



Sustainability Strategy

Chef Works 2024

This report covers:

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3. Chef Works Sustainability Strategy Overview
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1. Introduction

About this report

- This report has been prepared by Sedex Consulting for Chef Works. It presents the proposed sustainability strategy for Chef Works, informed by the current state assessment carried out by the Sedex Consulting team.
- The strategy is structured into three focus areas: **Careful and responsible production**, **Caring for our people**, and **Caring for our planet**. Each focus area has suggested goals, targets and activities, to be discussed with the Chef Works team in a workshop.

Strategy objectives

- The aim of new sustainability strategy is to:
 1. Create alignment regarding sustainability within Chef Works covering all business partners, suppliers and franchises;
 2. Build on existing good practices and initiatives across Chef Works;
 3. Work towards becoming an industry best practice leader.

2. Industry challenges

Unsustainable consumption in the garment industry

- **Waste:** 35 kgs of textile waste is generated per person per year in the US on average
- **Pollution:** 20% of industrial water pollution comes from textiles treatment and dyes; 22,000L of toxic waste are dumped into rivers by tanneries in Bangladesh every day
- **Greenwashing:** Few industries tout their sustainability credentials more forcefully than the fashion industry, but greenwashing is becoming more apparent and resulting in product removal
- **Carbon:** The apparel industry accounts for 10% of global carbon emissions
- **Working conditions:** Garment workers work on average 96 hours per week; poor health and safety has resulted in the deaths of thousands of garment workers.



These industry impacts form the context for the challenges raised in our current state assessment of Chef Works' sustainability approach, including legislation diagnostic and landscape (peer) assessment. Sedex has produced the following sustainability strategy for Chef Works in the context of these findings.

3. Chef Works Sustainability Strategy Overview



3. Chef Works Sustainability Strategy – Key areas

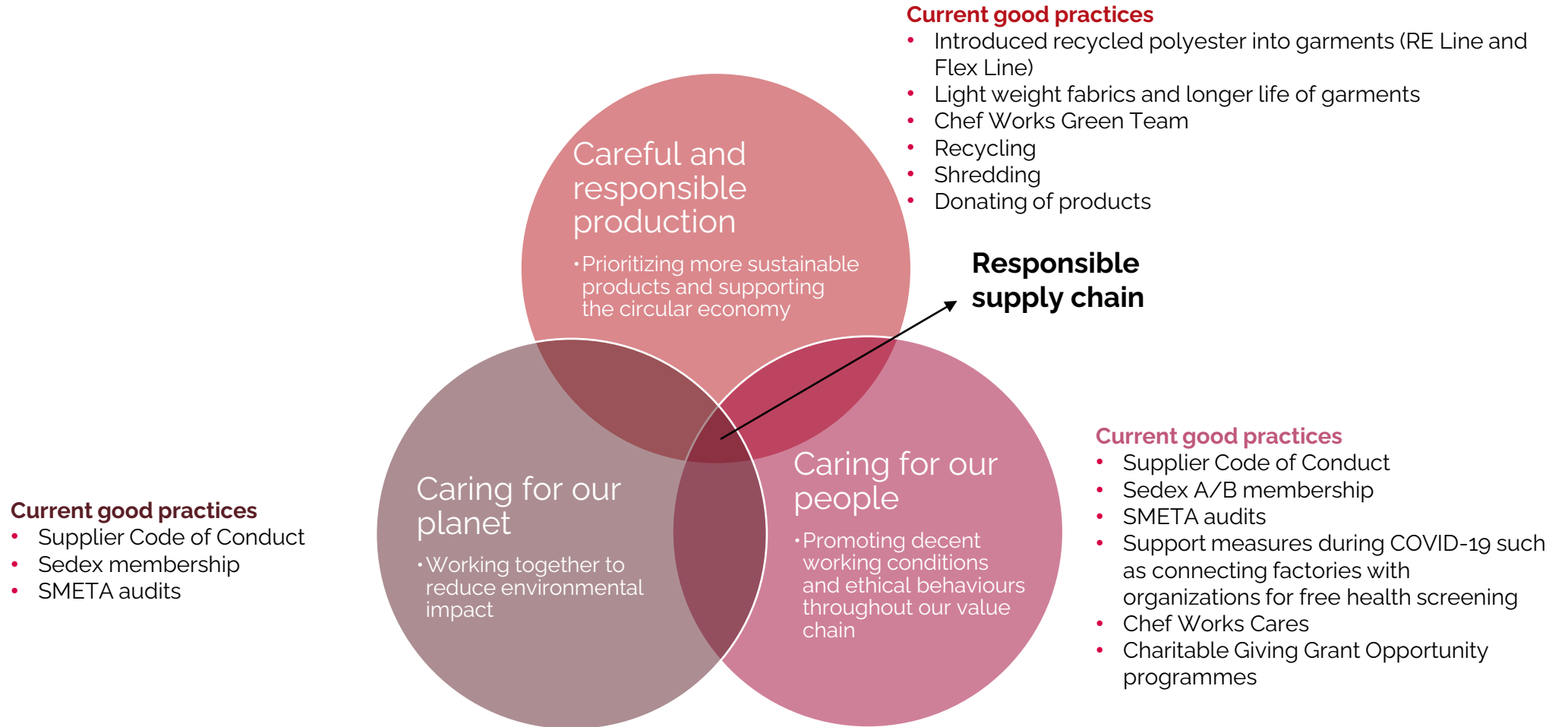
Strategy:

Chef Works' new Sustainability Strategy is to conduct our business as a company that cares about people and planet, through its products, efficient supply chain, community and operations.

Chef Works Sustainability Strategy builds on existing good practice and sustainability commitments. It will elevate Chef Works and its activities, distinguishing Chef Works as a company that takes affirmative action, within an industry facing significant sustainability challenges.

