SITRA

MEMORANDUM

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OPERATIONAL MODEL FOR CORPORATE NATURE ACTION AND SECTORAL BIODIVERSITY ROADMAPS IN FINLAND

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Sitra memorandum

Operational model for corporate nature action and sectoral biodiversity roadmaps in Finland

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Foreword

Europe and Finland are facing significant challenges. Major powers are using coercive means to advance their own interests, technological competition is intensifying, and economic prospects are dominated by uncertainty. Finland's national economy is weighed down by a prolonged period of weak growth and an ageing population.

At the same time, the ecological crisis has not gone away. Climate change is visible around us and, together with biodiversity loss, is further intensifying social, economic and security challenges.

All of this underlines the need for new solutions that strengthen the conditions for growth and safeguard Finnish companies' operating preconditions in a turbulent environment.

Nature is a critically important form of capital for the functioning of the economy and society. The economy cannot operate without the natural resources, energy sources and countless functional services provided by nature, such as the pollination of food crops or carbon sequestration. The ultimate source and enabler of all value chains is nature somewhere in the world.

Halting biodiversity loss is therefore essential—not only for the environment but also for business and industry. Companies have a central role to play: their operations can either strengthen natural capital or accelerate its degradation.

In many companies, nature has therefore risen onto the strategic agenda in recent years. Biodiversity loss affects companies as risks, costs and uncertainty—but also as opportunities to strengthen security of supply and resilience, open new markets and develop innovations.

However, realising these benefits requires a clear understanding of how to get started. As expectations from customers, financiers and stakeholders increase, companies need a practical way to structure their nature work: Where do I begin? How do I progress step by step so that the work leads to real change? How do I report on it credibly to stakeholders?

This report seeks to respond to that need by providing a clear structure that interprets already well-developed international frameworks for the needs of Finnish companies. Its aim is to support companies and sectors in

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turning nature work from individual initiatives into consistent and impactful practice that supports both business competitiveness and national biodiversity objectives. The report also outlines for sector organisations and the public sector how they can better support companies through sectoral biodiversity roadmaps and cooperation. The work was funded by the European Union via the Technical Support Instrument.

We warmly thank all those who participated in the interviews, the International Union for Conservation of Nature (IUCN) for its cooperation, and the EU for funding the process.

25 June 2026

Lasse Miettinen
Director, Programmes

Summary

This report presents a concise operational model to accelerate corporate nature action and strengthen sectoral biodiversity roadmaps in Finland. At the core of the model are a stepwise journey (Assess–Commit–Transform–Disclose, ACT-D) and the role of roadmaps as shared, sector-driven guidance.

The work is linked to the Kunming–Montreal Global Biodiversity Framework (GBF) and to the EU Technical Support Instrument (TSI), which supports member states in preparing biodiversity finance plans and supporting measures. In addition, the work supports Finland's national objective to reduce activities that contribute to nature loss.

Corporate nature action is under way, but practical implementation remains fragmented and burdensome for many. Key challenges include difficulties in interpreting requirements and the frameworks used in nature work, a lack of reliable and comparable data (especially across value chains), and limited time and skills to initiate and systematise the work. Companies need clear and concrete examples and easy-to-adopt tools and operating models to integrate nature considerations into strategy and day-to-day decision-making. For this reason, a shared, stepwise journey is useful: it structures a complex whole into something manageable and helps link the work to existing frameworks and tools.

Sectoral roadmaps can accelerate corporate nature action if they bring together a shared situation analysis, prioritised actions, indicators and a phased timeline, and if they support implementation. The impact of roadmaps increases when they are anchored in a clear national direction (biodiversity strategy) and when their roll-out is strengthened through capability building, peer learning and practical tools.

The recommended approach is summarised in four complementary areas. First, Finland's national biodiversity strategy should be finalised as a shared framework (priorities, concepts, targets and interim targets), so that companies and sectors have a clear direction and consistent expectations. Second, sectoral roadmaps should be updated and expanded through a coordinated process so that situation analyses, prioritisation and monitoring are coherent and comparable. Third, implementation support

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should be strengthened through capability building, peer learning, and practical examples and tools, so that guidance is translated into day-to-day decisions and action within companies. Fourth, the availability and interoperability of nature data should be improved so that assessment, monitoring and disclosure can be carried out credibly while keeping the administrative burden reasonable.

If implemented, this will strengthen the quality of the roadmaps and accelerate companies' transition towards nature-positive operations.

Tiivistelmä

Tämä raportti esittää tiiviin toimintamallin yritysten luontotyön vauhdittamiseksi ja toimialakohtaisten luonnon monimuotoisuuden tiekarttojen vahvistamiseksi Suomessa. Mallin ytimessä ovat vaiheittainen eteneminen (arvioi–sitoudu–uudista–raportoi) sekä tiekarttojen rooli yhteisenä, toimialalähtöisenä ohjeistuksena.

Työ kytkeytyy Kunming–Montrealin maailmanlaajuiseen luonnon monimuotoisuuskehykseen (GBF) sekä EU:n Technical Support Instrument (TSI) -kokonaisuuteen, jossa tuetaan jäsenmaita biodiversiteetin rahoitussuunnitelmien ja niitä tukevien toimenpiteiden valmistelussa. Lisäksi työ tukee Suomen kansallista tavoitetta vähentää luontokatoa aiheuttavaa toimintaa.

Yritysten luontotyö on käynnissä, mutta käytännön toteutus on monille vielä hajanaista ja kuormittavaa. Useille yrityksille keskeisiä haasteita ovat vaatimusten ja luontotyössä hyödynnettävien viitekehysten tulkinnan vaikeus, luotettavan ja vertailukelpoisen tiedon puute (erityisesti arvoketjuissa) sekä rajalliset aika- ja osaamisresurssit työn käynnistämiseen ja systematisointiin. Yritykset kaipaavat selkeitä ja konkreettisia esimerkkejä sekä helposti käyttöönotettavia työkaluja ja toimintamalleja, jotka auttavat viemään luontonäkökulmat osaksi strategiaa ja arjen päätöksentekoa. Tästä syystä yhteinen, vaiheittainen etenemispolku on hyödyllinen: se jäsentää monimutkaisen kokonaisuuden hallittavaksi ja auttaa linkittämään työn olemassa oleviin viitekehyksiin ja työkaluihin.

Toimialakohtaiset tiekartat voivat nopeuttaa yritysten luontotoimia, jos ne kokoavat tilannekuvan, priorisoidut toimet, mittarit ja ajallisen vaiheistuksen sekä tukevat toimeenpanoa. Tiekarttojen vaikuttavuus paranee, kun ne kytketään selkeään kansalliseen suuntaan (luonnon monimuotoisuuden strategia) ja kun niiden jalkauttamista vahvistetaan osaamisella, vertaisoppimisella sekä käytännön työkaluilla.

Suositeltu eteneminen tiivistyy neljään toisiaan täydentävään kokonaisuuteen. Ensiksi viimeistellään kansallinen luonnon monimuotoisuuden strategia yhteiseksi viitekehykseksi (prioriteetit, käsitteet, tavoitteet ja välitavoitteet), jotta yrityksillä ja toimialoilla on selkeä suunta ja yhtenäiset odotukset. Toiseksi päivitetään ja laajennetaan toimialakohtaiset tiekartat

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koordinoidussa prosessissa siten, että niiden tilannekuva, priorisointi ja seuranta ovat johdonmukaisia ja vertailtavia. Kolmanneksi vahvistetaan toimeenpanon tukea – osaamista, vertaisoppimista, käytännön esimerkkejä ja työkaluja – jotta ohjeistus muuttuu yrityksissä arjen päätöksiksi ja teoiksi. Neljänneksi parannetaan luontodatan saatavuutta ja yhteen toimivuutta, jotta arviointi, seuranta ja raportointi voidaan tehdä uskottavasti ja hallinnollinen kuormitus pysyy kohtuullisena.

Kun kokonaisuus toteutetaan, se vahvistaa tiekarttojen laatua ja nopeuttaa yritysten siirtymää kohti luontopositiivista toimintaa.

Sammanfattning

Denna rapport presenterar en koncis verksamhetsmodell för att påskynda företagens naturarbete och stärka branschspecifika färdplaner för biologisk mångfald i Finland. Kärnan i modellen utgörs av en process i flera steg (bedöm–koppla ihop–förnya–rapportera) och färdplanernas roll som gemensam branschcentrerad.

Arbetet är kopplat till Kunming–Montreals globala ramverk för biologisk mångfald (GBF) och till EU:s Technical Support Instrument (TSI), en helhet som stöder medlemsländer i beredningen av finansieringsplaner för biologisk mångfald och tillhörande åtgärder. Dessutom stöder arbetet Finlands nationella mål att minska verksamhet som orsakar förlust av biologisk mångfald.

Företagens naturarbete pågår, men det praktiska genomförandet är för många fortfarande splittrat och belastande. Centrala utmaningar för många företag är svårigheten att tolka krav och ramverk som används i naturarbetet, bristen på tillförlitlig och jämförbar information (särskilt i värdekedjorna) samt begränsade tids- och kompetensresurser för att inleda och systematisera arbetet. Företagen efterfrågar tydliga och konkreta exempel samt lättillgängliga verktyg och verksamhetsmodeller som hjälper till att integrera naturperspektiv i företagsstrategin och det dagliga beslutsfattandet. Därför är en gemensam process i flera steg att föredra: den strukturerar en komplex helhet till hanterbar form och hjälper till att koppla arbetet till befintliga ramverk och verktyg.

Branschspecifika färdplaner kan påskynda företagens naturåtgärder om de skildrar en lägesbild, åtgärder som ska prioriteras, indikatorer och en tidsmässig fasindelning samt stöder genomförandet. Färdplanernas genomslagskraft förbättras när de kopplas till en tydlig nationell riktning (strategi för biologisk mångfald) och när implementeringen stärks genom kompetensutveckling, kollegialt lärande och praktiska verktyg.

