



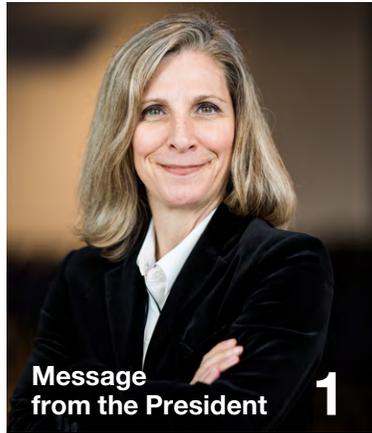
TOGETHER FOR  
SUSTAINABILITY

# Sustainable procurement

A strategic imperative  
for resilience and growth

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Activity Report 2025



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# Message from the President

Dear TfS members, suppliers, and friends,

As we reflect on 2025, one thing is clear: navigating today's complex and rapidly changing environment — geopolitical, environmental, and economic — requires resilience and adaptability. This year has demonstrated that progress depends on decisive action and strong collaboration. Together, we have embraced these challenges and turned them into opportunities, reinforcing our shared commitment to sustainable procurement as a strategic priority.

Sustainable procurement is no longer simply “the right thing to do”; it is an essential driver of growth and long-term value creation. This conviction shapes the TfS approach and underpins our *Accelerate4Impact* strategy, which has guided us throughout 2025. Our vision remains clear: to act as a catalyst for change, accelerating the development of sustainable and resilient chemical supply chains through effective and efficient collaboration.

## **Accelerate4Impact: Driving Real Change**

This year marked the full implementation of our *Accelerate4Impact* strategy. We have focused on delivering measurable progress, not just promises. Our Excellence Groups - launched at the end of 2024 - are now driving targeted improvements, from buyer toolkits to best practices in supplier engagement and audit follow-up. These expert teams exemplify the collaborative spirit that sets TfS apart.

## **Scope 3 Leadership**

We have made significant strides in Scope 3 greenhouse gas emissions, reinforcing TfS's role as a standard-setter in the industry. Additionally, we are actively participating in the Chem-X consortium to accelerate digital transformation within the chemical value chain. Through the implementation of the PCF Exchange solution, which enables secure and standardised carbon data exchange, and our co-development of sustainability and circularity guidelines as part of the Chem-X project, we are establishing new benchmarks for transparency.

# “Sustainable procurement is no longer simply ‘the right thing to do’; it is an essential driver of growth and long-term value creation.”

## Impactful Assessments, Audits, and KPIs

Our updated KPI framework places a stronger emphasis on improvement and impact, both for individual members and collectively. We have introduced new metrics that track supplier progress following re-assessment and measure the effectiveness of audit corrective action plans. These enhancements ensure that our efforts deliver real, lasting improvements across global supply chains.

Our audits remain future-proof, ensuring they are robust, relevant, and aligned with evolving sustainability standards. We continue to share best practices for supplier engagement, with a particular focus on effective follow-up actions after assessments and audits.

## Learning and Community

The TfS Academy has firmly established itself as the cornerstone of our learning and capability-building efforts, achieving record participation in webinars and training sessions. Supplier engagement surged by 77% over the past year, reaching 4,853 users, while member usage grew by 41% to 7,201. Through collaborative efforts across our workstreams, TfS has conducted multiple training sessions and webinars, reaching over 2,800 participants.

Our community continues to thrive, welcoming new members Caldic, Celanese, Eternis, Hempel, Novonesis, and Procter & Gamble - a testament to TfS's pivotal role in advancing sustainable sourcing and collaboration.

Record attendance at our Annual Workshop, with dynamic panels and breakout sessions highlighting Workstream progress, reflected the energy and commitment of our network. The TfS Coordinator Roundtable has become a vital platform for sharing insights and best practices. Through monthly meetings, it drives strategic initiatives, fosters knowledge exchange, and accelerates our sustainability journey.

## Regional Strength: Local Action, Global Impact

TfS's global ambition relies on regional implementation. TfS teams consisting of people from the member companies in Asia Pacific, North America, and Latin America have driven local engagement and impact, embedded sustainability locally, and ensured that regional priorities shape our shared vision. They have deepened partnerships with local associations, suppliers, and other key industry players, expanding TfS's reach and influence.

## A Collective Effort for a Sustainable Future

None of this progress would be possible without the dedication of our members, suppliers, and partners. TfS's strength lies in its people - those who innovate, collaborate, and lead with courage. As we continue to harmonise global standards with local action, our community remains the driving force behind our success.

Sustainability is now a strategic imperative for businesses that are relevant, resilient, and competitive. As we set our sights on the future, I invite all chemical companies that share our ambition to join us. Only together can we build a better, more sustainable world.

Thank you for your commitment and partnership.

## Jennifer Jewson

President, Together for Sustainability ■

# Who we are

## About TfS

Our mission and global reach

Together for Sustainability (TfS) is a pioneering, member-led initiative focused on accelerating sustainable and resilient chemical supply chains. Guided by the principles of the UN Global Compact and Responsible Care®, TfS operates globally, with regional teams in Asia (including China, India, Japan, and Southeast Asia), Brazil, and the USA.

TfS develops and implements innovative, responsible sourcing solutions within the global chemical industry. The headquarters of TfS are located in Brussels, Belgium, in Europe.

## Our Growing Network

Welcoming new members

**Six new companies joined TfS in 2025**, underscoring our pivotal role in driving sustainable sourcing and collaboration. As regulatory pressures intensify and expectations for climate action rise, TfS empowers businesses to build greener, more transparent, and future-ready supply chains.

## New members



**Caldic:** Netherlands-based global distributor and development partner for ingredients and specialty chemical solutions



**Celanese:** Global chemical and specialty materials leader, headquartered in the USA



**Eternis:** Leading manufacturer of fragrance and flavour ingredients, headquartered in India



**Hempel:** Global supplier of coating solutions for decorative, marine, infrastructure, and energy industries, headquartered in Denmark



**Novonesis:** Global biosolutions provider, based in Denmark



**Procter & Gamble:** Leading global consumer goods corporation headquartered in the USA

Note: Member company **Oleon** left TfS in 2025.

## Membership Update

TfS now counts **58 member companies**, reflecting its continued growth and influence in advancing sustainability across the chemical industry's global supply chains. ■



Over

**€800 billion**

Combined global turnover of TfS member companies in the chemical industry <sup>1</sup>

**€500 billion**

Estimated global spend of TfS member companies in the chemical industry <sup>2</sup>

<sup>1</sup> Based on TfS member companies' published Annual Reports for 2024

<sup>2</sup> Estimated figures



# Accelerate4Impact

In 2024, TfS launched *Accelerate4Impact*, its strategy for 2030. The new strategy aims to catalyse change and speed the development of sustainable, resilient chemical supply chains through effective collaboration and efficiency.

In 2025, the focus shifted to making *Accelerate4Impact* an operational reality by strengthening the structures that enable continuous improvement across TfS.

With the support of TfS Workstream 1 (Governance and Partnerships), TfS successfully launched the **Excellence Groups**. These groups were created to deepen expertise and advance member maturity within the existing TfS framework. They now serve as a central platform for sharing best practices, identifying capability gaps, and accelerating the adoption of tools and methodologies across the membership. In parallel, TfS introduced additional elements of governance to enhance transparency, alignment, and decision-making throughout TfS.

This included the rollout of a dedicated **idea-submission tool**, enabling members to propose and evaluate new topics in a structured way. We also advanced the implementation of **improvement-focused KPIs**, establishing a more consistent and meaningful approach to driving sustainability impact and steering performance.

Together, these initiatives have strengthened TfS's approach, ensuring that Accelerate4Impact is not just a strategy but a fully embedded way of working. ■

**Accelerate 4**  
**IMPACT**  
TfS STRATEGY 2030



## Our Programmes in Action

### TfS Scope 3 Greenhouse Gas (GHG) Emissions: Driving industry transformation

In 2025, the TfS Scope 3 GHG Emissions programme strengthened its role as the reference initiative for Scope 3 transparency in the chemical sector. Building on the solid foundation established in previous years, the programme advanced its mission to:

- Support chemical companies in preparing accurate Product Carbon Footprints (PCFs).
- Enhance harmonisation and transparency in greenhouse gas (GHG) emissions accounting and reporting across chemical supply chains.

Through these efforts, TfS continues to enable credible, comparable, and actionable climate data, fostering collaboration and accelerating the sector's transition towards a low-carbon future.



## Standardisation and methodology development

### PCF Guideline v3.0

In January 2025, TfS released the third major update of its PCF Guideline (v3.0), reinforcing its position as the industry benchmark for Scope 3 Category 1 GHG accounting and product-level carbon footprinting.

