

NATURE ON THE BOARD

YEAR 4 REPORT



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FAITH IN NATURE®

01

BACKGROUND



Four years ago, in September 2022, we became the first company in the world to appoint Nature to our board of directors. In doing so, we legally recognised Nature as the major stakeholder it truly is.

That move has since become known as Nature on the Board (NOTB) and we continue to advocate for its widespread adoption — championing the idea that Nature should be granted a voice and a vote wherever (and however) an organisation's structure allows.

Our logic for this is simple:

– However (in)directly, we are all reliant on Nature for whatever it is we do.
– But every decision we make impacts Nature somehow.
– It is undeniable then that Nature is a stakeholder.
– As a stakeholder, Nature should input on decisions that impact it.

In essence, what we did was to apply broader Rights of Nature thinking and frameworks to a corporate structure. We then open-sourced that framework and shared the idea as freely as possible so that other organisations could adopt it too.

Coming from the private sector, we assumed we'd be speaking mainly to other companies with similar structures to ours. What we came to realise is that this model is just as powerful wherever there are board dynamics and multiple perspectives to be considered. Today, NOTB has been implemented in river catchment partnerships, charities, trusts, commissions, volunteer groups, universities and, of course, other companies too. In the background, work is ongoing to use NOTB at the scale of national landscapes; to integrate NOTB into health and care systems; and to incorporate its thinking into the MBAs and EMBAs of some of the world's best universities.

To have played our part in this narrative shift is an enormous privilege. And there is a lot to celebrate. But even the most optimistic reports put the number of other organisations currently working with some form of Nature governance at around 70 (worldwide). For context, around 2500 new companies are incorporated in the UK each day alone. So against the backdrop of ever increasing Nature loss and planetary destruction, we are nowhere near making the sort of waves that are needed.

We're not pretending, either, that NOTB is the answer to all of this. Of course it isn't. But when we treat Nature not just as a resource but as a stakeholder, better ideas flourish. Those ideas propel the organisations that implement them forward, whilst also working to protect the natural world within which they operate. They free us to think and act bigger and more beautifully. With greater purpose and understanding of our place within it all. And NOTB does, absolutely, get us to those ideas quicker.



02

PURPOSE OF THESE REPORTS



THE PURPOSE OF THESE REPORTS IS TWO-FOLD

1 **To demystify Nature on the Board.** What does it mean to make 'Nature' a 'director'? Is this just woo-woo nonsense? (No, it isn't). Perhaps it's just a marketing gimmick then? (No, it's not that either). Greenwashing? (Nope — see point 2). Anti-corporate activism designed to destroy companies from the inside? (Well, obviously not. But we've heard it all). Simply, NOTB is a tool to help us make better decisions that take the natural world into account. It's practical, helpful and down-to-earth. It works using tried and tested legal frameworks, borrowed from other contexts, to provide the perspectives that have been absent from the boardroom until now. By exposing the inner workings of NOTB, we hope to remove the barriers others may have to doing as we've done.

2 **As a safeguard against greenwashing.** Any bad actor could say they've put Nature on their board, but the good actors will produce reports like these. They'll detail all that's happened in the past year and, at the back of this report, is our Nature Guardian's response to this report. It is unfettered and unedited by us and the best proof we can offer that this report offers an accurate reflection of the year gone by. At this stage of NOTB's development, we believe this is sufficient. In the future, perhaps other safeguards might need to be introduced — but part of the open-source philosophy is also that the community self-polices, and those safeguards can evolve as the model does.

03

HOW NATURE ON THE BOARD WORKS





In the briefest possible terms, NOTB operates on a 'guardianship model'.

Nature Guardians are independent of the companies within which they speak; are experts in some Nature related field; have the freedom to consult with whoever is necessary to bring forward a Nature first perspective; act on behalf of the named director — Nature. Through this, and legal changes made within our articles, Nature is granted a voice and a vote on all business decisions.

Our primary Nature Guardian is Dr Juliet Rose, who is also Head of Development at Eden Project. Working alongside her is a hive-mind of other individuals, chosen by her — and each chosen to bring forward expertise she feels is otherwise lacking.

This is a very abbreviated explanation because the details are covered at length elsewhere. The full open-source model is available **here**, alongside full FAQs. Our Brand Director, Simeon Rose, also covers this at natureontheboard.com

04

YEARS 1, 2 AND 3



ALL PREVIOUS REPORTS ARE AVAILABLE TO VIEW HERE. BRIEFLY, THE STORY TOLD SO FAR IS ...