Det rekommenderade tillvägagångssättet sammanfattas i fyra kompletterande helheter. För det första färdigställs den nationella strategin för biologisk mångfald som en gemensam referensram (prioriteringar, begrepp, mål och delmål), så att företagen och branscherna har en tydlig riktning och enhetliga förväntningar. För det andra uppdateras och

utvidgas de branschspecifika färdplanerna i en koordinerad process så att deras lägesbild, prioritering och uppföljning är konsekventa och jämförbara. För det tredje stärks stödet för genomförandet – kompetens, kollegialt lärande, praktiska exempel och verktyg – så att vägledningen omsätts i dagliga beslut och handlingar i företagen. För det fjärde förbättras tillgången till naturdata och dess funktionsduglighet, så att bedömning, uppföljning och rapportering kan göras trovärdigt samtidigt som den administrativa bördan hålls rimlig.

När helheten genomförs stärker den färdplanernas kvalitet och påskyndar företagens övergång mot naturpositiv verksamhet.

1. Introduction

The Kunming-Montreal Global Biodiversity Framework (GBF) calls on countries to draw up National Biodiversity Finance Plans. The project "Support for the assessment of environmentally harmful subsidies (EHS) and for the preparation of national biodiversity finance plans in Belgium, Finland, Luxembourg, and Netherlands", implemented under the EU Technical Support Instrument, will support these member states in developing comprehensive biodiversity finance plans. Several activities will be carried out in each country to support the preparation of the plans.

This report summarises the results of one of the project activities in Finland, titled "Operational model for Business Support Solutions (BSS)". This work also responds to the Programme of Prime Minister Petteri Orpo's Government, which commits to developing a model to support companies in guiding measures that avoid activities contributing to biodiversity loss.

The objective of this activity was twofold. First, it was to develop an operational model for business support solutions and sectoral biodiversity road maps that can help companies understand, structure and strengthen their biodiversity action in practice. Second, based on this analysis, it was to identify recommendations for how the national enabling framework, sectoral roadmap work and related support measures could be strengthened in Finland. The report therefore combines analytical, practical and policy-oriented elements: it describes the support needs identified through consultation, presents a stepwise model for corporate nature action, analyses the role of sectoral biodiversity roadmaps in the Finnish context, and derives recommendations for improving the overall support framework.

The more detailed objectives of this activity:

- Organising a consultation with the business sector and relevant industry organisations to identify support needs for companies to enhance their biodiversity actions as well as the role of the government in these support actions.
- Based on the results of the consultation, outlining an operational model for BSS consisting of: (i) blueprint for nature-positive action, (ii) process of mapping and gathering relevant reference material and (iii) SMART recommendations for setting up a BSS platform.
- Supporting creation and implementation of the industry sectors' Biodiversity Road maps for increasing their impact.

- Based on available existing reports and publications material, identifying good practices, case studies to support companies to guide measures to reduce their pressure on nature.
- Finalising the proposed operational model and report on operational model for BSS as identified above.

The rest of the report is structured as follows. Chapter 2 presents the findings of the consultation with companies and industry organisations regarding current approaches, challenges and support needs related to biodiversity action. Chapter 3 builds on this analysis by outlining a stepwise operational model for corporate nature action and by introducing key frameworks and tools that support its implementation in practice. Chapter 4 then examines Finland's sectoral biodiversity roadmaps and analyses how they can function as an effective support mechanism for company-level action in the Finnish context. Based on the analysis in Chapters 2–4, Chapter 5 presents recommendations for strengthening the national framework, updating and implementing roadmaps, and improving the enabling conditions for business action.

2. Corporate approach and support needs on biodiversity

In Autumn 2025, Sitra interviewed companies and industry federations to identify companies' support needs regarding biodiversity action. Altogether, 11 companies and three industry federations and associations were interviewed. Both large companies (6) and small and medium-sized enterprises (SMEs) (3) were represented from construction, technology, forestry, food and energy sectors with the view to ensure broad sectoral representation of key industries in Finland. In addition, two consultancies specialised in helping companies with biodiversity action were interviewed. Industry federations and associations included were Confederation of Finnish Construction Industries (CFCI), Technology Industries of Finland, and Finnish Ports Association that all have published their own biodiversity roadmap.

Sectoral roadmaps outline how industry organisations assess their direct and indirect biodiversity impacts across the value chain, define targeted measures, and identify synergies between nature and climate actions. This work follows a similar logic to the previously developed and once-updated sectoral low-carbon roadmaps for industry which was coordinated by the Finnish Ministry of Economic Affairs and Employment (MEAE, 2024). The roadmaps and their role are discussed in more detail in Chapter 4.

Interviews with companies were conducted in a semi-structured manner. All companies were asked on their approach to biodiversity, their biggest challenges and support needs in increasing their biodiversity efforts and their perception and utilisation of their sector's biodiversity roadmap. With industry federations their plans on implementing and improving their roadmaps and support and cooperation needs they have for these were discussed.

2.1 Companies' current approach on biodiversity

Companies were chosen for an interview based on their known efforts to improve biodiversity integration in their business or their recognition of the topic's importance, even if actions were still limited. Therefore, all companies had a generally positive approach towards biodiversity action and a good understanding of the importance of the topic.

Large companies interviewed increasingly integrate biodiversity into their core business, emphasizing that actions should not be isolated projects or mere communication campaigns. Biodiversity is seen as a strategic focus, though it often lags climate action, which is more established. These companies are familiar with international frameworks (e.g., Science-based Targets for Nature (SBTN) and Taskforce on Nature-related Financial Disclosures (TNFD)) but find their practical application burdensome and at times irrelevant. Many develop their own metrics and models tailored to their operations. Sector-specific roadmaps are valued, especially when they offer concrete actions and metrics. Peer support and networks, such as the Finnish Business & Society (FIBS) biodiversity network and Nordic cooperation groups, support learning and the exchange of experiences, particularly in the early stages of implementation.

SMEs interviewed have generally a positive attitude toward biodiversity but stress the need for clarity and simplicity. Overly complex requirements or processes can hinder motivation and action, especially when complexity arises from missing data (e.g. on nature impacts along the value chain) and from challenges in recognising organisations' own impacts, dependencies, risks, and opportunities related to nature. Biodiversity actions are often triggered by external requirements and expectations (e.g., customer requirements from a lead firm in the value chain, EU and national regulations, industry association recommendations). Actions focus on optimizing materials, recycling, and energy efficiency, with sustainability integrated into daily operations to varying degrees. Concrete, operational examples from relatable companies are highly valued, as SMEs find it easier to adopt new solutions when they see peers succeed in similar contexts.

The interviews highlight both differences and similarities in how companies approach biodiversity. Large companies tend to work in a more strategic and systematic manner, whereas SMEs prioritise concrete steps aligned with operational realities. These patterns provide an important backdrop for understanding the challenges and support needs discussed in the following section.

2.2 Main challenges and support needs for more significant biodiversity action

For large companies, the costs of biodiversity actions often fall on the companies themselves, and there is little willingness in the market to pay a premium for responsible products. Short-term financial pressures make long-term investments challenging. A major obstacle is also the lack of reliable metrics and baseline data, which complicates planning, demonstrating impacts, and communication. Reporting requirements consume resources but do not always lead to concrete actions. Regulatory uncertainty and changing guidance make long-term planning difficult and permitting processes as well as ecological compensation models are complex and slow. Even though resources are greater, large companies also emphasize the need to make sustainability work approachable and useful, not overwhelming.

For SMEs, significant challenges include limited expertise, time, and financial resources. Without external help, SMEs find it difficult to conduct comprehensive analyses and develop strategies. Tracing the origin and impact of materials is challenging due to insufficient information from suppliers. Understanding and complying with regulations and customer requirements, which can exceed legislation, is burdensome, and meeting them is difficult without adequate supplier data. SMEs feel their influence in the value chain is limited, as large suppliers and customers set the rules. Biodiversity actions may be seen as a necessary evil if there is no direct business benefit.

Large companies need support in interpreting new requirements and standards, strategy development, and creating sector-specific solutions. Peer networks and collaboration forums are important. SMEs require concrete expert help, consulting, peer learning, practical examples, and easy-to-use tools. Local development companies, chambers of commerce, and educational institutions are key supporters, but cooperation and information sharing should be strengthened.

In addition to size, interviews indicate sectoral differences in biodiversity challenges and support needs, reflecting how directly business activities interact with ecosystems. Land and resource intensive sectors (food and agriculture, forestry, mining) face highly location based pressures, with challenges centred on baseline data, permitting, and the application of mitigation hierarchies, alongside credible restoration or compensation practices that can be demonstrated over time. Sectors further removed from direct land use experience biodiversity mainly through global value chains, resource dependencies and climate mediated risks, which makes prioritisation, traceability and establishing decision relevant business cases more central.

With industry federations and associations, the challenges relate also to their role as a provider of expertise and support to their member companies. In this role, they face challenges and support needs related particularly to accessing relevant data and information on where sector-specific biodiversity-related data can be found. This includes understanding the magnitude and distribution of key drivers of nature impacts (such as land use and pollution) both locally and across global value chains. In addition, industry associations and federations may face constraints related to resources and expertise.

2.3 Conclusions

As expected, company size shapes both the form and focus of biodiversity action. Large companies typically have the capacity to integrate biodiversity into core operations and supply chains, while SMEs tend to adopt more reactive, practice-oriented approaches constrained by limited resources and influence.

Across company sizes, effective biodiversity action depends on access to data on nature impacts and dependencies along the value chain, as decisions such as substituting raw materials with lower biodiversity impacts need to be grounded in credible and comparable information. In practice, obtaining sufficiently granular data—particularly on the nature impacts of raw materials and components—can be challenging in global value chains, where transparency and access to reliable data sources vary significantly.

External factors—ranging from regulatory requirements to customer demands and the guidance provided by industry associations—shape the behaviour of both large companies and SMEs. Business benefits and cost considerations remain important for all companies, while challenges linked to regulation and value chains affect both groups. Moreover, companies of all sizes emphasise the importance of practical and relatable examples, peer support and clear, accessible solutions to advance their biodiversity work. Cooperation with local and industry specific networks is widely valued, highlighting the shared need for collaborative approaches that help companies navigate the complexity of biodiversity action.

The sectoral differences that emerged in the interviews, on the other hand, echo the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) Business and Biodiversity Assessment, which stresses that businesses differ by sector and relationship with biodiversity and therefore require sector dependent knowledge and methods, as well as differentiated measurement approaches across decision contexts (IPBES, 2026). IPBES further highlights that creating an enabling environment is essential, and that changes in incentives, data and capacity

will affect businesses differently depending on sector, scale and maturity—supporting the need for tailored, sector specific business support solutions.