The updated guideline introduces: **Enhanced alignment with evolving international standards, including ISO, the Greenhouse Gas Protocol, Catena-X, and the WBCSD PACT framework**

#### Improved clarity in methodology and updated sections on:

- Carbon capture and utilisation.
- Multi-output process calculations.
- Waste treatment and recycling.
- Mass balancing.
- Data quality rating system.

These improvements ensure harmonisation and transparency in PCF calculation, enabling chemical companies to produce consistent, comparable, and credible carbon data across global supply chains.

### TfS PCF Guideline - Downloads

In 2025, we successfully attracted

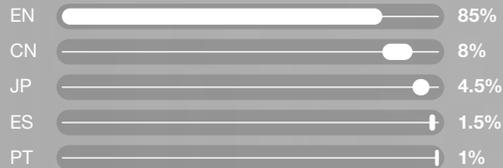
**7,530** new readers

significantly expanding our reach.

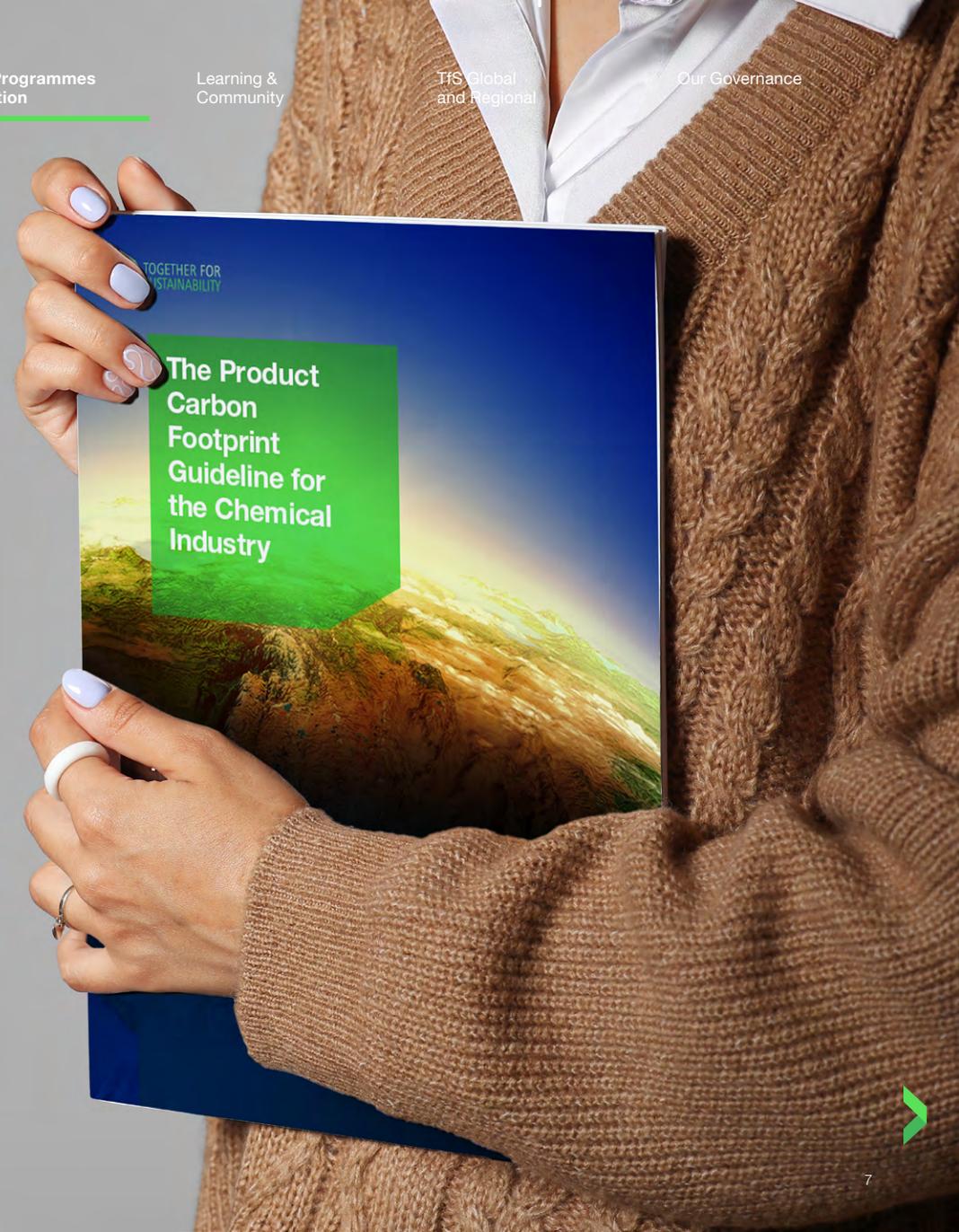
The total number of downloads of the PCF Guideline has now reached:

**27,459** since the September 2022 launch

Breakdown of language versions downloaded:



TfS PCF Guideline v3.0



### PCF Data Model v3.0 and v3.1

With the update of the PCF Guideline, the PCF Data Model also required adjustments. In 2025, two major updates were published. Version 3.0, launched in June, aligned the data structure for reporting PCFs with the v3.0 PCF Guideline and introduced new fields related to CCU, DQR, and mass balancing. This update also strengthened alignment and interoperability with revised international standards and guidelines, including WBCSD PACT v3.0. In September, version 3.1 was released, focusing on PCF verification and certification in line with the updated verification frameworks of TfS and Catena-X. At the same time, it improved the accessibility of several existing fields.



Data Model v3.0	Data Model v3.1
Full alignment with <b>TfS PCF Guideline v3.0</b>	Full alignment with <b>TfS PCF Guideline v3.0</b>
<b>New:</b> Section dedicated to CCU, a section on <b>Data Quality Rating</b> , a section on <b>Mass Balancing</b>	<b>New: PCF Verification and certification section</b> - aligned with TfS PCF Verification and Programme Certification framework v2.0
Enhanced interoperability with <b>WBCSD PACT v3.0</b>	Alignment with <b>WBCSD PACT framework</b> and <b>Catena-X data model</b>
Improved descriptions to increase data reporting clarity	Enhanced functional and technical descriptions
Embedded in SIGREEN	Embedded in SIGREEN

Discover more **online** 



### PCF Verification and PCF Programme Certification

Another significant milestone in 2025 was the release of version 2.0 of the PCF Verification and PCF Programme Certification Framework, jointly developed by TfS and Catena-X. This framework establishes a robust and standardised approach for verifying individual PCFs as well as the programmes that produce them. By introducing a transparent and credible verification process, it enhances trust in PCF data across the chemical and automotive value chains. This advancement not only supports regulatory compliance but also enables more effective decarbonisation strategies throughout the industry.

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### PCF Data Exchange solution

Following its initial launch in 2024, use of the TfS PCF Exchange solution, powered by Siemens' SiGREEN platform, was scaled up significantly in 2025. This solution enables seamless, secure, and automated exchange of PCFs between companies across the supply chain, allowing TfS members, suppliers, customers, and the wider industry to track and manage Scope 3 emissions more effectively. The data owner retains the decision with whom to share the PCF via this platform. Throughout the year, TfS and Siemens organised several roadshows to demonstrate the benefits of PCF exchange via SiGREEN. These included sessions at the Scope 3 Peer Group Strategy Days, with JCIA in Japan, the Pharma LCA Consortium, and FECC. TfS and its members remain committed to advancing PCF exchange and fostering collaboration among stakeholders.

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## Stakeholder engagement and global outreach

TfS strengthened its global outreach and stakeholder engagement, connecting with over 100 associations and initiatives worldwide and establishing or continuing more than 200 engagement points. The PCF Guideline gained formal acknowledgement from 17 cross-sectoral organisations, demonstrating its growing recognition and adoption beyond the chemical industry. Outreach efforts spanned all regions where TfS operates, with reinforced teams in key markets such as North America, China, and India.

Highlights of the year included the signing of a Memorandum of Understanding with CAC (China Automotive Carbon Digital Technology Center) / CATARC (China Automotive Technology & Research Center; CAC is a professional institution in China, affiliated with CATARC), contributions to RMI (Rocky Mountain Institute)'s publication "Accelerating Supply Chain Decarbonization", endorsement by CBA (Chemical Business Association) of the TfS Scope 3 methodology, and the integration of the TfS PCF methodology into Afera (European Adhesive Tape Association) and IVK (Industrieverband Klebstoffe e.V.)'s TACK tool. TfS also actively participated in global conferences and events to promote its Scope 3 and PCF approach.

