

Mainstreaming biodiversity targets for the private sector: Technical Appendix (to *JNCC Report No. 613*)

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Contents

Introduction	1
Section A: Defining and categorising business actions.....	2
Mapping SDGs to MEA targets and biodiversity strategic goals.....	2
Defining business actions	5
Section B. Case Studies: Selection and Summary of Cases.....	14
Selection process.....	14
Cases reviewed and selected	16
References.....	25

Introduction

The technical appendix provides additional detail to the main case study report, outlining the key methods and processes used during the course of the project.

- Section A details the methods used to define and categorise the business actions applied in the main report.
- Section B summarises the selection process for the case studies and includes a list of all case studies that were reviewed.

Section A: Defining and categorising business actions

There were three stages to defining and categorising business action: 1) mapping the SDGs to the MEA targets and strategic biodiversity goals, 2) defining business actions on biodiversity and 3) combining business actions with goals.

1) Mapping SDGs to MEA targets and strategic biodiversity goals

The CBD Aichi Targets are the primary set of targets through which all of the SDGs, MEA targets and biodiversity goals align, as summarised in Figure 1.

Figure 1: CBD Aichi targets as the pivot for mapping.



The mapping process drew from official documentation aligning the Aichi Targets to the SDGs (CBD 2017) and the MEAs to the Aichi Targets (CITES 2016; CMS 2014; Ramsar 2016). The final step, linking all of these targets to the goals, was based on the alignment between the Aichi Targets and the strategic goals, as per the Strategic Plan for Biodiversity 2011-2020 (CBD 2010). Figure 2 summarises the crossovers between the SDGs and the strategic goals. Table 1 reflects a summary of the mapping exercise, showing how all MEA targets and SDGs align with the strategic goals.

Figure 2: Summary of crossovers between the SDGs and the biodiversity strategic goals.

Goal	1 POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
A Mainstream biodiversity	Colored	Colored	White	Colored	White	White	White	Colored	Colored	White	Colored	Colored	Colored	Colored	Colored	White	Colored
B Reduce impacts	Colored	Colored	Colored	White	White	Colored	Colored	Colored	Colored	Colored	Colored	Colored	Colored	Colored	Colored	White	White
C Safeguard biodiversity	White	Colored	Colored	White	White	Colored	Colored	White	White	White	Colored	White	White	Colored	Colored	White	White
D Benefits for all	Colored	White	Colored	White	Colored	Colored	White	Colored	Colored	Colored	White	White	Colored	Colored	Colored	White	White
E Enhance implementation	White	Colored	Colored	Colored	Colored	White	Colored	White	Colored	Colored	White	Colored	Colored	Colored	White	Colored	Colored

Table 1: Alignment between SDGs and other MEAs.

Strategic Goal	Aichi Target	SDG	CITES	CMS	Ramsar
A. Address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society	1	4, 12	1.4, 1.8, 2.2, 3.2, 3.3, 3.4	1	11, 16, 19
	2	1, 8, 11, 13, 14, 15, 17	1.1, 1.5, 3.1, 3.3, 3.4, 3.5	2	1, 11
	3	14	1.1, 1.2, 2.2, 3.3, 3.4	4	3
	4	2, 8, 9, 11, 12, 14, 15	1.1, 1.5, 1.6, 1.7, 3.2, 3.3, 3.4, 3.5	5	3, 9
B. Reduce the direct pressures on biodiversity and promote sustainable use	5	7, 13, 14, 15	1.5, 1.6, 1.7, 3.4, 3.5	10	(Strategic Goal 1), 7
	6	1, 2, 8, 12, 14	1.1, 1.4, 1.5, 1.6, 1.7, 3.4, 3.5	6	5, 9, 13
	7	1, 2, 7, 8, 12, 14, 15	1.5, 1.6, 1.7, 3.4, 3.5	5	2, 3, 7, 9, 13
	8	3, 6, 9, 10, 11, 12, 14	NONE	7	2, 3
	9	15	1.1, 1.3, 1.5, 1.7, 3.3	7	4
	10	13, 14	1.1, 1.4, 1.5, 1.6, 1.7, 3.4, 3.5	7	6
C. Improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity	11	6, 11, 14, 15	1.4, 3.5	10	(Strategic Goal 2), 5, 6, 7
	12	14, 15	1.1, 1.4, 1.5, 1.6, 1.7, 1.8, 2.2, 2.3, 3.2, 3.3, 3.4, 3.5	8	5, 7, 8
	13	2, 3	NONE	12	11
D. Enhance the benefits to all from biodiversity and ecosystem services	14	1, 3, 5, 6, 7, 8, 9, 11, 13, 14, 15	1.3, 1.5, 3.3, 3.4, 3.5	11	8, 11, 12
	15	6, 7, 9, 10, 11, 13, 14, 15	NONE	11	12
	16	3, 8, 15	1.1	NONE	NONE
E. Enhance implementation through participatory planning, knowledge management and capacity building	17	5, 13, 14, 16, 17	3.4	13	19
	18	2, 3, 5, 10	1.1, 1.3, 1.5, 3.2, 3.4	14	8, 10, 16
	19	4, 7, 9, 12, 14, 17	1.4, 1.5, 1.6, 1.8, 2.2, 2.3, 3.3, 3.4, 3.5	15	8, 14
	20	10, 17	2.1, 2.2, 2.3, 3.1	16	17

2) Defining business actions

Business actions were defined through an iterative coding process. All coding was conducted using Microsoft Excel so that it could be easily integrated with the mapping described above.

