Learning *to LEAP*

Building business confidence for nature-related assessment and disclosure



World Business Council for Sustainable Development

Nature Reporting Preparer Forum

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Who is this report for and what will you find here?

This report is for companies beginning to understand how nature-related dependencies, impacts, risks and opportunities affect their business. In it, we share practical lessons on where to start and how to apply Taskforce on Nature-related Financial Disclosures (TNFD) guidance and its LEAP (Locate, Evaluate, Assess and Prepare) approach illustrated with eleven company case studies. It is not a technical guide or disclosure manual. This report also introduces the standalone executive briefing, *Business-Pitch Briefing Tool: Making the Case for Decision-Makers,* provided as a PowerPoint deck to help sustainability teams make a concise, business-led case for action on nature.

Executive summary

Executive summary

Nature loss is a material business risk. It can disrupt operations and supply chains, raise costs, constrain market access and finance, and weaken long-term resilience. At the same time, governments, investors and standard-setters increasingly expect companies to understand and manage material nature-related issues.



The challenge is implementation. Drawing on four **Nature Reporting Preparer Forum** (NRPF) cohorts involving **153 organizations and approximately 235 participants** in Latin America and Southeast Asia, we identify five practical lessons for any company applying *Taskforce on Nature-related Financial Disclosures (TNFD) guidance* and its *LEAP (Locate, Evaluate, Assess and Prepare)* approach:

- → **Lesson 1:** Start with available information and strengthen the assessment over time.
- → **Lesson 2:** Make nature tangible by linking it to your activities, locations, value chains and business priorities.
- → **Lesson 3:** Focus efforts where exposure is greatest, then extend the analysis from there.
- → **Lesson 4:** Engage functions that hold the data and the decisions, such as finance, risk, procurement and operations, during the assessment.
- → **Lesson 5:** Use TNFD guidance to inform decisions on sourcing, investment, risk, resilience, targets and disclosure.

Companies do not need perfect data or a complete methodology to begin. A focused first step can identify where nature matters most, build cross-functional ownership, and turn assessment into stronger decisions, resilience and credible disclosure.

Throughout the report, case studies show how companies are applying these lessons in practice. A maturity-based checklist helps readers identify a practical next step based on their company's current level of readiness, while a briefing tool helps sustainability teams make the business case for nature action with decision-makers.

Why is nature a business imperative?

Nature loss is a systemic risk to the global economy

Nature underpins economies, businesses and societies by regulating **water flows, maintaining soil fertility, pollinating crops, absorbing carbon, and reducing the effects of extreme weather.** Every sector, from agriculture and manufacturing to infrastructure, finance and technology, depends on these ecosystem services, directly or through its value chain.

Did you know that

100% of the global economy is dependent on nature, with **55%** being **moderately** or **highly** dependent on nature.[i]

Yet nature is under increasing pressure. Unsustainable production and consumption have driven significant nature loss over recent decades. As ecosystems lose resilience, the services they provide become less reliable, undermining economic stability and creating material financial consequences for companies.

The resulting resource scarcity, physical shocks and productivity losses can disrupt supply chains and financial systems. This exposure is particularly relevant in Southeast Asia and Latin America, which sit at the heart of many global supply chains.

Biodiversity loss and ecosystem collapse have one of the most severe long-term risks to the global economy.[ii]

Business and nature are interdependent. Companies depend on ecosystem services and impact the ecosystems that provide them. When companies poorly understand or manage these dependencies, they can translate into operational disruption, rising costs, resource scarcity, legal and regulatory exposure, reduced access to finance and weaker long-term resilience.

Nature loss is therefore a material business risk. Companies need to understand and manage their exposure to protect operational continuity, control costs, strengthen supply chains and maintain long-term resilience.

Nature-related risks can have material financial consequences

- → Groundwater concerns contributed to a project delay in the Tesla Berlin Gigafactory and a 3.1% fall in the company's share price within 24 hours of the court complaint.[iii]
- → The European Central Bank has fined Crédit Agricole EUR €7.55 million for not complying with the requirement to assess its climate and environmental risks.[iv]
- → Read more of the *600+ examples* of real financial effects of nature-related risks.

