

FASHIONING A NATURE-POSITIVE FUTURE

**A biodiversity roadmap for
businesses in the fashion, textile,
and apparel sector**

AUTHORS AND ACKNOWLEDGEMENTS



University of Cambridge Institute for Sustainability Leadership

The University of Cambridge Institute for Sustainability Leadership (CISL) partners with business and governments to develop leadership and solutions for a sustainable economy. We aim to achieve net zero, protect and restore nature, and build inclusive and resilient societies. For over three decades, we have built the leadership capacity and capabilities of individuals and organisations and created industry-leading collaborations to catalyse change and accelerate the path to a sustainable economy. Our interdisciplinary research engagement builds the evidence base for practical action.



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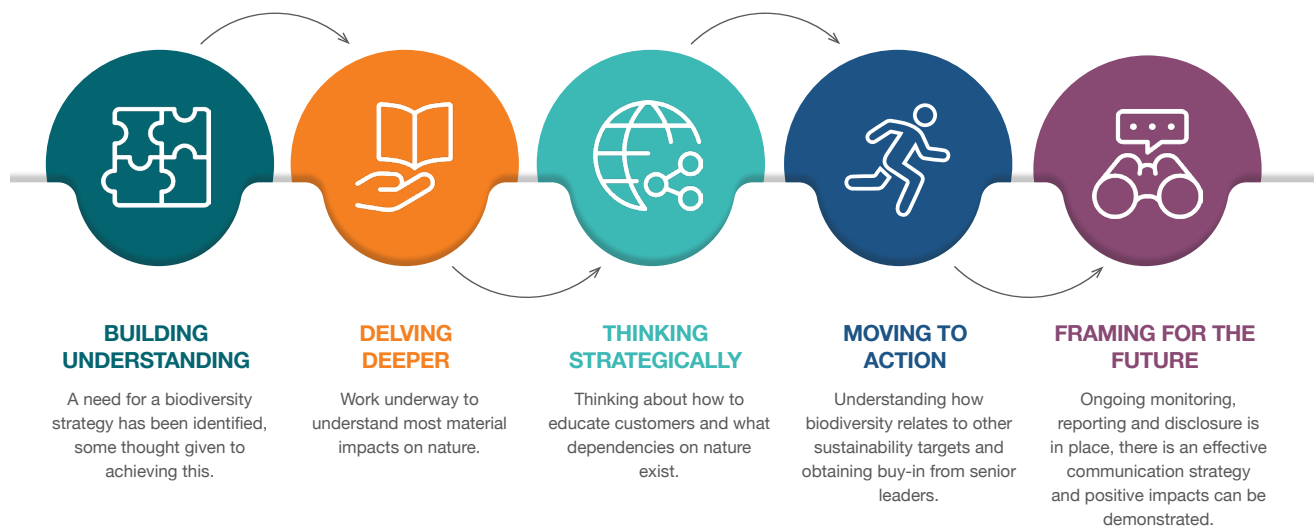
EXECUTIVE SUMMARY

Nature is our life support system – human societies and economic activities rely on it. However, biodiversity, the living component of nature, is declining at an unprecedented rate due to human activity. This is concerning for fashion, textile and apparel businesses that are highly dependent on biodiversity for their operations, while also having a significant negative impact on the very resources they depend on. This roadmap aims to help equip these businesses to protect and restore nature by guiding them towards key tools and resources needed to develop and activate biodiversity strategies that are powerful enough to reverse biodiversity losses.

The University of Cambridge Institute for Sustainability Leadership (CISL) has created this roadmap to further the development and implementation of biodiversity strategies across the fashion, textile and apparel sector, framing key outputs from the Biodiversity Pillar of The Fashion Pact's environmental objectives. [The Fashion Pact](#), a CEO-led, global initiative of over 60 members in the fashion, textile and apparel industry, and [Conservation International](#) have partnered to equip these businesses with the tools and insights to better understand their impacts and dependencies on biodiversity, and to develop strategies that deliver nature-positive outcomes.

While this roadmap is intended for use by sustainability strategy teams, engagement across all internal functions, including marketing, procurement, supply chain, and operations, is essential to ensure nature is truly embedded in decision-making across the organisation.

There are five different stages of biodiversity strategy development and implementation highlighted in this roadmap:



Each stage details **why** an organisation would identify with it, **what** questions they should be asking, and **how** resources referenced can help progress their strategy development process. Overall, this roadmap can help businesses develop a deeper understanding of biodiversity and its connection to the fashion industry, new approaches to planning, mapping and evaluating biodiversity outcomes and nature dependencies, and target setting and reporting against evolving nature-related risks. It brings together resources including the outcomes of [Transforming the Fashion Sector with Nature](#), a two-year project (2021–23) funded by the Global Environment Facility and co-executed by Conservation International and The Fashion Pact.

A business's nature journey does not end with the creation and implementation of its biodiversity strategy. As the regulatory landscape for nature continues to evolve, leading businesses will need to continue to review their strategies, iterating and incorporating any learnings and updates (such as more accurate supply chain data, an evolving evidence base regarding the sector's impact, and production shifts due to changing markets or retail climate) to maximise their positive impact. They will also need to look at education and capacity building to ensure teams are equipped with the knowledge and capabilities to design effective strategies, cultivate partnerships, and deliver on-the-ground impact. This must be grounded in an internal culture and management systems that support transformative leadership and innovation at all levels, critical to ensure the internal enabling environment for net-zero, nature-positive outcomes.

