

# *Impact tables catalogue:* climate, nature and social



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This impact table catalogue is part of the practical guide "Building the business case for sustainability", developed for corporate finance and sustainability practitioners connecting opportunities and financial drivers. To access the full report, please [click here](#).



# 01. Impact tables: climate

## Energy source and demand

Table 1: Impact assessment of change energy source and demand for climate

Potential impacts		
Impact:  High	Speed:  Medium	Cost:  Medium

Sustainability theme	Description	Opportunity	Example climate initiatives
Emissions and waste reduction	Reducing GHG emissions through efficient resources / processes and new technologies	Change energy source/ demand	<ul style="list-style-type: none"> <li>→ Decarbonize production processes and technologies using low-carbon alternatives such as hydrogen</li> <li>→ Purchase and use of renewable energy (e.g., virtual Power Purchase Agreements, green tariffs)</li> <li>→ Onsite renewable generation and/or storage</li> <li>→ Substitute fossil fuel use in transportation with lower or zero-carbon alternatives</li> </ul>




Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
<p>(+) <b>Increased revenue</b> from customers looking to minimize their own footprint</p> <p>(+) <b>Avoided cost</b> of legal costs of compliance and environmental taxes (e.g. on emissions)</p> <p>(+) <b>Reduced OpEx/CapEx</b> with capital availability/financial support from green incentives, and tax credits; due to use of lowest cost abatement</p> <p>(+) <b>Reduced cost of debt</b> due to stable operating cost profile</p> <p>(+) <b>Reduced cost of debt</b> due to reduced emissions</p> <p>(+) <b>Reduced cost of capital</b> due to improved investor perception</p> <p>(+) <b>Reduced OpEx</b> due to reduced exposure to fossil fuel price variability</p> <p>(+/-) <b>Change in OpEx</b> as a result of using green/cleaner fuels, mobility, and consolidation of operations</p> <p>(-) <b>Increased OpEx</b> of transaction costs of power purchase agreements and associated structures and buyer considerations</p> <p>(-) <b>Increased CapEx</b> of building on-site renewable energy infrastructure</p> <p>(-) <b>Increased CapEx</b> to retrofit existing infrastructure for green energy</p>	<p>(+) <b>Improved financial planning</b> due to energy price stability</p> <p>(+) <b>Improved customer reputation</b> linked to clear decarbonization pathway</p> <p>(+) <b>Improved energy security</b> due to being sheltered from geopolitical issues</p> <p>(+) <b>Improved employee safety and security</b> due to some fuels being safer to handle than others</p>

(+) Positive Impacts    (-) Negative Impacts



## Resources and energy efficiency (direct operations)

**Table 2:** Impact assessment of resource and energy efficiency improvement for climate

Potential impacts		
Impact:  Low	Speed:  Fast	Cost:  Low

Sustainability theme	Description	Opportunity	Example climate initiatives
Emissions and waste reduction	Reducing GHG emissions through efficient resources / processes and new technologies	Improve resource / energy efficiency (direct operations)	<ul style="list-style-type: none"> <li>→ Develop process optimization policies and practices for direct operations, resource acquisition, and product distribution</li> <li>→ Retrofit infrastructure to be energy efficient</li> <li>→ Technological solutions like building information modelling, digitization, and AI to drive energy efficiency</li> <li>→ Raise energy efficiency standards for built environment assets</li> <li>→ Use of more sustainable packaging with lower energy inputs at either point of manufacture or end-of-life (e.g. biodegradable packaging, aluminum instead of plastic)</li> </ul>




Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
<p>(+) <b>Avoided cost</b> of environmental taxes (e.g. energy levy) and legal costs of compliance</p> <p>(+) <b>Reduced OpEx</b> from lower energy use</p> <p>(+) <b>Reduced OpEx/CapEx</b> with financial support from green incentives, and tax credits</p> <p>(+) <b>Reduced tax</b> due to tax credits and capital allowance for energy efficient assets</p> <p>(+) <b>Reduced cost of debt</b> due to reduced emissions</p> <p>(+) <b>Reduced cost of equity</b> and potential for share price rise due to improved investor perception</p> <p>(+) <b>Higher value of fixed assets</b> due to efficiency improvements</p> <p>(-) <b>Increased CapEx</b> from setting up new operating processes</p> <p>(-) <b>Increased CapEx</b> from retrofitting existing infrastructure</p>	<p>(+) <b>Improved productivity and employee satisfaction</b> through efficient processes</p> <p>(+) <b>Product and process improvements</b> arising from assessment and adoption of energy efficiency measures</p> <p>(+) <b>Positive externalities</b> arising from innovation and process optimization</p>

(+) Positive Impacts    (-) Negative Impacts



## Scope 3 and value chain emission reduction

**Table 3:** Impact assessment of Scope 3 and value chain emission reduction for climate

Potential impacts		
<b>Impact:</b>  Medium	<b>Speed:</b>  Medium	<b>Cost:</b>  Medium