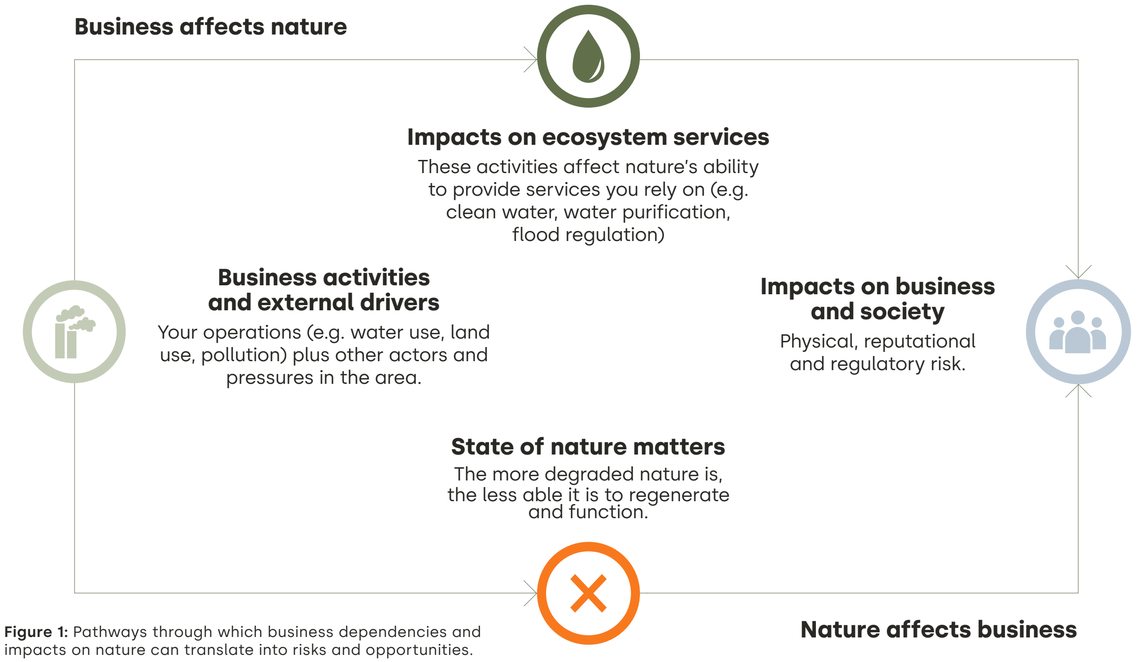


Figure 1: Pathways through which business dependencies and impacts on nature can translate into risks and opportunities.

Why is nature a business imperative?

Nature is also a business opportunity

Companies actively managing their nature-related dependencies, impacts and risks are better placed to meet stakeholder expectations, strengthen supply chains, access finance and uncover opportunities for innovation, new products, services and business models.

The case for action is significant. The transition to a nature-positive economy could generate an estimated USD $10 trillion in annual business value and create 395 million jobs by 2030[v]. Businesses can make these opportunities tangible by **linking nature to climate resilience, operational efficiency and financing.**

Nature can strengthen climate strategies

Natural climate solutions could provide around 30% of the emissions reductions needed to limit global warming to 1.5°C by 2030.[vi]



Company Spotlight: City Developments Limited

City Developments Limited (CDL) is using a regenerative urban microforest as measurable climate infrastructure to reduce urban heat, restore biodiversity and test nature-based solutions in a dense city center.

At the same time, CDL and DBS launched a SGD $300 million sustainability-linked loan tied to nature-related performance targets aligned with the Taskforce on Nature-related Financial Disclosures (TNFD) principles, demonstrating how nature strategies can support access to finance and climate objectives.[vii]

Read the full case study here

The nature agenda: *From global expectations to business action*

Global momentum is raising expectations

Expectations for companies are shifting, making nature a strategic business issue.

- **Governments and regulators:** Target 15 of the Kunming-Montreal Global Biodiversity Framework[viii] calls on all companies globally to monitor, assess and disclose their dependencies, impacts, risks and opportunities related to biodiversity. This is being implemented in the EU through the Corporate Sustainability Reporting Directive (CSRD).ix Countries such as Mexicox and Indiaxi have introduced plans to strengthen nature-related reporting expectations for businesses.
- **Financial institutions:** Investor expectations are increasingly expressed through lending and investment due diligence, portfolio risk screening, stewardship and engagement, sustainability-linked finance, and requests for TNFD-aligned disclosures. In 2026, 100% of investors surveyed by TNFD expressed concern about the effects of nature loss on financial markets and 59% ranked nature among their organisation's three most important sustainability topics[xii]. These mechanisms are increasing pressure on companies to integrate nature into governance, strategy, risk management and capital allocation decisions.
- **Standard-setters:** Growing demand for useful data for decision-making is helping to shape the future of sustainability reporting. The International Sustainability Standards Board (ISSB) is releasing a nature-related Practice Statement for public consultation in October 2026, providing guidance on how companies can identify and disclose material nature-related risks and opportunities under IFRS S1[xiii]. The development reflects a broader shift in the market from establishing *whether* nature should be disclosed to improving *how* companies generate reliable, comparable and decision-useful nature-related information. The guidance is expected to draw on existing market practice, including TNFD, and further reinforces expectations that companies understand, assess and communicate nature-related issues as part of core business reporting.

The signal from investors, regulators and standard-setters is consistent. To respond, companies need a structured way to identify where nature matters, prioritize material risks and opportunities, act on the findings, and disclose relevant information. TNFD provides the framework; its *LEAP (Locate, Evaluate, Assess and Prepare)* approach provides a practical assessment method.

> *“Our expectation is to track the evolution of how companies understand and manage their relationship with nature. This involves less the adoption of a specific metric, target, or framework and more the advancement of transparency regarding impacts, dependencies, and management strategies related to issues such as water resources, land use, and biodiversity. Given the diversity of sectoral and regional contexts, the evolution of this agenda is likely to unfold differently across companies and value chains. This process can enhance the ability of companies and financial institutions to identify opportunities, develop solutions, and strengthen long-term economic resilience.*
>
> Fabio Luiz Guido - Head of Sustainability at Itaú

TNFD: A framework for business action on nature risks

The *TNFD* is a **market-led, science-based framework** that helps organizations identify, assess, manage and disclose nature-related dependencies, impacts, risks and opportunities (DIROs). It aligns with initiatives and standards including the Task Force on Climate-related Financial Disclosures (TCFD), Carbon Disclosure Project (CDP), European Financial Reporting Advisory Group (EFRAG), Global Reporting Initiative (GRI), International Sustainability Standards Board (ISSB), International Organization for Standardization (ISO) and Science Based Targets Network (SBTN).

Why companies are adopting the TNFD framework

More than *1,000 organizations across 56 countries and areas* have published TNFD-aligned reports. Companies are using it to:

- → **Understand and manage** material nature-related dependencies, impacts, risks and opportunities;
- → Strengthen **resilience** across operations and value chains;
- → Respond to evolving **regulatory, investor and market expectations;**
- → Support more **informed strategic decision-making.**

TNFD recommended disclosures

Governance

Disclose the organisation's governance of nature-related dependencies,impact, risks and opportunities.