The first round of coding drew from previous work by Addison *et al* (2016) that linked businesses actions on biodiversity with Aichi Targets and SDGs. Additional actions were drawn from reading the text of the individual MEA targets and work by SDG Compass on business actions relating to SDGs 14 and 15 (SDG Compass n.d.). The actions were gradually distilled down to a final set of codes and grouped under the five strategic biodiversity goals, as listed in Table 2. The actions are intended to provide an extensive, but by no means exhaustive, set of options for businesses to act on biodiversity. The actions themselves could be further refined in the future.

Crossovers between actions and targets

Most actions are specific to one target although some apply across several targets (marked with a ^) and goals (marked with a *). There are several reasons for these crossovers. In some cases, the classification for the action changes depending upon the context in which it is applied. For instance, “Adopt and implement voluntary certification schemes and industry standards” falls under Goal A and Goal B. If the voluntary standards are adopted by a retailer to incentivise producers to account for biodiversity through voluntary standards, then this can be seen as reforming incentives (Aichi Target 3). However, if the standards are adopted independently by a food, fishing or forestry firm, this can be considered as a means to achieve sustainable practices (Aichi Target 7). In other cases, the action can span several different targets depending upon the activity it covers. For example, “Reduce or eliminate impacts on species and habitats directly affected by operations and/or supply chain” could address reducing habitat loss (Aichi Target 5), pollution (Aichi Target 8) or preventing extinction (Aichi Target 12).

Table 2: Business actions and links to biodiversity targets and SDGs.

Goal	Business action	Description	Examples	Relevant targets
Strategic Goal A: Mainstreaming Biodiversity/ Corporate Biodiversity Goal: Embed biodiversity into decision-making				
A	Raise awareness about biodiversity amongst external stakeholders, e.g. local communities	Raising understanding of impacts on species and habitats through marketing power, such as Help Reggie Find Love (Body Shop)	Promoting conservation issues via marketing campaigns, CSR reports outlining business action on biodiversity	<ul style="list-style-type: none"> • Aichi: 1 • CITES: 1.4, 1.8, 2.2, 3.2, 3.3, 3.4 • CMS: 1 • Ramsar: 11, 16, 19 • SDG: 4, 12
A	Raise awareness about biodiversity internally, e.g. amongst employees	Educate employees about biodiversity action being undertaken by the business, and the (positive) outcomes this is having for nature and the organisation	Employee education campaigns, training and away days, conservation volunteering	<ul style="list-style-type: none"> • Aichi: 1 • CITES: 1.4, 1.8, 2.2, 3.2, 3.3, 3.4 • CMS: 1 • Ramsar: 11, 16, 19 • SDG: 4, 12
A	Biodiversity embedded in corporate strategy	Ensuring biodiversity is part of a structured decision-making process across all levels of the organisation, regardless of context, rather than an ad hoc consideration	Formulate and implement corporate biodiversity action plan, formal targets as part of sustainability strategy, mitigation hierarchy embedded into all operational decision-making. Plan A (Marks & Spencer), De-Coupling (Unilever)	<ul style="list-style-type: none"> • Aichi: 2 • CITES: 1.1, 1.5, 3.1, 3.3, 3.4, 3.5 • CMS: 2 • Ramsar: 1, 11 • SDG: 1, 8, 11, 13, 14, 15, 17
A	Biodiversity accounted for against recognised standards	Standards ensure biodiversity is accounted for and reported in a uniform manner across sectors, such as in development plans, impact assessment, and CSR reporting	IFC Performance Standard 6, GRI 4	<ul style="list-style-type: none"> • Aichi: 2 • CITES: 1.1, 1.5, 3.1, 3.3, 3.4, 3.5 • CMS: 2 • Ramsar: 1, 11 • SDG: 1, 8, 11, 13, 14, 15, 17

Goal	Business action	Description	Examples	Relevant targets
A	Avoid operating or investing in areas of high biodiversity value	Businesses can contribute to efforts to phase-out subsidies and other incentives that encourage operations in highly biodiverse settings by actively avoiding these settings themselves, and making a virtue of avoidance as a strategy in siting and/ or investing in new operations	Apply Mitigation Hierarchy to avoid siting infrastructure or operations within rare habitats or species' breeding grounds	<ul style="list-style-type: none"> • Aichi: 3 • CITES: 1.1, 1.2, 2.2, 3.3, 3.4 • CMS: 4 • Ramsar: 3 • SDG: 14
A	Adopt and implement voluntary certification schemes and industry standards*	Certification can be used to incentivise change down the supply chain by businesses based upstream such as retailers or wholesalers	FSC, MSC, ASC, RSPO, Rainforest Alliance	<ul style="list-style-type: none"> • Aichi: 3 • CITES: 1.1, 1.2, 2.2, 3.3, 3.4 • CMS: 4 • Ramsar: 3 • SDG: 14
A	Adhere to international, regional and national rules that relate to biodiversity and incorporate into strategies	A first step to mainstreaming biodiversity is to ensure that practices are in line with regulatory processes and incorporate them into decision-making	Nagoya Protocol, CITES and other MEAs, rules around World Heritage Areas	<ul style="list-style-type: none"> • Aichi: 4 • CITES: 1.1, 1.5, 1.6, 1.7, 3.2, 3.3, 3.4, 3.5 • CMS: 5 • Ramsar: 3, 9 • SDG: 2, 8, 9, 11, 12, 14, 15
A	Monitoring to assess impacts on biodiversity and the outcomes of business actions	Understanding the current state of biodiversity and establishing the impact of conservation measures via clear metrics	Implementing baseline and follow-up surveys on species populations and habitat health)	<ul style="list-style-type: none"> • Aichi: 4 • CITES: 1.1, 1.5, 1.6, 1.7, 3.2, 3.3, 3.4, 3.5 • CMS: 5 • Ramsar: 3, 9 • SDG: 2, 8, 9, 11, 12, 14, 15

