

ACT-D CASE STUDIES:

# Demonstrating Business Action for Nature

January, 2023



# Demonstrating Business Action for Nature

At the 2022 World Economic Forum, the Capitals Coalition, WBCSD, SBTN, Business for Nature, TNFD and WWF launched a set of high-level business actions (**Assess, Commit, Transform, Disclose** or 'ACT-D') in response to the 'alphabet soup' of initiatives and frameworks for nature, sometimes causing confusion for those wanting to understand and implement them.

Eight months later, we wanted to understand if and how businesses integrate the ACT-D approaches into their decisions and commercial approaches. We found many examples of companies that have started to think about sustainability using a capitals framing in line with the ACT-D business actions.

We have selected **10 examples** of some **leading businesses**, from different sectors and geographies, to illustrate specific elements of ACT-D in a way that has altered their business model. These examples highlight the interconnectedness between business, finance and government action and how actions by each group can drive ambition towards nature-positive.

***Each case study included here highlights one of the ACT-D actions in more detail, and is meant to show how businesses can take action rather than evaluate all the actions each business is taking.***



# Table of Contents:

<b>00</b>	<b>  Introduction</b>	<b>p. 4</b>
<b>01</b>	<b>  ABN AMRO</b>	<b>p. 10</b>
<b>02</b>	<b>  BNP Paribas</b>	<b>p. 19</b>
<b>03</b>	<b>  Eosta</b>	<b>p. 29</b>
<b>04</b>	<b>  GSK</b>	<b>p. 39</b>
<b>05</b>	<b>  Holcim Group</b>	<b>p. 48</b>
<b>06</b>	<b>  Jayanti Group</b>	<b>p. 57</b>
<b>07</b>	<b>  Mondi Group (TBC)</b>	<b>p. 66</b>
<b>08</b>	<b>  Natura</b>	<b>p. 67</b>
<b>09</b>	<b>  OFI (TBC)</b>	<b>p. 75</b>
<b>10</b>	<b>  Sekem</b>	<b>p. 76</b>

# Action for Nature is Material to your business

- More than half of the world's GDP - \$44 trillion - is moderately or highly dependent on nature
- In 2022, over 18,600 companies disclosed climate change data. In comparison, only around 4,000 companies disclosed on water security and just over 1,000 disclosed on forests.
- This exposes businesses to the unquantified risks associated with nature loss, but it also means that they are failing to benefit from the investment opportunities that come with addressing these risks.
- The best time to integrate bold nature positive action into your business was 30 years ago. The second best time is now. Here's how it could work for you...

# Action for Nature is Material to your business

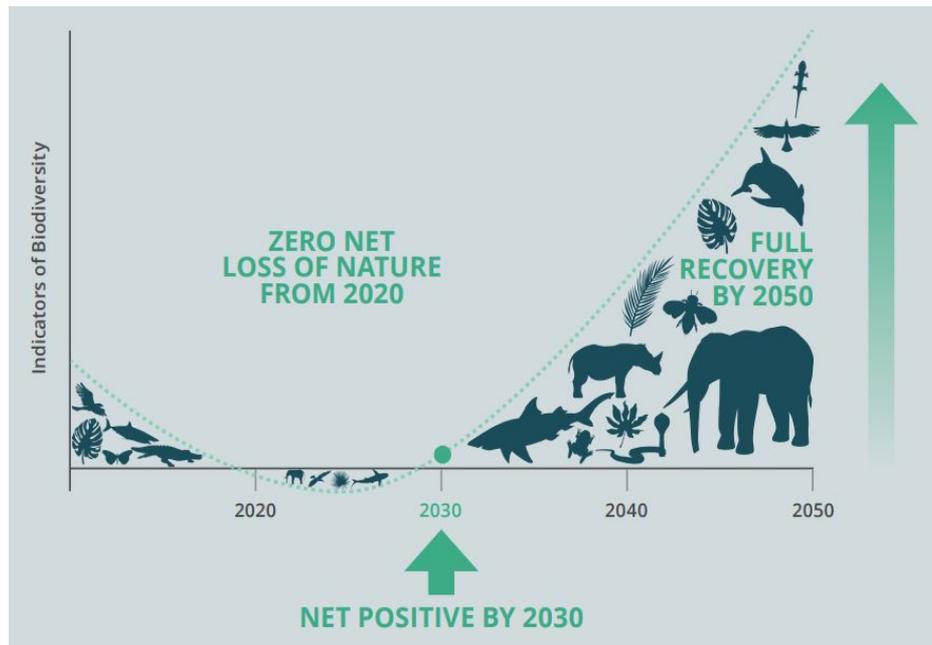


Fig. 1

Global goal for nature: Nature Positive by 2030, [Business for Nature report 'How business and finance can contribute to nature positive future now'](#)

Nature Positive is a “**global goal to halt and reverse nature loss by 2030 with a view of full recovery by 2050**” where thriving ecosystems and nature-based solutions continue to support future generations and play a critical role in tackling climate change risks.

To get to a nature positive world, businesses and other actors **must take action** to reduce pressures contributing to negative impacts on nature (i.e. pollution, ecosystem conversion, resource exploitation).

Individual companies and financial institutions **must adopt strategies across all their spheres of influence** to contribute to the shared goal of a nature positive planet by 2030.

# Action for Nature key actions for businesses and finance

Business and finance will need to **make a significant contribution to a nature positive future**. Achieving this in practice is not straight forward, highly unlikely and needs to be measured against strict spatially explicit criteria. Building on existing action frameworks and guidance, the high-level actions on nature (Assess, Commit, Transform, Disclose) aim to provide an overview of the logic for key actions companies can take to help reverse nature loss.

Businesses should, therefore, aim to **be as comprehensive as possible in the actions they take to assess, commit, transform and disclose their impacts and dependencies on nature**, and in doing so highlight their contributions towards a nature positive future rather than claiming to be nature positive themselves.

Financial institutions **should also transform operations by engaging with their clients and re-orientating investments** to support the urgent need to halt and reverse nature loss by 2030.

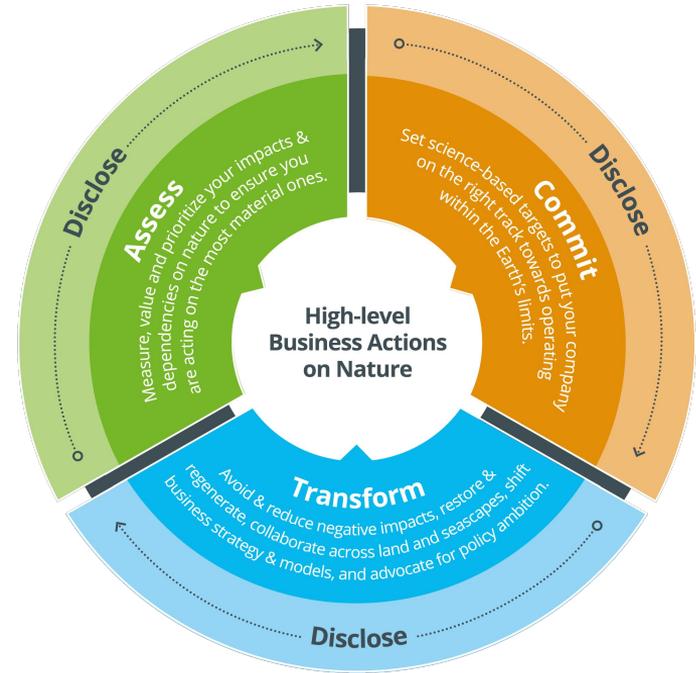
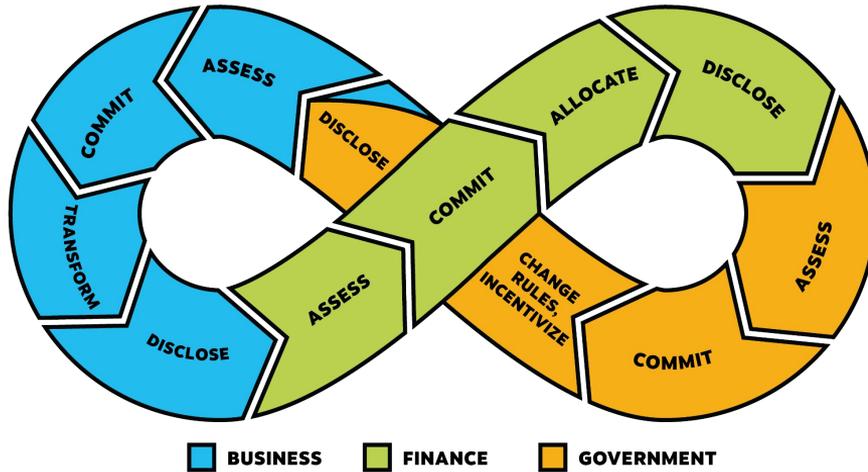


Fig. 2

High-level Business Actions on Nature (ACT-D framework), [Business for Nature](#) *'High-level Business Action on Nature'*

# Action for Nature must be taken across the system



The infinity loop illustrates **the whole system which must take action for nature** to meet the global nature positive commitment by 2030, namely, businesses (the blue chevrons), finance (the green chevrons) and governments (the orange chevrons). Each element within the loop depends on an **unbroken flow of information that circulates throughout the system.**

We use the infinity loop as the **overarching framework** for the selected cases to illustrate actions for nature they have taken to date. In each case the assessment first looks at the **'core' infinity loop category** (i.e. blue chevrons for businesses and green chevrons for FIs), followed by a summary of their actions **linked to the remaining actors in the system** (i.e. finance and government or business and government, respectively).

Fig. 3

Infinity loop, [Capitals Coalition report "Beyond ESG: Streamlining financial decision-making with a shared understanding of value"](#)

# Disclaimer

Please note that the information presented in the slide deck is illustrative and not comprehensive. The cases were prepared based on the information provided by individual companies during focused stakeholder interviews and evidence available in the public domain.

We are aware that businesses and financial institutions presented in the slides might have taken additional actions within the infinity loop (and ACT-D framework) which are not covered in these materials. While we have endeavoured to provide accurate and reliable information, the authors of the slides (i.e. eftec and Metabolic) are not responsible for completeness or accuracy of any such information.

We have made our best attempt to showcase high quality examples of business actions for nature. In each case, we highlight specific actions of focus, using the magnifying glass symbol (see the image on the right).



The selection of focus areas did not involve any value judgement against specific criteria. Identifying actions of focus has allowed us to dive deeper into specific issues in each case study, and provide a set of case studies that cover a variety of sectors, actions and geographies.

# Case studies distribution



CASE STUDY 01:

# ABN AMRO

ASSESSING NEGATIVE  
IMPACT ON BIODIVERSITY  
THROUGH A MODEL  
BASED APPROACH



ABN·AMRO





Multinational bank

**DESCRIPTION:** Biodiversity Impact Report

**PERIOD:** May 2022

**ORGANIZATION:** ABN AMRO Bank N.V.

**SECTOR:** Financial services

**GEOGRAPHY:** Netherlands HQ / Global with Northwest Europe focus

**SIZE:** Large multinational

## Project Overview:

- ABN AMRO published its first biodiversity impact report in May 2022 to **assess the bank's negative impact on biodiversity and raise awareness** of this issue
- ABN AMRO's negative impact on biodiversity is **quantified and expressed as a monetary figure** (€95 million in 2021) based on four drivers of biodiversity loss: the climate crisis, land use, air pollution and water pollution
- In 2020 and 2021, most of ABN AMRO's negative impact on biodiversity was driven by **land use and climate change**
- The value chain, rather than direct operations, makes up a **significant share** of ABN AMRO's overall negative biodiversity impact

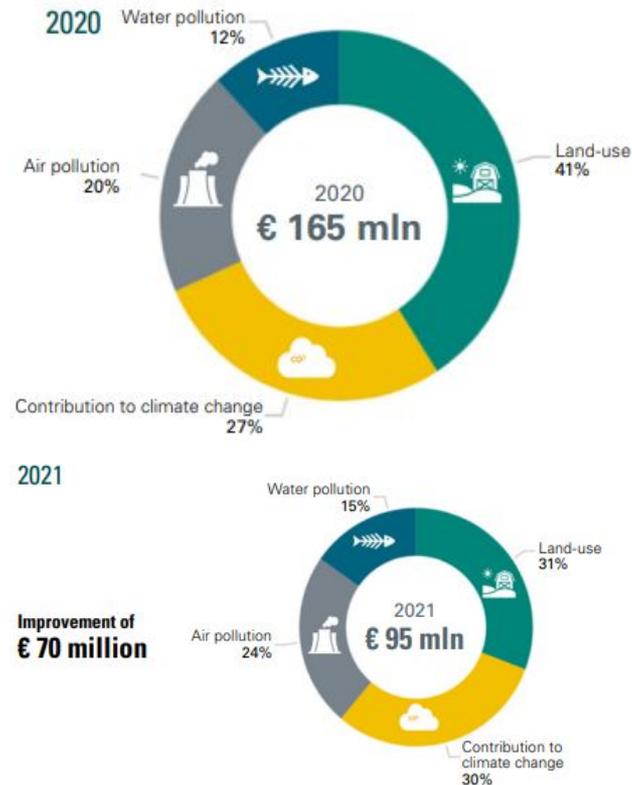


Fig. 4

ABN AMRO's main impacts on biodiversity loss in 2020 and 2021

## Background

ABN AMRO Bank N.V. (ABN AMRO) is a **major Dutch bank** based in Amsterdam offering a range of financial services to retail, private and corporate banking clients. ABN AMRO manages €197.3 billion in assets as of Q1 2019. Since 2019, ABN AMRO has a strategic focus on Northwest Europe.

The [biodiversity impact report](#) released in May 2022 is ABN AMRO's **first step** towards meeting the needs of stakeholders who called for **greater quantitative measurement of the bank's biodiversity impact**. In addition to estimating the bank's biodiversity impact, the study also considers cross-sector differences in terms of the size of the impact, types of drivers and their respective places in the value chain.



