

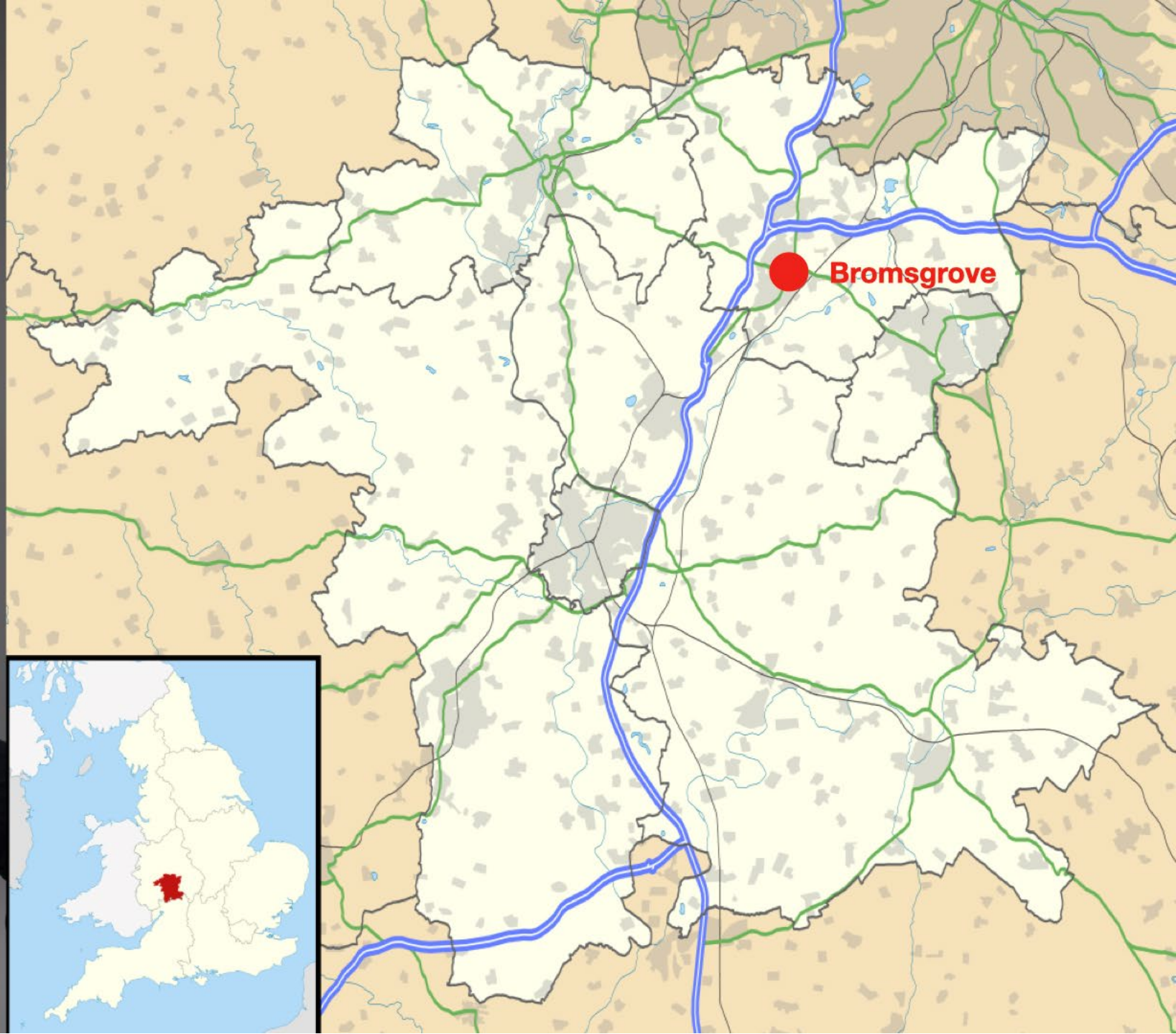
# ESG as a “Business Model” for SMEs



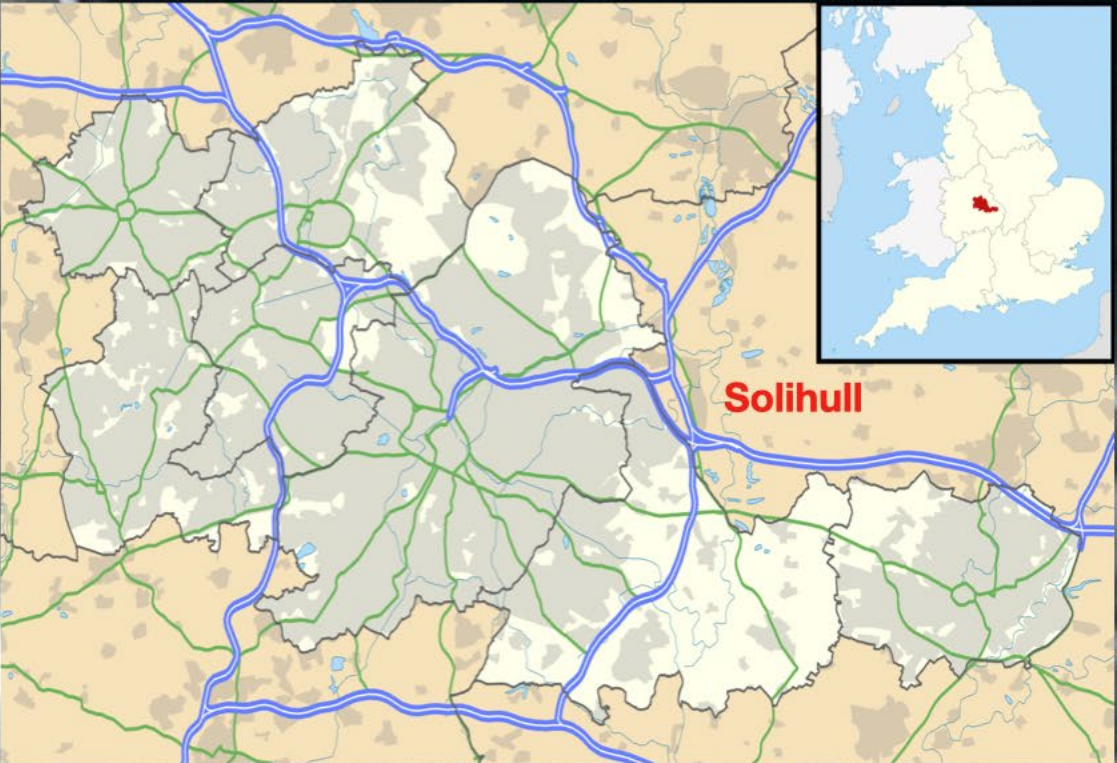