Mission: To distinguish Chef Works as a company that genuinely cares about people and planet, demonstrated through its products, community, operations and supply chain.

3. Chef Works Sustainability Strategy – Key areas



3. Chef Works Sustainability Strategy – SDGs

The 17 UN Sustainable Development Goals (SDGs) are commonly used within the business community to support sustainability strategies

The SDGs provide a framework for business growth and sustainable development that satisfies stakeholder needs without compromising environmental and social standards, while preserving oceans and forest, and of course tackling climate change.

Each Goal is comprised of targets (for 2030) and indicators for measuring progress. More information can be found at <https://sdgs.un.org/goals>



<https://sdgs.un.org/goals>

3. Chef Works Sustainability Strategy – SDGs

We identified the most relevant SDGs for Chef Works based on the work we have undertaken to define its sustainability strategy

This was based on a review of its current sustainability activities, regulatory requirements in regards to environmental and social due diligence, its industry of operation, corporate values, and goals

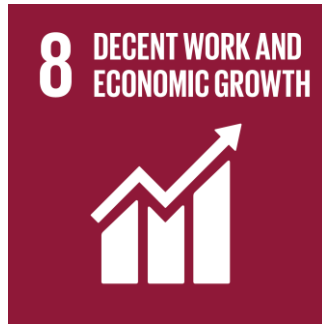
The identified SDGs are mapped to each of the 3 pillars of the new Chef Works Sustainability Strategy. They provide a framework for Chef Works' overall sustainability objectives.



<https://sdgs.un.org/goals>

3. Chef Works Sustainability Strategy – SDGs

Identified UN Sustainable Development Goals (SDGs) for Chef Works



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status



Ensuring sustainable consumption and production patterns.



Taking urgent action to combat climate change and its impacts



Strengthening the means of implementation of the SDGs

Sustainability Strategy





Careful and responsible production

Prioritizing more sustainable products and supporting the circular economy

4.1. Careful and responsible production



Prioritizing more sustainable products and supporting the circular economy

Current good practices

- Introduced recycled polyester into garments (RE Line and Flex Line)
- Light weight fabrics and longer life of garments
- Chef Works Green Team

Stakeholders

Through its activities and achievements in the area of **careful and responsible production**, Chef Works will be contributing positively to the needs of its stakeholders in the following ways:

Employees	Community	Suppliers	Governance	Customers
Enabling our people to be at the forefront of sustainable production	Supporting our communities in the best way for them, whether through donations or dedicated projects	Working with suppliers to increase the sustainability and lifetime of products. E.g. Increasing the percentage of recycled materials, reducing virgin plastic.	Leading and investing in sustainable production	Presenting customers with more sustainable product options that reduce impact down the value chain and promoting circularity.

4.1. Careful and responsible production

Prioritizing more sustainable products and supporting the circular economy

Categories ● Sustainable Materials ● Circular Economy ● Reduced Waste ● Sustainable Living



Chef Works' contribution to **careful and responsible production** falls into four main categories:

1. Sustainable Materials
2. Circular Economy
3. Production Waste
4. Sustainable Living

In this section we have set out the following, for each of the four categories:

Goals Chef Works' overall objective(s) for this area

Targets Short-, mid- and long-term milestones to drive improvement

KPIs The metrics by which Chef Works could measure progress

Activities Potential initiatives for Chef Works to achieve these goals

Please note – this information is intended for internal use only, but public targets and KPIs may be derived from our suggestions.

4.1. Careful and responsible production

Prioritizing more sustainable products and supporting the circular economy



- Categories
- Sustainable Materials
 - Circular Economy
 - Production Waste
 - Sustainable Living

Goals

- Offer more products using sustainable materials.
- Contribute to a circular economy by reducing waste and maximizing recycling
- Source and produce renewable and recycled materials with an improved environmental impact where possible.

	Short term 2023-2024	Mid term 2025-2028	Long term 2028 onward
Suggested activities	<ul style="list-style-type: none"> ● Increase range of goods produced with sustainable techniques. Define what sustainable materials and products are for Chef Works. ● Create a new material development policy and plan by end of 2023 ● Set up a due diligence process to verify all sustainable product claims by end of 2023. ● Investigate and conduct due diligence of all sustainable product claims. Request evidence of sustainable claims from all relevant suppliers. ● Create a plan for communicating and marketing sustainable products. 	<ul style="list-style-type: none"> ● Expand circularity services (product disposal) to all Chef Work locations by end of 2025. ● Increase use of sustainable materials and ranges, which would also further increase the life cycle of products. ● Conduct life cycle analysis impact of flagship products by end-2025 	<ul style="list-style-type: none"> ● Partnering for production of reused and recycled materials into clean and safe resources
KPIs	Proportion of sustainable products, proportion of suppliers screened for sustainability claims	Money invested in sustainability materials and ranges, number/ coverage of circularity services	Resources made from secondary materials (in tonnes)
Potential targets	<ul style="list-style-type: none"> ● 50% of all Chef Works packaging and trims to contain recycled or sustainable materials by end of 2024 (clearly and transparently defined). ● 10% of all Chef Works products to be sustainable products by end of 2024. 	<ul style="list-style-type: none"> ● 100% Chef Works' locations to have circularity services by end of 2028. 	<ul style="list-style-type: none"> ● Supporting transformation of secondary materials into new resources

4.1. Careful and responsible production

Prioritizing more sustainable products and supporting the circular economy



- Categories
- Sustainable Materials
 - Circular Economy
 - Production Waste
 - Sustainable Living

Goals

- Reduce production waste across business activities and supply chain.
- Promote behaviours that enable customers and communities to lead more sustainable lives.

