



TOGETHER FOR
SUSTAINABILITY

Chemical Supply Chains for a Better World

Activity Report 2020



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Foreword

Dear TfS members,
suppliers and friends,



2020 was a very challenging year for us all. The consequences of COVID-19 tested us all, increasing the demand for even more sustainable and resilient supply chains.

In these extraordinary circumstances, sustainable chemical supply chains have proven to be resilient supply chains: agile and flexible, adapting to complex market conditions. Changing market environments, increased regulatory pressure and growing societal demand for transparency and accountability kept challenging all of us. TfS and our member companies have risen to these challenges and turned 2020 into a pivotal and successful year, increasing our impact and influence.

Adapting to the unique circumstances, TfS ran all its internal stakeholder meetings - from the TfS General Assembly, through TfS CPOs engagement initiatives to its Annual Workshop - digitally.

The launch and roll-out of TfS Grow&Deliver, the TfS strategy and roadmap for the period 2020-2025, marks a turning point in the evolution of our initiative. Grow&Deliver will be a profound enabler of innovation, transforming TfS from compliance, processes and measurement to stronger collaboration with tangible impact.

A range of new projects and initiatives mentioned throughout this report show how the TfS initiative and TfS Community will become stronger and more powerful.

Our increased impact is also a result of the substantial growth of TfS from 22 to 29 member companies during the past year: AdvanSix, Archroma, Azelis, Corteva, Kraton, Semperit and Sika all adding to the reach and diversity of the TfS membership.

The TfS sustainability proposition is enhanced with the launch of a fifth Work Stream focusing on the development of a framework to measure GHG Scope 3 emissions.

The TfS regions have stepped up their game and increased their activities, impact and reach through supplier training and further development of the partnerships.

We look forward to celebrating 10 years of TfS in the year 2021. This anniversary will allow us to reflect on the strong relationships we developed over the years, the hard work delivered by the TfS Community and the results we jointly achieved.

I am proud to note that all our member companies have now put sustainability not only at the heart of their procurement but also of their corporate strategies.

I would like to express my deepest thanks to the entire TfS ecosystem, from all TfS CPOs and Work Stream members, to the associated buyer communities in our companies, our esteemed suppliers and stakeholders and our key partners EcoVadis and the TfS Audit companies, for their passion, dedication and commitment to the TfS initiative.

Our actions today will have an irrevocable impact on the future of our planet. Let's continue to work together to keep our world a liveable place!

TfS – chemical supply chains for a better world!

Bertrand Conquéret
President TfS

TfS Grow&Deliver

The year 2020 marks a new strategic era or TfS with the launch of **TfS Grow&Deliver**, the strategy and roadmap 2020-2025 under which TfS will innovate and expand its activities.

Grow&Deliver will ensure we pivot from a collaboration focused on measurement to a community that delivers tangible impact. Grow&Deliver contains 4 pillars:

1

Higher Standards

We will build on the high STANDARDS that TfS members have worked so hard to create. It is our DNA.

We will be custodians of high standards for suppliers to the chemical industry, while recognising that the world is changing and our need to respond effectively to an evolving agenda of responsibility. We will utilise the vast resources and shared assets we have created to guide our response.

2

Strategic Extension

We are open to all chemical companies around the world that meet our standards. However, we also recognise the opportunity for us to support significant emerging markets. We will seek to strategically extend our work, reaching into vital and growing markets around the world and building membership in economies where TfS can play the greatest role. We will work with potential members to raise standards and build capability, while establishing mutually beneficial links with other initiatives that share common goals and challenges.





3

Collaborative Action

We will take COLLABORATIVE ACTION, building shared approaches to deliver tangible impact. We will make real our shared desire for change and deliver meaningful projects on the ground together. We will help improve working conditions and EHS standards in the factories supporting the chemical supply chain. We will accept our responsibility to help address significant sustainability issues facing the chemical sector in a specific and tailored way.

4

Stronger Community

We will come together as a COMMUNITY, working together with a shared commitment to improvement. We will not only be a group of companies collaborating, but we will also be a community of peers and individuals committed to sharing knowledge, expertise and resources to create positive impact.



These 4 pillars include a range of new projects and initiatives that will make TfS stronger, more relevant and impactful for both our member companies and for society at large. Throughout this Annual Report you will discover the new initiatives TfS has developed and rolled-out under the Grow&Deliver strategy.

Higher Standards



TfS Framework TfS is a flagship initiative and global leader for assessing and auditing sustainability performance of supply chains for chemical companies and their suppliers.

The TfS framework – TfS Assessments and TfS Audits – allows TfS member companies to measure the environmental, labour & human rights, ethical and sustainable procurement performance of their suppliers. This helps drive and deliver tangible, measurable improvements of their suppliers' – and their own - sustainability performance.

