



Sustainability Report 2020





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FOREWORD



Welcome to our 2020 Sustainability Report.

2020 was an unprecedented year for us all. The global pandemic of Covid-19 posed immense challenges to individuals, communities, businesses, and global supply chains around the world.

We are not out of the woods yet, but I'm proud of how we as a business have responded with grit, proactivity and an unwavering focus on our customers and communities in the face of difficult external conditions. We have had to seek new ways of working, and it's inspiring to see the resolve to keep staff safe and healthy during the pandemic and succeed in keeping our global operations open. I'm so grateful to all our colleagues who have continued to work hard and given their all over the last year.


I was particularly delighted to host Finlays' first ever Global Recognition Awards in 2020 to recognise outstanding contributions from our team members around the world. Receiving close to 800 nominations for just six awards is testament to all the great work that is going on behind the scenes at Finlays. It was truly awe-inspiring to hear about all the amazing contributions and achievements.

Despite the uncertainties of the year, our Sustainable Future strategy helped us continue to focus on our material issues through our six pillars of sustainability. This report serves as an update on the progress that we are making towards our 2022 goals. It's fantastic to

see exciting projects across all our main locations such as the innovative trials to reduce agrochemical usage, continued efforts in forest protection and restoration, and a myriad of community projects, responding to different local needs. We also continue to reduce our environmental impact through more efficient ways of working and improving our operations. I am proud that so many initiatives have continued despite the disruptions and global restrictions.

The pandemic has shown the importance of building a resilient and agile business, and sustainability is key to achieving this. The people in our operations, supply chain and communities, as well as the natural environment, are core to Finlays, and the work embedded through our six sustainability pillars demonstrates our commitment in building a thriving and resilient future for all.

Finlays' commitment to our Sustainable Future strategy continues to strengthen and everyone has their part to play in building the sustainable future we want. I look forward to seeing what we can achieve together in 2021.



Guy Chambers
Group Managing Director

OUR APPROACH



The global events and momentous changes that occurred in 2020 have shown in many different ways just how linked we are to the natural world, and how connected we are as a community of people. Both at a local level, and on a global scale. We have seen it visibly. We have felt it. These interconnections are at the heart of sustainability. The interplay between the environment, society, and the economy, is a constant balancing act and it needs to be viewed holistically to understand all the deep-rooted connections. At Finlays, we continue to embrace sustainability-oriented thinking in order to protect the food systems and people on which we depend.

Covid-19 gave Finlays an opportunity to reflect on how we were doing things, and to refocus our efforts to ensure we are having a genuine impact. Being exposed to disruptions reminded us how vulnerable we can all be to unforeseen changes. The need to work with, and support, our suppliers and communities is greater than ever, to ensure resilience now and in the future. It means focusing on, and investing in, long-term change, as well as increasing our resolve to act sustainably. Two of the projects we funded in 2020, investing in sanitation systems on coffee farms in Brazil and enabling vegetable cultivation on tea estates in Sri Lanka – are part of building this long-term change and improving the interactions between people and their environment.

Understanding the importance of a healthy natural world has strengthened our efforts to protect and enhance the native forests surrounding our tea estates. Leaving designated buffer zones, planting native trees, connecting up forests for wildlife migration, and proactively managing threats to local forests, help to maintain the critical ecosystems we rely upon. We have also managed to reduce our operational environmental impact compared to 2019, with reductions in energy use, carbon emissions and water extraction. Reutilising more rainwater, reclaiming more of our waste and generating 74% of our own energy from renewable sources, is ensuring we use the world's resources more responsibly and efficiently.

Alongside this, we have also continued with our social agenda: striving to have more female representation in management – currently at 28%, tackling entrenched gender norms in our tea-growing regions, and supporting local communities to develop through projects that improve access to water, sanitation, food and education. These long-term goals continued alongside donations for immediate support during the pandemic.

Before 2020, it was hard to imagine the extent of our capacity to adapt and cope with significant changes. This year has shown us that collectively it is possible. That gives me hope; hope that the large-scale sustainable changes we require are possible if we collectively work towards them. Let's use this opportunity of a 'new normal' to foster progressive and innovative ways of doing things, to create a better future for us all.

Subathra Vaidhiyanathan
Group Head of Sustainability

Finlays NETWORK

Finlays operates in many parts of the world, across a diverse spread of geographies, cultures and languages. While respecting local cultures, we also seek to build a common operating culture within Finlays.

We have a unique position, in that we own and operate a vertically integrated global supply chain for tea, which spans tea farms and direct contracts in all major tea-growing regions, some of which we have owned for over a century.

We also operate a global commercial function to support customers around the world by supplying tea, coffee and botanical extracts, either from our own facilities or those of others.

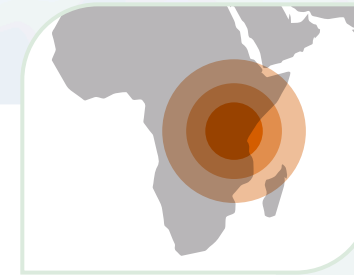


Finlays TEA COMMUNITIES

An overview of our tea farms and support infrastructure we provide to our employees and the communities in which they live.



KENYA



20,000 people living on our farms,
of whom **6,382 are employees**

11,500 houses

6,000 kitchen gardens

13 outpatient health facilities

54 schools
(including creches and nurseries)

Outgrower community:

- We work with **9,257 smallholder farmers**
- 100% are **Rainforest Alliance Certified**
- In 2020 we provided training on **Good Agricultural Practices**, use of **agrochemicals**, integrated **pest management** and **food safety**
- Projects: improving **access to water**, encouraging **kitchen gardens**, and **tree planting**

SRI LANKA



92,942 people living on our farms,
of whom **11,466 are employees**

20,130 houses

2,813 kitchen gardens

37 medical centres
(including hospitals)

182 schools
(including day care centres)

30 Health and Safety Communities

CHINA



We work closely with **17 tea producers** which support over **560 tea workers**

We support all our Guizhou-based suppliers to achieve **Rainforest Alliance certification**

We provide training on **Good Agricultural Practices** to suppliers as well as local communities

ARGENTINA



306 employees in total, with **2 plant managers** living on our farms

4 Health and Safety Committees

We work closely with **27 local tea producers**

Support provided to local **Acaragua** and **Tabay schools**

Sustainability Highlights in 2020

2020 was a great year for sustainability at Finlays as we reported strong progress against the six objectives in our Sustainable Future strategy.

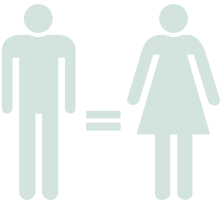
Here are some of the highlights from the last year.

99% 
of our tea is traceable


28% 
of managers at Finlays
are now women



28
university
scholarships
given in Kenya

90% 
of our waste was
recovered, reused
or recycled


14,000
people reached in gender
awareness activities in Kenya


112,944
people living
on our tea
farms and
who we
support

93% 
of our green bean
coffee is traceable


74%
of energy came
from direct
renewable sources

24,400 
seedlings
and trees
donated to forest
conservation in Kenya


£2 MILLION
of investment into
communities


25%
reduction in Lost Time Injuries

18,616 
smallholder tea farmers
we work with in Sri
Lanka and Kenya

10 Sustainability Highlights from 2020

- 1 An innovative use for sheep.** We launched an innovative project to use sheep to control weeds on our tea farms in Argentina, helping reduce agrochemical use by 30% in the grazed area.
- 2 Reduce and Replace.** Our 'Reduce' and 'Replace' agenda, alongside Covid-19 impacts, has led to a reduction in our environmental impact across the board including a 7% reduction in energy use, a 9% reduction in carbon emissions, reclaiming 90% of waste and ensuring 74% of energy comes from direct renewable sources.
- 3 Promoting women in business.** Our UK and Americas businesses established Finlays Women In Business Forums with the aim of identifying and resolving issues that impact the contribution and development of women at Finlays by building a community, raising awareness, promoting development and introducing practical solutions.
- 4 Protecting native forests in Argentina.** In Argentina we're working to protect the native forests in the Tabay River Basin. In 2020 we supported the development of satellite mapping of the entire basin to see progress in native forest protection and focus areas for 2021.
- 5 Sustainable sourcing of tea in China.** 2020 was the first full year of production at James Finlay Guizhou, where we work directly with small and medium-scale producers. We offer training on sustainable farming practices and have supported suppliers in achieving the Rainforest Alliance certification.