	Short term 2023-2024	Mid term 2025-2028	Long term 2028 onward
Suggested activities	<ul style="list-style-type: none"> ● Measure waste usage across production activities. ● Initiatives to measure water use and production waste across regions ● Establish reporting mechanism for waste (e.g. Sedex SAQ data on waste-water) 	<ul style="list-style-type: none"> ● Work towards reducing waste from production ● Consider waste-derived resources if viable (e.g. recycled goods, biomass, etc) 	<ul style="list-style-type: none"> ● Implement initiatives to achieve zero waste to landfill
	<ul style="list-style-type: none"> ● Donate surplus or amount of product to local communities and/or charities. ● Create a sustainability knowledge hub on the Chef Work's website. 	<ul style="list-style-type: none"> ● Promote campaigns to inspire customers to lead more sustainable lives through official-communication channels. ● State publicly intention to become expand sustainable production, engaging with customers and public 	
KPIs	Product donation amount, potable water use as m3 per FTE per year	Waste reduction in tonnes or %, number of sustainable lines and rages, number of campaigns launched and engagement metrics	Waste turned into resources, number of speaking engagement and events
Potential targets	<ul style="list-style-type: none"> ● Launch a sustainability knowledge hub ● Report use of water across all operations and supplier sites. ● Annual sustainability campaigns are launched from 2024 onwards. 	<ul style="list-style-type: none"> ● Reduce waste in production activities by 70% by end of 2026. ● 50% of product ranges to be sustainable. 	<ul style="list-style-type: none"> ● Send zero waste to landfill by 2035 ● Chef Works to improve year on year in sustainability (to be defined)

Caring for our planet

Working together to reduce environmental impact



4.2. Caring for our planet



Working together to reduce environmental impact

- Current good practices**
- Supplier Code of Conduct
 - Sedex membership
 - SMETA audits

Stakeholders

Through its activities and achievements in the area of **caring for our planet**, Chef Works will be contributing positively to the needs of its stakeholders in the following ways:

Employees	Community	Suppliers	Governance	Customers
Providing ways of working which are more efficient, less wasteful and more environmentally conscious.	Caring for the environment of local communities directly or indirectly impacted by our activities and where business takes place	Promoting environmental standards across supply chain and using leverage for good, proactively engaging with suppliers	Holding leadership accountable for how the environment is impacted across our business and value chain, and making business decisions with transparency and informed by data	Ensuring customers can have a positive impact on environmental issues through their consumer choices, based on transparent and reliable information

4.2. Caring for our planet

Working together to reduce environmental impact

Categories ● Waste ● Energy ● Chemicals ● Carbon



Chef Works' contribution to **caring for our planet** falls into four main categories:

1. Waste
2. Energy
3. Chemicals
4. Carbon

In this section we have set out the following, for each of the four categories:

Goals Chef Works' overall objective(s) for this area

Targets Short-, mid- and long-term milestones to drive improvement

KPIs The metrics by which Chef Works could measure progress

Activities Potential initiatives for Chef Works to achieve these goals

Please note – this information is intended for internal use only, but public targets and KPIs may be derived from our suggestions.

4.2. Caring for our planet

Working together to reduce environmental impact



- Categories
- Waste
 - Energy
 - Chemicals
 - Carbon

Goals

- Operate in an environmentally conscious manner.
- Prioritize goods and services which do the least harm to the environment in their production, delivery, packaging use, re-use and recycling and disposal.

	Short term 2023-2024	Mid term 2025-2028	Long term 2028 onward
Suggested activities	<ul style="list-style-type: none"> ● Start collecting data on waste and have a target of 100% offices and distribution centres coverage of waste data by end of 2023. Aim to have Tier 1 suppliers covered by end of 2024 ● Build understanding of most wasteful points in operations and value chain. Introduce initiatives to reduce waste. Make recycling available in all owned facilities by end of 2023 ● Assess the amount of plastic packaging in Chef Works' operations and supply chain by end 2023 to comply with UK Plastics Packaging Tax ● Bring together work on reducing unnecessary packaging and set regional targets, to meet a global goal ● Roll out an Environmental Management System (EMS) by end of 2024, which will also prepare for GRS certification. Require suppliers to have an EMS in place for new garment suppliers 	<ul style="list-style-type: none"> ● Include environmental KPIs in contracts with targeted suppliers by end of 2025 ● Once baselines are established and data quality is improved, set one absolute and one relative waste target ● Remove unnecessary packaging. Utilize by-products or waste from production in other areas or business activities. ● Environmental training for procurement staff on an annual basis ● Work with suppliers that are certified GRS and/or GOTS ● Environmental training for suppliers ● Roll out EMS requirement to existing suppliers by end-2025 	
KPIs	Waste reduction, metric development, % supply chain covered by environmental metrics, % supply chain with EMS in place	% suppliers with GRS certification, % suppliers with environmental KPIs in contracts, SUP reduction	SUP and packaging reduction
Potential targets	<ul style="list-style-type: none"> ● 50% plastic and paper packaging to be recycled materials by end of 2024 (suggestion) ● 100% suppliers and operations are monitored for waste. 	<ul style="list-style-type: none"> ● Become GRS certified ● 100% suppliers are GRS certified ● 100% core suppliers to have environmental KPIs in contracts ● 100% procurement staff have annual environmental training ● 100% suppliers have annual environmental training 	<ul style="list-style-type: none"> ● Using 100% certified sustainable materials

4.2. Caring for our planet

Working together to reduce environmental impact



Categories

Waste

Energy

Chemicals

Carbon

Goals

- Promote energy efficiency and maximise use of renewable sources of energy
- Minimize the use of chemical and harmful substances, where possible, in production processes and business activities.

