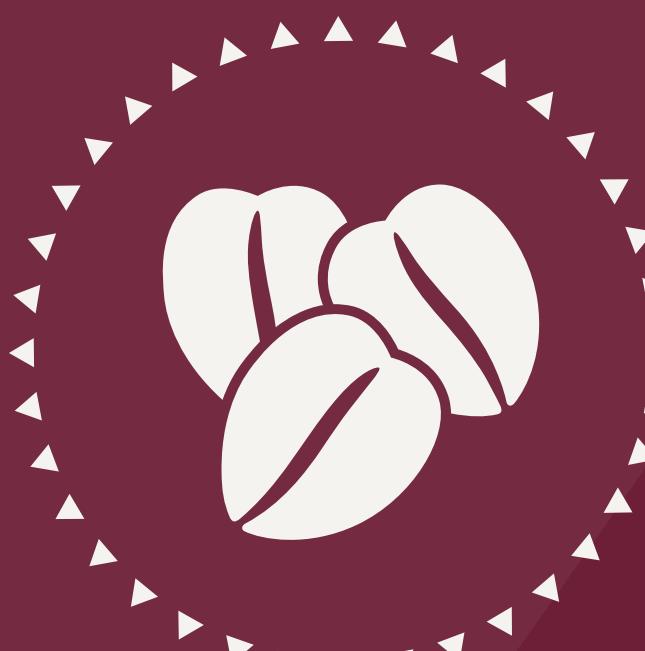

COSTA COFFEE MODERN SLAVERY STATEMENT

2020-21 STATEMENT



COSTA
COFFEE





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Foreword

In 1971 the Costa brothers, Sergio and Bruno, founded Costa Coffee with an ambition to make great tasting coffee a part of everyday life. As we celebrate our 50th Birthday this year, we are proud to have been voted the nation's favourite coffee shop for the eleventh year running. It is clear to us that the Costa brothers' dream has been kept alive thanks to the **people** at the core of our business. In return, we have set ourselves high standards to ensure their health, safety, and well-being.

Like many companies, Costa Coffee has had to adjust to a new normal this year, overcoming the challenges caused by the Covid-19 pandemic. In the face of global uncertainty, Costa Coffee is proud to have continued work to support those who produce and supply our products – remaining firm in our commitment to support human rights across all our supply chains and operations.

This Modern Slavery Statement focuses on our continued work in the promotion of human rights and the prevention of modern slavery. We are pleased to share the progress we have made with our non-profit partners, **STOP THE TRAFFIK** and the Rainforest Alliance. We showcase our work on our new due diligence programmes, which monitor our suppliers' standards are in line with our own, meeting the high expectations set out in our Supplier Guiding Principles.

We are also pleased to show the strides we have made since we were acquired by The Coca-Cola Company in 2019. This has enabled us to create a consistent standard and common language to outline our expectations of suppliers when it comes to human rights. Through this statement we also hope to give a view to the future, by sharing the plans we have in store for the next year and beyond.

As an organisation we have a zero-tolerance approach to any form of slavery, forced labour and human trafficking. For this reason, Costa Coffee fully supports the provisions set out in the Modern Slavery Act 2015. This statement has been published in accordance with Section 54 of the Act, covering the period from 28th February 2020 – 28th May 2021, and has been approved by the Board of Costa Limited.

Jill McDonald
CEO Costa Limited, June 2021



¹Allegra asked an independent panel of over 5,000 UK consumers the question 'What is your favourite branded coffee shop chain', with 52% citing Costa Coffee as reported [here](#).





2020-21 Highlights



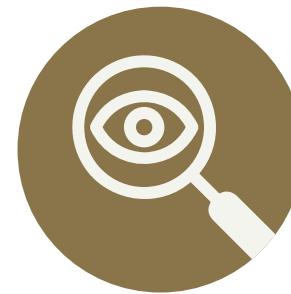
Coffee Supply Chain Risk Review

We have made significant strides in risk mapping our global coffee supply chains through an independent review. This has increased our awareness of potential risks in our supply chains and is shaping progress in this area.



Enhanced Due Diligence Program

We worked with STOP THE TRAFFIK to shape our new human rights due diligence programme. This enhanced procedure streamlines our monitoring of suppliers, supporting the protection of ethical standards throughout our operations.



Monitoring and Auditing

For UK & Ireland (UK&I) suppliers identified as a “significant risk”, we have made important progress in their ethical audits, partnering with SGS as our audit provider. This is part of an ongoing process to establish routine monitoring in higher risk areas.



