have completed a natural capital assessment.”



1. First steps

“We’re aware of natural capital and interested to learn more.”

0. Just starting

“We haven’t engaged with natural capital.”

Specific barriers experienced by the F&B sector

- The **business case** for nature-inclusive agriculture has **not been extensively proven**, limiting large-scale investments in this area.
- There are **vested interests in continuing conventional farming**, slowing down the transition to sustainable agriculture.
- While the **largest impact takes place at farm level**, it remains **challenging to engage farmers** on driving sustainable changes. Farmers may lack the capacity or resources to adopt new farming practices, and many F&B companies **do not have direct links with the farmers** that produce the ingredients for their end products.

Specific barriers experienced by the F&B sector

- Scale is an important factor; as a small & medium sized F&B company, it can be **challenging to source sustainable ingredients through segregated streams.**
- **Putting a price on sustainability remains challenging** in the quote driven markets in which F&B companies operate.
- While consumers are increasingly paying attention to sustainability, there is still a way to go in **marketing and valorizing sustainability.**
- Natural capital is managed at **landscape/seascape level**, often requiring **shared financial incentives** to deliver change on the ground. This goes beyond problem analysis and assessments, but also requires **multi-stakeholder collaboration.**

Assessments: Measure & Value

Refer to p. 32 of your workbook & p. 84 of the Natural Capital Protocol

To measure ≠ to value

- **To measure:** determine the **amounts, extent and condition** in physical terms
 - e.g. m³, tons, number of injuries, number of jobs
- **To value:** estimate the **relative importance, worth, or usefulness** of natural / social / human capital to people (or to a business), in a particular context.



Qualitative



Quantitative



Monetary



Costs and benefits to the business, and to society

Business application

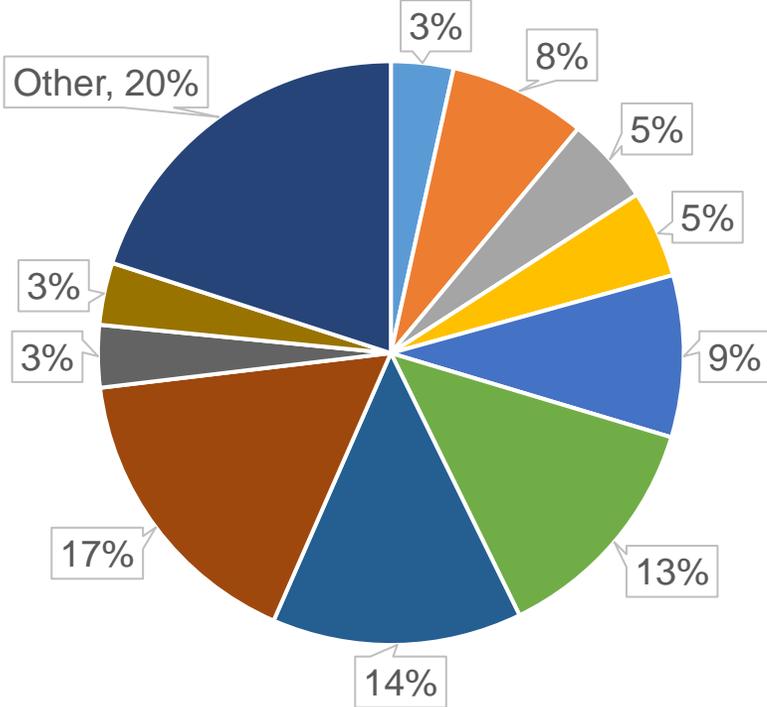
Refer to p. 33 of your workbook & p. 20 in the Natural Capital Protocol

Natural capital **information** can be used in plenty of ways. You need to decide what information you need and how it will be used.

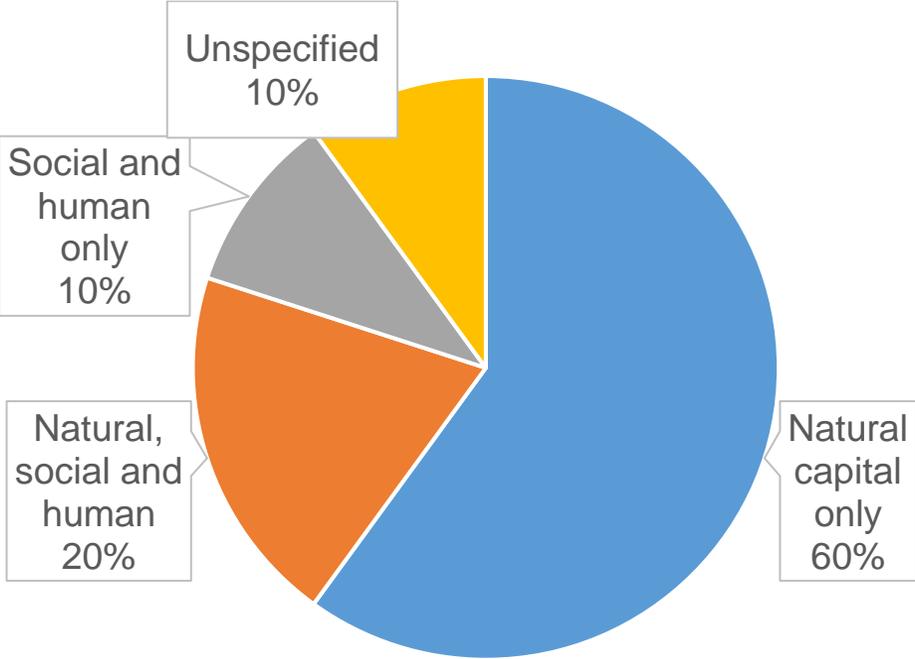
Potential Business Applications
Assess risks and opportunities for the company or a department (new options for ecological product development, the risk associated with increased water stress, etc.)
Compare options e.g. choosing between flood solutions
Assess impacts on stakeholders, how are nearby communities impacted by different factory policies
Estimate total value and/or net impact
Communicate internally or externally

