



The Supply  
Chain Network

# THE SUPPLY CHAIN NETWORK



EAST RIDING  
OF YORKSHIRE COUNCIL





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# SUSTAINABLE SUPPLY CHAIN PROJECT

facilitating supply chain  
opportunities and supporting  
business growth



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## Supporting SME's to raise Business Aspirations and Supply Chain Opportunities

Making opportunities:

**Visible**

**Accessible**

**Winnable**

Enabling Business Growth



## Working with Large Organisations, Inward Investment Teams, Key Sector Groups, and the LEP

Mapping of  
Developments and  
Supply Chain  
Opportunities

- Sites, OEM's, Large Organisations (Primes)
- Planned and existing
- Central Depository

Gather Intelligence of  
OEM's & Suppliers  
Procurement Processes

- Requirements and standards
- Building relationships with Procurement teams
- Recognising potential collaborations and Joint Ventures

Offering a Direct Supply  
Chain Service

- To strengthen regional Supply Chains
- Enhance local business engagement

# Identifying, Informing and Supporting Regional Businesses to be Supply Chain ready to access Opportunities





# Supplier Directory

- Development of the Supplier resource
- Showcasing Local, Regional and National Businesses
- Incorporating Categories from LEP Key Sectors
- Template to include Key Requirements such as Accreditations

Supplier Directory

Contractor Network Map

Business Support

**Create your Company Listing**

If you supply the renewables market you can create a listing for your business to enable buyers to locate and contact you. Your entry will be checked prior to publication and could take up to 24 hours to appear.

**Create a Listing**

**Contact Us**

If you have any questions or require any help and advice completing your listing please contact us using the link or call on **01482 391639**

**Contact Us**



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# Map of Opportunities

- Showcasing the Regions Opportunities
- Development Sites, OEM's, Large Organisations (Primes)
- Basic details to encourage access to Support Services
- Enhance Local Business Engagement





# **Raising Business Aspirations and Supply Chain Opportunities**

- Making Opportunities Visible
- Making Opportunities Accessible
- Making Opportunities Winnable
- Enabling Business Growth
  
- Supporting you to be Supply Chain ready!



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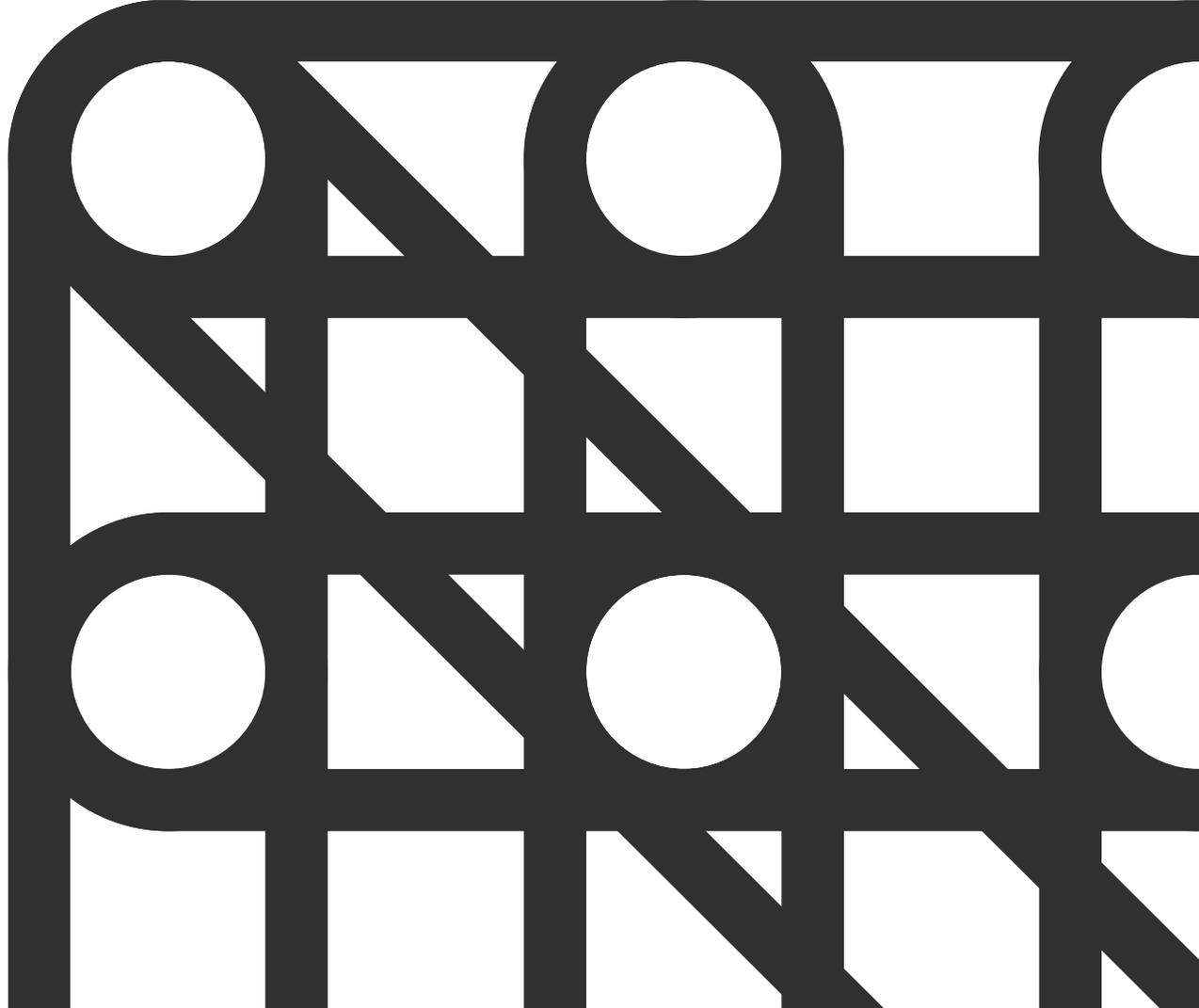
# Use ESG & Net Zero to build your brand:

What they are and how they  
can benefit your business

24th January 2023



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## Who we are:

### Daniel Usifoh

Supply chain and procurement management background

15yrs, last 5yrs in sustainable procurement

Range of sectors and worked for some of the region's biggest firms

MCIPS qualified

MSc Global Supply Chain Management

Co-founder of Gateway Procurement and Axiom sustainability software, B Corp certificated



### Carol Somper

Natural resource management background

40yrs, last 20yrs in sustainability (public, NGO and commercial)

Range of sectors, large corporates and SMEs

Accredited assessor (BREEAM, Building with Nature)

Sustainability Director for JRP Solutions, Gateway Associate

Guest Lecturer, Cranfield University Sustainability MSc



## Today's agenda

Timing	Topic
9.00am	What are ESG, CSR and NZ: why do they matter?
10.00am	<b>Interactive session 1: Building a sustainable brand</b> <ul style="list-style-type: none"> <li>Plotting your business's carbon emissions</li> </ul>
10.30am	<b>Coffee Break</b>
10.45 am	<b>Developing your ESG approach - Global trends, supply chain risks and opportunities</b> <ul style="list-style-type: none"> <li>Global trends that matter</li> <li>Useful standards, tools and resources</li> <li>Science-based targets</li> <li>Effective ESG reporting</li> </ul>
12.00pm	<b>Interactive session 2: Setting ESG priorities, identifying risks and opportunities</b> <ul style="list-style-type: none"> <li>Developing your brand's 'materiality matrix'</li> </ul>
12.40pm	<b>Final feedback session</b> – Improving business performance improvement and resilience, plus what further help and support do Yorkshire SMEs need?



## **Building your brand**

- What are customers asking you about your brand's sustainability?
- Do you see Net Zero, climate change impacts and ESG as a cost to your business?
- What action, if any, have you taken so far?





## What are CSR and ESG?

**CSR** = **Corporate Social Responsibility** is the idea that a company should **play a positive role in the community** and consider the environmental and social impact of its business strategy and operations.

**ESG** = **Environmental, Social, and Governance** is about focusing on the non-financial factors that companies of any size should consider when making business decisions. This is increasingly important to investors and shareholders.



## Why do they matter?

Failure of national policy (too weak)

Failure of national regulations (not in place)

Failure of corporate governance (profit prioritized over safety)

Failure to observe environmental good practice in choice of materials (short-term profits)

**Devastating impacts** on members of an already disadvantaged community:

- Lives lost
- Lives ruined
- Trust in good governance badly damaged
- Business reputation lost

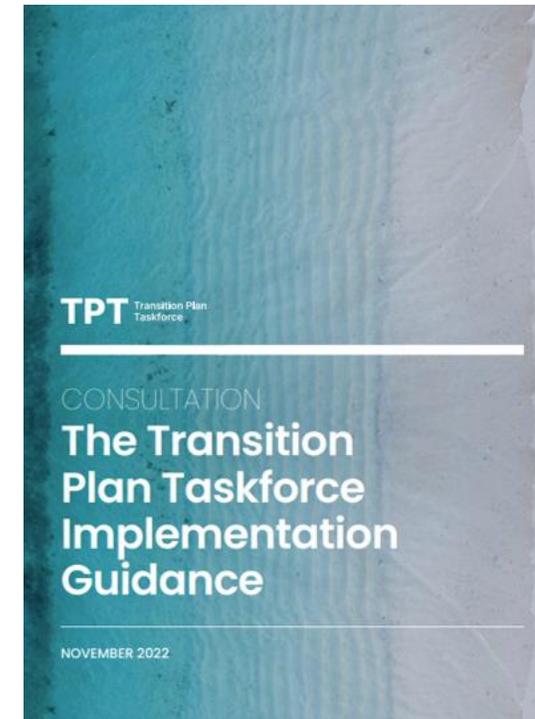


# Climate Change is our biggest challenge

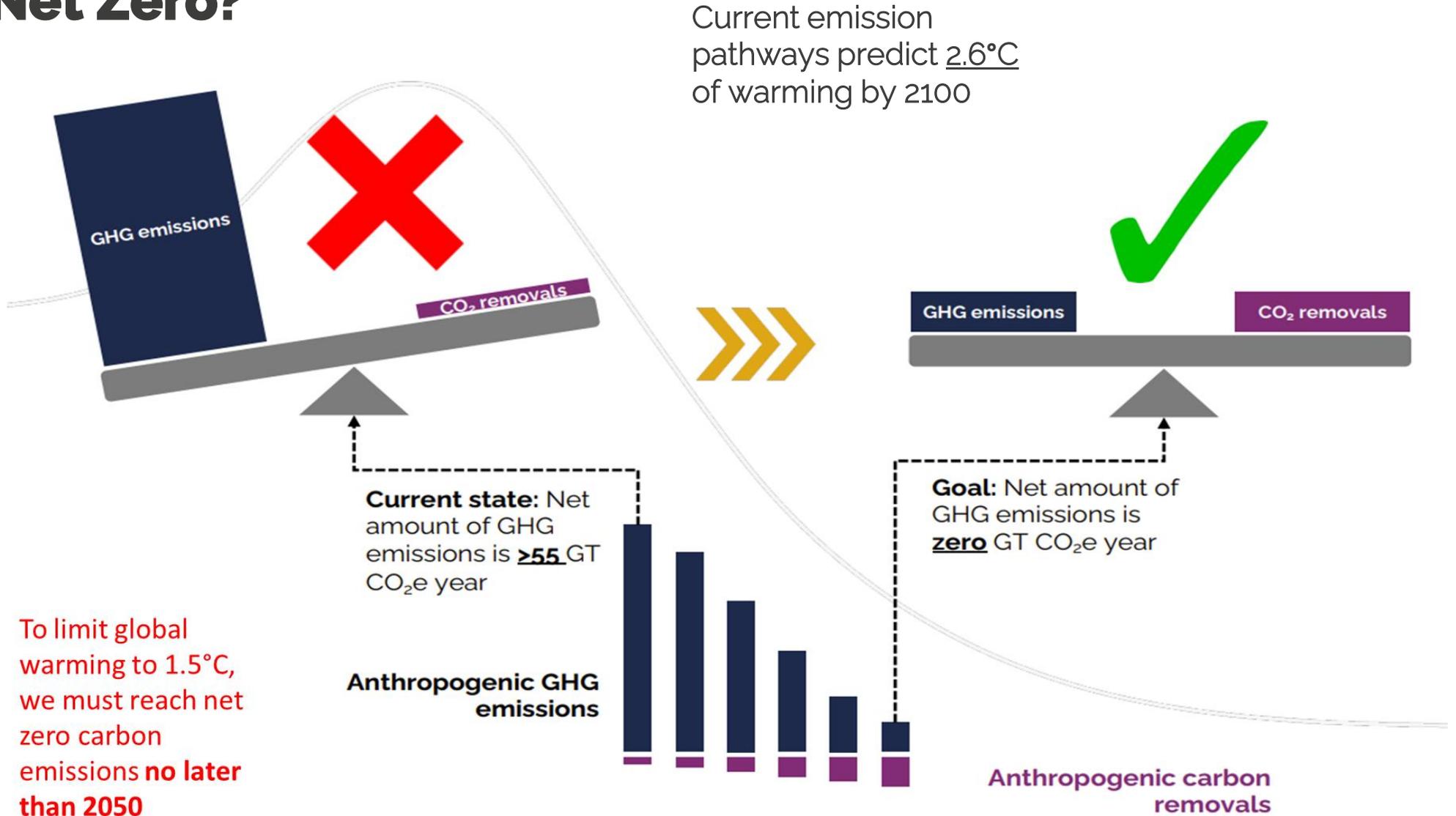
UK government's **Transition Plan Taskforce** launched a “**gold standard for best practice climate transition plans**” last year

