



What nature means for your business role:
A primer on location-focused decision making

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How this resource can help you

We understand how it feels to be faced with so many pressures – net zero targets and rising regulatory demands are just two examples and now concern for nature is also being thrown into the mix. It is overwhelming, but it needn't be.

The truth is, nature is more connected to your role and what you do than you realise.

We believe there are many ways in which you can embrace it now, simply, and this will make things much easier for you down the road...



We have prepared this primer as a guide for business teams across departments – **procurement and operations to risk, finance, sustainability and others**. It is a brief insight into how **local nature risks** (*e.g., water scarcity, flooding, or deforestation*) and **business dependencies on nature** (*e.g., reliance on healthy soils, water purification, pollination*) can have a direct impact on the business agenda. We showcase how improved management of **business impacts** (*e.g., from land conversion, water pollution, overuse of natural resources*) and risks can **improve business resilience and performance**.

The great news is that you don't have to be a nature expert¹. This guide is about demonstrating how to make smarter, location-aware decisions in your own function and showing you where collaboration matters most. Whether it's managing suppliers or reviewing risks, this primer offers some insights in your areas of influence (linked to decisions affecting nature) and how you can start **making a difference in your role²**.

1 You can find definitions of different nature-related terms [here](#)

2 Learn more about essential links between business and nature, and how environmental dependencies and impacts translate into both risks and opportunities in this online course [Introduction to Nature for Business](#) (WBCSD, 2025).

→ How to navigate this resource...

- **The basics:** we briefly explain what nature-related issues are, why they matter to your business, and how location plays a key role.
- **Key business decisions** – such as sourcing, site planning, and risk assessment – where location really matters. See how different functions (procurement, operations, finance, sustainability, and more) play a role in shaping these outcomes.
- **Suggested actions** you can consider as part of your role and links to further guides and examples.
- **Bite-size chunks**, there is no need to read it all at once – dip in where it is most relevant to your work.

→ **What:** Business dependencies and impacts on nature

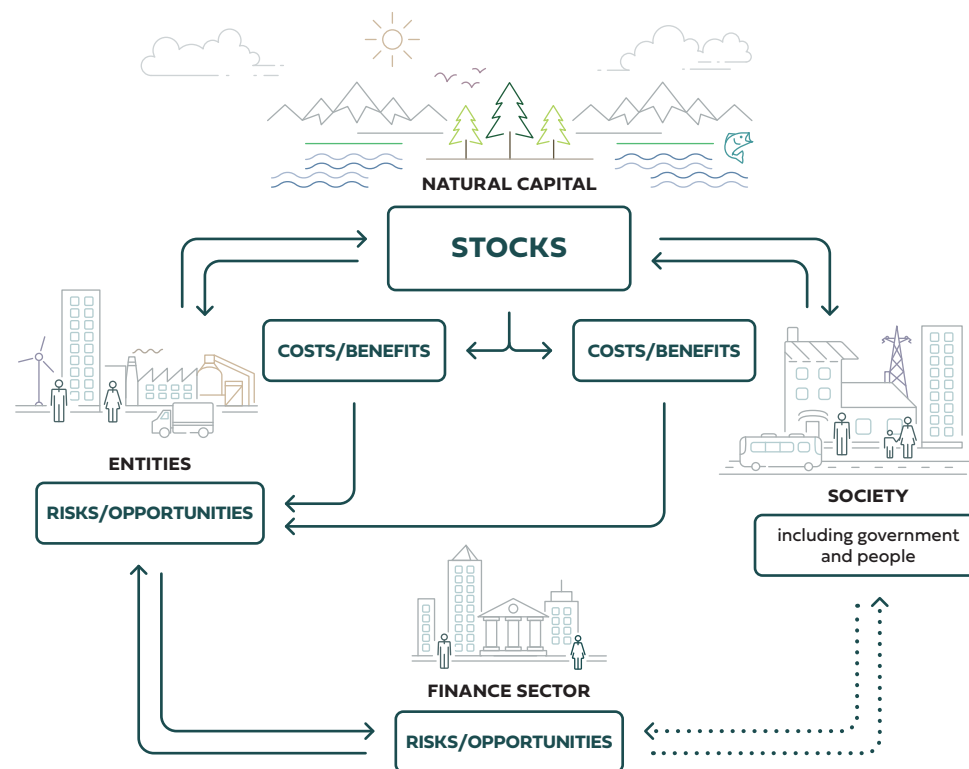
Our economies, livelihoods and well-being all depend on our most precious asset: nature. We are part of nature (across land, freshwater and ocean), not separate from it. We rely on nature to provide us with food, water and shelter; regulate our climate and control pests and diseases; maintain nutrient cycles and oxygen production, and more. We also use the planet as a sink for our waste products, such as carbon dioxide. **Nature is therefore an asset, just as produced capital (roads, buildings and factories) and human capital (health, knowledge and skills) are assets³.**



Nature is diverse and geographically specific – as are business dependencies and their impacts on it. Whether sourcing materials, operating facilities, or distributing products, **companies rely on nature's goods and services which are increasingly under pressure**. Business activities contribute to nature loss⁴ and through societal dependencies on nature, negatively impact local communities⁵. Failing to recognise and manage nature-related dependencies and impacts can expose a business to **physical, regulatory, reputational and other risks**⁶. To proactively manage nature-related risks, it is important to understand **where and how they impact nature** and local communities. Consumers, employees, investors, shareholders and regulators increasingly expect credible action and accountability.

While some dependencies and impacts on nature can be addressed without any consideration for the location, many will be highly context-specific and depend on the nature present at specific locations, requiring tailored action.

Interactions between business, society, and nature (adapted from Natural Capital Protocol, 2021)



3 UK government's 2021 *The Economics of Biodiversity Dasgupta Review* – a seminal 600-page study which firmly established the economy as a subsidiary of nature due to the assets and flows upon which we all depend. Alternatively, check out this 5-minute New York Times [summary video](#).

4 [Five drivers of the nature crisis](#) (UNEP-WCMC)

5 [Location Matters: Using spatial intelligence for business action on nature and climate](#) (WEF, 2022)

6 [Businesses must address nature-related financial risks](#) (WEF)

Reducing carbon dioxide emissions by a metric tonne in one part of the world is essentially the same as reducing carbon dioxide emissions by a metric tonne somewhere else. The same is not true for efforts to protect nature – it matters greatly whether a company operates close to a natural reserve, a fragile freshwater ecosystem, or in a water-stressed environment. The land use associated with your company’s operations may be the main driver of extinction risk and impacts on local people’s livelihoods in one location, but water pollution may be the priority to address in another⁷.

Location-specific information⁸ can help companies understand their dependencies and impacts, prioritise their actions, reduce risks, and identify opportunities for business resilience.

7 [Building narratives through nature data: Handbook for applying spatial datasets and metrics to assess locations and tailor nature strategies](#) (UNEP-WCMC, 2025)

8 **Location-specific information** in this resource refers to data about the environmental characteristics, biodiversity, ecosystems, and natural resources of a specific geographical area. This information helps businesses understand the direct and indirect impacts they have on nature, as well as the ways their operations rely on natural systems in that location.



→ **Why:** Business risks & opportunities linked with location-specific decisions

Nature-related risks and opportunities arise from an organisation's direct or indirect reliance on, and impact upon, nature and the ecosystem services it provides. **Nature risks are often hidden or under-evaluated within value chains.**



- While all businesses depend on nature's goods and services, either directly or throughout their value chains, more than half of the market value of companies listed on 19 major stock exchanges is exposed to financial risk through high or moderate dependence on nature⁹.
- In addition, 85% of the world's largest companies that make up S&P Global 1200 (*which captures approximately 70% of the world's market capitalisation*) have dependencies on nature across their direct operations. The analysis also finds that 46% of these companies globally operate within Key Biodiversity Areas (KBA) which could be exposed to future reputational and regulatory risks¹⁰.

