

Sustainability Annual Report

2024



Contents

03	Introduction	20	Supporting Local Community
04	Message from the MD	23	Staff Survey Gender and Diversity Reporting
06	Summary of the year	25	Internal promotions
07	2024 Action Plan progress	25	Training Hours
08	5 Year Strategy Progress	26	Sustainable Procurement-Sedex
09	The Figures	27	Small Wins
09	Scope 1&2	28	Ethical Audits
10	Scope 3	29	What we said we would do and didn't (yet)
11	SBTI Progress	30	2025 plans
12	Ecovadis Score	31	Appendix
13	CDP Score	32	Sustainability Strategy
14	Carbon Reduction Plan	41	2024 action plan
15	ISO 14001	43	5 year action plan progress
16	UN Global Compact Network	46	Scope 1,2,3 calculations
17	Waste Reduction Plan	54	Gender Pay Gap report
18	Natural Wax	59	Supplier questionnaire
		61	Risk matrix



Richard Grieveson
Chief Operating Officer

Introduction

Welcome to Contract Candles and Diffusers (CC&D) 2024 Sustainability Annual Report. Each year we take the opportunity to compile this annual report to track our progress along our sustainability journey and to hold ourselves accountable for achieving the goals we have set out in our sustainability strategy. To view the full sustainability strategy please see our strategy document in appendix A.

With the world missing the opportunity to limit global warming to 1.5° in 2024, it served as a stark reminder as to the reason why we need to continue to push progress in sustainability, across every field and take the opportunities to work as closely as possible with our clients and suppliers to do our utmost to achieve the goals we have set for ourselves and even greater collaboration.

This is now the third annual report produced by CC&D and we are proud to show the journey we have been on. As with our previous reports we will use a mixture of progress updates and key case study examples to show our progress, we will also document our plans for 2025.



Lawrence Symes
Managing Director

Message from the MD

Dear Reader,

2024 was an important year in Contract Candles & Diffusers history with some significant organisational changes which have set us up for sustainable growth and business security in the years to come. This year also saw the home fragrance sector beginning to recover after the post covid dip, which has meant a lot of development work and new projects for the team.

Sustainability is now firmly embedded in the CC&D culture, not just a side element to our business but an essential part of CC&D at its very core. True sustainability covers not only environmental factors, but also the sustainability of the business as a whole, financial and ethically. This has helped guide the business through the restructure and provided an ethos for ensuring CC&D is here for future generations. With this in mind the senior leadership team have focused on finding ways to progress CC&D's sustainability journey and the business itself with limited capital expenditure to help fuel sustainable growth, which has fuelled far more internal reflection and creative ideas than we could have hoped for!

One of these initiatives has been to focus in more on our employee engagement and overall employee experience. For the first time in 2024 CC&D launched a Staff satisfaction survey to gain an insight into the current workforce and where we can support staff more effectively. This has inspired some great work for 2025 re-evaluating staff benefits to ensure they have the maximum potential and are targeted correctly to our workforce, this will trigger a full health and wellbeing benefits review which will come to fruition in the next annual report.

A personal highlight of our sustainability plan that I am proud to continue is our commitment to local charities that make a real impact in our local community. We continue to support the local Chichester Food Bank with staff volunteering every other Thursday within the warehouse, which is a sobering and grounding experience that brings valuable perspective to the working day.

Similarly, we joined Sage House Dementia Support for their annual Spinathon with nearly all departments in CC&D taking on a session at the Spinathon with some healthy competition included!

As we look to 2025 and how we can take the next steps as a business we have a keen focus on delving into our supply chain in more detail and strengthening our partnerships with our suppliers to ensure we source responsibly but also to work collaboratively together on new and exciting initiatives. This will form one of the key pillars in our procurement strategy which we are refreshing in 2025 as part of our wider strategy piece. We will also start to plan our capex investment with key infrastructure projects.

With the business structure, leadership team and workforce in place, I am really excited to see the progression we can make in 2025 and tick off some large milestones not only in our sustainability journey but for the business as a whole.

Lawrence Symes

Managing Director





Summary of the Year

2024 was a year of change for CC&D, which saw sustainability take a wider role in the business as we looked to make some key organisational structure changes to create a future for sustainable growth for the business.

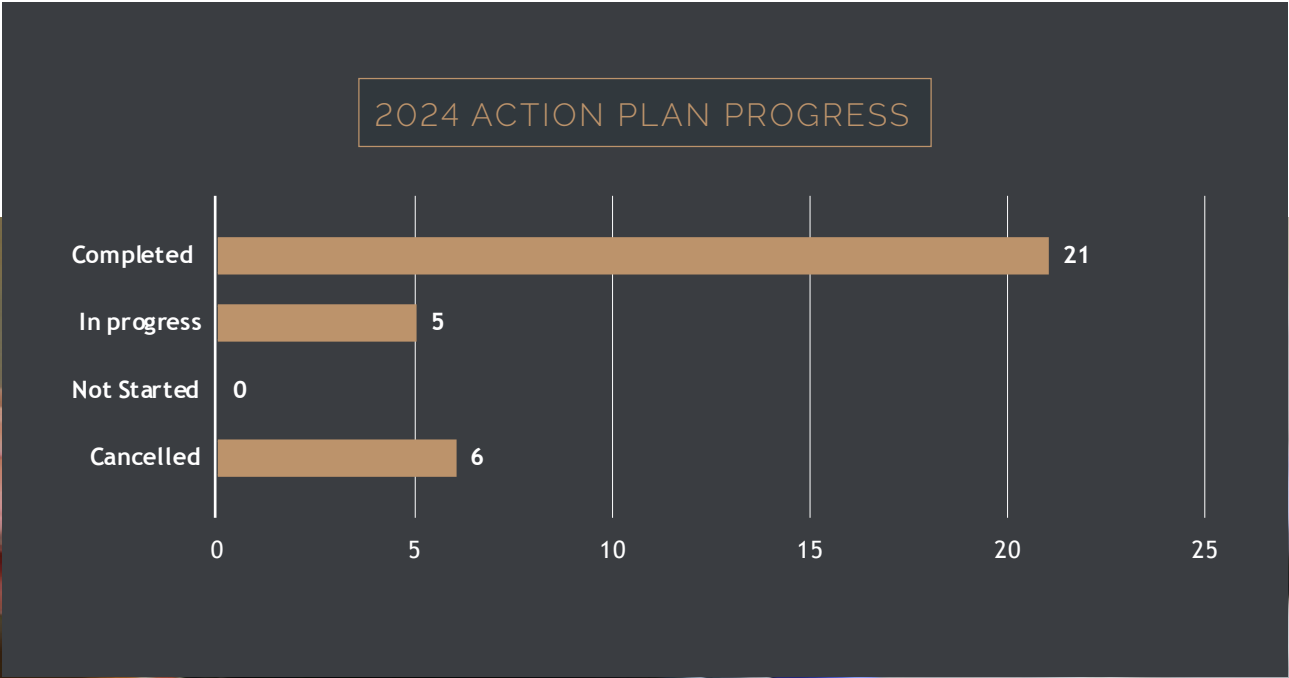
A key focus of 2024 was our culture and understanding how we can focus further on our social factors, not only with our own staff but suppliers and clients as well.

With sustainability embedded at the core of the business in this year, it creates a foundation for larger progressive steps in 2025, such as joining the Living wage foundation and investment into capex projects.

Whilst these foundations were being built we still wanted to keep pushing forward on actions in 2024 that we could accomplish this included a staff survey, Dementia Awareness training for all staff, accessibility audits on all our sites and improving our recycling facilities. The following report highlights some key case studies of what we have achieved and the great work our sustainability committee and the business as a whole has completed.

2024 Action Plan Progress

In this report we have selected a few key projects to show the progress of CC&D in our sustainability journey in 2024, we have also selected a few areas that we have not achieved to push us to improve in 2025 and show that it is not all plain sailing and the realities of business. Overall, our action plan was a 32 point strong plan to push forward sustainable initiatives, of these 65% (21) were completed with a further 15% in progress and will be carried through into 2025. To see the full action plan please refer to appendix B.



5 Year Strategy Progress

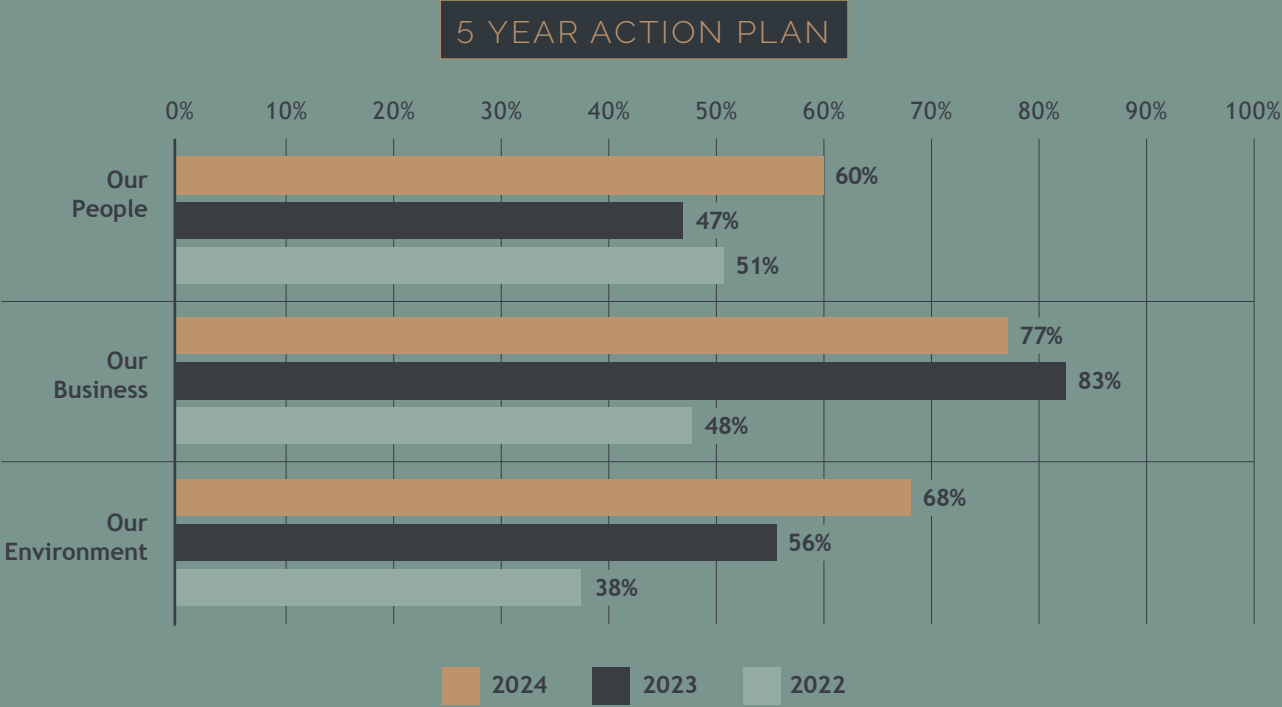
The 2024 action plan was drawn from our larger 5 year sustainability strategy. The 5 year action plan has been developed to prioritise and address the issues identified in our risk matrix and is filtered down into our annual action plan each year along with some quick win actions we can take.

We have mapped the approximate progress of our achievements against the 5 year plan and we can see our progress versus previous years below. Our full 5 year action plan can be seen in appendix C.

As you can see from the graph we have taken steps forward in both social and environmental sections although these both need more focus. We also recognise we have taken a step backwards in our governance,

which stems from a lack of resource in our procurement team and so our interaction with our supply chain has not progressed as far as we would like it to.

This will form one of the key actions in 2025 to bring this back up to scratch, along with a focus on our people and where we can develop this area more following the results of our staff survey in 2024.

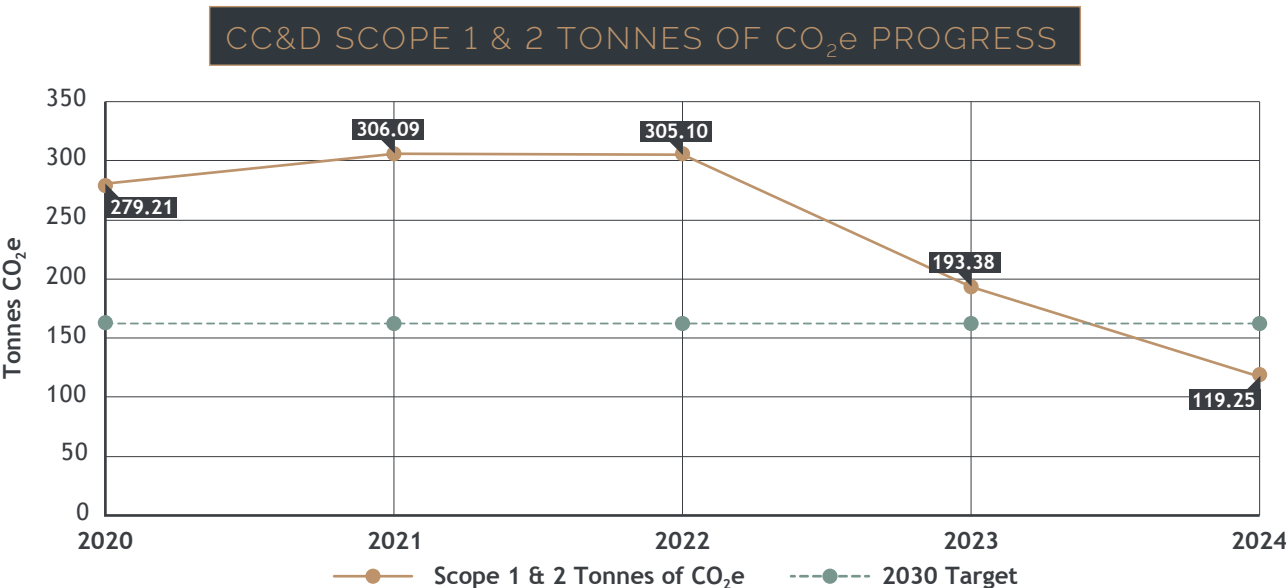


The Figures

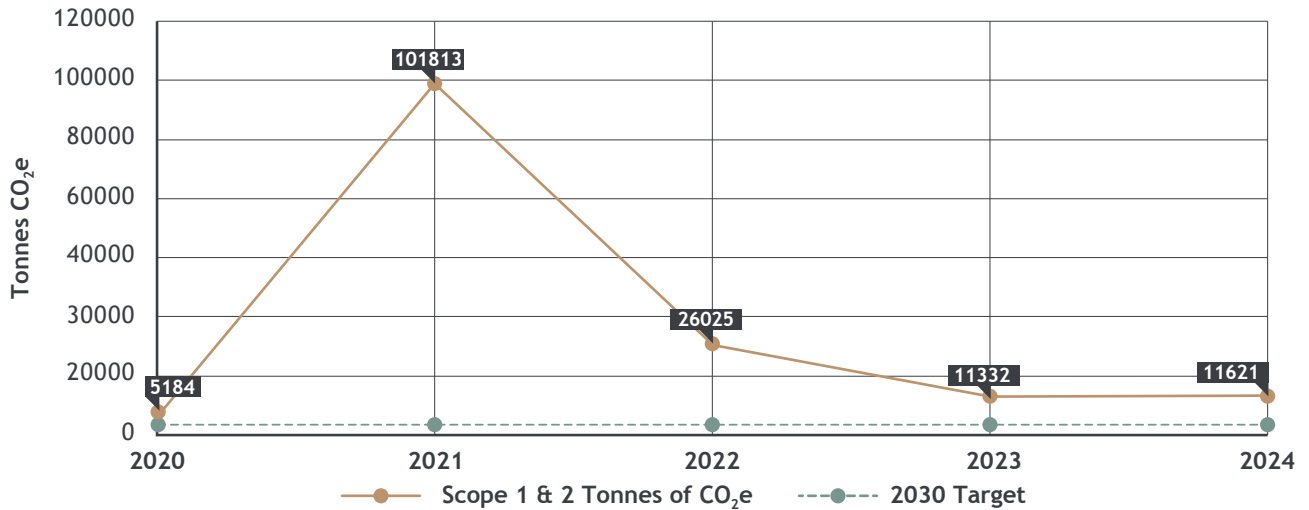
Scope 1, 2 and 3

Tracking our Scope 1, 2 & 3 emissions has now become part of our annual process and a great check in point for the sustainability committee, it is also vital as part of our progress with SBTi and for our submissions to CDP and Ecovadis. We are really pleased to see the further work we are doing to limit our energy use has made further impact and we are now below our 2030 target for Scope 1 & 2, which is great news, although we will keep pushing to see how low we can go!

