ATTACHMENT 1
Reviewing biodiversity baseline, approach and tools in the quarries sector

TERMS OF REFERENCE

GENERAL INFORMATION	
Name of the mission	Reviewing biodiversity baseline, approach and tools in the quarries sector: setting Holcim's baseline, developing an action plan and monitoring progress for Net Positive Impact and towards Nature Positive outcomes
Short description of the task	Provide scientific expertise and support the technical delivery of the following main components: • 2024: Review and critically assess Holcim Group's biodiversity policies and documents, the implementation of the Biodiversity Indicator and Reporting System (BIRS) methodology in all quarries and the validity of Holcim's resulting baseline index; • 2025: Assess how to strengthen the BIRS methodology with complementary tools and data (using IUCN's approach to measuring Nature Positive and the calibrated STAR score), to help identify the best opportunities to enhance biodiversity at the site level and beyond (e.g. landscape level outside Holcim's landholdings) and better inform decisions; • 2026: Develop a practical, user-friendly guide to the revised BIRS methodology, highlighting its alignment with the main current voluntary initiatives (e.g. SBTN, TNFD) and the complementarity with existing indicators.
Project	IUCN-Holcim collaboration
Beneficiary	Holcim
Geographic scope	Global (Headquarters in Switzerland) + visits to 2 quarries (locations to be determined by the mission)
Length of the mission	From May 2024 to October 2026 (on a discontinuous basis)
Estimated budget	Between CHF 100,000 and 120,000 maximum for the 3 years The offer will be selected based on the financial offer for 2024

Contents

1. CONTEXT OF THE MISSION 3
1.1. About IUCN' engagement with the private sector 3
1.2. About Holcim 4
1.2.2 Holcim and its approach of sustainability 4
1.2.2. Holcim's Nature Strategy and its commitments 5
1.3. IUCN and Holcim: the 2023-2026 collaboration 7
1.3.1. The 2023-2026 collaboration and its three components 7
1.3.2. The biodiversity management component: context and purpose 8
2. OBJECTIVES AND EXPECTED RESULTS 9
2.1. Objectives of the mission 9
2.2. Expected results and deliverables 10
3. METHODS, CALENDAR AND IMPLEMENTATION 12
3.1. Method 12
3.2. Calendar 12
4. PROFILES AND REQUIRED EXPERIENCES 13
5. FINANCIAL OFFER 14
6. SELECTED BIBLIOGRAPHY 15

1. CONTEXT OF THE MISSION

1.1. About IUCN' engagement with the private sector

As a Union, IUCN plays a key role in driving and supporting conservation action worldwide by:

- Producing the science to understand the status of the natural world and to guide the policies needed to safeguard it at local, national and global levels;
- Developing and maintaining data, products, standards and tools, such as the IUCN Red List of Threatened Species, The Red List of Ecosystems, and the IUCN Global Standard for Nature-based Solutions, amongst others;
- Working with government and multilateral partners to drive investment in nature at scale and deliver Nature-based Solutions to climate, biodiversity and development challenges;
- Convening stakeholders to shape the environmental agenda at events including the IUCN World Conservation Congress and the IUCN Leaders Forum.

In this context, IUCN operational guidelines for business engagement (2015) recognize the value of "*engagements that aim to encourage transformational and demonstrable changes at the company and sectoral level in how biodiversity is valued and managed by businesses, in order to conserve and restore biodiversity and to ensure that biodiversity benefits are shared equitably*."

In engaging with companies to drive sector transformation processes and implement the Kunming-Montreal Global Biodiversity Framework (KM-GBF), IUCN has set 2 priorities:

1) Supporting the design of nature-positive approaches and practices that build on key frameworks and other standards such as the IUCN Global Standard for Nature-based Solutions, the mitigation hierarchy, to halt and reverse biodiversity loss, contribute to the implementation of the SDGs and benefit nature and human well-being;
2) Developing and piloting new metrics that build on IUCN's unique knowledge and tools to help companies measure and disclose their impacts on biodiversity, as requested by target 15 of the KM-GBF and the Taskforce for Nature-Related Disclosure (TNFD).

More specifically, IUCN is working on an approach to measuring Nature-Positive contributions to the KM-GBF focused on the living component of nature (species and ecosystems) and will develop other key materials to ensure a careful science-based operationalisation for it to be effective and meaningful on the ground (see box 1).

