

2024 BRANDS TO ZERO REPORT

Protecting the planet by reducing the fashion and footwear industry's chemical footprint



BRANDS
to Zero By ZDHC



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SECTION 1

Introduction

Dear Brand Leadership,

It is a great pleasure for me to present the 2024 Brands to Zero Report to you! The reporting year 2023 was a year that provided a turning point for the ZDHC community, as the new 2030 Impact Strategy has been shared. Brands to Zero is a child of ZDHC's last strategy that focussed on growth and convergence, making sure that our community sets the mark and expectations for the industry to implement sustainable chemical management. Still we believe, and we see that we need to speak in one voice if we want to transform the industry beyond strategic suppliers, which is the goal set by the OECD Guidance. Also for practical reasons only one voice creates the leverage to de-risk value chains and convince the industry to participate.

The 2030 ZDHC Impact Strategy set a clear goal for MRSL Conformance: 100% ZDHC MRSL conformance by 2030. For the Roadmap to Zero Programme this means that we will work with our value chain community to ensure implementation beyond strategic suppliers, into all product categories - also footwear and home textiles - as focusing on the strategic or high-risk suppliers will not get the job done!

Based on the Signatory Brands' feedback our team has developed and improved tools, which will support joint effort, synergies and brands to keep resources needed for implementation low. At the same time ZDHC will provide brands with more options in data transparency than ever before. We invest in aligning with other industry tools as well, e.g. Cascale members can use this very Brands to Zero report in the Brand Retail Module.

The 2024 Brands to Zero Report reflects the accountability brands have in implementing the Roadmap to Zero Programme and shows where your organisation stands. Hence, it might not reflect the efforts your teams put into the roll-out, implementation, supplier and value chain engagement, as not everything can be put into a KPI. We would like to encourage you to consult your teams - also to better understand how the Roadmap to Zero Programme can create value in your brand's sustainability portfolio.

My team and I are looking forward to working with your team on your brand's next steps in the Roadmap to Zero Programme!

Sincerely,
Klaas Nuttbohm
Implementation Director,
The ZDHC Foundation





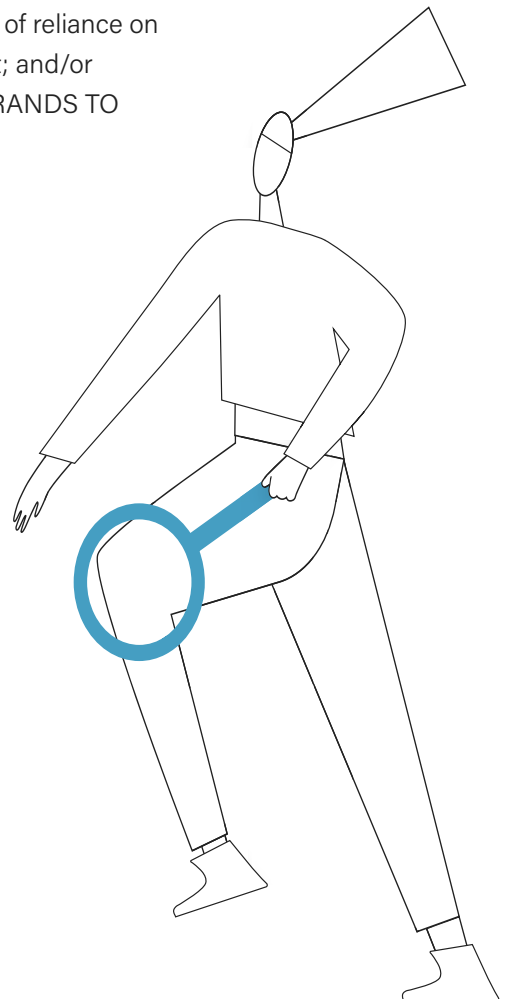
General Disclaimer

Disclaimer:

Whilst ZDHC takes every reasonable effort to make sure that the content of and information contained in this BRANDS TO ZERO REPORT 2024 is as accurate as possible at the time of publication, ZDHC makes no claims, promises, or guarantees about the accuracy, completeness, or adequacy of the contents of this document.