	Short term 2023-2024	Mid term 2025-2028	Long term 2028 onward
Suggested activities	<ul style="list-style-type: none"> Monitor energy consumption and identify areas and methods for reduction Investigate improving energy efficiency of production Start measuring/ estimating energy use in supply chain by end-2025 Publicly state commitment to efficient use of resources 	<ul style="list-style-type: none"> Regularly review energy sources and energy efficiency with a view to minimizing environmental impact Increase proportionate use of renewable energy (electricity, heating, cooling and fuels) across operations Launch a global energy saving campaign, with regional initiatives by end 2025. Introduce energy efficient technologies wherever possible, such as climate control in buildings. 	<ul style="list-style-type: none"> Maximize production of own energy sources, investing in solar for example, and switch to greener transport types.
	<ul style="list-style-type: none"> Ensure Chef Works has robust policies and practices embedded to manage and mitigate risk of harmful leaks and spillages. 	<ul style="list-style-type: none"> Reduce the use of chemical in production and activities 	
KPIs	Energy consumption, reduction in energy use in Btu per square foot, or per FTE; energy efficiency gains in production, dollars saved on energy use	Renewable energy use, chemical reduction	Energy consumption reduction, own energy produced, number of energy efficient technologies
Potential targets	<ul style="list-style-type: none"> Reduce energy use in Btu per square foot by 10% by end of 2024 Roll out policies on harmful chemicals by end of 2023. 	<ul style="list-style-type: none"> 50% of energy to be from renewable sources by end of 2028 Reduce use of chemical and harmful substances by 90% by the end of 2026 	<ul style="list-style-type: none"> 90% energy to be renewable by 2035 All buildings and facilities are energy efficient (according to EU)

4.2. Caring for our planet

Working together to reduce environmental impact



Categories ● Waste ● Energy ● Chemicals ● Carbon

Goals			
● Taking action to reduce our impact on climate change			
	Short term 2023-2024	Mid term 2025-2028	Long term 2028 onward
Suggested activities	<ul style="list-style-type: none"> ● Ensure Chef Works is environmentally conscious through strong and embedded policies globally by rolling out an environmental policy by the end of 2023. ● Ensure Board includes impact on the environment on its agenda at least annually by the end of 2023. ● Adhere to the regulatory requirements governing emissions. ● Identify high emitting business areas and implement initiatives to reduce emissions by end of 2023. Begin estimating emissions from own operations from 2024. ● Create benchmark of current state of carbon emissions (using Flex Port) 	<ul style="list-style-type: none"> ● Supply chain mapping to start estimating scope 3 emissions ● Measure and monitor scope 3 emissions (at least majority categories, e.g. outsourced transport and production) by end-2025 ● Engage suppliers on climate change as an industry issue, demonstrating leadership and commitment ● Engage in industry and cross-industry partnerships and initiatives that tackle climate change ● Preparation work to set plan to achieve net zero (e.g. adopting Science Based Target). 	<ul style="list-style-type: none"> ● Become carbon neutral certified
KPIs	Proportion of FTEs to have read and signed environment policy, Number/coverage of initiatives to reduce emissions, Board meetings with environment on agenda	Carbon emissions from operations (absolute, relative, reduction) Carbon emissions from supply chain (absolute, relative, reduction)	Number of initiatives and partnerships
Potential targets	<ul style="list-style-type: none"> ● Roll out an environmental policy by the end of 2023. ● Environment on Board meeting agenda annually by end 2024 	<ul style="list-style-type: none"> ● Calculate emissions from own operations by the end of 2025 ● Calculate emissions from supply chain by 2028. 	<ul style="list-style-type: none"> ● Become an industry leader in tackling climate change ● Become carbon neutral ● Achieve Net Zero



Caring for our people

Promoting decent working conditions and ethical behaviours throughout our value chain

4.3 Caring for our people



Promoting decent working conditions and ethical behaviors across the business

Current good practices

- Supplier Code of Conduct
- Sedex membership
- SMETA audits
- Support measures during COVID-19 such as connecting factories with organizations for free health screening
- Chef Works Cares
- Charitable Giving Grant Opportunity programmes

Stakeholders

Through its activities and achievements in the area of **caring for our people**, Chef Works will be contributing positively to the needs of its stakeholders in the following ways:

Employees	Community	Suppliers	Governance	Customers
Promoting a workplace where all feel safe, included, and valued, which promotes integrity and accountability, and all have access to equal opportunities	Caring for the local communities which are directly or indirectly impacted by activities, and where business takes place, through donations and other charitable endeavours	Promoting ethical labor standards and human rights across supply chain and using leverage for good, proactively engaging with direct and lower tier suppliers and franchises, and conducting business relationships with integrity and transparency	Holding leadership accountable for how people are treated and impacted across business and value chain, and making business decisions with integrity and transparency	Enabling customers to have a positive impact on social issues through informed consumer choices

4.3. Caring for our people

Promoting decent working conditions and ethical behaviors throughout our value chain

Categories



Health & Safety



Labor Rights



Anti-Corruption



Local Communities



Introduction

Chef Works' contribution to **caring for our people** falls into four main categories:

1. Healthy & Safety
2. Labor Rights
3. Anti-Corruption
4. Local Communities

In this section we have set out the following, for each of the four categories:

Goals Chef Works' overall objective(s) for this area

Targets Short-, mid- and long-term milestones to drive improvement

KPIs The metrics by which Chef Works could measure progress

Activities Potential initiatives for Chef Works to achieve these goals

Please note – this information is intended for internal use only, but public targets and KPIs may be derived from our suggestions.

