



# NATURE ON THE BOARD

## YEAR 3 REPORT



FAITH  NATURE®





03

**PURPOSE OF THESE REPORTS**

05

**HOW IT'S GOING : EBBS & FLOWS**

13

**EARLY BUDS**

18

**STRUCTURE & GUARDIANSHIP**

22

**THE RIPPLE EFFECT**

25

**REFLECTIONS**

28

**THE RIGHT TO REPLY**





01

# PURPOSE OF THESE REPORTS



# All decisions a company makes have some impact upon Nature — but, until recently, Nature has had no say on those decisions.



Nature on the Board (NOTB) was designed to address the imbalance between the business world and the natural world — instead creating a truer and fairer dynamic whereby the natural world is granted a voice and a vote within the company.

As part of NOTB, we're committed to producing these annual reports — offering an insight into the goings-on, Nature's involvement and how NOTB is playing out.



## The reasons for this are two-fold

**1** Transparency is what makes this real. We recognise how this move might be seen by some — so it's important to us to prove that this is not a marketing stunt but, rather, a genuine shift in governance structures. Only by laying this bare — warts and all — can we prove our commitment to this shift.

**2** NOTB exists to change the way business can be done. But for that change to take hold, those changes need to be seen. We want as many companies as possible to implement NOTB and our hope is that these reports demystify the process, proving that it is eminently replicable, practical and necessary.



02

# HOW IT'S GOING: EBBS & FLOWS



From a NOTB perspective, the last few years have been a whirlwind. Development of the model took over a year, before being formally implemented in September 2022.

## YEAR 1

Year 1 (report here) went as well as we could have hoped. Lawyers for Nature and Earth Law Center joined the board as Nature's guardians and the wider board quickly adapted to this new way of working. Perhaps the most remarkable aspect of the move was how natural and straight-forward it all seemed. Externally, we'd often hear people say 'That's so simple, I can't believe nobody's done it before'. Internally, we felt the same. Having access to a wider knowledge base, on hand to help us make better Nature-positive decisions was a no-brainer for us. (After all, there is a reason we're called Faith In Nature!) Discussions were richer for Nature's involvement and a greater sense of cohesion was tangible, aligning the wider team around a shared purpose and approach to business that was previously 'in the air' but not in our legal frameworks. Beyond the boardroom, news quickly spread of the move and advocacy for NOTB became almost a full-time job. Of course, we did it gladly.





## YEAR 2

Year 2 (report here) was when things really clicked into gear. It's remarkable how quickly the new becomes the normal. The story of NOTB was no longer the focus, replaced instead by the lived reality of working with it. Midway through the year, we brought in our current guardian, Dr Juliet Rose — a plant scientist, conservationist and Head of Development at Eden Project. Without question, we became a richer, better informed board for her involvement. If in the old paradigm people might have asked 'Why would you want Nature represented on your board?', the more pertinent question became 'Why wouldn't you?' The upsides were endless. The downsides were... none. We also reformulated our entire personal care range. Reformulated liquid products are already on the shelves — some now in infinitely recyclable aluminium — and reformulated solid products are in the pipeline. Nature was involved throughout, and so that involvement took on physical, tangible form. Once again, beyond the boardroom, NOTB gathered huge momentum. Increasing numbers of other organisations took it upon themselves to implement the change too.



## YEAR 3

So far, so good. But Year 3 has been much more challenging.

The challenges haven't stemmed from NOTB itself, but rather the commercial realities of being an independent company, susceptible to the same challenges many small companies are feeling right now. Ours, in many ways, have been good challenges. We're growing and demand is at an all-time high — but with growth in demand has come increased pressure in supply. To manage those pressures has been a huge effort from all involved, especially those in finance and operations. But, thanks to their efforts, we now have manufacturing capabilities that should meet our needs for the foreseeable. And so it is against this backdrop that Nature, as a director, has had to operate. It is also, within this context, that we (re)learn some important lessons.







# LESSONS (RE)LEARNED

## Nature on the Board doesn't exist in a vacuum.

It is a model that puts forward a way to integrate the Rights of Nature into business — but for it to thrive, that business also needs to be successful. Think of it like planting trees. Some years will see great growth, but other years less so. Often, less successful years can be traced back to change in soil conditions or other 'external' factors. But nothing is really external. Everything is connected. So when it is the soil that needs fixing, that needs to be the focus.

And we see this all the time — not just in business, but in wider society and geopolitics too. Faith In Nature was founded to make the best possible natural products as affordable as possible for as many people as possible. When we started, 'natural' was the preserve of those who could afford it. But why should 'Natural' mean 'expensive'? Our firm belief has always been that, given the choice, people would prefer to make the best decisions for themselves and the planet. But when people feel less secure, then other, more immediate, needs are prioritised.