Sustainability theme	Description	Opportunity	Example climate initiatives
Emissions and waste reduction	Reducing GHG emissions through efficient resources / processes and new technologies	Scope 3/ Value chain emissions reduction	<ul style="list-style-type: none"> <li>→ Share targets and ambition</li> <li>→ Engage and incentivize suppliers (beneficial payment terms)</li> <li>→ Engage and incentivize costumers (discounts)</li> <li>→ Engage and incentivize employees (green commute subsidies)</li> <li>→ Implement decarbonization criteria in procurement</li> <li>→ Build partnerships through alliances and co-investments</li> <li>→ Redesign the value chain/sourcing strategies</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
<p>(+) <b>Avoided cost</b> of environmental taxes (e.g. on emissions)</p> <p>(+) <b>Improved cost of capital &amp; financing access</b> due to minimization of exposure to carbon-related disruptions in the value chain</p> <p>(+/-) <b>Changed COGS</b> from different cost of sustainable inputs and transport</p> <p>(-) <b>Increased CapEx</b> required to upskill procurement teams, ensure support for the teams to engage and educate suppliers, and establish data systems to track suppliers and communicate with them.</p> <p>(-) <b>Increased OpEx</b> for implementing capabilities</p>	<p>(+) <b>Improved customer reputation</b></p> <p>(+) <b>Improved investor perception</b></p> <p>(+) <b>Improved supplier relations</b> achieved by engaging with suppliers to decarbonize</p> <p>(+) <b>Strengthened supplier relationships</b> due to collaborative policies</p>

(+) Positive Impacts    (-) Negative Impacts

## Development and/or expansion of low emission goods and services (incl. circular economy)

**Table 4:** Impact assessment low emission goods and services development or expansion for climate

Potential impacts		
<b>Impact:</b>  High	<b>Speed:</b>  Medium	<b>Cost:</b>  High




Sustainability theme	Description	Opportunity	Example climate initiatives
Changing products and services	Capturing the opportunities presented by the transition through the adjustment of existing or new products and services or the capture of new markets	Development and/or expansion of low emission goods and services (inc. circular economy)	<ul style="list-style-type: none"> <li>→ Develop products by recycling materials</li> <li>→ Manufacture products by reusing waste/by-products</li> <li>→ Develop or employ innovative carbon neutral/negative product manufacturing</li> </ul> <p>Note: This could include circular economy, which is further highlighted under nature in this report</p>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
<ul style="list-style-type: none"> <li>(+) <b>Increased revenue</b> from innovative products</li> <li>(+) <b>Reduced COGS</b> from lower cost of recycled inputs</li> <li>(+) <b>Reduced COGS</b> from lower cost of reusing waste/by-products as inputs</li> <li>(+) <b>Avoided cost</b> of environmental taxes</li> <li>(+) <b>Reduced OpEx/CapEx</b> from access to funding e.g., governments funds, and incentive schemes</li> <li>(+) <b>Better cost of debt</b> for development of lower-emission products</li> <li>(+) <b>Better cost of equity</b> through access to green funds</li> <li>(-) <b>Increased R&amp;D costs</b> to design and develop innovative products</li> <li>(-) <b>Increased Marketing and Advertising</b> costs to build brand and customer base</li> <li>(-) <b>Increased CapEx</b> to set-up processes and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>(+) <b>Improved brand and customer reputation</b> driven by first mover advantage</li> <li>(+) <b>Improved investor perception</b></li> <li>(+) <b>Attraction and retention of employees</b></li> </ul>

(+) Positive Impacts    (-) Negative Impacts

## Sustainability-based financial products

**Table 5:** Impact assessment of sustainability-based financial products for climate

Potential impacts		
<b>Impact:</b>  Medium	<b>Speed:</b>  Medium	<b>Cost:</b>  Low

Sustainability theme	Description	Opportunity	Example climate initiatives
Changing products and services	Capturing the opportunities presented by the transition through the adjustment of existing or new products and services or the capture of new markets	Sustainability-based financial products	→ Develop green finance investment products for access to capital, e.g., sustainability linked loans, loans for electric vehicles




Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) Increased revenue by attracting new customers (-) Increased COGS to develop new financial products (-) Increased OpEx of marketing and selling the products	(+) Improved investor perception (+) Improved reputation

(+) Positive Impacts    (-) Negative Impacts



## Scale-down activity

**Table 6:** Impact assessment of scale-down activities for climate

Potential impacts		
<b>Impact:</b>  Medium	<b>Speed:</b>  Medium	<b>Cost:</b>  Medium

Sustainability theme	Description	Opportunity	Example climate initiatives
Changing products and services	Capturing the opportunities presented by the transition through the adjustment of existing or new products and services or the capture of new markets	Scale Down Activity	<ul style="list-style-type: none"> <li>→ Close or consolidate physical sites to streamline production or minimize duplication.</li> <li>→ Reduce or consolidate service lines or product offerings.</li> <li>→ Specialize or limit existing product or service lines to reduce value chain complexity.</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) <b>Reduced COGS</b> due to reduction of value chain complexity or size and leveraging of economies of scale (+) <b>Reduced OpEx</b> from discontinued service lines (+) <b>Reduced CapEx</b> from reduced implementation of new products and services (+/-) <b>Revenue changes</b> for due to changing product and service offerings	(+/-) <b>Changing brand and customer reputation</b> associated with both positive and negative perceptions of the newly specialized products (-) <b>Reduced employee satisfaction</b> due to reduced job security as the organization shifts product lines or closes locations

(+) Positive Impacts    (-) Negative Impacts

## Company-wide climate resilience strategy development

**Table 7:** Impact assessment of company-wide climate resilience strategy development

Potential impacts		
<b>Impact:</b> Medium	<b>Speed:</b> Slow	<b>Cost:</b> Low

Sustainability theme	Description	Opportunity	Example climate initiatives
Climate change adaptation	Improving resilience of infrastructure, operations and supply chain to climate-related physical hazards	Company-wide climate resilience strategy development	<ul style="list-style-type: none"> <li>→ Diversify operations and supply chain</li> <li>→ Move assets to lower risk zones</li> <li>→ Update and improve business continuity plan</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) <b>Reduced cost of capital</b> with reduced risk to assets (+) <b>Avoided cost</b> of downtime/business interruption (+) <b>Reduced OpEx</b> from lower insurance premiums (+) <b>Reduced COGS</b> from lower input costs achieved by supplier diversification (-) <b>Increased OpEx</b> from implementing resilience capabilities and shifting supply chains	(+) <b>Improved business resilience and continuity</b> (+) <b>Improved employee wellbeing</b> with better security to physical risk (+) <b>Improved customer reputation</b> by minimizing business disruption

