

Breakout Session D

Investing in Business Resilience through Incentive Schemes

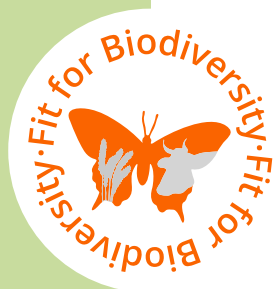


Image: Lake Constance Foundation



Image: Freepik

Download our
Guideline on Incentive
Schemes



AGENDA

01 Guideline on Incentive Schemes

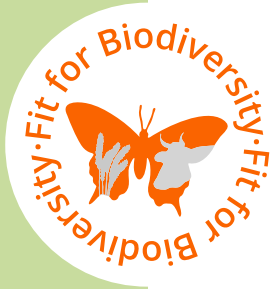
Mia Glammeier, Lake Constance Foundation

02 Best Practice: Foqus Planet

Sanne Dekker, FrieslandCampina

03 Role Play: Creating an Incentive Scheme

Bianca Messmer, Lake Constance Foundation





BACKGROUND

- Study on **24 European Incentive Schemes** at different scales, diverse product groups and farming systems

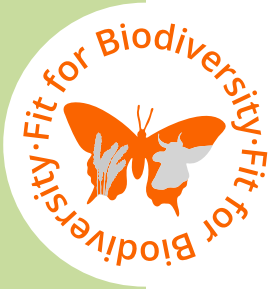
- **Screening template:**



- ✓ Framework
- ✓ Implementation
- ✓ Results



Internal Report



How to Invest in Company Resilience

Guidance for companies
on programme design

Guideline on Effective Incentive Schemes to Improve Biodiversity in Food Systems

For farmers



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German, English &
Spanish

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15
key
decision
areas

4 examples

47 pages



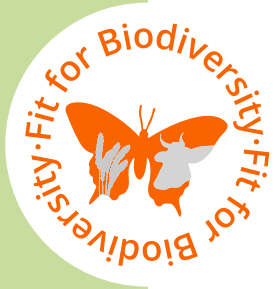
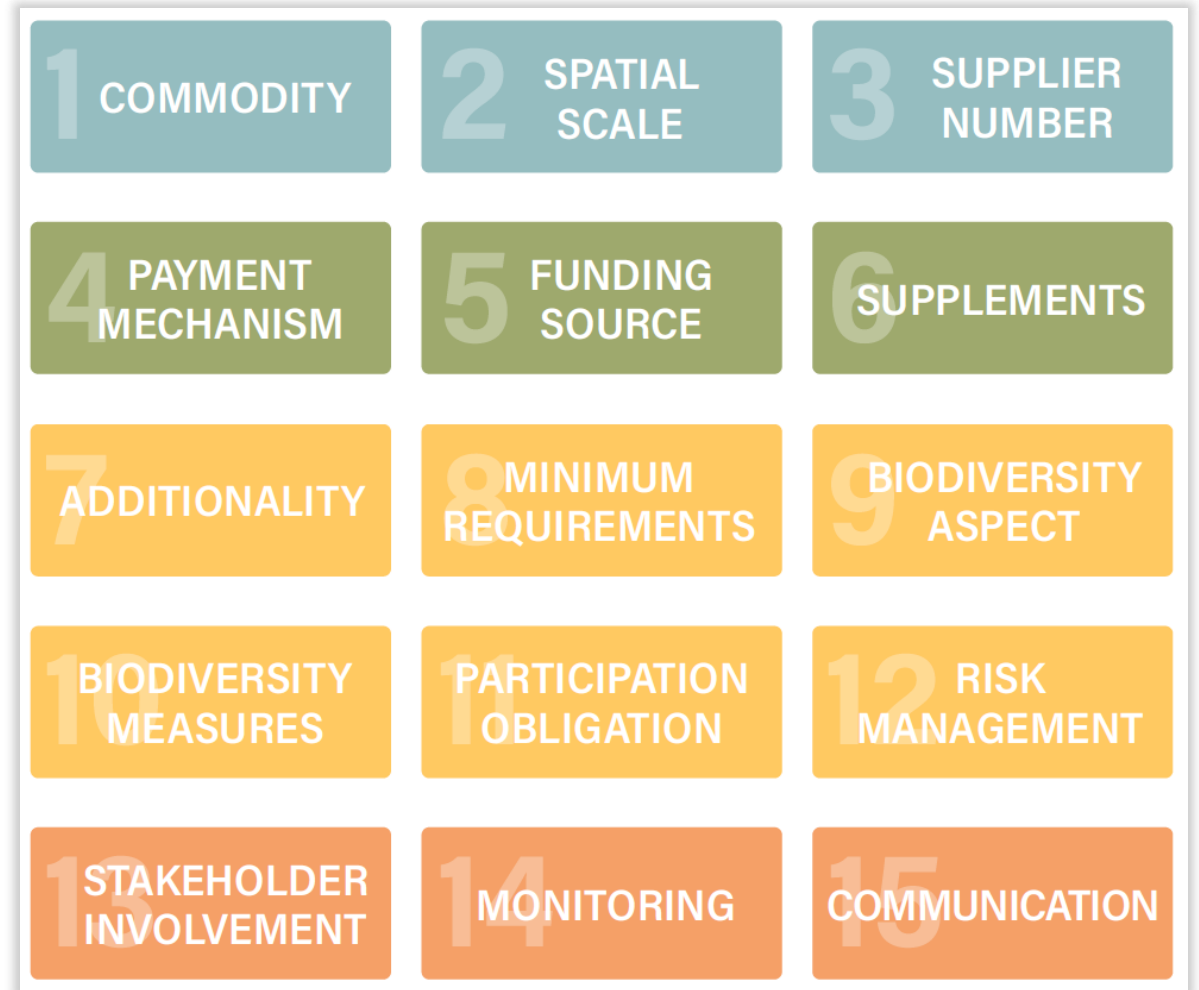
15 KEY DECISION AREAS