The globally applicable TfS framework with standardized tools creates transparency of the sustainability performance of chemical companies and their suppliers across the globe, providing the basis for collaboration to continuously improve performance.

Uniquely, the results of TfS Assessments and TfS Audits are, with supplier consent, shared with all member companies. Both TfS member companies and their suppliers benefit from this information-sharing, as suppliers reduce the bureaucratic burden of multiple requests for sustainability analysis, ensuring that more time and energy can be spent on the improvement of sustainability performance.



Figure: TfS video “Capture the value of the TfS Audit – from CAP to finish”. The implementation of the revised audit process has been supported by this video.

Assessments

A TfS Assessment evaluates a supplier’s sustainability management approach and performance. It is conducted via an online questionnaire tailored to the specificities of the chemical industry, supported by documents providing proof of implementation.

TfS works with EcoVadis, a global leader for CSR assessments, as its partner and service provider. The results of the analysis of data and documents are combined on a scorecard that is accessible by both suppliers and TfS member companies through an online platform.

The scorecard summarises the strengths and improvement areas pertaining to the four TfS focus areas (environment, labour & human rights, ethics, sustainable procurement). It is a vital instrument for suppliers to improve their sustainability performance and to collaborate with TfS member companies on their individual Corrective Action Plan (CAP).

TfS Tier-N Project

Multi-tier transparency (insight in the sustainability performance of suppliers’ direct suppliers) creates substantial opportunities to increase the sustainability proposition offered by TfS. The greatest opportunities are found upstream in the value chain.

TfS are cooperating with EcoVadis in a pilot on multi-tier transparency in the supply chain. If successful, this approach will become the EcoVadis transparency benchmark across other industries. In 2020, 6 TfS members and 44 of their suppliers confirmed participation in the pilot.



EcoVadis upgraded its platform with new features to allow TfS member companies to nominate suppliers (Tier-N) who then invite a maximum of 10 of their suppliers (Tier-2) to participate in a TfS Assessment.

For TfS member companies the Tier-N pilot project provides a unique opportunity to dramatically increase the size of the current pool of nearly 16,000 TfS Assessments and to further extend transparency and improvements into supply chains.

Audits

A TfS Audit is an on-site evaluation of a company’s sustainability practices by an independent third-party auditor approved by TfS. The scope of a TfS Audit covers a supplier business location such as a production site or a warehouse.

During a TfS Audit, the supplier’s sustainability performance is verified against a set of audit criteria on management, environment, health & safety, labour & human rights, and governance issues. These criteria have been defined by TfS and are tailored to the requirements of the chemical industry.

The TfS Audit yields a Corrective Action Plan (CAP) so that the supplier can work on tangible sustainability improvements. TfS Audits are therefore not a certification scheme or a “pass or fail” exercise for suppliers; they are a starting point for a constructive dialogue between the supplier and the TfS Member

Virtual Audits

Due to restrictions caused by the COVID-19 pandemic, auditors are restricted in their travel and entering sites. TfS therefore began testing the concept of virtual audits in 2020.

Revised Audit Process

Many TfS member and supplying companies participate in TfS Audits carried out by TfS Audit partners. They dive deep into the sustainability practices of production sites and/or warehouses. Any findings related to their sustainability performance lead to a CAP.

The revised TfS Audit process addresses the major challenge of working on corrective actions and closing the CAPs. Currently many CAPs remain open and therefore do not deliver any tangible improvement in the sustainability performance of the site or warehouse. TfS have extended the period of validity of TfS Audit results to 36 months. In addition, TfS provides new tools to foster collaboration between TfS supplier and member companies and TfS Auditors. Several options – supplier updates, members feedback and formal verification – allow monitoring and measurement of progress. This helps to unlock the value of the TfS Audit and go the extra mile “from CAP to finish”.

SMETA and PSCI Audit Pilot

TfS are piloting the accessibility of additional relevant audits to members – upholding the notion that “an Audit for one is an Audit for all”. A TfS member survey indicated that besides TfS Audits, members apply SQAS Audits (already recognized by TfS and shared in the TfS pool), company-specific Sustainability Audits (not shared due to legal constraints) and SMETA and PSCI Audits. The pilot scheme shares SMETA and PSCI audits and is running for 18 months from 1 July 2020. At the end of the pilot phase in December 2021, results will be evaluated to decide on future TfS Audits diversity.

Impact/Footprint

TfS Assessments and TfS Audits are designed to cover an ever-increasing percentage of chemical producers' supplier base.

The resulting insights mark the starting point of collaboration between member companies and their suppliers to improve the sustainability performance of the latter, as well as the one of member companies' own business operations.

Transparency and collaboration

To date, TfS has evaluated 16,000 suppliers globally. The resulting data provides transparency on how a significant proportion of the chemical industry is operating in terms of sustainability. With this transparency comes the responsibility to work with suppliers on a path towards continuous improvements and higher standards.

