CASE STUDY

JDE Peet's Integrating nature into business strategy

World Benchmarking Alliance

1. Background

The global context

Climate change is accelerating nature-related vulnerabilities across global coffee supply chains. The five primary coffee-producing nations, which together account for 75% of global output, now experience an average of 57 additional days per year of extreme temperatures that directly threaten crop yields. These climate impacts exacerbate existing challenges of deforestation, soil degradation, and water stress across critical farming regions, as supply chains come under strain. For global food and beverage leaders operating at scale, these physical risks present direct threats to business operations, and they're compounded by rising green coffee bean prices, tariff volatility, and stringent regulatory frameworks such as the European Union Deforestation Regulation (EUDR), which comes into force at the end of 2026.

Nature transition planning and performance

To address systemic pressures and meet the Kunming-Montreal Global Biodiversity Framework's 2030 targets, organizations must formalise nature transition plans. Using the Taskforce on Nature-related Financial Disclosures (TNFD) toolkit, companies can systematically map risks, opportunities, impacts, and dependencies to build supply chain resilience. Institutional investors are increasingly requesting this specific level of disclosure to evaluate how portfolio companies plan to build supply chain resilience.

The WBA Nature Benchmark assesses and ranks the world's 750 most influential companies on these TNFD-aligned transition plans. A credible plan combines a TNFD LEAP diagnostic baseline with science-based targets, execution roadmaps, continuous metrics, and board oversight. Notably, the benchmark acknowledges early implementation, rewarding foundational milestones before plans reach full maturity.

Introduction to JDE Peet's

JDE Peet's is recognised as a leading global coffee and tea group with a portfolio of over 50 brands. It operates 39 manufacturing facilities with 21,000 employees, and reports 5.8 million tonnes of annual carbon emissions, including scope 3. JDE Peet's Nature Transition Plan serves as an instructive case study of a global coffee company translating nature dependencies into a core strategic roadmap to protect the agricultural ecosystems underpinning its business model.

JDE Peet's was among the highest-performing companies in WBA's 2025 Nature Benchmark, ranking 24th out of 750 companies assessed with an overall score of 40.3/100. This placed the company within the top 5% of all companies evaluated and well above the benchmark averages of 17.0 across all assessed companies, 15.2 among food and agriculture companies, and 20.7 among companies headquartered in Europe and Central Asia.