YEAR 1

This was a year of embedding the framework within the company + explaining it to the world. Two key votes took place. In one, the board voted on a route out of plastics. Key votes regarding plastics and palm were carried in Nature's favour. These were key decisions that we had grappled with for many years. It became immediately apparent that NOTB allowed us to make better informed decisions, quicker. Cultural shifts were also felt.

YEAR 2

Building on Year 1's votes, we reformulated our entire range — introducing metal bottles, increasing our naturality and working within our supply chain to find more Nature-positive primary producers of our ingredients. This huge undertaking means that Nature has now been present throughout the development of every one of our products. The cultural impact of NOTB was felt even more deeply, with many of the supply chain changes coming not from our Nature Guardians, but from the Technical team.

YEAR 3

Having ridden the highs of Years 1 and 2, Year 3 was harder from a business perspective. Growing pains coincided with a challenging economic landscape and our move to a new manufacturing site. Fittingly, Nature's Guardians adapted. Instead of focussing on externals, Nature's Guardians turned their attention inwards, towards those who make all this possible — our people. We used this quieter year to lay the groundwork for the future and to ensure ownership of NOTB was felt throughout the company.

Over these years, key themes began to emerge. We saw Nature-positive decisions happening earlier and earlier in the decision making process — meaning that by the time decisions reached the boardroom, they had already taken Nature into account. We also saw clearer lines of communication emerge between all staff and Nature's Guardians — suggesting Nature wasn't seen as some authoritarian 'green police' but instead as a valued (and liked) member of the team. But the greatest change of all wasn't seen, it was felt. The cultural shift that has taken place as a result of NOTB is undeniable. As time passes, it becomes increasingly difficult to untangle how decisions have changed as a result of appointing Nature as a director — but when one experiences what we do, it is evident we are dealing with a very different company. That different decisions have been made is, again, undeniable.

Those same findings are beginning to emerge in the reports of other organisations who have implemented NOTB too.

But don't just take our word for it...



05

YEAR 4: LETTING OTHERS DO THE TALKING



In the past, these reports have been written by the same people you see speak about NOTB in the public and in the media. Namely, the directors who helped create this model. We try to strike the balance of optimism and realism but, of course, some might argue we're biased. So for greater transparency, we're letting others do the talking.



A key focus of Dr Juliet Rose is improving Nature Connection throughout the business. Like much of the world, the UK is a Nature deprived country. And, no matter how close some of us feel to the natural world, we're all living Nature depleted lives. This is especially keenly felt in Bury — on the outskirts of Manchester — where Faith In Nature operates.

So part of Juliet's work has been to establish a baseline of Nature connection throughout the company — working year-on-year to measure any shifts and changes. As part of that work, we spoke with a cross-section of the company to ascertain how NOTB has affected their daily lives, inside and outside of work. Our sample was 18 people strong — approximately 20% of the company — and included at least one person from every department: Sustainability, Management, Finance, Operations, Technical, Marketing, Sales and Supply Chain.

It is now even clearer that Nature on the Board is no longer viewed simply as a governance initiative; it is influencing culture, employee behaviour and everyday decision-making across the business. Staff overwhelmingly support the idea, value opportunities to connect with Nature, and increasingly apply Nature-centred thinking beyond the workplace.

06

MEASURING A CULTURE SHIFT





Returning in 2026 to the same questions we asked in 2025, employees report that they:

Feel connected to Nature

+28%

Pay attention to Nature and wildlife

+22%

Spend time in Nature

+33%

Enjoy time in Nature

+16%

Moreover, employees want to extend Nature's influence even further:

~ 80% explicitly agree that Nature should be considered early or from the outset of decision-making