What are the risks?

Nature-related risks are defined as potential threats posed to an organisation arising from its and wider society dependencies and impacts on nature. Like climate risks, nature-related risks are categorised into **physical risks** (*which result from the degradation of nature and consequential loss of ecosystem services*), **transition risks** (*e.g., changes in regulation and policy, consumer preferences*) and **systemic risks** (*e.g., destabilisation of a critical natural system, so it can no longer provide ecosystem services in the same manner as before*)¹¹.

Business performance depends on **understanding how nature-related risks vary by location** – and how those risks can disrupt operations, supply chains, and long-term value¹². Dependencies on ecosystem services (*e.g., access to clean water, healthy soil quality, or climate stability*) and **physical nature risks** (*e.g., floods, water scarcity, or extreme weather events*) vary across locations, requiring targeted mitigation strategies. At the same time, poorly managed nature-related impacts can directly harm **local communities and other stakeholders**, erode social license to operate, and undermine climate and equity goals.

9 [Managing nature risks: From understanding to action](#) (PwC, 2023)

10 [How the world's largest companies depend on nature and biodiversity](#) (S&P Global)

11 [Learn more about nature-related risks and their classification in Recommendations of the Taskforce on Nature-related Financial Disclosures](#)

12 [Stocktake on Nature-related Risks: Supervisory and regulatory approaches and perspectives on financial risk](#)

EXAMPLE Risk and resilience – navigating sustainability challenges in seafood supply chains

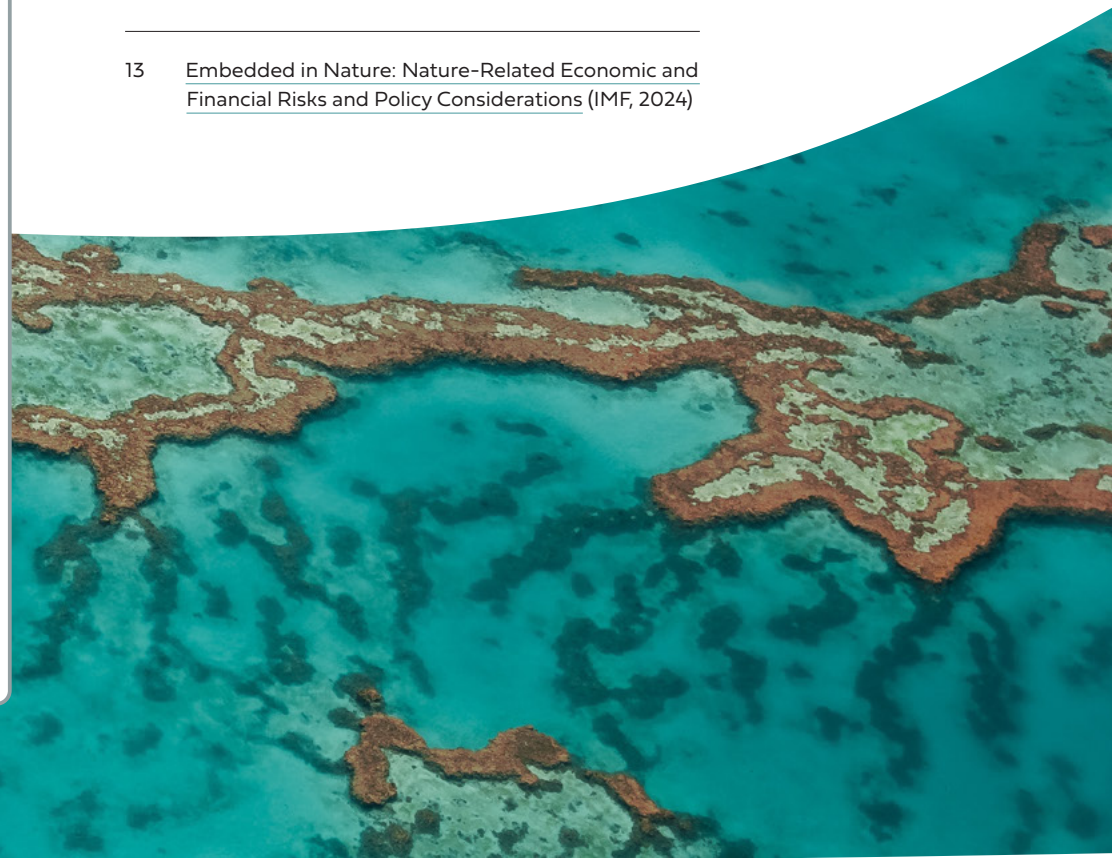
A leading global seafood supplier faced significant disruption due to overfishing, illegal fishing, and climate change affecting key sourcing regions such as the Western and Central Pacific Ocean. Declining fish stocks, shifting migration patterns, and marine ecosystem degradation led to **higher procurement costs, supply shortages, and reputational damage**. As a result a number of leading retailers temporarily suspended sourcing from this company due to sustainability concerns, forcing the company to invest in **traceability technology, sustainable fishing practices, and conservation initiatives** to rebuild trust and secure long-term supply chain stability.

See other examples on the real businesses experiencing significant financial costs of nature-related risks:

- [When the Bee Stings Counting the Cost of Nature-Related Risks \(BNEF\)](#)
- [Evidence review on the financial effects of nature-related risks \(TNFD\)](#)

Despite the threats posed by nature degradation and biodiversity loss, many companies and investors still lack a comprehensive understanding of their nature-related risks and opportunities. Consequently, these risks are often overlooked in strategic planning and capital allocation – posing a **shortcoming in effective risk management**¹³.

13 [Embedded in Nature: Nature-Related Economic and Financial Risks and Policy Considerations \(IMF, 2024\)](#)



Why start building a business case for nature?

- **Preserve business continuity:** Nature loss poses material threats to operations and markets. Taking early action helps avoid systemic shocks and safeguards the foundations of long-term business performance.
- **Secure essential inputs and reduce supply chain risk:** Degradation of nature threatens the availability of water, raw materials, and agricultural inputs. Engaging with your supply chains on nature can help safeguard the security of critical raw materials – and the ecosystem services they rely on – and to support long-term operational resilience.
- **Reduce regulatory and legal exposure:** As nature rises on the policy agenda, companies face growing scrutiny. Proactively managing business impacts on nature reduces the risk of litigation, permit denials, and financial penalties – and positions businesses for emerging disclosure standards.
- **Attract and retain investment:** Investors are also anticipating regulatory changes and seeking to manage their own risks. Aligning with frameworks like the [Taskforce on Nature-related Financial Disclosures](#) (TNFD) helps demonstrate resilience and can put you in a better position to secure future investment.
- **Meet and accelerate climate goals:** Nature plays a crucial role in tackling the climate crisis by absorbing carbon dioxide and enhancing ecosystem resilience. Protecting and restoring natural habitats are essential components of effective climate action strategies and can play a key part in meeting your net-zero goals¹⁴.

Organisations that do understand the links between nature and business value can turn nature-related risk into resilience, cost savings, and competitive advantage. Furthermore, by 2050 an estimated ~\$11.3 billion a year of GDP gain can come from enhanced nature stewardship such as improved pollination habitats, sustainable marine fish stocks, sustainable forest management, or increased carbon storage through reforestation and avoided degradation¹⁵.

