



CIBJO The World Jewellery
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Turning Principles into Practice: Tools to Advance Jewellery Sustainability

Paris, October 28th, 2025

Turning Principles into Practice: Tools to Advance Jewellery Sustainability

*This session will explore how the jewellery industry is moving from ESG ambition to implementation—**highlighting practical tools and frameworks** that support progress across different parts of the value chain. Panellists will reflect on developments over the past year—from **geopolitical shifts to new regulations**—and share how initiatives like the **WJI2030, lifecycle assessments, and the CIBJO Wheel** are helping companies navigate materiality, improve performance, and align with evolving global expectations. With perspectives spanning gold, watches, diamonds and beyond, **the session will offer insight and challenge to inspire more urgent action.***

Introduction to the panellists



Jon Key
(Moderator)

- Leader of Key & Co, international advisory network
- 25 years' experience in global supply chains
- University of Cambridge Institute for Sustainability Leadership
- Multiple sustainability projects across global supply chains
- Oversaw project to develop ESG principles for CIBJO in 2023 and measurement guidelines in 2024



Sandra Beauchet

- Senior scientist with 10+ years' LCA expertise across jewellery, watchmaking and tableware, energy, transport and carbon capture sectors
- Currently coordinates a working group on the environmental assessment of the French jewellery industry at Francéclat.
- Holds a PhD in environmental assessment, specializing in multi-criteria analysis, combining environmental impact and product quality.
- Brings a cross-sector perspective to ESG in the jewellery industry, focusing on practical applications of LCA.



Wesley Hunt

- Chair of CIBJO Laboratory-Grown Diamond Committee and CIBJO Board Director
- Led introduction of CIBJO's ESG principles and measurement guidelines
- 25 years in the diamond industry with De Beers. Worked in all major markets
- Currently Director, Programme Management - Brands & Consumer Markets
- Postgraduate Engineer, awarded Frederick Alfred Warren prize at Cambridge University



Francesca Manfredi

- Career spans over 15 years of experience in the luxury sector
- Marketing and Communication executive at Versace and Ferragamo
- Launched The Sustainable Mag, a magazine focused on sustainability in the world of fashion and luxury
- Joined Panerai as Head of Sustainability in 2022
- Head of Sustainable Innovation Watches & Jewellery at Kering
- Leading the sustainable development of Kering jewellery brands (Boucheron, Gucci, Pomellato, Dodo and Qeelin)



Helen Mitchell

- Award winning ESG & sustainability expert
- 29 years global experience across multiple industries; EU, UK, Africa, USA
- Track record delivering revenue-driving sustainability programmes for SMEs
- Architect of 'The Wheel' 2023 and Measurement Guidelines for CIBJO
- University of Cambridge Institute for Sustainability Leadership
- Regulatory standards / frameworks expertise: CSRD, Net-zero, ESRS, SBTi, TCFD, SECR, greenwashing avoidance, and more!



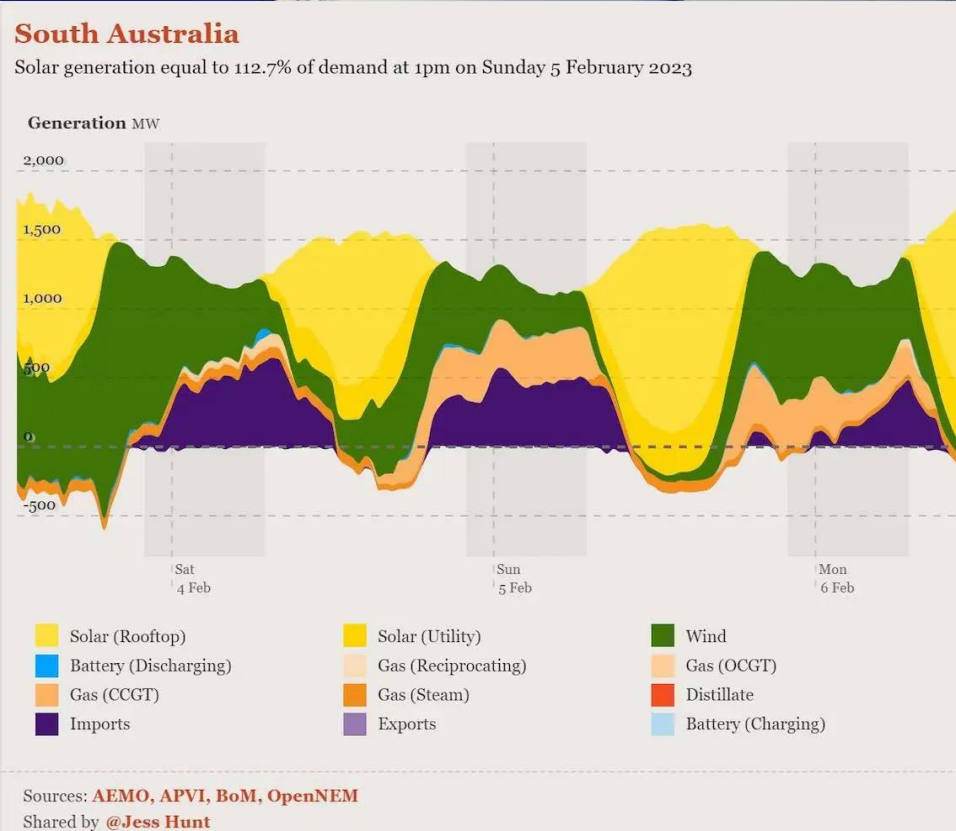
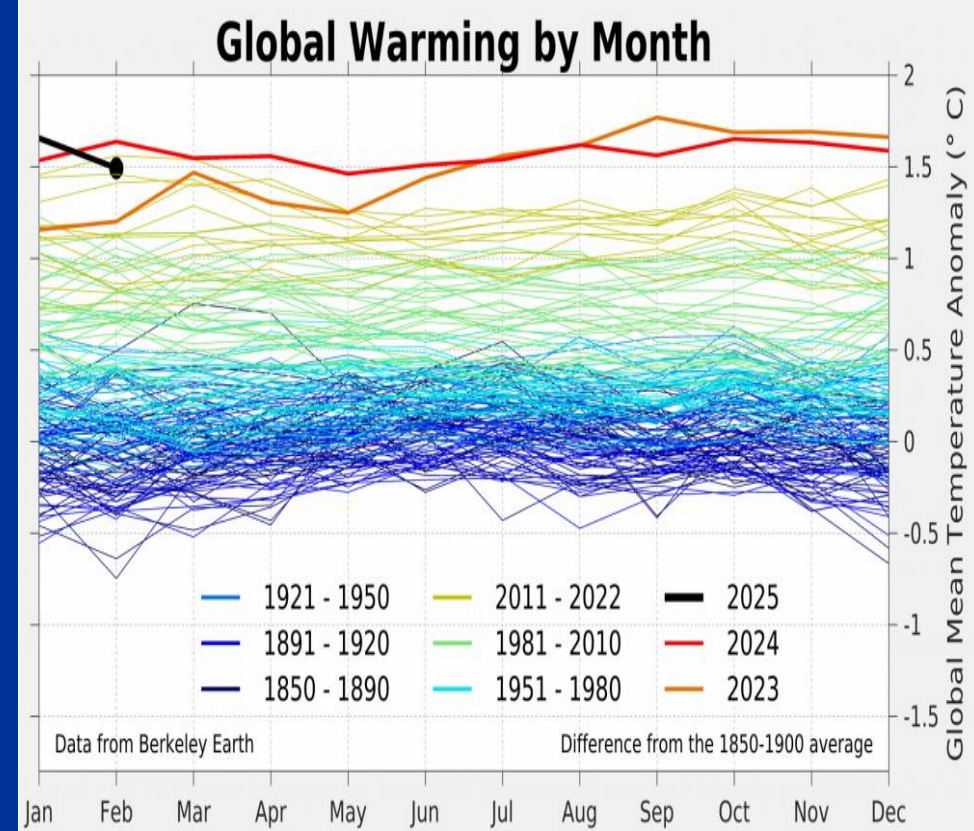
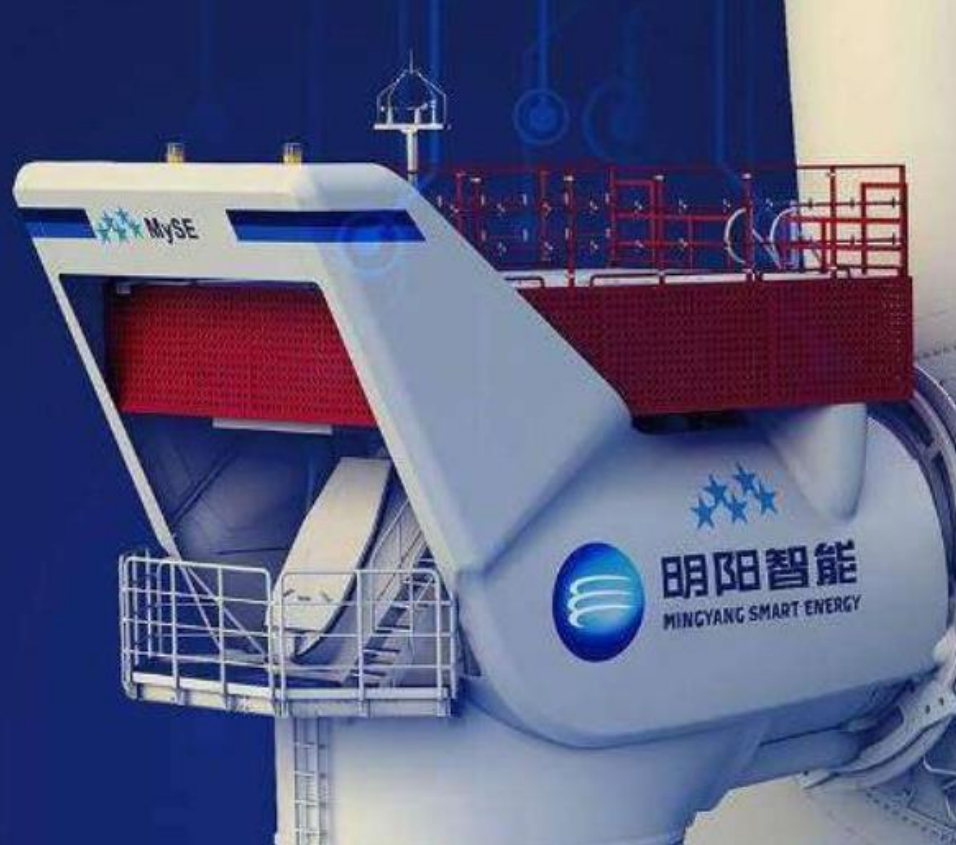
John Mulligan

- President of the Sustainable Development Commission and CIBJO Board Director
- Head of Sustainability Strategy and Climate Change Lead, World Gold Council
- Convener of the Gold Principles Group
- Chair of the ISO Technical Committee 174 (ISO/TC 174), covering precious metals, diamonds, and gemstones
- More than 20 years working in precious metals, jewellery and sustainability



Iris Van der Veken

- Exec. Director of WJI2030; >20 years experience in India, China, Africa, Thailand, Sri Lanka etc
- Global experience in public affairs, standards implementation, sustainability strategy development and ESG reporting
- First chairwoman under Ministry of Foreign Affairs of UNGC Belgium
- Order of the Crown for work in Belgium on Sustainability and Children Rights
- Vice President of the CIBJO Sustainable Development Commission
- Recently appointed member of 100 Women @Davos' Inclusive Leadership Council



Question for the audience

How has your focus on ESG changed over the past year? (Increased, stayed the same, reduced).