Incentive Scope

Financial Architecture

Incentive Design

Steering



IMPLICATIONS OF DECISIONS



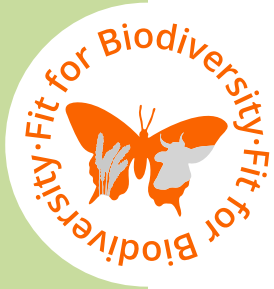
**FINANCIAL &
ORGANIZATIONAL
IMPLICATIONS**



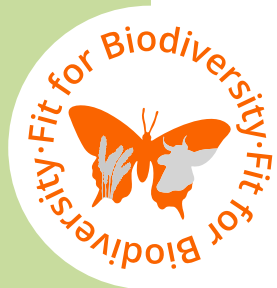
**IMPLICATIONS FOR
SUPPLIER PARTICIPATION
AND ACCEPTANCE**



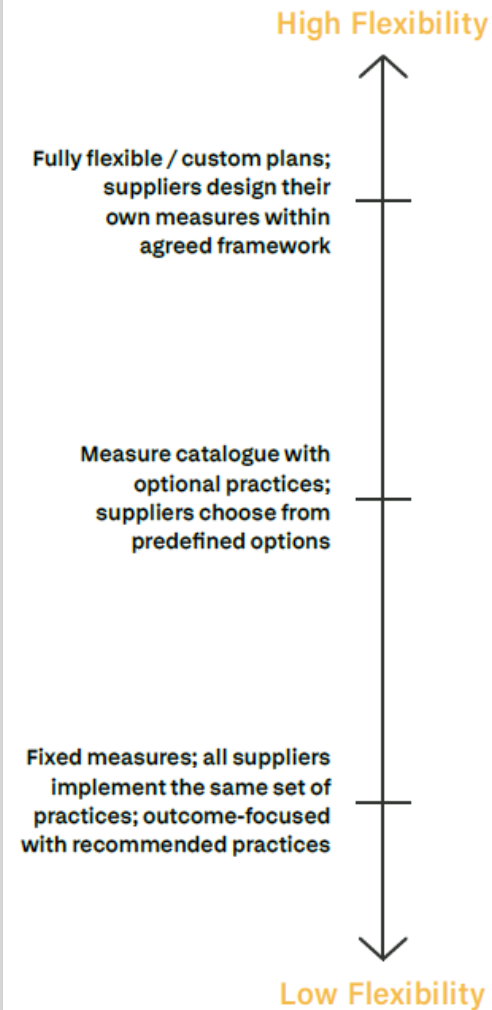
**IMPLICATIONS
FOR BIODIVERSITY
OUTCOMES**



10 BIODIVERSITY MEASURES



What Level of Flexibility Should Suppliers Have When Selecting Biodiversity Measures?



WHAT'S NEXT?