Distribution of assessments across sectors

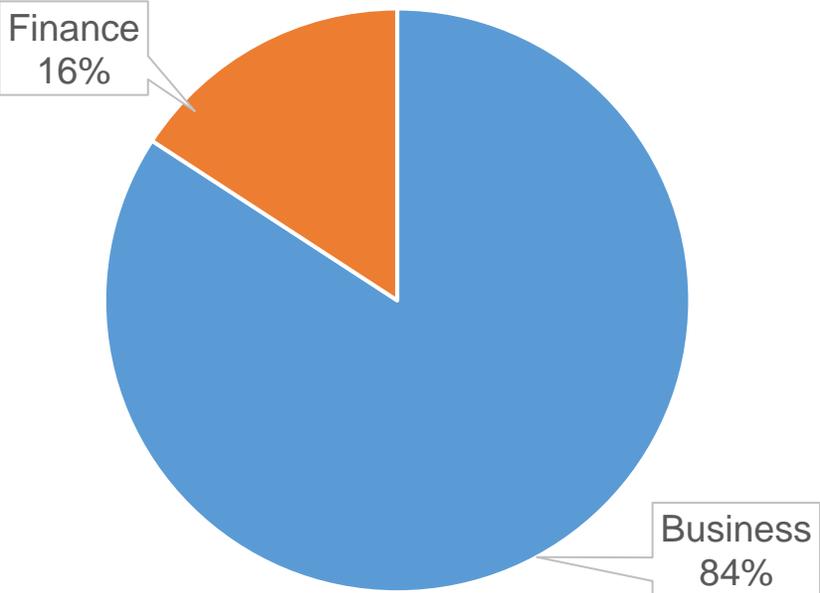
- 1. Multi-sector, 17%
- 2. Forest products, 14%
- 3. Food and beverage, 13%
- 4. Energy and utilities, 9%
- 5. Chemicals, 8%
- 6. Other, 20%



Total of 173 case studies



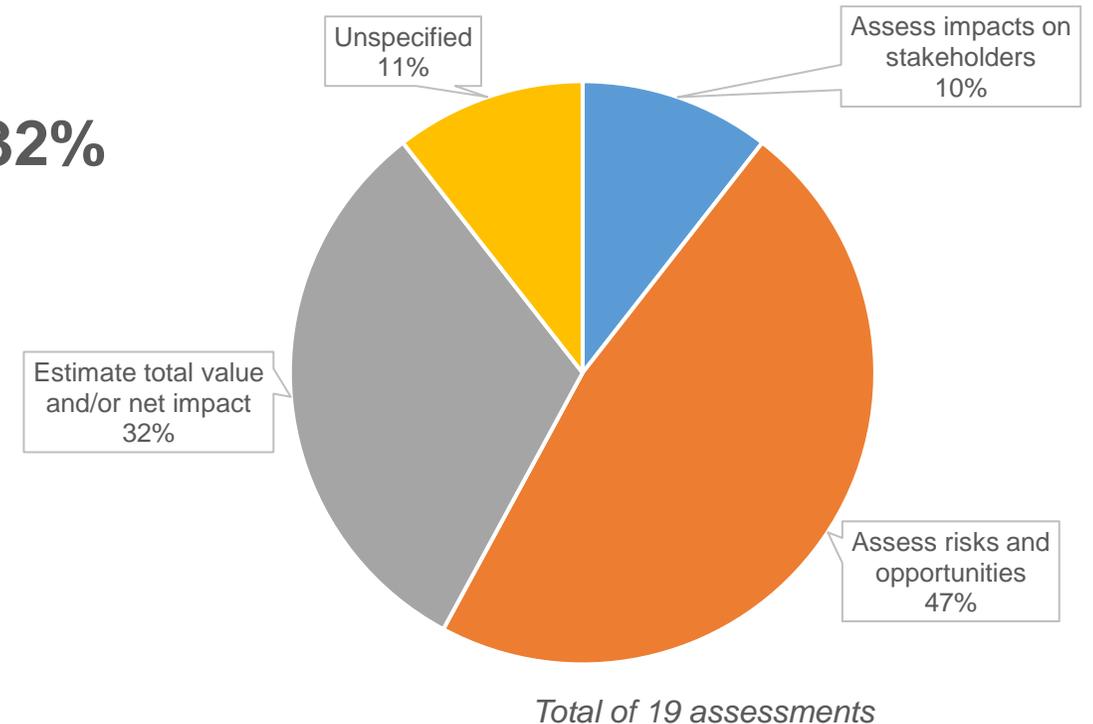
Natural Capital or Multi-capital



Organization type

Total of 19 assessments

1. **Assess risks and opportunities, 47%**
2. **Estimate total value and/or net impact, 32%**
3. Assess impacts on stakeholders, 10%
4. Unspecified, 11%



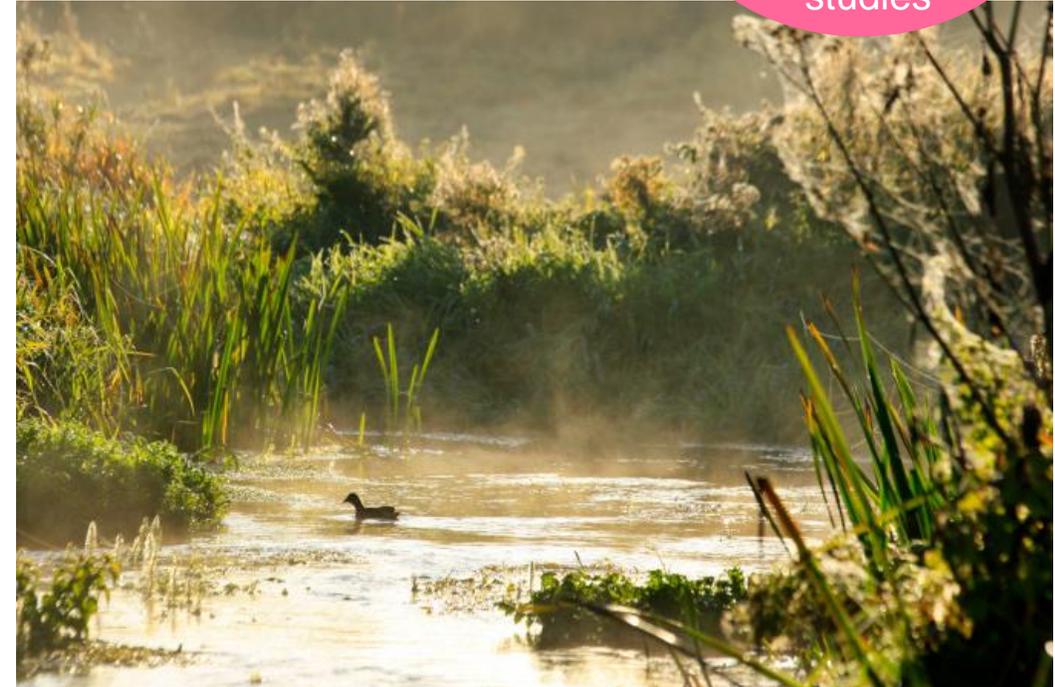
Business example – THE *Coca-Cola* COMPANY