Overall, despite differences in scale and operating context, interviewed companies share many underlying motivations, challenges and support needs related to biodiversity action. All companies require clarity, practical examples, peer support, and accessible expert help. Addressing regulatory and value chain challenges, and emphasizing business benefits, are key to advancing biodiversity actions in both large and small companies. The following chapter build on these interview findings by explaining why biodiversity action is challenging for companies—particularly due to the complexity of drivers, metrics and solutions—and by outlining a step-by-step approach, grounded in existing frameworks and examples, to help companies progress from intent to implementation.

3. From complexity to action: a step by step corporate approach to nature

As highlighted above, the corporate support needs for tackling nature loss are diverse, reflecting the multiple entry points companies have for action. This is largely because the drivers of biodiversity decline are complex and interconnected, and actions to reduce one driver must be designed so they do not shift impacts elsewhere or exacerbate other drivers. What is more, halting nature loss alone is insufficient: the global goal is to halt and reverse biodiversity loss by 2030 (from a 2020 baseline) and achieve full recovery by 2050 (UNEP, 2022). Reaching this nature positive goal requires measurable, net positive biodiversity outcomes across society, including from businesses.

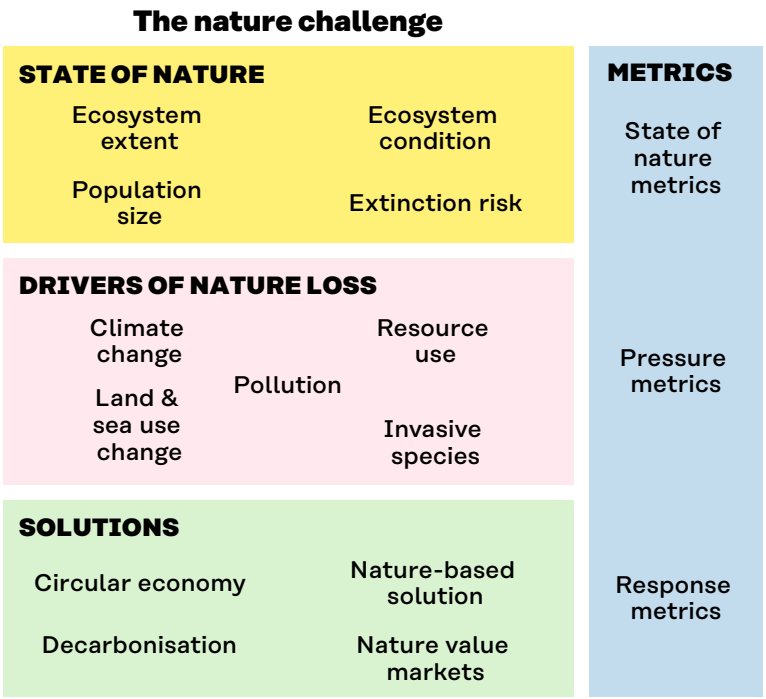
For companies, the central task is to navigate this landscape in a structured and informed way. Companies need to form an understanding of the state of nature, the drivers of nature loss and of the net positive solutions. The state of nature is a result of the extent of different ecosystems and their ecological condition and of the population size and the extinction risk of species (CBD, n.d.) (see Figure 1). Nature loss, on the other hand, is caused by five main drivers: climate change, pollution, resource use, land and sea use change, and invasive species (IPBES, 2019).

Different solutions widen the landscape. Proven solutions exist, but identifying the correct ones may add the complexity. Circular economy business models, for example, reduce impacts on ecosystems and improve resilience to material and ecosystem-related risks. Nature-based solutions, on the other hand, work with natural processes—such as restoring wetlands, forests or soils—to avoid, reduce and remediate damage while delivering measurable biodiversity and ecosystem benefits. While guidance and theory of ecologically sustainable practices exist, impactful nature action typically requires focusing on the most material measures, often requiring changes to core business, including business model change. Current operating environment and incentives do not yet strongly steer businesses in this direction, and transformative approaches such as circular business models do not scale rapidly. Ecologically sound solutions might require re-thinking the entire way a business operates as sufficient progress cannot be achieved with stand-alone ESG measures. Easily implementable turnkey solutions are often still limited, and the current operational

environment does not make the existing solutions and business models competitive compared to nature depleting ones.

Finally, measuring the current state and change in all of the above requires different types of metrics which are not fully developed. The drivers of nature loss and company actions contributing to them can be efficiently measured with pressure metrics, such as CO2 emissions, pollution discharge or land use change (TNFD, 2023a). Measuring nature's recovery in a credible and practical way is less developed. However, Nature Positive Initiative has proposed a set of state of nature metrics for this purpose and is currently piloting them with businesses and financial institutions (Nature Positive Initiative, 2025). In addition, companies can use response metrics to track actions, investments and management practices aimed at avoiding, reducing or reversing pressures and improving outcomes for nature (TNFD, 2023a).

Figure 1. The environmental challenge: state of nature, drivers of nature loss, solutions, and metrics.



The biodiversity challenge consists of interconnected components that companies need to consider together. It begins with the state of nature (ecosystem extent and condition and species status), which is shaped by five main drivers of nature loss: climate change, pollution, resource use, land and sea use change, and invasive species (IPBES, 2019). Companies can respond through a range of solutions and operating-model changes, but progress must be tracked through complementary metrics—state of nature, pressure and response—to ensure that action reduces drivers without shifting impacts elsewhere and contributes to measurable, net-positive outcomes for nature over time.

3.1 A best-practise approach for companies to address the biodiversity challenge

Because nature positive performance is rarely part of a company's core business, this landscape of drivers, metrics and solutions can feel fragmented and demanding. Companies need to take a robust approach to be able to tackle this challenge. As with any big challenge, this should be considered as a journey consisting of several repeated steps rather than a quick fix. Internationally, and in Finland, there already are examples depicting this type of a best-practise approach. The following examples conceptualize corporate action on nature as a structured, stepwise process, helping companies navigate complexity and move from understanding impacts to implementing change and demonstrating progress.

The ACT-D high level business actions on nature provide a unified, strategic pathway to help companies understand and manage their relationships with nature. Developed collaboratively by the Capitals Coalition, Business for Nature (BfN), World Business Council for Sustainable Development (WBCSD), TNFD, SBTN, WWF and the World Economic Forum (WEF) the framework responds to the landscape of nature related tools and standards by offering a clear, four step structure: **Assess, Commit, Transform and Disclose**. Rather than replacing existing methods, ACT-D provides a common organising logic that links complementary efforts—for example, assessment approaches (e.g., Capitals Coalition, TNFD's LEAP approach), target-setting methods (e.g., SBTN), implementation and transformation guidance (e.g., WBCSD/WWF/WEF networks), and disclosure expectations (e.g., TNFD)—into a single, sequential pathway.

1. **Assess**
   Businesses begin by measuring, valuing and prioritizing their impacts and dependencies on nature.
2. **Commit**
   Companies publicly commit to avoiding, reducing and ultimately reversing their negative impacts on nature.
3. **Transform**
   Organizations redesign strategies, operations and business models to regenerate ecosystems and contribute positively to nature.
4. **Disclose**
   Companies transparently report their material nature related risks, impacts, dependencies and progress.

SBTN also outlines a five step journey to help companies set credible, actionable and science aligned targets for nature. This structured process guides organisations from understanding their environmental impacts to implementing and monitoring effective nature positive strategies (SBTN, 2024a).

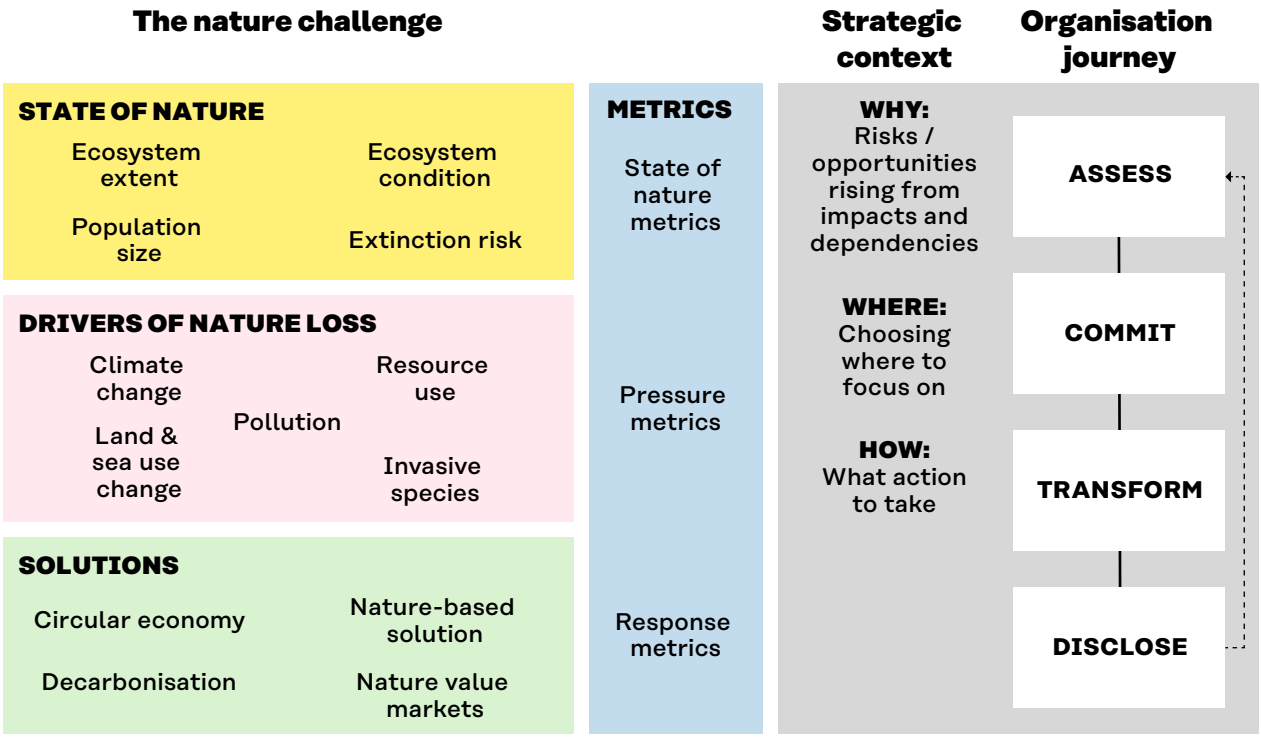
1. **Assess**
   Companies conduct a high level materiality assessment to identify the most significant pressures and state of nature issues across their value chain and key geographies.
2. **Prioritize**
   Based on the assessment, companies prioritise the most material impact and dependency hotspots where action can deliver the greatest benefit.
3. **Set Targets**
   Companies set science based freshwater and land targets (with ocean targets under development), with biodiversity integrated across these domains.
4. **Act**
   Companies implement actions to deliver the targets by aligning operations, sourcing and landscape practices with the required ecological outcomes.
5. **Track**
   Companies measure, verify and disclose progress over time, strengthening methods and data as guidance evolves.