To move from measuring scores to creating tangible impact, TfS must leverage the improvement potential provided by TfS Assessment and TfS Audit data. Data mining shall become an instrument for TfS members to focus on the most impactful improvement areas with their suppliers. Analysis of TfS Assessment and TfS Audit data provides a direction for capability-building in target countries.

TfS Assessments

The implementation and roll-out of "Tableau" software for business intelligence and analytics, enabled by EcoVadis, allows TfS to move from a quantitative to a qualitative analysis of data/scorecards.

Tableau enables TfS to pinpoint the main strengths and weaknesses across all scorecards and identify the parameters linked to the lowest scores. For example, analysis shows that suppliers present the lowest scores when it comes to **Sustainable Procurement** compared with other assessment categories.

Data mining also serves as benchmarking tool to show where TfS suppliers and supply chains are performing well. For example, TfS supplier scores on **Environment** are above the EcoVadis average and, overall, suppliers in the TfS pool show a better EcoVadis rating than the overall EcoVadis population of rated suppliers.

Data mining will also help identify the factors that better performing suppliers have in common. This information will contribute to a roadmap for weaker performers. It reveals regional differences in focus areas and could establish correlations between ISO certification, company policies and other variables to scores.

TfS Audits

Data, mining and analysis of TfS Audit results also provide a wealth of improvement opportunities for suppliers.

TfS Audits cover 5 sections: Management, Environment, Health&Safety, Labour&Human Right and Governance, which are analysed through 150 standardized questions in each supplier audit.

TfS analysed 1,349 TfS Audit results of Tier-1 suppliers which include 18,526 findings according to the audit questionnaire.

The audit section **Management Assessment** shows a high number of findings across almost all countries and regions. Especially the aspect Business Partners – getting transparency and assurance on their sustainability standards - stands out and highlights the importance of responsibility beyond tier-1 suppliers.

Within the audit section of **Human Rights**, data analysis revealed findings on working hours and wages.

In the audit segment **Health&Safety**, the issue of Emergency Preparedness stands out as a frequently detected need for action across suppliers and regions.

The above findings point to the priority areas for sustainability improvement and provide the foundation for future, specific, tailor-made trainings with suppliers.

TfS is applying a set of ambitious KPIs to drive this change from transparency to positive impact.

16,000 Supplier evaluations since creation of TfS

TfS Assessment KPIs

TfS KPIs for Assessments track three dimensions:

- 1 the number of valid assessments currently in the shared TfS pool,
- 2 the influx of new assessments being shared in the TfS pool, and crucially,
- 3 the percentage of suppliers who show improvements after undergoing a reassessment.

In line with its sustainability strategy and ambition, each TfS member company defines its own annual target to contribute to these KPIs. The aggregation of each of these targets forms the global KPIs that the TfS community is collectively working towards. The KPIs reflect the idea that, whilst each TfS Member has its own individual strategy, through collaboration these contributions are amplified.

TfS continues to implement tools to create further transparency and continuous improvements with suppliers. The sharing of sustainability results through TfS Audits or Assessments enables a dialogue on improvements between customers and their suppliers. Many suppliers have demonstrated sustainability improvements after an evaluation through the TfS program.

TfS Audit KPIs

In 2020, TfS decided to provisionally extend the self-defined target assessment framework for all TfS member companies to include TfS Audits. Building on the success of the self-defined assessment targets, For 2021, member companies self-define their audit targets for the year. The TfS General Assembly of 2021 will decide whether self-defined TfS Audit KPIs will continue in subsequent years.

The TfS Audit KPIs include:

- 1 Number of valid audit reports in audit pool and
- 2 Number of audits completed.

Audit KPIs 1 and 2 are like the Assessment KPIs 1 and 2.

Self-defined audit targets will strengthen the responsibility and ownership of member companies for their TfS Audits and follow-up. As with the TfS Assessments, TfS Audit KPI figures will be developed in line with member companies' strategy and provide transparency to the TfS Steering Committee. This process is expected to increase the likelihood that TfS member companies and TfS achieve their targets, and limit underachievement.

Benchmarking:

TfS assessment data analysis vs. all suppliers assessed by EcoVadis

9 687 vs 70 693 <i>Companies</i>	+ 2.1 44.9 vs 42.7 <i>Overall Score</i>	+ 2.7 45.8 vs 43.1 <i>ENV</i>	+ 2.4 47.6 vs 45.2 <i>LAB</i>	+ 1.5 42.1 vs 40.6 <i>FBP</i>	+ 0.9 36.9 vs 36.0 <i>SUP</i>
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Some numbers

TfS member companies prioritize those suppliers who represent the highest sustainability risk for a TfS Assessment or TfS Audit.