Check the [NCC's](#) website or [WBCSD's](#) website for more case studies

What was assessed: quantified the **value of freshwater restoration projects** for communities and other local users, beyond just replenished (m³) water volumes.

How this was used: To better **capture and communicate the impacts** of Coca-Cola's water community projects beyond replenishment, maximizing positive impact. Thereby, **strengthening their leadership position** on water.

Going forward: Coca-Cola plans to include the results from the assessment in **new investment decisions** on their water programs. The natural capital assessment will be used as an important **decision-making and communication tool**.



Assess risks and opportunities

Business example – Jerónimo Martins

Check the [NCC's website](#) or [WBCSD's website](#) for more case studies

What was assessed: a comparison of the life cycle societal impacts of PVC use vs alternative plastic materials in their packaging components.

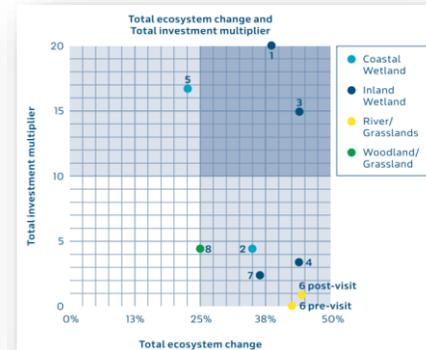
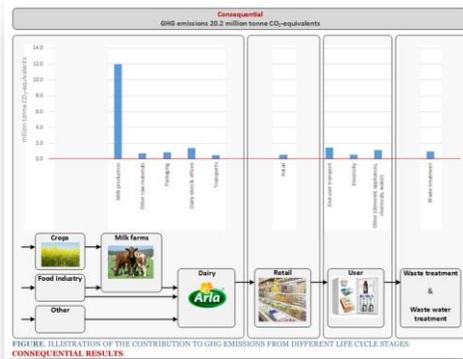
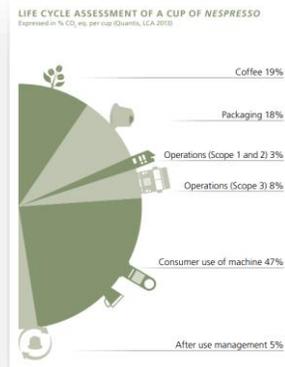
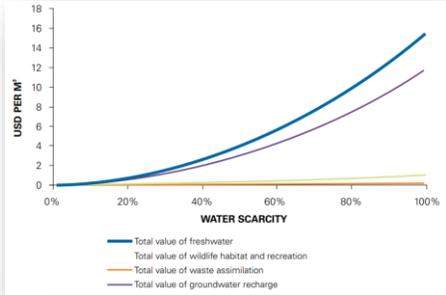
How this was used: Jerónimo Martins gained in-depth knowledge on the environmental and social risks related to the use of PVC which triggered internal discussions on the impacts of different plastics used.

Going forward: Jerónimo Martins continues to focus on packaging and plastics which are some of the most important issues in terms of committed time. Jerónimo Martins has set the goal to eliminate PVC from all private brands packaging by 2022.



Compare options
Assess risks and opportunities

Companies are Experimenting & Sharing



GENERAL IMPROVEMENT OF THE ENVIRONMENT
173 BGN/decare of which improvement for the producer: 74 BGN/decare