Box 1. IUCN's Approach to Measuring Nature Positive (2023)

IUCN's approach to measuring Nature Positive provides governments, companies and CSOs with an integrated science-based and spatially explicit approach to commit, set targets, measure and monitor progress towards the delivery of the Kunming-Montreal Global Biodiversity Framework and to evaluate the contribution of actions that (1) reduce threats to species and the species extinction risk and those that (2) conserve and restore ecosystems for biodiversity recovery.
It is **initially focused on the contributions that can be made by the private sector**, as companies have very substantial impacts on biodiversity, but so far lack the means to identify, set and deliver targets for species and ecosystems. The approach is described in a working paper currently under consultation (see online document).

1.2. About Holcim

1.2.2 Holcim and its approach of sustainability

The cement and building materials sectors make a significant contribution to the global economy and are an influential player in shaping how global sustainable development goals and conservation targets are attained. Accommodating population growth and increased urbanization will demand more buildings and infrastructure. At the same time the extraction of cement and aggregates and their production have a significant impact on biodiversity and climate.

Holcim is a global leader in innovation and sustainable building solutions with net sales of CHF27.0 billion in 2023. Driven by its purpose to “build progress for people and the planet”, its 63,448 employees are on a mission to decarbonize building, while improving living standards for all. It empowers its customers across all regions to build better with less, with a broad range of low-carbon and circular solutions. Through innovative systems, from Elevate roofing to PRB insulation, Holcim strives to make buildings more sustainable in use, driving energy efficiency and green retrofitting. With sustainability at the core of its strategy, they are on the way to becoming a net-zero company with 1.5°C targets validated by SBTi.

Holcim has ambitious goals and will use science-based strategies to reduce its footprint. As a global leader in innovative and sustainable building solutions, Holcim has both a responsibility and a positive track record in working on biodiversity issues. From 2007-2013, Holcim collaborated with IUCN to develop a toolkit for the industry to better manage and report on biodiversity impacts and mitigation measures. It piloted these tools at several sites, which were then adopted by others in the industry.

In 2020 and 2021, Holcim made important public commitments, for example, to: (i) produce 40% less net CO_2 per metric ton of cement than 1990; (ii) achieve a 33% reduction in the amount of specific freshwater it withdraws from nature to produce each ton of cement. (iii) make a positive difference to water resources in water risk areas, and (iv) demonstrate measurable positive impact on biodiversity by 2030.

Building on these commitments, Holcim Group released its new Nature Strategy at the IUCN World Conservation Congress in September 2021, underscoring its goals for contributing to a nature-positive future by restoring and preserving biodiversity and water, while bringing more nature into cities. The new nature strategy of the Holcim Group calls for driving a nature-based approach in products and solutions to bring nature into cities, tackling challenges such as Urban Heat Island Effect (UHIF), biodiversity loss, water pollution, soil and air quality. The strategy outlines the group’s transformative and progressive rehabilitation plans, which it will measure by using a science-based methodology developed in partnership with IUCN.

Holcim has been participating as a Member of TNFD and it was also selected to pilot the Science-Based Targets for Nature (SBTN) new methodology, which will provide further opportunities to advance shared approaches and aspirations from the collaboration with IUCN. Additionally, Holcim is part of many networks (UN Global Compact, SBTN, SBTI, Business for Nature, World Economic Forum), and with IUCN, will extend the reach of the collaboration more broadly into the business community, and in particular in the building materials sector.

1.2.2. Holcim's Nature Strategy and its commitments

As part of its Nature strategy, Holcim has a commitment to making a measurable positive impact on biodiversity in its active and non-active cement and aggregate quarries by implementing targeted biodiversity actions, deploying science-based indicators, helping to reverse nature loss, protecting natural ecosystems and improving the livelihoods of neighbouring communities.

Holcim has assessed the biodiversity importance of each of its extraction sites and applied the mitigation hierarchy in its activities (see Figure 1). Also, as per Holcim's Quarry and Biodiversity Directive, Holcim commits not to open new sites or explorations within protected areas declared under World Heritage, IUCN Categories I and III.