**Fig. 5**

*Top five sectors contributing to negative biodiversity impact per value chain step*

## Key Messages

- The biodiversity impact report is a wake-up call for both ABN AMRO and its stakeholders and clearly shows that **biodiversity is set to be the next crucial challenge** for the financial sector
- ABN AMRO and clients need to understand impacts and dependencies to align with **forthcoming regulations and standards**
- Biodiversity loss poses a financial risk, so **alignment with EU, TNFD and other regulators and standard setters** is paramount

## Factors for Success

- Using **consistent, standardized methods** for biodiversity impact assessments is key
- Gathering **good quality client data** is necessary for biodiversity impacts to be assessed accurately
- Acknowledging the **need for greater regulation for biodiversity disclosures** which can help obtain good quality client data

## Outcomes

- Florius (the mortgage subsidiary of ABN AMRO) **planted a forest** in February 2020 to restore degraded land and develop a biodiversity platform
- Determined to have an estimated €95 million in negative biodiversity impact in 2021, an **improvement of €70 million** from the previous year largely due to a wind-down of international corporate banking activities beyond Northwest Europe

## ACT-D framework



Held stakeholder dialogues on biodiversity in 2017 and 2020 in which stakeholders expressed a need for quantitative substantiation of ABN AMRO's biodiversity impact

First published in 2018, [previous annual ESG Impact Reports](#), included certain aspects of ABN AMRO's biodiversity impact

Engaged in detailed assessment of the bank and value chain's biodiversity impact, culminating in the biodiversity impact report



Committed to the [Finance for Biodiversity Pledge](#) since September 2020

Working with suppliers to establish more sustainable procurement procedures and implementing supply chain sustainability criteria through the [Global Sustainable Enterprise System \(GSES\)](#)

Does not lend to companies involved in deforestation for land clearance or oil and gas exploration in the Arctic, or to palm oil companies that are not members of the Roundtable for Sustainable Palm Oil

## ACT-D framework



**ALLOCATE**

[ABN AMRO Groenbank](#) (Green Bank), a wholly-owned subsidiary of ABN AMRO, makes use of the Dutch Government's Green Projects Scheme to finance the green transition through a Green Savings Deposit and by offering an interest discount on green loans



**DISCLOSE**

Published "ABN AMRO's impact on biodiversity" in May 2022, which disclosed details of the bank's negative impact on biodiversity

## Business

## Government



**ASSESS**

Joined [Equity Ownership Services \(EOS\) at Federated Hermes engagement platform](#) on the UN Global Compact Principles, including Principles 7-9 (precautionary approaches to environmental challenges, initiatives to promote environmental responsibility and development and fusion of environmentally friendly technologies)



**TRANSFORM**

Engages with other companies through EOS at Federated Hermes to address their potential violations of the UN Global Compact principles and inspire them to act in a positive way, paving the way for industry-wide transformation



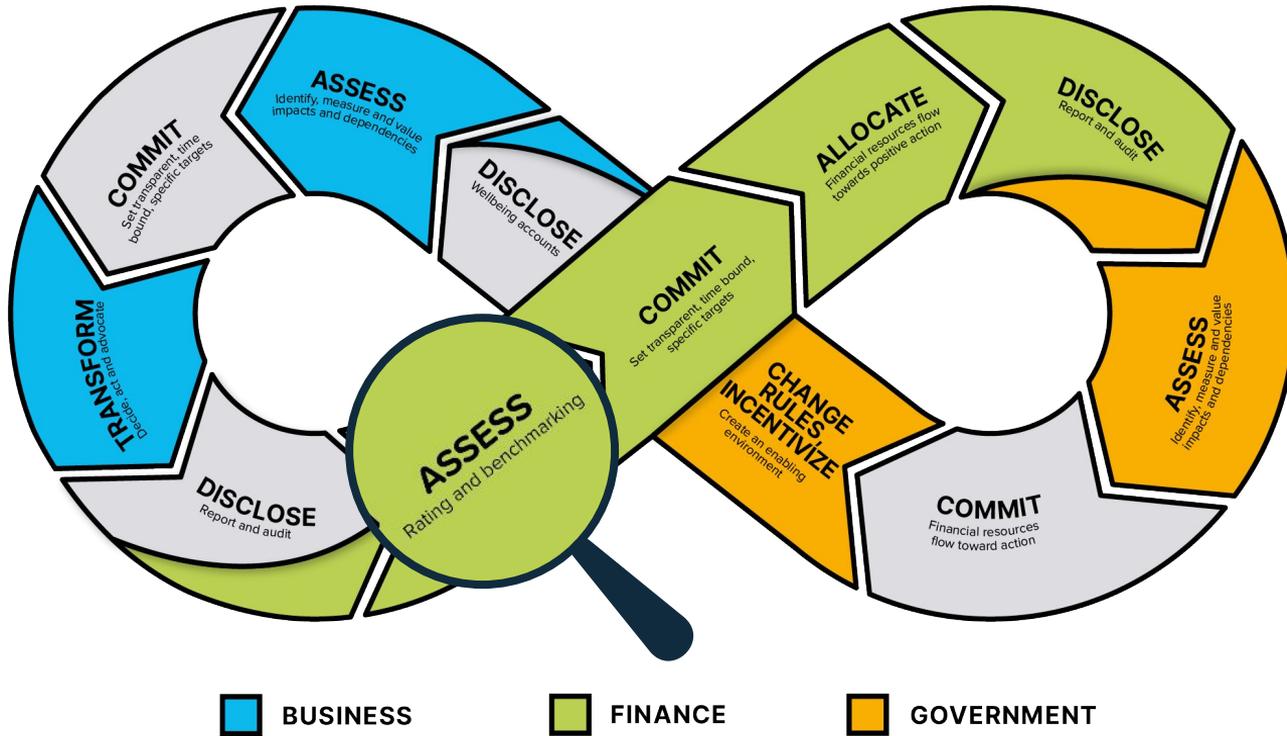
**ASSESS**

ABN AMRO engages in biodiversity impact reporting in response to stakeholder needs and in anticipation of expected EU regulations that will require financial institutions to disclose biodiversity impacts



**INCENTIVIZE**

Participates in the [Netherlands Enterprise Agency's Green Projects Scheme](#) through which ABN AMRO Green Bank offers its Green Savings Deposit to finance sustainable projects



Please contact **Andre Jakobs**, Program Manager at ABN Amro, for more information: [andre.jakobs@nl.abnamro.com](mailto:andre.jakobs@nl.abnamro.com)



It's all about client data and knowledge. At the moment, a lot of clients don't collect data or the data is unavailable. (...) the new EU legislation can help us with that. (...) we can reuse this [new] mandatory data to calculate the impact indicators. And then we can really make an extra step [in biodiversity impact assessments].

However, even once the data becomes available, companies need to know how to use it. This knowledge [building] needs to be done at a sectoral level to capture the different needs of and differences between sectors and their biodiversity impacts.

Andre Jakobs, Senior Advisor on Strategy and Sustainability

CASE STUDY 02:

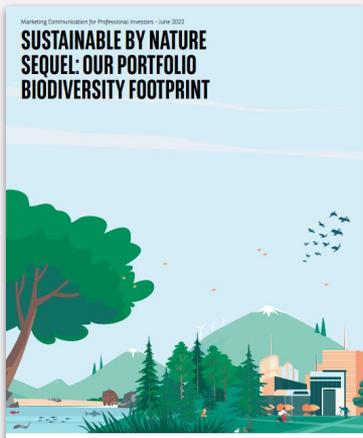
# BNP Paribas Asset Management

MEASURING  
BIODIVERSITY FOOTPRINT  
FOR LONG-TERM  
SUSTAINABLE RETURNS



**BNP PARIBAS**  
ASSET MANAGEMENT





*A Global Asset Management Firm*

**DESCRIPTION:** Portfolio Biodiversity Footprint Report

**PERIOD:** July 2022

**ORGANIZATION:** BNP Paribas Asset Management

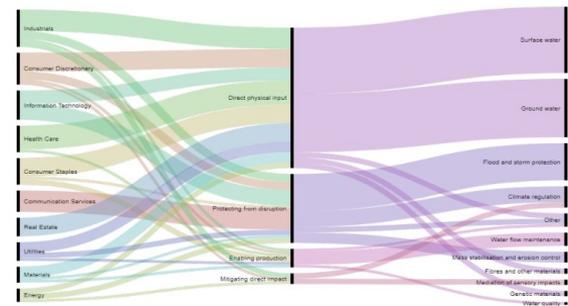
**SECTOR:** Investment management

**GEOGRAPHY:** France HQ / Global

**SIZE:** Large multinational

## Project Overview:

- BNPP Asset Management's (BNPP AM) Portfolio Biodiversity Footprint was released in July 2022, complementing prior work examining water and deforestation footprints through the [Biodiversity Roadmap](#) from May 2021
- Biodiversity footprinting is a tool that helps to combine modeled and reported data of companies that BNPP AM has invested in (including their supply chains) and to quantify their estimated biodiversity impact
- The financed absolute biodiversity footprint (including assets under BNPP AM ownership) is estimated to be around -8,000 km<sup>2</sup> MSA (mean species abundance) equivalent to a fully degraded area roughly five times the size of London each year



**Fig. 6**

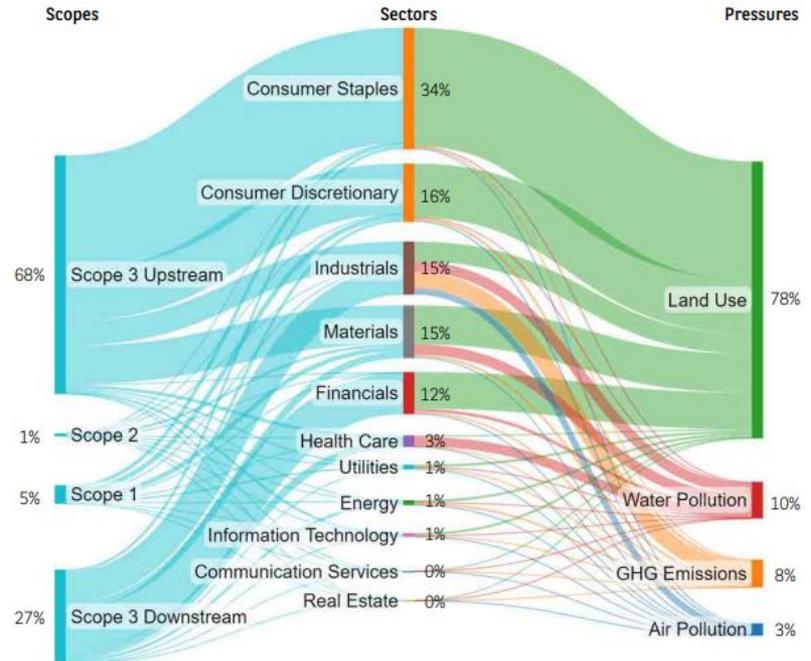
*BNPP AM's dependencies on ecosystem services per euro invested*

## Background

BNP Paribas Asset Management (BNPP AM) is the investment arm of the Paris-based BNP Paribas Group, the second largest globally. As of the end of 2021, BNPP AM's assets managed were worth €537 billion. The BNP Paribas Group has **pledged €4 billion in financing for the protection of terrestrial and marine biodiversity**.

The [Portfolio Biodiversity Footprint report](#), which focused on equities and fixed-income asset classes, is based on Iceberg Data Lab and I Care & Consult's Corporate Biodiversity Footprint, which use **environmental input-output modelling and life cycle assessment data** to quantify environmental pressures in the supply chain. These pressures are then quantified and linked to biodiversity loss (measured in km2 MSA\*) using the GLOBIO3 model.

The assessment found that while biodiversity impacts are predominantly situated within value chains, issuers rarely provide information and traceability that investors require to be able to assess them. The firm's goal behind biodiversity footprinting is to **make better investment decisions and reduce its negative impacts on biodiversity**.



**Fig. 7**

Relative contribution of each value chain scope, sector and pressure to BNPP AM's weighted biodiversity intensity

\*Mean species abundance is one of the reference metrics used by the Convention on Biological Diversity (CBD) and the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES). It measures the average relative abundance of native species in a delimited space compared to their original abundance in undisturbed ecosystems.

## Challenges

Across BNP Paribas Group investment or financing activities, there are always likely to be some that attract controversy for their environmental performance. An example is BNP Paribas and ADM Capital's green bond, sold to investors to finance Michelin's rubber plantation in Sumatra. The project has been criticized for misrepresenting deforestation impacts (see [the Mighty Earth's report](#)).

Its developers refute this, stating it was conducted within the existing Indonesian laws and under appropriate permits (see [RLU response](#) and [TLFF green bond review](#)). These contradictory views stem from different characterization of the pre-project condition of the site, (e.g. the extent to which it was affected by illegal logging) illustrating the difficulties of verifying the nature-related outcomes of investments.

## Key Messages

- Biodiversity footprinting gives investment portfolio impact data, but relies on models for now
- Needs more raw data from companies & tools to integrate biodiversity footprint into investment decisions
- Environmental pressures mostly stem from **land use change, followed by water pollution, climate change and air pollution**
- Markets need a **consistent framework** for understanding and reporting the full risks posed by biodiversity loss
- Without specific targets it is very difficult to make commitments but not a valid reason to remain passive
- It's all about education: employees need to feel active in reducing biodiversity loss

## Factors for Success

- Senior Management engages with grassroots initiatives set up by BNP employees that start assessing their impacts on nature
- Engaging with organizations such as the Capitals Coalition and TNFD **reinforced public commitments and accelerated nature-related actions**
- Biodiversity Roadmap shows dependencies and impacts on nature, exposure of global assets under management to water and deforestation risks
- Encourages investees to disclose quantitative data on biodiversity pressures and data providers to align biodiversity measurements with global standards

## Outcomes

- Financed absolute biodiversity footprint (including assets under BNPP AM ownership) is estimated at -8,000 km<sup>2</sup> MSA (mean species abundance) **equivalent to a fully degraded area roughly 5x the size of London each year**
- BNPP AM portfolios mostly depend on water, flood/storm protection and climate regulation ecosystem services

## ACT-D framework



**ASSESS**

Participated in the CDC Biodiversité B4B+ Club pilot for Global Biodiversity Score corporate biodiversity assessment tool

Investigated dependencies & impacts on nature and ecosystem services in 2020 using ENCORE

Portfolios mostly depend on water, flood/storm protection and climate regulation ecosystem services

Nature-related impacts of BNPP AM's portfolio which were assessed in detail in the 2021 Portfolio Biodiversity Footprint report



**COMMIT**

Committed:

- €3 billion for terrestrial biodiversity; €1 billion for promoting the ecological transition of marine vessels until 2025
- €250 million for start-ups mobilized for ecological transition; €55 million for protection & restoration of natural capital
- net zero portfolio emissions by 2050 or sooner

Will assess all corporate customers on criteria linked to biodiversity by 2025

Made public commitments through Act4Nature initiative framework & Net Zero Asset Managers Initiative (NZAM)

## ACT-D framework



**ALLOCATE**

BNP Paribas Group and BNPP AM exclude financing for projects in areas classified as rich in biodiversity, particularly in sensitive sectors (e.g. agriculture, palm oil, mining, and unconventional oil & gas) sites classified IUCN I-IV, wetlands listed in the RAMSAR Convention, UNESCO World Heritage Sites etc

At a local level, BNPP AM supports customers producing or buying beef or soy from Amazonia and Cerrado regions in Brazil only if they are targeting zero deforestation by 2025

Involved in the [Global Fund for Coral Reefs](#) together with Althelia Funds (blended finance instrument)



**DISCLOSE**

Biodiversity Roadmap 2021 launched to respond to biodiversity crisis and provide details on exposure to water and deforestation risks. Integrates biodiversity into its operations & in their corporate engagement.