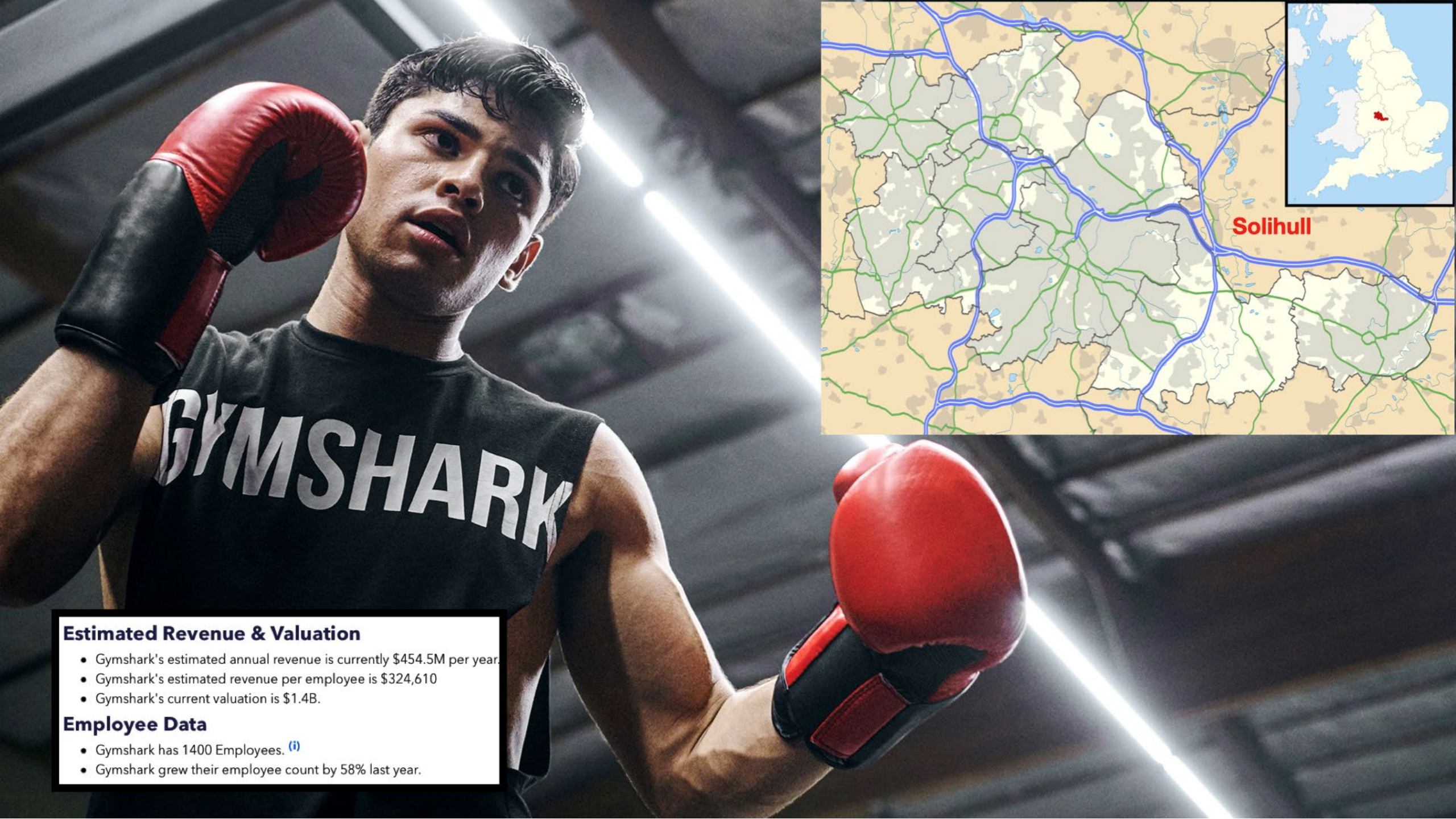




