

From Assessment to Action: Developing a Practical Nature Roadmap

Key Learnings from the Watch and Jewellery Sector

**WATCH &
JEWELLERY**
INITIATIVE 2030

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About Watch and Jewellery Initiative 2030

Founded in 2022 by Kering and Cartier, delegated by Richemont, Watch & Jewellery Initiative 2030 is a multi-stakeholder action platform committed to uniting players across the watch and jewellery value chain to advance climate resilience, preserving natural resources and fostering inclusiveness.

This report summarises learnings from multiple Watch & Jewellery Initiative 2030 (WJI 2030) member companies, which followed the Nature Action Playbook to define their Nature Roadmap. While comments and learnings from a wide membership are also integrated in this report, eight companies provided more detailed insights into their process, and we want to thank them for sharing their learnings and solutions with their peers.

Among others, we want to thank Argor-Heraeus, Dimexon, Italpreziosi, Taché, Messika, Tom Wood and Chanel. The pilot companies were selected to represent different types of WJI 2030 members, relative to their size, maturity and ambition level, as well as their position along the value chain. Specific comments or learnings throughout this report may be anonymised to protect the company's interests.

Introduction

Across sectors, resilience is increasingly shaped by how well companies understand and manage their relationship with nature. Dependencies on water, ecosystems and natural resources are not abstract concerns; they influence supply continuity, regulatory readiness, reputation and long term value creation. The WJI 2030 Nature Roadmap set out a shared sector ambition and direction, helping companies align on why nature matters for business and what credible progress looks like in a fast changing landscape.

Nature is also moving rapidly from a voluntary agenda to a regulatory one, with tightening disclosure and due diligence requirements, such as the European Corporate Sustainability Reporting Directive (CSRD) and Corporate Sustainability Due Diligence Directive (CSDDD), or Germany's Supply Chain Due Diligence Act, pushing companies to assess, manage and explain their impacts and dependencies with far greater rigour. This regulatory momentum is accelerating corporate action—because integrating nature into strategy and day to day decision making is increasingly central to compliance, credibility and business resilience.

The Nature Action Playbook builds that foundation by supporting companies in turning intent into practice. Designed as a practical, step by step guide, it helps organisations translate nature from a high level principle into business relevant action. By starting with governance, ownership and resourcing, and then moving into materiality screening across direct operations and supply chains, the Playbook enables teams to identify priority risks, dependencies and

opportunities, where they sit in the business, and how they can be addressed over time. This is how nature becomes integrated into strategy, rather than treated as a separate exercise—and how organisations begin to strengthen their resilience to disruption, regulation and shifting stakeholder expectations.

Working closely with WJI 2030 members during the piloting of the Nature Action Playbook revealed three consistent lessons. First, progress over perfection matters: companies that take pragmatic, well sequenced steps build confidence, momentum and internal alignment faster than those waiting for complete data or certainty. Second, embedding nature as a lens across existing workstreams (climate, water, sourcing, compliance) reduces duplication and improves decision quality, rather than creating additional complexity. Third, collaboration accelerates learning and impact. Shared tools and a common language allow companies to move forward together, drawing on collective experience instead of reinventing solutions in isolation.

The objective now is to move forward with intent and to use this shared framework to strengthen resilience across the sector. By doing so together, we can protect long term business value while contributing meaningfully to the preservation of the natural systems on which our industry depends.

Our hope is simple and urgent: that we act now on nature. We cannot afford to wait any longer.



Iris Van Der Veken
Executive Director and Secretary General,
Watch & Jewellery 2030 Initiative



Noora Jamsheer
CEO, DANAT and Chair Biodiversity
Committee, WJI 2030

Executive Summary

Nature underpins the resilience of business operations and markets in the watch and jewellery sector. Yet nature is in decline, heightening exposure to disturbances and systemic risks that can disrupt operations and supply chains. The growing societal aim is to halt nature loss and restore ecosystems, making nature action a mainstream requirement rather than a discretionary initiative. At the same time, tightening disclosure and due diligence expectations—alongside voluntary frameworks that increasingly shape expected practice—mean companies need decision useful nature assessments and credible, comparable narratives that keep pace with a rapidly evolving landscape.

This report captures what it looks like to move from intention to first steps by applying the Watch & Jewellery Initiative 2030 Nature Action Playbook in practice, drawing on detailed insights from eight member companies across different archetypes and the broader consultation process with all the members. The consistent message is that progress is feasible within constrained resources when work is structured and sequenced, and when it builds on existing activity across climate, water, sourcing, compliance and sustainability reporting. The case studies are used throughout to show how different company types approached the same Playbook questions, highlighting practical choices, common friction points and workable ways to keep momentum.

A central lesson is that governance enables efficiency by providing clarity on ownership and internal coordination. Companies that assigned a Nature Lead and clarified responsibilities progressed faster, often by leveraging work already underway across teams and functions rather than starting a new programme from scratch.

Momentum increased further when companies streamlined different efforts and mapped where nature is already embedded in their ESG strategy, recognising that water stewardship, climate work, circularity, responsible sourcing and waste management often already address key pressures and dependencies.

Framing nature as an organising lens helped reduce the perceived novelty of the topic, strengthen internal confidence, and surface co benefits that improve resource efficiency—an important signal for CSOs and CEOs seeking coherence and resilience rather than additional complexity.

Data readiness emerged as both a practical blocker and an enabling step. In many cases, the data needed to understand pressures and dependencies already existed at sites—often collected for permitting, operational control, or cost management—but was difficult to access and consolidate due to fragmented systems, inconsistent units and different reporting cycles. Companies that advanced most efficiently treated data collation as a capability to build and test approaches on a subset of sites, standardise definitions, and plan realistic timelines for roll out, creating a stronger foundation for future targets, disclosure readiness, operational oversight and accountability.

The Nature Roadmap proved to be the pivotal translation product that turns screening outputs into a practical workplan. For leadership audiences, its value lies in clarity: a concise, structured roadmap provides a single reference point for what is known, what remains uncertain, what is material, and what comes next.

Taking all of this together, the proof of concept reinforces three leadership priorities. First, set the conditions for progress through clear ownership and cross functional coordination, and by supporting pragmatic sequencing. Second, treat nature, water and biodiversity as interconnected with existing sustainability priorities, focusing effort where impacts and dependencies are greatest. Third, use the roadmap to sustain momentum by anchoring learning, making trade offs explicit, and supporting credible engagement as expectations continue to evolve.

Summary of lessons learned

- 1 **Appoint a Nature Lead early and clarify decision making to accelerate delivery.**
- 2 **Use 'progress over perfection': small, well sequenced steps build confidence and momentum.**
- 3 **Frame nature as a lens across existing ESG workstreams to streamline the work and unlock co benefits.**
- 4 **Monitor regulatory shifts while building internal understanding. Adopt voluntary frameworks in phases.**
- 5 **Map internal stakeholders first to align perspectives and make resource planning quicker and easier.**
- 6 **Start screening direct operations first, to learn the process, then expand upstream where material impacts are most likely to sit.**
- 7 **Sense check and calibrate high level tool outputs so results realistically reflect your business activities.**
- 8 **Combine business activity screening with location-specific biodiversity risk screening to prioritise sites and define relevant concrete actions.**
- 9 **Treat data collation as a capability: pilot, standardise and plan realistic timelines for scale up.**
- 10 **Close supply chain data gaps through relationship based supplier engagement and capacity building, not 'drop and replace' approach.**

Nature and Business in the Watch and Jewellery Industry

Nature action is becoming a mainstream requirement for the watch and jewellery sector because business resilience depends on ecosystem stability, and that stability is increasingly under pressure. Nature is in decline, and multiple planetary boundaries have been pushed beyond safe operating limits, heightening exposure to disturbances and systemic risks. As awareness grows, a joint response is taking shape: the Kunming–Montreal Global Biodiversity Framework set an expectation that all actors, including companies, contribute to halting nature loss by 2030 and restoring ecosystems by 2050, shifting nature action from discretionary to expected practice.

In this situation, several drivers push companies to start assessing their interface with nature and mitigate risks and impacts:

Enterprise resilience and physical risks.

Businesses depend on ecosystem services—raw materials, water supply, flood regulation—and face operational disruption when freshwater systems degrade, habitats are converted, or biodiversity declines.

Transition risks: regulation and expected practice.

Disclosure and due diligence expectations are tightening, and companies increasingly need decision-useful nature assessments.

Voluntary frameworks that shape the market.

Early alignment with TNFD or SBTN provides a common language for investors and peers.

Brand trust and licence to operate.

Stakeholders expect credible, comparable action and continuous improvement in a rapidly evolving context.

Across the sectors, there are still factors slowing the progress. Many teams understand the urgency but struggle to translate frameworks into programmes. Traceability constraints, variable supplier data and site-level information gaps, especially around ecologically sensitive locations, can also delay assessments. Finally, the company's progress hinges on an empowered Nature Lead and clear decision-making processes. All of these need addressing to ensure a company can efficiently move forward.

Identifying and addressing these dependencies and risks will ensure the sector is mitigating negative impacts on nature, improving supply chain stability and business resilience toward nature-related risks.

Striving for business resilience in the watch and jewellery sector, companies can move quickly from ambition to implementation with a clear sector-level roadmap and a tested playbook of first steps, prioritising where impacts and dependencies are greatest, integrating water stewardship throughout, and building credible disclosure that keeps pace with an evolving landscape.

The watch and jewellery industry's interface with nature includes several major value chains, and spans upstream extraction to downstream retail and end-of-life pathways. Each of these nodes depends on nature in different ways and potentially drives different impacts.



Solutions developed by Watch & Jewellery Initiative 2030

Building on the best available understanding of the nature-business nexus, WJI 2030 provides support to its members and the whole industry to advance toward their own Nature Roadmap, which acts as a living tool, guiding continued action and enabling companies to steadily translate ambition into practice.



“I found the NAP to be the most suitable tool to help us, as a company, begin reflecting on nature as a whole — especially given that the topic is still new to us and requires a truly holistic understanding. It enabled us to see how deeply nature-related issues are embedded within our operations and value chain, and highlighted the importance of integrating these considerations into our processes and activities. The guidance provided by the WJI 2030 team was genuinely invaluable. They helped demystify a topic that can be highly technical, and offered meaningful insights grounded in the expertise and passion of real nature specialists.”



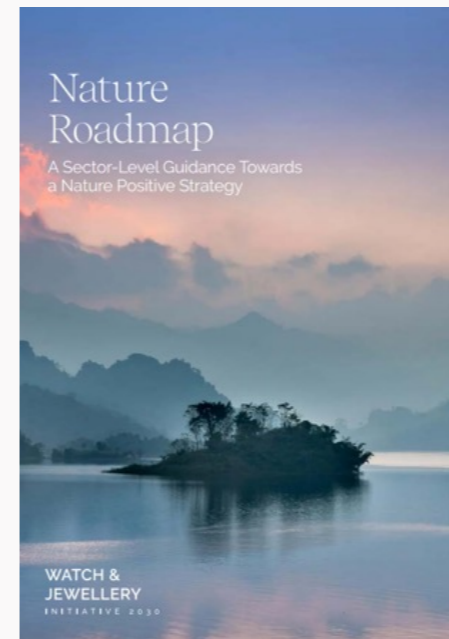
WJI 2030 NATURE PRIMER

Starting the Nature Journey

BIODIVERSITY WATCH & JEWELLERY INITIATIVE 2030

Nature Primer

This aim has driven WJI 2030 in first developing a **Nature Primer**, which set out some basic principles and definitions to start introducing nature to the industry, creating a foundation for companies to understand what nature is and how their value chain interacts with it.



