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# ZDHC 2030 Implementation Strategy

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# 1. Purpose of this document

This document sets out how the Roadmap to Zero Programme-related components of the ZDHC 2030 Impact Strategy are implemented in practice. It translates strategic ambition into a coherent set of actions, programmes and delivery mechanisms — a pathway — that can be understood, supported and implemented.

The purpose of this implementation strategy is to explain how impact is created through the relevant Priority Resource Areas (PRAs) and how individual initiatives function together as an integrated system to deliver the objectives of the 2030 Impact Strategy.

Within the multi-stakeholder engagement, ZDHC is a brand-led organisation, and the Roadmap to Zero Programme remains the primary mechanism through which brands collectively enable sustainable chemical management across global value chains. The strategic direction of ZDHC remains unchanged: eliminating hazardous chemicals at source through credible, scalable, and industry-aligned frameworks.

This document is primarily intended for internal use, supporting decision-making, prioritisation and alignment across ZDHC delivery teams, and providing a common reference point for implementation towards 2030. It does not alter the 2030 Impact Strategy itself, nor does it modify the already defined KPIs and metrics against which progress towards the overall strategy is measured.

At the same time, this document is also intended to provide clarity and transparency for ZDHC Signatory Brands regarding how the strategy is being implemented, what developments are underway, and what this means for brand participation. It does not

introduce new obligations for brands, nor does it replace legal compliance, regulatory interpretation, or internal governance processes.

This implementation strategy focuses on the strategic initiatives of the ZDHC Roadmap to Zero Programme as they relate to delivering the 2030 Impact Strategy through the relevant Priority Resource Areas. It does not include ZDHC's full digital, data, communications, or organisational strategies, nor does it describe internal enabling functions associated with PRA 4 beyond their role in supporting programme delivery.

Where regulatory concepts such as CSRD or CSDDD are referenced, this reflects ZDHC's effort to structure programme outputs (Impact Reporting) so that Roadmap to Zero participation may, where appropriate, be reused by brands in external reporting or due diligence contexts. ZDHC does not define regulatory requirements and does not create reporting obligations for brands.

Data access through the ZDHC Gateway Data Hub remains available to all Signatory Brands. Optional services, such as ZDHC Gateway data APIs or future Nature Capital-related add-ons, are designed as enablement tools for specific use cases and are not prerequisites for participation. Nature Capital-related initiatives, once developed, will be piloted until 2030 to build data foundations and methodologies only; participation by brands is voluntary and non-binding in terms of implementation requirements.

The timelines outlined in this document are provisional and non-binding. They are based on current expectations and may evolve in response to external developments beyond the organisation's control.

## 2. How ZDHC creates impact by 2030

ZDHC's approach to impact is grounded in system change enabled by sustainable chemical management. Chemistry plays a fundamental role in reducing environmental impact across the four key Impact Areas — Water, Climate, Circularity, and Biodiversity — by determining which substances don't enter manufacturing systems in the first place.

ZDHC recognises that outcomes in these Impact Areas are influenced by factors beyond its direct scope and control, including process design, energy systems, infrastructure, and local context. Meaningful progress, therefore, requires more than isolated actions or downstream interventions; it depends on changes to the chemistry used, how it is applied, and the consistent implementation of good practice throughout the value chain.

The 2030 Impact Strategy is anchored in two clear and measurable goals: by 2030, 100% of chemical formulations used within the ZDHC Committed Community conform to the ZDHC MRSL, and 70% of chemical formulations used in the global industry conform to the ZDHC MRSL. Together, these goals define ZDHC's core change mechanism: scaling ZDHC MRSL-conformant input chemistry to progressively phase out hazardous substances at their source, globally, thereby reducing their negative impact on water, climate, circularity, and biodiversity.

The ZDHC 2030 Impact Strategy is structured around four Priority Resource Areas (PRAs), which together describe how ZDHC defines chemical requirements, enables adoption at scale, and ensures credibility and recognition of outcomes.

- PRA 1 — Establishes what safer chemistry looks like by setting transparent, credible, and future-ready requirements for chemical inputs and formulation sustainability.
- PRA 2 — Enables the progressive adoption and implementation of these requirements at scale across the textile, apparel, footwear and leather industry through the Roadmap to Zero (RtZ) Programme, translating frameworks into operational practice.
- PRA 3 — Ensures that implementation outcomes are credible, recognised, and usable in external contexts, supporting long-term adoption and relevance.
- PRA 4 — Focus on how ZDHC delivers value to its community in a sustainable and scalable way.