**“OUR FIRM BELIEF HAS ALWAYS BEEN  
THAT, GIVEN THE CHOICE, PEOPLE WOULD  
PREFER TO MAKE THE BEST DECISIONS  
FOR THEMSELVES AND THE PLANET.”**

Simeon Rose - Brand Director - Faith in Nature





All of this is to say that we've been in business for 52 years, and we want to be in business for another 52 years.

But to ensure that, our small team has had to really focus on some practical, foundational stuff this past year. We owe it to the 100 people who we employ. We owe it to our customers. And, of course, we owe it to Nature.







**Sometimes people ask us what difference NOTB really makes. As if we could point to certain decisions made by Nature as proof that it really works. In Years 1 and 2, there were decisions like that.**

In Year 3, they are harder to pinpoint. There aren't any landmark decisions in which Nature has voted — because there have been no votes. Nature has not voted, but nor has any other director. We have simply been focussed on carrying out the decisions of previous years. And we have committed to those wholeheartedly

But the greatest credit to the team, and their commitment to NOTB, is that despite it all, there was still space for Nature.

There wasn't ever a suggestion that NOTB was too much, or too difficult, or that we should reduce Nature's powers. Nature remains a statutory director of the company, and this has become our 'new normal'. In that sense, it becomes increasingly knotty to untangle 'business decisions' from 'Nature decisions'. They are one and the same. And in much the same way that what you see on the shelves today might not reflect the work of our technical team who are already looking ahead to next year — the same is true for Nature's work. It has not been a year of immediate headlines, but it has been a year of planning ahead.






# 03 EARLY BUDS



It is in Autumn, when a tree looks done for the year, that it grows its buds for the following Spring. Our approach this past year has been similar. In moving to a new site, and at such an inflection point for the company, our focus — and Nature's too — has been our own people.







Recent reports show the UK to be one of the least Nature-connected countries in the world and so it fills us with hope to have agreed a pilot project with the Eden Project Nature Connections programme.

Our Mental Health First Aiders will be trained in Green Social Prescribing, helping them better understand how the natural world can help to support good mental health and help them recognise high-quality Nature-based opportunities. We hope to use this project as a demonstrator to other businesses who are interested in building a more Nature-connected culture.

We have also carried out staff training for the senior leadership team on the state of Nature and Nature policy. We plan to create resources that can be cascaded through teams to support Nature literacy.

## 4 Day Week

Despite our growth and its challenges, one great benefit of our new site is that its efficiencies mean we have been able to move to a 4 day week. This move, designed to give our staff a better work/life balance, also gives the whole team more time to spend with family and/or in Nature. Of course, the extra day away from work is theirs to use as they please — but with 50% more time away from work, we hope many will discover something in Nature that brings them joy and strengthens their connection to the natural world. Our Green Social Prescribing training will help to signpost staff to local opportunities.



## An Ecological Baseline

So that we can better plan for Nature connection opportunities, we commissioned an up-to-date ecological baseline of our site. Even though much of it has been a construction site over this past year, we still found space to plant a mini-meadow, in collaboration with the Eden Project National Wildflower Centre, as a trial to see what was possible and engage staff on site.

Once the site settles and building ends, we will find many more opportunities for these kinds of green interventions and use this as a demonstrator to other manufacturing companies that, even on heavily used industrial land, there can still be spaces for Nature. This really matters in the UK's heavily fragmented landscape where even small Nature interventions are crucial in supporting habitat connectivity.

## Nature Impact Indicators

As NOTB becomes ever more embedded, we want the whole team to be part of its success. As such, we are in the process of establishing how we might make 'Nature positivity' a measurable part of every person's role here at Faith In Nature. We are still figuring this out, but this realignment around our legally stated regard for Nature seems an important one to formalise.