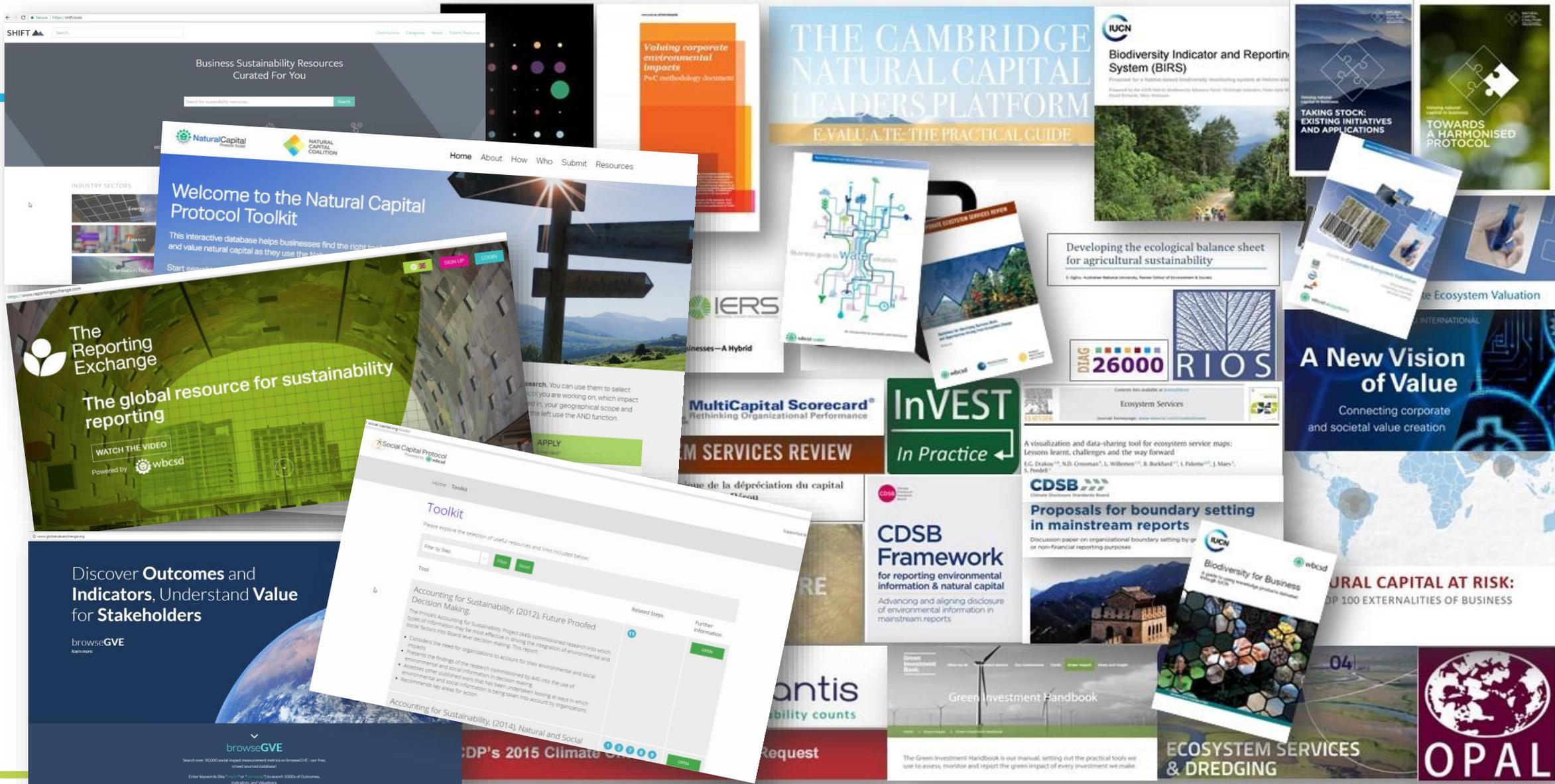
REDUCED IMPACT PER DECARE

- water BGN 6
- fertilizers BGN 4
- pesticides BGN 64

BGN 99 per decare improvement from transport to METRO

BGN 56 / DECARE saved because the deliveries are local and not from the central warehouse

BGN 43 / DECARE saved because the goods are from a local producer and not from imports.



Creating an inducive company environment for integrating natural capital

Refer to p. 35
of your
workbook

- Integrating natural capital into business decision-making is a **collaborative process**.
- Each person in a company has its **own role** to play in driving sustainability. Sometimes, i.e. in the case of SMEs, one person can embody different roles.
- To empower your colleagues and managers and collaborate effectively, you need to be aware of the **challenges and needs** for each role.
- Please visit [WeValueNature's digital media library](#), to find all action cards describing **useful actions** for a **various roles & ways to engage others** in the company on natural capital.

Sustainability Manager



Chief Executive Officer



Chief Financial Officer



Procurement Officer



Marketing manager



Farmer



Creating an inducive company environment for integrating natural capital



Sustainability Manager

Natural Capital Persona Action Card

A Sustainability Manager is responsible for shaping the company's sustainability strategy and translating it into concrete actions to improve the company's impact on the environment and society. A key part of the work is to sign different requirements and goals, to help others understand how sustainability can be achieved and how sustainability can contribute to the overall performance of the business. Natural capital thinking provides Sustainability Managers a lens to take an integrated approach to sustainability and to link sustainability to the core of a company.



Needs

- Cross-collaboration & support** – a conducive company environment to work on these themes.
- Financial support**
- More clarity on where and how to get started** – what are the most useful steps to take and which tools are relevant?

Challenges

- Getting internal buy-in and support** (from other departments and senior management) when there is no clear mandates or business case.
- Translating complex environmental issues into a language that is understood by others in the company** (particularly finance and senior management)
- Dealing with competing interests and sustainability dilemmas, balancing goalsetting & monitoring with action.**
- Retrieving needed resources and datasets**

Actions

- Collaborate & identify allies** – bring on board relevant departments and colleagues, and learn from experts and other companies that have already started their journey.
- Identify entry points for natural capital** in the current sustainability strategy and see how it links to other ESG goals.
- Prioritize** – perform a materiality analysis to identify the most important impacts and dependencies on natural capital across the value chain and check with your stakeholders what they find important.
- Mitigate & manage your impacts and dependencies** – conduct a natural capital assessment to help measure and value those impacts and dependencies. Start with a qualitative assessment to get a broader understanding of the main risks and opportunities.
- Set targets** while balancing ambition and feasibility.
- Monitor & report** – both on your natural capital journey and on relevant impacts and dependencies.
- Integrate & take action** – align with, or adapt, the sustainability strategy and initiate projects that are working towards the identified action areas. Integrate natural capital information into decision-making processes.

How to engage with a Sustainability Manager on natural capital?

- Be open to making changes**, point out how your day-to-day business works, and jointly **discuss opportunities** of driving sustainability.
- Be curious and ask questions** to understand why natural capital is important for the business
- Discuss how natural capital relates to the **current sustainability strategy**
- Point out the most **material natural capital impacts and dependencies**, focusing on those that are outside of the current sustainability strategy to **uncover relevant blind spots**.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 823022



Developed by



Chief Executive Officer

Natural Capital Persona Action Card

The CEO is in the position to drive the company's vision on sustainability and is responsible for the company's impacts on nature and the wider society, as well as the company's financial performance. A key part of the work is to transform this responsibility into the long-term success of the company's performance. Natural capital thinking helps a CEO to develop an integrated understanding of sustainability and to link sustainability to their business case.



Needs

- Clear and concise messaging**
- Good understanding of the urgency of operating in line with nature.**
- Information** translated into actionable options that fit within the wider company strategy.
- Proper understanding of the business case** of investing in nature.

Challenges

- Understanding the complexities of sustainability** and how the company can be best involved.
- Limited time.**
- Balancing responsibility** for nature with the **business case & responsibilities** towards shareholders.