Aimed at private-sector firms, but ..... no advice yet on what types and size of business

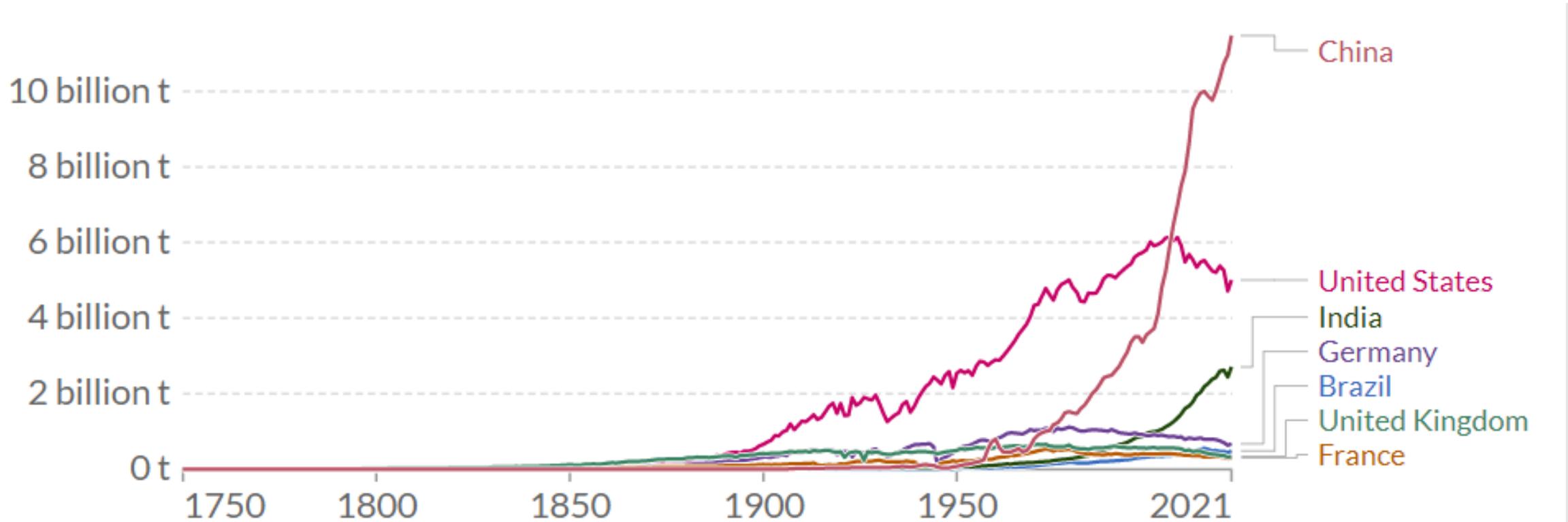
Such guidance often precedes new regulations



# What is Net Zero?



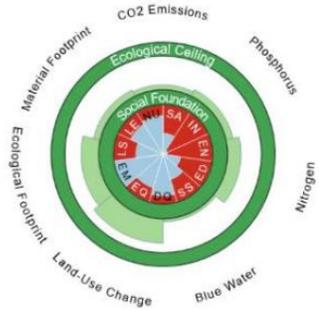
## Emissions reduction trends per country



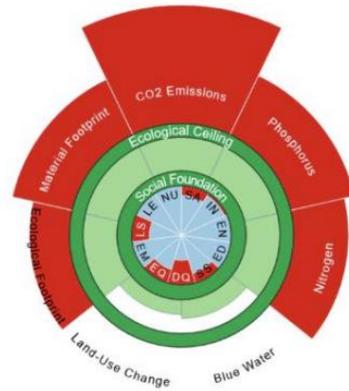
Source: Our World in Data based on the Global Carbon Project (2022)  
OurWorldInData.org/co2-and-other-greenhouse-gas-emissions/ • CC BY