Recommended disclosures

A. Describe the board's oversight of nature-related dependencies, impact, risks and opportunities.

B. Describe management's role in assessing and managing nature-related dependencies, impacts, risks and opportunities.

C. Describe the organization's human rights policies and engagement activities, and oversight by the board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organization's assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.

Strategy

Disclose the effects of nature-related dependencies, impacts, risks and opportunities on the organisation's business model, strategy and financial planning where such information is material.

Recommended disclosures

A. Describe the nature-related dependencies, impacts, risks and opportunities the organization has identified over the short, medium and long term.

B. Describe the effect nature-related dependencies, impacts, risks and opportunities have had on the organization's business model, value chain strategy and financial planning, as well as any transition plans or analysis in place.

C. Describe the resilience of the organization's strategy to nature-related risks and opportunities, taking into consideration different scenarios.

D. Disclose the locations of assets and/or activities in the organization's direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.

Risk & impact management

Disclose the process used by the organisation to identify, assess, prioritise and monitor nature-related dependencies, impact, risk and opportunities.

Recommended disclosures

A(i) Describe the organization's processes for identifying, assessing and prioritizing nature-related dependencies, impacts, risks and opportunities in its direct operations.

A(ii) Describe the organization's processes for identifying, assessing and prioritizing nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chain(s).

B. Describe the organization's processes for managing nature-related dependencies, impact, risks and opportunities.

C. Describe how processes for identifying, assessing, prioritizing and monitoring nature-related risks are integrated into and inform the organization's overall risk management processes.

Metrics & targets

Disclose the metric and targets used to assess and manage material nature-related dependencies, impacts, risks and opportunities.

Recommended disclosures

A. Disclose the metrics used by the organization to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process.

B. Disclose the metric used by the organization to assess and manage dependencies and impacts on nature.

C. Describe the targets and goals used by the organization to manage nature-related dependencies, impacts, risks and opportunities and its performance against these.

Figure 1: 14 TNFD-recommended disclosures to help companies integrate nature into governance, strategy, risk management and decision-making processes. Source: *Taskforce on Nature-related Financial Disclosures*

> *TNFD gives companies a way to see what was previously hidden:* ***how nature underpins their resilience,*** *where risks are building, and where action can create value. When applied in practice, it can help companies prioritize agricultural and water-related hotspots, connect biodiversity with climate resilience, or understand nature-related risks across a financial portfolio. In each case, TNFD helps turn nature data into* ***decision-useful business information.***

Alan Gómez, TNFD Market Engagement Lead, Latin America & the Caribbean



LEAP: A practical approach to get started

The *LEAP approach* helps organizations apply TNFD guidance in practice. It has four phases:

- → **Locate** where the organization interfaces with nature across geographies, sectors and value chains.
- → **Evaluate** dependencies and impacts on nature.
- → **Assess** nature-related risks and opportunities and their materiality to the business.
- → **Prepare** to respond, including through strategy, targets and disclosure.

