



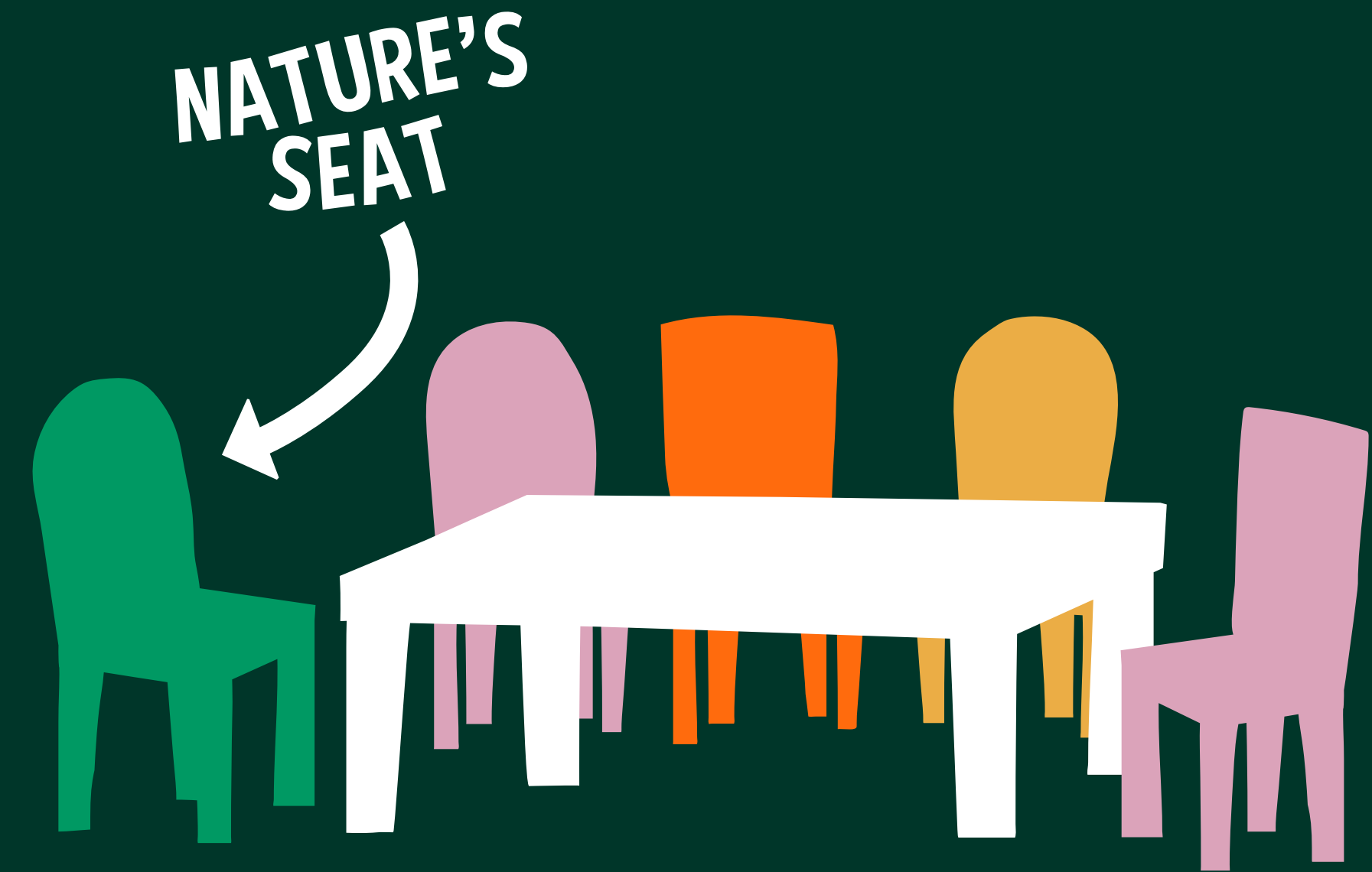
NATURE ON THE
BOARD
YEAR 2 REPORT



A close-up photograph of a lavender bush with numerous small, light purple flowers and green, needle-like leaves. A white, curved banner is overlaid across the middle of the image, containing the text 'TRANSPARENT REPORTING'.