Environmental Impact Areas are outcomes of delivery, not organising principles. ZDHC's ambition is to contribute to permanent systemic change by embedding sustainable chemical management as a durable feature of industry practice. ZDHC does not act as a regulator, certifier, or owner of facility performance; its role is to enable consistent, scalable implementation of sustainable chemical management that supports environmental improvement across the sector.

### 3. What success looks like in 2030

By 2030, success means that:

- ZDHC chemical management frameworks are embedded in day-to-day manufacturing decision-making, with Signatory Brands driving adoption, cascading requirements, and monitoring progress across their value chains through their participation in Brands to Zero.
- Chemical formulators actively contribute to system-level change by progressing their formulations through Chemicals to Zero, making advanced, more sustainable chemistry scalable and accessible beyond niche applications.
- Manufacturing facilities are enabled to achieve measurable improvements in environmental performance, including water quality and use, emissions reduction, circularity readiness, and reduced pressure on ecosystems, recognising the influence of local context and operational factors.
- Participation in ZDHC programmes, including Brands to Zero, Supplier to Zero, and Formulator to Zero (including Chemicals to Zero), is recognised as credible and decision-useful in an increasingly regulated sustainability landscape, while remaining distinct from regulatory compliance and certification.
- ZDHC operates as a brand-led, multi-stakeholder organisation in which brands, chemical formulators, and manufacturing facilities each fulfil clearly defined roles to drive consistent, scalable implementation of sustainable chemical management with the support and expertise of approved solution providers.

This implementation strategy is designed to be realistic, scalable, and resilient to future regulatory and market developments.

### 4. PRA 1 – ZDHC MRSL Sustainable Chemical Management (SCM) Framework Excellence

#### 4.1 Role of PRA 1 in the ZDHC system

PRA 1 establishes the foundation for sustainable chemical management within the ZDHC system. It establishes what chemistry is acceptable for use in manufacturing and how chemical products are expected to progress beyond baseline ZDHC MRSL conformance towards improved sustainability characteristics of formulations. This progression is primarily enabled through the engagement of chemical formulators and suppliers, and supported by informed decision-making by brands.

The role of PRA 1 is to set transparent, credible, and scalable chemical requirements that are compatible with environmental protection and future system needs, including evolving materials, processes, and transparency expectations. PRA 1 does not directly deliver ecological impact. Instead, it defines the conditions under which impact can be achieved when these requirements are implemented at scale through the Roadmap to Zero Programme.

#### 4.2 PRA 1 strategies and delivery

##### ZDHC MRSL scope, rigour, and future-readiness

Strategic intent: Maintain the ZDHC MRSL as the authoritative global baseline for eliminating hazardous substances from manufacturing, while ensuring it remains relevant to evolving materials, processes, and regulatory expectations.

Key deliverables:

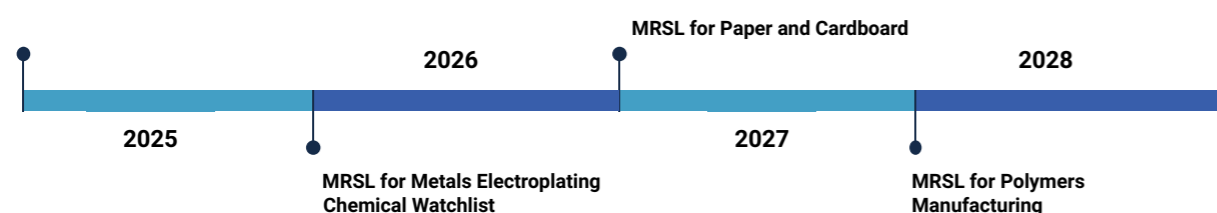
- ZDHC Chemical Watchlist
- ZDHC MRSL updates and expansion to new materials, including:
  - MRSL for metals electroplating
  - MRSL for paper and cardboard
  - MRSL for polymer (expansion)

Delivery changes in practice:

These updates expand ZDHC MRSL coverage to materials and chemistries that are critical for real apparel and footwear manufacturing conditions, packaging, and recycling readiness. They reduce ambiguity around expectations and strengthen preventative control of hazardous substances at the point of chemical entry.

The ZDHC Chemical Watchlist bridges regulatory signals and industry practice by providing a sector-specific, ready-to-use list of substances of concern that supports transparency and informed prioritisation. The Watchlist serves as a proactive input for focus and prioritisation by the ZDHC MRSL Council and does not trigger automatic ZDHC MRSL inclusion or alter existing governance structures or decision criteria for the updates to the ZDHC MRSL.

