



Gerana Gathering 2025

Reflections



Opening

In November, we gathered at Tickmorend Farm in the Cotswolds of England, to explore a question that is becoming increasingly urgent:

How do we organise money, incentives and relationships so that landscapes, and the systems they sustain, can thrive?

Across sectors, there is growing recognition that business resilience is inseparable from landscape resilience. And yet, while ambition is rising, the pathways to act together in real places remain unclear.

This Gerana Gathering was designed as space for the 38 participants across sectors and disciplines to sit with this complexity - not to simplify it, but to understand it more deeply, together.

Over two days, we worked through this question, using the 6 hypotheses and research from the Gerana Market Opportunity Scoping (and its 6 hypotheses) and the lived experience of all in the room - creating a shared space for reflection, challenge, and action on the ground.

This Gathering is part of Gerana's broader approach to turning shared insight into coordinated action in real landscapes.



A conversation starter

We began by bringing the Market Opportunity Scoping (MOS) into the room - using it as a way into conversation. The MOS is a body of research exploring how companies are engaging with landscapes, and what is needed to make collective action work in practice.

Through a simple “Connection Bingo” participants explored how the six MOS hypotheses show up in practice - quickly surfacing shared experiences, tensions, and perspectives.

From there, a fireside conversation between Simon Cooper (lead interviewer) and Paul Greenep (analysis lead) brought the research to life.

Together, they unpacked what sits beneath the data:

- Where incentives and timelines are misaligned
- How place reshapes how decisions are understood
- Why relationships, trust and continuity matter as much as strategy

The MOS provides a shared foundation - helping participants move more quickly from individual perspectives to collective understanding.



Finance provocations

We then turned our attention to one of the most persistent challenges: how money flows ... and why it so often doesn't work at landscape level.

A set of provocations, shaped by six finance experts across investment, banking and corporate sustainability - and hosted by Helen Crowley (Nature Matters) - opened up a lively conversation.

Together, we explored:

- How capital is currently structured
- Where incentives break down across actors
- Why shared value is difficult to finance
- What it might take to realign risk, return and responsibility

The session created space to hear from those working deeply in the topic of nature finance and take our reactions into small diverse groups to hear different perspectives - where we agreed, disagreed and how we might discover new ground for collective action.

This is a core part of Gerana's work - shaping finance pathways that can support landscape action over time.

Our Six Provocations: Making Money Work in Landscapes are shared through the Gerana Commons.

“Such an inspiring Gathering. I was grateful to share time to listen, reflect and connect with passionate change makers. I'm looking forward to seeing how these landscape journeys evolve and where the work goes next.”

Edit Kiss
Climate Finance Leader, Capital Continuum

“Thank you for bringing people together around landscape action. In Tanzania, we look forward to working with Gerana to sustain nature and local economies - especially for smallholder farmers.”

Riyaz Haider
CEO, BioSustain Tanzania Ltd.



Bridging generations and geographies

Stepping outside the meeting space, we visited Ruskin Mill College, grounding the Gathering in the landscape we were part of, and inviting a small group of young people - Gerana's emerging Future Shapers.

The young people joined a session facilitated by Juliet Daye, and shared the evening meal with delegates, offering small messages placed on the tables and a poem. Their presence brought a different kind of clarity.

Over dinner, between courses, we heard short stories from Tanzania, Benin and here in the Cotswolds - each connecting the teller to the landscapes they know and care for in a way that felt personal and intimate.

These moments brought different geographies and generations into the same conversation. They opened imagination - particularly for the young people present - creating a sense of connection across places, and the ability to see landscapes not only as systems, but as lived realities.

We heard how landscapes carry legacy across generations, shaping how people relate to land, work and one another.

This intergenerational exchange connected today's decisions to the realities future generations will inherit.



Landscape studios

From there, we moved into Landscape Studios - working directly with real-world contexts in Tanzania, South Africa, Benin and Mongolia. These sessions grounded the conversation in place.

The Studio sessions brought together the perspectives and most importantly the questions that need asking between corporates, land stewards and finance actors.

- What is already happening on the ground?
- Where is coordination needed or breaking down?
- What could realistically move within the next 12 months?

The Studios are intentionally open space and lightly structured for self organisation and co-creation.

They create a rare combination of practical problem-solving, informed by lived experience, across diverse perspectives.

These Studios are designed to move from insight to action - testing what could realistically progress within 12 months.

“There was something powerful about bringing finance professionals, value creators and landscape practitioners into the same space. The sense of possibility – and vulnerability – created genuine creativity.

The Studio showed how this combination of people can move from conversation to actionable ideas that could be brought into the world within the next 12 months. It's not easy to convene such diverse players, but it is immensely valuable.”

Nick Keppel-Palmer
Founder, Good Growth



The space we created

Across the planned sessions - and just as importantly, the unplanned ones - something began to emerge.

In conversations over meals, in quiet moments between sessions, and in shared reflection, a different kind of space took shape.

Facilitated by Tim Malnick, the Gathering was both intentional and lightly held. Creating the conditions for:

- Trust
- Presence
- Honest exchange

It is this combination - alongside the openness and curiosity of those in the room - that allows something more to happen.

Participants spoke of the privilege of being involved and thinking across dimensions, creating a shared sense of possibility that cannot be designed directly, but can be carefully enabled.

This kind of space is not accidental - it is intentionally designed as part of Gerana's approach to enabling collective action.

“A wonderful group and rich discussions – I really valued the range of perspectives shared.”

Anneke Keuning
Environmental Specialist, Bestseller

“It was a privilege to be part of this Gathering. The next decade will belong to teams who can think across dimensions we are only beginning to understand – true Renaissance teams.

What Gerana has assembled feels like one of those teams.”

Lisen Runsten
Senior Programme Officer, Food Systems
UNEP-WCMC



Closing

What emerged over these two days was a clearer sense of what it will take to act with confidence.

Landscape action is not only a technical or financial challenge, but a design challenge across time, relationships, governance and capital.

And that progress depends on creating the conditions for people to:

- Be curious
- Work differently
- Act together in place

The Gathering was one step in that journey from shared insight toward coordinated action in real landscapes.

Through Discovery Labs and ongoing collaboration, this work continues, building the partnerships, pathways and practical models needed to act at landscape scale.

With thanks to our partners - Tim Malnick, Juliet Daye, LandScale and our hosts at Tickmorend Farm - whose support and collaboration helped bring the 2025 Gathering to life, and made it something genuinely special.





The Gerana Initiative convenes companies to act together where they source - linking supply chain decisions to real landscape outcomes for nature, climate and livelihoods, and building investable, place based pathways for long-term resilience and a just transition.

www.geranainitiative.earth

© The Gerana Initiative • February 2026

Graphic Design

tallhatDesign

Photography

Images captured
by the Gerana team