- 6 Conserving the South-West Mau Forest.** In Kenya we continued our work to restore and conserve the South West Mau forest by donating over 24,400 plant seedlings to restore degraded forest. We also sponsored a reconnaissance and surveillance flight to detect illegal activity and monitor interventions and patrolled the buffer zone between tea fields and the Mau forest.
- 7 Protecting the environment in Sri Lanka.** We planted over 6,300 native plants on marginal land, protected 381 hectares of water courses and maintained over 1,300 hectares of buffer zone areas in our tea farms.
- 8 Improving early years.** In Sri Lanka, we have carried out a project to improve nursery school facilities, hosted a youth leadership workshop and provided land and training to engage young people in vegetable cultivation.
- 9 Financing coffee farmers.** We enabled 215 coffee farmers in Colombia to access finance to implement climate smart agricultural practices.
- 10 Supporting the homeless.** Employees in the UK and the US personally donated over \$20,000 to homeless charities and to provide in-need children with food.

Our sustainability strategy

Sustainable Future supports our values and mission to be an ethical and purpose-driven business. It consists of six sustainability strategic objectives that cover bush to cup across all regions of our global operations. These six areas are critical to our business, important to our stakeholders and are where we can have the greatest positive impact.

Our commitment to, and adoption of, these objectives and targets demonstrates our path to sustainability. Each objective has a dedicated working group made up of experts from our global regions, under the leadership and responsibility of a Global Executive.



Integrated Landscapes

Finlays will protect and enhance 100,000 hectares of natural forest by 2022.



Low Impact Operations

Finlays will reduce year-on-year our environmental impact throughout our operations.



Land Stewardship

Finlays will reduce agrochemical usage by 50% by 2022.



Empowered Communities

Finlays will make a positive impact in the communities within which we operate.



Our People

Finlays will increase participation of women in management in all levels to 30% by 2022.



Sustainable Supply

Finlays will have 100% traceable, transparent supply to internationally accepted standards by 2022.

Integrated Landscapes



Finlays will protect and enhance 100,000 hectares of natural forest by 2022.

Tea and coffee production is dependent on the people, communities and natural resources present in its surroundings

Integrated Landscapes serves as a useful reminder that the success of our tea growing regions is inextricably linked to their wider ecosystems and cannot be considered in isolation when discussing sustainability. Across our tea regions, we are working on a number of multi-stakeholder projects to ensure long-term conservation of our surrounding landscapes.

In Sri Lanka, we are working with the government to establish a forest corridor along our Depedene tea farm which will connect the Walankanda Forest Reserve and Sinharaja Forest Reserve which is a UNESCO world heritage forest. This corridor will enhance the biological richness of the area, through securing a safe habitat for flora and fauna to flourish whilst reducing human-wildlife conflicts. In Argentina, we have been part of the Tabay River Basin Committee since 2009. This committee provides leadership for the protection of the basin and surrounding forests, for the benefit of the community. And in Kenya, we continue to be a valued partner in the Initiative for Sustainable Landscapes which aims to restore and conserve the Mau Forest Complex in western Kenya.

The protection of vast landscapes is often complex and may take years for benefits to manifest. Our work has taught us that acting alone in tackling challenges that affect the wider community is futile, and that all stakeholders need to buy in to the solution. A balancing act of community-needs and forest conservation is crucial to ensure sustainable development. This calls for a great deal of effort and commitment from our teams, but the outcome will be very worthwhile.



SIMEON HUTCHINSON

Managing Director James Finlay Kenya & Executive Sponsor of this objective

Key Achievements in 2020

Sri Lanka:

- Planted over 6,300 native plants in our tea farms, as part of a multi-year plan to convert marginal land into protected forests
- Protected 381 hectares of water courses through planting hydrophilic seedlings and community awareness sessions
- Maintained 1,310 hectares of buffer zone area in our tea farms which are adjacent to natural forests

Kenya:

- Donated 24,452 trees for forest conservation initiatives
- Continued our support to protect the South West Mau forest, (see case study overleaf)

Argentina:

- Developed satellite mapping and conducted foot patrols to assess the ongoing protection of native forests along the Tabay River Basin. We continue to collaborate with other members of the Tabay River Basin Committee and local communities to protect and enhance this critical water source

Conservation of the South West Mau Forest, Kenya

Finlays has been a key member of the Initiative for Sustainable Landscapes-Kenya (ISLA) since 2015, aiming to restore and protect 60,000 hectares of natural forests within the South West Mau Forest by 2030. The area has been significantly affected by deforestation and encroachment due to agricultural expansion and wood extraction. And yet, the forest is crucial for regulating the climatic and water cycle in the region, as well as providing livelihoods for local communities.

ISLA is a multi-stakeholder project convened by IDH (The Sustainable Trade Initiative) which uses a participatory approach to forest conservation, creating opportunities for local communities to contribute towards sustainable forests, while supporting their livelihoods.

In the past few years, Finlays has participated in, and sponsored, reconnaissance and surveillance flights. These flights are key in detecting any illegal activities such as logging and charcoal production and in monitoring the impacts of interventions to prevent such activities. After each flight, observations are shared with stakeholders to inform actions to address the threats to the forest. The flights have provided an invaluable resource in the management and conservation of South West Mau forest, and we will continue supporting this activity going forward.

Other measures we have taken to support the project:

- Established two outposts for enforcement officers to prevent illegal activities on the ground
- Rehabilitated 12.5 hectares of the Mara Mara forest through native tree planting and fencing
- Acting as a forest buffer zone to protect from encroachment
- Provided funding for a team from the Bongo Surveillance Project



The forest is crucial for regulating the water cycle and climate of the area and supporting local livelihoods.

FOMAWA

Friends of Mau Watershed (Fomawa) has had a project to improve the quality and yields obtained by private tree growers over the past twenty years. "Growing Trees with Communities in Schools" has embraced more than 200 schools and has done a great deal to educate all involved with a school: teachers, pupils, neighbouring farmers and the administration, on how to improve the standard of their tree growing; and then how to market the trees. An increasing amount of contract planting is being done with the larger farmers.

Finlays' generous financial support has enabled Fomawa to make a small contribution to what the country needs. Fomawa has benefited from a close relationship with Finlays' Forestry Department, and have worked together for many years.

Land Stewardship



Finlays will reduce agrochemical usage by 50% by 2022.

At Finlays we recognise that good agricultural practices and land management are essential if we are to be economically and environmentally sustainable.

For Finlays, land stewardship is central to sustaining the cultivation and growth of our top-quality tea, coffee and botanicals. For this reason, at our Finlays-owned tea farms, we adopt practices such as the sustainable agricultural standards (SAN), reduce agrochemical use and apply agroforestry concepts. We encourage and support our suppliers to do so too, as demonstrated in our climate smart coffee case study. Ultimately, these practices help increase farming resilience, improve soil health and improve land productivity.

Across our three tea-growing regions we are trialling innovative practices to make progress towards our target. Through our working group, we learn from each other, share best practice and discuss the initiatives we are trialling. However, the appropriate solution is often very context specific to each environment – trials that have been successful in Sri Lanka have not had the same success in Argentina for example, so we continue to implement different practices in each location for the best results.