From theory to practice

- Apply the framework with 10 companies
- Co-develop a tailored incentive programme concept
- Duration: 3-6 months

Outcomes

- ✓ A programme concept covering all 15 decision areas
- ✓ Selected measures with an additionality check and payment levels
- ✓ A business case to support internal decision-making
- ✓ Recommendations for piloting and rollout

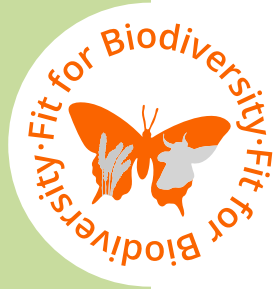


If you're interested, feel free to reach out to us.



THANK YOU FOR YOUR ATTENTION

Download



www.fitforbiodiversity.eu
[#fit4biodiversity](https://twitter.com/fit4biodiversity)

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Project partners



With financial support from



Premium partners



Fit for Biodiversity – Solutions for the Agri-Food Sector

Foqus Planet: KPI-Based price premiums for Biodiversity on Dairy Farms

Dr. Sanne Dekker

FrieslandCampina

Project partners



With financial support from



Premium partners





FrieslandCampina 

nourishing by nature

Foqus Planet: KPI-Based Price Premiums for Biodiversity on Dairy Farms

Sanne Dekker - 6th October 2026 - Fit for Biodiversity Conference - Brussels

> 15,000

≈ 27%
of the NL landscape
is managed by
dairy farmers

**ambitious member
farmers in the
Netherlands, Belgium,
Germany and France**

The company is owned by
Zuivelcoöperatie FrieslandCampina U.A.



FrieslandCampina is globally present

Branches in 30 countries and export to >100 countries



North & South America

Growing market for high-quality Dutch cheeses



Africa & the Middle East

Increasing demand for affordable dairy products



Europe

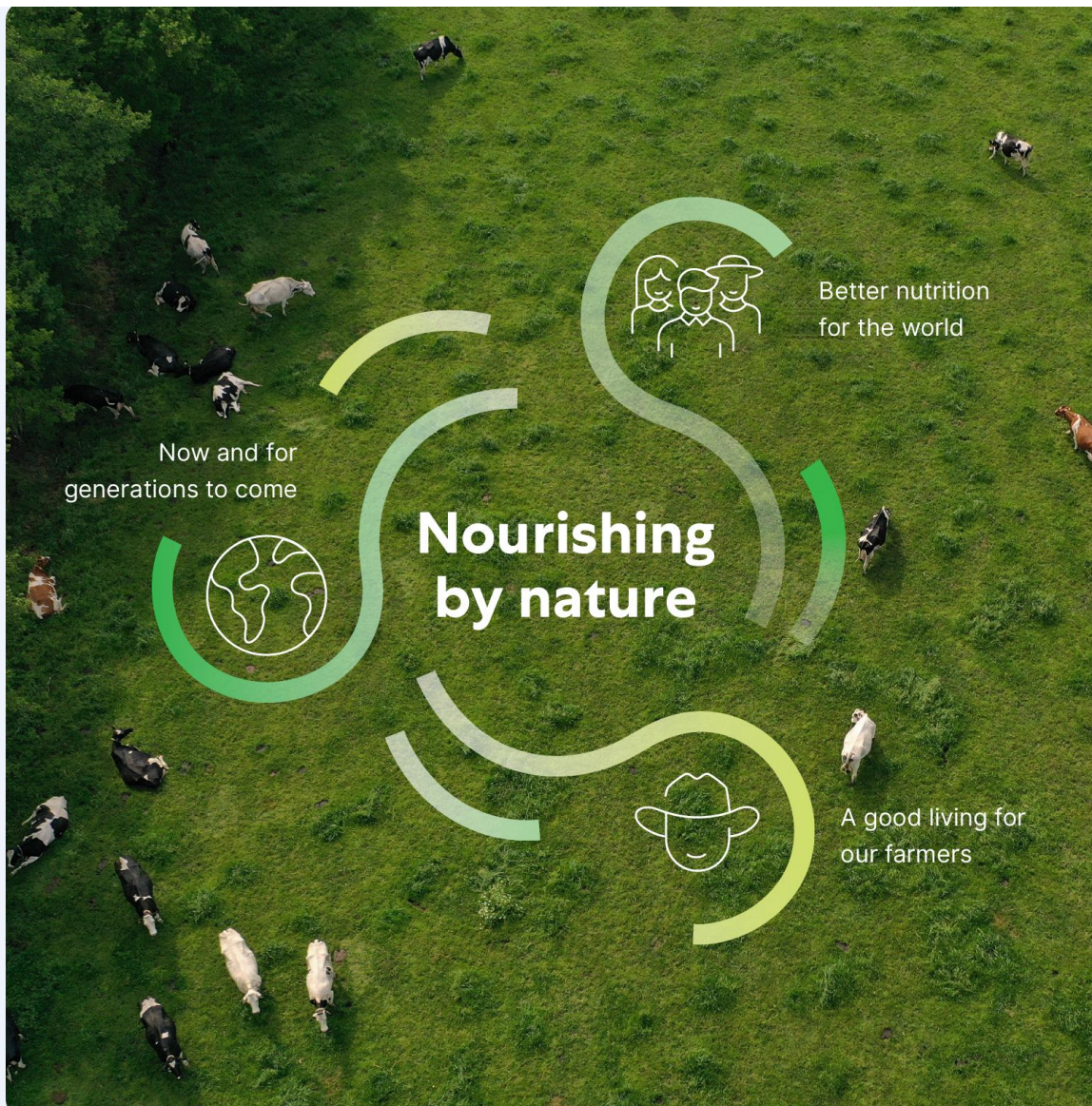
Strong local brands, private labels and food service