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INTRODUCTION

Biodiversity, the living component of nature, is declining at an unprecedented rate: one million out of an estimated eight million species of plants and animals are threatened with extinction due to human activity.¹ But there are opportunities to reverse this: the landmark signing of the [Global Biodiversity Framework](#) by governments at the Convention on Biological Diversity (COP15) in 2022 could help end what UN Secretary-General António Guterres has called a “senseless, suicidal war against nature.”²

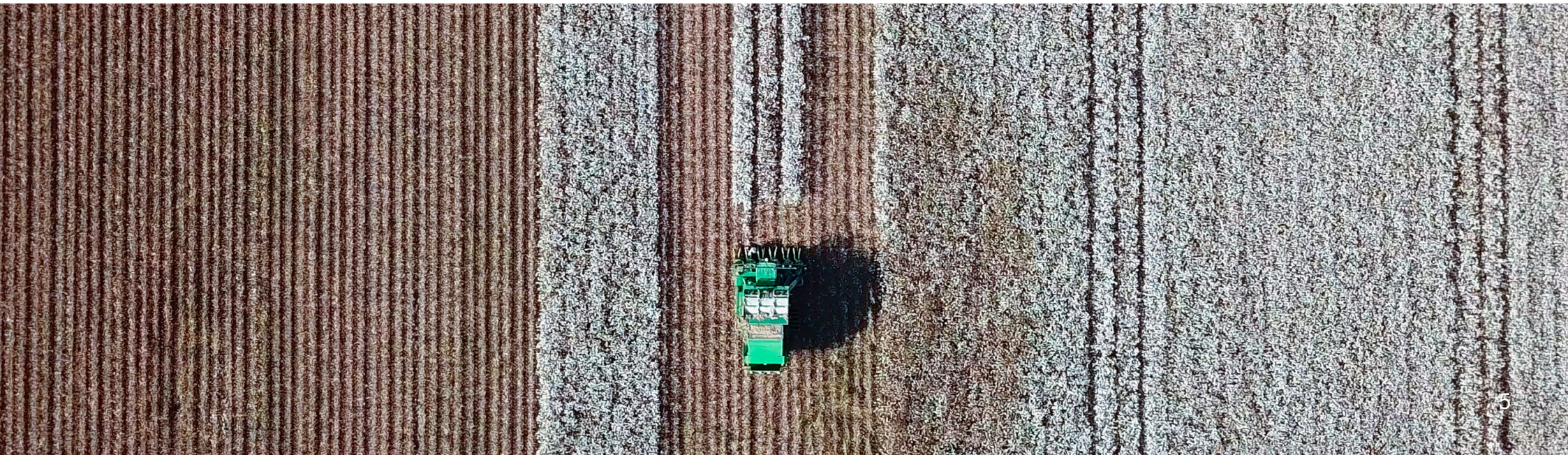
The goods and services provided by biodiversity are essential for the stability and resilience of all economic and corporate activity. In the next ten years, environmental changes will redefine competitive advantages for all businesses, investors and countries, with access to water, energy, soil and food completely reshaping these advantages. Changing trends in consumer behaviour and preferences require businesses to consider both the impacts of these patterns on demand for different products and how their own actions can influence a more circular economic model that promotes demand for nature-friendly products in the future. To ensure longevity and resilience, businesses will need to reset their thinking around value creation and adjust their business models.

The fashion, textile and apparel sector* is not exempt from this reality, with clothing production doubling between 2000 and 2014.³ Luxury fashion in particular is on the rise – the personal luxury goods market closed 2022 with sales growth

of 22 per cent, outpaced in the overall luxury market only by sales of high-end cars.⁴ As part of a complex, multibillion-dollar global industry, fashion businesses are highly dependent on biodiversity and nature for their operations. This includes everything from the secure supply of nature-dependent commodities like cotton and animal hides, to ecosystem services providing water for their cotton crops, to disease avoidance and new materials like hemp and bamboo.

With the fashion industry continuing to perform despite ongoing financial crises and global cost-of-living challenges, and demanding more natural resources as a result, it is vital these businesses respond to the depletion of nature. As 2023 heralds the launch of critical target and disclosure frameworks from the [Science Based Targets Network](#) (SBTN) and the [Taskforce on Nature-related Financial Disclosures](#) (TNFD),⁵ organisations are increasingly being presented with the tools and impetus to build and act on biodiversity strategies.

* Throughout this roadmap, the term ‘fashion, textile and apparel’ is shortened to ‘fashion’ for conciseness.



INTRODUCTION

Supporting action across the fashion sector

To rally the industry behind essential environmental goals, Emmanuel Macron launched [The Fashion Pact](#) at the G7 Summit in 2019. A CEO-led, global initiative of over 60 businesses in the fashion industry, The Fashion Pact signatories have committed to transforming the sector by tackling key environmental challenges across three pillars: climate, oceans, and biodiversity (see Figure 1).

This roadmap seeks to help businesses in the fashion industry align with the objective of restoring biodiversity by equipping them with the tools and insights to better understand their impacts and dependencies on nature, and to develop strategies that are strong enough to enable the systemic shifts necessary to deliver nature-positive outcomes (see Box 1 for definition of nature positive).

While the journey to date has produced a range of outputs to help members of The Fashion Pact honour their biodiversity commitments, much more can be achieved as organisations look to move from planning to implementation. Recognising

this is no small task, due in part to the complexity of biodiversity itself, and it is imperative that progress accelerates. The University of Cambridge Institute for Sustainability Leadership (CISL) has created this roadmap to further the development of biodiversity strategies across the fashion sector. Leveraging CISL's experience working with businesses, financial institutions and governments that have stepped up to lead change and to tackle critical global challenges, this roadmap guides fashion businesses towards tools, resources and exemplars to realise and deliver on their biodiversity strategies.