We have mapped the approximate progress of our achievements against the 5 year plan and we can see our progress versus previous years below. Our full 5 year action plan can be seen in appendix C.



CC&D SCOPE 3 TONNES OF CO₂e PROGRESS



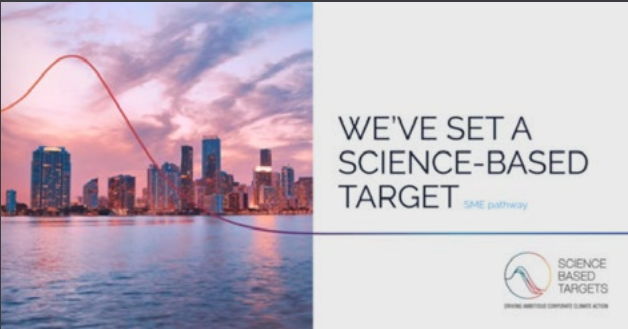
The Figures

Scope 1, 2 and 3 [continued]

Whilst we do not have an official target for Scope 3 as an SME, we again acknowledge the importance of tracking this and working to lower this as much as possible. We have set our own target for Scope 3 reductions in line with the 1.5 degree Paris agreement target.

Whilst we are currently maintaining our Scope 3 figure which is positive when compared to a growth in revenue, we need to make more progress in reducing this to stay on track.

Please see our complete Scope 1, 2 & 3 emissions calculations in Appendix D.



SBTI Progress

Following the verification of our carbon reduction plan through the Science Based Targets Initiative (SBTi) taking the SME route to decarbonisation we are pleased to report our Scope 1 and 2 progress for 2024. As the previous graphs show we have made great progress in Scope 1 & 2 but need to focus on Scope 3 in 2025. We wanted to document our target setting and the full figures below:

2020 BASE YEAR				
	Total Figure	Boundary Figure	2030 Target	Reduction Required
Scope 1	47	44.65	25.897	18.753
Scope 2	232	220.4	127.832	92.568

SCOPE 1 & 2 TONNES OF CO ₂ e			
Year	Actual	2030 Target	Difference
2020	279.21	154	125.21
2021	306.09	154	152.09
2022	305.10	154	151.1
2023	193.38	154	39.38
2024	119.25	154	-34.75

SCOPE 3 TONNES OF CO ₂ e			
Year	Actual	2030 Target	Difference
2020	5184	3079	2105
2021	101813	3079	98734
2022	26025	3079	22946
2023	11332	3079	8253
2024	11621	3079	8542

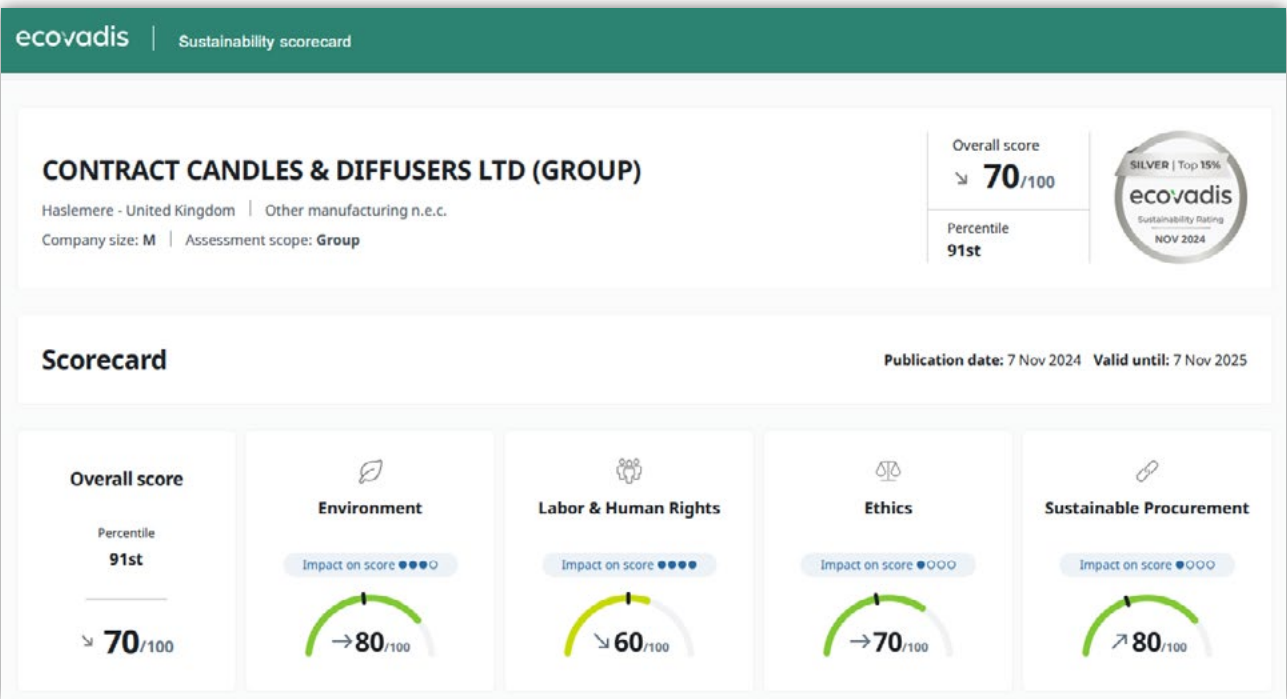
Ecovadis Score

As part of our annual sustainability calendar we submit to Ecovadis as a way to monitor and independently assess our progress in sustainability. Ecovadis has grown to become the world’s largest and most trusted provider of business sustainability ratings. Ecovadis medals recognise companies that have completed the assessment process and demonstrated a strong management system that addresses sustainability criteria. It measures not only our impact on climate but also takes into account social and governance factors to give complete score on our progress along our sustainability journey compared to other businesses.

In 2024 we were proud to achieve a Silver medal, placing us in the top 15% of companies who complete the Ecovadis assessment.

We scored 70/100 this year which we acknowledge is an decrease of 3 points from the 73 scored last year, which has meant we have dropped down from a Gold medal. When we have reviewed our performance we can see from our scorecard we maintained our high scores in the Environment and Ethics section and improved our scoring within Sustainable procurement. Where we have dropped down is the new scoring and questions within Labour & Human Rights section.

We are taking this as a key action into 2025 as the focus will shift from our current position of implementing policies to cover this area to documenting how we follow these in our every day business. We also hope the results of the staff survey will support us in pushing this section back up and achieving a Gold medal again in 2025!





CDP Score

2024 saw a change in how we submit our data to the Climate Disclosure Project (CDP) with the launch of a new questionnaire specifically designed for Small and Medium-sized Enterprises (SMEs). The aim of this was to simplify the reporting process for SMEs and reduce the reporting burden on smaller organisations that do not have the data and resources of the larger corporations. To qualify as an SME organisations needed to be under 500 employees and less than \$50million in revenue, as an SME CC&D qualified to complete this questionnaire rather than the full corporate questionnaire.

In 2024 more than 12,500 companies disclosed through the SME questionnaire with CC&D being one of the 1,641 UK companies that disclosed their data. However, due to the introduction of this new SME route, in the first year of this questionnaire the maximum score a SME business can achieve is a B grade, due to CDP calibrating its approach for SMEs and requiring more data before defining a leadership category for them which is an A grade.

CC&D were delighted to announce that this year we achieve a B grade for our CDP disclosure therefore earning the maximum score possible for an SME business. Hopefully in 2025 we can begin to progress to A grades in certain areas.

CDP SCORING CHART

Category Name	CC&D Category Score
Verification (Incl. Emissions)	B
Business Strategy	B
Scope 1 & 2 Emissions	C
Emissions Reduction Initiatives and Low Carbon Products	B
Targets	B
Context	B
Risk Disclosure	B
Opportunity Disclosure	B
Energy	B
Environmental Policies	B
Value Chain Engagement	B
Governance	B



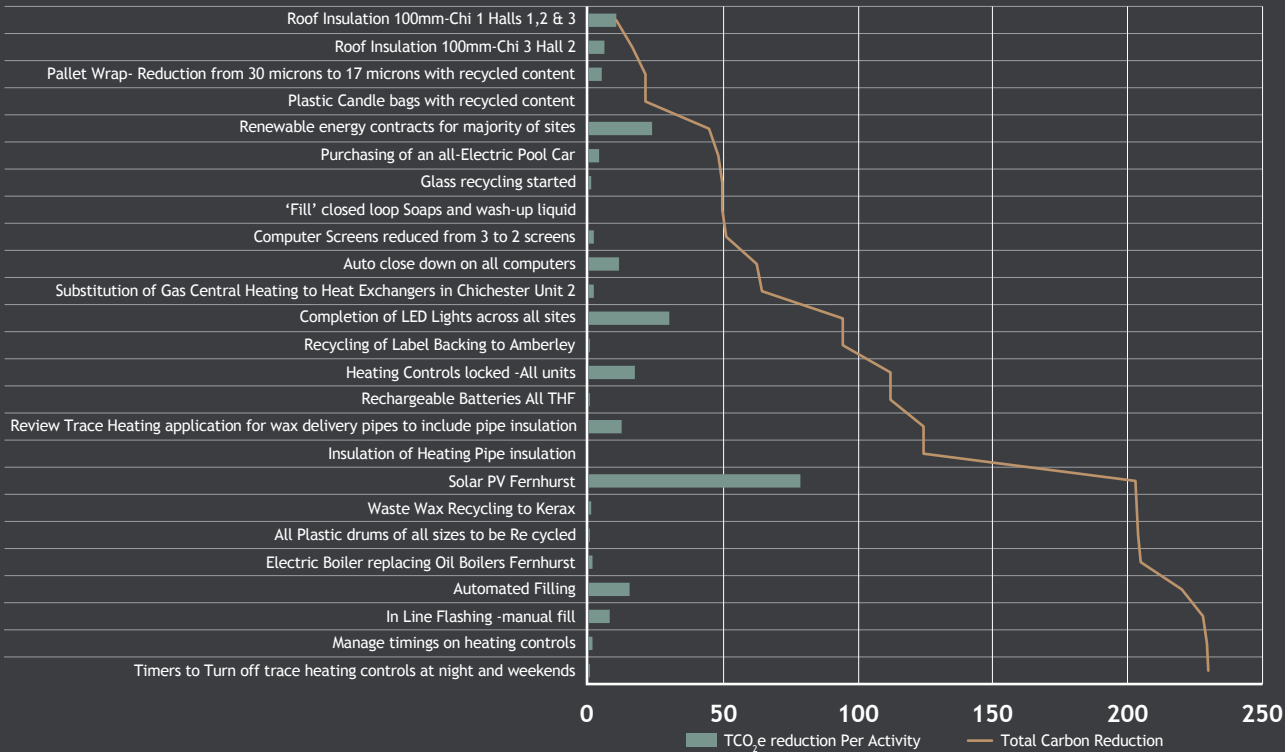
Carbon Reduction Plan

Significant impact has been made over the last few years in reducing the carbon footprint at CC&D. At the beginning of the journey it is very easy to identify big wins and make a significant impact. We are now four years into our decarbonisation programme and the challenge is on to see how we can continue to make an impact.

Insulation, electricity and the management of controllers together with a wholesale change to only use renewable electricity at all of our sites has helped us to make a big impact and keep on track for a 42% reduction in our Scope 1 & 2 by 2030.

Looking forward the challenge is now on for us to keep making improvements without impacting on our processes and procedures. In 2025 we are looking to switch the fuel source for our vehicle fleet to HVO fuel. This will impact both scopes 1 & 3 and reduce the carbon emitted by our vehicles by 90%. Over and above this we are looking in to insulating our wax tanks which will reduce the amount of gas needed to maintain the optimum temperature and exploring the possibility of heat recovery in the factory.

COMPLETED CARBON REDUCTION



ISO 14001

In November 2024 we had the second surveillance audit of the ISO 14001. 14001 is part of the Business Management System and it focuses on Environmental issues.

There is a lot of synergy between 14001 and our sustainability goals.

The audit was successful with three minor non conformances.



The auditors comments were as follows:

- The commitment of the top management was evident during the audit and the company is very keen on reducing the environmental impact.
- It was witnessed the effort to communicate the EMS through all the levels of the company.
- The premises of the company were very clean and tidy inside and outside.
- There has been a lot of thought gone into the establishment of the EMS and it fulfils the requirements of the ISO14001:2015 standard.

Looking forward to 2025

We recognise that Occupational Health & Safety is becoming more of a priority in the workplace.