~ 65-70% consider Nature alongside commercial or customer considerations

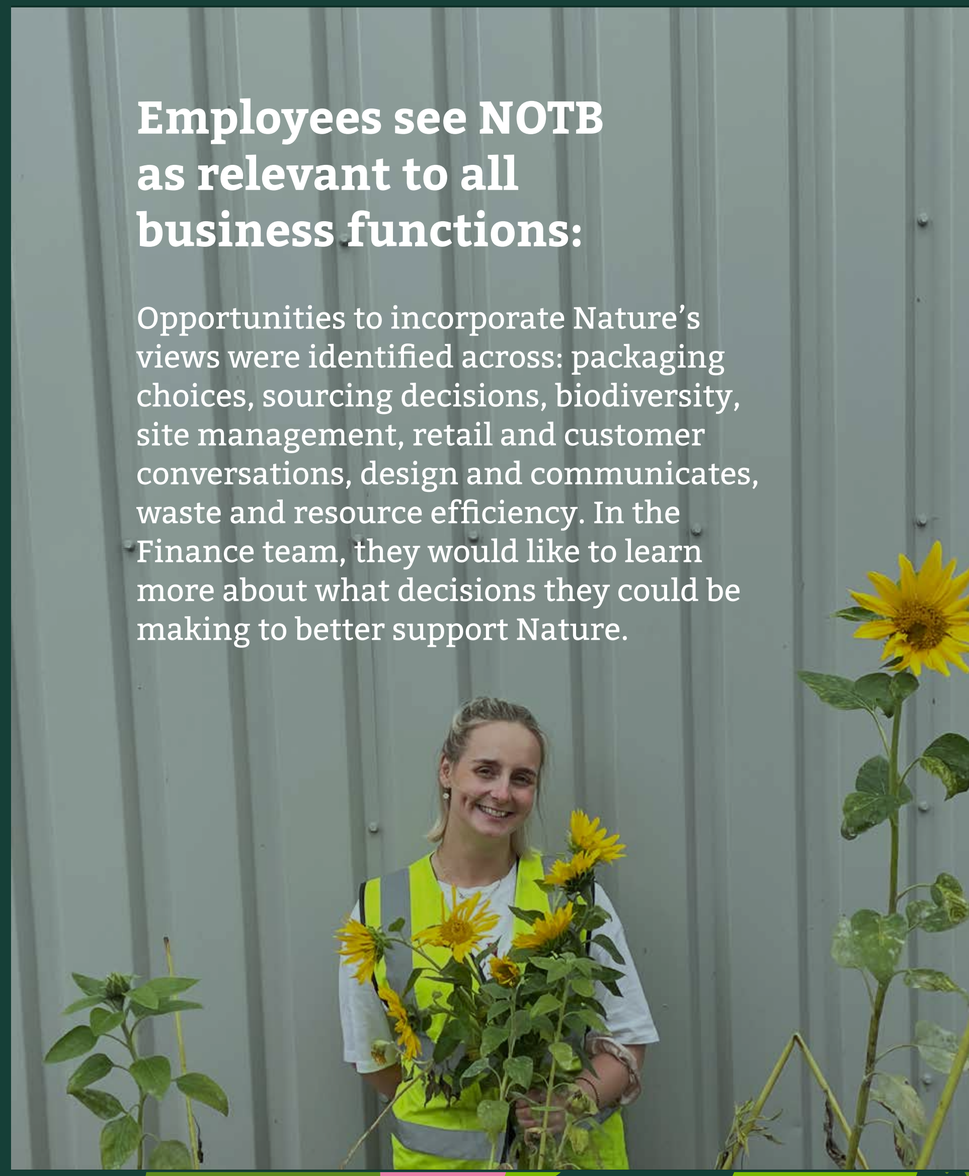
~ 50-60% identified specific opportunities within their own role to influence outcomes for Nature

Employees see NOTB as a mechanism for accountability:

100% of respondents see Nature on the Board as important to Faith In Nature, often describing it as fundamental to the company, its values and its credibility. Many respondents see NOTB as a framework that influences how decisions are made, rather than as a standalone sustainability initiative. Employees refer to asking 'What would Nature say?' and considering Nature alongside commercial and operational factors.

Employees see NOTB as relevant to all business functions:

Opportunities to incorporate Nature's views were identified across: packaging choices, sourcing decisions, biodiversity, site management, retail and customer conversations, design and communicates, waste and resource efficiency. In the Finance team, they would like to learn more about what decisions they could be making to better support Nature.



Employees feel able to connect with Nature at work:

100% of respondents said they had opportunities to connect with Nature at work through activities such as tree planting, litter picks, gardening, volunteering, wildflower planting and Nature connectedness workshops. Practical, hands-on activities are highly valued and frequently mentioned.