One key challenge has been finding low-cost solutions that don't significantly increase production costs to ensure the transition is also economically sustainable. But by testing in small areas, we can build the business case to enable scaled-up solutions. Working with innovation and good practices whilst preparing ourselves to reach even more ambitious goals along the way is part of our business identity.



CLAUDIO ANDUEZA

Managing Director Casa Fuentes (Finlays Argentina) & Executive Sponsor of this objective



Key Achievements in 2020

Argentina:

- 30% reduction in agrochemical use in area where we have trialled sheep grazing

Sri Lanka:

- Successfully produced a glyphosate-free tea at Courtlodge Estate, reducing agrochemical usage by 5.4 % at the estate

Kenya:

- Established 25 hectares of cover crops to improve soil health

Coffee:

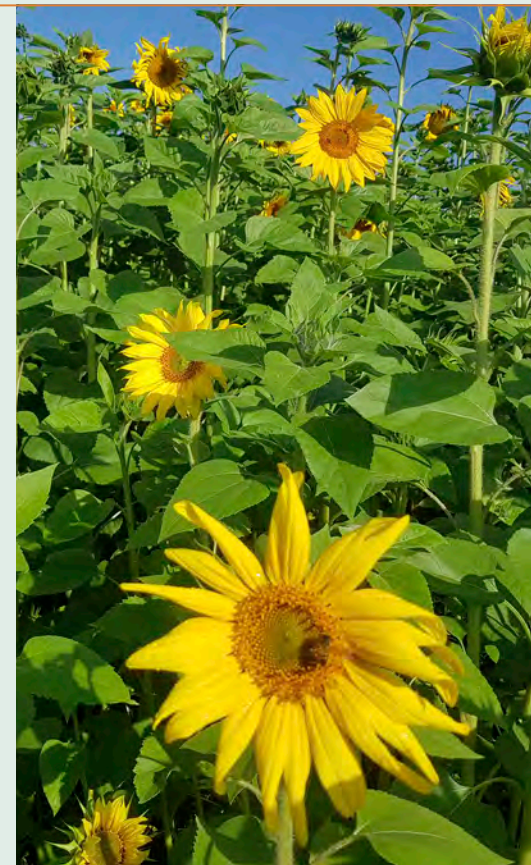
- Enabled 215 coffee farmers in Colombia to access finance to implement climate smart agricultural practices



CASE STUDY

Regenerative agriculture through cover crops, Kenya

Having one crop in the same soil for such a long time can lead to soils becoming depleted of nutrients, organic matter, biodiversity and good structure. In 2020, James Finlay Kenya tested a new, more regenerative approach to restoring its soil health and fertility. After uprooting the previous crop, white Lupins and dwarf Sunflowers were established as cover crops for an interim period of 3-4 months before replanting tea. Lupins are excellent nitrogen-fixing plants through their root nodules. Sunflowers have a robust root system that holds soil together, and their big leaves can smother weeds and absorb more carbon. Once harvested, both plants can be used to generate biogas and manure via anaerobic digestion. The initial benefits of cover crops resulted in less weeding and protection of the soil from run-off erosion during the rainy season. These regenerative practices lay the foundation for a nutrient management plan to maintain healthy and fertile soils, providing a strong basis for sustainable farming. We intend to expand the cover crops initiative to all fields being replanted.



The tea plant has a long lifespan; the gap between planting and replanting can be up to 70 years.

CASE STUDY

Climate Smart Coffee, Colombia

In 2020 we continued our partnership with the international organisation, Solidaridad, promoting practices to improve the sustainability of coffee farms in Colombia. Building on the previous success of farmer training, in 2020 we donated \$34,000 to set up a revolving fund to help farmers implement some of their newly learned climate smart agricultural (CSA) practices. The fund enables smallholder farmers to take out low-interest loans with lower barriers to access the finance compared to usual bank loans. Funds are accessed and administered through the Risaralda cooperative, COOPCAFER, and are only available to farmers trained in CSA practices. Once the loans are repaid, the money goes back into the fund for other farmers to benefit, hence it revolving. 215 coffee growers took out loans of varying sizes, used to provide farming inputs such as shade trees and fertilisers, or farm investments such as installation of a biodigester or new agricultural equipment. In total approximately \$138,000 was lent out, meaning the capital rotated about 4 times. Finlays also committed to purchasing containers of climate smart coffee, providing a higher price to the producers.

CASE STUDY

Sustainable weed management, Argentina

In tea cultivation in Argentina, typical weed control is carried out by applying herbicides and manual labour. This represents a large part of the production cost, and can generate environmental pollution and hazardous waste, which must be treated very carefully. At Finlays we have been trialling a project to incorporate sheep into the growing of tea. The sheep eat the weeds that grow between the crop lines for food, and we are able to reduce use of agrochemicals. In 2020, at our Acaragua Plant, we had 280 sheep fenced within 120 hectares of tea and installed sheds for the welfare of the animals. With this management, we achieved a 30% reduction in the use of agrochemicals in the 120 hectares and achieved our goal to obtain a product free of active ingredients in 2020. We plan to expand the use of sheep on other plantations, to cover a total area of 500 hectares.



Our People

Finlays will increase participation of women in management in all levels to 30% by 2022.

Our employees are at the heart of our business. We are committed to building a workplace environment where talents and skills of different groups are valued.



TAMIE HUTCHINS

Group HR Director & Executive Sponsor of this objective

In a year that we all had to come together in a way nobody could have predicted, it is the contribution of our people, both internally and in partnership with our customers, that have made the difference. Finlays is a diverse organisation, and valuing people's differences and the different ideas they bring has enabled us to utilise their unique talents and have a positive impact together.

We have worked hard this past year to align management levels across all of our business units. I'm delighted to see we are on track to meet our target of 30% women in management by 2022, if not exceed it. In 2020, 28% of managers at Finlays are women; we are very close to our target for junior level management (29%), and almost there for middle and senior level management (25% and 27% respectively). Female representation at the executive level remains low due to low turnover across the business at this level. However, we did welcome one new female executive in 2020.

Our target is most challenging in our three tea-growing regions where many cultural barriers remain. However, I am proud we have yet again broken new ground in 2020 by hiring the first woman to work in production in a tea manufacturing plant in Argentina. This adds to our success at hiring the first ever female assistant managers in our Sri Lankan tea plantations last year. To support this further, this year we launched our Women in Business Forums in the UK and US regions, run by women for women. It will be exciting to see the impact as we roll this out to all regions in the coming year.

Key achievements in 2020

Women make up 28% of all managers within Finlays

Kenya:

- 60 participants (34 women, 26 men) completed six-months financial literacy and entrepreneurship training. By the end, all had increased their income through piggy bank savings and some had started their own small businesses
- 44 participants (22 women, 22 men) completed a nine-month junior managers leadership programme ensuring gender inclusive training and equal opportunity for all
- Our community-based gender awareness activities and training have reached nearly 14,000 people

US:

- Tackling race and equity through virtual forum sessions and mandatory training on bullying, harassment and bias





CASE STUDY

Tackling gender inequality, Kenya

Cultural norms and a male-dominated society have entrenched gender inequality in Kenya. Evidence shows women and girls can be highly vulnerable, with issues such as gender-based violence and economic dependence being widespread. James Finlay Kenya is committed to addressing this: reducing such inequalities and creating a safer space for all. In partnership with IDH (The Sustainable Trade Initiative), our multi-year project has aimed to tackle gender inequality and change attitudes in our Kenyan tea estates and surrounding communities since 2017. The issue is very complex requiring a multi-sectoral and multi-stakeholder approach to effect long-standing change. Our project has focused on addressing two key areas:

Gender-based violence

Our work in this area aims to eliminate, prevent and respond to gender-based violence and improve support to victims. This is being achieved by enhancing the capacities of service providers and community leaders at multiple levels through relevant training and support. We also have a programme of awareness-raising and life-skills development to sensitise employees and children within our villages to the issues so they can be advocates of their own rights.

