



Preferred  
by Nature™

# Preferred by Nature Strategy

2020-2025

April 2023



# About us

Preferred by Nature is an international non-profit organisation.

We work with businesses, NGOs and governments on developing solutions to major global challenges such as deforestation and climate change.



**300+** staff and a wide network of partners and consultants



For nearly **30** years, we have worked to support **better land management** and **business practices** that **benefit people, nature and the climate.**



We operate on **6** continents with Headquarters in Copenhagen, Denmark

We do this through **donor-funded projects, sustainability certification and advisory services.**



**25+** legal entities covering service delivery and project activities all over the world



# About us



We deliver **sustainability services** in **forestry, agriculture, and the travel sector** in more than **100** countries.



We focus on providing **high-quality services** under well-recognised certification schemes, as well as schemes that we have developed. We also help to **further develop and improve** the systems we work with.



We **help forge businesses and people's commitments** for meaningful changes through our sustainability services and projects. Together we have assured that\*:



More than **1 million** farmers, foresters and related workers are assured their well-being, human rights and cultural heritage are respected.



**50+ million** hectares of forest and agricultural land meet strict requirements on safeguarding of nature and the environment.



More than **4,000** companies and organisations manage their land and supply chains responsibly.

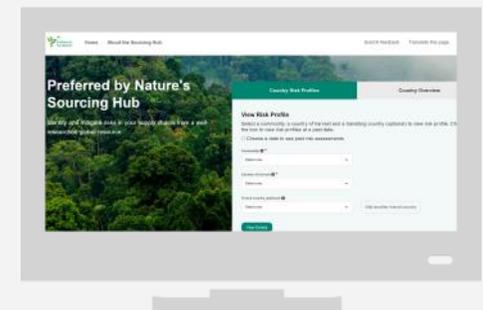
*\*Figures accurate as of April 2023. Impact statements are applicable only to those parcels of land and specific supply chains where we have evaluated sustainability performance.*



Active certificates issued by Preferred by Nature (March 2023)



We make our **risk assessments, tools** and other **information information** related to sourcing of commodities from responsible sources **freely available** on the **Sourcing Hub** at [www.sourcinghub.preferredbynature.org](http://www.sourcinghub.preferredbynature.org)