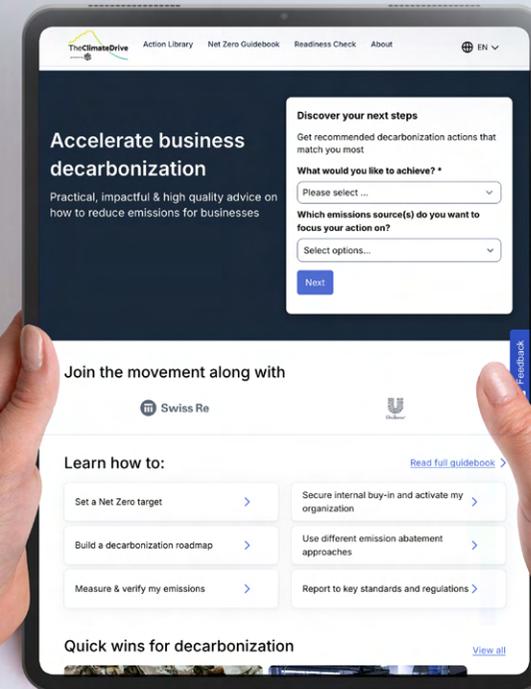
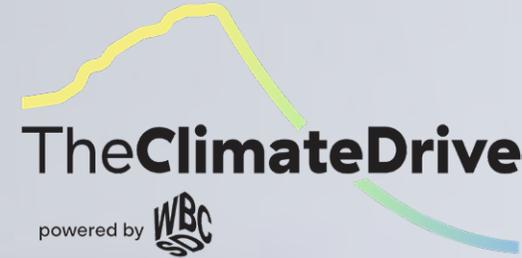
## Partnership with The Climate Drive

### Driving Decarbonisation Through Shared Best Practices

To accelerate the decarbonisation of supply chains, TfS has partnered with [The Climate Drive](#) – an open digital platform powered by the World Business Council for Sustainable Development (WBCSD). This platform provides industry-specific guidance to help companies across all sectors achieve emissions reduction targets.

TfS calls on its member companies to continue sharing their use cases in the [Climate Drive Library](#), now integrated into the TfS Academy. By contributing, members help build a rich repository of practical solutions that inspire and enable others to act.

A step-by-step guide is available to support the creation and publication of these use cases.



## Decarbonisation training programme Scope 3 GHG emissions and PCF

TfS Workstream 4 (Capability Building and Communications) and Workstream 5 (Scope 3 GHG Emissions) collaborated closely on training members and suppliers, and raising awareness. This year's focus was on SiGREEN implementation and PCF data calculation and exchange:

**Product Carbon Footprint & Supply Chain Action Workshops:** hosted in the USA, LATAM, and China

### In cooperation with Siemens:

**TfS PCF Data Exchange solution:** 18 webinars on requesting and exchanging PCFs via SiGREEN, delivered in English and in Chinese.

**6**

Supplier webinars in English:  
**592 attendees**

**2**

Supplier webinars in Chinese:  
**96 attendees**

**4**

Member webinars in English:  
**71 attendees**

**Live Q&A:** six post-training webinars to clarify processes and deepen platform understanding.

**4**

Q&A sessions for suppliers:  
**61 attendees**

**2**

Q&A sessions for members:  
**12 attendees**

### Best practice sharing webinar for TfS members:

How to effectively implement SiGREEN in your organisation – **52 attendees**

## Looking ahead

Building on a strong foundation, the TfS GHG Scope 3 programme is poised to scale up recognition and adoption of the PCF methodology, including the PCF Guideline and Data Model, while enabling efficient PCF exchange at scale. A key focus is to enhance the maturity of members and suppliers in calculating, exchanging, and applying PCF data.

To drive tangible impact through the TfS Scope 3 methodology, a new Work Package has been created to focus on concrete emission reduction actions. In parallel, the development of new guidelines for environmental sustainability and circularity continues in collaboration with the Chem-X consortium, alongside the further scaling of the PCF Exchange solution and the deepening of partnerships with regional and cross-industry stakeholders. TfS will also leverage its position to support harmonisation and improvement of standardisation and update processes across organisations, such as ISO.

The ambition remains clear: accelerate decarbonisation, foster innovation, and set a global benchmark for Scope 3 transparency in the chemical industry.

## Sustainability and Circularity Guidelines: Chem-X project collaboration



In 2025, TfS joined the Chem-X consortium as an Associated Partner ([www.chem-x.de](http://www.chem-x.de)). Chem-X unites 14 leading industry players — BASF, Catena-X, Cofinity-X, Covestro, DAW, Evonik, Henkel, Merck, SAP, Siemens, Sika, Spherity, TfS, and Wacker — to build an open, collaborative digital data space that drives the sustainable transformation of the chemical industry. A key focus of this initiative is enabling Digital Product Passports (DPPs) through the development of a Digital Material Passport (DMP) for chemical products. TfS played a crucial role by contributing to the content layer of the DMP, authoring the Circularity and Environmental Sustainability Guidelines.

### Digital Material Passport (DMP) for Chemical Products

A key achievement in 2025 was the joint development, with the Chem-X consortium, of the first version of the content layer for the chemistry DMP, a critical building block for future DPPs.

TfS led the work on defining sustainability and circularity data requirements and establishing a robust assessment methodology, ensuring full alignment with the TfS PCF methodology and compliance with emerging regulations such as the Ecodesign for Sustainable Products Regulation (ESPR).

The DMP is designed to:

- Enable seamless data exchange across the chemical value chain.
- Support regulatory compliance for sustainability standards.
- Foster circular business models, accelerating the industry's transformation.

## Development of Circularity and Sustainability Guidelines

In November 2025, TfS, through the Chem-X consortium, published the first external consultation versions of the “Circularity Guideline for the Chemical Industry” and the “Environmental Sustainability Guideline for the Chemical Industry”.

These guidelines provide a methodological framework for:

- Product circularity assessment.
- Environmental impact evaluation beyond GHG emissions, tailored to the chemical sector.

Building on the foundations of the TfS Scope 3 programme, the new guidelines are fully aligned with the PCF Guideline v3.0 and PCF Data Model v3.1, ensuring consistency and interoperability across sustainability initiatives.

### Sustainability Guideline v1.0

Provides a methodological framework for assessing the environmental impacts of chemical products. The guideline covers the following metrics:

- Product carbon footprint (TfS PCF Guideline 3.0).
- Resource use fossil.
- Acidification potential.
- Water use (water scarcity).
- Ozone depletion potential.
- Photochemical ozone creation potential.

### Circularity Guideline v1.0

Defines harmonised metrics for measuring circularity in chemical products.

The guideline covers:

- Bio/Renewable/Recycled/Reuse content metrics definitions and formulas.
- Chain of custody definitions and indicators.

Discover more [online](#)



## Outlook for 2026

In January 2026, TfS will publish the first working versions of the Circularity Guideline and the Environmental Sustainability Guideline for the chemical industry. These initial versions will serve as the foundation for further development throughout the year.

Key priorities for 2026 include:

- Expanding the guidelines to incorporate additional sustainability and circularity metrics, to release complete versions by year-end.
- Developing Data Models for each defined metric to ensure consistent and interoperable data formats across the value chain.

Looking ahead, the Chem-X consortium will focus on piloting the DMP in real-world supply chains. This initiative will play a transformative role in enabling a circular, transparent, and sustainable chemical industry.

## Assessments and Audits: Raising the bar for responsible sourcing

The TfS global supplier engagement programme sets a benchmark for advancing sustainability across chemical supply chains. Through two core tools – TfS Assessments and TfS Audits – the programme evaluates and strengthens suppliers' practices in key areas: environment; labour and human rights; ethics; and sustainable procurement.

- **TfS Assessments**, delivered by EcoVadis (a global leader in CSR evaluations), provide a comprehensive review of suppliers' sustainability performance.
- **TfS Audits**, conducted by TfS-approved auditors, offer on-site verification, delivering a factory-level perspective that complements the document-based assessments.

Suppliers can share their results across the TfS network, embracing the principle: **“An assessment or audit for one is an assessment or audit for all.”**

This collaborative model drives efficiency, reduces costs, and accelerates continuous improvement – advancing sustainability goals across the chemical industry.





## TfS Assessments

Workstream 2 (TfS Assessments) is dedicated to advancing supplier sustainability assessments within the chemical industry, with a primary focus on utilising the EcoVadis platform. Through these assessments, WS2 drives greater transparency, measurable improvement, and responsible sourcing practices across global supply chains.

### Performance and key results

**Assessment Volume and Progress:** As of December 2025, TfS members have completed and shared a total of

**24,091**

valid supplier assessments in the TfS pool, exceeding the target (107% of the target achieved).

A total of

**16,099**

assessments were conducted in 2025, falling short of the target of 16,500. However, the pool of shared results continues to grow, reflecting strong engagement and commitment from member companies.

### Improvement Impact:

Workstream 2 leads the way for TfS's special emphasis on driving improvement among suppliers with lower sustainability scores. Notably,

**76%**

of suppliers with scores below 54 have shown improvement following assessment and engagement, surpassing the targets set. This demonstrates the effectiveness of the TfS approach in fostering tangible progress on environmental, social, and ethical criteria.