The Fashion Pact's goal is to contribute to a nature-positive, net-zero future for the fashion industry

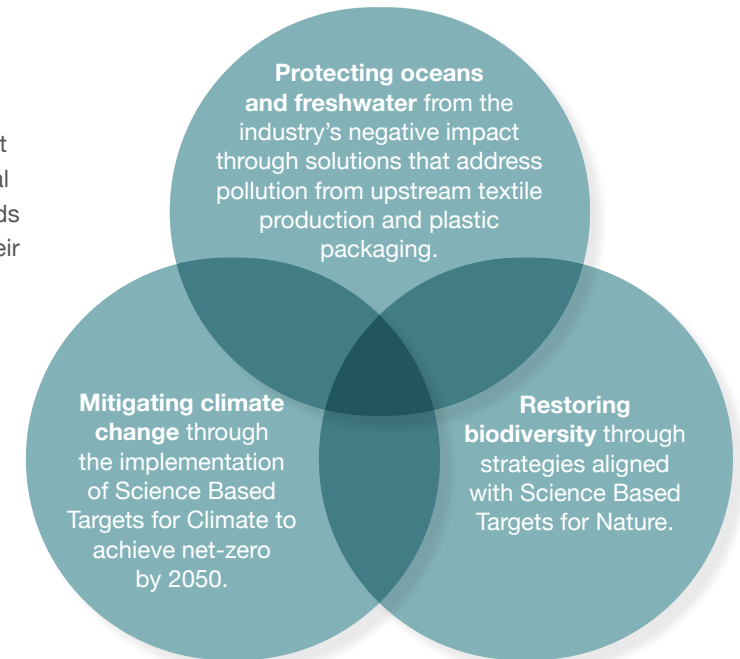


Figure 1: The Fashion Pact objectives



Box 1: Nature positive | Definition

Though several definitions exist,^{6,7} all centre around the core framing that nature positive means halting and reversing the loss of nature by 2030 so that species and ecosystems begin to recover. It is a new operating model based on regeneration, resilience and circularity, not extraction, destruction, pollution and exploitation.

A nature-positive economy is one in which businesses, governments and others take action at scale to reduce and remove the drivers and pressures fuelling the degradation of nature, and work to actively and justly improve the state of nature and the ecosystem services it provides.⁸



HOW TO USE THIS ROAD MAP

This roadmap aims to help equip fashion businesses to protect and restore nature by guiding them towards the key tools and resources needed to develop and activate biodiversity strategies.

It pulls together outputs from the collaboration between The Fashion Pact and Conservation International, with references to additional supportive material. Due to the large volume of useful material on this topic, the roadmap is designed as a starting point to help businesses navigate what is available based on the stage they are at in developing their business's biodiversity

strategy. As such, for ease of reference we have attributed resources to questions that they go some way to answering.

The Biodiversity Resource Roadmap

There are five different stages of biodiversity strategy development highlighted in this roadmap (see Figure 2). Each stage details **why** an organisation would identify with it, **what** questions they should be asking at this stage, and **how** resources created by The Fashion Pact, Conservation International and partner organisations can help progress their thinking.



BUILDING UNDERSTANDING

A need for a biodiversity strategy has been identified, some thought given to achieving this.

DELVING DEEPER

Work underway to understand most material impacts on nature.

THINKING STRATEGICALLY

Thinking about how to educate customers and what dependencies on nature exist.

MOVING TO ACTION

Understanding how biodiversity relates to other sustainability targets and obtaining buy-in from senior leaders.

FRAMING FOR THE FUTURE

Ongoing monitoring, reporting and disclosure is in place, there is an effective communication strategy and positive impacts can be demonstrated.

HOW TO USE THIS ROAD MAP

Step 1:

Establish which biodiversity strategy stage is most relevant to you. Businesses can identify what stage best suits their current situation by considering factors such as:

- level of awareness and knowledge of biodiversity, and its connections with climate change and social wellbeing
- understanding of the tools and frameworks that exist or are under development
- status of biodiversity strategy development, including clarity of objectives and the types of nature projects the business is engaged in
- extent to which nature is culturally embedded across the business, including leadership buy-in and support, and internal interest and commitment
- awareness of evolving regulations and policies (eg EU Nature Restoration Law, the Corporate Sustainability Reporting Directive – see [Looking ahead](#) for further examples).

Step 2:

Reflect on the types of questions you should be asking to move your biodiversity strategy forward.

Businesses can review the framing questions provided and consider how these apply in their contexts depending on a business's structure, size, areas of operation, product and material mix, etc.

Step 3:

Explore the resources within each section. In response to these questions, businesses can explore the resources and tools available to help develop, enhance and support biodiversity strategies.

Step 4:

Consider the bigger picture. Biodiversity and nature sit within a broader and constantly evolving sustainability landscape shaped by frameworks, legislation and international treaties, and are inextricably linked with efforts to address climate change. The fashion industry is not alone in navigating these complexities. By proactively being aware of this interconnectivity, businesses can learn from and build on their own and peers' experiences of impact reduction to become leaders in their field.

Each of the following sections is designed to present some examples of the types of questions that businesses might ask when seeking to develop and implement a biodiversity strategy. While it covers many of the areas businesses will wish to explore, it is not an exhaustive list and should be treated as a starting point rather than a comprehensive guide.

What outcomes can fashion businesses expect from using this roadmap?