# Vision

A world where  
human choices  
ensure a  
sustainable  
future



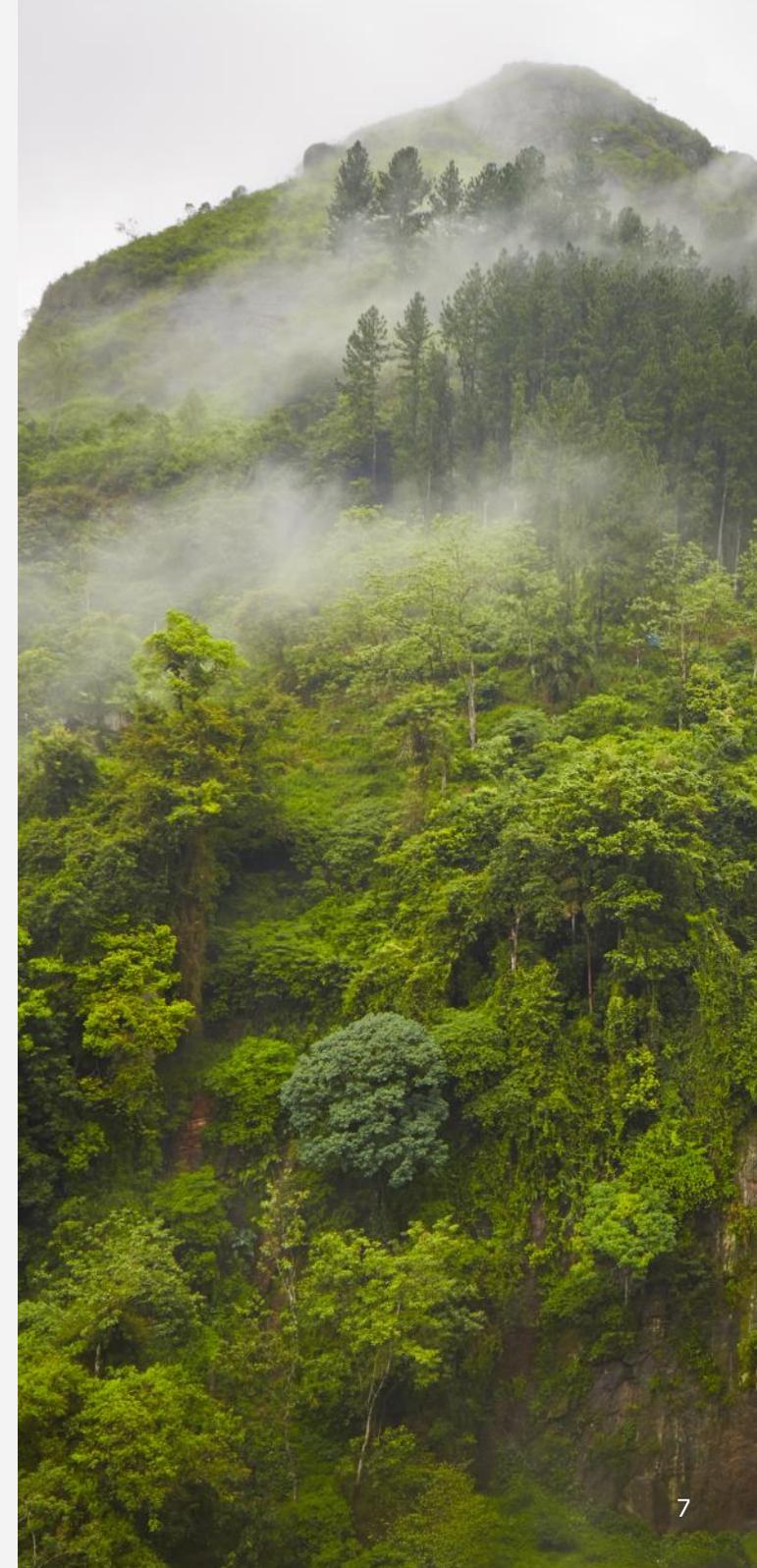
# Mission

To support better land management and business practices that benefit people, nature and the climate



# Our Strategy

## In brief



# Our Strategy

## Goal 1: Reach and Impact

### Promote sustainable practices in landscapes and supply chains

Our focus is to promote the increased adoption of sustainable practices in production landscapes and supply chains where the greatest potential for positive change lies, leading to a healthier environment and climate, and sustainable livelihoods.



## Goal 1: Reach and Impact

We focus our work where there are greatest impacts to be achieved in terms of addressing deforestation and climate change.

Currently, we focus on three sectors – forestry, agriculture, and travel.

1.1



### Innovation in sustainability assurance

We will revolutionise and reinvent traditional sustainability certification to create efficiency, add value, and increase positive impacts, while building on our status as a leading provider of global assurance services.

1.2



### Expertise for schemes

We will engage with and support established and emerging social and environmental schemes in alignment with our values and ISEAL Credibility Principles by being a trusted provider of expertise on standard setting, system development, oversight, assurance and benchmarking.

1.3



### Responsible sourcing services

We will be a leading provider in helping a wide range of companies to source responsibly, or to develop and/or strengthen their own sustainability programmes and policies through our risk-based services and tools.

1.4



### Solutions for smallholders and communities

We will increase access to and benefits of sustainability solutions for smallholders through developing tools and approaches to sustainable land management, and building capacity among stakeholders to implement them, with an aim of improving smallholder livelihoods and benefitting local communities.

1.5



### Enhanced supply chain traceability and transparency

We will modernise traceability away from traditional labour-intensive models to real-time technological ones, thereby improving the credibility of sustainability claims and consumer-facing labels.

1.6



### Mission-driven projects

We will develop and implement strategic projects that increase access to markets for underserved stakeholders, help to restore degraded landscapes, support livelihoods for smallholders, and help local communities thrive, as part of the realisation of our vision and mission.

1.7



### Globally recognised training provider

We will share our expertise and knowledge with stakeholders through transparent, open-source training on sustainable practices and responsible sourcing.

1.8



### Greater influence on public policy

We will seek out opportunities to influence how governments develop, implement, and enforce policies related to responsible sourcing of commodities and sustainable land management.

1.9



### New technology solutions

We will develop and integrate smart, cutting-edge technology wherever it can scale up responsible practices, saving human efforts for where it is most needed to reduce sustainability risks.

1.10



### Measuring and communicating our impacts

We will evaluate our sustainability impacts and accurately and transparently communicate this to our stakeholders.

# Our Strategy

## Goal 2: Brand and Networks

Build brand recognition that multiplies sustainability impact.

Our focus is to use the Preferred by Nature brand to drive impact, creating a multiplier effect where more stakeholders will engage in our programmes and services.

2.1



### Effective brand assets

We will facilitate uptake of our brand for use by partners and staff, to promote it as a symbol of credibility and leadership in sustainable practices.

2.2



### Leverage brands to create market demand

We will develop deep relationships with brand owners as well as other organisations with high potential for creating market pull throughout sustainable supply chains.