(+) Positive Impacts    (-) Negative Impacts

## Site-specific physical risk management

**Table 8:** Impact assessment of site-specific physical risk management for climate

Potential impacts		
<b>Impact:</b> Low	<b>Speed:</b> Medium	<b>Cost:</b> Medium

Sustainability theme	Description	Opportunity	Example climate initiatives
Climate change adaptation	Improving resilience of infrastructure, operations and supply chain to climate-related physical hazards	Site-specific physical risk management	<ul style="list-style-type: none"> <li>→ Site adaptation</li> <li>→ Physical infrastructure improvements</li> <li>→ Technology to minimize climate risk impact, e.g., flood warning systems</li> <li>→ Update insurance policies</li> </ul>




Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
<ul style="list-style-type: none"> <li>(+) <b>Better cost of capital</b> with reduced risk to assets</li> <li>(+) <b>Reduced OpEx</b> from lower insurance premiums</li> <li>(+) <b>Avoided cost</b> from asset and inventory damages and losses</li> <li>(+) <b>Avoided cost</b> of downtime/business interruption</li> <li>(+) <b>Increased current asset value</b> from reduced risk</li> <li>(-) <b>Increased COGS</b> from increased warehousing costs</li> <li>(-) <b>Increased general expenses</b> from increased maintenance and repair costs</li> <li>(-) <b>Increased CapEx</b> from increased costs to protect and reinforce plants and equipment</li> </ul>	<ul style="list-style-type: none"> <li>(+) <b>Improved business resilience and continuity</b></li> <li>(+) <b>Improved employee wellbeing</b> with better security to physical risk</li> <li>(+) <b>Improved customer reputation</b> by minimizing business disruption</li> </ul>

(+) Positive Impacts    (-) Negative Impacts



## Residual emissions

**Table 9:** Impact assessment of how to neutralize residual emissions for climate

Potential impacts		
Impact:  High	Speed:  Slow	Cost:  High




Sustainability theme	Description	Opportunity	Example climate initiatives
Carbon Capture and Storage (CCS)	Carbon Capture and Storage (removal and sequestration of carbon produced by the organization)	Neutralize residual emissions	Implement technologies such as: → Direct carbon capture, use and storage (CCUS) → Direct Air Capture (DAC) → Bioenergy with carbon capture and storage (BECCS)

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) <b>Avoided cost</b> of environmental taxes (e.g. on emissions) (-) <b>Increased CapEx</b> from setting up new operating processes (+) <b>Increased organizational resilience</b> due to preservation of production capacity while implementing technology to negate its emissions impact (+) <b>Reduced cost of debt</b> due to lower emissions (+) <b>Increased financial stability</b> due abatement of financial risks arising from carbon taxation or other costing schemes (-) <b>Increased cost of equity</b> driven by uncertainties around technology maturity (-) <b>Increased OpEx</b> for operating emissions removal assets (-) <b>Increased R&amp;D</b> for development	(+) <b>Improved customer reputation</b> linked to clear decarbonization pathway (+) <b>Improved investor perception</b> driven by meeting targets due to the neutralization of the hard to reduce emissions in hard-to-abate sectors.

(+) Positive Impacts    (-) Negative Impacts

## Company-wide climate policies

**Table 10:** Impact assessment of company-wide climate policies

Potential impacts		
<b>Impact:</b>  Medium	<b>Speed:</b>  Fast	<b>Cost:</b>  Medium



Sustainability theme	Description	Opportunity	Example climate initiatives
Internal policies	Policies and activities that help in transforming business model and strategy	Company-wide climate policies	<ul style="list-style-type: none"> <li>→ Apply internal carbon pricing</li> <li>→ Set the right KPIs to track performance</li> <li>→ Create an enabling governance structure</li> <li>→ Reward performance / incentivization</li> <li>→ Deploy employee climate training</li> <li>→ Engage employees in decarbonization</li> <li>→ Adaptation to reporting regulations</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) <b>Avoided cost</b> of compliance and environmental taxes (+) <b>Increased financing opportunities</b> due to improved (-) <b>Increased general expenses</b> from increased reporting and compliance (-) <b>Increased OpEx</b> from implementing capabilities	(+) <b>Improved investor perception</b> (+) <b>Better brand and customer reputation</b> (+) <b>Improved employee alignment/actions to sustainability goals</b> helping to create more holistic business outcomes (+) <b>Improved capacity for strategic decision-making</b> aligned with sustainability goals (+) <b>Increased long term resilience</b> due to improved sustainability risk management procedures

(+) Positive Impacts    (-) Negative Impacts

## Natural climate solutions (NCS)

**Table 11:** Impact assessment of support or investment in natural climate solutions (NCS)

Potential impacts		
Impact: N/A*	Speed:  Fast	Cost:  High

Sustainability theme	Description	Opportunity	Example climate initiatives
Natural climate solutions	Supporting initiatives that offset emissions	Support/ investment in natural climate solutions (NCS)*	<ul style="list-style-type: none"> <li>→ Direct financial and strategic integration of high quality and verified carbon offsetting initiatives either in accredited international or domestic carbon credit schemes</li> <li>→ Counterbalance any unabated emissions year-on-year through the purchase and retirement of high-quality NCS voluntary carbon credits (emission reductions and removals)</li> <li>→ Go beyond net zero to climate negativity by purchasing and retiring high-quality NCS voluntary carbon credits; this could also contribute to addressing historical emissions</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) <b>Avoided cost</b> of environmental taxes, fines from governments, and litigation (+) <b>Reduced cost of capital</b> due to access to green financing mechanisms (-) <b>Increased OpEx</b> of purchasing high-quality NCS carbon credits (-) <b>Increased CapEx</b> for direct investments in initiatives related to high-quality NCS carbon credits	(+/-) <b>Potential reputational shift</b> associated with both positive and negative perceptions of offsetting (+) <b>Improved investor support</b> due to meeting carbon-reduction goals through the judicious use of high-quality NCS carbon credits