Company footprint

REVENUE
10 billion USD

EMISSION (S3)
5 million tCO2e

PRODUCTION FACILITIES
45

WOMEN IN GOVERNING BODY
36%

EMPLOYEES
21,689

COUNTRIES OF OPERATIONS
38

2. The company journey

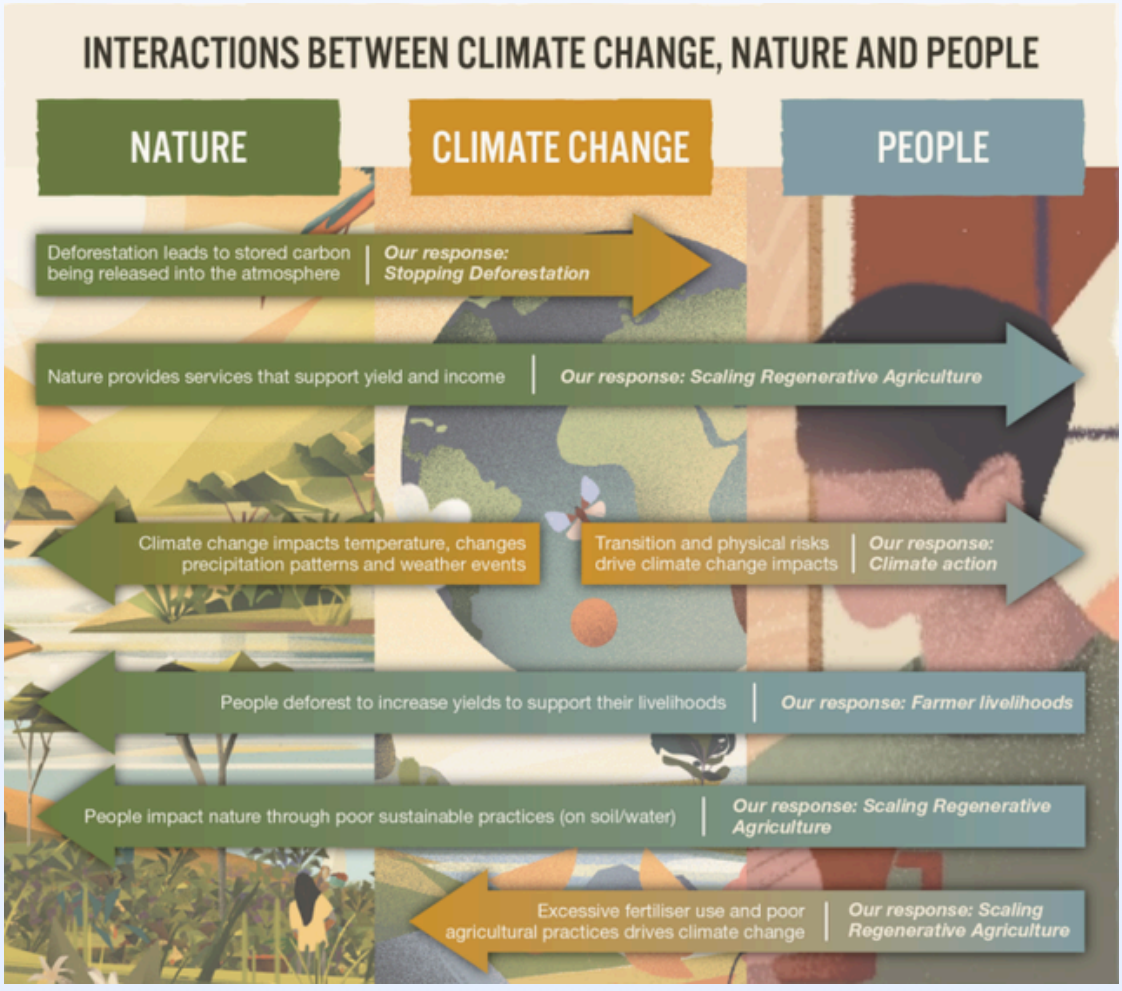
Building the business case

JDE Peet's developed its Nature Transition Plan on the premise that ecosystem health is vital to long-term coffee quality, supply security, and price stability. Grounded in the explicit principle that "without nature there is no coffee, and without coffee JDE Peet's does not exist," the company framed its effort around value creation, resilience and enterprise risk management rather than compliance.

The initiative was built upon more than a decade of investment through its broader sustainability strategy, the Common Grounds Programme. The plan reflected a company-wide ambition to integrate nature into core business decision-making rather than treating it as a standalone sustainability topic. Sustainability, responsible sourcing, procurement, risk management, communications and leadership teams collaborated to develop a shared vision and implementation pathway, allowing for nature considerations to be integrated into sourcing decisions, farmer support programmes, human rights and environmental due diligence processes and enterprise risk management.

The business case highlighted several anticipated benefits:

- Strengthened cost visibility across transition and physical risks.
- Improved supply security and long-term availability of green coffee.
- Reduced exposure to supply disruptions and commodity volatility.
- More efficient deployment of sustainability investments through risk-based prioritisation.
- Greater resilience of farming communities and production systems.
- Enhanced transparency and preparedness for emerging disclosure and due diligence requirements.



Source: https://www.jdepeets.com/siteassets/home/investors/annual-reports/jde-peets-annual-report-2025.pdf

Securing leadership buy in and governance
Leadership buy-in was secured through a combination of risk assessments, scenario analysis, benchmarking against emerging global standards including the WBA Nature Benchmark, and clear demonstration of how nature loss could impact future coffee supply chains.
The initiative was led by the sustainability function under executive sponsorship and integrated into wider sustainability governance structures. Board and executive oversight were embedded through existing sustainability and enterprise-risk governance processes.