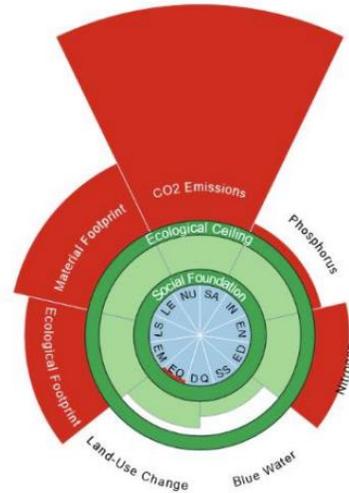
# Living within Environmental limits



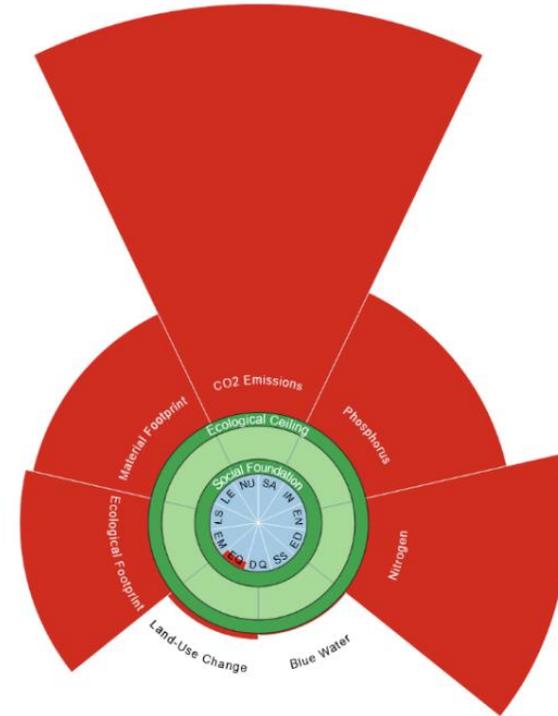
**Malawi**



**China**



**UK**



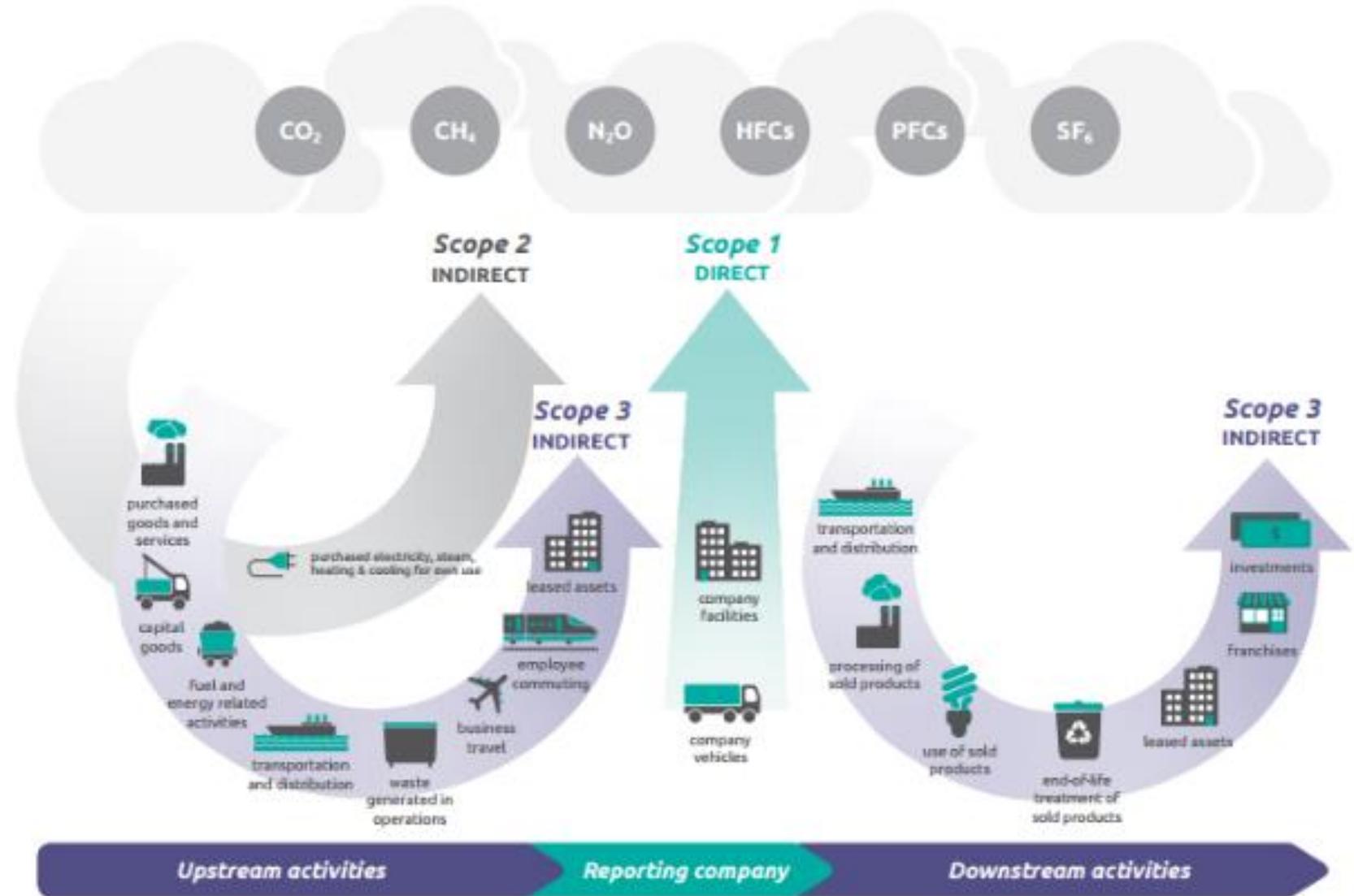
**USA**

# The Greenhouse Gas Protocol

**Scope 1:** fuels, heat and steam burnt/used within your operations

**Scope 2:** power generated offsite and transmitted into your operations, i.e electricity

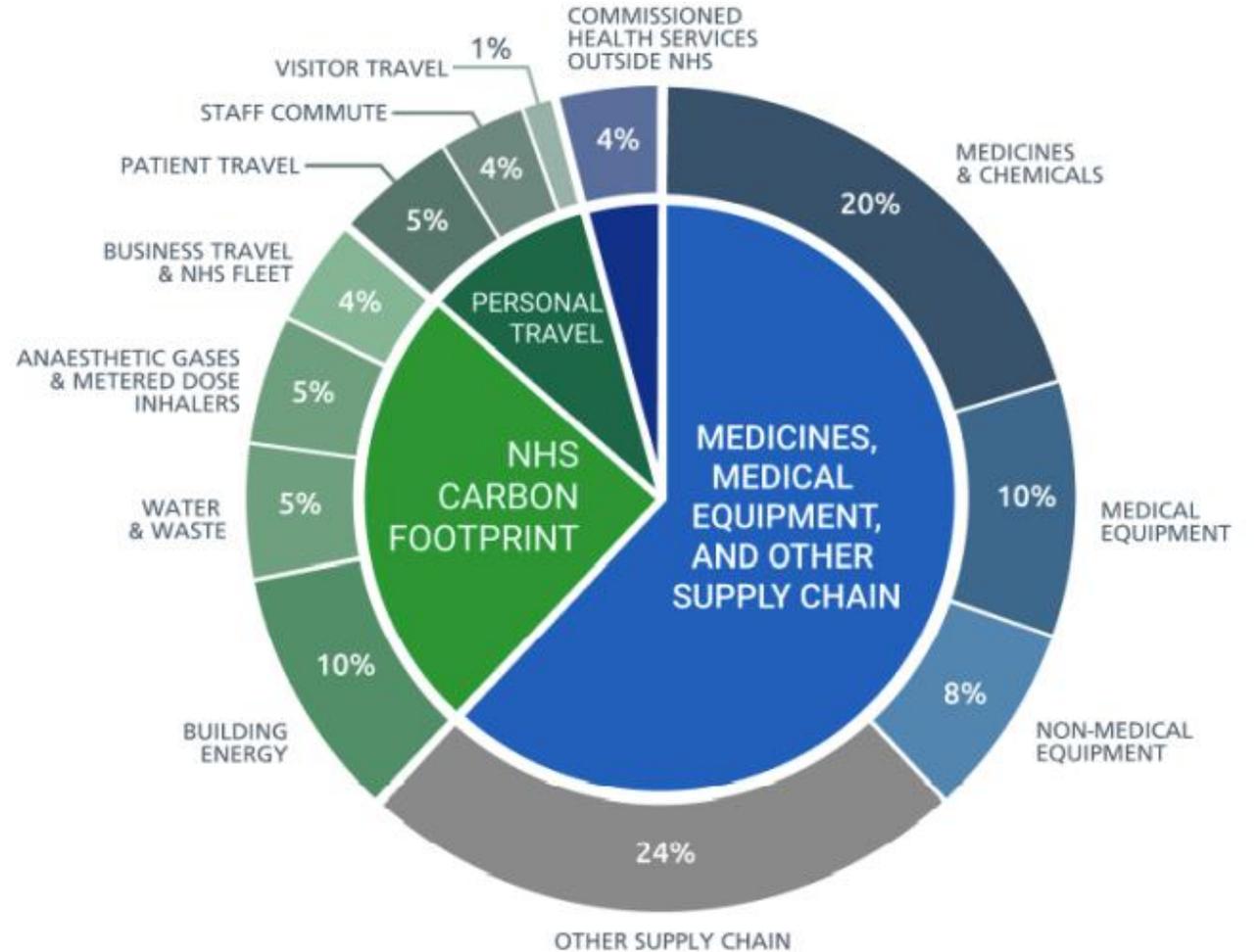
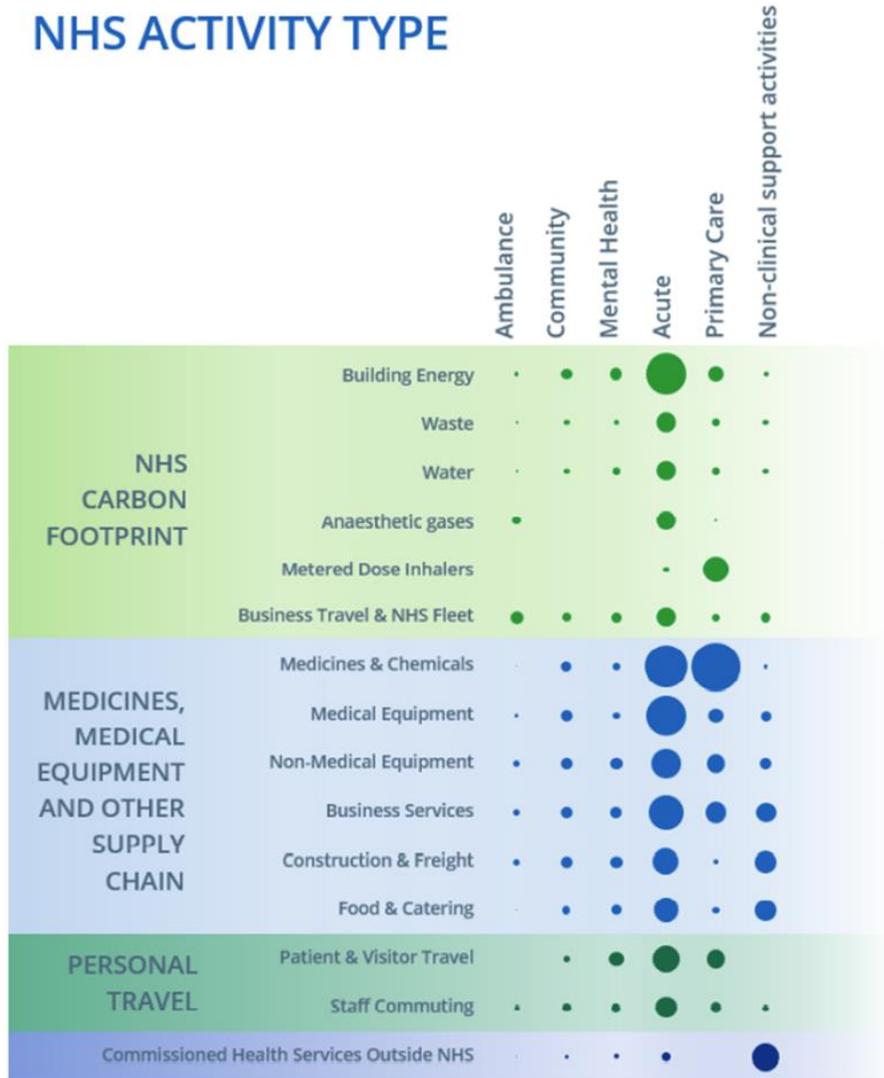
**Scope 3:** Everything else – these are your **“value chain”** emissions and related impacts.





