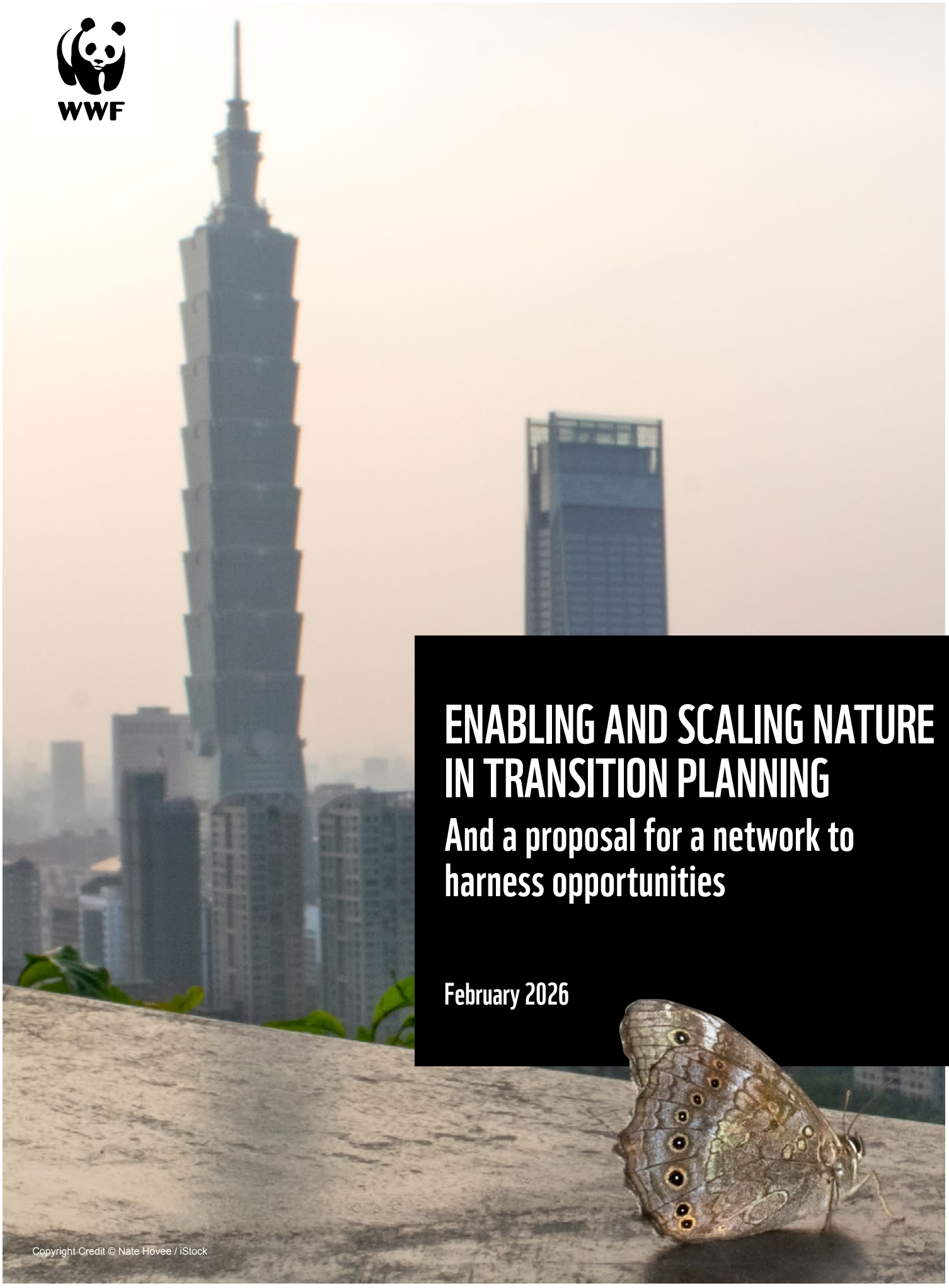
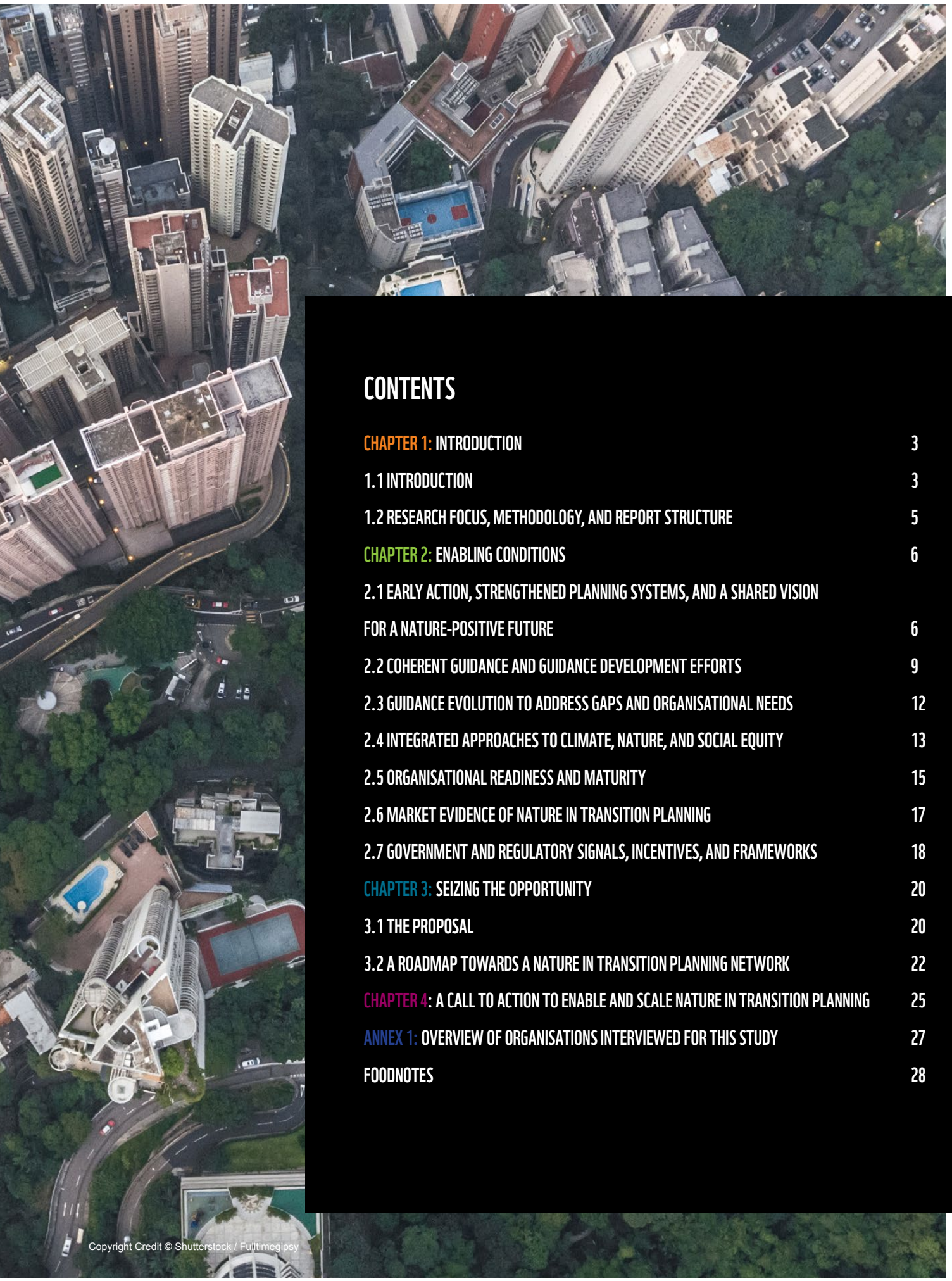


ENABLING AND SCALING NATURE IN TRANSITION PLANNING

And a proposal for a network to harness opportunities

February 2026



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CHAPTER 1
INTRODUCTION

Nature is the bedrock of our economic system. Over $58 trillion in annual value generation depends on healthy ecosystems.[1] Nature-related risks, including biodiversity loss, climate breakdown and ecosystem collapse, pose material threats to financial stability and value chains. Yet we are steadily eroding nature's capacity to support us. Our modes of production and consumption are driving the global decline in biodiversity, signalling that the relationship between nature and the economy is deeply disrupted. Over recent decades, we have lost 72% of populations of monitored wildlife species, while one million species are at risk of extinction in the decades to come.[2]

The good news is that we can still turn the tide. Our economy can still transition towards one that is nature-positive, wherein the net result of all economic activity leads to an absolute increase in nature, to the point where nature is fully recovered and society prospers.[3] The next five years will be decisive for halting and reversing nature loss and delivering on the goals and targets of the Kunming-Montreal Global Biodiversity Framework (GBF). The recent IPBES business and biodiversity assessment makes it clear that businesses and financial institutions have a crucial role to play, but they need a supportive enabling environment.[4]

Transition planning has emerged as a critical approach in the evolution of aligning businesses and financial institutions' practices with biodiversity, climate, and other social/development goals. In the climate context, transition plans have supported organisations by translating high-level commitments into credible, time-bound actions, strategies, and accountability mechanisms aligned with global goals. It is used by organisations to respond and contribute to the transition implied by the Paris Agreement, supported by guidance from the Transition Planning Taskforce (TPT) and Glasgow Financial Alliance for Net Zero (GFANZ). Climate transition planning has helped organisations identify and manage physical and transition risks, strengthen supply-chain resilience, and improve long-term strategic positioning.[5] Evidence shows that companies with credible climate transition plans are better able to anticipate regulatory change, reduce exposure to volatility in energy and raw materials costs, attract capital, and protect value of assets.[6,7] Now is a critical moment for integrating nature into transition planning processes, acknowledging the interlinked reality of climate and nature and the urgency of nature loss.[8]