Procurement Team Training

In line with our enhanced due diligence programme, we conducted Procurement Team Training to provide operational guidance on the updated on-boarding procedures.



Human Rights Working Group

The launch of our Human Rights Working Group in 2019 has had a significant impact on our human rights approach. This has included launching a supplier due diligence process and auditing programme in the UK&I, as well as updating supplier contracts.



Partnerships

In 2021 we formalised our partnership with STOP THE TRAFFIK, to work on the implementation of the due diligence redesign and our human rights strategy. Additionally, we continued to play an active role with the Rainforest Alliance, supporting the development of their new standard.



Looking Ahead

We recognise the importance of tracking our performance against our commitments to protecting human rights. That is why this year we have formed key performance indicators (KPIs) to measure our progress over the coming year, to be reported on in our next modern slavery statement. These include:

2021-22 KPIs

Risk Area	KPIs
Supply Chain	Percentage of in scope UK suppliers who have committed to comply with Costa Coffee's SGP Percentage of UK suppliers classified as ‘significant risk’ audited
Team Members	Percentage and number of UK store team members who have completed human rights training within the last 2 years
Consumers	Number of stores provided with awareness-raising resources to display





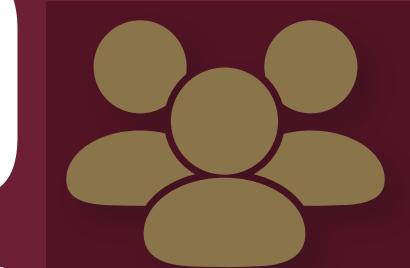
2.1 Organisational Structure



3,800+

Coffee shops Worldwide

18,500

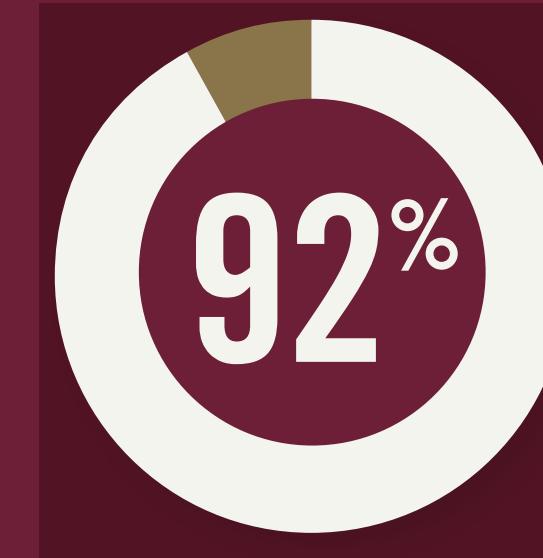


Approximate Team
Members worldwide

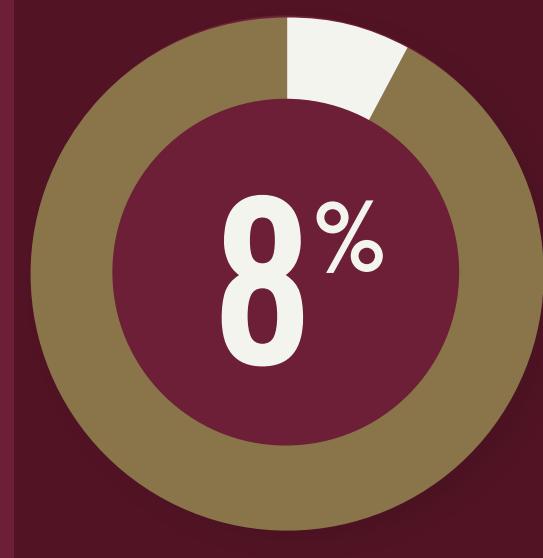
530
MILLION



Spent in joint
venture operations
on goods & services



Employees work
in UK stores



Work in our
support centres

11,900+

Costa Express
Machines in
Six Regions
of those
Regions



10,800

Express machines
are in the UK





2.2 Behind the Beans

We conduct business according to our core values of Passion, Warmth, Courage and Trust, which is why we are committed to making sure that human rights are protected across our own business as well as our supply chain. Reflecting how important this commitment is, we have included it as a key part of our corporate sustainability programme, “**Behind the Beans**”.

Our Behind the Beans programme is divided into three pillars: **People, Coffee and Planet**. Our Coffee pillar is dedicated entirely to responsible sourcing, governed by three core commitments:

- (1) Purchasing sustainably grown coffee
- (2) Ensuring all our key commodities are sourced sustainably and to recognised global standards
- (3) Protecting human rights across our supply chains

From crop to cup, we know that having the world’s favourite coffee brand also means having the most sustainable coffee business. You can read more about our sustainability advancements efforts [here](#).