In no event will ZDHC (and/or any related ZDHC majority owned legal entities) or the Directors or staff thereof be liable and ZDHC expressly disclaims any liability of any kind to any party for any loss, damage, or disruption caused:

1. by errors or omissions, whether such errors or omissions result from negligence, accident, or any other cause; and/or
2. from any use, decision made or action taken or any other kind of reliance on the BRANDS TO ZERO REPORT 2024 by a reader or user of it; and/or
3. for any results obtained or not obtained from the use of the BRANDS TO ZERO REPORT 2024

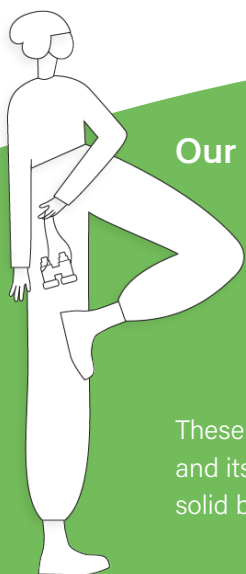




— ZDHC 2030 Impact Strategy

Protecting our ecosystems is more urgent than ever. If we want to eliminate hazardous chemicals in the global fashion industry by 2030, there's not a second to waste.

We have taken stock over the last few years and reflected on our strategic priorities. In 2022, we shifted from our five-year Growth Strategy (2017-2022) to our Impact Strategy, which will guide all ZDHC activities until 2030.



Our priorities have evolved to account for our growing reach:

- ✓ ZDHC MRSL Sustainable Chemical Management (SCM) Framework Excellence
- ✓ Adoption and Impact of the Roadmap to Zero (RtZ) Programme
- ✓ Global Relevance and Recognition
- ✓ Business Model Development and Enabling Infrastructure

These four priority resource areas stem from our foundation: the ZDHC MRSL and SCM Framework and its associated guidelines. The MRSL has become a shining example in our industry, and from this solid base, our implementation tools are harnessed to reach stakeholders across the value chain.

But our adoption and implementation tools are only effective when embraced. Since the beginning, we've relied on the momentum of our Signatories, and synergies with like-minded organisations. These relationships drive our achievements and elevate our visibility with the community-at-large, including policymakers, governments, academia, and civil society, to advocate for sustainable chemistry based on our MRSL SCM Framework.

Not only that, but we're weaving a new fourth pillar into the Roadmap to Zero quilt. In 2023, ZDHC welcomed textile machine manufacturers into the fold. This new Signatory group will not only complement the other pillars the Roadmap to Zero Programme has long fostered, but they also exemplify how models of engagement can impact sustainable chemical management and positively influence systemic change for all.

In the last year, we have made great strides along the roadmap to 2030.

For more information, [please visit our website.](#)



— ZDHC's vision



Our Mission

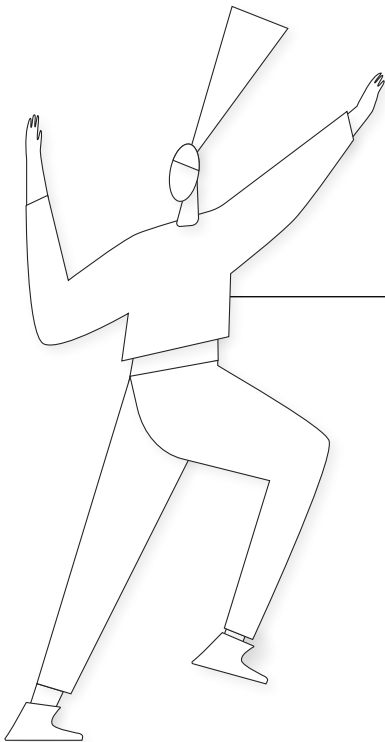
Our Mission is to lead our global value chains to achieve the highest standards for sustainable chemical management, driving resource efficiency and circularity.