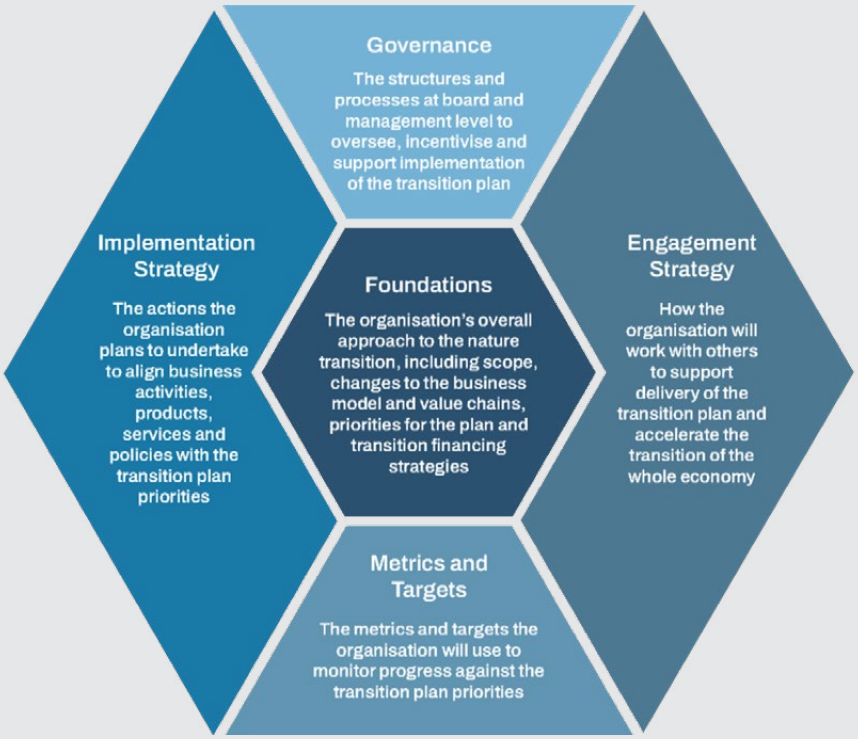

Figure 1: Five key themes for nature in transition planning. Source: TNFD.

From climate to nature in transition planning

Embedding nature into transition planning builds on the established foundations in climate transition planning, as well as best practice nature-related action frameworks and standards, such as the ACT-D High Level Business Actions on Nature,[9] Science-Based Target Network (SBTN), and the Task-force on Nature-related Financial Disclosures (TNFD) Recommendations.[10]

Recent additional guidance from the TNFD has accelerated this evolution by comprehensively setting out how nature can be embedded within transition plans (Figure 1).[11] As defined by TNFD, nature in transition plans refers to the organisation's goals, targets, actions, accountability mechanisms, and associated resources to respond and contribute to the transition implied by the Global Biodiversity Framework.[12]

Nature in transition planning is already evolving

ESRS now includes disclosure requirements for biodiversity transition plans,[13] whilst the ISSB - under its biodiversity, ecosystems and ecosystem services project - is considering nature-related transition planning[14] as part of their standard setting work.[15,16] Clear market evidence and adoption may enhance the extent to which ISSB draws on the TNFD's guidance on transition planning. The World Benchmarking Alliance's recent cross-sector analysis signals that companies are beginning to consider nature in their planning cycles, with 2% of the world's 2,000 most influential companies already having published early iterations of transition plans for nature.[17]

Alongside this, a growing set of resources of guidance, tools, and capacity building programs have emerged to support integrating nature into transition planning. In 2025, the TNFD played a leading role in convening stakeholders on nature in transition planning for the purpose of developing technical guidance, building on existing convening efforts by the TPT, GFANZ, and WWF. However, with the completion of its ongoing technical work in progress in 2026, in light of the ISSB's emerging standard-setting agenda, there is currently no organisation that is convening stakeholders for enabling and scaling the integration of nature in transition planning.[18]

1.2 RESEARCH FOCUS, METHODOLOGY, AND REPORT STRUCTURE

Research focus

WWF has been commissioned by the Netherlands Enterprise Agency (RVO) to assess the state of nature in the transition planning landscape and investigate the need - and demand - for convening across a field that grows in complexity and content every day. The study was conducted in collaboration with CDP, with the support of Nature^Squared.

In particular, this study explores what is needed in order to accelerate and scale adoption of nature into transition planning by identifying key barriers and enabling conditions to this process.

Methodology

This report draws on a combination of inputs. Data and insights were collected through:

- Interviews with 17 key stakeholders across business, finance, industry platforms, and initiatives;
- A closed-door workshop at the October 2025 IUCN World Congress in Abu Dhabi (co-hosted by WWF and CDP) involving key nature-related corporate action initiatives;
- An informal, limited survey (#11 respondents) conducted at the European Business and Nature Summit (EBNS);
- A public workshop at the 2025 Finance for Biodiversity Foundation Summit in Amsterdam, with financial institutions;
- Desk research on existing frameworks, policies, guidance, and regulatory developments.

Report structure

The report is structured around three chapters; Chapter 2 focuses on the key enabling conditions that are essential to advance nature in transition planning. Chapter 3 presents our proposal to establish a convening network as a solution to overcoming the barriers and harnessing opportunities identified in Chapter 2. It details how such a network could be structured and governed, providing a proposed roadmap and timeline for operationalising the network in the run up to COP17. Finally, Chapter 4 concludes with a call to action for businesses, financial institutions, NGOs, initiatives, and policymakers.

CHAPTER 2
ENABLING CONDITIONS

As highlighted by the IPBES business and biodiversity assessment, creating an enabling environment is key to incentivise corporate and financial institution action on nature.[19] This chapter explores seven key enabling conditions, as identified in our research, that can help mainstream and increase effective integration of nature in transition planning. Each enabling condition addresses current or anticipated challenges faced by companies, financial institutions, policymakers, and guidance developers, and highlights opportunities to overcome such barriers. Taken together, these enabling conditions contribute to creating the overarching enabling environment necessary to accelerate the adoption, implementation, and scaling of nature in transition planning.

2.1 EARLY ACTION, STRENGTHENED PLANNING SYSTEMS, AND A SHARED VISION FOR A NATURE-POSITIVE FUTURE

Following the adoption of the Kunming-Montreal Global Biodiversity Framework (GBF), countries are moving towards implementation of their updated and/or revised National Biodiversity Strategies and Actions Plans (NBSAPs) and development of their National Biodiversity Finance Plans (NBFPs). This entails translating the Framework's commitments into concrete action, backed by national strategies and plans, and monitoring and reporting systems. This mirrors the early phase of climate transition planning, where global commitments were translated into national strategies and, over time, organisational action.

At the same time, policy momentum for delivery of the GBF is accelerating at the regional level, with jurisdictions including the European Union (EU) advancing binding regulatory initiatives - such as the EU Nature Restoration Regulation (NRR).[20] However, clear expectations for how individual companies and financial institutions should respond and contribute to the transition implied by the GBF remain underdeveloped. Similar gaps in clarity characterised the early stages of climate transition planning, before regulatory and supervisory expectations became more explicit.

Whilst the GBF has clear and defined goals and targets, pinpointing what this means in the context of an individual organisation or sector is not straightforward. Clear pathways that define transition trajectories, contributions, and decision-useful actions for individual sectors, equivalent to decarbonisation pathways for climate,[21] do not yet exist for nature. This represents a key barrier for organisations in defining what they should be transitioning towards.

Existing key guidance and challenges

TNFD's guidance on nature in transition plans guides organisations to individually identify what the transition means for their organisation. In defining targets, organisations may refer to 'anchor points' that most closely align with the context of the nature-related issues they aim to address.[22] These may be based, for example, on scientific reference conditions or models, sector transition pathways, national and regional policy objectives, and industry benchmarks. Identifying and assessing what the transition means for an individual organisation, and the adequacy and relevancy of anchor points, is a complex and resource intensive task.

The Science Based Targets Network (SBTN) provides a comprehensive and scientifically grounded approach for setting organisational transition objectives related to nature.[23] While its methodology represents a strong benchmark for ambition, implementation can be challenging in certain contexts, and guidance is not yet applicable for all types of businesses (e.g., financial institutions). As the framework continues to evolve, its applicability is expected to broaden over time.

Linking different levels of action and ambition

Our research tested perspectives vis-a-vis two planning approaches, the extent to which they provide essential linkages between global ambitions and action, and support preparers and users of transition plans in overcoming the complexity associated with the nature transition.

- **National and sectoral nature-positive pathways:** National strategies that guide businesses on how, and to what extent, different sectors will contribute to achieving the targets set in the GBF and NBSAPs, by 2030 and beyond. For example, they may specify how much nitrogen reduction agriculture must achieve, and when. Countries like the UK[24] and France[25,26] have begun translating national biodiversity objectives into sector-relevant strategies and policies, providing early indications of how different sectors are expected to contribute to GBF and NBSAP targets. These pathways clarify priorities, signal expectations to markets and regulators, and catalyse planning efforts across sectors. Similarly, national net-zero strategies and sectoral decarbonisation roadmaps exist to guide climate transition planning.[27] National and sectoral nature-positive pathways help to address the question of "what are we transitioning to?". They help guide organisations in developing transition plans and financial institutions by allocating capital to the transition.
- **Landscape (and seascape) approaches:** Multi-stakeholder collaborative strategies to advance shared sustainability goals and build resilience at defined geographical scales. For companies and financial institutions, credible landscape approaches[28] can de-risk operations, strengthen supply chains, and unlock investment opportunities.[29] Landscape approaches and national and sectoral nature-positive pathways complement each other. While both define common objectives, landscape approaches take the context and logic of a landscape as their starting point and also provide a coordination mechanism for implementation.