Empowerment through skills and leadership development

Work in this area aims to empower women by providing them with new skills, independence, and enhance their capacities to participate at all levels of decision making. This is being achieved, with additional funding support from Starbucks, through a six-month entrepreneurship and financial literacy training programme, apprenticeship placements in technology - an area where women are underrepresented in the workplace, and a nine-month managers leadership training programme.

28% of all managers
at Finlays are women.

CASE STUDY

Finlays Women in Business Forums

To continue our work in gender empowerment, this year we launched our Women in Business Forums. Initially starting in the UK and US, this initiative seeks to connect women from across our business through community, education, development opportunities and practical solutions to drive equity and empowerment. The UK forum launched with a survey on gender equity and follow up panel discussion and workshop to identify areas we can work on to make the workplace more equitable for all. The US's first activity to elect its council was supported by 95% of their female employees. The forums, with support from Human Resources and their leadership teams, have been established and run by women for women. Further forums will be established in our other regions in 2021.

Occupational Health, Safety and Wellbeing

Four factors shaped our performance in 2020 as we progressed on our Zero Harm journey.

New Group Health, Safety & Wellbeing Policy: Launched in multiple languages, the revised policy continues to build on our established seven roots to success comprising: leadership, engagement, culture, competence, learning, risk management and standards.

Back to basics: Following a slight increase in Lost Time Injuries (LTIs) in 2019 we applied a ‘back to basics’ approach in 2020. This meant relevant standards and procedures were not just implemented, but fully embedded, and we increased our focus on engagement and ownership across Finlays.

This achieved good results in 2020 which saw reductions in LTIs and minor injuries and, more importantly, greater reductions in lost working hours indicating that the injuries that were sustained were less serious.

Zero Harm Strategy and Roadmap: In 2020 we revised our Zero Harm strategy to align with the latest Finlays strategy model and the roadmap was also revised to reflect the 1Finlays Operations World Class Manufacturing initiative. All businesses carried out a baseline assessment at the end of the year, providing key data and information for H&S management reviews and objective setting.

MANAGEMENT OF A GLOBAL PANDEMIC:

Maintaining operations while minimising the risk to our people and communities from Covid-19 took significant effort and resourcing, including the time and skills of our H&S managers. The Finlays Always Safe Team were instrumental in ensuring those working from home had safe working environments and, alongside our HR department, supported the mental and physical wellbeing of all our people in these extraordinary times.

Practical measures implemented at all sites:

- Screening before entry
- Physical distancing
- Hand washing and sanitiser stations
- Masks provided
- Additional training and awareness raising
- Remote working for office staff

2019 vs 2020 comparison	2019	2020	Difference
Lost Time Injuries (LTI)	44	33	-11 (-25%)
Lost Time Injury Frequency Rate (LTIFR)	0.19	0.16	-0.03 (-15.79%)
Lost Working Hours	10435	5920	-4515 (-43.27%)
Lost Time Injury Severity Rate (LTISR)	45.65	28.65	-17 (-37.24%)
Minor Injuries	1076	658	-418 (-38.85%)
Hazard Reports	14350	22192	+7842 (+35.34%)

Notes:
Hazard Reports are leading indicators where unsafe acts or conditions are identified before they result in an incident. They are proactive, demonstrating employee engagement and a progressive safety culture.

Rates are calculated per 200,000 hours worked, which equates to 100 people working 40 hours a week for 50 weeks of the year. A recognised H&S standard for calculating LTI frequency and severity rates.



Low Impact Operations



Finlays will reduce year-on-year our environmental impact throughout our operations.

At Finlays, we recognise that reducing the environmental impact of our operations is not only good for our planet and society, but it also makes good business sense.

Our Low Impact Operations agenda is driven by a working group consisting of key people from our business units who can influence and drive improvements. We continue with our year-on-year reduction targets to 2022, whilst exploring our longer-term climate ambitions, such as Science-Based Targets.

Our approach is based on the two key themes of 'Reduce' and 'Replace':

The 'Reduce' agenda aims to use continuous improvement principles to better measure and manage resource use in our everyday operations. We are applying manufacturing and engineering best practices in our factories to reduce energy consumption and associated carbon emissions, water usage and waste generation. These same principles are also being applied to our logistics operations to reduce the impact from shipping and warehousing.

Through the 'Replace' agenda, we aim to find ways to reduce our environmental impact by replacing energy sources with cleaner alternatives, upgrading to more efficient production processes and developing sustainable packaging alternatives.

This approach, coupled with the impact of Covid-19 on our operations, has led to an overall reduction in our environmental footprint, with a decrease in energy use, carbon emissions, water use and waste generated in 2020 compared to 2019.

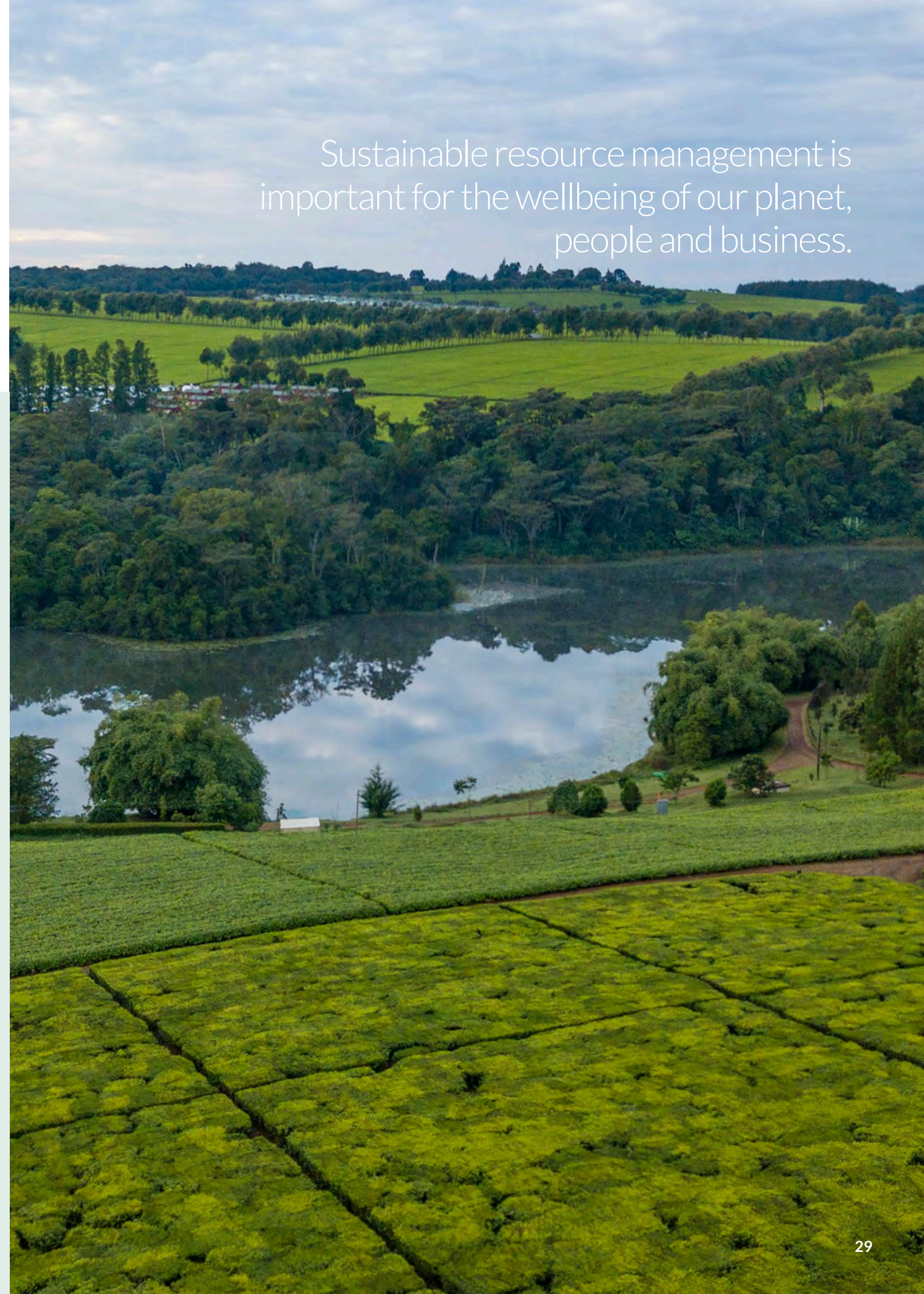
Technological advancements and commitments to Net Zero Carbon, are helping companies such as Finlays to transition to a more sustainable business model. We predict as greener technologies such as solar power and large-scale energy storage become more cost competitive, these will play an important role in our contribution to a sustainable future.