Our Vision

Our Vision is a world in which better chemistry leads to the protection of life, land, air and water

Our 2030 goal is:



100%

of chemical formulations used in the ZDHC Community

and

70%

of chemical formulations used in the global industry**

[will] conform*** to the ZDHC MRSL

For more information, [please visit our website.](#)

*ZDHC Community if joined before 31 Dec 2027

**Global industry assumptions made based on the OAR's OS list

***Conform = in the ZDHC Gateway



— The ZDHC Roadmap to Zero Programme

Joint implementation - from collaborative engagement to collective impact

ZDHC is a multi-stakeholder collaboration-based initiative with a **Committed Community of more than 350 ZDHC Signatories**. The ZDHC Roadmap to Zero Programme provides a clear path to accelerate the implementation of sustainable chemical management by:

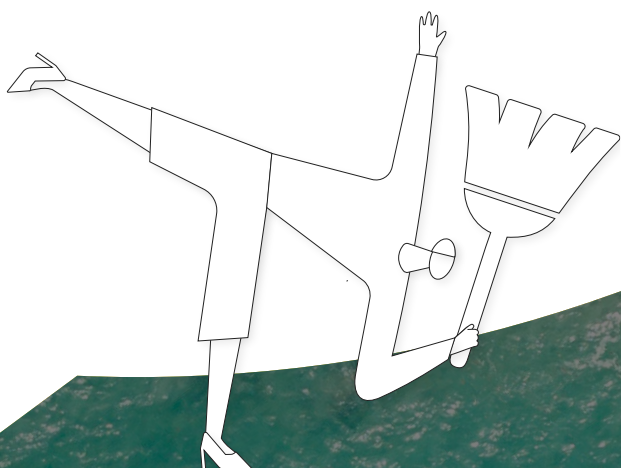
1. Creating aligned, industry-endorsed guidelines, platforms and solutions for sustainable chemical management.
2. Driving effective implementation of these guidelines on the ground.
3. Engaging a network of relevant stakeholders to empower every point of the supply chain to manufacture safer products.

We guide value chains towards the use of safer chemistry - for a cleaner planet - and a brighter future

We have formulated our strategy and implementation methods for brands, suppliers and other stakeholders to phase out the intentional use and disposal of hazardous chemicals from the global fashion value chain in close consultation with the ZDHC Community.

Through collaboration and coordination, brands have been empowered to implement a uniform, system-based approach towards sustainable chemical management. Together with them, we are leading a paradigm shift in the industry.