## Charity Starts at Home

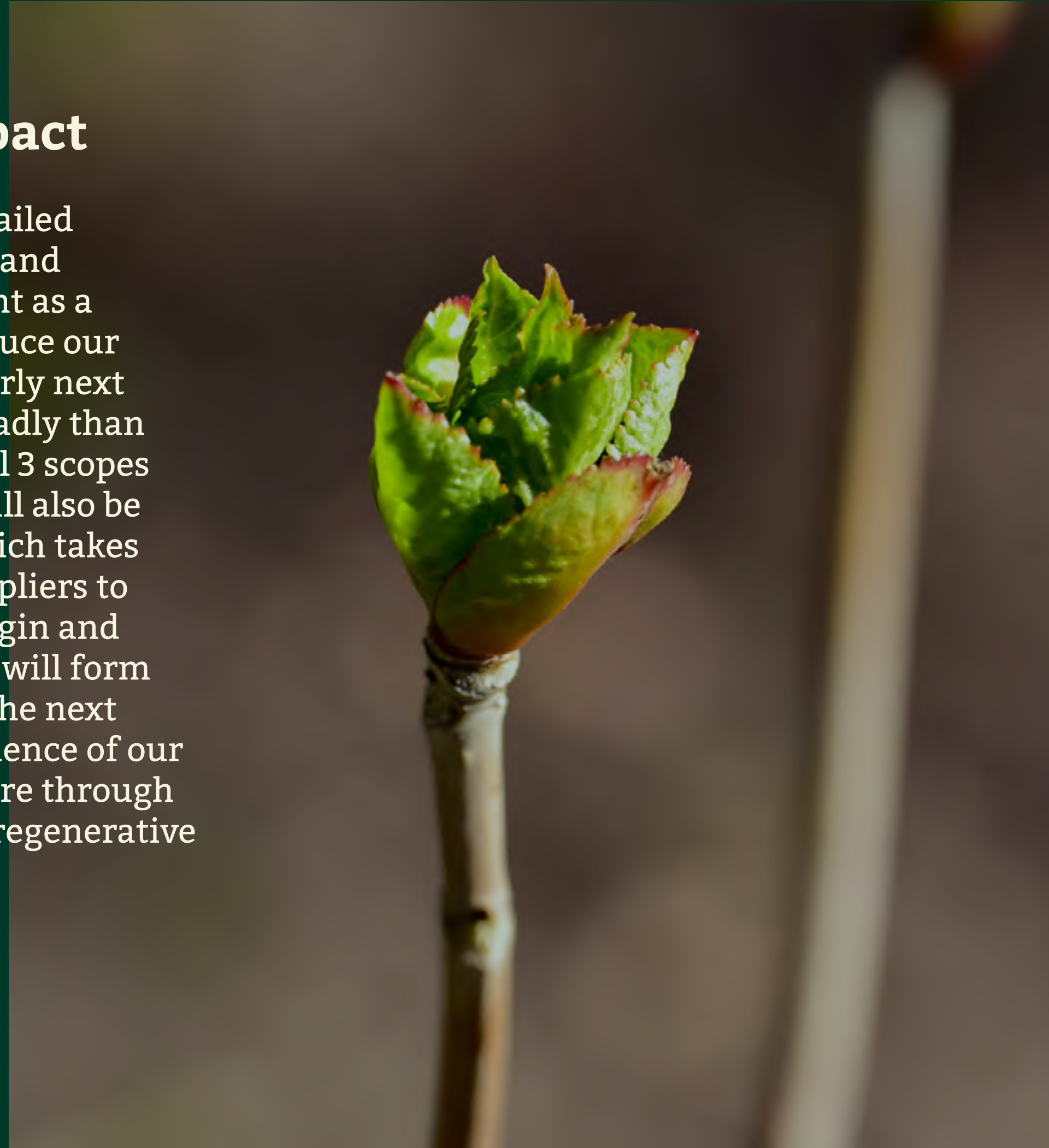
We've refocussed our charitable partnerships to ensure that, while we're still supporting charities that restore and protect Nature where our supply chain has an impact, we're also supporting a local tree planting partnership in Bury. Tree cover in Bury is very poor which means that when we have extreme weather events (drought or heatwaves), our local community suffers more than those communities with ample tree cover.





## Reporting Nature Impact

This report's focus is to give a detailed account of how NOTB is working, and the extent of Nature's involvement as a director. Separately, we also produce our annual Impact Report (due out early next year), which will report more broadly than previous reports. In addition to all 3 scopes of carbon, water and waste, we will also be reporting Nature impact data which takes a deep dive into 30 of our key suppliers to fully understand and map the origin and impacts of our supply chain. This will form the foundation of our work over the next few years to understand the resilience of our supply chain, our impact on Nature through it, and to start to work towards a regenerative sourcing model.



## Improved People Policies

We are all part of Nature, and the 'parts' of Nature we interact with the most are the people who make up Faith In Nature. As such, we are now an accredited Living Wage Employer and Living Hours Employer, having also improved our people policies to give new leave for carers, improved sick pay and improved maternity pay. We are also now an official supporter of the Greater Manchester Employment Charter which aims to elevate employment standard in Greater Manchester with fair pay and fair hours. Of course, many companies without Nature on their boards might have similar people policies — but it is helpful to see these in the wider context of our commitment to the natural world. In caring for our people, we hope they too feel secure enough to care for Nature more broadly.



