## **MATURITY MAP**

**Beginner** 

## Use of natural capital information to deliver better outcomes

Do you understand how your natural capital supports the success of your organization? Have you assessed your natural capital related impacts and dependencies, risks and opportunities to ensure you are acting on the most material ones? Do you have the information you need to understand the value of these assets and what impacts them?

The maturity map is designed to enable you to assess what you are currently doing and how you can advance to a leading position. It has been developed as a way to capture the different dimensions within natural capital accounting.

Leader

	Limited inclusion of natural capital in business strategy, decision making and disclosure	Moderate inclusion of natural capital in business strategy, decision making and disclosure	Systematic inclusion of natural capital in business strategy, decision making and disclosure
Assess – measure and value	<ul> <li>Focus on own operations only.</li> <li>Natural capital related impacts moderately understood, dependencies, risks and opportunities understood at a very high level.</li> <li>Measures based mainly on qualitative information with limited quantitative information.</li> <li>Consider value for shareholders only.</li> </ul>	<ul> <li>Considers a small part of value chain eg direct suppliers and customers.</li> <li>Natural capital related impacts broadly understood, with dependencies, risks and opportunities assessed over the short, medium and long term at a high level.</li> <li>Measures based on a mixture of qualitative and quantitative information.</li> <li>Consider value for shareholders with some consideration of other stakeholders.</li> </ul>	<ul> <li>Considers all relevant parts of the value chain.</li> <li>Good understanding of a wide range of natural capital related impacts, risks and opportunities and dependencies. These are assessed over short, medium and long term and at appropriate level eg entity / product / area and consider interactions with low integrity ecosystems, high importance ecosystems or areas of water stress.</li> <li>Measures consistent and comparable with financial capital where needed. A range of qualitative, quantitative and monetized information used depending upon use, relevance and robustness.</li> <li>Considers the impacts on and of the organization; wide range of stakeholders inform assessment process.</li> </ul>
Commit – set targets and update governance	Targets not set / very limited targets. Limited Board awareness and oversight of natural capital related issues.	<ul> <li>Targets set relating to material impacts and dependencies some of which are science-based.</li> <li>Board agendas include natural capital related issues on ad hoc basis, including as a minimum as part of strategy and performance discussions.</li> <li>Training for Board and senior management undertaken to build capacity and close competence gaps.</li> </ul>	<ul> <li>Transparent, time-bound, specific science-based targets for all material impacts and dependencies. Baseline understood.</li> <li>Board actively considers and takes responsibility for natural capital related issues. This responsibility filters down through the organization eg through incentivization schemes and budgeting.</li> <li>Board, senior leadership and finance team have necessary skills and training in this area.</li> <li>Alignment between targets for nature and climate, with an understanding of any trade-offs.</li> </ul>
Transform – update decision making, strategy and business models	Natural capital information is used infrequently within decision making.     Natural capital considered in isolation to other capitals.     Natural capital related risks not yet integrated into organization's overall risk management or strategy.	<ul> <li>Decision making includes natural capital information on an ad hoc basis alongside financial and other capitals.</li> <li>Recognition of the links between different capitals, but little explicit analysis.</li> <li>Limited number of natural capital related risks integrated into organization's overall risk management and strategy.</li> <li>Some involvement in efforts to reduce loss of natural capital both domestically and internationally, including involvement of parts of value chain.</li> </ul>	<ul> <li>Decision making includes natural capital information alongside financial and other capitals as part of an integrated capitals approach.</li> <li>Natural capital related impacts, risks and opportunities and dependencies are integrated into organization's overall risk management and strategy alongside other capitals, including use of scenario planning. Inclusion in risk appetite statements.</li> <li>Vocal advocacy for action to reverse loss of natural capital and collaboration with peers and other stakeholders to achieve change including value chain.</li> </ul>
Disclose – information for investors and wider stakeholders	<ul> <li>Limited / no disclosure of natural capital related impacts, dependencies, risks and opportunities in annual report and accounts.</li> </ul>	<ul> <li>Disclosure of some natural capital related impacts, dependencies, risks and opportunities in line with Taskforce for Nature Related Financial Disclosures (TNFD) recommendations.</li> </ul>	Natural capital disclosures are included in annual report and accounts in line with the recommendations of the latest draft of the TNFD. Verification / assurance of material disclosures.

Intermediate