



UEBT
SOURCING[®]
WITH RESPECT



2030 **strategic directions**

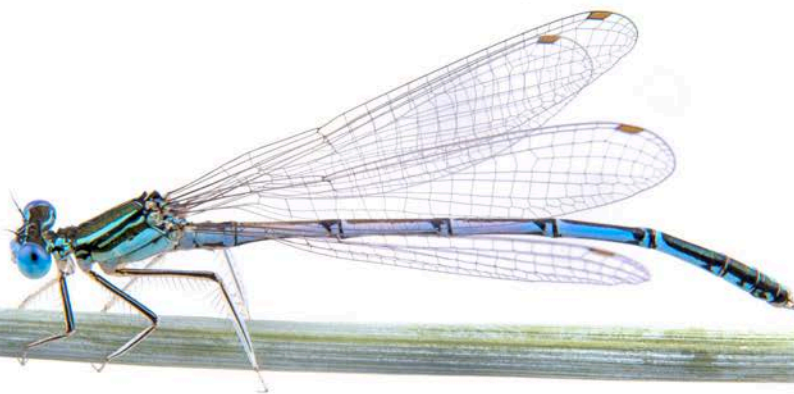
With 2025–2027 priorities

UEBT

is a growing international
non-profit organisation
that successfully promotes

**sourcing with respect
for people and biodiversity**

in line with UEBT's vision,
mission and standard.



Our vision is a world in which all people and biodiversity thrive, and our mission is to regenerate nature and secure a better future for people through ethical sourcing of ingredients from biodiversity.

We advance our vision and mission through a Theory of Change (see [annex 1](#)) that also advances the UN Sustainable Development Goals and the UN Global Biodiversity Framework.



Evolving **responsible sourcing** context

Attention for sourcing with respect for people and biodiversity will continue to rise on the corporate agenda over the next five years. Corporate human right commitments are starting to be implemented in supply chains, including botanical supply chains.

The UN Biodiversity Framework has set ambitious targets for 2030 and calls on companies to regularly monitor, assess, and transparently disclose their risks, dependencies and impacts on biodiversity and adopt biodiversity friendly practices in their operations and supply chains. ESG reporting and disclosure requirements continue to gain in importance, while international and national due diligence rules regarding issues such as human rights and deforestation in supply chains will come into force.

Many of these rules initially apply to larger companies and widely traded commodities, but as significant biodiversity impacts and dependencies occur in sourcing areas, these rules will certainly affect many smaller organisations along the supply chain as well as more specialty ingredients such as botanicals. At the same time, consumer expectations continue to drive the use of naturals, while rules around green claims are further driving the demand for supply chain transparency.

The speed with which some these trends kick in may be affected by changes in the political landscape and geopolitical conflict, but the contours of the 2030 horizon are clear and inform our strategic directions for 2030.

A sharper focus on **botanicals & sourcing areas**

The core of UEBT's work is the sourcing of botanicals¹ and the impact this has in sourcing areas, including different production systems such as wild collection, agroforestry and agriculture.

Our priority sectors are beauty and personal care, herbs and spices, botanical beverages, natural flavours, and natural pharma.