Financial considerations
JDE Peet's uses financial metrics to monitor nature-related risks and track progress towards a resilient, deforestation-free supply chain. The company assesses the cost implications of transition and physical risks (including policy changes, soil degradation, water stress and biodiversity loss) using supplier data, deforestation mapping and scenario analysis. These metrics are integrated into ESG and procurement reporting to support decision-making, while the company continues to strengthen forward-looking financial modelling and scenario analysis as data quality improves.

Major milestones

1. Nature risk and dependency assessment: mapping key coffee origins and nature dependencies, identifying physical and transition risks across sourcing regions, assessing risks under different future scenarios.
2. Development of a strategic framework: establishing the Assess → Address → Progress model, aligning to global frameworks (TNFD, SBTN and the Global Biodiversity Framework), testing emerging nature transition planning approaches through participation in TNFD pilot activities.
3. Prioritisation of action areas: identified deforestation-free supply chains, regenerative agriculture, stakeholder engagement and collaboration, nature-related governance and disclosure.
4. Launch of a TNFD-aligned Nature Transition Plan: with established targets and monitoring mechanisms to track implementation and outcomes.

Lessons learned
Implementation highlighted five key challenges: translating nature-related risks into business decisions, managing geographic variation, balancing sourcing inclusivity with environmental risk reduction, measuring biodiversity outcomes, and aligning multiple functions and regions.
These were addressed through science-based prioritisation, farming archetypes, stakeholder engagement, and integration into existing sourcing and sustainability systems.

The outcome
The Nature Transition Plan has embedded nature into business strategy and decision-making, strengthened cross-functional alignment, and provided a consistent approach to identifying nature-related risks and priority landscapes.

It also established a clear pathway for action, including:
- Commitment to 100% deforestation-free sourcing of green coffee and key commodities by 2025.
- Commitment to 100% responsibly sourced green coffee by 2028.
- Ambition to support approximately 200,000 additional hectares under regenerative agriculture by 2030.
- Continued scaling of farmer support programmes building on outreach to over one million farmers since 2015 through Common Grounds.

Looking ahead, sector-wide collaboration will be critical to achieving deforestation-free coffee and scaling regenerative agriculture globally.

> Building a Nature Transition Plan helped us translate our dependency on nature into a clear business strategy. It enables us to better understand risks, strengthen supply chain resilience and identify opportunities to create value for farmers, ecosystems and our business. The real impact comes when nature is embedded across sustainability, sourcing, risk management and governance – not treated as a separate agenda. For a company built on coffee, protecting nature is ultimately about securing our future.
>
> -Laurent Sagarra, VP Impact & Engagement

3. WBA assessment key findings: Areas of strength and opportunities for improvement

Area of strength 1:
Application of the AR3T framework to address nature-related impacts, risks and dependencies

Among the 750 companies assessed in the Nature Benchmark, only 7% apply mitigation frameworks, such as the mitigation hierarchy or the AR3T framework, to address nature-related impacts, risks and dependencies. Among food and agriculture companies, this falls to just 4%.

JDE Peet's applies SBTN's AR3T framework through measures including avoidance, reduction, restoration and regeneration. These include avoiding deforestation and the use of hazardous pesticides, reducing fertilizer and pesticide use, restoring deforested land and regenerating soils through the scaling of regenerative agriculture.

Notably, the company explicitly states that biodiversity offsets are excluded from its strategy, instead recognising the opportunity for its supply chain to contribute to a nature-positive future.

Area of strength 2:
Engagement to advance nature-positive outcomes

JDE Peet's also demonstrates efforts to advance a broader nature-positive agenda through collaboration and engagement, an area in which only 4% of assessed-companies demonstrate.

The company is co-funding the development of a regenerative coffee standard for the coffee sector with the Global Coffee Platform (GCP). It has also partnered with TechnoServe, Nestlé, and the Rudy & Alice Ramsey Foundation to build the business case for accelerating the adoption and scaling of regenerative practices.

The collaboration with GCP also aims to strengthen metrics for measuring regenerative outcomes, including soil organic carbon and soil fertility. In 2024, JDE Peet's participated in a pressure and state-of-nature screening across coffee-sourcing regions. This generated data on areas at risk based on soil conditions, which can support farmers in developing targeted action plans.