(+) Positive Impacts    (-) Negative Impacts




\*The guide includes offsetting as an opportunity under the theme of Natural Climate Solutions, but does not rate its sustainability impact. This is because it should only be used for 'hard-to-abate' or 'residual' emissions following active efforts to reduce total emissions.



## 02. Impact tables: nature

### Pollution reduction

Table 12: Impact assessment of pollution reduction for nature

Potential impacts		
Impact:  Medium	Speed:  Medium	Cost:  High




Sustainability theme	Description	Opportunity	Example nature initiatives
Minimize impacts on nature	Improving business process to reduce a company's impact	Reduce pollution	<ul style="list-style-type: none"> <li>→ Reduce nutrient pollution</li> <li>→ Solid waste treatment</li> <li>→ Reduce chemical use and discharge in natural ecosystem</li> <li>→ Wastewater management</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) <b>Avoided costs</b> of reduced fines for non-compliance (+) <b>Reduced OpEx</b> due to reduced material inputs and waste removals (+) <b>Reduced cost of capital</b> owing to reduced impact on nature (-) <b>Increased OpEx</b> from deployment of capabilities (-) <b>Increased CapEx</b> for developing pollution reduction and waste treatment processes	(+) <b>Improved customer reputation</b> as a nature-conscious business (+) <b>Improved investor perception</b> (+) <b>Improved employee wellbeing</b>

(+) Positive Impacts    (-) Negative Impacts

## Circular economy practices

**Table 13:** Impact assessment of implementing circular economy practices for nature

Potential impacts		
<b>Impact:</b>  High	<b>Speed:</b>  Medium	<b>Cost:</b>  Low

Sustainability theme	Description	Opportunity	Example nature initiatives
Minimize adverse impacts on natural capital assets	Improving business process to reduce a company's impact	Implement circular economy practices	<ul style="list-style-type: none"> <li>→ Development of circular design (inc. modularity, eco-design, durability).</li> <li>→ Development of programs to promote remanufacturing, refurbishment, and repair.</li> <li>→ Reduced natural raw material use</li> <li>→ Reduce and reuse products and waste</li> <li>→ Develop or improve end-of-life programs including collection, recycling and remanufacturing</li> </ul>

Improving circularity in the value chain has impacts across climate AND nature. For example, circular economies mitigate GHG emissions and climate change through the slowing and narrowing of resource loops by increasing material efficiency. This also relieves pressure from nature by reducing the needs for raw material extractions.




For the purposes of this report, we've decided that Circular Economy is more aptly placed as an opportunity in nature, but are conscious that this opportunity, in particular, is intersectional across the sustainability space.

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
<p>(+/-) <b>Changed revenues</b> from higher priced but longer lasting/more durable circular products</p> <p>(+) <b>Reappreciation of products</b> through the consistent cycle of reuse, remanufacturing, refurbishment, and eventual recycling.</p> <p>(+) <b>Reduced COGS</b> from reusing waste/using recycled waste</p> <p>(+) <b>Avoided costs of tax expense</b> (e.g., landfill tax or similar fees)</p> <p>(-) <b>Increased CapEx</b> to set up new manufacturing/operating processes</p> <p>(-) <b>Increased R&amp;D costs</b> of new circular solutions</p>	<p>(+) <b>Improved customer and brand reputation</b> by demonstrating leadership and commitment</p> <p>(+) <b>Attraction and retention of talent</b></p> <p>(+) <b>Reduced value chain risk</b> in a resource-constrained world through the continued ability to reuse and remanufacture existing products.</p>

(+) Positive Impacts    (-) Negative Impacts

## Sustainable resource management

**Table 14:** Impact assessment of sustainable resource management for nature

Potential impacts		
<b>Impact:</b>  High	<b>Speed:</b>  Slow	<b>Cost:</b>  High

Sustainability theme	Description	Opportunity	Example nature initiatives
Minimize adverse impacts on natural capital assets/ Manage dependencies on nature	Improving business process to reduce a company's impact	Sustainable resource management	<ul style="list-style-type: none"> <li>→ Undertake a Circular Economy business review</li> <li>→ Implement practices to improve soil health</li> <li>→ Implement sustainable timber production</li> <li>→ Implement sustainable fisheries management (e.g. MSC-certified)</li> <li>→ Implement water conservation measures</li> <li>→ Eliminate or reduce water discharged</li> <li>→ Reduce (impact of) extractive activities</li> <li>→ Reduce land use</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
<p>(+) <b>Reduced OpEx</b> from reduced input costs (e.g. fertilizer, irrigation)</p> <p>(+/-) <b>Changed revenue</b> by selling products with certification at premium, but risk of customer base loss</p> <p>(+/-) <b>Change in procurement cost</b> due to switching supplier</p> <p>(+/-) <b>Increased or decreased COGS</b> by transitioning to sustainable supply</p> <p>(-) <b>Increased OpEx</b> of implementing sustainable resource management capabilities</p> <p>(-) <b>Increased OpEx</b> for certification fees</p>	<p>(+) <b>Improved customer and brand reputation</b> as a nature-conscious business</p> <p>(+) <b>Increase client base</b> and attract investors and customers</p> <p>(+) <b>Improved reputation and relations</b> with external stakeholder/community that use the shared resource</p>