TRANSPARENT REPORTING

In September 2022, we became the first company in the world to appoint Nature to its board. Much has been written about Nature On the Board (NOTB) since, but much of it from the outside. If NOTB is to be better understood and more widely adopted, it needs to be written about from the inside too.



Transparency helps us achieve three main objectives.



Only by being transparent can we outline exactly what NOTB entails. By openly sharing the inner workings of the model, others are in a much better position to judge whether or not they consider NOTB to be a worthwhile endeavour for their own organisations. Of course, we hope to convince them that it is – but we can only do that by tackling misconceptions and pulling back the curtains of what it really entails.



Although we implemented NOTB in the best faith, we appreciate that some might be sceptical as to whether or not this is yet more greenwash. It isn't. And transparent reporting helps us safeguard against that. As NOTB slowly grows, we hope others who implement it will also publish their own regular reports. If they don't, we would encourage you to question why.




NOTB is an evolving piece. We are learning on the job – discovering what works, what doesn't, and where this might go next. At its heart is a spirit of creativity, of curiosity and openness. By sharing what we know, others can learn. And by sharing what we don't know, we open the door to learning from others. The quickest way to figure all this out is together.





RIGHT TO REPLY



This report has been seen in advance by Nature's guardian – Dr Juliet Rose – 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. Juliet's reply is included on the last page. It is not edited or influenced by us.



**FAITH
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NATURE**

A lush forest scene with moss-covered trees and a path, overlaid with a white banner containing the text "NATURE'S GUARDIANS". The forest is dense with tall, thin trees and a ground covered in vibrant green moss and ferns. A white, curved banner spans across the middle of the image, featuring the text "NATURE'S GUARDIANS" in a bold, sans-serif font. "NATURE'S" is in dark green, and "GUARDIANS" is in orange.

NATURE'S GUARDIANS

One of the questions we are asked most is “Who speaks for Nature?” The answer is not one person, but a rotating cast of people – each an expert in their own right, able to provide some insight into the natural world that we would otherwise lack. Together they act as the single director and entity, ‘Nature’.

But, of course, no guardian can be expected to speak for all of Nature or understand everything about the natural world. Which is why our guardians also have the right to consult with whoever they deem necessary in order to gain the insight required to tackle specific issues. In that sense, our guardians are both experts in their own right, but also proxies for the wisdom of others.

Over the past year, our guardians have been Brontie Ansell of Lawyers For Nature and Dr Juliet Rose. Brontie helped design the NOTB framework and, as co-founder of Lawyers For Nature, continues to advocate for climate justice and the rights of Nature. Juliet’s background is in plant sciences, horticulture and ecological restoration. When not representing Nature for us, she also works as

Head of Development at the Eden Project on their Nature recovery and social recovery, a key part of which is growing the work of the Eden Project National Wildflower Centre.

We intend that no one guardian be in post for longer than approximately two years – so two years in, we are hugely grateful to Brontie who is now stepping aside, allowing Juliet to take the reins and appoint another guardian alongside her. Or, as may be the case, a hive-mind of guardians all working together as one. A sub-board of a board, if you like.

At the heart of NOTB is a view that business needs to change the way it relates to the natural world and for that a different perspective to that which has been dominant over recent history is needed. In other words,

what is needed is (bio)diversity of thought. NOTB is, inevitably, shaped by its guardians. If NOTB’s guardians are lawyers, it will feel more like a legal tool. If NOTB’s guardians are poets, it will begin to feel more poetic. But if we can work with a wider hive-mind, might NOTB begin to feel more holistic? We hope to find out.





STRUCTURE: HOW IT'S WORKING

Structurally, NOTB is working in much the same way as it did last year. According to the NOTB framework, Nature must be present in order for the board to be quorate. Nature also has the right to define what is, and what is not, a ‘Nature Related Matter’ (NRM).