¹⁴ [Nature guidance: The business case for nature](#) (A4S, 2024)

¹⁵ [Global Futures: Modelling the global economic impacts of environmental change to support policy-making](#) (WWF)

Useful resources that will help you build your own business case:

- [Building a business case for sustainability \(WBCSD\)](#)
- [Nature guidance: The business case for nature \(A4S\)](#)

EXAMPLE **Boosting resilience and reputation via sustainable sourcing**

A Luxury fashion group integrates **location-specific nature data into its sourcing decisions** to ensure sustainable material procurement. By prioritising regenerative agriculture for leather and wool in regions with resilient ecosystems, the company **reduces supply chain risks, lowers costs associated with resource depletion, and strengthens brand reputation** among eco-conscious consumers. This proactive approach also enhances **regulatory compliance and investor confidence**, reinforcing its leadership in sustainable fashion.



→ **How:** Understanding location-focused nature-related issues

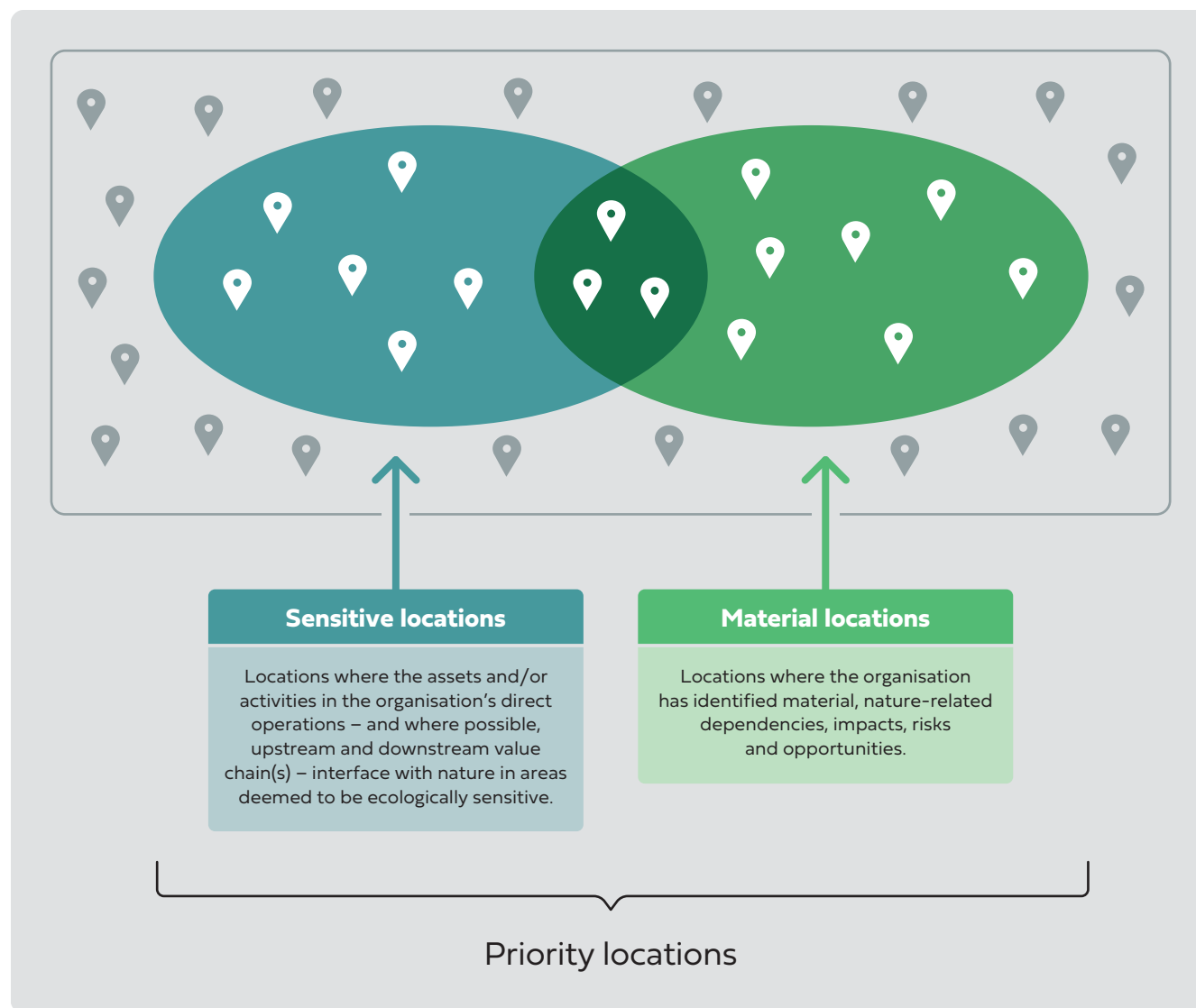
Assessing a business' interactions with nature can start with a broad high-level screening on potential dependencies and impacts (e.g., using tools such as [ENCORE](#), [Science Based Targets Network \(SBTN\) High Impact Commodity List](#) and [Materiality Screening Tool](#) to start with) allowing businesses to delve deeper as they prioritise. This involves mapping and locating where business activities occur across your company's direct operations, as well as within its priority upstream and downstream value chains to determine priority locations¹⁶.



Assessment of priority locations: sensitive and material locations (TNFD)

Perfect data for the entirety of operations and value chains is not essential to get started; however, we recommend re-iterating assessments and improving the data over time, and ensure continuous engagement with relevant stakeholders¹⁷.

Decisions around sourcing, operations, and risk management all depend on local environmental conditions – and ignoring these factors can expose businesses to disruptions.



¹⁶ Learn how to go deeper in the nature-related assessment using the [TNFD LEAP approach](#)

¹⁷ Why nature-loss is material for your business: An introductory briefing on screening nature-related impacts and dependencies (SUSTAIN, 2024)

→ **Who:** Cross-functional roles can collaborate to address local nature-related issues

It is essential that supply chain, operations, risk, finance and other teams work closely together to ensure that local environmental insights shape priorities across the organisation. **This cross-functional approach supports smarter, more resilient decisions that drive long-term success.**



Prompt questions to be considered and collaborated on...

FUNCTION

Sustainability/Nature

- ✓ What are our location-specific dependencies and impacts on nature, both in direct operations as well as upstream and downstream?
- ✓ How to best engage key internal functions to ensure nature is integrated into decisions with location-specific implications, including transition plans?
- ✓ How can we leverage nature and location-focused decisions to advance our existing sustainability goals, such as climate, water, or social impact?

FUNCTION

Supply Chain/Procurement/Logistics

- ✓ Where are nature-risks hiding in our supply chain and with our customers (e.g., deforestation hotspots, water-scarce regions)?
- ✓ Which suppliers or commodities come from sensitive or high-risk areas?

FUNCTION

Business Development/Strategy

- ✓ How can local nature risks influence site selection, new products, or market entry?
- ✓ Can local nature considerations improve brand and emerging customer expectations?
- ✓ How are we integrating transition plans into broader strategy and business development plans?

FUNCTION

Operations/Site Managers

- ✓ What are the top nature risks at each site (e.g., water stress, soil erosion, habitat loss)?
- ✓ What local actions can reduce impact or restore ecosystems (to ensure long-term resilience for the site)?

FUNCTION

Risk Managers/Compliance/Legal

- ✓ What are the top nature risks at each site (e.g., water stress, soil erosion, habitat loss)?
- ✓ What local actions can reduce impact or restore ecosystems (to ensure long-term resilience for the site)?

FUNCTION

Senior Management

- ✓ How do local nature risks (and opportunities) affect long-term business value and investor interest?
- ✓ What level of ambition can we commit to enhance our approach on nature?
- ✓ Are we prepared to manage long-term nature-related liabilities at our locations?