4.3. Caring for our people

Promoting decent working conditions and ethical behaviors throughout our value chain



Categories

- Health & Safety
- Labor Rights
- Anti-Corruption
- Local Communities

Goals

- Provide a working environment which actively promotes the health and safety of all employees and workers across Chef Works' supply chain.
- Ensure all labor and human rights of workers in the supply chain and own operations are respected.
- Promote a workplace free from unlawful discrimination at every level and at every stage of the employment relationship.

	Short term 2023-2024	Mid term 2025-2028	Long term 2028 onward
Suggested activities	<ul style="list-style-type: none"> ● Drive good health and safety standards in the supply chain through audit and training where needed ● Ensure all supplier non-compliances closed / resolved within CAPR time frame ● Develop a more robust supplier Code of Conduct that clearly states expectations on worker rights and due diligence requirements by the end of 2022 and roll out policy to suppliers. ● Define governance mechanisms for escalating issues related to labor standards ● Implement a whistleblowing hotline for employees. ● Suppliers required to join Sedex and complete the SAQ. All high risk suppliers to be audited. 	<ul style="list-style-type: none"> ● Make health (mental and physical) support available covering all employees across all regions ● Expand whistleblowing hotline to all suppliers and franchises. ● All procurement staff to complete responsible sourcing training on an annual basis ● Provide and promote learning and professional development opportunities for all employees. 	<ul style="list-style-type: none"> ● Establish strategic partnerships that drive innovation, business growth and social impact ● All Chef Works franchises to join Sedex & complete the SAQ ● Implement initiatives to address gender pay gap.
KPIs	% suppliers on Sedex, % SAQ completion, % suppliers audited	% suppliers audited; % employees enrolled in L&D	
Potential targets	<ul style="list-style-type: none"> ● Roll out updated Supplier Code of Conduct. ● Suppliers representing 95% of spending to sign policy. ● Whistleblowing hotline is available to all employees. ● Suppliers representing 95% of spending to join Sedex and complete the SAQ. ● 100% of high risk suppliers to be audited. 	<ul style="list-style-type: none"> ● Whistleblowing hotline is available to all suppliers and franchises. ● 100% of suppliers to be audited. 	<ul style="list-style-type: none"> ● 100% Chef Works franchises join Sedex. ● Close the gender pay gap

4.3. Caring for our people

Promoting decent working conditions and ethical behaviors throughout our value chain

Categories

● Health & Safety

● Labor Rights

● Anti-Corruption

● Local Communities



Goals

● Conduct business fairly, honestly and transparently, while proactively tackling corruption and bribery in the workplace

● Invest in charitable organizations that make positive impact aligned with Chef Works' causes

	Short term 2023-2024	Mid term 2025-2028	Long term 2028 onward
Suggested activities	<ul style="list-style-type: none"> ● Develop an anti-bribery/fraud policy embedded throughout the business by end of 2023. ● Set an annual target for charitable donations for local communities or organizations through the Charitable Giving Grant Opportunity by end of 2023. ● Promote internal and external communication on the charities supported by Chef Works Cares including the Community Centre in Bangladesh. 	<ul style="list-style-type: none"> ● Develop a corporate volunteering scheme for employees. 	
KPIs	\$ donated to charity	Hours volunteered to causes by employees	
Potential targets	<ul style="list-style-type: none"> ● Roll out an anti-bribery/ fraud policy. 	<ul style="list-style-type: none"> ● Launch corporate volunteering scheme. 	



**Sustainability
Strategy
Governance**



5. Sustainability Strategy Summary

Goals mapped to stakeholders and Chef Works; sustainability categories

**Please note, the Board and Senior Leadership should have ultimate responsibility and oversight of all sustainability activities and goals*

SDGs



Overall Goals	People and Production <ul style="list-style-type: none"> Improve due diligence of labor standards across operations and supply chain, embedded in ethical practices. 	People <ul style="list-style-type: none"> Promote policies and practices that ensure fairness, justice and equality for all stakeholders linked to Chef Works' business. 	Production and Planet <ul style="list-style-type: none"> Focus on responsible and sustainable production within own operations and supply chain, all the way to the end product. 	Production and Planet <ul style="list-style-type: none"> Expedite measures to mitigate air emissions and promote environmentally conscious behaviour. 	People and Production <ul style="list-style-type: none"> Collaborate with organizations including charities and civil society to maximise positive social and environmental impact.
Internal Stakeholders	HR Supply chain Sourcing Procurement Compliance	HR Supply chain Sourcing Procurement Compliance CWC / Green Teams	Product Manufacturing Supply chain Sourcing Procurement Compliance	Sourcing Supply chain Compliance Board/ Exec* (particularly important)	CWC / Green Teams Marketing/ Comms
Categories	<ul style="list-style-type: none"> Healthy & Safety Labor Rights Anti-Corruption Local Communities 	<ul style="list-style-type: none"> Healthy & Safety Labor Rights Anti-Corruption Local Communities 	<ul style="list-style-type: none"> Waste Energy Chemicals Carbon Sustainable Materials Circular Economy Production Waste Sustainable Living 	<ul style="list-style-type: none"> Waste Energy Chemicals Carbon Sustainable Materials Circular Economy Production Waste Sustainable Living 	<ul style="list-style-type: none"> Local Communities Sustainable Materials Circular Economy Production Waste Sustainable Living

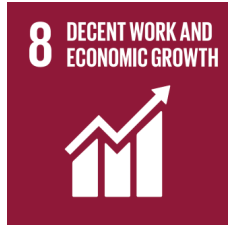
5. Sustainability Strategy Summary

Suggested governance



5. Strategy summary aligned with the SDGs

All goals



- Provide a working environment which actively promotes the positive health and safety of all employees and workers across Chef Works' supply chain.
- Ensure all labor and human rights of workers in the supply chain and own operations are respected.
- Promote a workplace free from unlawful discrimination at every level and at every stage of the employment relationship
- Conduct our business fairly, honestly and transparently, while proactively tackling corruption and bribery in the workplace



- Invest in charitable organizations that make positive impacts aligned with Chef Works' causes
- Offer more products using sustainable materials..