2.3



### Support of credible sustainability claims

We will support businesses in their consumer-focused marketing, including providing approved messages and other support that allows for customisation while maintaining credibility of sustainability claims.

2.4



### Partnerships to drive more impact

We recognise that sharing our work with others can help to multiply positive impacts. Therefore, we will purposefully seek out partnerships with leading and aligned organisations to identify and act on shared sustainability goals.

# Our Strategy

## Goal 3: Our Organisation

Strengthen our organisation in all areas to achieve our mission.

Our focus is to maximise and strengthen our workforce, systems and finances to ensure long-term stability so we can achieve our goals.

3.1



### Highly skilled and valued staff

We will continue to recognise our staff as our greatest asset in achieving impact. We will invest in our human resource functions, and compensation and benefits to offer clearer career development to engage staff and ensure great leadership.

3.2



### Capacity for relevant sectors, issues and regions

We will ensure our staff offers balanced expertise covering relevant environmental and social sustainability issues, products, commodities and regions of the world. We will strengthen our in-house expertise on social issues.

3.3



### Balanced internal and external resources

We will continue to ensure high quality services by focusing on better balancing of our human resources, enabling us to deliver activities consistently while managing risks related to reliance on external resources and seasonal workload fluctuations.

3.4



### Data-driven management

We will enhance our data management systems to be efficient, scalable and results-focused. We will continue to value effective data gathering and reporting.

3.5



### Financial resilience

We will ensure that we have a financial model that gives us sufficient, appropriate and diversified funding to deliver on our annual work plans and our longer-term strategic goals.

3.6



### 'Walking the walk' of sustainability

We will practise our own values; being a great place to work where we constantly reduce our sustainability footprint, source more responsibly, and improve in a range of other areas.

3.7



### Optimised structure and service delivery

We will strengthen our organisational structure to enhance service delivery, maintaining our values-driven approach that will enhance collaboration among teams, ensure local expertise and global consistency, and foster close cooperation.

# Preferred by Nature Way

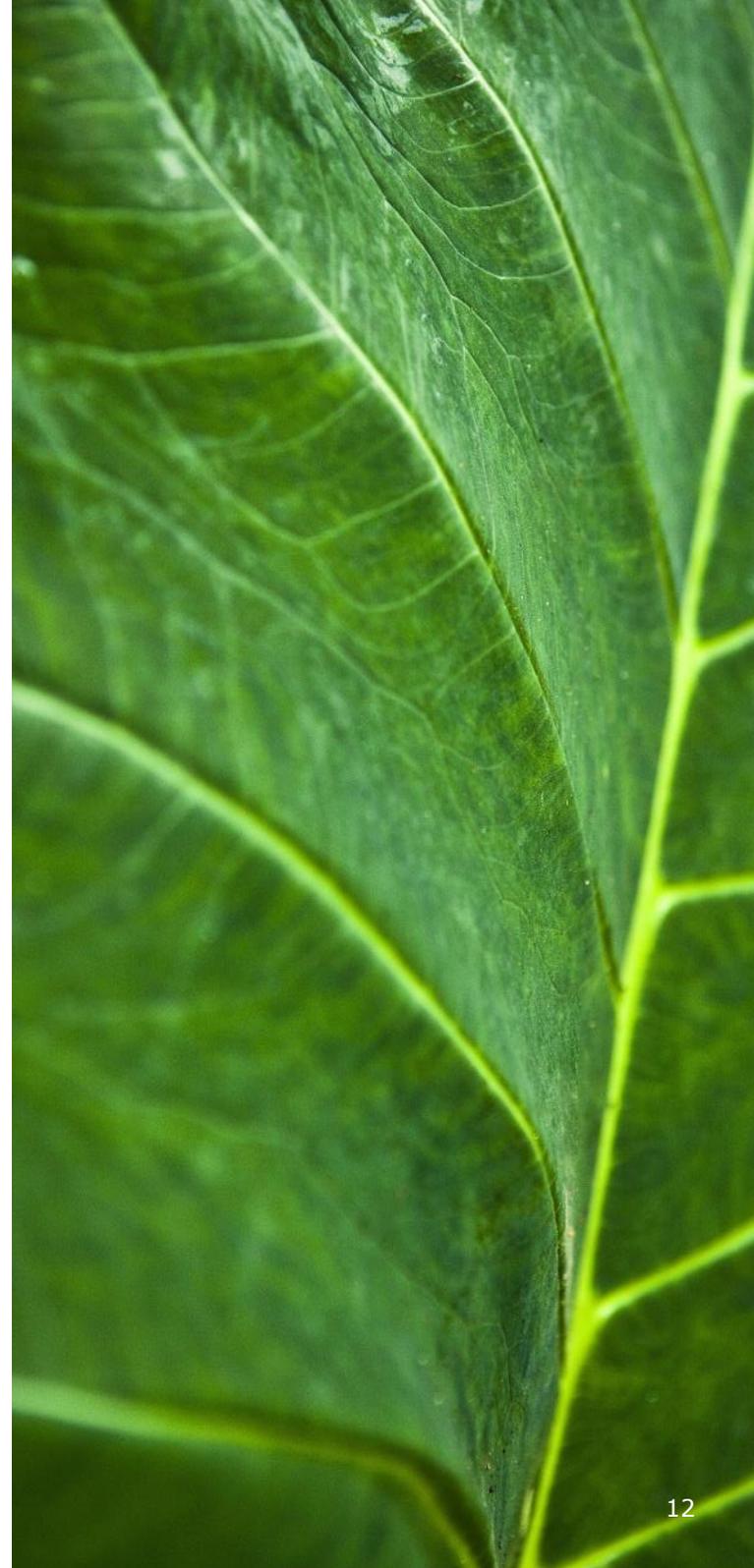
The operating principles listed below reflect our values and approach to our work. They guide us in our daily work and serve as a beacon in decision-making, forming the foundation of how we operate. Collectively they are what we like to call, the Preferred by Nature Way.