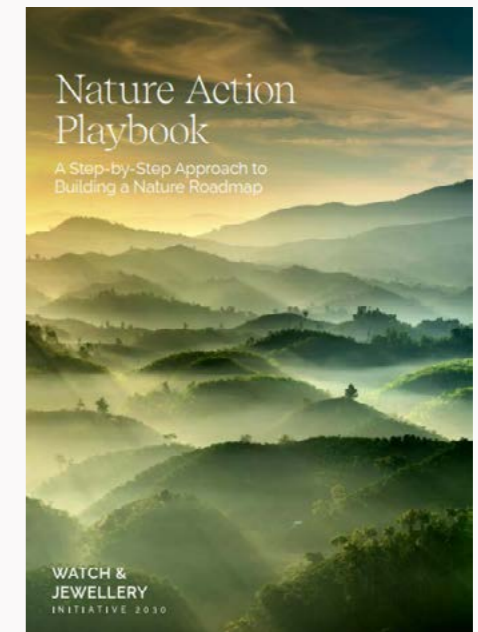
Nature Roadmap

A Sector-Level Guidance Towards a Nature Positive Strategy

WATCH & JEWELLERY INITIATIVE 2030

Nature Roadmap

Primer was then followed by the sector-level **Nature Roadmap**. This is a living document, regularly updated, that deciphers global frameworks into steps a company can implement, from assessing interactions with nature to disclosing progress. It provides sector-specific examples, developments, and learnings from the sector and the wider nature-business nexus.



Nature Action Playbook

A Step-by-Step Approach to Building a Nature Roadmap

WATCH & JEWELLERY INITIATIVE 2030

Nature Action Playbook

After public consultations and discussions with its members, WJI 2030 developed a companion guidance, the **Nature Action Playbook**. The Nature Action Playbook supports operationalisation of the steps indicated in the Nature Roadmap, providing practical “first steps” in governance and materiality screening, resulting in company’s own Nature Roadmap. It was released publicly in January 2026 after a year of piloting by WJI 2030 member companies.

Nature Action Playbook

The WJI 2030 Nature Action Playbook is a practical, open-source guidance tool designed as one potential way for companies in the watch and jewellery sector to advance on nature, biodiversity and water, responding to the clear need for concrete direction on where to start and how to progress. Developed in a question-and-answer format structured around 20 questions, the Playbook functions both as a starting point for companies new to nature and as a structured checklist for more advanced companies to ensure they have completed all recommended steps.

How to use the case studies:

Building on the tools WJI 2030 has developed to support member progress—from the Nature Primer and sector-level Nature Roadmap to the Nature Action Playbook—the next section focuses on what happened when companies applied this guidance in practice. It introduces the approach used in the piloting phase, and the participating company archetypes, and then follows the Playbook's sequence to surface what helped teams move from governance and resourcing through screening in direct operations and supply chains, and into a usable Nature Roadmap. The case studies are embedded throughout to show how different types of companies navigated the same questions, so readers can quickly identify examples and solutions that match their own context.

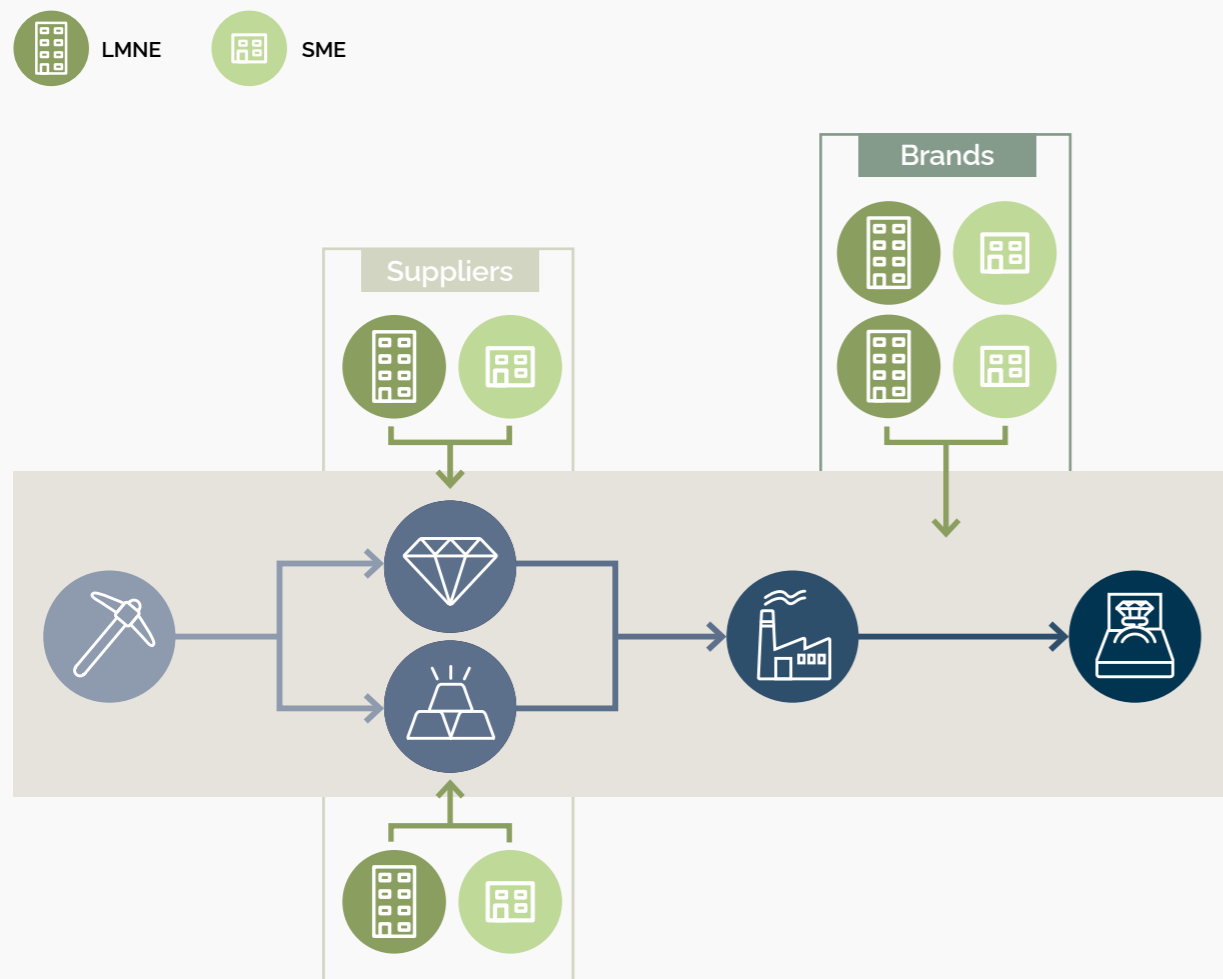
Each question is supported by curated internal and external resources, templates, and links to free tools that companies can use to complete each stage, alongside a template to consolidate outputs into a coherent nature roadmap. This approach allows companies to structure their work in a logical, step-by-step way that is aligned with TNFD and SBTN approaches, while also supporting readiness for CSRD nature-related disclosures.

Lessons from Implementation of the Nature Action Playbook

The Nature Action Playbook underwent a one-year piloting phase, during which feedback, usage patterns and practical challenges were captured and used to refine and strengthen the guidance.

In this report, WJI 2030 shares the solutions and learnings from the pilot period. For this purpose, eight companies were selected that represent the main archetypes of companies in the sector – small and large, diamond companies, metal processing companies and brands.

Positions of the 8 interviewed companies along the value chain



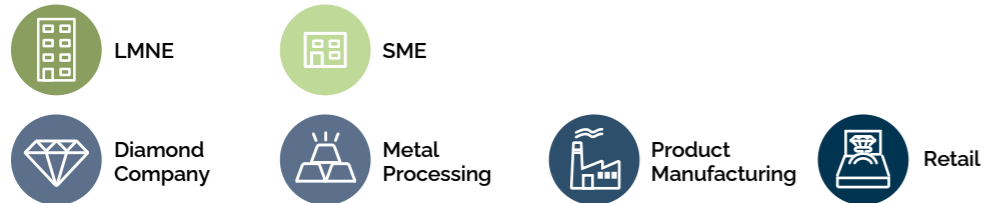
Aligned with the structure and the questions of the Nature Action Playbook, the following section summarises learnings from the users and provides specific case studies. Each case study is labelled in a way that makes it easier for readers to identify with the company most similar to theirs and, in that way, find the most appropriate experience and solutions. These are marked with icons indicating company size and position in the value chain.

On each page, there is a clear mark indicating a section of Playbook that this is related to, using the same symbology and colour patterns as in the Playbook itself.









The screenshot shows a checklist interface from the Nature Action Playbook. It is organized into three main sections, each with a colored header bar and a list of items with checkboxes:

- Section 1: Governance and Resourcing** (Yellow header):
 - 1.1 Identifying a Nature Lead
 - 1.2 Preparing for Regulatory Requirements
 - 1.3 Assessing Voluntary Frameworks
 - 1.4 Aligning nature with your ESG Strategy
 - 1.5 Mapping stakeholders
 - 1.6 Building internal capacity and awareness
 - 1.7 Identifying appropriate resources
 - 1.8 Articulating your vision for nature
- Section 2: Materiality Assessment** (Purple header):
 - 2A. Direct Operations**
 - 2a.1 Defining the scope of your nature assessment
 - 2a.2 Materiality Assessment: Data Preparation
 - 2a.3 Completing a sector-level Materiality Assessment
 - 2a.4 Identifying high-risk locations
 - 2a.5 Defining priority areas in your direct operations
 - 2a.6 Further assessments: Data Preparation
 - 2a.7 Actions to address direct operations data gaps
 - 2B. Supply Chain**
 - 2b.1 Identifying your material upstream value chain activities
 - 2b.2 Identifying material purchased commodities
 - 2b.3 Prioritisation and traceability considerations
 - 2b.4 Identifying data gaps for nature assessment
 - 2b.5 Addressing supply chain data gaps
- Section 3: Nature Roadmap** (Grey header):
 - Draft own Nature Roadmap

Participating companies and company types



Suppliers

 <p>Small diamond company</p> <ul style="list-style-type: none"> • Business activity: cutting, polishing and trading diamonds 	 <p>Large diamond company</p> <ul style="list-style-type: none"> • Business activity: cutting, polishing and sourcing diamonds 
 <p>Small metal processing company A</p> <ul style="list-style-type: none"> • Business activity: precious metal processing company 	 <p>Large metal processing company B</p> <ul style="list-style-type: none"> • Business activity: precious metal processing company 

Brands

 <p>Small brand</p> <ul style="list-style-type: none"> • Business activity: Jewellery design and retail 	 <p>Large brand</p> <ul style="list-style-type: none"> • Business activity: Watch and jewellery design, manufacturing and retail  
 <p>Small brand</p> <ul style="list-style-type: none"> • Business activity: Jewellery design, manufacturing and retail  	 <p>Large brand</p> <ul style="list-style-type: none"> • Business activity: Watch and jewellery design, manufacturing and retail  

1 GOVERNANCE AND RESOURCING

Lessons learned
and case studies:

1. Governance and Resourcing



“We have long recognised that sustainability is an ongoing process rather than a static goal. Before engaging with WJI 2030 Nature Action Playbook, we had already established internal documentation, data processes, and a comprehensive Impact Report; the Nature Action Playbook allowed us to further refine these existing tools and ensure our various workstreams were fully aligned with emerging nature-specific frameworks.