# NHS GHG footprint

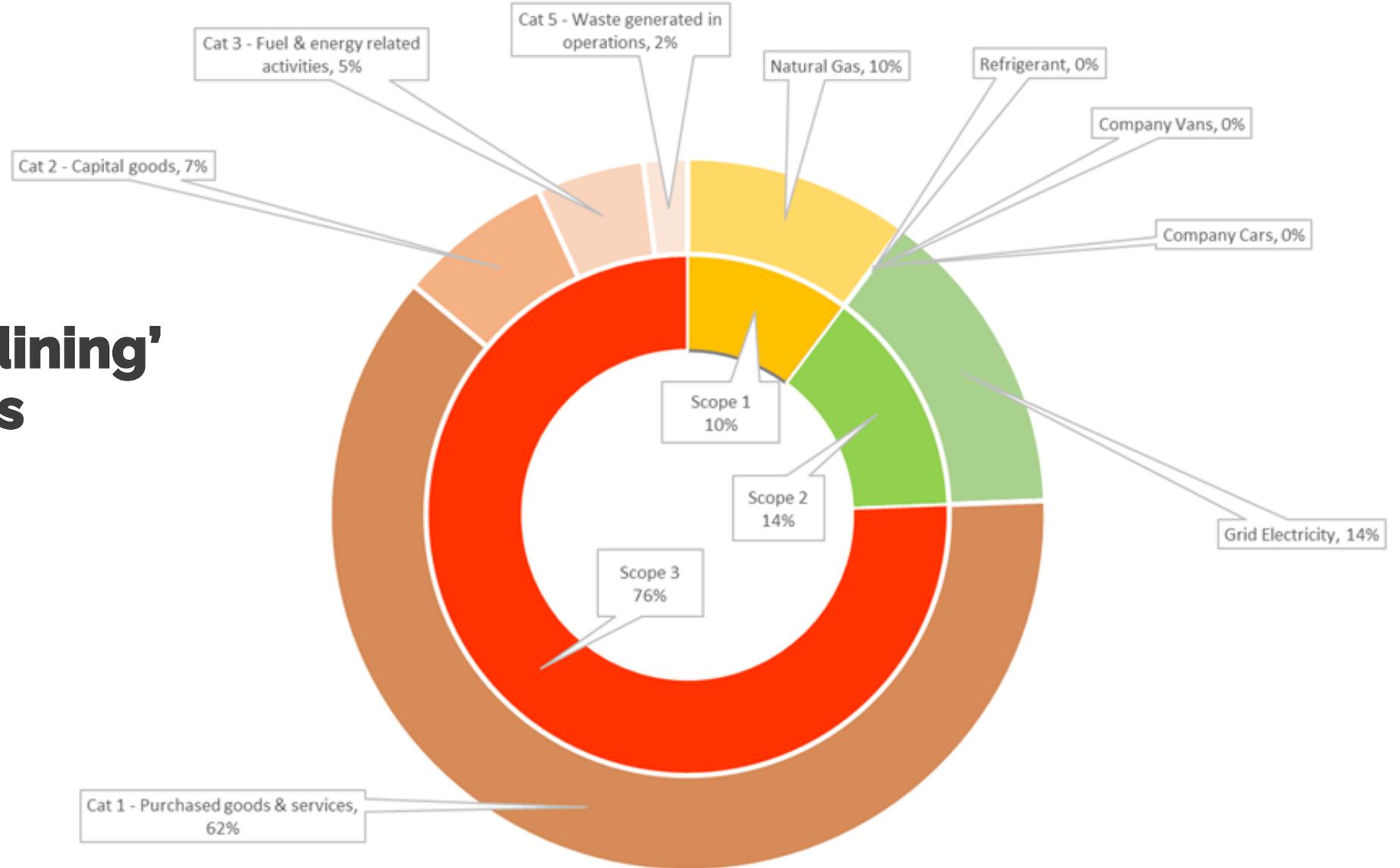
## NHS ACTIVITY TYPE



Sources of carbon emissions by activity type and setting of care

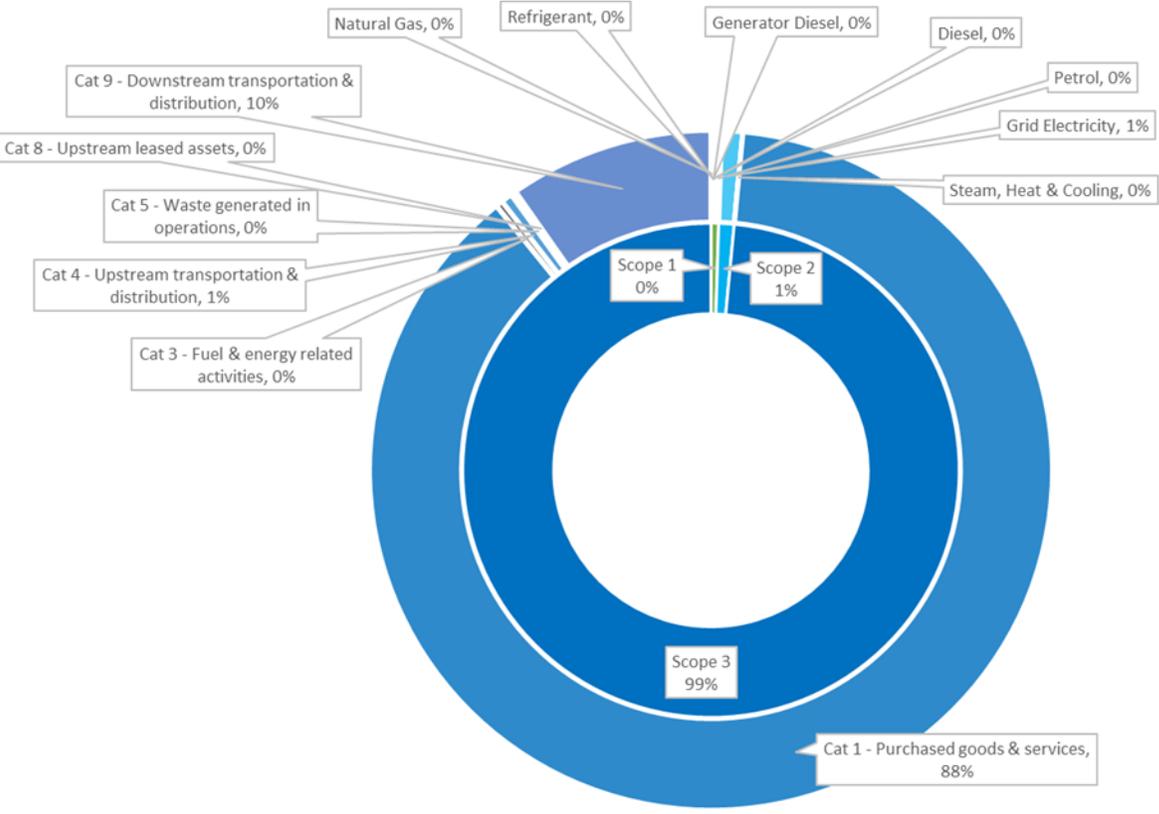


## Chain of 'Fine dining' city restaurants



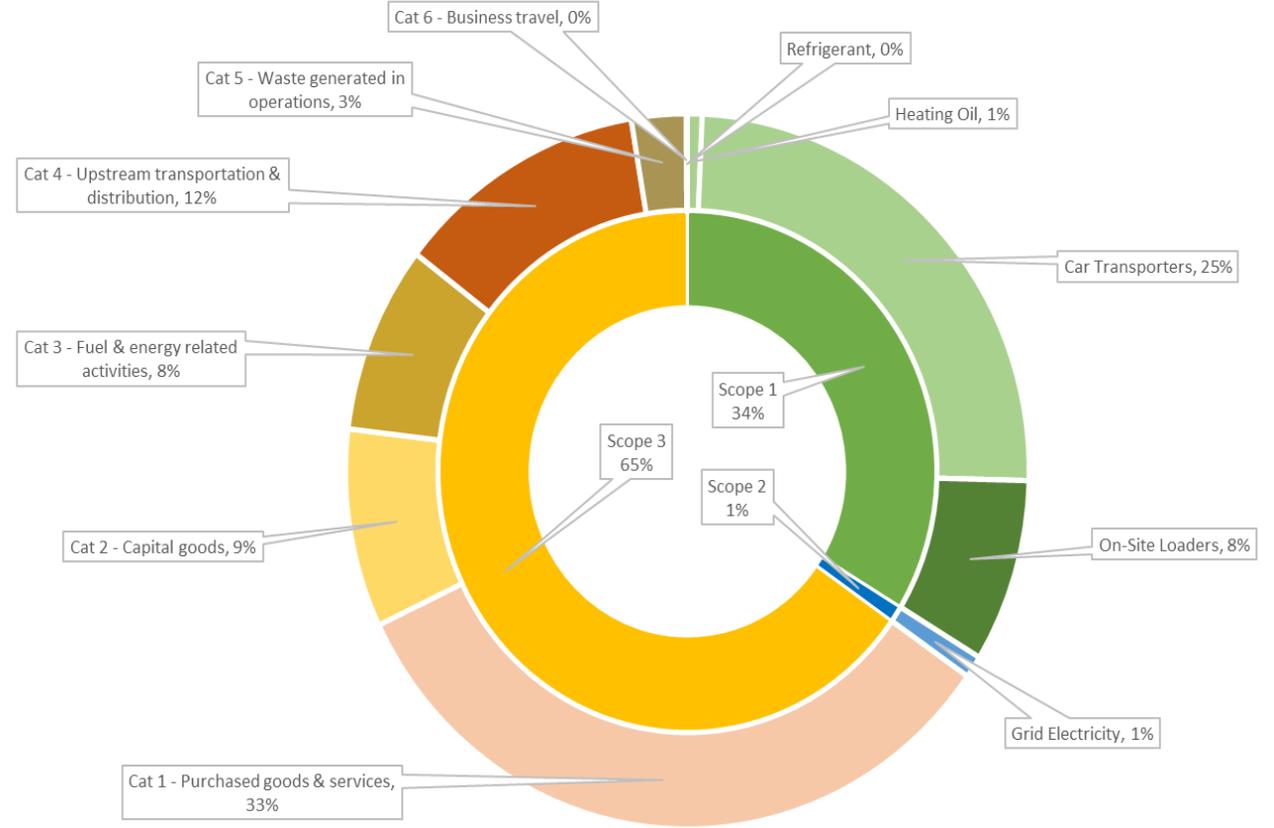


# The Supply Chain Network



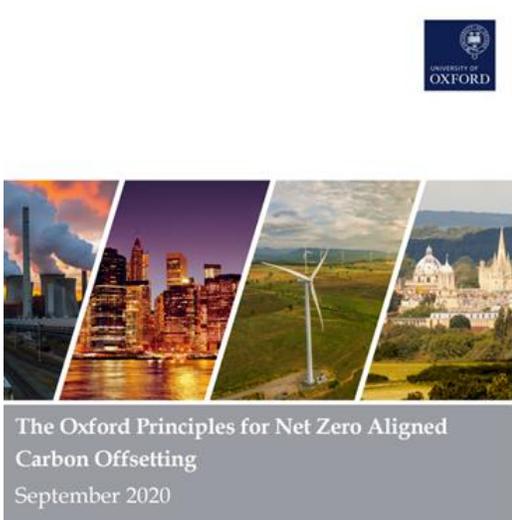
## Pharma supplier to the NHS

# Vehicle salvage and auction business

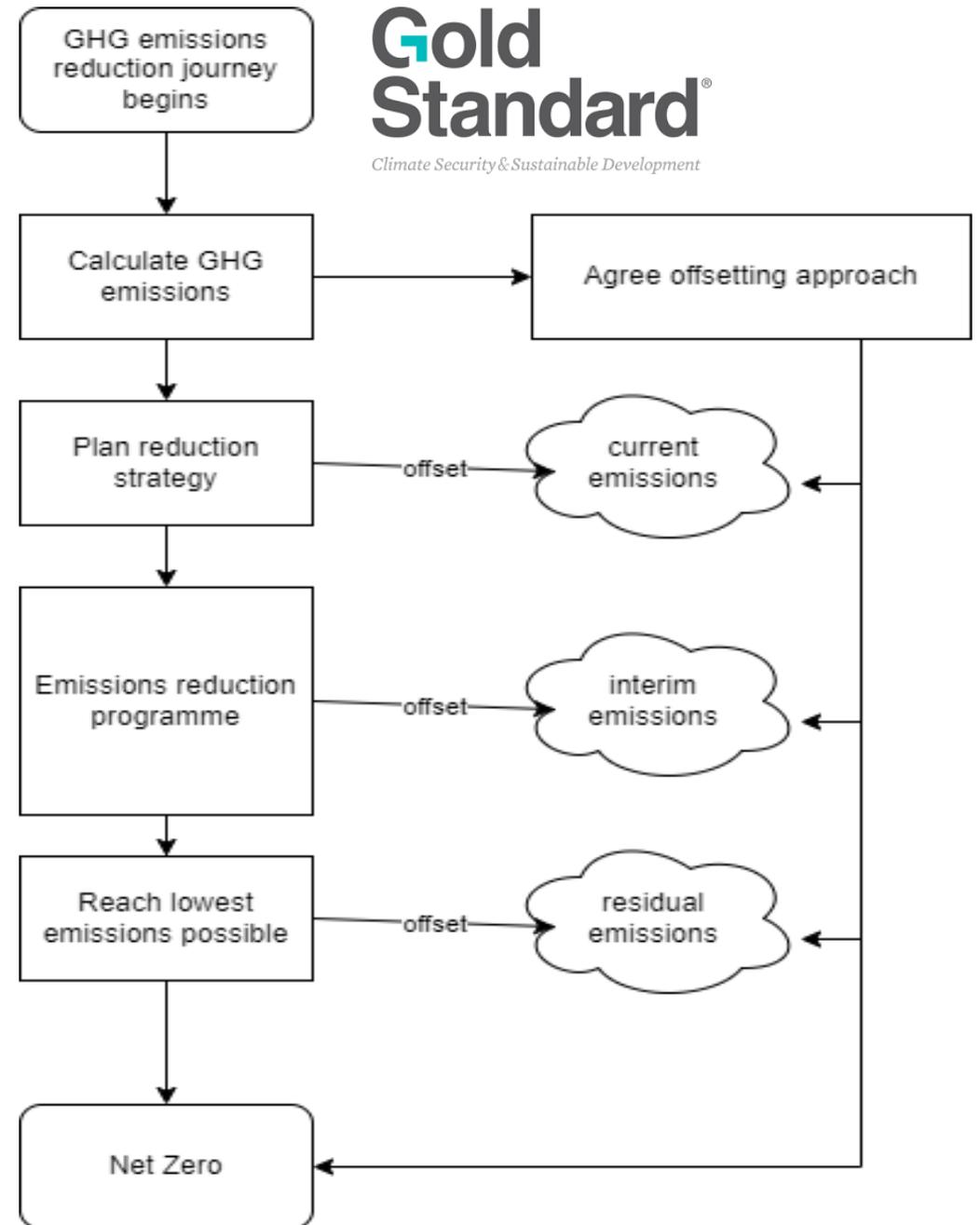


# Credible off-setting

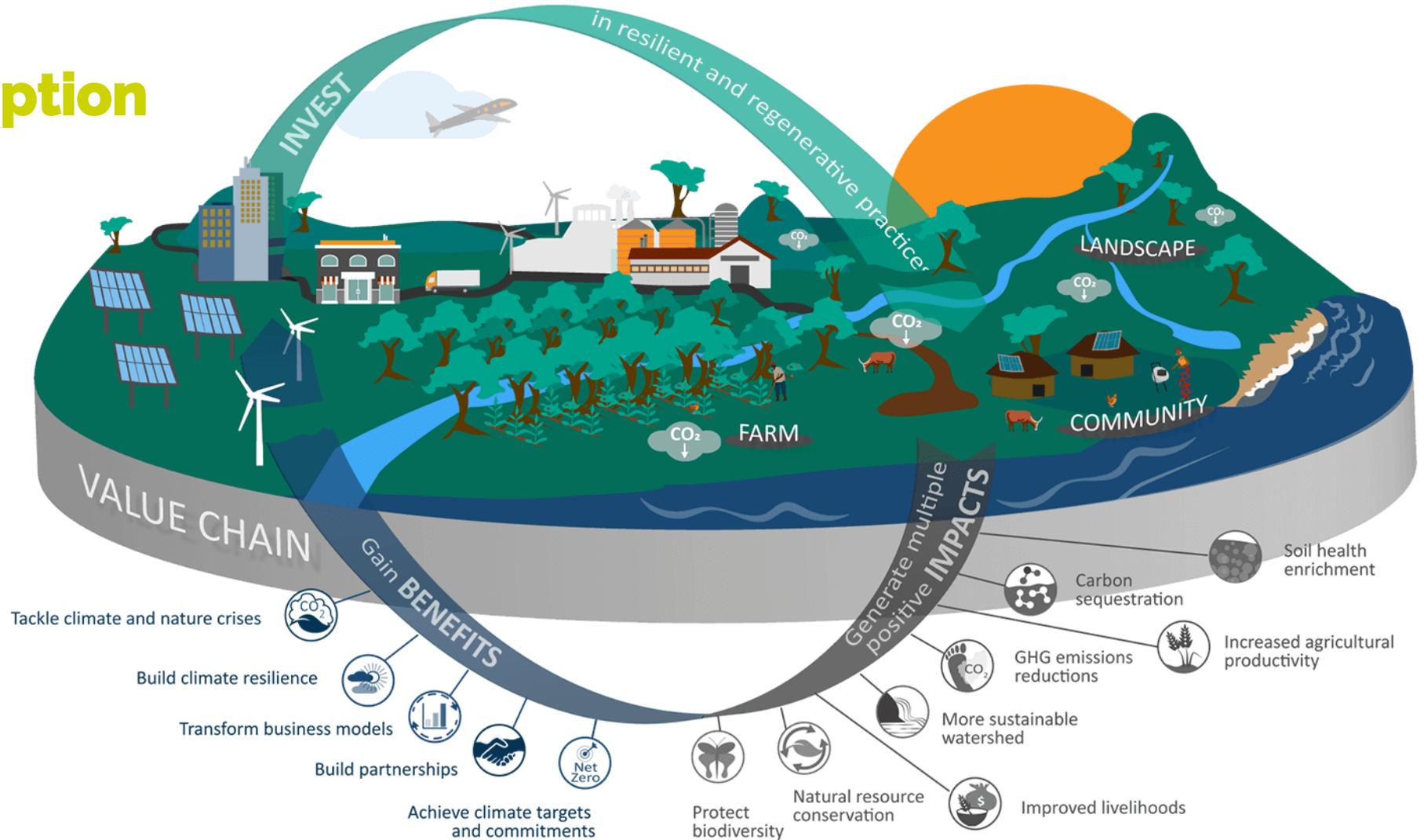
Offsetting is about GHG 'removal's and 'avoided' emissions  
 Currently unregulated & voluntary  
 There are good standards using established rules



- Additionality
- Quantifiable
- Verifiable
- Traceable
- Avoids double-counting



# Insetting is an option





## Determining materiality

The “acceptable % (or absolute quantity) difference” between:

- a company's emissions inventory and
- what the company's emissions would be if all omitted sources were accounted for.

The GHG Protocol advises this should be no more than **5% of the total footprint**



# Which categories are material to your organisation?

## Upstream emissions

- Cat 1:** Purchased goods and services (including mains water/wastewater)
- Cat 2:** Capital goods
- Cat 3:** Fuel and energy use, e.g transmission & dist losses
- Cat 4:** Upstream transport and distribution
- Cat 5:** Waste generated in company operations (if you don't own or control the waste management facilities)
- Cat 6:** Business travel
- Cat 7:** Employee commuting (teleworking)
- Cat 8:** Upstream leased assets