While Health and Safety is addressed within ISO 14001 we feel that the business would be better served by adopting ISO 45001 to give us a higher level of structure to Health and Safety and provide peace of mind to all stakeholders be it the board of directors, customers or co workers, that management controls regarding H & S risks are inherent in the workplace.

To further streamline our Business Management Suite, we intend to integrate our ISO 9001 and ISO 14001 and the new ISO 45001. This will mean that all three will be audited at the same time on an annual basis.

United Nations Global Compact Network

Three of the CC&D Sustainability Team attended the UN Global Compact Network UK Summit in the Guildhall in London in Oct 2024. It was great to hear other SME perspectives on sustainability and share some of our experience, knowing that we are all on the same journey together!

Days like this are great to re-focus our sustainability action plan and give everyone a boost in progressing our sustainability goals. Plus an incredible venue at the Guildhall in London!

As part of our support of the United Nations Global Compact each year we also join in the SDG Flag Campaign to show we are Together For The SDGs and mark the anniversary of the adoption of the Sustainable Development Goals SDGs. 17 goals that guide us to a more inclusive, just, and sustainable world by 2030!



Waste Reduction Plan

Our efforts to significantly increase the proportion of waste that we recycle has come to fruition in 2024. We are pleased to report that we have managed to recycle or repurpose 77% of the total waste we generate. This is slightly above our target of 75% set out in our environmental policy objectives.

There was a significant reduction in the amount of general waste we have sent for incineration. We are constantly looking for new opportunities to recycle. This year we were able to add confidential waste and PPE to the list of items we recycle.

On a poignant note we were also approached to see if we could offer some of our waste wax to Ukraine. Volunteers in Ukraine melt down the wax and make trench candles for the soldiers. The pictures to the right show the volunteers creating these candles.



Category		2020	2021	2022	2023	2024	2025
							Target
RECYCLED PRODUCTS	Cardboard	150	265.04	303	198.56	186.38	215
	Glass		4	56	42	32.2	45
	Wax	0	0	0	26	22	25
	Polythene	15	22	23	12.72	15.33	16
	Plastic Containers	0	0	0	2	1.71	2
	Metal	3	4	4	4	4.78	6
	Kitchen Recycling		1.2	2.4	2.4	2.4	2.4
	Confidential paper					0.5	0.5
Total Recycling		168	295.04	386	285.28	265.3	311.4
DISPOSAL	General Waste	290	273	320	138	58.22	100
	Hazardous Waste	1	4	5	49	21	10
	Total Waste	459	572	711	472	345	421
Percentage recycled		37%	52%	54%	60%	77%	74%

Natural Wax

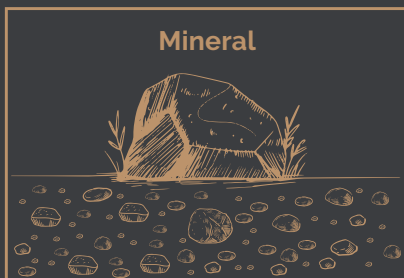
As we progress on our sustainability journey one of our key aims is to engage further with our clients on sustainability as a whole but also how we can help to make their products more sustainable. One of the key topics that arises when we begin these discussions is the popularity of natural wax and the growing movement towards natural wax candles rather than mineral wax (paraffin) based candles. There are many different types of wax that can be used to produce scented candles and these are grouped into three main areas:

Mineral waxes - Paraffin

Natural waxes - Palm, Soy, Coconut, Rapeseed

Animal waxes - Beeswax

AT CC&D WE HAVE THREE MAIN CATEGORIES ALL OUR WAXES FALL UNDER



Mineral wax is the most common wax type used in candle-making; this is because it is easy to work with, colourless, odourless and provides a better scent throw than most other waxes.

Mineral waxes are refined from waste products of the petrochemical industry, and therefore cannot be marketed as 'renewable' due to origin of these materials.

However, paraffin wax can be marketed as cruelty-free and vegan.

This wax has an excellent cold & hot throw fragrance release, good burn performance, good adhesion to glass and has a lovely smooth luxurious finish.



We can utilise both mineral and natural waxes in a candle and make a blend of both.

This allows clients to claim a natural blend wax but allows us to develop a candle with some of the beneficial properties of mineral wax such as improved stability and diffusion. This can also be made as a vegan blend if required.

The percentage of mineral versus natural waxes can be altered and is largely fragrance and product dependent.

The wax we use is predominantly a blend of mineral and vegetable wax which has been developed over many years by a leading premium candle wax manufacturer.



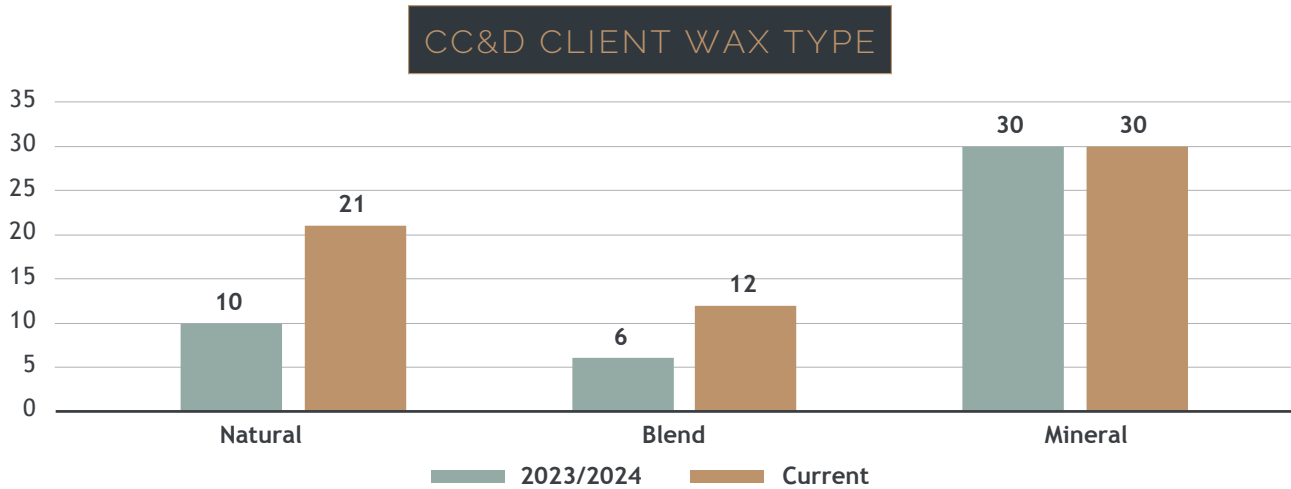
Vegetable wax can be used in candle-making and can be produced using soya bean, rapeseed, palm, coconut and other plant-based derivatives.

Candles made with vegetable wax can be certified vegan or sustainably sourced, if the vegetable wax has the required certification.

There is also animal-derived wax, such as beeswax, which can also be considered a renewable product. Animal waxes are quite similar to vegetable waxes, but they cannot be marketed as vegan.

Natural wax has the benefit of coming from a renewable source however due to being softer in nature can be less stable as a finished product.

We can see the progression of new clients joining CC&D as natural wax clients and some moving to blends or fully natural in the data below.



Along with the growing trend for natural wax we are supporting clients with more sustainable products through the development of refill candles.

Refill candles are becoming an increasingly popular part of the home fragrance market and part of a sustainable solution for candles, as clients retain the decorative vessel and re-purchase the wax puck each time.

Please see (right) the first refill candle produced by CC&D also using a blended wax formulation.



Supporting the Local Community

As one of the largest employers in Chichester, CC&D take our impact on the community seriously and want to support our local charities and leave a lasting positive impact. We have several charities we associate with and support in as many ways as we can.

One of the key commitments we have continued for several years now is the support of Chichester Foodbank. Our corporate volunteering scheme has remained a staple of our volunteering in 2024 with two team members volunteering every other Thursday at the Chichester Food Bank Warehouse.

The volunteers support the collecting of donations, as well as date sorting and general warehouse duties. When needed we have also added extra shifts to help with the distribution of children's packed lunches in the school holidays.

We also assisted with the move of the warehouse from its location in a church hall to a much larger warehouse space to be able to service the local community in a much better way.

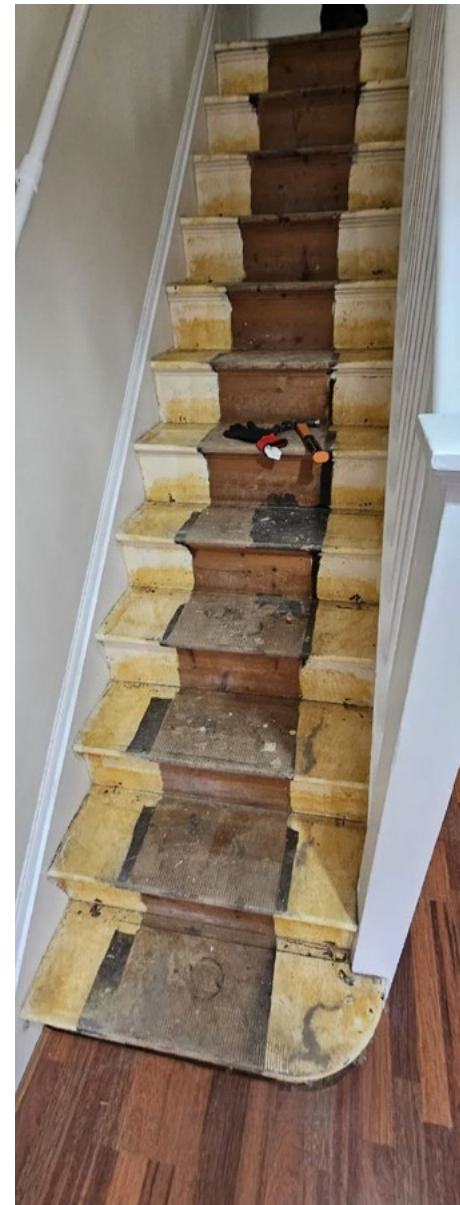




Similarly, we support Stonepillow in our local area. Stonepillow is a homeless charity based in Chichester and is responsible for 29 properties in the local area.

Contract Candles & Diffusers Ltd has chosen Stonepillow as a key charity partner, collaborating with our facilities team (JFD) to deliver on four staff engagement projects.

As with many charities, Stonepillow is under resourced and dedicates the majority of its funds to those in its care.





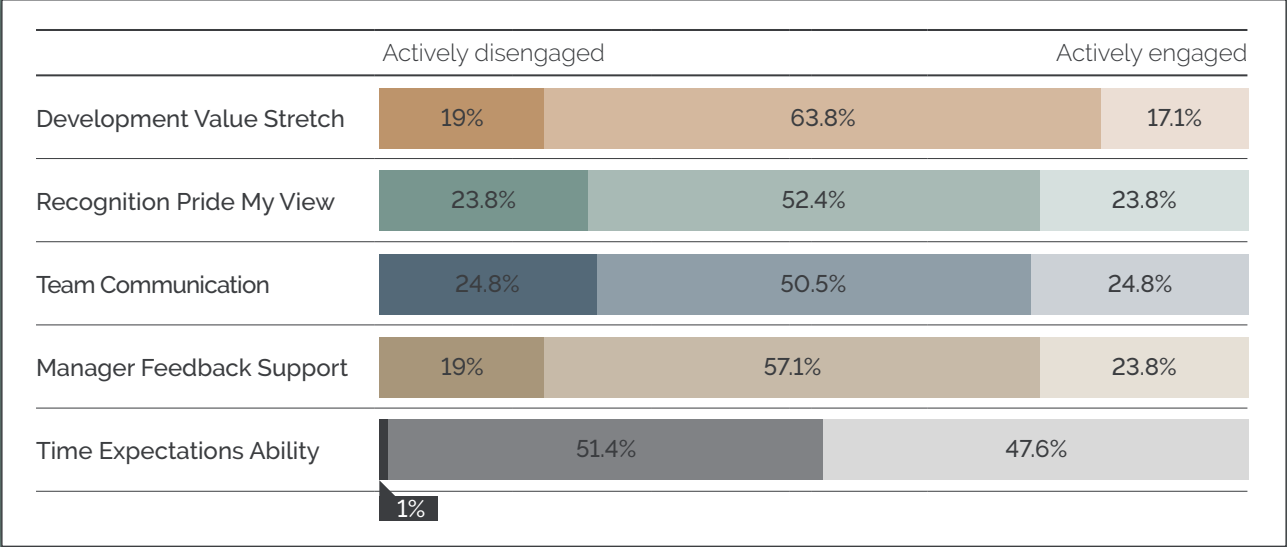
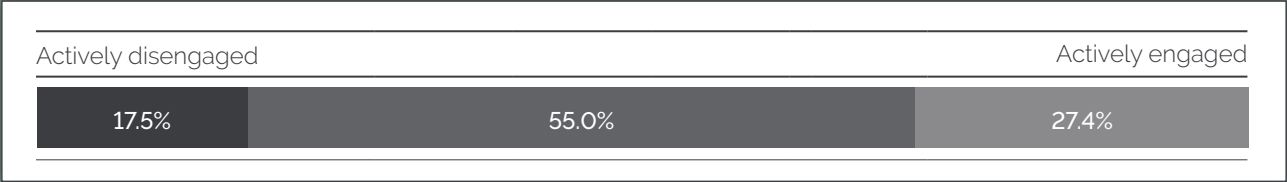
Finally, in 2024 we also increased our engagement with Sage House Dementia Support, not only supporting with volunteers for the annual Spinathon and Corporate Quiz night but also we invited CC&D staff to take part in their Dementia Support Training, with 25 members of staff learning how to support those affected by dementia in our workplace and local community. Including the small changes we can make to our workplace, such as colours and also our reactions to people in need.

TANGMERE
SageHouse
 by  **Dementia
 SUPPORT**

Staff Survey, Gender & Diversity Reporting

As part of our development and ongoing improvements for our workforce we want to greater understand our workforce, both in terms of gender, diversity and their opinions.