5. Strategy summary aligned with the SDGs

All goals



- Offer more products using sustainable materials.
- Reduce and support transformation of waste into clean and safe resources to enable a circular economy.
- Source and produce renewable and recycled materials with a positive environmental impact where possible.
- Reduce production waste across business activities and supply chain.
- Promote behaviours that enable customers and communities to lead better, more sustainable lives.
- Operate in an environmentally conscious manner.
- Prioritise goods and services which do the least harm to the environment in their production, delivery, packaging use, re-use and recycling and disposal.
- Promote energy efficiency and maximise production of own energy.
- Minimise the use of chemical and harmful substances, where possible, in production processes and business activities.



- Reduce and transform waste into clean and safe resources to enable a circular economy.
- Source and produce renewable and recycled materials with a positive environmental impact where possible.
- Operate in an environmentally conscious manner.
- Prioritise goods and services which do the least harm to the environment in their production, delivery, packaging use, re-use and recycling and disposal.
- Taking action to reduce our impact on climate change



Compliance summary

1. Summary of compliance actions

Start implementing – actions to comply

Please note that where actions meet compliance obligations in one market, we would recommend implementing them across all regions, for consistency, ease of monitoring and to build best practice across the whole business.

Management area	Action	Scope	UFLPA	WRO	Cali Supply Chains Act	UK Modern Slavery Act	Focus
Supply chain	Map Tier 1 supply chain	Garments Transport	Yes – for goods from China	Yes			Human rights
Supply chain	Map Tier 2 and beyond (to raw material)	Garments	Yes – for goods from China	Yes			Human rights
Supply chain/ HR	Grievance and Remediation Policy inc. Whistleblowing	Operations and suppliers	Yes	Yes	Yes	Yes (voluntary compliance)	Human rights
Reporting	Modern slavery risk report	Manufacturing and direct supply chain			Yes. Requirements of UFLPA would also support compliance	CW not yet in scope but voluntary compliance recommended	Human rights (forced labor)
Risk/ Supply chain	Assess salient human rights and environmental risks, in own operations and supply chain, using Sedex	All suppliers of goods imported into US	Yes – for goods from China	Yes	Yes	Yes (voluntary compliance)	Human rights
HR	Roll out training of procurement and eventually all staff on modern slavery	Own employees			Yes	Yes (voluntary compliance)	Human rights (forced labor)

2. Summary of compliance actions

Start implementing – actions to comply

Please note that where actions meet compliance obligations in one market, we would recommend implementing them across all regions, for consistency, ease of monitoring and to build best practice across the whole business.

Management area	Action	Scope	Cali Solid Waste Disposal Act	UK Plastics Packaging Tax	UK Green Claims Code	Cali Supply Chains Act	Focus
Supply chain/ Procurement/ Sourcing	Roll out structured responsible sourcing process including onboarding suppliers, ongoing risk management, and audit results management	Supply chain		Yes	Yes (supplier audits)	Yes (voluntary compliance)	Responsible sourcing
Product/ Marketing	Ensure all current/future environmental claims on products respect anti-greenwashing principles	All environmental claims			Yes		Environment
Manufacturing and Supply chain	Assess amount of plastic used in packaging in tonnes, and the % of that which is made of recycled content	All plastic packaging in operations and supply chain	Yes – All plastic packaging in operations and supply chain	Yes - All plastic packaging manufactured or imported into the UK (>10 tonne/year)			Environment
Supply chain	Ensure all suppliers making any sustainable claims all have evidence and appropriate certifications.	All suppliers			Yes	Yes	Environment and human rights