Asia and Oceania

Growing market for high-quality dairy products





Our purpose

guides our ambition

- **Better nutrition for the world**
- **A good living for our farmers**
- **Now and for generations to come**

nourishing by nature

We support member dairy farmers with data, knowledge and tools



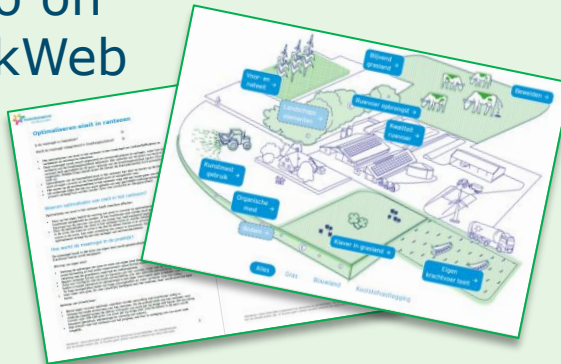
Learning from leading farms



Best-practice tools



Info on MilkWeb



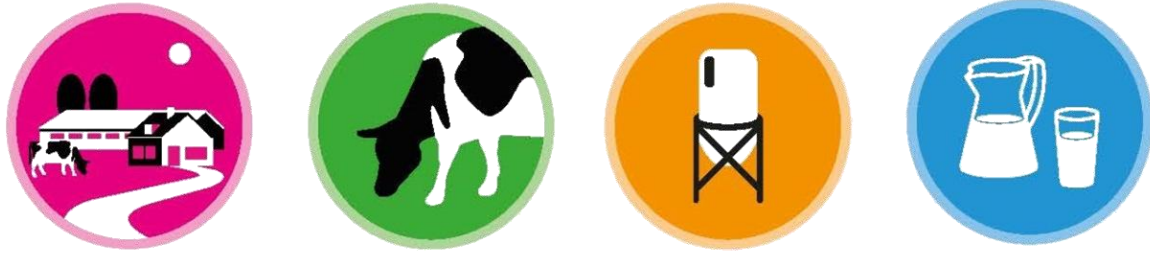
Climate dashboard



Workshops



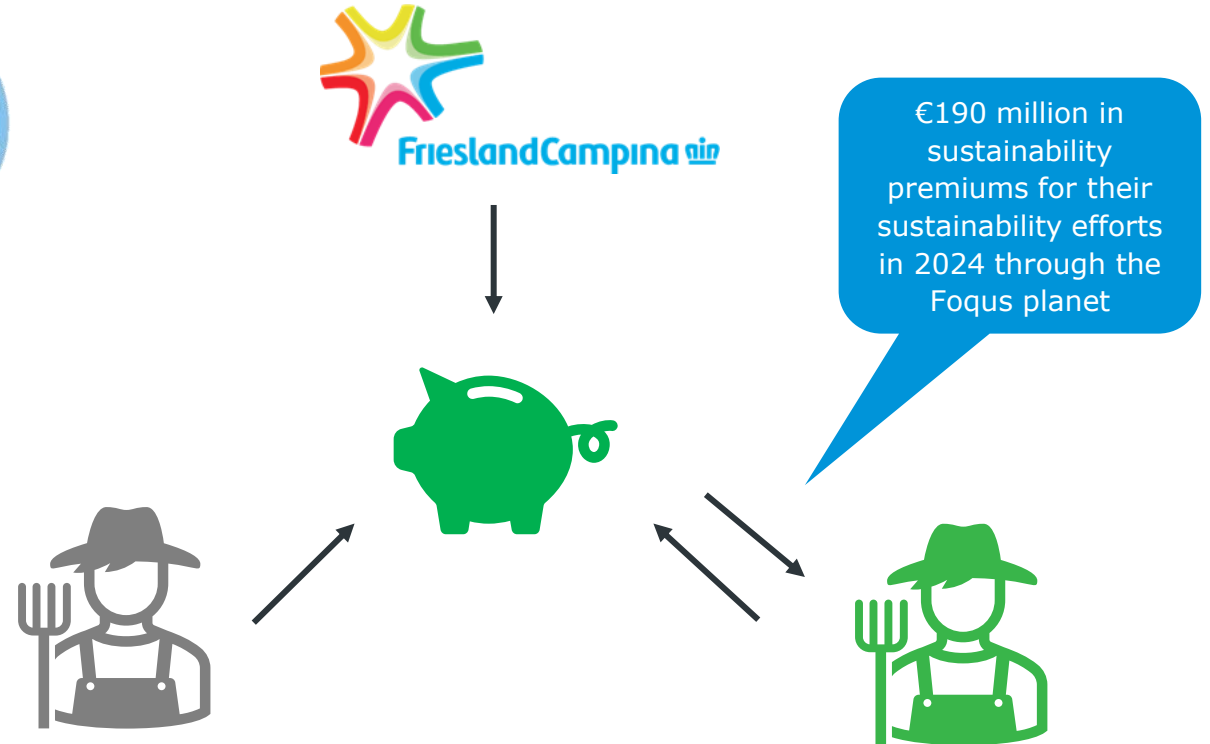
And reward good performance through our Foqus Planet Program