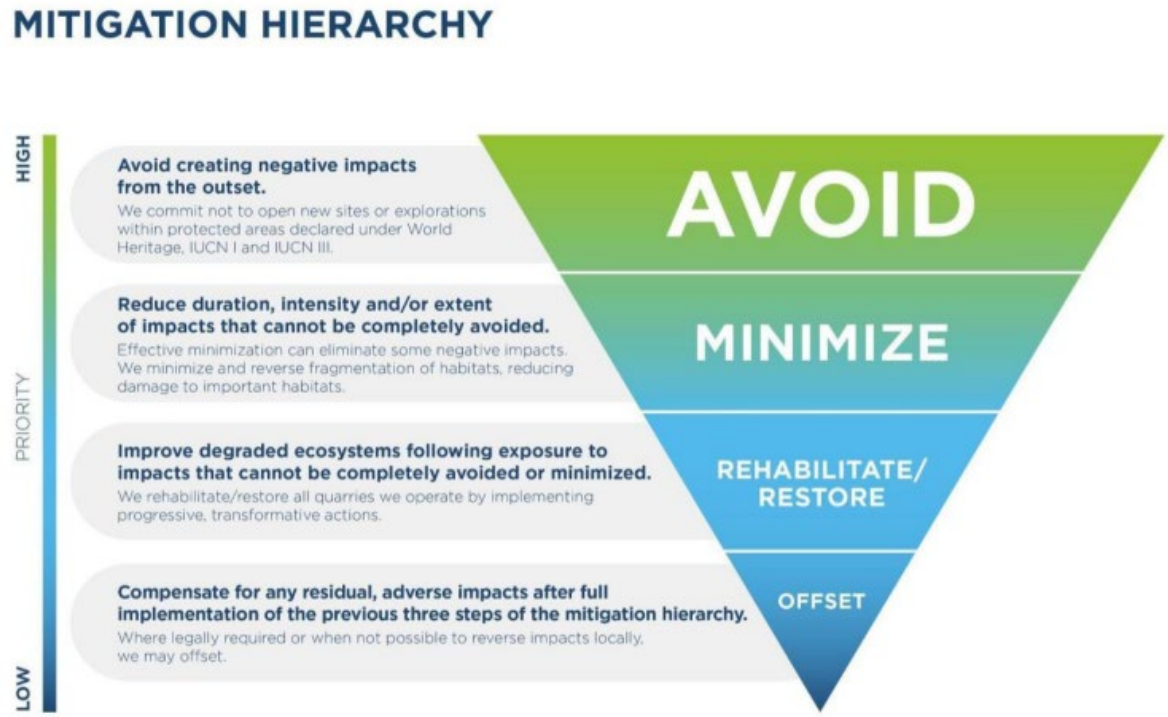


Figure 1. Mitigation hierarchy principles at Holcim

The company works in partnership with relevant stakeholders who understand local ecosystems, ensuring a positive contribution to biodiversity and communities. Holcim and IUCN already engaged in two collaborations between 2007 and 2014 which resulted in the development of the company's Biodiversity Management System (BMS) and Biodiversity Indicator and Reporting System (BIRS) (see box2).

Holcim recognizes the positive role nature plays in the built environment beyond their operations. They are also deploying nature-based solutions in cities to address societal challenges such as ecosystem degradation and biodiversity loss.

Holcim's biodiversity commitments towards a nature-positive future focus on six main areas:

1) **Progressive and transformative rehabilitation**: Holcim commits to performing progressive rehabilitation alongside extraction activities whenever possible. The group promotes and deploys transformative rehabilitation practices that aim at increasing the

biodiversity value of rehabilitated areas by capitalizing on natural processes, endemic species and local adaptation. They commit to having Quarry Rehabilitation Plans in place in all of our quarries and, in the high biodiversity value ones, to have Biodiversity Management Plans.

2) **Rigorous biodiversity measurement and monitoring**: they commit to assessing their biodiversity globally in all of their active and non-active Cement and Aggregate quarries and to demonstrate a positive impact by applying the Biodiversity Indicator Reporting System (BIRS) developed in partnership with IUCN (see box 2).

3) **Increasing circularity**: they commit to building more with less, preserving their ecosystems. Circular economy is an important lever to decouple their activities from their use of virgin materials and reduce the extraction of new materials.