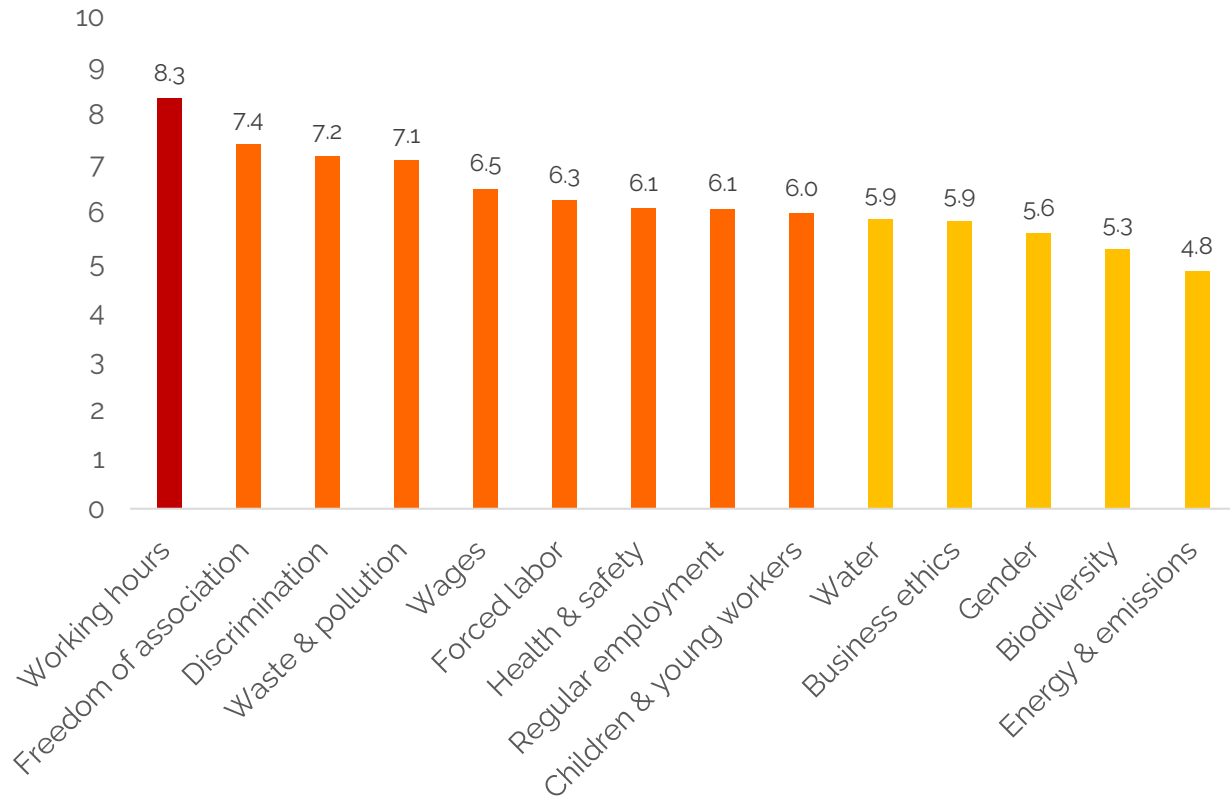


Choosing where to focus after compliance

Choosing where to focus after compliance

Looking at the risk exposure in Chef Works' supply chain

Inherent ESG risk scores across Chef Works' supplier/factory locations



See risk category definitions in the Glossary of this report

Source: Sedex RADAR

Risk-based prioritization

Choosing where to focus ESG efforts beyond compliance can be daunting. Investigating the inherent risk in your supply chain can help you decide what to focus on first.

The highest risk in Chef Works' factories and supplier locations according to the site's industry activity (see next slide) is working hours (extreme risk), followed by freedom of association, discrimination, waste & pollution, wages, forced labor, OHS, regular employment, and child labor (high risk).

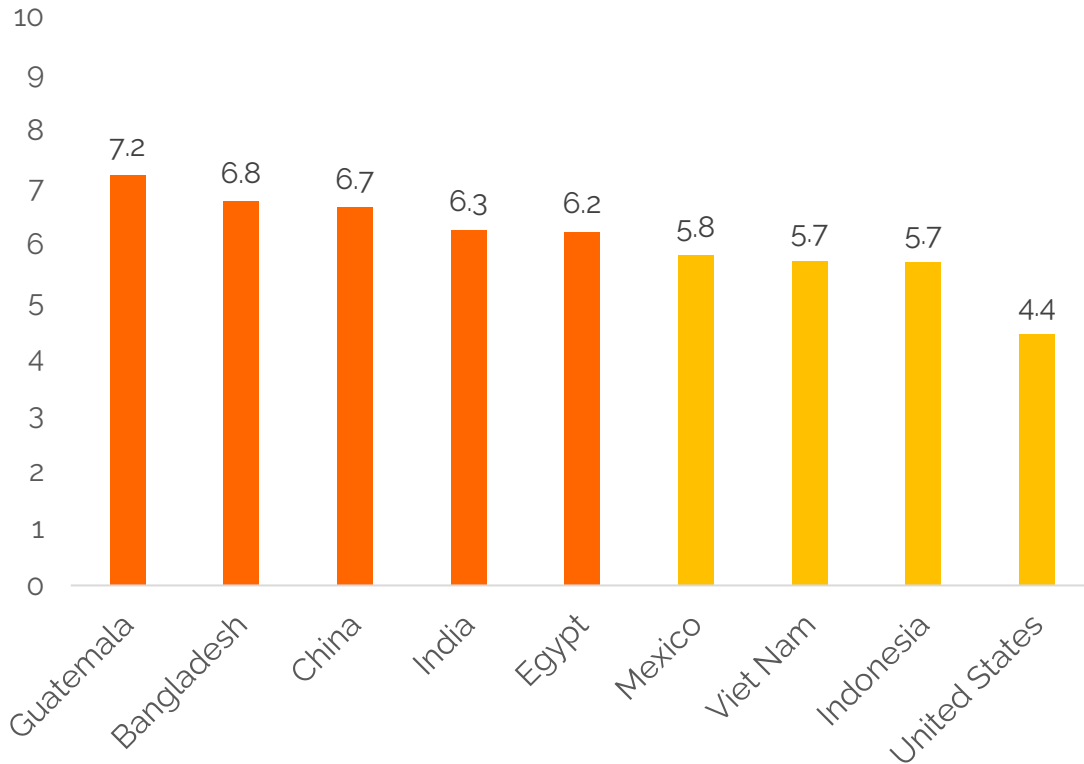
We took the average of all the inherent risk scores of Chef Works' factory and supplier locations, according to their industry activity and country of location. Average risk by country is on the next page.

Key	Lower bound	Upper bound
Extreme risk	8.0	10
High risk	6.0	7.999
Medium risk	4.0	5.999
Low risk	0.0	3.999

Choosing where to focus after compliance

Which countries are driving Chef Works' risk scores

Average of Inherent Risk Score by Country



This chart shows the same data as the previous page but averaged by country rather than risk.

See below for the countries included in the analysis and the mapping of Chef Works' supply chain categories to the ISIC industry activity code in the Sedex inherent risk data.