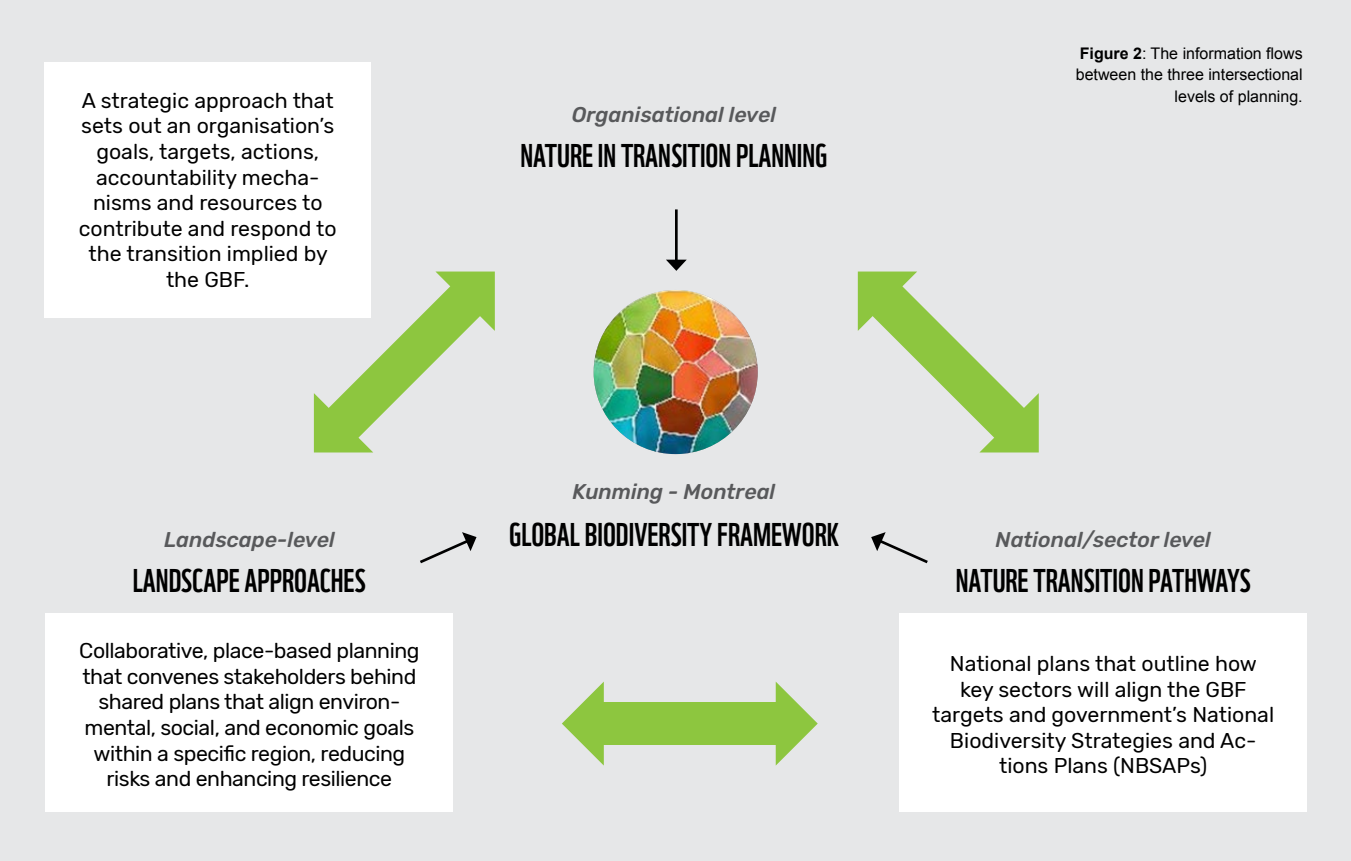

Figure 2: The information flows between the three intersectional levels of planning.

Combined with **corporate and financial institution transition plans**, these two planning levels could form an interconnected system: national and sectoral nature-positive pathways provide policy direction; corporate plans translate this into business action; and landscape approaches enable implementation on the ground, where nature-related risks and opportunities are most tangible. A three-way flow of information between planning levels may be catalysed by their common structural building blocks: clear goals, implementation roadmaps, stakeholder engagement, pooled resources, monitoring systems, and accountability mechanisms (Figure 2).

Interviewees confirmed the importance of connecting organisational, national and sectoral, and landscape planning levels to enable and scale nature in transition planning. They highlighted key barriers, including the absence of national and sectoral nature-positive transition pathways, and a lack of landscape approaches in all places. Some interviewees also saw value in developing global sectoral pathways, which provide a shared vision for sectors and value chains across borders, even if less location-specific.

Action should be taken whilst planning efforts evolve

Interviewees expressed that organisations need not, and should not, wait for fully developed national and sectoral nature-positive pathways, or for landscape approaches to be in place in every landscape, before taking action. Experience from climate transition planning shows that early action can meaningfully inform and accelerate the development of more coherent frameworks over time.[30] The IPBES business and biodiversity assessment also stresses that signalling nature-related actions publicly influences and inspires action by others.[31] Thus, organisations can, and should, act now by using existing guidance, such as the TNFD's guidance, sector guidance developed by Business for Nature, WBCSD and WEF,[32] or by applying SBTN methodologies, taking a pragmatic approach to manage urgent nature-related risks and impacts. Financial institutions can also refer to existing guidance, and apply emerging nature-positive frameworks, such as Finance for Biodiversity Foundation's Nature Positive Finance Framework,[33] and the MDB Common Principles for Tracking Nature Finance.[34]

Early adoption enables organisations to learn by doing, contribute to the evolution of guidance, and gradually align their approaches with maturing landscape approaches and national and sectoral nature-positive pathways as they become more defined. Interviewees and survey respondents agreed that action should be paired with transparent disclosure; reporting on data that organisations already have, even if limited, helps build the information base that

policymakers and market actors need to shape coherent pathways.[35]

At the same time, interviewees noted that, when acting pragmatically without a common understanding of the transition or related pathways, there is a risk that each organisation defines the transition independently. This may lead to the development of divergent and uncoordinated approaches to the transition by organisations. For instance, where sectors or supply chain actors have different views of where most emission reductions should come from first.

What matters here is beginning the journey transparently. By disclosing how they are integrating nature into transition plans, organisations create feedback loops that strengthen confidence, inform policy, and support the development of shared pathways. Crucially, organisations' (investment) plans may feed into, and help inform, national pathways and drive local collaborations, even where national and sectoral nature-positive pathways or landscape initiatives do not yet exist. This iterative cycle of data generation, action, and refinement enables organisations to contribute to shaping the very pathways they will later follow.

2.2 COHERENT GUIDANCE AND GUIDANCE DEVELOPMENT EFFORTS

As action on nature has gained momentum from corporates and financial actors alike, the landscape of guidance frameworks has proliferated. This includes guidance on transition planning and guidance focussing on aspects of transition planning, such as target setting. For example, the TNFD's guidance on nature in transition planning refers to numerous other materials that offer detailed guidance on aspects of its proposed structure. There is also a growing system of guidance frameworks and initiatives that define expectations, provide methodologies, and enable implementation.

Whilst this is a positive development, as it presents a strong body of interlinked guidance available to organisations, it also represents a barrier for preparers of transition plans. It is challenging for them to navigate the growing resource base and understand which resources apply in which circumstances.

ENABLING CONDITION 1

EMBRACE EARLY ACTION, WHILE ENHANCING THE PLANNING SYSTEM AND WORKING TOWARDS A SHARED VISION FOR A NATURE-POSITIVE FUTURE

Organisations should feel encouraged to begin their journey on integrating nature into transition planning now, even as national and sectoral sectoral pathways and landscape approaches continue to evolve. Acting early and using available guidance helps to manage urgent dependencies, impacts, risks, and opportunities, while building internal capacity and generating data that strengthens policy and market confidence.

These efforts can also feed into and shape broader planning levels, creating a mutually reinforcing system where corporate action informs national and sectoral pathways and landscape approaches, and vice versa. To make this effective, all actors should facilitate information flows between these levels.

Practical enablers, such as clearer guidance (enabling condition 3), harmonisation of terminology and frameworks (enabling condition 2), tailored expectations for organisational maturity (enabling condition 5), and access to good practices and case studies (enabling condition 6), can help organisations feel confident to act now, even amid uncertainty. By starting early and disclosing progress transparently, organisations not only reduce risk, but help to shape the very frameworks they will later have to align with. Climate transition planning experience suggests that periods of experimentation can ultimately support convergence and strengthen overall coherence.[36] Competition and learning provides a window of opportunity for testing what works well and informs what could be applied by other organisations.

The patchwork of terminology

Based on conversations with interviewees, this study finds a risk of fragmentation, potential for mismatch, lack of interoperability, inefficiencies, and broader market confusion related to integrating nature in transition planning. This starts with the divergent terminology in use related to transition planning (see Table 1).

While most terms cover the same key aspects, there are some clear distinctions across these definitions, including in the level of detail (high-level vs covering specific aspects and themes), the objective (GBF vs planetary boundaries and the E4 standard), and the presentation of such plans (standalone, as part of other transition plans, or in a flexible format).

The risk of fragmentation in the European market is already apparent. One study found that around half of 30 assessed European organisations have taken steps towards nature in transition planning.[48] However, only 4 of these consider location specific impacts in sensitive areas; an aspect considered central to transition planning. This suggests that there is limited clarity on what constitutes a robust biodiversity transition plan. While some efforts have been

Table 1: Overview of terminology.

TERMINOLOGY	DEFINITION AND USE
Climate transition plan	**A dedicated transition plan** that articulates an entity's strategic response to risks and opportunities that emerge due to a system-wide adaptation to **the impacts of climate change** and the transition to a low emission economy.[37]
Transition plan	A transition plan is **an aspect of an organisation's overall business strategy** that lays out the organisation's goals, targets, actions, accountability mechanisms, and intended resources to respond and contribute **to societal goals and other economic transformations,** where relevant.[38]
Nature in transition plan	Referring to **any transition plan** that covers the organisation's goals, targets, actions, accountability mechanisms, and intended resources to respond and contribute to, among others, **the transition implied by the GBF.**[39]
Integrated transition plan	Referring to **any transition plan** that covers the organisation's goal **to address climate-, nature- and social-related issues.**[40]
Nature transition plan	Referring to **a dedicated plan** that covers the organisation's goals, targets, actions, accountability mechanisms, and intended resources to respond and contribute to the **transition implied by the GBF.**[41] While not representing TNFD's updated framing, the terminology is in use in the market.
Nature-related transition plan	Referring to **an aspect within an organisation's overall transition plan** that lays out the organisation's goals, science-based targets, actions, accountability mechanisms, and intended resources to respond and contribute to the **transition implied by the GBF.**[42]
Biodiversity transition plan	Referring to an **organisation-wide, integrated strategy** that enables a **transition of an entire business towards net-zero and broader sustainability goals.** For example, in the insurance sector, it links underwriting and investment portfolios instead of pursuing separate management, in order to ensure all parts of the business are aligned in purpose and do not contradict with the overall transition strategy.[45]
Holistic transition plan	**Referring to an organisation-wide, integrated strategy** that enables a **transition of an entire business towards net-zero and broader sustainability goals.** For example, in the insurance sector, it links underwriting and investment portfolios instead of pursuing separate management, in order to ensure all parts of the business are aligned in purpose and do not contradict with the overall transition strategy.[45]
Nature in net-zero plan	Nature-related levers, **incorporated in net-zero transition plans,** to reduce nature emissions or increase nature-based carbon sinks, as well as opportunities to support emissions reductions and sequestration through nature-related activities.[46]
Nature strategy	**A high-level, forward-looking roadmap** that indicates how an organisation will **contribute to a nature-positive world,** and includes:[47] • Core business strategies that embed nature; • Integrated nature, climate, and/or sustainability strategies; • Stand-alone nature strategies; • TNFD reports; • Nature transition plans.

made to clarify terminologies,[49] there is limited market understanding and awareness of the difference between nature strategies and nature in transition plans. In WWFs view, nature in transition planning is the most clearly defined and comprehensive framing and is thus utilised in this report.