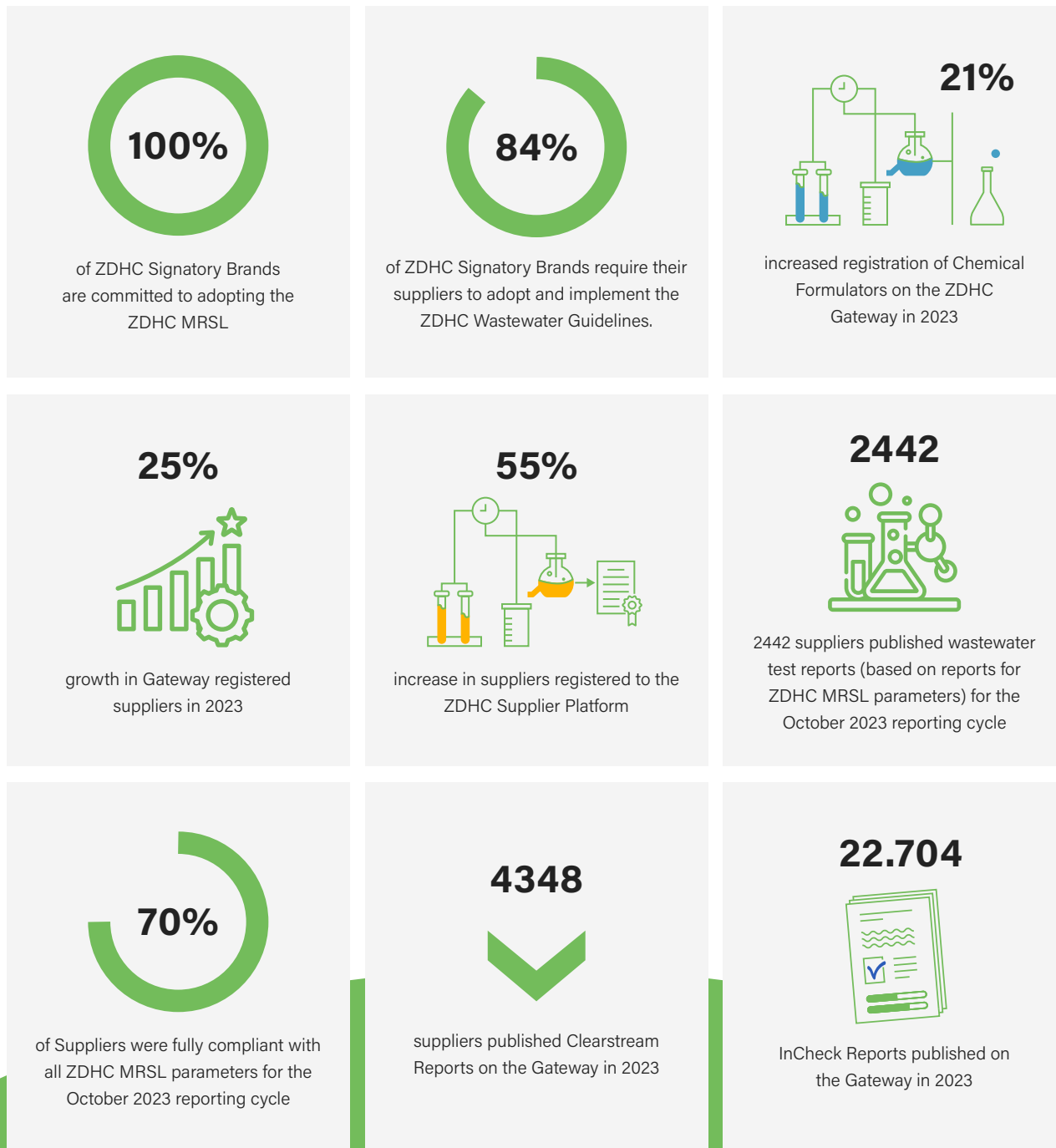
ZDHC's critical achievement through the Brands to Zero and Roadmap to Zero Programme has been transformative in the way in which chemistry is managed and monitored. We are moving the industry away from a reactive system that focuses on products, using RSL (Restricted Substances List) testing, and instead moving it towards a holistic system which proactively manages input chemistry with the use of the ZDHC MRSL (Manufacturing Restricted Substances List) conformance testing. Accordingly, our collective aim remains to prevent harmful chemicals entering the global value chain in the first place.





Our Impact in 2023

We are proud of the progress we have made in improving production conditions across the globe. Below we report on our impact over 2023:



For more information, please visit our website.



SECTION 2

The Brands to Zero Programme & 2024 Report

« The Leader Programmes work as a flywheel towards zero discharge of hazardous chemicals. »





— ZDHC Leaders to Zero Programmes

To accelerate industry wide convergence on ZDHC guidelines, platforms and solutions, and the scaling of ZDHC's positive impact, we have initiated three leader programmes: Brands to Zero, Supplier to Zero and our forthcoming Formulators to Zero.

Leaders to Zero*: ZDHC Leader Programmes form a flywheel to create a culture of change.

Please note that terminologies were revised starting June 2023, levels were formerly named Foundational, Progressive, and Aspirational all leader programmes will feature revised terminologies. [Please read our Knowledge Base article for more detail.](#)



At ZDHC, we compare the energy of the growing interaction between brands, suppliers and ultimately chemical suppliers created by our Leaders to Zero Programmes, to a flywheel. It is vital part of the solution to the epic challenge of eliminating harmful substances from the entire fashion supply chain:

When **brands** demand better chemistry for their products, suppliers meet these requirements (verified through InCheck Reports) which in turn accelerates their implementation of the Roadmap to Zero Programme. Success and progress is acknowledged in Brands to Zero.