FUNCTION

Finance

- ✓ How do our dependencies and impacts on nature give rise to potential financial risks?
- ✓ What level of resourcing can we commit to our approach on nature?
- ✓ Are we financing projects in areas exposed to nature-related risks (e.g., ecologically sensitive, high-risk locations)?
- ✓ How do local environmental factors affect asset value or operational costs?

FUNCTION

All Functions (cross-cutting)

- ✓ How does nature relate to our business and my individual role in the organisation?
- ✓ How can we clearly define which teams or individuals are responsible for nature-related decisions and actions within their specific roles, and ensure they are accountable for these responsibilities?



1 Supplier selection & sourcing

INTENDED AUDIENCE

Primary: Supply Chain (Procurement) Teams;
Sustainability (Nature) Teams

Secondary: Senior Management

KEY MESSAGE

“Where you source from matters –
not just what you source.”

Resource availability, nature’s health, and regulatory risks differ by location – and these factors can significantly disrupt supply chains. By embedding location-specific insights into sourcing decisions, businesses can reduce exposure to supply shocks, cost fluctuations, and reputational damage.

For companies highly dependent upon nature or manage complex supply chains, sourcing decisions are critical – for business resilience and for their environmental impact. Location-specific insights can help understand the business dependencies and impacts on local nature-related issues and support informed decisions:

- Understanding the local environmental conditions and potential risks associated with a supplier’s location and sourcing helps businesses reduce exposure to issues such as resource depletion, biodiversity and nature loss, or regulatory non-compliance.
- By integrating nature-related information into the supplier selection process, companies can make more informed decisions that contribute to long-term sustainability, minimise negative impacts on nature, and improve overall supply chain resilience.

EXAMPLE

Integrating nature into supplier strategy

A consumer-packaged goods company assesses suppliers based on their proximity to protected areas, biodiversity hotspots, and water usage to avoid resource depletion and biodiversity loss. By prioritising suppliers committed to sustainability and working with them to improve practices, the company has reduced environmental impact, strengthened supply chain resilience, and ensured long-term resource availability. This approach helps the company achieve both its sustainability and business goals.

Sourcing and supplier strategies – what you can influence and how can you embed nature?

Assessment:

GET STARTED

Screen your business' potential dependencies and impacts on nature in your supply chain together with your sustainability team to start identifying risks.

GO DEEPER

- **Risk assessment:** Identify regions, commodities and activities that pose high nature-related risks; choose an appropriate assessment type or tools to prioritise high-risk/impact suppliers (e.g., tools that can help WWF Risk Filter, WRI Aqueduct, IBAT; ENCORE, SBTN High Impact commodity list, etc.).

- **Supplier information & screening:**

Gather key environmental data from priority suppliers – including sourcing origins, certifications, and nature-related commitments – to inform responsible procurement (e.g., supplier platforms like EcoVadis, Sedex, Sustainalytics, Trase might help).

- **Site-specific data & action plans:**

Deepen your understanding of nature impacts by collecting location-specific data and develop targeted mitigation strategies for high-risk suppliers.

- **Sensitive area avoidance:**

Proactively evaluate supplier operations in relation to protected, sensitive and priority areas to avoid negative environmental impacts.

Implementation:

GET STARTED

Put in place procurement criteria and processes aligned with identified nature-related priorities.

GO DEEPER

- **Sustainable procurement policy:**

Establish clear purchasing guidelines aligned with your organisation's most material dependencies and impacts and nature goals, including expectations for suppliers.

- **Internal alignment & governance:**

Coordinate across procurement, supply chain, and sustainability teams to set shared targets, clarify responsibilities, and embed nature goals into decision-making processes.

→ **Supplier accountability & codes**

of conduct: Strengthen expectations for sustainability performance through robust codes of conduct, due diligence, and collaborative improvement plans.

→ **Regulatory compliance:** Ensure suppliers meet relevant environmental regulations to reduce legal and operational risks across your supply chain.

→ **Framework & risk integration:**

Embedding nature-related risks and opportunities into broader supply chain risk management and aligning practices with leading nature and biodiversity frameworks.

USEFUL RESOURCES

- Specific actions for [procurement professionals](#) on how to integrate nature into their decision-making (UNEP-WCMC)
- How to [speak with your procurement officer](#) (and other functions) (We Value Nature)
- [Guidance on the identification and assessment of nature-related issues: the LEAP approach](#) (TNFD)



2 Choosing operational site locations and managing actions at existing sites

INTENDED AUDIENCE

Primary: Business Development; Operations (Site) Teams; Sustainability (Nature) Teams

Secondary: Senior Management; Supply Chain Teams

KEY MESSAGE

“Where and how you operate shapes future business resilience.”

Nature risks – such as water scarcity, flooding, and ecosystem degradation – are inherently local and can significantly disrupt operations. Integrating nature and site-specific factors into location decisions, expansion strategies, and daily operations helps safeguard business continuity. Proactively managing local impacts also reinforces your license to operate and minimises regulatory and reputational risks.

Choosing where to operate is more than a logistical or financial decision – it’s a strategic opportunity to align operations with nature and social goals, manage long-term risks, and build resilience. By integrating location-specific information, businesses can possibly select sites and plan expansions that avoid sensitive ecosystems (e.g., old-growth forests, wetlands), reduce dependency on stressed natural resources, and prevent future disruptions. The following considerations could help make informed decisions while reducing negative impacts on both the local ecosystem and business operations.

EXAMPLE

Addressing water risks

Beverage company takes a proactive approach to selecting **locations with minimal environmental impacts for its bottling plants** by thoroughly assessing **water risk in each region**. This involves analysing local water availability (now and in the future – to avoid the risk of needing to transport water to the site from elsewhere), stress levels, and the potential impact of its operations on surrounding communities and ecosystems.

Site selection, operations, and expansion – what can you influence and how to embed nature?

Assessment:

GET STARTED

Screen existing and potential sites for nature-related dependencies and impacts.

GO DEEPER

→ **Site-specific risk assessment:**

Evaluate potential and existing sites early in the planning phase for proximity to protected areas, flood zones, biodiversity hotspots, and water-stressed regions, etc. (tools that can help e.g., WWF Risk Filter, IBAT, WRI Aqueduct Water Risk Atlas, World Database on Protected Areas (WDPA), etc.)

→ **Define material issues and priority**

locations: Identify material nature-related issues and define priority locations¹⁸ through targeted assessments and analysis of location-specific information; collect and share relevant data with colleagues.

→ **Regulatory alignment:** Identify and plan for local environmental compliance requirements and permitting processes well in advance of site development.

→ **Expert & stakeholder engagement:** Collaborate with internal experts and external stakeholders – such as local communities and NGOs – to validate findings of assessments and identify risks and opportunities for nature, as well as speed up the following steps for action.

¹⁸ **Priority locations** are areas within a company's operations or value chain where nature-related impacts, dependencies, risks, or opportunities are material, or where activities intersect with ecologically sensitive environments.

→ **Monitoring & reporting:** Track and transparently report nature-related dependencies and impacts, and progress, starting with priority or high-risk sites.

Implementation:

GET STARTED

Apply your assessment insights into site planning and operational decisions in priority locations by setting clear nature criteria.

GO DEEPER

→ **Nature-inclusive planning:**

Integrate nature criteria into site selection and expansion frameworks to avoid high-risk or ecologically sensitive areas.

→ **Mitigation hierarchy application:**

Implement the principles of avoid, minimise, restore, particularly in areas with significant nature impacts.

→ **Operational sustainability guidelines:**

Understand site-level reliance on nature and its resources and services and establishing internal protocols for resource-efficient practices at sites, such as water usage standards and habitat preservation.

