

The **Biodiversity** Shift

An inspiration guide for
nature-positive businesses



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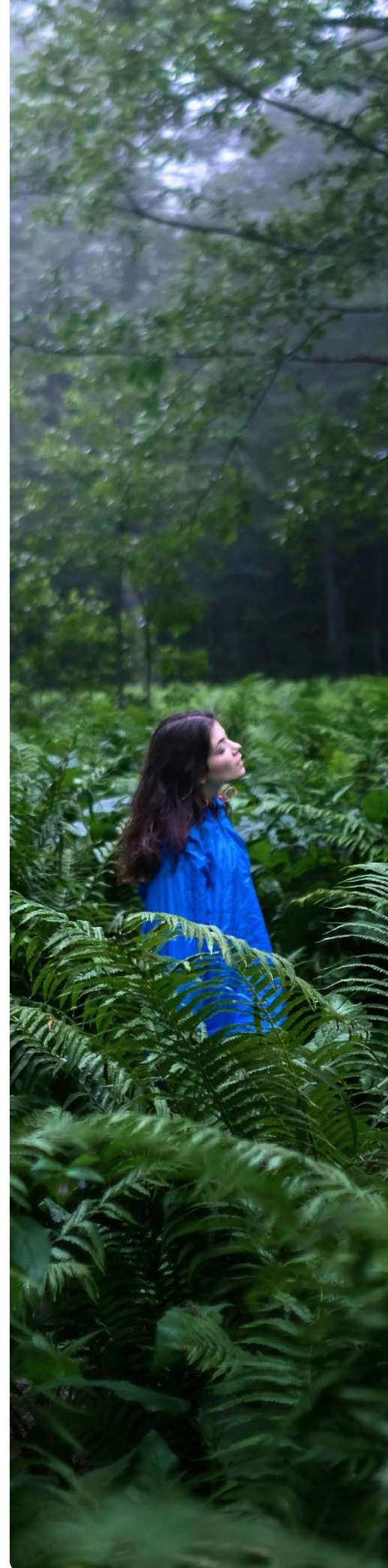
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Before we begin.



Dear Reader,

As we face unprecedented environmental challenges, businesses have a critical role in reversing nature loss and restoring biodiversity. The need for action is urgent and clear. More than half of the global GDP is moderately or highly dependent on nature, and yet, our natural systems are under immense pressure.

Businesses must step up, not only for the sake of compliance but for their long-term viability and the health of our planet. The companies featured in this inspiration guide exemplify how embedding nature into business strategies can create resilience and foster innovation. By integrating their impacts and dependencies on nature into their business models, companies can drive systemic change towards a nature-positive economy for all by 2030.

I hope this guide will inspire and guide you to take meaningful action to address nature loss—proportional to your impact, influence and capacity. It will help you align your business with the future we all depend on.

With urgency and optimism,

EVA ZABEY
CEO of Business for Nature



Dear Reader,

Two years ago, at the onset of our programme, biodiversity crises were largely overshadowed by climate issues. Businesses had little understanding of how to address it, often resorting to isolated efforts like setting up beehives—well-meaning but lacking broader strategy. When we launched our first community of practice on biodiversity, the Biodiversity Action Lab, the interest exceeded our expectations. Companies were eager to contribute genuinely to biodiversity protection and restoration.

In the past two years, significant changes have occurred. Frameworks like the Science Based Targets Network (SBTN) and the Taskforce on Nature-related Financial Disclosures (TNFD) have helped companies refine their strategies. The evolving regulatory landscape, including the Corporate Sustainability Reporting Directive (CSRD), further drives biodiversity as an integral part of many sustainability strategies.

Participants in the Biodiversity Action Lab have learned a great deal from each other and are now better equipped to integrate biodiversity into their business operations. This guide captures their experiences and offers a wealth of inspiration for companies beginning their biodiversity journey.

However, we still have a long way to go. We'd love for more companies, regardless of size, sector or maturity level, to join us. That is why we are launching The Biodiversity Shift, to further inspire about the importance and feasibility of acting for biodiversity. Together, we can make significant progress in stopping and reversing biodiversity loss.

Happy reading,

BART CORIJN
Change Facilitator
at The Shift

TITUS GHYSELINCK
Project manager Food &
Agriculture at WWF-Belgium

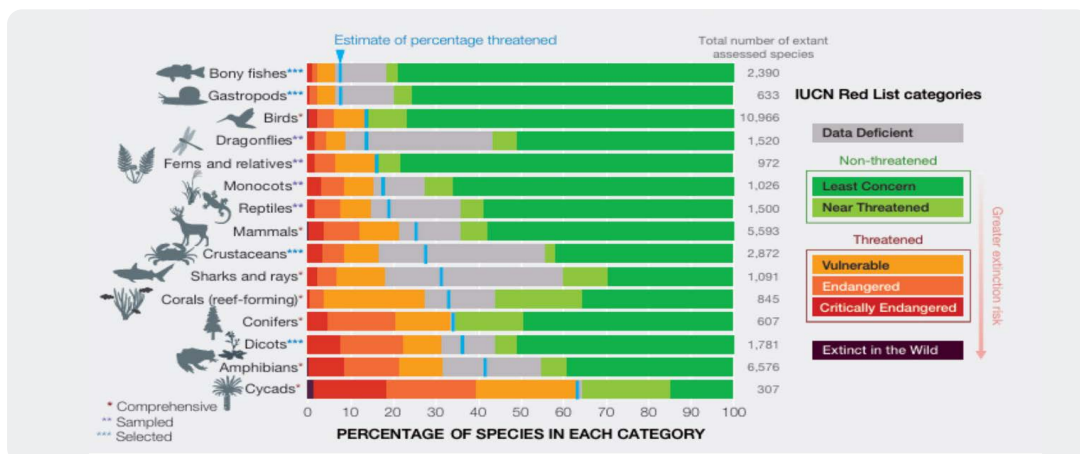
Nature.

It's everyone's business.



The fact that you are starting to read this chapter suggests that you are already convinced – at least to some extent – that **businesses have a role in preserving and restoring nature.**

We gladly assume that you too are startled by the notion that around one million species may be facing extinction^{1,2}, with **major consequences for the global economy** (Image 1). Perhaps you already know that besides climate change, unsustainable use of land and sea, over-exploitation of natural resources, pollution and invasive alien species play the biggest roles in biodiversity loss. And that together, they have drastically changed around 75% of the earth's land surface and 40% of its marine environment².