Actions

- Understand your company's link to sustainability** and in particular to the current **food system challenges**.
- Useful resources:** [WBCSD CEO Guide to Food System Transformation](#)
- Guidance:** partake in relevant conferences and connect with other companies on their journey, and set a meeting with your sustainability department to get a better understanding of their work and align goals.
- Strategize** – develop a **Clear vision** on where your company is heading, incorporating sustainability. Give commitment even when the outcome is unsure upfront.
- Allocate resources** – invest time and resources to ensure there is adequate internal capacity to execute the company's sustainability strategy.
- Governance** – integrate your sustainability strategy into the overall company and engage all board members and shareholders.
- Useful resources:** [WBCSD Board of Director resources platform](#)
- Set ambitious and robust targets** – reflecting the true financial value of externalities and which are science-based. Push for accounting and reporting against these targets.
- Useful resource:** [Science-based targets](#)
- Develop and implement scalable solutions** to achieve the targets for your entire operation.
- Be vocal and challenge peers** – talk at fairs, commit to pledges (such as Business for Nature) and engage in coalitions to bring forward a stronger voice to have greater influence and outreach.
- Lead** – don't be afraid to be courageous and take bold actions.

Inspiring piece of work

- WBCSD's CEO guide to Food System
- Paul Polman's, *Lonely Fight*

How to engage with a CEO on natural capital?

- Paint the overall picture:** why is natural capital important for the company? What are the **main risks and opportunities?**
- Demonstrate how natural capital relates to the **company's current strategy**.
- Indicate what **other companies** are already **doing**.
- Share** CEO-level platforms, pledges and initiatives on natural capital.
- Be specific on what the **first next steps** could be.
- Ask for commitment**, even when starting small.
- Use clear, single language** to effectively communicate your message.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 823022



Developed by

Chief Financial Officer

Needs: Cross-collaboration & support, Financial support, More clarity on where and how to get started.

Challenges: Getting internal buy-in and support, Translating complex environmental issues into a language that is understood by others in the company, Dealing with competing interests and sustainability dilemmas, Retrieving needed resources and datasets.

Actions: Collaborate & identify allies, Identify entry points for natural capital, Prioritize, Mitigate & manage your impacts and dependencies, Set targets while balancing ambition and feasibility, Monitor & report, Integrate & take action.

How to engage with a CFO on natural capital?

Procurement Officer

Needs: Cross-collaboration & support, Financial support, More clarity on where and how to get started.

Challenges: Getting internal buy-in and support, Translating complex environmental issues into a language that is understood by others in the company, Dealing with competing interests and sustainability dilemmas, Retrieving needed resources and datasets.

Actions: Collaborate & identify allies, Identify entry points for natural capital, Prioritize, Mitigate & manage your impacts and dependencies, Set targets while balancing ambition and feasibility, Monitor & report, Integrate & take action.

How to engage with a Procurement Officer on natural capital?

Marketing Manager

Needs: Cross-collaboration & support, Financial support, More clarity on where and how to get started.

Challenges: Getting internal buy-in and support, Translating complex environmental issues into a language that is understood by others in the company, Dealing with competing interests and sustainability dilemmas, Retrieving needed resources and datasets.

Actions: Collaborate & identify allies, Identify entry points for natural capital, Prioritize, Mitigate & manage your impacts and dependencies, Set targets while balancing ambition and feasibility, Monitor & report, Integrate & take action.

How to engage with a Marketing Manager on natural capital?

Farmer

Needs: Cross-collaboration & support, Financial support, More clarity on where and how to get started.

Challenges: Getting internal buy-in and support, Translating complex environmental issues into a language that is understood by others in the company, Dealing with competing interests and sustainability dilemmas, Retrieving needed resources and datasets.

Actions: Collaborate & identify allies, Identify entry points for natural capital, Prioritize, Mitigate & manage your impacts and dependencies, Set targets while balancing ambition and feasibility, Monitor & report, Integrate & take action.

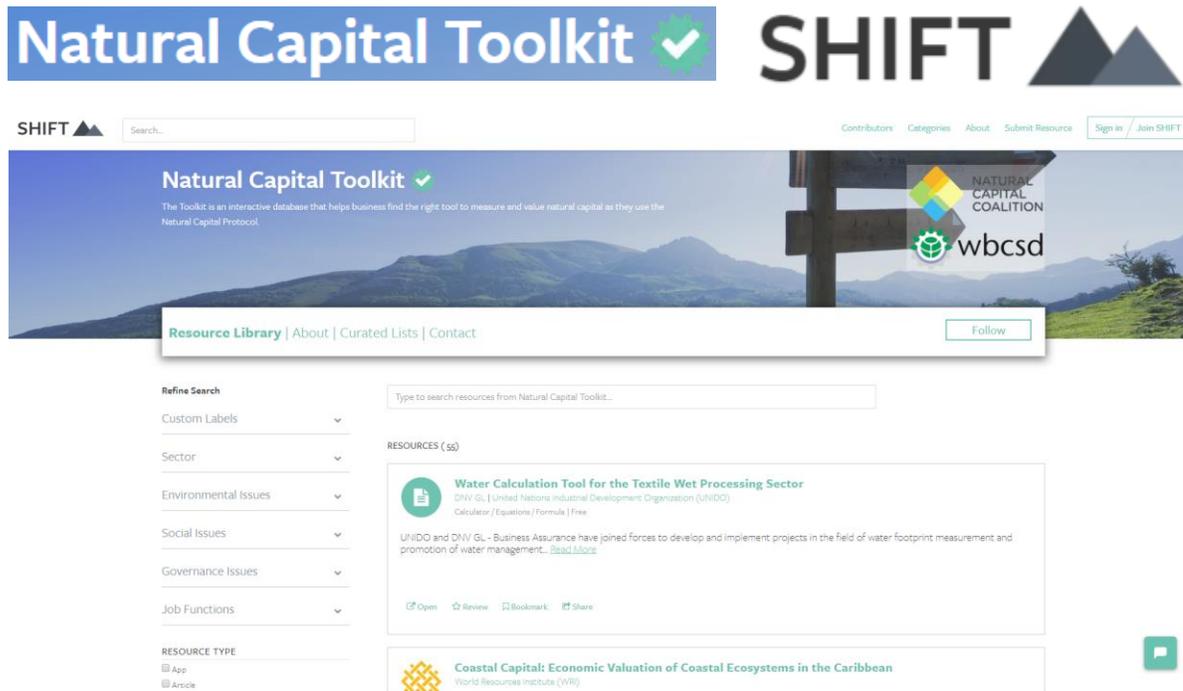
How to engage with a farmer on natural capital?