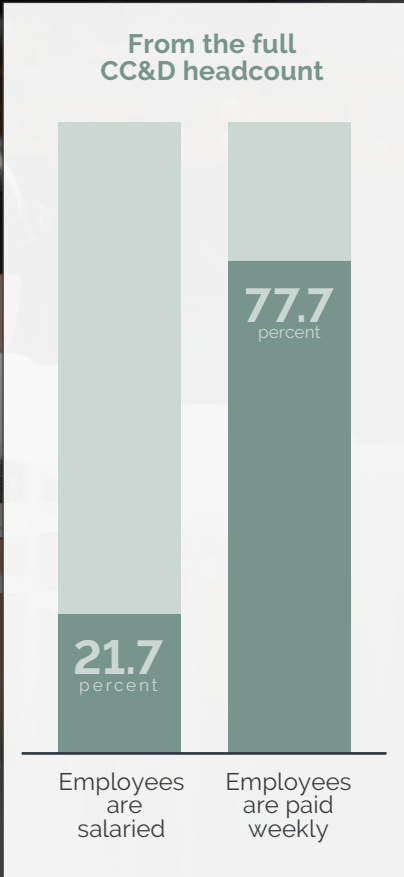
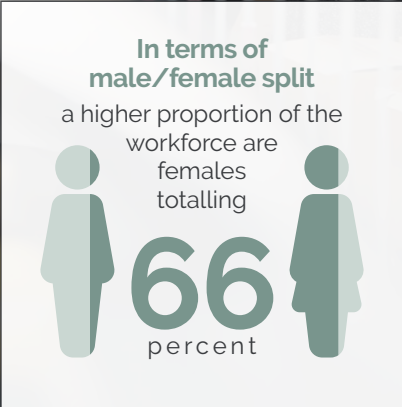
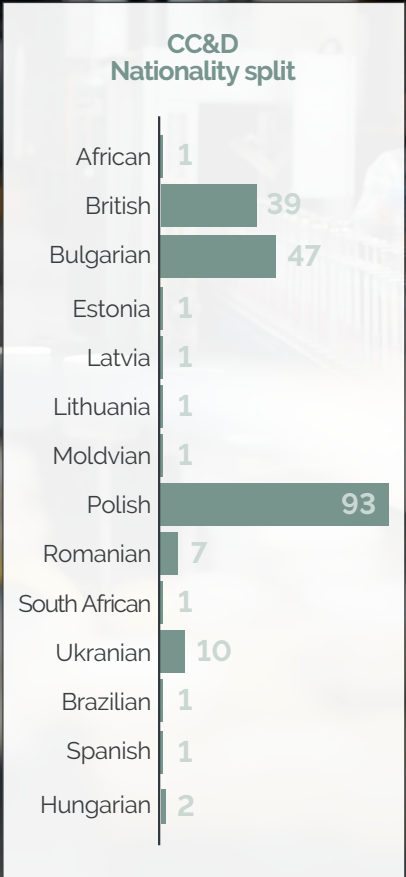
In 2024 we commissioned a staff survey, using People Gauge, to gain an better understanding of how we can support our workforce and improve their working environment. The result of this will form the 2025 action plan but a snapshot of the report results can be found below:



Similarly, we want to see progress in our gender reporting and improve our gender pay gap. CC&D consistently report on the gender pay gap within the company and are proud to be an equal pay employer and to consistently remain under the national average for mean Gender Pay Gap, which can be seen in appendix E.

This year we are pleased to report our mean **Gender Pay Gap is 8.5%** which is a further reduction from 2023 where it was 13.3% and we will continue working to reduce this.

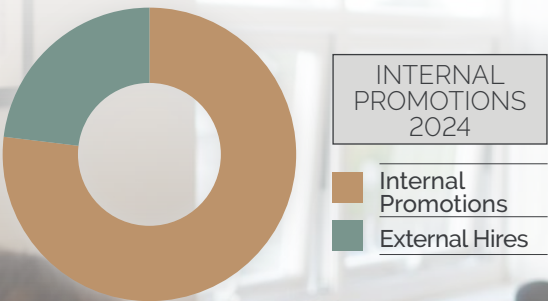
Our HR team have been working hard in 2024 to gain a greater understanding of the diversity across our workforce with some key figures shown below:



Internal Promotions

As one of our key focuses, this is part of our social improvements we have aimed to consistently promote from within and improve our talent density within CC&D rather than hire externally.

When analysing the data from 2024 we believe this was achieved with 10 of 13 roles available this year being filled within internal candidates. As routine now all roles are advertised internally on our SharePoint system and vacancies page. We hope to continue this trend in 2025.



Training Hours

Ensuring that our co workers have access to training remains a priority within the business. Health & Safety training constitutes a big part of this. In line with our business ethics, modern slavery and bribery and corruption training is ongoing.

We are keen to encourage team members to further their personal development through training opportunities.

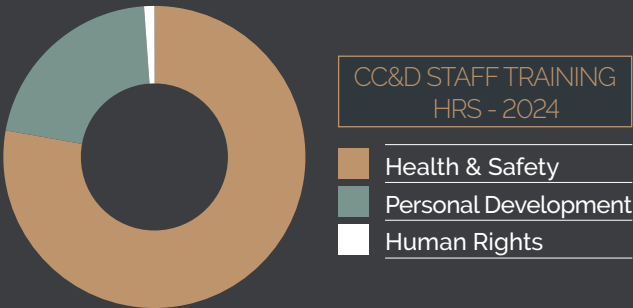
This is open to all employees.

CC&D STAFF TRAINING HRS - 2024

Total Training Hours	1063.80
Total Employees (Average throughout the year)	212.00
Av Hours Training per employee	5.02

TRAINING TYPES

Health & Safety	831.3
Human Rights	11.75
Personal Development	220.73



Sustainable Procurement-Sedex

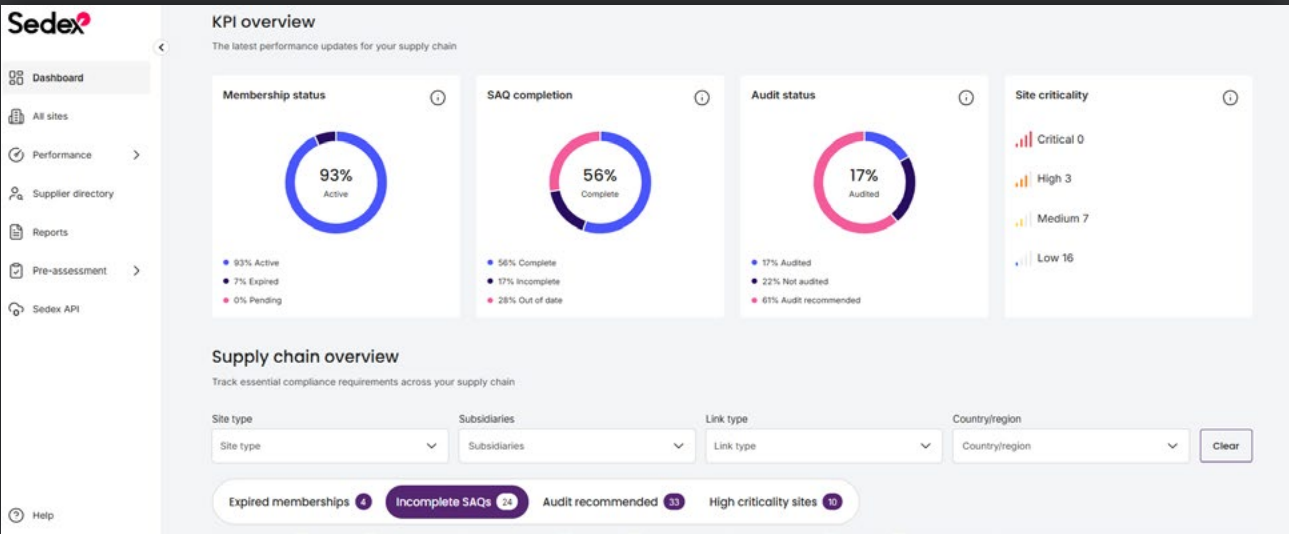
We have recently re-engaged with the Sedex portal and initiated a clean-up process to remove outdated vendors from our supplier list.

As part of this, we are prioritizing quick wins by adding suppliers who are already active on Sedex. The next stage will focus on onboarding our top 20 suppliers, followed by our top 40.

During this process, we will also work to engage and encourage suppliers who are not yet signed up,

clearly demonstrating the benefits of participation.

Once this foundation is in place, we will be in a stronger position to analyse the data and use the insights to further strengthen our supply chain sustainability practices.



Small Wins



Wellness Walk
& litter pick

Staff Lottery

Warehouse moved to Chi 1 to reduce
vehicle movements from Chi 5

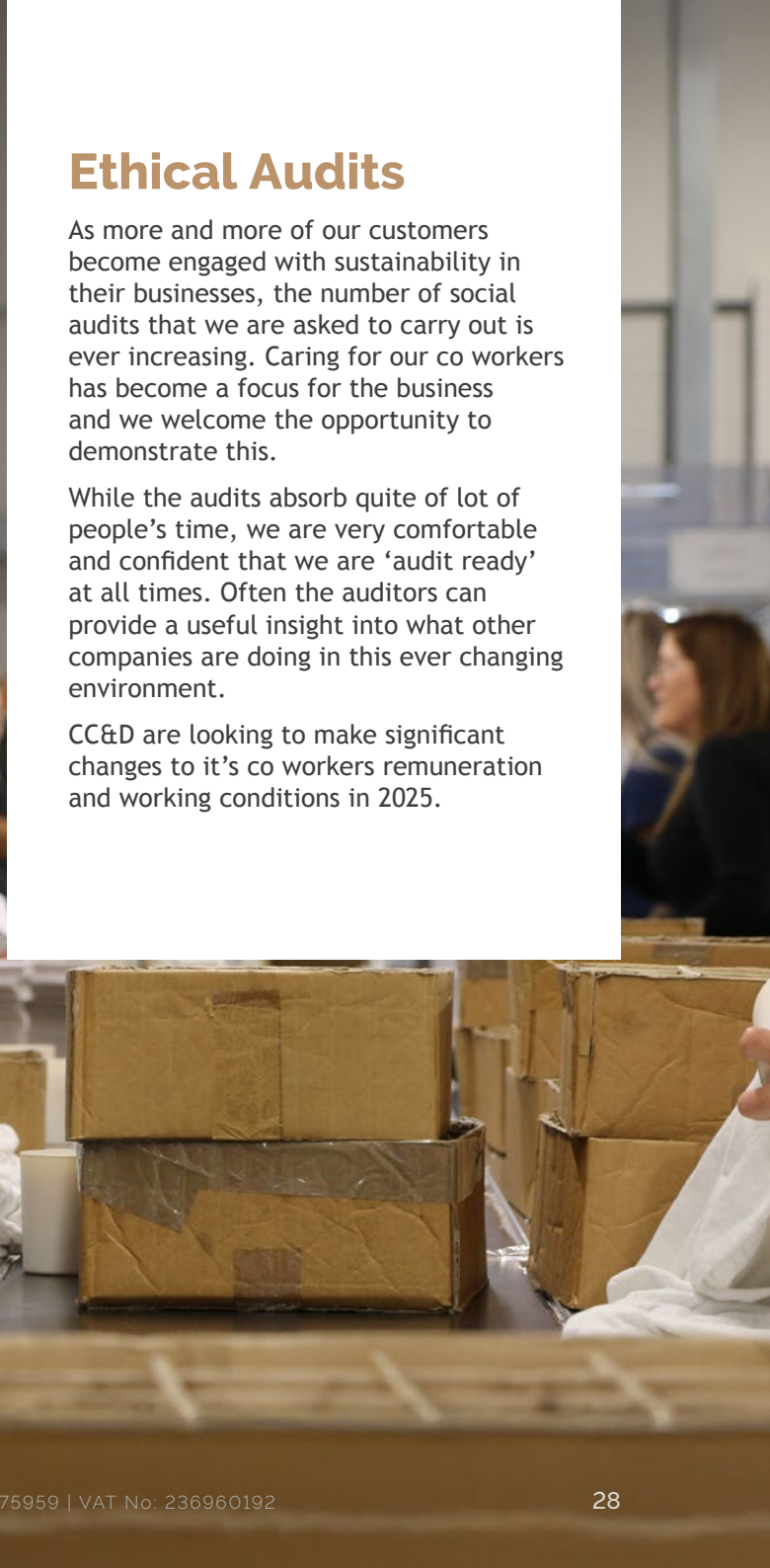


Ethical Audits

As more and more of our customers become engaged with sustainability in their businesses, the number of social audits that we are asked to carry out is ever increasing. Caring for our co workers has become a focus for the business and we welcome the opportunity to demonstrate this.

While the audits absorb quite a lot of people's time, we are very comfortable and confident that we are 'audit ready' at all times. Often the auditors can provide a useful insight into what other companies are doing in this ever changing environment.

CC&D are looking to make significant changes to its co workers remuneration and working conditions in 2025.



What we said we would do and didn't (yet)

At CC&D, we believe being transparent about what hasn't gone to plan is just as important as celebrating our successes. Here are a few goals we didn't quite achieve this year, and how we plan to get back on track.

Switching to HVO Fuel

We still plan to move our company vehicles to HVO fuel to cut our carbon footprint. Unfortunately, a limited CapEx budget in 2024 meant we had to pause this project. It's now scheduled for 2025/2026.

Living Wage Commitment

Our team is at the heart of everything we do. Due to the sharp rise in the National Minimum Wage this year, we temporarily fell below the Living Wage level we paid in 2023. We're working closely with our finance team to reinstate this in 2025 and join the Living Wage Foundation.

Packaging Review

We planned to review our shipper sizes and void fill materials to cut waste and improve efficiency. This has been paused while our procurement team expands, but it's a key action we'll pick up again in 2025.

Printer Network Upgrade

Our team suggested introducing a print release system to reduce waste and accidental printing. It's a great idea, but with limited IT resources and the need for new equipment, we've had to delay it. We'll revisit this when resources allow.

Solar PV at Chichester

We're proud to use 100% renewable electricity, but our goal is to generate more of our own clean energy. We already have planning permission for more solar panels at our Chichester site — we just couldn't fund the installation in 2024. We're aiming to move ahead in 2026.

Looking Ahead

Not everything goes to plan — but every challenge helps us learn and refocus. These projects remain important to us, and we're committed to making them happen as soon as resources allow.



2025 Plans

In the next year we have some key focus areas that have stemmed from our Ecovadis improvement plan along with our 5 year action plan. We have three main areas in the business we would like to target:

LABOUR & HUMAN RIGHTS

As identified previously we have a strong set of policies in place to cover all potential issues however we need to improve our documentation of using these policies to their full effect.

STAFF SURVEY

We would like to utilise the results of the staff survey in 2024 to make marked improvements on the things that matter most to our teams, this includes goals such as the living wage and re-invigorating the employee voice scheme to improve communication.

PROCUREMENT

With limited resources in 2024 the progress on interacting with our supplier on sustainable issues has been limited and we would like to progress further with both understanding our current supply chain and selecting more sustainable options wherever possible.