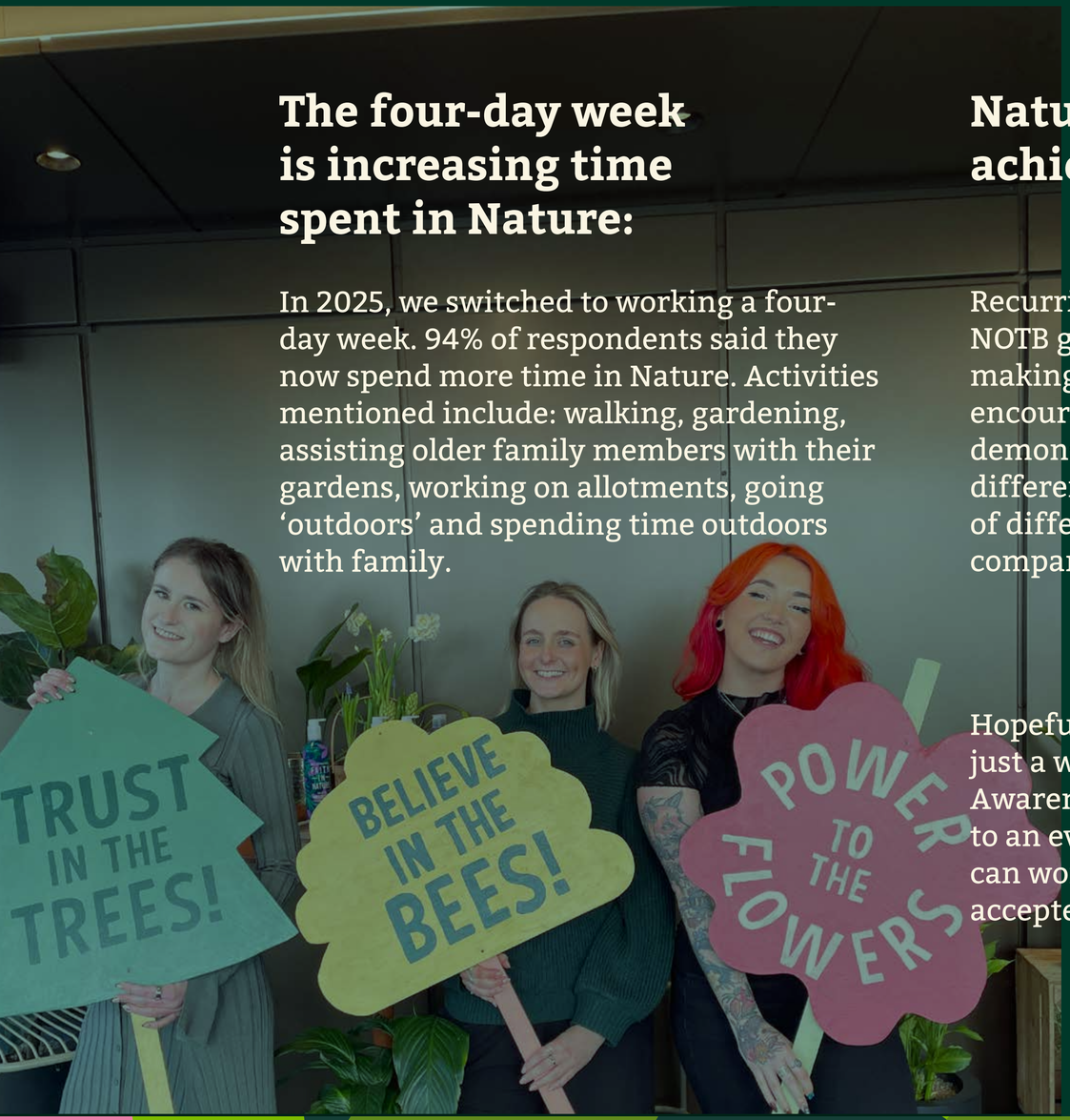


NOTB is felt beyond the workplace:

88% of respondents report that NOTB has changed how they think or behave outside work. Examples include: more sustainable purchase decisions, increased awareness of Nature, more time walking and less time driving, more scrutiny of brands' environmental claims and more interest in the Rights of Nature. Only one respondent said they didn't feel NOTB impacted their life outside of work, but that is because they were already very Nature aware.