A key takeaway from this experience has been the efficiency gained by 'connecting the dots.' Companies often view the addition of nature-related targets as an extra burden on limited resources. Our experience suggests the opposite: by integrating nature into our broader ESG strategy, we can address environmental challenges more holistically.”

Internal governance is one of the most important foundations for efficient engagement with nature at the business level. Planning and delivering nature-related work is easier when there is clarity about who is responsible for leading the work, and more importantly, who is bridging the work carried out across teams and functions. Companies that have assigned that person advance more rapidly and efficiently, often leveraging work done across other teams. SMEs tend to be more agile in defining governance for nature, probably due to the smaller size of the team and fewer consultations needed to achieve the outcome. On the other hand, this step takes longer for companies with multiple business operations, likely due to multiple workstreams, business functions and teams that need to be involved. Regardless of the company and team size, the piloting phase revealed that nature leads took about 6 months from engaging with nature as a topic to reach their first Nature Roadmap draft. This was true whether or not the nature lead was newly appointed within the team.

Once governance structures were established, teams could more easily engage internal stakeholders and assess the organisation's position on nature-related regulations and voluntary frameworks. Requirements set out by local and international regulations are normally clear to the companies. However, recent shifts and changes in EU nature-related regulations and disclosures have introduced uncertainty in what the companies need to do and how to prepare. Voluntary requirements are easier, as companies can opt for a phased approach as they build an internal understanding of their interface with nature.

Setting the vision was often reported to be the most challenging step in this section, mostly due to uncertainty about what vision means, how binding it is for the company and how it is used.

1 GOVERNANCE AND RESOURCING

1.1 Identifying a nature lead

1.2 Preparing for regulatory requirements

1.3 Assessing voluntary frameworks

Appointing a nature lead creates clear accountability. Even when the role is not full-time, companies reported that it accelerates progress by clarifying responsibility and driving coordination across teams.

In parallel, preparing for emerging regulatory requirements and assessing relevant voluntary frameworks enables companies to cut through complexity, prioritise what matters most, and focus efforts where they are most impactful. Regulatory pressure is a strong driver for action. While changing trends in sustainability

regulations pose a challenge for responsible teams, those companies that started preparing early started to realise the benefits from their nature work over time.

Voluntary frameworks are an interesting point of discussion in companies. Even for companies that are considering target setting and disclosures, both SBTN and TNFD seem to be too big a step, so early on. Companies, therefore, tend to follow the developments of the frameworks while building internal understanding, buy-in and preparing the data.

CASE STUDY



Clarity over complexity: supporting early SME action on nature in a small team

The company engaged with the Nature Action Playbook at an early stage of its nature journey. While the team had experience with broader sustainability topics and recognised the importance of nature-related issues, the evolving nature regulatory landscape and the growing number of voluntary frameworks made it challenging to identify clear and feasible first steps, particularly within the constraints of a small sustainability team. At the outset, the breadth of available guidance felt overwhelming to navigate.

Once the company began working through the Nature Action Playbook step by step, progress accelerated. Rather than addressing multiple tasks in parallel, the structured approach enabled the team to

focus on one element at a time, providing clarity on where to start and the practical templates, examples, and webinars helped reduce complexity, enabling the team to build on existing knowledge without the extensive upfront work that the team initially anticipated.

During this period, a team member transitioning into the sustainability team was able to dedicate focused time to working through the Playbook and quickly took on a nature lead role. The company's experience demonstrates that, with clear guidance and accessible tools, limited initial capacity around nature does not need to be a barrier for smaller teams to advance effectively from intention to action, in as little as 6 months.

CASE STUDY



Strengthening nature governance and confidence from the ground up

The company used the Nature Action Playbook to strengthen governance and regulatory readiness for nature within its existing ESG approach, which previously focused more on climate. The engagement was approached as an opportunity to build understanding from the ground up. By appointing a nature lead and using the Playbook's resources and templates, the team improved their understanding of nature-related topics, collated relevant data and gained internal confidence, all without relying on external resources. This helped identify priorities and integrate nature considerations into existing work more systematically, laying strong foundations for future action.

GENERAL LESSONS LEARNED

1. Once companies assign a Nature Lead, they advance faster and more efficiently.
2. The available Nature Action Playbook guidance facilitates learning and removes blockers to progress.
3. Companies starting the journey opt for monitoring voluntary frameworks until they build internal knowledge that will allow them to understand the implications and decide how to progress.

SUPPLIER LESSONS LEARNED

1. For SMEs that rely on smaller teams, one person dedicated to nature (among other tasks) can build the understanding and develop a Nature Roadmap, following the NAP.

CASE STUDY



Building clarity on voluntary frameworks at an early stage

While the SME brand was new to addressing nature-related topics in the way set out by the Nature Action Playbook, the company already had a strong awareness of the evolving regulatory landscape. The Playbook was used to build an internal understanding of which voluntary frameworks, like TNFD or SBTN, could be relevant or applicable to business, informing future decisions around potential alignment. Its structured guidance supported focused discussion on what alignment would mean in practice, including data requirements and types of commitments that would need to be set.

1 GOVERNANCE AND RESOURCING

1.4 Aligning nature with your ESG strategy

Understanding where and how nature is already addressed in the business strategy can optimise existing and new processes, increase cost-efficiency and deliver better outcomes at the same time. When discussing where nature is already considered in their strategy and activities, even indirectly, companies often discovered new connections. This process helped some realise they were further along in their nature journey than expected. As a result, they found that data availability was not as much of a challenge as they had previously feared.



GENERAL LESSONS LEARNED

4. Jointly discussing where nature sits within the existing strategy improved the company's understanding and reduced the perceived novelty of the topic.
5. Mapping the intersections of topics and activities where nature plays a role helps reduce costs and create co-benefits across teams and functions.

CASE STUDY

Connecting the dots: using nature to align existing ESG work

When the company first engaged with the Nature Action Playbook, it already had multiple sustainability initiatives underway, including strong traceability systems, impact assessments, and parallel workstreams related to climate, water, and circularity. Despite this progress, the team initially found it challenging to connect these activities into a coherent narrative for nature and to clearly define the aim, targets and direction of its nature journey.

The Playbook frames nature not as an additional workstream, but as a lens through which existing ESG activities can be aligned. Following the Playbook guidance, supported by conversations with experts, helped the team restructure existing work into a Nature Roadmap, integrate learnings across workstreams and prioritise next steps. By "connecting the dots" early on, the company was able to strengthen performance across multiple areas simultaneously, demonstrating that integrating nature into existing workstreams can support progress while making more effective use of time and resources.



CASE STUDY

Integrating biodiversity into existing ESG approaches

The company, part of a larger Group, began addressing biodiversity after having already established strategies and commitments across other ESG topics. Compared to areas such as climate and water, biodiversity initially proved more challenging to address due to less developed guidance. A structured assessment of the company's own operations, using ENCORE, provided a clear starting point and helped highlight the links between biodiversity and existing ESG workstreams.

Communicating this interconnected structure clearly and accessibly presented a further challenge. To address this, the company supplemented existing ESG reporting with a dedicated document outlining their approach to biodiversity. This allowed biodiversity considerations to be framed coherently across different workstreams, while maintaining consistency with wider ESG commitments. Working with the Nature Action Playbook helped reaffirm this approach, providing step-by-step guidance to challenge existing assumptions, streamline messaging, and identify gaps.



1 GOVERNANCE AND RESOURCING

1.5 Mapping stakeholders

1.6 Building internal capacity and awareness

1.7 Identifying appropriate resources

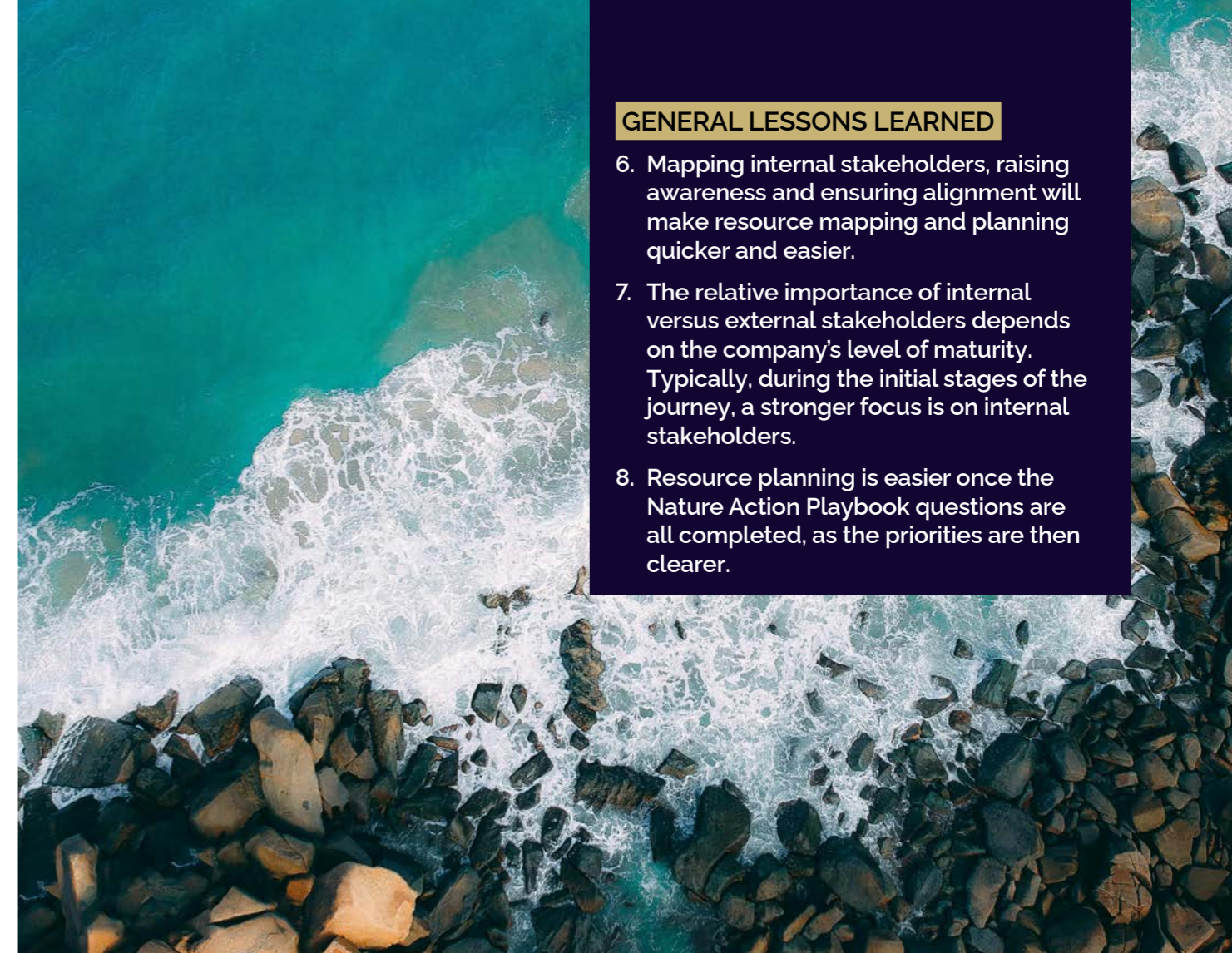
The three steps discussed here are often so closely interwoven so it makes sense to analyse the solutions at the same time. The relative difficulty of mapping internal stakeholders corresponds to the size of the organisation. Having already addressed the question of where nature sits in the company's overall ESG strategy helps identify teams responsible for those same areas. Additional internal stakeholders are identified by looking at the company organogram and considering which teams are already involved in nature or sustainability related projects, such as waste management, circularity, water or nature clean-up actions, for example. At this stage, nature leads often realise different levels of understanding and points of view these stakeholders may have, highlighting the importance of building internal understanding and alignment.