KPI Results Full Year 2020

Assessments

KPI 1	KPI 2	KPI 3
10,069	5,316	57%
valid TfS Assessments managed by TfS members	completed and shared with all TfS members in 2020	of suppliers improved after re-assessment

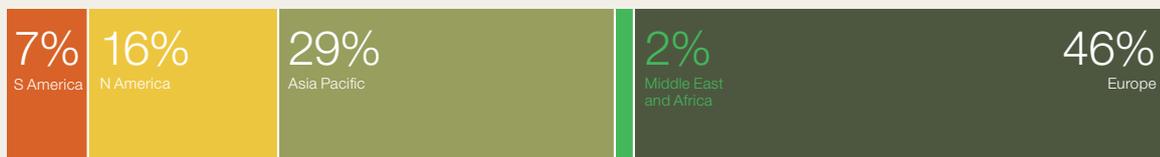
Audits

KPI 1	KPI 2	
751	258	75%
valid TfS Audits managed by TfS members	completed and shared with all TfS members in 2020	of suppliers improved after follow-up on CAP or re-audit

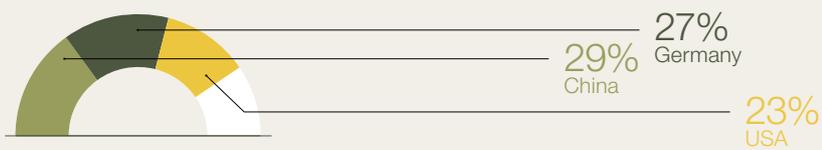


Regional Perspective

Assessments per region 2020



Assessment Top 3 countries



Audits per region 2020



Audit Top 3 countries



Strategic Extension

TfS Global

Chemical supply chains are complex and global, therefore TfS maintains an **inclusive approach and is open to any chemical company around the world who shares the ambition to engage with suppliers on sustainability improvements.**



The TfS Grow&Deliver strategy includes the decision to extend TfS further into vital and growing markets around the world and build membership in economies where TfS can play the greatest role and have the biggest impact.

China is a priority, with other countries in the APAC region, specifically Japan, India and Singapore, offering great potential. Developing and fostering regional partnerships is crucial for TfS to increase membership, work on supplier improvement programs and specific topics of joint interest.

To build membership in China, TfS works together with CPCIF (Chinese Petroleum and Chemical Industry Federation) to identify suitable candidates. New TfS member companies must share our ambition to work with suppliers on sustainability improvements and have procurement managers drive the TfS initiative forward.

Regional TfS teams enabled us to make contact with potential members across the globe in 2020.

Collaborative Action



New TfS Work Stream: GHG Scope 3 Emissions

Under the TfS Grow&Deliver pillar of collaborative actions, TfS tackles global sustainability issues at sector level. A topic of shared interest among the membership is GHG Scope 3 emissions.

TfS aims to contribute to transparency and reduction of GHG scope 3 emissions in the chemical industry. To achieve this, TfS has created a new Work Stream called “GHG Scope 3 Emissions”. Its objective is to develop pragmatic approaches to obtain and measure GHG emissions data from suppliers and share it across TfS member companies. It is paramount that the collected and shared data are consistent, reliable, robust and effective.

The new work stream centers around four work packages:

- 1 Standardisation of approach to measure GHG emissions data
- 2 Design of data collection & sharing approach
- 3 Engagement of suppliers to improve
- 4 Co-operation with external stakeholders and providers

The Work Stream defined clear objectives for each work package and is currently transferring them into a roadmap with clear deliverables, sequencing and milestones.



Global Capability for Sustainability Performance Improvement

TfS capability building framework and concept

In 2020, TfS kicked-off a holistic and comprehensive Capability Building Framework & Concept project which will allow us to offer target group-specific development opportunities to both supplier and buyer communities of the TfS members globally and within the regions.

Divided into three project phases, the framework incorporates data of TfS Audit and TfS Assessment results as well as supplier needs assessments, TfS member companies' perspectives, regional TfS Work Stream reflections and peer analysis. As a next step, concepts will be designed, derived from the global framework while corresponding to regional and local requirements as well as target group-specific needs. New features will be added to the TfS Supplier Academy in the course of 2021.

Supplier Engagement

Making an impact through continuous improvement of the sustainability performance of the TfS member companies' suppliers is one of TfS' key ambitions. To facilitate this and to provide capability building opportunities, TfS has always offered a wide range of upskilling opportunities in various ways: online, on demand, in person and collaboratively.

The TfS **Supplier Academy** on the TfS website includes:

- eLearning with 4 modules focusing on Sustainable Supply Chains, Introduction to TfS, TfS Assessments and TfS Audits
- webinars
- best-practice examples
- FAQs
- brochure and fact sheets about "Health & Safety at the Workplace"
- face-to-face training
- Supplier Sustainability Spotlight promoting sustainability success stories of companies participating in TfS Assessments / Audits



Supplier Training

TfS Assessment Webinars

In 2020, webinars were an important instrument for the TfS regions to reach, educate and train suppliers on the TfS Assessment process and methodology. In addition, one webinar in Chinese focused exclusively on CAP, underlining that improving sustainability performance of both suppliers and TfS member companies is at the heart of what TfS aims to achieve.