How have ESG expectations shifted over the past year—and what has the impact been on how companies are responding?

Question for the audience

What's your BIGGEST barrier to taking action on ESG?

- A) Too complex/don't know where to start*
- B) Limited resources, tools*
- C) Lack of business case*
- D) Conflicting priorities*
- E) Something else*

***Where are the biggest gaps in ESG implementation—
and what challenges remain?***

From challenges to actions

INDUSTRY CHALLENGES

Difficulty navigating **dynamic regulatory requirements** on sustainability.



Differing **levels of maturity** and limited access to **capacity building** on industry priorities.



Need for **collaboration and data collection** across the value chain.



Limited **leverage and resources** to address systemic sustainability challenges.



WJI 2030 SOLUTIONS

Operationalization of legislation, coupled with step-by-step guidance through the **action framework**.

Tailored **learning pathways** to strengthen **capacity building** on sustainability priorities, incl. for **SMEs**.

Multi-stakeholder approach and expert guidance to develop **industry tools and solutions**.

Development of a **proof of concept** scalable across the industry, supported by **collective intelligence**.



Question for the audience

To what extent do you feel you have sufficient tools and support to take action on ESG? (Yes, no, not sure)

***What practical tools are helping to turn
ambition into action?***

Responsible Sourcing & Sustainability – Tools and Guidance

Source Organisation	#	Reference / Resource / Tool
CIBJO	1.	Responsible Sourcing Blue Book (2018)
	2.	Responsible Sourcing Toolkit & Checklist
	3.	Environmental, Social & Governance Principles for Laboratory-Grown Diamonds
	4.	Guidelines for Measuring ESG Performance in the Jewellery Industry and Supply Chain
Jewellery Vigilance Council	5.	About The FTC Green Guides
London Bullion Market Association	6.	Responsible Gold Guidance
Responsible Jewellery Council	7.	Code of Practices (2024)
	8.	Chain of Custody standard (2024)
	9.	RJC Roadmap to 2030
	10.	ESG Toolkit (2023)
Watch & Jewellery Initiative 2030	11.	WJI 2030 Human Rights Navigator (2023)
	12.	WJI 2030 Nature Primer (2024)
	13.	WJI 2030 Nature Roadmap (2025)
	14.	WJI2030 Climate Change Navigator (2024)
	15.	Advancing Gender Equality Through Gender Responsive Procurement In The Watch And Jewellery Industry (2024)
	16.	Preparing for the Corporate Sustainability Due Diligence Directive in the Watch & Jewellery Industry
World Gold Council	17.	Responsible Gold Mining Principles (2019)
	18.	Conflict-Free Gold Standard (2012)
	19.	Gold and Climate Change (2018-20)

A Concrete Example: Operationalisation of Human Rights

Human Rights
Navigator



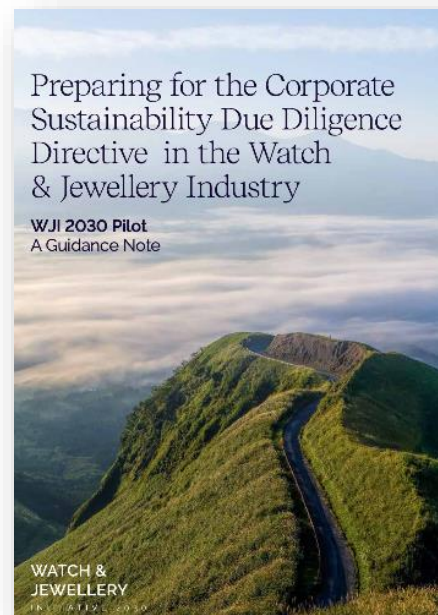
CSDDD Pilot
Phase 1



CSDDD Pilot
Phase 2



Digital Action Framework

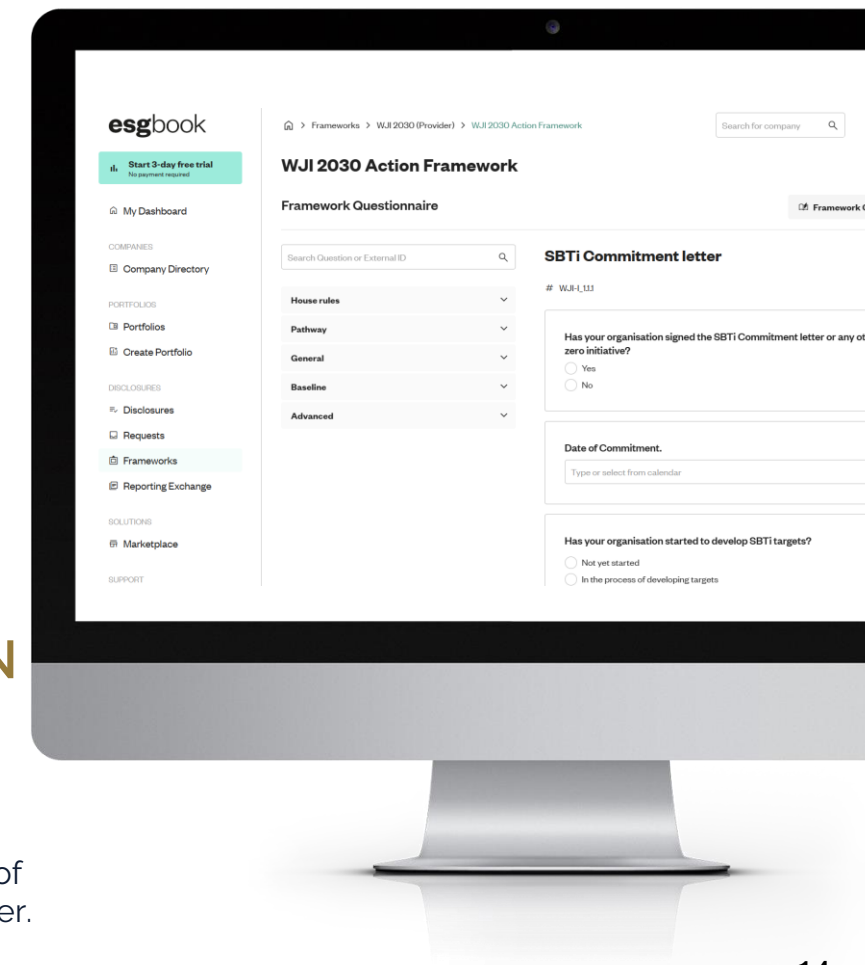


THE APPROACH

- 20-30 sustainability inside-out impacts.
- Identification of a material list of topics by category of player in the watch and jewellery supply chains.
- Stakeholder engagement, both internal and external, to gain expert perspectives and buy-in.
- A guidance document for the industry on contextualisation and prioritisation, as companies work on their double materiality approach.

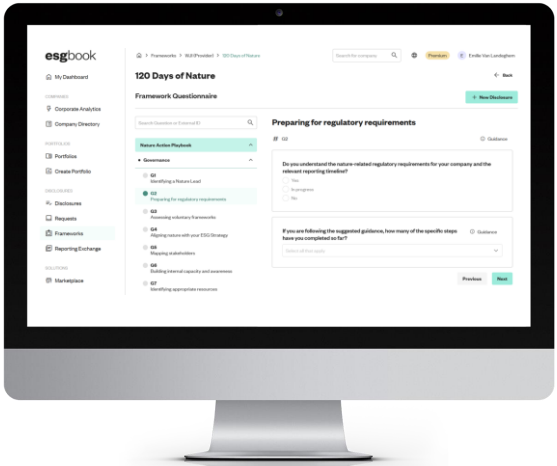
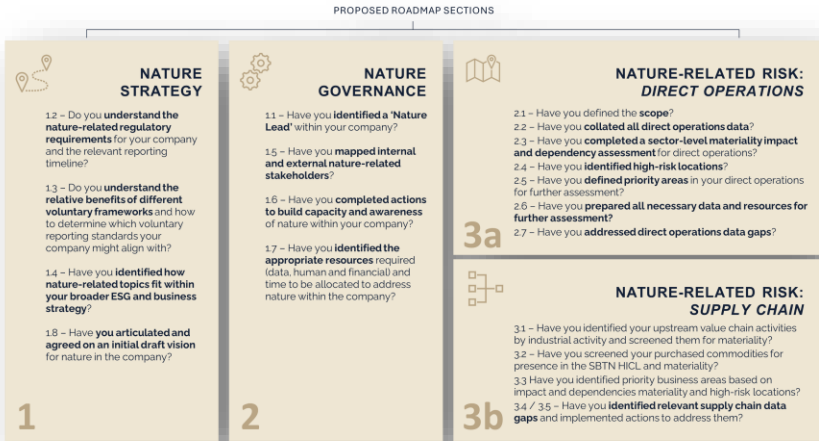
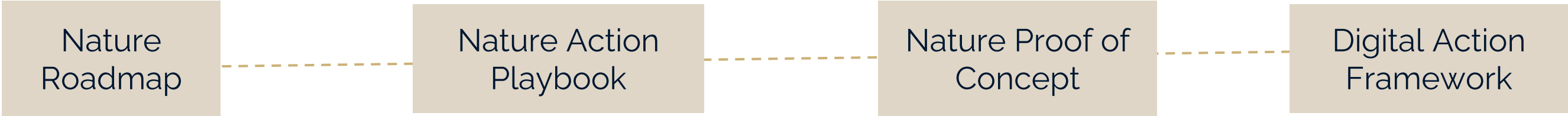
PRACTICAL IMPLEMENTATION

- **Supply Chain Risk Map:**
- Global multi-tier supply chains visual map.
- ESG risk areas that result from the combinations of geography, process/material and supply chain tier.