Some nature leads already had in place internal networks and groups of relevant stakeholders, who they are maintaining informed and involved in developments. Other companies used this learning to start internal awareness through casual events and newsletters. Once these two steps are completed, identifying and planning resources is a much easier task.

When considering reputational risks and opportunities, external stakeholders sometimes play a more significant role for brands than for suppliers. However, their relative importance depends on the organisation's stage of maturity, as on-the-ground implementation and deeper supply-chain engagement bring a broader set of external stakeholders into scope.

GENERAL LESSONS LEARNED

6. Mapping internal stakeholders, raising awareness and ensuring alignment will make resource mapping and planning quicker and easier.
7. The relative importance of internal versus external stakeholders depends on the company's level of maturity. Typically, during the initial stages of the journey, a stronger focus is on internal stakeholders.
8. Resource planning is easier once the Nature Action Playbook questions are all completed, as the priorities are then clearer.



CASE STUDY

Phasing supply chain engagement on nature

Mapping external stakeholders and supply chain relationships was an important early step in advancing the company's nature-related work. While strong, long-standing relationships existed with Tier 1 suppliers, gaining visibility further upstream - particularly for gemstone sourcing - was recognised as an ongoing effort. Given the company's relatively short and focused supply chains, establishing a clear picture of the full supply chain was a priority.

A phased approach enables the company to prioritise engagement with Tier 1 suppliers while planning to expand supply chain mapping over time. This allows the team to focus on closing priority data gaps while laying the groundwork for deeper upstream engagement as capacity and information improve. Through this process, the company realised the importance of bringing suppliers on the journey with them, rather than selecting the suppliers based on their current maturity level. As a result, the company is developing plans to upskill suppliers and provide targeted support, contributing longer team supply chain transformation toward a more nature positive future.

CASE STUDY

Developing in-house nature expertise step by step

When the company began its nature work, it initially sought external support but quickly recognised the value in building in-house capability. A dedicated nature lead was therefore appointed and spent approximately six months working through the Nature Action Playbook steps, supported by additional WJI 2030 resources, including the Nature Roadmap, and participation in helpdesk sessions to discuss challenges and practical solutions with nature experts.

As a result, the company now has an in-house expert able to guide nature-related work, plan next steps, and coordinate external support where needed. This approach strengthened confidence, ownership, and understanding, ensuring the company remains informed and in control even when activities are outsourced, while enabling more effective resource planning for future phases.

1 GOVERNANCE AND RESOURCING

1.8 Articulating your vision for nature

In the final step of setting up the governance for nature, Nature Action Playbook suggests defining the company's vision for nature. Defining what nature means for the business and how the business wants to operate in relation to it was often shown to be quite a challenge. Even mature companies, far advanced with their assessments and actions, could not always easily define this relationship in one sentence. The most common challenge companies faced was the distinction between long-term vision and immediate action to be taken. Examples provided in the Nature Action Playbook guidance helped companies frame their thinking and discuss their own vision for nature.



GENERAL LESSONS LEARNED

9. Visions and goals serve different purposes. Clarifying this distinction will enable the process of defining a coherent vision.
10. Finding examples of nature visions by similar companies can help the drafting process.
11. Defining a vision takes time and collective input. Investing time upfront and involving the right internal stakeholders in the process helps build shared alignment and understanding of how different elements of their nature strategy fit together.

SUPPLIER LESSONS LEARNED

2. For suppliers, defining the vision can seem like a challenge, particularly where midstream companies perceive to have low leverage over how business is conducted across the sector. Understanding different levers of influence to use up- and downstream of their operations can help ensure the vision is realistic.

BRAND LESSONS LEARNED

1. Brands and Maisons can decide to draft their own vision, in addition to that at the Group-level. This can strengthen ownership and team commitment, while ensuring the vision is better adapted to the specific context and realities of each Brand or Maison.

CASE STUDY

From discussion to direction: defining a vision for nature



Defining a vision for nature generated the most discussion during the early stages of engaging with the Nature Action Playbook. The team found the examples and prompts particularly helpful in focusing internal conversations and narrowing down potential vision statements. A key challenge was understanding what a "vision for nature" means in the context of a midstream supplier, where leverage and influence are less immediately visible.

Through structured discussion, the team was able to articulate a vision that aligned with the company's broader ambitions, while remaining grounded in actions within its control. This vision is now being used internally to inform nature-related action plans and projects.

CASE STUDY

Adapting Group-level ambition to company-level realities



The brand has a well-established Group-level sustainability ambition. However, the application of this varies across divisions due to differences in value chains, risks, standards, and levels of transparency. While some divisions rely on agricultural supply chains, the watch and jewellery division is primarily connected to mineral-based commodities and supply chains, requiring a tailored approach to nature-related work.

Drawing on guidance from the Nature Action Playbook, rather than defining a separate ambition, the division applied the group-level sustainability ambition, but within its own supply chain context.

This case demonstrates how large organisations with diverse operations can use the Playbook to balance group-level alignment with division-level relevance.

Lessons learned
and case studies:

2A. Direct Operations Materiality Assessment

Starting the screening steps was shown to be easier with the company's own direct operations. This is expected for several reasons. First, this is part of business activities that the company controls, understands and has data on. Second, due to various legal and permitting requirements, companies often already have identified risks and impacts and have them monitored. Finally, for companies which are already in the phase of taking action, their own sites are where the responsibilities and accountability lie with internal teams. It is easier to learn and understand the process when working with one's own teams and data, and then expanding this approach to the supply chain takes less time. Although the main dependencies and impacts on nature may not occur in this part of the value chain, it is often a good place for companies to start.

For the companies participating in the Nature Action Playbook process, the main dependencies and impacts on nature were generally not located in their direct operations. However, confirming these assumptions proved challenging, as screening tools do not always capture the nuances of different activities within a sector.

For example, the ISIC categories used in the ENCORE tool lack sufficient granularity to distinguish between activities such as diamond polishing and ring manufacturing. For companies trading in precious stones and metals, the challenge was even greater, as these activities are not assigned a dedicated category and instead fall within a broad classification.

This highlighted the importance of sense-checking tool outputs. In some cases, companies adjusted or calibrated the results to better reflect their specific business activities.



We have used the Nature Action Playbook to assess potential areas for progress in our approach to nature, as part of a continuous improvement journey. The tool helps us identify levers to go further with our suppliers on nature-related topics, particularly those linked to water.

2A DIRECT OPERATIONS

2.A.1 Defining the scope of your materiality assessment

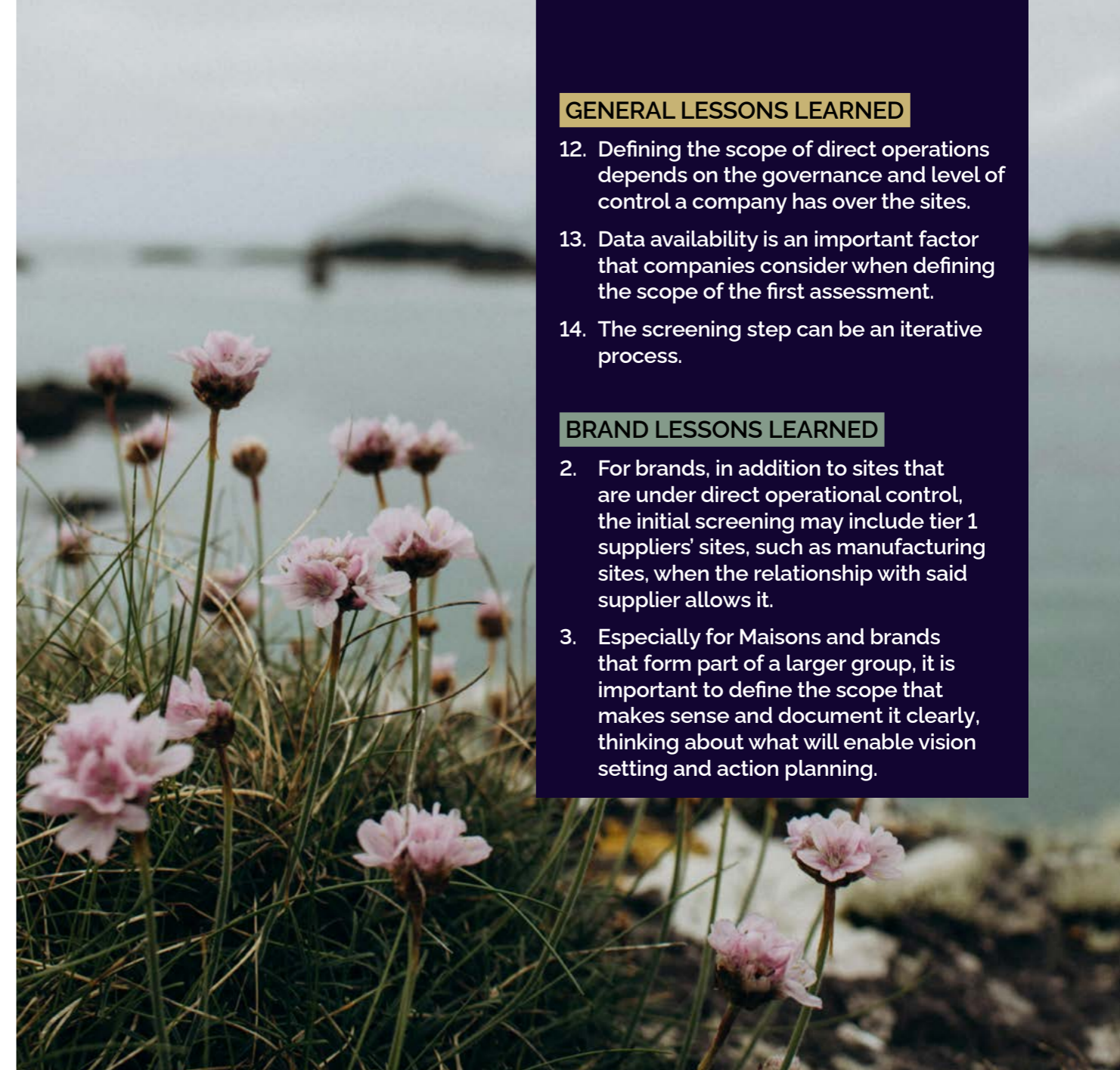
2.A.2 Materiality assessment: data preparation

Defining what falls within direct operations is often straightforward: the facilities and sites a company owns. However, in some cases, companies may decide to restrict or expand this scope. Where the direct operations sites are numerous and have poor data management, some companies have decided to include one facility of each type to test the approach and see how it can work for their whole portfolio. Once they understand the process, data requirements and implications, they then expand the screening process to all other sites.