The interactive webinars had good resonance and post-webinar surveys confirmed suppliers valued them as a major learning opportunity on the general concept and practicalities of the TfS Assessment process.

TfS AP

China

TfS organised three training webinars aimed at Chinese suppliers during 2020. The first two took place on 28 May in Chinese and 2 July in English. Hosted by EcoVadis, they offered an in-depth look at specific topics related to the TfS Assessment process, the EcoVadis methodology, interpretation of scorecard results, use of CAP, and concluded with a case study. The third webinar on 3 November (in Chinese) provided a deep dive on CAP and included many examples.

Questions from participants were collected and answered by EcoVadis after the training. More than 580 participants from TfS supplier companies attended. Through offering training in English, TfS was able to extend its reach beyond the Chinese supplier community to suppliers from Indonesia, Japan, Malaysia, Singapore and Thailand for the first time.

All training materials, Q&As and recordings were published in the TfS WeChat account.

Japan

A supplier training webinar in Japanese took place on 20 July, focusing on the TfS Assessment process and EcoVadis methodology.





TfS LATAM

Two TfS and EcoVadis supplier training webinars took place; one in Portuguese on 15 September and one in Spanish on 23 September. Both webinars, covering the entire region, focused on the TfS Assessment process and methodology and the use of the EcoVadis platform

Face to face training

As in previous years, TfS delivered a featured supplier training to Chinese companies at the 2020 China Petroleum and Chemical International Conference (CPCIC) in Nanjing on 2 September. Around 500 participants including suppliers, TfS member representatives and industry organisation representatives attended this event. The training focused on how to build a sustainable supply chain and the specific requirements for chemical companies. Dr. Cheng Xu (President of TfS Asia and Head of Global Procurement and Logistics at LANXESS APAC), Candy Gaoof (EVONIK) and Sophie Wang (WANHUA Chemical) provided the training in Chinese. The online Q&A session was facilitated by an EcoVadis representative.



Stronger Community

As a member-driven organisation, it is the contribution of members that drives the TfS program forward.

TfS is built on strong partnerships and commitments of many participants. To deliver on its ambitious Grow&Deliver agenda, TfS needs an informed and connected community. During 2020, TfS developed several initiatives to enhance information-sharing and exchange of best practice.

All exchange happens in full compliance with anti-trust laws.

Strengthening the Leadership Community

TfS is a global platform of chemical industry leaders aiming to positively shape the future of the chemical industry. Bound by a strong belief in the power of collaboration, it is their combined resources that make the real difference.

CPO Discussion

As a peer-to-peer network, TfS enables CPOs from the 29 member companies to share ideas, exchange best practices, learn from and be inspired by their peers.

Four times a year in conjunction with the TfS Steering Committee meetings and at the General Assembly, the 29 CPOs of the TfS member companies participate in a “CPO discussion” enabled by TfS. CPOs choose topics high on their agenda or close to their heart.

Topics discussed in 2020 include lessons learned from the Corona crisis with a view on sustainability and how to make sustainability in procurement/supply chain the focal point of the post-Corona world. In addition, upcoming legislative initiatives on corporate due diligence in European countries, and at the EU level, were discussed.

More Connected and Informed TfS Community

For TfS to grow and deliver, a more connected and informed TfS Coordinator Community is a prerequisite. This will happen through information-sharing and the exchange of ideas on a regular basis.

Improve Information Sharing

From ad-hoc online meetings on specific topics conducted in 2020 (e.g. TfS Grow&Deliver strategy, Audit process update and target framework), TfS will move towards regular #TfS Talks in 2021. These online discussions will be conducted as webinars on topics of joint interest to empower the TfS Community. During each webinar, a TfS member will present a company use case around a specific topic and will foster dialogue, exchange of learnings and best practice. The program will be rolled out in 2021.

Figure: TfS Annual Workshop – view of the plenary session



TfS Annual Workshop

The TfS Annual Workshop: Grow&Deliver on 30 September 2020 was – given the Covid situation – an online event. 135 Representatives of TfS members attended the workshop, representing 25 companies, 20 countries and all regions. The change to an online meeting avoided the need for travel and therefore many more people could participate compared to the traditional in-person TfS Annual Workshop.

The design of the workshop maximised interaction and involvement of the attendees; the workshop platform offered a unique space to meet, network, connect, and exchange experiences and practices.

The agenda featured two blocks of five simultaneous break-out sessions: while the first block focused on “What’s new” in TfS and presented the innovation and new projects under the TfS Grow&Deliver strategic pillars, the second block “Good practice” allowed members to remain focused on the existing TfS framework of audits and assessments and provided the opportunity for all to discuss, learn and share ideas in key improvement areas. In addition, a panel discussion with new members was conducted.