Basic requirements

Outdoor grazing

Sustainable development



[link](#)

Sustainable development through and integrated approach

Financial rewards for continuous improvement across four sustainability themes



Themes	Indicators	Threshold value (start of bonus)	Bonuses					Top value (maximum bonus per 100 kg of milk)
 ANIMAL HEALTH AND WELFARE	 Longevity (years + months + days)	€0.00	5 years and 4 months					€0.10
	 Calf rearing (KalfOK)	€0.00	75 points					€0.10
 CLIMATE	 Greenhouse gas emission (gram CO ₂ -eq/kg milk)	€0.00	925 g CO₂-eq					€1.50
 BIODIVERSITY	 Nitrogen farm balance (kg N/ha)	€0.00	225 kg N/ha					€0.30
	 Protein from own land (% of total protein used)	€0.00	50%					€0.30
	 Nature & Landscape (% total surface)	€0.00	10%					€0.40
 GRAZING	 Grazing	€0.00	Partial grazing €0.40 Full grazing €1.30					

Everything we do is guided by our purpose Nourishing by Nature



We **rely on nature** to nourish for generations to come



We're at risk of **depleting** our natural resources

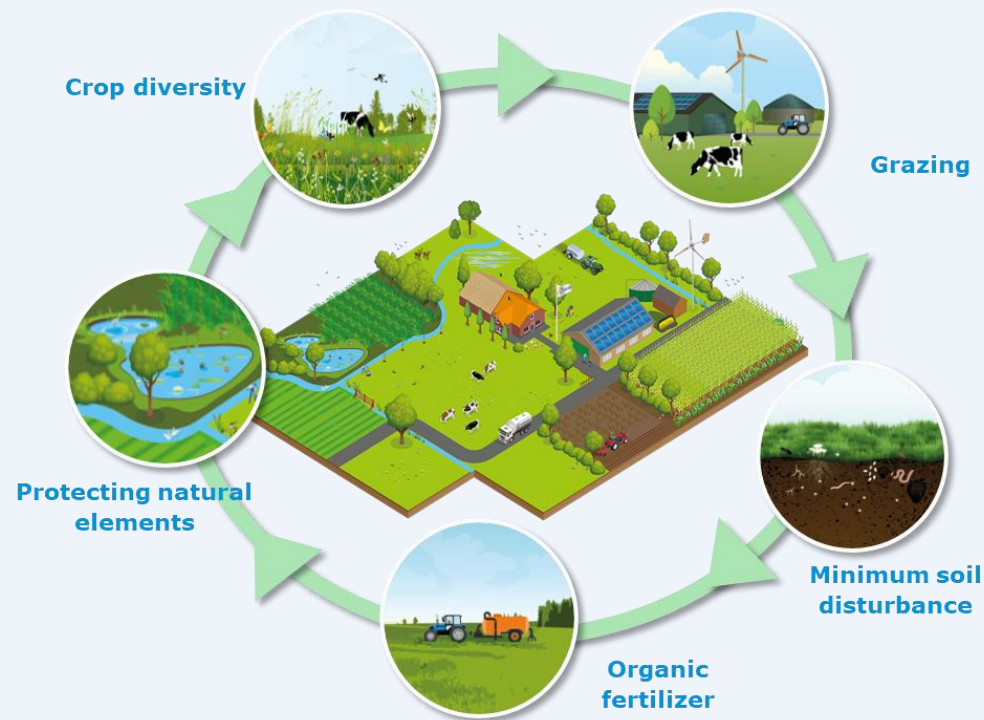


It's too late to prevent – we need to **regenerate**

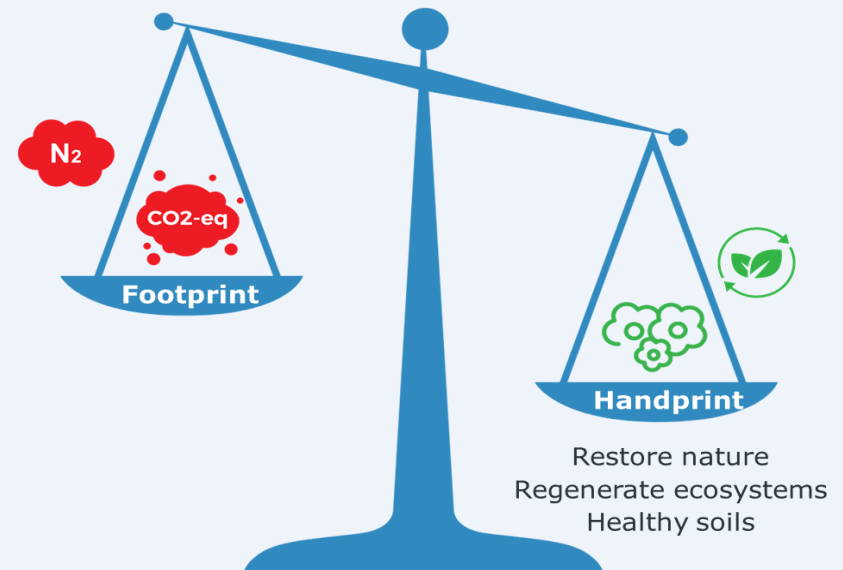


Regenerative agriculture has two main characteristics

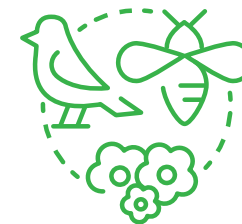
Maximum use is made of nature's power



Results are measurable

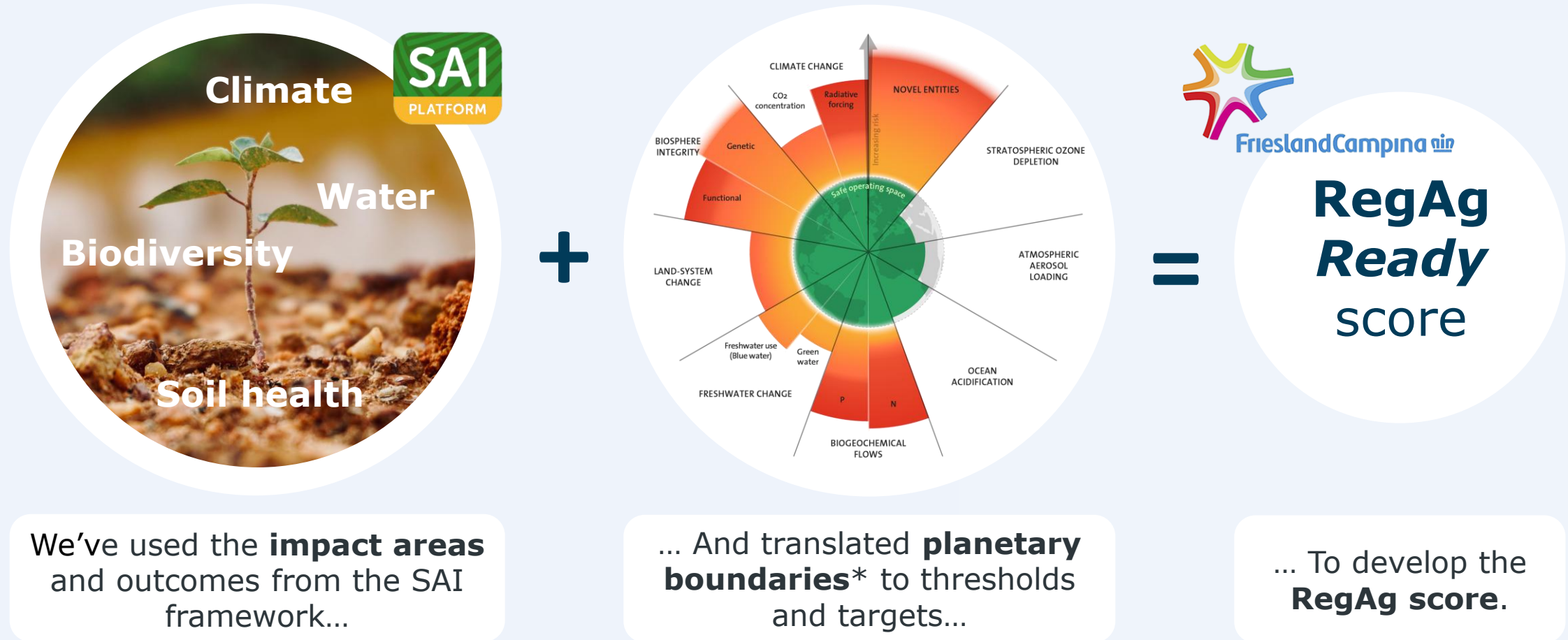


What means Regenerative dairy farming in practice?

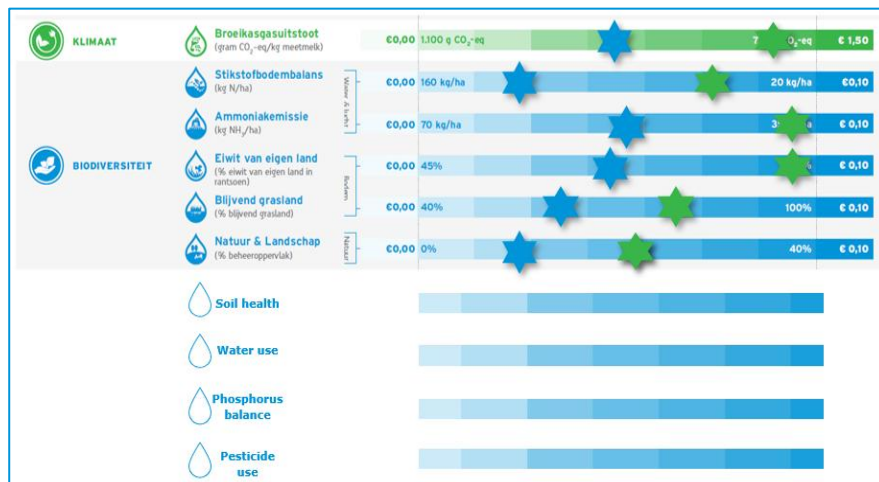


1. As few external inputs as possible in the system
 - local circular products, avoiding synthetic fertilizer & crop protection & external concentrates
2. Intervene as little as possible on natural processes and use natural principles
 - non-inversion tillage, biodiverse and herb rich grassland
3. Increase circularity
 - use reflows, replace wheat as a concentrate, reduce the protein content of rations to improve N efficiency
4. Prevent unnecessary losses