Find a personas action card for each identified role through We Value Nature's [digital media library](#)

Useful tools & resources

Refer to p. 36 of your workbook

There are lots of useful tools out there. [SHIFT.tools](#) is a searchable repository of tools, including the [Natural Capital Toolkit](#).



[TEEBAgriFood Operational Guidelines for Business - Annex A](#)

Annex A: Examples of sector-specific published literature to inform capitals assessments for food sector businesses

Author	Name	Description	How could it be used in capitals assessments	Capitals	Relevant steps
Food and Agriculture Organization of the United Nations (FAO)	Natural capital impacts in agriculture: Supporting better decision making	The framework measures net environmental benefits associated with agricultural management. Dataset of natural capital costs per crop, livestock per country	Guides on impacts and dependencies of farming operation. It presents useful case study findings for specific commodities	Natural, Produced	04, 05, 06, 07
	Food waste footprint - Full-cost accounting - Final Report	Includes a list of Full-Cost Accounting estimates of food waste under the categories: atmosphere, water, soil, biodiversity, social, and economic	Framework provides quantification, monetization, and methods to calculate environmental cost of food waste footprint on well-being and natural resources	Natural, Social	05, 06, 07
Sustainable Agriculture Initiative (SAI) Platform	Several different tools and guidance documents	Guidance to support global and local sustainable sourcing, impact and agriculture best practices	Tools and material can diversely support companies, particularly in framing and scoping a natural capital assessment	Natural	03, 04, 05

Natural Capital Toolkit example

1. F&B, Fishery company

2. Conduct a company-wide assessment on its use of water

3. Sustainability team

The screenshot displays the Natural Capital Toolkit interface with the following selections:

- Sector:** Food, Beverage, Agribusiness, & Fisheries
- Custom Labels:** Impact Driver: Water Use
- Environmental Issues:** Water
- Job Functions:** Sustainability
- RESOURCE TYPE:** Calculator / Equations / Formula, Case Study, Data / List of Values, Framework / Guidelines

Group exercise: exploring tools and resources

Refer to p.
36-37 of
your
workbook

In pairs:

1. Go to The Natural Capital Toolkit on the SHIFT platform: <https://shift.tools/nct>
2. Imagine that you work for a fishing company. Your senior management team has asked you to explore ways to conduct a company-wide assessment on its use of water.

Natural Capital Toolkit ✓



3. Using the toolkit, determine which tool(s) could help you conduct such an assessment.

Debrief discussion

Refer to p.
36-37 of
your
workbook

- What tool(s) have you chosen?
- What are the advantages and disadvantages of the chosen tool?
- What kind of information did you look for when navigating on the Natural Capital Toolkit?
- What factors did you consider to help make the choice of the tool?
- In what way(s) could the Natural Capital Toolkit and SHIFT be helpful to you?
- What did you learn from this activity?

60'



Agenda – full training

TO ADAPT

Time (xxx)	Session
10	Welcome – Agenda, objectives, material
10	Introductions – Getting to know each other
40	What is natural capital – Natural capital impacts & dependencies <ul style="list-style-type: none">• Group exercise
30	Why is natural capital important – natural capital risks & opportunities
15	<i>Coffee break</i>
30	Risk game
45	How can natural capital be applied – Brief overview of approaches & business applications
60	<i>Lunch break</i>
60	Case study presentations
20	First step of a natural capital assessment – Setting an objective
20	Wrap-up – Key take-aways, wrapping-up

Presentation of case studies

COMPANY
LOGO

COMPANY
LOGO

COMPANY
LOGO



Case study presentation from xyz

Refer to
p. 38-43 of
your
workbook

Pay attention to the following elements while listening to the presentation:

Barriers,
challenges
and how
overcame these

Objective of
assessment &
process
undertaken
(incl. tools,
methodologies
adopted)

Decision-
making,
collaboration,
next steps

Practical considerations when starting a natural capital assessment

Refer to p. 44
of your
workbook

- **What is your objective?** How will assessments help your company and who is asking for this information, e.g. customers, investors?
- **Define the project scope and application**
- **Skills and data:** what have you got and what do you need to get?
- **What is your budget?** And how much **time** do you have available?
- Make sure there is **sufficient support** for the project and **involve the right partners**
 - **The bottom line is that although carrying out a natural capital assessment is technical, it's also achievable.** Not every assessment has to be a huge undertaking, so companies should start off with a scope that makes most sense to their situation. The Protocol will help you do this.