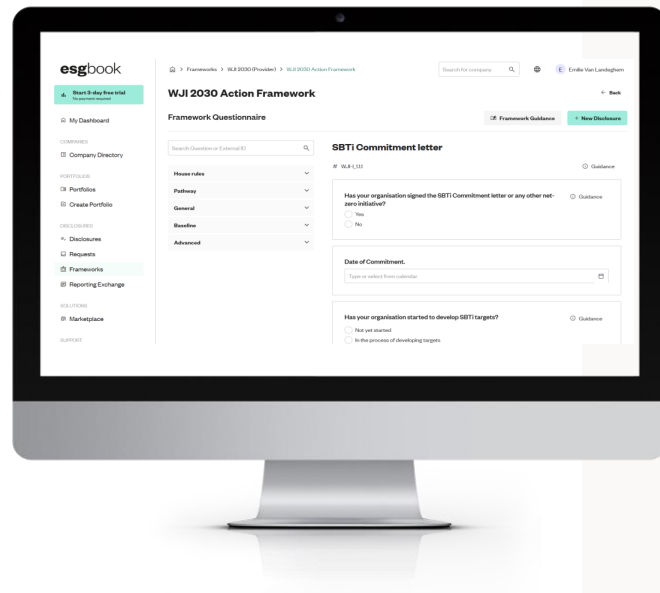


A Concrete Example: Deep-dive Nature & Biodiversity

The Nature Roadmap is developed through multi-stakeholder consultation, including WWF, IUCN, WBCSD, TNFD and more. Resources, guidance and tools are continuously evolving and exist as living documents. The development of the framework is a culmination of guidance developed, templates and tools created, online education and expertise shared.



WJI 2030 Impact Action Journey Framework



MILESTONE 1

Measure and understand your impacts and risks

MILESTONE 2

Define ambition

MILESTONE 3

Develop your strategy

MILESTONE 4

Take action within your own operations

MILESTONE 5

Take action across your value chain

MILESTONE 6

Lead engagement and collaboration

ABOUT THIS FRAMEWORK

SIMPLE AND CLEAR

Provides step-by-step guidance for sustainability progress.

CREDIBLE FOUNDATIONS

Builds on established frameworks and methodologies.

POLICY-READY

Equips companies to meet evolving regulatory demands.

SUBSTANTIATED CLAIMS

Supports credible sustainability claims with evidence-based processes.

INTEGRATED APPROACH

Connects and aligns with ongoing work by the WJI 2030.

CONTINUOUS LEARNING

Supports ongoing progress via the ESG-Book platform.



New Module Launched

Introduction to Responsible
Sourcing for SMEs

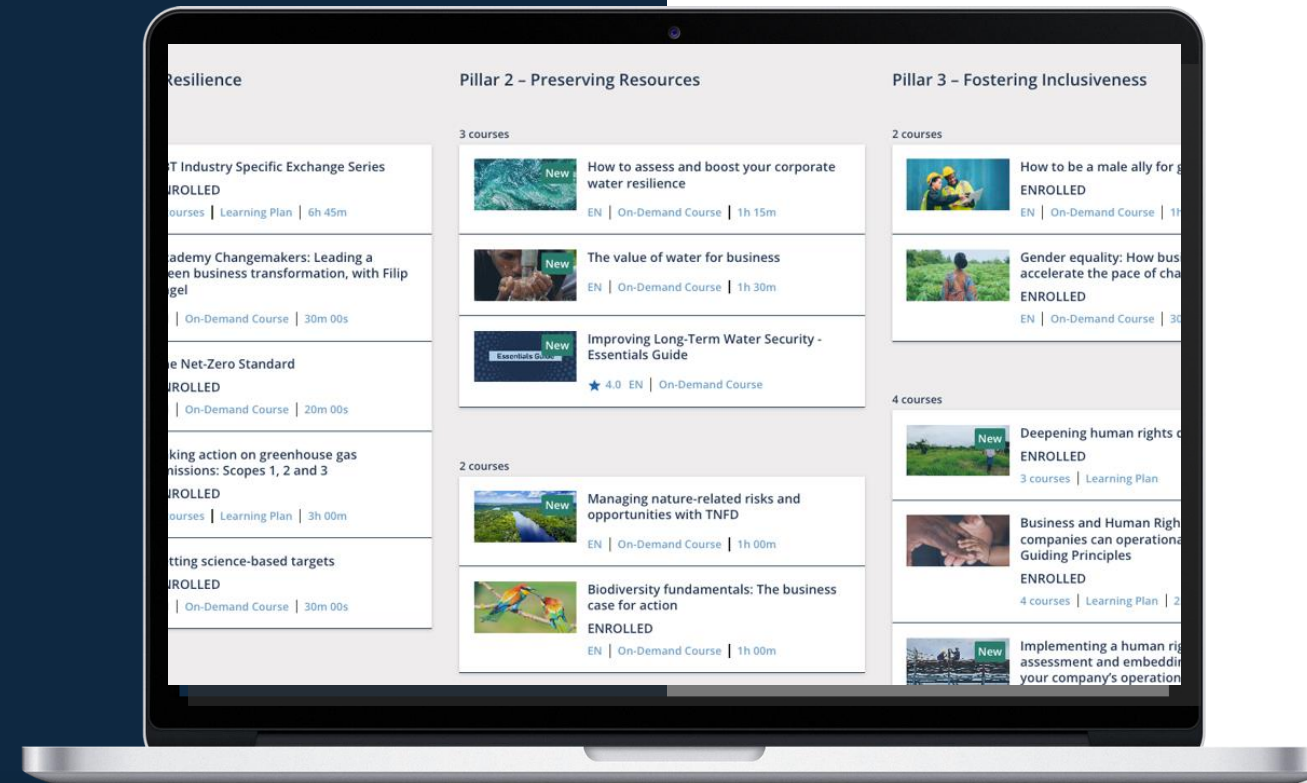


New Module in Development

Introduction to Climate, Nature
and Inclusiveness for SMEs

WJI 2030 x UNGC Solutions Lab

Empowered by CIBJO



INTERACTIVE MODULES

Existing UNGC learning
academy modules across,
climate, nature and inclusion.
Industry specific modules
created by WJI 2030 in
development.

OPEN-SOURCE LEARNING

Open source and easy to
use to build education and
knowledge internally and
with suppliers.



ACCESS THE
SOLUTIONS LAB

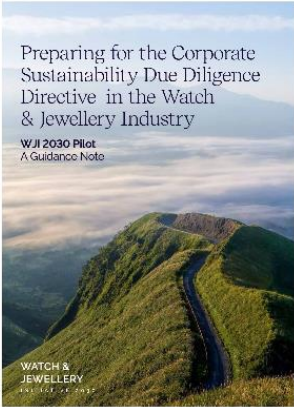
WATCH & JEWELLERY

INITIATIVE 2030

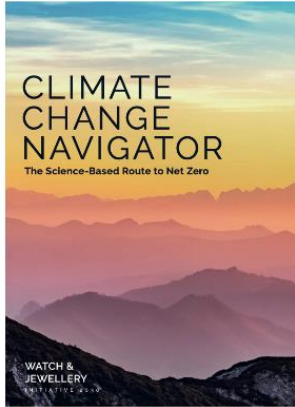
Resources



New WJI 2030



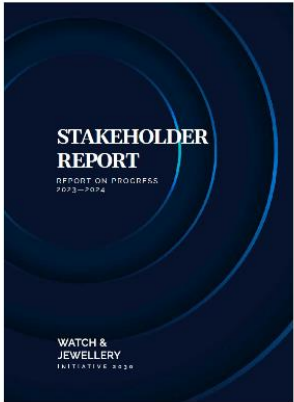
WJI 2030



WJI 2030



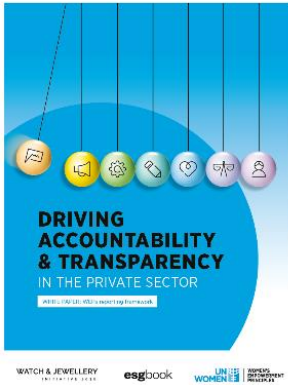
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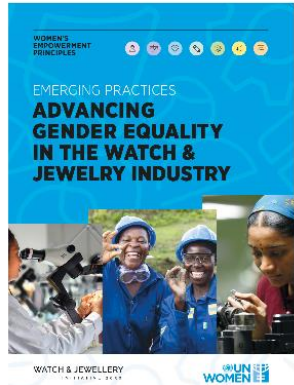
WJI 2030