GREG STOCK

Group Manufacturing and Engineering Director & Executive Sponsor of this objective

Sustainable resource management is important for the wellbeing of our planet, people and business.




Our 2020 Environmental Impact

The environmental performance figures used in this section do not include data from Damin. As minority shareholders, we do not have operational control over Damin. However, the Appendix of this report contains tables showing our environmental performance both with and without Damin's data.

ENERGY

↓ 7%

reduction in energy use

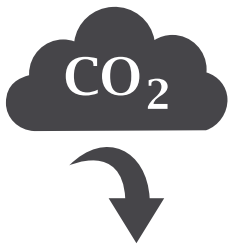


- There was a 7% decrease in overall energy use between 2019 and 2020
- 74% of our total energy use in 2020 came from direct renewable sources such as solar and hydro
- Our UK operations source 100% renewable indirect electricity
- Finlays Colombo replaced old and inefficient air conditioning units which is expected to result in a 15% energy saving
- In our Kenyan leaf tea operations, improvements in firewood quality and steam systems led to a 2% reduction in the amount of firewood burnt per unit of production (2020 vs 2019). This renewable firewood comes from our own eucalyptus plantations which provide a source of carbon neutral, thermal energy

CARBON

↓ 9%

reduction in carbon emissions




- There has been a 9% reduction in overall carbon emissions in 2020 compared to 2019. A large part of this reduction has been due to the impact of Covid-19 on our global operations, which led to reductions in emissions from imported energy, mobile and stationary combustion as well as emissions from business travel
- Looking forward, we aim to continue reducing our carbon footprint through a combination of better energy management and efficiency
- We are working to optimise our logistics and shipping routes which we predict will have a significant impact on carbon emissions
- In Sri Lanka, the carbon footprint of our 30 tea plantations was first verified in 2017 in accordance with the ISO 14064 standard, and we are working to verify our 2020 carbon footprint

WATER

↓ 34%

reduction in water extraction



- In 2020 we reduced our overall water extraction by 34%
- We harvested 22% more rainwater in 2020 compared to 2019, equivalent to 232 Olympic sized swimming pools. A changing climate, causing drastic changes in rainfall and drought patterns, present water-related challenges to our tea and coffee growing regions. We therefore continue our pursuit to reuse and recycle water from manufacturing processes, as well as increase rainwater harvesting
- In Sri Lanka we built a mini reservoir to hold enough water to fill almost 6 Olympic sized pools (14,400 m3) which is used by 500 local families as well as in our tea operations
- We are also working to upgrade our Sri Lankan effluent treatment plant which helps to improve the levels of organic matter in the water, allowing us to reuse the treated wastewater for irrigation on our plantations

WASTE

↓ 65%

reduction in waste sent to landfill



- 90% of our total waste was reclaimed (recovered, reused or recycled). Improved waste management practices have allowed us to reclaim more waste for useful purposes, diverting this waste from landfills
- In Texas, we diverted 16 tonnes of waste from landfill to recycling centres last year, in partnership with a local waste management company
- In Argentina, we diverted 50 tonnes of recyclable waste from landfill through a waste recycling agreement with the Municipality of Obera
- Our UK operations remain 100% zero waste to landfill for the 7th consecutive year
- We foster closed-loop systems through recovering organic waste such as spent tea leaves and coffee grounds to generate energy. In Kenya, we turn tea waste into biogas or compost, and in China, we also use tea residue to generate energy



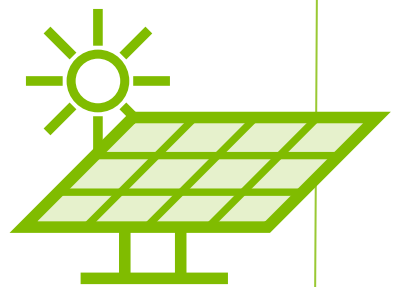
CASE STUDY

Energy Strategy, Kenya

Despite challenges from Covid-19, some encouraging progress has been made on our energy strategy in Kenya during the last 12 months.

- ✔ We have successfully commissioned a steam turbine to generate electricity powered from renewable sources
- ✔ The amount of hydro-electric power as a proportion of the total consumption increased from 25% in 2019 to 35% in 2020. This was mainly through better management and maintenance, with some help from increased availability of water during the year
- ✔ Work began on improving the management of boilers and steam systems across all the factories as part of our manufacturing best practice programme

Moving forward, we are developing a roadmap to supply all our heat and electricity from renewable sources. The approach followed in Kenya will be used as a template for our other businesses as they develop their own energy and carbon reduction strategies.



We have continued to make strides in reducing the use of plastic and increasing the use of sustainable packaging materials

CASE STUDY

Sustainable Packaging, UK

We are working with our customers to develop compostable and recyclable materials for our packaging and to eliminate non-recyclable materials.

Through significant research and trials, Finlay Beverages has continued to make strides in reducing the use of plastic and increasing the use of more sustainable packaging materials. We have been working to ensure that a potential move to a more sustainable material is one that also does not compromise on manufacturing efficiencies or product quality and with minimal impact on cost. Market trials have taken place on some materials and we are aiming to have solutions in place for our tea ranges by the end of 2021.

Significant progress has been made with coffee packaging using a material that is recyclable at carrier bag collection points. Initial trials are complete and work around shelf life and product quality continues on all of these key initiatives.



Empowered Communities



Finlays will make a positive impact in the communities within which we operate.

Finlays believes in empowering local communities and helping to make a positive impact on the society around us.



BEN WOOLF

Director of Corporate Affairs & Executive Sponsor of this objective

Being part of the local community everywhere that we operate is central to upholding our core values and discharging our obligations as a responsible business. During 2020, as with so many other aspects of life, our community engagement was disrupted due to the global pandemic and we had to take some different approaches to normal. Nevertheless, we were still able to engage in some hugely beneficial projects across our operations from continuing with our multi-year education support in Kenya to working with The Passage in London to support homeless people in Westminster through the pandemic.

Our commitment to Empowered Communities applies equally across all our global business units. However, delivery is very much a local affair. Our aim remains to empower colleagues across the group to identify the support measures that work best in their locality, under a broadly defined group strategy and, as you will read below, colleagues have enthusiastically embraced this opportunity.

Finlays remains uniquely placed to provide support to our local communities across the globe. Our strong commitment and relationships with key stakeholders, built up over many years, will enable us to continue to provide vital support both during 2021 and, as we renew our sustainability goals, from 2022.

