

We Value Nature Virtual Office Hour call

14 January 2020



1. Welcome - Who are you?

- Katia Bonga, Associate, Redefining Value Program - WBCSD & Lead for all We Value Nature training / capacity building efforts
- Francesca Jaworska, Intern, Redefining Value Program - WBCSD
- Nadine McCormick, Program Officer, Global Business & Biodiversity Program - IUCN & Lead for uptake pathway and barriers work for We Value Nature
- Antonia Lorenzo, Director, Bioazul Spain - first time hearing about WVN, wants to know more about it
- Angus Middleton, Director, Viridian logic - model ecosystem services, interested to hear from others
- Iris Visser, Analyst, Nature^Squared, Netherlands a small consultancy office/project bureau working on projects on the verge of biodiversity and economics. Has been working on the development of applying the natural capital framework to SMEs
- Christian Sjöland & Anna from Ecogain, biodiversity network in Sweden - starting project to value biodiversity, interested to learn from others
- Elsa & Caroline from Engie - starting to look at the natural capital approach
- Carla from Forética - WBCSD's Spanish Global Network partner, working with companies on biodiversity

2. Uptake pathway

We'll type a summary of the presentation on the uptake pathway here as well as questions and answers. Feel free to add points that we may miss!

Summary

The We Value Nature Campaign is looking at creating a new - which is to make valuing nature the new normal. This means changing the way companies and individual in those companies behave.

We will show you our uptake journey and how you can use it to support companies or colleagues.

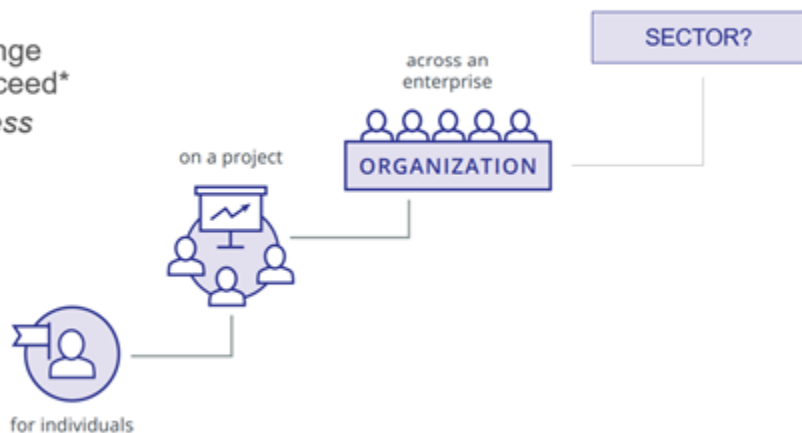
Why we are using an uptake framework:

Most organisational change doesn't successfully achieve. About 30% of change initiatives fully succeed, about 10% fully fail and in the middle you have a bulk of kind of succeed. We don't have time to fail considering the climate and biodiversity crisis we are in so how do we bring the best of organisational thinking to succeed? There is a need to change the way we function and create new norms for decision-making.

There isn't a standardized definition but we have inspired ourselves from well-known frameworks to help with the framing of the We Value Nature Campaign. So one of them is Prosci:

Why think about an uptake journey for natural capital?

- 70% organisational change initiatives don't fully succeed*
 - Need focus on process as well as technical aspects



*See Harvard Business Review: Stop Using the Excuse "Organizational Change Is Hard"
<https://hbr.org/2017/07/stop-using-the-excuse-organizational-change-is-hard>

It is an independent industry led organizational change framework and is one of the leading consulting companies in the field. They have loads of materials you can access.