We aim to put the most sustainable cup of coffee in your hands



Supporting the
people behind
the beans



Making the coffee
the world loves



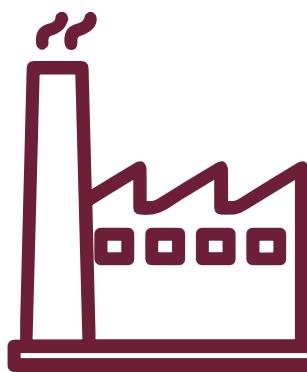
Respecting the
planet at every step



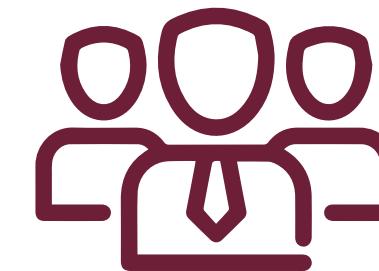


3.1. Supply Chain Risk Mapping

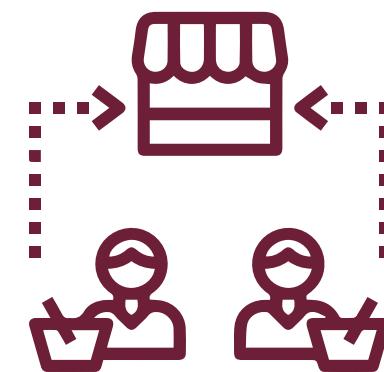
Costa Coffee is committed to upholding human rights and preventing modern slavery and human trafficking throughout its operations. As a coffee company and hospitality business, we recognise that we have three areas of potential risk:



SUPPLY CHAINS



TEAM MEMBERS



CONSUMERS

We have included detail of our policies and our due diligence steps that we have taken to manage our risk within these key areas.

Our previous work on supply chains in 2019 involved an inherent and actual supply chain risk mapping with STOP THE TRAFFIK (see our Modern Slavery Statement for 2019-2020 [here](#)). Inherent risk mapping involves an initial overview of supply chain risk, by evaluating suppliers' sectors and countries of operation. Actual risk mapping reviews the high-risk suppliers identified in the inherent mapping, assessing how well they manage risk through tools such as audits and self-assessments. This process helped us target and prioritise mitigation efforts and ensure transparent reporting.

STOP THE TRAFFIK's inherent-risk mapping process ranked each supplier on a scale of 1 to 5 based on their economic sector and country of operations. These factors are measured by assessing the potential impact across several human rights issues, including but not limited to, women's rights, corruption prevalence and modern slavery. The data, which was gathered through 22 different data sources, was then further enriched with evidence from STOP THE TRAFFIK's Centre for Intelligence Led Prevention.

This inherent risk mapping identified 188 Costa Coffee suppliers who operate in either a sector and/or country which has been classified as high risk for human rights violations, making up approximately £320 million of procurement spend which is less than 50% of the total procurement spend. These high-risk suppliers are primarily located in sectors that manufacture food and beverages, as well as property and consumables, such as furniture. They also include corporate services, such as store fitouts, warehousing, and facilities services.

Following this, throughout 2020-21 we conducted an actual risk mapping with STOP THE TRAFFIK, prioritising the top 100 of these inherently high-risk suppliers. This assessed publicly available information, such as Modern Slavery Statements, and data disclosed to the Costa Coffee team, such as questionnaire responses and audit reports. This allowed us to review what steps had been taken by each supplier to manage their human rights risk and helped us to identify areas of concern which would require further engagement.

Risk Mapping Methodology

Country Risk 5					
Country Risk 4					
Country Risk 3					
Country Risk 2					
Country Risk 1					
	Sector Risk 1	Sector Risk 2	Sector Risk 3	Sector Risk 4	Sector Risk 5

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3.2. Supply Chain Risk Mitigation

We identified which of our suppliers are deemed “significant risk”, as opposed to “unmanaged risk” or “managed risk”, in our human rights risk ranking. This means that they are classified as requiring regular monitoring through social audits of their businesses to verify if they are meeting our ethical standards, as we have identified areas of concern. We have conducted audits on these “significant risk” suppliers in the past year, which are detailed in the following section on our supply chains.

As a result of these findings, we launched our enhanced due diligence approach. This has formed our new human rights due diligence programme, to ensure our ethical standards are being followed throughout our operations. This has included the launch of our ethical questionnaire and has enabled us to engage with key high-risk suppliers to encourage change. We have also committed to communicating how impacts are addressed to relevant stakeholders.