## Impact in everything we do

- We choose our activities based on transparency, credibility and potential for positive change.
- We seek to add value by addressing the needs and gaps in global sustainability efforts.
- We conduct our own operations according to the sustainability principles we promote.
- We openly share our expertise, knowledge and tools to mainstream sustainability.
- We seek to minimise systems costs while maximising the positive impacts and credibility.

## Empowering people

- We observe ethical business practices and always behave with integrity, expecting the same from our clients and partners.
- We aim to ensure equality at all levels of the organisation and always treat each other with respect.
- We engage passionate staff and support learning culture and development.
- We reward engagement, execution and excellence.
- We trust our staff and leaders to do the right thing for our mission and organisation.
- We are open, transparent, respectful and will always give honest feedback to each other.



# Preferred by Nature and the SDGs



Our collaboration with schemes, businesses and other stakeholders contributes to many of the SDGs.

The UN Sustainable Development Goals (SDGs) build the framework for the global transformation by 2030. SDG implementation defines sustainable business practices.

We want to be a driving force in reaching the SDGs because we see the promotion of sustainable practices in landscapes and supply chains as a way towards a better future. The SDGs guide us in this strategy as we strive for solutions that have a positive impact on people and the environment.

Here are just a few examples. Our work to promote the sustainable management and efficient use of natural resources directly links with **SDG 12 Responsible Consumption and Production**. We do this through training people and organisations on better practices and responsible sourcing and through our global assurance services. On **SDG 8 Decent Work and Economic Growth**, we work with a broad range of sustainability standards, many of which regulate working conditions and labour rights, including provisions to eliminate modern slavery and child labour. We support **SDG 15 Life on Land** through our donor-funded projects, assurance services and by integrating technology where it can push the adoption of responsible land use practices more quickly. Offering better access to sustainability solutions and markets for smallholders and communities contributes to several SDGs, including **SDGs 1, 16, 15 and 5**. We support **SDG 13 Climate Action** to build climate resilience by engaging governments to use robust sustainability standards in their policies.

We have done a mapping of our strategic objectives to the SDG targets and assigned a **Preferred by Nature impact score** for each SDG, indicating our relative contribution to the SDG through our strategy and work.

Our contribution to the SDG targets, considering Preferred by Nature strategy and work (according to Preferred by Nature impact score from 0 to 30)



18-30



6-17



2-5



# Monitoring, Evaluation and Learning

**We help forge businesses and people's commitments for meaningful change – this is the core outcome of each activity we undertake. Therefore, our impact is measured by the achievements of our clients and partners that we work with through our sustainability services and projects.**

We are committed to monitoring and evaluating the impacts and outcomes of our work and consistently communicating the results to stakeholders. Our key impact indicators and the full methodology behind how we monitor them can be found on our website at [www.preferredbynature.org/our-impacts](http://www.preferredbynature.org/our-impacts)

We also cultivate an organisational culture and approach to monitoring and evaluation that emphasises learning and continual improvement. In that light, we treat this strategy as a living document to be reviewed annually and updated as needed based on our evaluation processes.





## About us

Founded in 1994, Preferred by Nature is a non-profit organisation working to support better land management and business practices that benefit people, nature and the climate in over 100 countries around the world.

[www.preferredbynature.org](http://www.preferredbynature.org)