Goal	Business action	Description	Examples	Relevant targets
A	Implement relevant aspects of National Biodiversity Strategies and Action Plans (NBSAPs) in countries of operation*	Implementing NBSAPs or formulating an action plan specific to a firm's operations or supply chain can contribute to the mainstreaming agenda, particularly regarding sustainable production and consumption. It can also help to structure planning and implementation of actions that account for biodiversity at the outset.	Section of corporate biodiversity action plan	<ul style="list-style-type: none"> • Aichi: 4 • CITES: 1.1, 1.5, 1.6, 1.7, 3.2, 3.3, 3.4, 3.5 • CMS: 5 • Ramsar: 3, 9 • SDG: 2, 8, 9, 11, 12, 14, 15
A	Invest in solutions that work with nature such as natural infrastructure*	Nature-based solutions can contribute to sustainable consumption cycles if integrated into production and/or purchasing decisions. They can also help boost biodiversity, e.g. green rather than grey infrastructure boosting plant life	Biominalisation, protecting/restoring mangroves to combat coastal flooding	<ul style="list-style-type: none"> • Aichi: 4, 12 • CITES: 1.1, 1.5, 1.6, 1.7, 3.2, 3.3, 3.4, 3.5 • CMS: 5 • Ramsar: 3, 9 • SDG: 2, 8, 9, 11, 12, 14, 15
A	Adopt measures to ensure sustainable use of natural resources*	Measures can be implemented by natural resource-based industries at source, and up the supply chain by retailers via responsible sourcing. Measures can apply to marine and terrestrial environments	Sustainable practices, e.g. grazing management in agriculture, agroforestry, longlining fish, sustainable procurement policies	<ul style="list-style-type: none"> • Aichi: 4 • CITES: 1.1, 1.5, 1.6, 1.7, 3.2, 3.3, 3.4, 3.5 • CMS: 5 • Ramsar: 3, 9 • SDG: 2, 8, 9, 11, 12, 14, 15

Goal	Business action	Description	Examples	Relevant targets
Strategic Goal B: Reduce pressures on biodiversity / Corporate Biodiversity Goal: Reduce impacts and promote sustainable use in operations and/ or supply chain				
B	Reduce or eliminate impacts on species and habitats directly affected by operations and/ or supply chain	Reducing impacts on biodiversity can be achieved through multiple pathways, including addressing pollution, and may contribute to enhanced ecosystem function	Reducing forest degradation and fragmentation, reducing eutrophication/ nutrient loading	<ul style="list-style-type: none"> • Aichi: 5, 8 • CITES: 1.5, 1.6, 1.7, 3.4, 3.5 • CMS: 7, 10 • Ramsar: 2, 3, 7 • SDG: 3, 6, 7, 9, 10, 11, 12, 13, 14, 15
B	Manage pressures on vulnerable ecosystems^	Practices such as overfishing place a great deal of pressure on marine resources and ecosystems. Managing emissions can also help by reducing the pressures resulting from climate change	Monitoring populations of species, tackling ocean acidification resulting in bleaching of coral reefs	<ul style="list-style-type: none"> • Aichi: 6, 10 • CITES: 1.1, 1.4, 1.5, 1.6, 1.7, 3.4, 3.5 • CMS: 6, 7 • Ramsar: 5, 6, 9, 13 • SDG: 1, 2, 8, 12, 13, 14
B	Adopt measures to ensure sustainable use of natural resources*	Measures can be implemented by natural resource-based industries at source, and up the supply chain by retailers via responsible sourcing. Measures can apply to marine and terrestrial environments	Sustainable practices, e.g. grazing management in agriculture, agroforestry, longlining fish, sustainable procurement policies	<ul style="list-style-type: none"> • Aichi: 6, 7 • CITES: 1.1, 1.4, 1.5, 1.6, 1.7, 3.4, 3.5 • CMS: 5, 6 • Ramsar: 2, 3, 5, 7, 9, 13 • SDG: 1, 2, 8, 12, 14, 15
B	Adopt and implement voluntary certification schemes and industry standards	Certification can be adopted by businesses with a direct impact on the environment, e.g. forestry or agriculture, as a way to ensure the highest standards are in place, often going beyond legal compliance	FSC, MSC, ASC, RSPO, Rainforest Alliance	<ul style="list-style-type: none"> • Aichi: 7 • CITES: 1.5, 1.6, 1.7, 3.4, 3.5 • CMS: 5 • Ramsar: 2, 3, 7, 9, 13 • SDG: 1, 2, 7, 8, 12, 14, 15
B	Prevent the introduction or spread of invasive species	Invasive species can present a major threat to native populations; measures to control for the potential incursion of native species can help prevent this occurring	Implement a bio-hazard management system	<ul style="list-style-type: none"> • Aichi: 9 • CITES: 1.1, 1.3, 1.5, 1.7, 3.3 • CMS: 7 • Ramsar: 4 • SDG: 15