Suppliers that implement and meet brands' requirements and position themselves as a sustainable facility will naturally gain more business. This will incentivise a 'race to the top' in which providing and using better chemistry will be a competitive advantage in the marketplace.



As **chemical formulators** strive towards the challenges set by brands and suppliers, they will lead the change by increasing their investment in the vital Research&Development required to replace those chemical substances listed on the ZDHC MRSL Candidate List. Serving this need for their customers will drive the positive change the industry needs to improve sustainable chemicals management practices.



ZDHC Leader Programme Levels

All participating Signatories in the Leader Programmes are graded into three performance levels: **Pioneer***, **Accelerator*** and **Champion***, being the highest level. Each programme has its own scoring and grading criteria based on its sector specific characteristics. The ambition to progress through the levels serves as an ongoing incentive for our Signatories to continually improve their performance in the implementation of ZDHC tools and solutions . More broadly it creates and nurtures a culture of leadership in sustainability and a commitment to ongoing improvement.

*Please note that terminologies were revised starting June 2023, levels were formerly named Foundational, Progressive, and Aspirational. Please read our Knowledge Base article for more detail.

 <p>BRANDS to Zero <small>By ZDHC</small></p>	<p>Brands to Zero is our Leader Programme for Signatory Brands. Please see below.</p>
 <p>SUPPLIER to Zero <small>By ZDHC</small></p>	<p>Supplier to Zero is our Leader Programme designed to align and accelerate the implementation of ZDHC guidelines, platforms and solutions throughout the supply chain.</p> <p>Please read our knowledgebase article for more details https://knowledge-base.roadmaptozero.com/hc/en-gb/sections/9455034459805-About-Supplier-to-Zero</p>
<p>FORMULATORS TO ZERO <i>(coming soon)</i></p>	<p>Our third Leader Programme is specifically designed for chemical formulators.</p> <p>Please read our knowledgebase article for more details https://knowledge-base.roadmaptozero.com/hc/en-gb/articles/15619212916381-Formulators-to-Zero</p>



Brands to Zero is our Leader Programme for Signatory Brands. Each year, brands are assessed on their progress in implementing ZDHC guidelines platforms and solutions, according to a set of key performance indicators.

By celebrating the success of the most effective brands through our Detox Fashion Radar, ZDHC is proactively fostering a culture of Accelerator and Champion leadership in the fashion industry.

In our Brands to Zero Assessment 2024, a brand achieves the 'Champion Level', the highest of the three possible categories of success, when they, firstly, attain a minimum total score across all KPIs and, secondly, achieve success in a number of critical KPIs highlighted by ZDHC. The KPIs assess the way ZDHC guidelines, platforms and solutions are embedded into a brand's corporate strategy, and implemented in their supply chain practices.



— The Brands to Zero Programme

The Brands to Zero Programme (BtZ) provides brands and retailers with a **harmonised** approach and a clear path to achieving sustainable chemical management in their own corporations and throughout their supply chains.

Alongside this guiding character, through the Brands to Zero assessment the programme allows brands to measure and benchmark their implementation progress, and celebrate their role in ZDHC's successes. It is built upon the principles of the OECD Due Diligence Guidance for our industry and enables the ZDHC community to strive for greater joint impact.

Joint implementation

The Brands to Zero Programme marks cornerstones and milestones for the implementation of ZDHC guidelines, platforms and solutions that streamline and create a clear common implementation corridor. This eliminates **duplicative efforts** and supply chain complexity resulting in enhanced supplier engagement and consistent benchmarking of implementation performance.

Supporting you to communicate your impact and progress

The Brands to Zero Programme allows Signatory Brands and Retailers to concentrate on their engagement with their supply chain. Furthermore, it allows brands to communicate to their own organisation their work and progress in being part of ZDHC's mission to phase out the use of hazardous chemistry.

Implementation leadership

In order to measure the overall impact of ZDHC's efforts it is important to align implementation principles and make respective ambitions and achievements comparable. The Brands to Zero Programme makes this possible by providing a consistent and quantifiable assessment. It thereby helps to drive implementation and improvement of ZDHC by providing individual roadmap development plans.