4) **Reforestation:** they commit to invest in forest protection and reforestation projects to promote climate resilience, protect biodiversity, and restore ecosystems in their own undisturbed land.

5) **Landscape approach:** they commit to participate in and lead multi-stakeholder collaboration with all relevant parties from industrial sites to their suppliers and local communities. Their quarries and sites are an integral part of wider landscapes, which play an essential role in providing ecosystem services to people, as well as being the habitat of wildlife and flora.

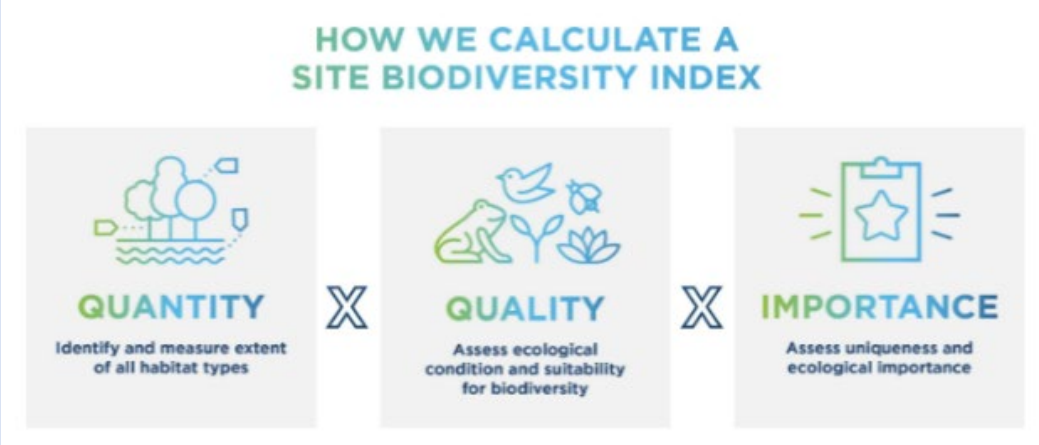
6) **Supply chain:** they commit to working with all their suppliers identified as having a high environmental impact to demonstrate continuous improvement towards having a recognized environmental management system in place. Suppliers shall systematically manage their environmental impacts with respect, but not limited to: climate and energy, water, waste, chemicals, air pollution and biodiversity and set objectives and targets to reduce such impacts

Box 2. Holcim's Biodiversity Management System (BMS) and Biodiversity Indicator and Reporting System (BIRS): the result of previous collaborations with IUCN

Between 2007 and 2011, IUCN and Holcim entered into a 4-year collaboration and established an independent panel of experts to develop a Biodiversity Management System (BMS) for the entire Holcim Group, which aimed at including biodiversity systematically in all planning and operational processes at (1) policy, (2) strategic planning and environmental management and (3) operational levels. Holcim and IUCN have further engaged at the group level and in local activities in Sri Lanka, Vietnam, Costa Rica, Nicaragua, Spain and China.

As part of the IUCN-Holcim collaboration in 2014, IUCN has developed the Biodiversity Indicator and Reporting System (BIRS) methodology in 2014 to guide companies in the cement and aggregates sector in adopting a standardized system for monitoring biodiversity at their extractive operations and to encourage regular reporting on biodiversity attributes at the company level.

BIRS is an easy-to-apply system for calculating an annual biodiversity condition index for every active or disused extraction site and reserve landholding taking into account
(1) the extent of every habitat type found on a site (including operational and rehabilitation areas),
(2) the ecological condition of these habitats, especially their suitability for biodiversity and
(3) the uniqueness and ecological importance of each habitat in the regional context



1.3. IUCN and Holcim: the 2023-2026 collaboration

1.3.1. The 2023-2026 collaboration and its three components

The building materials sector has a critical role to play in helping to define the sustainable characteristics of tomorrow's cities and developing procedures to ensure that resources are managed and preserved properly. From IUCN's perspective, it is critical to engage with industry leaders from the cement and building materials sector, that share the same overall vision of contributing to nature positive and accelerated global decarbonisation transition.