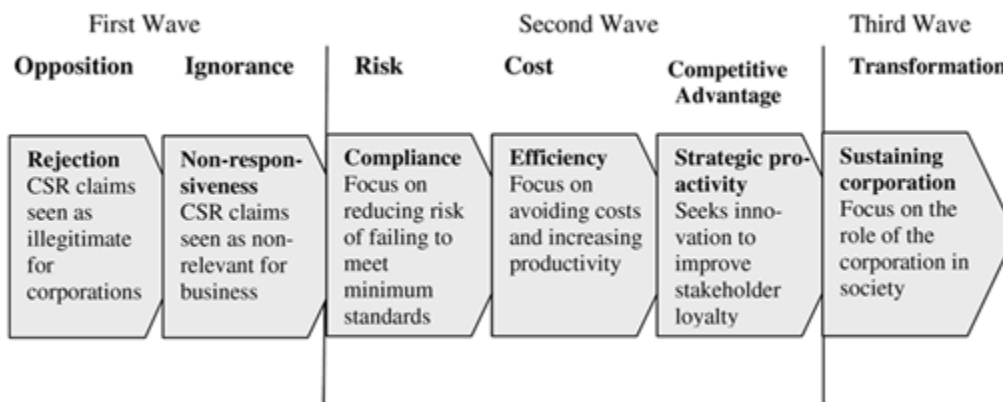
What they say is that change doesn't happen just miraculously! Change is being built upon from many projects or sites or products driven by individuals and through time. There is also change that happens at a sectoral level too whether it is peers or government policies being put into place in a sector. So we need to think about that change at all four of those levels.

So to help us to that in the We Value Nature Campaign, we realized that we actually need to dive deeper when we look at change towards sustainable business, we need to go beyond just generic organizational change.

Natural capital is a means to an end, just doing a natural capital assessment isn't the end of the story, it's a way to get towards more sustainable business.

One nice framework is that 'Waves of sustainability' one from Dunphy, Griffiths & Benn (2003):

Organisational change doesn't happen all at once but in stages



Waves of sustainability Dunphy, Griffiths and Benn (2003, updated 2017)



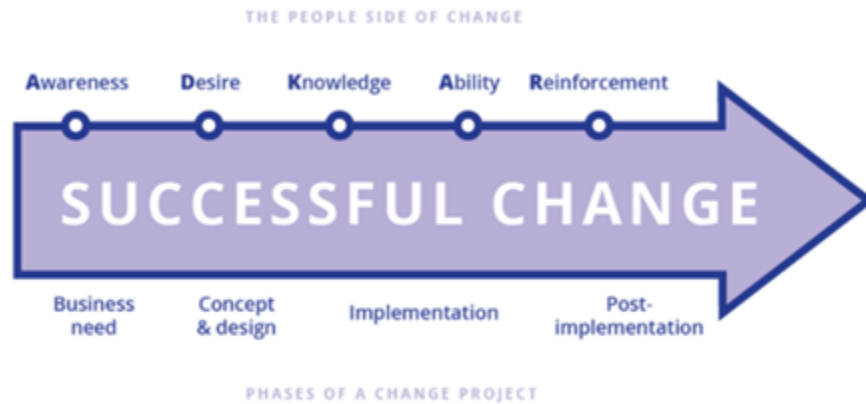
They talk about waves. If you think about companies going towards sustainability, there is still a first wave of companies that are laggard type of ones, denying, rejecting or simply not responsive. And if you look at the third wave, fully transformed and adding value to society and nature type of companies of which we have a growing number of companies. And in the middle is the second wave and that is where we think the We Value Nature Campaign can be of most help.

There are different triggers that push a company to start the journey and very often it is coming from a risk management perspective (e.g. risk of losing license to operate or risk of reputation).

Ultimately it is about transforming the role of the company and being in a pre-competitive space.

We really believe that natural capital can be used at all of these different stages. Part of this uptake pathway is trying to think clear about: where are you? Or, where is your company?

Behavioural change doesn't happen all at once either!



[Prosci, 2019](#)



Organisational change doesn't happen all at once even at an individual level. If you are thinking about bringing your individual colleagues on a project, you need to target interventions based on where they are individually, based on their particular barriers and challenges - you need to target the change!

ADKAR framework: Awareness of the change, Desire to make the change, the Knowledge to tackle the change, Ability to make the change in terms of resources and finally, more importantly, being Reinforced to change.