As mentioned above, Nature also has the right to research each NRM before presenting their view on how to proceed.



1 MEETING A MONTH

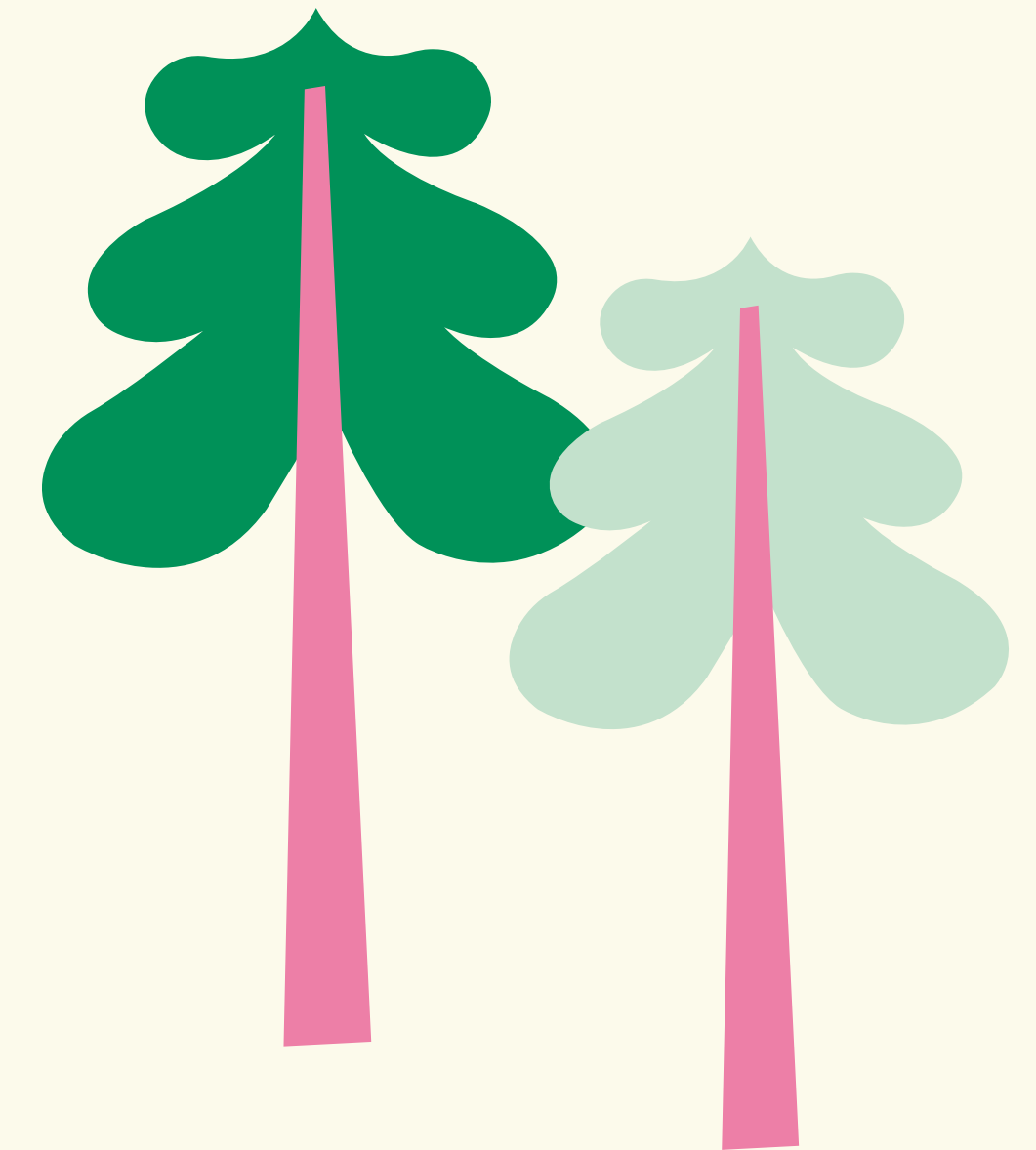
We hold one voting board meeting each quarter (previously once a month), and at least one Nature guardian has been present for all these (often there have been two). Nothing has been withheld and Nature is fully aware of all that is happening within all functions of the company.