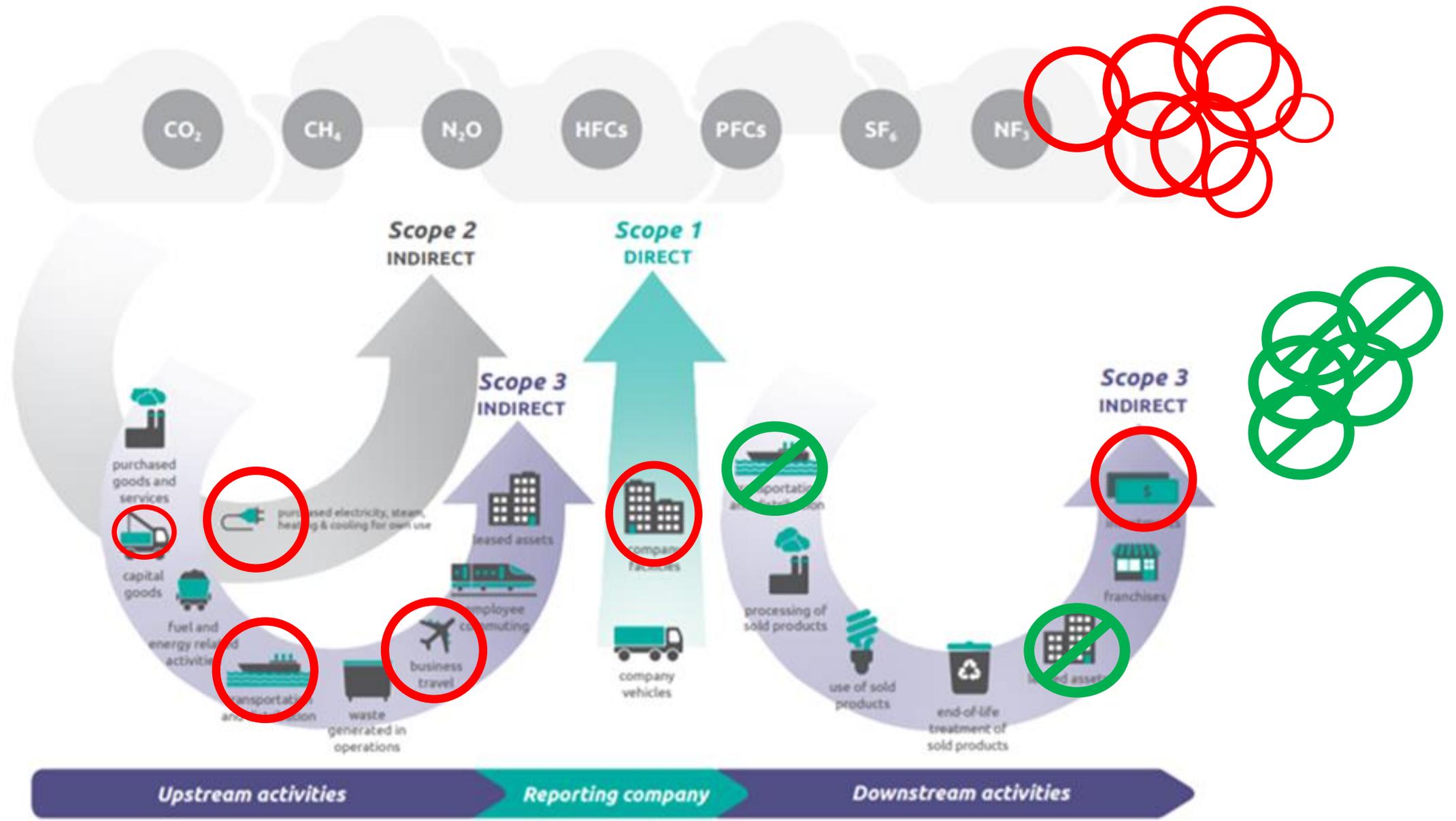
## Downstream Scope 3 emissions

- Cat 9:** Downstream transport and distribution
- Cat 10:** Processing of sold products
- Cat 11:** End-use of sold goods and services
- Cat 12:** Waste disposal and treatment of products
- Cat 13:** Downstream leased assets
- Cat 14:** Operation of franchises ?
- Cat 15:** Operation of investments (inc pensions)



## **Exercise 1: Mapping your business's carbon emissions**

- Short exercise to 'plot' your business's emissions footprint



Source: Figure 1.1 of *Scope 3 Standard*.



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**10.30 Coffee & Comfort Break**

**(15mins)**



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# Developing your ESG approach

What you need to know about global trends, supply chain risks and opportunities

## ESG 'Rules'

Be clear on your goals and those of your stakeholders

Be **transparent in your reporting**

Report regularly and accurately

Use qualitative reporting supported by hard numbers.

Aim to do no harm, mitigate impacts where you can't avoid them

Corporate policies should be 'active' and state what **is** being done

Establish Internal procedures and processes that are effective in implementing policies

Have a positive impact on people and the planet, not just profits

Communicate effectively with all your stakeholders (internal and external)

Have a forward-looking strategy to take advantage of changes in regulation, materials, etc

Work to become part of the 'circular economy'





# The Supply Chain Network



Global trends: supply chains connect us all

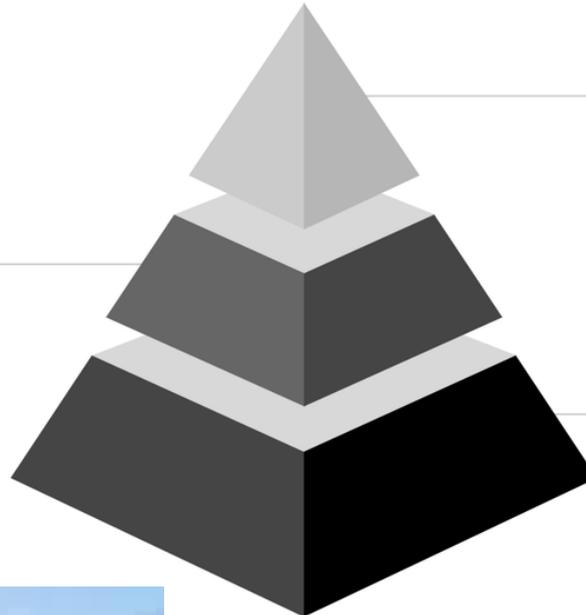


# Natural resources drive economic prosperity



**Secondary/Manufacturing Sector- producing goods from natural resources**

Energy Transformation: refining oil, producing electricity, creating more useful forms of energy



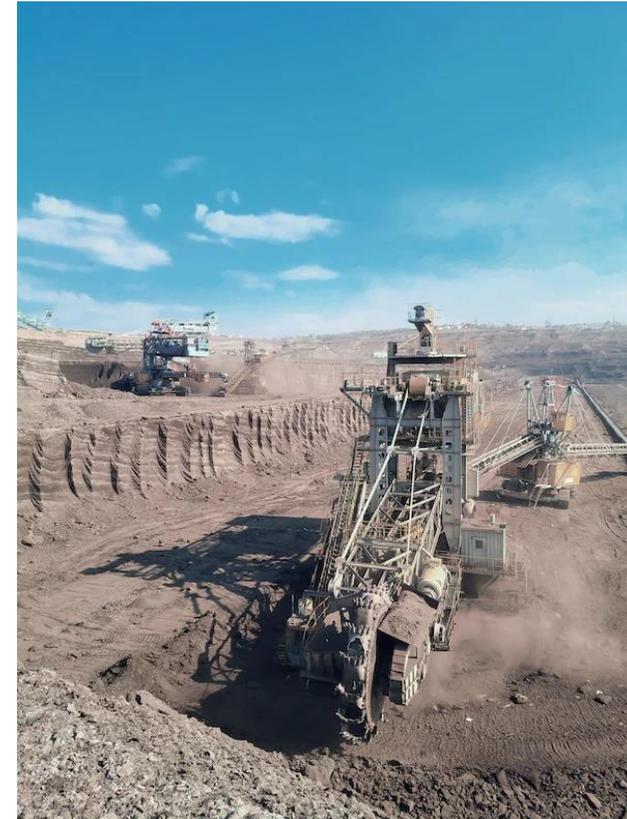
**Tertiary/Service Sector**

Provides services including banking, health services, retail stores, food services and education.



**Primary Sector- uses natural resources directly**

Energy Extraction: mining, agriculture, forestry, fishing



## Why is China especially problematic?

- Verisk Maplecroft data shows Xinjiang, Tibet and Yunnan as extreme risk
- China dominates renewable energy transition metals and minerals, but with a human cost
- Diversifying away from China is problematic as other markets are not as 'mature' (still developing)
- The Chinese **Anti-Foreign Sanctions Law** (AFSL) makes trading more complicated - making it illegal for Chinese companies to comply with the anti-slavery requirements of US & EU customers.



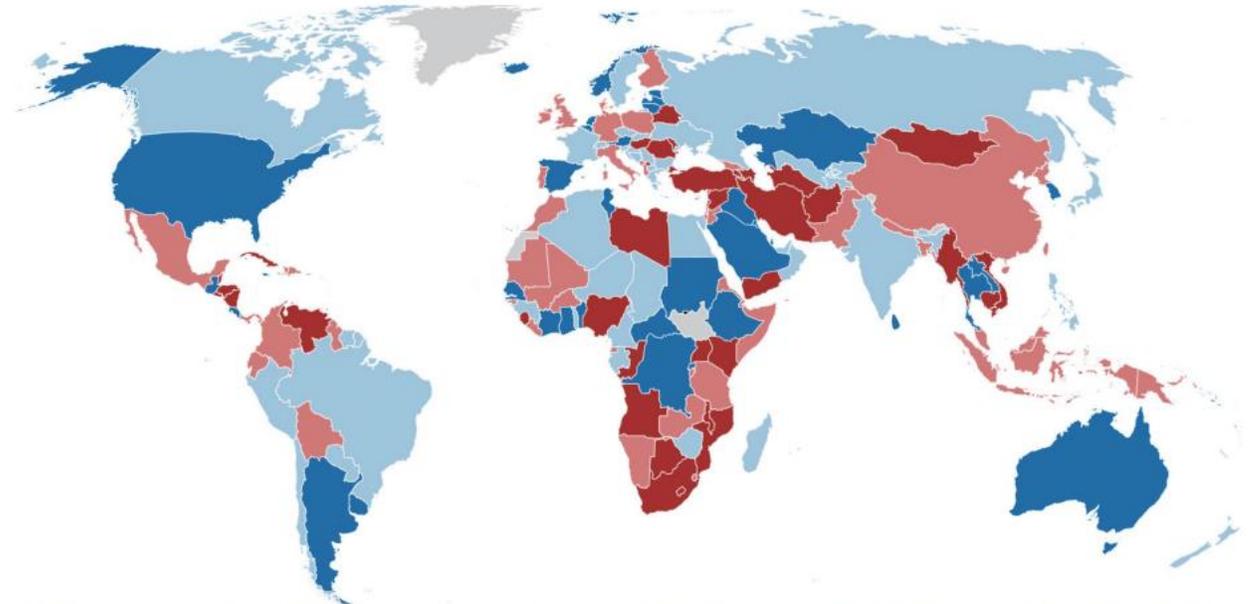
## Where do your 'supplies' come from?

- Verisk Maplecroft data also shows that 47 of 198 countries saw a significant increase in risk since the Modern Slavery Index was launched in 2016
- Key manufacturing hubs like China, Mexico, Vietnam, Indonesia and Malaysia show varying degrees of deterioration/worsening conditions
- What do you know about your main suppliers?

### Modern Slavery Index Full Index

Score change since 2016-Q3

 Significant deterioration  Slight deterioration  Slight improvement  Significant improvement



Risk scores are allocated on a scale running from 0 to 10, with 0 indicating highest risk. A shift of +/-0.5 or more is considered significant

## Modern slavery is getting worse

**There are 50 million people in modern slavery across the world today**

The number of people in modern slavery rose significantly in the last five years.

In 2021, 10 million more people were in modern slavery compared to 2016 global estimates.



[https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS\\_855019/lang--en/index.htm](https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_855019/lang--en/index.htm)

# How will increasingly stringent regulations affect your business?

- Human Rights & Environmental Due Diligence (HREDD) becoming increasingly prescriptive.
- Companies required to demonstrate no forced labour in supply chains
- Human rights & climate risk impact assessments need to be robust. Good data is critical
- Incoming, serious commercial penalties (e.g. German law and UFLPA in US)



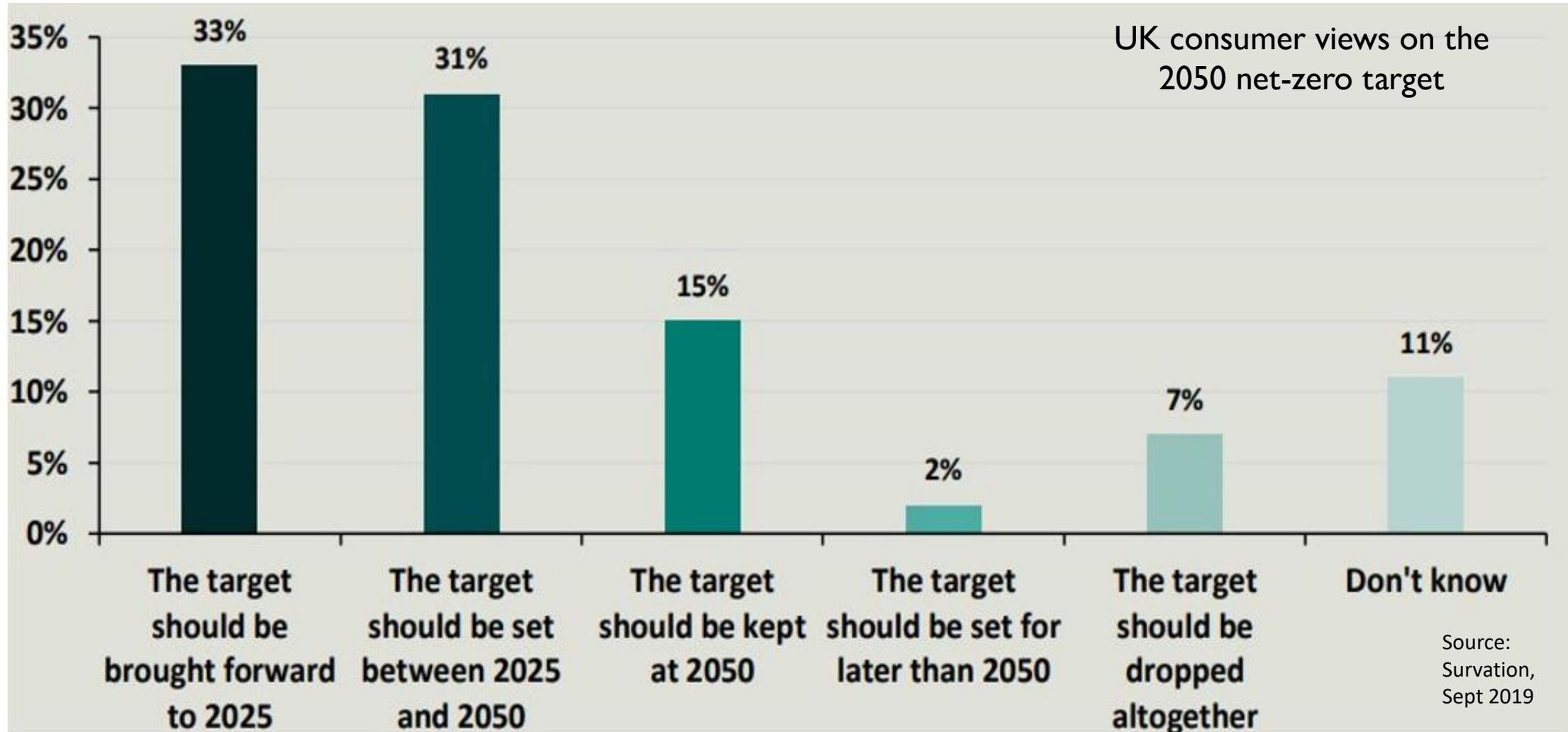


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**What matters to your customers?**