Employees want Nature considered earlier in decision-making:

Approximately 75% of respondents explicitly said Nature should be considered: at the start of decision making; alongside commercial decisions; as a stakeholder and through asking 'What would Nature say?' Several employees specifically said Nature should not just be a 'final sense check', endorsing the need for continued Nature Connectedness work.



The four-day week is increasing time spent in Nature:

In 2025, we switched to working a four-day week. 94% of respondents said they now spend more time in Nature. Activities mentioned include: walking, gardening, assisting older family members with their gardens, working on allotments, going 'outdoors' and spending time outdoors with family.

Nature on the Board achieves its aims:

Recurring responses demonstrated that: NOTB gives Nature a voice in decision making; changes organisational culture; encourages everyone to ask better questions; demonstrates that business can operate differently; is a clear and unique point of difference in comparison with other companies in the market.

There is always room for improvement:

Around 15-20% of respondents identified areas for improvement. Those were: even greater clarity on how NOTB influences decisions; more formal frameworks for decision-making and more training on Nature impacts relevant to individual roles.

Hopefully these responses are as illuminating for you as they are for us. What we see is not just a widespread understanding of the idea, but also how normalised it has already become. Awareness of the idea continues to grow around the world and so we make the case for NOTB to an even bigger audience — explaining to sceptics not only why it's needed, but that it really can work. And yet, to just under 100 people in a Nature depleted area of Manchester, it is accepted. It is helpful. It is normal.

07

WHAT THE RESEARCH SHOWS



We are often asked whether people can observe Nature on the Board in action.

Of course this isn't feasible in 99% of cases, but we have given access to both the Oxford Saïd Business School and University of Sydney. Our reasoning has been that an objective analysis of NOTB is necessary (and welcome!) and so turning to two of the world's most esteemed academic institutions will deliver a trustworthy review of our model.

While the research of Dr Mary Louis-Johnstone and Professor Juliane Reinecke of Oxford Saïd Business School is still ongoing, the University of Sydney's research is complete and will be published in the near future. Although we have not yet seen the research ourselves, Professor Dany Celermajer did share this early indicator of her findings:



08

ONWARDS TO YEAR 5



NOW INTO OUR FIFTH YEAR OF WORKING WITH NOTB, IT IS HARD TO IMAGINE LIFE/WORK WITHOUT IT.

Our purpose is clearer, our culture stronger, our people more empowered and Nature more considered in all aspects of the business. By including Nature in our decision-making, we are better informed, more resilient and better prepared. And still NOTB is not yet widely adopted. So we keep on knocking down arguments against it, one at a time. The one that will inevitably persuade people the most is financial. This year, we're on track for 30% growth. We imply no causation here. We are not growing because of NOTB. Likewise, when we endured a difficult financial year last year, that was not because of NOTB either. But when NOTB works as well as it does, and we grow as we are doing, it leaves very few arguments against doing as we've done.

09

NATURE'S BOARDROOM



While this report is a snapshot of the year gone by, there is a lot more to cover. And no doubt some of you will have further questions.

Unfortunately, we are often slow to reply to individual requests for information — simply because a) we are small and b) we're caught up in running the company. But it's for this reason that our Brand Director, Simeon, has written 'Nature's Boardroom'. Published earlier this year by Bristol University Press, it is intended as a practical, no-nonsense handbook for anyone wanting a better understanding of NOTB and/or a framework they can use within their own organisation. It is available anywhere you buy books. But it's information he believes should be freely available which is why you're encouraged to request that your local library stocks it. Public Lending Rights (PLRs) have been assigned to **Tir Natur** (Welsh for 'Nature's Land') — meaning that each time the book is loaned from a British or Irish library, a royalty is paid directly to them. Tir Natur is Wales' first large scale rewilding charity — so you can help Nature even just by reading the book.