### Corrective Action Plans (CAPs):

The implementation of CAPs remains a core element of Workstream 2. Through targeted webinars and workshops, suppliers are guided to address critical findings from their EcoVadis assessments.

### Member and supplier engagement

Workstream 2 organised several webinars on EcoVadis assessments in multiple languages. A total of

**609**

participants attended 12 webinars hosted by TfS and EcoVadis, which were offered in five different languages.

These addressed both introductory topics and guidance on corrective actions, providing support to buyers and suppliers globally (see chapter [Learning and Community](#)).



## TfS Audits

The achievements of Workstream 3 (TfS Audits) include continuously futureproofing TfS Audits to ensure they remain robust, relevant, and aligned with evolving sustainability standards; gathering and sharing best practices for supplier engagement focused on effective follow-up actions after audits; and driving collaboration and knowledge exchange to strengthen audit processes and enhance supplier compliance.

### Continuously future-proofing TfS Audits

The future-proofing activities include:

#### Digital Transformation of Audits

In 2025 TfS transitioned to a fully online audit format, ensuring auditors have access to the latest features at all times. Throughout 2025, the workstream has continued to optimise online functionalities within the audit database, enhancing transparency and strengthening reporting capabilities.

#### Training and Innovation

These improvements are complemented by updated training for auditors, auditees, and TfS member

representatives via the TfS Academy. TfS is also leveraging AI in supplier training and developing a dedicated audit app, scheduled for global testing in 2026.

#### Improving Audit Quality

A key focus this year was raising audit quality. This included addressing master data issues and introducing mandatory reasoning for “non-applicable” responses. This measure enables members to better understand why some questions do not apply to certain suppliers and therefore cannot lead to findings when audits are compared.

#### Global Auditor Spread

With audit volumes expected to rise globally, the audit workstream has launched a project to ensure continued global auditor spread and availability in the years to come. This project is set to conclude in 2026.

#### Supplier engagement on audit follow-up

TfS Audits are a key instrument for analysing and improving the sustainability performance of suppliers. To ensure that defined actions lead to real improvements, monitoring and

evaluation are essential. Continuous improvement of audit findings depends on strong supplier engagement.

This engagement is embedded in the new Key Performance Indicators 3 and 4, focusing on audit and assessment corrective actions (see chapter [Key Performance Indicators](#)).

In the first half of 2025, an expert group focused on identifying best practices for supplier engagement in audit follow-up activities. They compiled a list of optimisation ideas, which were shared with the TfS team for further analysis and implementation.

These improvements were later disseminated to members and suppliers through targeted initiatives:

#### TfS Annual Workshop (October):

Supplier engagement for audits and best practices for collaboration on Corrective Action Plans (CAPs) were discussed.

#### Workstream Webinars:

Delivered in English, Chinese, Spanish, and Portuguese to support suppliers globally in implementing CAPs (see chapter [Learning and Community](#)).



# CAPs and Data Insights: Turning data into progress

Both TfS Assessments and TfS Audits result in Corrective Action Plans (CAPs), providing member companies with clear steps to strengthen their supply chains. By analysing data from these assessments and audits, TfS identifies priority areas for improvement. These insights inform targeted capacity-building initiatives for suppliers and focus efforts in key countries.

## TfS Assessments

Analysis of average scores per parameter indicates that in 2025, all parameters increased by 4 points compared to 2024.

**The environmental chapter** scored the highest, while **Sustainable Procurement** remained the lowest.

Figure: Tableau average scores per section

	All	Environment	Labour/Human Rights	Ethics	Sustainable Procurement	
<b>Sustainability performance of TfS suppliers assessed or re-assessed in 2025</b>	<b>14,422</b> Suppliers	<b>59.4</b>	<b>61.5</b>	<b>61.2</b>	<b>56.7</b>	<b>51.0</b>

Benchmarking the results of TfS suppliers that have been assessed in the past 36 months against average scores of non-TfS suppliers demonstrates that TfS suppliers increasingly rank above the overall EcoVadis population of rated suppliers. Reasons for this positive result are continuous follow-up and high improvement rates of TfS suppliers.

<b>Benchmarking TfS suppliers with a valid scorecard vs all assessments in the last three years</b>	<b>+ 6.4</b>	<b>+ 7.5</b>	<b>+ 6.1</b>	<b>+ 6.3</b>	<b>+ 6.2</b>
<b>24,091 vs 179,617</b> Companies	<b>55.9 vs 49.5</b>	<b>57.6 vs 50.0</b>	<b>58.2 vs 52.1</b>	<b>53.08 vs 46.7</b>	<b>47.1 vs 40.9</b>

In 2025, **73% of TfS suppliers that were re-assessed achieved a higher score in their re-assessment**. This is an improvement of 7 pct points compared to 2024 and an improvement of 5 points in the total score. The biggest improvement was noticeable in the **Sustainable Procurement score** (6 points).

<b>Reassessments of TfS suppliers</b>	<b>+ 5.1</b>	<b>+ 5.4</b>	<b>+ 4.5</b>	<b>+ 5.5</b>	<b>+ 6.0</b>
<b>12,289</b> Suppliers reassessed <b>73%</b> of whom improved their score					

In 2025, TfS introduced a new KPI: the **improvement pct of suppliers scoring below the 2024 average score of 54 points**. Members placed strong emphasis on supporting these suppliers, resulting in an impressive **improvement rate of 76%**.

As shown above, the **average score for 2025 increased to 59 points** raising the benchmark for the 2026 KPI and driving continuous improvement.

## TfS Audits

TfS Audits evaluate suppliers in five categories: Management; Environment; Health & Safety; Labour & Human Rights; and Governance. Each supplier audit has 150 standardised questions.

In 2025, TfS analysed

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**452 audits**  
identifying  
**5,057 findings**

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The majority of these findings were linked to **Health & Safety**, which remains the most critical chapter. Issues around **emergency handling and preparedness** and **occupational health & safety** continue to be areas of concern. To address these, the TfS Academy offers dedicated courses for suppliers.

A notable trend in 2025 was the increase in findings related to **factory management**, surpassing those in **Labour and Human Rights**. This shift reflects a change in supplier profiles, moving away from strictly chemical processing. Persistent challenges include:

- Monitoring and documenting supplier and contractor risks.
- Human rights violation prevention.
- Policy implementation and continuous improvement.

**Environmental findings** were most commonly associated with **GHG emissions monitoring** and **waste management issues**. For **Human Rights**, data analysis revealed that most findings concerned **working hours and wages**.

To drive improvement,

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**119 follow-up audits**  
were conducted, covering  
**1,089 findings**

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Following these audits,

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**457 suppliers**  
**documented improvement** by updating their **Corrective Action Plans (CAPs)** online.

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# Key Performance Indicators: Tracking what matters most

## Enhanced KPI Framework and Performance – 2025

In 2025, TfS introduced a **more advanced KPI structure** for assessments and audits, reinforcing transparency and prioritising **improvement and impact**. Sharing results of TfS Assessments and Audits continues to foster dialogue between member companies and suppliers, driving measurable progress.

### Supplier Improvements:

**9,100 suppliers** demonstrated sustainability improvements following a TfS Assessment, Audit, or re-Audit.

#### New KPIs since 2025

In line with the TfS *Accelerate4Impact strategy*, the assessment KPI3 received a new focus:

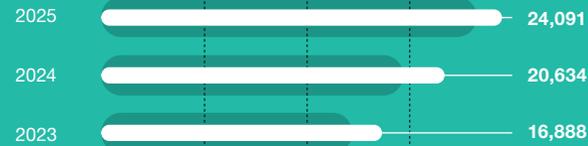
- **KPI3 (Assessments):** Measures improvement after re-assessment of suppliers who initially scored below the TfS average (54 points).

Each TfS member sets **annual targets aligned with its sustainability strategy**, contributing to collective TfS KPIs. This approach strengthens **ownership and accountability** while amplifying impact through collaboration. The newly introduced KPIs apply both to **global TfS goals** and **individual member targets**, encouraging buyers and suppliers to work closely together to resolve major and critical issues.

## Assessment KPI Performance as of 31 December 2025

### KPI 1

TfS Assessments actively managed by TfS members



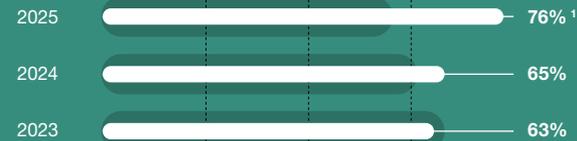
### KPI 2

TfS Assessments conducted and shared across TfS members



### KPI 3

% Improved Assessments



<sup>1</sup> Note on KPI3: % Improved assessment: % of suppliers with an initial score under 54 that achieve a better score in a re-assessment within the target calendar year

### Key Highlights:

The pool of TfS Assessments continues to grow by approx. **4,000 new suppliers** annually.