→ **On-site nature projects:**

Launch conservation and restoration initiatives at operational sites – such as reforestation, wetland restoration, green infrastructure or ecological corridors – to protect and enhance natural ecosystems.

→ **Strategic alignment for nature integration:**

Embed nature considerations into site-related decisions by aligning them with broader enterprise strategies and risk management frameworks – helping to build a strong business case for action and ensure nature is treated as a value driver in planning and investment processes.

USEFUL RESOURCES

- Specific actions for [business development professionals](#) on how to integrate nature into their decision-making (UNEP-WCMC)
- [Guidance on the identification and assessment of nature-related issues: the LEAP approach](#) (TNFD)
- [Review Protocol for Biodiversity Net Gain](#) (IUCN)



3 Deciding on transportation routes and modes

INTENDED AUDIENCE

Primary: Supply Chain (Logistics) Teams;
Sustainability (Nature) Teams

Secondary: Senior Management

KEY MESSAGE

In logistics and transportation planning, companies should evaluate the impact on the nature of their routes and modes of transport to identify more sustainable alternatives. Apart from greenhouse gas (GHG) emissions and air pollution, the logistics can also be a threat to water supplies around the world. Ships produce large amounts of wastewater and solid waste that are released into the oceans and contaminate ecosystems, as well as there are risks of spreading invasive alien species through ballast water or animals connecting to a ship's hull. Additionally, transportation routes can cut through the habitats and migratory routes (aquatic and terrestrial)¹⁹.

EXAMPLE

Optimising shipping routes and avoiding ecologically sensitive marine areas

A global shipping company uses location-specific data on marine biodiversity to ensure its vessels avoid sensitive ecosystems, such as coral reefs and marine protected areas. This helps minimise disruptions to marine habitats and endangered species. Additionally, the company incorporates deforestation risk assessments to avoid contributing to habitat destruction along coastal areas.

¹⁹ Ballast water management – the control of harmful invasive species (IMO)

Smarter transportation decisions – what can you influence and how to embed nature?

Assessment:

GET STARTED

Map your key transport routes and identify their proximity to sensitive ecosystems or high-risk areas to identify potential nature impacts and regulatory exposure.
(or request this information from your logistics provider if transportation is outsourced)

GO DEEPER

- **Route impact assessment:**
Evaluate biodiversity and nature risks associated with transportation routes – especially near protected areas, marine zones, and ecologically sensitive regions, ecological corridors.

- **Environmental compliance:**
Ensure transportation operations meet relevant environmental regulations and emissions standards at local and international levels.
- **Impact monitoring systems:**
Enhance systems to monitor nature-related impacts of logistics activities, enabling rapid response to incidents, and enforcing standards (e.g., for preventing invasive species spread).

Implementation:

GET STARTED

Use assessment insights to adjust transport routes, prioritising avoidance of ecologically sensitive areas.

GO DEEPER

- **Low-impact transport modes:**
Choose transportation modes (and routes) with lower environmental impact – such as rail over road or optimised shipping – especially in regions with high air pollution or regulatory pressure.
- **Support for restoration & offsetting:**
After applying mitigation hierarchy principles (avoid, reduce, restore), consider participating in or funding compensatory conservation efforts such as marine species protection, reforestation, mangrove planting, or seagrass bed conservation to balance unavoidable impacts.

4 Identify nature-related opportunities within landscapes

INTENDED AUDIENCE

Primary: Sustainability (Nature) Teams;
Operations

Secondary: Senior Management;
Business Development & Other Stakeholders

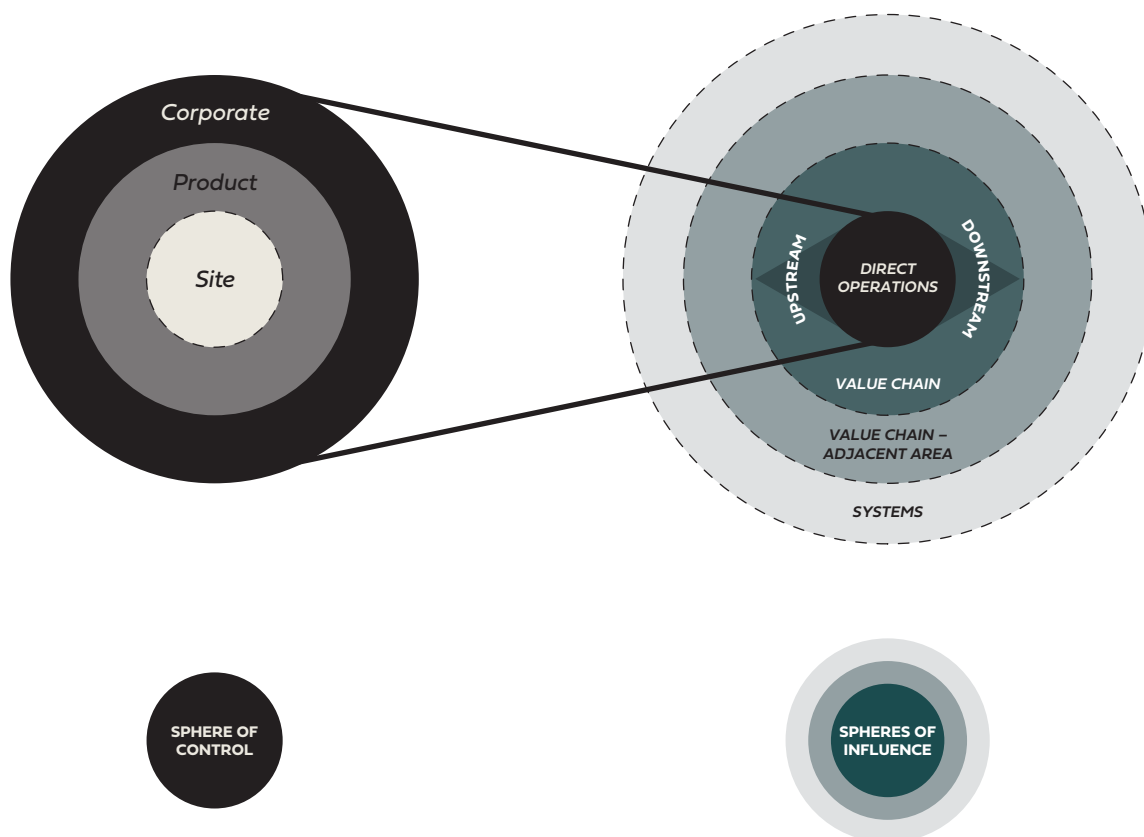
KEY MESSAGE

Many of the ecosystem services your business depends on are supplied at landscape scales. Landscape approaches²⁰ can help companies scale impact by recognising that they operate within larger ecosystems, which requires a holistic perspective that considers environmental, social and economic factors across entire jurisdictions. In addition, this presents an opportunity for collaboration with other stakeholders at the landscape level. Addressing common nature-related challenges collectively can lead to more effective, scalable solutions and shared resilience benefits.

By identifying natural resources of concern (e.g., degraded land, polluted water body) with the most pressing nature issues or the greatest potential for positive impact, companies can allocate resources where they can potentially have the most impact within their sphere of influence.

This approach ensures that interventions are aligned with the local context, whether it's sustainable land management, biodiversity conservation, or specific nature-based solutions (NbS). Tailoring actions to the specific characteristics of an area increases the chances of success while minimising risks associated with generic, one-size-fits-all strategies.