Current global extinction risk in different species groups.

IMAGE 1: IBPES 2019 P26

We can almost hear you think: "A stunning amount, if you know that healthy ecosystems deliver crucial services: clean water for core activities, fertile soils and pollination for a profitable harvest, a buffer against flooding, and resources for pharma and biotech activities". More than half of the global GDP (or over EUR 44 trillion)³ depends directly on nature. In other words: **Nature works for us, so we need to work better together** for the crucial sake of its preservation and enhancement.

(1) Between 1970 and 2018, population sizes of mammals, birds, amphibians, reptiles and fish have decreased by 69% on average. WWF Living Planet Report (2022).

(2) IPBES (2019)

(3) Herweijer et al. (2020)



If we are right to believe that you no longer need convincing, then rest assured. This guide will not slap you around the head with reasons **why** the corporate sector needs to amp up its biodiversity game. At least not exclusively. Instead, light will be shed on **how** companies from various sizes and sectors are taking concrete steps to integrate nature and biodiversity into their business models. In [Chapter 4](#), seven participants to The Shift's *Biodiversity Action Lab* share their unique stories, from start to... well, wherever they are in their journey. Together, they demonstrate that a real shift is underway.

Do you want to become part of this emerging shift to a nature-positive economy? Are you eager to surround yourself with like-minded organisations and take a glimpse behind their sustainability scenes? Do you want to learn first-hand from experts about emerging tools and platforms and gain confidence to implement new insights within your very own organisational context? Then make sure to read all about how to join The Biodiversity Shift in [Chapter 5](#).

If, on the other hand, you can use a starter's dose of extra motivation before nature-proofing your business, not to worry. The quick-start and reading list in [Chapter 6](#) will provide you with a healthy dose of science-based essentials and eye-opening stories that illustrate the relevance and urgency of a nature-positive business strategy.

BOX 1**QUICK-START****Why biodiversity matters to your business**

[Why biodiversity matters to your organisation \(The Shift article\)](#)

[A Biodiversity Guide for Business \(WWF\)](#)

[Determine your impact and dependencies on nature \(The Shift article\)](#)

[The importance of biodiversity \(The Shift article\)](#)



BOX 2

How global regulations provide fertile grounds for cultivating a biodiversity strategy

Ever heard of the *Kunming-Montreal Global Biodiversity Framework* (GBF)? Adopted in 2022, this historic agreement aims to offer societies worldwide their best chance of **building resilience and thriving within nature's limits**, by 2050. It will reshape the economy and impact corporate operations globally, including yours⁴. (Image 2).

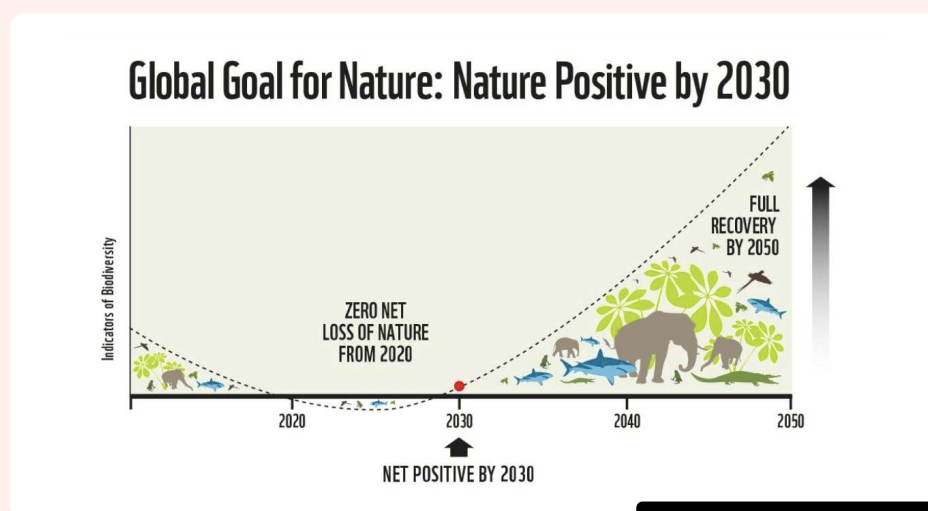


IMAGE 2: BUSINESS FOR NATURE

Meanwhile, the *European Union* has adopted a comprehensive and ambitious *Biodiversity Strategy for 2030* as part of the *EU Green Deal*. Its main goal is to protect and restore Europe's biodiversity by conserving natural habitats, reversing ecosystem degradation, and ensuring sustainable land and sea use to benefit people, the climate, and the planet.

Backing the *EU Green Deal*, the *EU Taxonomy* defines criteria for environmentally sustainable economic activities, pushing businesses to align their operations with biodiversity goals. The taxonomy encourages investment in biodiversity-friendly projects and helps direct financial flows towards nature-positive business activities, providing incentives for sustainable business models.

The *Corporate Sustainability Reporting Directive* (EU CSRD) has been introduced to enhance the rules concerning the social and environmental reporting requirements for companies. Set to promote transparency and accountability, the CSRD incentivizes businesses and financial institutions to understand and **address biodiversity impacts, risks, and opportunities**.

And the list goes on. The *Corporate Sustainability Due Diligence Directive* (CSDDD), the *EU Deforestation Regulation* (EUDR) and *Nature Restoration Law* further mandate businesses to take accountability for their environmental impacts and incentivize nature-positive actions in the corporate by integrating biodiversity protection and ecosystem restoration into regulatory frameworks.



Biodiversity Action Lab.

Where ideas sprout
and strategies bloom



As the unprecedented decline of our biodiversity weighs on the Belgian economy, biodiversity is gaining momentum in the business world. A growing number of businesses know that biodiversity matters, not only as a *nice-to-look-at*, but also for the economic stability, innovation potential and sustainability of their businesses.

Within the *Biodiversity Action Lab*, a community of practice set-up by *The Shift* and *WWF-Belgium*, twenty-two companies from various sectors gathered around the shared intention to develop a strong biodiversity strategy, accounting for their impact and dependency on it. The program finds its origins in the [global goal for nature](#) and the [Global Biodiversity Framework](#) (GBF), adopted by 196 countries at the UN Biodiversity Conference (COP15). Both set out an ambitious roadmap for a nature-positive world ([see Box 2](#)).