04

# STRUCTURE & GUARDIANSHIP





# THE STRUCTURE OF NOTB REMAINS THE SAME AS OUTLINED IN PREVIOUS REPORTS.

Board meetings happen quarterly, and are not quorate without Nature's attendance

In addition to board meetings, 'Nature Related Matters' meetings happen fortnightly and are designed to ease the flow of information between Nature and the rest of the business.





Our primary Nature guardian is Dr Juliet Rose (Head of Development at Eden Project), who continues to work with Lawyers for Nature.

In last year's report, we mentioned a plan to also create a hive-mind of other guardians to work alongside Juliet. As it stands, that has not happened yet — but is still an option open to Juliet, if she feels it necessary.

Although our initial intention was to keep guardians' tenures short (two years or less), our thinking here is shifting and conversations currently open with Juliet to appoint on a more long-term basis. She would still be welcome to work alongside other guardians, but there is merit in helping us design and plan for our future with Nature on the board. Continuity does matter, so it should be a balance of consistency and commitment to long-term goals, as well as the continual injection of new, fresh perspectives, which could also be supported through a hive-mind process



Ultimately, these decisions rest with current Nature guardians.

As we imagine what the Rights of Nature (as a director) should be, those rights must surely include the right to shape best working practices. As things stand, we need to listen to the fact that so much is being achieved despite some of the difficulties we've faced. In some ways, Nature on the Board is shaping itself.

It is also worth noting that although Nature on the Board is designed to dovetail with all departments within the company, it has dovetailed especially well with the work of our Sustainability Director, Laura. Although distinct, the relationship between Sustainability and Nature is obviously close, and the work they are producing together is testament to the value of this framework.