²⁰ ***Landscape approaches** are a means of improving sustainability performance at scale through coordination, collaboration, and monitoring actions at the spatial level of a landscape. Landscape initiatives bring multiple stakeholders together in a defined geographic area to address prioritised sustainability challenges, such as deforestation, biodiversity loss, and livelihoods, through a collaborative approach. Landscape-scale initiatives include a spectrum ranging from supply shed projects to jurisdictional or landscape approaches, and national sectoral approaches.*



EXAMPLE

The Cerrado Waters Consortium (Consórcio Cerrado das Águas)

A successful landscape-level initiative that integrates environmental sustainability with agricultural productivity. Established in Brazil's Cerrado biome – a critical region for both biodiversity and coffee production – the consortium brings together stakeholders including IUCN, Nespresso, local coffee growers, NGOs, and municipal governments. Their collaborative efforts focus on restoring degraded lands, implementing smart agricultural practices, and ensuring sustainable water management. By aligning conservation goals with the economic interests of coffee producers, the initiative not only enhances ecosystem services but also secures livelihoods dependent on them. This model demonstrates how multi-stakeholder partnerships can effectively address environmental challenges while promoting sustainable development ²¹.

21 [The Cerrado waters consortium](#)

Collaboration at landscape scale – what can you influence and how to embed nature?

Assessment:

GET STARTED

Identify landscapes where your operations or sourcing activities intersect with important regional/global nature challenges or opportunities.

GO DEEPER

- **Exploration of existing initiatives:**
Review ongoing landscape initiatives in your region or sector to understand their goals, governance, and alignment potential with your nature and sustainability objectives.

- **Fit-for-purpose engagement models:**
Evaluate the suitability of different collaborative approaches – whether supply chain-driven, landscape-based, sectoral, or hybrid – and determining whether to join existing efforts or launch new ones.
- **Defining landscape scale:** Choose the right scale for engagement – be it ecological (e.g., watershed), socioeconomic, or jurisdictional – to guide planning and monitoring efforts effectively.
- **Internal scoping & resource alignment:**
Clarify available funding, expertise, and capacity to define the scale and scope of your engagement within landscape initiatives.

- **Stakeholder mapping & trust building:**
Proactively identify and engage with potential partners – such as landowners, NGOs, government bodies, and academia – recognising that impactful landscape action depends on cross-sectoral collaboration.

Implementation:

GET STARTED

Engage with relevant stakeholders to co-define shared landscape goals, setting the foundation for coordinated action and long-term environmental impact.

GO DEEPER

- **Multi-stakeholder governance alignment:**
Support shaping the governance structures that are inclusive, transparent, and aligned with local government priorities and community needs and align on clear responsibilities.
- **Safeguards & risk minimisation:**
Ensure initiatives have built-in safeguards to avoid unintended consequences and maximise environmental and social benefits across the landscape.

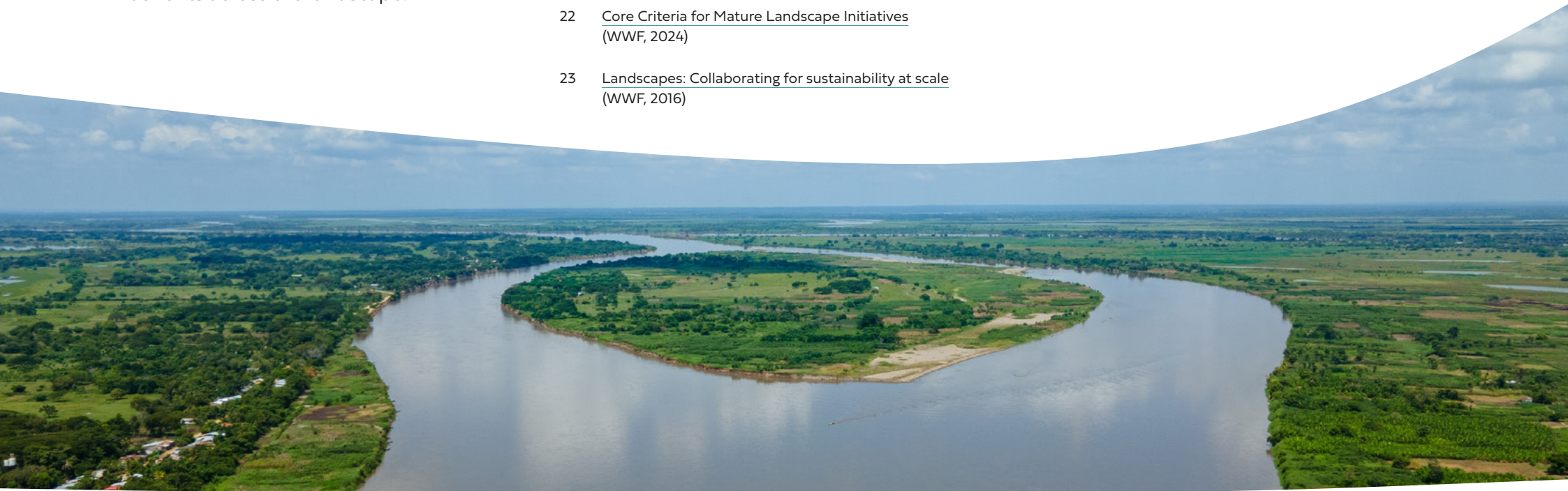
- **Collaborative monitoring & reporting:**
Co-develop frameworks to monitor progress, assess outcomes, and report transparently on collective landscape-level impact.
- **Long-term commitment & exit planning:**
Secure durable engagement strategies that support sustained impact – or defining responsible exit strategies where long-term involvement is not feasible^{22, 23}.

22 [Core Criteria for Mature Landscape Initiatives](#) (WWF, 2024)

23 [Landscapes: Collaborating for sustainability at scale](#) (WWF, 2016)

USEFUL RESOURCES

- [Landscapes: Collaborating for sustainability at scale](#) (WWF)
- [Landscape and Jurisdictional Approaches](#) (CDP)
- [Core Criteria for Mature Landscape Initiatives](#) (WWF)
- [NbS Blueprint: Building business cases for Nature-based Solutions](#) (WBCSD)



5 Cross-cutting: Aligning with key frameworks and integrating nature into risk management processes

INTENDED AUDIENCE

Primary: Risk Management Teams; Sustainability (Nature) Teams; Finance; Legal & Compliance

Secondary: Operations, Supply Chain, Senior Management

KEY MESSAGE

“ Nature risk is business risk – and it’s highly location-specific. ”

- Investors, lenders, and regulators increasingly expect companies to understand and disclose nature-related risks – especially where these risks are material and location-driven²⁴.
- Nature-related risks impact the cost of capital, insurance premiums, operational costs, and long-term asset value.

- Without visibility on where suppliers and sites operate, these risks can catch businesses off guard, increasing exposure to supply disruption, operational downtime, or compliance failures. Location-specific data can help proactively assess, price, and manage environmental and nature-related risks across value chains²⁵.

To manage nature-related risks and opportunities effectively, companies should align their operations with key reporting and target-setting frameworks. These frameworks also highlight the importance of understanding where and how a company’s activities intersect with local nature and communities and emphasise location-specific information.