Over the past two years, participating companies examined available methodologies and tools, discussed and peer-reviewed each other's case studies and exchanged about how to turn strategy into meaningful action. Whether seeking support to get started, for piloting site-specific projects or to create buy-in within the company, the Action Lab offered a **safe space to exchange** about the main hurdles, unique or shared, and assess the various ways forward.

From [Alpro](#) and [Ethias](#) to [Proximus](#) and [Vandemoortele](#), participants to the *Biodiversity Action Lab* spanned **various sectors, sizes and levels of maturity** when it comes to acting for biodiversity.

22 COMPANIES



7 agri-food



4 construction and mining



4 finance



4 infrastructure



2 retail



1 service



BOX 3

Want to know more about the Biodiversity Action Lab?



[Biodiversity Action Lab: what insights do participants gain? \(The Shift article\)](#)

[Building a Nature Strategy: Insights from the Biodiversity Action Lab \(The Shift article\)](#)

7 biodiversity journeys unwrapped



1. Degroof Petercam

Jo Wuytack

2. Carmeuse

Brecht De Roo

3. Danone/Alpro

Juliane Greff

4. IBA

Thomas Canon

5. Jan De Nul

Pauline Herpels

6. Arvesta

Stephanie Deleul

7. Vandemoortele

Laura Iacobelli



SECTOR
Financial services

SIZE
> 1.500 employees

YEARLY TURNOVER
€ 579 million
(Assets Under Management: € 74,3 billion)



Jo Wuytack

As Group Sustainability Manager at Degroof Petercam, Jo is the 'influencer' of their sustainability story, coordinating sustainability efforts across the company. He works across private banking, asset management and services, and corporate finance in various countries. He gets a kick out of working with many passionate people daily and pushing the agenda forward to make a tangible impact.



How does your company impact biodiversity?

"For Degroof Petercam, the impact and interest in biodiversity are primarily, almost exclusively, in our 'scope three' activities - the investments we make for our clients. As wealth managers, we see it as essential to inform our clients and to consider biodiversity in our analyses and engagements, given its profound influence on the economy."



"For many businesses, terms like 'endangered species' or 'water consumption' can feel too conceptual or abstract to prioritise. This makes biodiversity an incredibly complex and sometimes polarising issue to address."

— JO WUYTACK



What actions were in place before the Action Lab series?

“Before the *Biodiversity Action Lab*, biodiversity was mostly discussed as an informal topic, and we were unsure how best to address it. We participate in the [Nature Action 100](#) initiative, where investors collectively push companies to tackle biodiversity issues. Our approach is two-fold: we aim to raise awareness among our clients about the risks and opportunities related to nature and biodiversity, while continuing to engage with the companies we invest in, encouraging them to take meaningful action.”

What challenges do you face when integrating biodiversity into your business model?

“The biggest challenge is data—finding reliable, accessible data and useful metrics. Biodiversity covers many areas, making it difficult to capture with just one or two parameters. For many businesses, terms like ‘endangered species’ or ‘water consumption’ can feel too conceptual or abstract to prioritise. This makes biodiversity an incredibly complex and sometimes polarising issue to address.”

Why did you take part in the Biodiversity Action Lab, and how did it support you in developing your nature strategy?

“We joined the program recognizing biodiversity’s importance but unsure how to begin. The Lab offered a clear overview of emerging frameworks and a space to learn from others facing similar challenges. The informal approach — sharing coffee and hearing how others work — proved to be an engaging way to deepen our understanding and take meaningful steps forward.”

“Connect with other industries and colleagues—people are genuinely willing to share their insights.”

— JO WUYTACK

What are your biodiversity plans for the future?

“Since participating in the Action Lab, our asset management company, DPAM, has committed to being an early adopter of the *Taskforce for Nature-related Financial Disclosures* (TNFD) ([see Box 4](#)). We plan to report in 2025 on how biodiversity affects our client assets. We’ve chosen a data provider specifically for biodiversity and are currently conducting analyses to gain insights. Based on the results, we’ll align our actions with the Kunming-Montreal framework ([see Box 1](#)). This commitment began at DPAM but will inspire and guide the broader group. It’s challenging, but the momentum is clearly underway.”

What are your recommendations for other companies who want to act on biodiversity?

“Start by analysing your current situation. In the financial sector, this means identifying data providers; for industrial sectors, it starts with lifecycle assessments. From there, take small, tangible steps forward. Most importantly, connect with other industries and colleagues—people are genuinely willing to share their insights. It’s not about secret strategies; biodiversity is a challenge for all of humanity, not just your business. Collaboration is key.”



SECTOR
Mining and
materials

SIZE
Approximately 5,300
employees worldwide

YEARLY TURNOVER
€ 2 billion



Brecht De Roo

Brecht leads the sustainability department for Carmeuse in Europe, Middle East and Asia, along with health and safety and public affairs. His focus is on decarbonisation, mainly through renewable energy and on their nature strategy. He thrives on sustainability projects that bring together economic, environmental, and social aspects.



How does your company impact biodiversity?

“We’re a family-owned business and ‘long term’ is inherent to our company’s operations. Once a new site is opened, we’ll typically be there for a hundred years. It’s a peculiar relationship. Not only do we depend on nature; through our activities, we impact the existing landscape. As our quarries transform during operations, other kinds of plant and animal life find their way to them. We make sure to respect and encourage their presence.”



“Not only do we depend on nature; through our activities, we impact the existing landscape.”

– BRECHT DE ROO



What actions were in place before the Action Lab series?

“Throughout a century of activities, our quarries become thriving environments for species like lizards, owls, and swallows. We have adopted dynamic quarrying principles to support local ecosystems, often driven by our dedicated employees. They’ve paused excavations to protect nesting owls, filled ponds to save frogs, and relocated rare species to preserve habitats. While these efforts are commendable, they are site-specific. We need to extend this passion to all locations. Once operations end, we transform the area into a biodiversity-rich habitat, focusing on lasting ecosystem enhancements.”

What challenges do you face when integrating biodiversity into your business model?