Similar guidance on a stepwise approach can also be found in Finland. For example, the Finnish Technology Industries' biodiversity progression model presents a six step pathway to help companies integrate biodiversity into their strategy, operations and stakeholder engagement (Technology Industries of Finland, 2024).

1. Understand your business's connection to biodiversity
2. Assess impacts and dependencies across the value chain
3. Create a strategy and set goals
4. Implement actions systematically
5. Track results against targets
6. Communicate achieved results

The steps companies need to take can be categorised in different ways, but all these examples describe a similar journey towards changing companies to nature positive. Companies need to find the motivation to change from the risks and opportunities nature loss and global nature goals bring, they need to set robust targets and strategies to achieve targets, they need to make concrete changes in how they operate, and they need to follow and communicate how they are progressing in their efforts.

Figure 2. A stepwise journey to turn complexity into action.



Companies start by understanding why nature matters for business: how impacts and dependencies that translate into risks and opportunities. They then prioritise and commit, implement changes, and finally track and disclose progress.

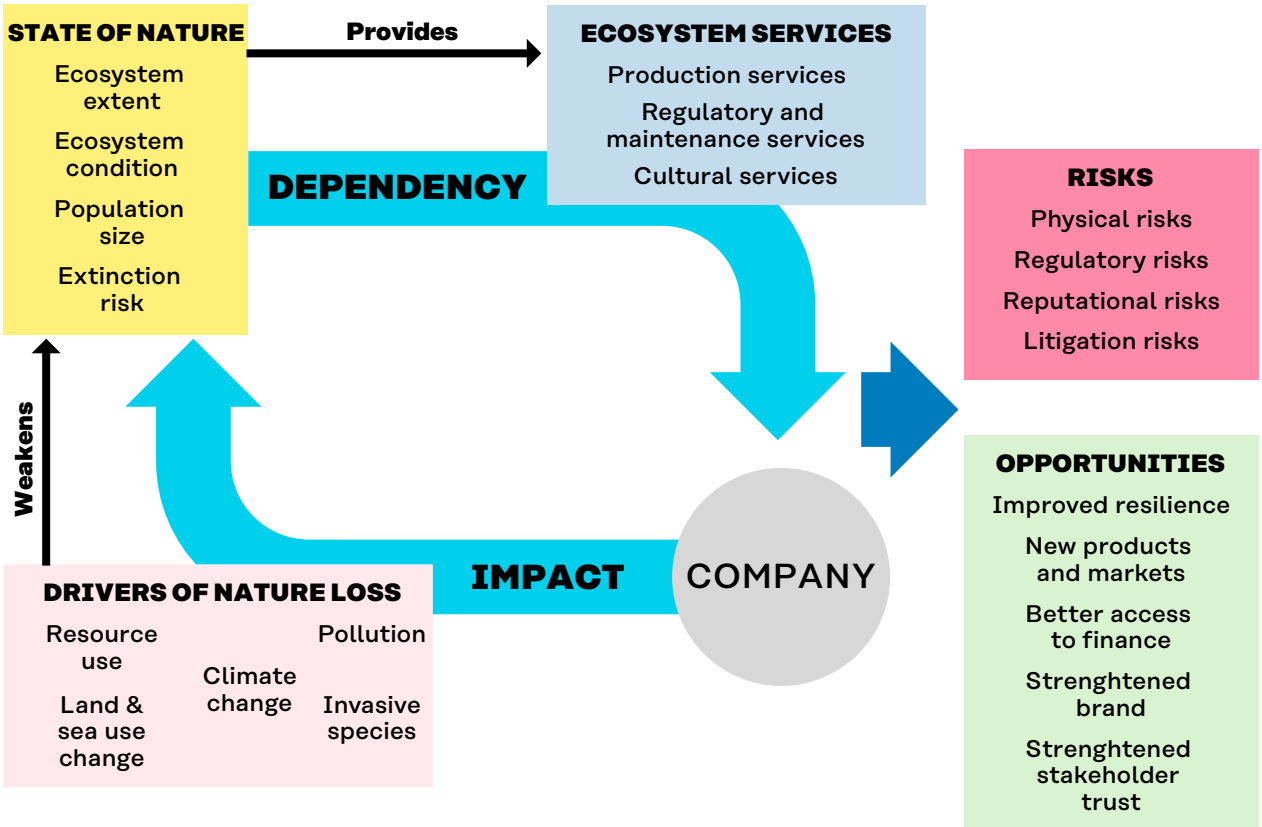
Having established the common logic of a high-level journey, the next section uses a practical handbook to describe what each step typically involves in practice.

Business for Nature has produced, as part of the It's Now for Nature campaign, a *Nature Strategy Handbook* (Business for Nature, 2023). Rather than adding another journey model, the Handbook helps companies put stepwise approaches such as ACT-D into practice by clarifying what each phase can involve and by linking the steps to existing expectations and tools. It translates global guidance—such as the GBF, TNFD, Corporate Sustainability Reporting Directive (CSRD) and SBTN—into a coherent structure that companies of different sizes and sectors can use to move from high level intent to concrete implementation. In the sections below, the Handbook is used as a practical guide to unpack what **Assess, Commit, Transform and Disclose** mean in practice through guiding questions, recommended practices and references to external tools.

A credible nature strategy begins with **Assess**, which focuses on building a robust understanding of how a company interacts with nature across its operations and value chain. Companies should first identify and prioritise their most material impacts and dependencies on nature, as no organization can address everything at once. This involves mapping activities, assets, and supply chains against key nature topics such as land use, freshwater, oceans,

and biodiversity, and then identifying where the business both depends on nature and contributes to its degradation or restoration. Assessment also includes evaluating nature related risks and opportunities, including physical, transition, and systemic risks, as well as potential commercial opportunities linked to nature positive solutions. Nature assessments should not be conducted in isolation; they should consider linkages with climate change and people, including Indigenous Peoples and local communities. By completing these steps, companies establish an evidence based foundation that ensures subsequent commitments and actions are focused, credible, and proportionate to their real world footprint.

Figure 3. How impacts and dependencies translate into risks and opportunities.



DIROs refers to nature-related Dependencies, Impacts, Risks and Opportunities. Together, these concepts describe how businesses both depend on nature and affect it and how addressing nature-related pressures can also create business value. Nature-related dependencies: The ways a company relies on nature and ecosystem services for its operations and value chain (for example, raw materials, clean water, pollination, or a stable climate). Nature-related impacts: The harmful or beneficial effects a company's activities have on nature, such as habitat loss, pollution, or restoration and conservation efforts. Nature-related risks: The actual or potential negative consequences for a company arising from nature degradation or loss. These include physical risks (e.g. resource scarcity), regulatory risks (e.g. stricter environmental regulation), reputational risks, and litigation risks. Nature-related opportunities: The concrete business opportunities that arise from addressing nature-related dependencies, impacts and risks, such as improved resilience, new products or markets, better access to finance, and strengthened brand or stakeholder trust.

Following assessment, the **Commit** phase translates insight into intent by defining the company's ambition for nature and setting clear goals and targets. Businesses should articulate a long term vision aligned with global nature positive objectives, particularly the goal of halting and reversing nature loss by 2030. This vision should be supported by time bound, measurable, and transparent targets that address the most material impacts and dependencies identified during assessment. Where possible, companies should use science based approaches and emerging methodologies to ensure that commitments are grounded in ecological thresholds rather than incremental improvement alone. Commitments should also clarify the scope of action, including which parts of the value chain are covered and how responsibilities are allocated internally. By clearly stating what the company intends to achieve and by when, this phase ensures that the nature strategy provides strategic direction and accountability, rather than remaining a high level statement of intent.

The **Transform** action represents the core of implementation, where companies turn commitments into real-world change. Transformation requires businesses to follow the mitigation hierarchy: first avoid and reduce negative impacts on nature, then restore and regenerate ecosystems where damage has occurred or where the company can contribute positively. This often involves changes to operational practices, sourcing decisions, product design, and capital allocation. Beyond operational fixes, there is a need for deeper strategic shifts, including adapting business models to operate within nature's carrying capacity and embedding nature considerations into governance, decision-making, and management incentives. Collaboration is also a central component of transformation, as many nature-related challenges cannot be addressed by individual companies acting alone. Companies should engage across value chains, collaborate with stakeholders in landscape, seascape, or river basin level initiatives, and participate in policy advocacy to enable systemwide change. Through these steps, nature becomes an integrated driver of how the business creates value, rather than a peripheral sustainability issue.

The final action, **Disclose**, ensures transparency, accountability, and continuous improvement by communicating how the company is addressing nature related issues. Disclosure should cover all elements of the nature strategy, including assessment results, commitments and targets, and progress on transformation actions. Companies should align their disclosures with leading frameworks and regulatory requirements, such as TNFD, the Corporate Sustainability Reporting Directive (CSRD), and other relevant sustainability reporting standards, to ensure consistency and comparability. Credibility is important, and companies should seek independent validation or verification where appropriate. Disclosure is not merely a compliance exercise, but a strategic tool that builds trust with investors, regulators, customers, and other stakeholders, while enabling learning and adaptation over time. By closing the loop between action and transparency, disclosure reinforces the effectiveness and legitimacy of the overall nature strategy.