A complex landscape of tools, frameworks, and guidance materials

Beyond the complex web of definitions and terms, there is also a large and growing resource base that plan preparers can use to guide their planning efforts. Finding a way to

ORGANISATION	GUIDANCE	COVERAGE
Guidance on nature in transition planning		
TNFD	Guidance on Nature in Transition Planning	Transition Plans - Nature
WWF	Bridging Business and Nature: New WWF report supports companies in crafting Nature Transition Plans	Transition Plans - Nature
WBCSD	Introduction to Integrated Transition Planning	Transition Plans - Nature, Climate & Social
UNEP-FI	A Guide to Transition Plans for Banks	Transition Plans - Nature & Climate
Guidance referring to nature in net-zero transition plans		
Transition Plan Taskforce	The Future of Nature in Transition Planning	Transition Plans - Nature, Climate & Social
UNEP-FI	A Total Balance Sheet Transition	Transition Plans - Nature, Climate & Social
Glasgow Financial Alliance on Net Zero	Nature in Net-zero Transition Plans	Transition Plans - Nature, Climate & Social
Guidance covering aspects of nature in transition planning		
SBTN	Guidance for Step 1-3, for land, freshwater and oceans SBTN step 4 guidance (to be published)	Prioritisation, target setting & actions – Nature Metrics (step 5)
Nature Positive Initiative	State of Nature Metrics (to be published and embedded into other standards and frameworks)	Metrics - Nature
Business for Nature	Nature Strategy Handbook	Strategies - Nature
World Business Council on Sustainable Development, World Economic Forum & Business for Nature	Sector Actions Towards a Nature-Positive Future	Actions - Nature
World Economic Forum	Nature Positive: Corporate Assessment Guide for Financial Institutions	Assessment of transition plans - Nature
ACT Biodiversity	ACT Biodiversity Methodology	Assessment of biodiversity aspects of strategy - Nature
Finance for Biodiversity	Nature Target Setting Framework for Asset Managers and Asset Owner	Target Setting - Nature
UNEP-FI	PRB Nature Target Setting Guidance	Target Setting - Nature
Standards and benchmarks		
GRI	Biodiversity 101	Disclosure - Nature
ISSB	IFRS S1	Transition Planning - Sustainability
European Sustainability Reporting Standard / EFRAG	ESRS E4-1	Disclosure - Nature
World Benchmarking Alliance	Methodology for the 2026 Nature Benchmark	Transition planning - Nature
Nature Action 100	Nature Action 100 Company Benchmark	Corporate actions on nature - Nature
Others		
CDP	From Plans to Capital: Unlocking Credible Transition Finance at Scale What Are Nature Strategies and Nature Transition Plans? CDP Integrated Disclosure Platform	Assessment of transition plans - Nature How current frameworks work together For collecting nature and transition plan data

clearly communicate the purpose of these different resources and materials, and how they interlink, could help increase uptake amongst organisations. Discussions with various interviewees highlighted that the quantity of information and resources available make it difficult for organisations to know where to start and what best applies to their situation.

An indicative list of some of the most relevant recent resources, standards, and initiatives can be seen in Table 2.

The need for harmonisation and common understandings to achieve market mobilisation

Interoperability and standardisation of guidance and approaches are critical for improving usability and uptake for private sector action on nature.[50] This provides more stability and confidence for organisations, even in the absence of mandatory planning requirements. In addition, financial institutions require some level of consistency and comparability between transition plans of their clients in order to align their investment decision-making with the transition. Lessons from climate transition planning reinforce this point. Over time, alignment between key climate initiatives reduced confusion and increased usability for both preparers and users of transition plans. Alignment between initiatives such as TPT, GFANZ, the GHG Protocol, and SBTi has helped establish a more coherent and widely understood framework for credible climate transition plans, supported by increasing regulatory clarity in multiple jurisdictions. Many interviewees noted that enabling and scaling adoption of nature in transition planning may benefit from the same enabling conditions: clear expectations, consistent reporting requirements, well-defined sectoral pathways and tools, standardised metrics, and greater interoperability across guidance.

Perfect alignment is neither realistic nor necessary. Diversity fosters innovation and the evolution of best practices. If practices are directionally aligned, competition and variation are acceptable, and may even be beneficial, so long as they strengthen the overall ecosystem rather than fragment it. A comprehensive mapping of approaches, frameworks, and standards - and how they complement one another - would reassure preparers of transition plans, reduce fears of misalignment, and increase confidence in adoption. Interviewees expressed strong enthusiasm for such an overview and indicated willingness to contribute resources from internal mapping exercises.

ENABLING CONDITION 2

HARMONISATION IN GUIDANCE AND GUIDANCE DEVELOPMENT EFFORTS

A key enabling condition to support the continued evolution and uptake of nature in transition planning is ensuring greater clarity, harmonisation, and coordination across the range of initiatives, frameworks, and guidance. Lessons drawn from climate transition planning show that alignment between frameworks and standards is critical for usability, comparability, and market adoption. Mapping these resources and ensuring harmonisation and interoperability will be a key enabling mechanism for allowing more organisations to take up nature in transition planning.

Future development of new or more detailed frameworks, tools, and guidance (see enabling condition 3) will benefit from close coordination to avoid duplication and further fragmentation. Newly developed and updated resources should build on existing foundations, ensure consistency with emerging regulatory expectations, enabling financial institutions to compare and integrate transition plans, and create a coherent user experience. As progress is being made to stimulate alignment, clarify overlaps, and to oversee and strengthen interoperability, further coordination may be essential to turn nature in transition planning into a practical, scalable, and credible practice across the corporate and financial system. This would allow iterative learning and convergence over time, helping to come to a consensus on what constitutes a ‘good’ or ‘credible’ transition plan.

2.3 GUIDANCE EVOLUTION TO ADDRESS GAPS AND ORGANISATIONAL NEEDS

As discussed under enabling condition 2, the range of guidance for integrating nature in transition planning is expanding rapidly. Relevant existing resources that organisations use to guide planning efforts range from high-level strategic frameworks and reporting standards to sector-specific manuals, technical tools, and practical case studies. This includes materials labelled explicitly for transition planning purposes, and other materials supporting planning efforts. Nevertheless, the current set of available materials is likely insufficient to fully address long-term guidance needs, as also highlighted by the IPBES business and biodiversity assessment.[51]

Emerging guidance needs

The TNFD's guidance on nature in transition planning already highlights existing guidance gaps, which resonate with perspectives from interviewees, including:

- **Sector-specific guidance:** Guidance for individual sectors. The IPBES business and biodiversity assessment
- reaffirms that different sectors need different methods to measure and manage impacts and dependencies;
- **Integrated Approaches:** Guidance that explicitly links nature and climate transition planning, as well as other domains (such as the social domain), ensures compatibility between standards, and facilitates integration with other frameworks (see enabling condition 4);
- **Assessment and credibility:** Clear criteria and practical tools for evaluating the quality, completeness, and credibility of transition plans, helping organisations, and financial institutions in particular, understand what constitutes a 'good' example of integrating nature in a transition plan.[52]

Other areas where guidance may need to evolve:

- **Core transition planning elements:** Refinements to guidance on the structure of transition plans, target setting, governance, and stakeholder engagement to ensure clarity and usability;
- **Guidance tailored to organisational readiness and functions:** Providing more tailored guidance to organisations at different stages of the journey to integrate nature;
- **Guidance related to the role of emerging tools and mechanisms** (such as biodiversity credits).

Strengthened guidance will also help prevent confusion and inconsistency in the market, where the term transition plan is, as previously noted, already used in diverse ways. By clarifying expectations and defining what constitutes a credible approach for integrating nature in transition plans, guidance can support consistent reporting, facilitate benchmarking, and inform regulatory expectations over time. In climate transition planning, coordinated guidance packages, including TCFD, SBTi, and sectoral pathways, similarly helped organisations benchmark their plans, supported comparability for investors, and guided regulators in setting expectations. It is also key that both financial institutions and real economy players should participate in the ongoing guidance development landscape, to reflect both contexts, and ensure their planning approaches feed into each other.

ENABLING CONDITION 3

DEVELOP AND EVOLVE GUIDANCE TO MEET GAPS AND ORGANISATIONAL NEEDS

Continuing to further develop and evolve guidance is a critical enabler for the mainstreaming of nature in transition planning. While a growing body of frameworks, tools, and standards already supports aspects of this work, these resources do not yet fully address the range of organisational contexts, maturity levels, and sector-specific challenges that organisations face in practice.

In combination with efforts to increase guidance coherence and harmonisation (enabling condition 2), more detailed and actionable guidance on core concepts can help organisations move from high-level commitments to concrete and measurable actions aligned with both organisational objectives and the Global Biodiversity Framework. Together, enabling conditions 2 and 3 form a reinforcing dynamic: mapping and harmonisation help identify gaps, overlaps, and inconsistencies in existing guidance, while new or updated guidance can build on existing foundations and help address gaps. As new guidance and tools continue to emerge across different initiatives, maintaining coherence requires an ongoing, collective effort to review, align, and connect these developments within the wider guidance landscape over time (see Figure 3).

Figure 3: Reinforcing cycles of enabling condition 2: Increase guidance coherence and 3: Address guidance gaps.