Following this work, we are planning to update the risk mapping in 2021. This will allow us to assess the remaining 88 suppliers classified as high risk, as well as any new suppliers who have been onboarded since the risk mapping was conducted, capturing any emerging country or sector risks which may be affecting our current suppliers.





4.1. Coffee Supply Chains

4.1.1. Rainforest Alliance Certification

We depend on the farmers who grow our coffee to keep our business going. For this reason, we take our responsibility to them very seriously. This is why Costa Coffee only sources its coffee from **Rainforest Alliance** Certified farms. Central to achieving compliance with the Rainforest Alliance Sustainable Agriculture Standard is a supplier's commitment to eradicate all forms of forced or exploited labour and to protect and promote all fundamental workers' rights.

Despite this, we understand that certification is not an endpoint, but rather one step further in achieving a more sustainable and ethical coffee procurement. Due to this, we have played an active role in supporting the development of the new Rainforest Alliance Standard, which has gone a step further to benefit our coffee growing communities. The new certification standard includes an added effort to build up climate resilience and adaption in coffee farms, as well as placing an increased focus on human rights issues such as child labour or forced labour.

Costa Coffee is proud to be the very first UK coffee shop that has sourced 100% of its coffee in line with the Rainforest Alliance Standard, following strict guidelines to encourage better farming methods and working conditions. The Rainforest Alliance seal means our consumers can be confident that their purchases have made a positive impact on coffee farmers, the environment and forest communities around the world.

4.1.2. Reviewing Risks

As a coffee company with global suppliers, we recognise the risk located within our supply chains. In addition to working with Rainforest Alliance, we have conducted an independent review of the key economic, environmental, and social risks to global coffee supply chains.

As a result of this risk review, we have a greater understanding of the nuanced risks which are threatening coffee supply chains globally. The risks identified have helped inform our enhanced due diligence systems and have been integrated into future risk reviews. It has given us greater visibility around the issues which may be impacting those in our supply chain, and we are working closely with our suppliers to understand where we can help to address them. This is an area of focus for 2021-22.



**First UK coffee shop
that has sourced 100%
of its coffee in line
with the Rainforest
Alliance Standard.**





4.2. Policies

4.2.1. Supplier Guiding Principles

Costa Coffee is proud of our Responsible Sourcing Policy (RSP) – recently renamed ‘Supplier Guiding Principles’ (SGP) – which is in-line with the UN Guiding Principles on Business and Human Rights. The policy outlines the social, ethical and environmental standards to which we hold our direct suppliers and can be found on our website [here](#).

This year we have updated our supplier requirements and added a provision into all our new and updated supplier contracts, that explicitly require suppliers to comply with our SGP, confirming their obligations on the following issues:

- Employment and forced labour
- Discrimination
- Freedom of association
- Regular employment
- Working conditions
- Humane treatment
- Child labour
- Dormitories
- Wages and benefits
- Ethical corporate practices
- Working hours and annual leave
- Environmental stewardship

4.2.2. Policy Updates and Achievements

With a drive to achieve best practice in our supply chain management, we have also been working closely with STOP THE TRAFFIK to enhance our procurement policies. We expand upon the achievements of this enhanced due diligence processes opposite.

4.3. Enhanced Due Diligence

This year, Costa Coffee worked closely with STOP THE TRAFFIK to modify and streamline our due diligence processes, clarify roles and responsibilities internally, and increase overall efficiency. This work began in 2019 following STOP THE TRAFFIK’s gap analysis of Costa Coffee’s supplier journey, from onboarding to regular monitoring and evaluation.

This enhanced due diligence process has made significant steps forward in monitoring of our suppliers and maintaining ethical standards throughout our supply chain. The following improvements have stemmed from STOP THE TRAFFIK’s findings and will continue to be developed throughout the following year.

4.3.1. Ethical Questionnaire

We have refined the ethical questionnaire that we require high spend suppliers to complete to verify that they meet our high expectations for ethical standards. If suppliers fail to meet our standards, we will work with them via a closely monitored remediation process to improve their practices. However, if a supplier crosses a ‘red-line’ regarding human rights and does not work with us to remediate, a contract exit process would be initiated.

Previously, all in scope suppliers were required to answer the same questionnaire; we now ask every supplier to answer a targeted questionnaire centred around the good or service they supply. This allows us to get a more nuanced understanding of the specific risk in each sector and target enhanced due diligence towards our highest risk.