Goal	Business action	Description	Examples	Relevant targets
Strategic Goal C: Safeguard biodiversity/ Corporate Biodiversity Goal: Improve the status of biodiversity				
C	Establish private protected areas, or support establishment of public protected areas^	Protected Areas can be an effective measure in protecting endangered species, e.g. through habitat loss and/ or illegal hunting/ poaching	Private nature reserve, wilderness area, managed area focussed on one or more species or habitats)	<ul style="list-style-type: none"> • Aichi: 11, 12 • CITES: 1.1, 1.4, 1.5, 1.6, 1.7, 1.8, 2.2, 2.3, 3.2, 3.3, 3.4, 3.5 • CMS: 8, 10 • Ramsar: 5, 6, 7, 8 • SDG: 6, 11, 14, 15
C	Implement ecosystem restoration actions*	Restoration activities can help boost the status of an ecosystem and resultant ecosystem services, with possible benefits for society as well as businesses. They can also combat habitat loss that contributes to species decline.	Investment in forest restoration, enhancing habitats to rehabilitate populations of particular species, engaging in area-based conservation	<ul style="list-style-type: none"> • Aichi: 12 • CITES: 1.1, 1.4, 1.5, 1.6, 1.7, 1.8, 2.2, 2.3, 3.2, 3.3, 3.4, 3.5 • CMS: 8 • Ramsar: 5, 7, 8 • SDG: 14, 15
C	Invest in solutions that work with nature, such as natural infrastructure*	Nature-based solutions can help boost biodiversity, e.g. green rather than grey infrastructure boosting plant life. They can also contribute to sustainable consumption cycles if integrated into production and/ or purchasing decisions.	Bio-mineralisation, protecting/ restoring mangroves to combat coastal flooding	<ul style="list-style-type: none"> • Aichi: 4, 12 • CITES: 1.1, 1.4, 1.5, 1.6, 1.7, 1.8, 2.2, 2.3, 3.2, 3.3, 3.4, 3.5 • CMS: 8 • Ramsar: 5, 7, 8 • SDG: 14, 15
C	Reduce or eliminate impacts on species and habitats directly affected by operations and/or supply chain*	Reducing impacts on biodiversity can be achieved through multiple pathways, including addressing pollution, and may contribute to enhanced ecosystem function	Reducing forest degradation and fragmentation, reducing eutrophication/nutrient loading	<ul style="list-style-type: none"> • Aichi: 12 • CITES: 1.1, 1.4, 1.5, 1.6, 1.7, 1.8, 2.2, 2.3, 3.2, 3.3, 3.4, 3.5 • CMS: 8 • Ramsar: 5, 7, 8 • SDG: 14, 15
C	Measures to prevent impacts on genetic diversity	Safeguarding genetic diversity assists in efforts to safeguard species diversity	Protect rare species habitats, protect migration grounds for endangered birds	<ul style="list-style-type: none"> • Aichi: 13 • CITES: NONE • CMS: 12 • Ramsar: 11 • SDG: 2, 3

Goal	Business action	Description	Examples	Relevant targets
Strategic Goal D: Benefits for all / Corporate Biodiversity Goal: Enhance the benefits society draws from biodiversity				
D	Account for the needs of indigenous groups, women, the poor, marginalised and vulnerable groups, and individuals in business actions	Everyone is dependent upon ecosystem services, but some groups are more vulnerable to the decline or loss of essential ecosystem services, and both operational impacts on ecosystems, and actions to control for impacts, should account for the needs of these groups from the outset	Obtain Free Prior and Informed Consent (FPIC) (see IFC Performance Standard 7); community engagement following set principles, e.g. ICCM Guide on Mining and Indigenous Peoples)	<ul style="list-style-type: none"> • Aichi: 14 • CITES: 1.3, 1.5, 3.3, 3.4, 3.5 • CMS: 11 • Ramsar: 8, 11, 12 • SDG: 1, 3, 5, 6, 7, 8, 9, 11, 13, 14, 15
D	Implement ecosystem restoration actions	Restoration activities can help combat habitat loss contributing species decline, and/ or boost the status of an ecosystem and resultant ecosystem services, with possible benefits for society as well as the business itself	Investment in forest restoration, enhancing habitats to rehabilitate populations of particular species, engaging in area-based conservation	<ul style="list-style-type: none"> • Aichi: 14, 15 • CITES: 1.3, 1.5, 3.3, 3.4, 3.5 • CMS: 11 • Ramsar: 8, 11, 12 • SDG: 1, 3, 5, 6, 7, 8, 9, 11, 13, 14, 15
D	Reduce or eliminate impacts on species and habitats directly affected by operations and/ or supply chain	Reducing impacts on biodiversity can be achieved through multiple pathways, including addressing pollution, and may contribute to enhanced ecosystem function	Reducing forest degradation and fragmentation, reducing eutrophication/ nutrient loading	<ul style="list-style-type: none"> • Aichi: 15 • CITES: NONE • CMS: 11 • Ramsar: 12 • SDG: 6, 7, 9, 10, 11, 13, 14, 15
D	Adhere to or incorporate international, regional and/ or national rules relating to biodiversity	A first step to mainstreaming biodiversity is to ensure that practices are in line with regulatory processes and incorporate them into decision-making	Nagoya Protocol, CITES and other MEAs, rules around World Heritage Areas	<ul style="list-style-type: none"> • Aichi: 16 • CITES: 1.1 • CMS: NONE • Ramsar: NONE • SDG: 3, 8, 15
D	Ensure access to, and benefit sharing from, natural resources while operating within sustainable limits	A wide range of stakeholders may wish to use genetic resources for various reasons, from conducting research to developing new products. Access should be both wide and fair	Long-term agreements with small-scale producers, artisanal fishers, <i>etc.</i> , to share access to natural resources, ensuring their sustainable use; adhere to the Nagoya Protocol	<ul style="list-style-type: none"> • Aichi: 16 • CITES: 1.1 • CMS: NONE • Ramsar: NONE • SDG: 3, 8, 15