2.4 INTEGRATED APPROACHES TO CLIMATE, NATURE, AND SOCIAL EQUITY

Planning to contribute and respond to the GBF is inherently complex. It spans multiple interlinked components - land, freshwater, oceans, and biodiversity - each with its own dependencies, dynamics, and trade-offs. This challenge is far more intricate than planning to achieve net-zero objectives, requiring organisations to navigate spatial variability, ecosystem interconnections, and diverse metrics.

At the same time, nature and climate transitions are deeply interconnected, with overlapping drivers, risks, and opportunities. For instance, scientific research indicates that if global warming reaches **2°C** rather than **1.5°C**, losses of insect species would increase from **6% to 18%**, plant species from **8% to 16%**, and vertebrate species from **4% to 8%**, respectively.[53] Conversely, ecosystems can absorb emissions with the estimated mitigation potential of **37%** of the 2030 net-zero emissions reduction goals.[54]

Organisations are also shifting business practices to address human rights, equity, and inequality-related issues, recognising that some of the most severe impacts of the climate crisis disproportionately impact vulnerable and underserved communities. These efforts further intersect with climate- and/or nature-related planning, particularly where biodiversity and ecosystems underpin livelihoods, food security, and cultural values.

Actions that safeguard nature's contributions to people - such as clean water, pollination, and climate regulation - can simultaneously advance social and equity goals, reinforcing the case for integrated approaches that consider environmental and human dimensions together. This reinforces the rationale for integrated approaches that consider environmental, social, and adaptation dimensions together.

These interactions have important implications for transition planning efforts. For example, investments in decarbonisation can deliver synergies for nature and communities if designed to support ecosystem restoration, nature-based solutions, climate adaptation, and local employment.[55] The IPBES business and biodiversity assessment also emphasizes that businesses can learn from Indigenous and local knowledge, while fairly sharing benefits.[56] However, they may also result in trade-offs, for example in cases where renewable energy infrastructure negatively impacts biodiversity, land rights, or the delivery of ecosystem services. Such trade-offs exist whether or not they are explicitly recognised. An integrated approach requires making these trade-offs explicit, enabling transparent prioritisation and supporting the credibility of transition plans.

Clarity on the extent to which organisations can, and are expected to, adopt integrated approaches in addressing social-, climate-, and nature-related topics, may strengthen confidence for plan preparers. Lack of such clarity may hamper confidence, and thereby represents a barrier to enabling and scaling adoption of nature in transition planning.

Managing synergies and trade-offs when moving to integrated planning

Interviews uncovered broad agreement on the value of integrating both climate and nature in transition planning. Stakeholders see this as both logical, given the strong interconnections, and practical, especially for organisations already implementing or updating climate plans. TNFD's guidance reinforces this sentiment, encouraging integrated approaches where feasible.[57] This is echoed by WWF, which encourages taking a dual approach that treats nature as complementary to climate in transition planning.[58]

Explicitly identifying synergies and trade-offs, and embedding them in decision-making frameworks, enables organisations to move beyond standalone processes towards integrated transition pathways that optimise co-benefits whilst managing risks across climate, nature, and social dimensions. Interviewees noted other potential domains where integration could be a topic of discussion in the future, including adaptation and resilience topics.[59]

Interviewees also expressed concerns with integrated approaches. While integration is often encouraged, guidance, frameworks, and standards are often confined to, or focussed on, one dimension. Practical guidance remains lacking. In particular, limited guidance is available for how to prioritise between addressing issues from different domains and what resources to commit to each. Each domain comes with different timelines, uncertainties, and drivers of urgency, as well as potential synergies and trade-offs that further complicate decision-making. This lack of clarity can make integrated planning complex. One interviewee characterised integration as "pushing a boulder up a hill", considering its practical challenges.

Another concern is that nature and social issues could become secondary when integrated into climate plans, overshadowed by more mature climate methodologies and pathways. For example, social considerations including labor conditions, community impacts, and equity along the value chain, may receive less attention if plans primarily focus on emissions reductions. This finding was voiced during the workshop hosted at the Finance for Biodiversity Summit, where participants noted that climate risks are often taken more seriously, thereby reducing focus on nature. This was echoed by multiple interviewees, who were wary that an integrated transition plan may lead to nature being reduced to a simple paragraph rather than a central component of the plan itself. Multiple interviewees brought up past experiences with climate commitments, having made organisations more cautious about making explicit nature-related or social commitments.

Building towards integration

Given the above concerns, some interviewees and organisations argue against an immediate shifting of expectations towards full integration. Domain-specific plans that clearly refer to synergies and trade-offs between them may offer a more

pragmatic approach. Such an approach also mirrors policy development, for instance where national climate plans are formulated through Nationally Determined Contributions (NDCs), and biodiversity-related plans through NBSAPs.

Despite these challenges, most interviewees agree that integration offers multiple potential benefits. Beyond reduced complexity and better coherence, integration can generate cost savings and operational efficiencies by avoiding multiple separate assessments or parallel initiatives. Integration also enables organisations to manage interconnected challenges and dependencies more effectively, ensuring that nature, social equity, and climate remain central to planning, trade-off management, and the maintenance of ambition.

ENABLING CONDITION 4

PURSUE INTEGRATION OF APPROACHES FOR CLIMATE, NATURE, AND SOCIAL TOPICS

Companies and financial institutions must address interconnected challenges, including climate mitigation and adaptation, halting and reversing nature loss, and social issues. Integrated approaches across these dimensions can strengthen coherence, reduce complexity, and unlock synergies, while helping organisations manage interconnected risks and dependencies. However, integration also introduces practical challenges and may risk reduced focus on less mature dimensions.

Some flexibility is therefore warranted. Organisations can start with domain-specific plans (such as climate-, nature-, or social-focused plans) that clearly reference synergies and trade-offs between each domain, to reduce complexity while allowing parallel progress. Over time, transition plan preparers should move to adopt integrated approaches. Clarity on the credibility of a phased approach, alongside additional guidance on integration, may enhance trust and confidence for plan preparers.

Whether integrated or separate, plans must communicate dependencies, synergies, and potential trade-offs to maintain credibility, avoid unintended consequences, and meet market expectations. Guidance developers, standard setters, initiatives, and regulators can continue to build on established pathways, supporting flexible entry points and capacity building. Joint planning across climate, nature, and social expertise can strengthen guidance and help ensure that integrated approaches reflect multiple domains and manage trade-offs and synergies effectively.

2.5 ORGANISATIONAL READINESS AND MATURITY

Nature in transition planning is still a relatively new concept for organisations. Many are in an early phase of learning and experimentation, trying to connect nature considerations with business strategy, risk management, and reporting.

Readiness varies widely across companies and financial institutions. Factors such as size, sector, geographical footprint, and existing sustainability maturity influence how quickly and deeply nature can be integrated. Organisations with limited internal capacity or competing priorities often perceive nature as secondary to climate, while those with significant land or supply chain dependencies see its relevance more clearly.

This difference in maturity represents a barrier to enabling and scaling integration and adoption. Organisations with varying levels of maturity and capacity also experienced differing levels of readiness to act and required more phased approaches and tailored guidance for climate transition planning, too. Without tailored expectations and guidance for integrating nature in transition planning that reflect these differences, organisations may become overwhelmed, or produce plans that are superficial, misaligned, or disconnected from operational realities, thus slowing progress.

Organisational action depends on level of maturity on sustainability

Organisations require a certain level of maturity in their sustainability journey before they can meaningfully initiate transition planning, and current readiness for integration varies widely across organisations. The majority of our survey respondents felt a low to medium level of confidence in readiness to begin developing or implementing nature in transition plans, and many interviewees noted that they have observed large variations in organisational readiness.

The TNFD's guidance on nature in transition planning assumes that organisations have completed an assessment of nature-related issues, before applying the guidance. Transition planning is a structured, resource-intensive process that requires clarity on dependencies, impacts, risks, and opportunities. Similar lessons can be drawn from climate transition planning, where organisations often started with partial assessments or sub-sections of their emissions portfolio before adopting fully structured climate transition plans. Thus, some organisations may be ready to begin taking steps to integrate nature into their strategic planning, but not yet ready to apply the full TNFD guidance. Particularly in emerging economies, organisations are still building capacity on climate and nature issues. Initiating transition planning too

early can risk producing plans that are superficial, misaligned, disconnected from operational realities, or that become more of a compliance exercise than a credible roadmap for change.

At the same time, many organisations are already taking actions in the nature domain - such as on managing land use, restoring ecosystems, or addressing supply chain-level impacts - even if they do not recognise them as part of a structured transition plan. This parallels early climate initiatives, where incremental mitigation or adaptation measures often preceded formal transition planning. Recognising these efforts can be a practical starting point for transition planning.

Some flexibility, associated with an organisation's maturity, is already considered in guidance for integrating nature in transition plans. For instance, the TNFD's guidance proposes that organisations develop plans for a sub-selection of their nature-related issues first, expanding coverage over time.[60]

Key organisational enablers

For embedding nature in transition planning, discussions during interviews and workshops highlighted several organisational enablers:

- **Basic nature-related literacy:** The organisation and its leadership should have a foundational understanding of nature-related concepts, terminology, and business relevance.
- **Baseline understanding of dependencies and impacts, risks, and opportunities:** Responding and contributing to the transition requires addressing an organisation's dependencies, impacts, risks, and opportunities across their operations and value chains. Organisations cannot comprehensively address what they have not yet fully assessed and understood.
- **Internal governance and accountability structures:** Clear decision-making processes, roles, and responsibilities help embed nature-related objectives in strategy, monitor progress, and enable periodic review.
- **Stakeholder engagement:** Critically, the transition planning process requires the buy-in and involvement of an organisations' stakeholders. Organisations benefit from identifying and engaging relevant stakeholders before initiating planning processes, including suppliers, local communities, investors, regulators, and internal stakeholders.
- **In-house familiarity with relevant guidance and tools:** Internal teams should be aware of existing frameworks, tools, and guidance for integrating nature into transition planning in their sector/field of operation. This can help to establish organisation-wide awareness of nature and its relevance to the organisation, making it easier to integrate nature-related considerations into wider corporate and financial strategies. Early exposure to climate transition guidance tools similarly helped organisations understand practical implementation pathways and build internal expertise.

These elements are broadly aligned with the maturity approach developed by WBCSD,[61] which highlights the progression from awareness and assessment of dependencies and impacts, to governance, integration, and informed decision-making.