Opportunities for improvement

JDE Peet's demonstrates strong practices in identifying its nature-related impact drivers, dependencies, interface with ecologically sensitive locations, risks and opportunities, including through assessments aligned with TNFD's LEAP approach. An important next step would be to translate these assessments into more quantitative information on the scale and significance of its nature-related impacts, dependencies and risks.

For land-use change, the company discloses the percentage of key commodities it considers deforestation-free. However, for most commodities, this is not supported by verification through DCF-aligned certification schemes. By comparison, 14% of food and agriculture companies assessed in the benchmark provide this type of disclosure through certification schemes like RSPO and FSC. There is also scope to broaden the company's environmental performance metrics. JDE Peet's currently reports metrics on water, material and plastic use, but could extend its measurement to cover relevant water, air and soil pollutants.

Strengthening the quantification of these areas could provide a stronger evidence base for the company's Nature Transition Plan, enabling the setting of science-based nature targets and the measurement of whether its actions are delivering the intended outcomes over time.

Read more in about JDE Peet's performance on WBA's assessments, including the Nature Benchmark here.

4. Corporate call to action:

Get started

- **Diagnose first:** understand what your business depends on and impacts before setting targets. This is the Foundations step demonstrated in this case study.
- **Build on what you already have:** the governance, target-setting and engagement processes you've built for climate extend to nature, they don't need rebuilding.
- **Use existing tools & guidance:** frameworks like TNFD and WWF's stepwise approach exist specifically to help companies move from climate planning into nature.
- **Start with the connection, not a perfect plan:** you don't need a fully integrated plan on day one. Identifying where your climate and nature work already overlaps is a meaningful first step.

Strategic takeaways

Nature risk is not a niche environmental topic; it represents a material operational risk that directly touches procurement, corporate strategy, finance, and risk management. As demonstrated by JDE Peet's, framing nature action as a fundamental driver of business resilience and long-term supply security is the most effective approach to securing leadership alignment and embedding nature into core strategy.

5. Annex: Additional background information

WBA Nature Benchmark

The Nature Benchmark assesses how the world's most influential companies are addressing their relationship with nature and contributing to a nature-positive transition. Aligned with leading frameworks and standards, it comprises 18 nature-specific and 18 core social indicators covering topics such as biodiversity and ecosystems, freshwater, pollution, resource use and circularity, governance and affected communities.

A key focus of the methodology is nature transition planning: assessing whether companies translate their understanding of nature-related issues into a credible roadmap for action. Aligned with the Taskforce on Nature-related Financial Disclosures (TNFD) approach, the methodology recognises that credible transition planning starts with a strong diagnostic foundation. Companies are expected to identify and assess their impacts and dependencies on nature, including through quantitative and location-specific information where relevant. This understanding can then inform the assessment of nature-related risks and opportunities.

With this foundation in place, companies are better positioned to develop a nature transition plan that reflects their specific context and sets out a credible and actionable pathway. While the Benchmark assesses the development of a plan through a standalone indicator, it also captures many of the building blocks of credible transition planning across its indicators, including the assessment of impacts and dependencies, target setting, application of mitigation frameworks, implementation of actions and demonstration of progress. The nature transition planning indicator focuses on assessing the maturity of the plan, whether it is aligned with global biodiversity goals, supported by clear implementation and engagement strategies, underpinned by metrics and targets to track progress and accompanied by clear governance and accountability mechanisms. This way companies do not need to wait until they have a fully developed transition plan before taking action or being recognised for their efforts.

Further reading

- Global Coffee Industry: Regenerative Coffee Investment Case
- TNFD – Nature Transition guidance
- TNFD – Nature Transition Plan use cases
- ENCORE - Exploring Natural Capital Opportunities, Risks and Exposure
- Draft methodology for the Integrated Transition Assessment | World Benchmarking Alliance
- WWF Nature In Transition Plans
- WWF NAT40
- BSR Advancing Integrated Transition Plans
- BSR Blog on Integrated Approaches to Human Rights, Climate and Nature
- CGFI Framework for Assessing and Managing Dependencies in Corporate Transition Plans