In October 2023, IUCN and Holcim have signed a collaborative agreement for three years. The overall purpose of the agreement is **to effectively contribute to the achievement of Holcim's commitments on biodiversity, water, climate change and sustainable construction, and demonstrate measurable progress based on the best science and practice.** The objective is to confirm that Holcim's Nature Strategy and approaches in the built environment deliver biodiversity benefits, freshwater conservation, and to provide recommendations to enhance positive impacts. Building on this collaboration, both organisations intend to actively engage with the cement and building materials sectors to expand the lessons learned and drive sector wide ambition.

More specifically, the objectives of this strategic collaboration are focused on three components:

1) **Biodiversity management**: committing to a measurable positive impact on biodiversity on Holcim's active and non-active quarries **– <u>which is the object of the present ToRs</u>**;
2) **Freshwater**: protecting the availability of freshwater sources through implementing water stewardship programmes within and outside site boundaries;

3) **Greening building standards**: scoping existing building standards and appraising their treatment of biodiversity, using this report to evaluate the need to develop new nature positive building standard(s) and/or the inclusion of biodiversity and nature positive action in relation to existing Standards

All of the above activities are aligned with IUCN's own programme, "2030 Nature: One nature, One future", which is designed to support the UN Sustainable Development Goals, and to address the dual global crises of biodiversity loss and climate change.

The 2023-2026 agreement between IUCN and Holcim builds upon their previous collaboration to strengthen biodiversity management within Holcim's operations, which resulted among others in the launch of BIRS in 2014.

1.3.2. The biodiversity management component: context and purpose

The mission described in these ToRs will **focus on the implementation of the Biodiversity Management component of the strategic collaboration of IUCN and Holcim over three years**, which is summarised in the below theory of change (see figure 2):

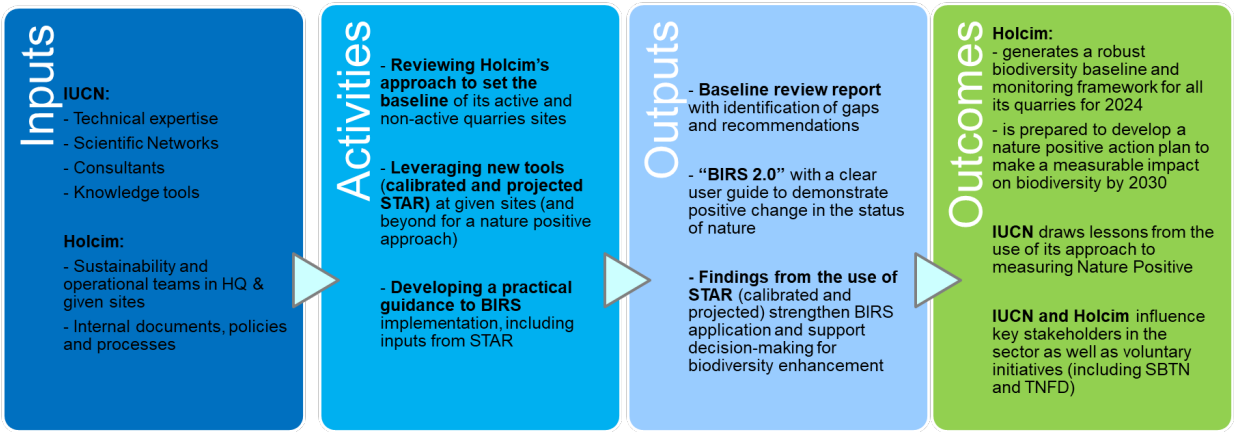


Figure 2. Theory of Change

The BIRS methodology was developed in 2014 and has experienced a great uptake from the conservation community and beyond the cement and aggregate sector. The first BIRS was developed with the key inputs of a Biodiversity Advisory Panel of four experts that collaborated during several years with IUCN and Holcim.

Following the communication of its 2021 Nature Strategy, and in preparation of the disclosure of its biodiversity baseline in 2024, teams from all Holcim quarries benefited from a refresher course on BIRS implementation in 2023, delivered by an external consultant. **Holcim's main priority for 2024 is to receive a third-party opinion on the robustness of its biodiversity baseline assessment approach to ensure credibility of Holcim's group biodiversity baseline index**. The question of the consistency and comparability over time of the baseline index, in a context of very regular acquisitions and diverstments from quarries, is key to Holcim.