By following the steps outlined above, this roadmap can help businesses develop:

- deeper understanding of biodiversity and its connection to the fashion industry
- approaches to planning for positive biodiversity outcomes and benchmarking progress towards these
- examples of the types of data required to support more effective decision-making and biodiversity efforts
- approaches to mapping and evaluating impacts and dependencies on nature across the supply chain, including materials sourcing and traceability
- a broader knowledge base around the importance of social engagement, including work with local communities, in developing equitable and effective biodiversity outcomes
- target-setting, risk management and disclosure frameworks to help with acting on and reporting against evolving nature-related risks.

Who is this roadmap for?

This roadmap has been designed to support fashion businesses in the development and implementation of biodiversity strategies. While it is targeting sustainability strategy teams within these businesses, it can and should be leveraged across all internal functions, including marketing, supply chain, operations, and human resources. Only by engaging an organisation at all levels can nature truly be embedded in corporate decision-making.

See the [Appendix](#) for a summary of the collective tools and resources developed as a result of the Transforming the Fashion Sector with Nature project and referenced throughout this roadmap, as well as additional related resources.

THE BIODIVERSITY RESOURCE ROADMAP

“In the midst of an ecological crisis, it is more vital than ever for companies to shift to regenerative business models which value, protect and restore nature. It’s time for the fashion, textile and apparel industry to play its part in building a nature-positive economy, and the CEOs and companies who move without delay will reap the benefits – and so will their investors” - Paul Polman, business leader, co-chair and co-founder of The Fashion Pact





BUILDING UNDERSTANDING







A business at this stage will have identified the need for a biodiversity strategy for their organisation, and will have given some thought to achieving this.

What does it mean to be at this stage?

Businesses at this stage may identify with the following scenarios or factors:

- The focus is on delivering net zero, with limited organisational awareness and knowledge of biodiversity and its connections to climate change or raw materials/supply.
- Currently, the business is not engaged in nature-based projects, or has some, but these do not fall under an overarching strategic vision.
- Internal interest in developing a biodiversity strategy is unclear; no senior buy-in or mandate to develop a biodiversity strategy has been given.
- The business has limited knowledge or understanding of tools and frameworks like SBTN, TNFD, the [Natural Capital Protocol](#) or the GRI Biodiversity Standard.

Questions and associated resources: The following table outlines some questions businesses may be asking at this stage of their biodiversity journey, and relevant tools and resources available to help them move forward.

Questions	Resources and tools
What is the relationship between a fashion business and nature?	Biodiversity Landscape Analysis <i>To be released later in 2023</i>
What are the fashion industry's current impacts and dependencies on nature?	Textile Exchange Biodiversity Benchmark 
Why do fashion businesses need to take action now?	Fashion Nature Risk Lens 
What initial steps do businesses need to take to develop a biodiversity strategy?	Developing a corporate biodiversity strategy: A primer for the fashion industry  Biodiversity Strategy Tool Navigator <i>Exclusive content for members of The Fashion Pact</i>
What examples exist that I can draw on as I start thinking about biodiversity? Are there learnings from my peers I can reference?	Biodiversity webinars and workshops  <i>Exclusive content for members of The Fashion Pact</i>



DELVING DEEPER







A business at this stage will have work underway to develop a biodiversity strategy, including understanding what is required to enable its successful development and execution.

What does it mean to be in this stage?

Businesses at this stage may identify with the following scenarios or factors:

- Development of a biodiversity strategy has begun (including articulating objectives, context, scope, etc).
- Senior leadership is fully on board, actively ensuring buy-in from key internal cross-functional stakeholders (eg marketing, finance, procurement, supply chain).
- Exploration of organisational infrastructure evolutions is needed to enable execution (eg capacity building, external partnerships, etc).
- Relevant teams are aware of evolving regulations and policies, and are communicating these changes to the impacted functions (eg sustainability, procurement, supply chain).
- The business is incorporating tools and frameworks like SBTN and TFND within strategy development.

Questions and associated resources: The following table outlines some questions businesses may be asking at this stage of their biodiversity journey, and relevant tools and resources available to help them move forward.

Questions	Resources and tools
What should businesses consider when developing a biodiversity strategy?	Biodiversity Strategy Tool Navigator
What are a business's largest impacts and dependencies? <i>Which natural systems does a business depend on?</i> <i>How does this differ at a local level?</i>	Sustainable supply pathways in leather, gold, and cashmere and in Wildlife-Friendly Sourcing  Exclusive content for members of The Fashion Pact Deep-dive analyses: Cotton , Viscose , Leather
What do businesses need to prioritise and align?	Raising the ambition for nature: A fashion, textile and apparel sector primer on the first science-based targets for nature 
What tools are available around specific materials to help businesses start thinking through what these impacts look like?	Preferred Fiber and Material Matrix (PFMM) <i>To be released later in 2023</i> 
What additional targets, disclosure frameworks and standards should businesses be considering?	<ul style="list-style-type: none">• Global Biodiversity Framework (GBF)• ACT-D framework• TNFD framework• Capitals Coalition Natural Capital Protocol• Accountability Framework initiative (AFI) 



THINKING STRATEGICALLY







A business at this stage will be working to identify their most material impacts on nature across their operations, prioritising areas of focus, and aligning on how to track, measure and disclose these impacts.

What does it mean to be in this stage?

Businesses at this stage may identify with the following scenarios or factors:

- Biodiversity strategy development is well underway, considering both internal and external stakeholders (eg shareholders, consumers).
- The business is starting to identify material areas of impacts and dependencies across the supply chain.
- Targets are being set and the business is developing approaches to monitoring and implementing strategy.
- The business is evaluating types of data and evidence required to be able to track and measure progress against targets.
- As well as outlining ways learning will be captured, the business is looking at how ambitions will increase over time.