Published the first biodiversity footprint of its investments in BNPP AM Biodiversity Report 2022 (together with Iceberg Data Lab and I Care & Consult)

## Business



**COMMIT**

Committed to integrate biodiversity into global strategy and activities under the [Act4Nature](#) framework

Supports the recommendations of the [TNFD](#)

Endorses the [Cerrado Manifesto](#) (intended to stop deforestation in Brazil)



**TRANSFORM**

Provides biodiversity training to small farmers through the [Microfinance for Ecosystem Based Adaptation \(MEBA\)](#) project

## Government



**ASSESS**

Partners with CDP on [developing biodiversity reporting metrics](#)

Consulted [UN Environment Programme – World Conservation Monitoring Centre framework](#) for developing biodiversity strategy

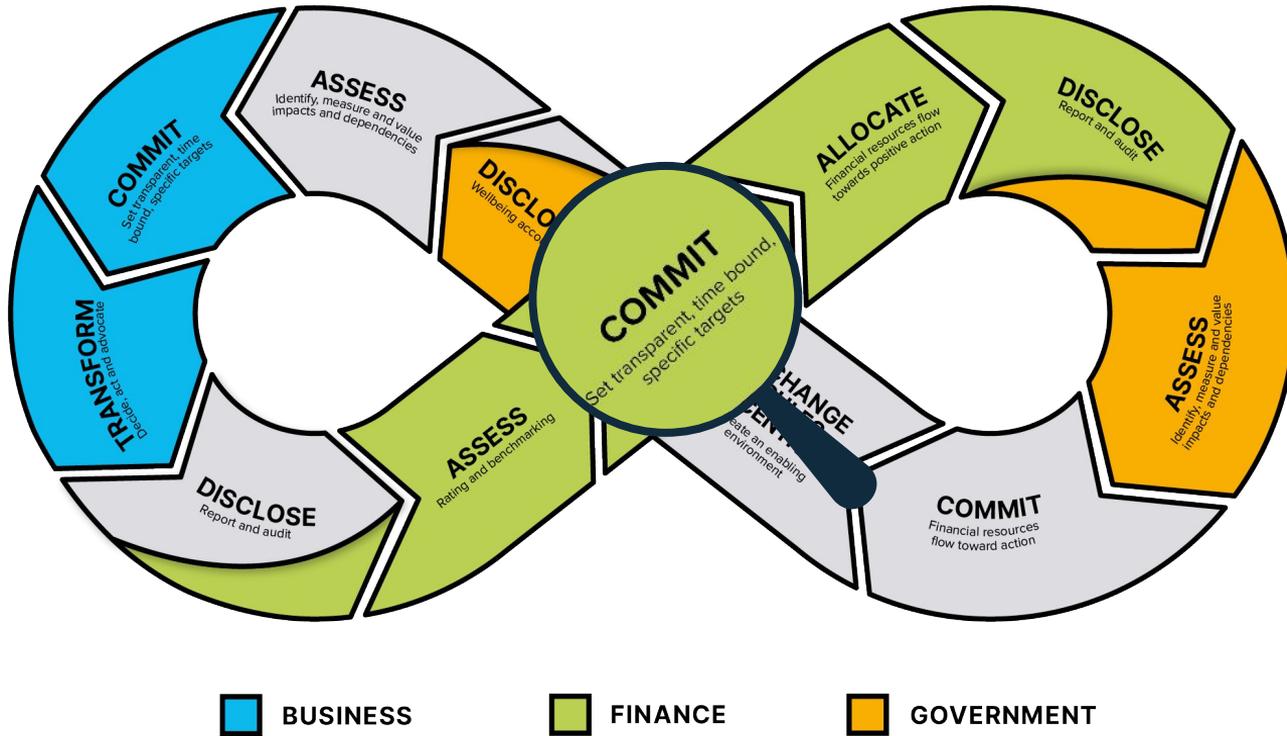
Assesses portfolio impacts on [RAMSAR](#) and [UNESCO World Heritage Sites](#)

Studied [alignment with SDGs](#) using SDG Fundamentals dataset developed with Matter



**DISCLOSE**

Meets regulatory requirements of the [Article 29 of the French Law on Energy and Climate](#) on biodiversity measurement



Please contact **Robert-Alexandre POUJADE**, BNP Paribas AM's ESG Analyst & Biodiversity Lead, for more information:  
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“The approach to biodiversity needs to be localized and the same applies [to businesses]: we need a localized, focused approach to each asset class, each fund taking into account its local context. Otherwise, it can become counter productive if you ask every fund manager to reduce their biodiversity impact by the same amount or apply the same rule without context.

**It has to be more sophisticated than carbon, for which you minimize emissions and everybody is happy.**

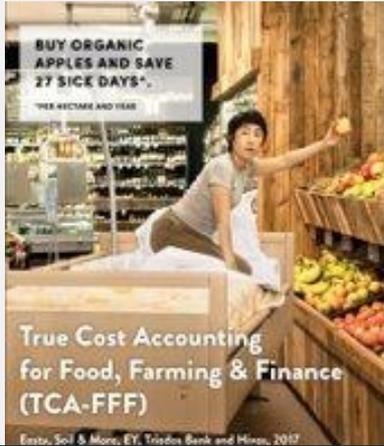
Robert-Alexandre POUJADE, ESG Analyst, Biodiversity Lead

CASE STUDY 03:

# Eosta

ACCOUNTING FOR THE  
TRUE COST OF FRUIT  
AND VEGETABLES

The logo for Eosta, featuring the word "eosta" in a lowercase, sans-serif font. The letters are colored: 'e' is green, 'o' is orange, 's' is red, 't' is blue, and 'a' is light blue.



*Cosmetics industry in South America*

**DESCRIPTION:** True Cost of Fruit and Vegetables (Pilot)

**PERIOD:** Began 1990, TCA Pilot 2017, repeated every other year, or on demand.

**ORGANIZATION:** Eosta

**SECTOR:** Food & Ag

**GEOGRAPHY:** Netherlands

**SIZE:** International SME

### Project Overview:

- In 2017 Eosta (with support from Ernst & Young) became the **first SME to develop and disclose an integrated profit and loss statement using True Cost Accounting (TCA)**.
- Eosta's work was instrumental in shifting TCA **from an academic theory to a practical business reality** that is viable and valuable for SMEs as well as for large enterprises.
- Assessments of 9 fruits and vegetables demonstrated that the true cost conventional, non-organic produce is more expensive than organic produce.



**Fig. 8** Eosta marketing campaign: True Cost of Food

## Background

Eosta is a Netherlands-based distributor of organic fresh fruits and vegetables. In 2017, Eosta undertook a **true cost accounting** pilot of their produce to understand the holistic value their business provides to nature and to society.

While value creation drives investors to invest and informs decision making by business leaders, **most value creation/destruction is hidden** in performance tracking. This is because companies' externalities, positive and negative, remain **unquantified**.

In the spirit of 'what gets measured, gets managed', Eosta took the initiative to start measuring its (true) value creation by means of a true cost accounting pilot. The pilot showed the impact of the company in terms of value that usually remains hidden with most companies. Eosta is **the first SME in the food & agribusiness to present true cost accounting results for social and natural capital**

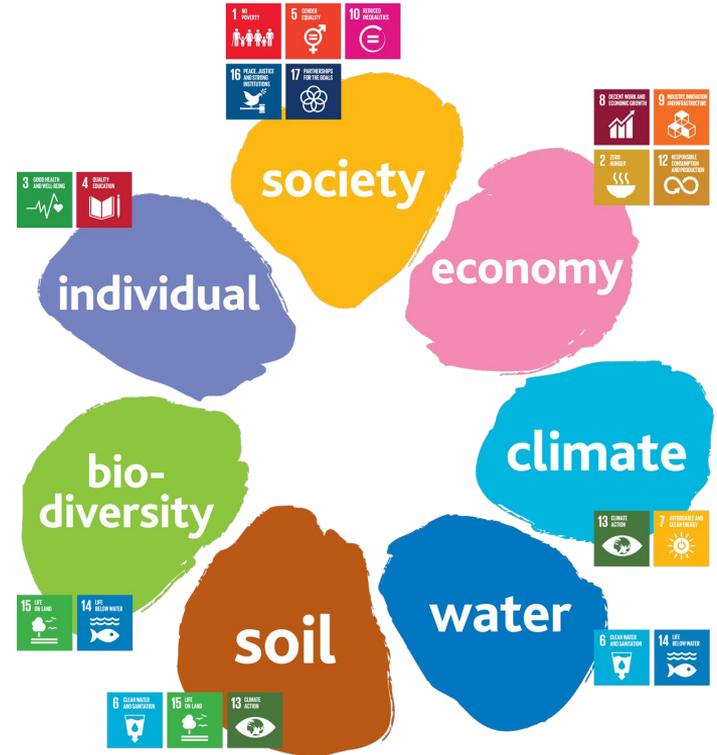


Fig. 9

The Sustainability Flower: Nine separate ecological and social Dimensions of Soil&More's Quick Assessment Tool.

## Key Messages

- Organic produce is significantly **better for human health** due to lack of pesticide use
- Most non-organic products harm soil while organic products support it
- **Becoming a Nature positive company requires integration of natural capital into all business decisions.**
- Start with a qualitative understanding first to learn how to implement in a way that works for your supply chain; then move to monetization

## Factors for Success

- CEO-led effort, trusted by board to experiment.
- **Relationships with outside experts** pushed the boundaries of what is possible
- Focused on **easily measured indicators** e.g. GHG emissions, water quality and soil erosion
- **Focus on the opportunities rather than the barriers.** This way of thinking and acting opens a world of new opportunities

## Outcomes

- **Differentiation** - built strong relationships with retailers based on shared values
- Became **international thought leader**

Jan 2020 - Present:

- 97,602,400 kg Saved Soil
- 11,710,833 kg CO2 Reduced
- 1,901,600,600 L Water Saved

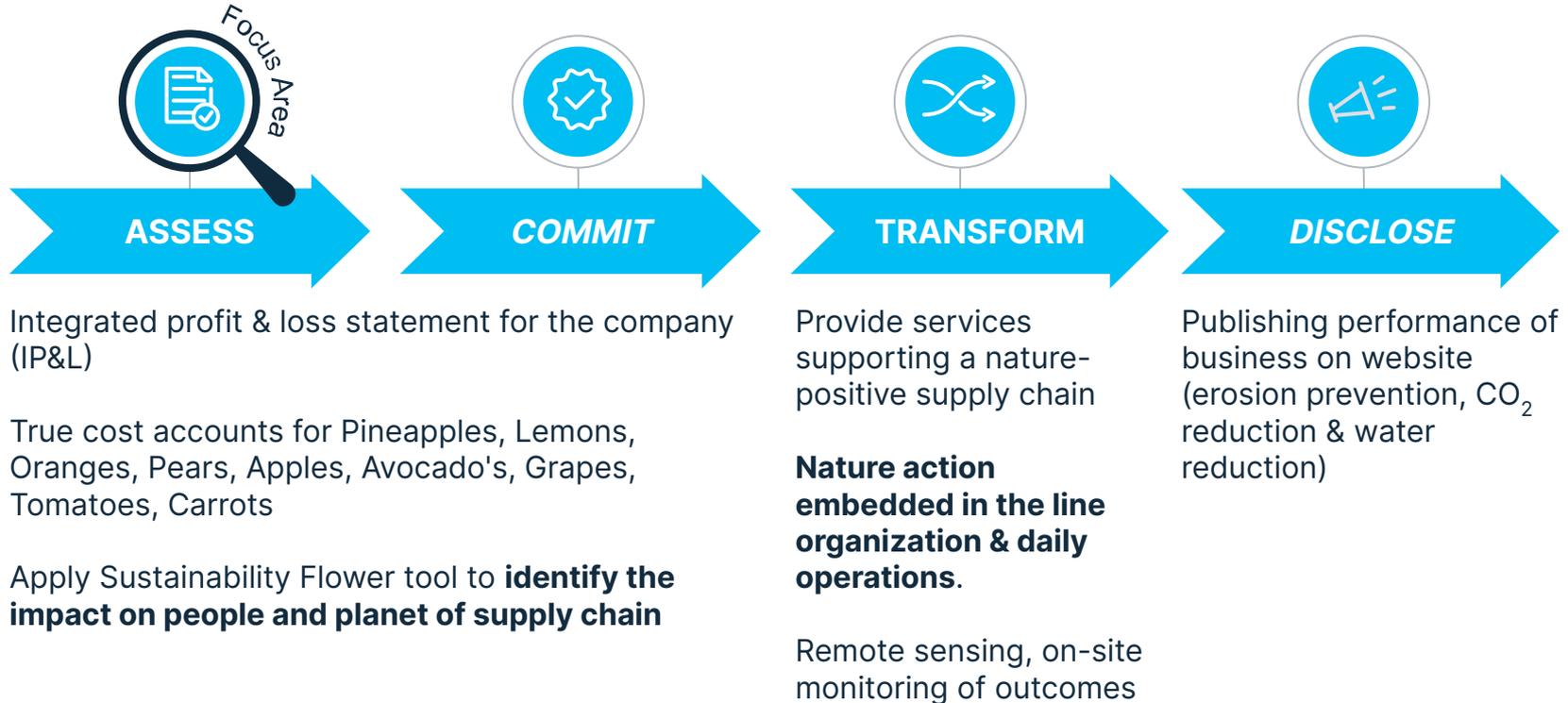
Total<sup>1,2</sup>

- €2.3 million saved in health impact
- €1.8 million saved in soil impact
- €0.5 million saved in climate impact
- €0.7 million saved in water impact