Ben Francis







### Estimated Revenue & Valuation

- Gymshark's estimated annual revenue is currently \$454.5M per year.
- Gymshark's estimated revenue per employee is \$324,610
- Gymshark's current valuation is \$1.4B.

### Employee Data

- Gymshark has 1400 Employees. [\(i\)](#)
- Gymshark grew their employee count by 58% last year.





**Gymshark presents itself as less of a product (*a business shouldn't be about selling products*) and more of a way of life (*offering people an opportunity to be part of something bigger*)**





**gymshark** ✓

Gymshark

Follow

95 Following 3.8M Followers 60.8M Likes

hi i'm new pls don't get me fired

[gym.sh/ShopTikTok](https://gym.sh/ShopTikTok)

Videos

Liked



@noahohlsen really did t...



Directed by David Laid. #g



I'm sorry little one #gymtol



So beautiful ❤️ @annaarcl



Did we miss anything? #Gy



that first angle 🧠 #gym #i



It makes me so mad fr @ca



This was so wholesome ...



Actually did better than ...



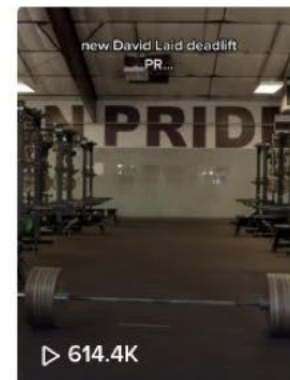
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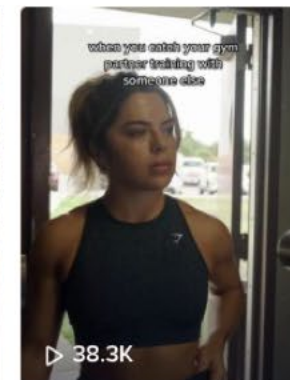
bro took that personally @l



I miss bro #gym #gymskit



Can't believe he hit this! #c



the ultimate betrayal #gym



# CULTURE IS OUR OXYGEN

AS LONG AS OUR CULTURE LIVES,  
WE DO TOO.

Our family will have similarities and differences, and wins and losses, but we celebrate anyone who shares the Gymshark vision of positively impacting the world. We exist to unite the conditioning community through the things they share in common, and the things they don't.



Communication

Communities

Culture



# Communication



Platform

Content

Journey



# BEN FRANCIS

Instagram



Ben Francis ✓

245K abonnees

ABONNEREN

HOME

VIDEO'S

PLAYLISTS

COMMUNITY

KANALEN

OVER



Uploads

☰ SORTEREN OP



What no one tells you about being a CEO...

29K weergaven • 6 dagen geleden



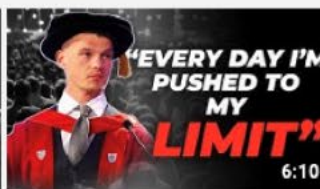
Is UNIVERSITY actually worth it?!

12K weergaven • 3 maanden geleden



5 Ways To Grow Your Business in 2022

27K weergaven • 4 maanden geleden



Why It Took Me 10 YEARS To Get My Degree | Motivation...

24K weergaven • 4 maanden geleden



Look Inside Our Brand New DREAM Office

94K weergaven • 5 maanden geleden



UPDATE: The biggest EVER Gymshark building

31K weergaven • 6 maanden geleden



THIS is the future of Retail.

42K weergaven • 7 maanden geleden



REVEALING MY SECRET MENTOR!? | 5 Things You...

48K weergaven • 7 maanden geleden



WHEN GYMSHARK ENTERED THE METAVERSE

35K weergaven • 8 maanden geleden



The Year That Changed My Life

40K weergaven • 8 maanden geleden



My FIRST-EVER Visit To The Amazing Gymshark US...

66K weergaven • 9 maanden geleden



5 Habits That Help Me To Be A Better CEO

117K weergaven • 9 maanden geleden





# OUR PROMISE

TRANSPARENCY REPORT 2020



# GYMSHARK'S FOOTPRINT

## AND THE BETTER STEPS IT WILL TAKE

### WHAT ACTUALLY IS A CARBON FOOTPRINT AND WHAT IMPACT DOES IT LEAVE BEHIND?

A carbon footprint is the total volume of CO2 emissions created by an organisation and its activity, typically measured in tonnes. In our language, 1.3 tonnes of CO2e roughly equates to the electricity needed to power treadmills in an average gym for one week. A footprint is made of direct emissions and indirect emissions. Direct emissions are a result of anything an organisation does first-hand via its own property; indirect emissions are still caused by an organisation's activity, but are physically created by an external organisation or source.

Carbon emissions are also broken down into three scopes. Scope 1 emissions are created directly by a company and its property (e.g. the use of a company vehicle). Scope 2 covers the use of outsourced energy to power an organisation (e.g. electricity). Scope 3 emissions are still a consequence of an organisation's activity, but are directly created by an external party (e.g. Gymshark's 'final mile' emissions).