Key achievements in 2020

Education:

- 🍌 **Kenya:** 28 university scholarships provided. 2 funded Masters places at UK universities
- 🍌 **Sri Lanka:** 63 Child Development Centres repainted and improved. 58 young people attended a full-day youth leadership development workshop

Employee giving:

- 🍌 **US and UK:** Over \$20,000 donated by employees to various homeless charities and to provide in-need children with food

Environment:

- 🍌 **Kenya:** 800 households served by rehabilitated water spring. 3000 people provided with access to a water borehole
- 🍌 **Argentina:** Compost from organic waste developed with local neighbourhood
- 🍌 **Brazil:** \$35,000 support to help coffee producers install sanitary waste management systems on their farms in partnership with COOMAP cooperative. A multi-year project, in 2020, 143 systems were installed, enabling them to continue their Fairtrade certification



Chepinonyoi water spring rehabilitation, Kenya

James Finlay Kenya recently partnered with Friends of Environment and others to protect and develop the Chepinonyoi water spring. The project involved rehabilitation of the spring source, protection of the water catchment area, and planting of trees. In this unique project, solar energy is used to pump water from the spring through a 70-metre steep terrain to the collection points. A community collection point, watering trough for animals and a washing bay were constructed to enable access for the community. The spring will now serve over 800 households, an increase from about 300 before the restoration.



COVID-19 SUPPORT IN FINLAYS TEA GROWING REGIONS

Kenya:

- 28 water tanks, 8000 facemasks, and 6 thermometers donated to local county governments
- In partnership with Fairtrade Africa emergency funding, local schools received over 5,000 facemasks, 10 thermometers, handwashing education and a year's supply of sanitary towels for 1,420 girls

Sri Lanka:

- Equivalent of \$51,000 donation to the Government's Covid-19 response fund
- Facemasks, soap and sanitiser, thermometers, cleaning products and dry food parcels distributed across all our tea estate communities, in collaboration with a number of partner organisations

Argentina:

- Training on covid safety measures with all producers we work with Covid-19



Vegetable cultivation for nutrition and skills, Sri Lanka

Finlays Tea Estates Sri Lanka has provided land, funding and training to set up vegetable plots at their plantations. So far in 2020, four plantations have started growing crops such as manioc, chillies, okra, maize, sweet potato and banana. The aim is to provide a source of income and skills development to youth in the community who have lost their livelihoods due to the pandemic. The produce will be sold to the plantation community at a subsidised price providing the nutrition and self-sufficiency necessary during Covid-19 restrictions. Any further income generated will be reinvested in the project or other community initiatives on the plantations.



ECONOMIC CONTRIBUTION

DIRECT ECONOMIC VALUE DISTRIBUTED

\$411m

OPERATING COSTS

Costs of materials, services and facilities.

\$103m

EMPLOYEE WAGES AND BENEFITS

Cost of employees' salaries and benefits.

\$8m

PAYMENTS TO PROVIDERS OF CAPITAL

All financial payments made to the providers of the organisations capital.

\$14m

PAYMENTS TO GOVERNMENT

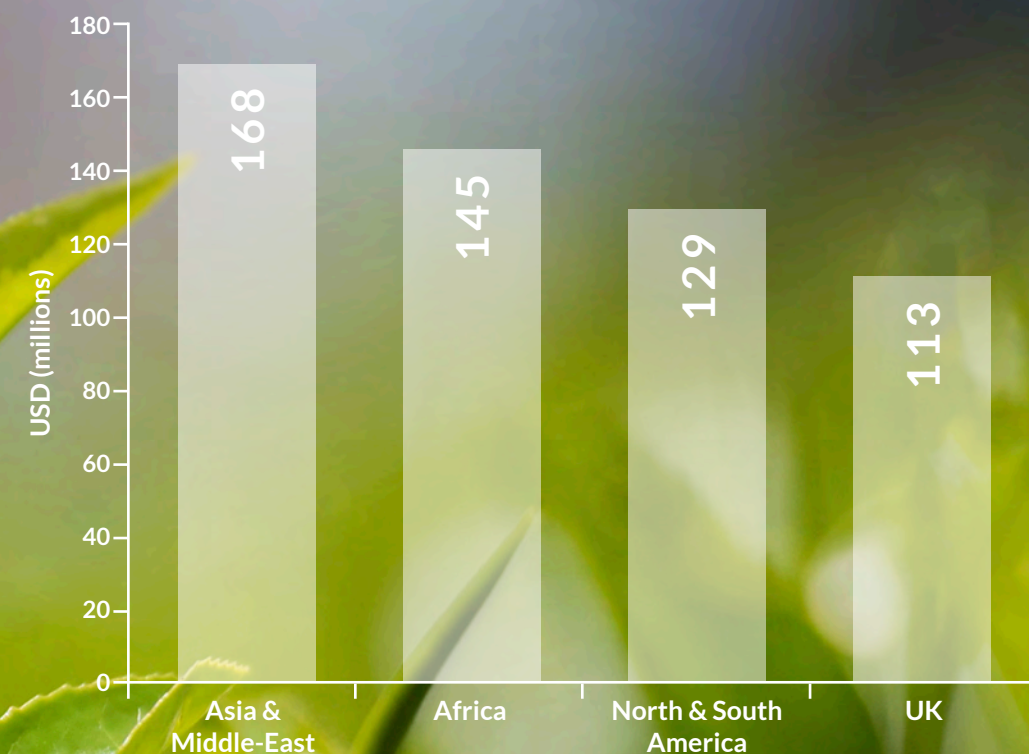
Tax paid including remittance taxes and excise taxes.

\$2m

COMMUNITY INVESTMENTS

Voluntary contributions and investment of funds in the broader community.

ECONOMIC VALUE GENERATED BY REGION



*Damin is included as a 49.51% proportion

Finlays provides direct employment for approximately 19,000 people globally, having an impact on local economies within our regions of operation. We strive to distribute economic value generated by each country's resources, fairly. By having equitable distribution, we help to eradicate poverty, reduce social inequality and raise standards of living.

Our economic contribution includes: direct employment; buying from local, regional and global suppliers; alongside the distribution and retailing of our products. Whilst economic growth and development are key performance indicators within our business, our Group's operations have clear sustainability objectives, echoing our commitment to creating a sustainable future. We work with communities to ensure skills development to benefit communities as well as ensure environmental protection.

In the year ending 31 December 2020, Finlays generated \$555 million in economic value. The majority of this value was distributed through the course of our business to our employees, shareholders, suppliers and governments, as well as to local communities through our sustainability activities. In 2020, the economic value retained was positive \$37 million.

Finlays works collaboratively with smallholders in many markets and various projects with farmers. We help provide them with an income so they can support their dependants and contribute to the development of the communities in which they live and where we operate. Finlays often assists farmers with marketing activity, logistical support and essential farming expertise and good agricultural practice.

Sustainable Supply



Finlays will have 100% traceable, transparent supply to internationally accepted standards by 2022.

Finlays takes the need to be transparent and responsible seriously, and recognises that there is increasing demand for it.

Sustainable Supply is at the heart and mind of our business. Our Finlays values of Trusted, Sustainable, and Innovative ring true with our commitment to have 100% traceable, transparent supply of tea and coffee by the end of 2022.

Traceability for us means knowing our tea and coffee products from origin into our operations, and all steps in between. We're proud to engage and support many farmers at the origins of our products, some of whom you'll meet overleaf. Whether it's back to the tea garden, tea mark or factory for tea, or the producer group or mill for coffee, traceability of our global footprint requires a solid foundation to support the building blocks of sustainability.

2020 was about strengthening those building blocks, including a common language and governance framework. We successfully harmonised the work across our Quality, Regulatory and Sourcing functions in support of Supplier Sustainability, Assurance, and Development.

The unexpected challenges of the global pandemic prompted us to re-examine priorities and adapt to new ways of working with our customers and suppliers. Increasing collaboration required more deliberate planning, bias for action, and ultimately a shared passion to embed within our working group.

We have clear milestones and a solid roadmap for the future. It involves close collaboration with our Operating Units, customers and suppliers, so that we can stay the course and continue the Sustainable Supply journey.