**NATURE'S  
SEAT**



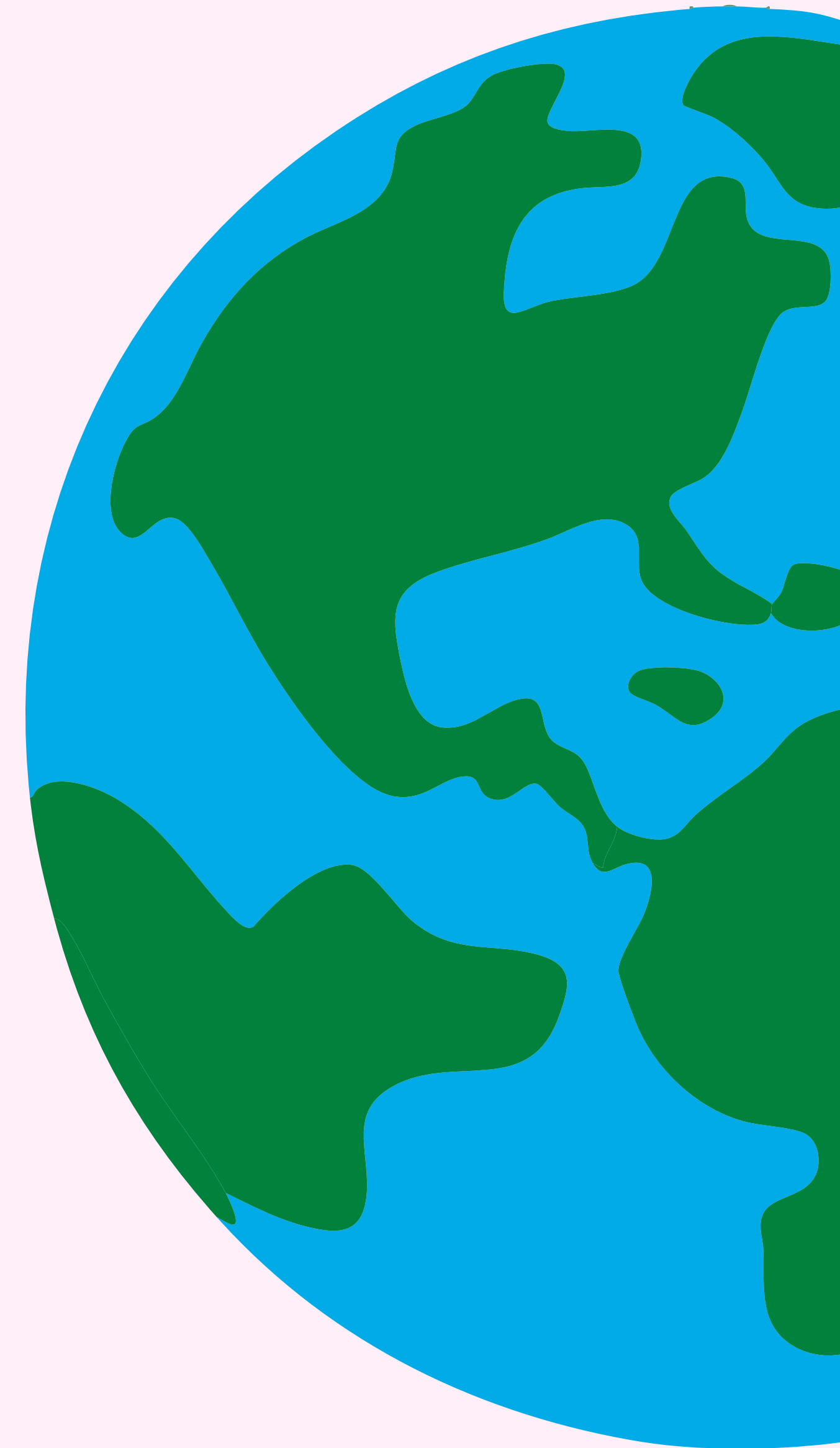


05

# THE RIPPLE EFFECT



We continue to see the ripple effect of NOTB far beyond us. At last count, roughly 25 other organisations have implemented versions of the model in the UK, Belgium, the US and Australia. And that number will only grow. Our role, as we see it, is to continue the advocacy for this model — helping others learn as we go.







We are proving that this can work within the private sector, and organisations such as National Infrastructure Commission for Wales and Regen Melbourne are proving that (versions of) it can also work in the public and not-for-profit sectors too.

The University of Sydney has also been studying NOTB within Faith In Nature since Year 1, with access to our board and regular learnings. Perhaps by the time next year's report is published, so too might their research be — giving an objective view of the usefulness of this model.

In further research, we are about to embark on a project with Oxford Saïd Business School, to better their understanding of emergent business models which will, in turn, support their teaching of these models to Executives and Board members of the Exec MBA course.

We welcome all of this research. But we also know from our own lived experience of working with this model that it's practical, simple, useful and wholly necessary. Do we believe that, as a small(ish) soap company in Manchester, our actions will make all the difference Nature needs? Of course not. But do we believe that's more likely if Nature governance models such as NOTB spread more widely?

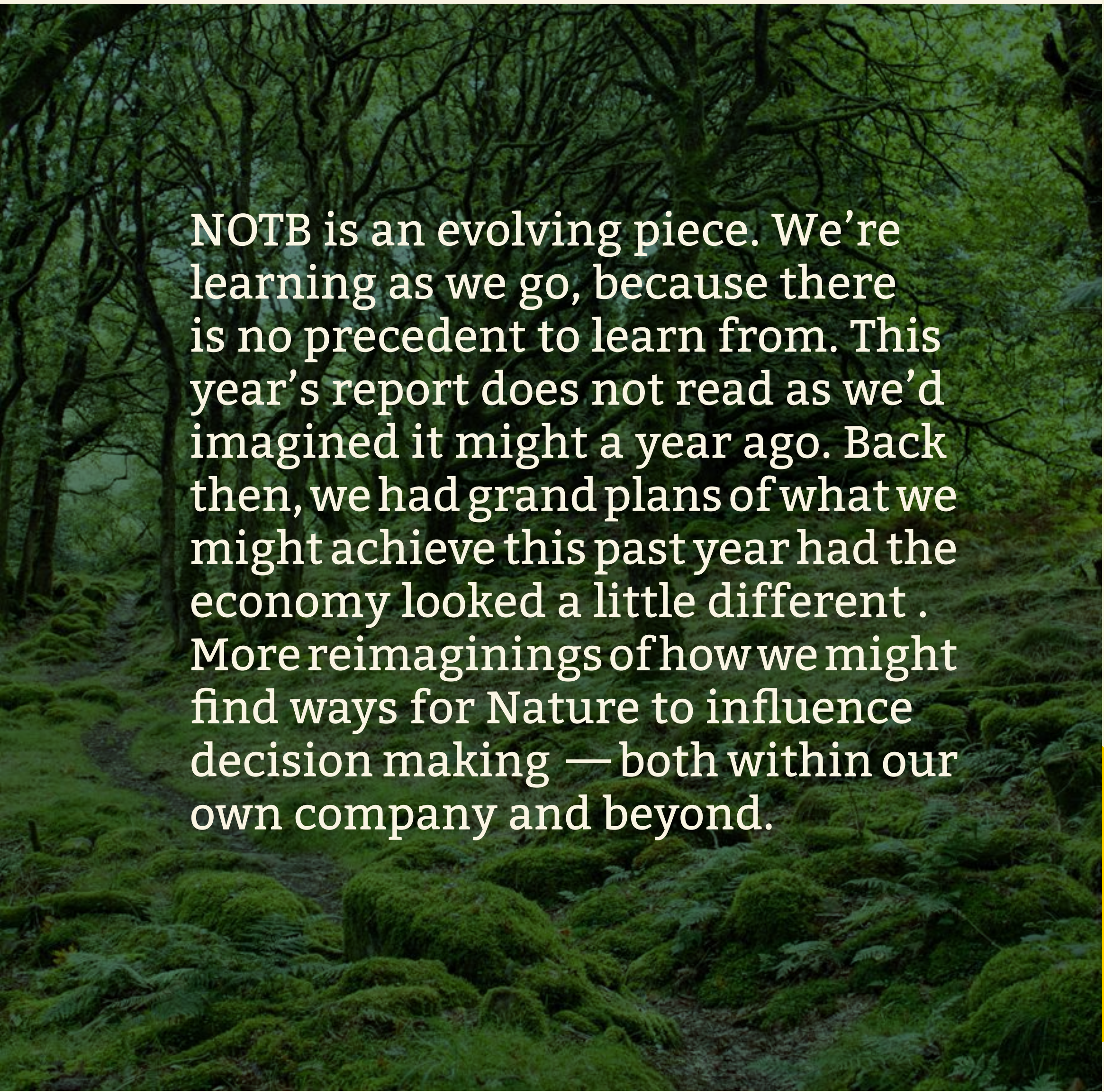
Yes. Absolutely. And the quicker, the better.