3.2 Key frameworks and tools for the nature-positive company journey

Understanding the step-by-step approach for credibly addressing the nature challenge is one thing; putting it into practice is another. While categorising the journey into a set of clear steps can make the overall logic easy to follow, each step typically involves substantial analytical work, internal coordination and long-term implementation. Thankfully, a vast amount of support already exists in the form of detailed guidance and tools designed to help organisations work through these steps. Some of the leading frameworks and guidance are listed below, following the categorisation of the ACT-D high level business actions on nature.

3.2.1 Assess

The TNFD's LEAP method is the core analytical framework designed to help organisations identify, assess, and manage nature-related risks and opportunities in a structured and decision useful way. LEAP is an acronym for Locate, Evaluate, Assess, and Prepare, reflecting a progression from understanding an organisation's interface with nature to integrating nature-related considerations into strategy, risk management, and disclosure. It is intended to be practical, iterative, and proportionate, enabling organisations to progressively deepen their analysis while embedding nature into mainstream business and financial decision-making (TNFD, 2023b).

The process begins by locating the organisation's activities, assets, and value chain interfaces with nature, focusing on where interactions with ecosystems, species, and natural resources are most significant. This step establishes the spatial and value chain context needed to understand dependencies and impacts.

The evaluate phase then examines how the organisation depends on nature and how it impacts nature. Building on this, the assess phase translates dependencies and impacts into nature-related risks and opportunities that may affect the organisation's financial performance, position, or prospects. Finally, the prepare phase focuses on responding to these insights by informing strategy, governance, risk management, metrics, targets, and external disclosures aligned with the TNFD recommendations.

Sustain – The Nature Tools Compass is a practical framework developed by UNEP-WCMC to help organisations navigate the rapidly growing landscape of nature related tools. Its role is to guide users in selecting and sequencing appropriate tools based on their objectives, decision context, and level of maturity, rather than prescribing a single method.

The Compass supports a progressive approach, helping organisations move from initial scoping and screening toward more detailed assessment, measurement, valuation, and integration of nature into business decisions. Each one of the over 70 tools is mapped to the relevant phase of the LEAP approach developed by TNFD. (UNEP-WCMC, 2026)

The University of Jyväskylä has developed an openly available database and guide to help companies calculate their **biodiversity footprint** by linking major biodiversity-loss drivers—such as land use, climate change, and pollution—to location-specific ecological impacts using input-output data, life-cycle assessment, and other scientific datasets.

By converting company-specific data into measurable biodiversity pressures, the tool supports the assess phase by helping organisations pinpoint where impacts are most significant and where mitigation efforts should be prioritised (University of Jyväskylä, 2026).

As one of the first openly published biodiversity footprint calculation tools in Finland, it has sparked strong national interest and positioned Finland as a potential frontrunner in advancing nature-related metrics for businesses.

Applying the TNFD LEAP approach in a global shipping and logistics company

Wallenius Wilhelmsen (Norway/Sweden), a global shipping and logistics company, provides a practical and well recognised example of how the TNFD's LEAP approach can be applied in a corporate context. The company applied LEAP to assess how its core operations—including global shipping routes, vessels, terminals, ports and land-based logistics facilities—interact with nature, with a particular focus on marine and coastal ecosystems.

In the Locate phase, Wallenius Wilhelmsen mapped its operational footprint and shipping routes against ecologically sensitive marine and coastal areas, establishing a spatial understanding of where its business interfaces most directly with nature. This step allowed the company to move beyond site by site environmental management and consider its interactions with nature across a geographically dispersed and internationally operating business model. In the Evaluate phase, the company identified key dependencies, such as reliance on healthy marine ecosystems for safe navigation, coastal protection, and water availability at terminals, alongside key impacts, including underwater noise, risks related to invasive species, air emissions, and disturbance of sensitive habitats.

Building on this analysis, the Assess phase translated these dependencies and impacts into nature related risks and opportunities, such as regulatory risks in biodiversity sensitive sea areas, operational risks linked to ecosystem degradation, and opportunities associated with low impact and improved shipping practices. These insights were not treated as abstract environmental issues, but were explicitly connected to business resilience, operational continuity, and strategic decision making. In the Prepare phase, the results were used to prioritise mitigation measures, identify data and knowledge gaps, and inform future governance, operational responses, and TNFD aligned disclosures. (Wallenius Wilhelmsen, 2025)

This example is particularly strong because it demonstrates that the LEAP approach is applicable beyond land intensive or extractive sectors; it shows how dependencies, impacts and risks can be systematically linked in a service based, globally distributed business; it makes effective use of spatial and ecosystem data in a marine context; and it illustrates how LEAP outputs can meaningfully inform forward-looking management actions rather than functioning as a one-off reporting exercise. The quality of this work has also been recognised externally, as Wallenius Wilhelmsen's assessment has been published as an official TNFD LEAP use case, indicating alignment with TNFD expectations and good practice in applying the framework.

CASE EXAMPLE

3.2.2 Commit

The SBTN target setting process provides organisations with a science based, standardised approach to set measurable targets for reducing their impacts on nature and living within planetary boundaries. It is designed to translate global environmental goals for nature into actionable, company level targets that are location specific, timebound, and aligned with the best available science (SBTN, 2024a).

As described above in chapter 3.1, the process follows a sequential pathway that begins with assessing and prioritizing DIROs (Dependencies, Impacts, Risks and Opportunities). Once priorities are defined, organisations set science-based targets that specify the scale and pace of change required to reduce negative impacts and, where relevant, increase positive contributions to nature. These targets are intended to be ambitious yet achievable, grounded in ecological limits rather than incremental improvement alone. The final stage focuses on implementing actions, tracking progress, and adjusting targets over time as data quality, methods, and scientific understanding improve.

SBTN guidance is being rolled out in phases, reflecting both scientific rigour and practical feasibility for corporate application. As of 2025, fully operational and independently validated methods are available for assessing impacts and setting science based targets for freshwater and land systems, with ocean targets emerging and additional guidance under development.

Importantly, companies can also have individual steps—such as materiality assessment and prioritisation—independently validated, enabling credible progress even where full target coverage is not yet feasible. This phased and iterative approach mirrors the early evolution of science based climate targets and is designed to support companies in acting now, while progressively strengthening ambition, scope and precision as science and data continue to advance.

Overall, the SBTN target setting process provides a credible and comparable way for organisations to move from understanding their relationship with nature to committing to concrete, science aligned actions that support global nature and sustainability goals.

Kering – setting science-based targets for nature using SBTN

Kering (France), a multinational holding company specialised in luxury goods, is among the first companies globally to publicly adopt science-based targets for nature under the Science Based Targets Network (SBTN), following participation in SBTN's corporate target validation pilot (SBTN, 2024b). Through this process, Kering moved from understanding its nature related impacts and dependencies—particularly across its raw material supply chains such as leather, cotton and other land intensive inputs—to setting location specific, timebound targets for freshwater and land systems, aligned with ecological limits rather than incremental improvement.

The case provides a clear illustration of how structured assessment approaches, such as TNFD's LEAP approach, can be operationalised within SBTN in a highly complex, global value-chain context. It is particularly strong in showing how this translation enables SBTN to function as a bridge from assessment to action in practice, within a complex, luxury-fashion value chain.

Using the SBTN framework, Kering first conducted a science-based materiality and prioritisation assessment, identifying where its value chain exerts the greatest pressure on nature, including land use change, ecosystem conversion, and water use in stressed basins. Based on this prioritisation, Kering set science-based land targets focused on halting conversion of natural ecosystems linked to its sourcing, and science based freshwater targets aimed at reducing pressure on water quantity and quality in priority locations. These targets specify *where* action is required, *how much* pressure must be reduced, and *by when*, translating global biodiversity and water goals into actionable expectations for the company and its suppliers.

Importantly, Kering's targets were independently validated through the SBTN pilot, demonstrating alignment with the best available science and SBTN's methodological requirements. This external validation distinguishes the targets from voluntary or self-defined goals and provides credibility, comparability and confidence for stakeholders. Kering has positioned these targets as a foundation for implementation, supplier engagement, capital allocation and performance tracking, with the expectation that targets will be refined and expanded as SBTN guidance evolves to cover additional pressures on biodiversity.

While frameworks such as TNFD's LEAP approach help companies understand their dependencies, impacts, risks and opportunities, the SBTN process shows how those insights can be converted into measurable, science aligned targets that define the scale and pace of change required to operate within planetary boundaries. Kering's early adoption and validation make it a leading reference for how companies can credibly commit to nature positive outcomes using SBTN.

CASE EXAMPLE

3.2.3 Transform

Sector Actions Towards a Nature Positive Future is a collaborative initiative developed by BfN, WEF and WBCSD to help companies take collective, credible action on nature at the sector level. The initiative recognises that many of the most significant drivers of nature loss are systemic and sector wide and, therefore, cannot be effectively addressed by individual companies acting alone (Business for Nature, 2022).

The initiative provides sector specific action agendas that identify the most material nature-related impacts, dependencies, and pressures associated with a given sector, such as agriculture, food, forestry, mining, or infrastructure. These action agendas outline priority interventions across value chains, including changes to production practices, sourcing, innovation, collaboration, and engagement with policymakers and financial institutions. The focus is on actions that can meaningfully contribute to halting and reversing nature loss, rather than incremental or isolated improvements.

A key objective is to align business action with global nature goals, including GBF, while supporting consistency with emerging corporate frameworks such as TNFD and SBTN. By translating high level global targets into practical, sector relevant actions, the initiative helps companies understand what nature-positive transformation looks like in their specific economic context.

Overall, Sector Actions Towards a Nature Positive Future serves as a bridge between global ambition and on-the-ground change, enabling coordinated sector leadership, reducing fragmentation, and accelerating business contributions to a nature positive economy.

The Nature Action Portal is a digital platform developed by the WBCSD to support companies in taking structured, credible, and scalable action on nature. Its purpose is to help organisations move from high level commitments to practical implementation by providing a central entry point to guidance, tools, case studies, and pathways for integrating nature into business strategy and operations (WBCSD, 2025).

The Portal is designed around the business decision-making journey on nature, helping companies understand their impacts and dependencies, prioritise actions, and embed nature considerations across governance, risk management, value chains, and performance management. It brings together WBCSD frameworks, sector insights, and external resources into a coherent navigation experience, reducing fragmentation and lowering the barrier to action, particularly for companies at earlier stages of maturity.