Outside of these meetings, Nature has had full access to all other board members and freedom to research topics discussed with whoever necessary to bring a Nature first perspective.

Additionally, we hold an NRM meeting every fortnight. The purpose of these meetings is for other board members to bring NRMs to Nature’s attention that might surface between board meetings or need more urgent input. These are gathered by board members who are in the business day in, day out. Namely, our Managing Director and our Sustainability Director.

This, we hope, has given Nature sufficient opportunity to influence decisions within the company – although improvements can be made, and we are working on ways to ease the flow of information between the company and Nature.




JAN	FEB	MAR	APR	MAY	JUN
✗	✗	✗	✗	✗	✗
JUL	AUG	SEPT	OCT	NOV	DEC
✗	✗	✗	✗	✗	✗



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THE VOTING



As NOTB becomes more embedded, the direction of the company becomes clearer. It is not solely the Nature guardians' responsibility to ensure we are acting in the interests of the natural world. It's everyone's. Increasingly, that means we are all taking on something of a guardian role – asking 'What would Nature say?' earlier and earlier in the decision-making process. By the time bigger strategic issues are discussed at board level, there is already greater alignment on the direction of travel. Often, decisions can be reached through discussion rather than through voting.

As detailed in last year's report, only two decisions went to vote in Year 1. Predictably, they involved two of our biggest challenges: plastics and palm.



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Plastics Update

Last year, we reported that the board – including Nature – had voted unanimously in favour of a response to the plastics problem. At the time, we couldn't elaborate – but those changes went live earlier this year as we moved our best-selling products into infinitely recyclable aluminium. (More on that in the next section).

Palm Oil Update

In year 1, the board— including Nature – voted unanimously to abandon a project that would have otherwise seen us enter the palm oil production market. The thinking behind that project was sound: that because of palm's incredible yield, it can still be one of the most sustainable sources of oil – providing it is produced regeneratively. This is a view endorsed by WWF and it was on that basis that we thought it might be possible to ensure a sustainable source by producing it ourselves. Ultimately, it proved financially unviable so we pursued other alternatives.

One of those was investing in a research project run by the Sumatran Orangutan Society (SOS) to develop a model similar to that which we'd previously been exploring ourselves. In early 2024, SOS completed their initial exploratory phase of work and proposed a second, bigger, follow up. This would have required significant further investment and there was concern that the oil produced from

such a project would be so prohibitively expensive we might not be able to use it in our own products. So while we might have arrived at a solution appropriate for another company, it was unlikely to work for us – a company founded on the principle of making natural products as affordable as possible.

For a company of our size to make an investment of that size, such a project needed to solve our own problems. We voted on how to proceed.

Unanimously, the board voted not to proceed with this follow-up phase of SOS's proposal. Nature agreed, but on one condition: that the sum of money we would have invested be ring-fenced and put towards researching alternative oils, including regenerative palm oil offerings currently emerging. Unanimously, the board voted in favour.



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The image features a high-angle, aerial view of a turbulent ocean. The water is a deep, vibrant blue, with numerous white-capped waves and splashes, indicating strong currents or a storm. A dark green, curved banner is positioned horizontally across the middle of the frame, containing the text 'THE BIG CHANGES'. The banner has a slight gradient and a soft shadow, making it stand out against the complex, textured background of the sea.