WJI 2030



WJI 2030



WJI 2030

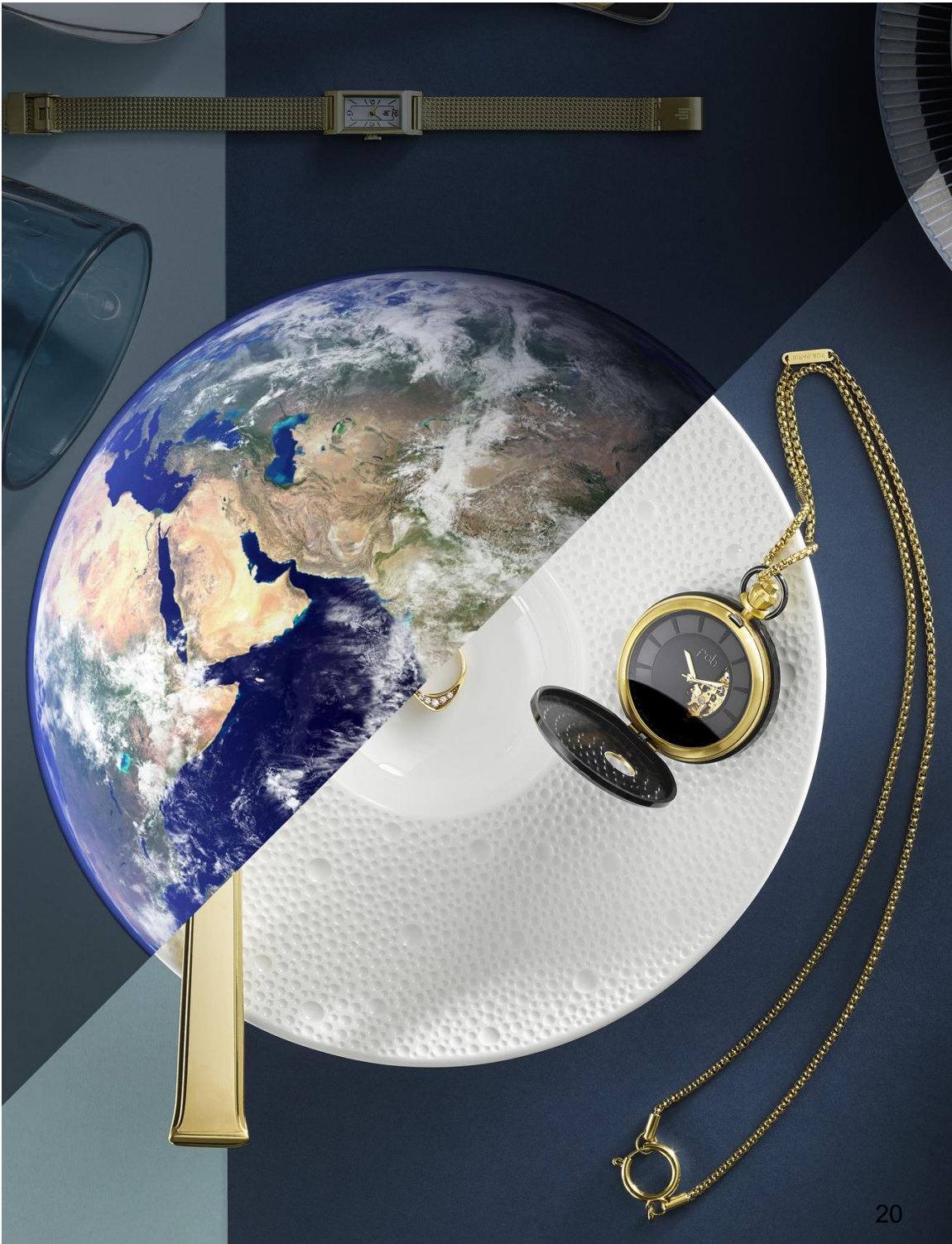


WJI 2030

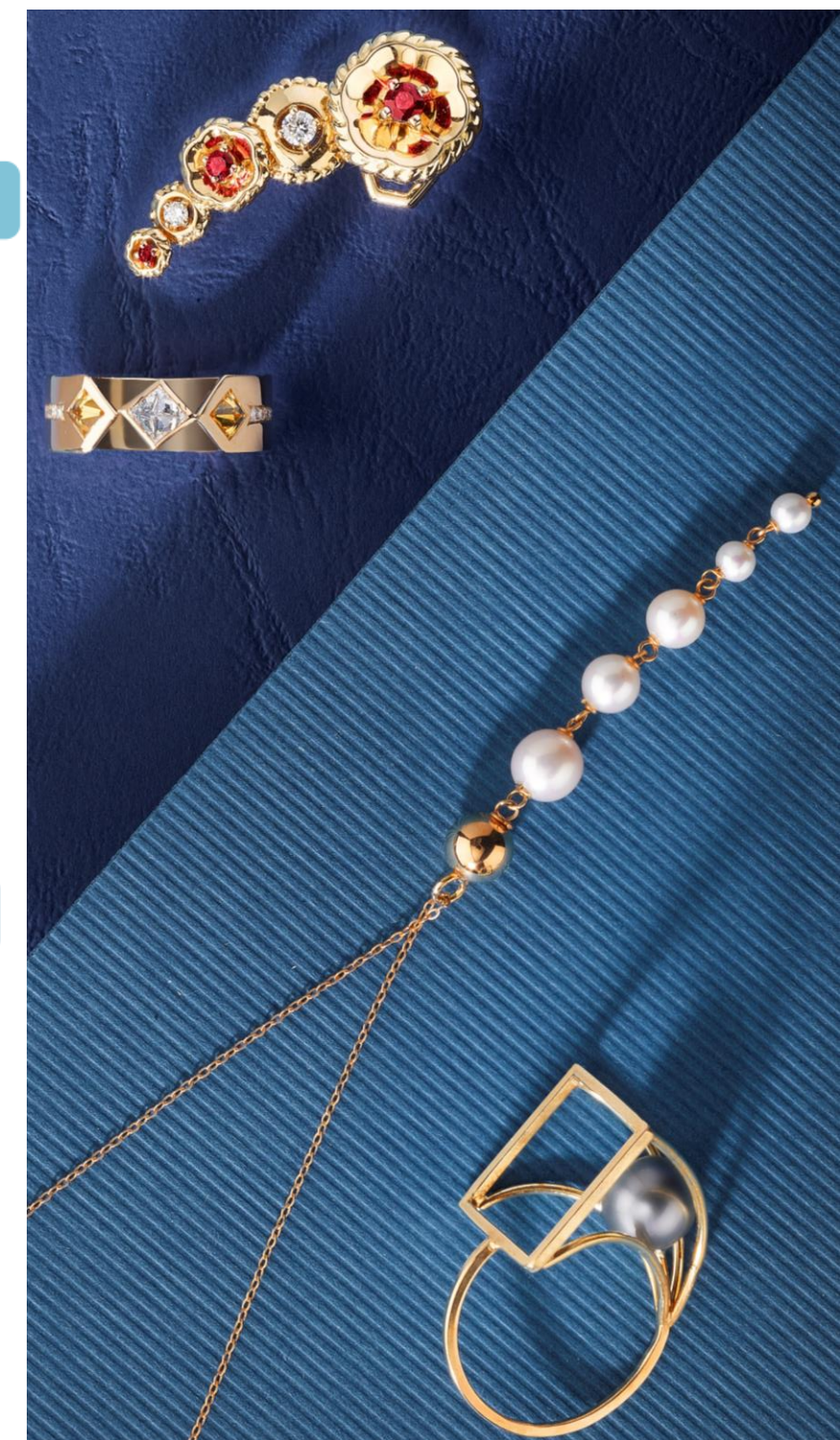
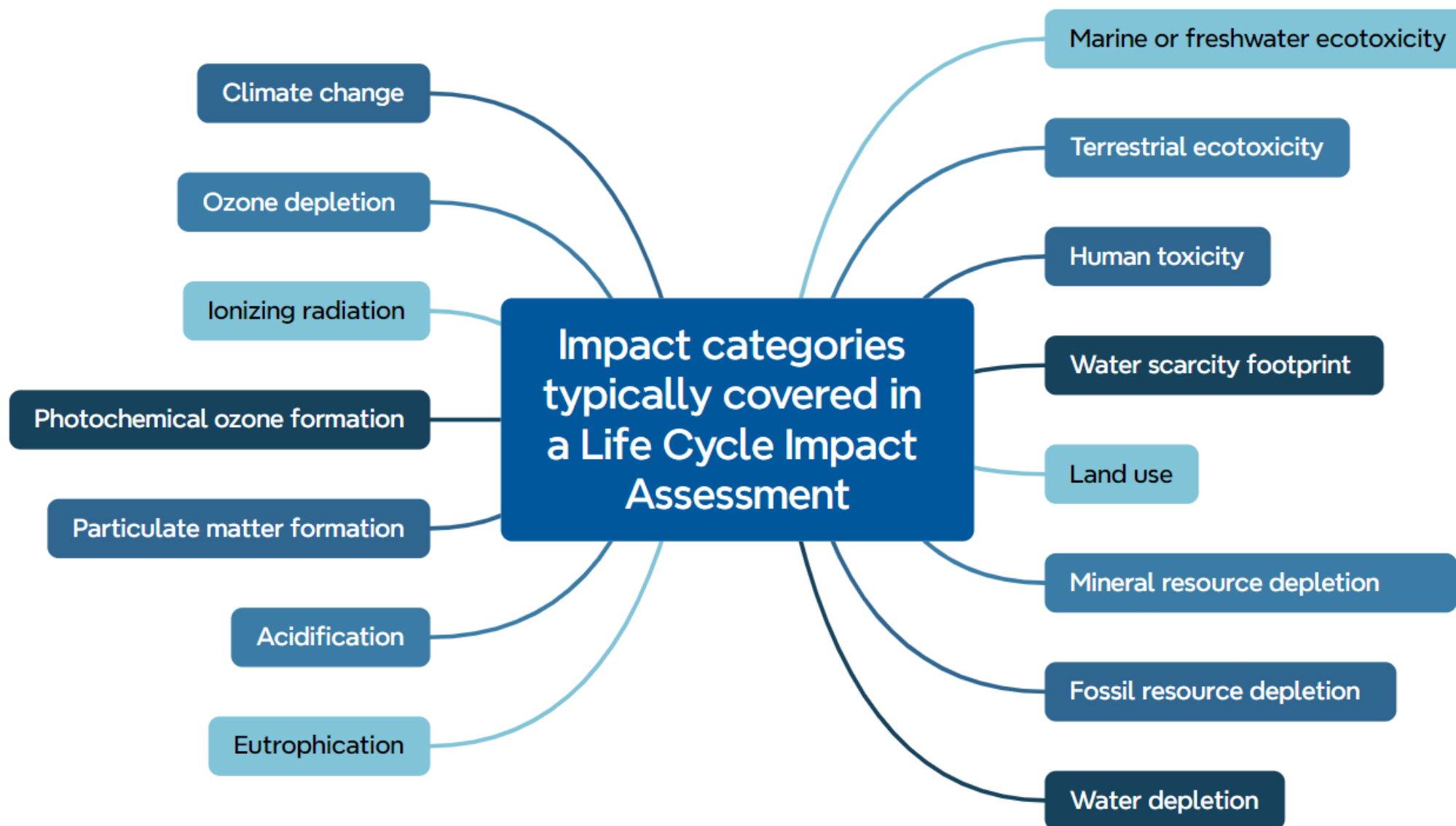