Appendix

A	Sustainability Strategy
B	2024 action plan
C	5 year action plan progress
D	Scope 1, 2, 3 calculations
E	Gender Pay Gap report
F	Supplier questionnaire
G	Risk matrix

Sustainability Strategy

Developing the Sustainability Strategy

Sustainability is a much-touted word at the moment and as a topic has escalated to the top of many people’s agendas. In its most recent context sustainability is defined by the ability to ensure the welfare of the planet is maintained and preserved for the enjoyment of future generations by the current generation.

There are many facets to sustainability. The most frequently used is environmental sustainability which commonly references carbon footprint. A carbon footprint is a very tangible measure of how much carbon a company or an individual emits into the environment. Sustainability however has a number of other targets. The UN has identified 17 sustainable goals. These are outlined below.

These go way beyond just considering climate change and reducing carbon emissions. Globally there are strict timeframes for the reduction of greenhouse gases. The other sustainable goals are perhaps less well publicised but are as important as some of the environmental goals. They extend to Social and Welfare goals.



Our Sustainability Journey

CC&D started their sustainability journey several years ago, but due to significant business growth and the challenges of the pandemic, progress developing a comprehensive cohesive strategy slowed. However, the foundations were set to develop this first sustainability strategy for the organisation. A sustainability committee has been formed and together the group identified three core pillars around social, environmental and governance.

CC&D are committed to achieving sustainability goals using the Ecovadis rating system to track progress and carrying out a carbon assessment across scope 1, 2 and 3 to assess our environmental impact. Alongside the Ecovadis assessment, we looked in 2022 to implement an EMS - Environmental Management System to ISO 14001. We already have a QMS - Quality Management System to ISO 9001.

This strategy sets out the step to holistic approach to sustainability and aligns with the steps taken in the development of any management system. Further roll out of the EMS to ISO 14001 standard will align to the environmental component of this strategy.

The following steps have been taken in the development of the strategy:

1. Identify the scope of the strategy
2. Assess actions and map to sustainability issues
3. Prioritise the issues in a significance matrix
4. Identify stakeholders and their influence and impact on sustainability goals
5. Set objectives, targets and KPIs
6. Identify action plan

Scope of the strategy

The strategy covers all the operational business activities of CC&D. It also looks at the raw materials being used in manufacturing, both social and environmental impacts, the transportation of these materials to the factories and the on-going impact of products and services to customers and on to their clients. It recognises that some of these impacts can only be mitigated through influence and the strategy includes these indirect as well as direct impacts.

Activities and key sustainability issues

The first step in the development of the strategy was a mapping exercise of sustainability issues onto the business activities identified within the scope of the strategy. These issues are then prioritised and used to formulate a set of objectives, targets, KPIs and the action plan.

The table below shows the sustainability issues that result from the identified business activities:

Business activities	Sustainability issues resulting from activities
General Business Operations	
Financial management and business planning	Future business growth, corporate reputation
Contracts with clients	Corruption and bribery, future business growth and corporate reputation
Employment provider	Fair wages, health and safety, wellbeing and corporate reputation
Recruitment management	Engagement, Diversity, Inclusion and Equity, wellbeing
Offices, work spaces and equipment	Attracting and retaining employees, health and safety, wellbeing
Managing buildings and facilities - energy, water, waste	Resource consumption, clean energy, carbon emissions, waste production, health and safety, wellbeing,
Heating/ Air conditioning	Carbon emissions, wellbeing
General waste production and disposal	Recyclability of materials, waste management
Procurement of products and services	Carbon emissions, ethical sourcing, pollution to land, air, water, human rights, fair wages for suppliers, recyclability of materials
Employee travel and transportation	Carbon emissions, employee wellbeing
Transportation of goods and equipment	Carbon emissions, pollution to air
Client hospitality	Carbon emissions, client health and safety
Internal communications	Engagement, achievement of goals
Employee training and development	Engagement, achievement of goals
External communications	Client retention and new clients attracted, enhancing the brand
Employee events	Resource consumption, procurement, waste management
Manufacturing	
Procurement of products and services - suppliers	Suppliers sustainability performance and engagement - embodied carbon, ethics, health and safety, pollution, clean energy/ energy efficiency, on-time, employee wellbeing, human rights
Products used in manufacturing	Paraffin usage, crude oil derivatives, soy overconsumption, embodied carbon/ environmental impact
Storage and use of chemicals and fragrances	Health and safety of employees
Factory Management and facilities - energy, water, waste	Resource consumption, clean energy, carbon emissions, waste production, health and Safety, wellbeing
Employment in factories/ seasonal workers	Ethical, human rights, diversity, equity and inclusion, local communities, fair wages
Waste production	Ground and water pollution responsible disposal, landfill, toxic chemical, water contamination
Packaging of products	Production of single use materials, non-recyclability of packaging, recycled content in packaging/ embodied carbon, carbon emissions, glass recycling
Production line process	Carbon emissions, wellbeing, health and safety, quality of products
Dying process	Toxic chemical, contamination, leakages
Product instructions to end user	Longevity of product, impact of waste
Customers - products in-use and end-of-life	
Transportation to retailers/clients/customers	Carbon emissions, air quality
Customer/client returns	Disregarded/ issues with products, cleaning, postage transportation, waste management, customer engagement in product use

Prioritising Our Impacts

We have developed a process to prioritise our impacts to ensure that we address the most significant and do not simply choose to tackle the easy ones. We consider the severity of the impact, the likelihood of it to occur, the significance to our stakeholders; clients, employees, customers, and the wider industry as well as legal compliance issues. This prioritisation is reviewed as required and feeds into the development of our objectives and targets. Please see appendix A for the prioritised list of issues and identified risk and opportunities.

Through identifying the significant issues and through our internal sustainability working group, we have identified three spheres of sustainability which we feel we can impact on and we have aligned 10 of the UN Sustainable goals to those spheres of activity; These are:



1. Our Environment

We have two manufacturing businesses within the group, a retail outlet and a facilities management company. These businesses to a varying degree generate a significant carbon footprint. We are committing to reduce that footprint and support the change to clean energy solutions.





2. Our Business

As a group we have many suppliers from all over the globe. As a responsible manufacturer we need to take ownership of the sustainability of our supplier's actions. We are also looking into the positive impact our businesses can have on their local communities.





3. Our People (Social)

We are looking to create a safe, inclusive and satisfying working environment with opportunities for everyone to thrive.



Our Sustainability Commitment

Founded in 1997, Contract Candles and Diffusers (CC&D) are a family run business committed to our customers, employees and future generations. We are passionate about service and quality. Our mission is to continue to use our knowledge and experience to produce the finest products for leading luxury brands while recognising our responsibilities to future generations. Our sustainability commitment covers all our operational activities and the products we manufacture.

Sustainability for CC&D is underpinned by our values, ensuring our processes not only deliver high quality beautiful products and client satisfaction but a lasting positive impact on people and the planet. These values commit us to authenticity, inclusivity and stewardship across our business, our people and the planet.

Our sustainability objectives commit us to:

- being a recognised leading sustainability business, adding value to clients and their customers through our sustainability commitment
- creating a safe, inclusive, satisfying working environment for all employees
- ensuring our operations and products leave a lasting positive impact on the environment

We will embed our sustainability commitments across our business achieving recognised high standards of sustainability. We are committed to compliance with all applicable legislation and regulations and adopting voluntary codes of best practice and will continue to improve our management processes to achieve this.

We will work with our employees, contractors, clients and suppliers to ensure that this policy, its aims and objectives underpin our culture moving forward.



Managing Director

Sustainability Action Plan

Action	Due Date	Status	Area	Lead Person	Notes
Annual report for 2023	Q1	Completed	Business	CC / DHF	
Dementia awareness training	Q1	Completed	Social	DHF/CC	
Factory recycling - remove the general waste bins and add colour coded waste stations to sort the waste streams at source.	Q1	Completed	Environment	DHF/JHF	Infrastructure built, a week away from completion. To be accompanied by education piece.
Health and Wellbeing benefits review	Q1	Completed	Social	APo / AH	Long service awards, sick pay, medi-cash, birthday off, special leave, mat & pat leave. Main review complete - to be continually reviewed
Sustainability message in all job descriptions, job adverts and induction	Q1	Completed	Business	APo / AH	Induction updated. Anna to send template to Fiona for all adverts.
Accessibility Audit	Q2	Completed	Social	MW	Two Audits completed (Chi 2 & Fern) AP and MW to sort out a 'space' on SharePoint and maybe incorporate these with visitors leaflet. Suggesting during Q3 roll out. 10 completed all on SharePoint in sustainability
Computer use training on L360 on workspace best use	Q3	Completed	Business	GR / JG	Providing training on workspace management - rolling out on LD platform Q3. Add wording to IT service charter - Q2 - Lunchtime learning sessions with Ollie. Training ready on l360 - make it mandatory for all office staff
Investigate options for pallet movements internally to prevent needing to pallet wrap between sites	Q4	Completed	Environment	PR/JHF/RO	Options being looked at but no solutions currently strong enough. Internal Pallet movements higher than ever. Options still being explored Meeting with Castle next week. No permanent options currently on the market that have been trialled that work, looking at lower micron wrap - waiting for it to come to the market. No longer wrapping fragrance or lower lodge stock or chi 5 to factory stock. Blue velcro jacket sleeves being trialled. Pete to order some at the height we need.
Look at font options to improve accessibility - web safe font	Q3	In Progress	Social	CC	5 font options on presentation - with Andy Olley to mock up website
Noticeboard Updates	Q2	Completed	Social	APo / JHF	Yodeck software all approved and user friendly . Initial hope was to roll out with monitors in April however now agreed that we start with Lower rated energy TV's in May. Software in place, electrics being set up, waiting on tvs /screens. David to pick up with Lewis to get it over the line. 2 Screens up and running. Rolling in Chi 3, next week Fernhurst roll out. 3rd tv in July.
Remove email signatures on forwarded internal emails, minimise internal email signature	Q2	Cancelled	Business	CC	Lewis communicating with Dean, as it will be a group action. Approved, speaking with Tony to implement . Allan approved internally. Tony checking on options. Celene to pick up with Tony
Wellness walk litter pick - quarterly	Q2	Completed	Social	APo/AB	Select 4 dates in the diary to advertise. 1st walk now done 3 walks scheduled in.
Investigate car share initiative / electric vehicle initiative & training car share organisation	Q2	Completed	Business	LH	Use the THF scheme - Lewis to look at roll out - roll out almost confirmed for LT
Investigate paper based tape	Q2	Completed	Environment	PR / RO	Steve N has samples coming in. Pete looking at consolidating tape across L.L. Colorlites & CC&D. 26.3.24 - Waiting for options to come in from suppliers. Tape tested by warehouse, ready to go, ops need to test and need to sort Estee Change Control. Also need to agree credit limit with challenge packaging. Credit limit sorted. Ready to go. Steve to confirm switch over date.
Kitchen recycling audit - bin size & bin audit - education for all staff	Q2	Completed	Environment	FHF	Poster on bins in place - still a lot of cross contamination - bin audit required to push awareness

Action	Due Date	Status	Area	Lead Person	Notes
Printer review - follow me - stop wrong printing / printer	Q2	Cancelled	Business	CC / GR	Need to wait for licenses to run out - Q2 2024 - Microsoft universal print - requires printer investment / sale. CC to confirm printer costs. Move to 2025 when budget allows
Spring staff engagement -	Q2	Completed	Social	APo	Stonepillow refurb kitchen - JFD and CC&D staff - once completed share pictures on SharePoint before and after. Sage house spinathon & quiz
Autumn staff engagement -	Q3	Completed	Social	AP / DHF	Stonepillow entrance hall refurb. David to confirm on date with stonepillow - end of Sept potentially.
Chi 1 renewable energy installations	Q3	Cancelled	Environment	DHF	Move to 2025 - options ready to go - need investment
Complete the change over to LED lights across the business	Q3	Completed	Environment	DHF	Completed in long term rents and owned properties - chi 2 offices and outdoor lights to go - all outdoor lights completed and on sensors - ticked all off. Just stragglers
Electric monitoring system throughout the production sites	Q3	Completed	Environment	DHF/JHF	Cheaper option found. Emporia monitoring system in place and working its way around Chichester then will move to Fernhurst.
Extend trials of plas-wax and recycled wax and introduce into production	Q3	In Progress	Business	AB	Pestering suppliers for more samples. No samples of recycled wax received. Plas-wax received, cannot be 100% due to sooting, need to start developing with. Samples coming from kerax. Also looking at zero CO ₂ wax from H&R. Looking to use the recycled wax as our cleaning wax.
Green waste - compost in Fernhurst and use for planting / staff	Q3	In Progress	Environment	DHF /AK	Need to find a location. Initial meeting complete - need approval from Allan.
Switch CC&D vehicle fleet to HVO fuel & vehicle fleet	Q3	Cancelled	Environment	PR / DHF / LH	New Costings Submitted-Annual running costs HVO just £3.5k . LH to take it to the next board meeting for approval. Move to 2025 for investment
Shipper project with Beacon to show us where efficiencies can be made, will report on pallet & CO ₂ savings	Q3	In Progress	Business	LS	Waiting on last bits of data to send over. Need to move in-house shippers onto the system. Excluding JML and TWC shippers, looking at all client, given us 6 shippers we could consolidate to. Pulling together our cartons and reviewing what we can pack into.
Staff satisfaction survey	Q3	Completed	Social	APo / AH	Looking at the happiness index as a wider project. Gallup survey. Looking at own internal gallup survey. Anna to draft. 26.3.24 - Provider chosen, rolling out in July People Guage. All set up and ready to go.
Align the training records across the various departments (HR,H&S,Ops) and establish a reporting method - HR to lead a project in 2024 to move data to a central location, people HR potential, that we can then report on. Part of the people HR revamp project.	Q4	Cancelled	Business	APo / AH / DHF	Currently on three separate systems - LM360 , T100 and People HR. Contracts with all of these systems. Looking for one central system - expanding out to larger project - for 2025 when contracts are finished. Move to 2025
Add component sustainable data into BC, FSC, recycled content etc.	Q4	Completed	Business	SN / GR / CC	Also adding in weights and measures. AK being seconded to the project . Will start in Q3 working with supply chain and GR. 60% of data in BC!
Automated lights where we can - chi 1 offices - upkeep	Q4	Completed	Environment	DHF	Look at chi 1 offices this year. Factory next year. 2 offices left - Lee & Lewis. L/L office done. Identified that meeting room in Chi 1 is still on manual light switches.
Move to 75% recycled waste across the whole company	Q4	Completed	Environment	DHF	At 60% currently. Get glass skips at Fernhurst to recycle back at chi. Confident we will get there but need to wait to the end of the year for full measurement.
Solar Panels - Chi 3	Q4	Cancelled	Environment	DHF /LH	Quote and planning in place. Based on 5 year ROI. Need to make final decision. Move to 2025
Stationary audit to change to more sustainable alternative	Q4	In Progress	Business	CC / SN	Need to work through stock first 26.3.24 - look at what the options are for sustainable replacements for the black books. Still working through stock. Get some samples in for sustainable options.