## Net Zero matters to consumers



## Customers are already making lifestyle changes

Would you:	Drive less	Walk & cycle more	Eat less red meat	Buy fewer clothes	Use public transport more	Become vegetarian	Become vegan
Yes	<b>65%</b>	<b>76%</b>	<b>63%</b>	<b>74%</b>	<b>65%</b>	31%	18%
No	25%	17%	30%	18%	24%	<b>59%</b>	<b>71%</b>
Don't know	10%	7%	6%	7%	10%	10%	11%

Source: Survation, Sept 2019

## Sometimes in obvious ways

“If I realize that a brand/product I use isn’t environmentally friendly, I’m likely to switch to a brand that is”



- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

Base: 1,589 (U.S) and 2,244 (UK)  
internet users aged 16-64

## What mattered most to consumers in 2022...

Consumers' top five most important environmentally sustainable or ethical practices:

1. Producing sustainable packaging and products
2. Reducing waste in manufacturing process
3. Committing to ethical working practices
4. Reducing carbon footprint
5. Respect for human rights

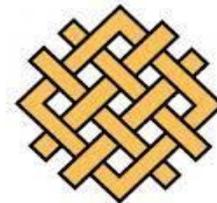


## Who Sets the Global Standards?

- Major global coalitions
- Global NGOs
- Industry bodies
- Nation states (regulations)



United Nations  
Global Compact



WORLD  
RESOURCES  
INSTITUTE



# How the main standards are linked.....



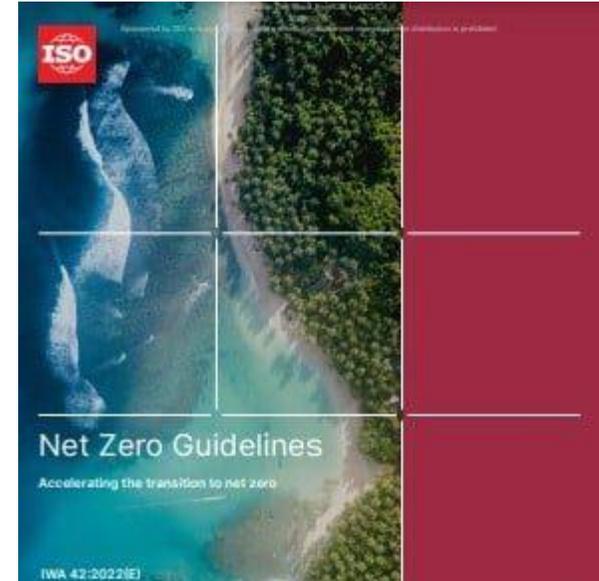
## Net Zero Standard ISO14068 is coming

**IWA 42:2022:** The ISO 14068 *carbon neutrality* guidelines project, set up as an International Workshop Agreement or IWA, was approved in February 2020, and has reached the 'preparatory' draft stage.

A decision on the draft is expected by end of February 2023

The core principles of carbon accounting, carbon management plans and offsetting will remain, but will be updated to reflect current circumstances, drivers, and regulations.

[ISO 14068 Certification - Greenhouse Gas Management and Related Activities | NQA Standards](#)



*The Net Zero Guidelines (IWA 42) were commissioned by a global collaboration to accelerate action towards net zero through standards.*

*The collaboration includes ISO, the [Race to Zero](#) campaign and the UNFCCC's [Global Innovation Hub](#).*

## What is a Science Based Target?

The SBTi has one goal: to reduce global greenhouse gas emissions"

Partnership between CDP, the UN Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF)

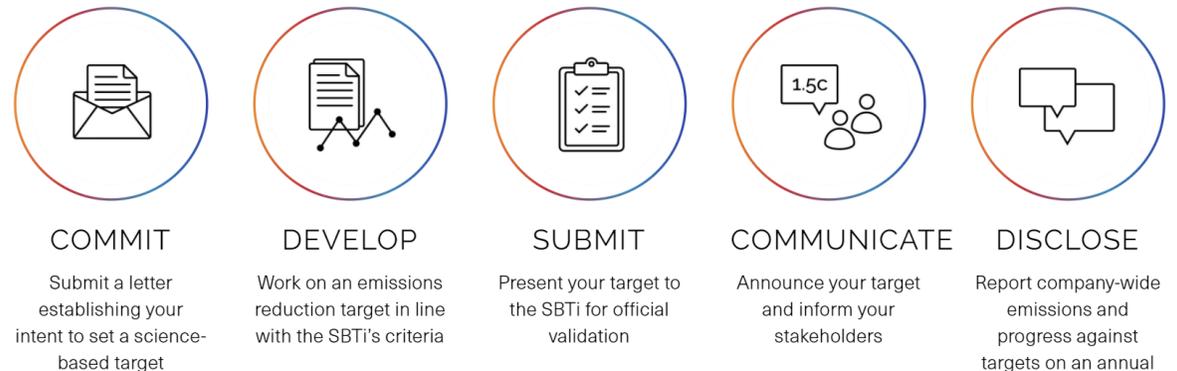
**Goal:** Limiting global warming to 1.5°C above pre-industrial levels

Developed and refining **evidence-based, scientifically defined sectoral pathways** to zero emissions

Currently, all sectors (*apart from oil and gas*) can set science-based targets,



A step-by-step process





# SBTs and Net Zero

SBTs are a tool for achieving Net Zero

**By using your emissions inventory to underpin your emissions reduction strategy, you can determine your own trajectory**

- **Quick wins**
- **Mid-term**
- **Longer term actions**

**SBTs are not yet mandatory - designed to give focus and guidance; they can definitely help you.**

**Develop your emissions boundary and inventory before making a formal SBT commitment**



**APPAREL AND FOOTWEAR SECTOR**  
SCIENCE-BASED TARGETS GUIDANCE

**Greenwashing:** companies using advertising and public messaging to appear more climate friendly and sustainable than it really is. Any statements made need supporting with hard evidence

“we use green energy”

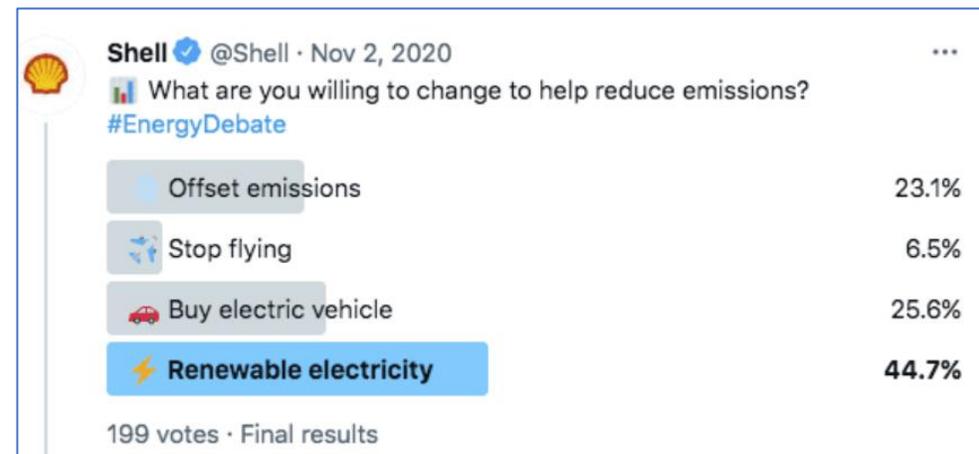
“we’re carbon neutral”

“we’re planet positive”



**Client Earth took Shell to court over its lack of action. Court ordered Shell to reduce their carbon emissions by 45% by 2030. First time a private company has been ordered to reduce its emissions by a fixed amount with a defined time frame.**

[5 leading actions on greenwashing | ClientEarth](#)



## Greenwashing Culprits



Coffee 'pods' are hard to recycle, less than 10% are.



Only certified organic cotton, e.g. GOTS free from slavery

Drax power station: Panorama's recent investigation has led to a Parliamentary Inquiry

## UK accused of funding environmental racism with subsidies to Drax

**The power station has paid out millions over alleged overpollution in US south, investigation finds**





## Fibbers get found out.....

International Consumer Protection Enforcement Network (ICPEN) annual website 'sweep' for consumer authorities globally, targeting fraudulent, deceptive or unfair conduct online.

500 websites have been reviewed to date this year across a range of sectors (clothes, cosmetics and food, etc).

4 in 10 using misleading and potentially illegal claims, vague and unclear language, e.g. 'eco' or 'sustainable' or 'natural products' without adequate evidence, also:

- Using **own brand eco logos and labels** not associated with an accredited organisation.
- Hiding or omitting information, e.g product's pollution levels, place of manufacture to appear more ESG-friendly.

**"chemical-free"** and **"non-toxic"** are vague, almost meaningless terms

***"Our foam insulation doesn't use CFCs"***  
CFCs were banned in 1978, it is illegal to them!



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## Case study examples

Range of sectors but common principles apply to each

## What Good Looks Like:

### People

Raisetrade chocolate, country of origin from tree to chocolate production, adding more value to local economy than exporting dried beans.

Dorset Food & Drink, working with local producers (dairy, coffees roasters) and companies for design, printing, packaging, etc

### Planet

fresh ingredients, no additives or preservatives

Packaging is either 100% compostable (woodpulp bags & cornstarch cellophane), or 80-100% recycled or rigid plastic packaging content. **All 100% recyclable.**

Funding Sumatra Orangutan Society (restore rainforest destroyed by illegal palm oil plantations, good for all wildlife, including orangutans (only 14,600 left in Sumatra) and local farmers, as part of the reforestation plans include planting trees that will generate an income for them, including cocoa!

Funding **SeaLife Trust**, a marine conservation charity based in Poole, with the sale of themed Ocean chocolate products.



**98 national & international awards since 2002**



## Net Zero Housing by Hastoe

[Hastoe New-Build Standard](#) setting minimum build requirements for new homes above current building regulations, meeting the Future Building Standard in 2025. and Net Zero by 2050:

Social landlord focusing on long term investment, 'fabric first' approach, (insulation, high performing windows and doors, good airtightness levels, reduction in cold bridging and stringent quality control)

2012 1<sup>st</sup> certified Passivhaus scheme in Essex, **cutting fuel bills by up to 90% per year**. Strategy is good design through to completion, using the right consultants at every stage of the development to keep costs close to 'conventional build'. Tenants have more disposable income, rent arrears virtually eradicated.

Own and manage over 7,500 homes from Cornwall to Norfolk in over 70 local authority areas. conserve and create green spaces to maintain local biodiversity incorporating wildflower areas, green corridors or edible herbs and cut flowers in a communal landscaping scheme

[National Housing Federation - On the road to net zero: Hastoe Housing Association takes a step closer to Passivhaus principles as it sets out its New-Build Standard](#)



## Case study: Apple

State they are carbon neutral (not NZ)

Every product carbon neutral by 2030

Have a plan for every life-cycle stage (designed/made/shipped/used/recycled)

Committed to transitioning entire manufacturing supply chain to 100% renewable electricity (solar, wind and other renewables), i.e. **Net Zero**

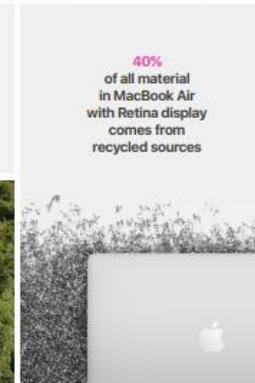
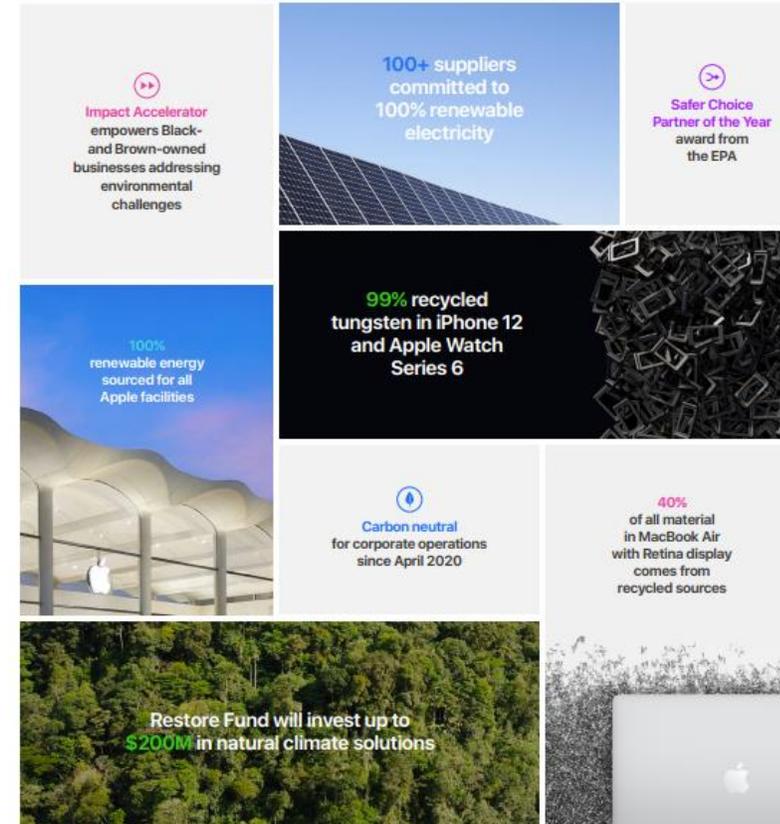
Innovating in facilities and supply chain to avoid GHG emissions.