Other companies may not have many direct operations sites in direct ownership and control, but have very close and exclusive relationships with their Tier 1 suppliers. In these cases, some companies have opted to include those sites the same scope as their direct operations. This may be advisable in cases where the company has a close relationship with the organisation owning and managing the site, as understanding the processes and activities on site is essential for the screening.

The other dilemma companies may face is the width of the scope – some of the piloting companies are a division within a larger company, or a company within the group or even a larger entity. How companies decide to define the scope in relation to this mainly depends on the governance of the group and the homogeneity of the entities within the larger category. Are all the divisions engaged in similar types of activities, or are they clearly different (types of products, value chains they rely on, processes they use etc.). Are all the entities at the same level of maturity and ambition toward sustainability and nature? Are the functions centralised or decentralised? Answering these questions helped companies decide and define the appropriate scope of work at this stage.

Once the scope is agreed upon, there is a challenge of data availability and quality. This is why these two questions are tightly linked, as the way scope is defined will directly impact the data that companies can use for the assessment. Sometimes, this was an iterative process, in which selecting a few sites from a wider portfolio helped companies which do not currently have a system for data collation, to understand which data is needed and test how it can be collated on a subset of the sites. Once the data system is in place, it can then be implemented across all the sites



GENERAL LESSONS LEARNED

12. Defining the scope of direct operations depends on the governance and level of control a company has over the sites.
13. Data availability is an important factor that companies consider when defining the scope of the first assessment.
14. The screening step can be an iterative process.

BRAND LESSONS LEARNED

2. For brands, in addition to sites that are under direct operational control, the initial screening may include tier 1 suppliers' sites, such as manufacturing sites, when the relationship with said supplier allows it.
3. Especially for Maisons and brands that form part of a larger group, it is important to define the scope that makes sense and document it clearly, thinking about what will enable vision setting and action planning.

CASE STUDY



Acting on biodiversity beyond materiality thresholds

The company operates within a wider Group and follows a shared Group-level ESG strategy, underpinned by double-materiality assessments (DMA). While this approach was already well established for other ESG topics, assessing biodiversity proved more challenging due to the nature of evolving guidance. The Nature Action Playbook provided practical step-by-step

recommendations, helping to structure the company's approach. Although biodiversity did not meet the materiality threshold in the company's DMA, it decided to treat it as a strategic action area, focusing on its own operations and upstream mining partners. This enabled a structured approach to biodiversity, aligned with the broader ESG strategy.

CASE STUDY



Using the Nature Action Playbook as a data gap analysis tool

The company used the Nature Action Playbook as a tool to refine its approach to nature and strengthen data readiness for materiality assessment. With established traceability systems already in place, the focus was on validating its approach, clarifying the scope, and identifying gaps. The Playbook's prompts supported a structured review of supply chain traceability

data and Tier 1 suppliers, enabling the team to sense-check assumptions, assess the maturity of the current strategy, and identify where additional depth was needed, particularly for commodities and associated supply chains. Overall, the Playbook acted as a gap-analysis tool, strengthening confidence and providing a clear pathway for further data collection and assessment.

2A DIRECT OPERATIONS

2.A.3 Completing a sector-level materiality assessment

Using tools such as ENCORE for conducting a screening of material dependencies and impacts is mostly a straightforward process. Teams with no previous experience were able to complete it in a day, once they had selected the economic activities relevant to their business. The main challenge, however, lay in selecting the appropriate economic activities, as ENCORE sometimes uses definitions that are quite broad and can feel counterintuitive.

In the watch and jewellery sector, the most commonly used code is *Manufacture of jewellery and related articles*, which brands generally found logical and applicable. However, this code covers a wide range of activities, including cutting and polishing precious and semi-precious stones, pearl production, manufacturing of precious metal watch bands, goldsmithing, and engraving. As a result, very different types of operations, such as a small workshop where high-end jewellery is hand-made and an industrial facility with automated production lines, are assessed in the same way. For example, both are assigned a medium materiality rating for noise disturbances, based on the assumption that machinery is used.

For this reason, some companies added an extra step following the ENCORE-informed screening, undertaking a deeper review of each assigned materiality score to understand the underlying rationale. This allowed them to calibrate results to their own operations, improving relevance. In practice, this sometimes meant concluding that certain justifications were not applicable (for example, where no machinery is used that could cause noise disturbance), while in other cases it involved adding impacts the company knew to be relevant but were not captured initially. This more thorough analysis, combined with sense-checking results and discussing them with relevant teams, also helped inform future actions and supported a more robust prioritisation process.

CASE STUDY

Building a stronger evidence base through operational data

Building on their existing commitment on nature, the company used the Nature Action Playbook to guide its sector-level materiality assessment, enabling the team to collate and interpret results as understanding evolved. As expected for brands in this sector, the ENCORE screening indicated relatively low nature-related risk within direct operations compared to supply chain activities.

Rather than deprioritising action in its direct operations, the company made a strategic decision to collect primary data on operational impacts, including water use and emissions. This approach strengthened the robustness of the assessment, reinforced the brand's active leadership on nature, and created a stronger evidence base to support meaningful engagement with suppliers.



CASE STUDY

Contextualising sector-level materiality outputs for specialised business activities

As a diamond cutting, polishing, and trading company, the SME initially found it challenging to identify appropriate ISIC codes for its direct operations materiality assessment. While trading activities could be easily mapped to an existing code (*Wholesale of waste and scrap and other products n.e.c*) which covers '*Wholesale of precious stones*', the absence of specific classifications for diamond cutting and polishing required the team to explore the most relevant alternative. Using the Nature Action Playbook, the team engaged more deeply with the underlying guidance and assumptions of the screening tools, reviewing activity definitions and applying internal judgment.

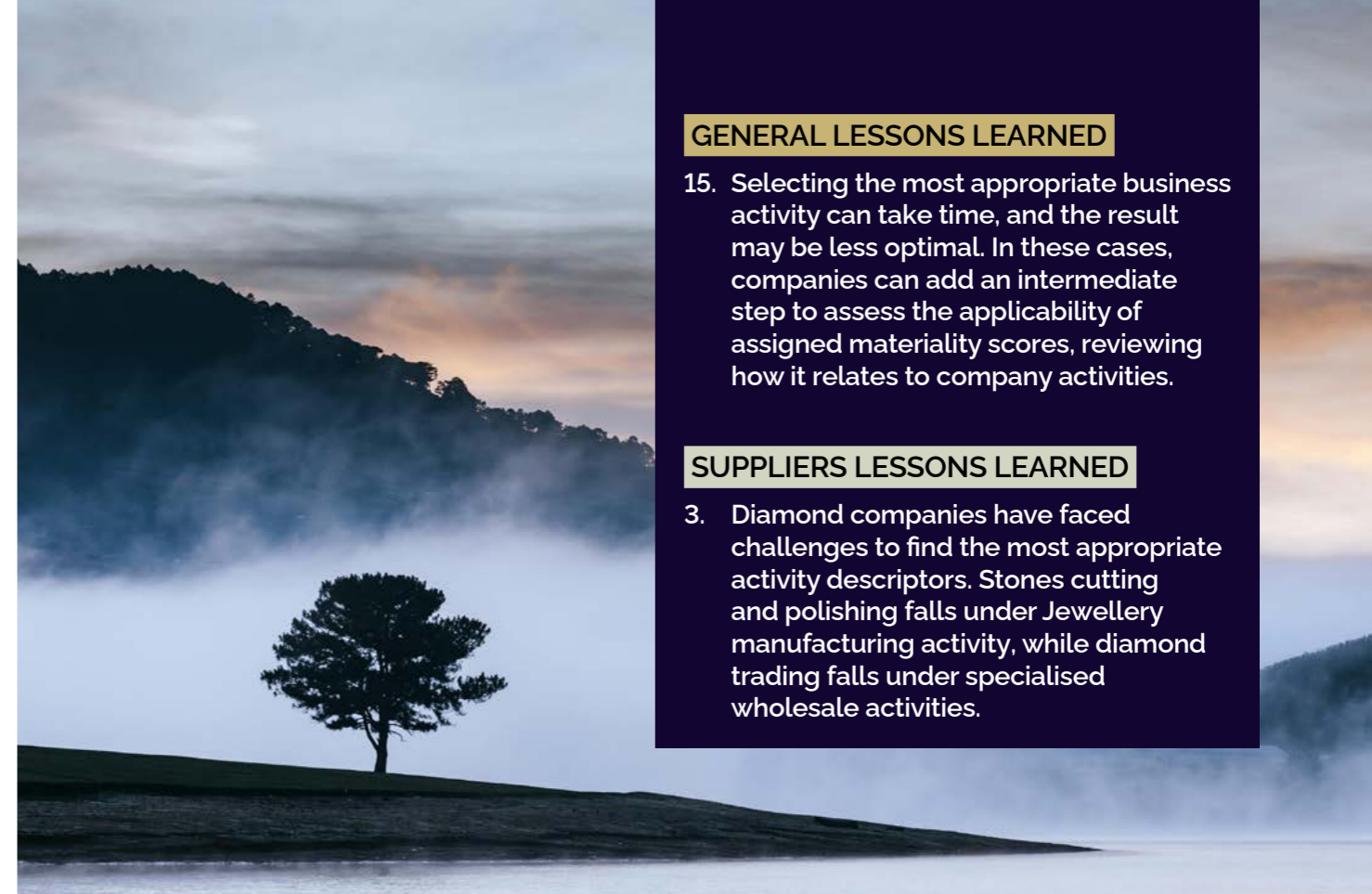
This process revealed that diamond cutting and polishing are captured within the broader category of *Manufacture of jewellery and related articles*. As this category is so broad, covering multiple activities, the screening results did not fully reflect the realities of the company, creating uncertainty around how to interpret potential nature-related risks and impacts. Rather than taking these results at face value, the team focused on contextualising the outputs and identifying where more tailored analysis was needed. They reviewed the flagged impacts and dependencies and assessed their relevance for activities at their sites – are they really a source of noise pollution, for example? This case highlights that sector-level screening tools are a useful high-level starting point but may have limitations for specialised activities, reinforcing the importance of tailored interpretation to derive meaningful and credible insights.

GENERAL LESSONS LEARNED

15. Selecting the most appropriate business activity can take time, and the result may be less optimal. In these cases, companies can add an intermediate step to assess the applicability of assigned materiality scores, reviewing how it relates to company activities.

SUPPLIERS LESSONS LEARNED

3. Diamond companies have faced challenges to find the most appropriate activity descriptors. Stones cutting and polishing falls under Jewellery manufacturing activity, while diamond trading falls under specialised wholesale activities.