4.3. Enhanced Due Diligence

Higher risk suppliers which were identified through STOP THE TRAFFIK's risk mapping, i.e. those in food/drinks processing and production, manufacturing, facilities and services, logistics and freight, labour provision or construction, have to answer more questions than suppliers from low-risk sectors.

These questionnaires have been translated into both Polish and Chinese - our two equity owned markets - and have been shared with our Global Teams. This process ensures that Costa Coffee is doing its utmost to protect workers across our supply chain, around the world.

4.3.2. Supplier On-boarding Process - Monitoring and Auditing

To monitor that our supplier's standards are in-line with our own, we are updating our vendor processes such that suppliers cannot be added to our approved vendor list without completing the ethical questionnaire.

As a result of our actual risk mapping, we have progressed into the first round of ethical audits with our suppliers, in addition to technical audits which are already carried out. Suppliers determined to be operating in high risk sectors are now regularly monitored through social audits.

We have partnered this year with SGS, a global ethical audits specialist to support us in our supplier monitoring. These audits have begun in our UK&I suppliers, with work progressing into audits for our Global Teams suppliers. Since implementing this ethical social auditing (SGP audits), we have scheduled ten social audits for 2021, with more to follow in 2021-22.



4.3.3. Internal Risk Ranking

We have also established an internal risk ranking process as part of streamlining our due diligence procedures. The results of the questionnaire combined with the results of the social audit informs us of each supplier's overall human rights risk, increasing transparency across the board. This has aided Costa Coffee in identifying suppliers who would benefit from more support to improve their risk ranking.

4.4. Procurement and Sustainability Teams

Over the last year, our Global Procurement function has continued to work closely with the Global Sustainability team, aligning on objectives and collaborating to deliver our human rights programme. This means that both teams are jointly responsible for the day-to-day operation of our due diligence procedures, with training provided to ensure clarity on processes and each person's role within them.





5.1 Team Member Policies

Costa Coffee puts *People* at the core of everything we do, and therefore makes an extra effort to ensure our team members are at lower than typical risk of exploitation, trafficking, and modern slavery. Our store team members work closely together within our inclusive internal culture and spend much of their time communicating with our consumers. This means they are significantly less likely to be trafficked or at risk of being isolated by a trafficker.

We know that maintaining a fair and safe environment, which empowers and protects team members, is what allows us to deliver high standards for consumers every day. To achieve this, we abide by the following policies to ensure no form of labour exploitation touches our business.

As outlined in the key performance indicators (KPIs) on page 20, in 2021-22 we will be providing comprehensive training for our team members, including online learning modules with focus on our human trafficking and human rights policies.





5.2. Code of Conduct

Our Code of Conduct ensures our team members have an ongoing awareness of the policies Costa Coffee has in place to support them. It is provided to all employees upon joining, and signposts to relevant policies including our Speaking Out, Grievance and Equal Opportunities policies. To read more about these policies, see our last Modern Slavery Statement [here](#).

5.3. Human Trafficking Policy

This policy outlines what human trafficking is, how our business might be exposed to incidents, the types of activities to look out for associated with human trafficking and guidance about what our team members need to do if they have a suspicion of human trafficking within the business.

All team members and store managers are made aware of the signs of modern slavery through our Human Trafficking Policy. Team members are encouraged to report any suspicions to our Safety and Security Team who will investigate further and, if appropriate, refer potential incidents to law enforcement.

5.4. Approach to Labour Agencies

Another way we mitigate against modern slavery risk is by avoiding labour agencies for temporary team members in our stores. While temporary team members are sometimes used in our Support Centres, all of them are sourced from one of our verified agencies which have been vetted by our **People** team.

Although our use of labour agencies is limited, we acknowledge that this still presents a potential modern slavery risk for our business. To mitigate against this risk and meet best practice, our **People** team regularly review our vetted agencies' recruitment procedures, grievance policies and payroll practices.

5.5. Additional Policies

Costa Coffee has several other policies that protect and inform our employees. Many of these foster a culture that is more resilient to criminal activity such as human trafficking. They have been briefly explained below, but for a more in-depth account please see our Modern Slavery Statement for 2019-2020, [here](#).

Grievance Policy

This policy supports and guides team members and managers, both in stores and support centres, regarding any concerns raised by a team member about their work.

Speaking Out Policy

This policy outlines the process we follow when our team members raise a concern about wrongdoing, danger, crime, or breach of Costa Coffee's Code of Conduct².

Equal Opportunities Policy

This policy outlines our active commitment to providing equal opportunities and embracing diversity at Costa Coffee.

Right to Work

This policy covers legislation, what checks should be carried out, what happens when documents expire and how Costa Coffee will avoid discrimination during document checks³.