Each year, TfS members raise their KPIs within their sustainability efforts, encouraging suppliers to improve their scores and expanding the range of newly added suppliers.

Members increasingly focus on suppliers in most need for improvement: those scoring below the network average (54%), boosting improvement in that bracket to **76%**.

**Audit KPI Performance**

While the number of **new audits stagnated, follow-up audits increased significantly**, reflecting macro-economic challenges but also a strong commitment to supplier improvement. KPI3 and KPI4 show that suppliers are **more willing to share progress** and motivated to improve scores. On average, scores after follow-up audits improved by **15 pct points – with an average final score of 92/100**.

**New KPIs since 2025**

In line with the TfS *Accelerate4Impact* strategy, the audit KPI3 and KPI4 became part of the members’ individual targets:

- **KPI3 & KPI4 (Audits):** Track progress against Corrective Action Plans (CAPs), based on documented corrective actions or completion status.

In 2025, TfS Audit KPIs increased considerably – not only by adding more audited suppliers into the pool, but also by focusing more on supplier progress. Within three years, the number of suppliers who have been improving, either by updating their corrective actions, or by checking back with the audit company, has doubled.

**Supplier improvements**

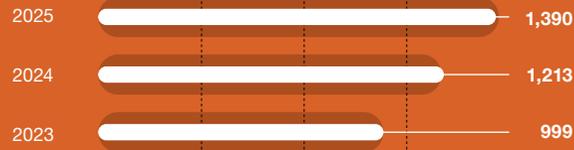
Supplier improvements documented in TfS Assessment or TfS Audit follow-up or re-Audits in 2025:

**9,100 suppliers**

**Audit KPI Performance** as of 31 December 2025

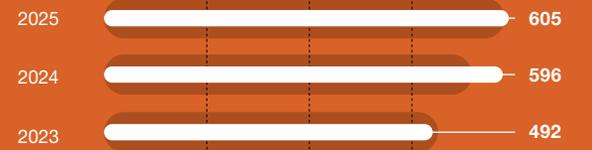
**KPI 1**

TfS Audits actively managed by TfS members



**KPI 2**

TfS Audits conducted and shared across TfS members



**Updated KPIs for 2025**

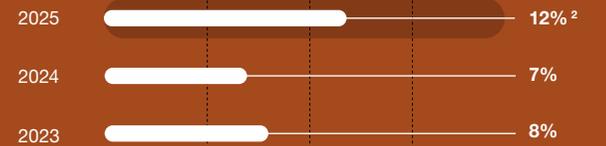
**KPI 3**

% of major and critical findings with progress



**KPI 4**

% of major and critical findings closed



<sup>1</sup> Note on KPI3: % of major and critical findings with progress (actions by suppliers according to CAP) documented in the OASIS online CAP

<sup>2</sup> Note on KPI4: % of major and critical findings closed (with follow-up report/verification by auditor)



## Regional perspective

### Regional Trends in TfS Assessments – 2025

Historically, three countries have been the major providers of TfS Assessments: **Germany, China, and the USA**. In 2025, the number of supplier assessments in **France** increased and hence France moved into third place by number of assessments.

China continues to show strong progress in improvements, with an **average score improvement of nearly 10 pct points in just two years**, now positioned right behind the USA. Specifically, the sustainable procurement score improved significantly in Chinese scorecards. Additionally, as **EcoVadis assessments gain traction in other countries**, the pct of scorecards produced in China each year has declined.

### Regional Trends in TfS Audits and Key Improvement Areas

The global distribution of audits has remained relatively stable, with **China continuing to account for the largest share of reports**. In TfS Audits, the emphasis is placed on **identifying areas for improvement rather than focusing solely on scores**. Each year, the top improvement area for every region is highlighted to guide corrective actions.

Globally, **Health & Safety issues remain the most common findings**, underscoring their critical importance. **Labour and Human Rights findings have been less prominent**, while **management-related topics have emerged as the second most frequent category**, reflecting the growing need for robust governance and risk management practices.



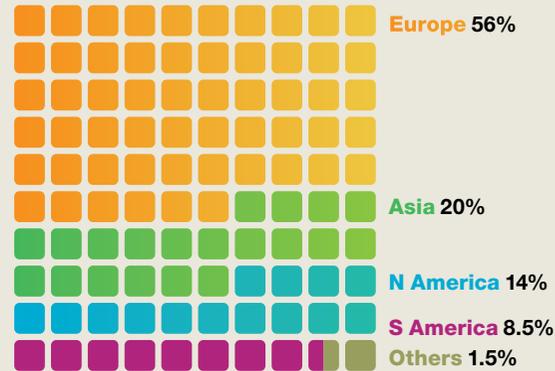
## Country Rankings

Assessments continue to be concentrated in Europe, while activity in Asia is declining. For audits, however, Asia remains the leading region, with South America now surpassing Europe as the second-strongest region.

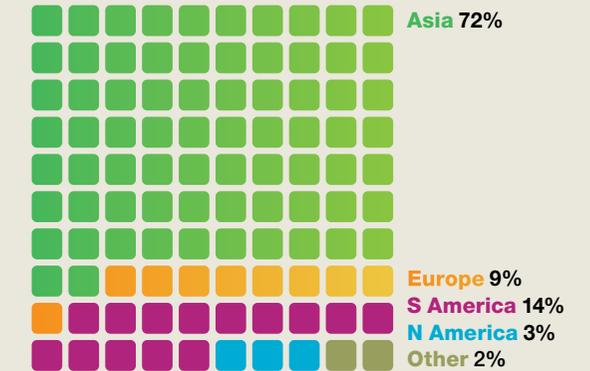
In 2025, the ranking of the most assessed countries remained unchanged, though audits in China dropped by 10 percentage points. This decline is driven by increased activity in all other regions.

Audit numbers in Brazil and India continued to rise, with each country now representing 12% of all TfS Audits. ■

**TfS Assessments per region 2025**



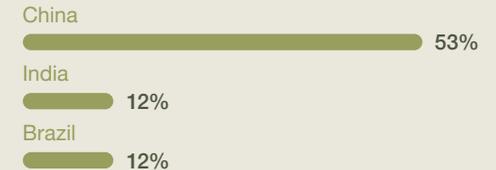
**TfS Audits per region 2025**



**TfS Assessments 2025**  
Top 3 countries (assessed suppliers)



**TfS Audits 2025**  
Top 3 Countries



# Learning & Community

Explore the initiatives taken in 2025 to promote learning and development, and community building.

## Capability Building: Empowering our people and partners

Workstream 4 (Capability Building and Communications) ensures that all stakeholders understand and successfully adopt key TfS initiatives, including audits, assessments, and Scope 3 emissions reduction efforts. The workstream develops and delivers training materials through the TfS Academy, equipping members and suppliers with the knowledge and resources needed to implement TfS requirements effectively. By strengthening capability and aligning communication, Workstream 4 helps create a consistent impact across the entire programme.

### Change Enablement

We equip suppliers and members with the skills needed to build more sustainable supply chains. Clear communication keeps everyone aligned on key initiatives, accelerating meaningful and lasting change. Our communications boost awareness and engagement, ensuring transformation is both enduring and impactful.

### Knowledge Sharing

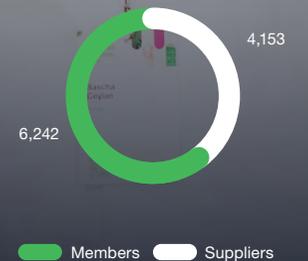
The TfS Academy and its newsletter deliver targeted learning content, while capability-building activities provide practical expertise and resources. Combined, they strengthen knowledge and competence across members and suppliers.

Beyond audits, assessments, and Scope 3 emissions reduction, this year's focus expanded to sustainable procurement and supplier engagement.

Increase in number of users from members and suppliers on the TfS Academy



Number of total course completions in the TfS Academy in 2025





## 1.

### Supplier audits webinars

For the first time, we delivered two webinar waves for suppliers in English, Chinese, Spanish and Portuguese (also open to members): 10 webinars (5 webinars per wave).

- **Introduction to TfS Audits:** methodology, preparation, and audit process management (280 attendees).
- **TfS Audits and CAPs:** managing audits and corrective action plans (130 attendees).

## 2.

### EcoVadis assessments webinars

Sessions were offered in English, Spanish, Portuguese, Chinese, and Japanese. Two webinar waves attracted strong participation from suppliers and members: 12 webinars (6 per wave).

- **Introduction to EcoVadis Assessments:** methodology and process (322 attendees).
- **Implementing Corrective Actions:** effective follow-up and continuous improvement (287 attendees).