Supplier Category	ISIC Activity
Spinning Factory	Spinning and manufacture of yarn or thread for weaving or sewing, for the trade or for further processing
Dye House	Finishing of textiles
Fabric Mill	Weaving of textiles
Garment Factory	Manufacture of wearing apparel clothing
Trim Factory	Manufacture of other fabricated metal products
Buying House	Warehousing and Storage

- Countries**
- Bangladesh
 - China
 - Egypt
 - Guatemala
 - India
 - Indonesia
 - Mexico
 - United States
 - Vietnam

Key	Lower bound	Upper bound
Extreme risk	8.0	10
High risk	6.0	7.999
Medium risk	4.0	5.999
Low risk	0.0	3.999

See risk category definitions in the Glossary of this report

Source: Sedex RADAR

Setting Targets



Preparing for sustainability targets

Getting started



United Nations
Global Compact



The [United Nations Global Compact](#) has some best practice initial steps for companies to before setting sustainability targets:

- 1. Focus on issues that are strategically important to your company:** Start with where you believe the company has the most significant impact and where important business opportunities exist. This may mean going beyond operational boundaries. For example, you may want to set goals related to your supply chain or product use.
- 2. Set stretch goals:** This means setting some ambitious goals, even if you don't yet know how to achieve them. This will stimulate innovation, investments, positive engagement and, ultimately, performance. Leading companies are setting science-based targets, defined by what the external world requires, rather than by what seems easily achievable.
- 3. Connect your goals to your business strategy:** Link each sustainability goal to how it will support revenue generation, productivity and/or risk management.
- 4. Ensure support and ownership:** You will need to secure and maintain broad organizational support for your company's sustainability goals. This includes internal and external support, both from the top down and bottom up.
- 5. Connect your goals to the global UN SDGs** (Sedex has identified Goals 8, 10, 12, 13 and 17 for Chef Works) - Making your sustainability goals public as commitments to society can help you communicate to stakeholders the in-depth contribution your company is making to sustainable development.

Managing sustainability targets

Governance



United Nations
Global Compact



UNGC offers the following advice for integrating your sustainability goals throughout your company's governance systems and processes:

- 1. Internal accountability:** Encourage individual business units and corporate functions to integrate relevant goals into their strategic planning, and hold them accountable.
- 2. Performance reviews and remuneration:** Where possible, you should also hold employees accountable, and reward high performers accordingly.
- 3. Monitoring and reporting:** Periodically review your progress, and make adjustments as needed. You can build trust with stakeholders by being transparent about your progress in achieving your goals, as part of your existing sustainability reporting.

Source: [United Nations Global Compact](#)



Setting sustainability targets

Sedex recommendations for Chef Works

Once you have decided on the topic, connected it with your business strategy and the SDGs, assigned ownership and responsibility, and ensured your internal stakeholders are prepared to set an ambitious target, we recommend you prepare for the following:

- 1. Decide your scope**, such as
 1. Own operations, production, or supply chain as well (all three would be best practice)
 2. Could consider employee travel/ behaviour, business travel, etc
- 2. Set your baseline**
 1. Establish what you can accurately measure
 2. Calculate what you're already doing
- 3. Decide your metric**
 1. Do some research to find out what is considered most accurate/ robust
- 4. Decide your target year and target change**
 1. Calculate a few different scenarios, e.g. two different changes and two different target years
 2. Stress test them against your current performance – but aim for ambition
- 5. Communicate and monitor**
 1. Make a plan to communicate internally and externally, and monitor progress.



At **every stage**, consult stakeholders – you might want to start with research into what other companies in your industry are doing, and recommendations from industry bodies and NGOs



At each decision point, consult your key internal stakeholders to ensure that you have sufficient buy-in and knowledge from across the business.



Glossary



Glossary

Sedex Inherent Risk Categories

Pillar	Risk type	Definition
	Inherent Risk Score	Risk scores are calculated according to specific indicators and then rebased onto a scale of 0-10, where 10 is highest relative risk and 0 is lowest relative risk. Scores are a combination of Country, Sector, Activity, and 'High Risk Goods' scores.
Environment	Energy & emissions risk score	Vulnerability to the physical and transitional risks associated with climate change.
	Biodiversity risk score	Tracks the protection afforded to conserve biodiversity and the extent of recent deforestation.
	Waste & pollution risk score	Tracks air quality, treatment of wastewater and heavy metal contamination.
	Water risk score	Measures the observed water stress of a region.
Social	Health & safety risk score	Providing a working environment safe from hazards, and measures are in place to prevent accidents and injury whilst at work. There are regular recorded health and safety training and access to clean and safe facilities and accommodation, where provided.
	Forced labour risk score	Workers should work voluntarily and without threat of penalty of any kind. Debt-bondage, indentured labour and the use of prison labour are all forms of forced labour.
	Freedom of association risk score	Allowing workers to form and join trade unions, worker associations and worker councils or committees of their own choosing. The purpose is to have good two-way communication between management and workers.
	Children & young workers risk score	No new recruitment of child labour, children should be enabled to attend and remain in quality education. No children or young persons under 18 shall be employed at night or in hazardous conditions.
	Wages risk score	Wages to meet a workers' basic living needs and provide some discretionary income. Workers should be provided written information about their wages before entering employment and each time they are paid.
	Working hours risk score	Meeting legal requirements for working hours and complying with collective agreements to provide workers sufficient rest periods and include at least one day off each week on average. Working hours in any 7-day period should not exceed 60 hours unless in exceptional circumstances.
	Discrimination risk score	Workers should face no distinction, exclusion or preference based on a personal or physical characteristic which deprives a person access to equal opportunity or treatment in any area of employment.
	Gender risk score	Workers should face no distinction, exclusion or preference based on their gender. Despite progress over the last century, women remain disproportionately exposed to the most vulnerable situations in a workforce.
	Regular employment risk score	Providing legally recognised employment relationships and that ensure these are continuous, and that employers obligations shall not be avoided through use of alternative contracting arrangements.
Governance	Business ethics risk score	The Business Ethics index demonstrates the prevalence of ethical business management, for the benefit of workers.



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