Human Rights Policy

This policy outlines the ways that we respect and promote human rights at Costa Coffee, covering topics such as work hours, wages, freedom of association and forced labour. During 2020-21, we uploaded the policy onto our digital learning platform, which has been reviewed and understood by all of our Roastery team members.

²Concerns can also be raised through our confidential Speaking Out Helpline, run through Hospitality Action, or the CocaCola EthicsLine directly if they prefer.

³Managers also have access to our Employee Relations help-desk for further support and guidance.





5.6. Creating an Inclusive and Welcoming Culture

Our work on team member safety goes further than our policies, as we continually strive to foster a warm and safe environment that welcomes all team members. We passionately believe in the promotion of inclusion and diversity across the workplace, with the view that everyone should be able to bring their whole selves to work. In this spirit, we have four important team member led inclusion networks; **Shine, Inside Out, Belong and Together**. These networks promote LGBT+ inclusion, mental wellbeing, culture and heritage, and gender balance, respectively.

An additional way we have developed a more open culture, is through the creation of our inclusion and diversity toolkit series. The first of these toolkits, titled 'Disability and Wellbeing', helps team members and line managers to learn more about certain health conditions, so that we can better support those we work with and the consumers we serve.

Actions such as these are key to enabling Costa Coffee to build inclusive communities where everyone feels welcome, trusted and respected. It is only by building such communities that we can cultivate a culture more resilient to issues such as modern slavery.



5.7. Costa Coffee Franchising Standards

At Costa Coffee we have a bold mission - to become the number one coffee brand in the world. As a franchisor we work together with our franchisees (new and existing) to take a consistent approach on human rights and modern slavery.

As part of this journey we collaborate with our partners to provide shared learning for team members to ensure that everyone can develop and grow with Costa Coffee inclusively. This included store manager and team member training, brand inductions and coffee skills.

To support our partners with policies such corporate social responsibility we may specify from time to time, rules on the prohibition of child labour and policies on environmental issues or ethical issues in relation to employees.

We believe this is the best way to drive growth under our Total Coffee Company strategy and will enable us to deliver on our purpose - serving more cups of great coffee, to more people, more often.

We maintain strong relationships with our franchise partners, creating sustainable foundations with them to provide transparency and trust.





6.1. Consumer Risk

Consumers represent the lowest modern slavery risk area for Costa Coffee's operations. Nonetheless, Costa Coffee recognises the sad reality that food and beverage sites can sometimes be used as a location for traffickers to groom or exploit victims. As such, our store team members are informed by our Human Trafficking policy that details how to spot the signs of trafficking and where to report concerns.

We also have plans to mitigate risk further in this area in 2021-2022. These plans include a risk review of incidents and the development of an action plan, alongside an update of our consumer KPIs. We also plan to develop resources about how to report incidents of suspected modern slavery to display on community noticeboards across our UK&I stores.





7.1. Human Rights Working Group

A Human Rights Working Group was established in 2019 as part of an adjusted governance structure. This group brings together representatives from across the organisation, including from procurement, sustainability, legal and corporate affairs, in both our UK&I and global teams. The working group meets quarterly and is responsible for implementing policies, updating global guidelines, and assessing audit programmes.

Following STOP THE TRAFFIK's risk review, identifying that our highest risk is located within our supply chains and our team members, the working group has prioritised these areas.

Since the working group was established, it has made significant progress in a number of areas. The group has been instrumental in launching a supplier due diligence process and auditing programme in the UK&I as well as updating supplier contracts.

We will be relaunching our internal governance in 2021 to provide enhanced clarity around roles and responsibilities, and to transition the delivery of work into the global markets.



7.2. Internal Handbooks

As part of our enhanced due diligence programme, we have been working to create an internal handbook on our new human rights' due diligence processes. This handbook provides both our Procurement and Sustainability teams with in-depth guidance on how to carry out our enhanced due diligence procedures, outlining exactly what is required of them.

This year our Roastery team have also developed our 'One Costa Governance' playbook, which outlines our vision for governance across our international coffee supply chain operations. It focusses on the alignment of legality, compliance, store and product standards across our global coffee supply chains.

Handbooks such as these are vital to supporting our internal governance processes and integral to our work in mitigating against modern slavery risk.