“Raising awareness is one of our biggest challenges. We’ve implemented some important initiatives, but it’s often seen as just ‘good practice.’ How can we showcase the value of our efforts across sites and replicate them? In some regions, there’s no legal requirement to preserve or enhance nature, leading to slow progress. We need to find ways to highlight the environmental, social, and economic benefits of our actions and ensure everyone is aligned with these goals.”

Why did you take part in the Biodiversity Action Lab, and how did it support you in developing your nature strategy?

“I joined the community of practice to find support in creating a comprehensive strategy, how to ensure that the current, local actions can be an inspiration for other sites across the globe to advance on nature. Listening to experts and peers from various industries gave us different angles, frameworks, and insights to develop and implement our nature strategy. It’s about learning from each other, assessing what works best and most effectively, and moving forward together.”

“We need to find ways to highlight the environmental, social, and economic benefits of our actions and ensure everyone is aligned with these goals.”

– BRECHT DE ROO

What are your biodiversity plans for the future?

“We’ve got some exciting projects in the pipeline, especially those where economic and environmental actions meet. We’ll continue ongoing projects like tree planting, the recreation of monarch butterfly habitats in the US, and pushing forward with regenerative agriculture to boost biodiversity on our land. These projects give me energy, because they show how we can integrate nature into our business in meaningful ways.”

What are your recommendations for other companies who want to act on biodiversity?

“While CO2 is a global issue, nature is highly local, and there’s no one-size-fits-all solution. Start locally, where it makes the most sense, and leverage your team’s skills to find the best approaches. Engage in dialogue with local stakeholders to co-create actions that support nature, aiming to align economic, environmental, and social benefits. This approach is a powerful way to educate and engage management on nature’s true value. After all, biodiversity is as urgent as climate change.”



SECTOR Food and beverage	SIZE > 96,000 employees globally Yearly	TURNOVER € 27.6 billion
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Juliane Greff

Juliane manages sustainability matters for Danone’s plant-based division, including the Alpro brand. She analyses and reduces the products’ environmental footprints aligned with the Danone Impact Journey. She’s always been passionate about environmental science, and it gives her energy knowing that her work on the environment has tangible impacts on the planet and health of people.



How does your company impact biodiversity?

“The food industry plays a vital role in tackling the climate crisis and protecting nature. Our ingredients—soy, oats, almonds—come from nature, giving us both responsibility and opportunity to protect the planet. We aim to transform the food sector by cutting our carbon footprint and adopting practices that restore biodiversity, soil, and water. While we work toward our 1.5-degree target, we know we must go beyond carbon and take a holistic approach, addressing biodiversity and other key environmental issues.”

“While we work toward our 1.5-degree target, we know we must go beyond carbon and take a holistic approach, addressing biodiversity and other key environmental issues.”

— JULIANE GREFF



What actions were in place before the Action Lab series?

“Protecting nature has always been part of our core. This heritage has shaped our brand with forward-thinking sourcing principles. For instance, our main ingredient, soy, is certified as non-GMO and zero-deforestation through [ProTerra Foundation](#). Our Mediterranean-sourced almonds come from mostly non-irrigated orchards with nature-positive, small-scale practices. We work with suppliers to protect bees, restore biodiversity, and improve soil health. Alpro’s shift to *Science Based Targets for Nature* (see Box 4) has taken our sustainability efforts to the next level, setting clear, measurable goals within planetary boundaries.”

What challenges do you face when integrating biodiversity into your business model?

“While reducing carbon emissions is a key priority for businesses, it’s crucial to take a broader view of our impacts on nature, including biodiversity and soil health. We needed to shift the focus from carbon alone to a more holistic understanding of ecological impact, both internally and externally. At Alpro, we see how business priorities and biodiversity protection are increasingly interconnected. By showing how nature-based actions can create long-term, resilient supply chains, we can bring our stakeholders along on this journey.”

Why did you take part in the Biodiversity Action Lab, and how did it support you in developing your nature strategy?

“The Action Lab provided a fantastic platform for giving biodiversity the attention it deserves. We value the collaborative approach, connecting with peers, sharing experiences, and receiving feedback. Through the Lab, we’ve gained a clearer understanding of the current biodiversity landscape, including the tools and legal frameworks that help companies meet these challenges. Although Alpro is quite advanced in biodiversity, it was incredibly helpful to see how other companies tackle similar issues. I especially enjoyed sharing our SBTN journey to inspire others—it’s all about learning together.”

“At Danone, we see how business priorities and biodiversity protection are increasingly interconnected.”

— JULIANE GREFF

What are your biodiversity plans for the future?

“Looking ahead, we’re focused on completing the SBTN pilot and sharing our learnings with the SBTi network and peers. Our goal is to help make this methodology a standard for all businesses. Meanwhile, we have already begun implementing an action plan to meet our SBTN targets, fully integrated into our regenerative agriculture programs. This requires close collaboration with suppliers and stakeholders to co-create solutions. I’m proud that SBTN is now embedded in Alpro’s strategy, and we’re committed to scaling these pilots across the entire business.”

What are your recommendations for other companies who want to act on biodiversity?

“You’ve likely already begun your sustainability journey, driven by your commitment to reduce impact, regulations, cost savings, or customer demands. It’s important to assess where you are, where you need to go, and to communicate every step, from the start. While transforming your biodiversity strategy can seem overwhelming, the key is to start somewhere without feeling the need to cover everything at once. A great first step is conducting a double materiality assessment, which highlights your strengths and identifies areas for improvement.”



SECTOR
Medical technology

SIZE
2.145 employees

YEARLY TURNOVER
€ 428,7 million



Thomas Canon

Thomas manages IBA's sustainability program across its environmental, societal, and governance dimensions. He's passionate about nature in all its forms and excited to tackle the challenge of integrating biodiversity into IBA's sustainability efforts. 'It's not about planting flower beds, but truly making it part of our overall strategy.'



How does your company impact biodiversity?

"While our direct operations may not heavily rely on or impact biodiversity, the upstream effects in our supply chain, such as sourcing materials like steel and copper, do have environmental consequences. Biodiversity also influences employee health and well-being, and we acknowledge the direct effects on and around our sites. This is in contrast to carbon emissions, where changes take decades to manifest."



"Too often, nature is still viewed as simply 'planting flowers and installing beehives,' which undermines its broader significance."