Kering Generation Award X Jewelry 2025 Prize

Life Cycle Thinking



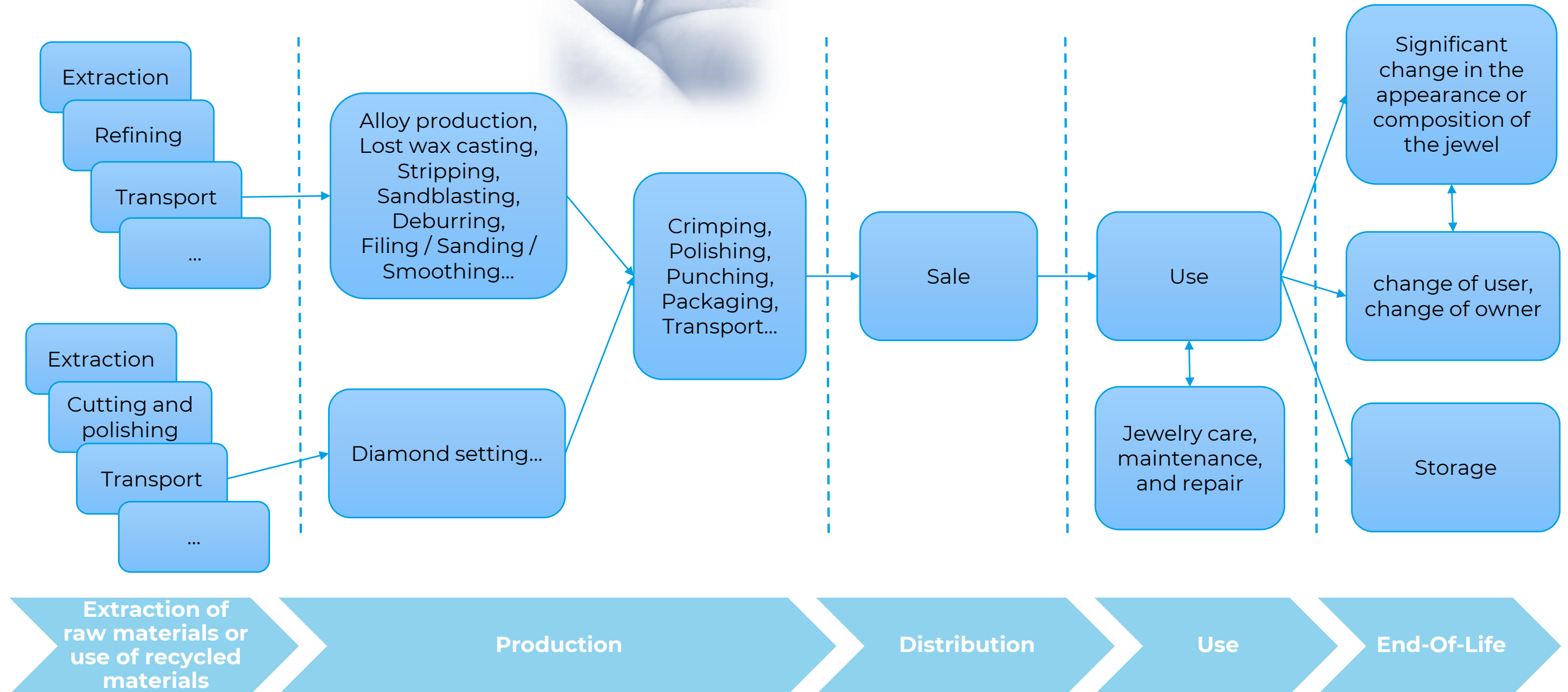
Environmental Impact categories



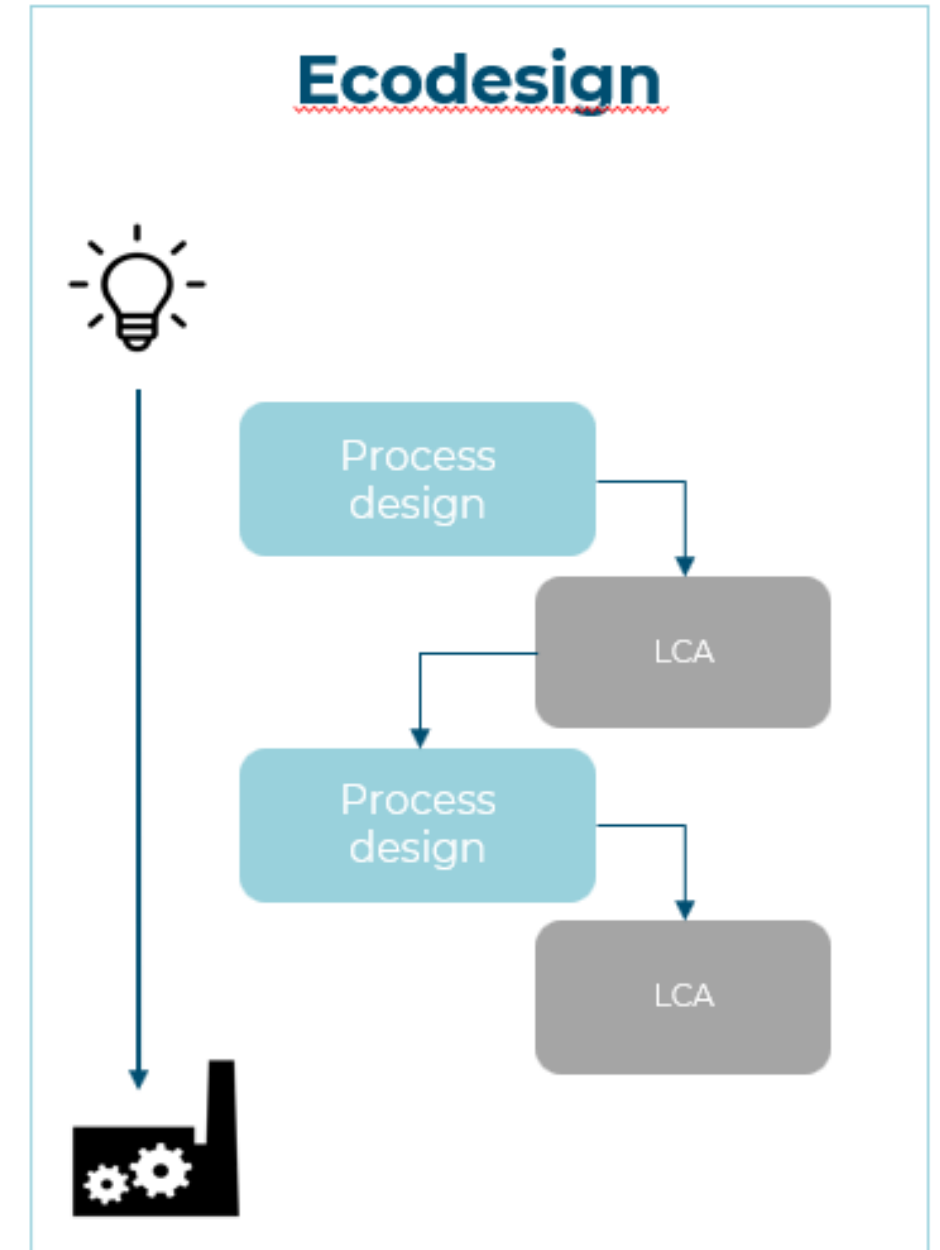
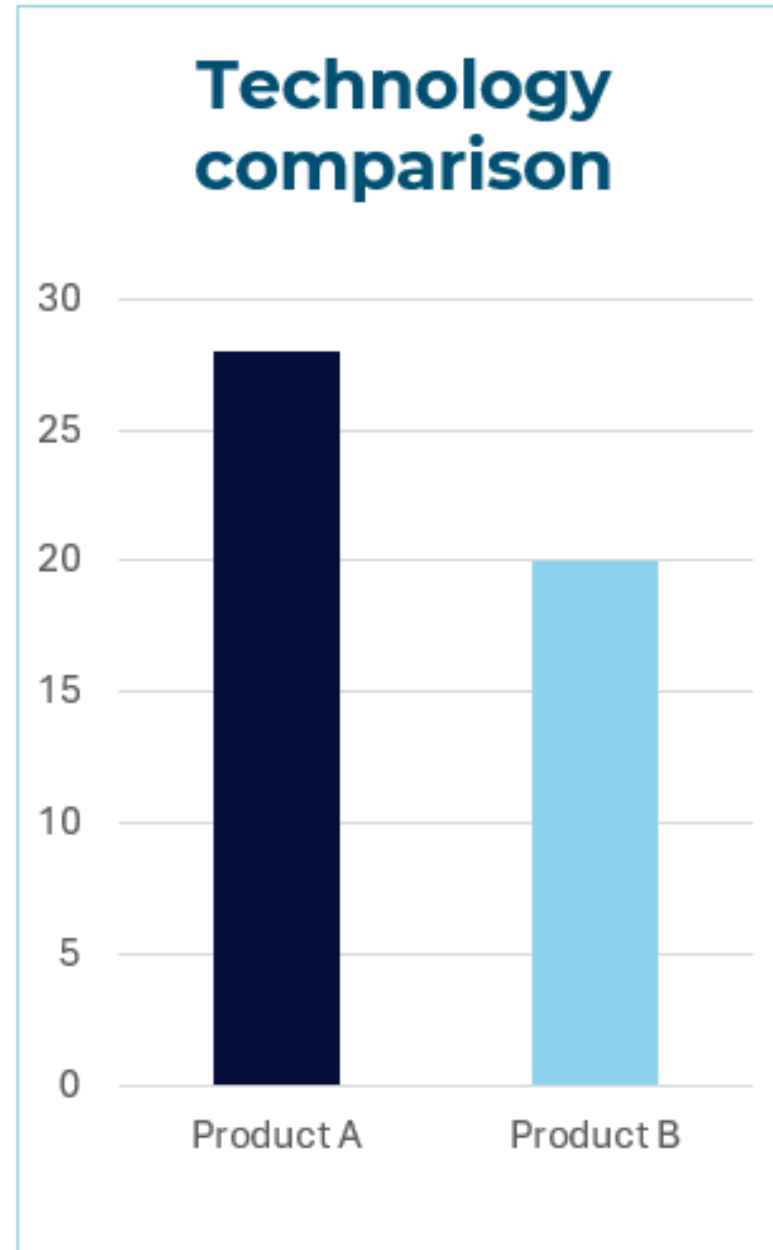
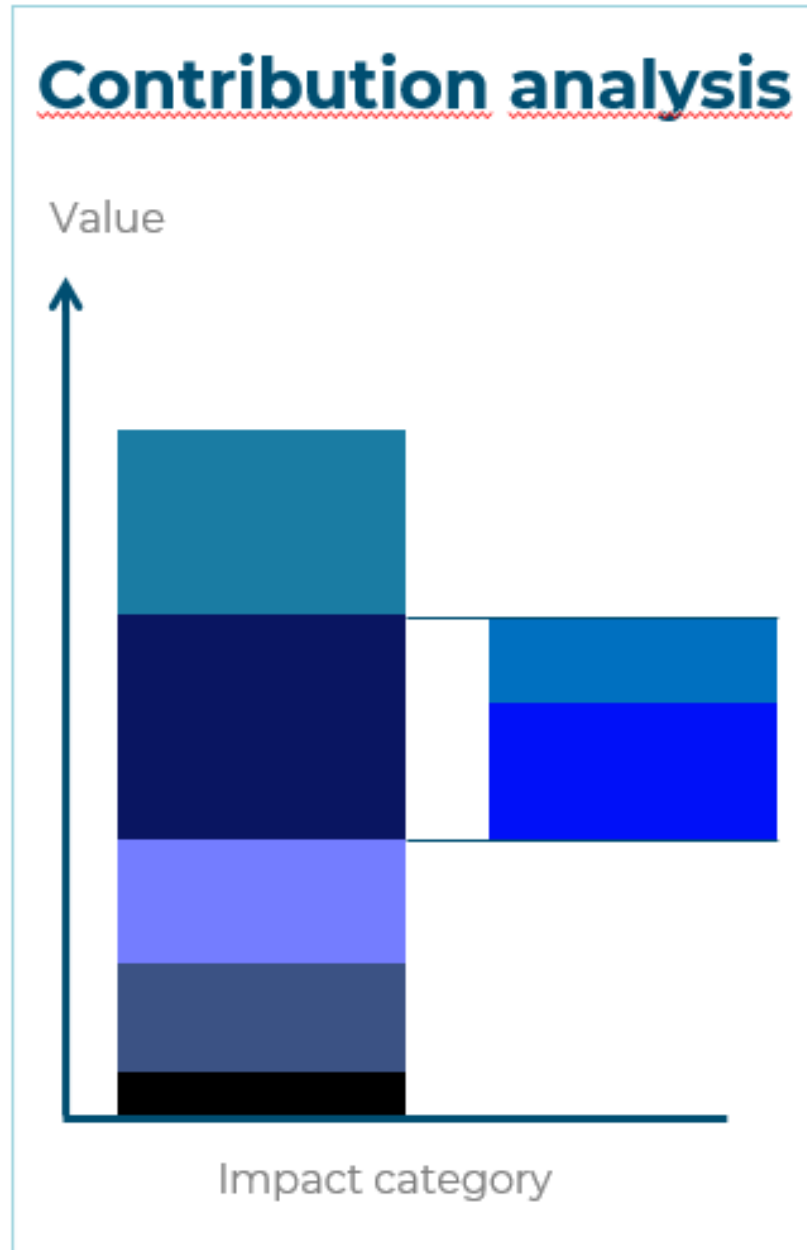
Life Cycle Concept