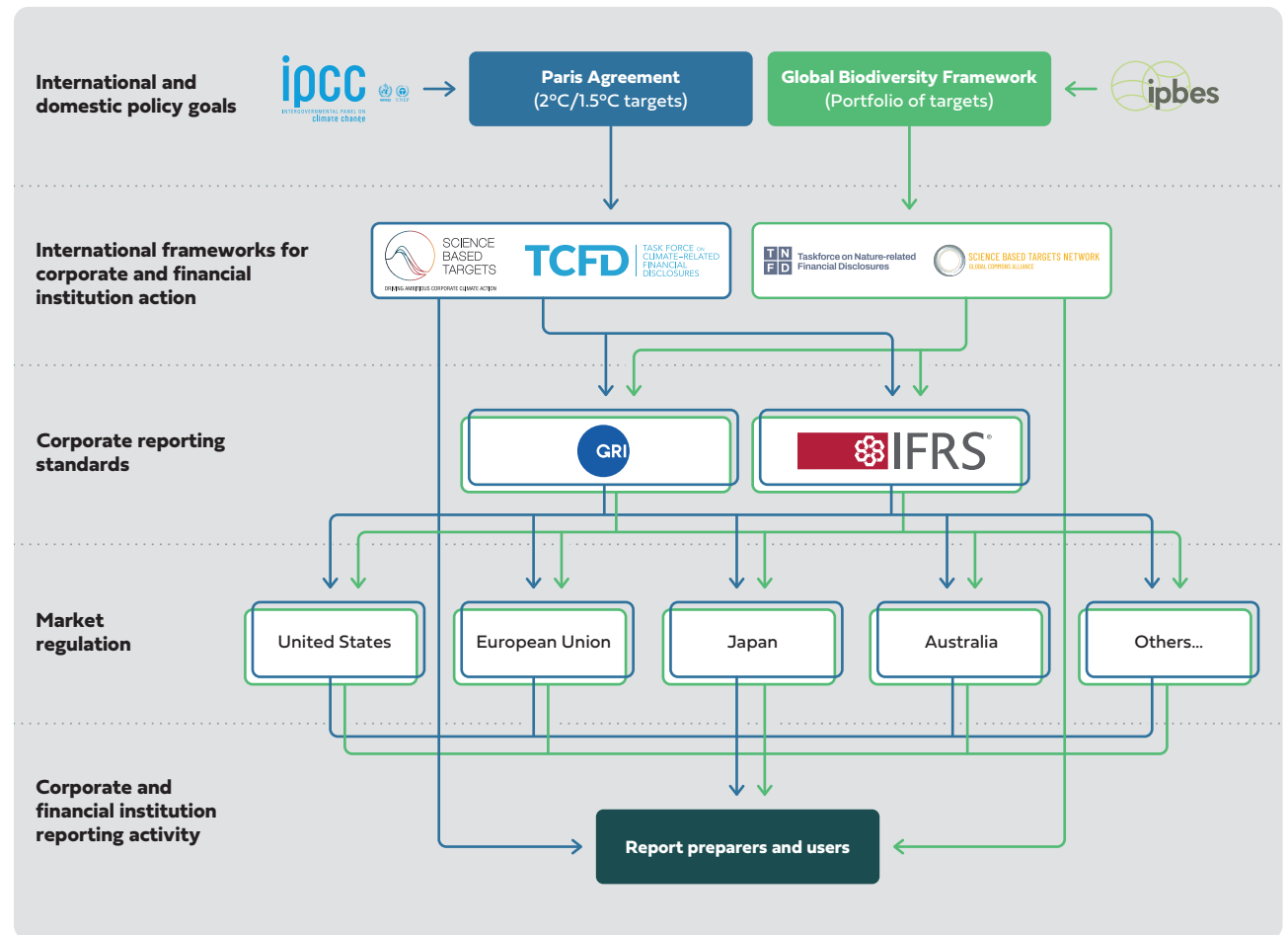
24 [Nature-related Financial Risks: a Conceptual Framework to guide Action by Central Banks and Supervisors](#)

25 [Asking Better Questions on Nature For board directors](#) (TNFD)

EXAMPLES

- **Taskforce on Nature Related Financial Disclosures (TNFD):** stress that companies must consider the geographic location of their interactions with nature as part of assessing nature-related issues.
- **Science Based Targets Network (SBTN):** Acknowledges that impacts are location specific, and that spatial information is needed for companies to set effective science-based targets.
- **Global Reporting Initiative (GRI):** Biodiversity standard encourages companies to investigate the locations of activities with moderate or high dependencies and impacts on nature in its sector and supply chain.
- **European Sustainability Reporting Standards Environment 4 (ESRS E4 (developed by EFRAG)):** requires companies to identify locations interacting with nature at each site in order to assess materiality. This allows organisations to prioritise sites that are in or near biodiversity-sensitive areas²⁶.

The emerging climate-nature reporting landscape (TNFD)



26 [Building narratives through nature data: Handbook for applying spatial datasets and metrics to assess locations and tailor nature strategies \(UNEP-WCMC, 2025\)](#)

Holistic risk management processes and aligning with key frameworks – what can you influence and how to embed nature?

Assessment:

GET STARTED

Conduct a nature-related materiality assessment that maps where your operations and value chain interact with nature to identify risks and opportunities for your organisation.

GO DEEPER

→ **Stakeholder engagement:**

Engage local communities and stakeholders early to ensure nature risks are assessed with regional, cultural, and ecological context in mind.

→ **Conduct a deeper analysis** to fully integrate nature into holistic risk and opportunity management (e.g., moving from high-level assessments to more advanced levels – such as location-specific or asset-level tagging), which can uncover hidden risks or regulatory exposures and support more targeted responses.

→ **Cross-functional risk evaluation:**

Collaborate with site-level and country teams to assess a full spectrum of nature-related risks – including physical, transition, systemic, and societal dimensions.

→ **Local risk awareness:** Identify short-medium and long-term nature-related risks at the local level (e.g., freshwater scarcity, biodiversity and nature loss) and work with operational teams to proactively adapt strategies and plans.

→ **Scenario planning:** Develop nature-related scenarios to assess future risks – such as supply chain disruptions from ecosystem degradation or emerging environmental regulations, and opportunities.

Implementation:

GET STARTED

Embed nature-related risks into your existing enterprise risk management processes, along other strategic risk areas.

GO DEEPER

→ **Function-wide alignment:**

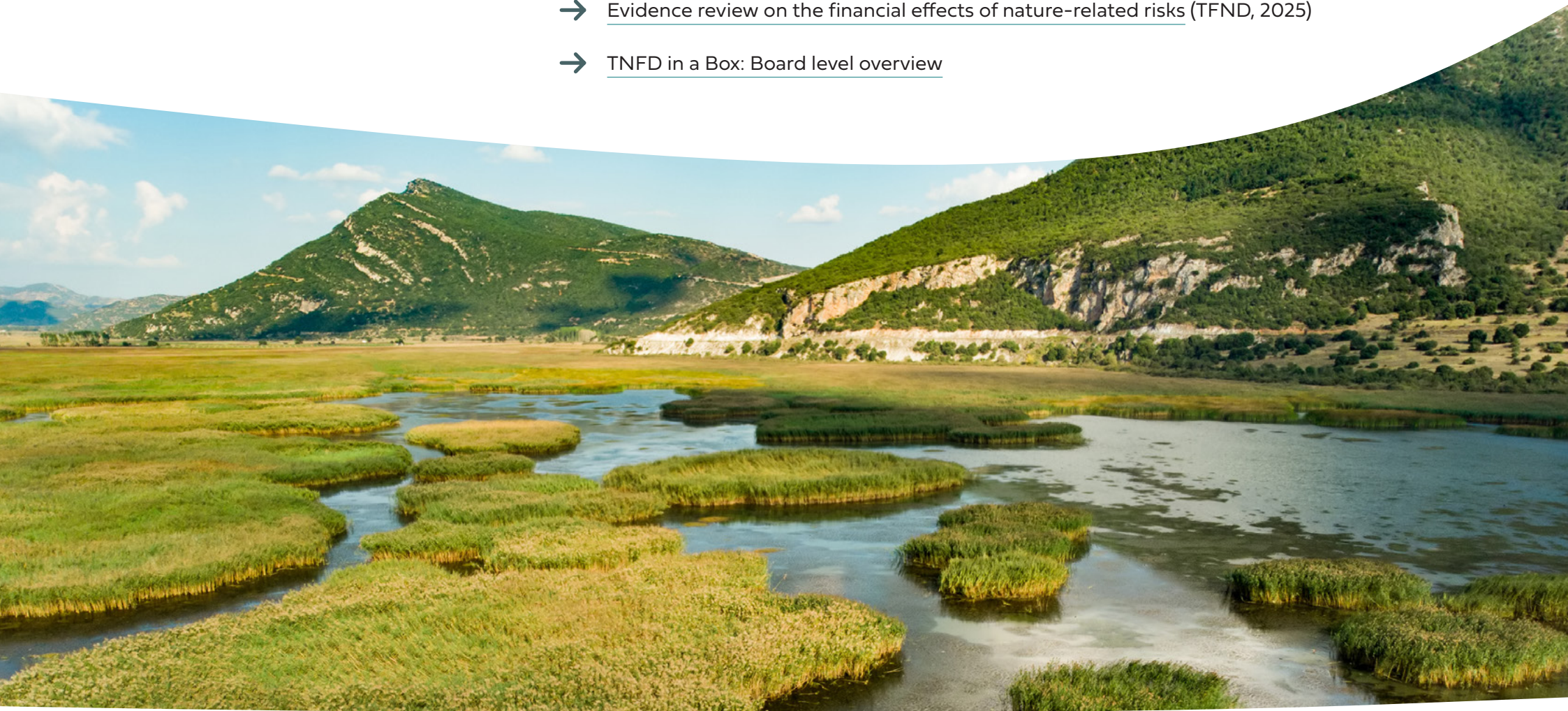
Ensure procurement, operations, and other functions incorporate nature risks into their decision-making and strategy development.