## 3.

### Reduction of Scope 3 emissions

This year's focus was on SiGREEN implementation and PCF data calculation and exchange. You will find the overview of webinars in the [TfS Scope 3 GHG Emissions section](#).

## 4.

### Sustainable Procurement Learning Series

A dedicated webinar series provided practical guidance for managing ESG risks and integrating sustainability into procurement processes. Topics included:

- **Five steps to a sustainable supply chain** (282 attendees).
- **Supply chain regulatory landscape:** (178 attendees).
- **Embedding sustainability into procurement** (198 attendees).
- **Setting up a HREDD programme:** (143 attendees).
- **Enhancing HREDD through effective communication** (103 attendees).

Expert speakers and TfS member companies shared best practices to help build sustainable, compliant, and responsible supply chains. All sessions were open to suppliers and members.

## 5.

### Excellence Group

To drive supplier engagement and lasting change, our Excellence Group developed a step-by-step guide to organising a **Supplier Sustainability Day**. The comprehensive yet practical guide covers:

1. Setting clear goals, budget, and agenda.
2. How to build your attendee list.
3. Choosing the right format for your event.
4. Engaging with internal stakeholders.
5. Building an event squad.
6. Promoting your event.
7. Follow up after your event.

## 6.

### Learning & development success data

Supplier users in the TfS Academy increased from

**2,731 to 4,853**

over the past year, driven primarily by targeted invitations to webinars.

The number of member users also increased significantly, rising from

**5,091 to 7,201**

## The TfS Community: Learning, connecting, and growing together

### TfS champions sustainability across the global chemical supply chain.

Through collaboration, the TfS community shares knowledge and best practices while maintaining strict compliance with antitrust regulations.

Our focus is on building a strong, connected network that drives engagement through initiatives such as CPO discussions, #TfSTalks, the TfS Coordinator Roundtable, and the Annual Workshop.

As a global platform for industry leaders, TfS empowers its 58 member companies to work together and shape the future of the chemical sector. Peer-to-peer networking enables CPOs to exchange innovative ideas, gain inspiration, and learn from one another.

### CPO Discussions

CPO discussions are one-hour sessions where a member company's CPO presents a key sustainability topic, followed by a group discussion with all TfS CPOs. These meetings take place four times a year, alongside three TfS Steering Committee meetings and the General Assembly.

In 2025, TfS CPOs engaged a global team on various issues:

- **“Stakeholder Engagement on Responsible Sourcing”**  
(Geert van Acker, Sila Vogiatzaki, Lonza).
- **“Sustainable Procurement Journey and the TfS Impact”**  
(Götz Lauschke, Evonik).
- **“Resilient Supply Chains: CPO Strategies for Sustainable Procurement Amid Global Uncertainty”**  
(Andrew Ward, Synthomer; Howard Peschel, Momentive; and John Smith, Indorama).
- **Nouryon’s Sustainable Growth Framework**  
(Simone Salz, Nouryon).



## #TfSTalks

#TfSTalks are online discussions and knowledge-sharing opportunities prepared by TfS members on sustainability topics of mutual interest. Each of the #TfSTalks includes a lively Q&A session.

In 2025, TfS organised two #TfSTalks; reaching a total audience of 143, with an average audience per session of 71:



### “New TfS KPIs on Improvement Scores”

**Virginia Morton**, Chair Workstream Governance & Partnerships, Sika; **Jakob Smets**, Audit Manager, TfS; and **Qiyong Cui**, Director Supplier & Sustainability Management, Wacker; Moderated by **Maria De Rycke**, Communications Manager, TfS



### “Sustainability Criteria in Procurement Decisions”

**Cheryl Ang**, Global Procurement Sustainability, Henkel; **Markus Pusch**, Sourcing Manager/Indirect Procurement, Evonik; and **Celia Egea Sabate**, Category Buyer, BASF; Moderated by **Marco Carella**, Associate Director Supplier Sustainability, Lonza

## TfS Coordinator Roundtable

Since its launch in 2022, the TfS Coordinator Roundtable has grown into an indispensable platform for member coordinators to exchange insights, share best practices, and tackle challenges central to TfS membership. Key topics include supplier risk assessment, promoting the TfS Academy internally and with suppliers, and audit scheduling and follow-up.

By 2025, as membership expanded, the Roundtable introduced monthly breakout discussions to make experience-sharing more interactive and actionable. This evolution aligns with TfS’s Accelerate4Impact strategy, aimed at driving meaningful sustainability improvements.

A significant milestone was reached with the first in-person Roundtable session at the [TfS Annual Workshop](#). This gathering underscored the importance of stronger Coordinator ownership and paved the way for initiatives such as a rotating facilitator system and clearer role definitions, alongside structured agenda topics.

Today, the Roundtable serves as a vital hub for:

- TfS Office updates and feedback exchange with workstreams and regional teams.
- Contributions to strategic initiatives, including Excellence Groups, Governance of New Topics, and the Supply Chain Mapping project.
- Input on key developments such as indicators for the PCF Exchange solution.



## TfS Annual Workshop Zaventem, Belgium, 15–16 October

The TfS Annual Workshop 2025, hosted in Zaventem, Belgium, over two dynamic days attracted **record in-person attendance of 100**. This gathering offered an exceptional opportunity to connect with the global TfS community, share insights, and strengthen collaboration around sustainable procurement and supply chain resilience.

Highlights of the Workshop:

- **Engaging Agenda:** Forward-looking panel discussions featuring business leaders, sustainability and other experts explored:
  - *Resilience and Responsibility:* Rethinking supply chains for a volatile future.
  - *Leadership Without Borders:* Navigating global sustainability from the top.
  - *The Business Case for Sustainability:* Going beyond compliance to create real value.
- **Interactive Breakout Sessions:** 16 sessions delivered strategic updates from the TfS Workstreams and deep dives into the programme’s pillars.
- **New Addition:**
  - First in-person [Coordinator’s Roundtable](#).
- **Networking & Collaboration:** A vibrant networking dinner, complete with a creative painting activity, fostered connections and team spirit.
- **Celebrating Community: The TfS Family Portrait – Edition 2025** captured the energy and commitment of participants.

Theme: *Future-proofing sustainable supply chains: navigating from turbulence to transformation.*

Photos and recordings are available for the TfS community on SharePoint. ■



TfS Family Portrait at the 2025 Annual Workshop

## TfS Global and Regional

TfS is driving its global ambition to enhance sustainability performance across the chemical industry. With headquarters in Brussels, Belgium, and regional representation in Asia Pacific, Latin America, and North America, TfS blends global

strategy with local execution. This inclusive model ensures that regional priorities and opportunities are embedded within a shared vision for a sustainable future.

## Global and Regional Structures: A unified approach

A truly unique feature of TfS is that members drive the initiative forward — a crucial factor in its success.

These workstreams also submit proposals to the TfS Steering Committee for ongoing projects.

Representatives of member companies ensure progress is made through active participation in five workstreams.

## Global structure

### Workstream 1 Governance & Partnerships

Definition of governance structure of the initiative;  
Coordination of TfS external partnerships

Chair: **Virginia Morton**<sup>1</sup>, Sika  
Co-Chair: **Sascha Ceylan**<sup>2</sup>, Evonik  
Co-Chair: **Morné Labuschagne**<sup>3</sup>, Lanxess (until December)



### Workstream 2: TfS Assessments

Improve and further develop TfS Assessments;  
Management of the relationship with service provider EcoVadis, together with TfS office

Chair: **Sabine Zallinger**<sup>4</sup>, Wacker  
Co-Chair: **Tamara Lang**<sup>5</sup>, Nouryon  
Co-Chair: **Hana Kollarova**<sup>6</sup>, Henkel (until July)  
**Paula Martin**<sup>7</sup>, Chemours (since July)



### Workstream 3: TfS Audits

Improve and further develop TfS Audit programme and process;  
Management of the relationship with Audit companies, together with TfS office

Chair: **Sven Gelissen**<sup>8</sup>, Lanxess  
Co-Chair: **Manuela Olivo**<sup>9</sup>, Syngenta (until March),  
**Sonja Arnoldi**<sup>10</sup>, Lanxess (since February)  
Co-Chair: **Britta Walschek**<sup>11</sup>, Bayer



### Workstream 4: Capability Building and Communications

Supplier capability building, development of training for buyers and suppliers, internal and external communications

Chair: **Rebecca Weicht**<sup>12</sup>, LyondellBasell (until March),  
**Manuela Olivo**<sup>13</sup>, Syngenta (since December)  
Co-Chair: **Manuela Olivo**<sup>13</sup> (from February until December),  
**Felix Zink**<sup>14</sup>, Bayer, **Ana Paula Dos Santos Tavares**<sup>15</sup>, Yara (since December)



### Workstream 5: TfS GHG Scope 3 Emissions

TfS approach to measure and reduce GHG emissions including data collection and exchange;  
Engaging suppliers to improve as well as cooperating with external stakeholders

Chair: **Olaf Stange**<sup>16</sup>, Bayer (until August)  
Co-Chair: **Peter Saling**<sup>17</sup>, BASF  
Co-Chair: **Maria Valentina Giraldo Martinez**<sup>18</sup>, IFF (until April),  
**Bjoern Ebeling**<sup>19</sup>, Merck, **Germain L'Hostis**<sup>20</sup>, Syensqo (since April)  
Co-Chair: **Verena Buback**<sup>21</sup>, Merck  
Co-Chair: **Alessandro Pistillo**<sup>22</sup>, BASF



## Regional structure

The TfS Regional Teams include Asia Pacific (China, Japan, Southeast Asia, and India), LATAM (Brazil) and NA (USA). The structure of TfS Global is replicated on a regional level. The Regional Teams consist of regional representatives of the TfS member companies.