Goal	Business action	Description	Examples	Relevant targets
Strategic goal E: Enhance implementation / Corporate Biodiversity Goal: Stakeholder engagement, support and knowledge sharing				
E	Implement relevant aspects of National Biodiversity Strategies and Action Plans (NBSAPs) in countries of operation*	Implementing NBSAPs or formulating an action plan specific to a firm's operations or supply chain can contribute to stakeholder engagement by helping to structure planning and implementation of actions. It can also contribute to the mainstreaming agenda, particularly regarding sustainable production and consumption.	Section of corporate biodiversity action plan	<ul style="list-style-type: none"> • Aichi: 17 • CITES: 3.4 • CMS: 13 • Ramsar: 19 • SDG: 5, 13, 14, 16, 17
E	Incorporate traditional knowledge into strategic planning for sustainable management of biodiversity	Traditional knowledge often derives livelihoods that have co-evolved with the landscapes in which they are embedded, and can offer valuable insights into how to manage impacts on biodiversity	Apply Delphi Method during decision-making process	<ul style="list-style-type: none"> • Aichi: 18 • CITES: 1.1, 1.3, 1.5, 3.2, 3.4 • CMS: 14 • Ramsar: 8, 10, 16 • SDG: 2, 3, 5, 10
E	Engage in multi-stakeholder dialogue to manage impacts on biodiversity	Build cooperation, understanding, and consensual decision-making between different actors and ensure all are clear on why measures are adopted and implemented	Sector-level/cross-sector initiatives such as the Forestry Dialogue and Aquaculture Dialogues, engaging in area-based conservation	<ul style="list-style-type: none"> • Aichi: 19 • CITES: 1.4, 1.5, 1.6, 1.8, 2.2, 2.3, 3.3, 3.4, 3.5 • CMS: 15 • Ramsar: 8, 14 • SDG: 4, 7, 9, 12, 14, 17
E	Incorporate best available scientific knowledge and expertise into measures regarding biodiversity	Consulting conservation biologists, ecologists and other experts/ specialists to ensure that measures taken are optimal in context	Partnering with a recognised scientific institute, independent conservation scientists, or firms specialising in developing biodiversity monitoring	<ul style="list-style-type: none"> • Aichi: 19 • CITES: 1.4, 1.5, 1.6, 1.8, 2.2, 2.3, 3.3, 3.4, 3.5 • CMS: 15 • Ramsar: 8, 14 • SDG: 4, 7, 9, 12, 14, 17

Goal	Business action	Description	Examples	Relevant targets
E	Share biodiversity monitoring data to assist decision-making and adaptive management	A broader knowledge base can improve the quality of decision-making at local, national, regional, and global levels, ensuring management is proportionate and effective	Publish data on the Global Biodiversity Information Facility	<ul style="list-style-type: none"> • Aichi: 19 • CITES: 1.4, 1.5, 1.6, 1.8, 2.2, 2.3, 3.3, 3.4, 3.5 • CMS: 15 • Ramsar: 8, 14 • SDG: 4, 7, 9, 12, 14, 17
E	Support third-party biodiversity initiatives	Support in addition to, not in place of, efforts to minimise the impacts of the organisation's own operations	Supply volunteers, finance conservation projects via corporate foundations or CSR programmes	<ul style="list-style-type: none"> • Aichi: 20 • CITES: 2.1, 2.2, 2.3, 3.1 • CMS: 16 • Ramsar: 17 • SDG: 10, 17

Section B. Case Studies: Selection and Summary of Cases

Selection process

Call for cases

A wide range of cases were reviewed as part of this study, most of which were supplied following a call for cases made in January 2018. The call was issued through multiple channels, including: Twitter; Linked-In; the JNCC and ICCS websites; and e-mail. Case submissions came from diverse sources including businesses and industrial associations, conservation NGOs and platforms that feature business and biodiversity cases (e.g. the EU B@B Platform). Table 3 lists the individual cases and Table 4 the online databases, platforms and case study compendiums that received following the call. Cases from work conducted by Arcadis on behalf of JNCC were also included for review (Girvan *et al* 2018).

Case review

All submissions were initially checked for relevance, scope, and content. Cases that passed initial screening were then reviewed in-depth. The in-depth review was conducted by two members of the project team against a set of criteria developed by the project team. The criteria are outlined below. Criteria were based on a Yes/No rating. In some cases it was difficult to rate criterion 2 and/or 3: in these instances efforts were made to gather further information in order to clarify these points and establish a Yes/No rating.

Selection criteria

1. **Case directly relates to biodiversity** (i.e. not an incidental part of the project). This was the main disqualifier. The remaining categories were used to assess the level of detail provided, with those containing information taking precedence.
2. **Recognises materiality of biodiversity** (e.g. regulatory requirement, reputational risk, licence to operate).
3. **Based upon sound science** (e.g. working with a recognised scientific body or relevant qualified conservation specialists).

4. **States intended/achieved outcomes for biodiversity** (e.g. figures on species saved, percentage of habitat restored). Note: in some instances, it was too early in the project to review results, therefore targeted outcomes were considered.
5. **Demonstrates wider benefits to society from taking action on biodiversity** (e.g. enhancing or restoring ecosystem services for local communities; providing new opportunities for local enterprise, such as ecotourism).
6. **Context/Background to project/initiative** (e.g. details on project location and duration).
7. **Additional observations** (e.g. information either strengthening or weakening the case for inclusion not captured in other criteria).

Final selection

A final review of cases was conducted by the whole project team. The cases were grouped under the strategic goal to which they most closely aligned from an initial reading. Each case was read through and debated for its merits and fit, resulting in fourteen cases being selected for inclusion in the main report. Once the selection was agreed, a final round of coding was conducted to check which strategic goal each case predominantly came under. Table 3 details all the individual cases that were reviewed, along with links to the information source provided at the time. Additional material has since been gathered for some of the fourteen selected cases: the references for this material are listed in the main report.

Cases reviewed and selected

Table 3: Individual cases¹.