Question	Answer
What is meant by “natural capital journey” - is there a standardized definition?	Change isn't instant and doesn't happen in one go. There are typical steps that a company will go through before they are at a stage where they are doing their first natural capital assessment and changing practices. So in that sense, it is a journey.
How can you use this uptake framework?	Think about where you are now. Articulate what are typically your first steps and what

	<p>next steps you need to take. You then tailor your interventions, coming out at the right level.</p>
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Where are you on the natural capital uptake pathway?

Thinking about your company, your network or the clients you typically work with.... Where is the company in terms of engagement on natural capital?

Based on all this knowledge and frameworks, we then developed the following uptake pathway:



Where are you?

Thinking about your company, your network or the clients you typically work with....

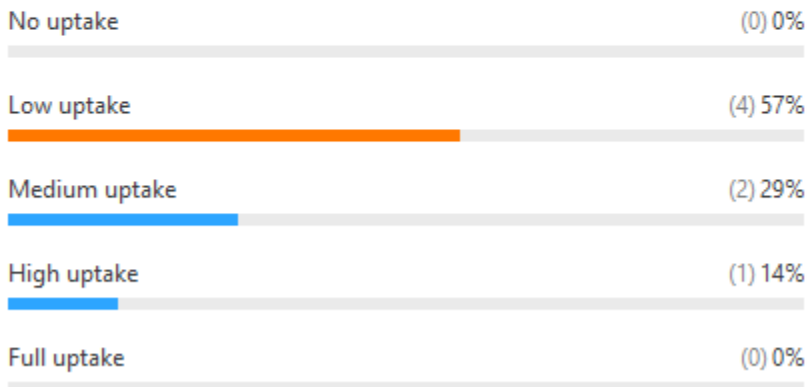
Where is the company in terms of engagement on natural capital?



Sharing Poll Results

Attendees are now viewing the poll results

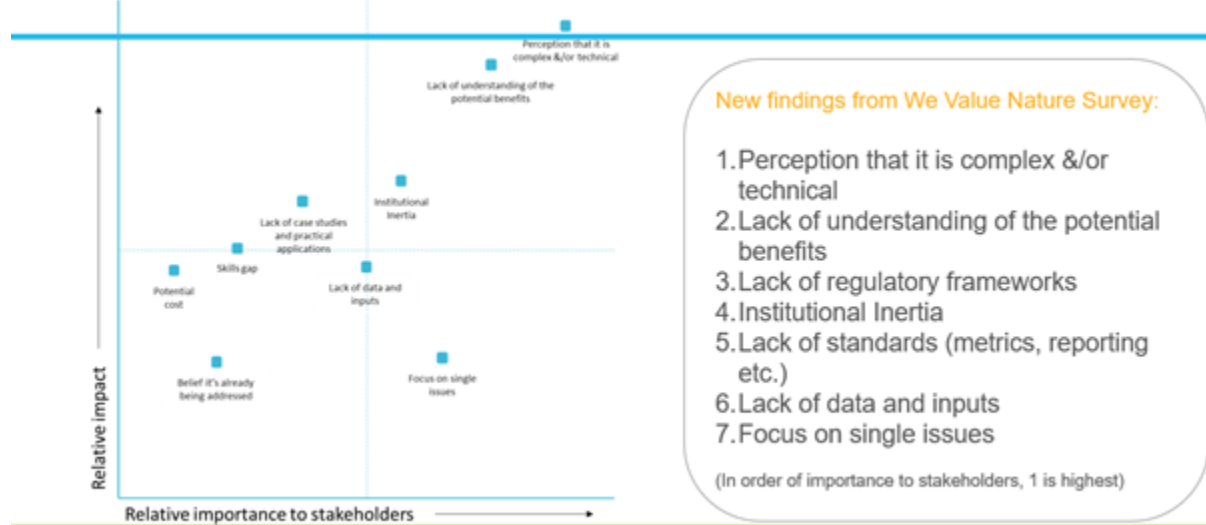
1. Where is the company in terms of engagement on natural capital?