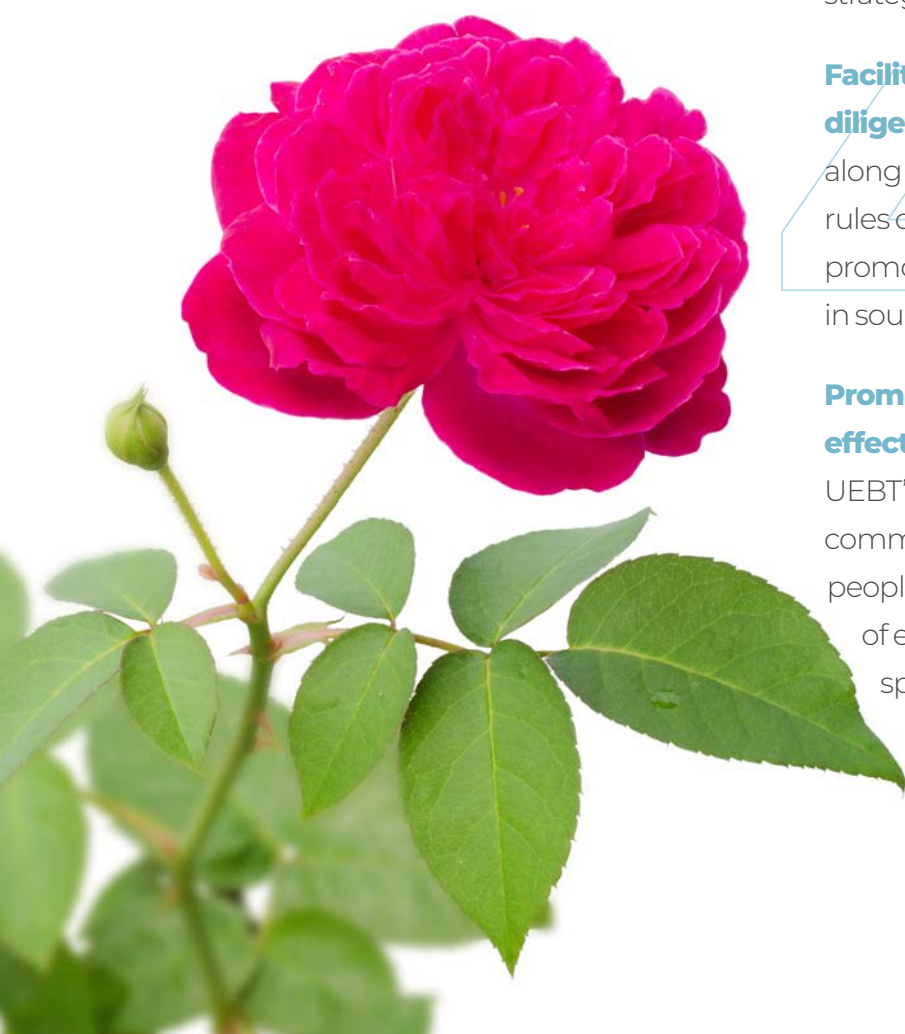
Over the next five years, UEBT will further sharpen this focus on botanicals and their sourcing areas, for instance in member commitments and projects.

¹Raw materials derived from components of biodiversity. Material or compounds derived directly or indirectly from plants, animals, fungi or microbial organisms. For example, plant parts (e.g. flowers, leaves, roots, stems, fruits or bark) and plant compounds (e.g. plant-based oils, butters, waxes, extracts, flavours, fragrances, colorants). Plant cells, microorganisms, algae and beeswax would also be covered.



UEBT 2030 strategic directions

We have set the following strategic directions for 2030 to orient our 2025–2027 strategic plan



Conserve and regenerate biodiversity

Continue front-running work on promoting biodiversity conservation and regeneration in sourcing areas

Deepen the work for people Increase attention to human rights, working conditions, just remuneration and livelihoods in sourcing areas, and provide greater socio-economic incentives to local producers for implementing sourcing practices that respect people and biodiversity

Drive work in supply chains, sectors and landscapes

Drive improvements and impacts in sourcing areas through assessments and improvement plans in company supply chains, as well as through projects in sourcing landscapes that are strategic in terms of livelihoods or biodiversity

Facilitate responsible sourcing due diligence

Guide and support companies along the supply chain to respond to evolving rules on responsible sourcing due diligence, promoting active collaboration with suppliers in sourcing risk mitigation

Promote platform for inclusive and effective collaboration

Strengthen UEBT's platform function for companies committed to sourcing with respect for people and biodiversity, by promoting sharing of experiences and joint action, with special attention to the role of local supply chain actors.

2025 to 2027 **priorities**

For 2025–2027
we have defined
three axes of work
to translate our 2030
strategic direction
into action:

1 Platform for
companies
along botanical
supply chains

2 Supply chain
assessments
for continuous
improvement

3 Sourcing with
respect: guidance,
tools, and support





Platform for companies along botanical supply chains

Over the next three years the number of companies in the UEBT platform is expected to grow from about 200 to 300. Through our membership commitment programme, we will continue to promote responsible sourcing policies and practices among member companies.

Our member exchange activities and working groups will promote sharing of experiences, collaboration and joint action.

We will prioritise:

- further sharpening of member commitments on the sourcing of botanicals and sourcing areas
- offering greater public transparency on progress in company commitments
- enhancing opportunities for member exchange
- promoting joint action and leveraging the growing global presence of companies in UEBT's platform
- strengthening our brand name and our recognition in UEBT's target sectors

Commitments our members make

- Review sourcing policies and practices
- Set targets for continuous improvement
- Manage risks for people and biodiversity
- Promote positive impact for people and biodiversity through in the sourcing areas of strategic ingredients from biodiversity
- Monitoring, reporting and communication

Supply chain assessments for continuous improvement

Over the next three years we will continue conducting supply chain assessments as part of the UEBT verification and certification programmes, with the aim of driving continuous improvements in cultivation and wild collection practices.