ENABLING CONDITION 5

DEVELOPING ORGANISATIONAL READINESS AND A MATURITY-BASED NARRATIVE

A clear understanding of differences in organisational maturity is essential for scaling nature in transition planning. This understanding can be translated into a coherent narrative that reflects:

- How transition planning can be positioned as a progression from, and extension of, existing corporate sustainability efforts;
- How organisations at different levels of readiness can prepare for transition planning and how they can work towards being ready to integrate nature in transition planning in the first place;
- How organisations can get started once ready, in line with the TNFD's phased approach.

This narrative should be supported by enabling resources, including guidance, tools, training, and peer-learning opportunities, that are tailored to varying levels of organisational readiness. Tailored capacity building is critical to avoid superficial or misaligned plans and to maintain credibility. This starts with building on lessons from climate transition planning, where organisations have embodied learning through experience on how to translate guidance into practice.

Research findings underline the urgency: without differentiated capacity-building support, organisations risk either limited internal engagement or developing plans that lack credibility and practical relevance. Interviewees stressed the importance of phased approaches and concrete examples to build confidence and accelerate uptake. Together, these elements can help create a clear maturity pathway, enabling progressive improvement towards robust and integrated transition planning practice.

2.6 MARKET EVIDENCE OF NATURE IN TRANSITION PLANNING

As momentum grows for action from corporate and financial institutions on nature,[62] organisations are looking for practical ways to apply emerging guidance. While frameworks and general guidance provide structure, many companies struggle to translate these into actionable steps. In the climate domain, documented transition plans and case studies have helped build confidence, enabling benchmarking and aligning expectations. For nature, however, such examples remain scarce and fragmented.

This lack of clear, accessible illustrations of what constitutes 'good' practice applies to most sectors, geographies, and maturity levels, representing a barrier to scaling adoption. Without concrete examples that demonstrate how guidance can be implemented in real-world contexts, organisations may lack confidence in preparing plans.

The current state of availability of good examples and case studies

Existing case studies and examples of successful pilots are often fragmented or not widely accessible. Stakeholders emphasised that there is a lack of examples reflecting the range of organisational maturity levels, including those just starting their journey to those with more advanced experience. Of the eleven survey respondents, nine indicated that they had a low level of understanding of what nature in transition planning means for their organisation.

Some examples are available. The TNFD's guidance on nature in transition planning covers eight use-cases,[63] illustrating real-world examples of companies applying aspects of its guidance, drawn from its piloting programme. In addition to this, WWFs report on nature transition planning covers two case studies of real economy companies;[64] and Business for Nature's Nature Strategies database covers examples of how organisations have integrated nature into business strategies.[65]

Whilst these resources are a helpful starting point for some organisations, they do not necessarily capture all elements of transition plans or provide examples across the full spectrum of industries. Interviewees highlighted that sector-specific examples are particularly valuable for organisations preparing transition plans, as they can offer insights into specific challenges and opportunities relevant to individual sectors. Such examples help organisations identify best practices, avoid common pitfalls, and structure their own plans in a way that is credible and actionable. Although these examples primarily support plan preparers, lessons from climate planning have previously fed back into improved guidance, greater standardisation, and the development of national and sectoral plans. Similarly, case studies can inform broader nature-positive pathways and alignment over time.

ENABLING CONDITION 6

IDENTIFY, DEVELOP, AND CONSOLIDATE MARKET EVIDENCE AND CASE STUDIES ON NATURE IN TRANSITION PLANNING

Making practical examples widely accessible is a critical enabler for scaling integration and adoption of nature in transition planning. Expanding coverage of such examples across sectors and geographies will further enhance relevance and applicability. This exercise must involve the whole landscape of actors and organisations in order to capture a sufficiently varied set of insights spanning different sectors, maturity and capacity levels, and jurisdictions, amongst other variables.

For climate transition planning, repositories of examples and good practices were established to help support organisations on their transition planning journey - for example, the TCFD's Knowledge Hub (now the TNFD Knowledge Hub) provided publicly accessible examples and practical insights to support implementation of climate transition planning.[66]

Learnings from case studies and good practices must then be fed back into future guidance development and used to help craft more detailed and practical guidance and recommendations for organisations. A centralised case-study hub as a single-entry point for organisations to access case studies, practical examples, and lessons learned would be a useful avenue for facilitating this knowledge sharing and iterative improvement of guidance for nature. This could be achieved by expanding existing case-study libraries, for example those already developed by TNFD and Business for Nature, bringing together these different resources and examples from across sectors and maturity levels.

2.7 GOVERNMENT AND REGULATORY SIGNALS, INCENTIVES, AND FRAMEWORKS

The current climate transition planning landscape benefits from a mixture of regulatory and widely accepted guidance frameworks (e.g., CSRD, IFRS S2, TPT, GFANZ). Organisations' actions on nature are guided by initiatives such as SBTN, TNFD, NPI, UNEP FI, WBCSD, and stakeholders like WWF. They provide tools, sector-specific guidance, and knowledge sharing channels.

Governments have a range of instruments at their disposal to stimulate the implementation of these tools and guidance frameworks, in order to support the transition towards a nature-positive economy. In climate transition planning, governments and regulators have issued roadmaps (e.g., the UKs TCFD implementation roadmap), phased guidance, and frameworks well ahead of mandatory requirements, signalling expectations that helped organisations build capacity and align practices before formal regulation took effect.[67] Governments can leverage instruments including laws and regulation (such as disclosure requirements), market-based incentives (such as tax breaks), and facilitation of voluntary actions (such as the development of new standards or knowledge exchanges). These instruments can be combined and sequenced depending on sectoral challenges and transition objectives.

Financial supervisors and central banks are also increasingly considering nature-related risks in monetary and supervisory frameworks, shaping expectations for risk management and disclosure. Whilst some jurisdictions - representing about EUR 75 trillion in banking assets - have begun integrating nature-related considerations into prudential frameworks,[68] the adoption of formal requirements remains limited and evolving. However, the absence of coherent regulatory expectations and coordinated policy action creates uncertainty for organisations. This gap is an obstacle to accelerating momentum, leaving businesses hesitant to initiate planning. WWF's most recent annual report on sustainability regulation highlights that, while green taxonomies and mandatory corporate reporting are advancing, other critical enabling conditions - including brown taxonomies, bank transition incentives, and broader policy measures - are lagging behind, leaving gaps that continue to hinder a fully enabling environment for nature-positive action and finance.[69]

Building an enabling environment by leveraging available regulatory and policy tools

As highlighted by the IPBES business and biodiversity assessment, building an enabling environment will be crucial to accelerate action.[70] It will require a calibrated mix of policy and regulatory tools that both encourage early uptake and lay out the groundwork for future regulatory coherence. Regulators must not only align incentives and signals with emerging voluntary guidance, but also embed nature considerations directly into existing climate policy and regulatory pathways - placing climate and nature on parallel, mutually enforcing tracks.[71]

Lessons from climate transition planning, including enabling national transition planning and sectoral transition plans,[72,73] show that public authorities can meaningfully shape markets before mandatory rules are in place. Feedback loops between transition plans and national policies are key, as proactive corporate action can inform and strengthen policymaking.

Examples of actionable interventions for governments and regulators

- **Integrate nature into climate transition planning requirements,** guidance and supervisory expectations;
- **Develop (or commission) national and sectoral nature-positive pathways** and investment roadmaps to guide capital allocation and signal priority sectors;
- **Integrate transition planning into existing tools and frameworks,** such as prudential frameworks, disclosure requirements, and sectoral guidance, ensuring it becomes a standard element in policy.

Standardisation as a prerequisite for effective regulation

Interview feedback and research from this study indicate that standardisation and interoperability of guidance, language, and expectations should be a near-term priority. Before regulators move toward mandatory incorporation of nature in transition planning, consistent terminology, aligned expectations, and interoperable guidance will be essential. Early standardisation provides clarity and enables organisations to act confidently, even before formal regulation is in place. Standardisation can be achieved more quickly than regulation and provides a foundation that enables nature to be embedded within existing transition-related regulatory approaches, giving organisations clarity and direction now.

ENABLING CONDITION 7

ENSURE GOVERNMENTS AND REGULATORS SUPPORT NATURE IN TRANSITION PLANNING ACROSS POLICY INSTRUMENTS TO ACHIEVE BIODIVERSITY GOALS

Regulators and policymakers play a critical role in enabling credible and scalable approaches to nature in transition planning and can leverage transition planning as a tool to mobilise private sector action aligned with their biodiversity objectives. Their involvement is particularly relevant in shaping the conditions under which organisations can act with confidence before formal mandates are in place. Over time, regulators will need to integrate transition planning into the existing policy framework to support mainstreaming. Policymakers also have a specific role in engaging with coordination mechanisms focused on integrating nature in transition planning. Public-sector participation can help ensure that emerging guidance remains aligned with policy priorities, reduce fragmentation across initiatives, and provide clearer signals on the standards, planning components, and disclosures that are likely to matter over time.

In the near term, prioritising standardisation and interoperability, particularly around terminology, expectations, and core planning elements, can provide organisations with clarity while regulatory frameworks continue to evolve. By engaging at the national and sectoral and landscape levels of planning, they can help to connect corporate transition planning with broader public transition objectives, mirroring the enhanced coordination for climate transition plans to align corporate, sectoral, and policy actions.

CHAPTER 3 SEIZING THE OPPORTUNITY: A PROPOSAL FOR A NATURE IN TRANSITION PLANNING NETWORK

This chapter presents a proposal for harnessing the opportunities identified across the enabling conditions through the creation of a Nature in Transition Planning Network (NTPN). The proposed Network would act as a pre-competitive platform to connect stakeholders, consolidate resources, and support practical implementation. Such a network is not presented as a comprehensive solution to all challenges identified in this study. Instead, it addresses a need for greater coordination and collaboration across ongoing efforts on enabling and scaling nature in transition planning, the most prominent gap highlighted by interviewees.