Professor Danielle Celermajor Deputy Director of the Sydney Environment Institute and lead of the Multispecies Justice project



# 06 REFLECTIONS





NOTB is an evolving piece. We're learning as we go, because there is no precedent to learn from. This year's report does not read as we'd imagined it might a year ago. Back then, we had grand plans of what we might achieve this past year had the economy looked a little different. More reimaginings of how we might find ways for Nature to influence decision making — both within our own company and beyond.


But the real work is the doing. It's the getting on with it, even when the work goes unseen. And that's what this past year has been. In that sense, Year 3 should be the year that makes us proudest yet.

We know some are still sceptical about the value of NOTB. That it is possible to do all we've done without Nature officially appointed to any board. But would we have done all we've done this past year, in the circumstances we found ourselves, had NOTB not been in place? In a company our size, absolutely not.

This is the strongest proof yet of the value NOTB offers. Sometimes it is not about what appears in a report at year end, but simply knowing we are accountable to something greater. Having Nature represented in the business, and being able to see the whites of its guardians' eyes, makes a real difference.

Nature on the Board is an ever-present reminder of why we created this, and what we've signed up for. NOTB exists only to build towards a world in which Nature's rights are recognised, and the natural world is allowed to recover and thrive once more.



A lush, green forest scene with moss-covered tree trunks and ground. The text is overlaid on the image.

**WE RECOGNISE MANY REMAIN UNCONVINCED. BUT WHAT'S AT STAKE IS SO PRECIOUS, SOLUTIONS SUCH AS NOTB MUST BE GIVEN A CHANCE TO WORK. IF YOU ARE READING THIS, STILL WAITING FOR PROOF THAT NOTB IS WORTH PURSUING, WE ARE REMINDED OF THE SAYING "YOU CAN KEEP COUNTING POLAR BEARS... UNTIL THERE AREN'T ANY LEFT". AND WE ARE DOWN TO OUR LAST FEW POLAR BEARS. WE CAN NO LONGER AFFORD NOT TO GRANT NATURE A VOICE AND A VOTE.**

**JOIN US. EVERYTHING YOU NEED IS HERE.**  
**LET'S CREATE SOMETHING BEAUTIFUL, TOGETHER.**



07

# THE RIGHT TO REPLY



This report has been seen in advance by Nature's guardian — Dr Juliet Rose of Eden Project — to ensure that everything within it is an accurate reflection of what's happened at Faith In Nature and that nothing Nature related has been omitted.

