



## FrieslandCampina – Biodiversity Monitor and Foqus planet

FrieslandCampina, a Dutch multinational dairy cooperative representing 18,000 member dairy farmers, has a clearly stated purpose: nourishing by nature. This purpose guides the organization as they seek to provide better nutrition for the world and a good living for farmers – now and for generations to come.

### The Impetus

One necessary condition for FrieslandCampina to deliver on its purpose for many years ahead is a healthy and biodiverse habitat. Biodiversity loss remains a pressing concern in the Netherlands, and dairy farming has a significant impact on it – both positive and negative. To positively contribute to healthy ecosystems in the Netherlands while simultaneously ensuring viable livelihoods for its farmers, FrieslandCampina first saw the need to measure the impact that dairy farming had on biodiversity in the Netherlands and beyond. Thus, the company set out to create Biodiversity Monitor, an integrated and data-driven approach to measuring impacts on biodiversity both on the farm and beyond.

The resulting output from the Biodiversity Monitor tool is an outcome-based set of indicators that will enable relevant stakeholders to understand the impact of dairy farmers on biodiversity. One of FrieslandCampina’s goals with the Biodiversity Monitor was to create impactful change at a farm level and did so via two main avenues.

First, the Biodiversity Monitor served as a tool to increase farmers’ awareness of their role in biodiversity loss and provided insights into how they could restore biodiversity through their farming practices. With many farmers not knowing the direct impact their operations had on biodiversity, creating this awareness was the first step in generating change. Second, by measuring the progress farmers were making in a quantifiable way, FrieslandCampina could financially reward farmers who were able to increase biodiversity and thus encourage more farmers to engage in regenerative practices that would increase biodiversity. To enable awareness and rewards, FrieslandCampina has already integrated the biodiversity monitor in 2018 into Foqus [planet](#); the on-farm quality and sustainability program of FrieslandCampina.



### The Solution

The driving idea behind Biodiversity Monitor is to look beyond individual sustainability goals and instead design an approach that is more holistic in nature. This result is a data driven tool that focuses on four areas of impact: functional agrobiodiversity, diversity of landscape, diversity of species, and regional biodiversity. Within these categories, the tool measures quantifiable results through key performance indicators centered around soil quality, climate impact, water quality, air quality, land use, landscape impact, and crop diversity.

Together with indicators for animal welfare and grazing, the indicators of the biodiversity monitor form the basis for the integrated sustainability approach and rewards.

The FrieslandCampina farm sustainability program consists of:

A performance and reward program for all dairy farmers who are members of the cooperative. This program is called Foqus planet. In this program, the sustainability performance of the dairy farmers is monitored annually based on nine performance indicators. The principle is that the higher the performance, the higher the reward. This is linear. A threshold value is also set, from which the reward is paid. The reward can be different for each indicator because it is tailored to the extent to which we, as a FrieslandCampina dairy company, generate revenue based on this performance from the market.

The sustainability premium is different per dairy farmer because it is based on the company-specific sustainability performance. The maximum premium is 3.5 Euro cents per kg of milk.

Foqus planet and the Biodiversity Monitor enable FrieslandCampina to further its mission of nourishing by nature by focusing on environmental outcomes and increasing farmer revenues for implementing those positive environmental practices. This all together, therefore also led to the first regenerative milk stream of FrieslandCampina; a separate sustainable milk stream called On the Way to Planet Proof (OtwPP). This is an externally certified and audited sustainability program, managed by the Dutch independent certifying body SMK. The sustainability topics in OtwPP are similar to those in Foqus planet. Dairy farmers participating in this milk stream receive a sustainability premium of an additional 4.5 euro cents per kg of milk.



## Sustainable development table

Themes	Indicators	Threshold value (start premium)	Premiums	Top level (maximum premium)
ANIMAL HEALTH AND WELFARE	Longevity (years + months)	€ 0.00	5 years and 4 months	7 years and 2 months € 0.10
	Calf rearing (CalfOK)	€ 0.00	70 points	95 points € 0.10
CLIMATE	Greenhouse gas emission (gram CO <sub>2</sub> -eq/kg milk)	€ 0.00	1,100 g CO <sub>2</sub> -eq	775 g CO <sub>2</sub> -eq € 1.50
BIODIVERSITY	Nitrogen soil balance (kg N/ha)	€ 0.00	160 kg/ha	20 kg/ha € 0.10
	Ammonia emission (kg NH <sub>3</sub> /ha)	€ 0.00	70 kg/ha	35 kg/ha € 0.10
	Protein from own land (% use of total protein consumption)	€ 0.00	45%	80% € 0.10
	Permanent grassland (% permanent grassland)	€ 0.00	40%	100% € 0.10
	Nature & Landscape (% total surface)	€ 0.00	0%	40% € 0.10
OUTDOOR GRAZING	Outdoor grazing		Partial outdoor grazing € 0.40	Outdoor grazing € 1.30



## Key Learnings

- Committing to achieving sustainability goals must come from an intrinsic motivation for organizations wanting to make any significant impact. They must be clearly communicated both internally and externally to achieve buy-in from all actors.
- It is necessary to establish and work from a place of trust in all partnerships, whether it be financial actors, NGOs, or farmers. In order to effectively work towards a common mission or develop a common understanding, trust is the most crucial element.
- By translating the conceptual model into outcome-based indicators and concrete business proposals, farmers are encouraged to get into action mode and deliver concrete results.

## What's Next?

The Biodiversity Monitor is currently serving as a key means for FrieslandCampina to track the cooperatives work of achieving toward a positive impact throughout their operations. In the future, FrieslandCampina will continue growing the impact of the Biodiversity Monitor by linking the key learnings and metrics with international standards for regenerative agriculture.