→ **Early risk consideration in planning:**

Allocate time and attention to nature-related risks during business development and strategic planning processes to avoid reactive approaches later.

USEFUL RESOURCES

- [Guidance on the identification and assessment of nature-related issues: the LEAP approach \(TNFD\)](#)
- [Taskforce on Nature-related Financial Disclosures \(TNFD\) Recommendation](#)
- [Evidence review on the financial effects of nature-related risks \(TFND, 2025\)](#)
- [TNFD in a Box: Board level overview](#)



6 Cross-cutting: Engaging stakeholders

INTENDED AUDIENCE

Primary: Sustainability (CSR) Teams; Stakeholder (Social) Engagement Teams; Operations

Secondary: Legal; Senior Management

KEY MESSAGE

An organisation's stakeholders are defined as the people or groups who can directly or indirectly be affected by the organisation's activities or through its value chains, as well as those who might have an interest in, or may influence, the organisation's activities.

The European Sustainability Reporting Standards (ESRS) specifically differentiate between two categories of stakeholders with which a company needs to engage:

- **Affected stakeholders**, which should include affected communities, Indigenous Peoples and other rights-holders – key groups who rely on and interact with nature in areas where a company operates.

- **Other stakeholders** – those who have an interest in the company's sustainability performance but are not directly affected, such as business partners, civil society and governments.

Engagement with stakeholders is an ongoing process throughout different phases. By integrating the perspectives and needs of stakeholders, companies can ensure their business activities are beneficial to both the company and the community, creating positive social and environmental outcomes. Companies that have meaningful engagement with stakeholders will be well positioned to fully understand nature-related issues and strengthen the reputational benefits of responsible business²⁷.

²⁷ [TNFD Guidance on engagement with Indigenous Peoples, Local Communities and affected stakeholders](#)

EXAMPLE

Improving sourcing practices and safeguarding human rights

An electronics company engages with local communities and stakeholders through its Responsible Materials Sourcing program, particularly in regions where it sources cobalt and other minerals. Recognising the environmental and human rights risks associated with mining and experiencing previous reputational and regulatory issues, the company now works with NGOs, suppliers, and affected communities to enhance traceability, improve mining conditions, and promote responsible sourcing. The company also supports local development initiatives and integrates stakeholder feedback to ensure that sourcing practices respect both people and the environment.

Integrate stakeholder perspectives into your nature-related strategies and actions – what can you influence?

Assessment:

GET STARTED

Map affected and interested stakeholders around key sites and supply chains to understand who should be engaged and why.

GO DEEPER

- **Thorough stakeholder mapping:** Identify all relevant stakeholders – especially those who share nature dependencies with your organisation and may be impacted or play a role in advancing nature-positive outcomes. This includes Indigenous Peoples and Local Communities (IPLCs).
- **Materiality assessment:** Include stakeholder engagement as part of your materiality assessments to ensure their views influence risk identification, prioritisation, and strategy.

Implementation:

GET STARTED

Embed structured stakeholder engagement processes into your project planning and governance, ensuring that the voices of affected communities are heard and can inform nature-related decisions.

GO DEEPER

- **Transparent communication:** Keep stakeholders – especially those directly affected – informed of progress, delays, or changes in commitments and explaining the rationale behind such developments.
- **Local economic & ecosystem balance:** Ensure business activities support local economic development while maintaining and improving nature integrity and health.

- **Respect for Indigenous and traditional communities knowledge:** Recognise and integrate Indigenous ecological knowledge and cultural practices into land management, conservation, and planning decisions.
- **Addressing harm:** Take responsibility for and address any negative impacts (mitigation hierarchy principles: avoid, reduce, restore) on stakeholders that arise from nature-related business activities or decisions.

USEFUL RESOURCES

- [TNFD Guidance on engagement with Indigenous Peoples, Local Communities and affected stakeholders](#)
- [SBTN Stakeholder engagement and science-based targets for nature](#)

Conclusion

In conclusion, understanding and addressing nature-related risks and opportunities through a location-specific lens is not just a sustainability imperative but a strategic business necessity. **By integrating local environmental insights into decision-making processes, companies can enhance their resilience, reduce risks, and create long-term value.** However, the key to achieving this lies in fostering cross-functional collaboration and cultivating a shared understanding and responsibilities within the company.



Additional resources linked to location-focused decision making

We encourage you to explore the additional resources to deepen your understanding. The following resources offer practical guidance on how to apply spatial data and metrics to assess locations and tailor nature strategies, and real-company case studies:

- **Building narratives through nature data: Handbook for applying spatial datasets and metrics to assess locations and tailor nature strategies (UNEP WCMC)**. The aim of this handbook is to provide detailed, practical information on a selection of key spatial datasets and metrics for assessing state of nature, risks and opportunities at locations and how they can be applied in operational and/or strategic decisions. It focuses on using spatial data for initial screening and then characterising locations.

- **Business case studies on locations-focused decision making**
 - **Vale's** case study highlights how companies with significant land use can better understand and manage local nature-related risks and dependencies linked to their operational sites. Focusing on the Carajás mineral complex in northern Brazil, it illustrates how location-specific data and partnerships can support informed decisions that balance business needs with nature action.

- **Sonae SGPS's** case study explores how holding companies use location-based information and consider the applications from the perspective of a subsidiary, Sierra. Reflecting on the interactions between the group level and individual portfolio companies this case study highlights how Sonae can have a greater impact by providing guidance and support at the group level, while facilitating actions for its portfolio companies.
- **Henkel** case study looks beyond direct operations and illustrates how the company developed and uses a Feedstock Evaluation Dashboard to identify and manage environmental impacts and risks linked to upstream raw materials. The company uses production and environmental risk data to assess impacts linked to sourcing countries, aiming to reduce risks and environmental pressure through smarter procurement and product development choices.



What nature means for your business role:

A primer on location-focused decision making

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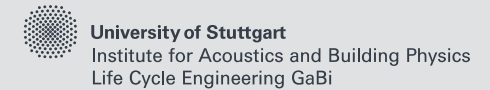
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