*1 Calculations based on data bases/ models used by the Food and Agriculture Organization of the United Nations*

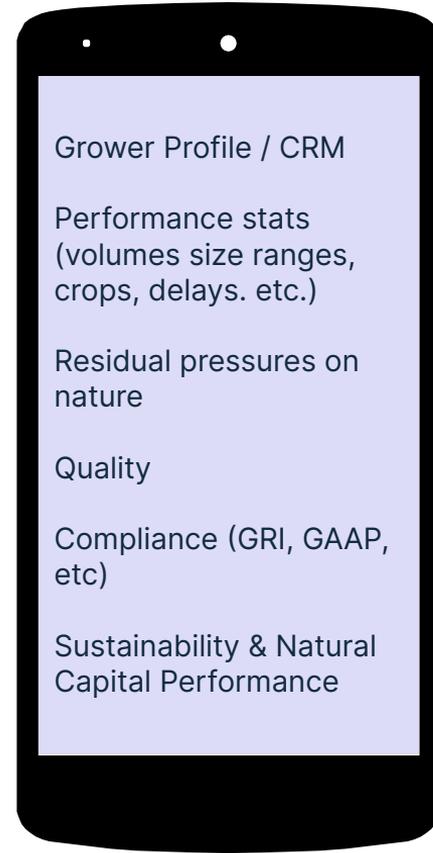
*2 Calculations have been carried out by Soil & More Impacts, based on FAO impact models. SMI is a Germany-based consultancy specializing in sustainable agriculture, ecological footprinting and True Cost Accounting.*

## ACT-D framework

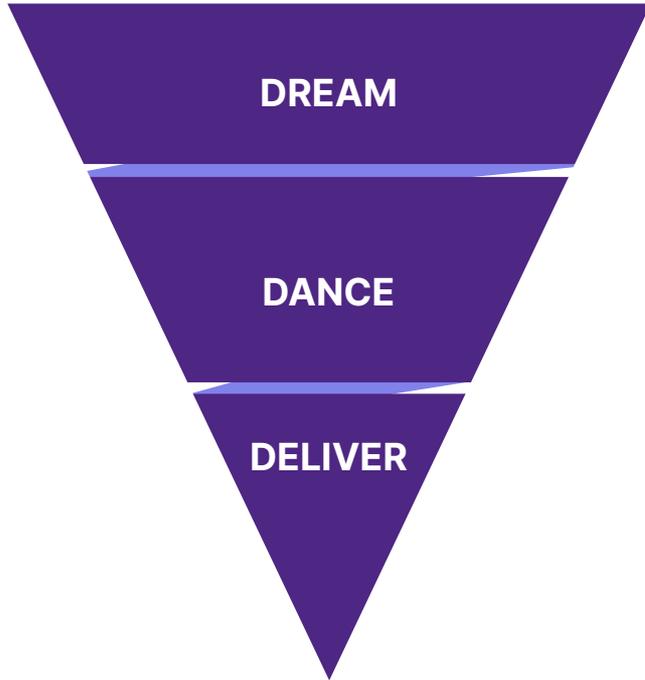


## Assess & Transform - Internal App

- Natural capital decision making is facilitated throughout the business by an internal traceability app.
- **Nature action is completely embedded in the line organization:**
  - Procurement managers,
  - Compliance managers,
  - Quality managers,
  - Agronomists
  - Account managers
  - Growers
- Performance across the Sustainability Flower used to steer supply chain engagement and investments



*Image is not representative of actual app interface*



**DREAM** Requires friendships with movers and shakers who get together around **a shared vision**

**DANCE** Need a coalition of people vulnerable enough to say we have no idea how to do it, but let's build that bridge while crossing. **The guts, vision, passion and entrepreneurship to dance with uncertainty.**

**DELIVER** Deliver the **first prototypes** of a new normal within your circle of influence and you will find that that influence expands.

## Finance



**ASSESS**

Financial institutions and investors are generating pressure on business that strengthen the business case for natural capital assessments.

E.g. S&P Global's - Climate Stress Tests

## Government



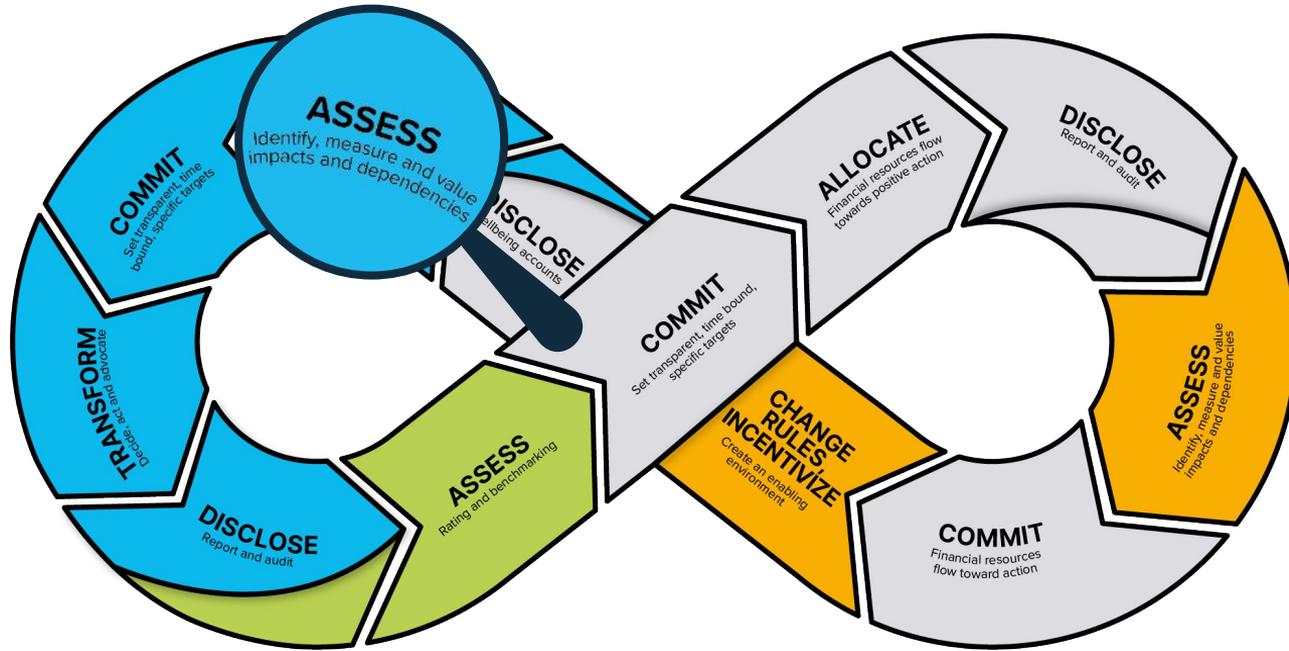
**ASSESS**

Public research and data sets are crucial to the application of true cost accounting. Eosta relied on: FAO's Food Waste Footprint, WHO's DALY Calculations, the EFSA Database, and the OECD's Better Life Index



**INCENTIVIZE**

Ambitious legislation such as the Green Deal, Farm to Fork strategy, and CSRD are expanding the coalition of the willing and normalizing the integration of natural capital into business – helping to level the playing field



BUSINESS

FINANCE

GOVERNMENT

Please contact Volkert Engelsman, Eosta's Founder & Board member, for more information: [volkert@eosta.com](mailto:volkert@eosta.com)



**“In yesterday’s economy we got away with a penny wise pound foolish profit definition, tomorrow’s normal is about calculating properly and including people & planet in our profit definition”**

Volkert Engelsman, Founder & CEO

CASE STUDY 04:

**GSK**

INTEGRATING  
ENVIRONMENTAL  
SUSTAINABILITY

**GSK**





### ESG Performance Report 2021

**DESCRIPTION:** At the Whole Company Level

**PERIOD:** 2021

**ORGANIZATION:** GSK

**SECTOR:** Vaccines and Medical Treatment

**GEOGRAPHY:** Global Headquarters in UK, regional headquarters in Singapore

**SIZE:** Large multinational

## Project Overview:

Scientific evidence is increasingly demonstrating how climate change and nature loss are impacting the world and human health. That's why in 2020, **GSK set ambitious goals on their contribution to a net zero, nature positive, healthier planet.**

To achieve their nature goal, GSK has set clear and measurable targets on water, biodiversity, waste and materials. They are making **important progress on early 'no regret' actions** – initiatives which allow them to drive change.

At the same time, they continue to deepen their understanding of their **full value chain nature impacts and dependencies** and align with evolving best practice.



**Fig. 10** GSK Scientist inspecting liquid in vial at vaccines R&D site in Reinsert.

## Background

GSK is a **global biopharma company** with a purpose to **unite science, technology and talent to get ahead of disease** together. They aim to positively impact the health of 2.5 billion people over the next 10 years.

GSK prioritises innovation in vaccines and specialty medicines, maximising the increasing opportunities to prevent and treat disease. At the heart of this is their R&D focus on the science of the immune system, human genetics and advanced technologies, and their world-leading capabilities in vaccines and medicines development. They focus on four therapeutic areas: infectious diseases, HIV, oncology, and immunology.



*Fig. 11*

GSK R&D Scientist with safety visor working in a biology laboratory at Stevenage site.

## Key Messages

- Large Multinational putting much effort into becoming more sustainable - with **twin goals on climate and nature**.
- **Ambitious targets for 2030** and transparent communication of these and current impacts.

## Factors for Success

- **Testing methods & tools for setting Science Based Targets for Nature** through SBTN's Corporate Engagement Program
- Partnering with UNEP-WCMC to **test methodology & map impact on nature across the value chain**
- Senior management buy-in & remuneration linked to those goals
- Nature Positive is **built into a cross company sustainability steering group** that includes Procurement, Manufacturing and R&D among other critical divisions.
- GSK is a member of TNFD

## Outcomes

- **Reduced overall water use in operations** by 16% compared to 2020 and by 21% in sites in high water stress regions.
- Committed to **restore over 2500 hectares of mangroves in Indonesia**, through community-led projects
- Commenced **biodiversity uplift projects** at their three largest R&D facilities in the UK and the US.
- **Sustainable sourcing plans in place** for priority 12 critical agricultural, forestry and marine-derived materials.

## ACT-D framework



GSK has undertaken a full value chain materiality assessment to deepen their understanding of their nature impacts and dependencies, in line with the latest available guidance from SBTN and TNFD.

Annual assessments of progress towards net nature positive by 2030 goal

### Net positive impact on nature by 2030 across entire value chain

- Reduce overall water use in operations by 20% by 2030.
- **Be water neutral** in own operations and at key suppliers in water-stressed regions by 2030.
- Zero impact Active Pharmaceutical Ingredient (API) levels for all sites & key suppliers by 2030
- Zero operational waste (2), including eliminating single use plastics(3) by 2030
- 25% environmental impact reduction for products & packaging by 2030
- 10% waste reduction from supply chain by 2030
- **Positive impact on biodiversity at all owned sites by 2030.**
- 100% agricultural, forestry and marine-derived materials sustainably sourced and deforestation free by 2030
- **Invest in nature-based solutions** equivalent to 20% of 2020 GHG footprint.

## ACT-D framework



### TRANSFORM

GSK is beginning the journey to transform their business into a nature-positive organization.

All key functions have sustainability lead responsible for driving action across climate and nature

Working to integrate climate and nature into business decision making

Linked progress on the delivery of climate and nature goals to the reward of Executive Directors and other senior leaders



### DISCLOSE

GSK tracks performance extensively and reports publicly and transparently on it through several reports.

GSK discloses performance against their climate and nature goals annually in the ESG performance report and the Annual Report.

They also published a mini-report on nature in December 2022, in line with COP15, sharing progress to date.

## Finance



ASSESS

Taskforce for Nature-related Financial Disclosures (TNFD) is helping GSK pilot disclosures towards their nature positive by 2030 goal.

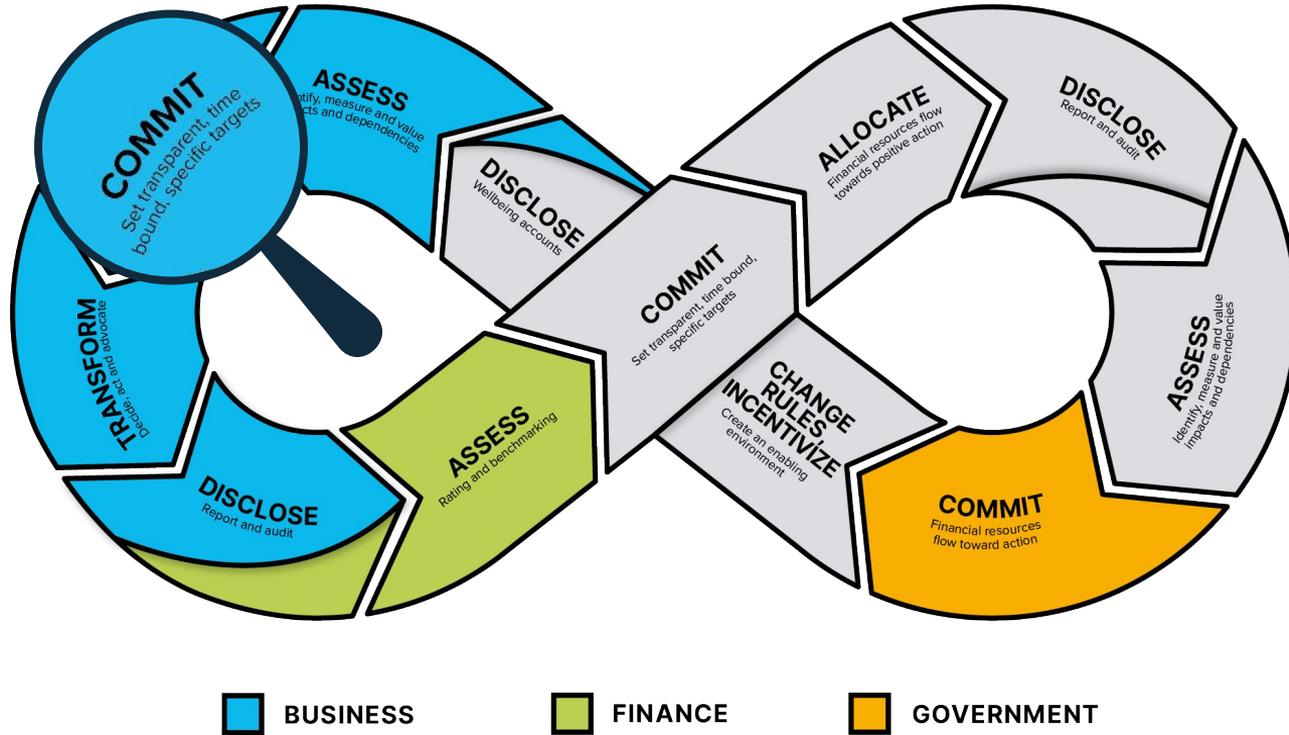
GSK is a member of TNFD

## Government



COMMIT

Recent commitments at COP15 to a new global agreement for nature increases pressure on and momentum within businesses to measure, disclose and reduce their impacts on nature



Please contact **Hannah Green**, Communications and Government Affairs Lead, Sustainability, GSK for more information: [hannah.x.green@gsk.com](mailto:hannah.x.green@gsk.com)



Action to protect and conserve nature can't wait. That's why we are openly sharing our progress, challenges and learnings to date, as we hope to encourage others to get started, even while the full data sets and standards are not yet available.