5 Year Action Plan

SOCIAL/ PEOPLE OBJECTIVE – CREATE A SAFE, INCLUSIVE, SATISFYING WORKING ENVIRONMENT FOR ALL STAFF

Focus Area	Focus Area	Target	Timeline	KPI	Timeline	Audit	Responsible Persons	Priority Issue References	2022 Progress	2023 Progress	2024 Progress	2024 Update	2024 Target	2025 Target
Diversity and inclusion	S04, S08	Achieve a balance of diversity across all areas of the business	2025	% staff across agreed diversity metrics	Understand employee diversity metrics - establish diversity baseline aligned to local geography - carry out staff survey - Recruitment strategy/ actions ensure that workforce is diverse - ethnicity, accessibility, age, gender, etc.		AP, MW, APo	25,29	0%	20%	45%	Achieved gender benchmark. Drafted a staff survey. Confirm diversity benchmark & set target	45	65
	S04, S08	Accessibility audits completed with zero non-conformances	2023	0 non-conformances from access audits	Accessibility audit undertaken and agreed level of accessibility met as minimum legal requirements - areas to be upgraded for access identified - site is accessible ensuring employment is available to a range of disabilities (visible or otherwise)		AP, MW,	25, 29	0%	0%	75%	Completed accessibility audit	50	85
Employment	S11	100% employees paid living wage	2022	100% employees paid living wage	Ensure wage structure is appropriate and targets living wages across employees		MW, APo	32	100%	100%	0%	New Minimum wage achieved. Increase employers NI contributions of 2% has pushed this back	100	100
	B02	New staff attracted through sustainable reputation	2023	Sustainable message included on all JD's and adverts	*JD's updated to included sustainable practices. Job adverts to include sustainability goals *		APo, AP	2	50%		75%	Include in Job Adverts	75	100
	S11	Employee handbook contains statements/ policies covering non-discrimination anti-harassment, working hours, grievance process, disciplinary procedures	2024	Benchmark employee handbook to best practice e.g. B-Corp	Employee handbook review, update any policies or procedures if needed, review grievance process and staff reporting/ engagement through satisfaction survey established how engaged workers feel		MW, APo	32	100%		0%	Handbook launch 2025?	100	100
Training and development	S03	100% recruitment includes internal candidates	2025	50% positions recruited from internal staff	Collate data if not available – comparison with like companies and sustainable companies – where do you sit in this?		APo	24	90%	90%	100%	77% 10 out of 13 roles internal	95	100
	S03, S05, S14	100% staff completed training required for their role	2022	100% of staff completed Tier 1 & Tier 2 training	Internal training plan - e.g. DSE, health and safety, operational training for all levels across the company		APo, DHF	24, 26, 35	100%	100%	100%	Maintain	100	100
	S03, S05, S14	100% of office staff given the opportunity to further their career / learning with professional development training	2024	25% staff taking up formal professional training	Professional development and internal training plan - e.g. D, E & I, health and safety, operational training for all levels across the company		APo, DHF	24, 26, 35	20%	50%	100%	Average office staff numbers 58 for 2025 (25% - 14) 54 people carried out PD training.	100	
Engagement	S12	100% of staff engaged and supporting the sustainability goals	2023	20 staff suggestions per year	*Introduce a staff incentive scheme for sustainable innovations and ideas in all business areas. Sustainable engagement activities for all staff to participate in. *		CC, DHF	33	50%	50%	70%	Measure	70	70
	S07	Positive engagement with local community	2025	0 complaints from local community & local charity support	*Work with CDC to ensure we are fully compliant with all waste and air quality matters. Updates on improvement provided to local residents. *		APo, LD	28	0%	60%	100%	3 Local Charities: Chichester Foodbank, Dementia Support and Stone Pillow. Odour Issues Raised their heads recently. Monitoring started	80	85
Welfare	S11, S13	Zero health and safety reportable (RIDDOR) incidents	2022	0 RIDDOR incidents reported	Establish accident reporting notice on H&S board. Utilise the Employee Voice and factory H&S representatives to support near miss reporting process.		DHF, MW, APo	32, 34	100%	0%	0%	2 Riddors in 2024	100	100
	S11, S13, S05	Increase in staff satisfaction year on year / Outperform industry benchmarks on satisfaction	2024	Staff satisfaction %	Carry out staff satisfaction survey, identify industry benchmarks on satisfaction - actions in place to improve staff welfare facilities if needed		DHF, MW, APo	26, 32, 34	0%	0%	60%	Staff satisfaction survey initiated in 2024	40	60

GOVERNANCE/ BUSINESS OBJECTIVE: BE A RECOGNISED LEADING SUSTAINABILITY BUSINESS
ADDING VALUE TO CLIENTS AND THEIR CUSTOMERS THROUGH SUSTAINABILITY COMMITMENT

Focus Area	Focus Area	Target	Timeline	KPI	Timeline	Audit	Responsible Persons	Priority Issue References	2022 Progress	2023 Progress	2024 Progress	2024 Update	2024 Target	2025 Target
Leadership	B05, B10	Transparent sustainability strategy - publish and maintain sustainability policy and strategy and achievements (annual report)	2022	Published policy and strategy and annual report	Review corporate mission, establish and publish sustainability policy, agree strategy, objectives, targets. Create KPI dashboard tracking against metrics - produce annual sustainability report celebrating achievements available to new and existing clients and customers		CC, DHF	5, 7, 10	80%	100%	100%	Publish all elements on website	100	100
	B07, S01	ESG reporting to CC&D board/ senior executives	2024	Annual board report on sustainability progress. Management Review?	Establish ESG/ sustainability management and reporting structure and sufficient resources to implement plans and delivery on targets. Establish effective sustainability working group		MW, AP, DHF, CC	7, 22	60%	100%	100%	Maintain committee & formalise board reporting	100	100
	B07, S01	Operate to recognised (international) sustainability operational standards	2023	Achievement and retention of identified standards	Review sustainability frameworks and standards and align to relevant ones e.g. Ecovadis Gold, ISO 14001, UNGC CDP		MW, AP	7	75%	100%	80%	Maintain ISO14001, UNGC, Achieve Ecovadis Gold.	100	100
Quality	B09	Minimal NCR's from internal, supplier and customer sources. Quality ensured to attract/retain clients, with responsibly sourced high end products.	2023	Agreed # of NCR's for internal, supplier and customer	Create NCR reporting tool to track customer, internal and supplier NCR's. Agree threshold # to track NCR performance.		LH, AP	9	0%	75%	75%	Central reporting established. Further work to integrate NCR, On Hold, OTIF on BC	80	100
Clients and customers	B04, B06, B11, S15, S16	100% clients provided with sustainability metric around their products	2025	Sustainability product information provided to 100 % clients	Develop sustainability assessment/ metrics for products and provide to clients to help inform their choice of products used in both the product and packaging. Provide this to existing and new clients, work on plans to improve sustainability of products through R&D and identification of new products, LCA of products, end of life and advocacy to end users. Client webinar to support end of product guidance.	CDP	CC, RH, DHF, JG	36, 37, 4, 6, 11	0%	50%	50%	Establish CC&D carbon footprint & publish sustainability component catalogue with inclusion of packaging / cello etc information	60	75
	B02, B10	Attract new clients / business growth through sustainable reputation	2025	Annual published report	Include sustainability into client presentations and new enquiries. Web page dedicated to sustainability message. Publication of annual sustainability report. Public reporting on ecovadis and cdp score.		CC, FHF, LH	2, 10	25%	75%	100%	New clients have been attracted due to CC&D Sustainability credentials	80	100
	B04, B06, B12, S15, S16	Messaging to 100% of clients about sustainability information	2025	100% of clients provided with EOL candle information	Work with clients to identify sustainability message - around in use, end of life and manufacturing to inform customers about sustainability credentials and help minimise in life and EOL impact. Client Sustainability Webinar.	CDP	CC, FHF, RH, AB	36, 37, 4, 6, 12	0%	50%	50%	Create end of life candle document	75	75
Procurement	B03, B08, B12, S06, S09	100% suppliers (over agreed £ threshold) sign and deliver to CC&D sustainable procurement/ sourcing code of conduct	2024	# Suppliers signed Code of Conduct	Establish sustainable sourcing/ procurement code covering ethics, fair wages, human rights and environmental impact, including carbon commitments. CC&D suppliers sign CC&D Sustainability Code of Conduct. *	CDP	RH, AP, MW	27, 30, 3, 8, 12	0%		30%	Confirm current percentage and set target	30	60
	B03, B08, B12, S06, S09	Products used in manufacturing are well understood	2024 / 2025	# Suppliers not in alignment with Code	Establish supplier questionnaire and circulate to existing and new suppliers. Audit of suppliers, contracts, sustainability status, delivery against code. Sign up to Sedex Members Ethical Trade Audit	CDP	RH, CC, GR, MW	27, 30, 3, 8, 12	60%		66%	Audit of Suppliers to follow once we have enough data on which to proceed.	75	75
	S05	70% staff recruited from within 25 miles of factory/ site (TBA)	2025	70% employees recruited from within 25 miles of main work place	Recruitment focuses on local market / track recruitment metrics		APo	26	100%	100%	100%	Maintain	100	100
	B01	Best practice and transparent reporting on corruption and bribery	2024	100% gift register entries	Update Anti-bribery policy update to include conflict of interest and fraud. Create Gift Register. Complete corruption risk assessment.		CC, DHF, APo	1	75%	75%	75%	90% of gifts registered by all levels of employee	75	85
	S02	Support for local Charities	2022	2 charities supported	Develop charitable support programme, fundraising and donating to selected charities, engage staff in selection of charities - provide in kind support for charities if appropriate		CC, DHF, APo	23	100%	100%	100%	Maintain foodbank support yearly Christmas donation	100	100

ENVIRONMENT

OBJECTIVE - CREATE PRODUCTS WHOSE ENVIRONMENTAL IMPACT IS MINIMISED AND OUR OPERATIONS CREATE A POSITIVE IMPACT ON THE ENVIRONMENT

Focus Area	Focus Area	Target	Timeline	KPI	Timeline	Audit	Responsible Persons	Priority Issue References	2022 Progress	2023 Progress	2024 Progress	2024 Update	2024 Target	2025 Target
Carbon emissions	E01	Report on carbon emissions across all scopes	2023	Calculate kg carbon across scopes	2019/2020 footprints complete – establish own tracking and dashboard. Carry out 2021/ 2022 assessment including all scope 3 emissions - agree scope of responsibility and engagement with supply chain.	CDP	DHFGR, AB, AP, CC	13	60%	100%	100%	Finalise scope 3 emissions	100	100
	E01	50% total carbon reduction across Scope 1,2 and key operational activities	2030	Hit SBTi targets for annual kg reductions in Scope 1 & 2 carbon	Develop carbon reduction plan, agree timeline, resources and implementation. Include metrics around all resource consumption (energy / water / waste / travel), supplier upstream/ downstream transportation, staff commuting and others. Target 50% by 2030.	CDP	DHFGR, AB, AP, CC	13	10%	25%	75%	Develop carbon reduction plan & report current progress	80	80
	E01 (Remove)	Net zero carbon	2040	Kg carbon compensation	Develop carbon compensation plan to mitigate remaining carbon emissions	CDP	DHFGR, AB, AP, CC	13	10%	20%	30%		0	40
	E02, E05	Clean Energy	2023	Renewable energy % & air filtration	Install PV solution at Fernhurst & Chichester sites. Make alterations to manufacturing equipment to maximise energy efficiency and capture benefits from renewable energy. Install carbon air filtration in Chi to improve emitted air quality.	CDP	DHF, LD,	14, 17	50%	90%	100%	Install PV	90	100
Toxicity/ life cycle	E04, S10, S11	Zero carcinogens in products	2025	0% new products containing Class 1 CMR's	Understand toxicology and carbon impact of raw materials in manufacturing, eliminate any with carcinogens, work with clients to remove any remaining products		DHF, CC, MW, AB	16, 31, 32	70%	90%	100%	Do we need to change the wording to 0% new products to contain Class 1 CMR's	100	100
	E03	100% products achieve life cycle improvement against benchmark	2023	# Products below life cycle impact benchmark	Create an LCA of products and establish means to benchmark improvements against.		DHFGR, AB, AP, CC	15	0%	0%	0%	Create a life cycle analysis of products to benchmark and generate target.	15	25
Waste management	E09, E06	Minimise waste impact from operations	2022	>70 % total waste must be recycled. Not more than 20 tonnes of hazardous waste pa	Track all waste and create waste management plan to reduce impact - manage waste through sourcing code and processes. Changing materials to recycled or recyclable where possible. Work with R&D & NPD on new developments.		PR, JHF, DHF, RO	21, 18	70%	80%	90%	Create a waste reduction plan. Develop re-fill candle method.	75	100
Packaging	E08	Minimise environmental impact from packaging	2024	100% of CC&D controlled elements to contain recyclable materials	Review impact of packaging and create a packaging reduction plan/ code - reduce overall quantity of material, design for reusability, increase recyclable materials, recyclability of packaging. Encourage customers providing packaging to follow packaging code		RO, SD, PR	20	30%	40%	50%	Working with Customers-ELC foam replaced with Cardboard in Luxury Packaging, LLC using cardboard and crunched paper. EPR	75	75

Scope 1, 2 and 3 Calculations 2024


Scope 1 and 2

COMPANY FACILITIES

Facility Identifier	Address	Sq. ft.
CHI1	Gravel Lane, Quarry Lane, Chichester, W. Sussex, PO19 8PG	15750
CHI1 ¹	Gravel Lane, Quarry Lane, Chichester, W. Sussex, PO19 8PG	
CHI2	Quarry Lane, Chichester, W. Sussex, PO19 8PE	18083
CHI3	Quarry Lane, Chichester, W. Sussex, PO19 8PE	18000
CHI4	Gravel Lane, Quarry Lane, Chichester, W. Sussex, PO19 8PQ	12593
CHI5	Gravel Lane, Quarry Lane, Chichester, W. Sussex, PO19 8PQ	29000
LL1	Lower Lodge, Vann Road, Fernhurst, Haslemere, Surrey, GU27 3 NH	36000
LL1 ²	Gravel Lane, Quarry Lane, Chichester, W. Sussex, PO19 8PG	
¹ Chi 1 production ² LL Production		