8.1. Procurement Team Training

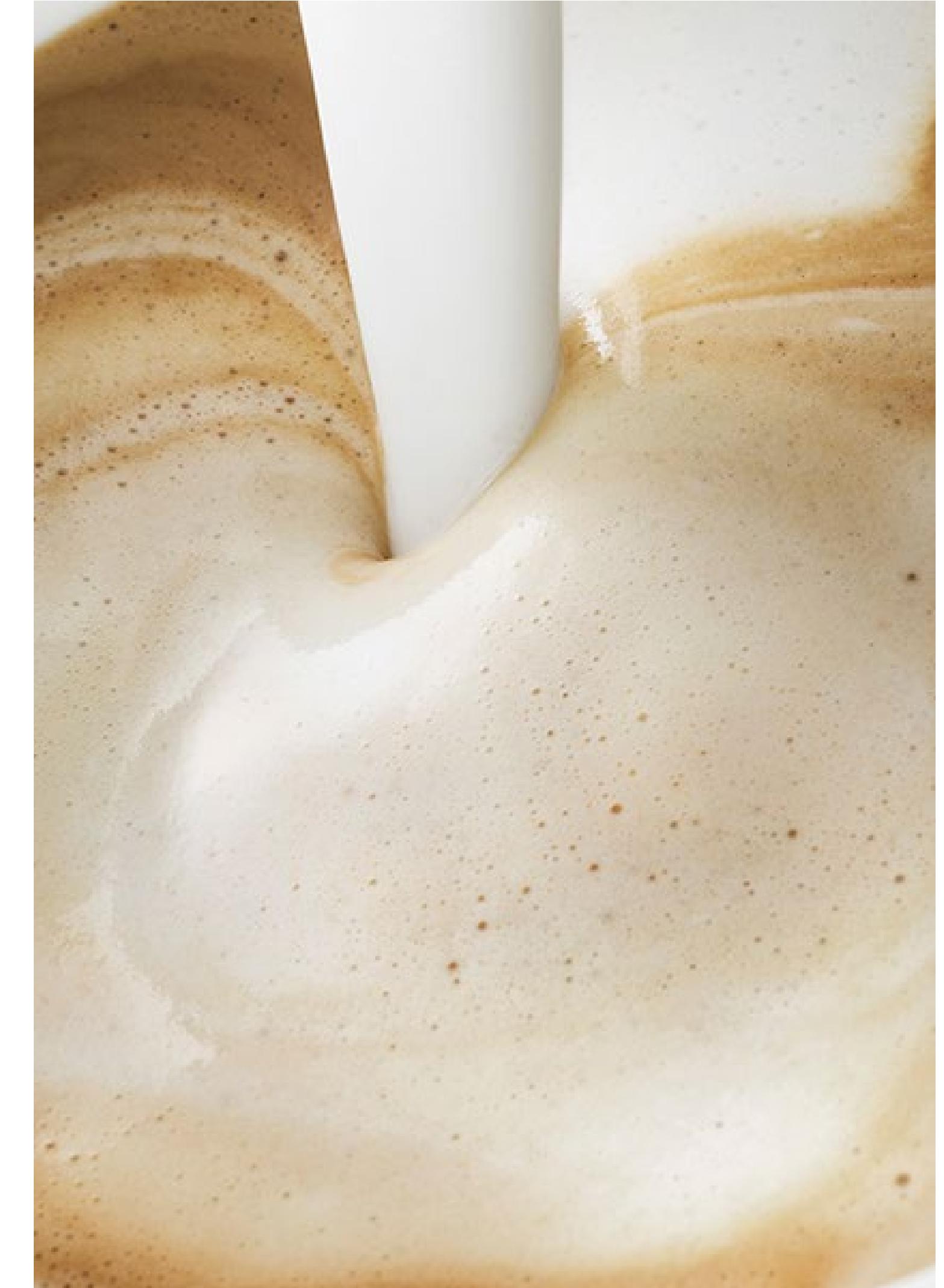
STOP THE TRAFFIK delivered a training session for Costa Coffee's Procurement team and F&B Teams in August 2020. The training combined awareness of the importance of human rights due diligence, with operational guidance on how the updated on-boarding procedures should be followed. 28 team members attended the session, from key procurement roles across global markets and goods, including senior procurement managers in F&B and GNFR.

This training session provided knowledge of the new system, as well as illustrating why best practice is necessary and the impact each team member can have. This outlines the role that each individual plays in the due diligence system, including responsibilities around the supplier monitoring and auditing process. In a similar pursuit, we have started preparing for a wider training session with our global teams in 2021.

8.2. Global Teams Training

In 2021, STOP THE TRAFFIK will deliver a human rights and modern slavery awareness training to representatives from Costa Coffee's global teams. This session will enable us to continue to embed human rights due diligence across the global business and to encourage further advancements to our human rights strategy. This will include awareness training of modern slavery, the risk to our supply chain, how to report concerns and an overview of our new due diligence procedure and human rights approach.