 - Additives for methane reduction, low-emission barn floors

To monitor on-farm results, FrieslandCampina developed the **RegAg Score**

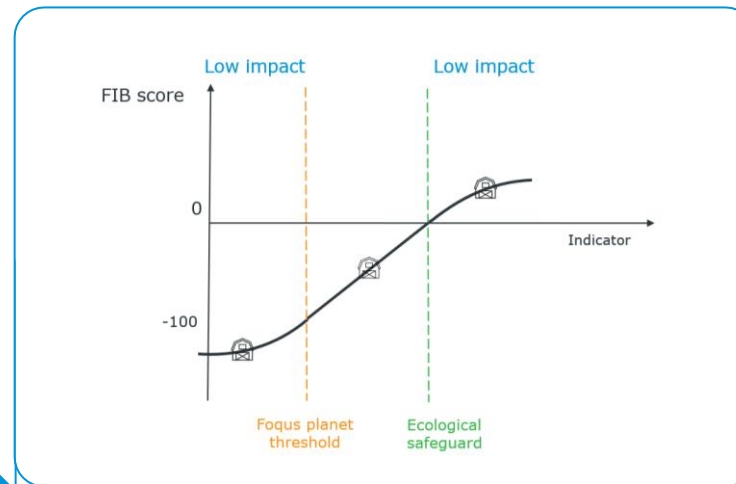


RegAg Framework - Indicators integrally combined on farm level prevent trade-offs



Fokus planet indicators

- ✓ Result based
- ✓ Clear targets per indicator
- ✓ Ecological thresholds (★) and ecological safeguards (★) based on science & legislation



Farm Impact Balance score

- ✓ Incentivize farmers for continuous improvement
- ✓ Taking into account farm diversity
- ✓ Integral measurement for regenerative agriculture: no trade-off between indicators

With the Farm Impact Balance score FrieslandCampina aims to stimulate all member farmers to take balanced steps to improve. With measures and practices FrieslandCampina will provide direction to farmers to close the gap, whereby Climate and Biodiversity both play a role in becoming more regenerative.

