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.
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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...
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.
Business and finance will need to make a significant contribution to a nature positive future. Achieving this in practice is not straightforward, 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.
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 STUDY 01:

ABN AMRO

ASSESSING NEGATIVE IMPACT ON BIODIVERSITY THROUGH A MODEL BASED APPROACH
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.
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.
**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.
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.
**ASSESSING NEGATIVE IMPACT ON BIODIVERSITY THROUGH A MODEL BASED APPROACH**

### Business

- **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

### Government

- **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
ASSESSING NEGATIVE IMPACT ON BIODIVERSITY THROUGH A MODEL BASED APPROACH

Please contact Andre Jakobs, Program Manager at ABN Amro, for more information: 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
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 km² MSA (mean species abundance) equivalent to a fully degraded area roughly five times the size of London each year.
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.

*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.
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.

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.

Financed absolute biodiversity footprint (including assets under BNPP AM ownership) is estimated at -8,000 km² 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.

Key Messages

Factors for Success

Outcomes
MEASURING BIODIVERSITY FOOTPRINT FOR LONG-TERM SUSTAINABLE RETURNS

**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)

**Engagement with TNFD (using the LEAP approach) and Iceberg Data Lab CBF to improve biodiversity and finance risks and opportunities ensured compatibility with TNFD's beta framework (Locate, Evaluate, Assess, Prepare (LEAP) for financial institutions)**
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).

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).
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)

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

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

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: robert-alexandre.poujade@bnpparibas.com
“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
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.
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.
### 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\(^1\)\(^2\)

- **€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**

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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.
ACCOUNTING FOR THE TRUE COST OF FRUIT AND VEGETABLES

**ACT-D framework**

**ASSESS**
Integrated profit & loss statement for the company (IP&L)

True cost accounts for Pineapples, Lemons, Oranges, Pears, Apples, Avocado’s, Grapes, Tomatoes, Carrots

Apply Sustainability Flower tool to **identify the impact on people and planet of supply chain**

**COMMIT**
Provide services supporting a nature-positive supply chain

**TRANSFORM**
Nature action embedded in the line organization & daily operations.

Remote sensing, on-site monitoring of outcomes

**DISCLOSE**
Publishing performance of business on website (erosion prevention, CO₂ reduction & water reduction)
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

Accounting for the True Cost of Fruit and Vegetables

*Figure is not representative of actual app interface.*
ACCOUNTING FOR THE TRUE COST OF FRUIT AND VEGETABLES

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.
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

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

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
Please contact Volkert Engelsman, Eosta’s Founder & Board member, for more information: 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
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.
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.
INTEGRATING ENVIRONMENTAL SUSTAINABILITY

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.

Factors for Success

- 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.
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.
INTEGRATING ENVIRONMENTAL SUSTAINABILITY

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.

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.
INTEGRATING ENVIRONMENTAL SUSTAINABILITY

Finance

ASSESS

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

Finance

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
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
**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

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**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.

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**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 280th 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)
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”.

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.
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

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
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.

Implemented a Sustainability-Linked Financing Framework to link funding with Holcim’s sustainability objectives.

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

Implemented a Sustainability-Linked Financing Framework to link funding with Holcim’s sustainability objectives.

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 #MakeItMandatory campaign to call for mandatory requirements to assess and disclose impacts and dependencies on nature.
IMPLEMENTING A NATURE-POSITIVE STRATEGY WITH MEASURABLE WATER AND BIODIVERSITY TARGETS

Please contact Renata Pollini, Holcim’s Head of Nature, for more information: 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
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%).
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 varities 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.
SOURCING DIRECTLY FROM FARMERS

**ACT-D framework**

**MANAGE**

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

**TRANSFORM**

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.
SOURCING DIRECTLY FROM FARMERS

ASSESS
Identify, measure, and test impacts and dependencies

ASSOCIATE
Form alliances, partnerships, and networks

COMMIT
Set management goals, allocate resources, and incentivize change

CHANGE
Rules and incentives

FINANCE
Identifying, measuring, and testing impacts and dependencies

DISCLOSE
Reporting and auditing

GOVERNMENT
Identify, measure, and test impacts and dependencies

TRANSFORM
Identify, measure, and test impacts and dependencies

BUSINESS
Identify, measure, and test impacts and dependencies
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
CASE STUDY 08:

Natura

BUILDING BUSINESS RESILIENCE THROUGH SUSTAINABILITY
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
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
Thoroughly assessed its impacts and dependencies on natural, social and human capital via integrated profit and loss accounting.

Testing methods and tools for setting Science Based Targets for nature through SBTN’s Corporate Engagement Program.

Committed to become Net Zero by 2030, foster collective efforts towards zero deforestation by 2025 and expand influence on forest preservation from 2m to 3m.

Working towards integrating natural capital into performance and management processes.

Expanded Amazon forest preservation area and strengthened access and benefits sharing from genetic resource use.

Publicly discloses IP&L statement on Natura’s comprehensive profits and losses in terms of natural, social and human capital.

Expanded Natura’s 16 year payment of ABS (access and benefit sharing) to the Group by 2025 – as per UN Convention on Biological Diversity (CBD)/ Nagoya Protocol.
Developed IP&L to assess Natura’s corporate performance in social, human & environmental terms.

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.

Natura is a member of TNFD.

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.

Incorporated EXIOBASE data into IP&L exercise.

Complies with CBD & Nagoya Protocol.

Involved in Science Based Targets for Nature in partnership with UEBT and BfN/WEF.

Participates in the Concertação pela Amazônia (Consultation for the Amazon) public project promoting approaches to the Amazon’s sustainable development.
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
CASE STUDY 10: SEKEM

INTRODUCING A SUSTAINABILITY VISION FOR 2057
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 into regenerative, biodynamic agricultural landscapes have led them to adopt and disseminate models for optimizing water use, maximizing biodiversity, and shifting to renewable energy.
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.
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) CO₂ sequestered
- Exceeds industry productivity average in every business unit
- Herbal tea brand has 77% market share in Egypt over major multinational brands

INTRODUCING A SUSTAINABILITY VISION FOR 2057

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INTRODUCING A SUSTAINABILITY VISION FOR 2057

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 \textit{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 CO2e with trees and soil, generate €19 mln of accumulated net present value from CO2 sequestration
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.

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.
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.

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.

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.

Convention on Biological Diversity, Nagoya protocol reinforce SEKEM's mission.
INTRODUCING A SUSTAINABILITY VISION FOR 2057

Please contact Helmy Abouleish, SEKEM Group's CEO, for more information: 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

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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
O FI 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