Claire Lund, VP Sustainability, GSK

CASE STUDY 05:

# Holcim Group

IMPLEMENTING A  
NATURE-POSITIVE  
STRATEGY WITH  
MEASURABLE WATER AND  
BIODIVERSITY TARGETS



Disclose

## Media Release



Zug | 3 September, 2021

### Holcim launches nature-positive strategy with measurable 2030 biodiversity and water targets

- First in construction sector to commit to measurable positive impact on biodiversity with transformative rehabilitation plans
- Industry-leading commitment to replenish freshwater in water-risk areas by 2030 and targets to lower water intensity across all product lines
- Driving nature-based approach in products and solutions to bring nature into cities

Holcim announces its strategy to become nature-positive by restoring and preserving biodiversity and water while bringing more nature into cities. Holcim's positive impact on biodiversity is based on transformative rehabilitation plans and measured by a science-based methodology developed in partnership with the International Union for Conservation of Nature (IUCN). Restoring water across its business, Holcim targets to replenish freshwater in water-risk areas while lowering water intensity across all its product lines. Holcim will also accelerate the deployment of solutions such as hydrothermal and green roof systems for more livable urban environments. Holcim's nature-positive strategy places it among the 1% of the 500 largest global companies with science-driven biodiversity targets and the first in its sector with a freshwater replenishment commitment.

**Frédéric Andriessen, Chief Sustainability and Innovation Officer, Holcim:** "With nature at the heart of everything we do, I am pleased that we are being significant steps to improve our biodiversity and water stewardship in a measurable and science-driven way. Building on our past commitment, our nature-based solutions play a vital role in reducing the impact of climate change and increasing our business resilience. Becoming nature-positive plays a critical role in our vision to build progress for people and the planet."

**Eva Zolner, Executive Director, Business for Nature:** "We congratulate Holcim for its ambitious biodiversity and water goals as part of its nature-positive journey. Implementing Holcim's nature strategy can drive sustainable change both within the building materials sector and industry as a whole. We need all businesses to rapidly step up their actions and commitments to protect and restore the ecosystems on which we all rely to create healthy and resilient societies."

On its journey to become nature positive, Holcim commits to:

- Challenging a measurable positive impact on biodiversity by 2030 based on the Biodiversity Indicator Reporting System (BIRS) developed in partnership with IUCN, with:
  - Global BIRS baseline completed and managed first by 2024
  - All quarters with rehabilitation plans by 2022

Member of the top 100 companies of the Fortune Global 2000.

**Leader in Sustainable Construction**

**DESCRIPTION:** Nature strategy with measurable biodiversity and water targets

**PERIOD:** Since September 2021

**ORGANIZATION:** Holcim Group

**SECTOR:** Construction materials

**GEOGRAPHY:** Switzerland HQ / Global

**SIZE:** Large multinational

## Project Overview:

- Leads construction sector and industry in terms of commitments to measuring biodiversity impact through **“progressive transformative rehabilitation”** and **freshwater replenishment** in water-risk areas
- Nature-based approach places Holcim Group (Holcim) among the **top 1% of the 500 largest global companies with science-based biodiversity targets**. In 2022 Holcim was recognized for climate and water leadership with CDP double “A” scores.
- Water stewardship actions cover Holcim’s **own operations** as well as **beyond site boundaries**
- **Sustainability is a core value** that guides Holcim towards a circular economy approach and shapes its future outlook



**Fig. 12**

*Holcim's progressive transformative rehabilitation in action: its Banbury Limestone quarry in Kenya before (top picture) and after (bottom picture) rehabilitation*

## Background

Holcim Group (Holcim) is a Swiss **multinational building material solutions company** with a vision to become the global leader in innovative and sustainable building solutions. The Group employs over 70,000 people around the world and has four main business segments: cement, ready-mix concrete, aggregates and solutions & products. Holcim reported a revenue of CHF 26.8 billion in 2021 and is ranked by Forbes as the 280<sup>th</sup> largest public company in the world in 2020.

In September 2021, Holcim launched its **nature strategy which is guided by science-driven biodiversity targets**. In June 2022, it released the Holcim Nature Policy which sets out how employees should interact with business partners, suppliers, communities and other stakeholders. The policy forms part of Holcim's core values and its main purpose is to **establish the company's objective to protect and restore water and biodiversity**.

As part of the Group's overall sustainability strategy, Holcim upholds **four sustainability pillars: climate and energy, circular economy, nature and people**. It is the first in the global building materials and solutions sector to have its 2030 and 2050 net zero targets validated by the Science Based Targets Initiative (SBTi).

Holcim strives to protect biodiversity and water resources throughout its operations and **is committed to a nature-positive future**. Holcim was featured in two recent UN publications in which it was recognized as "one of the frontrunners in the business community when it comes to measuring biodiversity." In May 2020, Holcim was rated number 1 out of 101 construction material companies in terms of ESG by Sustainalytics.

## Key Messages

- **Strong leadership understanding the importance of nature** to Holcim's operations dependent on scarce freshwater resources allowed the company to be at the forefront of sustainable action taken by its industry (among other benefits)
- Holcim's nature strategy can drive change within the building materials sector and the construction industry as a whole
- Holcim's nature and biodiversity-related actions **do not necessarily lead to higher costs** and have **positive reputational impacts** across communities, local authorities and investors

## Factors for Success

- Company's **sustainability leadership is close to the CEO** and facilitates endorsement for nature initiatives and strategies
- **KPIs for senior leadership** tied to water, circular economy and climate performance
- **Best-in-class financial KPIs** and a disciplined investment strategy centered around sustainability
- Strong **understanding of the company's impacts on water and biodiversity** over several years, allowing alignment with recent COP-15 targets
- Membership in **TNFD, TCFD, SBTN Corporate Engagement Program** and other emerging frameworks in conjunction with a bold internal sustainability strategy

## Outcomes

- **UN-highlighted pilot case studies for nature rehabilitation**
  - planted 360 plant species to populate their quarry in Spain
  - developed business and natural capital accounting studies for quarry sites in Spain to account for uniqueness and ecological importance of each habitat
- **Double "A" ratings from CDP for climate and water security management** in 2022 making it the first company in its sector to achieve this (improvement over "A" climate and "A-" water in 2021)

## ACT-D framework



### ASSESS

Possesses a strong understanding of nature-related impacts of its own operations (such as quantity and intensity of extraction), and suppliers, which allows for reporting on impacts in line with COP-15 outcomes on mandatory assessment and disclosure

Involved in developing science-based targets through the [SBTN Corporate Engagement Program](#)

Will determine biodiversity baseline level by implementing the [Biodiversity Indicator and Reporting System](#) in all active and inactive quarries by 2024

Uses the Integrated Biodiversity Assessment Tool to help prioritize actions in high biodiversity areas and the WRI Aqueduct tool to prioritize water risk areas

Outlined its ESG priorities in the report [“Strategy 2025 – Accelerating Green Growth”](#)



### COMMIT

Supports the recommendations of the [TNFD](#)

Committed to:

- freshwater replenishment (first in the sector) in water-risk areas by 2030
- having measurable positive impact on biodiversity by 2030 using science-based methodology developed in partnership with IUCN
- reducing water stress and building water resilience through [CEO Water Mandate](#) signatory and [Water Resilience Coalition](#) signatory
- not opening new sites or explorations within protected areas declared under World Heritage, International Union for the Conservation of Nature I and III

## ACT-D framework



### TRANSFORM

Implementing nature-based solutions in quarries through targeted biodiversity actions, science-based indicators and helping to reverse nature loss

Driving circular construction to reduce, reuse and recycle materials

Will develop a biodiversity environmental training module for their extractive raw material suppliers



### DISCLOSE

Discloses [Integrated Profit & Loss Statement](#) annually since 2014

Publishes [Sustainability Performance Report and Materiality Review](#) annually since 2015

Discloses water and climate-related performance data to [CDP](#) (received Double “A” rating—first in the sector)

Published first [Climate Report](#) in 2022

Discloses detailed nature impact data to the [World Benchmarking Alliance](#), resulting in the highest score among 47 “construction materials and supplies” industry firms in the 2022 Nature Benchmark

## Finance



### ASSESS

Has actively supported [TNFD](#) and [TCFD](#) since 2017 and has conducted a [physical climate risk scenario analysis](#) with CelsiusPro (published in the Holcim Climate Report 2022) that is aligned with TCFD recommendations



### ALLOCATE

Implemented a [Sustainability-Linked Financing Framework](#) to link funding with Holcim's sustainability objectives

## Government



### ASSESS

Assessed economic activities within the cement manufacturing, asphalt and roofing segments against the EU Taxonomy for sustainable activities

Participates in the [Global Cement and Concrete Association](#) trade group and its new nature "stream" which engages with public bodies

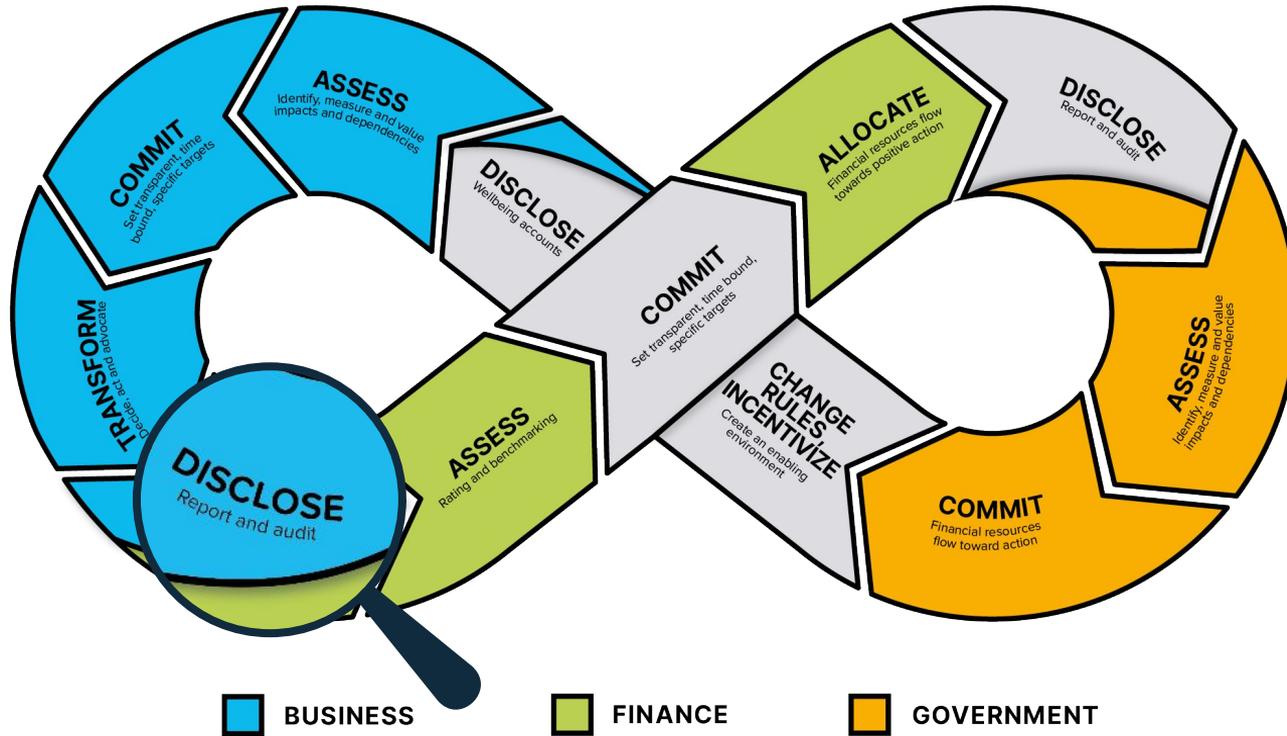


### COMMIT

Committed to water and biodiversity targets aligned with UN [SDGs](#) and [CBD](#)

Joined in the [Call to Action](#) from Business for Nature, calling governments to adopt ambitious nature policies

Signed Business for Nature's [#MakelMandatory](#) campaign to call for mandatory requirements to assess and disclose impacts and dependencies on nature



Please contact **Renata Pollini**, Holcim's Head of Nature, for more information: [renata.pollini@holcim.com](mailto:renata.pollini@holcim.com)



Holcim took a bold approach [to nature]. It is important for businesses to be bold because we don't have time to wait. Businesses should act now instead of waiting for TNFD or SBTNs to force them to take action.

Strong leadership and engagement with business initiatives for nature such as TNFD and SBTN are key for business sustainability. The endorsement of Senior Management together with a dedicated Chief Sustainability and Innovation Officer were one of Holcim's main success factors. Being part of nature initiatives not only allows Holcim to support and inform future developments around nature-related disclosure, but also adapt its strategy accordingly.