— THOMAS CANON



What actions were in place before the Action Lab series?

“We’re still early in our journey. *Ecovadis* has helped us screen our supply chain by asking key suppliers to report on sustainability, including biodiversity. While specific actions are still being developed, this screening is a crucial first step in assessing our value chain’s impact. Locally, we engage in regenerative agriculture projects with *Soil Capital* and work with *Natagora* to enhance biodiversity around our Louvain-La-Neuve facilities. However, we understand there’s much more to do.”

What challenges do you face when integrating biodiversity into your business model?

“The main challenges are elevating biodiversity on the agenda without it seeming anecdotal, and quantifying its impacts, due to the lack of standardized calculation methods. This makes it difficult to convey the true value of nature-positive actions, especially in boardroom discussions. Too often, nature is still viewed as simply ‘planting flowers and installing beehives,’ which undermines its broader significance.”

Why did you take part in the Biodiversity Action Lab, and how did it support you in developing your nature strategy?

“It is within our nature at IBA to engage in opportunities like the Action Lab, that allow us to advance and exchange ideas with other companies. Since the conversation about biodiversity is fairly new, we didn’t want to miss out. The Shift connected us with *Natagora*, which helped bring biodiversity to the forefront. Since the Action Lab, we’ve also joined [Reseau Nature Enterprise](#) and are actively working on structuring and shaping our biodiversity strategy.”

“We want to surround ourselves with partners who support nature-positive practices and potentially initiate discussions with our suppliers and clients to further these efforts.”

– THOMAS CANON

What are your biodiversity plans for the future?

“Moving forward, we plan to implement [Natagora’s five-point charter](#) across various sites, establishing a straightforward biodiversity policy for coordinated action, also beyond Belgium. We want to surround ourselves with partners who support nature-positive practices and potentially initiate discussions with our suppliers and clients to further these efforts.”

What are your recommendations for other companies who want to act on biodiversity?

“Prioritise the impacts of a nature-positive strategy without compromising on other critical sustainability issues. Start with simple, actionable steps, even if your direct impact seems small, and collaborate with partners who can support your efforts. Engage your supply chain and involve top management to ensure that biodiversity is taken seriously. In doing so, emphasise the win-win aspects, such as enhanced employee well-being and partnership opportunities.”

SECTOR

Maritime and civil engineering,
offshore renewable energy,
environmental services

SIZE

7,491 employees

YEARLY TURNOVER

€ 2,9 billion



Pauline Herpels

Pauline works in the marine environmental department, focusing on sustainability, biodiversity and ecosystems at Jan De Nul Group. She translates new legislation into actionable steps, develops nature-positive initiatives and creates strategies to minimise environmental impact. Energised by the challenge of integrating biodiversity across operations, she enjoys turning complex topics into practical actions and seeing how small efforts can lead to big impacts when combined.



How does your company impact biodiversity?

“Our activities span various sectors, including maritime and offshore services, civil and environmental projects, and project development. As a result, our impacts are diverse. For instance, as a global company with over 200 vessels, we affect biodiversity through the potential introduction of invasive species during navigation, which we mitigate by treating ballast water. We also perform environmental assessments for our projects to prioritise efforts and minimise impacts.”



“Monitoring efforts, including water quality sensors, cameras, and environmental DNA analysis, are essential in assessing our impact.”

– PAULINE HERPELS



What actions were in place before the Action Lab series?

“We implement nature-based solutions and mitigation measures, like the *Princess Elisabeth Energy Island*, where a nature-inspired design fosters biodiversity around the island, or the use of sound-reducing systems during offshore wind farm construction. Other initiatives, such as building wildlife crossings to counter habitat fragmentation or the *AquaForest* project in Ecuador, where dredged materials are repurposed to create mangrove habitats, promote the creation of biodiverse environments. Monitoring efforts, including water quality sensors, cameras, and environmental DNA analysis, are essential in assessing our impact.”

“What challenges do you face when integrating biodiversity into your business model?”

“Our diverse, globally dispersed operations make it challenging to implement a uniform, comprehensive nature strategy. Since we’re often only present at sites for a short time, long-term actions are limited, and as contractors, our control over nature-related project specifications is restricted. Also, translating biodiversity impacts into meaningful KPIs is complex, but we continue to make progress. Finally, engaging everyone—from departments to the board—requires a clear communication that demonstrates measurable progress. Raising awareness and educating our team on biodiversity remains an ongoing priority.”

Why did you take part in the Biodiversity Action Lab, and how did it support you in developing your nature strategy?

“We joined the Action Lab to optimise and streamline our biodiversity efforts. Initially, I expected it to be just another workgroup meeting, but I was pleasantly surprised. The Lab offered valuable insights from experts and practical examples from other companies. It was motivating to see we weren’t alone in this journey. This shared experience strengthened my motivation to advance our biodiversity strategy.”

“Finally, engaging everyone—from departments to the board—requires a clear communication that demonstrates measurable progress. Raising awareness and educating our team on biodiversity remains an ongoing priority.”

— PAULINE HERPELS

What are your biodiversity plans for the future?

“In five years, I aim to have a well-defined biodiversity and ecosystems strategy with long-term targets and KPIs. I hope to see Environmental DNA analysis become a standard metric in more projects. Our goal is to develop a long-term plan that fully integrates biodiversity into our corporate culture, alongside other sustainability priorities such as carbon reduction and circularity.”

What are your recommendations for other companies who want to act on biodiversity?

“Many companies hesitate, thinking they need a perfect strategy before starting. Just begin with what you have. Start by tracking one KPI, then gradually add more. It won’t be perfect, but you’ll learn and improve as you go. Joining a program like that of The Shift can fast-track your progress by offering guidance, knowledge, and valuable peer-to-peer interactions.”



Experts in the field

SECTOR
Agri-food

SIZE
2.300 employees

YEARLY TURNOVER
€ 1,9 billion



Stephanie Deleul

Stephanie Deleul's role involves corporate communication and sustainability. She's fascinated by the evolution of Arvesta's sustainability narrative over the years, engaging 2,300 employees and external stakeholders.



How does your company impact biodiversity?