Agenda – full training

TO ADAPT

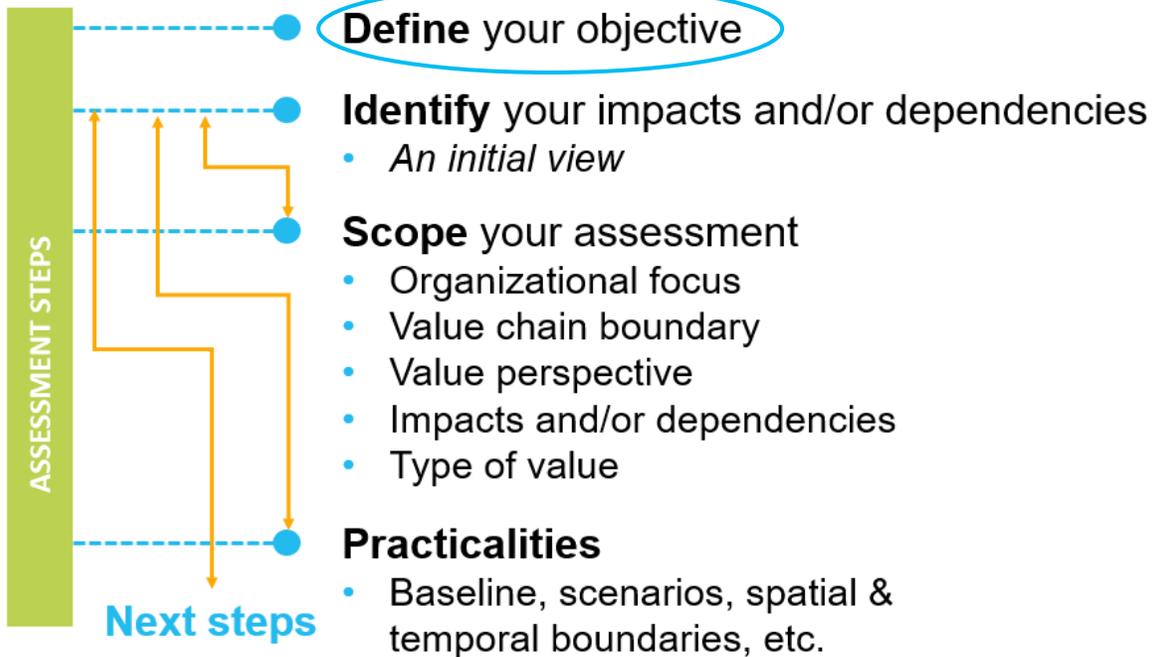
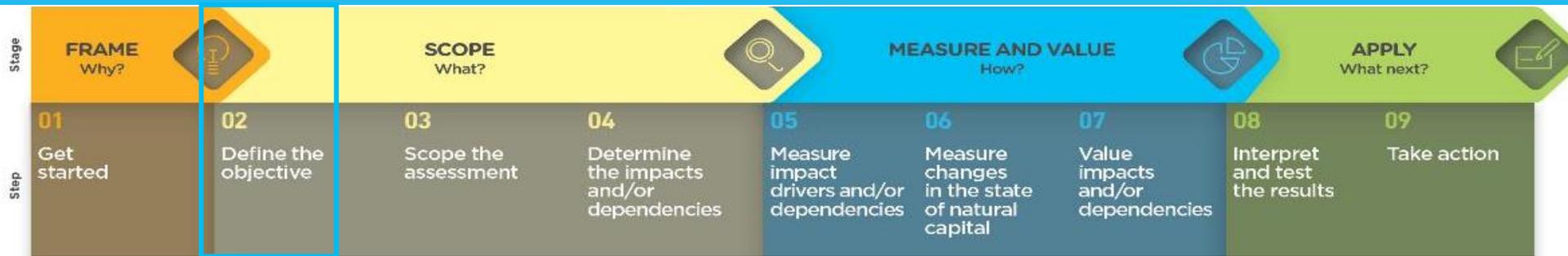
Time (xxx)	Session
10	Welcome – Agenda, objectives, material
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60	<i>Lunch break</i>
60	Case study presentations
20	First step of a natural capital assessment – Setting an objective
20	Wrap-up – Key take-aways, wrapping-up

1st step to assessing natural capital

Defining an objective



Concrete steps to undertaking a 1st natural capital assessment



Actions to take when setting an objective

Refer to p. 44 of your workbook & p. 26-29 of the [Natural Capital Protocol](#)

- Identify the **target audience**
- Identify **stakeholders** and the appropriate **level of engagement**
- Articulate the **objective** of your assessment

Hypothetical example



A completed template recording these outputs is shown for the hypothetical example in table 2.1.

Table 2.1
Step 02 outputs for NSCI

Question	Response for hypothetical example: NSCI
1. Who is the target audience?	Senior management.
2. Who are your identified stakeholders and what is the appropriate level of engagement?	Initially the assessment is intended for internal use only. Future involvement of local regulators, investors, and suppliers may be warranted based on the results of the assessment.
3. What specific benefits do you anticipate from the assessment?	Understand the potential relevance of natural capital impacts and dependencies to long-term profitability. Identify farmers and manufacturing facilities most at risk and consider potential mitigating actions.
4. What is the specified objective?	To measure and value the extent to which facilities and growers impact and depend on natural capital related to water use, pollination, flooding, and air quality. To lay the ground work for a more detailed analysis to design a strategy addressing priority risks.

Where are we in our learning objectives?



So far, we have:

- ✓ Demonstrated an **understanding of natural capital** and its **linkages with business** decision-making and risk management,
- ✓ Identified natural capital **impacts & dependencies** as well as **risks & opportunities** and related these to our respective business context,
- ✓ Familiarized ourselves with a few **key approaches and tools** to integrating natural capital into business decision-making.

Wrap-up & next steps



Ask again here the 1st Menti Q. on how much do they know about natural capital to see if answers progress at the end of the training

How much do you know about natural capital?



Key take-aways / Closing word

Refer to p. 45
of your
workbook

- 1. Business impacts and depends on nature**
- 2. Applying a natural capital approach helps make better & more informed decisions**
- 3. There are many existing tools & resources**
- 4. Assessments are like snowflakes – no two are alike**
- 5. Companies can start to conduct an assessment themselves**
- 6. Buy-in must extend beyond the sustainability team**



Mentimeter closing questions

Refer to p. 46
of your
workbook



What are your
2 key learnings
from the
training?

Share 1 concrete
next action you
will take after this
training

How to use Mentimeter

1

Go to www.menti.com

2

Enter this code: **XXXXXX**

3

Submit your answer

What are your 2 key learnings from the training?

Define the objective, get wide group of stakeholders involved

concept novelty

1- Natural Capital is the base of every company. 2 - The importance to incorporate and to evaluate.

add more SME examples to risk and opportunity slide

How important is to understand the relationship between my business with nature

Measure the risk/impacts of my business with natural

how we can engage effectively virtually and how simple it is to start on NC assessment

natural capital assessment is a process

The importance of measuring

natural capital assessment is a process

The importance of measuring to take informed decisions

alternatives to plastic packaging?

understand why natural capital is important to my business and how my business impacts on nature

complexity of natural capital

Business activity connected with Nature

Business activity connected with Nature

Assess how my company can have a direct and indirect impact on natural capital

assessment

Share 1 concrete next action you will take after this training

proactivity in green suppliers

Share with team at ICAEW.

Assess how my company can have a direct and indirect impact on natural capital

review the company business plan

As it rains a lot in the Azores, we will try to improve and increase our rain water collection system.

