

# How to engage and speak with other functions on nature & additional resources

How to engage with <b>C-suite level</b> : .....	1
How to engage with <b>Finance</b> :.....	2
How to engage with <b>Procurement</b> : .....	2
How to engage with <b>Sustainability</b> : .....	2
How to engage with <b>Risk managers</b> : .....	3
How to engage with <b>Business development</b> : .....	3
How to engage with <b>Operations/ site teams</b> : .....	4
Additional <b>resources</b> on location-focused decision making .....	4

## How to engage with **C-suite level**:

- ◆ **Paint the big picture**—why nature matters for the company’s long-term success, resilience, and reputation.
- ◆ Link nature to **core business risks and opportunities**, including regulatory, financial, and operational implications.
- ◆ Show how nature connects to the **company’s current strategy**, climate goals, and stakeholder expectations.
- ◆ Highlight what **peer companies and industry leaders** are already doing on nature—use benchmarks or CEO-level coalitions.
- ◆ Reference **high-level initiatives and platforms** (e.g., TNFD, Business for Nature, Science Based Targets for Nature) to demonstrate relevance and momentum.
- ◆ Be **solution-oriented and specific**—suggest practical first steps the company can take, even if small.
- ◆ Ask for **visible commitment or endorsement**, which helps unlock internal momentum and cross-functional support.
- ◆ Always use **clear, concise language**—avoid jargon and focus on strategic impact.<sup>1</sup>

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<sup>1</sup> [Persona action cards for natural capital thinking](#) (We Value Nature)

## How to engage with **Finance**:

- Start with the **risk lens**—highlight material nature-related risks, such as supply chain disruption, stranded assets, or regulatory costs.
- Use the term “**natural capital**” to align with familiar financial concepts and emphasize value at risk and opportunity.
- If possible, prepare **ballpark financial estimates**—e.g., cost of inaction, investment needs, or ROI on nature projects.
- Show how environmental risks translate into **financial exposure** or **future liabilities**, affecting valuation and reporting.
- Link nature action to **investor expectations**, ESG disclosures (e.g., TNFD, CSRD), and long-term capital allocation.
- If nature projects are already underway, **demonstrate tangible value**—use simple tools or mapping exercises to show ROI or avoided costs.
- Communicate in **straightforward financial terms**—avoid overly technical environmental language.

## How to engage with **Procurement**:

- Emphasize how nature directly relates to **business continuity**—through dependencies like raw materials, water, and land use.
- Highlight **operational and supply chain risks**—including price volatility, resource scarcity, and reputational exposure.
- Be mindful of **supply chain complexity**—recognize real-world challenges and build trust through collaboration.
- Identify **high-risk sourcing areas** (e.g., deforestation hotspots, water-stressed regions) to prioritize action.
- Show how **standards, certifications, and traceability tools** address nature risks—or where they fall short.
- Encourage **new success metrics** beyond cost alone—incorporating risk reduction, long-term value, and supplier resilience.
- Use **clear, actionable language**, avoiding overly broad or abstract concepts.<sup>2</sup>

## How to engage with **Sustainability**:

- Be open and collaborative—**share how your function works**, and identify areas where sustainability goals can align.

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<sup>2</sup> [Persona action cards for natural capital thinking](#) (We Value Nature)

- Show genuine curiosity—**ask questions** to understand how nature fits into the sustainability agenda and current efforts.
- Discuss how nature impacts and dependencies relate to **existing strategies**—climate, water, social goals—and where gaps may exist.
- Help identify **material nature issues** that may be under-addressed, especially in upstream or downstream value chains.
- Explore where **nature-related data or collaboration** can strengthen cross-cutting initiatives (e.g., climate resilience, just transition).
- Use **practical examples** and shared language to uncover synergies between sustainability and core operations.<sup>3</sup>

### How to engage with **Risk managers**:

- Speak their language—focus on **material risks**, including regulatory, legal, reputational, and physical nature-related risks (e.g., flooding, water scarcity).
- Connect nature-related risks to **existing enterprise risk management frameworks** or ESG risk processes.
- Share examples of how **nature risks** (like deforestation or ecosystem degradation) have disrupted supply chains or operations in similar sectors.
- Highlight **emerging disclosure expectations** (e.g., TNFD, CSRD) that require identifying and reporting on nature-related risks.
- Collaborate on developing **location-based risk maps** or overlays (e.g., overlaying biodiversity hotspots with operational sites).
- Emphasize the business case for **proactive risk management**, showing how early action on nature reduces future liabilities.
- Use clear, evidence-based communication, avoiding technical jargon unless familiar to them.<sup>4</sup>

### How to engage with **Business development**:

- Focus on **long-term value creation**—highlight how today’s decisions on products, services, sites, and partnerships shape the company’s future reliance on and impact on nature.

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<sup>3</sup> [Persona action cards for natural capital thinking \(We Value Nature\)](#)

<sup>4</sup> [What nature means for your business role: A primer on location-focused decision making \(A-Track\)](#)

- Link nature to **new business opportunities**—including sustainable products, nature-aligned partnerships, and expansion into markets with environmental priorities.
- Emphasize **hidden risks** in current evaluation frameworks—such as delays in permitting, stranded assets, or unforeseen adaptation costs due to nature loss.
- Share examples of companies gaining a **competitive edge** through nature-informed innovation and future-focused strategies.
- Align the conversation with **corporate purpose, strategy, and resilience goals**, using clear, strategic language (e.g., market differentiation, future-proofing, systemic risk).

### How to engage with **Operations/ site teams**:

- Focus on **site-specific nature risks** (e.g., water availability, land degradation, regulatory pressure, biodiversity sensitivity).
- Emphasize the value of **protecting local natural systems** to ensure continued operations and reduce disruptions.
- Link nature to **compliance requirements** and operational KPIs (e.g., water use, waste, energy efficiency).
- Share success stories or case studies where location-focused action has increased site resilience or reduced downtime.
- Offer support tools (e.g., maps, checklists, risk screening tools) that help them integrate nature considerations into operations.
- Be collaborative and respectful of local operational knowledge—ask how **local context and experience** align with environmental concerns.<sup>5</sup>

### Additional **resources** on location-focused decision making

- **[Business primer]** [What nature means for your business role: A primer on location-focused decision making](#)
- **[Business case studies]** Location matters:
  - [How Henkel applies location data for feedstock assessment](#)
  - [How Vale embeds nature into site-level decision-making](#)
  - [From group governance to company action at Sonae SGPS and Sierra](#)
- **[Handbook]** [Building narratives through nature data: Applying spatial datasets and metrics to assess locations and tailor nature strategies](#)

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<sup>5</sup> *What nature means for your business role: A primer on location-focused decision making (A-Track)*

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