### FINAL MILE:

Final Mile emissions refer to the total volume of CO2e created by the delivery of our products to the front doors of consumers.

### CARBON FOOTPRINT TOTAL WITH FINAL MILE

YEAR	TOTAL TONNES OF CO2E
2018/19*	19164

### CARBON FOOTPRINT TOTAL WITHOUT FINAL MILE

YEAR	TOTAL TONNES OF CO2E
2018/19*	4164.25

### CARBON FOOTPRINT BREAKDOWN WITH FINAL MILE

SOURCE	% OF TOTAL FOOTPRINT
FINAL MILE	78
AIR FREIGHT	12
FLIGHTS	5
SEA FREIGHT	3
ELECTRICITY	2
OTHER	0

### CARBON FOOTPRINT BREAKDOWN WITHOUT FINAL MILE

SOURCE	% OF TOTAL FOOTPRINT
AIR FREIGHT	54
FLIGHTS	22
SEA FREIGHT	13
ELECTRICITY	9
OTHER	2

\*Carbon footprint data recorded between 1st August 2018 and 31st July 2019

Note: Our 'final mile' emissions (delivery to a customer's door) are a calculated estimate.





## WHAT IS GYMSHARK'S COMMITMENT TO SUSTAINABILITY?

🕒 Updated a month ago

**SUSTAINABILITY IS NOT A CULTURAL TREND, A POLITICAL SENTIMENT OR ANOTHER BOX TO TICK. IT IS A DUTY.**

At Gymshark, we are committed to making environmental awareness our **SECOND NATURE**.

Find out more about the Factories we use [here](#).

We also have information on our Modern Slavery statement [here](#).

If a time ever comes that you need to dispose of your Gymshark products (or any other textiles), please don't throw them straight in the trash. If you can't find a new home for them, find a local textile recycling bank to dispose of them responsibly.

The same applies to your Gymshark mailing bags. You'll just need to make sure you follow the recycling policies and procedures of your local or national authority.

UK Residents: [www.recyclenow.com/what-to-do-with/plastic-film](http://www.recyclenow.com/what-to-do-with/plastic-film) as well as our partnership with [Thrift+](#)

US & Canadian Residents: [www.plasticfilmrecycling.org/recycling-bags-and-wraps/find-drop-off-location](http://www.plasticfilmrecycling.org/recycling-bags-and-wraps/find-drop-off-location)

Australia: <https://www.redcycle.net.au/where-to-redcycle/>

Rest of World: Please research the recycling policy of your local authority or municipality for more information.

### MORE QUESTIONS?

Please contact our support team [here](#).



# FACTORY LIST

INFORMATION CORRECT AS OF 31/03/2022

# We are one community, from supply chain to squat rack.

We promise to stay transparent on the factories we use, so we've published our full vendor and factory list. Not only is it a key step in strengthening our human rights due diligence\*, but we also want our community to be able to see where all of our products are manufactured.

\*"Human rights due diligence" means any actions we take to identify and act upon human rights risks for workers in our operations, our supply chains and the services we use.

If you have any questions, get in touch with [transparency@gymshark.tech](mailto:transparency@gymshark.tech) or take a look at our **Modern Slavery Statement** for more info.

## Tier Definitions:

1

Suppliers that manufacture our apparel and accessories. Accessories include socks, bags, headwear and equipment. Subcontractors of outsourced processes are included in tier 1.

2

Suppliers that make trims and fabric which are incorporated into the products manufactured by tier 1 suppliers.