Investing in **nature-based solutions** (forests and ecosystem restoration), benefitting communities and sequester/remove GHGs.

*Using EEIO-LCA since the 1990's to quantify supply chain GHG emissions.*



### Report highlights



## Case study: WeAreWild

No single use plastics (80 tonnes/yr avoided)

Also make bar soaps & shampoo

Natural ingredients, no waste

Buy direct or from national stockists

**Wild forest** - partnership with ONAMMISSION to offset emissions by planting trees, over 300,000 trees to date.

Are “carbon negative” through offsetting

## Sustainable natural deodorant delivered straight to your door



### Effective

Rigorously tried, tested and customer approved



### No waste

Unique plastic-free, compostable refills



### Naturally vegan

Powered by plants, not parabens or aluminium



### Convenient

Delivered through your letterbox when needed

Stockists 🇬🇧

## Buy Wild across the UK

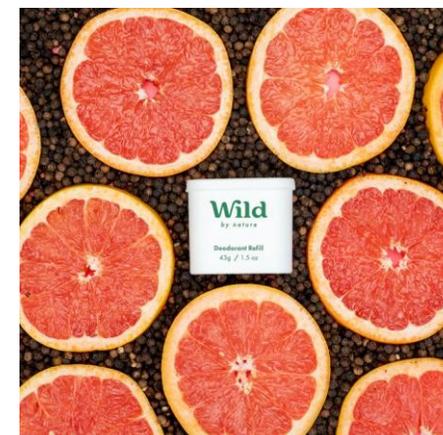
Sainsbury's

SELFRIDGES&CO

BOOTH'S  
FOOD, WINE AND GROCERY

Boots

WAITROSE  
& PARTNERS





## Tofurei, Norwich

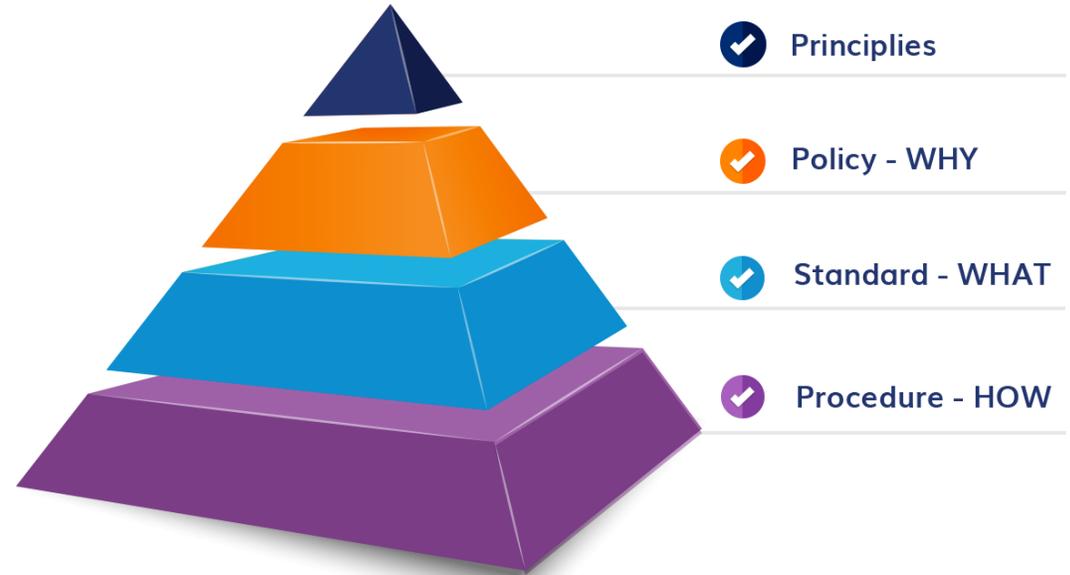
- All soya grown locally in the UK, so no rainforest destruction
- High quality tofu products “are lovingly hand-made” in Lenwade, boosting local employment
- Café items are compostably eco-packed for you to take away, a locally unique business
- Wholesale trade supplies to restaurants and food manufacturers across the UK





# ESG/CSR Operations

- Overarching Corporate Responsibility Policy
- Policies, e.g:
  - Modern Slavery, Living Wage, Gender Equality, Parental leave
  - Energy, water, waste, Natural Capital, materials/resource efficiency
- 'Standard Operating Procedures' to implement policies
- Processes within Procedures for measuring and monitoring progress
- Environmental Management System (EMS)
- Quality Management System (QMS)

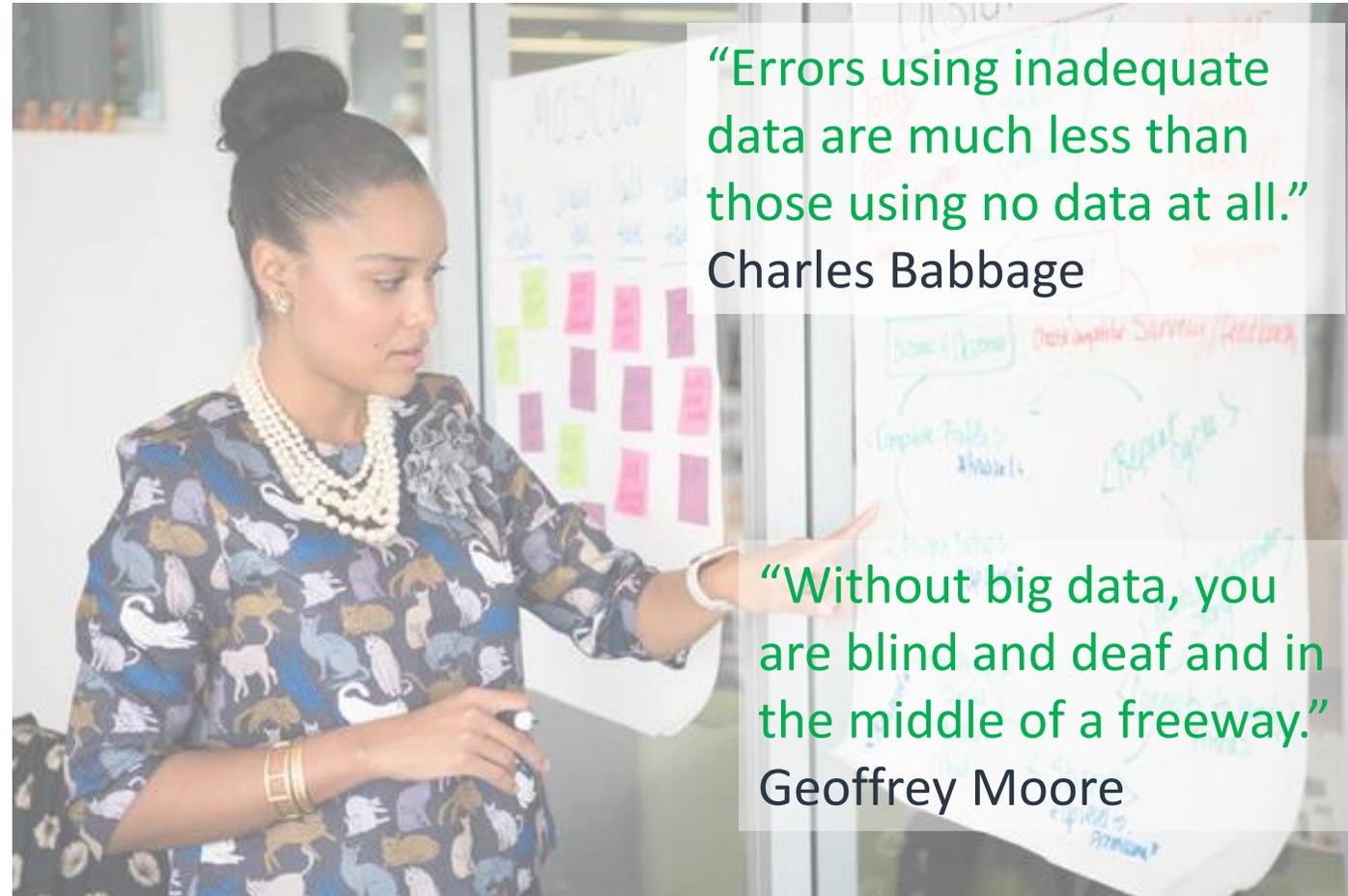


**Sustainable Procurement (ISO 20400)**

**Integrated Management System**  
B Corp [The UK B Corporation Movement](#)

## Effective data collation and reporting

- Must be embedded into day-to-day BAU operations, make it part of your organisation's DNA
- A shared activity communicated across the organisation
- Results need to be acted on, with timely feedback
- Make it happen! Get help if you need it.



“Errors using inadequate data are much less than those using no data at all.”  
Charles Babbage

“Without big data, you are blind and deaf and in the middle of a freeway.”  
Geoffrey Moore



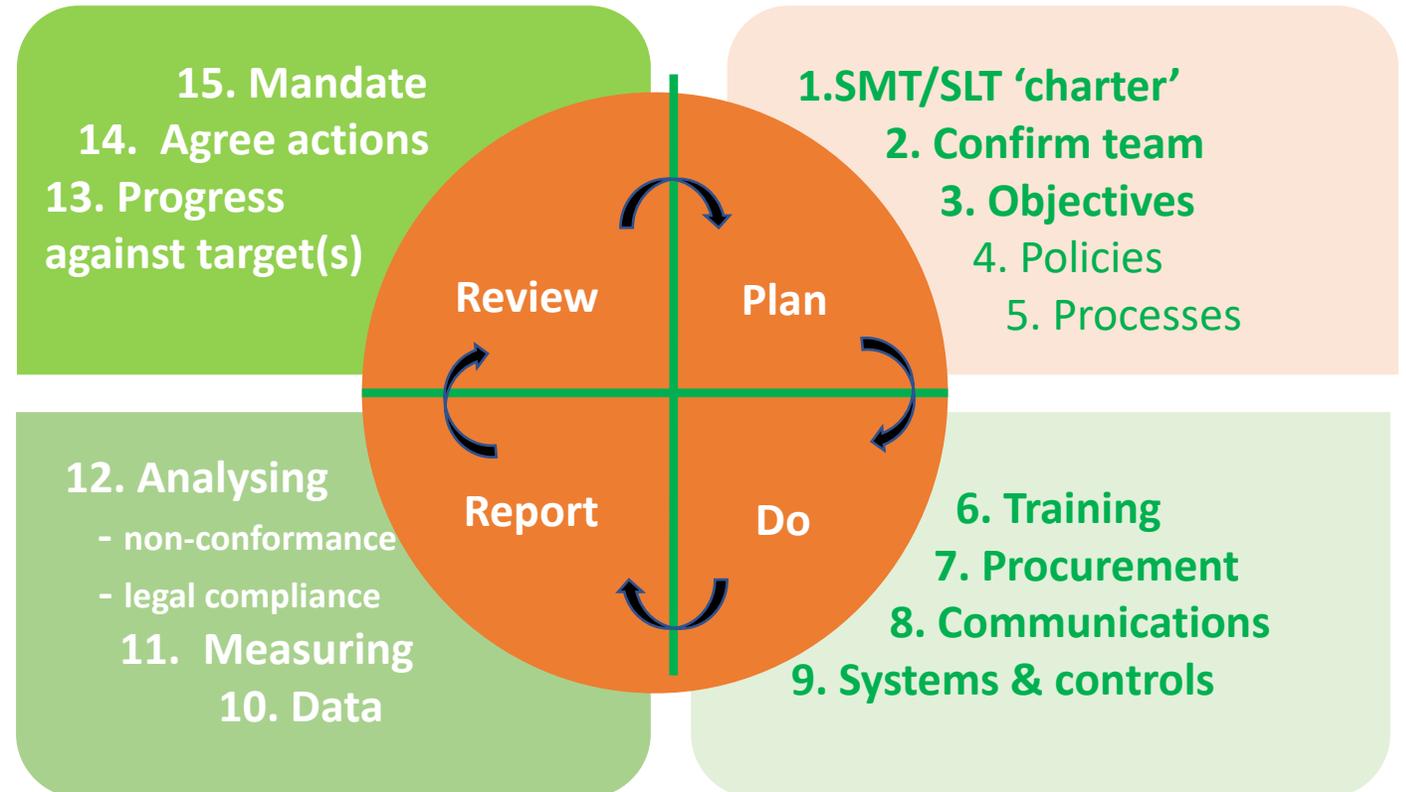
# Iterative Performance Improvement across the business

Senior team need to be ESG literate

- Leadership training?
- Capacity-building?
- Workforce/team training

Establish a programme for change

- Scope it out
- Identify which personnel
- Establish/agree responsibilities
- Confirm Company objectives



## Standards and good practice

What's most important for your sector?