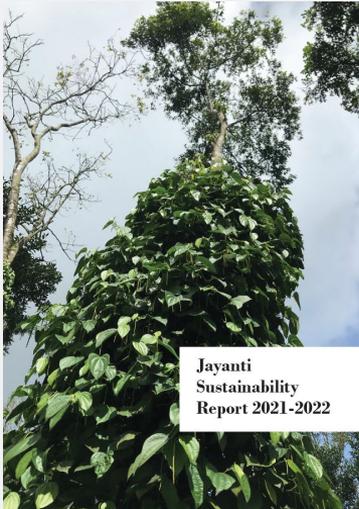
Renata Pollini, Head of Nature

CASE STUDY 06:

# Jayanti Group

SOURCING DIRECTLY  
FROM FARMERS





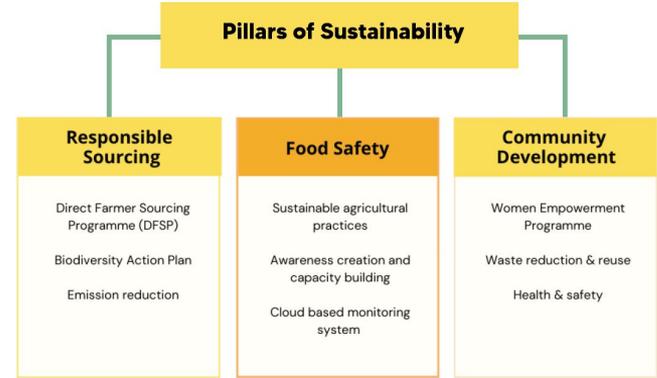
Jayanti Sustainability Report 2021-2022

*Farm-to-Fork Quality Management*

**DESCRIPTION:** Direct Farmer's Sourcing Programme  
**PERIOD:** Began 2010 and ongoing  
**ORGANIZATION:** Jayanti Group  
**SECTOR:** Food industry  
**GEOGRAPHY:** HQ India with secondary bases in Turkey and Vietnam  
**SIZE:** Small/medium-sized enterprise

## Project Overview:

- Jayanti Group (Jayanti) has developed partnerships with farmers' co-ops through the Direct Farmer's Sourcing Programme (DFSP), enabling it to **assess and promote sustainable supply chains**
- DFSP emphasizes **building long-term relationships with farmers and training them on good agricultural practices** aligned with the **Rainforest Alliance (RA), Sustainable Agricultural Initiative (SAI) and Sustainable Spice Initiative (SSI)**.
- Jayanti engages in a **holistic approach to production** that protects consumers, producers and the environment
- Outperformed internal target of 20% of total products sustainably sourced by 2022 (reached ~30%)



**Fig. 13** *Jayanti's three guiding pillars inform its sustainability approach*



**Fig. 14** *Jayanti farming assessment visit*

## Background

Jayanti Group (Jayanti) is a **herbs and spice, tea and natural caffeine specialist producer and processor** based in Bangalore, India with plantations in India, Vietnam and Turkey. The company started operations in the 1940s as a family-run business and is now a professionally managed agro-commodities and food business group with operations concentrated in Asia and Europe. Jayanti empowers 2,500+ farmers in sustainable agricultural operations covering 15,000+ acres of land.

Jayanti is committed to ensuring that food safety, sustainability and traceability are embedded into its **“farm-to-fork” quality management and procurement policies**. It is the first company in India to grow Rainforest Alliance Certified chillies and cumin.

The objective of the Direct Farmer’s Sourcing Programme (DFSP) is to build relationships and partnerships with farmer cooperatives to streamline the supply chain. Through the DFSP, Jayanti is not only able to source directly from farmers, but also **boost the local economy and increase efficiency of its operations**.

As part of its overall sustainability approach, Jayanti aims to continuously **improve its sustainability metrics year-on-year** across seven priority areas: nature, energy, water, waste, women empowerment, health & safety and partnerships. Taking inspiration from UN SDG 2030 agenda.

## Key Messages

- Sustainable supply chain is the way forward for the food industry
- Carefully monitoring progress towards nature-related outcomes (through digital monitoring tool) with sustained interventions is essential to building sustainable value chains and meeting targets
- Safeguarding biodiversity and nature conservation is essential to ensuring food safety and wide availability

## Factors for Success

- Adopts a **holistic approach** to herbs and spice production that protects consumers, producers and the environment
- Engages with farmers and **monitors live, real-time data** relating to biodiversity, water, soil health and greenhouse gas emissions
- Established an internal sustainability team in 2010 with an aim to identify critical aspects relating to responsible sourcing, stable supply chains and direct interaction with farmers

## Outcomes

- Initiated a tree planting project to improve soil health by encouraging indigenous farming practices and introducing native species
- Through DFSP, Jayanti observed **improvements in soil fertility and local cropping conditions** in chili, black pepper and cumin plantations
- Awareness creation and supporting farmers to adopt to native varieties led to efficient resource management and cost-effectiveness

## ACT-D framework



### ASSESS

Member of Union for Ethical BioTrade (UEBT) and Indian Business Biodiversity Initiative (IBBI), each of which promotes sustainable management of nature and biodiversity starting with understanding impacts and dependencies

Assessed Jayanti's biodiversity impact for peppers and cumin in the Biodiversity Action Plan and identified three areas requiring further improvement: crop biodiversity, conservation of groundwater and invasive species eradication



### COMMIT

Embeds UN SDGs 2030 (seven SDGs focusing on nature and climate – 1, 5, 6, 12, 13, 15 and 17 ) into company's sustainability performance

Committed to reaching 25% sustainable sourcing in at least top 3 products categories by 2025 and 50% by 2030 as a Sustainable Spices Initiative member

Declare at least 20% of total produce as sustainably sourced by 2022 (internal target) - target to be redefined in January 2023 as it was outperformed ~30% in 2022

## ACT-D framework



### TRANSFORM

Manages training programmes which encourage farmers to adopt alternate solutions to simplify water management through natural pond and drip irrigation systems

Utilizes agri-ecosystem data from agricultural cloud platform to monitor and subsequently change farm-level operations to enhance productivity and traceability

Distributes seed for cumin and coriander with a research institute and university partners to reduce crop irrigation cycle, obtain earlier yields and avoid adverse severe weather impacts



### DISCLOSE

Provides annual disclosures to the Sustainable Spice Initiative (SSI), Union for Ethical BioTrade (UEBT) and India Business & Biodiversity Initiative (IBBI). Initiated sustainable reporting since 2020.

Working to improve robustness of sustainability-related data and analysis, streamlining crop-wise traceability and developing framework for more efficient reporting.

Has begun to explore the TNFD and intends to align with its recommendations

## Government



### ASSESS

Relies on the impact categories outlined in selected [SDGs 2030](#) to assess its nature-related impacts and dependencies as well as set benchmarks for company performance



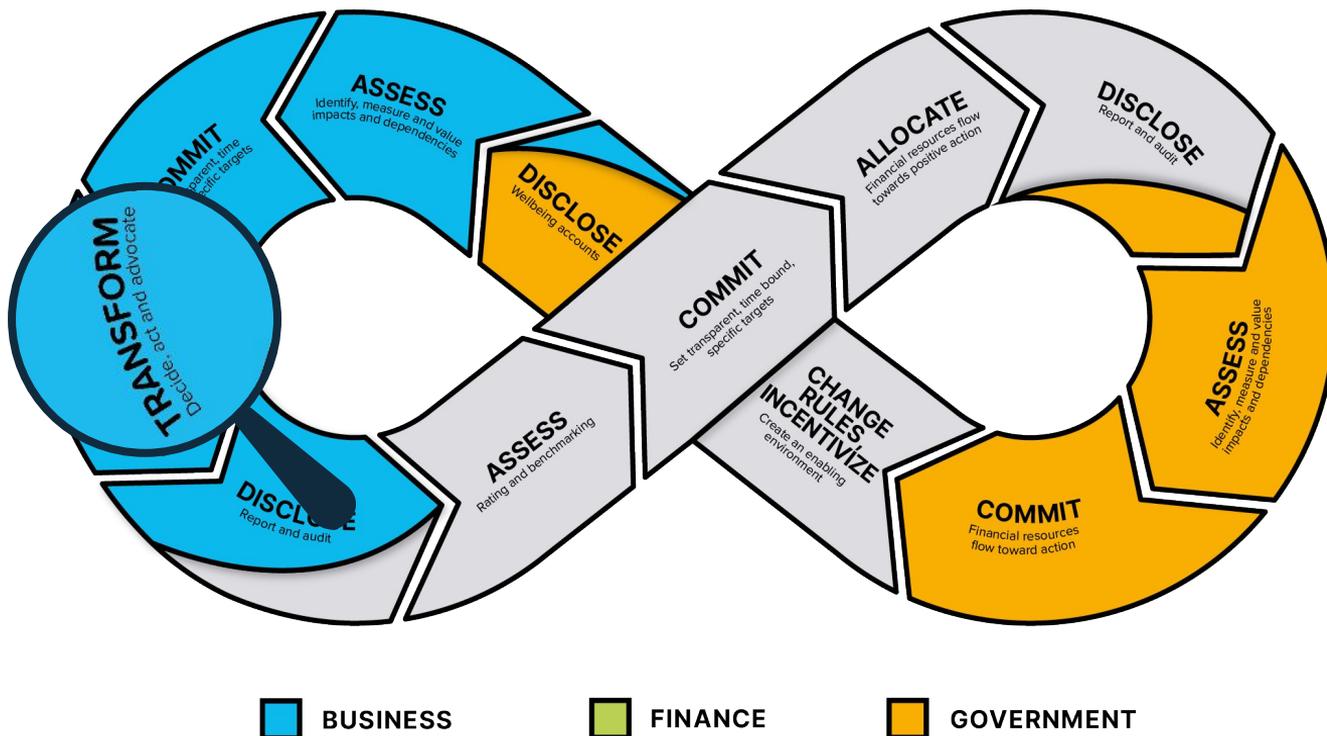
### COMMIT

Adopted SDG 2030 agenda by focusing on relevant areas (nature, energy, water, waste, water empowerment, health & safety and partnerships) and committing to SDGs 1, 5, 6, 12, 13, 15 and 17



### DISCLOSE

Aims to disclose the impact of its operations at the sourcing location, processing unit and corporate office levels using the SDG and ESG framework





Jayanti's vision is to make its spices and other agricultural commodities safe and widely accessible. Biodiversity and nature conservation are the foundations to achieving this, and hence, they are parts of our core business strategy.

Syamala Gowri, Manager, Sustainable Development

CASE STUDY 07:

# Mondi Group

GOING  
FROM STRATEGY  
TO ACTION



TO BE CONFIRMED

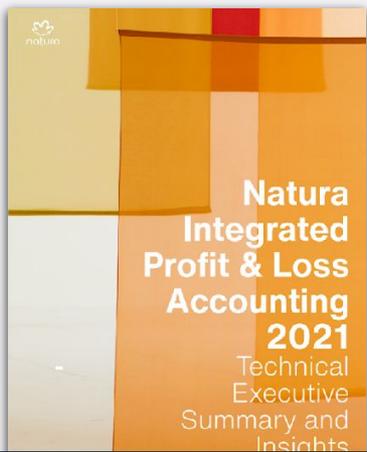


CASE STUDY 08:

# Natura

BUILDING BUSINESS  
RESILIENCE THROUGH  
SUSTAINABILITY





*Cosmetics industry in South America*

**DESCRIPTION:** An Integrated Profit & Loss Account 2021

**PERIOD:** Since, 2016, 2021 Report published May 2022

**ORGANIZATION:** Natura

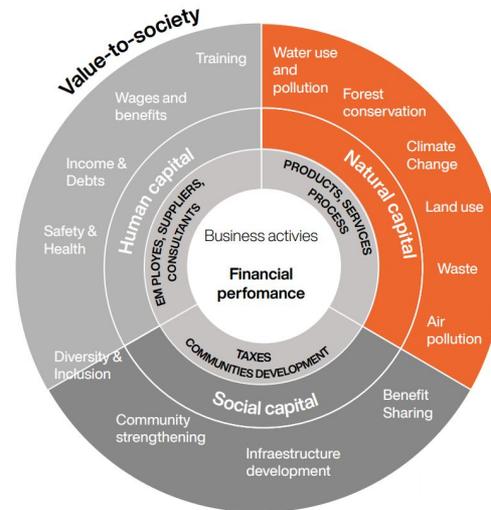
**SECTOR:** Cosmetics

**GEOGRAPHY:** Brazil HQ / Global

**SIZE:** Large multinational

## Project Overview:

- Natura measures its dependence and impacts on people & natural resources
- [IP&L methodology](#) mostly relies on the Natural Capital Protocol as well as the Social & Human Capital Protocol
- Activities cover the **entire Natura value chain**, from supply chain and extractive communities in the Amazon region, direct operations in manufacturing and offices, sales activities of Natura consultants, to product use
- The IP&L **improved Natura's decision-making and nature-related outcomes** through implementation of Assess & Disclose ACT-D actions



**Fig. 17** *Integrated model of Natura's activities*

## Background

Natura is one of four cosmetics brands (along with Aesop, The Body Shop and Avon) owned by the Brazilian multinational cosmetics company Natura & Co, the world's fourth largest pure-play beauty company. Natura maintains a strong presence in Latin America, Malaysia, the United States and Europe. The company engages in direct sales through beauty consultants, physical stores and e-commerce channels.