10

REFLECTIONS



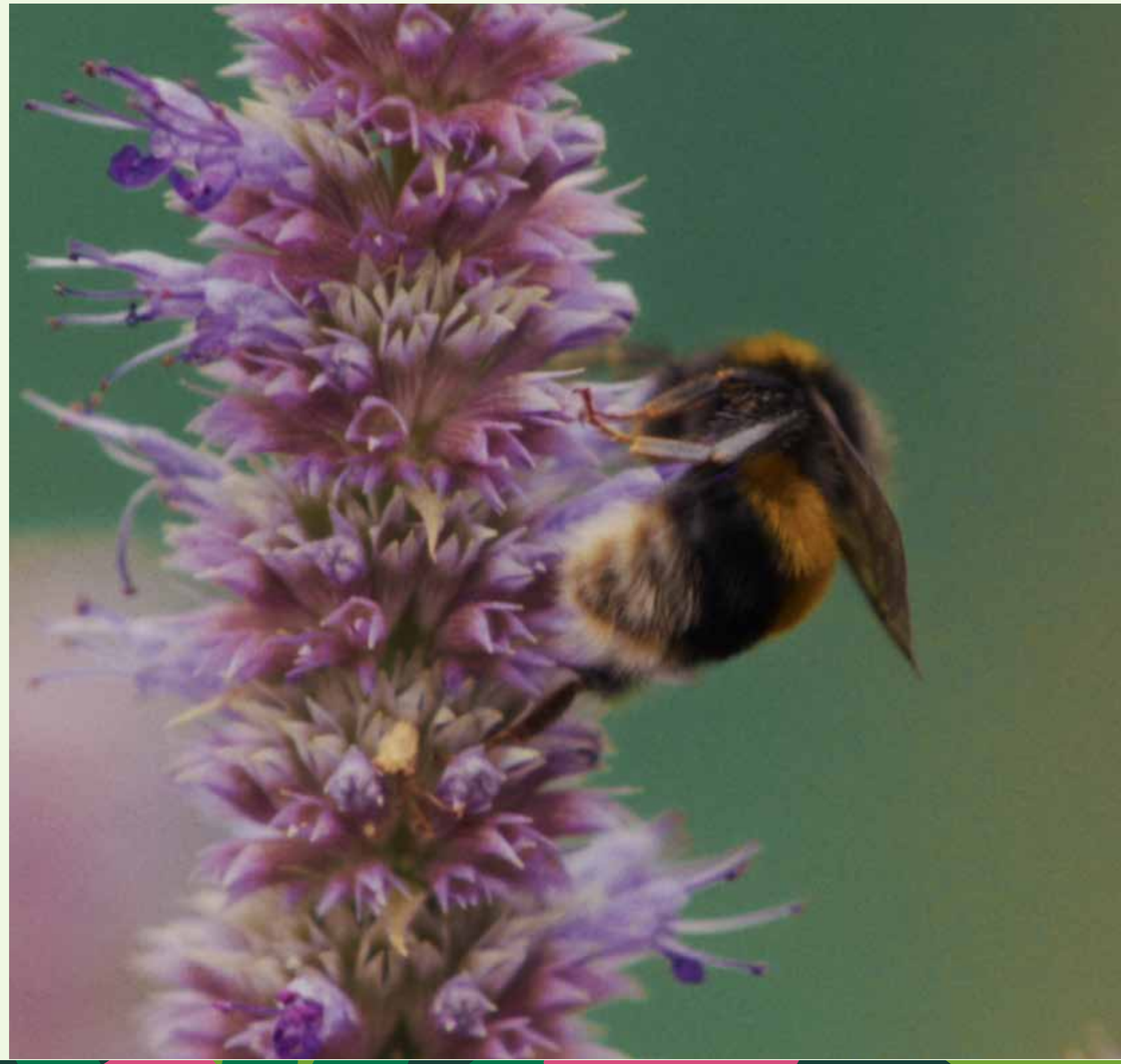
Nature on the Board exists to usher in the world we want to live in. A world where Nature can flourish and humans can thrive.

We're aware of how naïve this sounds as ecosystems collapse around us. But what choice do we have? Nature loss is not just heart-breaking, it is also life-threatening.

So considering what's at stake, experimenting with company governance structures is an extremely low risk, low cost, strategy. The much greater risk, the much greater cost, is that we do nothing.

And so here we are again — at the end of another year of reporting, looking at a model that has transformed our business for the better, convinced it can transform your organisation too. And we're not the only ones saying it. **Here's** the pilot report from the National Commission for Wales (NICW). **Here's** the annual report from Regen Melbourne. **Here's** the report from House of Hackney. And **here's** the report from Gower Street Trust.

This can work. And we believe it will work. But only if a whole bunch more of us get stuck in, and figure this thing out together.