(+) Positive Impacts    (-) Negative Impacts

## Initiatives for business resilience

**Table 15:** Impact assessment of dependency focused initiatives for business resilience

Potential impacts		
<b>Impact:</b> Medium	<b>Speed:</b> Medium	<b>Cost:</b> Medium

Sustainability theme	Description	Opportunity	Example nature initiatives
Conserve and restore natural capital assets/ manage dependencies on nature	Actively investing in ecosystem creation, conservation and restoration	Dependency* focused initiatives for business resilience	Ecosystem creation, conservation and restoration for: <ul style="list-style-type: none"> <li>→ Conserving and managing important watersheds and waterbodies</li> <li>→ Regenerative agriculture practices</li> <li>→ Natural flood management</li> <li>→ Natural pollinator initiatives</li> <li>→ Protecting raw material sources</li> <li>→ Conserving natural waste treatment</li> <li>→ Sustainable Urban Drainage Systems (SUDS)</li> </ul>




Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) <b>Increased revenue</b> from sales to nature-conscious customers (+) <b>Reduced cost of capital</b> from access to preferential financing regimes like sustainability-linked bonds (SLBs) (+) <b>Avoided costs</b> of business interruptions (+) <b>Avoided costs</b> of legal compliance and fines for damage to High Conservation Value areas (+) <b>Reduced OpEx/CapEx</b> with financial support e.g., government funding, and green incentives (+) <b>Reduced cost of insurance</b> due to increased indirect business resilience (-) <b>Increased OpEx</b> from increased R&D and advertising costs	(+) <b>Improved customer and brand reputation</b> as a nature-conscious business (+) <b>Improved investor perception</b> (+) <b>Improved employee well-being</b>

(+) Positive Impacts    (-) Negative Impacts

\*Note: For the purpose of this exercise, we have chosen to group initiatives under impact or dependency based on whether the company's primary motivation would be to protect the natural capital on which it is dependent or to minimize its impact on nature.

## Initiatives for ecosystem resilience

**Table 16:** Assessment of impact focussed initiatives for ecosystem resilience

Potential impacts		
<b>Impact:</b>  Medium	<b>Speed:</b>  Medium	<b>Cost:</b>  High




Sustainability theme	Description	Opportunity	Example nature initiatives
Conserve and restore natural capital assets/ manage dependencies on nature	Actively investing in ecosystem creation, conservation and restoration	Impact* focused initiatives for ecosystem resilience	<ul style="list-style-type: none"> <li>→ Investment in ecosystem (e.g., rainforest) restoration programs</li> <li>→ Invest in local green spaces and nature reserves</li> <li>→ Implement Biodiversity Net Gain (BNG)</li> <li>→ Implement green roofing on owned property</li> <li>→ Invest in ecological restoration of degraded land</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
<p>(+) <b>Increased revenue</b> from sales to nature-conscious customers</p> <p>(+) <b>Reduced cost of capital</b> from access to preferential financing regimes like sustainability-linked bonds (SLBs)</p> <p>(+) <b>Reduced OpEx/CapEx</b> with financial support e.g., government funding, green incentives, and tax credits</p> <p>(+) <b>Reduced cost of insurance</b> due to increased indirect business resilience</p> <p>(+) <b>Increased revenue</b> from use of carbon/nature credit markets</p> <p>(-) <b>Increased CapEx</b> from initiative investment</p> <p>(-) <b>Increased OpEx</b> from increased R&amp;D and advertising costs</p>	<p>(+) <b>Improved reputation</b> as a nature-conscious business</p> <p>(+) <b>Increased client base and new investors and customers attracted</b></p>

(+) Positive Impacts    (-) Negative Impacts

## Nature-conscious products and service

**Table 17:** Assessment of impact of nature-conscious products and services

Potential impacts		
Impact:  High	Speed:  Medium	Cost:  High

Sustainability theme	Description	Opportunity	Example nature initiatives
New products and services	Capturing the opportunities presented by a growing awareness of impact on nature through the development of new products or the capture of new markets	Nature-conscious products and services	<ul style="list-style-type: none"> <li>→ Create plant-based consumer goods alternatives</li> <li>→ Produce cross-laminated timber for construction</li> <li>→ Provide sustainable tourism in support of ecosystems</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) <b>Increased revenue</b> from product sales to nature-conscious customers (+) <b>Reduced cost of capital</b> from access to preferential financing regimes like sustainability-linked bonds (SLBs) (+) <b>Reduced OpEx/CapEx</b> with financial support e.g., government funding, and green incentives (-) <b>Increased COGS</b> from increased cost of raw materials (-) <b>Increased OpEx</b> from increased advertising costs (-) <b>Increased CapEx</b> to set up new manufacturing/operating processes	(+) <b>Improved reputation</b> as a nature-conscious business (+) <b>Attract and retain talent</b> (+) <b>Increased client base and new investors and customers attracted</b>

(+) Positive Impacts    (-) Negative Impacts

## Nature-based financial products

**Table 18:** Impact assessment of nature-based financial products

Potential impacts		
<b>Impact:</b> Medium	<b>Speed:</b> Medium	<b>Cost:</b> Low

Sustainability theme	Description	Opportunity	Example nature initiatives
New products and services	Capturing the opportunities presented by a growing awareness of impact on nature through the development of new products or the capture of new markets	Nature-based financial products	<ul style="list-style-type: none"> <li>→ Creating asset classes for nature</li> <li>→ Creating nature-related equity benchmarks</li> </ul>




Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) <b>Increased revenue</b> from product sales to nature-conscious customers (+) <b>Reduced cost of capital</b> due to access of sustainable financing	(+) <b>Improved reputation</b> as a nature-conscious business

(+) Positive Impacts    (-) Negative Impacts



## Internal policies and operational transformation

**Table 19:** Impact assessment of internal policies and operational transformation for nature

Potential impacts		
<b>Impact:</b>  Low	<b>Speed:</b>  Fast	<b>Cost:</b>  Low

Sustainability theme	Description	Opportunity	Example nature initiatives
Internal policies / operational transformation	Policies such as a price for nature or a deforestation standard underpin the rolling out of other initiative types, while coalitions drive broader value	Internal policies/ operational transformation	<ul style="list-style-type: none"> <li>→ Align governance structures to prioritize nature</li> <li>→ Development of a policy that recognizes impacts and dependencies, with strategic integration of mitigation levers</li> <li>→ Nature strategy</li> <li>→ Linking nature goals to remuneration packages</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
<p>(+) <b>Increased revenue</b> from product sales to nature-conscious customers</p> <p>(+) <b>Reduced OpEx/CapEx</b> with financial support e.g., government funding, and green incentives</p>	<p>(+) <b>Improved reputation</b> as a nature-conscious business</p>

(+) Positive Impacts    (-) Negative Impacts

### 03. Impact tables: social

#### Risks and injuries

Table 20: Impact assessment of how to minimize risks and injuries

Potential impacts		
Impact:  Low	Speed:  Fast	Cost:  Medium




Sustainability theme	Description	Opportunity	Example social initiatives
Health and Safety	Improving working conditions, health, and safety measures for both permanent and contract employees across supply chain	Minimize risks and injuries	<ul style="list-style-type: none"> <li>→ Implementing safety measures across operations</li> <li>→ Offering healthcare insurance with increased coverage</li> <li>→ Developing policies to minimize risk and address injuries</li> <li>→ Instituting measures for Infection and disease prevention</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) <b>Reduced OpEx</b> from lower insurance premiums and healthcare expenditure (+) <b>Better cost of capital</b> as lenders and investors look for improved social measures (+) <b>Avoided costs</b> from lower litigation cases (+) <b>Avoided cost</b> of absence from work and business downtime (+) <b>Avoided costs</b> of hiring replacement/temporary staff (-) <b>Increased OpEx/CapEx</b> of reasonable adjustments and implementing safety measures	(+) <b>Improved media reputation</b> and lower reputational damage (+) <b>Improved productivity</b> and reduced downtime (+) <b>Improved attraction and retention of talent</b> as the upcoming employee generations prefer to work for companies that have strong social/employee programs (+) <b>Improved retention of older workers</b> in employment

(+) Positive Impacts    (-) Negative Impacts

## Safe and secure workplace

**Table 21:** Impact assessment of how to provide a safe and secure workplace

Potential impacts		
Impact:  Low	Speed:  Fast	Cost:  Medium




Sustainability theme	Description	Opportunity	Example social initiatives
Health and Safety	Improving working conditions, health, and safety measures for both permanent and contract employees across supply chain	Provide a safe and secure workplace	<ul style="list-style-type: none"> <li>→ Initiatives to promote health, considering intersectionality</li> <li>→ Ergonomic infrastructure</li> <li>→ Flexible working hours, job-sharing</li> <li>→ Mental and physical health support</li> <li>→ Bespoke insurance cover</li> <li>→ Parental support initiatives</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) <b>Reduced OpEx</b> from improved productivity (+) <b>Avoided costs</b> of rehiring due to lower attrition rate (+) <b>Avoided costs</b> of absence from work (+) <b>Avoided healthcare costs</b> (-) <b>Increased OpEx/CapEx</b> of reasonable adjustments and instituting employee well-being measures	(+) <b>Improved productivity</b> and mental wellbeing (+) <b>Improved attraction of talent</b> as the upcoming employee generations prefer to work for companies that have strong social/employee programs (+) <b>Improved retention of older workers</b> in employment

(+) Positive Impacts    (-) Negative Impacts

## Labor exploitation

**Table 22:** Impact assessment of how to provide a safe and secure workplace

Potential impacts		
<b>Impact:</b>  Medium	<b>Speed:</b>  Fast	<b>Cost:</b>  Low




Sustainability theme	Description	Opportunity	Example social initiatives
Labor rights	Enhancing employment standards and policies that promote labor rights to limit discrimination and marginalization	Combat labor exploitation	<ul style="list-style-type: none"> <li>→ Abolition of forced labor including child labor</li> <li>→ Ensuring living wages and fair labor practices</li> <li>→ Provision of labor rights for all workers including migrant workers</li> <li>→ Protection of the right to organize for collective bargaining</li> <li>→ Policies for upholding worker rights of contract workers and employees</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) <b>Reduced OpEx</b> from improved productivity (+) <b>Better cost of capital</b> (+) <b>Avoided costs</b> from lower litigation cases (+) <b>Avoided costs</b> of labor conflicts and business disruptions and absence (+/-) <b>Changes in OpEx</b> for implementing measures	(+) <b>Improved media reputation</b> (+) <b>Improved employee value</b> (+) <b>Improved investor perception</b>