JENNY HARRISON
Group Supply Chain Director & Executive Sponsor of this objective

Key achievements in 2020

- In 2020, 99% of our tea is traceable and for coffee, 93% of green bean and 34% of soluble coffee is traceable. We have made great strides in coffee traceability in recent years; however, challenges remain within the solubles supply chain which poses commercially restrictive sourcing options. We will be focusing our efforts on green bean traceability and building direct supplier relationships, to bring us closer to the origins of our green bean coffee
- We developed a cross-functional supplier risk assessment tool, to help inform our supplier audit plans and ensure suppliers meet the principles in our Sustainable Sourcing Policy
- We established a clear Definitions Framework for Finlays supply chain traceability

Finlays PRODUCERS

Meet some of our tea and coffee supplier partners within our global network.

Finlays Tea



PATRICK TOWETT, KENYA

Patrick is a small-scale tea producer supplying green leaf to James Finlays Kenya since 2010. His continued consultations with Finlays' Outgrower team on all aspects of farming has helped him feel valued and resulted in practical benefits. Good Agricultural Practices training has led to greater yield per hectare, and efficiency in tea collection at tea centres has freed his time to engage in diversified farming such as dairy, kitchen gardens and bee keeping. Environmental management training has encouraged him to control soil erosion and plant water-friendly indigenous trees along the river. Having a regular income has enabled Patrick to take cooperative loans and purchase more land, where he has planted more tea to increase his income. Through this he has built himself a better house, and invested in better education for his wife and children.

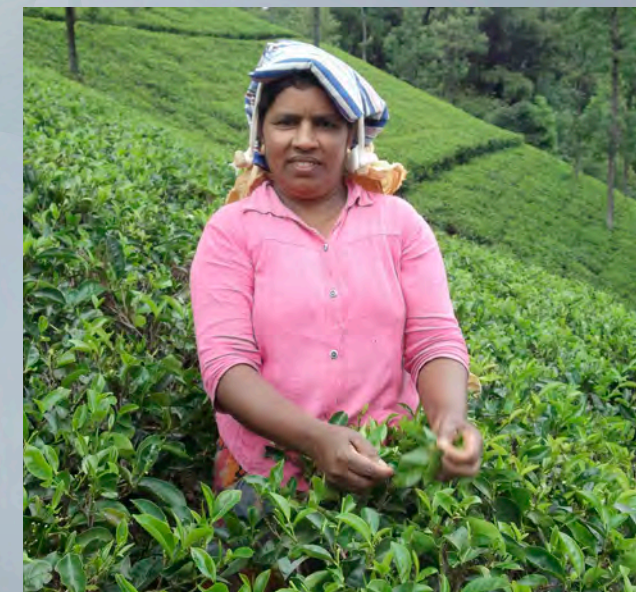
JUAN CARLOS PERETA, ARGENTINA

Juan Carlos has been working with Finlays for three years. All his farms are Rainforest Alliance Certified. Juan Carlos says the relationship with Finlays gives him security, knowing he has the best price and payment conditions, with which he can ensure the livelihoods of his workers and their families. Through training sessions with Finlays, he's learnt about agricultural safety and caring for the environment.



MRS R.M. CHANDRAWATHI, SRI LANKA

Mrs Chandrawathi lives close to Finlays' Oodooverre estate and grows tea on her one acre of land. As a widow, selling tea leaves from her farm is the family's main income and supports the education of her three children. She has acquired best practice skills of plucking standards, maintenance of land and knowledge of best practices to provide higher quality leaves. This has helped increase her monthly supply of leaves. A hardworking, enthusiastic business woman, Mrs Chandrawathi has purchased a lorry to transport leaves to the processing centre. Providing this service to other smallholders has helped increase her income through diversification.





Finlays Tea Producers – China

2020 saw the first full year of production at James Finlay Guizhou, our innovative sourcing, processing and packing operation located in China’s largest tea growing province.

James Finlay Guizhou’s aim is to help unlock the global potential of Chinese tea by supplying risk-free, traceable tea from China via a ground-breaking sustainable sourcing model. This model provides a clear and transparent global supply chain, offering our customers complete transparency on where and how the Chinese tea they buy has been grown and processed.

At the heart of our model are small and medium scale farmers who grow and primary process the tea we source. Our dedicated team builds trusted and long-term supplier relationships, offering extensive knowledge, education and support to farm and process tea sustainably and achieve Rainforest Alliance certification, while improving yield and consistency. Providing farmers with a dedicated route to international markets offers them a return on their investment, not to mention stability and security of income. In turn, this offers a positive economic impact to their communities.

As of the end of 2020, Finlays is sourcing tea from 17 producers: 14 in Guizhou and three in other provinces in China.

Finlays Coffee

Finlays sources coffee from over 80 different cooperatives and mills in 23 different countries across the world. We are proud of the relationships we have with the farmers who grow our coffee and we strive to learn about the challenges they face. The long-term success of our coffee supply chain depends on increased farmer profitability through yield and quality improvements, adaptation and mitigation of climate change and improving the quality of life for farmers and their families. Our future success relies on the next generation of coffee farmers, and our partnerships with innovative farmers like Luis and Juan create a bright future for both ends of the coffee supply chain.

85% of the green coffee that we buy is certified to either Fairtrade or Rainforest Alliance standards.

LUIS AROLLO, GUATEMALA

Luis is a farmer from Santa Rosa de Lima in Guatemala. He sells his coffee to the Nuevo Sendero Cooperative which is part of the Fedecocagua cooperative union. Our relationship with Fedecocagua stretches back over 10 years and over that time we have purchased over 5,000 metric tons of Fairtrade and Rainforest Alliance Certified coffee from them. All of the coffee on Luis' six-hectare farm is shade grown which encourages the native flora and fauna to flourish. Luis is also regenerating some of his unused land by planting native Magnolia trees in an effort to become a carbon neutral farmer in the future. It is progressive and forward-thinking farmers such as Luis that we see as the pioneers of sustainable coffee farming.



JUAN CABERO, PERU

Juan Carlos Cabero grows both coffee and cocoa on his 10-hectare farm in northern Peru and sells his coffee to the Cooperativa La prosperidad de Chirinos. Our relationship with the cooperative stretches back over five years, during which we have supported its farmers to increase their sales of Fairtrade coffee and become certified organic. With the money received from Fairtrade premiums, Juan has been able to construct a greenhouse for drying his parchment coffee. Greenhouses provide a more consistent drying process, creating a higher quality coffee which ultimately sells at a higher price. Thanks to this increased profitability and the minimum prices that we pay, his children hope to continue the family tradition and become coffee farmers too.



Finlays GOVERNANCE AND POLICIES

Sustainability governance

Responsibility for sustainability sits with our Group Managing Director, our Group Director of Corporate Affairs and our Sustainability Group Function. Finlays Global Executives take responsibility as sponsors for each of our six sustainability strategic objectives, supported by working groups made up of experts from all our global regions.

Sustainability is reported regularly by the James Finlay Limited Board and to the Swire Sustainability Committee as standing agenda items. Our Sustainability Group Function is based in our London head office and provides oversight, facilitation and guidance to all global business regions.

Policies

Our Group policies set the framework, guiding principles and standards by which Finlays operates and behaves. Our commitment to embedding sustainability is underpinned by the following policies:

- Code of Conduct
- Health, Safety and Wellbeing Policy
- Environmental Policy
- Human Rights in the workplace Policy
- Whistleblower Policy, and use of SeeHearSpeakUp service for staff to raise concerns anonymously
- Sustainable Sourcing Policy, which require our suppliers to adhere to the Ethical Trading Initiative (ETI) base code. We are longstanding members of the ETI

We publish an annual Modern Slavery Statement in line with our obligations under the Modern Slavery Act.