A key feature of the Nature Action Portal is its alignment with leading global initiatives and frameworks, including TNFD, SBTN, and GBF. By showing how different tools, methodologies, and actions fit together, the

Portal helps companies ensure consistency between assessment, target setting, implementation, and disclosure.

Overall, the Nature Action Portal acts as a practical accelerator for business action on nature, enabling companies to build internal capability, learn from peers, and translate global nature ambitions into concrete, decision relevant outcomes.

The Circular Solutions for Nature Handbook by Sitra is a practical guide designed to help businesses use circular economy approaches to halt and reverse biodiversity loss. (Sitra, 2024a) It shows how shifting away from linear production and consumption models can reduce pressures on ecosystems while creating new value. The handbook clarifies the link between circularity and nature and positions circular solutions as essential tools for addressing the root causes of biodiversity decline across global value chains.

At its core, the handbook offers a clear three-step framework for action. Companies are guided to identify and prioritise their most critical biodiversity impacts, apply relevant circular business models to address those impacts, and design a practical transformation journey that builds on their capabilities and partnerships. Six circular business models are introduced as levers for change, with concrete guidance tailored especially to four land intensive sectors: buildings and construction, fibres and textiles, food and agriculture, and forests. Through this structure, the handbook supports companies in turning biodiversity goals into actionable strategies that align sustainability with long-term business resilience.

Finland is developing voluntary nature value markets to create economic incentives for biodiversity protection and restoration. The model is based on verified and measurable biodiversity outcomes, with "nature value hectares" used as units to reflect improvements achieved through actions such as habitat restoration (Ministry of the Environment, n.d.).

The Finnish Government is establishing a national framework for these markets, including clear criteria, verification systems and a national register for nature credits. Mirroring voluntary carbon markets, the framework enables companies to purchase verified nature credits to demonstrate nature positive contributions or address residual ecological impacts, thereby mobilising private finance alongside public biodiversity action. For companies, nature value markets offer a practical support mechanism to finance and demonstrate biodiversity measures as part of a broader nature strategy, complementing their own land use and supply chain actions (Ministry of the Environment, n.d.).

Circular economy solutions for nature in practice

To complement the *Circular Solutions for Nature Handbook*, Sitra compiled a list of 30 European companies that demonstrate how circular economy business models can be applied in practice to tackle the root causes of biodiversity loss while creating economic value (Sitra, 2024b). The list, unveiled at the World Circular Economy Forum 2024, focuses on sectors with particularly high impacts on nature—food and agriculture, buildings and construction, fibres and textiles, and forests—and showcases solutions that reduce pressure on ecosystems by using fewer virgin resources, extending material lifecycles, and regenerating natural systems. Together, the handbook and the company list illustrate how circularity can function as a concrete implementation pathway for corporate biodiversity commitments.

The selected companies represent a wide range of sizes, geographies and business models, highlighting that circular solutions for nature are applicable across very different contexts. Four illustrative examples from the list include:

Origin by Ocean (Finland) operates at the intersection of circular economy and ecosystem restoration. The company harvests harmful algal blooms—which pose significant threats to marine biodiversity—and transforms the biomass into high value ingredients for cosmetics, food and other applications. By turning an environmental problem into a resource, the company reduces pressure on marine ecosystems while replacing the need for new, virgin biological inputs.

Infinited Fiber (Finland) operates in the textiles sector, providing a circular, fibre-to-fibre solution that transforms discarded cotton-rich textiles into new, high-quality textile fibres. By replacing virgin fibre production with regenerated fibres, the company reduces the need for land-intensive cotton cultivation as well as associated water use and chemical inputs. Through keeping existing textile materials in circulation, Infinited Fiber helps address key drivers of biodiversity loss in the textiles sector linked to land use change, resource extraction and pollution.

Corbion (the Netherlands) shows how circular approaches can be applied at an industrial scale. The company develops biobased ingredients and materials that replace fossil based and resource intensive inputs in food, agriculture and materials markets. By valorising renewable feedstocks and industrial side streams, Corbion reduces reliance on extractive resource use and contributes to lowering land use pressures across multiple value chains.

Parmaco (Finland) operates in the buildings and construction sector, providing circular, modular buildings designed for long-term reuse, relocation and adaptation. Its model extends the lifetime of building components by enabling the same structures to serve multiple functions and locations over their lifecycle, reducing the need for new material extraction and land use. By minimising construction waste and avoiding one-off, site-specific buildings, Parmaco's approach helps mitigate pressures on ecosystems linked to raw material demand and land-use change—two key drivers of biodiversity loss.

Taken together, these examples illustrate how circular economy solutions can translate biodiversity commitments into tangible business practices. Rather than focusing solely on compensatory or restorative actions, the companies highlight how preventing biodiversity loss at source—by reducing resource extraction, avoiding land use change and designing out waste—can become an integral part of competitive and resilient business models. This reinforces the role of circular economy as a practical implementation pathway for companies seeking to act on biodiversity targets and nature related commitments..

CASE EXAMPLE

3.2.4 Disclose

The TNFD risk management and disclosure framework builds on assessment approaches such as the LEAP method (introduced under Assess) and provides a global, market led structure to help companies and financial institutions identify, assess, manage and disclose their nature related dependencies, impacts, risks and opportunities, making nature visible in decision making (TNFD, 2023a). The framework is science based, aligned with the GBF, and designed to support a shift in capital flows away from nature negative outcomes toward nature positive ones.

The TNFD framework mirrors the structure of the Task Force on Climate related Financial Disclosures (TCFD), using four disclosure pillars covering governance, strategy, risk & impact management, and metrics & targets. This structure enables organisations to integrate nature related considerations into existing enterprise risk management, strategic planning and reporting processes, while producing decision useful information for investors, lenders and other stakeholders. The recommendations are voluntary but increasingly influential, informing regulatory developments and sustainability standards in multiple jurisdictions.

By linking physical nature impacts to financial risk and strategic opportunity, the TNFD framework provides a common language for translating biodiversity and ecosystem issues into mainstream business and financial decisions, supporting more resilient and sustainable economic activity.

The European Sustainability Reporting Standard ESRS E4 on Biodiversity and Ecosystems is the CSRD standard that requires companies to disclose how they impact, depend on, and are exposed to biodiversity and ecosystem change. Its objective is to make corporate interactions with nature transparent. ESRS E4 aligns corporate reporting with GBF and the EU Biodiversity Strategy, embedding nature considerations into mainstream sustainability and financial reporting across the EU (European Commission, 2023).

ESRS E4 applies only when biodiversity and ecosystems are identified as material through the CSRD's double materiality assessment, covering both how companies affect nature and how nature related degradation can influence financial performance. When material, companies must explain how biodiversity considerations are integrated into their strategy and business model, describe their processes for identifying and managing biodiversity related impacts, risks and opportunities, and disclose relevant policies, actions and resources. The standard emphasises value chain coverage and site-specific impacts, reflecting the local and place-based nature of biodiversity issues.

The standard also requires the disclosure of targets, metrics and anticipated financial effects linked to biodiversity and ecosystem change, supporting comparability and decision useful information for investors and other stakeholders. By translating complex ecological impacts into structured disclosures, ESRS E4 positions biodiversity as a core business issue rather than a voluntary environmental addon, reinforcing the CSRD's goal of placing sustainability reporting on an equal footing with financial reporting and accelerating more nature positive corporate behaviour in Europe.

Table 1. Overview of frameworks and tools linked to the stages of corporate nature action

Step	Framework/Tool	Role
Assess	TNFD/LEAP, Sustain Nature Tools Compass, JYU biodiversity footprint	Assessing and prioritising impacts and dependencies
Commit	SBTN	Setting science-based targets
Trans-form	BfN Sector Actions, WBCSD Nature Action Portal, Sitra Circular Solutions for Nature, nature value markets	Implementation, Adapting business models
Disclose	TNFD, ESRS E4 (CSRD)	Transparency, comparability, credibility

Integrating climate and nature risks through combined TCFD–TNFD disclosure

AP2 and AP7 (Swedish national pension funds)

Sweden's national pension funds AP2 and AP7 provide leading international examples of how TNFD aligned disclosure can be integrated with existing climate risk reporting under the Task Force on Climate-related Financial Disclosures (TCFD), making nature related DIROs visible within mainstream financial decision making. As long term, universal asset owners, both funds explicitly recognise nature loss and climate change as interconnected systemic risks that cannot be diversified away and must therefore be actively managed at portfolio level (AP2, 2024; AP7, 2024).

AP2 was among the first asset owners globally to publish a combined Climate and Nature Report aligned with both the TCFD and TNFD frameworks. Building on several years of TCFD based climate reporting, AP2 expanded its disclosure in 2023–2024 to include biodiversity and broader nature related risks across its investment portfolio. The fund applies the principle of double materiality, considering both how climate and nature risks affect portfolio returns and how investments impact ecosystems and biodiversity. Nature related issues such as deforestation, land use change and water stress are treated alongside climate transition and physical risks within a single, coherent risk management and disclosure structure, rather than as separate sustainability topics.

AP2's integrated reporting demonstrates how TNFD can leverage TCFD based governance, strategy and risk management processes, reducing complexity for organisations already reporting on climate. The fund uses a range of emerging tools and datasets (including ENCORE and deforestation focused indicators) to assess portfolio exposure to nature related risks, prioritise high risk sectors and geographies, and inform engagement and stewardship activities. By combining climate and nature reporting in one framework, AP2 explicitly highlights how biodiversity loss can amplify climate risks and undermine long term portfolio resilience.

AP7, which manages Sweden's default premium pension fund, complements this approach with a strong focus on nature related risk analysis and active ownership. AP7 has conducted TNFD aligned assessments of its portfolio, with particular emphasis on deforestation and biodiversity loss as financially material risks. These insights are used to guide voting policies, company engagement and collaborations with other investors and policymakers. AP7's disclosures and thematic reporting show how TNFD can support a shift in capital flows away from activities that drive ecosystem degradation and toward more nature positive business practices, while remaining closely aligned with its established climate strategy.

Together, AP2 and AP7 illustrate a next generation approach to disclosure, where TNFD is not treated as a standalone biodiversity framework but as a natural extension of TCFD based climate risk management. Their work demonstrates how climate and nature disclosures can be integrated to reflect real world interdependencies between ecological degradation and financial risk, providing investors, beneficiaries and policymakers with more complete, decision useful information on long term sustainability and systemic risk.