"Our core business involves growing crops through agriculture and horticulture. The way our customers—mainly farmers—sow, plant, fertilise and apply crop protection, significantly impacts biodiversity. Recognizing this reality, we put forward sustainable farming techniques that repair our ecosystems instead of depleting natural resources."

"We're also working to strengthen our value chain collaborations and foster a market environment where farmers' sustainability efforts are valued."

— STEPHANIE DELEUL



What actions were in place before the Biodiversity Action Lab?

“By replacing chemical substances with biological control agents and promoting pollinator-friendly plants, we work towards more nature-positive practices. Our focus on circular fertilisers, carbon farming and regenerative agriculture further supports these efforts. Another key part of our strategy is to collaborate across our value chain, working very closely with retailers and producers to embed sustainability into every step—from field to fork.”

What challenges do you face when integrating biodiversity into your business model?

“One of our main hurdles is aligning the pace of adoption across the food industry, particularly with retailers, who play a crucial role in setting the tempo for change. This coordination is vital to accelerate our biodiversity initiatives and the industry’s shift to sustainable practices. Additionally, balancing ecological benefits with economic viability is essential. For our efforts to succeed, our sustainable solutions must provide farmers with a robust business model that aligns environmental stewardship with financial sustainability.”

Why did you take part in the Biodiversity Action Lab, and how did it support you in developing your nature strategy?

“It’s crucial for us to understand what data we need, especially from farmers, to meet retailers’ requirements. This process involves continuous learning and implementation. The Action Lab allowed us to engage with other companies, including retailers, and gain insights into their needs and priorities, allowing us to tailor our operations. We believe in uniting our strengths across the entire value chain, from seed to consumer’s plate.”

“Consider market demands and stay flexible and agile in your approach as standards evolve.”

— STEPHANIE DELEUL

What are your biodiversity plans for the future?

“We plan to scale up our nature-positive initiatives across the agricultural sector. By expanding carbon farming and regenerative agriculture projects, we want to engage more farmers and retailers in sustainable practices. We’re also working to strengthen our value chain collaborations and foster a market environment where farmers’ sustainability efforts are valued.”

What are your recommendations for other companies who want to act on biodiversity?

“Be prepared for trial and error. Take some time to have a closer look at the data you actually need. Consider market demands and stay flexible and agile in your approach as standards evolve. Most importantly, talk to many stakeholders to understand what’s happening in the field. There’s no one-size-fits-all solution, so look around and learn from others.”



Vandemoortele

shaping a tasty future

SECTOR
Agri-food

SIZE
4.080 employees

YEARLY TURNOVER
€ 1,9 billion



Laura Iacobelli

As the Sustainability Officer at Vandemoortele, Laura focuses on biodiversity, communicates the sustainability strategy, and collaborates with the purchasing department for the sustainable sourcing of raw materials like palm oil and soy. She tracks legislation and drafts sustainability related policies. Her passion for sustainability, rooted in natural sciences, drives her to merge business with nature, creating meaningful impact.



How does your company impact biodiversity?

“Vandemoortele is a food production company with two main business lines: plant-based food solutions like fats and culinary oils, and bakery products. We depend on biodiversity for key ingredients like palm oil, soy oil, plant-based oils, and cocoa. This reliance spans our entire supply chain, from raw material availability to water use in recipes. Healthy ecosystems are essential to our production process—without a large diversity in pollinators like bees, we lose flowers, and without flowers, there are no seeds for oil production.”

“Healthy ecosystems are essential to our production process—without a large diversity in pollinators like bees, we lose flowers, and without flowers, there are no seeds for oil production”

— LAURA IACOBELLI



What actions were in place before the Biodiversity Action Lab?

“We engage in projects both at our production sites and in sourcing areas. In Malaysia, we collaborate with *Earthworm Foundation* on a landscape project involving stakeholders to promote sustainable practices, focusing on social responsibility, deforestation, and human-elephant coexistence. In France, we work with flour suppliers on a regenerative agriculture project for wheat. Locally, we’ve reduced our biodiversity impact by implementing water management systems and ensuring safer nesting for falcons at our French factory. We also use tools like the [WWF risk filter \(see Box 4\)](#) to assess site impacts. We want to include a more coherent biodiversity-focused approach in our processes.”

What challenges do you face when integrating biodiversity into your business model?

“One of the biggest challenges is turning the big picture into concrete actions. It’s hard to pinpoint the most impactful interventions and find the right balance between thorough analysis and practical implementation. We face the dilemma of whether to pursue a comprehensive approach, like *Science Based Targets for Nature (see Box 4)*, or take a more immediate, action-driven strategy. Balancing resources – both workload and financial investment – against potential impact remains a constant challenge.”

Why did you take part in the Biodiversity Action Lab, and how did it support you in developing your nature strategy?

“We joined the Action Lab to deepen our understanding of biodiversity within our business and validate our current efforts. My natural sciences background fuelled my passion for this initiative. The program offered a wide range of insights, from scientific approaches to simpler, impactful steps, emphasising biodiversity as a holistic issue. This understanding, combined with stakeholder consultations, led us to make biodiversity a distinct material topic in our new sustainability strategy, giving it dedicated focus and resources.”

“The program offered a wide range of insights, from scientific approaches to simpler, impactful steps, emphasising biodiversity as a holistic issue.”

– LAURA IACOBELLI

What are your biodiversity plans for the future?

“We aim to expand our on-the-ground projects, similar to the one in Malaysia or around wheat, to other raw materials and ingredients we source. We’re also planning a more comprehensive analysis of our value chain impacts to identify the most effective actions. The goal is to move beyond isolated projects to a more integrated, impact-driven approach across our entire operations.”

What are your recommendations for other companies who want to act on biodiversity?

“Start now, no matter where you are in your sustainability journey. Join learning opportunities like webinars to find your starting point, and use tools like the [WWF risk filter](#) for initial analysis. Develop practical action plans focused on initiatives directly tied to your core business, rather than unrelated efforts. Awareness is key—make sure everyone in your organisation understands how their actions affect biodiversity.”