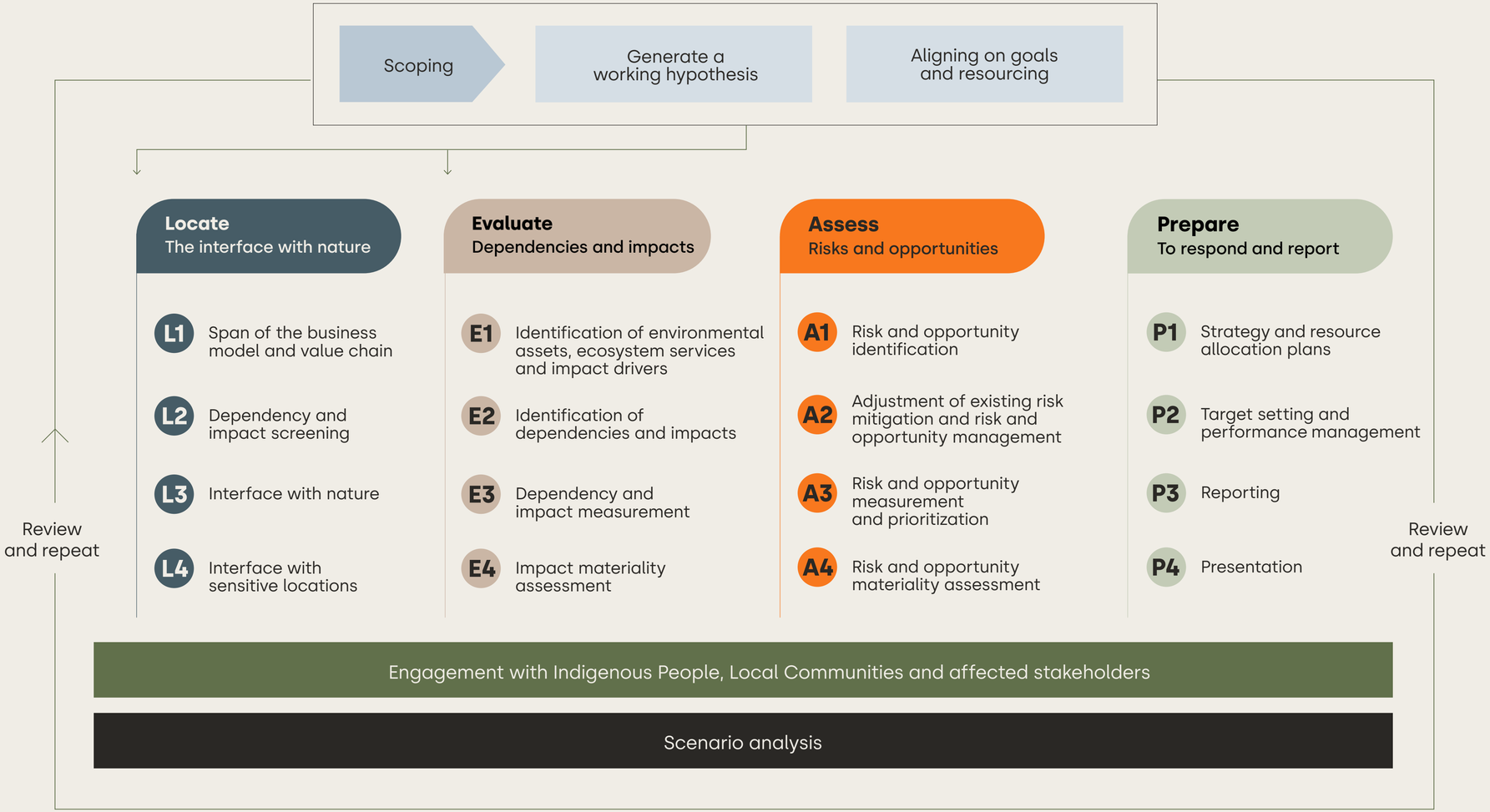


Figure 2: The LEAP approach to assess and manage nature-related issues through an iteration process. Source: *Taskforce on Nature-related Financial Disclosures*

Company Spotlight: Caixa

Caixa applied the LEAP approach across its commercial corporate portfolio to identify where nature-related risks are most concentrated. By combining sector dependency and impact screening with **biome sensitivity and internal risk data,** the bank prioritized sectors, biomes and clients for future monitoring, engagement and disclosure.

Read the full case study here

From awareness to action: *Five lessons from applying LEAP*



The missing piece: From awareness to action

With frameworks and guidance increasingly available, practical examples of how companies have applied them would be the most helpful in accelerating **implementation**. This would allow a broader community to understand the steps, implement pilots and execute according to their own contexts.

The **Nature Reporting Preparer Forum** – a capacity-building program run by WBCSD – closes this implementation gap by assisting companies as they move from understanding the TNFD framework and LEAP conceptually, to applying them in a focused, practical and business-relevant way.

Across four business cohorts in Latin America and Southeast Asia, the Forum engaged **153 organizations and approximately 235 participants.** Though workshops, technical guidance, and peer learning, participants strengthened their ability to assess, manage and disclose nature-related issues.

The Nature Reporting Preparer Forum in numbers

97%

of respondents feel confident in **navigating reporting frameworks** and aligning with that of the TNFD.

79%

of respondents plan to **align future corporate reporting** with the TNFD framework.*

100%

of respondents expressed interest in continuing their learning journey through a **follow-up program.**

* Excludes organizations that have already adopted the TNFD framework.

Methodological note: Findings are based on self-reported responses from the post-program participant survey (Representing 35% of program participants).

Learning by doing: 5 lessons that help companies apply LEAP

Whether your company is starting its nature journey or strengthening an existing assessment, these five lessons can help you take a **focused first step**, **avoid common pitfalls, build confidence and accelerate action.** The lessons address common implementation barriers by providing practical solutions identified through the Nature Reporting Preparer Forum. They draw on workshop discussions, participant reflections, practical exercises, case studies and observations from implementation partners. Although the Forum covered two regions, the barriers participants described were consistent between them. These lessons therefore reflect shared implementation experiences and are applicable to companies in any market.

Barriers raised by companies	Relevant lesson	How the lessons answer the question
Do we have enough data to begin?	**Lesson 1:** Start with what you already have	Don't wait for perfect data to act. Make assumptions explicit and improve your assessment as data, tools and internal capabilities evolve.
How do we make nature relevant to the business?	**Lesson 2:** Make nature tangible	Connect nature to specific parts of your business. Mapping where your operations and value chains interact with ecosystems establishes where deeper assessment is needed.
How can we make progress with limited time and resources?	**Lesson 3:** Focus on where it matters most	Prioritize what you will assess. Not all locations, value chain activities, and nature-related issues require the same level of analysis.
How do we build ownership beyond the sustainability team?	**Lesson 4:** Engage colleagues beyond sustainability	Involve the functions best placed to validate findings, manage risks, and act on opportunities. Progress accelerates when you bring finance, risk, procurement, operations, and leadership into the process.
How do we turn assessment findings into business action?	**Lesson 5:** Use LEAP to inform business decisions	Go beyond risk assessment and disclosure. When you use the LEAP results, you make better business decisions.

Table 1: Practical solutions identified through the Nature Reporting Preparer Forum to address common LEAP implementation barriers

5 Lessons:

Lesson 1. Start with what you already have

Lesson 2. Make nature tangible

Lesson 3. Focus on where it matters most

Lesson 4. Engage colleagues beyond sustainability

Lesson 5. Use LEAP to inform business decisions



Lesson 1.

Start with what you already have

Don't wait for perfect data to act. Make assumptions explicit and improve your assessment as data, tools and internal capabilities evolve.



As LEAP is **iterative**, organizations can revisit their assessments as new data or methods become available and internal capabilities mature. You can begin with **information that is already available, test assumptions, identify data gaps and refine the analysis over time.**

Rather than starting from nothing, there is value in building on existing work, in particular:

- → Climate and TCFD risk assessments;
- → Double materiality assessments;
- → Enterprise risk management;
- → Supply chain due diligence;
- → Environmental impact assessments;
- → CSRD implementation efforts and disclosure planning.

Starting early matters

As ecosystems continue to degrade and physical risks intensify, delaying action carries risks of its own. Those businesses best positioned for the future will not be the ones with the most complete datasets, but those that start early, test assumptions, close priority data gaps, and learn to manage risks and strengthen resilience through iteration.