Simplified example of a solitaire



Example of using Life Cycle Analysis results



Double Materiality Assessment Guide Overview

CIBJO ESG Principles (2024)

Establishes fundamental ESG principles and introduces the ESG Wheel framework

Measurement guideline used to select metrics to assess results

CIBJO ESG Measurement Guidelines (2025)

Provides specific metrics and measurement approaches for data collection

ESG Wheel provides foundation for topic longlist generation

Material topics used to select appropriate metrics

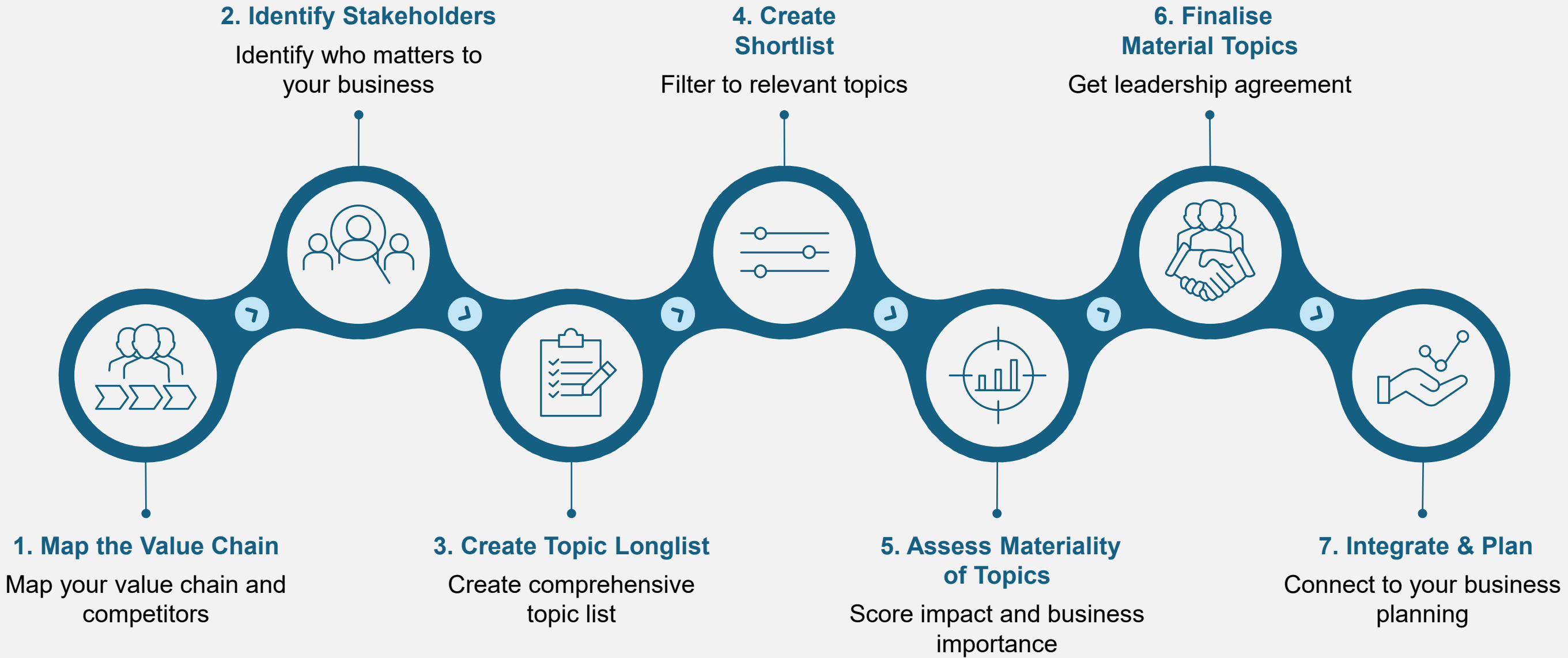
Enable CIBJO members to take action on ESG

CIBJO Double Materiality Assessment (DMA) Guide

Identifies which ESG topics are most material to your specific operations



The 7-step DMA process for SMEs



The Business Case for Measuring ESG Performance is Strong

Key & Co



ESG makes financial sense

Public market data provides strong evidence^{1a} that integrating material ESG factors leads to financial outperformance

- 2-7% p.a^{1b}
- ~50% premium^{1c}.



ESG helps you run your business better (Value add)

Integrate ESG into existing processes: DEI initiatives and environmental considerations, among others, can deliver cost savings and add value.²



Business owners, consumers and employees care (ESG sells)

Employees want to work for and consumers want to buy from 'sustainable businesses'. Business owners increasingly want to build this type of company.³



The market expects ESG (Sales and exits)

Both when selling jewellery products AND when growing your business, ESG will be scrutinised as a top priority.⁴



Regulation and investors set the tone (Top down)

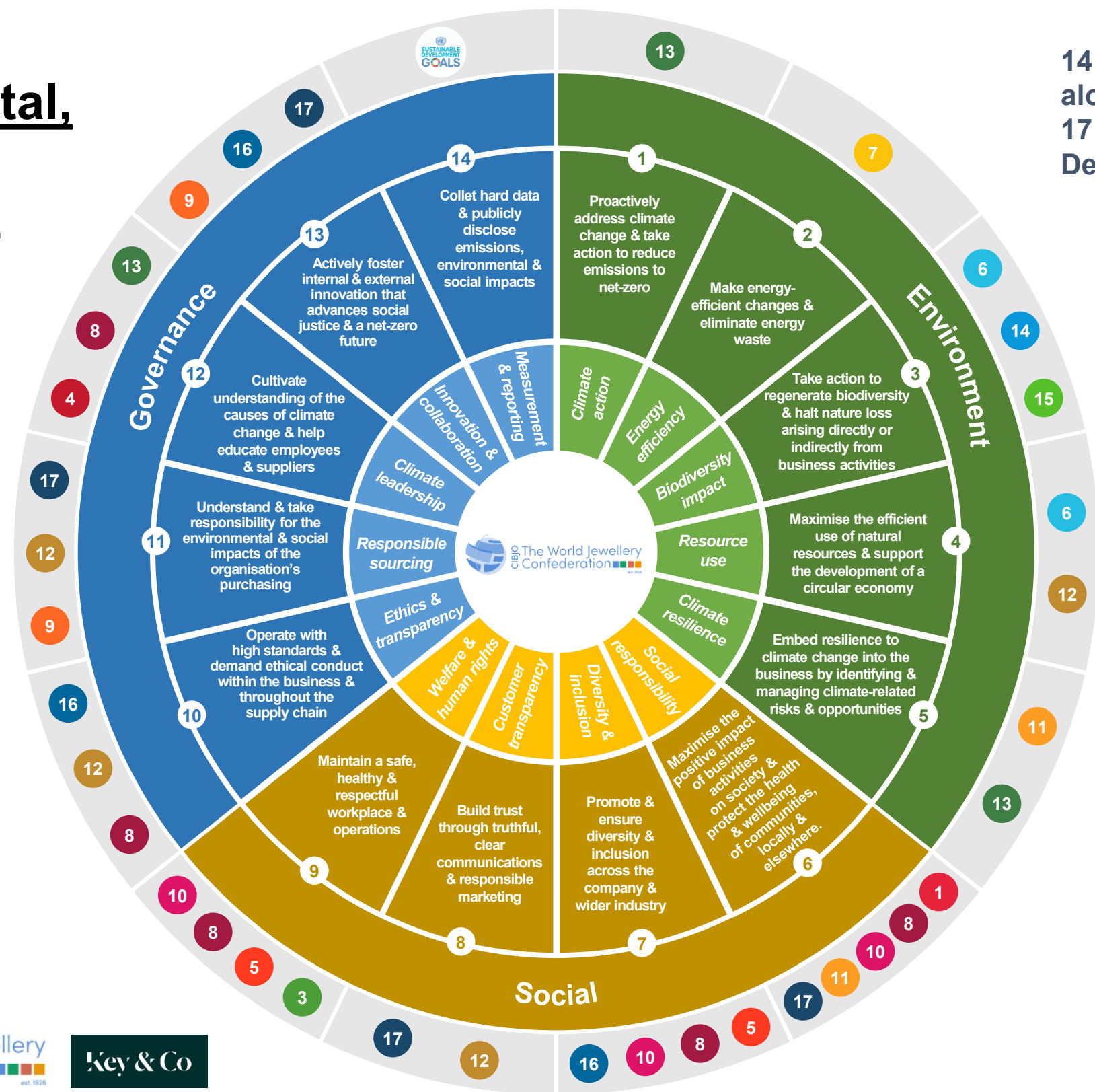
Regulatory requirements and investor demands are making ESG part of the 'licence to operate' for businesses.⁵