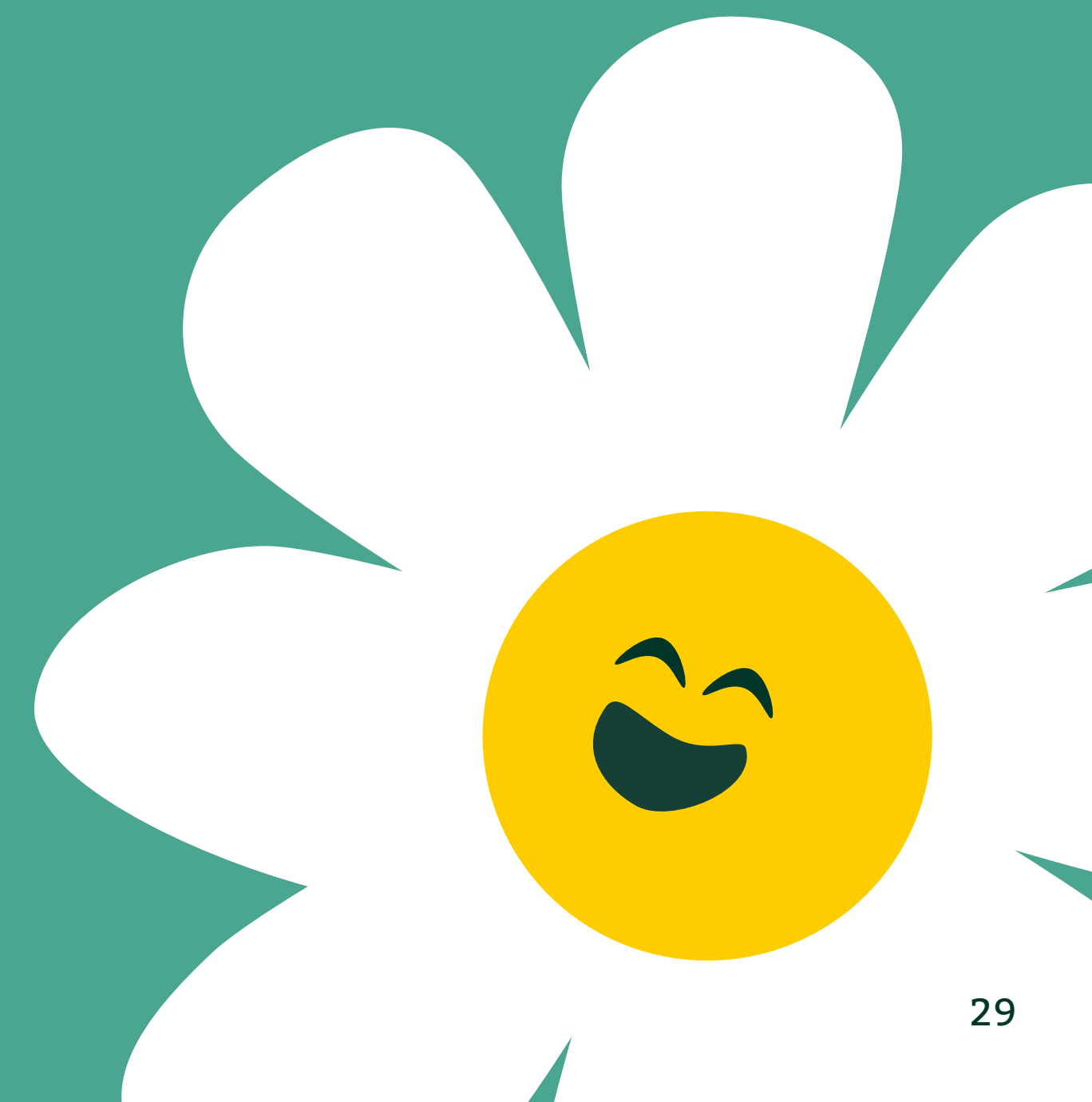
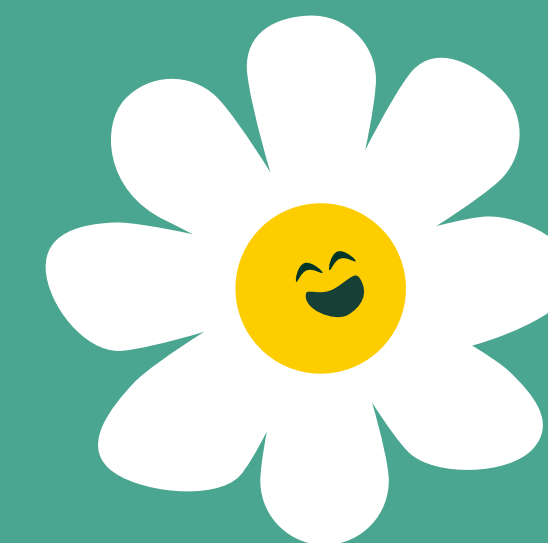
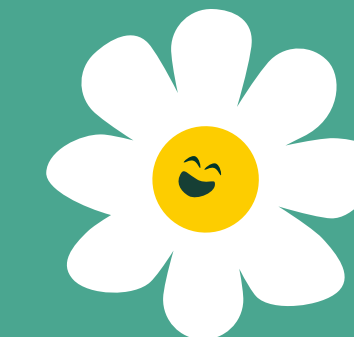
Nature, through Nature's guardians, also has the right to reply. Here's Juliet's reply. It is not edited or influenced by us.