How this enables impact: By eliminating hazardous substances at source, ZDHC MRSL delivery reduces pollution risk to water bodies, limits ecotoxic pressure on ecosystems, enables recycling-ready manufacturing outputs, and supports more efficient and stable production processes.



Progress chemical formulations beyond conformance (Chemicals to Zero – CtZ)

Strategic intent:

Enable systematic progression of chemical formulations beyond hazard elimination towards improved sustainability performance, supporting a journey of excellence in safer chemistry manufacturing.

Key deliverables:

- Chemicals to Zero – Foundational
- Chemicals to Zero – Progressive
- Chemicals to Zero – Aspirational
- CtZ (Foundational / Progressive / Aspirational) Framework V2

Delivery changes in practice:

The CtZ Framework establishes a clear, structured progression pathway for chemical formulators, differentiating products based on formulation-level sustainability attributes while preserving safety, governance, and ZDHC MRSL conformance. Digitisation improves usability, transparency, and comparability.

CtZ also supports brands in making more informed, safer chemistry choices by increasing visibility into formulation characteristics and enabling differentiation beyond baseline compliance. CtZ focuses on formulation-level progress and includes the same facility-level requirements as the Formulators to Zero, as explained later in this document.

How this enables impact: Improved formulation choices support lower-impact manufacturing, enhance compatibility with circular processes, and reduce long-term chemical pressure on ecosystems when applied at scale through downstream implementation.

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## Impact Data Sheet as an enabler to scale CtZ Aspirational

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### Strategic intent:

Strengthen and scale the Chemicals to Zero (CtZ) Framework by improving the transparency, consistency, and decision-usefulness of formulation-level impact data. Informed formulation decision-making is recognised as a critical lever to reduce environmental pressure and the overall operational footprint across tiers 1 to 3 of the value chain.

The Impact Data Sheet is positioned as a foundational capability that extends CtZ beyond compliance signals, enabling a more impact-driven and performance-based approach to sustainable chemical management in line with the ZDHC Roadmap to Zero and 2030 Impact Strategy.

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### Key deliverables

- Impact Data Sheet: from concept development to operational implementation
- Integration of impact data as a programme tool, embedded within the ZDHC Gateway infrastructure

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### Delivery changes in practice

The Impact Data Sheet establishes a standardised set of formulation-level impact data aligned with CtZ Aspirational criteria. It captures essential information on substances of concern alongside selected lifecycle-relevant attributes, enabling greater awareness, comparability, and more informed decision-making across the value chain. This supports use cases such as substances of concern reporting and consideration of Scope 2 and 3 impacts, without prescribing outcomes or limiting flexibility.

As a long-term product capability, the Impact Data Sheet enables ZDHC to measure, aggregate, and communicate environmental impact at scale across multiple dimensions, including water, climate, circularity, and biodiversity, at formulation level. By doing so, it establishes a shared impact language across the ZDHC ecosystem and shifts the focus from binary compliance to performance-based insights that better reflect real-world outcomes and enable meaningful differentiation between formulations.

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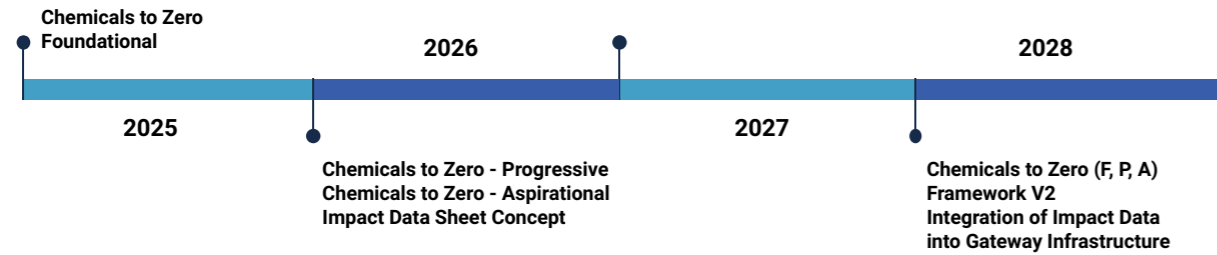
### Integration into the ZDHC Gateway

Embedding formulation-level impact data into the ZDHC Gateway integrates impact considerations directly into existing workflows for chemical selection, procurement, and management. This transforms impact data from a parallel or retrospective exercise into a practical driver of everyday decisions, while strengthening the credibility and consistency of sustainability information generated through ZDHC tools. For brands and their stakeholders, including auditors, investors, and financial institutions, this provides a more robust, evidence-based foundation for assessing performance, risk, and progress in line with evolving expectations, including under frameworks such as CSRD.