Legal Governance

Finlay Group Limited is a wholly-owned subsidiary of John Swire and Sons Limited and is headquartered in London. Its Group Operating Companies are:

- James Finlay Limited
- James Finlay (Kenya) Limited
- Hapugastenne Plantations PLC (90%)
- Newburgh Green Teas (Pvt) Limited (54%)
- Udapussellawa Plantations PLC (91.8%)
- Casa Fuentes SACIFI
- Finlay Extracts and Ingredients UK Limited
- Finlay Extracts and Ingredients USA, Inc.
- Finlay Tea Solutions UK Limited
- Finlay Hull Limited
- James Finlay (Blantyre) Limited
- James Finlay (ME) DMCC
- James Finlay Mombasa Ltd
- Finlay Beverages Limited
- Finlays Colombo Limited (99.8%)
- Finlay Properties (Pvt) Limited
- Damin Foodstuff (Zhangzhou) Co Ltd* (49.5%)
- Argente SA
- Finlay Instant Tea (Pvt) Ltd
- Finlay Tea Solutions Colombo
- Aspen Enterprises Ltd
- Aspen Management Company LLC

*The principal trading subsidiary of Damin International Holdings Limited

Main Board

The Main Board, which is tasked with organisational oversight and setting strategy, comprises:

- Philippe de Gentile-Williams – Non-Executive Chairman
- Guy Chambers, Executive Director – Group Managing Director
- Julian Rutherford, Executive Director – Group Finance Director
- Martin Cubbon – Non-Executive Director
- Stuart Strathdee – Independent Non-Executive Director
- Christiane Kuehne – Independent Non-Executive Director
- Kathy Fortmann – Independent Non-Executive Director



Divisional Boards

Each business region is overseen by either a statutory or a management board comprising senior executives and representatives of the Main Board.

Sri Lanka

In Sri Lanka, the Group has controlling stakes in two publicly listed companies. The Boards of these companies, in addition to the representation referred to above, also include a number of Independent Non-Executive Directors. They are fully compliant with corporate governance regulations applying in Sri Lanka.

Internal Audit

The Group has an extensive Internal Audit function monitoring financial and certain non-financial aspects of the business. It is monitored by a series of committees that report to a Group Audit Committee comprising one Independent Non-Executive Director and two representatives of John Swire and Sons Limited. In addition, the Group Managing Director, Group Finance Director and Director Corporate Affairs also attend the Group Audit Committee meetings together with the Group Internal Auditor and, as required, a representative from the external auditors, KPMG LLP.

Committees

A number of functional committees are in place at both Group and Divisional level. These cover a range of issues including health and safety, sustainable development and Human Resources.

Employee Forums

Throughout the Group, our employees have opted to use a number of different routes to engage in dialogue. This includes Trade Union recognition and democratically elected worker forums. A variety of other internal communications vehicles are also used to facilitate interaction between management and employees, such as an employee feedback survey, conferences, workshops, magazines and newsletters.

Scope of the report

This report covers organisational activity for the calendar year 2020 (January – December). It includes information from our global operating companies listed above and spans all our products and services, except as set out below. Finlays uses the Credit360 programme to manage our sustainability data for reporting, tracking key performance indicators and providing ongoing visibility into our global operations.
Exceptions to full disclosure:

- Tea trading offices in Dubai, Indonesia and Malawi report volumes traded, Occupational Health and Safety (OHS) and partial scope 3 emissions data, due to the small size of their offices.
- Damin International Holding Limited's data is reported within profit at a share percentage of 49.5%, economic contribution figures are at an average share percentage of 49.5% and environmental performance data is included within the Appendix at 100%.
- Aspen Beverage Group was acquired in June 2017: the group's performance data is only included in total capitalisation and production volumes as well as in health and safety calculations.

Tea production figures 2020

- 49.9m kg of tea produced in our plantations
- 3.2m kg of decaffeinated tea manufactured and traded
- 88.4m kg of tea traded from our global supply offices
- 15.5m kg of tea blended and packed
- 4.3m kg of tea extracts manufactured and traded (excluding Damin)

Coffee production figures 2020

- 7.2m kg of roasted coffee manufactured
- 5.07m gallons of coffee extracts manufactured
- 0.5m kg of soluble coffee traded

Contact:

If there are any queries about this report, please contact us at sustainability@finlays.net or write to our UK head office:

Sustainability Finlays, Swire House, 59 Buckingham Gate, London, SW1E 6AJ

Finlays PARTNERSHIPS



Finlays is a wholly owned subsidiary of John Swire and Sons Limited (“Swire”).
 There is a Group level commitment at Swire on key sustainability issues delivered through SwireTHRIVE.

SwireTHRIVE focuses on five key issue areas that are highly material across its Group:

- CLIMATE:** Decarbonise our business and build climate resilience
- PEOPLE:** Foster a company culture that is accessible, inclusive and safe
- WATER:** Use and manage water responsibly
- COMMUNITIES:** Position our community initiative as part of our core business value
- WASTE:** Turn today’s waste into tomorrow’s resource



Each Operating Company has its own sustainability programme relevant to its operations and industry, but all align to the key issues of SwireThrive. At Finlays, this is embedded through our Sustainable Future strategy. Working together, we share best practice, learn from each other and seek to maximise the positive impact and improved performance that a powerful group-level approach to sustainability can provide.



THE SUSTAINABLE DEVELOPMENT GOALS

The United Nations Sustainable Development Goals (SDGs) have been adopted by all 193 UN Member States. The 17 Goals provide a shared blueprint to achieve a better and more sustainable future for all, by 2030. They address the global challenges we face, including poverty, inequality, climate change, environmental degradation, peace and justice. All stakeholders – government, business and civil society – have an important role to play in progressing towards these goals. At Finlays, we support the SDGs in our mission to build a better, more sustainable world. Our work in different regions and across our supply chains contributes to the following goals:



Integrated Landscapes



Land Stewardship



Our People



Low Impact Operations



Empowered Communities



Sustainable Supply



APPENDIX Figures provided in tables below include Damin’s environmental data.

ENERGY

Energy use (kWh)	2019	2020	% change (with Damin)	% change (without Damin)
Total Energy (GJ)	3,125,987	2,764,718	-12	-7
Direct non-renewable	114,487,927	96,043,654	-16	2
Direct renewable	639,696,070	570,943,173	-11	-8
Indirect energy	114,145,780	100,990,423	-12	-7
Energy intensity*	8.14	7.15	-12	-9

*GJ/production volumes in tonnes

CARBON

Carbon emissions (tonnes tCO2e)	2019	2020	% change (with Damin)	% change (without Damin)
Total Carbon	91,709	75,801	-17	-9
Total Scope 1 emissions	25,203	21,533	-15	2
Total Scope 2 emissions	57,153	47,039	-18	-9
Scope 3 emissions	9,352	7,229	-23	-22
Carbon intensity (S1 + S2)*	0.21	0.18	-17	-6

*Total Scope 1 and 2 emissions/production volumes in tonnes
Carbon emissions are calculated in line with the Greenhouse Gas Protocol

WATER

Water use (m3)	2019	2020	% change (with Damin)	% change (without Damin)
Total water	4,697,534	3,308,998	-30	-17
Blue water	2,820,108	1,964,775	-30	-34
Green water (harvested)	474,069	580,680	22	22
Water recycled & reused	1,403,357	763,544	-46	198
Water use intensity*	12.2	8.6	-30	-19

*Total water use/production volumes in tonnes

WASTE

Waste generated (tonnes)	2019	2020	% change (with Damin)	% change (without Damin)
Total waste	122,336	97,152	-21	-45
Total landfill	7,237	2,849	-61	-65
Total waste reclaimed	115,100	94,303	-18	-41
Waste intensity*	0.32	0.25	-21	-46

*Total waste generated/production volumes in tonnes





Finlays 
Since 1750

For more information, visit our site at:

finlays.net