Case	Links provided ²	Notes
1: Rangeland restoration and monitoring of supply chain impacts (Oyu Tolgoi & Kering)	<ul style="list-style-type: none"> • Grant proposal supplied • Summary of project: https://appliedsciences.nasa.gov/content/16-eco4cast-0015 	Selected
2: Integrating biodiversity into a corporate environmental plan (Toshiba)	<ul style="list-style-type: none"> • http://www.toshiba.co.jp/env/en/vision/biodiversity.htm 	Selected
3. Sustainable python skin trade (Kering)	<ul style="list-style-type: none"> • http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0158397 • http://www.intracen.org/uploadedFiles/intracenorg/Content/Publications/Trade_Impact_Python_Skin_Trade_Malaysia_Low-res.pdf • http://www.intracen.org/uploadedFiles/intracenorg/Content/Publications/Trade%20in%20Python%20Skin_s_Viet%20Nam_Low-res.pdf • https://www.iucn.org/sites/dev/files/content/documents/2016/natusch_et_al_2016_sustainable_management_of_the_trade_in_reticulated_python_skins.pdf • https://www.sciencedirect.com/science/article/pii/S0006320716306437 • http://unctad.org/en/PublicationsLibrary/ditcted2016d4_en.pdf • http://ec.europa.eu/environment/cites/pdf/studies/Illegal%20Wildlife%20Trade%20-%20Final%20Report.pdf 	Selected
4. Implementing a Quarantine Management System (Chevron)	<ul style="list-style-type: none"> • https://www.chevron.com/stories/beyond-best-practice • https://www.chevronaustralia.com/environment/protecting-the-environment/quarantine 	Selected

¹ Selected cases appear first, listed as per the report. The cases that were reviewed are listed in alphabetical order.

² All links to selected cases were last accessed October 2018. Links to all cases reviewed were last accessed between January and April 2018.

Case	Links provided ²	Notes
5. Adopting certification standards for sustainable resource use (Olam)	<ul style="list-style-type: none"> • http://olamgroup.com/products-services/food-staples-packaged-foods/palm/faq-and-reports/ 	Selected
6. Reducing the impact of new road infrastructure on local habitats (Skanska)	<ul style="list-style-type: none"> • (Girvan <i>et al</i> 2018) • https://www.skanska.co.uk/48d4c6/siteassets/about-skanska/sustainability/green/environmental-management/biodiversity/big-biodiversity-challenge-skanska-m1-junction-19-case-study.pdf 	Selected
7. Implementing a Biodiversity Action Plan for an airport (Gatwick Airport)	<ul style="list-style-type: none"> • (Girvan <i>et al.</i> 2018) • https://www.gatwickairport.com/globalassets/publicationfiles/business_and_community/all_public_publications/corporate_responsibility/DOC15_fullreport.pdf • http://www.mediacentre.gatwickairport.com/press-releases/2016/16-09-29-gatwick-recognised-for-positive-biodiversity-impact.aspx 	Selected
8. Restoring peatland to deliver clean water (Yorkshire Water)	<ul style="list-style-type: none"> • https://www.yorkshirewater.com/about-us/newsroom-media/high-woodale-farm-nidderdale-beyond-nature-2017 	Selected
9. Securing natural resources by supporting sustainable livelihoods (EILA)	<ul style="list-style-type: none"> • http://www.ipci-usa.org/index.html 	Selected
10. Ensuring farmer livelihoods whilst conserving habitats (IBIS Rice)	<ul style="list-style-type: none"> • All information from: http://ibisrice.com/ 	Selected
11. Sustainable trade in marine resources (OATA)	<ul style="list-style-type: none"> • https://ornamentalfish.org/what-we-do/represent-the-industry/wild-caught-fish/ 	Selected

Case	Links provided ²	Notes
12. Collaborating to reduce impacts of a housing development (Berkeley Group)	<ul style="list-style-type: none"> • http://publications.naturalengland.org.uk/publication/5127610325532672 	Selected
13. Financing sustainable agriculture (Rabobank)	<ul style="list-style-type: none"> • Information provided by Rabobank • Brief summary available here: https://www.rabobank.com/en/press/search/2017/20171016-kickstart-food.html 	Selected
14. Integrating scientific expertise into restoration actions (Norsk Hydro)	<ul style="list-style-type: none"> • http://www.icmm.com/en-gb/case-studies/restoring-biodiversity-through-research-partnerships-in-the-brazilian-amazon 	Selected
Afforest - Growing 1 million plants in the desert	<ul style="list-style-type: none"> • www.afforestt.com 	Reviewed
BHP-Conservation International Alliance	<ul style="list-style-type: none"> • CI-BHP Alliance website: https://www.conservation.org/partners/Pages/bhp-billiton.aspx • CI-BHP Alliance Factsheet: https://www.conservation.org/publications/Documents/CI-BHP-Alliance_updated-01-04-2018.pdf 	Reviewed
Balfour Beatty	<ul style="list-style-type: none"> • Information supplied by Balfour Beatty 	Reviewed
Boskalis - Building with Nature	<ul style="list-style-type: none"> • https://www.ecoshape.org/en/ • https://boskalis.com/csr/cases/marker-wadden.html • https://magazine.boskalis.com/issue04/marvelous-marker-wadden • https://boskalis.com/csr/cases.html 	Reviewed
Centre for Agriculture and Biosciences International (CABI)	<ul style="list-style-type: none"> • https://www.cabi.org/about-cabi/ 	Reviewed