The company also wants to be accompanied to identify and seize all relevant opportunities for nature positive action in order to demonstrate positive impact at site level by 2030. The ambition is to assist and support the efforts to quantify and demonstrate Holcim's move from Net Positive Impacts at site level to potential additional high-integrity Nature Positive contributions at landscape and/or at supply chain level.

IUCN believes there is an opportunity in 2024 to complement, strengthen and align the 2014 BIRS methodology with recent IUCN methodological developments around measuring Nature Positive with the STAR metric and key initiatives such as SBTN and TNFD. The mission will have to assess this complementarity and propose actionable recommendations, tools and approaches for Holcim, for the cement and aggregate sector and beyond.

The learnings and new development (guidance of the revised BIRS for instance) resulting from this component will be disseminated and showcased in global conservation fora such CBD COP16 in October 2024 in Colombia, or the World Conservation Congress in November 2025 in Abu Dhabi. The influence of IUCN and Holcim will be extended beyond their immediate sphere, as they actively engage with key stakeholders in the sector and contribute to voluntary initiatives such as the Science-based Target for Nature (SBTN) and the Taskforce on Nature-related Financial Disclosure (TNFD).

Simultaneously, IUCN intends to leverage the lessons learned from this collaborative work to refine its approach to measuring nature-positive contributions to the KM-GBF with companies having a direct influence on nature through their activities (e.g. the cement and aggregate sector).

2. OBJECTIVES AND EXPECTED RESULTS

Despite the fact that the objectives and expected results of the mission have been discussed and aligned with Holcim for the 3 years, possible adjustments for 2025 and 2026 may be considered depending on the findings of 2024.

Therefore, while your technical and financial offer should cover the period 2024-2026, your financial offer for 2024 only will be used to evaluate the proposal.

2.1. Objectives of the mission

Overall objective

Provide scientific expertise and support the technical delivery of the Biodiversity Management component over the period 2024-2026, which main objective agreed between IUCN and Holcim is as follows:

"Review Holcim's biodiversity baseline assessment approach by end of 2024 to ensure credibility of Holcim's group biodiversity baseline index and support with implementation of actions to increase the level of biodiversity in Holcim's (active and non-active) quarries by 2030."

Specific objectives

1) **In 2024**: Review and critically assess Holcim Group's biodiversity policies and documents, the implementation of BIRS at Holcim's and the final Holcim's Group baseline index (the biodiversity condition index), which represent an aggregation of each site's score.

   > Please note the hard deadline at Q4 2024 for the review of Holcim's biodiversity baseline assessment approach, for Holcim to deliver its public commitment.

2) **In 2025:** Leverage new approaches and knowledge products (in particular piloting IUCN's approach to measuring Nature Positive, using calibrated STAR for the 2 sites visited in 2024) in order to:

   - Complement the calculation of a biodiversity condition index at group level;
   - Reduce the level of subjectivity in BIRS assessments;
   - Identify enhancement opportunities to increase Holcim's biodiversity level at site level and beyond.

3) **In 2026:** Develop an updated guidance for the calculation of a biodiversity condition index at group level, enriched by the use of calibrated STAR (*and projected STAR for the 2 sites if possible*) to facilitate and guide decision-making in terms of conservation and restoration. This guidance will have to demonstrate how the approach feeds and is aligned with the recommendations of SBTN and/or TNFD for the living components of nature.

2.2. Expected results and deliverables

Expected results:

1) **By the end of 2024**: The review of the biodiversity baseline approach used by each quarry is completed. It is based on the review of Holcim's policies and processes, on the analysis of a questionnaire sent to all quarries and on the visit of 2 sites – which will have to be selected. Recommendations for improvement and adjustment of the approach are provided before year end. The method for calculation of the group biodiversity condition index is validated and, if relevant, adjusted.

   In the 2 sites visited in 2024, the collection and ground truthing of the species and threats data needed for the calculation of calibrated STAR in 2025 is anticipated.

   ➢ The intermediary results of the baseline review are presented at CBD COP16 in Colombia.