This has not been a year of dramatic board decisions for Nature but it has been one of piloting activities and building the strategies that are needed to create a culture of Nature-informed decision-making for the coming years. This includes obtaining more externally sourced and verified Nature related impact data and steadily building a Nature-connected and Nature-informed team through activities and training.

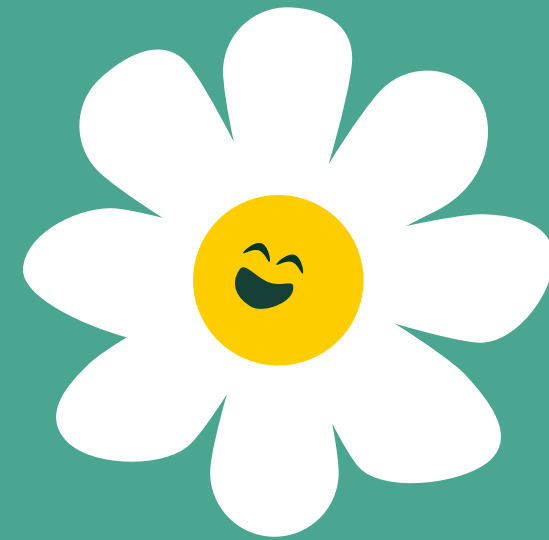
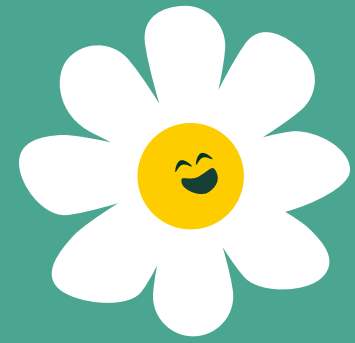
The transition of an entire workforce and operational assets to a new site is not to be underestimated. The skills, strength and resilience of the staff has been incredible as Faith In Nature expands their operational potential. It also means it's been a good time to get planning for Nature as increased sales capacities will also mean increased impacts. New ideas and solutions are emerging around packaging options that are more Nature positive and the

commitment to solid products remains.

The backdrop to the site transition has been a year of record temperatures and erratic weather. We sowed wildflower seed on the new site in the blazing heat, but thanks to the diligence and care of the staff they survived and grew! It has become a small bloom of creative conservation in an unused corner to help us think about what else could be possible in pockets







of the site. The main site is still in flux as new facilities are installed and changes to the manufacturing potential develops but this has given us some time to think about our options to make space for Nature alongside operations. Though it might seem slightly incongruous to try and create spaces for Nature in and around a major factory site we want to demonstrate that even in these kinds of situations Nature positive actions are possible and valuable. We are also keen to demonstrate that in doing so there are benefits for people too.

While the site move took place we turned our attention to long-term thinking and the innovation needed to give us more flexibility and options in the future. We are mindful of other industries like

the chocolate industry, which because of a lack of Nature-related risk assessment, has seen huge disruptions in supply chains leading to increased prices, shrinking products and unplanned reformulations. We have started exploring alternative sourcing and as a result this leads us to appreciate the huge options and value Nature has.

Maintaining a Nature-aware culture in a workforce requires commitment and ongoing investment. We have trialled and experimented different activities this year and we are starting to get a feel for the type of information people need and are interested in. Engaging with staff has revealed an interest in the wider Nature context, the work that Nature organisations

and policies are trying to achieve and ways in which the company can align with bigger initiatives.

For Nature's voice to be heard and have an impact we need to have strong Nature informed decision making and questioning. To enable this, we need to support general eco-literacy. We need to explain the nuts and bolts of Nature as well as the big picture narratives. This will enable us to have the conversations at all levels that take Nature into account. We will continue to experiment to find the best ways to develop and deliver this.

In all, this has been a year of considering the details of ingredients, labels or messaging and longer-term thinking such as what a Nature governance strategy



and projects might look like. If we put the strategies we have developed this year into practice, Nature will be better represented and protected. As a result the business will be better protected too.

We are still in the process of understanding the many ways having Nature on the Board can influence company culture. In meetings people often just refer to me as 'Nature', which makes me smile but giving Nature a face does seem to make it more real for people. It does seem to be useful to have someone rather than something to point to, to ask and who will listen.

We maintain the message that the small everyday decisions are as vital

as the big ones. Mistakes get made when pressure builds and things are rushed, that limits options for both business and Nature and makes it harder for Nature positive decisions to be made.

A business is an army of detailed problem solvers, amidst this Nature crisis that is exactly what we need. To make the most of this we need to give people the time to think things through, provide them with the skills and resources they need to put ideas into action and maintain a strong sense of purpose in support of Nature.

*Nature*

**December 2025**

As represented by the current human guardian, Dr Juliet Rose







# ANYTHING WE'VE MISSED?

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

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