Questions and associated resources: The following table outlines some questions businesses may be asking at this stage of their biodiversity journey, and relevant tools and resources available to help them move forward.

Questions	Resources and tools
How do businesses build circularity and resilience into their business model?	Shaping a nature-positive future with the circular economy
What measurement framework should businesses use? What metrics should they consider?	Raising the ambition for nature: A fashion, textile and apparel sector primer on the first science-based targets for nature  Biodiversity Strategy Tool Navigator <i>Exclusive content for members of The Fashion Pact</i>
What existing examples, data and insights can businesses learn from? <i>What specific commodity examples can I learn from?</i>	Sustainable supply pathways in gold, leather, and cashmere and Wildlife-Friendly Sourcing  Deep-dive analyses
How can businesses engage internal stakeholders to ensure the successful development and implementation of a biodiversity strategy?	Decision-making in a nature positive world  Net Zero Business Transformation – A framework for accelerating change in an era of turbulence and complexity
How can businesses engage external stakeholders to ensure the successful development and implementation of a biodiversity strategy?	SBTN Stakeholder Engagement Guidance 



MOVING TO ACTION






A business at this stage will have a science-based biodiversity strategy in place, along with an effective communication plan, and through its execution will be seeking to ensure nature is firmly integrated into decision-making across the organisation.

What does it mean to be in this stage?

Businesses at this stage may identify with the following scenarios or factors:

- A biodiversity strategy has been created and clearly communicated to internal and external stakeholders.
- Areas of material impact and dependency across the supply chain have been identified.
- Organisation-wide buy-in of the strategy is in place; business impact and dependencies on nature are actively being integrated into decision-making.
- Clear organisational targets have been set with operational plans to deliver, monitor and enforce compliance.
- The business is thoughtfully investing in nature-based solutions.

Questions and associated resources: The following table outlines some questions businesses may be asking at this stage of their biodiversity journey, and relevant tools and resources available to help them move forward.

Questions	Resources and tools
How can businesses start evaluating the impacts of key materials in different landscapes, and opportunities to action on these impacts?	Sustainable supply pathways in gold, leather, and cashmere and Wildlife-Friendly Sourcing
What examples of best practice should businesses be looking to implement in their supply chain?	Regenerative Agriculture Landscape Analysis (Textile Exchange) 
How do businesses ensure their biodiversity strategy complements and supports other organisational environmental/sustainability targets?	Biodiversity Landscape Analysis <i>To be released later in 2023</i> 
What emerging frameworks do businesses need to consider? <i>What evolving regulation, politics and agreements do I need to consider? How do I keep track of these?</i>	TNFD Beta Framework v0.4 <i>Full release in September 2023</i>  Accountability Framework initiative (AFi)
What actions should businesses be prioritising?	Raising the ambition for nature: A fashion, textile and apparel sector primer on the first science-based targets for nature Shaping a nature-positive future with the circular economy
How do businesses best communicate and ensure buy-in from key members of their leadership team?	Decision-making in a nature positive world



FRAMING FOR THE FUTURE






A business at this stage will be actively monitoring and reporting on their biodiversity impacts and dependencies, while continuously incorporating these internal learnings and broader changes in the external landscape into their strategy evolution.

What does it mean to be in this stage?

Businesses at this stage may identify with the following scenarios or factors:

- A biodiversity strategy is being executed, with ongoing monitoring, reporting and disclosure in place.
- The business ensures that the strategy continues to evolve by reviewing data and results, leveraging these insights and learnings to course-correct where action or investment has been insufficient.
- Actively exploring how to increase biodiversity strategy ambitions over time, the business is looking beyond their industry at best practices in other sectors.
- As well as preparing for emerging tools and frameworks across social and climate (eg Task Force on Inequality-related Financial Disclosures, SBTi FLAG Guidance), the business is considering how to integrate these into the nature strategy and work underway.
- The business is anticipating future scenarios that demonstrate potential impacts of the sector on nature.

Questions and associated resources: The following table outlines some questions businesses may be asking at this stage of their biodiversity journey, and relevant tools and resources available to help them move forward.