CASE EXAMPLE

4. Sectoral biodiversity roadmaps in Finland and their role in supporting corporate biodiversity action

Finland's biodiversity roadmap initiative brings industry associations together to examine how their sectors interact with nature and to outline the steps needed to contribute to a nature-positive society. Industry-specific biodiversity roadmaps are sector-level strategic frameworks that define targets and actions for reducing impacts on nature, enhancing biodiversity, and supporting a transition towards a nature-positive society, while also informing public authorities' policy development.

The Finnish Ministry of the Environment has compiled an overview of the seven industry-specific biodiversity roadmaps developed to date (Ministry of the Environment, 2025). According to the overview, the roadmaps have been developed through sector-driven processes, resulting in significant variation in how impacts, targets, measures, and responsibilities are defined. While this diversity reflects the differing characteristics and biodiversity impacts of each sector, it also complicates overall assessments of effectiveness and comparability. Nevertheless, the roadmaps demonstrate a clear and concrete commitment by sectors to act for nature, including recognising their dependencies on and impacts on biodiversity and committing to halting biodiversity loss. Despite this commitment, these roadmaps currently lag low-carbon roadmaps discussed in Chapter 2, in terms of coverage and maturity, with five sectors still lacking a corresponding biodiversity roadmap. The Finnish Environment Institute (Syke) is currently preparing a report that provides a more detailed assessment of the characteristics of sectoral biodiversity roadmaps, examining the foundations of biodiversity work, as well as the goals, measures, and monitoring approaches presented across sectors.

Inspired by the low-carbon roadmap process and encouraged by the government, these roadmaps aim to help sectors understand their impacts and dependencies on nature, structure their response to biodiversity loss and support companies in moving from fragmented actions to more strategic approaches. Their role is particularly important because they translate a complex global landscape of frameworks, methodologies and expectations into sector-specific guidance that companies can use in practice. For many

companies—especially SMEs—they offer a structured starting point and reduce the analytical burden associated with identifying material issues, setting priorities and determining suitable actions.

4.1 What sectoral biodiversity roadmaps should accomplish and the core elements of an impactful roadmap

A well-designed roadmap serves two purposes. First, it strengthens the sector association's own understanding of how the sector affects nature and depends on it, and which of these linkages translate into the most material risks and opportunities for the sector. This strengthened understanding helps the association not only to support its member companies directly, but also to advance a systemic change in the operating environment that takes the sector's perspectives into account. Second, the roadmap supports companies by providing a clear, credible and coherent basis for their own action. Considering these different purposes ensures that the roadmap benefits both frontrunners and those just starting their nature work: frontrunners benefit especially from a shift towards a more enabling operating environment, while companies at an earlier stage benefit from the roadmap's shared situation analysis and concrete examples.

To deliver this value, a roadmap should offer a coherent situation analysis that identifies the sector's most relevant impacts, dependencies, risks and opportunities across both operations and value chains. It should then set out the sector's key objectives and targets in a way that aligns with national and global biodiversity goals while remaining relevant to sector realities. These targets should be accompanied by indicators that allow progress to be monitored transparently.

The roadmap should also outline the actions required from the industry association, companies and other stakeholders. These actions should focus on the most material issues and reflect the mitigation hierarchy, while also recognising differences within the sector. Finally, effective roadmaps describe how progress will be tracked and communicated, enabling both learning within the sector and dialogue with policymakers and other stakeholders. To put it in other words, a well-designed sectoral biodiversity roadmap should mirror the best-practise company approach presented in chapter 3.

4.2 The importance of a national biodiversity strategy for effective sectoral action

Finland's existing biodiversity roadmaps already demonstrate meaningful sector ownership and have helped open important discussions about biodiversity within industries. They represent a significant first step in clarifying sector-level responsibilities and in providing companies with an initial reference point.

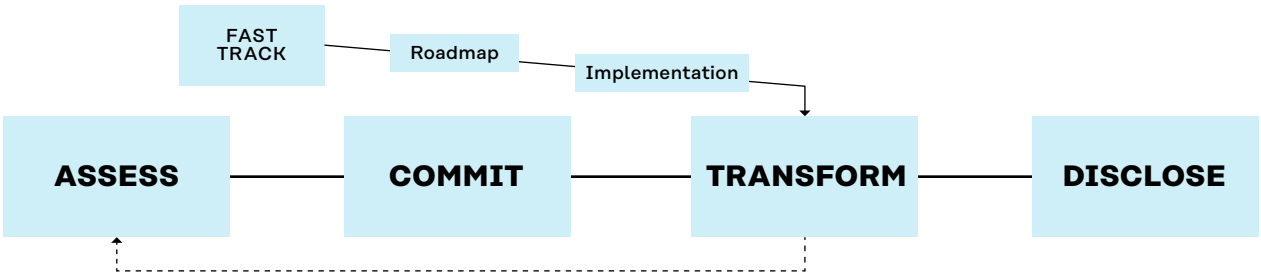
However, they remain incomplete in important respects. As noted by the Finnish Nature Panel, many do not yet sufficiently cover the full range of sectoral dependencies, impacts, risks or opportunities, and they often lack the concrete measures and indicators needed to support credible action (Quarshie et *al.*, 2026). This is partly explained by the fact that Finland has not yet finalised or submitted its National Biodiversity Strategy and Action Plan (NBSAP), which would normally translate high-level biodiversity goals into a coherent national set of priorities, definitions, targets and milestones for sectors to build upon.

At the same time, the absence of an NBSAP does not mean that the direction is unclear: Finland is already bound by international and EU level objectives that set the overall ambition and trajectory—for example, the Kunming–Montreal Global Biodiversity Framework includes targets such as conserving 30% of terrestrial and inland water areas (GBF Target 3), and EU policies such as the EU Biodiversity Strategy and the Nature Restoration Regulation provide further requirements and timetables. What is missing is the national "bridge" that adapts these commitments to Finland's context, clarifies trade-offs and sequencing, and provides an agreed basis for sector level target setting, indicators and implementation pathways. Without that anchor, the current roadmaps reflect the sectors' best efforts but still lack the clarity required for deep, consistent and comparable implementation.

4.3 How roadmaps support fast-track biodiversity action

Sectoral roadmaps can meaningfully accelerate company-level biodiversity action when designed with sufficient depth. By identifying shared priorities, clarifying the most relevant measures and offering sector-specific pathways, roadmaps reduce the need for companies to develop these analyses independently. This is especially valuable for SMEs, which may lack the resources, data or expertise required to conduct comprehensive DIRO assessments or to navigate multiple global frameworks. A strong roadmap therefore serves as a practical fast track that enables companies to begin implementing meaningful biodiversity actions while continuing to deepen their work over time (see Figure 4).

Figure 4. The sectoral roadmap fast track.



A sectoral biodiversity roadmap can serve as a fast track for companies towards the Transform phase (implementation) by bringing together a shared situation analysis and prioritised actions, and by supporting their phasing over time. In the figure, the stepwise company journey (Assess–Commit–Transform–Disclose) is presented as one overall pathway, complemented by a fast track in two steps: (1) the sectoral roadmap and (2) rolling out the roadmap within companies (e.g., through trainings, workshops, practical tools and peer learning). The fast track can accelerate the move to concrete action, but it does not replace a company's own work in the Assess and Commit phases: impactful implementation requires that each company identifies and prioritises its own impacts and dependencies and links the roadmap's recommendations to its own targets, decision-making and resourcing. The arrow from the Transform phase back to the start of the pathway illustrates this iterative nature and the need to complement sector-level guidance with company-specific analysis and learning.

A concrete example of a roadmap with this level of practical usefulness is the biodiversity roadmap developed by the Confederation of Finnish Construction Industries (CFCI). The roadmap functions as an action accelerator because it organises measures in an implementation-ready way: actions are structured both by the main drivers of nature loss and by the mitigation hierarchy (avoid–reduce–restore–offset), helping companies move from broad ambitions to a sequenced logic for delivery. The roadmap also proposes a set of key indicators across the different drivers (and related themes), enabling more consistent progress tracking and comparability within the sector. (CFCI, 2023)

Importantly, CFCI's roadmap recognises the diversity of activities within construction by distinguishing measures and responsibilities across sub-segments (construction, product manufacturing and infrastructure) and value-chain stages, making it easier for companies to identify what is most relevant to their role. The roadmap further supports implementation by phasing action over time (e.g., near-term versus longer-term priorities), which helps companies prioritise, plan resourcing and integrate biodiversity considerations into investment cycles. It also makes clear that delivery depends on multiple actors—not only individual companies but also clients, designers, planners, financiers, public authorities and other value-chain stakeholders—and it specifies what is expected from each group, including enabling conditions for uptake (such as data availability, procurement

practices, permitting processes and other shared prerequisites). Finally, the roadmap treats the work as iterative rather than one-off: implementation requires continuous monitoring, learning and periodic updates as data, regulation and good practice evolve.

Finland's biodiversity roadmaps provide an important foundation for more coordinated and effective biodiversity action, but they require updating to support the needs of companies and to align with emerging global expectations and national policy direction. The following chapter outlines how this update process could be structured, what role government should play and how strengthened analytical and support mechanisms can accelerate the transition toward nature positive business practices.

When the roadmap is not enough: Supporting companies in practice

A solid biodiversity roadmap can significantly support companies within a sector by helping them structure their nature-related work and, where relevant, by providing ready-made DIROs and targets. However, companies often also need capacity building, concrete support and peer learning. With a strong roadmap in place, industry associations are well positioned to offer this additional help.

In 2025, Sitra began supporting industry associations in implementing their roadmaps and strengthening the capabilities of their member companies. Together with the Confederation of Finnish Construction Industries (CFCI), Sitra piloted a training programme designed to translate an association's biodiversity roadmap into company-level action. The programme was built around the sector's comprehensive roadmap while also reflecting changes in the operating environment, including regulatory developments, that had occurred since its publication. Its objective was to guide companies toward concrete measures that enhance biodiversity, deepen the actions identified in the roadmap and encourage new ideas. The training condensed the roadmap into seven short knowledge modules, which prepared participants for two workshop sessions, and concluded with a company-specific "nature handbook" compiling all relevant information for continued nature work.