"ZDHC guidelines, platforms and solutions streamline and create a single common implementation approach"

A report is produced by a third-party assessor (KPMG) for each brand to provide key information on their level of implementation. Each report is based on defined KPIs and metrics. **Overall**, this approach streamlines

the implementation of ZDHC guidelines, platforms and solutions by bringing these individual approaches together. The key is collaboration and reporting. Because if it is not measurable, it is not a joint effort.



— Brands to Zero: Assessment and Scoring

An annual assessment process evaluates the progress of each brand

Brands to Zero Programme provides ZDHC Signatory Brands and Retailers (“Brands”) with a sustainable chemical management approach in a clear, harmonised pathway with the goal of transforming collaborative implementation into collective chemical and environmental impact. All ZDHC Signatory Brands are subject to an annual assessment process which evaluates the progress of each brand against ZDHC-set KPIs. The objective of the assessment is to harmonise the implementation of the ZDHC Roadmap to Zero Programme, measuring and benchmarking brand performance and thus supporting their improvement.

The results are based on a quantitative, point based evaluation of a brand’s effort to implement best chemical management practices on both a

corporate and a supply chain level and their success in aligning with ZDHC guidelines. Critical KPIs further determine if a brand reached the Pioneer, Accelerator or Champion Level, still allowing the point based benchmarking in order to inspire continuous improvement.

Whereas most segments’ KPIs provide a pathway and allow brands to define their speed and ambition of implementation according to capacities and capabilities, there are essential KPIs, e.g. on policies. Not meeting the expectation of e.g. a clear commitment to ZDHC guidelines, e.g. the ZDHC MRSL, leads to negative scoring and not meeting the Pioneer Level.





The Brands to Zero 'Assessment Questionnaire' is structured into four segments. These are:



Context Questions

Context Questions help the assessors understand both the scope of the Brands to Zero assessment, and the way in which the brand approaches the respective topics. This will subsequently influence the KPIs, and the Brands to Zero scoring.

Calculation Model

The Calculation Model Segment quantitative assessment determines the coverage of ZDHC implementation at the supply chain level. This segment has been revised to enable a high-level comparison in brands' supply chain implementation approaches. The Calculation Model is directly linked to Monitoring Questions of the Corporate Level and the Supply Chain Performance Segment.

Corporate Level

The Corporate Level Segment evaluates the brand's performance with regards to relevant commitments made, setting them into practices and supply chain engagement. Based on the OECD Guidance, goals and strategies set, implementation plans, enabled staff and responsible business practices or decision making are evaluated here, as well as standard operating procedures.

Supply Chain Performance

The Supply Chain Performance Segment focuses on the brand's general approach to each of the ZDHC's guidelines, platforms and solutions. KPIs offer implementation pathways to reduce duplicative efforts and confusion in the supply chain, as they offer options according to the brand's ambitions and abilities.

This segment deals with the brands' adoption practices, and how they monitor the implementation scale of ZDHC in their supply chain. Furthermore, this segment evaluates the follow-up and corrective action practices that brands have in place if the suppliers do not meet the expectations.



Brands to Zero Segments

1. Context Questions

Context Questions do not impact the actual Brands to Zero scoring. The information gathered is used by the assessors to better understand the scope of the annual Brands to Zero assessment and how the brand approaches the broader topics that impact the KPIs which impact the Brands to Zero scoring. Answers to the context questions are displayed in the Assessor's Final Report.

Scoring: No scoring

2. Calculation Model

The Calculation Model informs the basis for assessing the brand's efforts in implementing ZDHC guidelines, platforms and solutions in its supply chains. It analyses a brand's statements on the scale of implementation, meaning what portion of the supply chain is covered, either by the brand's own implementation efforts or the efforts of other brands or self-motivated supplier facilities.

ZDHC expects brands to have set implementation goals or targets in accordance with ZDHC guidelines, platforms and solutions also expects brands to set up the monitoring systems and standard operating procedures (SOP) necessary to either understand the state of implementation or measure their success.