2A DIRECT OPERATIONS

2.A.4 Identifying high-risk locations

2.A.5 Defining priority areas

Screening of the direct operations also includes looking at proximity to protected areas, key biodiversity areas or other areas of high importance for nature. Given the lack of universally accepted guidance on the proximity at which business operations may pose risks to such areas, this was one of the steps where companies asked for additional clarifications from the experts. Their level of ambition also drove the definition of the considered buffer areas. More ambitious companies have selected priority sites nearest to their facilities to conduct deep dives and confirm expectations that their operations do not directly impact those sites. Furthermore, this allowed them to gain insights into potential positive actions they can take in their surroundings, building internal engagement for these types of activities and giving examples to their suppliers of what can be done at and around their own sites.

Defining priorities was informed by both materiality screening and site-based screening. This way, companies gained insights into potential dependencies and impacts coming from their sites, and then, looking where their sites are located, they could clearly identify priority areas – or example, water use, noise pollution or waste. The selected priority areas could be site-specific or universal across the business. For example, water was found to be an important topic across sites, meaning the company could approach this at the corporate level and then focus on specific sites. Proximity to bird migrating routes may be relevant for sites where light pollution was flagged as material (e.g. at large manufacturing facilities that need to have lights at the perimeter during the night for security reasons). This required site-specific approach.

GENERAL LESSONS LEARNED

16. Combining sector-level screening for activities with site-based screening helped inform priorities at both the corporate level and the site level.



CASE STUDY

Proximity analysis to prioritise site-level biodiversity action

The company identified biodiversity-related subtopics by evaluating their impacts across the five drivers of biodiversity loss. This was complemented by a proximity analysis of sites relative to Protected Areas, and mapping locations using the WRI Aqueduct tool. The Playbook reinforced the importance of continually reviewing new data and tools, highlighting additional approaches to be used in future reiterations of the assessment.

The proximity analysis prompted the company to conduct a more detailed biodiversity assessment for one site in particular, which has one of the highest overlaps with protected areas in a five-kilometer radius. This assessment involved quantifying site-specific metrics, such as land condition and potential environmental risks. This led to the introduction of targeted measures, including restoration efforts of on- and off-site areas to a higher biodiversity value.



CASE STUDY

Strengthening the evidence base for prioritisation

The company first screened nature dependencies and impacts across its supply chain and operations using ENCORE to understand nature-related hotspots at a sector level. It then relied on the IBAT database, following the Nature Action Playbook steps, to identify sites and supplier mines located near sensitive areas, including Key Biodiversity Areas and Protected Areas.

Based on these insights, the company developed a clear prioritisation approach, documented within its Nature Roadmap. This approach allowed the company to focus its efforts on higher-priority sites and associated nature-related risks. Location-specific dependency insights were further analysed using WWF's Biodiversity Risk Filter, alongside a detailed impact assessment for the most material site in the company's direct operations. Together, these steps enabled the company to develop a structured database of priority locations, providing a strong evidence base to guide future actions and planning.



2A DIRECT OPERATIONS

2.A.6 Further assessments: data preparation

2.A.7 Addressing direct operations data gaps

After companies identified priority activities and sites, they could focus on pressures driving impacts or affecting their dependencies. In practical terms, this means that if a company depends on clean water and its facilities are in areas where water pollution risks are high, it needs to start collating data on how it contributes to these risks. The company also needs to have a way to improve the overall water pollution status in the operating landscape.

In the majority of cases, data needed to quantify pressures is already collected in some form at the sites. This may be to meet the local permitting requirements, or to pay for the use of resources and services in the municipality (water, energy or waste management), or simply to monitor operations, inputs and outputs.

However, the fact that the data may exist does not mean it is easy to access and collate. Companies found that different sites collect different types of data (driven by variations in local regulations, for example), and even when they collect the same type of data, it may be in a different system (monthly versus weekly, in different units or measuring similar but different parameters (total water withdrawal versus water consumption). To answer the challenge, companies started developing data collation systems that will respond to the needs and allow collation at the corporate level. A very important consideration companies flagged here was realistic timelines when it comes to development and implementation of such systems, where some companies again opted for first testing the approach on several sites, before rolling it out across the full portfolio.

CASE STUDY

Strengthening site-level data to support nature objectives

To address data gaps related to direct operations, the company used the structured steps of the Nature Action Playbook to validate and refine existing work. The company strengthened site-level data collection by focusing on priority areas identified earlier in the process, including waste management and water use across operations.

Together, these steps helped close key data gaps, improved the robustness of operational assessments, and provided a clearer foundation for defining biodiversity-related objectives and considering future targets, including research initiatives and supplier collaboration.



GENERAL LESSONS LEARNED

17. Data that companies will need to start addressing their dependencies and impacts on nature are identified based on the outputs of both activity and site screening.
18. Companies with multiple direct operations sites across different landscapes have opted to first test the data collection approach on a subset of sites before rolling it out to the full portfolio.
19. Important consideration is realistic time planning for developing and implementing a data collation system.

Lessons learned
and case studies:
**2.B Supply Chain
Materiality Assessment**

All the companies involved in piloting the Nature Action Playbook, as it was expected, found that the main impacts and dependencies lie in their supply chain. This is linked both to activities in their supply chain (largely mining-based) and to the commodities they sourced. How those challenges can be addressed was the most frequently asked question. Companies felt they had no leverage over their supply chain and sometimes were unsure about what value this exercise brought to them. At the point in time where the sector is increasingly talking about the resilience of the business to nature-related disturbances, understanding where the risks lie can help implement measures needed to mitigate risks and build resilient supply chains.



"The Nature Action Playbook has been a highly useful resource for us. It provided a clear structure and practical guidance, helping us navigate such complex topic. We found it particularly helpful as a gap analysis tool, serving as a compass that guided us, showed where we stand, and strengthened our confidence that we are on the right track."

2B SUPPLY CHAIN

2.B.1 Identifying your material upstream value chain activities

2.B.2 Identifying material purchased commodities

Screening commodities was considered the easier of the two steps. Companies know well what they are purchasing, and checking that list against the SBTN High Impact Commodities List (HICL) quickly flags priorities. Similar to other steps, companies have in some cases decided to take a stricter approach and on the list of priority commodities include also those that are essential for their products but are not listed on the HICL. Diamonds and gemstones are a clear example of such commodities where companies almost always decided to include them as their priorities.

Another example was the inclusion of a commodity not used in the core product itself, but in packaging designed to create a more distinctive, high-end experience. This demonstrated ambition and rigour that companies want to implement in the assessments, allowing them to be aware of the wider set of risks and discuss them with their teams.

CASE STUDY

Going beyond core activities in nature materiality screening

Aligned with the Nature Action Playbook guidance, the SME focused its sector-level supply chain materiality screening on the main activities linked to its jewellery products. As the screening progressed, the team decided to deepen the assessment beyond core product-related ISIC codes to consider additional upstream activities and commodities. This included commodities and activities less directly linked to their core products, but assumed to be impactful on nature, such as marketing and packaging-related activities. These activities were indeed identified as potentially impactful, prompting the company to explore them further.

The company's approach demonstrates how the Nature Action Playbook provides a clear foundation for materiality screening, while allowing flexibility for companies with the data and resources to deepen their analysis. This approach brings awareness of other impactful activities or commodities within the company's value chain, not just related to core business activities, allowing the company to deepen the analysis beyond core activities, where they choose to.



GENERAL LESSONS LEARNED

20. Companies wanting to demonstrate ambition included on their priority list commodities other than those flagged in the HICL, adding robustness and tightening the criteria of their assessment.
21. Clear internal codes of conduct and standards facilitate company and group-wide adoption of best practices in sourcing.

2B SUPPLY CHAIN

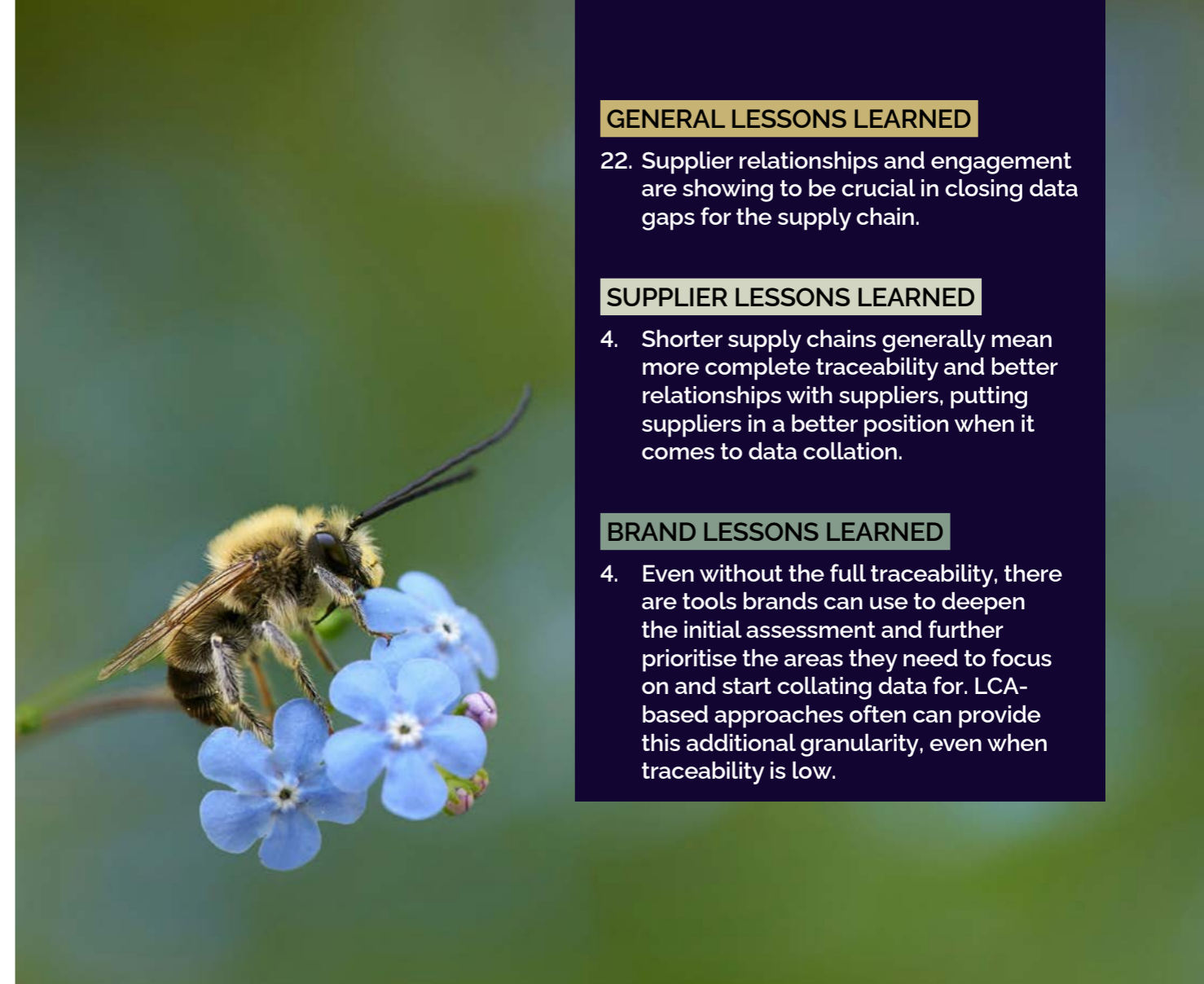
2.B.3 Prioritisation and traceability considerations

2.B.4 Identifying data gaps for nature assessment

After priority areas are defined, companies move into what was reported as the most challenging phase: collating data on supply-chain activities and commodities. Traceability and supply chain transparency can pose a challenge for companies, especially for larger brands. Smaller brands and suppliers tend to have shorter supply chains and closer relationships with suppliers and producers. This makes it easier for them to gather the necessary data. At the same time, they face the challenge of lower leverage due to lower sourced volumes.