> *"I used to think that primary data would be necessary to do the assessment, but now I can see different sources that can help our organization get started.*

Company Spotlight: Segura

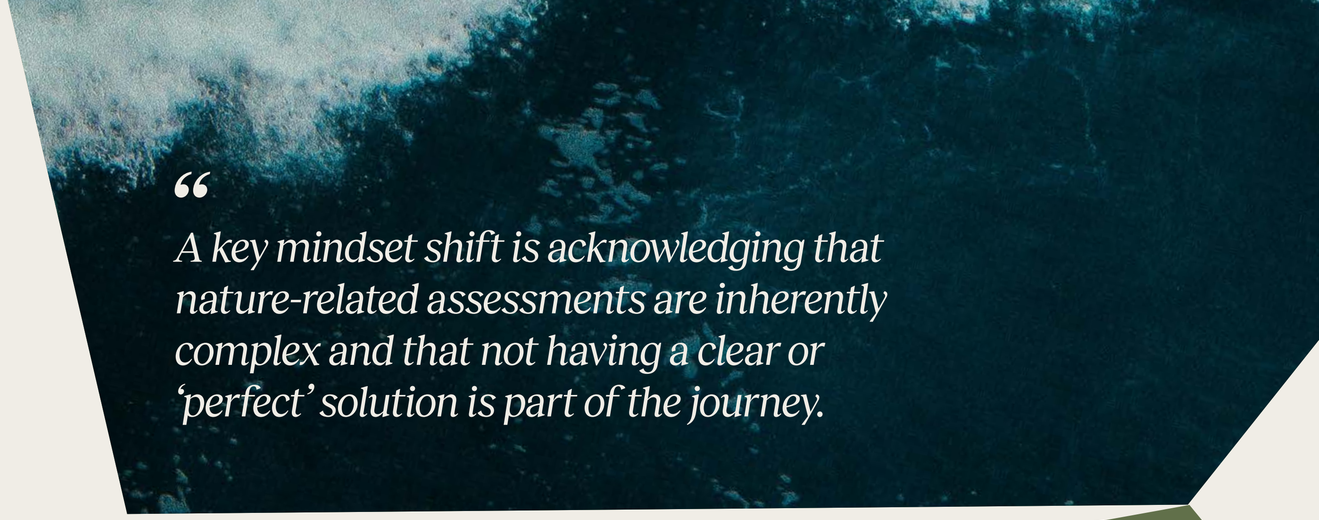
Rather than waiting for perfect data, *Segura* leveraged available procurement data and complemented it with biodiversity screening tools such as IBAT. By applying the LEAP approach, Segura identified priority supply-chain hotspots, enabling more targeted procurement decisions and a clearer understanding of where nature-related issues are most relevant across its value chain.

Read the full case study here

Lesson 2.

Make nature tangible

Connect nature to specific parts of your business. Mapping where your operations and value chain interact with ecosystems establishes where deeper assessment is needed.



> *“A key mindset shift is acknowledging that nature-related assessments are inherently complex and that not having a clear or ‘perfect’ solution is part of the journey.*

Nature can be difficult to assess as it can feel broad, complex and disconnected from everyday business decisions. Start by linking it to specific activities, locations and value chains.

Unlike climate, **nature is location-specific:** the same dependency or impact can create very different risks depending on the ecosystem, watershed or local pressures involved. **Water use,** for instance, **may be a manageable issue in one region but a major business risk in a water-scarce area.**

A helpful approach is to make it specific.

1. Understand **how the business depends on and impacts nature through its activities, products, services and value chain.**
2. Once you have identified potential dependencies and impacts, the next step is to identify **where** these occur.

A **high-level screening** can make nature tangible by showing where your company depends on ecosystem services and where your operations, assets and value chains may impact nature. The following tools can help you build an initial picture of dependencies, impacts, risks and opportunities (DIROs) across locations and value chain activities.

Sector and commodity screening	**Location-specific risk screening**
Use *ENCORE* to screen for potential impacts and impacts and dependencies at a sector level[xiv].	Use the *WWF Risk Filter Suite* to screen for locations with biodiversity and water risks.
For impacts, use the *SBTN Materiality Screening Tool*. For impacts, use the SBTN Materiality Screening Tool. For commodities (cacao, wood, palm, etc.), use the *SBTN High-Impact Commodity List.*	Use the *Integrated Biodiversity Assessment Tool (IBAT)* to flag proximity to protected areas/key biodiversity areas/protected species (for a variable fee).
Regional tools and datasets: *MapBiomas*, *WWF Filtro de Riesgo de Agua – Colombia*	
For further tool guidance, explore the *Nature Tool Compass*.	

Table 2: Tools for a high-level sector, commodity and location-based screening to make nature tangible

Lesson 2.

Make nature tangible

The examples on the right illustrate two complementary starting points for nature assessment: ENCORE for sector-level screening and IBAT for location-specific biodiversity risk.

By doing so, companies often realize that their most significant dependencies and impacts are located across **upstream and downstream value chains.** Looking beyond company boundaries often reveals important interactions with nature that they may otherwise overlook. It also provides a more complete picture of business exposure.

These insights offer a starting point for internal discussions and help translate nature into business language. Rather than asking broad questions about biodiversity, you can begin exploring issues such as **water security, supply chain resilience, resource availability and operational continuity in priority locations.**

ENCORE helps organizations understand which ecosystem services their business activities, depend on, and the pressures on nature that they may contribute to. This helps translate nature into specific business relationships, such as dependence on water availability, pollination, flood regulation or soil quality. ENCORE provides *materiality ratings* for these dependencies and pressures, supporting organizations in their initial prioritization of which sectors, pressures or ecosystem services warrant further assessment. ENCORE also provides materiality ratings for key supply chains, two tiers upstream and downstream, to the economic activity of interest.