The Brands to Zero assessment itself doesn't differentiate between the types of brands and retailers that are ZDHC Signatories - but in the benchmarking this is illustrated by the brand's applicable category. Therefore, to ensure the Brands to Zero produces an objective report of a brand's scale of implementation, the Calculation Model follows a sequential approach to breaking down a brand's internal calculation method so that it can be assessed objectively.

The Calculation model is designed to:

1. Confirm Product Portfolio and Scope
2. Confirm Implementation Scope and Approach
3. Outline Brand's internal Calculation Model
4. Translate into numbers of Supplier Facilities or Business Volume

Scoring: No directly attached scores. Directly impacting scores in Supply Chain Performance Segment.



KPIs, Metrics & Scoring: High-level overview

In the Brands to Zero Programme, the performance on each KPI is assessed by points. The assessment is divided into four segments. Two of the four segments impact scoring directly: the Corporate Level Segment, in which you can reach 227 points, and Supply Chain Performance Segment, in which brands can attain 235 points. Each segment consists of multiple performance areas. The information below explains the degree to which each element is weighted.

3. Corporate Level

Scoring:
Maximum points to achieve: 227

Performance Area	Scoring percentages
Corporate Policy and Strategy	18%
ZDHC Commitment	18%
Internal Enablement	7%
Supply Chain Engagement	45%
Business Integration	13%

4. Supply Chain Performance

Scoring:
Maximum points to achieve: 350

Performance Area	Scoring percentages
Chemical Management Practices	31%
ZDHC MRSL	21%
ZDHC Gateway Chemical Module	23%
ZDHC Wastewater Guidelines	11%
ZDHC Wastewater Module	13%



— Updates from 2023 Assessment

Brands to Zero assessment process

The Brands to Zero assessment is annually reviewed and updated, aiming to continuously improve KPIs, levels criteria and the assessment process.

Shortly after the Brands to Zero (BtZ) reports are published, the ZDHC team engages with the Assessors, the individual Brands and the Brand Advisory Group to reflect on the past assessment for the purpose of improvements of KPI phrasing and guidance on interpretation and evidence provided. Further, ZDHC guidelines, platforms and solutions launched in the first half of 2023 are taken into consideration for defining respective new or updated Brands to Zero KPIs. Criteria for achieving the different Brands to Zero Levels are also annually reviewed in order to continue to drive joint implementation within the industry. To this purpose, both RtZ Programme developments and industry progresses are taken into account.

A Brand Advisory Group sub-Group is formed to discuss and advise on changes to the Brands to Zero KPIs, the Brands to Zero Guidance or the Brands to Zero Platform.

Based on the consultation process illustrated above, amendments were made to the Brands to Zero assessment. The main ones are described in the following chapter.

MRSL conformance-related KPIs

In line with the ZDHC 2030 Strategy, Brands to Zero aims to accelerate progress towards ZDHC MRSL Sustainable Chemical Management (SCM) Framework Excellence.

Brands' monitoring efforts play a crucial role in supporting solution adoption and supply chain performance progress. Therefore, KPIs related to MRSL conformance monitoring were reinforced through:

- increased focus on Brands MRSL conformance monitoring approach
- integration of the ZDHC Verified InCheck Solution
- introduction of an additional KPI on Supply Chain Performance achievements

This also results in an increased weight of the ZDHC MRSL performance area on the overall assessment score.

In addition, following the evaluation of Signatory Brands and supply chain progresses achieved in 2022, the MRSL conformance-related criteria for achieving Accelerator and Champion levels were also strengthened.

The updated criteria further challenge brands to drive ZDHC RtZ Programme implementation across the value chain and to enable the adoption of ZDHC-associated solutions.



— Visibility and recognition

The Detox Fashion Radar



Just as a ship's radar ensures that a ship navigates safely on its course, manoeuvring through bad weather, difficult waters and low visibility, ZDHC's Detox Fashion Radar too acts as a navigation tool for the industry. Our radar aims to increase the industry's visibility around sustainable chemical management activities which currently remain 'visible' within a limited capacity.