Most important to SMEs

CIBJO's Environmental, Social & Governance (ESG) Principles Summary

14 Principles referenced
alongside United Nations'
17 Sustainability
Development Goals



How to use the guidelines to measure progress – 10 steps

Step 1

- Nominate an owner responsible for measurement
- Familiarise yourself with the 14 ESG principles
- Identify the most important topics to focus on for your business

Step 2

- Identify priority areas of measurement, using the measurement guidelines

Step 3

- Identify any reporting regulations that your company must adhere to. E.g. CSRD
- Identify any standards or frameworks in your sector E.g. ESRS, TCFD, GRI

Step 4

- Develop a plan for sourcing the relevant information or the metrics you are going to measure
- Include existing information and any gaps

Step 5

- Calculate the metrics that you have decided to measure
- Document the approach, sources, conversions

Step 6

- Set targets for each measure
- For greenhouse gas emissions, submit targets to science-based targets initiative or equivalent independent body

Step 7

- Audit the measurement calculation as you would your company accounts and ideally have it independently verified

Step 8

- Communicate internally and externally, including results and methodology
- Publish results on company website
- Ensure products are accurately labelled

Step 9

- Create a feedback loop between planning, measurement, action, review

Step 10

- Focus on continuous improvement
- Embed and maintain measurement processes
- Increase scope and frequency of measurement over time

Step 1

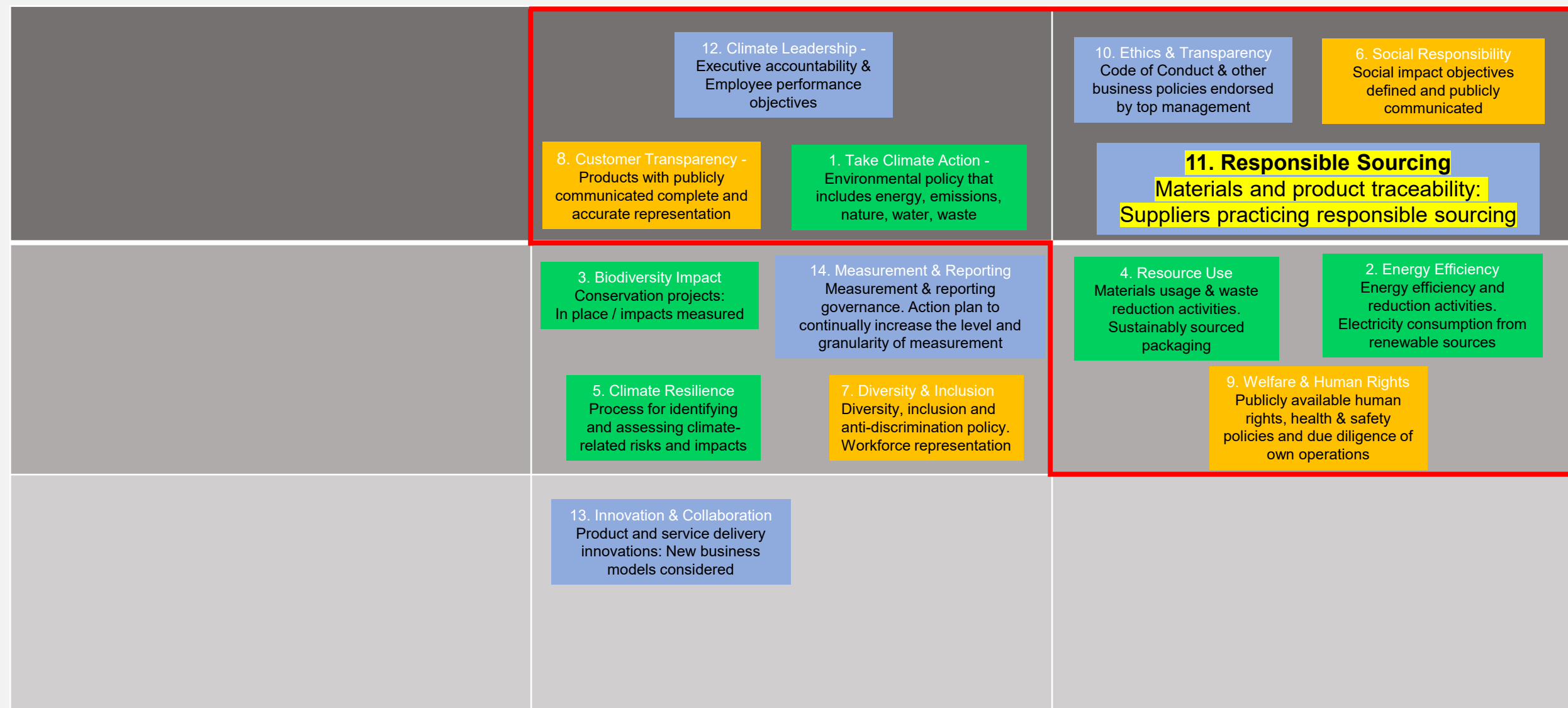
- Nominate an owner responsible for measurement
- Familiarise yourself with the 14 ESG principles
- Identify the most important topics to focus on for your business (Materiality Assessment)

Governance

Environment

Social

Key Stakeholder Importance



Importance to Forevermark Business (Severity of Impact & Financial Importance to Business Performance)

Step 2

- **Identify priority areas of measurement,** using the measurement guidelines
- **e.g. Responsible Sourcing**



MEASUREMENT AREAS

SMEs:

1. Know-Your-Counterparty and other policies
2. Supplier code of conduct
3. Procurement practices
4. Product and materials traceability
5. Supplier engagement

Large companies, as SME companies, plus:

6. Risk management framework
7. Supplier due diligence
8. Supply chain impacts
9. Advocacy and information sharing
10. Responsible sourcing assurance and certification
11. Action plan to increase traceability
12. Executive incentives

METRICS / KPIS

SMEs:

- Know-Your-Counterparty and other procurement policies [annual]: Aligned with recognised supply chain standards and sector guidance (Y/N) / Rate of internal adherence (#)
- Supplier code of conduct [annual]: Management reviews (#) / Whole supply chain coverage (Y/N) / Expectations of reliability of sustainability claims related to human rights, labour, the environment and anti-corruption included (Y/N)
- Procurement practices and record keeping [monthly]: Practices based on a respected framework (#) / transactions documented (%) / staff trained (%) / Risk assessments (#)
- **Materials and product traceability [monthly]: Suppliers practicing responsible sourcing (#, %)** / products/materials assessed (#, %) / Continuous improvement activities (#)
- Supplier engagement [annual]: Level of trust in information provided by suppliers Low-High (#) / Annual/bi-annual supply chain survey (Y/N)

Large companies, as SME companies, plus:

- Risk management framework [annual]: Board reviews (#) / Environmental and social risks and impacts in supply chain ranked by severity, likelihood and irremediability (#) / Mitigated (#, %)
- Supplier due diligence [annual]: Reviews per year (#) / Supply chain operations assessed for actual/potential environmental and social impacts (%) / Materials and products for which chain of custody and provenance known (e.g. country of origin, history, certification) (%) / Spend with artisanal and small-scale producers (% and \$M) / Recycled (%) / Spend with suppliers practicing responsible sourcing, waste and water management (% and \$)
- Supply chain impacts [Annual]: Extracted materials using methods that cause, support or benefit unlawful armed conflict or contribute to serious human rights abuses or breaches of international humanitarian law (%) / Operating in or sourcing from conflict affected and/or higher-risk regions/sectors (%) / Abusive and exploitative practices occurring by type, severity (low-high) (#) / Rate of occurrence / Spend within #Kms of operations (% and \$M)
- Advocacy and best practice sharing [semi-annual]: Cross-industry schemes supported (#) / Education and information sharing sessions (#) / SME participants (#)
- Product and/or materials assurance [annual]: Certificated or audited by accredited 3rd party (#)
- Action plan to increase traceability [quarterly]: Projects implemented by location (#) / supply covered (%) / Improvements delivered (#) / Methodology used (Y/N)
- Executive incentives linked to improvements in traceability and value chain transparency [annual]: Achieved (%)

TYPICAL DATA SOURCES

- Supply chain contracts
- Supplier records and impact reports
- Chain of custody certifications and accreditations e.g. Kimberley Process Certification Scheme (KPCS)
- Product warranties
- Product audits
- National, international and sector frameworks, standards and guidance documents e.g. OECD Guidance for Responsible Supply Chain of Minerals from Conflict-Affected and High-Risk Areas; Responsible Jewellery Council Chain-of-Custody standard; ISO 20400; World Gold Council Responsible Gold Mining Principles (RGMPs)



- Develop a plan for sourcing the relevant information or the metrics you are going to measure

Note – Each business could start with the top 3 areas * in the Materiality Assessment in Year 1 vs 12 and then expand per year after