Use of the Impact Data Sheet for regulatory or reporting purposes remains voluntary and under the control of participating entities. ZDHC's role is to provide harmonised, decision-useful data structures that can be reused across reporting, disclosure, and decision-making contexts, reducing fragmentation while supporting scalability, innovation, and continuous improvement.

How this enables impact:

By extending the Chemicals to Zero Framework with impact-oriented data, the Impact Data Sheet amplifies the real-world outcomes of downstream implementation. Better-informed chemistry choices translate into measurable improvements across water, climate, circularity, and biodiversity, while creating a scalable, future-ready data foundation that supports sustainability leadership today and evolving reporting needs tomorrow.



Commodity Chemicals Strategy

Strategic intent: Strengthen the integrity and effectiveness of ZDHC MRSL implementation by addressing risks associated with the use of commodity chemicals in manufacturing processes. The strategy focuses on preventing contamination of MRSL substances arising from non-formulated chemical inputs and enabling consistent application of ZDHC MRSL requirements under real manufacturing conditions.

Key deliverables:

- Commodity Chemicals Strategy and Implementation Plan
- Gateway-like solution for commodity chemicals

What delivery changes in practice: A ZDHC Gateway-like approach enables the selection of preferred commodity chemical suppliers based on fit-for-purpose ZDHC MRSL conformance criteria, shifting control from reactive testing to preventative sourcing. A preferred supplier network and light performance visibility support consistent implementation at scale.

This approach supports brands in setting consistent sourcing expectations and engaging preferred commodity chemical suppliers as part of brand-led implementation and mill engagement strategies.

How this enables impact: Preventing contamination in high-volume chemistry significantly reduces aggregate pollution risk, supports recycling readiness, and enables widespread Roadmap to Zero Programme adoption without compromising feasibility.



# 5. PRA 2 – Adoption and Impact of the Roadmap to Zero (RtZ) Programme

## 5.1 Role of PRA 2 in the ZDHC system

PRA 2 is a crucial component of the ZDHC 2030 Impact Strategy's implementation engine. It translates the chemical requirements and frameworks defined under PRA 1 into consistent operational practice across the value chain through the Roadmap to Zero (RtZ) Programme.

While PRA 1 defines what good chemistry looks like, PRA 2 focuses on how those expectations are adopted, embedded, and applied at scale through brand-led governance and shared accountability. Signatory Brands drive implementation by setting expectations, cascading requirements, and monitoring progress through Brands to Zero, while manufacturing facilities and chemical formulators are accountable for implementation within their respective roles and operational control. Environmental impact across the Impact Areas is realised when RtZ Programme adoption is broad, consistent, and supported by progressive improvement in operational practice across all sector groups.

PRA 2 recognises that adoption at scale is a prerequisite for impact. Performance expectations are therefore integrated progressively into the RtZ Programme in a way that supports feasibility, learning, and continuous improvement over time. This approach enables measurable improvements in environmental performance while maintaining ZDHC's role as an enabler rather than a regulator, certifier, or owner of facility performance.

## 5.2 PRA 2 strategies and delivery

### Role-specific RtZ adoption pathways

Strategic intent: Enable consistent and scalable adoption of the ZDHC Roadmap to Zero Programme by providing role-specific Roadmap to Zero and "to Zero" tools that function as both implementation enablers and improvement frameworks. PRA 2 ensures that each stakeholder type adopts a structured Roadmap to Zero implementation plan aligned with its role, responsibilities, and sphere of influence, supporting progressive improvement over time and contributing to the goals of the ZDHC 2030 Impact Strategy.

Through these tools, PRA 2 translates sustainable chemical management requirements and sustainability ambition into practical action across the value chain. Adoption pathways are designed to support continuous progression from initial adoption towards higher levels of maturity and performance, while recognising the different starting points and capabilities of brands, suppliers, chemical formulators, vendors, and fibre manufacturers.