THE BIG CHANGES

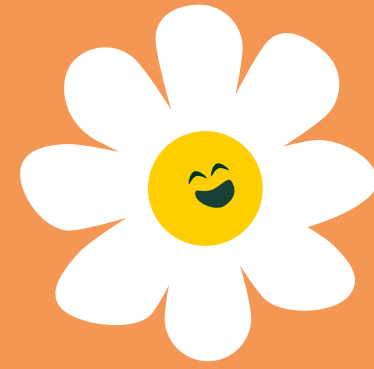
Until recently, we maintained that the biggest changes brought about by NOTB were legal and cultural – and that these changes were meaningful in and of themselves. We had proven it was possible to run a (successful) company while also giving a voice and a vote to the natural world. From a big picture perspective, this is a huge leap forward.

Though many agreed, we also knew that what people really wanted was change they could see, smell, touch...

This all changed in July 2024, when we relaunched our entire range. It was a huge effort involving everything from sourcing to formulations to packaging. Nature has been a director throughout this entire process and so Nature has had a voice and a vote on everything we currently produce. Literally, this changes everything.



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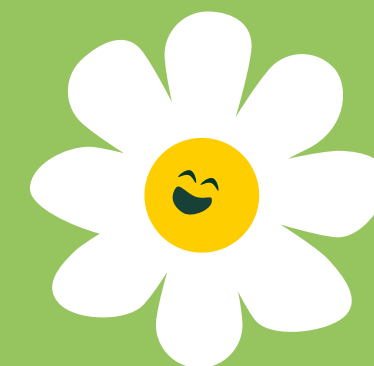


NOW IN INFINITELY RECYCLABLE ALUMINIUM

The plastic in our 100ml, 300ml, 400ml and 1l bottles is 100% PCR. And while recycled plastic is good, infinitely recyclable metal is, of course, better. In the EU, for example, recycling rates for plastic are around 9% – but for aluminium, they're approximately 86%. In the space of just 60 days, a used drinks can is often recycled and back in the shelves as a new can. Long-term, this means far fewer planetary resources are needed for aluminium than they are for plastic. And because our aluminium is 100% PCR, it means its carbon footprint is dramatically lower too. (You only need refill our aluminium bottles once to make its carbon footprint less than a plastic bottle).

EVEN MORE NATURAL WITH MORE ACTIVE NATURALS

We've always tried to make the best natural products as affordable as possible. And as we've grown in recent years, that means we've been able to pass on even more of Nature's benefits to our customers. Our products are now even more natural (up from 99% to 99.5% – which is huge!) And our products now contain an expertly formulated base blend of organic ingredients. All liquid haircare now contains organic rosemary, nettle and chamomile and liquid hand and body care now contains organic oat, limeflower and elderberry.



NATURE POSITIVE SOURCING

Nature-positive sourcing means not only finding the best natural ingredients, but the best natural ingredients grown in such a way that they give something back. Our new formulations now contain tea tree oil from farmers working to restore koala habitats, shea nut butter from women's cooperatives in Ghana and seaweed that's hand-harvested in Scotland by teams trained in the Marine Wildlife Code. And this focus on Nature-positive sourcing is perhaps the most pleasing example of NOTB in action. Those weren't changes that Nature (nor the board) had requested, but came about from our sourcing team asking 'What would Nature say?' and taking it upon themselves to make better, more Nature-positive choices. This is an approach we encourage throughout the business, and as everybody takes it upon themselves to step into the role of guardian, we begin to make better decisions, naturally.



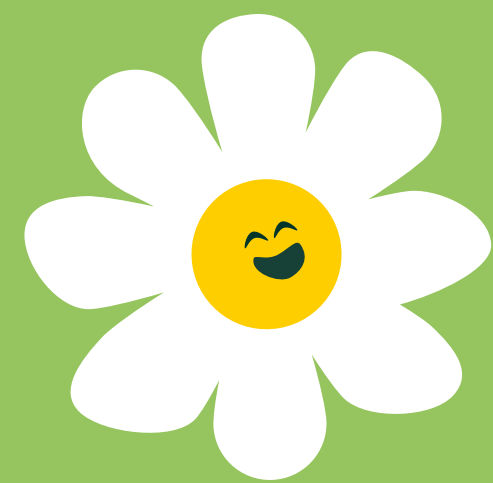
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**JUST IMAGINE HOW DIFFERENT THE
SUPERMARKET SHELVES MIGHT LOOK IF**

NATURE

**HAD A SAY IN THE DEVELOPMENT
OF ALL PRODUCTS**



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NATURE**

An aerial photograph of a dense, lush green forest. The trees are tightly packed, creating a vibrant canopy of various shades of green. A white, curved banner or ribbon cuts across the middle of the image, providing a space for text. The text is written in a bold, sans-serif font. The words 'OUR FOCUS FOR' are in a dark green color, while 'THE YEAR AHEAD' is in a bright yellow-orange color.