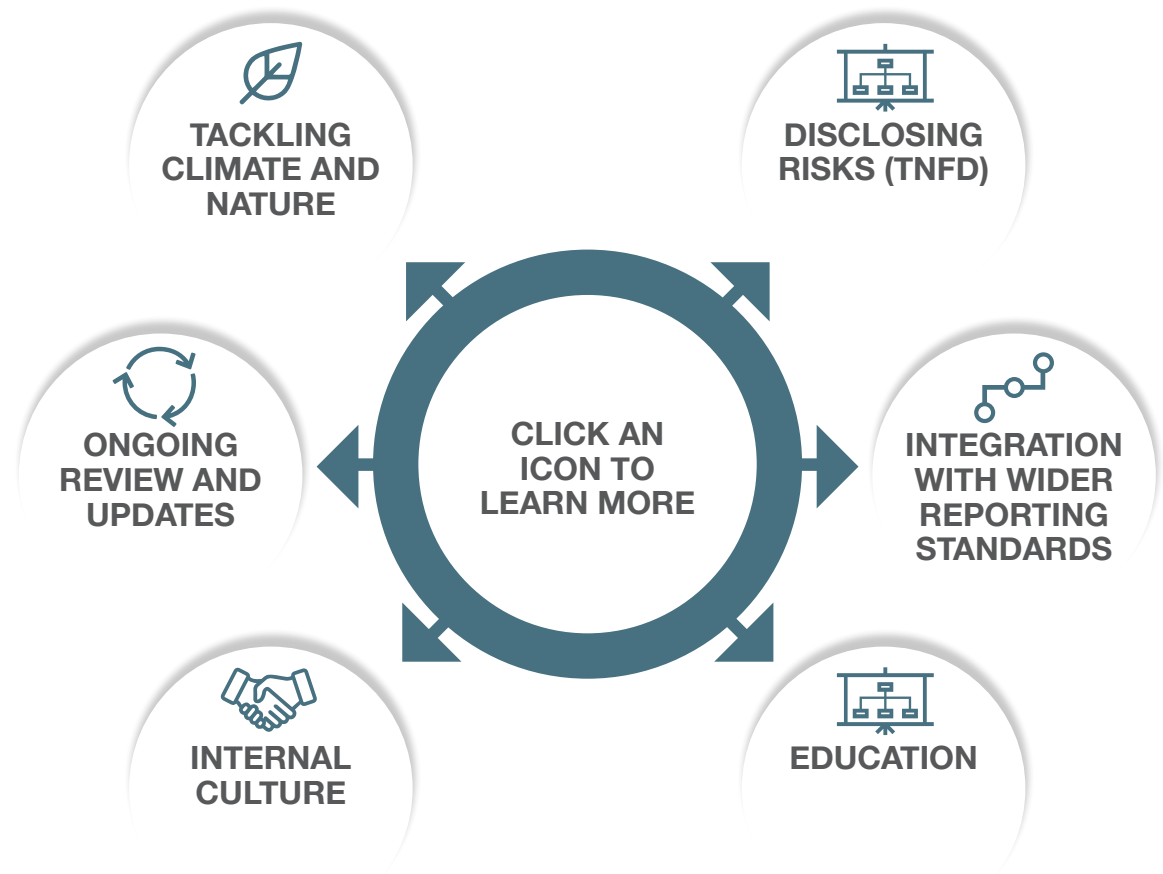
Questions	Resources and tools
What future impacts on nature (positive or negative) might the sector need to anticipate as operations evolve?	Fashion Sector Future Scenarios: Impacts on Biodiversity, Ecosystems, and Land <i>To be released later in 2023</i>
How can businesses provide ongoing monitoring, reporting, disclosure and transparency of their biodiversity strategy?	Biodiversity Strategy Tool Navigator <i>Exclusive content for members of The Fashion Pact</i> 
How do businesses demonstrate or disclose progress on key targets within their biodiversity strategy?	Textile Exchange Biodiversity Benchmark TNFD Beta Framework v0.4 <i>Full release in September 2023</i> 
How am I sharing learnings and benefits with local communities?	Science-based targets for nature SBTN Stakeholder Engagement Guide 
What can businesses do to ensure sustainability is embedded within leadership at all levels?	Future of Boards

LOOKING AHEAD: KEEPING UP WITH THE EVOLVING LANDSCAPE

A business's nature journey does not end with the implementation of their biodiversity strategy – their impacts on nature will change over time, nature will continue to respond to these impacts, new resources and best practices will continue to emerge, and guidance like that from SBTN and TNFD will continue to evolve.

Leading businesses will keep their strategy under review and continuously incorporate learnings to maximise their positive impact. While this roadmap has highlighted a range of important tools and resources, these should be viewed holistically within the context of evolving targets, disclosure and regulatory requirements, as well as what is needed to accelerate the ability of businesses to lead internal strategic change. Employees will need to understand key environmental and social challenges, the commercial implications, and be equipped with the tools to add value as best practice evolves. However, this must be partnered with transformative leadership, aligned culture and incentives, and support for bottom-up innovation and ideas.

This section frames additional elements needed to create the enabling conditions to optimise a business's progress on their net-zero, nature-positive journeys. These themes are summarised in Figure 3, which provides an overview of important considerations as a business's biodiversity strategy dynamically evolves over time.





“Reaching net-zero is not possible without nature. And nature is fast declining. The fashion industry is uniquely dependent on natural ecosystems for its materials and operations. Understanding the industry’s environmental impacts and enabling businesses to take actionable and measurable strategies on nature are critical first steps to system change” - Eva von Alvensleben, Executive Director & Secretary General of The Fashion Pact

APPENDIX: COLLECTION OF TOOLS AND RESOURCES

Note: These resources were all available at the time of publication – newer iterations may be available.
Please contact The Fashion Pact at contact@thefashionpact.org for access queries and updated files/links.

Resource	Delivery Partners	Summary	Additional linked resources
<p>Biodiversity webinars and workshops</p> <p><i>Exclusive content for members of The Fashion Pact</i></p>	<p>The Fashion Pact, with support from wide range of key partner organisations</p>	<p>This helpful series of webinars available to The Fashion Pact members covers topics including but not limited to:</p> <ul style="list-style-type: none"> • SBTN Fashion Sector Guidance • Supply chain deep dive analysis learnings • Deep Dive Analyses: Sustainable cashmere • Biodiversity Strategy Tool Navigator launch & training workshop • Wildlife friendly sourcing: what does this mean? • Sustainable supply pathways: gold • Introduction to sustainable Mongolian cashmere • The Fashion Pact & Textile Exchange Benchmark Results • What is wildlife friendly production? Sustainable sourcing with biodiversity in mind • Setting science-based targets for fashion: updated guidance from the SBTN • Leather: an introduction to the Leather Impact Accelerator & impact incentives • Gold: towards a successful responsible gold sourcing programme • Gold: zooming in on mercury • Sourcing Sustainably: Gold, Cashmere, and Leather • On the path to a biodiversity strategy: getting started • Insider insights with a member of The Fashion Pact • GEF Project Launch (Transforming the Fashion Sector with Nature) 	