Participants considered the training successful. One key factor was that the underlying roadmap had already identified the most important measures for preventing biodiversity loss and had taken into account the sector's different sub segments—building construction, product manufacturing and infrastructure. A large share of the analytical groundwork had been completed during the roadmap process, which made it easier to plan and deliver the training as a coherent whole. Although the training aimed to provide concrete examples and a clear structure for nature work, some companies felt they would have benefited from even more concrete examples, as well as more clearly derived risks, opportunities and targets. This echoes the observations presented in Chapter 2, but it also places higher demands on the roadmap itself.

Sitra intends to repeat the training with another industry association during 2026, after which the lessons learned from the trainings will be consolidated. In addition, the Confederation of Finnish Construction Industries (CFCI) is exploring the possibility of continuing to organise trainings for its member companies.

5. Recommendations for Increased Business Support

The analysis in Chapter 4 demonstrated that Finland's sectoral biodiversity roadmaps provide an important starting point for coordinated action, but they require further development to fully support company-level biodiversity work. The gaps identified are understandable in the absence of a national biodiversity strategy, yet they limit the roadmaps' ability to guide companies and to contribute to national planning. This chapter outlines how Finland can strengthen the enabling conditions for business action on nature by finalising the national framework, updating sectoral roadmaps, enhancing implementation support and improving the underlying data foundation.

5.1 Finalise a clear national framework to guide corporate biodiversity action

Developing a credible NBSAP is fundamental to fulfilling Finland's commitments under the Kunming–Montreal Global Biodiversity Framework. The NBSAP provides the national direction, priorities and targets that sectoral roadmaps should be anchored to—as highlighted in the roadmap analysis in Chapter 4. Without it, companies and industry associations face uncertainty about the level of ambition required, how national objectives translate to sector-level expectations and how to orient their efforts in a coherent way. At the same time, expectations from investors, regulators and voluntary initiatives such as TNFD and SBTN are increasing, creating a need for clearer national guidance that can help companies navigate this landscape. A well-designed NBSAP would therefore not only address Finland's international reporting obligations but also strengthen companies' ability to act with confidence and in line with national biodiversity priorities. Doing so would also directly respond to the interview findings in Chapter 2, where both companies and industry associations emphasised the need for clearer and more stable guidance on ambition levels, expectations and practical interpretation of emerging requirements.

Internationally, organisations such as Business for Nature and the Finance for Biodiversity Foundation have called on governments to complement national biodiversity strategies with Nature Positive Pathways (NPPs) that provide sector specific guidance (Business for Nature, 2026).

Although Finland's biodiversity roadmaps were intended to play a similar role, they need updating to reflect this emerging expectation and to better translate national goals into sector-specific actions. Aligning roadmap updates with the development of the NBSAP and, where relevant, the concept of NPPs would help ensure coherence between national strategy, sector guidance and company level action.

5.2 Update sectoral biodiversity roadmaps through a structured, ministry led process

The need to update the roadmaps follows directly from the gaps described in Chapter 4. Some roadmaps lack a complete analysis of sectoral DIROs, others provide insufficiently concrete actions or indicators, and many would benefit from clearer prioritisation. Updating them would significantly strengthen the overall guidance available to companies and ensure that sectoral work is aligned with Finland's emerging national strategy.

As discussed in Chapter 3, companies need a stepwise pathway from assessment to implementation and disclosure; updated roadmaps are one of the most efficient ways to translate that pathway into sector-specific priorities, actions and indicators—an explicit support need raised in the interviews (Chapter 2).

Finland has a strong precedent to build upon. The sectoral low-carbon roadmaps—first created in 2020—were successfully updated only a few years later in a ministry led process. This process demonstrated that clear guidance, coordinated timelines and structured exchanges between sectors can produce high quality and comparable outputs. The updated low-carbon roadmaps subsequently played a role in shaping national climate and energy strategies. A similar, ministry led approach would provide the clarity and coordination needed to update the biodiversity roadmaps efficiently and ensure that the resulting analyses are robust and useful for both companies and policymakers.

The ministry should therefore define the overarching expectations for roadmap updates, including guidance on scenario use, principles for target setting and indicator selection, and a consistent approach to DIRO analyses. This framework should remain flexible enough to accommodate differences between sectors, but clear enough to ensure comparability and policy relevance, ultimately supporting effective implementation and impact. Because the roadmap process is voluntary and typically financed by industry associations themselves, requirements must remain proportionate to guarantee broad participation across sectors with varying levels of maturity.

At the same time, the update process can catalyse deeper cooperation and a more continuous dialogue between the private and public sectors. This cooperation would create a space to share useful reference material and best practices and to build supporting networks of expertise. It could also help track how roadmaps are implemented in practice and how progress is advancing both in implementing the roadmaps and in achieving national targets.

5.3 Support roadmap implementation through practical capacity building measures

Updating roadmaps is necessary but not sufficient. Companies also need support to translate updated guidance into practical, credible actions. The training programme piloted by Sitra and the CFCI in 2025 demonstrated how targeted capacity-building can help companies move from roadmap guidance to concrete measures. The programme succeeded largely because it was built on a comprehensive roadmap that already identified the most relevant actions and considered the diversity of activities within the sector. A similar model could be replicated across other sectors, where industry associations actively support the implementation of their roadmaps through training and other capacity-building activities.

This recommendation directly reflects the consultation findings (Chapter 2), where companies—especially SMEs—highlighted the need for hands-on expert support, practical examples and peer learning to translate frameworks into action.

Relevant business networks and organisations providing sector-specific training should be involved, as this would allow them to complement and strengthen the overall training offer supporting companies' biodiversity action. Ensuring broad participation would help align different training initiatives with sector-level priorities and improve accessibility, especially for companies seeking practical guidance. Future capacity building programmes should draw directly from the strengthened roadmaps and provide companies with practical examples, tools and opportunities for peer learning. This is particularly important for SMEs, which may lack the resources to conduct their own analyses or to interpret complex frameworks. Effective implementation support would ensure that the benefits of improved roadmaps translate into real progress on the ground.

5.4 Strengthen the national biodiversity data and knowledge base

Strengthening the data and knowledge base is essential for both roadmap development and company level action. Many of the analytical gaps identified in existing roadmaps—particularly those related to global value chains and ecosystem condition—reflect broader national challenges in accessing and integrating biodiversity-related data. No single sector or organisation can overcome these challenges alone. Coordinated efforts involving research institutions, industry associations, companies and public bodies are needed to improve the availability, comparability and usability of data. This responds to one of the most consistent barriers identified in the interviews (Chapter 2)—limited access to reliable, comparable data, particularly for global value chains—which also constrains companies' ability to carry out the Assess and Disclose steps described in Chapter 3.

A more robust data foundation would support clearer prioritisation, more credible DIRO analyses and the development of meaningful sectoral indicators. It would also improve transparency and facilitate the monitoring of progress across sectors. In the long term, strengthening the national data infrastructure will be crucial for ensuring that Finland's biodiversity strategy, sectoral roadmaps and company level actions remain aligned and mutually reinforcing.

Ecosystem accounting as a source of nature data for companies

Alongside this work, Sitra carried out a separate project related to ecosystem accounting under the UN System of Environmental-Economic Accounting – Ecosystem Accounting (SEEA EA). Both projects formed part of the same overall package funded through the EU Technical Support Instrument.

In the project focused on the use and implementation of ecosystem accounting, representatives from ministries, research institutes, companies and interest organisations identified different decision-making situations in which ecosystem accounting data could be used. Although UN ecosystem accounting is primarily designed to provide an overall picture of ecosystems and ecosystem services at national and regional levels, the stakeholder process highlighted its relevance also beyond government decision-making.

According to the ecosystem accounting report, national ecosystem accounts can support decision-making not only in public administration but also in companies, regions and the financial sector, through uses such as risk analyses, strategic planning and assessments of land-use related investments. Stakeholders interviewed for the report emphasised that making changes in ecosystems and ecosystem services visible in a concrete and comparable way—both as physical quantities and in monetary terms—can significantly strengthen the evidence base for decisions.

The report recommends establishing a clearer mandate for developing ecosystem accounting, strengthening coordination and resourcing, and launching pilot projects that focus on concrete user needs. Such pilots could help demonstrate in practice how ecosystem accounts can support decision-making.

Interviews conducted for the ecosystem accounting report noted that **national ecosystem accounts can provide companies with valuable benchmark data**, for example for land-use related investments, spatial planning, scenario analyses and managing nature-related risks. At the same time, the report recognises that national accounts do not replace company-specific assessments. In certain situations, however, they can reduce the analytical burden and improve comparability by functioning as a shared reference level.

A recurring theme in the nature data landscape is the need to align definitions and ensure interoperability of data between organisations. Companies already collect substantial amounts of nature-related information for management, reporting and regulatory compliance. Aligning the definitions, typologies and indicators used in national ecosystem accounting with corporate practices could improve the usability of data from all parties' perspectives. Where public and private actors have shared data needs, this alignment can also open opportunities to share costs.

The findings of the ecosystem accounting report reinforce the conclusions of this report: strengthening Finland's biodiversity information and knowledge base is a key prerequisite for more impactful sectoral roadmaps and company-level measures. A nationally coordinated approach to nature and ecosystem data—covering governance models, prioritisation, interoperability and usability across different levels and actors—would directly support companies in the Assess and Disclose phases of nature work and would complement sector-specific guidance and other business support solutions.

6. Conclusions

This report has outlined what a practical operational model for nature positive action for companies could look like. At its core, the operational model emphasises a stepwise approach to biodiversity action, supported by the frameworks described in Chapter 3. Because biodiversity issues are complex and interconnected, companies benefit from sector specific collaboration through roadmaps, which help actors within the same industry analyse their impacts, agree on shared targets and actions, and contextualise international frameworks and best practices to sector specific needs.

The preparation of this report highlights that expanding and updating Finland's sectoral biodiversity roadmap work and anchoring them both in this operational model and in a clear national biodiversity strategy, supported by capacity building and improved data infrastructure, offers a timely opportunity to accelerate business contributions to a nature-positive future. Under these enabling conditions, sectoral roadmaps can serve as a key mechanism for translating international commitments and EU-level policies into consistent national guidance, enabling companies to act with confidence and contribute effectively to Finland's biodiversity objectives.

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