- Include existing information and any gaps

Governance

Environment

Social

Guideline Metric	Plan for Sourcing Information to measure	Source of data & any gaps
1. Take Climate Action Environmental policy that includes energy, emissions, nature, water, waste	Review De Beers Group Sustainability report and any base data with Sustainability team. Determine elements that can be defined for Forevermark and then decide what we want to measure/track (ie De Beers Group data or Forevermark or a link between the two)	De Beers Group Sustainability Report. Gaps tbc
2. Energy Efficiency Energy efficiency and reduction activities. Electricity consumption from renewable sources	Review ability to break down energy usage in Forevermark based on Headcount and proportion in either Downstream offices or De Beers Group as a whole. Or do as a bottom-up exercise with each office to define energy usage and usage reduction opportunities	Energy bills, energy calculator (Institute of Diamonds and Forevermark Offices). Gaps tbc
4. Resource Use Materials usage & waste reduction activities. Sustainably sourced packaging	Review with India team and Institute of Diamonds how we evaluate and measure the materials we use (and how we reduce per item or make more digital). Assess each material packaging option for sustainability too (ie Visual Merchandising)	Forevermark India & Institute of Diamonds - Materials invoices, waste recycling data (if any), materials sourcing sustainability options. Gaps tbc
6. Social Responsibility * Social impact objectives defined and publicly communicated	Review De Beers Group Sustainability report and any base data with Sustainability team. Determine elements that can be defined for Forevermark (and possibly communicated externally too)	De Beers Group Sustainability Report. Gaps tbc
8. Customer Transparency Products with publicly communicated complete and accurate representation	Review Forevermark websites, Campaigns and Institute of Diamonds materials for accurate representation and ways to improve	Forevermark websites (India and outside India), Campaign materials, Institute of Diamonds physical and online materials that accompany the Forevermark product Gaps tbc
9. Welfare & Human Rights Publicly available human rights, health & safety policies and due diligence of own operations	Review De Beers Group Sustainability report, specific policies on Health & Safety and practical application in the Forevermark India teams and the Institute of Diamonds (ie Standard Operating procedures)	De Beers Group Sustainability report, Health & Safety policies (Physical and mental), and how measured practically in the operations (such as Standard Operating Procedures and any record of deviations). Gaps tbc
10. Ethics & Transparency * Code of Conduct & other business policies endorsed by top management	Review De Beers Group Code of Conduct and full list of policies for both our usage internally (ie De Beers Group and Bullying Harassment) and requirements of our suppliers / clients (including Best Practice Principles)	De Beers Group Code of Conduct, Bullying & Harassment policies, Best Practice Principles and measurement of compliance (if available for monitoring/improvement). Gaps tbc
11. Responsible Sourcing * Materials and product traceability: Suppliers practicing responsible sourcing	Review Responsible Sourcing process for Forevermark with Ethics team and assess Forevermark & Institute of Diamonds supplier evaluation and practice	Purchasing Policies and processes in Forevermark India, UK and Institute of Diamonds whilst also evaluating compliance. Gaps tbc
12. Climate Leadership Executive accountability & Employee performance objectives	Review De Beers Group Sustainability report statements and review Forevermark dissemination needs for accountability. Determine cascade of performance objectives for De Beers Group and then onto Forevermark	De Beers Group Sustainability report, Any Forevermark statements online or in print. Gaps tbc

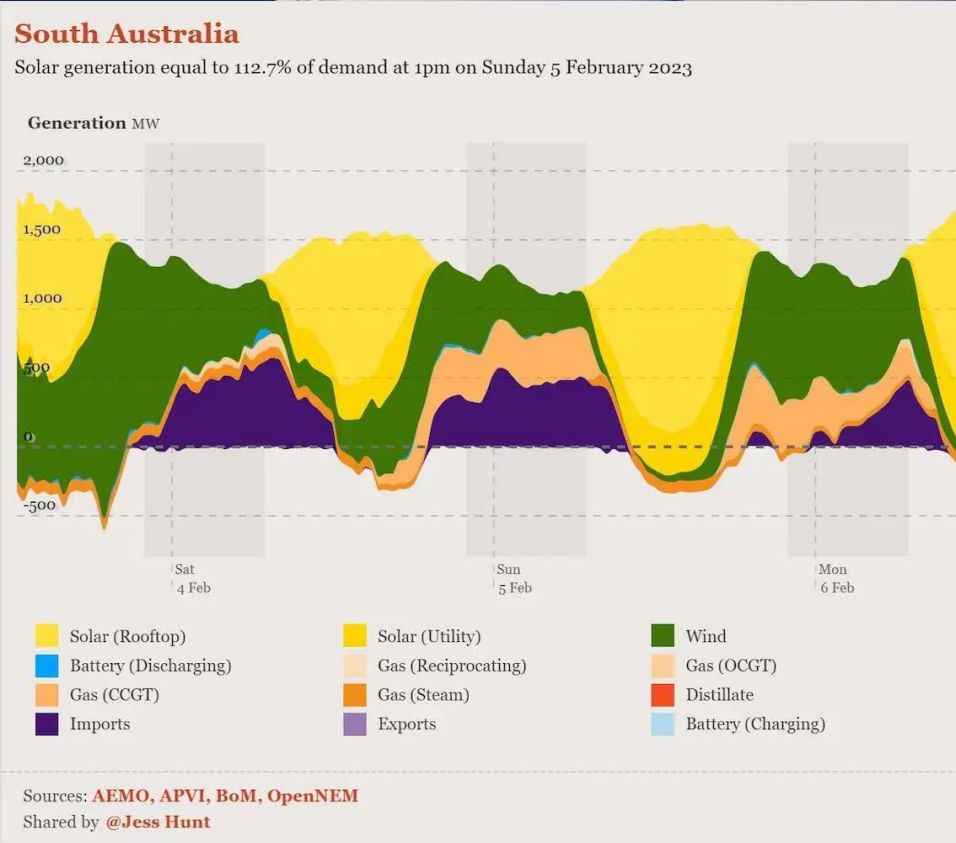
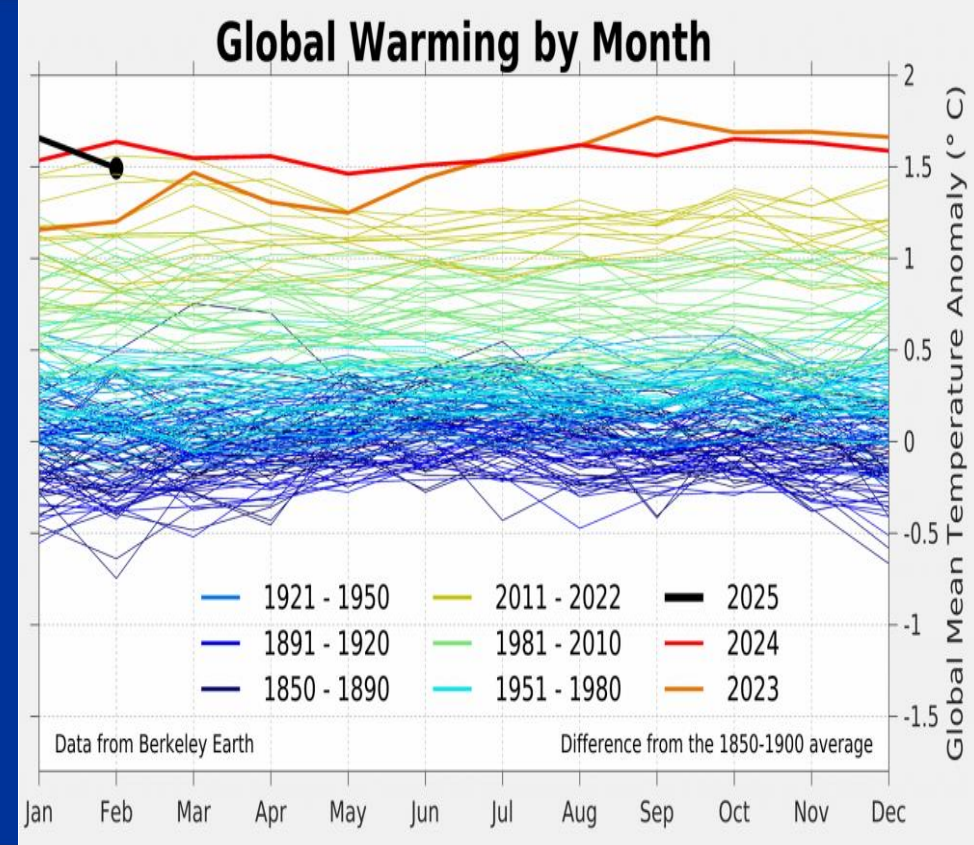
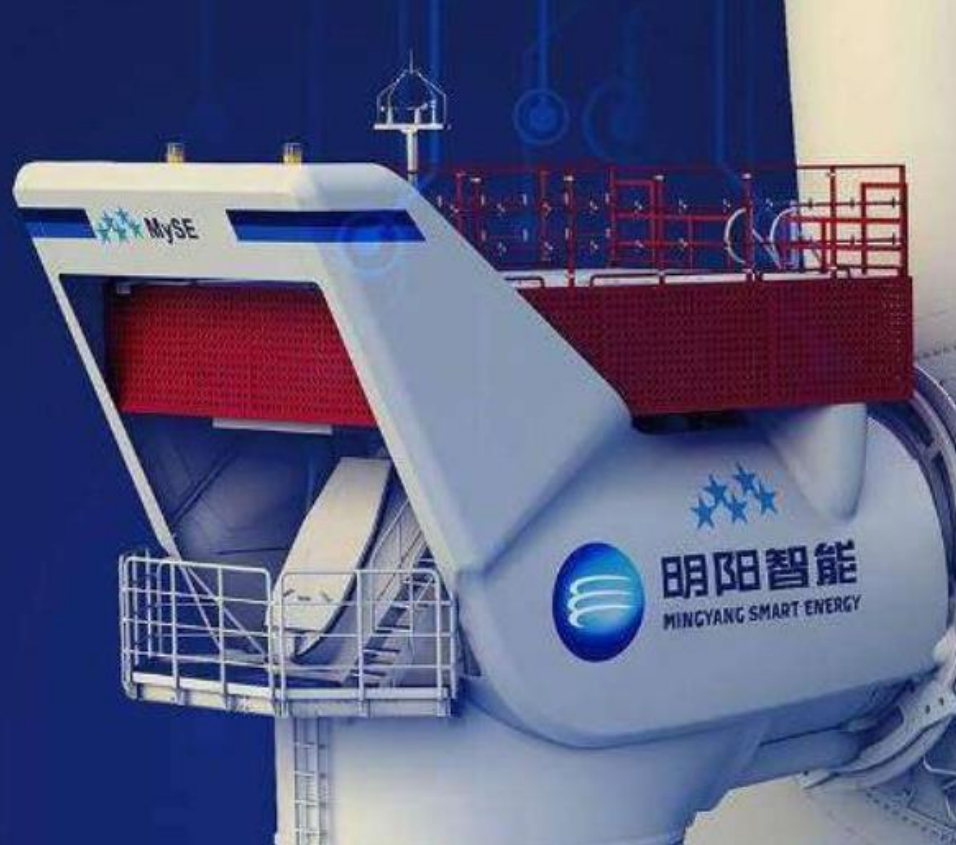


Question for the audience

*Would you be willing to contribute to
or use CIBJO ESG tools? (Yes, no, maybe).*

What does the road ahead look like?

Given the urgency for continued and increased focus on ESG, please give one reason for optimism—and one challenge ahead?



Thank you!



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