(+) Positive Impacts    (-) Negative Impacts

## Equity in labor practices

**Table 23:** Impact assessment of equity in labor practices

Potential impacts		
<b>Impact:</b>  Low	<b>Speed:</b>  Fast	<b>Cost:</b>  Medium




Sustainability theme	Description	Opportunity	Example social initiatives
Labor rights	Enhancing employment standards and policies that promote labor rights to limit discrimination and marginalization	Equity in labor practices	<ul style="list-style-type: none"> <li>→ Initiatives to promote Diversity, Equity, and Inclusion</li> <li>→ Ensuring equal pay</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
<ul style="list-style-type: none"> <li>(+) <b>Better cost of capital</b></li> <li>(+) <b>Reduced OpEx</b> from improved productivity and employee satisfaction</li> <li>(+) <b>Avoided costs</b> of managing reputation damage</li> <li>(+) <b>Avoided costs</b> of rehiring due to lower attrition rate</li> <li>(-) <b>Increased OpEx</b> of instituting equal opportunity measures</li> </ul>	<ul style="list-style-type: none"> <li>(+) <b>Improved media reputation</b></li> <li>(+) <b>Improved employee sentiment</b></li> <li>(+) <b>Improved attraction of talent</b> as the upcoming employee generations prefer to work for companies that have strong DEI policy</li> </ul>

(+) Positive Impacts    (-) Negative Impacts

## Diverse, equitable and inclusive value chains

**Table 24:** Impact assessment of a diverse, equitable and inclusive value chain

Potential impacts		
<b>Impact:</b>  High	<b>Speed:</b>  Slow	<b>Cost:</b>  High




Sustainability theme	Description	Opportunity	Example social initiatives
Labor rights	Enhancing employment standards and policies that promote labor rights to limit discrimination and marginalization	Diverse, equitable, and inclusive value chain	<ul style="list-style-type: none"> <li>→ Setting standards for health, safety, and injuries for workers across supply chain</li> <li>→ Engaging with suppliers and vendors across supply chain to ensure living wages</li> <li>→ Setting standards for suppliers against modern slavery, and child labor</li> <li>→ Sign up to voluntary industry standards</li> <li>→ Ethical and transparent tax adherence strategies</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) <b>Avoided costs</b> from lower litigation cases (+) <b>Avoided cost</b> of downtime/business (-) <b>Increased OpEx</b> for engaging with suppliers and vendors	(+) <b>Improved media reputation</b> and reputational benefits (+) <b>Improved employee productivity</b> and value (+) <b>Improved supplier relations</b>

(+) Positive Impacts    (-) Negative Impacts

## Organizational culture inclusion in the workplace

**Table 25:** Impact assessment of organizational culture inclusion in the workplace

Potential impacts		
<b>Impact:</b>  Low	<b>Speed:</b>  Medium	<b>Cost:</b>  Low

Sustainability theme	Description	Opportunity	Example social initiatives
Prepare people for the future of work	Developing human capital and build capacity of employees	Organizational culture inclusion in the workplace	<ul style="list-style-type: none"> <li>→ Talent retention initiatives</li> <li>→ Employee engagement activities</li> <li>→ Recruitment policies</li> </ul>




Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
<ul style="list-style-type: none"> <li>(+) <b>Avoided costs</b> of hiring new talent</li> <li>(+) <b>Reduced OpEx</b> from increased productivity</li> <li>(+) <b>Reduced OpEx</b> from lower attrition rate</li> <li>(-) <b>Increased OpEx</b> of running company-wide initiatives</li> </ul>	<ul style="list-style-type: none"> <li>(+) <b>Improved media reputation and reputational benefits</b></li> <li>(+) <b>Improved employee productivity and value</b></li> <li>(+) <b>Improved employee retention</b></li> <li>(+) <b>Attraction of talent</b></li> </ul>

(+) Positive Impacts    (-) Negative Impacts



## Capacity building

Table 26: Impact assessment of capacity building

Potential impacts		
Impact:  Low	Speed:  Fast	Cost:  High




Sustainability theme	Description	Opportunity	Example social initiatives
Prepare people for the future of work	Developing human capital and build capacity of employees	Capacity building	<ul style="list-style-type: none"> <li>→ Learning and development</li> <li>→ Training programs</li> <li>→ Supporting professional qualification programs for employees</li> <li>→ Programs to support professional certifications and qualifications</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) Cost savings from boost in productivity (-) Increased CapEx from development of initiatives (-) Increased OpEx of running company-wide initiatives	(+) Improved employee productivity and value (+) Improved employee retention (+) Attraction of talent

(+) Positive Impacts    (-) Negative Impacts

## Consumer-centric design and product manufacturing

**Table 27:** Impact assessment of consumer-centric design and product manufacturing

Potential impacts		
Impact:  Low	Speed:  Slow	Cost:  High




Sustainability theme	Description	Opportunity	Example social initiatives
Consumer protection	Promoting consumer protection measures by focusing on product liability measures and abolishing controversial sourcing	Consumer-centric design and product manufacturing	<ul style="list-style-type: none"> <li>→ Product quality testing and assurance</li> <li>→ Ensuring consumer-related information is present</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
<ul style="list-style-type: none"> <li>(+) <b>Increased revenue</b> from better product quality</li> <li>(+) <b>Reduced OpEx</b> with lower product return and repair</li> <li>(+) <b>Avoided costs</b> from lower litigation cases and fines</li> <li>(+) <b>Better cost of capital</b> as lenders and investors look for improved social measures</li> <li>(-) <b>Increased OpEx/CapEx</b> of implementing product quality control measures</li> </ul>	<ul style="list-style-type: none"> <li>(+) <b>Improved customer reputation</b></li> <li>(+) <b>Improved investor perception</b></li> <li>(+) <b>Improved media reputation</b></li> </ul>