Nature assessments are inherently location-based. *IBAT* data provides spatial context by identifying overlaps between locations and biodiversity-sensitive areas and species.

Insights can inform organizations on biodiversity risk management, particularly for those with significant interactions with sensitive natural areas.

Company Spotlight: Grupo Restaurantero Gigante

Grupo Restaurantero Gigante (GRG) combined asset geolocation with biodiversity and water-risk screening tools to understand how nature-related dependencies and risks affect its operations. By mapping restaurant locations against environmental datasets, the company identified key areas of exposure to water stress and biodiversity-sensitive ecosystems, producing evidence that informed Board discussions and helped build internal support for adopting the TNFD framework.

Read the full case study here



Lesson 3.

Focus on where it matters most

Prioritize what you will assess. Not all locations, value chain activities and nature-related issues require the same level of analysis.

You do not need to assess every site, supplier or product at the same level of detail. Instead, use screening as a filter: scan the business broadly, identify priority locations and value chain activities, then deepen the analysis where nature-related issues could influence operations, value chains and decisions.

Prioritization happens step by step as outlined in the *new version of the LEAP guidance*. The first is to use screening tools and existing business information to identify priority locations and value chain activities (Scoping and Locate phases). Then look at which dependencies and impacts are the most relevant (Evaluate phase) and how these could create risks or opportunities for the business (Assess phase). This helps you focus time and resources on the issues that matter most, instead of trying to assess everything at once.

> *"We are focusing our first TNFD analysis on direct operations, particularly mining and metallurgy, where our greatest nature impacts and dependencies are. The objective is to first master the framework in these priority areas and then replicate it across other operations and activities.*

WWF RISK FILTER SUITE

The *WWF Risk Filter Suite* helps companies move to practical prioritization. Its outputs, including spreadsheets, risk scores, graphs and maps, can be used to screen water and biodiversity risk hotspots across operations and supply chains, compare sites and focus attention on the locations and issues where exposure is more material. Its qualitative risk values are decision-useful for identifying where deeper analysis, stronger local data or financial assessment may be needed.[vi]

Company Spotlight: Coca-Cola FEMSA

Coca-Cola FEMSA conducted a value chain assessment using a high-level screening approach to identify its most material impacts, dependencies, risks and opportunities. It then deepened the analysis in priority areas, focusing on agricultural hotspots in its upstream value chain, water-related issues in its direct operations, and packaging in the downstream value chain. This phased approach has enabled the company to allocate resources efficiently while gaining more granular insights into its most material nature-related issue.

Read the full case study here

Lesson 3.

Focus on where it matters most

Not every issue needs financial quantification.

In many cases, qualitative information, risk scores, maps, operational data and expert judgement are enough to identify priorities and support early decisions. You can then focus quantitative or monetary evaluation on the most material dependencies, impacts, risks and opportunities, where greater precision will help you decide what to do next.

Screening creates a funnel: start broad, prioritize material hotspots using qualitative information, then deepen by adding quantitative or monetary analysis where it will improve a decision. By progressively narrowing the scope and increasing the level of detail on those issues that are the most material, you can allocate resources more effectively and generate actionable insights for the business.

CDP

While companies identified more than **1,200 substantive forest-related risks** through CDP disclosure, fewer than half (49%) were accompanied by a quantified financial effect. Nevertheless, companies are already using qualitative assessments, risk screening approaches and proxy indicators to inform decision-making. Financial quantification can provide valuable insights, particularly for the most material risks and opportunities; but a credible assessment does not depend on quantifying every risk from the outset. A pragmatic approach is to first identify and prioritize material risks and opportunities, and then progressively strengthen financial analysis and quantification over time.

There are different ways of evaluating impact and dependencies.

Note: Not everything needs to be monetized, but some decisions need monetary insights.