- Circular economy model
- A credible CMP
- A robust ESG report (UNGC?)
- A science-based reduction strategy
- SBT formal commitment

Prioritise must-haves and good-to-haves

- ISO 14001 or a simple EMS?
- ISO 50001 or basic energy management
- Carbon assurance audit
- ISO 14064/65/66 Validated offsetting



**Gold Standard**<sup>®</sup>  
*Climate Security & Sustainable Development*

carbonZero  
certified  
ISO 14064-1 • certified organisation





## Sustainable Procurement checklist

Primary = natural resources or raw materials	<ul style="list-style-type: none"><li>• What raw materials are used, e.g. are they renewable?</li><li>• Does extraction or production cause wastes affecting air, land or water pollution?</li><li>• Does the 'process' impact local communities?</li></ul>
Secondary = manufacturing	<ul style="list-style-type: none"><li>• What resources are used, e.g. chemicals, energy and water?</li><li>• Does manufacturing cause air, land or water pollution?</li><li>• Is the process legal/compliant internationally and in UK?</li><li>• Does process or product meet an accredited environmental standard or ecolabel?</li><li>• Are hazardous materials used?</li><li>• How much packaging is used, can it be easily recycled? Would your supplier take back packaging so you don't have to dispose of it?</li><li>• Does the process produce waste, if so can it be safely treated?</li><li>• Does the manufacturer have good working conditions and pay a fair wage?</li></ul>
Tertiary processes, e.g. distribution	<ul style="list-style-type: none"><li>• Where will your products or services come from, e.g. what distance will they have to travel?</li><li>• Will a product get to you, e.g. air, rail or road? Rail is less environmentally damaging than air and road.</li><li>• How will goods be stored, e.g. will they need cold stores which use more energy?</li></ul>

<b>Use</b>	<ul style="list-style-type: none"><li>• What resources will be used during use and maintenance, e.g. energy, water, hazardous materials?</li><li>• Will the product need to be handled carefully, e.g. could it cause air, land or water pollution?</li><li>• Does the product have a limited shelf-life, e.g. could it go out of date and need to be disposed of before you use it?</li><li>• How easy will it be to get the product repaired if all or part of it stops working?</li><li>• Will staff need training to use the product or service efficiently?</li><li>• Will using it produce waste?</li><li>• Will equality or diversity issues affect service delivery, e.g. does the service meet the needs of different users and those with different cultural backgrounds?</li><li>• Could employees providing a service be exploited, e.g. low pay, antisocial hours?</li></ul>
<b>End Of Life</b>	<ul style="list-style-type: none"><li>• How will you dispose of the product/its components?</li><li>• Can it be reused?</li><li>• Can it/they be re-manufactured or easily recycled? If yes, how can you ensure this happens within legal compliance requirements.</li><li>• Will recycling produce hazardous waste?</li><li>• Do you have to follow any legal requirements to use, store or dispose of it?</li><li>• Could you have purchased a longer-lasting, more environmentally-friendly alternative? If yes, does your procurement procedure need to be updated?</li></ul>

# Adding value for Stakeholders & Investors

Scope out potentials across whole life-cycle

Review these against stakeholder/customer needs and wants

What needs measuring & monitoring?

What information is missing and how best to get this?

Establish 'added-value' benefits you can offer/develop



[Community Land Trust - Hemsan](#)



[Waterhaul - About Us](#)



## Useful sources of advice and support tools

[Writing a social value report - the complete guide | Impact Reporting](#)

[Delivering-Social-Value-Measurement.pdf \(ukgbc.org\)](#)

[Social Value Principles – Social Value Accounting](#)

[The easy way to measure social value | Social Value Portal](#)

[ISO 14001 | WRAP](#) Guidance and templates for Environmental Management Systems

[Waste management and reprocessors | WRAP](#)

[Standards | Greenhouse Gas Protocol \(ghgprotocol.org\)](#)

[Ambitious corporate climate action - Science Based Targets](#)

[ISO - ISO/CD 14068 - Greenhouse gas management and climate change management and related activities – Carbon neutrality \*being finalized as new global standard\*](#)

[Ecolabel Index | Who's deciding what's green?](#)

[ESG materiality assessments guide | Wellington Management](#)

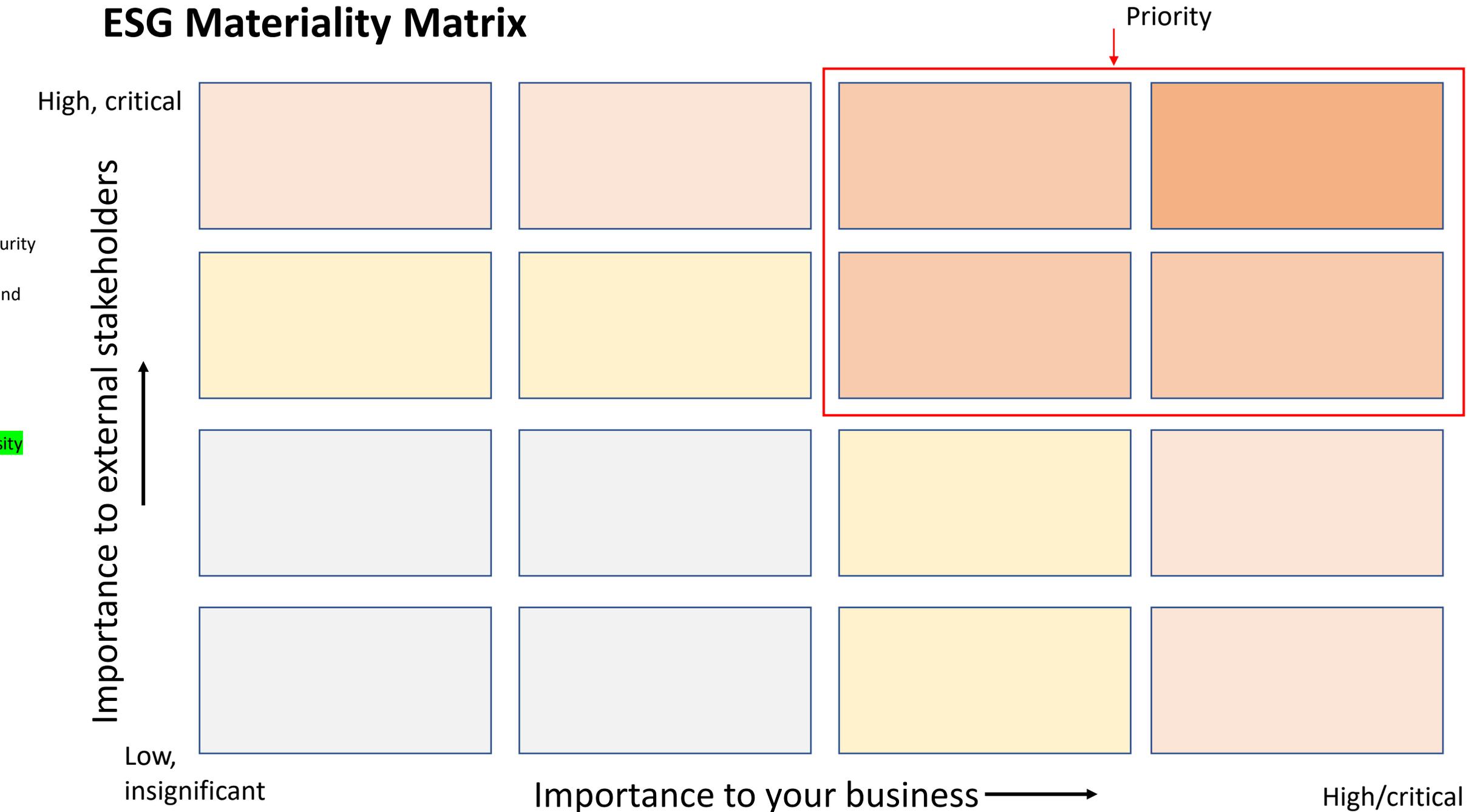
[Webinars From Experts With Insight | Maplecroft](#)



## Interactive session 2: Setting priorities for action

Creating your own ESG materiality matrix

# ESG Materiality Matrix





**The Supply  
Chain Network**

## **Feedback Session**

What are your main priorities

What 'Headline Actions' will you be taking

What further help might you need?



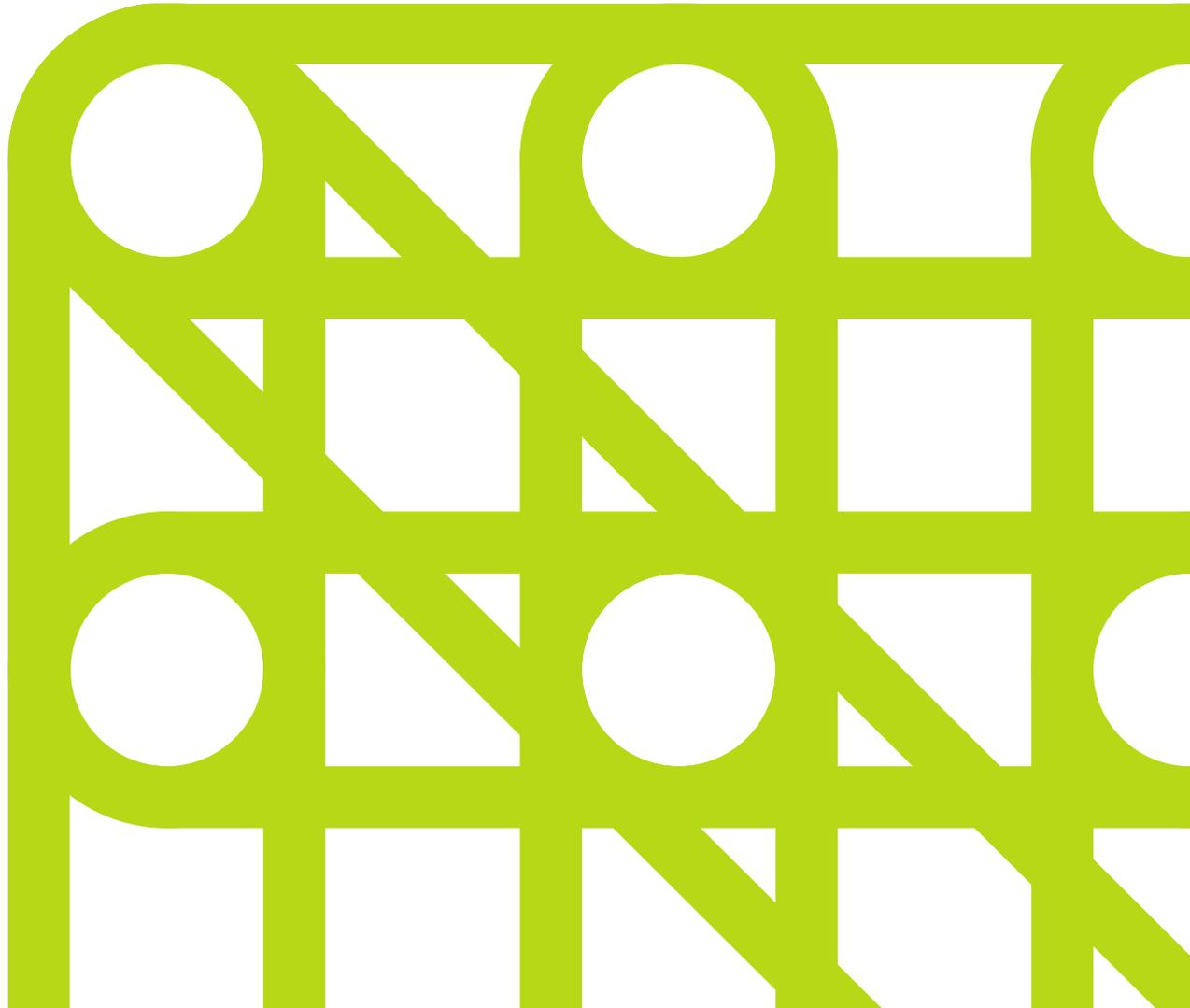
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**Thank you for your  
time today**

For further advice you can  
contact:



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