3

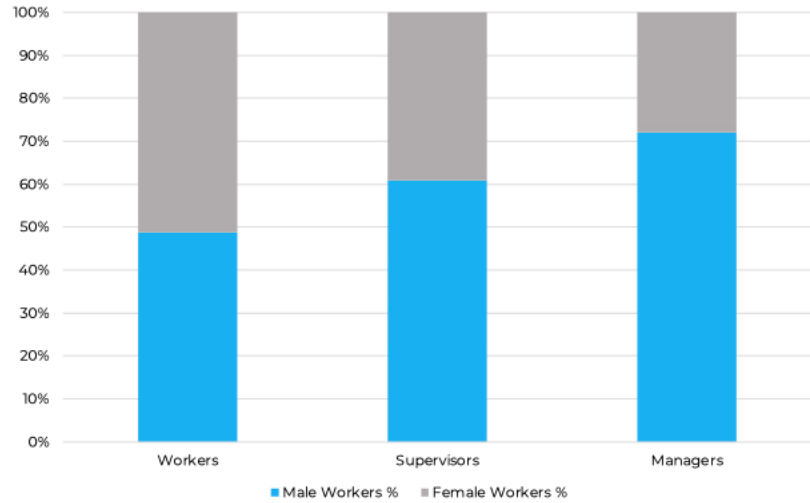
Suppliers that produce the raw materials we use in our apparel and accessories.