2) **By the end of 2025:** Calibrated STAR is calculated for 2 sites and compared to the results. This means testing, piloting and refining the STAR methodology from estimated STAR, which provides a generic picture at a site based on global Red List of Threatened Species data, to calibrated STAR, based on actual data from the site. Calibrated STAR is used to identify the most important threats that should be reduced to achieve the best outcomes for biodiversity and positive contributions to the KM-GBF. This exercise supports Holcim in strengthening its biodiversity baseline-setting and decision-making for species and corresponding threats at given sites and adjacent landscapes. Insights derived from the application of STAR strengthen the implementation of BIRS, providing an opportunity for more effective biodiversity monitoring and management.

   ➢ The results of this work are presented at the IUCN World Conservation Congress in November 2025.

3) **By October 2026**: Building upon the work done in 2024 and 2025, an externally facing practical guidance is developed on the implementation of 'BIRS 2.0' at site and calculation of the annual biodiversity condition index which seeks to aggregate information from the sites to the group level, monitor and demonstrate the changes

over the years at all sites. The user-friendly guide supports a potential demonstration of tangible progress in enhancing the status of nature at all sites while reducing the negative impacts on biodiversity within quarry operations.

- The results of this work are presented in sectoral meetings, shared with key stakeholders such as TNFD, SBTN etc.
- Note: the objectives for 2025 and 2026 may be be subject to revision based on discussions with Holcim.

Deliverables:

YEAR	KEY DELIVERABLE
2024	- Report summarizing observations, gap analysis, recommendations and guidance to (1) improve the process and the baseline determination before its publication, (2) ensure the consistency of its management over time in case of acquisition or divestment of quarries.
2025	- The calculculation of calibrated STAR for 2 sites with the analysis of the data and opportunities of threat reduction and an Assessment of how BIRS could be enriched and strengthened by the use of calibrated STAR; - Outline and draft of publication (or scientific article) summarizing the key learnings of the analysis for BIRS and STAR
2026	- Report: practical guidance to BIRS implementation including calibrated STAR - Science-based targets in 2 sites for nature positive outcomes set and well documented for monitoring (TBC)

In the pursuit of these objectives and outcomes, the experts will be guided by the annual workplan, agreed between Holcim and IUCN, and to which they will contribute. Priorities for for 2025 and 2026 may be mutually revised based on 2024 findings.

Coordination and reporting: Regular updates on the various activities and workplan will be organised with IUCN. IUCN will also contribute to the development of the knowledge and communication tools.
The experts may also be required to participate in meetings and steering committee meetings with Holcim.

Confidentiality: the experts agree to keep confidential any materials provided to them and designated as confidential by IUCN, Holcim or any other partner, person or entity providing material for the work undertaken as part of this collaboration. Each proposer agrees not to reveal any of the confidential information so marked to third parties without prior consent in writing from IUCN and the disclosing party.

3. METHODS, CALENDAR AND IMPLEMENTATION

3.1. Method

In addition to proposing a clear approach, the offer should present your **arguments, recommendations and hypotheses** on the following points:

- How you will ensure that the baseline setting methodology is being assessed against science-based principles and which ones (e.g. from SBTN, CSBI, EU Business & Biodiversity Platform…);
- Your initial thoughts to identify the most relevant sites for the field assessment, considering the different objectives of the mission;
- How you propose to accompany the integration of your potential feedback from the biodiversity baseline approach review;
- How you intend to consider the point of view of the users in the review and potential updating of BIRS;
- How you envision the potential articulation and complementaritities between the BIRS and the STAR methodologies, showing your understanding of the 2 methodologies;

3.2. Calendar

The mission is expected to last for three years and will not go beyond October 2026.

The workplan proposed in the tender must be in line with the below schedule, in particular for 2024. This work plan will be discussed and validated at the scoping meeting. Priorities for 2025 and 2026 may be reviewed in Q4/2024.