3.1 THE PROPOSAL: SET UP A TRANSITION PLANNING NETWORK FOR ADVANCING ALIGNMENT AND ACCELERATING UPTAKE OF NATURE IN TRANSITION PLANNING

The year 2026 presents a particularly important window of opportunity to harness the potential associated with the enabling conditions above. While organisations get started with implementing the available guidance, multiple high-profile global events, including the triple COP cycle (for land, biodiversity and climate), provide platforms to drive early wins, raise awareness, and strengthen engagement across businesses, policymakers, and financial institutions. At the same time, we are edging closer to the deadline for the 23 targets to be achieved by 2030, set out in the GBF.

Lessons from the evolution of climate transition planning suggest that a coordinated approach is critical: initiatives such as TPT, GFANZ, the International Transition Planning Network (ITPN), and the Assessment of Transition Planning Collaboration (ATP-COL) have established ongoing dialogue, common expectations, and feedback loops between standard setters, policymakers, and market actors. This has helped with gradual convergence on credible approaches and strengthened market confidence. Nature in transition planning has not yet achieved this same level of coherence (see enabling conditions 2 and 3).

While momentum for nature in transition planning is emerging, there is currently no dedicated organisation that is convening stakeholders for realising the enabling conditions

identified in Chapter 2. Discussions with interviewees affirmed that nature in transition planning currently lacks structured coordination, leaving stakeholders without a central platform to align approaches, share lessons, or identify overlaps. In particular, the completion of TNFD's guidance on nature in transition planning, in tandem with GFANZ's guidance, and the rounding off of their associated convening efforts, was highlighted as leaving a potential coordination gap moving forward. From interviews and discussions at workshops at the IUCN World Congress and Finance for Biodiversity Summit, there was a strong willingness amongst actors to work together on this topic.

We thus propose the establishment of a targeted network for enabling and scaling nature in transition planning: a Nature in Transition Planning Network (NTPN). Such a Network offers a timely mechanism to respond to the interest in coordination, highlighted in this research, and to address the need for harmonisation and collaboration across the transition planning landscape.

Functions of a new network

A new network may present an effective lever to harness opportunities associated with the enabling conditions presented in Chapter 2. Table 3 presents an overview of how the NTPN can contribute to the realisation of the enabling conditions discussed in this report.

Table 3: How the NTPN can contribute to the realisation of the seven enabling conditions identified in this report.

ENABLING CONDITION	POTENTIAL FUNCTIONS OF AN NTPN
1. Act now, continue to define the nature-positive transition	Monitor and facilitate information flows between planning efforts across different levels.
2. Increase guidance coherence	Coordinate across initiatives to map existing frameworks, align terminology, and promote interoperability.
3. Address guidance gaps and enhance detail	Facilitate feedback loops between practitioners and guidance developers to identify gaps, inform guidance development, and avoid duplication.
4. Integrate climate, nature, and social equity topics	Convene cross-domain experts to co-create principles and practical approaches for integrated transition planning.
5. Develop maturity-based guidance	Curate tools, training, and examples from initiatives, suited to different maturity stages and sectors.
6. Identify, develop, and consolidate market examples	Act as a central hub for case studies, pilots, and peer-learning opportunities developed by initiatives and organisations.
7. Align regulators and provide enabling signals	Provide a structured channel for dialogue between market actors, initiatives, and regulators to align signals and expectations.

Areas of emerging consensus and key remaining questions

While stakeholders broadly support the conversation on transition planning, discussions highlighted that several questions remain regarding the group's mandate, focus, and operational mode.

Interviews and workshops revealed diverging views on what the most pressing coordination gaps may be for enabling and scaling integration of nature in transition planning. Some stakeholders prioritised **inter-initiative coordination**, arguing that the immediate challenge is avoiding duplication and improving interoperability across guidance, tools, and methodologies. Others emphasised **market-led coordination**, focussing on supporting implementation and uptake. Finally, others highlighted the importance of **policy-facing engagement**, noting that early alignment with policymakers could reduce future regulatory fragmentation.

Table 4: Key areas of convergence and remaining uncertainty for a NTPN network.

CONVERGING PERSPECTIVES	REMAINING QUESTIONS
• Convening can **reduce fragmentation** and provide a coherent narrative across initiatives. • Convening should aim for **harmonisation and interoperability** of existing guidance, not developing new standards. • Convening should **consolidate knowledge-sharing, case studies, and piloting** to support practical implementation. • Convening must operate as a **neutral, collaborative space** that unites initiatives without superseding them. • Convening should **avoid intensive decision-making processes.** • Convening should have **high-level representation** from relevant stakeholders, including the finance sector and real-economy, and have an independent profile. • Convening should not focus on, but **closely interact with, collective efforts related to other planning levels** (national and sectoral nature-positive pathways and landscape approaches) (see enabling condition I). • Convening should focus on **connecting and aligning existing initiatives,** rather than creating new technical standards or duplicating ongoing work.	• **Format and governance:** What is the optimal structure, and who should lead or host it? • **Balanced representation:** How to ensure balanced participation across corporates, financial institutions, NGOs, policymakers, and regions, including inclusive representation from emerging and developed economies, while maintaining a lean, low-maintenance decision-making model? • **Functions and priorities:** Should the mechanism strictly coordinate existing efforts and outputs, or also develop new norms and tools, and execute new market engagement programs? What should be the balance between focusing on coordination on norms and tools, versus market engagement programs? • **Resource requirements:** What level of funding, capacity, and secretariat support will be needed for sustainability? • **Institutional pathways:** Should coordination be achieved through a new, standalone network, or by adding additional functions within existing organisations or platforms?

Many interviewees argued that any new convening mechanism should act as a pre-competitive platform to harmonise existing guidance rather than create any new technical standards. There was also strong support for its function to consolidate knowledge-sharing, case studies, and piloting efforts to accelerate implementation, aligned with enabling condition 6 and the survey responses.74 Thus, a NTPN could act as a driving force to bridge these gaps, supporting and pushing forward the establishment of the enabling conditions discussed in Chapter 2.

3.2 A ROADMAP TOWARDS A NATURE IN TRANSITION PLANNING NETWORK

This sub-chapter outlines a proposed path towards establishing the NTPN, including a timeline and roadmap for implementation of the Network. It discusses short-term actions such as setting up an informal working group to first explore the mandate and governance structure of the

NTPN, early milestones, and opportunities to leverage global moments to accelerate adoption and engagement.

The first step: an informal working group

A preliminary informal working group may be a necessary first step to explore the remaining questions highlighted in Table 4 of section 3.1 and prepare the groundwork for a formalised network. A working group can tackle key issues in preparation for setting up the more formalised NTPN later this year.

As such, the key aims and outputs of an informal working group within a six-month tenure could include:

- **Verification of priorities** for long-term enabling and scaling of nature in transition planning;
- **Laying the foundation for a formal network** (e.g., NTPN) to foster this, by defining scope, workplan, governance, and resource needs.

Preliminary suggestions for the working group

The informal working group's initial focus should be on defining objectives, potential functions, governance options, and resources requirements, including capacity and fundraising, of the NTPN. This will allow actors to build consensus and lay the foundation for a formal, representative network that drives alignment and accelerates adoption of nature in transition planning globally.

Having representative participation from key stakeholders is critical for the informal working group to reflect the different interests and perspectives of its design parameters. The ideal composition of a working group should include guidance developers, industry and sector representatives (including corporates and financial institutions), policymakers and regulators, civil society, and NGOs.

The working group could work over a short-term period towards a set of final recommendations for the foundation of a Nature in Transition Planning Network, covering its scope, workplan, governance, and resourcing needs.

Stakeholders interviewed frequently referenced existing coordination efforts in climate and nature as useful points of comparison. Initiatives such as ITPN and ATP-COL were cited for their ability to convene diverse actors around shared expectations without creating new standards, while the Nature Measurement Protocol and ISEAL Alliance were highlighted for their technical credibility and governance robustness. At the same time, interviewees noted trade-offs associated with different models, including resource intensity, varying levels of formality, and the risk of excluding smaller or less-resourced actors. These experiences suggest that no single governance model is optimal, reinforcing the need for further exploration to find the best governance structure for the NTPN by the informal working group.

Roadmap for implementation

Building on the findings from Chapters 2 and 3, including the identified enabling conditions and the proposal to work towards establishing a NTPN, below we have outlined a preliminary roadmap to establishing the Network (see Figure 4). Notably, the first step is to establish the informal working group, which should:

- Launch in early 2026 to provide sufficient time for deliberation and production of outputs ahead of COP17;
- Be used to develop recommendations for the structure, governance, and operational model of a more formalised coordination mechanism for nature in transition planning;
- Ensure engagement with key actors across corporates, financial institutions, governments, and guidance developers to build consensus and establish a credible foundation for harmonisation and alignment on nature in transition planning.

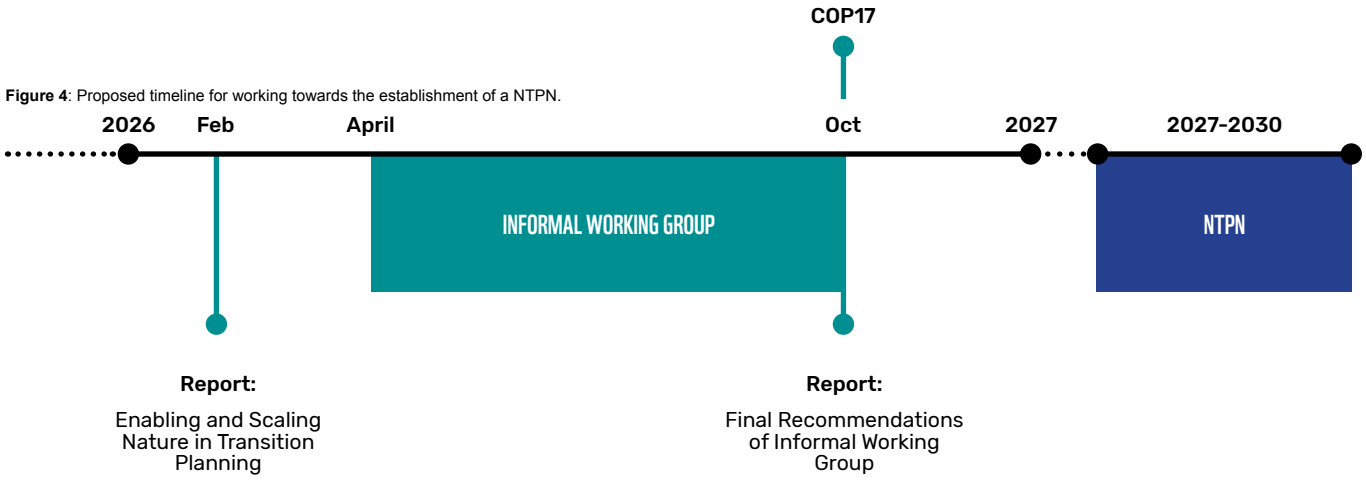

Figure 4: Proposed timeline for working towards the establishment of a NTPN.