## Global Expansion and Regional Impact

### Regional action making a global difference

TfS is a global concept, but its success depends on strong **regional implementation**. Over the past year, regional teams have intensified efforts, collaborating with key stakeholders such as regional chemical associations to promote TfS. This network strengthens TfS's global presence and ensures regional realities are integrated into global programmes. Through strategic partnerships and close cooperation with local associations, TfS aims to **expand membership, accelerate supplier sustainability improvements, and advance shared priorities**.

## TfS AP (Asia Pacific)

### TfS Team China

#### TfS PCF Guideline 3.0 Chinese Version Launch Event

**On 7 June 2025, TfS launched the Chinese version of its Product Carbon Footprint (PCF) Guideline 3.0 at the Shanghai International Carbon Neutrality Expo.**

The launch event brought together nearly 200 participants, including industry leaders, TfS member companies, and their suppliers.

Key speakers included:

- **Guanglian Pang (CPCIF)** – highlighted the importance of “Double Carbon” leadership.
- **Jason Guan (BASF)** – delivered a keynote on accelerating decarbonisation in the chemical industry.
- **Hugh Hu (Syngenta)** – shared insights into the TfS Workstream priorities.
- **Binji Zhang (Maersk)** – discussed strategies for enabling green supply chains.

A dynamic panel featuring executives from BASF, Arkema, LyondellBasell, and Clariant explored critical topics such as PCF calculation, balancing transparency with privacy, and advancing low-carbon product strategies.

#### Impact at a glance:

- 11 original media reports from outlets including *Yicai* and *China Chemical News Weekly*.
- Over 1,700 views on TfS official channels.
- 126 new followers.

This milestone marks a significant step towards promoting green supply chain practices and advancing carbon neutrality within China’s chemical sector.

#### TfS 2025 Supplier Training Event

**On 23 October 2025, TfS hosted its annual Supplier Training Event in Ningbo**, bringing together more than 200 industry experts and enterprise representatives to advance sustainable practices across the chemical supply chain.

#### Highlights of the agenda:

- Opening address: **Guanglian Pang (CPCIF)** positioned 2025 as a pivotal year for China’s green economic transition.
- **Core sessions:**
  - Advanced training on TfS Assessments and Audits – led by **Camellia Liu (Lonza)**.
  - Workshops on PCF Data exchange – delivered by **Hugh Hu (Syngenta)**.
  - Mass balance methodology – presented by **Sarah Xie (LyondellBasell)**.

#### Awards recognising supplier excellence:

- *On-site Audit Excellence Award*.
- *Online Assessment Breakthrough Award* – presented by **Jason Guan (BASF)**.
- *Carbon Management Pioneer Award* – presented by **Gabriele Unger (TfS General Manager)**.

These accolades celebrated significant progress in sustainable operations.

**Panel discussion:** Moderated by **Sarah Xie**, the session explored collaborative approaches to supply chain decarbonisation. In her closing remarks, **Gabriele Unger** emphasised the importance of scaling China’s low-carbon practices globally.



Delegates at the TfS annual Supplier Training event in Ningbo, China

## TfS Signs MoU with CATARC Carbon to Advance Cross-Industry Carbon Management

On 11 September 2025, TfS officially signed a Memorandum of Understanding (MoU) with CATARC Carbon, a leading force in the automotive industry’s green transition. This landmark collaboration aims to tackle critical carbon management challenges by harmonising standards across sectors.

### Key focus areas of the collaboration:

- **Unified PCF calculation rules** – aligning methodologies across chemical and automotive industries.
- **Standardised data exchange** – promoting interoperability and transparency.
- **Sector-specific adaptation** – tailoring TfS’s PCF Guideline 3.0 to meet automotive requirements.

Beyond these objectives, TfS and CATARC Carbon will jointly publish industry white papers, conduct academic research, and strengthen data connectivity throughout the supply chain.

This landmark cooperation bridges global chemical supply chain standards with automotive sector needs, paving the way for a streamlined low-carbon transformation. By fostering consistency and transparency in carbon footprint data, the initiative will accelerate sustainable practices across both industries and contribute to global carbon reduction goals.



Signing of the Memorandum of Understanding between TfS and CATARC Carbon

## TfS Team India

**The TfS India team actively strengthened its presence in the sustainability dialogue through three major industry events.**

As a co-sponsor of the annual *IIMM Symposium on Supply Chain Sustainability*, organised by the Indian Institute of Materials Management (IIMM), TfS joined industry leaders to address critical sustainability challenges and opportunities. The contribution of TfS focused on Scope 3 GHG emissions and presentation of the TfS PCF Guideline alongside the PCF Exchange solution.

At the 8<sup>th</sup> *Industrial Green Chemistry World (IGCW) Convention & EXPO*, the TfS India team showcased its commitment to building a more sustainable supply chain, again highlighting PCF initiatives through the Guideline and Exchange solution.

TfS sponsored the 2025 ICC Sustainability Conclave, themed “*Sustainability in a Dynamic World: Strategic & Operational Imperatives for the Indian Chemical Industry*”. At the event, representatives from the TfS India team, and Eternis — the first Indian TfS member company — delivered a keynote speech.

They highlighted TfS’s role in driving sustainability across global supply chains and Eternis’ commitment and motivation for joining TfS.

These initiatives represent a significant milestone in deepening TfS’s engagement with stakeholders across India.



1 TfS at the 2025 ICC Sustainability Conclave  
2 The annual IIMM Symposium on Supply Chain Sustainability

## TfS Team Japan

**In 2025, TfS Japan reinforced its leadership in promoting sustainable chemical supply chains through active engagement and collaboration. The team concentrated on three key work streams: Supplier Assessments (WS2), Communications & Capability Building (WS4), and GHG Scope 3 Emissions (WS5).**

Major initiatives included:

- Translating and disseminating the updated TfS PCF Guideline v3.0 to Japanese stakeholders.
- Advocating alignment with JCIA (Japanese Chemical Industry Association) guidelines.
- Leading discussions on mass balance, biomass, and recycling methodologies.



TfS Japan Round Table, Tokyo, 17 September 2025

TfS Japan also co-hosted a webinar with Siemens to introduce SiGREEN, supporting the TfS PCF Data Exchange solution, and participated in JCIA working groups to advance life cycle assessment practices. In September, a roundtable brought together member companies from 14 organisations, fostering dialogue on future directions and global updates. Media engagement, including interviews with *The Chemical Daily*, further amplified visibility.

Through these efforts, TfS Japan continued to:

- Drive adoption of sustainability standards.
- Enhance supplier capabilities.
- Position the Japanese chemical industry as an active contributor to global decarbonisation and responsible sourcing.

## TfS Team SEA (Southeast Asia)

### Expanding Impact Across Southeast Asia in 2025

In 2025, the TfS Southeast Asia (SEA) team significantly strengthened its presence in the region with several key achievements. **Raising awareness** of the TfS initiative remained a top priority. The team participated for the second time in the **Asia Supply Chain Decarbonisation & Sustainability Summit** in Singapore, equipping business leaders with insights on sustainability and demonstrating how TfS SEA supports companies in the region.

New initiatives included:

- Launching a **brand video** tailored to the needs of Southeast Asian companies.
- Establishing the **first chemical association partnership** in the region with the **Singapore Chemical Industry Council (SCIC)**.

Discover more on [LinkedIn](#)

This partnership led to the **first TfS SEA workshop for SCIC members** on 30 September, providing valuable feedback on sustainability upskilling needs. Looking ahead, the SEA team plans to **deepen collaboration with SCIC in 2026**, further advancing TfS's mission to build sustainable supply chains in the region.





**TfS LATAM (Latin America)**

In May 2025, the TfS LATAM team hosted the **Scope 3 Workshop – Strengthening Our Sustainable Journey**, marking a significant milestone in advancing sustainability across Latin America.