We will also be launching 'How To' guides for global teams, detailing our human rights due diligence programme and how to effectively implement the strategy.





9.1. STOP THE TRAFFIK

Since beginning work together in 2019, Costa Coffee and **STOP THE TRAFFIK** have developed a trusted partnership. As the partnership has grown, Costa Coffee and **STOP THE TRAFFIK** have formed a strong and close working relationship, enhancing our ethical processes in line with **STOP THE TRAFFIK**'s knowledge of best practice. Throughout the last few years working together, our collaborative work has included:

- Conducting both an inherent and actual risk map of Costa Coffee's global supply chain.
- Conducting a policy review of Costa Coffee's procurement due diligence procedures.
- Collaborative development of the enhanced due diligence redesign, integrating an ethical review into the overall supplier assessment, on boarding and monitoring process.
- Training on human rights due diligence and Costa Coffee's updated operational procedures.
- Training on human rights due diligence and Costa Coffee's updated operational procedures.

In 2021, we were pleased to formalise this partnership with **STOP THE TRAFFIK**. Over 2021-22 we will be continuing to work closely together, to further our implementation of the due diligence redesign and our human rights strategy.

“Costa Coffee’s commitment to fighting modern slavery and exploitation can be seen clearly in their focus and dedication to mitigating modern slavery risks across their operations and supply chains. We are thrilled to have formalised the partnership this year and are looking forward to continue to develop our collaborative approach to modern slavery prevention”

STOP THE TRAFFIK
PEOPLE SHOULDN'T BE BOUGHT & SOLD





9.2. The Rainforest Alliance

Another of our most valued partnerships is with the **Rainforest Alliance** – a partnership that aims to promote human rights and enhance sustainability across our coffee procurement through certification. You can watch a video about our partnership with the **Rainforest Alliance** [here](#).

After becoming the first UK coffee shop in 2008 to commit to sourcing 100% of our coffee from Rainforest Alliance Certified farms, we have worked closely together in developing higher standards and stronger monitoring procedures. This has included working to strengthen climate resilience and provide an increased focus on human rights issues, including child labour and forced labour.

By working together with diverse stakeholders including farmers, businesses, consumers and many others, the **Rainforest Alliance** is building an alliance to improve livelihoods, protect biodiversity, amplify the voices of farmers and forest communities, and help them mitigate and adapt to climate change.

Over 2021-22, we will be continuing to review how we can enhance our coffee due diligence, complementing the work done by the **Rainforest Alliance**.

People, Planet, Profit - How to summarise the impact of Rainforest Alliance Certification





10.1. Last Year's Targets

Below is an overview of last year's next steps, and our progress in achieving them thus far. Despite the time-delays caused by Covid-19, we are incredibly proud of the strides we've made in our critical risk areas.

Risk Area	Next Step	Progress	What have we done?
Supply Chain	Conduct supply chain risk mapping	Complete	Completed for UK&I and nearing completion globally
	Review procurement team training	Complete	Completed in 2020 with another training session for global procurement in 2021
	Review and update supply chain KPIs	Complete	We are pleased to share our 2021/22 supply chain KPIs below
Team Members	Review and update team member policies	Complete	This programme of work has been delayed due to the impact of Covid-19, however we expect to continue with this work in the coming year.
	Review policy implementation	Substantial Progress	
	Review and update team members KPIs	Not Yet Started	
Consumers	Review risk of incidents and develop action plan	Substantial Progress	This programme of work has been delayed due to the impact of Covid-19 and our work for consumers during this time has focused on preventing social isolation through the Chatty Café Scheme . We expect to complete these next steps in 2021-22.
	Review and update consumers KPIs	Not Yet Started	
Governance	Establish a human rights working group	Complete	Completed with progress demonstrated above

Complete Substantial Progress Not Yet Started





10.2. Looking Forward to 2021-22

We recognise the importance of tracking our performance and progress across our supply chain, team members and consumers. Therefore, this year we have developed key performance indicators in line with our ongoing commitments and targets for the coming year in preventing modern slavery and protecting human rights. These KPIs will be tracked over the coming year and reported on in our statement for 2021-22.

Risk Area	KPIs
Supply Chain	Percentage of in scope UK suppliers who have committed to comply with Costa Coffee's Supplier Guiding Principles (SGP)
	Percentage of UK suppliers classified as 'significant risk' audited
Team Members	Percentage and number of UK store team members who have completed human rights training within the last 2 years
Consumers	Number of stores provided with awareness-raising resources to display





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