ELECTRICITY

Facility	Amount Used (kWh)
CHI1	315673
CHI2	171070
CHI3	160327
CHI4	28052
CHI5	34579
LL1	199114
Emmissions factor for all	0.20705

 There are no emissions recorded as all of the electric is from renewable sources

NATURAL GAS

Facility	Amount Consumed (kWh)	Emission Factor (kgCO ₂ e/kWh)	Emission Factor Source	Emissions (kgCO ₂ e)
CHI1	106177	0.20264	UK Gov (gov.uk)	21,516
CHI1 ¹	159266	0.20264	UK Gov (gov.uk)	32,274
CHI2	2365	0.20264	UK Gov (gov.uk)	479
CHI3	123440	0.20264	UK Gov (gov.uk)	25,014
CHI4	N/A	N/A	N/A	N/A
CHI5	N/A	N/A	N/A	N/A
LL1	N/A	N/A	N/A	N/A
Total	391248			79,282

PROPANE

Facility	Amount Consumed (kWh)	Emission Factor (kgCO ₂ e/kWh)	Emission Factor Source	Emissions (kgCO ₂ e)
CHI1	N/A	N/A	N/A	N/A
CHI2	N/A	N/A	N/A	N/A
CHI3	N/A	N/A	N/A	N/A
CHI4	N/A	N/A	N/A	N/A
CHI5	N/A	N/A	N/A	N/A
LL1	N/A	N/A	N/A	N/A

Heating Oil (28 second)

Facility	Amount Consumed (litres)	Emission Factor (kgCO ₂ e/litre)	Emission Factor Source	Emissions (kgCO ₂ e)
CHI1	N/A	N/A	N/A	N/A
CHI2	N/A	N/A	N/A	N/A
CHI3	N/A	N/A	N/A	N/A
CHI4	N/A	N/A	N/A	N/A
CHI5	N/A	N/A	N/A	N/A
LL1	14278	2.54015	UK Gov (gov.uk)	36,268
LL1 ²	0	2.54015	UK Gov (gov.uk)	0
Total				36,268

¹Chi 1 production ²LL Production

COMPANY VEHICLES CLASS 111

Number of Vehicles (fleet size)	Vehicle location(s)	Owned or Leased	Miles travelled per year	Fuel Type	Tonne /km	Emission Factor (kgCO ₂ e/litre)	Emission Factor Source
8	Chi 5	Leased	0	Diesel	43,545	0.085	UK Gov (gov.uk)

COMPANY VEHICLES GREY FLEET

Number of Vehicles (fleet size)	Vehicle location(s)	Owned or Leased	Miles travelled per year	Fuel Type	Tonne /km	Emission Factor (kgCO ₂ e/litre)	Emission Factor Source
					0	0.258	UK Gov (gov.uk)

SUMMARY EMISSIONS FOR SCOPE 1 AND 2

	kgCO ₂ e	tCO ₂ e		kgCO ₂ e	tCO ₂ e
Scope 1	35966.71	35.97	Scope 2	83277.09	83.28
Area	Source	Scope	Emissions (kgCO ₂ e)		Emissions (tCO ₂ e)
Facilities	Electricity	Scope 2	0.00		0.00
Facilities	Natural Gas	Scope 2	47,008.83		47.01
Facilities	Heating Oil	Scope 2	36,268.26		36.27
Vehicles	Vehicles	Scope 1	3,693.05		3.69
Process	Natural Gas	Scope 1	32,273.66		32.27
Process	Burning Oil	Scope 1	0.00		0.00
Total			119,244		119.24

Scope 1, 2 and 3 Calculations

Scope 3

PURCHASED GOODS

Year	Description	Unit of activity or spend	EF (kgCO ₂ e/unit)	Emissions (kgCO ₂ e)	Source	Metric Tonnes CO ₂ e
2024	Wax kg	704,730.87	1401	987,328	DEFRA	987.33
2024	Fragrance kg	36,928.30	0.980	36,190	EF from Firmxenich Ecoscent Compass	36.19
2024	Glass kg	1,810,110.00	1403 / 0.823	2,224,625	DEFRA	2,224.63
2024	Cardboard Packaging kg	534,448.51	1092	583,618	DEFRA	583.62
2024	Wicks kg	542.24	8,300	4,501	Carbon Footprint for UK Clothing	4.50
2024	Labels kg	5,393.08	2,569	13,855	DEFRA	13.85
2024	Lids kg	120,889.55	5.105	617,141	DEFRA	617.14
2024	Plastics kg	46,372.00	2,569	119,130	DEFRA	119.13
2024	Ribbon kg	4,459.70	6,400	28,542	Carbon Footprint for UK Clothing	28.54
2024	Solvent kg	44,674.00	1401	62,588	DEFRA	62.59
2024	Ceramics kg	9,933.00	0.242	2,401	DEFRA	2.40
Total				4,679,919		4,680

PURCHASED SERVICES

Year	Description	Unit of spend US Dollar	EF (kgCO ₂ e/unit)	Emissions (kgCO ₂ e)	Source	Metric Tonnes CO ₂ e
2024	Consultancy	\$35,073	0.058	2034	GHG	2
2024	Accountants	\$119,203	0.056	6675	GHG	7
2024	Facilities	\$1,144,567	0.226	258672	GHG	259
2024	Management Services	\$3,137,477	0.058	181974	GHG	182
2024	Insurance	\$220,968	0.025	5524	GHG	6
Total		\$4,657,288		454,880		455

Category	Total Emissions (kgCO ₂ e)
Purchased Goods	4,679,919
Purchased Services	454,880
Total	5,134,798

COMPANY - UPSTREAM TRANSPORTATION & DISTRIBUTION

Year	Shipment identifier	Shipment weight/ tonnes	Distance travelled (km)	Tonne* kilometres	Mode of transportation	EF (kgCO ₂ e /unit)	Emissions (kgCO ₂ e)	Source
2024	Manufacturing supplies		521,283		Land	0.95446	497,544	DEFRA -Delivery Vehicles-All HGVs- 50% laden
2024	Manufacturing supplies	22	87,000	1,914,000	Air	1.09904	2,103,563	DEFRA-Freighted goods-Long Haul to and from UK
2024	Manufacturing supplies	250	775,054	193,763,500	Sea	0.01612	3,123,468	DEFRA-Freighting GoodsContainer Ship
Total							5,724,574	

Category	Total Emissions (kgCO ₂ e)
Upstream T&D	5,724,574
Total	5,724,574

WASTE GENERATED IN OPERATIONS

Year	Material	Weight data	EF (kgCO ₂ e /unit)	Emissions (kgCO ₂ e)	Notes	Source
2024	General Waste	58,000	6.411	371,815.380	No recycled waste included	DEFRA
2024	Hazardous waste	21,000.000	6.41	134,610.000		
Total				506,425.380		

Category	Total Emissions (kgCO ₂ e)
Waste Generated in Operations	506,425
Total	506,425

BUSINESS TRAVEL - AIRFARE

Year	Distance (mi)	Distance (km)	EF (kgCO ₂ e/unit)	Emissions (kgCO ₂ e)	Notes	Source
2024	65603	104964.8	0.26128	27,425.203		DEFRA-Bus Travel Air-AV Passenger km
	65603	104964.8	0.039370	4,132.464		DEFRA WTT Bus Travel to and from UK
Total				31,558		

BUSINESS TRAVEL - MILEAGE

Year	Distance (mi)	Distance (km)	EF (kgCO ₂ e/unit)	Emissions (kgCO ₂ e)	Notes	Source
2024	14443	23485	0.160480	3,769	Mileage	DEFRA-Bus Travel land-Upper Med cars
2024	14443	23485	0.041030	964	Mileage WTT	DEFRA-WTT pas veh& travel-Med Car
2024	1929	3137	0.208056	653	Taxi	DEFRA-Bus Travel land-Taxi
2024	1929	3137	0.051760	162	Taxi WTT	DEFRA-WTT pas veh& travel-regular Taxi
Total				5,547		

BUSINESS TRAVEL - HOTEL

Year	Country	Nights stay	EF (kgCO ₂ e/unit)	Emissions (kgCO ₂ e)	Notes	Source
2024	UK	14	12.200000	170.800		DEFRA-Hotel Stay-Belgium used as representative rate
Total				171		

BUSINESS TRAVEL - RAIL

Year	Distance (mi)	Distance (km)	EF (kgCO ₂ e/unit)	Emissions (kgCO ₂ e)	Notes	Source
2024	4000	6,400	0.035463	226.963		DEFRA-Bus Travel land-National rail
2024	4000	6,400	0.008970	57.408		DEFRA-WTT pas veh& travel-regular Rail-National Rail
Total				171		

Category	Total Emissions (kgCO ₂ e)
Airfare	31,558
Mileage	5,547
Hotel	171
Rail	284
Total	37,560

DAILY EMPLOYEE COMMUTING

Year	Passenger mile	EF (kgCO ₂ e/ passenger mile)	Emissions (kgCO ₂ e)	Notes	Source
2024	616500	0.27	168,514.11	Based on 25% people car share	DEFRA-Bus Travel and medium carshare
Total			168514		

Category	Total Emissions (kgCO ₂ e)
Employee Commuting	168514
Total	168514

COMPANY - DOWNSTREAM TRANSPORTATION & DISTRIBUTION

Year	Shipment identifier	Distance travelled (weight.km)	Mode of transportation	EF (kgCO ₂ e/ unit)	Emissions (kgCO ₂ e)	Notes	Source
2024	Total Shipments for 2024 in tonnes	357,232	Lorry	0.08481	30,297	Deliveries to Customers paid for by CC&D	DEFRA-HGV- All HGVs
2024	Internal movements	217,513	Lorry	0.08481	18,447	Sub Cons+ Transfers less Shunting vehicles which go to Scope 1	DEFRA-HGV- All HGVs
Total					48,744		

Category	Total Emissions (kgCO ₂ e)
Downstream T&D	48,744
Total	48,744

SUMMARY SHEET SCOPE 3 2023

	Reported Quantity Kg	Tonnes	Percentage of Scope 3
Total Scope 3	11,620,616	11621	100.00%

Gender Pay Gap Report



Gender Pay Gap Report

Annual Report 2024

www.contractcandlesanddiffusers.com

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Gender Pay Gap Report

Here at Contract Candles & Diffusers Ltd we are passionate about creating a great place to work, where everyone feels valued, is rewarded fairly, and are developed and supported to reach their potential.

On the snapshot date of 17th April 2025, we employed 189 people, 70% were female and 30% were men.

Our Pay Gap Results

We have compared the average pay of all the women we employ with the average pay for all the men.

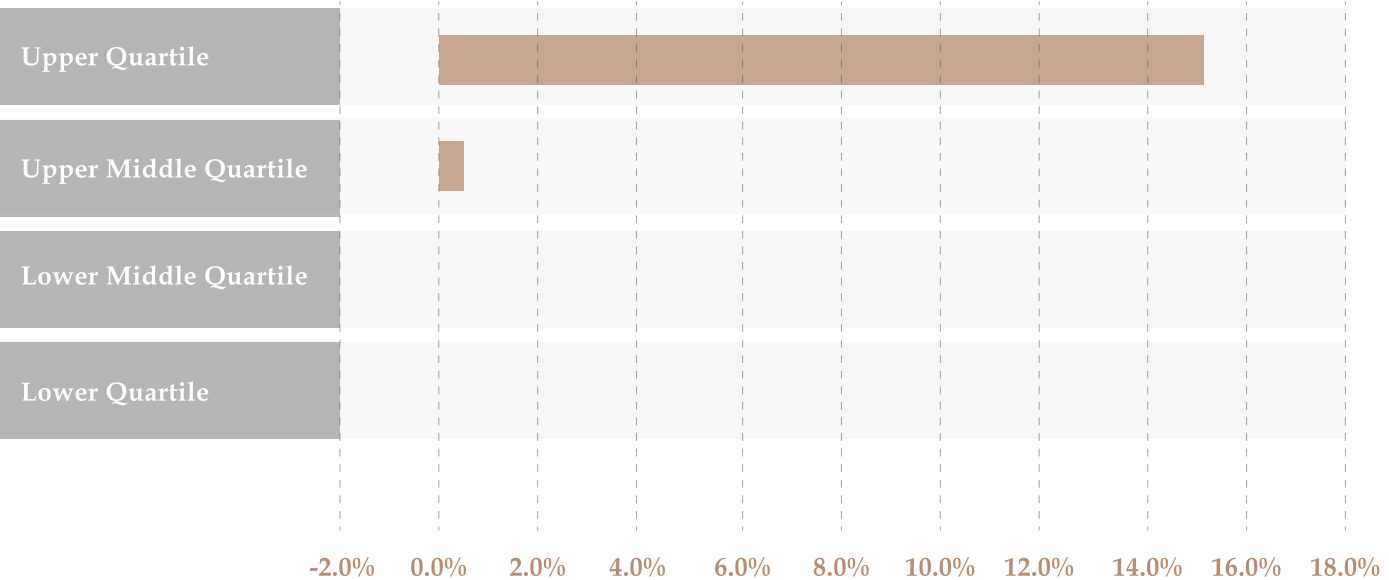
The gender pay gap is the percentage difference between average mean hourly earnings for men and women.



Contract Candles & Diffusers Ltd does have a Gender Pay Gap – though we are pleased to report that our mean Gender Pay Gap of 8.5% is lower than the current National Average which according to the Office for National Statistics was 13.1% in 2024.

When analysing the pay of men and women from those with the lowest and highest pay, apart from the upper quartile, there is very little difference between the average pay of men and women.