Low uptake exactly where We Value Nature can be of most support! :)

3. Barriers and challenges

Identification of barriers and bottlenecks



Based on Coalition Annual review 2016 & 2017



	Typical barriers	WVN actions
4. Full uptake "Natural capital is fully integrated into business decision making and we're adding value to society and nature."		
3. High uptake "Business decision-making frameworks have changed as a result of our natural capital assessment"	<ul style="list-style-type: none"> • Lack of regulatory frameworks • Lack of standards (metrics, reporting etc.) • Focus on single issues 	<ul style="list-style-type: none"> • Case studies on public/private policy • Input into NBS standard
2. Medium uptake "We have completed a natural capital assessment."	<ul style="list-style-type: none"> • Lack of data and inputs • Lack of case studies and practical applications • Institutional Inertia 	<ul style="list-style-type: none"> • "Testimonial" case studies • More detailed, specific training
1. Low uptake "We're aware of natural capital and interested to learn more."	<ul style="list-style-type: none"> • Perception that it is complex &/or technical • Lack of understanding of the potential benefits 	<ul style="list-style-type: none"> • Introductory training • Simplified, curated communications
0. No uptake "We haven't engaged with natural capital."		



What we typically see is that the barriers tend to match with the uptake stages. Institutional inertia comes up quite a bit, as well as lack of data, case studies, lack of understanding, lack of standards, etc.

What we have done is try to break these down because some are very individual whereas others are more at an organisational level and others at project level (lack of data for example).

The initial training we have developed is that first training of 'I am interested in natural capital, how can I get to the next level?' - Introductory module.

We are now building that next module of 'Ok now that I better understand, how do I start practically applying natural capital?'.

The higher up we go on the uptake framework, it's where the need to tackle regulatory frameworks, standards, single issues comes into place.

How does this resonate with the barriers that you are facing?

- *Where are you on the natural capital journey?*
- *What are the current barriers that you are facing?*
- *What is your approach right now?*
- *What questions do you have/support do you need?*

Sweden: working with a lot of companies that are on different stages of maturity and having a very hard time to reach to those that don't have that direct impact on biodiversity but have it in their value chain - how do you engage with these people?

- Companies ppp - where are these raw materials coming from? We can track that. It is possible to get the information

Antonia in the low uptake journey - aware and wants to learn more and implement in the companies' actions. Currently trying to identify actions that can be linked to natural capital. Finds that SMEs sometimes have a lack of time (barrier) to identify the activities, when you can better classify them is helpful. Training for SMEs would be helpful.

Iris - Nature²: in the case of SMEs - worked on adapting the NCP to SMEs to make it easier! Did several workshops on where you can expect the highest impacts and dependencies. Usually SMEs want to know where and how they can take action. So doing a series of workshops sharing some of the next steps they can take and also those they can take on a longer term. Worked with several companies - one of them being very much in touch with their suppliers in the value chain but still needed to overcome the challenge of having a less of control in the supply chains.

Angus: works with people rather far down the journey - even there, finding that there is a lot of surprise with how much NbS can do. Even with companies high up the scale, there is a lack of knowledge on the power of NbS.

Overcoming institutional inertia

Thinking about a situation in your own or another company where a new change was successfully introduced....

- *What was the situation*
- *What happened*
- *Why was the change so successful?*
- *What lessons can we apply to increasing the uptake of a natural capital approaches?*

Question	Answer
How to reach companies who don't have a direct impact on biodiversity but have impacts through their value chain?	Often tertiary companies in the value chain think they don't have influence. They need to know where their materials are sourced but the response from the traders is: 'we don't know', 'it will be too difficult to find out'. Actually, it doesn't take too long! We have anecdotal stories from the likes of Kering and Hugo Boss where they were able to do this. An action for We Value Nature is to share some of these testimonials.

4. Check out question

Share one concrete action you are going to take to achieve your natural capital new year's resolution in the chat box.