OUR FOCUS FOR THE YEAR AHEAD

Much of our focus over the last two years has been in creating a legally sound, rigorous model that integrates the rights of Nature into our everyday governance. It's been essential to build strong foundations to do this in a real and meaningful way.

But we're also mindful that in order for NOTB to be not only legally meaningful, but meaningful to most people, we must work to make the idea more accessible – and that includes to our own people.

NOTB does what it says on the tin: it gives Nature a voice and a vote at the highest level of our company: the board. But hidden in plain sight is also one of its challenges: the perception that this it is only for the board. It isn't. Nature's presence should be felt throughout the whole company.

Ultimately, NOTB is a means to an end. None of this is about the idea itself, nor the mechanics of it, nor its

underlying legal thinking. If we get too caught up in all of that then we've lost sight of what this is truly about: Nature. That's one of the reasons Juliet was chosen as our latest guardian – as her experience involves meeting people where they're at and working with communities to ensure Nature connection is as inclusive as possible and finding ways to persuade people to support nature recovery. For us, it all starts with everyone who works at Faith In Nature.

We are at an interesting inflection point in the growth of Faith In Nature. Demand is high but to meet it, we must scale-up our own manufacturing capabilities.

Until this year, we have operated across three sites in Manchester – a city office, and two manufacturing sites. As of October this year, those two manufacturing sites have become one. Our new, much bigger, site means we can not only operate more efficiently, but that everyone in the operational side of the business is together – and all on a site that is ripe for regeneration. This is a place where Faith In Nature can thrive, but – with Juliet's guidance and expertise on restoring degraded land – Nature can thrive too. This should be a community project designed for Nature, by Faith In Nature.



A vibrant field of yellow and purple flowers, likely gorse and heather, under bright sunlight. A dark green, curved banner is overlaid across the center of the image, containing the word 'REFLECTIONS' in white, bold, uppercase letters.

REFLECTIONS

“That’s so simple, I can’t believe nobody’s done it before,”

is one of the most common responses we hear to NOTB. Likewise, neither can we. Its simplicity also echoes what we feel about the idea: that it’s obviously necessary and eminently doable.

It’s easy for us to take for granted this entirely new way of working. What felt radical two years ago has quickly begun to feel like a new normal. And it feels normal because to take into account the health, wellbeing and needs of the natural world is, if not normal (by today’s standards), then at least normative. We are not separate from Nature – and to consider the wider, natural world is to do as much of humanity has done for so much of history.

What should be considered abnormal is how the business world has divorced itself from the natural world, of which it too is part. To act without care – as if actions have no consequence and

that Nature has no intrinsic worth, let alone its own inalienable rights – is far weirder than to do as we’ve done.

With Nature as a director, we’ve changed as much as we’ve been able to in a relatively short space of time. But there’s also so much we haven’t been able to do (yet). We’re in a period of growth that is operationally complex and we’re a relatively small company of approximately 100 people. We would love to pour all of our time into Nature-based solutions, but sometimes we just need to get the basics right. And Nature’s guardians have understood this. Throughout some challenging times, Nature has remained patient.

We’re in this together, for the long haul. NOTB is not an end, but a process. If the process were an oak tree, it would still only be a foot tall. Beyond the day job, we spend as much time as possible advocating for other companies to do as we’ve done. We try to dispel any myths that might be holding others back, and share as much as we can. Mostly, we are met

with warmth and kind words. But there are still relatively few other companies who have taken the step of appointing Nature to their board too. To those who have, thank you. To those who haven’t, we remain hopeful.