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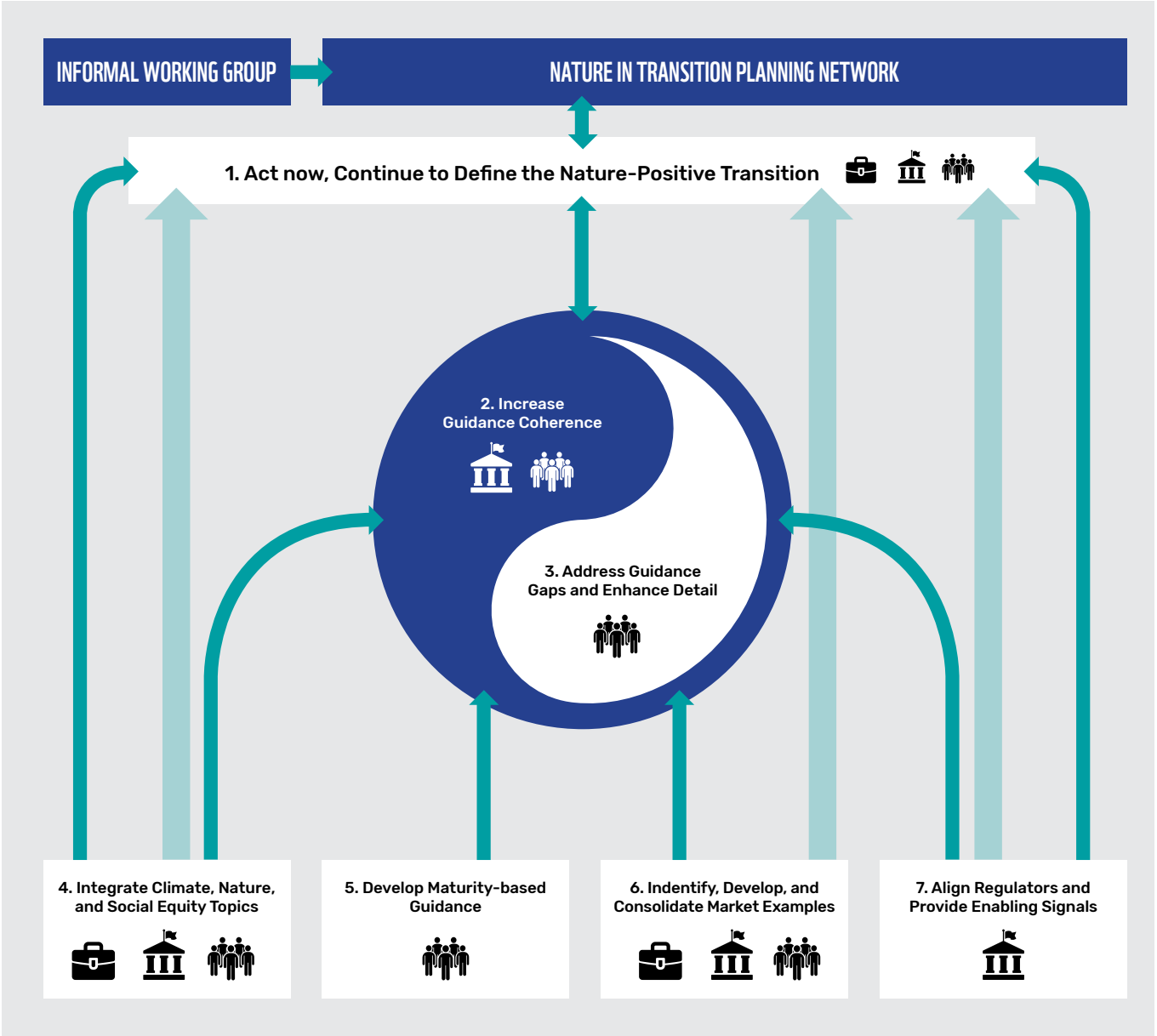
Figure 5 presents connections between the seven enabling conditions.

Progress on nature in transition planning depends on continuous feedback between action, guidance, evidence, and policy. Advances in one area reinforce progress in others. Enabling condition 1 sits across all other conditions, emphasising the need for organisations to act now, even as the nature-positive transition continues to take shape. Enabling conditions 2 and 3 are presented as interconnected and reinforcing, improving coherence and harmonisation of guidance, while identifying and addressing gaps. As alignment grows, inconsistencies and missing elements become clearer; new guidance then expands the landscape and renews the need for coordination.

The remaining enabling conditions strengthen this cycle. Enabling condition 4 supports integration across climate, nature, and social topics, helping to surface synergies and trade-offs to be addressed in guidance. Enabling condition 5 ensures guidance is usable for organisations at different maturity levels. Enabling condition 6 brings practical lessons from pilots and early adopters, while condition 7 influences expectations through policy signals and incentives.

The informal working group and the NTPN act as enabling structures. They do not direct the conditions, but facilitate coordination, knowledge exchange, and learning across them. Their purpose is to accelerate progress, enhance collaboration, and maintain momentum as the transition planning system evolves.

Figure 5: The iterative cycle of the enabling conditions.



CHAPTER 4
A CALL TO ACTION TO ENABLE AND SCALE NATURE IN TRANSITION PLANNING

The findings of this study reveal both clear momentum and emerging barriers to enabling and scaling integration of nature in transition planning. Across interviews, workshops, surveys, and desk-based research, stakeholders consistently emphasised the same message: the time to scale nature in transition planning is now. Yet, there are key enabling conditions that should be established and harnessed to achieve this, including related to ongoing guidance development, market evidence building, and policy signals.

There is a clear opportunity to build on recent progress in advancing nature uptake in transition planning and align existing efforts to co-create the next generation of support for credible, practical integration of nature in transition planning. A Nature in Transition Planning Network could harness this opportunity by convening guidance developers, practitioners (including real economy companies and financial institutions), and regulators. The Network would not intend to replace the technical work of initiatives such as TNFD, SBTN, or others, nor to create new standards. Instead, it would serve as a convening platform to address the enabling conditions that cannot be delivered by any one organisation acting alone.

A phased approach – beginning with a six-month informal working group – provides a practical way forward. This working group would clarify mandate, governance, scope and resource needs, and prepare the ground for a formal network to be launched later in 2026. By aligning this process with key global milestones, including COP17, early success can be demonstrated and help position nature in transition planning as a key approach to delivering the Kunming-Montreal Global Biodiversity Framework – particularly Targets 14 and 15. With the TNFD's ongoing technical work coming to a close this year, regulatory expectations evolving, and organisations seeking clarity for an increasingly complex guidance landscape, this is a decisive moment to progress the enabling environment for integrating nature into transition planning.

We thus call upon businesses, financial institutions, initiatives, NGOs, and policymakers to:

1. **Support the establishment of an informal working group** to co-design the future convening mechanism for nature in transition planning;
2. **Take action in 2026 by accelerating implementation** – applying existing guidance, piloting approaches, and sharing evidence to strengthen collective learning;
3. **Leverage COP17 to demonstrate commitment,** highlight progress, and signal the importance of integrating nature in transition planning for achieving the GBF.

The transition to a nature-positive economy requires coordinated action, shared understanding, and practical support across markets.

By establishing the foundations of the Nature in Transition Planning Network, stakeholders have the opportunity to shape a system grounded in credible guidance and evidence for integrating nature in transition planning.

ANNEX 1

Overview of organisations interviewed for this study.

Organisations interviewed
Standard Setters, Networks and Guidance Developers
European Financial Reporting Advisory Group (EFRAG)
Standard setting body (anonymous)
Finance for Biodiversity Foundation (FfB)
International Transition Planning Network (ITPN)
Network for Greening the Financial System (NGFS)
Science Based Targets Network (SBTN)
Taskforce for Nature Related Disclosures (TNFD)
United Nations Environment Programme Finance Initiative (UNEP FI)
World Benchmarking Alliance (WBA)
World Business Council for Sustainable Development (WBCSD)
World Economic Forum (WEF)

Organisations interviewed
Financial Institutions
Aviva
Bank of America
European Investment Bank (EIB)
Robeco

Organisations interviewed
Companies
DSM-Firmenich
Vattenfall

FOOTNOTES

1 Managing nature risks: From understanding to action. PwC, 2023.
2 The global assessment report on biodiversity and ecosystem services. IPBES, 2019.
3 Framing the Nature-Positive Economy. GoNaturePositivel, 2024.
4 Business and Biodiversity Assessment, Intergovernmental Panel on Biodiversity and Ecosystem Services, 2026.
5 Addressing companies' low-carbon transition challenges requires diversified investments in environmental initiatives. Cenci & Tang, 2024.
6 How Companies Are Tackling the Climate Challenge - and Creating Value. BCG, 2025.
7 How a climate transition plan can strengthen your business model. EY, 2025.
8 Catalysing change: the urgent need for nature in transition plans. WWF, 2024.
9 ACT-D: High Level Business Actions on Nature. Capitals Coalition, 2023.
10 Recommendations of the TNFD. TNFD, 2023.
11 Guidance on nature in transition plans. TNFD, 2025.
12 Biodiversity loss is halted and reversed by 2030; and biodiversity is valued, conserved, restored and widely used , maintaining ecosystem services, sustaining a healthy planet and delivering benefits essential for all people by 2050. COP15: Final text of the Kunming-Montreal Global Biodiversity Framework. CBD, 2022.
13 The revised ESRS E4 has reframed the disclosure requirements of these plans, though the updated standards are yet to be confirmed by the Commission.
14 Staff Paper: Objective and scope of standard-setting on nature-related risks and opportunities. IFRS, 2026.
15 Staff paper: Addressing investor information needs on nature-related risks and opportunities. IFRS, 2025.
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74 Four respondents indicated that they would benefit from a coordination platform that coordinates peer learning on this topic.

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