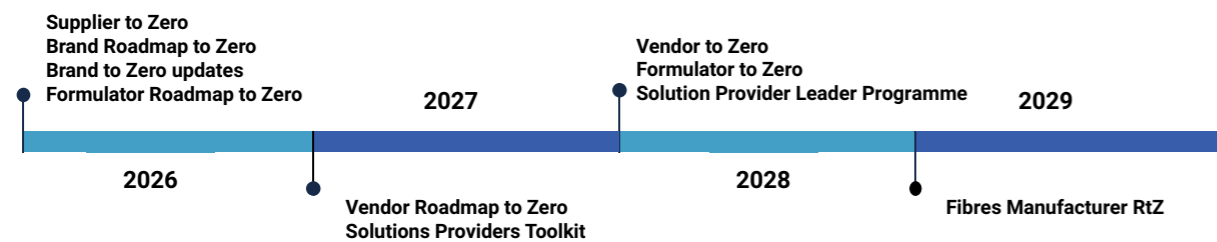
#### Key deliverables:

- Supplier to Zero (StZ)
- Brands Roadmap to Zero and Brands to Zero updates
- Vendors Roadmap to Zero and Vendor to Zero
- Formulators Roadmap to Zero and Formulator to Zero
- Fibre Manufacturers Roadmap to Zero
- Solutions Providers Toolkit and Solution Providers Leaders Programme

Delivery changes in practice: These programmes apply a common RtZ logic across different actor types, providing consistency and comparability while allowing for role-specific responsibilities and differentiated implementation approaches. Brands, suppliers, and chemical formulators are each accountable for adoption and implementation within their respective roles, with CtZ expectations for chemical formulators being operationalised through the relevant RtZ pathways. Together, Brand

to Zero, Supplier to Zero and Formulator to Zero operate as a coordinated system for advancing sustainable chemical management. Brands, suppliers and formulators align their strategies, technical practices and sourcing decisions; each actor reinforces the others' progress. Formulation-level advancement through Chemicals to Zero strengthens input chemistry choices; suppliers integrate these into operational practices; and brands embed these expectations into their sourcing and performance frameworks.

How this enables impact: Widespread and consistent adoption of RtZ pathways across the value chain establishes the scale and coherence required for meaningful improvements in water management, emissions control, circularity readiness, and the reduction of chemical pressure on ecosystems.



## Embedding environmental performance into RtZ

Strategic intent: Ensure that adoption of the Roadmap to Zero Programme supports progressive environmental performance improvement across implementing actors through a structured and feasible approach that is applicable across sectors and actor types. This approach enables continuous improvement while maintaining ZDHC's role as an enabler rather than a regulator, certifier, or owner of facility performance.

### Key deliverables:

- Water Use Benchmarks (Textile and Leather L0 – L3)
- Effluent Treatment Plant (ETP) Assessment
- Air Emissions Guidelines (update)
- New approach to WWSG (Wastewater and Sludge Guidelines)

Delivery changes in practice: ZDHC issues environmental performance guidelines to articulate ambition, share best practices, and support learning across the value

chain. These guidelines are intentionally introduced ahead of formal integration into the relevant "to Zero" tools, allowing time for understanding, capability building, and practical implementation at the facility level.

As implementation becomes more widespread and mature, selected elements of the guidelines are progressively integrated into the Roadmap to Zero assessment tools in a manner that is consistent, feasible, and scalable. Brands play a role in setting expectations and monitoring progress through RtZ pathways, while facilities remain responsible for implementation within their operational control.

How this enables impact: Progressive integration of environmental performance expectations supports sustained improvements in water use and quality, effluent management, emissions reduction, and resource efficiency under real manufacturing conditions.

## Transition from voluntary uptake to system-level expectation

Strategic intent: Scale environmental performance improvements while maintaining technical and operational feasibility through the progressive integration of selected performance elements into Supplier to Zero and Brands to Zero pathways.

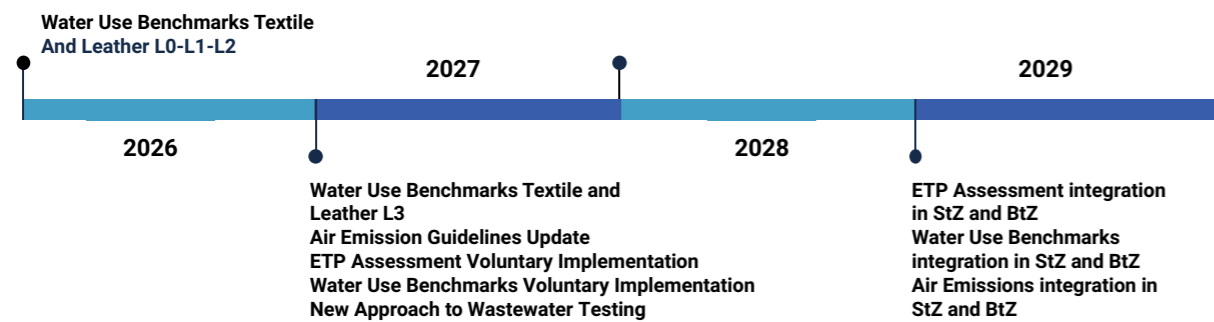
### Key deliverables:

- ETP Assessment – voluntary implementation
- Water Use Benchmarks – voluntary implementation
- Air Emissions Guidelines – voluntary implementation
- ETP Assessment – Progressive integration via StZ / BtZ
- Water Efficiency Benchmarks – Progressive integration via StZ / BtZ
- Air Emissions Guidelines – Progressive integration via StZ / BtZ

Delivery changes in practice: Voluntary implementation, pilots, and phased adoption allow facilities to build capability and confidence before practices are reflected as system-level expectations within RtZ pathways. System-level expectations are

introduced progressively, taking into account sector differences, facility maturity, and regional context.

How this enables impact; a managed transition from voluntary uptake to system-level expectations enables impact to scale without undermining adoption, supporting durable improvements in water stewardship, emissions control, and overall environmental performance.



## Delivery enablement and quality of implementation

Strategic intent: Strengthen the quality, consistency, and feasibility of RtZ implementation across implementing actors by improving delivery capability, alignment, and support mechanisms, while maintaining ZDHC's role as an enabler rather than a regulator or certifier.

### Key deliverables:

- Solutions Providers Toolkit (digitalised roadmap and partnership plans)

Delivery changes in practice: Strengthening solution provider capability and delivery support mechanisms reduces implementation bottlenecks and improves the consistency of RtZ application in the value chain. Clear delivery pathways and aligned support help implementing actors translate RtZ requirements into effective operational practice. ZDHC Approved Solution Providers support implementation and capacity-building; they do not define requirements, assess conformance, or replace brand or facility accountability. Use of dedicated tools such as the ZDHC On-Site App strengthens quality assurance across the Roadmap to Zero Programme by improving the accuracy, consistency, and traceability of on-site and assessment activities performed by ZDHC Approved Solution Providers.

How this enables impact: Improved delivery quality and consistency ensure that adoption of the Roadmap to Zero Programme translates into meaningful and sustained environmental performance improvement, reducing the risk of uneven or superficial implementation.

## Operational enablement and internal capacity

Strategic intent: Ensure that ZDHC has the internal capacity, systems, and partnerships required to support RtZ delivery at scale and over time, safeguarding the integrity, reliability and durability of the system.

### Key deliverables:

- InCheck solutions supporting implementation and verification processes
- Data and API infrastructure supporting ZDHC frameworks
- Business model elements embedded in ZDHC solutions
- Partnership frameworks supporting solution delivery

Delivery changes in practice: ZDHC invests in operational infrastructure, data systems, partnerships, and aligned incentives to enable reliable programme delivery and reduce friction for users across the value chain. Data, API, and business model elements are designed to sustain delivery quality, scalability, and system integrity, ensuring that the RtZ Programme remains viable and effective as participation and expectations evolve.

These elements support programme delivery and usability; they do not introduce additional participation requirements or alter the voluntary nature of ZDHC engagement beyond existing programme expectations.

How this enables impact: Strong internal enablement allows ZDHC to maintain and expand the impact achieved through RtZ implementation, ensuring that environmental improvements can be sustained and scaled over time without compromising feasibility or credibility.

## Expansion into domestic supply chains and adjacent sectors

Strategic intent: Amplify environmental impact by extending the adoption of the Roadmap to Zero approach and tools beyond export-oriented supply chains into domestic markets and selected adjacent sectors\* where similar chemical management challenges exist.

### Key deliverables:

- Increased adoption in domestic supply chains in key strategic regions
- Expansion into adjacent sectors and industries where RtZ tools are fit for purpose

Delivery changes in practice: ZDHC leverages existing RtZ tools, infrastructure, and implementation experience to support adoption by domestic-oriented value chains and actors in adjacent sectors. This expansion builds on established frameworks, governance, and delivery models, ensuring consistency of expectations and integrity of the system rather than creating parallel or diluted approaches.