Case	Links provided ²	Notes
Coca-Cola - River Conservation	<ul style="list-style-type: none"> • https://www.wwf.org.uk/who-we-are/who-we-work-with/coca-cola 	Reviewed
De Beers	<ul style="list-style-type: none"> • http://www.debeersgroup.com/en/building-forever/sustainable-development-goals.html 	Reviewed
Ecovillage Boekel - biodiversity-friendly housing project	<ul style="list-style-type: none"> • http://conserveareas.org/areas/nl/ecovillage-boekel 	Reviewed
Ecosulis	<ul style="list-style-type: none"> • Resources supplied by Ecosulis Further information available here: http://www.ecosulis.co.uk/ 	Reviewed
Green Circle Bee Landscape - an innovative public-private partnership	<ul style="list-style-type: none"> • http://conserveareas.org/areas/nl/greencirclebee 	Reviewed
Guinea Alumina Corporation	<ul style="list-style-type: none"> • http://www.gacguinee.com/ 	Reviewed
HSBC Water Programme	<ul style="list-style-type: none"> • https://www.wwf.org.uk/what-we-do/projects/hsbc-water-programme 	Reviewed
Indigena	<ul style="list-style-type: none"> • www.indigena.ltd 	Reviewed
Insurance companies and conflict resolution: a case study from Iran	<ul style="list-style-type: none"> • http://www.tehrantimes.com/news/422182/Insurance-compensates-for-damages-done-by-leopards https://www.doe.ir/Portal/home/?news/140762/318705/547508/Iran-Insures-leopard-for-Liability-Hoping-To-Set-Global-Example 	Reviewed
Holcim Lafarge	<ul style="list-style-type: none"> • https://view.genial.ly/57fbb37894fe1f6ad0b13f8d/recovery-of-the-ecological-values-of-the-mesa-de-ocana-lh 	Reviewed

Case	Links provided ²	Notes
IUCN/ Rio Tinto - A Mining Company, NGOs And Cattle Owners Work Together To Establish A Vulture Safe Zone In India	<ul style="list-style-type: none"> • https://www.iucn.org/sites/dev/files/import/downloads/factsheet4_vulture_s_safe_zone_rev.pdf 	Reviewed
John West/ TUE - Supply Chain Reform	<ul style="list-style-type: none"> • https://www.wwf.org.uk/who-we-are/who-we-work-with/john-west 	Reviewed
Knepp Castle Estate Wildland	<ul style="list-style-type: none"> • http://conserveareas.org/areas/gb/knepp 	Reviewed
Kowat: Biomimetics	<ul style="list-style-type: none"> • http://kawat.es/ 	Reviewed
Marks & Spencer - Plan A	<ul style="list-style-type: none"> • https://www.wwf.org.uk/who-we-are/who-we-work-with/marks-and-spencer • https://corporate.marksandspencer.com/blog/mands-cheshire-oaks-store • https://www.designingbuildings.co.uk/wiki/Cheshire_Oaks:_Marks_and_Spencer • http://www.wildlifetrusts.org/news/2014/06/18/marks-spencer-first-uk-retailer-achieve-wildlife-benchmark 	Reviewed
Mars Sustainable Solutions Marine Sustainability and Aquaculture	<ul style="list-style-type: none"> • https://www.marssymbioscience.com/principles-in-action/mars-sustainable-solutions 	Reviewed
MBNA - WWF Credit Card	<ul style="list-style-type: none"> • https://www.wwf.org.uk/who-we-are/who-we-work-with/mbna 	Reviewed
Nord Stream 2	<ul style="list-style-type: none"> • https://www.nord-stream2.com/ 	Reviewed
Pentland - Javan Rhinos	<ul style="list-style-type: none"> • https://www.wwf.org.uk/who-we-are/who-we-work-with/pentland 	Reviewed
Sky Ocean Rescue	<ul style="list-style-type: none"> • https://skyoceanrescue.com/ 	Reviewed
Sky Rainforest Rescue	<ul style="list-style-type: none"> • https://rainforestrescue.sky.com/ 	Reviewed
Tackling deforestation with data, Cargill maps its cocoa supply chain	<ul style="list-style-type: none"> • https://www.cargill.com/story/tackling-deforestation-with-data,-cargill-maps-its-cocoa-supply 	Reviewed

Case	Links provided ²	Notes
The KEEPitWILD Pledge	<ul style="list-style-type: none"> • https://seethewild.org/keepitwild-pledge/ 	Reviewed
Tullstorp Stream	<ul style="list-style-type: none"> • http://conserveareas.org/areas/se/tullstorp 	Reviewed
Unilever - Forest Protection	<ul style="list-style-type: none"> • https://www.wwf.org.uk/who-we-are/who-we-work-with/unilever 	Reviewed
Whiskas - Global Tiger Conservation Programme	<ul style="list-style-type: none"> • https://www.wwf.org.uk/who-we-are/who-we-work-with/whiskas 	Reviewed
Wildlife Ranching - Namibia	<ul style="list-style-type: none"> • http://wrnam.org/ 	Reviewed
Wildlife Ranching - South Africa - Bontebok – Back from the brink	<ul style="list-style-type: none"> • https://www.wrsa.co.za/wp-content/uploads/2015/10/SACS-Bontebok-DPS.pdf 	Reviewed
Wildlife Ranching - South Africa - Cape Mountain Zebra	<ul style="list-style-type: none"> • https://www.wrsa.co.za/wp-content/uploads/2015/12/SACS-Cape-Mountain-Zebra-DPS-.pdf 	Reviewed
Yemen LNG - Balhaf Headland Marine Area	<ul style="list-style-type: none"> • http://conserveareas.org/areas/ye/balhaf 	Reviewed

Table 4: Case study databases and compendiums.