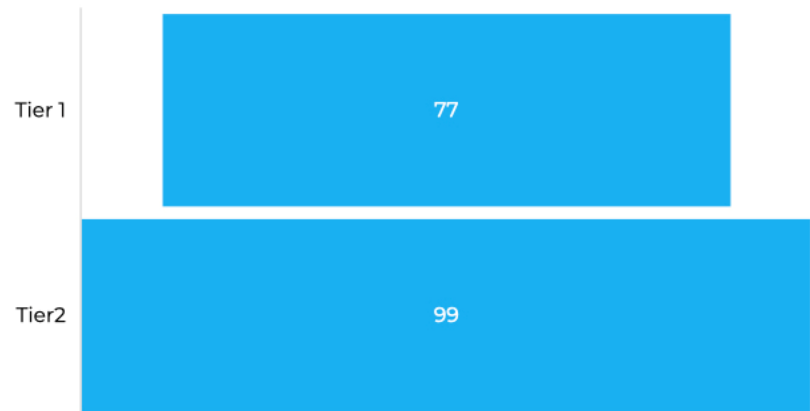


Total workers = 157,110

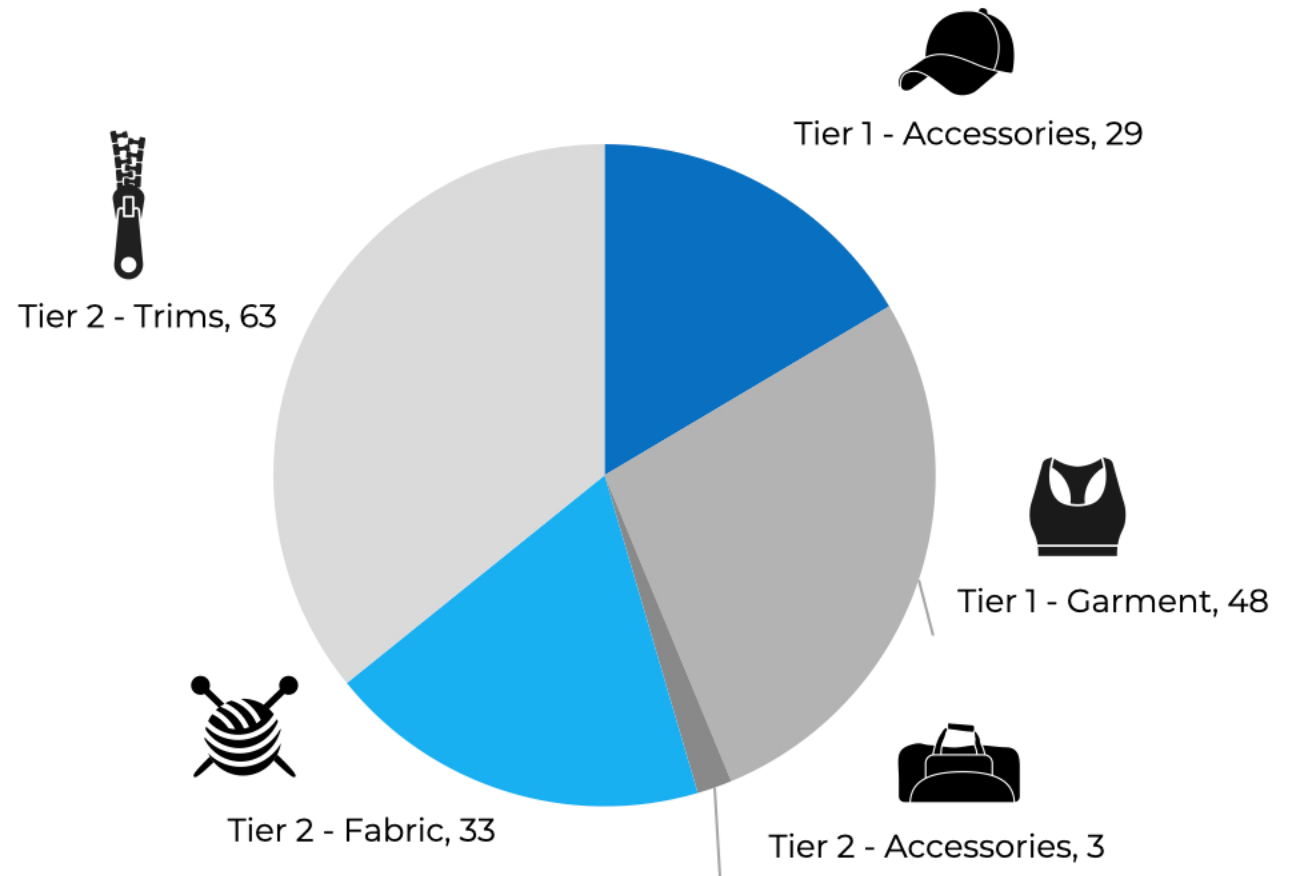
## Gender split across workforce



## Supply chain by Tier Level



## Factories by Product Type



## FUTURE COMMITMENTS

- We will embed a due-diligence process for all existing and future Goods Not For Resale suppliers by July 2022.
- We shall develop a Human Rights Charter which protects and respects workers within our supply chain by March 2022.
- The Head of Sustainability will report on key sustainability metrics to the group's compliance committee and in the operational chiefs' packs on a quarterly basis.
- We will update our factory list and publish this on our website by 31st March 2022 which will include key worker metrics.
- We will continue to work with tier 1 production facilities to ensure that there is some level of worker representation and roll out the Grievance Mechanism toolkit.
- We will continue to provide training on Responsible Purchasing Practices to key stakeholders and measure the impact through a continuous supplier feedback loop.
- We will look for opportunities for Civil Society Organisation engagement and collaboration with multi-stakeholder initiatives.



CEO SIGNATURE

# MODERN SLAVERY STATEMENT

FINANCIAL YEAR 2020/2021

## KEY STATS:

Gymshark products are designed in-house at our head office, except for a small proportion of accessories and trims which are designed and sourced through agents. All our products are manufactured by our trusted supply partners.

Our product supply chain as of 31 July 2021:

**TIER  
1**

Suppliers that manufacture our apparel and accessories. Accessories includes socks, bags, headwear, and equipment. Subcontractors of outsourced processes are included in tier 1.

**TIER  
2**

Suppliers that make trims and fabric which are incorporated into the products manufactured by tier 1 suppliers

**TIER  
3**

Suppliers that produce the raw materials we use in our apparel and accessories

## LIVE FACTORY NUMBERS:

### TIER 1 (GARMENT & ACCESSORIES)







# WE ARE TRANSPARENT

WE KNOW WHERE WE'RE GOOD,  
AND WE'RE HONEST WHERE WE'RE NOT.