Through our radar, participating brands in the Brands to Zero Programme and the Roadmap to Zero Programme can transparently display their journey towards reducing and phasing out harmful chemicals from their entire supply chains.

As part of the annual Brands to Zero assessment, ZDHC conducts a brand performance check. Brands that achieve the ChampionLevel in our programme are represented in the inner circle of our radar as part of ZDHC Leaders to Zero. Brands that attain

the Accelerator or PioneerLevel are displayed in the following ring as part of ZDHC Brands Signatories, while Friends of ZDHC are in the subsequent ring as Friends of ZDHC. Brands that do not engage with ZDHC but do implement some level of sustainable chemical management in their supply chains through other comparable tools and solutions, appear in the outermost ring as Like-minded Organisations. With the radar's Path History function, users can track the progress of brands on the radar through time.

To find out more, visit, <https://detoxfashionradar.roadmaptozero.com>



Brand Leaderboard

As part of Brands to Zero, brands and retailers harmonise expectations towards suppliers and remove obstacles to allow responsible chemical management to thrive throughout their value chains. While all ZDHC Signatory Brands are recognised for their leadership within the industry, ZDHC measures and benchmarks the implementation performance within the Brands to Zero.

We are pleased to announce that these brands have achieved the 'Champion Level' in the ZDHC Brands to Zero Assessment 2024* by accelerating their implementation of sustainable chemical management across their value chain.

By committing to sustainable chemical management, embracing the implementation of sustainability throughout their corporate cultures, and actively monitoring goals and results, the following brands stood out as best practices and performance leaders committed to detoxing fashion industry.

*The reporting period of the Brands to Zero Assessment is defined as the previous calendar year. Therefore, the 2024 assessment focuses on implementation efforts of the reporting year 2023.



Brands To Zero Assessment 2024 Champion Level

adidas

BURBERRY

G-STAR RAW

H&M Group

HUGO BOSS

K E R I N G

LEVI STRAUSS & CO.

**MARKS &
SPENCER**

LONDON

NEXT

PUMA

F&F

VS&Co

VICTORIA'S SECRET & CO.





The Road Ahead

When the 2024 Brands to Zero report reaches you and your company's leadership, it will be time for reflection. Those who reached the Champion Level will aim to remain on top, the Accelerators will try to make Champion, and the Pioneers will continue to lay the groundwork for future success.

Hence, we need to emphasise: Brands to Zero is not a static programme! We have always ensured that the critical KPIs reflect the main drivers for our community's success in Roadmap to Zero implementation. The 2030 ZDHC Impact Strategy, evolving tools and the reality of supply and value chain challenges will be taken into account when evolving Brands to Zero. With the support of our third-party assessors KPMG Netherlands we will also see how we can make the system more robust and future-proof for the "big-picture-topics", e.g. CSRD.

The ZDHC Roadmap to Zero Programme is an enabler for companies to master sustainability challenges. These are defined as Impact Areas in our 20230 Strategy or identified along the way. CSRD, due diligence, biodiversity, circularity, GHG goals - might be the headlines, but the Roadmap to Zero Programme will support reaching the milestones and targets companies set. Brands to Zero will be the programme to hold the signatory brand community accountable for aligned and joint progress.

Collaboration is the ZDHC's backbone and it will continue to be at the core of ZDHC Roadmap to Zero Programme developments. For the Brand community we created the Brand Hub - the brands' entry portal into the ZDHC world. We have developed the Brand Implementation Framework to align the industry on how to make best use of the available tools and tackle the challenges as a community. We are looking forward to hosting further Brand Days, workshops and creating a community of practitioners for creating the change we want to see for the industry.

We appreciate the trust you put in the ZDHC team and your continuous support and commitment!

Sincerely,

Klaas Nuttbohm
Implementation Director,
The ZDHC Foundation

For more information, please visit:

- ▷ [Roadmap to Zero Programme](#)
- ▷ [Brands to Zero Programme](#)
- ▷ [Detox Fashion Radar](#)



ROADMAP TO
ZERO 
By Ø ZDHC



Visit [our website](#) for more information