When we first announced NOTB, perhaps there were some who wondered why we’d want to invite an earth lawyer into our business. Or a conservationist. Or a botanist. Or, or, or... Knowing what we now know, and looking at the continued decline of the natural world, the more pertinent question seems:

“Why wouldn’t you?!”



**FAITH
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NATURE**

NATURE'S RIGHTS ARE INALIENABLE.
THE NATURAL WORLD
— AND ALL BEINGS WITHIN IT — HAVE A RIGHT TO THRIVE,
TO FREEDOM AND TO ABUNDANCE.
NOTB, WE HOPE, HELPS TELL
THAT TRUER, MORE BEAUTIFUL, STORY.



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NATURE'S RIGHT TO REPLY



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My first nine months of representing Nature on the board have been fascinating – and understanding how you embed Nature advocacy into commercial decision-making has been rewarding.

Thankfully, I wasn't thrown in at the deep end and was given a chance to work alongside Brontie Ansell for six months to understand what was expected – but also explore the opportunity that the role affords.

This overlap helped to provide continuity to the benefit of Nature and the business. In some ways this was a very different environment to the one I was used to working in but despite the complexities, I realised that didn't matter, as my role was to represent something that I was very familiar with – Nature.

The role itself is quite liberating in the way that speaking on someone's else behalf can be. I feel that now more than ever we need to replicate this model across the corporate sector. I have heard people say that directors can be educated or educate themselves to represent Nature

and Nature doesn't need to be represented as an entity. I don't agree. Board directors should, of course, offer Nature-positive leadership, but giving Nature a face and voice in the room changes the dynamic. It helps ensure Nature is not forgotten, ignored, simplified or reduced in value. Instead, it increases accountability; Nature becomes something that people want to draw attention to, especially in a business that is already predisposed to the natural world.

The role is evolving, it's important not to see it not as an audit of Nature impact – these mechanisms already exist – but as a mechanism for ensuring a Nature-positive culture where there is always someone you can ask. Being Nature-positive means having nuanced conversations that take into account of lots of factors – it's not just about ticking boxes but working together to

find a resilient way forward. This has been a complicated year for the company: new products, new sites, and distribution mechanisms have been challenging but Nature has remained high in the company's consciousness. Having Nature on the board has become part of the company culture; what we want to do now is better understand how that plays out in everyday decision-making: big and small, in and out of the board room.

From a site visit and staff meeting it was apparent that everyone had ideas, lots of ideas! We need time and investment to put some of these into practice.



From these conversations, the board meetings and the Nature-related matters meetings, there are four key areas we really want to grow:

The company estate and assets

Developing interventions for Nature on the new site and providing Nature connection opportunities for staff.

The supply chain

Continuing to work on the best possible supply chain for nature that also increases the company's resilience. The two are linked, but we recognise that there are many companies that don't.

Advocacy and communication

Using every possible means to raise awareness of the importance and rights of Nature to our customers, our business peers, and the world at large.

New partnerships

Collaborating to provide the best possible understanding of our impacts, identify better supply chain

alternatives, develop new products and ingredients and access up-to-date knowledge of the wider context of Nature-related issues.

The Biodiversity Conference of the Parties (COP) 16 this year in Cali, Colombia, failed to reach an agreement on strategies for mobilising finance for Nature and close the enormous biodiversity funding gap required to combat climate change and protect Nature.

In the short term, while we wait for the regulation and other incentives to come, we need more companies to actively incorporate Nature into their business culture and models and start to implement more Nature-positive thinking into their everyday decision-making.

**Nature,
November 2024**

As represented by the current human guardian, Dr Juliet Rose



ANYTHING WE'VE MISSED?

Is this report what you were expecting? Let us know if there's anything else you wish we'd covered, or areas you think we could improve. These reports are not only designed to hold us to account, but also to be helpful. So please let us know how you think we're getting on.

natureontheboard@faithinnature.co.uk



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