How this enables impact: Wider adoption across domestic markets and adjacent sectors increases the scale, geographic reach, and cumulative impact of sustainable chemical management practices, allowing ZDHC to more fully realise the impact potential of its existing frameworks and delivery infrastructure. This is particularly relevant for achieving the goals of the 2030 Impact Strategy.

\* Adjacent sectors are industries outside the core apparel and leather value chain that share comparable manufacturing processes, chemical inputs, and supply chain actors, and therefore have similar chemical management needs and opportunities for alignment with ZDHC requirements. Examples may include home textiles, workwear, protective clothing, upholstery, automotive interiors, and technical textiles.

## 6. PRA 3 – Global Relevance and Recognition (and PRA 4 - Business Model Development and Enabling Infrastructure)

PRA 3 and PRA 4 together describe how ZDHC ensures that outcomes generated through the Roadmap to Zero Programme remain credible, relevant, and usable in an evolving sustainability landscape, while also being timely, scalable, and fit for purpose for a diverse global community.

As sustainability expectations increasingly focus on evidence, accountability, and impact, ZDHC is evolving towards more data-driven and impact-oriented programming. This responds both to external developments, including regulation and increased scrutiny from financial and public stakeholders, and to direct feedback from the ZDHC community. Brands, suppliers, and chemical formulators are asking for clearer reporting options, stronger data foundations, and more insight into progress and performance.

PRA 3 focuses on credibility, recognition, and external usability. It ensures that programme outcomes can be trusted and reused beyond the ZDHC system, without transforming ZDHC into a regulator, certifier, or compliance authority.

PRA 4 focuses on how these outcomes are delivered and accessed. It ensures that investments in data, verification, and quality can be translated into accessible offerings that reflect different needs, maturity levels, and engagement models across the community.

Together, PRA 3 and PRA 4 safeguard trust in the ZDHC system while enabling flexible, market-relevant delivery.

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## 6.1 PRA 3: Global relevance, credibility, and external usability

PRA 3 ensures that the effort invested by the ZDHC community translates into outcomes that count in the real world. Its role is to make programme participation credible, comparable, and useful in contexts such as sustainability reporting, investment, due diligence, and stakeholder engagement.

PRA 3 strengthens data quality, verification, and consistency across ZDHC delivery, without turning ZDHC into a compliance framework or changing the purpose of the Roadmap to Zero Programme. It focuses on ensuring that outcomes generated through PRA 1 and PRA 2 can be trusted and reused beyond the ZDHC system as expectations around evidence and accountability increase.

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### PRA 3 strategies and delivery

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#### Regulatory relevance and reportability

Strategic intent: ensure that outcomes generated through ZDHC programmes can be reused, where appropriate, in regulatory and reporting contexts, without redesigning the Roadmap to Zero Programme around legislation. ZDHC's work, for example, related to CSRD and CSDDD, is built on a multi-pillar approach that strengthens the reportability and credibility of existing programme outcomes.

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#### Key elements:

- **Product and data development:** ZDHC develops product capabilities that make data generated through RtZ implementation more structured, comparable, and evidence-based. This includes data visualisations such as dashboards and improved data access options such as scalable APIs.
- **Audit-ready, digital-first verification:** ZDHC improves verification of key programme tools, including InCheck, by moving towards digital-first approaches that are scalable, consistent, and audit-ready.

- **Communication and translation support:** ZDHC develops guidance to help brands translate programme participation into clear and consistent reporting statements. ZDHC does not align its programmes to specific legislative texts, but aims to make participation easier to explain and reuse in reporting contexts.

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### Credibility, recognition, and quality at scale

**Strategic intent:** Maintain and strengthen trust in ZDHC frameworks and tools as participation, data volumes, and geographic reach increase.

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#### Key deliverables:

- ZDHC participation as an ISEAL Community Member
- Progressive implementation of quality management and quality assurance processes across ZDHC delivery, including governance, data quality, methodological consistency, and service reliability
- Use of technology, including AI-supported capabilities to support quality at scale under defined governance and human oversight

Delivery changes in practice: Across PRA 3, ZDHC improves the quality, structure, and consistency of data generated through programme participation, making it more transparent, comparable, and evidence-based. Programme outcomes become easier for brands and other stakeholders to understand, explain, and reuse in external reporting and accountability contexts, while responsibility for regulatory interpretation remains with participating entities.