Mean Pay Gap by Quartile



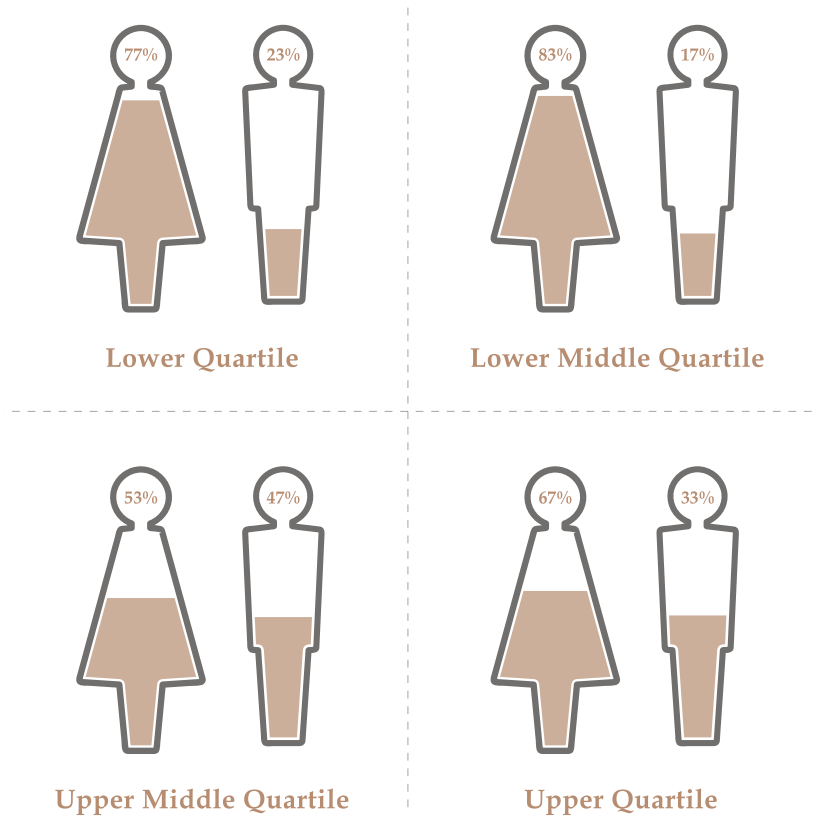
Median Pay Gap

The median gap is the difference between the midpoints in the ranges of men's and women's pay. Put simply if you separately lined up all the women and men at Contract Candles & Diffusers Ltd, the median pay gap is the difference between the hourly pay rate of the middle woman compared to the middle man.

Here at Contract Candles & Diffusers Ltd the median hourly rate for women is 3.14% less than the median hourly rate for men.

Pay Quartiles

Following Diagrams shows the % of women and men employed from the lowest to highest paid.



As the above shows, we employ a higher proportion of women at all levels across the business.

Bonus Pay Gap


No bonuses were paid to either men or women during this period.

What are we doing to address our Pay Gap?

Contract Candles & Diffusers Ltd are continuing to work to improve opportunities for all employees and to decrease our pay gap.



Supplier Questionnaire



CCD Supplier Sustainability Questionnaire

Contract Candles & Diffusers Ltd.

Company Name *

Please enter the name of the company on whose behalf this form is being submitted.

Does your company have a Sustainability Policy? *

Does your company have any environmental policies / procedures in place? *

Yes

Environmental Policy

Please upload a copy of your environmental policy / procedure *

Choose files or drag & drop them here

Is the company certified to ISO 14001 (Environmental Standard)? *

Carbon Emissions

Do you have Scope 1 & 2 emissions figures? *

Yes

What are your combined Scope 1 & 2 emissions figures? *

Does your company have Scope 3 emissions figures? *

Yes

What are your Scope 3 Emissions figures? *

If your company has targets to reduce carbon emissions, please provide a brief summary.

ISO 14001

Please attach a copy of your ISO 14001 certification *

Choose files or drag & drop them here

Please enter the expiry date of your ISO 14001 certificate *

08/04/2024

Is the company certified to ISO 50001 (Energy Management)? *

ISO 50001

Please attach a copy of your ISO 50001 certificate

Choose files or drag & drop them here

Please enter the expiry date of your ISO 50001 certificate

08/04/2024

Does your company use recycled materials and products where possible? *

Yes

Does your company measure carbon emissions? *

Is the company a member of Sedex? *

Yes

What is the company's current Ecovadis rating? *

Please provide contact information for your environmental lead *

Have you read and understood the ETI Base Code & our sustainable procurement policy? *

Supplier Sustainability

All Responses

Board

Chart

All

All tasks

Name

Group

Fields

Subitems

Name	BC Vendor No.	Created date	Due date	Status	Sustainability Policy	Environmental Policy	ISO 14001	ISO 14001 Expiry	ISO 50001	ISO 50001 Expiry	Uses Recycled Materials	Measures Carbon Em
1	A. Landerer GmbH & Co. KG	19/02/2024		Supplier Approved	Yes	Yes	Yes	17/10/2024	Yes	11/11/2024	Yes	Yes
2	AA Labels	19/02/2024		Supplier Approved	No	No	Yes	15/01/2026	No		Yes	No
3	Acclaim Handling Limited	21/02/2024		To be reviewed	Yes	Yes	No		No		Yes	No
4	Agriemach Ltd	19/02/2024		To be reviewed	No	Yes	No		No		Yes	No
5	Alfa Chemicals Ltd.	27/02/2024		To be reviewed	Yes	Yes	No		No		No	No
6	All Pallets Ltd	23/02/2024		To be reviewed	Yes	Yes	No		No		Yes	No
7	Allsop & Francis Ltd	29/02/2024		To be reviewed	No	Yes	No		No		Yes	No
8	AM Labels Ltd	20/02/2024		To be reviewed	No	Yes	No		No		Yes	No
9	Applied Weighing Intermation	20/02/2024		To be reviewed	Yes	Yes	Yes	04/02/2025	No		Yes	No
10	Argenvile	21/02/2024		To be reviewed	Yes	No	No		No		No	No
11	Ashleigh & Bunwood Ltd	12/03/2024		To be reviewed	No	No	No		No		Yes	No
12	Azets	21/02/2024		To be reviewed	Yes	Yes	No		No		Yes	Yes
13	Berisfords Ltd	19/02/2024		To be reviewed	No	No	No		No		Yes	No
14	Boundstone UK Ltd	19/02/2024		To be reviewed	Yes	Yes	No		No		Yes	No
15	Camlab Limited	19/02/2024		To be reviewed	Yes	Yes	Yes	24/09/2025	No		Yes	Yes
16	Challenge Packaging Ltd	04/03/2024		To be reviewed	No	Yes	Yes	04/02/2025	No		Yes	Yes
17	CJS Portsmouth Ltd	19/02/2024		To be reviewed	Yes	Yes	No		No		Yes	Yes

Supplier Sustainability											
All Responses Board Chart All ▾											
All tasks Name Group Fields Subitems ---											
4001 Expiry	ISO 50001	ISO 50001 Expiry	Uses Recycled Materials	Measures Carbon Emissions	Calculated Scope 1 & 2	Scope 1 & 2 Figures	Calculated Scope 3	Scope 3 Figures	Emissions Reduction Targets	Sedex Member	Ecovadis Rating
1 1/2024	Yes	11/11/2024	Yes	Yes	Yes	Scope 1: emissions fr...	No		Carbon emission reduction in acco...	Yes	Gold
2 2/2026	No		Yes	No	No	N/A	No	N/A	N/A	No	None
3	No		Yes	No	No	N/A	No	N/A	N/A	No	None
4	No		Yes	No	No	N/A	No	N/A	N/A	No	None
5	No		No	No	No	N/A	No	N/A	N/A	Yes	Gold
6	No		Yes	No	No	N/A	No	N/A	N/A	No	Silver
7	No		Yes	No	No	N/A	No	N/A	N/A	No	None
8	No		Yes	No	No	N/A	No	N/A	N/A	Yes	None
9 1/2025	No		Yes	No	No	N/A	No	N/A	N/A	No	Silver
10	No		No	No	No	N/A	No	N/A	N/A	Yes	Bronze
11	No		Yes	No	No	N/A	No	N/A	N/A	No	None
12	No		Yes	Yes	Yes	Reporting figures for ...	Yes	Reporting figures fo...	Our target is 50% reduction in dir...	No	None
13	No		Yes	No	No	N/A	No	N/A	N/A	Yes	None
14	No		Yes	No	No	N/A	No	N/A	N/A	No	None
15 1/2025	No		Yes	Yes	Yes	33 Tonnes CO2e in 20...	No		See Sustainability Journey docum...	No	None
16 1/2025	No		Yes	Yes	Yes	Scope 1 = 421.67 tC...	Yes	Scope 3 = 883.88 tC...	Remove gas heating & change to	Yes	Silver
17	No		Yes	Yes	Yes	191,786.57 kg CO2	No			No	None

Risk Matrix



Sustainability priority issues and identified objectives

This is the prioritised list sorted by the most significant to the least significant
This list is to inform the project's objectives, targets and actions

PRIORITISED LIST OF ISSUES

Sustainability issue	Risk	Opportunity	Ref No.	Rank
Carbon emissions	Lack of achievement of Carbon Neutrality goal, increasing carbon emissions, travel, transport and supply chain. Crude oil procurement. Lack of understanding/ consideration of embodied carbon in selection of products/ services	Carbon emissions are reduced and mitigated for through local carbon positive projects	E01	17
Waste disposal / landfill, toxic chemical, water contamination, waste leakage into environment	Legal compliance issue - waste	Reduce cost, compliance, best practice	E09	17
Fair trade, human rights, ethical trading and procurement	Publicity of failure to attain, supply chain management, low score audits	Regular audits and reports, where can be improved, alignment with sustainability practices	S09	17
Advocates/ champions for sustainability message	Few champions of the sustainability message or wrong message is delivered	event build sustainability champions and engages and inspires wider audience	S01	16
Diversity and inclusion	Legal compliance issue - employee diversity	Diverse workforce	S04	16
Ethical sourcing	Poor image and PR around lack of fair-trade, human rights, ethical trading and procurement	Showcasing best practice	S06	16
Equality		Event planning presents equal opportunities for local businesses and communities to engage	S08	16
Inspire change across clients and suppliers	Missed opportunity to drive wider change and raise awareness - vulnerable communities and minority groups remain at risk	Events drives wider change through inspiring and empowering partners, vendors and suppliers to integrate sustainability across their business activities	B04	15
Human rights	Failure to protect human rights, reputational and business management	Place strong values on human rights, ensure best practice and stakeholder rights	B08	15
Sustainability of sustainability message	Unlimited reach around sustainability message and inability to communicate	Wider influence and reach through client/ suppliers - shows leadership, builds engagement and potential new clients	B12	15
Clean energy	No action taken on clean energy solutions and adds to local air quality issues	Clean energy solutions selected - reducing particulate emissions, improving air quality around factories	E02	15
Resource consumption - Energy, water, materials (efficiency)	Continued operational cost and footprint Visible wasteful behaviour impacting on public image	Drive resource/energy efficiency, scale impact through best practice down to the supply chain	E05	15
Health and Safety	Seen as providing minimal workplace benefits to staff, Long working hours/ high travel requirement compromising - work life balance and health, Legal compliance issue - modern slavery act, child labour	Staff retention and high productivity: good conditions for workers	S13	15
Client engagement @sustainability	Clients do not engage either due to "wrong" clients or lack of initiatives to engage and	Clients are aligned with the sustainability programme and find multiple ways to engage and activate	S16	15
Corporate reputation	misalignment of clients, missed targets and threat of "green-washing"	Clients are aligned and message is scaled through their activations	B06	14
Brand/ image	"Scoring own goals" with poor practice	Instil and encourage best practice that can be used elsewhere	B07	14
Pollution - Air, water, land	Legal compliance issue - GHG/ Air/ ozone depleting substances. Increase impact on GHG/ carbon emissions/ global warming. Toxicity of fumes. Legal compliance issue - pollution water/ land	Showcasing best practice - improving air quality	E04	14
Recyclability of materials	Excessive cost resulting from non-reusable or recyclable materials, PR issue from single use items/ Paraffin especially	Implement sustainable procurement code and showcase best practice - create reuse programme. R&D into alternatives	E06	14
Production of single use materials	Single use plastic waste, consumer waste from packaging - recyclability	No virgin plastic, recycled materials, reduce single use items	E07	14
Corruption and bribery	Risk of corruption/ bribery	Best practice and transparent reporting eliminates risk of actual/ perceived corruption	B01	13
Quality of Products	Poor quality, worse environmental effects through low quality resources, loss of clients and customers	Quality ensured, attract clients/customers, responsibly sourced products, higher end	B09	13
Client retention and new clients attracted	Negative publicity from association with particular client leading to loss of income	Positive publicity from association with particular client	B10	13
Consumer well being	Impacts of products, potential hazards	Assess and monitor usage, Toxicity, fumes and open flames cautions and signage	S10	13
Communications/ engagement with stakeholders	Existing client base remain engaged but new business development opportunities are lacking	New clients are engaged and secured building business resilience. Existing clients are proud to be associated	S15	13
Research and Development expansion	Lack of research reflects poorly on drive to become more sustainable and find solutions	Research to reduce negative impacts on environment and local communities	B11	12
Supplier/ procurement impact	Waste, pollution, efficiency and costs	Sustainable improvements and influence on, contracted with same sustainability efforts to create conscious value chain	E08	12
Staff Well being	Lack of care for well being, engagement, encouraging environment, mental health awareness	Education, skill building, supportive culture, reviews and check ins	S11	12
Supply chain management - sustainability performance and engagement	Supplier fail to deliver on sustainability requirements, negative perception and economy/ logistical inefficiencies through supply chain	Supplier support and scale the sustainability impact, Procurement process focusing on local suppliers driving efficiencies and local community economic benefits	B03	11
Achievement of goals	Reputational damage through not achieving set goals, employee future, management issues	Set achievable goals that motivate staff and customers	B05	11
Employment opportunities and attracting new	Lack of progress, development, reputationally internally, retention of employees and attracting new	Developing skilled workers internally and attracting potential employees with sights of progression	S03	11
Staff, contractors, volunteers, satisfaction and retention	Seen as providing minimal workplace benefits to staff - satisfaction and benefits	Staff retention, staff benefits and high productivity	S05	11
Stakeholder engagement and support	Loss of support and increased complaints from stakeholder and local community	Continued support form existing stakeholder and find new support	S07	11
Staff engagement with sustainability	Sustainability message and practices diluted	Education, workshops, included in job descriptions, internal auditing	S12	11
Skill Development/ mentoring	Lack of skill and loss of existing skill/knowledge	Increase knowledge sharing/development (Apprentices, work experience, etc.)	S14	11
Attracting new staff and future business growth	Negative publicity about business management, investor interest and importance on sustainability	Increased employment opportunities from reputation, investment in sustainability to attract investors, new employees and retain staff in a company that cares	B02	10
Life cycle of products	No end of life plan for products leads to excessive waste and cost	Life cycle planning for event materials and equipment adds local value/ benefit	E03	10
Local Community Impact	Disruption of community services leading to complaints, ill feeling and lack of support for events	Leadership through stakeholder consideration and engagement - Economic impact on local community	S02	10



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