TfS Global Work Streams

TfS progress is driven by five Work Streams, each one responsible for developing and managing different projects.

As a true member-driven initiative, the Work Streams are composed of representatives of TfS member companies. TfS Work Streams also submit proposals to the TfS Steering Committee for ongoing projects. Active participation of TfS members is crucial to the success of the initiative

Work Stream 1

Governance and Partnerships

Areas of responsibility:

Definition of governance structure of the initiative.

Coordination TfS external partnerships.

Work Stream 2

TfS Assessments

Areas of responsibility:

Improve and further develop TfS Assessments.

Management of the relationship with service provider EcoVadis, together with TfS office.

Work Stream 3

TfS Audits

Areas of responsibility:

Improve and further develop TfS Audit program and process.

Management of the relationship with audit companies, together with TfS office.

Work Stream 4

TfS Communications and Supplier Capability Building

Areas of responsibility:

Internal and external communications.

Supplier capability building, development of trainings for buyers and suppliers.

Work Stream 5

Scope 3 GHG Emissions

Areas of responsibility:

TfS approach to measure and reduce GHG emissions including data collection and sharing.

Engaging suppliers to improve as well as cooperating with external stakeholders.



Chair
Gabriele Willenbrinck
(Lanxess)

Co-Chair
Laurent L'hopitalier
(Sanofi)

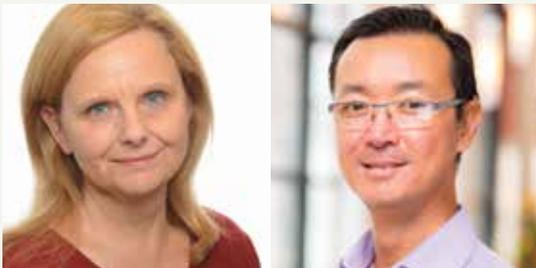
Co-Chair
Rocio de la Cruz Garcia
(Covestro)



Chair
Sabine Zallinger
(Wacker)

Co-Chair
Judit Berger
(Evonik)

Co-Chair
Albert Glissenaar
(Solvay)



Co-Chair
Andrea Franke
(Bayer)

Co-Chair
Christopher Easton
(Syngenta)



Chair
Astrid Bosten
(Henkel)

Co-Chair
Sila Vogiatzaki
(Clariant)



Chair
Michael Heite
(Bayer)

Co-Chair
Jens Plambeck
(Bayer)

Co-Chair
Jan Schoeneboom
(BASF)

TfS Regional Operating Committees



TFS AP

Cross work stream responsibilities
Chair

Cheng Xu
(Lanxess)



TFS LATAM

Cross work stream responsibilities
Chair

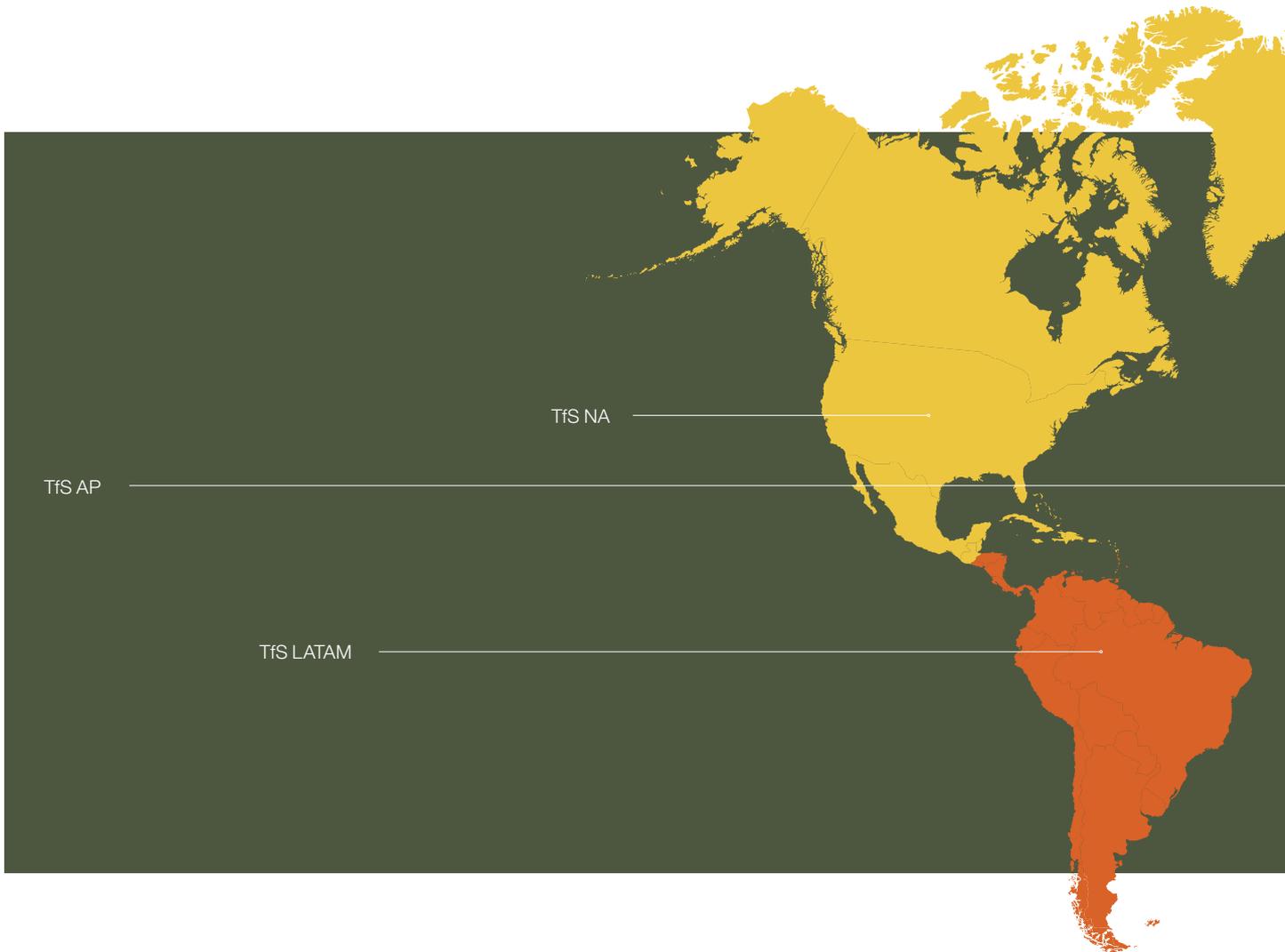
Sheila Tazinazzo
(Clariant)