These programmes include UEBT's responsible sourcing, ethical sourcing and regenerative programmes, as well as partnerships such as the UEBT/Rainforest Alliance Herbs & Spices programme and the UEBT/SAI Platform partnership on responsible sourcing of wild-harvested botanicals.

We will prioritise:

- growing the programmes, improving audit quality, expediting reports, and reducing audit burden
- rolling out audit protocols and requirements for supply chains in high-risk conditions
- revising the UEBT 2020 standard, making improvements based on three years of field experience
- reviewing UEBT assurance considering new EU directives, such as the EU green claims
- concluding the pilot of offering independent third-party verification and certification services



Sourcing with respect: guidance, tools, and support

Over the next years we will continue to facilitate responsible sourcing through activities such as monitoring the policy landscape, providing due diligence tools and specific guidance, and promoting technical support projects in sourcing areas.

We will prioritise:

- botanical supply chain due diligence
- human rights due diligence in sourcing areas, guiding adoption of action plans by local companies in high-risk areas, and promoting just remuneration and living wage/income to address root causes
- methodologies that are oriented towards improvements and creating measurable local impact
- supply chain and landscape approaches to promote regenerative practices and climate resilience in sourcing landscapes that are strategic in terms of livelihoods or biodiversity
- stronger incentives for local adoption of biodiversity and climate practices





Governance and internal organisation

Over the last five years UEBT has been successful and has grown considerably, and we are set to continue this trend to drive further impact for people and biodiversity. We will further strengthen our governance, internal organisation and financial model

Strengthening our governance We will review the composition of the UEBT governance bodies to make sure they guide and support the implementation of our 2030 strategic direction. We will strengthen the representation of local processing companies, cooperatives and farmers and further balance representation of different sectors. We will also assure expertise on key issues such as human rights, responsible sourcing due diligence and reporting, biodiversity conservation and regeneration, and assurance.

UEBT's local presence Our team currently consists of almost 50 committed individuals based in fourteen countries. UEBT has country representation in: Bulgaria, Brazil, China, India, Madagascar, Vietnam, and Türkiye. Over the next three years we may, as opportunities arise, expand our local presence to additional key sourcing countries.

UEBT organisational set-up We have upgraded our internal systems, procedures, and management structures in line with our growing membership and service offering. We will continue to do so over the next three years, with focus on efficiency and quality of UEBT service offering.

Financial model We plan to finance this strategy through various earned revenue streams, including membership fees and fees for services. We will also actively fundraise for projects that support (joint) efforts in key supply chains and sourcing landscapes.

Governance of strategy This strategy will be monitored by the UEBT Board of Directors on a regular basis.

Annex 1 | UEBT Theory of Change



UEBT Theory of Change

UEBT Vision A world in which all people and biodiversity thrive

Supporting the UN Sustainable Development Goals and the UN Global Biodiversity Framework

UEBT member/
partner companies,
suppliers,
farmers
and wild
collectors

Impacts

Successful businesses built on sourcing practices that respect people and biodiversity

Biodiversity in sourcing areas respected

People in sourcing areas respected

Outcomes

Enhanced company systems for sourcing with respect for people and biodiversity

Responsible sourcing risks in supply chains managed together with suppliers

Regeneration, conservation, sustainable use of biodiversity enhanced in sourcing areas

Human rights respected and decent working conditions, just remuneration and livelihoods enhanced in sourcing areas

UEBT Mission We work to regenerate nature and secure a better future for people through ethical sourcing of ingredients from biodiversity

UEBT strategies

Supply chain assessments
For continuous improvement of sourcing practices and impacts, through credible assurance and verifiable claims in line with the ISEAL Code

Platform for companies
Along botanical supply chains to promote responsible sourcing policies and practices, share experiences, and promote joint action

Guidance, tools and support
to advance sourcing with respect on the ground

International non-profit organisation
Promoting sourcing with respect for people and biodiversity in line with the UEBT standard



UEBT
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WITH RESPECT

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UEBT is a non-profit association that promotes sourcing with respect. Its mission is to regenerate nature and secure a better future for people through ethical sourcing of ingredients from biodiversity.

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