Do the assessment of natural capital

think about which impacts/dependencies are most important first

Replicate what I've learned today to help local entities to become more sustainable.

Have an Azorean tea!

Chase the commitments made by these lovely people :)

assessment

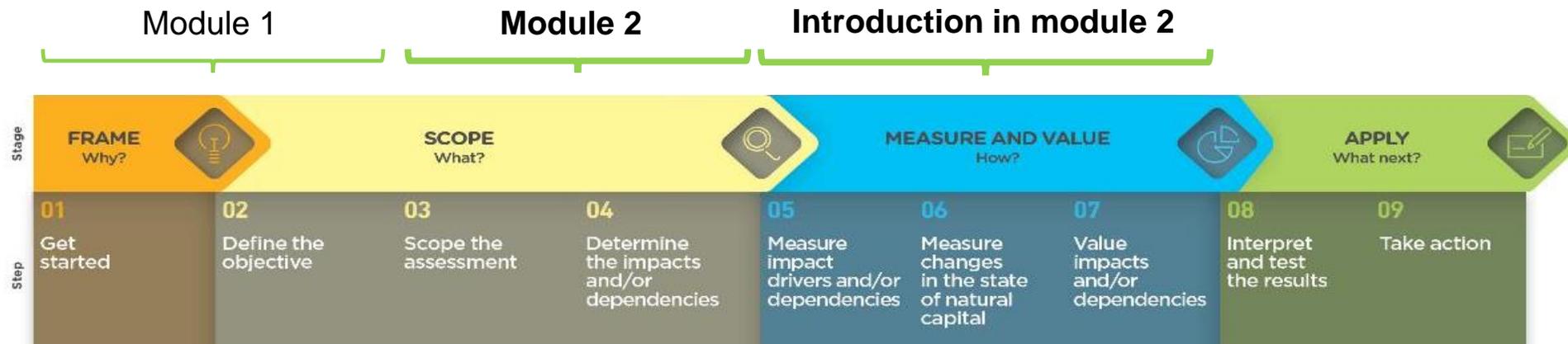
update risk/opp slide with SME examples

assessment

update risk/opp slide with SME examples

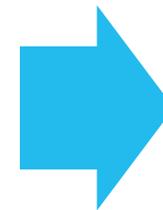
Boost positive impacts in society

Sneak preview to next training module



Module 1
Understanding natural capital and the relationships with business decision-making & risk management

- ❖ Understand the concept of natural capital and related risks & opportunities
- ❖ Linkages with business decision-making & risk management
- ❖ Introduction to a few key approaches



Module 2
Acquiring the resources & understanding needed to scope a first natural capital assessment

- ❖ Identify and measure impact drivers and/or dependencies
- ❖ Practical considerations
- ❖ Introduction to valuation techniques

Eager to get started?

Check out
NCC's
interactive
[training videos](#)



Training resources



Download module resources dependent on the length of your training event:

1 Hour 2 Hours Half Day Full Day Other useful resources

Objective: To achieve an understanding of what natural capital is and why businesses should care with a few examples of businesses that have integrated natural capital in their decision-making processes.

Resources

Facilitator Agenda

A facilitator agenda for a one hour delivery of the We Value Nature Module 1. The agenda includes preparation, materials, and a step-by-step guide of activities for the training.

Rights: Creative Commons Attribution 4.0

DOWNLOAD 193.06 KB
DOCX

Participant agenda

An agenda for participants laying out the timings and topics of the one hour We Value Nature module 1 training.

Rights: Creative Commons Attribution 4.0

DOWNLOAD 129.26 KB
DOCX

Workbook

Participant workbook including useful resources and space for reflection and note-taking.

Rights: Creative Commons Attribution 4.0



Natural Capital Protocol Training

Through this series of videos you will be asked to take the role of a sustainability or strategy representative and decide where your company should make its next acquisition. It will walk you through the stages of a natural capital assessment, asking the same questions that are relevant to any business decision: *why, what, how, and what next*.

Whatever your sector, the natural capital approach taken in this example, and the questions it raises, will be relevant to you.



Natural Capital
Protocol
Training

Make use of
WVN's
training
resources



Next steps that YOU can take

TO ADAPT

- Download & familiarize yourself with the **Natural Capital Protocol** - Food and Beverage sector guide
- **Share training learnings & material** with colleagues and your manager over coffee
- Use & present the training slides to your team & manager – You want to **find some allies!**
- Participate in WVN's **module 2 training** to learn how to scope your 1st assessment – **22 June** – [Register here](#)



We are here to help!

Deep-dive webinars

In-person training

Helpdesk calls

Virtual office hour/ Q&A

Online training

Train-the-trainer

Next call:

Next training:

Keep in touch & sign-up:

wevaluenature.eu

Exchange with peers:

[We Value Nature - Natural Capital uptake support group](#)

Provide your feedback: [Survey](#)

We want to learn too – how have we helped?





Nature^Squared



**WE VALUE
NATURE**

Supporting



**NATURAL
CAPITAL
COALITION**



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 821303

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info@wevaluenature.eu
[@WeValueNature](https://twitter.com/WeValueNature)

Disclaimer

Disclaimer

WVN F&B module 1 is a capacity building program released in the name of the WVN network. It is the result of a collaborative effort by WBCSD, Nature^Squared, Little Blue Research, Ltd. with input from an Advisory Board composed of experts on natural capital, businesses, NGOs, academic institutions, and others.

The training was tested with the WBCSD membership. It does not mean, however, that every advisory board member, and WBCSD member company agrees with every word. The WVN module 1 has been prepared for capacity building only and does not constitute professional advice. You should not act upon the information contained in the WVN module 1 training without obtaining specific professional advice. No representation or warranty (expressed or implied) is given as to the accuracy or completeness of the information contained in the WVN module 1 training and its translations in different languages, and, to the extent permitted by law, WBCSD, Nature^Squared, Little Blue Research, Ltd., members of the Advisory Board, their members, employees and agents do not accept or assume any liability, responsibility or duty of care for any consequences of you or anyone else acting, or refraining to act, in reliance on the information contained in this capacity building program or for any decision based on it.

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