A grasp out of the biodiversity action toolbox

- Science Based Targets for Nature (SBTN) are measurable, actionable, and time-bound objectives, based on the best available science, that allow actors to align with Earth's limits and societal sustainability goals.
- The Taskforce for Nature-related Financial Disclosures (TNFD) has developed a set of disclosure recommendations and guidance that encourage and enable business and finance to assess, report and act on their nature-related dependencies, impacts, risks and opportunities.
- The WWF Biodiversity Risk Filter is a screening tool, designed to help companies and investors prioritise action for biodiversity and nature. It supports to Inform, assess and respond to biodiversity risks, based on where the most impact can be made.
- The "Nature Strategy Handbook" from Business for Nature is a practical guide to support all businesses in developing a nature strategy. The Handbook builds on guidance from the ACT-D High-Level Business Actions on Nature to show the key components of a credible nature strategy, taking into account the requirements of various frameworks, guidance and regulations.





Work with nature.

Join The Biodiversity Shift

1

**Strong nature,
strong business**

2

**The Shift and
WWF-Belgium's
new biodiversity
program**

3

**Various gears,
various solutions**

1

Strong nature, strong business



The member stories in [Chapter 4](#) showcase how businesses take on the challenge of integrating biodiversity into the heart of their business. And how they feel more confident when doing so as part of a community. Together, they recognise that healthy ecosystems deliver crucial services: clean water for core activities, fertile soils and pollination for a profitable harvest, a buffer against flooding, and resources for pharma and biotech activities. In other words, they understand that **strong nature means a strong business**.

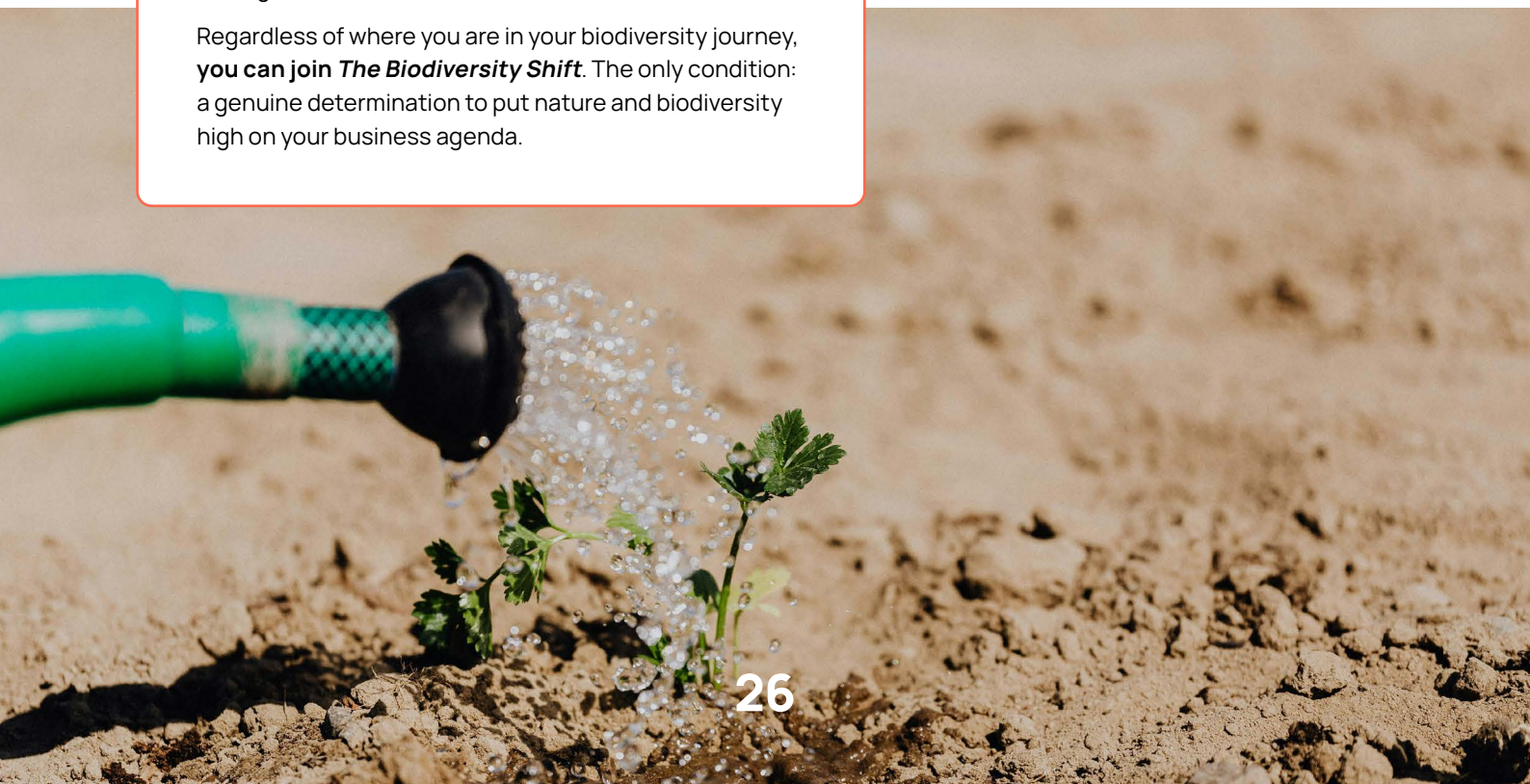
Do you want to become part of **this emerging shift to a nature-positive economy?**

Are you eager to surround yourself with like-minded organisations and take a glimpse behind their sustainability scenes? Perhaps you want to gain the confidence that allows you to convince your management and board?

Regardless of where you are in your biodiversity journey, **you can join *The Biodiversity Shift***. The only condition: a genuine determination to put nature and biodiversity high on your business agenda.

“Nature underpins our economies, health, and well-being. Integrating biodiversity into corporate decision-making is not only the right thing to do; it’s the smart thing to do. A healthy planet is a healthy economy.”

– **INGER ANDERSEN**
Executive Director of the
United Nations Environment
Programme (UNEP)



2 The Shift and WWF-Belgium's new biodiversity program



The Biodiversity Shift is a new initiative set out to promote nature-positive business practices. Spearheaded by *The Shift*, WWF-Belgium, and several pioneering Belgian companies, this ecosystem brings together decades of expertise in biodiversity and systemic change from the organisers, along with practical, on-the-ground experience from businesses. Together, they aim to drive meaningful progress through a unique biodiversity program.