TFS NA

Cross work stream responsibilities
Chair

Rachel Sheridan
(Evonik)



TfS Office

The members of the TfS office are involved in the activities of the TfS Work Streams, prepare and facilitate the meetings of TfS bodies and are in contact with existing and potential TfS members and cooperation partners.

The TfS General Manager assumes the day-to-day leadership of the organisation. The TfS office now counts 4 employees:



Dr Gabriele Unger
General Manager



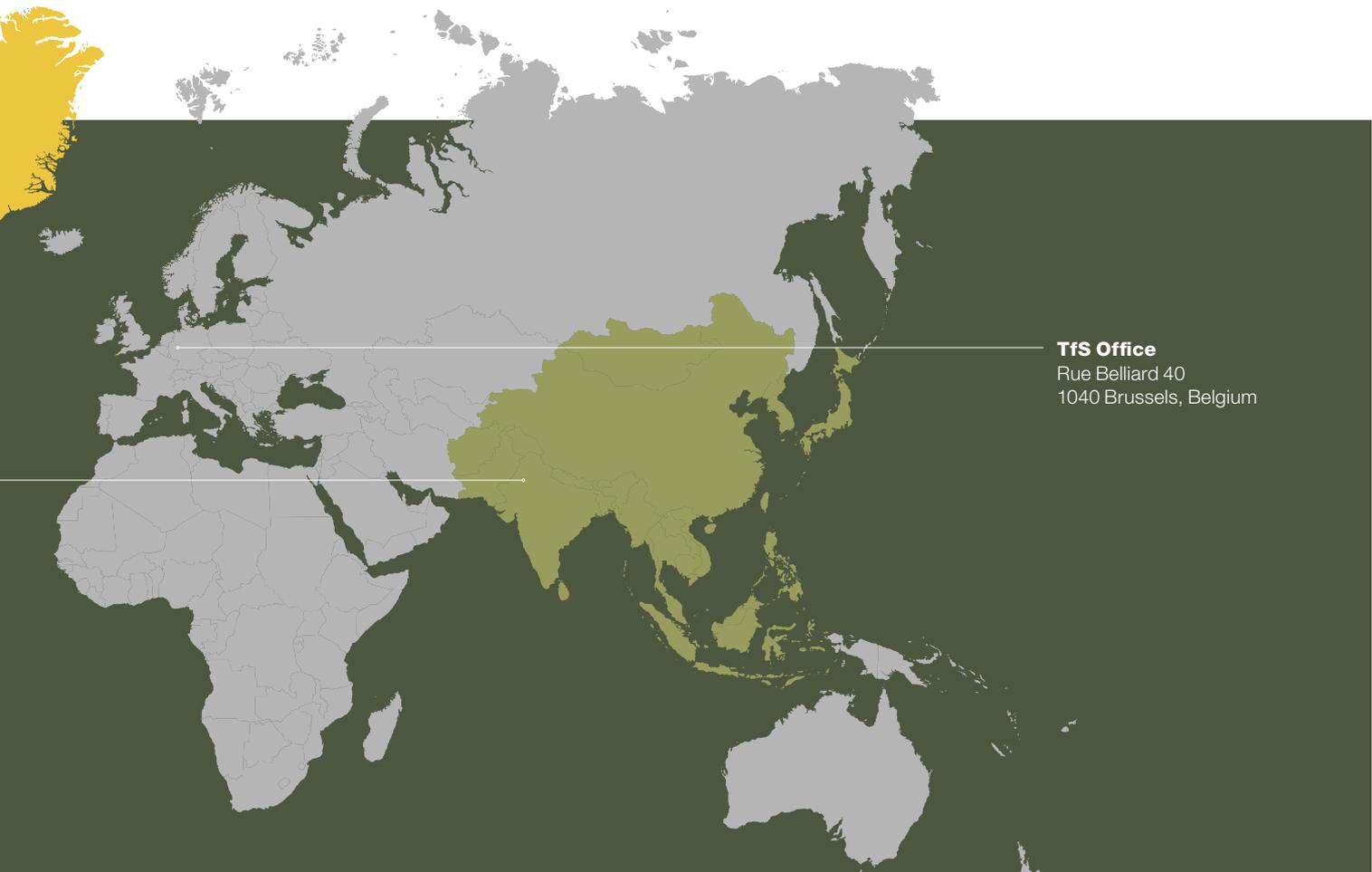
Maria De Rycke
Communications Manager



Jakob Smets
Manager



Marina Vese
Manager



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Communications

Based on a considerable number of interviews and surveys with external and internal TfS stakeholders, the TfS communications strategy defines TfS brand fundamentals and sets the strategic foundation for communications activities.



TfS Communications Strategy

It is the TfS vision that **Together we will foster sustainable and resilient supply chains with fair working conditions, climate change mitigation and environmental protection.** The TfS beliefs are that together we can be more effective and less administratively burdened; the chemical sector can lead the way in accountability; and sustainable and accountable supply chains are imperative for the planet. It is the ambition of TfS and its members to **grow into the global standard for environmental, social and governance performance of chemical supply chains.**



The TfS Grow&Deliver video is available in both **English** and **Chinese**.

Communication material supports the Grow&Deliver strategy

The launch and roll-out of the TfS Grow&Deliver strategy was supported by a short video encouraging stakeholders around the world to join the TfS global initiative and work together to make chemical supply chains more sustainable. The video is available in English and Chinese.

Join TfS

TfS is an agent of change management in chemical companies

Benefits

TfS helps chemical companies:

- improve members' CSR processes and performance
- identify common areas of importance and share best practice

TfS is a strong lever to deliver globally applicable solutions with key partners (EcoVadis, TfS-approved audit companies).