Case collection	Links provided (January – March 2018: Last accessed May 2018)	Notes
AMBOR creatie/ Netherlands Enterprise Agency (RVO) - Business and Biodiversity Insights from the Community of Practice	<ul style="list-style-type: none"> • https://www.duurzaamdoor.nl/sites/default/files/RVO%202015%20%20Publication%20CoP%20Business%20and%20Biodiversity.pdf 	Reviewed
B@B Platform	<ul style="list-style-type: none"> • http://ec.europa.eu/environment/biodiversity/business/index_en.htm 	Reviewed
Biodiversity in Good Company - Business and Biodiversity Initiative	<ul style="list-style-type: none"> • https://www.business-and-biodiversity.de/en/ • http://www.business-and-biodiversity.de/en/activities/biodiversity-management/basic-knowledge/ 	Reviewed
Biotechnology and Biological Sciences Research Council (BBSRC)	<ul style="list-style-type: none"> • https://bbsrc.ukri.org/about/ • https://bbsrc.ukri.org/innovation/sharing-challenges/saric/ • https://bbsrc.ukri.org/funding/filter/gcrf-agriculture-food-systems/ 	Reviewed
Bodensee Stiftung (Lake Constance Foundation)	<ul style="list-style-type: none"> • http://ec.europa.eu/environment/emas/pdf/other/EMAS_Biodiversity_Guidelines_2016.pdf 	Reviewed
CBD	<ul style="list-style-type: none"> • https://www.nature.org/about-us/working-with-companies/case-studies-for-green-infrastructure.pdf?redirect=https-301 • http://ec.europa.eu/environment/biodiversity/business/assets/pdf/innovation-case-studies/innovation-case-study-16-shell.pdf 	Reviewed
CBD - Case Studies on Business and Biodiversity	<ul style="list-style-type: none"> • https://www.cbd.int/business/ressources/case-studies.shtml 	Reviewed
CBD - National and Regional Business and Biodiversity Initiatives	<ul style="list-style-type: none"> • https://www.cbd.int/business/National_Regional_BB_Initiatives.shtml 	Reviewed

Case collection	Links provided (January – March 2018: Last accessed May 2018)	Notes
CEEWeb	<ul style="list-style-type: none"> • http://www.ceeweb.org/wp-content/uploads/2016/04/Wetland-Restoration-Report-CEEweb-Michael-Otto-Project.pdf • http://www.ceeweb.org/wp-content/uploads/2012/02/good_tourism_Carpathians.pdf • http://www.ceeweb.org/wp-content/uploads/2011/12/enriching_society_through_natural_solutions_green_infrastructure.pdf • http://www.ceeweb.org/work-areas/priority-areas/green-infrastructure/ • http://www.ceeweb.org/wp-content/uploads/2011/12/BBguidelinesEN.pdf 	Reviewed
Fairwild	<ul style="list-style-type: none"> • http://www.fairwild.org/background 	Reviewed
Global Opportunity Explorer Platform	<ul style="list-style-type: none"> • http://www.globalopportunityexplorer.org/ 	Reviewed
Habitats	<ul style="list-style-type: none"> • http://www.habitats.dk/?lang=EN 	Reviewed
ICMM	<ul style="list-style-type: none"> • http://www.icmm.com/en-gb/library • http://www.icmm.com/en-gb/case-studies/managing-biodiversity-risk-profiles • http://www.icmm.com/en-gb/case-studies/protecting-sagebrush-ecosystems • http://www.icmm.com/en-gb/publications/biodiversity/integrating-mining-and-biodiversity-conservation-case-studies-from-around-the-world 	Reviewed: 1 case selected (see single cases above)
IFC - IFC Performance Standard 6 Implementation Resources	<ul style="list-style-type: none"> • http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/policies-standards/performance-standards/ps6 	Reviewed
IPIECA - Biodiversity and Ecosystem Services Fundamentals	<ul style="list-style-type: none"> • http://www.ipieca.org/resources/good-practice/biodiversity-and-ecosystem-services-fundamentals/ 	Reviewed
IPIECA - Resources	<ul style="list-style-type: none"> • http://www.ipieca.org/resources/ 	Reviewed

Case collection	Links provided (January – March 2018: Last accessed May 2018)	Notes
IPIECA/ ICMM/ Equator Principles Association - Cross Sector Biodiversity Initiative	<ul style="list-style-type: none"> • http://www.csbi.org.uk/ • http://www.csbi.org.uk/our-work/mitigation-hierarchy-guide/ 	Reviewed
IUCN - Business and Biodiversity	<ul style="list-style-type: none"> • https://www.iucn.org/theme/business-and-biodiversity 	Reviewed
Natural Capital Coalition - Case Studies	<ul style="list-style-type: none"> • https://naturalcapitalcoalition.org/category/case-studies/ 	Reviewed
Netherlands Enterprise Agency (RVO)/ Anne-Marie Bor, AMBOR creatie - Finance for One Planet CoP Financial Institutions and Natural Capital	<ul style="list-style-type: none"> • https://www.rvo.nl/sites/default/files/2016/10/Finance%20for%20one%20planet%202016%20-%20CoP%20Financial%20Institutions%20and%20Natural%20Capital.pdf#page58 	Reviewed
SDSN - Mapping Mining to the Sustainable Development Goals: An Atlas	<ul style="list-style-type: none"> • http://unsdsn.org/resources/publications/mapping-mining-to-the-sustainable-development-goals-an-atlas/ 	Reviewed
UNDP/IFC/IPIECA - Mapping the oil and gas industry to the Sustainable Development Goals: An Atlas	<ul style="list-style-type: none"> • http://www.ipieca.org/resources/awareness-briefing/mapping-the-oil-and-gas-industry-to-the-sustainable-development-goals-an-atlas/ • http://www.ipieca.org/news/undp-ifc-ipieca-webinar-mapping-the-oil-and-gas-industry-to-the-sustainable-development-goals/ • http://www.undp.org/content/undp/en/home/presscenter/articles/2017/07/24/mapping-the-oil-and-gas-industry-to-the-sustainable-development-goals.html 	Reviewed
WBCSD	<ul style="list-style-type: none"> • http://wbcspdpublications.org/category/ecosystems-landscape-management • https://www.wbcd.org/ 	Reviewed
Wildlife Friendly Enterprise Network	<ul style="list-style-type: none"> • https://wildlife.webex.com/wildlife/ldr.php?RCID=9082e1076e773ee314fcb72d9500231 	Reviewed
WWF	<ul style="list-style-type: none"> • https://www.worldwildlife.org/publications?initiative_id=transforming-business 	Reviewed

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