This in-person event brought together around 100 Brazilian suppliers directly engaged in TfS members’ supply chains. It provided a platform to:

- Enhance knowledge on calculating PCFs using TfS Guideline and strategies to reduce Scope 3 emissions.
- Exchange experiences and best practices with industry peers.
- Foster collaboration on innovative solutions for a more sustainable value chain.

The TfS LATAM team continues to drive transparency and resilience in regional supply chains.

The TfS LATAM team’s Scope 3 Workshop – Strengthening Our Sustainable Journey



**TfS NA (North America)**

The TfS North America team advanced industry dialogue and collaboration on decarbonisation, PCF transparency, and sustainable value chains through coordinated thought leadership initiatives.

In **March 2025, TfS hosted a session at AFPM (American Fuel & Petrochemical Manufacturers) in San Antonio, Texas**, on “Driving Decarbonization through Product Carbon Footprint Collaboration,” bringing together senior sustainability and procurement leaders to discuss practical approaches to PCF data, supplier engagement, and value chain collaboration.

The **Scope 3 Peer Group meeting in June 2025 in Chicago, Illinois**, allowed companies to exchange insights and best practices on operationalising PCF frameworks. Discussions focused on improving data usability for procurement teams and shifting from data collection to tangible decarbonisation progress.

The region also advanced its new communications strategy, enhancing awareness and engagement across various channels such as LinkedIn campaigns, [podcasts](#), and [industry publications](#). ■



TfS hosted a session at AFPM in San Antonio, Texas

# Our Governance

## TfS Office: How we work

The TfS office comprises eight staff, including the General Manager, who oversees daily operations. The team supports members, workstreams, and regional groups, and coordinates key activities like the TfS Coordinators Roundtable.

The office organises the Annual TfS Workshop for all members in collaboration with workstreams and regional teams, and manages meetings of the Steering Committee and General Assembly.

Additionally, the office maintains contact with potential members and stakeholders, and onboards new members with help from experienced members.



			<p><b>Dr Gabriele Unger<sup>1</sup></b> General Manager</p>
			<p><b>Daniele Dalla Vecchia<sup>2</sup></b> Scope 3 GHG Emissions Manager</p> <p><b>Maria De Rycke<sup>3</sup></b> Communications Manager</p>
			<p><b>Margherita Locatelli<sup>4</sup></b> Member Engagement Manager</p> <p><b>Claudia Riemer<sup>5</sup></b> Capability Building and Training Manager</p> <p><b>Jakob Smets<sup>6</sup></b> Audit Manager</p> <p><b>Marina Vese<sup>7</sup></b> Events and Member Engagement Manager</p> <p><b>Marion Vigier<sup>8</sup></b> Project Assistant</p>

# Our Legal Structure: A global non-profit under Belgian Law

## TfS General Assembly

**The General Assembly, the primary decision-making body of TfS, consists of one CPO representative from each member company, all holding voting rights within the Association.**

Every two years, the General Assembly elects the TfS President and the members of the TfS Steering Committee. At its meeting on 17 June 2025, the Assembly re-elected

Jennifer Jewson as TfS President for a second and final term. In addition, representatives from BASF, Bayer, DOW, Evonik, Henkel, and Syensqo were elected to the Steering Committee.

Together, they will serve a two-year mandate to drive forward our shared sustainability agenda.



TfS General Assembly, Dow offices, Horgen, Switzerland, 17 June 2025

## TfS Steering Committee

The Steering Committee is the executive body of the association. The Steering Committee was elected at the 2025 General Assembly:

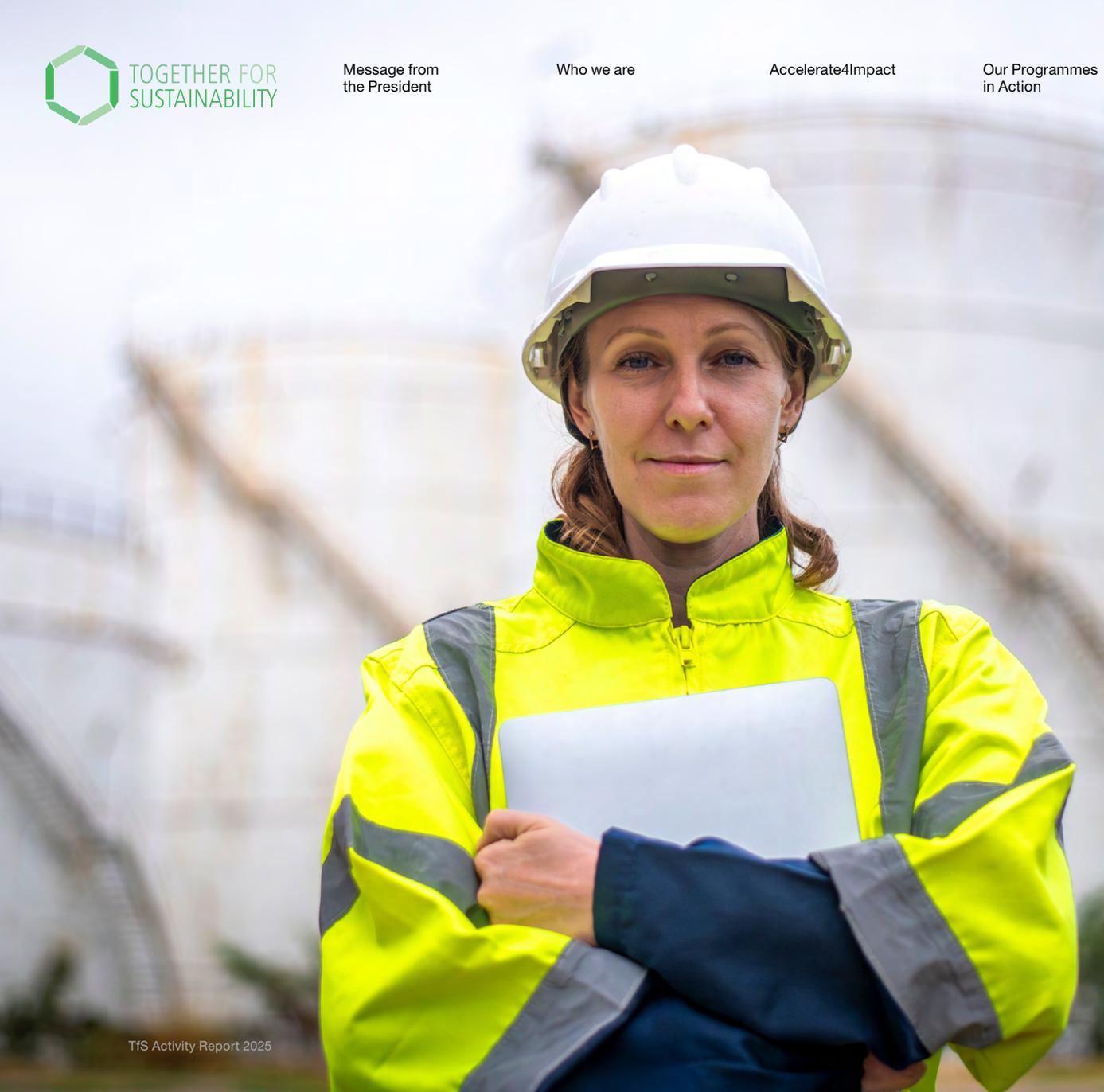
- President: **Jennifer Jewson**<sup>1</sup>, LyondellBasell
- **Steven Brughmans**<sup>2</sup>, BASF
  - **Thomas Udesen**<sup>3</sup>, Bayer
  - **Cathy Budd**<sup>4</sup>, DOW
  - **Götz Lauschke**<sup>5</sup>, Evonik
  - **Bertrand Conquéret**<sup>6</sup>, Henkel
  - **Juan-Carlos Fuenmayor**<sup>7</sup>, Syensqo

With the changes in CPO positions, the Steering Committee consists of the following persons as of September 2025:

- President: **Jennifer Jewson**<sup>1</sup>, LyondellBasell
- **Matthias Dohrn**<sup>8</sup>, BASF
  - **Ute Rajathurai**<sup>9</sup>, Bayer
  - **Cathy Budd**<sup>4</sup>, DOW
  - **Götz Lauschke**<sup>5</sup>, Evonik
  - **Bertrand Conquéret**<sup>6</sup>, Henkel
  - **Juan-Carlos Fuenmayor**<sup>7</sup>, Syensqo



TfS Steering Committee and TfS General Manager at the General Assembly, DOW offices, Horgen, Switzerland, 17 June 2025. Matthias Dohrn, CPO BASF, is not part of this picture as he participated digitally in the General Assembly.



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A close-up photograph of a person's hands writing in a notebook. The person is wearing a white shirt with a colorful floral pattern. The notebook is open, and the person is holding a silver pen. The background is dark and out of focus.

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