An early adopter of comprehensive value accounting, Natura in 2016 became the **first company in Latin America to conduct an in-depth environmental profit and loss (EP&L) exercise.** Natura's integrated profit and loss (IP&L) statement, which extended the scope of the EP&L by incorporating social and human capital, started in 2020 and has been made publicly available since 2022. The company recognizes that its IP&L model is a work in progress and is **working to accelerate its transition toward a regenerative and sustainable economic model.**

## Key Messages

- Customers are **increasingly interested** in producers' nature and climate impacts
- **Need to raise awareness among its employees and stakeholders** before adapting performance and management processes to incorporate IP&L results
- Natura's sustainable actions have allowed them to **attract more talent and improve employee retention**

## Factors for Success

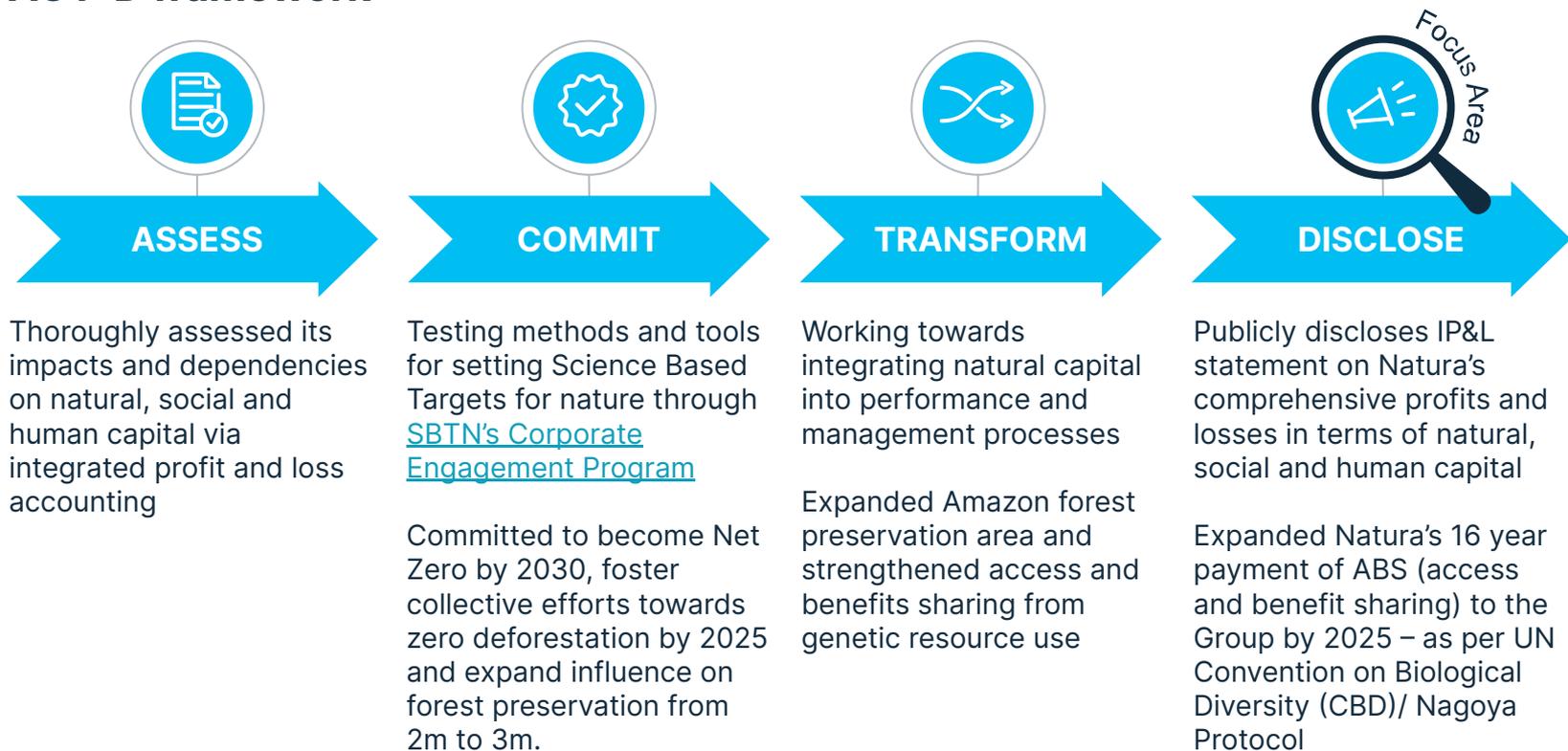
- Environmental P&L laid groundwork for IP&L
- **Strong collaboration within company and alignment with stakeholders** enabled identification of materiality of Natura activities that led to the development of IP&L
- **Competitive advantage** due to investors' interest in ESG metrics, consumer perceptions and pressure from governments and NGOs
- Member of TNFD

## Outcomes

In 2021:

- net positive societal value of R\$18 billion
- net negative natural capital value of -R\$0.4 billion
- increased the Amazon preservation area to 2m ha
- Reached target of sourcing from 40 traditional communities

## ACT-D framework



## Finance

## Government



Developed IP&L to assess Natura's corporate performance in social, human & environmental terms

Issued dollar-denominated sustainability-linked bonds

Successfully raised [\\$1 billion for the largest-ever single Sustainability-Linked Bond](#) issuance in Brazil

Generated value from WHO's [DALY](#) and [QALY](#) Calculations

Complies with CBD & [Nagoya Protocol](#)

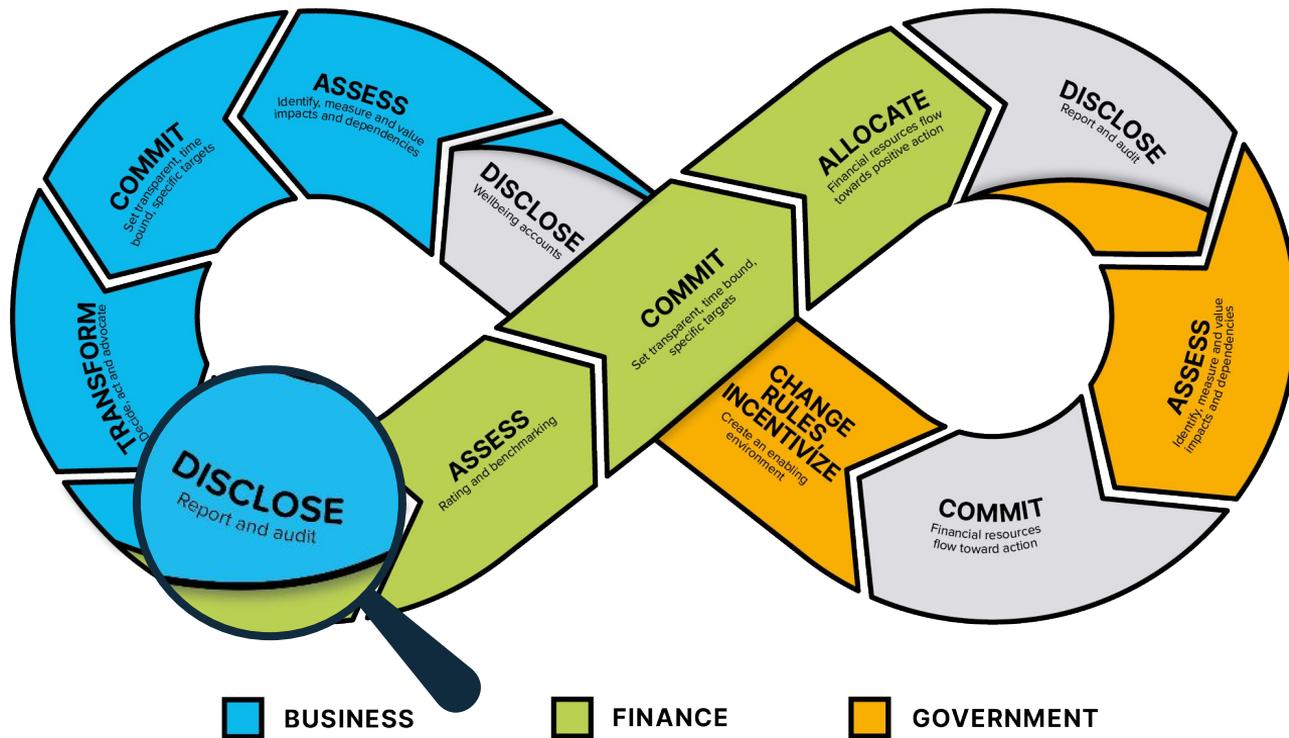
Assessed feasibility of Sustainability-Linked Bond addressing KPIs linked to SDGs 7,9 and 12 related to carbon emissions and plastic waste. It was recognized by the [UN 2022 SDG Pioneers initiative](#).

Incorporated [EXIOBASE](#) data into IP&L exercise

Involved in [Science Based Targets for Nature](#) in partnership with UEBT and BfN/WEF

Natura is a member of TNFD

Participates in the [Concertação pela Amazônia](#) (Consultation for the Amazon) public project promoting approaches to the Amazon's sustainable development



For more information, please contact: [impact.valuation@natura.net](mailto:impact.valuation@natura.net)



Sustainability is not a project. It is part of our business purpose. Our value chain comes from the Amazon. Hence, understanding the real impact we have [on social and natural capital] through tools like Integrated Profit & Loss accounts is about the resilience of our value chain.

Initial negative impact can drive better investment decisions [in the future] if we aim to transform socio-environmental challenges into business opportunities.

Denise Hills, Sustainability Director, Natura &Co Latin America

CASE STUDY 09:

**OFI**

USING INTEGRATED  
PROFIT & LOSS (P&L) FOR  
NATURAL, SOCIAL AND  
HUMAN CAPITAL



TO BE CONFIRMED



CASE STUDY 10:

# SEKEM

INTRODUCING A  
SUSTAINABILITY  
VISION FOR 2057

**SEKEM**  
Sustainable Development since 1977





**SEKEM**  
Report 2021



*Sustainability Report 2021*

**DESCRIPTION:** Holistic Sustainable Development

**PERIOD:** 1977-2021

**ORGANIZATION:** SEKEM

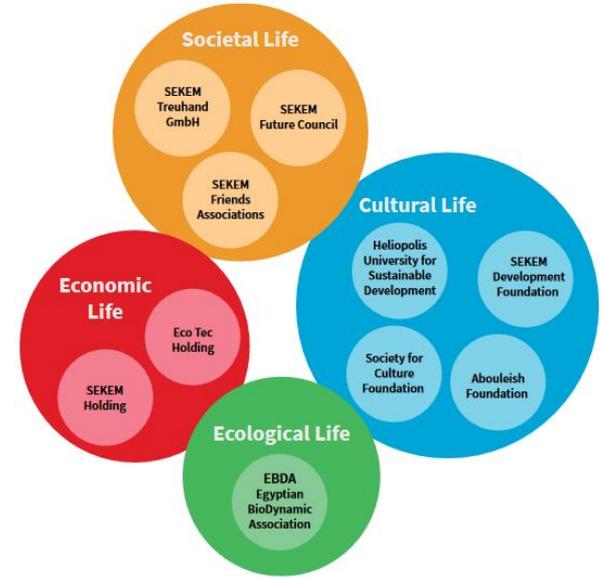
**SECTOR:** Organic and Biodynamic Foodstuff, Textiles and Phyto-Pharmaceuticals

**GEOGRAPHY:** Head Office in El Salam City, Cairo, Egypt

**SIZE:** International SME

## Project Overview:

- From a small intentional community, SEKEM has built a community of organizations focused on holistic sustainable development
- Nature (ecological life) is one of four core pillars of SEKEM's work. It is fundamentally inseparable from the societal, cultural, and economic elements of the organization.
- SEKEM's efforts to convert desert in to regenerative, biodynamic agricultural landscapes has led them to adopt and disseminate models for optimizing water use, maximizing biodiversity, and shifting to renewable energy.



**Fig. 18**

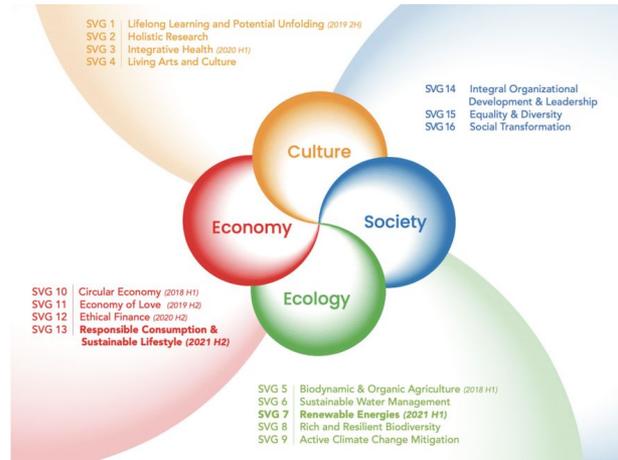
*SEKEM's integrated sustainability Vision.*

## Background

Founded in 1977 as an intentional community in the desert with the vision of sustainable development and giving back to the community. It aims to develop the individual, society and environment through a holistic approach which integrates ecology, economy, societal and cultural life. Over the years, SEKEM became the umbrella of a multifaceted agro-industrial group of companies and NGOs.

SEKEM produces, processes, and markets Organic and Biodynamic foodstuff, textiles, and phyto-pharmaceuticals. SEKEM also co-finances the social and cultural activities of the SEKEM Development Foundation (SDF), a NGO that runs a variety of projects and programs in the field of social development, health care, education and ecology.

In 2009, Heliopolis University for Sustainable Development was established under the umbrella of SEKEM to introduce the concepts and principles of sustainable development to students and to improve well-being by decreasing threats to the Earth's systems through industrialization and consumption.



**Fig. 19** SEKEM's integrated sustainability Vision goals

## Key Messages

- **Actively driving systems change means rethinking not just production practices, but also business models**
- Shift to nature positive business is coming one way or another – by adaptation or crisis
- You **learn most by doing** not by waiting for risk-free scenarios
- Success often breeds complacency – continuous improvement is (relatively) easy in a crisis because it is demanded, but difficult in success

## Factors for Success

- **Culture of reinventing self everyday** in the morning
- **Value add business units enabled them to absorb costs** of biodynamic raw materials, compete with conventional products
- Speaking the language of their customers/audience scales impact across Egypt
- **Continuous investments in human development drive employee motivation, health, retention and productivity**

## Outcomes

- From 1977 - 2017: 2100 hectares converted to biodynamic/organic production
- Around 600,000 trees planted since foundation
- 551,155,655 tons (0.5 Mt) CO<sub>2</sub> sequestered
- Exceeds industry productivity average in every business unit
- Herbal tea brand has 77% market share in Egypt over major multinational brands

## ACT-D Framework



### ASSESS

SEKEM assess performance across 64 ecological indicators published in annual report

Aligns their KPIs with SDGs as well as own Vision 2057



### COMMIT

SEKEM aims to generate *and disseminate* models for optimizing water (re)use, optimizing biodiversity, reaching zero waste and carbon sequestration by 2027 and by 2057 plant 2,400,000 trees, sequester 2.0 Mt tons of CO<sub>2</sub>e with trees and soil, generate €19 mln of accumulated net present value from CO<sub>2</sub> sequestration

## ACT-D Framework



**TRANSFORM**

SEKEM goes beyond restoring and regenerating landscapes, to creating new business models and ways of living based on solidarity and celebration of diversity

SEKEM's ecosystem of synergistic entities enables holistic value creation across multiple dimensions

In 2019, SEKEM transitioned to a mission-driven governance model recently imitated prominently by Patagonia



**DISCLOSE**

SEKEM reports transparently and publicly about their performance in their annual reports.