To ensure consistency in data from their sourcing regions, some companies introduced a supplier onboarding process. This detailed supplier data is then used to assess risks, drawing on information from existing databases.

Another approach companies used was to carry out a deeper dive to complete a more company-relevant screening, using tools like LCA or similar. This allowed them to further improve the identification and prioritisation of processes and pressures and focus their efforts there.



GENERAL LESSONS LEARNED

22. Supplier relationships and engagement are showing to be crucial in closing data gaps for the supply chain.

SUPPLIER LESSONS LEARNED

4. Shorter supply chains generally mean more complete traceability and better relationships with suppliers, putting suppliers in a better position when it comes to data collation.

BRAND LESSONS LEARNED

4. Even without the full traceability, there are tools brands can use to deepen the initial assessment and further prioritise the areas they need to focus on and start collating data for. LCA-based approaches often can provide this additional granularity, even when traceability is low.

CASE STUDY



Turning traceability insights into targeted data requirements

The company identified key data gaps across its supply chain by reviewing supply-chain screening results alongside a deeper assessment based on traceability data. Given the company's strong understanding of its stone sourcing locations, the focus shifted from identifying where risks may occur to understanding potential impacts and dependencies in those areas, and what site-level data would be needed to quantify them.

In practice, this involved compiling data on water use, water pollution, and land use at mine sites. Before defining the format and approach for data collection, the company chose to first agree on and adopt relevant KPIs, ensuring that future data collection would enable tracking progress toward desired outcomes.

CASE STUDY



Phasing supply chain engagement to focus efforts where it matters most

Following the sector-level screening, the brand undertook a more detailed assessment of its supply chain to evaluate its relative impacts on nature and identify priority supply chains. Once these priorities were agreed, several teams focused on deepening understanding of the selected supply chains by refining traceability data, analysing production processes, and engaging directly with suppliers.

The objective was to improve traceability to a level that would enable deeper analysis of sourcing regions and production practices, supporting the development of projects aimed at mitigating sourcing-related impacts. By identifying priority supply chains first, the company was able to concentrate its efforts on improving traceability and data where it mattered most, rather than attempting to address all the supply chains at once. This phased approach also allowed the teams to learn from the process and apply these insights in future iterations, when expanding the focus to second-level priority supply chains.

2B SUPPLY CHAIN

2.B.5 Addressing supply chain data gaps

Data gaps related to supply chains are likely the most widely shared challenge companies in the watch and jewellery sector face. How they approach this challenge depended on several factors, among which supplier relationships and engagement ranked very high. Companies rarely feel they have enough leverage to demand data from their supplier. At the same time, they do not wish to overwhelm suppliers with constant requests for data, particularly given that suppliers may only have limited understanding of nature-related topics. This adds a layer of complication, as even when the suppliers are willing to provide data, they neither have it nor know how to collate it.

Companies which nurtured close relationships with their suppliers found it only natural to develop education programs for them to bring them along in this journey, facilitating additional resources along with the carefully thought-through supplier questionnaires. Depending on what companies think they can achieve, they were careful in requesting too much data from the suppliers, which would not be used.

This approach, seen with several companies that participated in the piloting of the guidance, demonstrated the sector's willingness to drive transformational change through spreading impacts. No companies chose to drop suppliers that did not meet expectations; instead, they are exploring ways to incentivise and support suppliers in taking the first steps on their own nature journeys.



GENERAL LESSONS LEARNED

23. Supplier relationship is widely accepted as the most important factor for closing the supply chain data gaps.
24. Bringing the suppliers along on their own journeys helps companies feel in control, improve their supply chain data and contribute to transformational change of the whole sector.

CASE STUDY



Collaborative traceability in SME supply chains

The company has developed a good understanding of its supply chain, while recognising that some gaps still exist. To address these, the focus has been on strengthening engagement with Tier 1 suppliers. An early challenge was clearly defining what traceability means for the company and ensuring this is supported by appropriate documentation. Through the Nature Action Playbook, the team recognised the importance of starting to collect data that could support future impact assessments, while remaining mindful not to overburden suppliers – particularly important for smaller brands that prioritise close supplier relationships.

To support this, the company integrated additional nature-related questions into supplier surveys to better understand supplier capacity and capability. These are complemented by annual "improvement meetings" with key Tier 1 suppliers, providing a structured opportunity to review progress, clarify expectations, and discuss data gaps. Rather than viewing varying levels of supplier maturity as a barrier, the company sees this as an opportunity to support suppliers in building capacity, improving practices, and strengthening data collection over time. This experience demonstrates that smaller companies can play a meaningful role in driving change through collaboration and clarity. Traceability can be more than a technical requirement - it can act as a practical tool for dialogue, engagement, and continuous improvement, with benefits that can extend beyond a client-supplier relationship.

CASE STUDY



Improving data consistency through supplier engagement

The company prioritises transparency and supplier engagement, beginning with a detailed onboarding process to understand suppliers' maturity levels and clarify data requirements. This approach supports regular data collection, enabling year-on-year value chain assessment across the value chain and a clearer understanding of what drives changes over time. Recognising that suppliers often use different data collection methods and do not always provide the same information, the company works continuously to improve data consistency and close gaps.

Where supplier data is unavailable or limited, the publicly available information relevant to supplier locations is used to complement internal datasets. Over time, this has resulted in a robust internal database, providing a strong foundation for deeper analysis of priority locations in line with the Nature Action Playbook.

Lessons learned
and case studies:

3. Nature Roadmaps

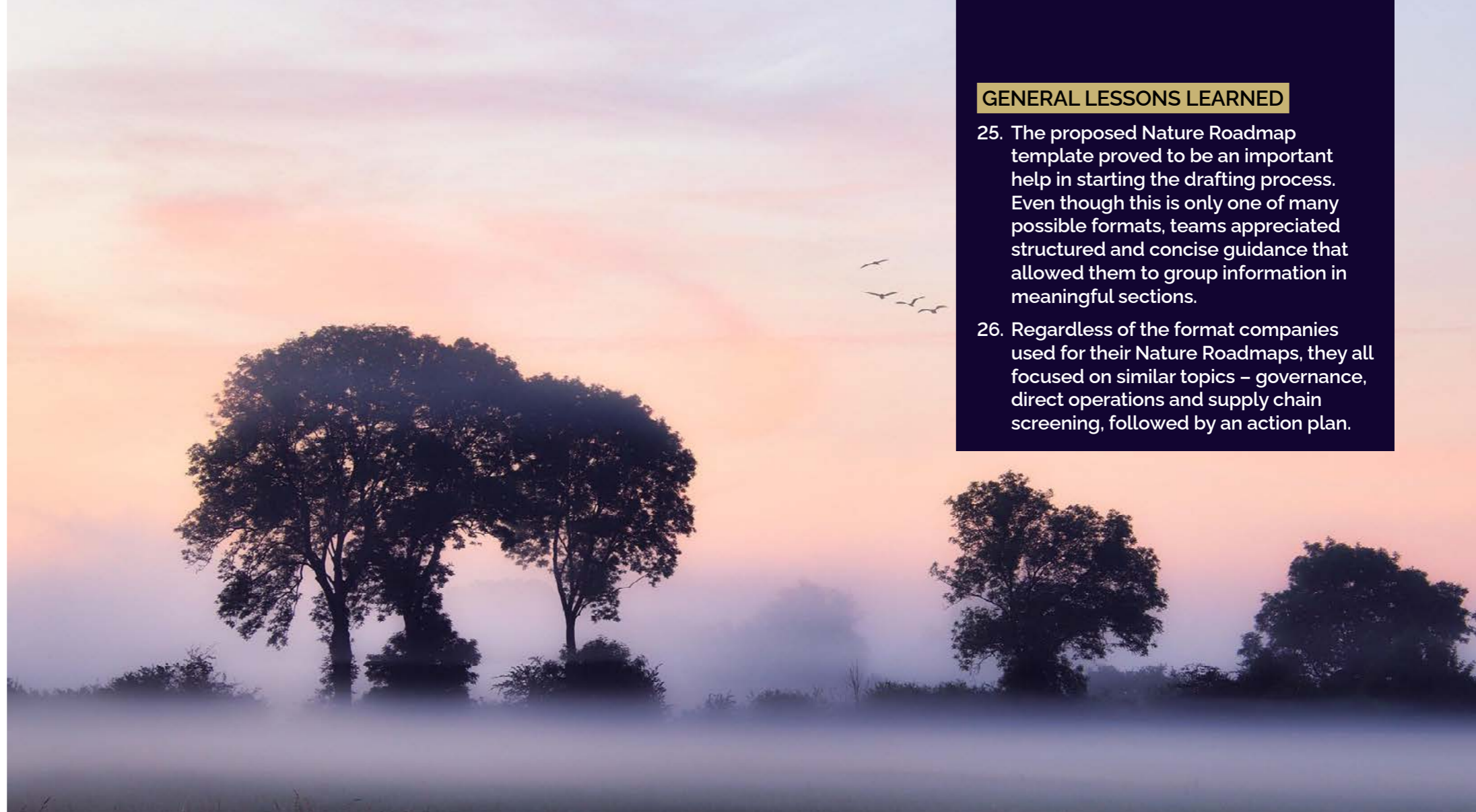
Companies that did not have an existing document to serve as a starting point for their Nature Roadmap consistently highlighted the challenge of a “blank page” when beginning to follow the Nature Action Playbook. The teams found the provided roadmap template crucial in resolving this challenge, facilitating the development of the first drafts of their own roadmaps.

Once a draft roadmap was in place, companies found it easier to identify and prioritise next steps – most commonly focusing on closing data gaps through supplier engagement and improved internal data collation systems. Using the template in parallel with completing the Playbook steps helped to accelerate progress and overcome initial barriers. Even where companies chose to develop their roadmap in a different format, many followed the proposed structure, providing reassurance that key topics had been appropriately considered.

3 NATURE ROADMAP

3.1 Writing the roadmap

The template provided by the Nature Action Playbook proved helpful by clearly outlining a possible format for a Roadmap, suggesting how Playbook steps could be combined across sections, and clarifying the expected content in each section.



GENERAL LESSONS LEARNED

25. The proposed Nature Roadmap template proved to be an important help in starting the drafting process. Even though this is only one of many possible formats, teams appreciated structured and concise guidance that allowed them to group information in meaningful sections.
26. Regardless of the format companies used for their Nature Roadmaps, they all focused on similar topics – governance, direct operations and supply chain screening, followed by an action plan.