(+) Positive Impacts    (-) Negative Impacts

## Ethical marketing and sales

**Table 28:** Impact assessment of of ethical marketing and sales

Potential impacts		
<b>Impact:</b>  Low	<b>Speed:</b>  Medium	<b>Cost:</b>  Medium

Sustainability theme	Description	Opportunity	Example social initiatives
Consumer protection and product liability	Promoting consumer protection measures by focusing on product liability measures and abolishing controversial sourcing	Ethical marketing and sales	<ul style="list-style-type: none"> <li>→ Preventing deceptive marketing</li> <li>→ Maintaining customer privacy</li> <li>→ Ethical AI and participatory data collection practices</li> <li>→ Ensuring transparency in data collection and distribution</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
<ul style="list-style-type: none"> <li>(+) <b>Increased revenue</b> from better customer retention</li> <li>(+) <b>Avoided costs</b> from lower litigation cases and fines</li> <li>(+) <b>Better cost of capital</b> as lenders and investors look for improved social measures</li> <li>(-) <b>Increased OpEx</b> of higher cost of sales and marketing</li> </ul>	<ul style="list-style-type: none"> <li>(+) <b>Improved customer reputation</b></li> <li>(+) <b>Improved investor perception</b></li> <li>(+) <b>Improved media reputation</b></li> </ul>

(+) Positive Impacts    (-) Negative Impacts

## Socially-conscious financial products

**Table 29:** Impact assessment of socially-conscious financial products

Potential impacts		
<b>Impact:</b> Medium	<b>Speed:</b> Medium	<b>Cost:</b> Medium

Sustainability theme	Description	Opportunity	Example social initiatives
New products and services	Capturing the opportunities presented by a growing awareness of social issues through the development of new products or the capture of new markets.	Socially-conscious financial products	<ul style="list-style-type: none"> <li>→ Social impact bonds</li> <li>→ Outcome contracts</li> <li>→ Payment/banking solutions for unbanked</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) Increased revenue with access to new customers (+) Better cost of capital with access to government funds, social finance, and impact investments (-) Increased OpEx/CapEx of launching new products	(+) Improved reputation (+) Improved investor perception

(+) Positive Impacts    (-) Negative Impacts

## Access to essential products and services

**Table 30:** Impact assessment of socially-conscious financial products

Potential impacts		
<b>Impact:</b> Medium	<b>Speed:</b> Slow	<b>Cost:</b> Medium




Sustainability theme	Description	Opportunity	Example social initiatives
New products and services	Contributing to external and internal access to goods and services throughout the value chain	Access to essential products and services	<ul style="list-style-type: none"> <li>→ Promoting affordability for products in underserved markets.</li> <li>→ Public-private collaborations to drive market expansion</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
<ul style="list-style-type: none"> <li>(+) <b>Reduced OpEx</b> from community partnerships</li> <li>(+) <b>Avoided cost</b> of litigation and fines</li> <li>(+) <b>Avoided cost</b> of community disputes and uprisings</li> <li>(-) <b>Increased OpEx/CapEx</b> for research and development of new products and services</li> </ul>	<ul style="list-style-type: none"> <li>(+) <b>Improved reputation</b></li> <li>(+) <b>Improved employee value</b></li> <li>(+) <b>Improved investor perception</b></li> <li>(+) <b>Improved market capture from partnerships</b></li> </ul>

(+) Positive Impacts    (-) Negative Impacts

## Adverse impacts on society

**Table 31:** Impact assessment of how to minimize adverse impacts on society

Potential impacts		
<b>Impact:</b>  High	<b>Speed:</b>  Slow	<b>Cost:</b>  Medium

Sustainability theme	Description	Opportunity	Example social initiatives
Community development	Contributing to external stakeholder concerns and community development by ensuring access to social opportunities	Minimize adverse impacts on society	<ul style="list-style-type: none"> <li>→ Upholding rights of indigenous people and local communities</li> <li>→ Employing local communities</li> <li>→ Managing unintended impact on communities, e.g., managing in-bound migration and cost of living</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) <b>Reduced OpEx</b> from lower cost of hiring local employees (+) <b>Avoided cost</b> of litigation and fines (+) <b>Avoided cost</b> of community disputes and uprisings (-) <b>Increased OpEx/CapEx</b> for implementing programs that minimize the impact	(+) <b>Improved reputation</b> (+) <b>Improved employee value and reduced retention</b> (+) <b>Improved investor perception</b>

(+) Positive Impacts    (-) Negative Impacts

## Socio-economic responsibility

**Table 32:** Impact assessment of socio-economic responsibility

Potential impacts		
<b>Impact:</b> High	<b>Speed:</b> Slow	<b>Cost:</b> Medium

Sustainability theme	Description	Opportunity	Example social initiatives
Community development	Contributing to external stakeholder concerns and community development by ensuring access to social opportunities	Socio-economic responsibility	<ul style="list-style-type: none"> <li>→ Economic development including employment generation and engagement</li> <li>→ Access to basic services related to health including water, sanitation, education, energy, housing, and financial inclusion for local communities</li> <li>→ Grants, donations, and investments in community development initiatives</li> <li>→ Charitable investments</li> <li>→ Job creation vs displacement</li> </ul>

Impact of embedding sustainability on Financial and Intangible drivers	
Financial drivers impacted	Intangible drivers impacted
(+) <b>Avoided cost</b> of litigation and fines (+) <b>Better cost of capital</b> with access to government funds, social finance, and impact investments (-) <b>Increased OpEx/CapEx</b> for implementing programs that minimize the impact	(+) <b>Improved reputation</b> (+) <b>Improved investor perception</b>

(+) Positive Impacts    (-) Negative Impacts





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