APPENDIX: COLLECTION OF TOOLS AND RESOURCES

Resource	Delivery Partners	Summary	Additional linked resources
Sustainable supply pathways in gold, leather and cashmere <i>Exclusive content for members of The Fashion Pact</i>	Textile Exchange, TDi Sustainability, The Impact Facility, UNDP, and Wildlife Friendly Enterprise Network	<p>The Sustainable Supply Pathways in Biodiversity are opportunities for members to deliver on-the-ground impact, transforming the fashion sector with nature. Focused on three key materials and sourcing, they allow signatories to engage in leather in Brazil, gold in the Lake Victoria region, cashmere in Mongolia, or more specifically through Wildlife-Friendly Sourcing. The work is comprised of commitment and investment frameworks and pathways to help businesses take no-regret actions which can deliver outcomes on the ground, and offer an opportunity to invest in and build more sustainable supply chains. It also explores different standards and certifications, and the supply chains behind these labels. For example, in the case of gold, initiatives that signatories should be aware of to make an informed decision on achieving mercury reduction targets are explored. Guidance documents are available for Gold and Cashmere to help businesses understand the particular issues in these supply chains.</p> <p>Wildlife Friendly guidance is also examined; this includes descriptions of threats to wildlife from textile production (eg loss/conversion of habitat, chemical pollution, competing water usage etc). Potential Wildlife Friendly approaches are examined, such as threat reduction (linked to SBTN). Other themes discussed include regenerative agriculture and the role wildlife plays in ecosystems, as well as Wildlife Friendly certifications and the role of markets in effecting change.</p>	<p>Cashmere:</p> <ul style="list-style-type: none"> • Overview • Webinar 1 • Webinar 2 <p>Gold:</p> <ul style="list-style-type: none"> • Guidance document • Webinar – mercury • Webinar – responsible sourcing • Webinar – SSP: Gold <p>Wildlife-friendly sourcing:</p> <ul style="list-style-type: none"> • Guidance document • Webinar – what is it? <p>Webinar – what does it mean?</p>
Deep-dive analyses <i>Exclusive content for members of The Fashion Pact</i>	Conservation International, UNEP-WCMC, IUCN, Capitals Coalition, TFP	<p>These in-depth reports unpack the impacts of business operations on biodiversity, ecosystems and land, road testing prototype SBTN metrics using real supply chain data. They include analysis of key materials in key geographic areas including leather in Argentina, cotton in the USA and viscose in Indonesia and Austria. These are technical reports looking in more detail at particular sourcing regions and materials, so they will be particularly relevant to businesses sourcing in those regions. However, they will provide useful context for all businesses looking to set science-based targets for nature, and to identify and strengthen actions and investments for biodiversity and nature-positive outcomes.</p>	<p>Reports on:</p> <ul style="list-style-type: none"> • Cotton • Viscose • Leather

APPENDIX: COLLECTION OF TOOLS AND RESOURCES

Resource	Delivery Partners	Summary	Additional linked resources
Biodiversity Strategy Tool Navigator Exclusive content for members of The Fashion Pact	The Fashion Pact, Conservation International, UNEP-WCMC, The Biodiversity Consultancy	This online tool helps guide fashion businesses through the stages of developing a biodiversity strategy. It looks at traceability (how best to achieve this, tools to support etc); explains materiality and impact assessments and supply chain mapping (including why this is important); target setting (who needs to set targets, why and how to do it, plus tools that can assist); and implementation planning (what, who, how, tools). Monitoring and transparency are also covered. The above stages are cross-referenced to the relevant SBTN stage and include tools to support strategy development.	Launch and training webinar
Raising the ambition for nature: A fashion, textile and apparel sector primer on the first science-based targets for nature	CISL, The Fashion Pact, Conservation International, SBTN, Textile Exchange	This is a high-level primer for the fashion industry on setting science-based targets for nature. A focus is placed on practical advice for completing SBTN steps 1, 2 and 3, and there is also a worked example of how a fashion business might go about following the guidance.	
Fashion Nature Risk Lens	The Biodiversity Consultancy, The Fashion Pact, Conservation International	This online tool looks at fashion's upstream and biodiversity risks for several widely used materials. Issues covered include land use, deforestation risk and species extinction abatement, plus many more. Results can be used to better understand a business's supply base, prioritise issues, etc.	
Biodiversity Benchmark	Textile Exchange	The Corporate Fiber and Materials Benchmark (CFMB) programme run by Textile Exchange has now been integrated into its annually published Material Change Index (MCI) survey. The tool is designed to help businesses understand impacts and dependencies on nature in materials sourcing, plan for positive biodiversity outcomes and benchmark their progress.	<ul style="list-style-type: none"> • Biodiversity Insights Report • Webinar – Biodiversity Benchmark Results • TFP benchmark hub
Fashion sector future scenario analysis To be released later in 2023	Conservation International, The Fashion Pact	This report and StoryMap assembled by Conservation International, in collaboration with The Fashion Pact, presents spatially explicit future scenarios that map the impact on nature of changes in production and land footprints for cotton, wool and cashmere based on various future sustainability paths the fashion industry could walk down.	