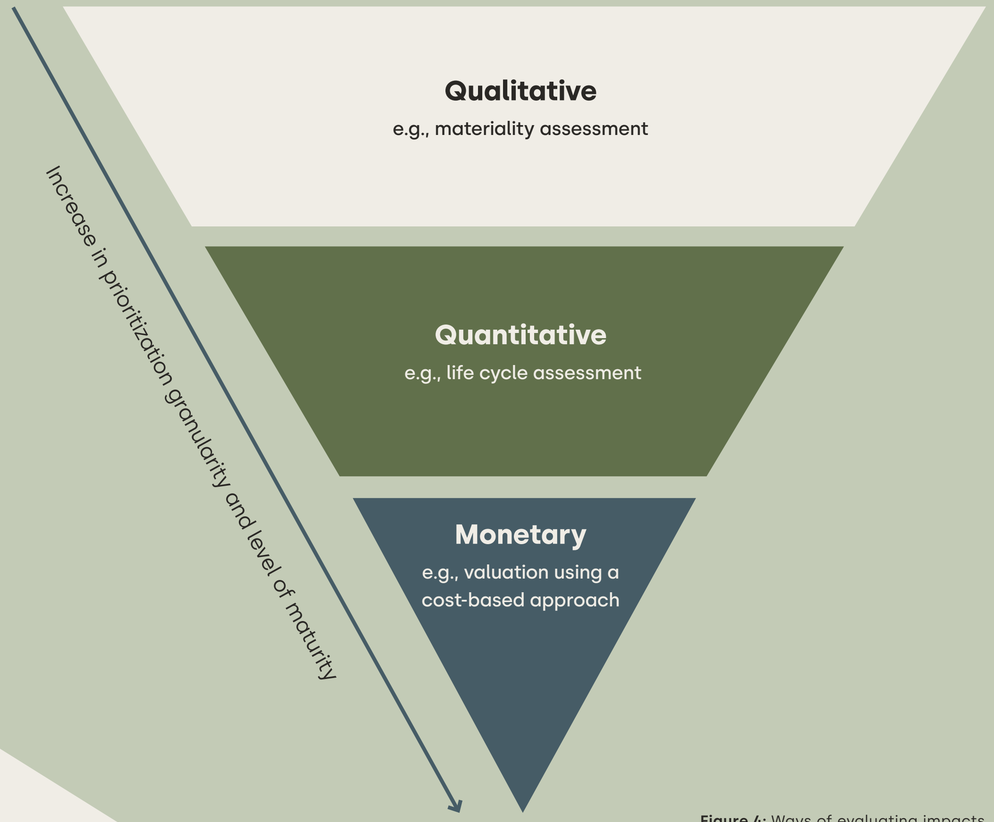


Figure 4: Ways of evaluating impacts and dependencies



Company Spotlight: Natura

Natura used a biodiversity footprinting and integrated profit and loss analysis (IP&L) to identify where nature-related impacts, dependencies, risks and opportunities are the most material across its operations and value chain. By translating biodiversity impacts into comparable metrics and complementing them with monetary valuation, Natura was able to focus action where it matters most for procurement, risk management, transition planning and regenerative business priorities.

Read the full case study here

Lesson 4.

Engage colleagues beyond sustainability



Involve the functions best placed to validate findings, manage risks, and act on opportunities. Progress accelerates when you bring finance, risk, procurement, operations and leadership into the process.

For companies looking to strengthen these internal conversations, WBCSD has developed the *Business-Pitch Briefing Tool: Making the Case for Decision-Makers.* This standalone executive briefing, provided as a PowerPoint deck alongside this report, helps sustainability teams make a concise, business-led case for action on nature. Teams can tailor the slides to their company's priorities and use them with senior decision-makers to secure a clear mandate, executive ownership and proportionate resources for a focused first nature-related assessment.

Nature work may start in sustainability teams, but it gains traction when finance, risk, procurement, operations and leadership engage early. Once you have identified material risks and opportunities, responsibility can move to the teams best placed to act. Different teams contribute with different **perspectives, expertise and access to data,** helping integrate nature into operational decisions, investment planning, risk management and long-term strategy.

> *"We initially conducted the risk assessment within the sustainability team, but later involved procurement, supply chain and finance through workshops to achieve a more comprehensive evaluation.*

Cross-functional engagement is more likely to succeed when nature is connected to business priorities that teams are already working on, such as:

- → Business continuity;
- → Cost exposure;
- → Supply chain resilience;
- → Regulatory preparedness;
- → Investor expectations and;
- → Long-term value creation.

These connections can help you build a compelling **business case** for nature to **unlock cross-functional action and secure leadership support.** If senior leaders understand how nature relates to business continuity, costs, supply chains, regulation and long-term value, it becomes easier to allocate resources and engage the right functions. Cross-functional ownership can move nature from being a sustainability topic to a business priority.

Lesson 4.

Engage colleagues beyond sustainability



Company Spotlight: Motiva

Through strong cross-functional collaboration and early C-suite engagement, *Motiva* connected nature-related DIROs with core financial and operational metrics, including capital expenditure, operational expenditure, net present value and operational continuity. The company integrated nature indicators into risk appetite, budgeting and financial decision-making processes, helping embed nature-related considerations into governance, resilience planning and sustainable finance discussions.

Read the full case study here



Lesson 5.

Use LEAP to inform business decisions

Go beyond risk assessment and disclosure.
Use LEAP results to inform better business decisions.

The value of a nature-related assessment lies in what the business does with the findings. Once you have identified priority dependencies, impacts, risks and opportunities, the next questions are:

"What nature-related risks does the business face?"

"Which decisions should change in response?"

You should use these results to guide action and strategy, operations, risk management and investment planning.

The company actions in Table 3 illustrate how they are using nature-related assessments to support practical business decisions.

SBTN helps companies translate nature assessments into practical targets, actions and accountability mechanisms. A recurring lesson is to identify what matters and act on them. Target-setting frameworks can help you define an appropriate response and track progress over time.

Table 3: Examples of company actions according to business decision areas

Business decision areas	Company spotlight
Assess nature risks across supply chains	*Olam Agri* mapped nature-related dependencies and impacts across key agricultural supply chains to identify priority risks, strengthen risk management, and improve preparedness for emerging regulations such as EU Deforestation Regulation (EUDR). Read full case study *here*
Strengthen risk management and operational resilience	*SCG* integrated nature-related risks into enterprise risk management and linked its assessment with climate adaptation and water resilience planning. Read full case study *here*
Shape business strategy and investment priorities	*Yinson* leveraged insights from the LEAP assessment to shape its three-pronged nature strategy: responsible stewardship, rehabilitation and remediation of biodiversity, and investment in nature. Read full case study *here*
Integrate climate and nature management	*Axia* combined climate and nature into a single management approach covering governance, risk assessment, investment, operations and commercial decisions. Read full case study *here*

Lesson 5.

Use LEAP to inform business decisions



“Governments cannot meet global biodiversity goals on their own, and businesses cannot scale up action on nature without clear policy direction. Closer cooperation between them is the answer. One practical way to achieve this is a national business and biodiversity action plan. Government and business create these plans together, and each plan builds on the country’s national biodiversity strategy. We are helping countries across the region develop their plans alongside leading, ambitious businesses, so they become partners in delivering nature goals.