The Biodiversity Shift will help your company take **structured steps towards a nature-positive future**. How? By guiding you towards and beyond the **publication of a nature strategy** via *It's Now for Nature*, a joint global campaign led by [Business for Nature](#) (see Box 5).

It's Now for Nature

BOX 5

"*It's Now for Nature*", a joint global campaign led by Business for Nature, encourages businesses to prioritise biodiversity and integrate it into their core strategies, pushing them to develop comprehensive nature-positive approaches. It provides a framework for aligning business operations with global biodiversity goals, helping companies identify risks, set measurable targets, and implement actionable steps that contribute to ecosystem restoration and preservation. By participating, businesses can ensure their nature strategies are both impactful and aligned with broader sustainability commitments.

You'll get access to the **practical tools** and **exchange opportunities with peers and experts** that allow you to put nature restoration and conservation on your corporate agenda, right at the heart of your activities. Together with a network of peers from across the Belgian economic landscape and relevant experts, you'll **stay at the forefront of a rapidly evolving sustainability landscape**.

"The program offers a wide range of insights, from scientific approaches to simpler, impactful steps, emphasising biodiversity as a holistic issue."

— LAURA IACOBELLI
Vandemoortele

IN A NUTSHELL

The Biodiversity Shift will bring you:

that long-awaited shift, with guaranteed breakthroughs.

Experience a **safe environment**, together with peers from other industries, experts and policymakers. One place gathering all the people, tools and encouragement you need to move forward.

continuity for your core activities.

Create a business case for immediate **structural improvements**, while increasing your **resilience** as well as your **turnover** and with nothing to fear from new European legislations.

opportunities to showcase the true impact of your efforts

Increase your **visibility**, not only in Belgium's largest sustainability network, but also towards your clients and investors. Together with other leading organisations, your combined voice might **inspire policy makers** to make nature-inclusive business the obvious choice.

3

Various gears, various solutions



Navigating the growing expectations of stakeholders and the ever-evolving regulations around biodiversity can feel overwhelming. With *The Biodiversity Shift*, you place nature restoration and conservation at the core of your corporate strategy. Step by step, we help you shift gears, offering insights, fostering collaboration, and advocating for a nature-inclusive economy. No matter where you stand on your biodiversity journey, our program is tailored to support your needs.

Follow our **inspiration sessions** and get the latest insights.

Designed for those taking their first steps with integrating nature into their strategies, these sessions will provide you with the **latest insights and inspiring case studies**. Go beyond theory to explore **how biodiversity directly impacts your operations**. You'll engage with experts to navigate **the latest regulations** and connect with other companies to learn how they successfully get their boards on board.

“It’s about learning from each other, assessing what works best and most effectively, and moving forward together”

– BRECHT DE ROO
Carmeuse

Get to work in the **community of practice**.

Are you ready to roll up your sleeves and get cracking? In the community of practice, you get to collaborate with unexpected partners, including peers from other sectors and biodiversity experts. The community of practice helps you **develop and implement a nature strategy for your business**, aligned with global standards and following the blueprint of the “It’s now for nature” campaign ([see Box 5](#)). This learning network will help you grow the confidence needed to make real progress.

Become an **advocate** for nature-positive business operations.

Are you further ahead with your nature strategy and eager to **expand your impact**? Our program allows you to share your story to showcase the right level of ambition. Lead the way – together with other frontrunners – and prove that a **nature-inclusive business is the obvious choice**, with the public and political spheres as your audience.

“Truly sustainable economic growth and development means recognising that our long-term prosperity relies on rebalancing our demand of nature’s goods and services with its capacity to supply them. It also means accounting fully for the impact of our interactions with Nature across all levels of society.”

– SIR PARTHA DASGUPTA
Professor Emeritus of Economics
at the University of Cambridge



Nature strategy deep dive.

A reading list.

This inspiration guide only scratches the surface of all the resources out there to help you integrate biodiversity at the core of your business. The tip of the iceberg, if you will. The reading list below expands that surface towards deeper layers, with more examples and practical information for you to work with. It is by no means exhaustive, but we hope it further inspires and encourages you throughout your journey. Good luck.

- WWF's ["A Biodiversity Guide for Business"](#) provides a practical framework for businesses to assess and manage their impacts on biodiversity. It offers strategic guidance on integrating biodiversity into corporate decision-making, helping companies reduce their environmental footprint and contribute to nature-positive outcomes.
- The ["Best for Biodiversity"](#) booklet (FR) outlines best practices for businesses to integrate biodiversity into their strategies. It highlights 15 real-world examples from the B-Corp France community, featuring companies that go beyond and have made biodiversity a lever of competitiveness (*Utopies*).
- [Business and Biodiversity: Two different worlds?](#) (NL) is a webinar organised by Triodos Bank about which actions to take for biodiversity and how we can assess their importance.
- This [practical guide on biodiversity for SMEs in the agri-food sector](#) showcases ways to manage biodiversity risks and seize the benefits of integrating biodiversity into business strategies. (*European Business and Biodiversity Platform*).
- These [guidelines for planning and monitoring corporate biodiversity performance](#) present an approach for developing a corporate-level biodiversity strategic plan, including measurable goals and objectives and a set of core linked indicators, that will allow companies to measure their biodiversity performance across their operations (*IUCN*).
- The [webinar on Building Biodiversity into Business Strategy](#) helps understanding the relationship between corporates and nature, including case studies of corporate approaches to developing biodiversity strategies (*Cambridge Institute for Sustainable Leadership*).
- [From boardroom to biodiversity: The evolving role of directors in a 'nature positive' world](#) highlights how directors can lead efforts to preserve biodiversity by integrating sustainability into governance, setting clear environmental goals, and managing nature-related risks, ultimately enhancing business resilience and reputation in a rapidly evolving regulatory landscape (*World Economic Forum*).

Want to know more?

What is the impact of your business on biodiversity?

Do you want to dip your toes into the foundations of a nature-positive business model? Could you do with the constructive energy of a community? Do you want to start developing a nature strategy or do you have one in place and would you like to inspire others and make a nature-positive business mainstream??

Get in touch and join The Biodiversity Shift. Contact the organisers:

- Bart Corijn, Change Facilitator at The Shift, bart.corijn@theshift.be
- Titus Ghyselinck, project manager Food & Agriculture at WWF-Belgium, titus.ghyselinck@wwf.be

Thank you

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