APPENDIX: COLLECTION OF TOOLS AND RESOURCES

Resource	Delivery Partners	Summary	Additional linked resources
Other resources (not GEF project outputs)			
Biodiversity Landscape Analysis To be released later in 2023	Textile Exchange, The Fashion Pact, Conservation International	A collaboration between Textile Exchange, The Fashion Pact and Conservation International, this framework helps fashion businesses understand, communicate and invest in biodiversity. Building off a current 'state of play', it highlights how businesses can take action now and what to consider as they begin their journey.	
Preferred Fiber and Material Matrix (PFMM) To be released later in 2023	Textile Exchange	This interactive tool helps guide business sourcing decisions. The matrix assesses the trade-offs of different sustainability certifications, initiatives and branded materials, helping businesses understand the impact of their fibres and materials choices. The PFMM shares data and guidance on over 65 of the most common materials, programmes and initiatives. Since publication the methodology has undergone revisions and public review, with a new iteration scheduled for release in 2023.	
Regenerative Agriculture Landscape Analysis	Textile Exchange	This framework helps the fashion and textile industry to understand, communicate and invest in regenerative agriculture. It is the first toolkit for the industry to credibly understand, implement and describe the benefits of work around regenerative agriculture. Key concepts/ideas include: the need to move away from siloed thinking to speed up the transition to regenerative agriculture; the need to root programmes in justice, equity and livelihoods; how regenerative agriculture cannot be defined in a single set of statements or practices; how the transition to regenerative agriculture is fundamental for the industry; and that regenerative agriculture is about much more than increasing soil carbon levels as part of climate mitigation strategies.	

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Resource	Delivery Partners	Summary	Additional linked resources
Science-based targets for nature	SBTN	<p>These are the first corporate science-based targets for nature providing businesses with the initial methods, tools and guidance to start assessing their environmental impacts and prepare to set targets to address them. They are aligned with the methods to set science-based targets for climate published by SBTi (in particular SBTi FLAG guidance).</p> <p>Accompanying this release is the SBTN Stakeholder Engagement Guide, which provides initial guidance on local stakeholder engagement to help businesses collaborate with those who may be significantly affected on the ground (eg value chain partners, local governments, Indigenous Peoples) when setting science-based targets for nature.</p>	
TNFD framework	TNFD	This is a risk management and disclosure framework for organisations to report and act on evolving nature-related risks, ultimately with the aim of shifting global financial flows towards nature-positive outcomes (in v0.4 beta at time of publication).	
Accountability Framework initiative (AFi)	AFi	This aims to create a ‘new normal’ of ethical supply chains in agriculture and forestry, enabling these sectors to furnish the raw materials the world needs while protecting ecosystems and reducing poverty. The Accountability Framework provides a practical roadmap for ethical commodity production and trade, underpinned by a diverse Coalition to support the implementation of these best practices worldwide.	
Shaping a nature-positive future with the circular economy	Ellen MacArthur Foundation	This circular economy framework developed by the Ellen MacArthur Foundation outlines the ways businesses and consumers must fundamentally transform how they produce, use and consume products to halt and reverse biodiversity loss.	
Decision-making in a nature positive world	CISL	This diagnostic tool developed by CISL helps businesses understand what nature-based solutions (NbS) are and how to embrace them to solve strategic business and environmental challenges. It covers themes such as dealing with unknowns that can delay decision-making processes, making the financial case for nature-positive action, and ways to engage and influence colleagues to gain stakeholder buy-in for NbS projects.	

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Resource	Delivery Partners	Summary	Additional linked resources
Capitals Coalition Natural Capital Protocol	Capitals Coalition	This is a decision-making framework that enables organisations to identify, measure and value their direct and indirect impacts and dependencies on natural capital. The Protocol offers an internationally standardised framework of identification, measurement and valuation of these impacts and dependencies to inform organisational decisions.	
ACT-D Framework: High Level Business Actions on Nature	Capitals Coalition	<p>ACT-D aims to guide businesses through the various tools, frameworks and initiatives available in the market to support them in assessing their relationships with nature, including the Natural Capital Protocol, SBTN's Initial Guidance for Business, and TNFD's Beta Framework. ACT-D provides businesses with a clear pathway through core actions they can take to help reverse nature loss and contribute to an equitable, net-zero and nature-positive future.</p> <p>The high-level actions are divided into four key pillars: Assess, Commit, Transform and Disclose. A series of guidance sits underneath these pillars, as well as a breakdown of the tools that enable businesses to progress through the different stages and steps.</p>	
Developing a corporate biodiversity strategy: A primer for the fashion industry (2020)	CISL	Focusing on the fashion sector, this guidance provides insights on engaging key decision-makers within a business; the tools available to develop and deliver a biodiversity strategy; how to structure the decision-making process; the types of data required, and more, presented in a step-by-step process to support sustainability professionals with developing their own biodiversity strategy.	

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Resource	Delivery Partners	Summary	Additional linked resources
Net Zero Business Transformation – A framework for accelerating change in an era of turbulence and complexity	CISL	This report aims to help sustainability practitioners engage their C-suite on the systems change needed for a sustainable transition. It explores areas such as the case for change in an increasingly volatile and unpredictable world; the findings of analysis of corporate approaches to net-zero transformation; essential steps to accelerate change via CISL's Net Zero Transformation Framework; and a call to action for businesses to engage in a set of pre-competitive development areas. Developed with input and support from over 30 businesses, the report also includes case studies from leading businesses to demonstrate how organisational transformation can be achieved successfully. While focused on climate, the principles set out are easily adapted to those seeking to place greater emphasis on biodiversity in organisational decision-making.	
Future of Boards	CISL	This series of four reports (two published at the time of writing) explores evolving sustainability-related trends in corporate and financial law frameworks and corporate governance regulation, the drivers of these trends and the resulting practical implications for corporate boards.	

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