SEKEM holds a variety of certifications including Demeter and fairtrade, as well as ISO standards 9001, 14001, 45001, 17025, 13485, 22000

## Finance



**ASSESS**

SEKEM works with banks from the Global Alliance for Banking on Values (GABV) - a network of independent banks using finance to deliver sustainable economic, social and environmental development.

Specifically, GABV banks have designed patient finance structures for SEKEM's development



**ALLOCATE**

The German GLS Gemeinschaftsbank AG, the Dutch Triodos Ventures BV and Oikocredit Ecumenical Development Cooperative are shareholders of SEKEM Holding and work closely with SEKEM's finance department to evaluate, shape, and approve future investments in support of SEKEM's mission

## Government



**ASSESS**

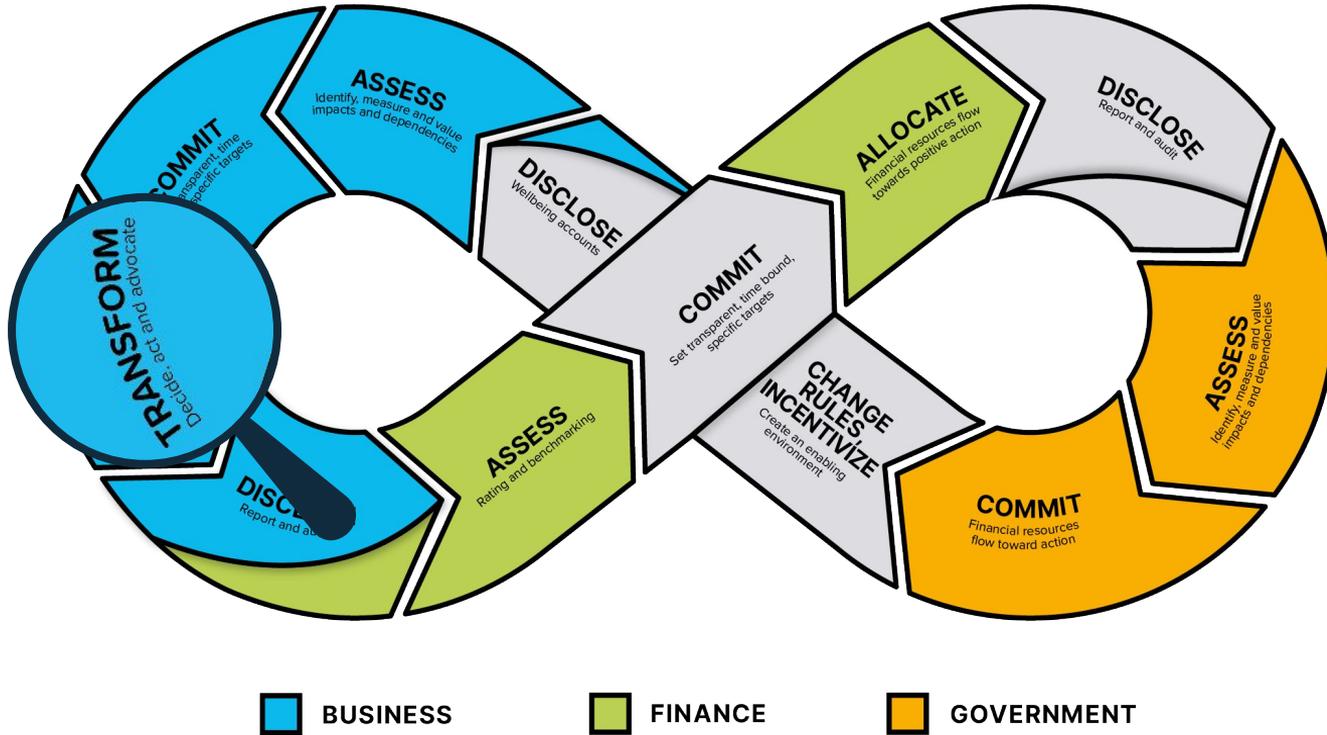
SEKEM is following various certifications and standards such as Fairtrade, USDA Organic, Demeter, BioSwiss, etc exports regulation

SEKEM's CEO is also President of the Biodynamic Federation in Demeter International



**COMMIT**

Convention on Biological Diversity, Nagoya protocol reinforce SEKEM's mission



Please contact **Helmy Abouleish**, SEKEM Group's CEO, for more information: [helmy.abouleish@sekem.com](mailto:helmy.abouleish@sekem.com)



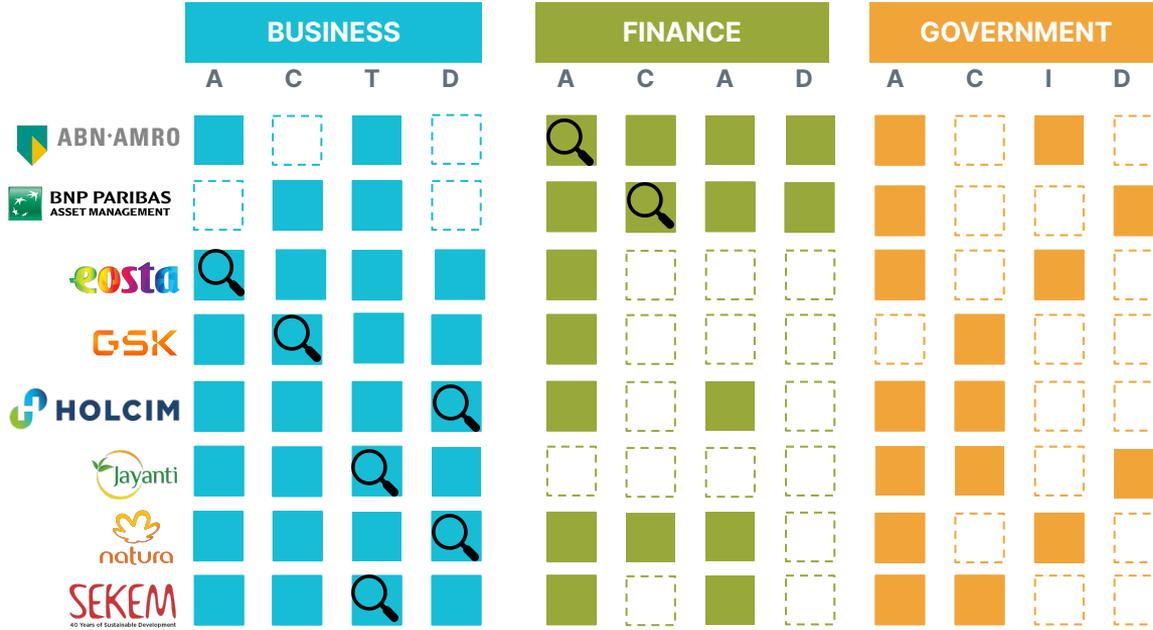
Why should businesses consider sustainable development across these four dimensions (Ecological, Economic, Societal, and Cultural Life)? Our example proves that by really studying the ecological impact, the integrated impacts, you can use these impacts for system change in culture.

...

Nobody can think anything through to the end. You can just have an intention. And then you move. You learn where you go. And then you fail and then you learn mostly from your failure and then you start again

Helmy Abouleish, Chair of the Board and Managing Director, SEKEM

# Case studies distribution



# Insights & Lessons Across Case Studies

## Key Messages

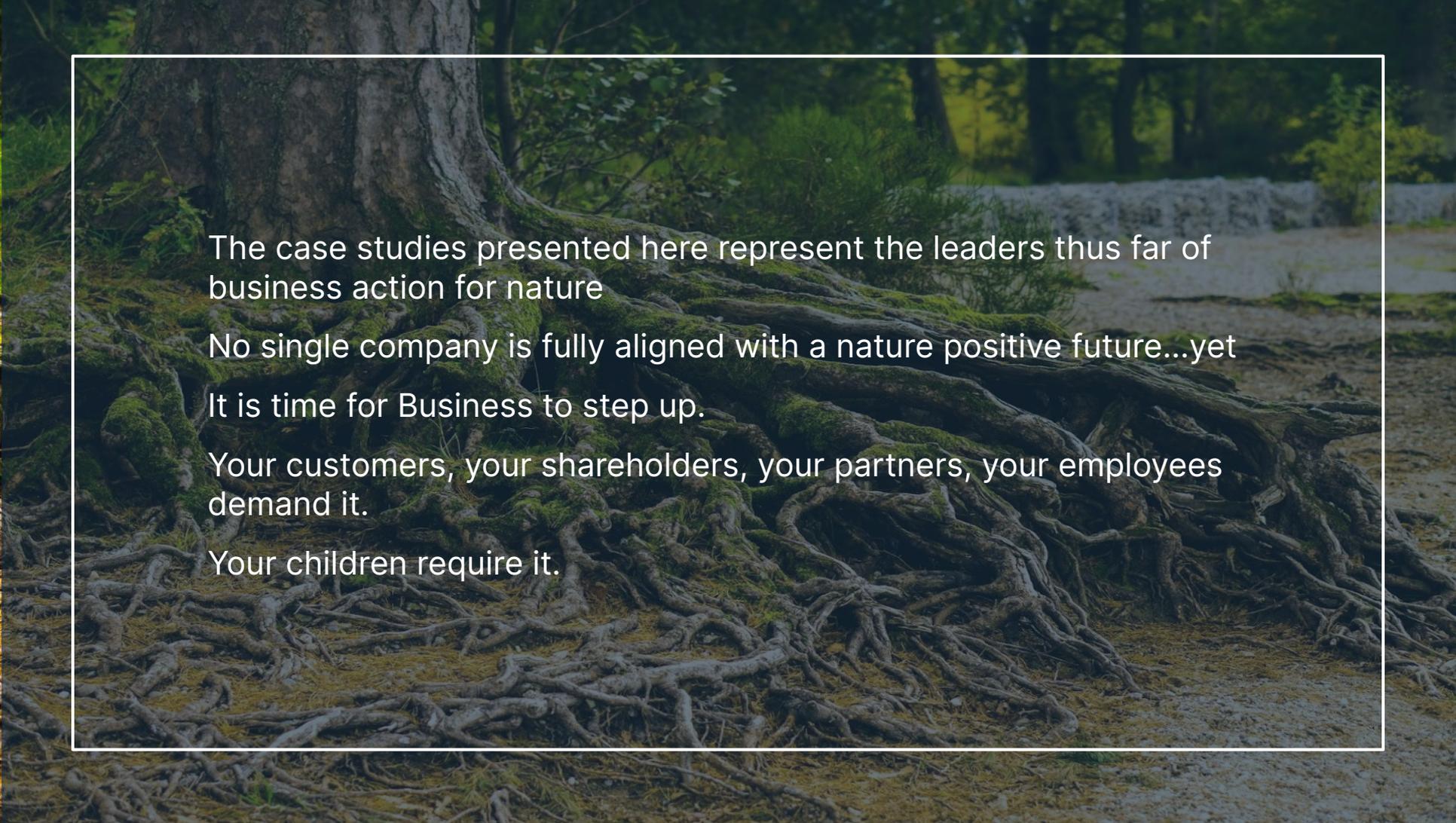
- Greater awareness of **business performance impacts & dependencies on nature** (as well as risks & opportunities) is needed
- Understanding **ROI of sustainability investments**
- **Driving change** in strategy, business models, product development, investments, but also daily **operations**
- **Stay ahead** of the game (i.e. of changing legislation)
- Value and attention given to those who **act boldly** more rather than talk

## Factors for Success

- Consistent, standardized, and **systemic framework** that includes clear KPIs
- **Bottom-up data collection** that includes collaboration with stakeholders
- Collaboration with **external stakeholders**
- **Culture of ambition and experimentation**
- **Strong leadership** understanding the importance of nature

## Outcomes

- **Measuring Impacts:** fewer emissions, less water use, more trees & restored land
- **Building resilience** in dependencies, e.g. healthy soils and cropping conditions
- Understanding social impacts, e.g. on **motivation, health, and productivity** of employees and wider communities
- **Competitive advantage** & better ratings from standard setters



The case studies presented here represent the leaders thus far of business action for nature

No single company is fully aligned with a nature positive future...yet

It is time for Business to step up.

Your customers, your shareholders, your partners, your employees demand it.

Your children require it.

# Relevant Links

## **ABN**

[ABN Amro Homepage](#)

## **BNP**

[BNP Paribas Homepage](#)

## **Eosta**

[True Cost Accounting Summary](#)

[Eosta Website](#)

[True Cost Accounting Handbook](#)

[How Numbers were Calculated](#)

[True Cost Accounting Full Report](#)

## **GSK**

[GSK Materiality Assessment 2018](#)

[ESG Performance Report 2021](#)

[ESG Resources](#)

[Environmental Sustainability](#)

[GSK Action Plan](#)

[GSK Annual Report 2021](#)

## **Holcim**

[Holcim Homepage](#)

## **Jayanti**

[Jayanti Homepage](#)

## **Mondi**

[Sustainability Website Section](#)

## **Natura**

[Natura Homepage](#)

## **OFI**

[OFI Homepage](#)

[OFI Supply Chain Specific Strategies](#)

[Cashew Trail](#)

[Almond Trail](#)

[Hazelnut Trail](#)

[Cocoa Compass](#)

[Coffee LENS](#)

[OLAM Living Landscape Policy](#)

[OLAM Strategy Report 2021](#)

## **SEKEM**

[SEKEM Report 2021](#)

[SEKEM Sustainability Flower](#)

[About SEKEM](#)

[SEKEM WAHAT](#)

[SEKEM Update 14 – Protecting Biodiversity and Preserving the Climate in El Wahat](#)



Metabolic

**eftec** economics for  
the environment