THIS REPORT HAS BEEN SEEN IN ADVANCE BY NATURE'S GUARDIAN – DR JULIET ROSE OF EDEN PROJECT – TO ENSURE THAT EVERYTHING WITHIN IT IS AN ACCURATE REFLECTION OF WHAT'S HAPPENED AT FAITH IN NATURE AND THAT NOTHING NATURE RELATED HAS BEEN OMITTED.

Nature, through Nature's guardians, also has the right to reply. Here's Juliet's reply. It is not edited or influenced by us.

Our understanding of NOTB continues to grow and so does my belief that Nature shouldn't just be in the boardroom but needs to permeate throughout the company into everyone's roles and responsibilities. We need technical innovation, creativity and collaboration to develop businesses that can say hand on heart we are trying our best to operate with Nature in mind.

Over the last couple of years, we have explored different ways in which Nature can be taken into account; in essence this seems to work in several ways: product, process, place, people and purpose. Product development and innovation are often seen as the most obvious evidence of change, while technological advancement is bringing new opportunities it is also adding complexity to the decision-making process. Raising questions like, What is natural? What is best for Nature? We have had many informative conversations this year with the product development teams with more to come.

Process innovation is also important. The operational systems and frameworks we create and the questions everyone in the business ask themselves along the way are crucial when taking Nature into account. Working closely with the Sustainability Director, I have continued to explore how we can create the conditions for greater consideration of Nature from everyday working practices to board-level decision-making. We have spent this year examining what Nature governance looks like, undertaking more in-depth impact measurement, creating Nature-connected training and shared experiences for staff, and supporting a culture that encourages questioning, problem solving and collaboration.

The redevelopment of the main factory site over the year has meant more focus on process e.g. exploring new ways to optimise the delivery and storage of raw materials and improve water management that the new site offers.

This year we also carried on our experiment to see if an urban manufacturing site can also be a place for Nature despite its busy operational requirements. We looked at new ways to use spare materials, finding that Intermediate Bulk Containers (used to transport raw ingredients) make excellent planters. Staff from across the business have been busy transforming these into mini-meadows offering a great way to squeeze in a Nature-connected activity for staff while also providing some food security and housing for bees, butterflies, birds and other non-human members of our community. Other corners of the site have been piloted as Nature spaces that can also work for staff, providing places away to connect with Nature over lunch or somewhere to hold meetings outside. Our Chair of the Board is one of the biggest advocates for 'the table under the tree'! An enthusiastic spate of sunflower growing by staff resulted in bunches of flowers to brighten their homes across Manchester, and later in the season seed heads were scattered across their gardens for the birds over winter. Small things perhaps, but they reiterate value, connection and commitment to Nature. We are also giving ourselves permission to diversify verges, corners and pocket spaces for Nature as the site plans are finalised.

We have spent time with staff, training them and supporting their understanding of what Nature is, why it matters, what the challenges are. We are building a level of Nature awareness within the company by providing context while encouraging its people to develop ideas and solutions. We have now identified the first group of people who will contribute to our 'hive mind', providing information and inspiration for Nature-based thinking across the business.