TfS provides the opportunity to connect and talk to the TfS President or any CPO. TfS provides access to a database, data analysis and mining. This enables members to:

- analyze, learn and understand the sustainability performance of a vast pool of suppliers
- identify risk and support their suppliers in key improvement areas
- make their supply chain more sustainable

The TfS Community develops joint sustainability projects (i.e. TfS Tier-N project on deep supply chain transparency and new TfS Work Stream on GHG Scope 3 Emissions)



TfS transitioned seamlessly to online meetings during the COVID-19 pandemic.

TfS Governance

TfS is an international, non-profit association under Belgian law.

TfS General Assembly

The highest decision-making body of the organisation, the TfS General Assembly is composed of one CPO representative per member company who holds the voting rights in the Association.

Every two years, the TfS General Assembly elects the new TfS President and TfS Steering Committee. In the most recent election of 2019, representatives of Henkel (President) and BASF, Bayer, Covestro, Lanxess, Solvay, Wacker (Steering Committee) were elected.

29

Member companies
as of 01/01/2021. Representing
leading chemical companies
across the globe.

TfS Steering Committee

The Steering Committee is the executive body of the association. As of 2020, the TfS Steering Committee consists of the following persons:

- President: Bertrand Conquéret** - Henkel (1)
- Marcel Beermann** - Lanxess (2)
- Erk Thorsten Heyen** - Wacker (3)
- Lynn De Proft** - Solvay (4)
- Thomas Udesen** - Bayer (5)
- Dirk Jan de With** - Covestro (6)
- Tom Witzel** - BASF (7)



TfS Members

2020 has been a remarkable year in terms of steady growth of the TfS membership. 7 Chemical companies joined the TfS initiative, bringing the total number of members to 29.

New members in 2020: Archroma (Switzerland), AdvanSix (US), Azelis (Belgium), Corteva (US), Kraton (US), Semperit (Austria), and Sika (Switzerland).



€349
billion

Global turnover of TfS
member companies in
the chemical industry ¹

€227
billion

Global spend of TfS
member companies in
the chemical industry ²

¹ As per TfS member companies published
Annual Reports 2019

² Estimated figures