We are dreaming of **future fit dairy**



We have a **dream** of future fit dairy, which means FrieslandCampina will be climate-neutral and nature-positive by 2050.

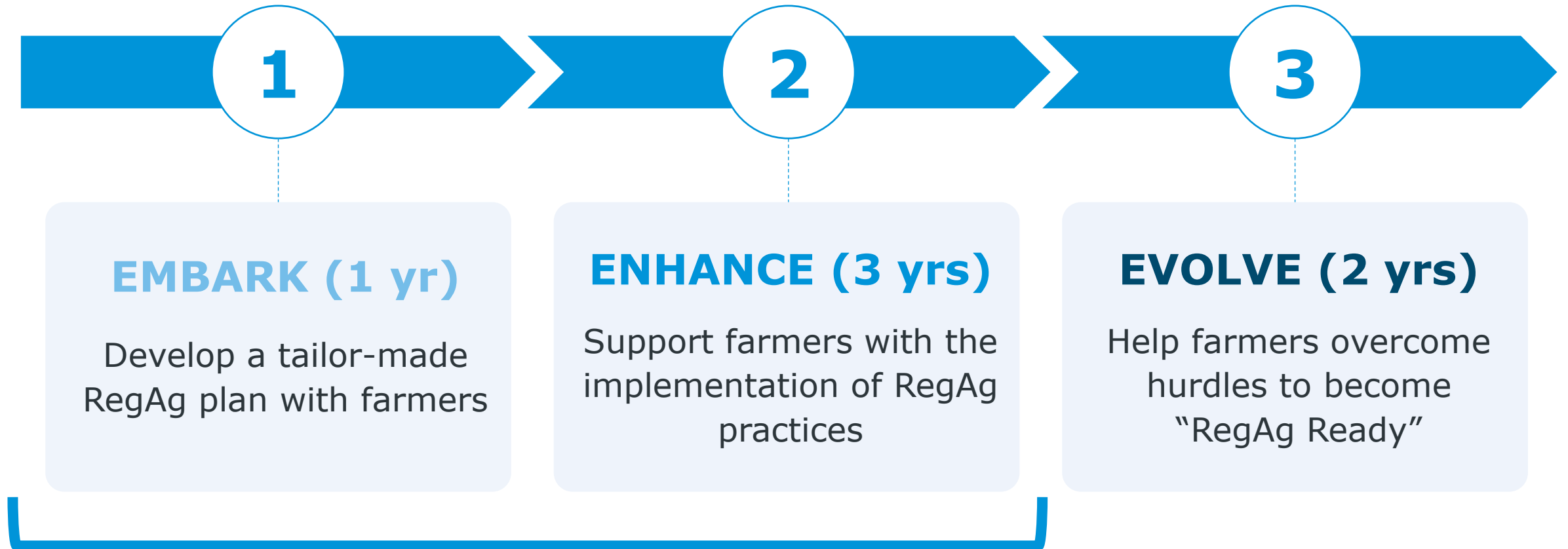


To **realize** this dream, we need to create a movement that supports the adoption of RegAg practices at scale.



Our **ambition** is to have 1,000 farms become **RegAg-Ready*** by 2030.

RegAg Pilot: A **three-step roadmap** to achieving our goal



Reg. Ag. Pilot



We're **collaborating** with the industry to align and reach scale



Develop a **global framework** for
Regenerative Agriculture

1.



Pilot this framework with
Arla and Danone

2.



Research initiative to
validate whether the
actions on the farm secure
the right outcome

3.



Monitoring reporting and
verification



Systems approach
and risk analysis



Improvement options



Practical
implementation



Proven effects



Economically viable



Sustainable dairy farming: from theory to productive reality

A scenic landscape photograph featuring a sunburst effect in the upper left quadrant. The sun is low on the horizon, creating a bright, multi-colored starburst pattern that radiates across the sky and illuminates the scene. The foreground is filled with tall, golden-yellow grass, while the background consists of a line of trees with green and yellow foliage. The overall atmosphere is warm and peaceful.

**Thank
you**