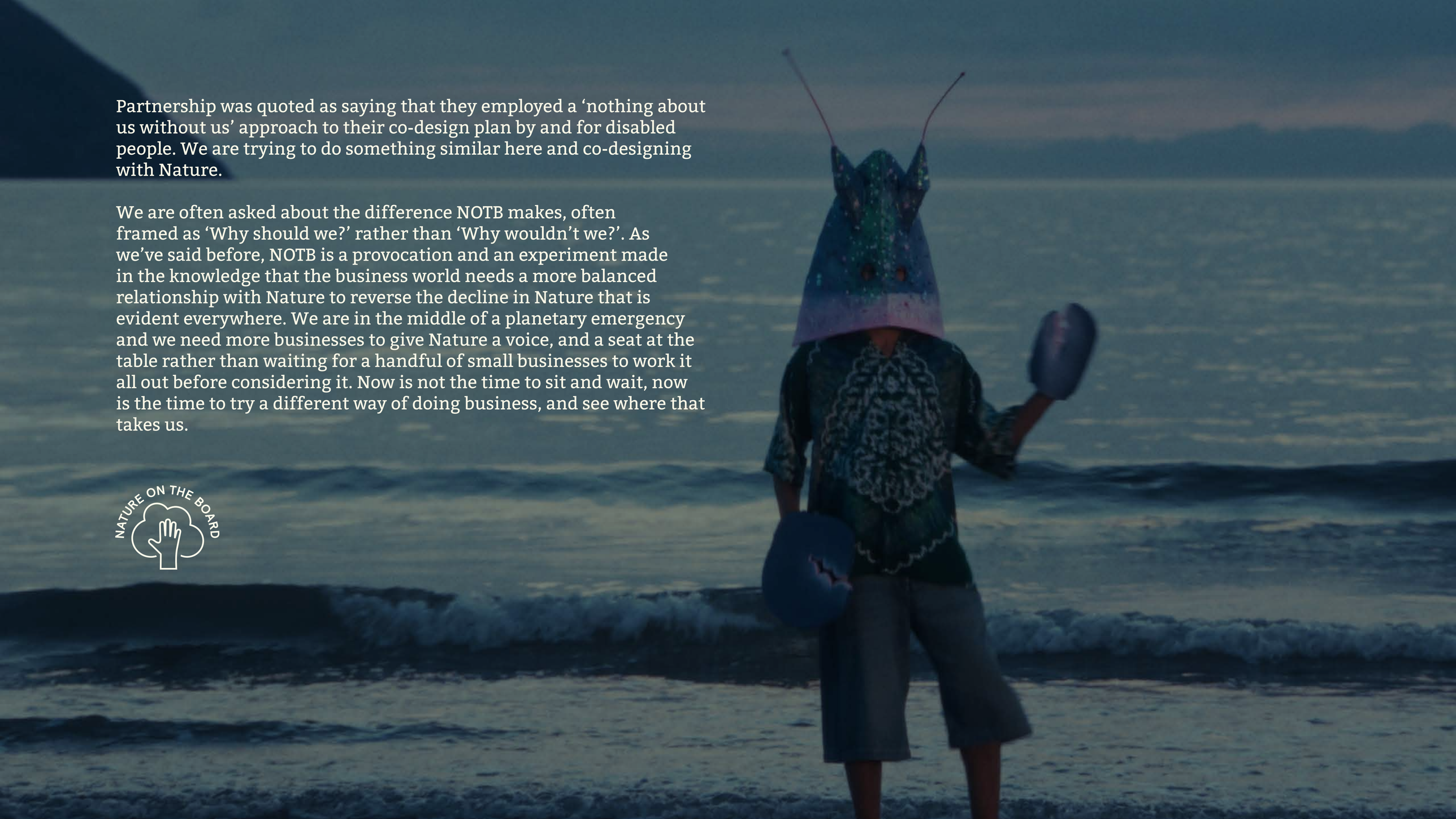
Which brings us to purpose. This is an aspect that the Nature Guardian really needs to carry the flag for. Purpose is as important for a brand as it is for personal well-being and delivering real change on the ground the ground. What our experience of Nature on The Board seems to be telling us is that purpose can manifest itself in many ways, including how we communicate and the visibility we choose to give to Nature, our impact measurements and supply-chain decisions, and the opportunities we provide for staff; it is multi-layered and can be complex to measure. Purpose can be powerful driver for Nature; the Nature Guardian role just puts a face on it.

So, although this year the team has continued to work alongside a massive site redevelopment, this has brought with it new opportunities to think about how we set ourselves up for the future as well as being better for Nature.

In my role as Nature Guardian I have tried to ensure that I'm not the only person advocating for Nature, and instead I encourage everyone in the business to ask the questions themselves: What would Nature say? Why would Nature say it? What can we do about it? That way we can work together to find the answers. There are synergies with dialogues on human equity and inclusion. I was recently at the National Lottery Climate Action Fund Conference where Emma Geen, Climate and Disability Advocate for the Bristol Nature and Climate

Partnership was quoted as saying that they employed a ‘nothing about us without us’ approach to their co-design plan by and for disabled people. We are trying to do something similar here and co-designing with Nature.

We are often asked about the difference NOTB makes, often framed as ‘Why should we?’ rather than ‘Why wouldn’t we?’. As we’ve said before, NOTB is a provocation and an experiment made in the knowledge that the business world needs a more balanced relationship with Nature to reverse the decline in Nature that is evident everywhere. We are in the middle of a planetary emergency and we need more businesses to give Nature a voice, and a seat at the table rather than waiting for a handful of small businesses to work it all out before considering it. Now is not the time to sit and wait, now is the time to try a different way of doing business, and see where that takes us.




FAITH®
—IN—
NATURE