Activities	Location	Timeline
Scoping meeting	Remote / Zug, Switzerland	May 2024
General review of BIRS implementation and Holcim's documents and policies	Remote	May – June 2024
Questionnaire development and delivery to site managers	Remote	June 2024
Meeting with Holcim-IUCN with preliminary analysis of questionnaire to prioritize sites for baseline review and nature positive	Remote / Zug, Switzerland	July 2024
Preparation for external site reviews	Remote	August 2024
Site visit and delivery of the review	Locations to be determined	August – September 2024
Presentation of the draft report	Remote / Zug, Switzerland	October – November 2024
Finalization of the biodiversity baseline approach review	Remote	December 2024
Assessment of the complementarities of calibrated STAR and BIRS for decision-making	Remote	Q1 2025
Identify enhancement opportunities to increase Holcim's biodiversity level at the site and beyond (e.g. at the landscape) > draft publication	Remote	Q3 2025

Develop a practical guidance to BIRS implementation including calibrated STAR	Remote	Q4 2025
Feedback meeting	Remote	Q1 2026
Finalization of the practical guidance on BIRS	Remote	Q2 2026
Pilot and document projected STAR for Nature Positive outcomes in 2 sites (TBC)	Remote	Q2 2026

4. PROFILES AND REQUIRED EXPERIENCES

The contractors for this mission could be a consultancy or consortium of experts combining complementary skills relevant to the mission (ie biodiversity accounting, ecosystem assessment, biodiversity monitoring, restoration, environmental impact assessment, or biodiversity data analysis).

The team shall include a Lead expert as well as other experts depending on the nature of the tasks. The Lead expert is expected to have regular engagement with IUCN project team and with Holcim. The other team members can be mobilized with various degree of engagement depending on the activities over the course of the three years.

Number of team members: left to the appreciation of the contractors. **The roles and responsibilities of each team member will have to be detailed in the offer.**

Pre-qualification criteria: The Lead Expert and at least 1 Team member must be able to provide 3 relevant references for assignments similar to the one proposed by IUCN.

Minimum requirement for all team members

- At least of graduate degree in ecology, environmental studies or in related field;
- Experience in conservation monitoring planning and implementation, on-site experience with the cement and aggregates or the extractive sectors is preferred;
- Proficiency in English, including excellent writing skills; knowledge of other languages (French, Spanish, Portuguese) will be an advantage;
- Freedom from any real or perceived conflict of interest; not in direct employment, either currently or during the past one year, of the Holcim Group or the Government or NGOs directly associated with Holcim work;

Requirements for the Lead expert on biodiversity management and monitoring system / biodiversity assessment

- A postgraduate degree in ecology, environmental studies, preferably a Ph.D in corporate biodiversity accounting, ecosystem assessment, biodiversity monitoring, restoration, environmental impact assessment, biodiversity data analysis or in a related field;
- A minimum of 10 years of experience is required, including experience of working as a member of multidisciplinary expert groups at international level;
- Experience with the cement and aggregate or the extractive sectors, including ground experience, is essential;
- Knowledgeable in the latest developments in conservation planning, biodiversity accounting, biodiversity metrics;

- A demonstrable experience in using/applying BIRS or highly similar tools is an advantage;
- An experience with STAR is a plus but not required.

5. FINANCIAL OFFER

Considering the possible adjustments in the scope of work 2025 and 2026 - depending on the findings of 2024 – your financial offer for 2024 will be used for the evaluation of proposals (see RfP section 3). However,

For the purposes of comparing tenders, the price should be broken down to show quantities and unit prices (including days worked per activity/mission and per member of the team), while separating the different phases of the process in alignment wth the workplan, as follows:

	Description	**Number of days**	**Daily rate**	**Total in CHF**
1	Desktop review of Holcim policies and procedures	Number of days	Rate / day	Amount
2	Questionnaire development	Number of days	Rate / day	Amount
3	Preliminary analysis of questionnaire, gap identification	Number of days	Rate / day	Amount
4	Biodiversity site reviews (x2)	Number of days	Rate / day	Amount
5	Final analysis and report on Holcim's biodiversity baseline approach	Number of days	Rate / day	Amount
	TOTAL FOR 2024	Number of days	Rate / day	Amount
6	*Calculation of calibrated STAR*	*Number of days*	*Rate / day*	*Amount*
7	*Identified enhancement opportunities to increase Holcim's biodiversity level at the site and beyond*	*Number of days*	*Rate / day*	*Amount*
8	*Development of the practical guidance on BIRS*	*Number of days*	*Rate / day*	*Amount*
	TOTAL ESTIMATED FOR 2025-2026	Number of days	Rate / day	Amount
	TOTAL OFFER	Number of days	Rate / day	Amount

The budget for the development of knowledge and communication tools (copy-edition, design, printing etc…) and for travel should be separated.

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