Pallavi Kalita, Asia Lead for Business for Nature (hosted by Conservation International APAC)

Connect business action to wider biodiversity goals

In addition, the assessment results can shape credible company commitments, targets and disclosures that contribute to the implementation of Global Biodiversity Framework Target 15 and national biodiversity strategies and action plans (NBSAPs).

In this way, TNFD’s LEAP provides a **bridge between company-level action and wider national and global biodiversity goals.** It can help inform dialogue on national priorities, implementation, and monitoring when governments establish clear channels for business participation. For example:

- **Malaysia:** The Malaysia Platform for Business and Biodiversity established a Business Advisory Group to engage with government on NBSAP implementation and policy.[xvi] This collaboration led to the development of the Blueprint for Accelerating Biodiversity Action for Businesses to help companies embed biodiversity conservation into core operations.[xvii]
- **Indonesia:** Indonesia Business Council for Sustainable Development (IBCSD) in collaboration with Business for Nature have launched the Indonesia Business Action Plan for Biodiversity 2026–2028, informed the private sectors and the government. IBCSD is now working on an implementation toolkit, in consultation with businesses and government, to operationalize this action plan.[xviii]
- **Chile:** Acción Empresas works with Business for Nature to strengthen private sector action for nature and support a constructive dialogue with government through the Plan de Acción Empresarial en Biodiversidad (Corporate Biodiversity Action Plan).[xix]
- **Colombia:** Business for Nature works with the National Business Association of Colombia (ANDI) to integrate business perspectives into the NBSAP update through a dedicated Business Advisory Group[xx] engages regularly with government to help create conditions for the private sector to act on the Global Biodiversity Framework.

These examples show that TNFD guidance and LEAP are most powerful when they help companies move from understanding nature-related issues to acting on them. The greatest value comes when nature-related information informs business decisions while also helping companies demonstrate how their actions contribute to wider national and global biodiversity goals.

What you can do next

What you can do next

The five lessons point to a practical pathway:

Start with available information, identify where nature matters, prioritize material issues, involve the functions that can act and use the findings in decisions.

The maturity-based checklist below helps you choose a focused next step based on your company's current level of maturity.

There is no single pathway for implementing TNFD guidance: companies begin with different exposures, data, capabilities and resources. The practical imperative is to start, learn and improve. By combining focused assessment with cross-functional ownership, you can turn nature-related information into stronger decisions, more credible disclosure and more resilient business models.

Where you are	What to focus on next	Practical actions checklist
Getting started	Build awareness	→ Complete introductory training → Use case studies to start internal conversations → Bring in finance, risk, procurement, operations, strategy and leadership
	Identify where nature matters most to your business	→ Use available data and screening tools to map priority locations, operations and value chains → Document assumptions and data gaps → Avoid trying to assess everything at once
Going deeper	Focus effort where nature-related dependencies, impacts, risks and opportunities are most relevant.	→ Use screening as a funnel to assess and manage material DIROs → Decide where qualitative assessment is enough and where deeper quantitative or financial analysis is needed → Connect nature to business continuity, supply chains, costs, regulation and resilience
Advancing	Integrate nature into decisions	→ Translate assessment results into decisions on sourcing, investment, resilience, transition planning, targets and disclosure → Track progress and improve the assessment over time
	Build confidence through practice and peer exchange	→ Learn from other companies, compare approaches, share challenges, refine methods → Scale what works across business units, geographies and value chains

Table 4: Nature action maturity-based checklist

What you can do next

These resources provide practical guidance for the next step in your nature journey, whether your organization is getting started, deepening its assessment, or advancing towards target-setting and implementation.

Getting started

- → *Business, finance and the resilience of nature* (6 min video from TNFD)
- → *Introductory business briefing on nature* (WBCSD/Sustain)
- → *Sector overviews for 16 high impact sectors* → (Business for Nature, WEF and WBCSD)

Going deeper

- → *Getting started with TNFD*
- → *Nature Action Portal - Metrics & Actions | WBCSD*
- → *Roadmaps to Nature Positive: Foundations for all businesses* (WBCSD)
- → *12 case studies + 3 sector insights* (WBCSD/Sustain)
- → *Nature strategy handbook* (Business for Nature)

Advancing

- → *Getting started with SBTs for nature* (SBTN)
- → *Embed Nature program* (WBCSD/A-Track)

Figure 5. Resources to support the next step in a company's nature action journey, based on its level of maturity

Endnotes

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cebds

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About WBCSD

The World Business Council for Sustainable Development (WBCSD) is the leading global community of forward-looking businesses working together to make sustainable business the benchmark for long-term value creation, resilience and competitiveness. Founded in 1995, WBCSD is a CEO-led, member-driven organization that equips companies to navigate complexity, accelerate business transformation, and drive impact at scale.

Guided by its Vision 2050 - a world in which more than 9 billion people live well, within planetary boundaries - WBCSD is the platform where the world's leading companies come together to take on the sustainability challenges no one can solve alone. Through collaborative action, practical insight and engagement across value chains, industries and geographies, WBCSD helps businesses scale solutions, embed sustainability in every decision, and realize the value; turning sustainability challenges into opportunities for innovation, growth and competitive advantage. With offices in Geneva, New York, Chicago, Amsterdam, London, Singapore and Wuhan, WBCSD and its members are advancing the systems transformations needed for a net-zero, nature-positive and more inclusive future.

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About the Nature Reporting Preparer Forum

The Nature Reporting Preparer Forum was a capacity-building program run by the World Business Council for Sustainable Development (WBCSD) that helped companies move from understanding nature-related assessment and disclosure to applying the TNFD framework and LEAP approach in practice. The program brought together 153 organizations and 235 participants across four business cohorts in Latin America and Southeast Asia.

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