How this enables impact: By strengthening credibility and external usability, PRA 3 reinforces the value of participation in ZDHC programmes. This increases confidence among brands, regulators, investors, and other stakeholders, strengthens incentives for sustained adoption, and supports continuous improvement in sustainable chemical management across the value chain.

## 6.2 PRA 4: Business models, access, and enabling infrastructure

PRA 4 focuses in part on how ZDHC delivers value to its community in a sustainable and scalable way. Its role is to ensure that investments made in data, verification, and programme quality can be accessed and used by different parts of the community in ways that match their needs, maturity levels, and ambitions.

As ZDHC strengthens assurance, reportability, and impact visibility, PRA 4 ensures that this does not result in a one-size-fits-all model or uniform cost increases. Instead, PRA 4 enables segmentation, modularity, and choice, allowing community members to engage with ZDHC at different levels, depending on how they want to use the programme and what value they seek.

### PRA 4 strategies and delivery

#### Segmented access and modular programme design

**Strategic intent:** Offer fit-for-purpose ways of engaging with ZDHC programmes and tools, without compromising the integrity of the Roadmap to Zero system.

##### Key elements

- **Modular programme tools:** ZDHC is progressively designing programme tools, including InCheck, in modular ways to support different verification, assurance, and use scenarios. This will allow tools to be applied flexibly, from basic checks to more advanced verification approaches, depending on context and user needs.
- **Differentiated data access:** ZDHC is expanding differentiated data access options, including dashboards for performance overview, APIs for system integration and data add-ons.

- **Multiple engagement models:** ZDHC is systematising different engagement pathways for suppliers and solution providers, ranging from transactional use of individual tools to structured programme participation through initiatives such as Supplier to Zero, to deeper engagement focused on data-driven improvement and reporting.

#### Differentiated investment and data-driven add-on models

**Strategic intent:** Enable targeted investment in advanced, data-driven capabilities that help the community better measure, understand, and communicate the impact of programme participation.

##### Key elements:

- **Data-driven add-ons as co-creative initiatives:** ZDHC will develop optional, data-driven add-ons as co-creative initiatives with interested parts of the community. These add-ons will build on data generated through programme participation and are intended to advance how the impact of the Roadmap to Zero Programme can be measured, translated into data, and aggregated across the system. The focus will be on developing approaches that are methodologically sound, scalable, and usable for reporting and decision-making.
- **Strengthening the reportability of programme participation:** Through these add-ons, ZDHC will support the translation of programme participation into clearer, data-backed insights that community members can use in reporting and communication. This strengthens the value of participation by making progress and impact more visible and comparable, without redefining the scope or intent of the programme.
- **Proportional and targeted investment:** These co-creative add-ons will allow ZDHC to fund innovation and methodological development through targeted investment by interested community members, rather than increasing participation costs across the entire community.

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## Partnerships and co-creation

**Strategic intent:** Build delivery capacity and innovation through differentiated partnership models.

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Key elements:

- **Tiered partnership models for solution providers:** ZDHC is introducing partnership models that enable different levels of collaboration with ZDHC Approved Solution Providers, from basic solution provision to deeper co-creation and joint development of tools and add-ons.
- **Partnership-led tool and capability development:** Partnerships will play an increasing role in improving core tools such as InCheck and in developing new capabilities, ensuring solutions are technically robust and aligned with real-world implementation needs.
- **Differentiated supplier engagement:** ZDHC will increasingly recognise different supplier engagement models, from transactional use of tools to deeper programme participation, allowing suppliers to choose engagement pathways that match their role and ambition.

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## Operational efficiency and scalability

**Strategic intent:** Ensure that ZDHC delivery can scale efficiently and reliably as participation grows.

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Key elements:

- **Simplified pricing and invoicing:** ZDHC will streamline pricing structures and invoicing processes to reduce administrative burden and improve transparency for community members.
- **Enabling infrastructure:** ZDHC will continue to invest in data platforms, AI integration, APIs, and operational systems that support programme delivery, partnerships, and data access at scale.

**Delivery changes in practice:** Through PRA 4, ZDHC will translate system-level investments into practical and accessible offerings. Community members will be able to choose how deeply they engage, which capabilities they use, and how much they invest, based on their own needs and maturity.

**How this enables impact:** By aligning access and investment with value, PRA 4 will keep the Roadmap to Zero Programme inclusive while enabling more advanced solutions for those who need them. This supports broad adoption, reduces friction for users, and ensures that ZDHC can continue to deliver credible, high-quality programmes over time, strengthening long-term impact.