CASE STUDY



From assessment to action: developing a practical Nature Roadmap

The Nature Action Playbook supported the company in translating earlier assessments into a clear and structured Nature Roadmap, which was developed over a relatively short timeframe of around six months. The team particularly valued the Playbook's step-by-step approach, practical templates, and WJI 2030 support, which helped overcome initial challenges and maintain momentum. The Nature Roadmap template was especially useful, providing a clear structure supported by targeted questions and guidance on what each section should cover.

The team discussed these questions, captured key points, and developed them into a narrative. Repeating this process across the three sections of the template enabled the company to efficiently draft a robust first version of its Nature Roadmap, while building internal confidence and capacity.

With the Roadmap now in place, the company is using it to monitor and advance nature-related activities within its own operations, with longer-term plans to engage suppliers to improve location-specific data and deepen understanding of value-chain practices.

CASE STUDY



Consolidating progress to clarify next steps on nature

The brand had been working on nature-related topics for several years, developing projects aligned with an evolving understanding of priorities shaped by both internal and external factors. Working closely with Brand and Group functions, the team had already collated data, contributed to shared initiatives, and progressed along its nature journey. When the team began using the Nature Action Playbook, many of the recommended steps were already in place; however, the work had not yet been brought together into a clearly articulated and structured plan.

Using the Nature Roadmap template enabled the team to organise and consolidate existing activities into a coherent and concise narrative of its nature journey. While the resulting document was intentionally high-level and avoided duplication of existing technical reports, it provided a single, structured framework that clarified progress to date and highlighted clear next steps. This has since supported the identification of short-term priorities and enabled more strategic discussion of longer-term objectives and planning.

3 NATURE ROADMAP

3.2 Using the roadmap

Several companies completed their Nature Roadmap during the piloting period. Observing their subsequent actions provided insights into how the roadmaps support implementation. While levels of ambition and available resources shaped next steps, companies consistently focused on improving their data quality, engaging with suppliers to strengthen data and start action, and preparing for the deep dive assessments to inform steps aimed at enhancing business resilience to nature-related risks.

CASE STUDY



Laying the groundwork for supplier data collection

The company recognises the critical role suppliers will play in future supply chain assessments and has therefore prioritised data collection within its Nature Roadmap. To support this, the team decided to develop and roll out a supplier questionnaire on nature, with a primary focus on water, identified as a priority area.

The questionnaire was designed to be supportive and informative, rather than data-intensive, using high-level questions to understand suppliers' awareness, maturity, and ambition at this stage. This was complemented by the development of educational resources and reflects the company's intention to bring suppliers with it on the nature journey, recognising that meaningful progress will require broader value-chain transformation over time.

GENERAL LESSONS LEARNED

27. A well-structured Roadmap serves as a workplan for the nature lead and sustainability team, highlighting gaps and priorities and supporting action. One concise document outlining the state of affairs of the company's business and nature is found to help guide internal discussions and plan resources needed for concrete actions.



Lessons learned and solutions: a summary

The piloting phase showed that applying the Nature Action Playbook guidance helped companies progress, regardless of their maturity level at the outset. The majority of companies indicated that the process felt easier than anticipated, and that meaningful learning and progress can be achieved in a relatively short period of time when the work is approached step by step.

Experience from the pilot period shows that momentum increases when responsibility and coordination are made explicit. Companies progressed more efficiently once a Nature Lead (or equivalent coordinating role) was in place and able to bridge work across teams and functions, using existing workstreams as a foundation rather than treating nature as a standalone programme. Smaller organisations often moved quickly through these early steps due to agility and shorter consultation chains, while larger, multi site or multi division organisations typically spent more time aligning across functions and entities, with that alignment paying off through improved consistency and reduced duplication.

Materiality screening across direct operations was generally a practical way to start, because it sits within areas of clearer control, established processes and existing monitoring obligations. At the same time, the pilot phase highlighted that sector level screening tools can miss important nuances for specialised activities, particularly where standard activity classifications do not reflect how businesses in this sector operate in practice. Companies therefore benefited from adding a structured review step to interpret screening outputs, challenge assumptions, and refine relevance for their own context, including where justifications were not applicable and where additional pressures needed to be considered. Combining activity screening with site based proximity analysis (including protected areas, Key Biodiversity Areas and other sensitive locations) supported clear prioritisation and helped companies identify where location specific work is most defensible.

The piloting also confirmed that moving from screening towards concrete mitigation action is often shaped by data realities, not intent. In many cases, information needed to understand pressures was already being collected at sites for permitting, operational control or cost management, but it was difficult to consolidate across all sites due to fragmented systems, inconsistent units and different reporting cycles. Companies that moved fastest treated consolidation as a capability that can be built over time, often by testing data management approaches on a subset of sites before planning a broader roll out, and by setting realistic timelines for development and implementation.



Across participating companies, the most material impacts and dependencies were consistently found upstream in supply chains, reflecting the sector's reliance on mining linked commodities and complex sourcing networks. Companies often felt constrained by limited leverage and were cautious about placing additional burden on suppliers—especially where supplier awareness and data systems are still emerging. The experience from the participating companies indicates that a phased approach is most workable: focusing first on the highest risk supply chains, using existing supplier engagement processes to open dialogue and improve understanding, and supporting suppliers through capacity building and clearer expectations. This approach reflects a preference to bring suppliers along on the journey rather than excluding those that are less advanced, and it helps companies stay in control of progress while improving the quality of supply chain data over time.

Finally, the Nature Roadmap was consistently important as the point at which outputs become a coherent workplan. For companies without an existing roadmap, the blank page was a common blocker. Using the Roadmap template in parallel with completing the questions enabled teams to capture inputs progressively and then shape them into narrative text. For more mature companies, the template supported consolidation of previous work into a single structure that improves executive oversight, resource planning and prioritised action. For leadership audiences, the value remains clarity and continuity: one concise document that aligns what has been done, what is known, what remains uncertain, and what comes next.

Through this report, WJI 2030 aims to share member learnings and highlight practical approaches to addressing shared challenges. The case studies demonstrate that initiating and advancing a nature journey within the watch and jewellery sector is achievable with reasonable resources and within a relatively short timeframe.

GENERAL LESSONS LEARNED

1. GOVERNANCE AND RESOURCING

1. Once companies assign a Nature Lead, they advance faster and more efficiently.
2. The available Nature Action Playbook guidance facilitates learning and removes blockers to progress.
3. Companies starting the journey opt for monitoring voluntary frameworks until they build an internal knowledge that will allow them to understand the implications and decide how to progress.
4. Jointly discussing where nature sits within the existing strategy improved the company's understanding and reduced the perceived novelty of the topic.
5. Mapping the intersections of topics and activities where nature plays a role helps reduce costs and create co-benefits across teams and functions.
6. Mapping internal stakeholders, raising awareness and ensuring alignment will make resource mapping and planning quicker and easier.
7. The relative importance of internal versus external stakeholders depends on the company's level of maturity. Typically, during the initial stages of the journey, a stronger focus is on internal stakeholders.
8. Resource planning is easier once the Nature Action Playbook questions are all completed, as the priorities are then clearer.
9. Visions and goals serve different purposes. Clarifying this distinction will enable the process of defining a coherent vision.
10. Finding examples of nature visions by similar companies can help the drafting process.
11. Defining a vision takes time and collective input. Investing time upfront and involving the right internal stakeholders in the process helps build shared alignment and understanding of how different elements of their nature strategy fit together.

2A. DIRECT OPERATIONS

12. Defining the scope of direct operations depends on the governance and level of control a company has over the sites.
13. Data availability is an important factor that companies consider when defining the scope of the first assessment.
14. The screening step can be an iterative process.
15. Selecting the most appropriate business activity can take time, and the result may be less optimal. In these cases, companies can add an intermediate step to assess the applicability of assigned materiality scores, reviewing how it relates to company activities.
16. Combining sector-level screening for activities with site-based screening helped inform priorities at both the corporate level and the site level.
17. Data that companies will need to start addressing their dependencies and impacts on nature are identified based on the outputs of both activity and site screening.
18. Companies with multiple direct operations sites across different landscapes have opted to first test the data collection approach on a subset of sites before rolling it out to the full portfolio.
19. Important consideration is realistic time planning for developing and implementing a data collation system.

GENERAL LESSONS LEARNED

2A. SUPPLY CHAIN

20. Companies wanting to demonstrate ambition included on their priority list commodities other than those flagged in the HICL, adding robustness and tightening the criteria of their assessment.
21. Clear internal codes of conduct and standards facilitate company and group-wide adoption of best practices in sourcing.
22. Supplier relationships and engagement are showing to be crucial in closing data gaps for the supply chain.
23. Supplier relationship is widely accepted as the most important factor for closing the supply chain data gaps.
24. Bringing the suppliers along on their own journeys helps companies feel in control, improve their supply chain data and contribute to transformational change of the whole sector.

3. NATURE ROADMAP

25. The proposed Nature Roadmap template proved to be an important help in starting the drafting process. Even though this is only one of many possible formats, teams appreciated structured and concise guidance that allowed them to group information in meaningful sections.
26. Regardless of the format companies used for their Nature Roadmaps, they all focused on similar topics – governance, direct operations and supply chain screening, followed by an action plan.
27. Well-structured Nature Roadmap serves as a workplan for the nature lead and sustainability team, highlighting gaps and priorities and supporting action. One concise document outlining the state of affairs of the company's business and nature is found to help guide internal discussions and plan resources needed for concrete actions.

SUPPLIER LESSONS LEARNED**1. GOVERNANCE AND RESOURCING**

1. For SMEs that rely on smaller teams, one person dedicated to nature (among other tasks) can build the understanding and develop a Nature Roadmap, following the NAP.
2. For suppliers, defining the vision can seem like a challenge, particularly where midstream companies perceive to have low leverage over how business is conducted across the sector. Understanding different levers of influence to use up- and downstream of their operations can help ensure the vision is realistic.

2A. DIRECT OPERATIONS

3. Diamond companies have faced challenges to find the most appropriate activity descriptors. Stones cutting and polishing falls under Jewellery manufacturing activity, while diamond trading falls under specialised wholesale activities.

2A. SUPPLY CHAIN

4. Shorter supply chains generally mean more complete traceability and better relationships with suppliers, putting suppliers in a better position when it comes to data collation.

BRAND LESSONS LEARNED**1. GOVERNANCE AND RESOURCING**

1. Brands and Maisons can decide to draft their own vision, in addition to that at the Group-level. This can strengthen ownership and team commitment, while ensuring the vision is better adapted to the specific context and realities of each Brand or Maison.

2A. DIRECT OPERATIONS

2. For brands, in addition to sites that are under direct operational control, the initial screening may include tier 1 suppliers' sites, such as manufacturing sites, when the relationship with said supplier allows it.
3. Especially for Maisons and brands that form part of a larger group, it is important to define the scope that makes sense and document it clearly, thinking about what will enable vision setting and action planning.

2A. SUPPLY CHAIN

4. Even without the full traceability, there are tools brands can use to deepen the initial assessment and further prioritise the areas they need to focus on and start collating data for. LCA-based approaches often can provide this additional granularity, even when traceability is low.

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