*"Documenting every part of an organization's journey lets its customers feel like they are getting an inside look."*





# Tony's 5 Sourcing Principles



## TRACEABLE COCOA BEANS

Don't buy from the huge heap of anonymous beans. Trade directly and on equal footing with cocoa farmers and cooperatives. Make sure you know who produces the beans, and also where and under which social and environmental conditions. Only then can you actually feel responsible and take action.



## A HIGHER PRICE

Pay the price that enables cocoa farmers to earn a living income and run their farm. That's not possible with the current price and certification premium. So, it's necessary to pay an additional premium until the market price is high enough to enable earning a living income.



## STRONG FARMERS

Work together to professionalize farming cooperatives. Collectively, farmers stand strong, and are empowered to structurally change the inequality in the value chain.



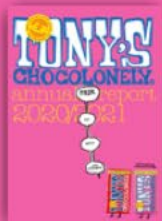
## THE LONG-TERM

Ensure that the farmers and cooperatives get at least five years commitment to sales at a higher price, giving them income security and enabling them to make better choices with regard to investments and recouping costs.



## IMPROVED QUALITY AND PRODUCTIVITY

Invest in agricultural knowledge and skills related to growing cocoa and other crops. Professional farming leads to better quality and more cocoa and food crops from existing farms.



**annual FAIR  
report 2020-  
2021**

fair and square



**annual FAIR  
report  
2019/2020**

out of this world



**annual FAIR  
report  
2018/2019**

read it here



**annual FAIR  
report  
2017/2018**

good for the garden



**annual FAIR  
report  
2016/2017**

on the way up



**annual FAIR  
report  
2015/2016**

what a blast



**annual FAIR  
report  
2014/2015**

look at 'm shine



**annual FAIR  
report  
2013/2014**

woooow



**annual FAIR  
report  
2012/2013**

better.



# LOOKING BACK.. our year at a glance

To keep track of how we are doing, we've outlined goals and targets. These so-called 'Key Performance Indicators' help us track our progress and identify places where we can still improve. We've made an overview of the highlights looking back:

WHAT WE'VE  
ACHIEVED IN  
**2020  
2021**

NUMBER  
OF FARMERS  
IMPACTED

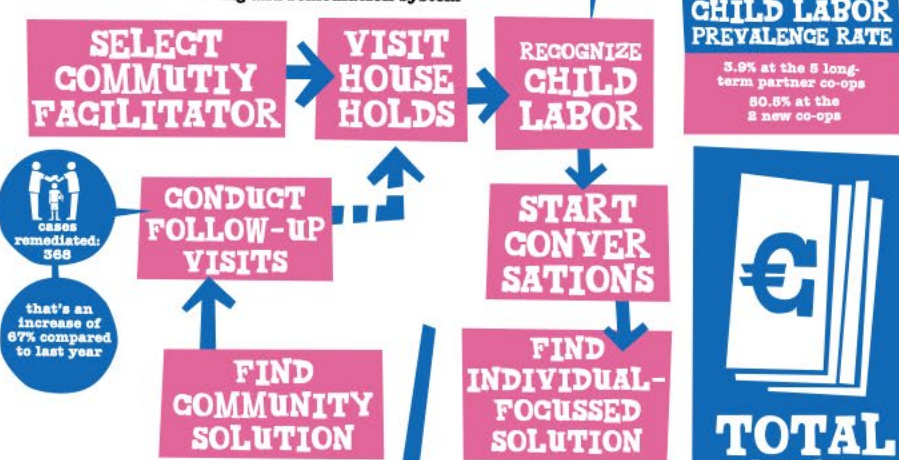


**8,921**

**7**  
CO-OPS  
with whom we  
have long-term  
commitments

**CLMRS**

child labor monitoring and remediation system



**109,526** SERIOUS FRIENDS

**TOTAL  
AMOUNT OF  
PREMIUM PAID  
3.79 M**

**TOTAL  
AMOUNT OF  
BEANS USED**

**12,574 MT**

3,957 mt  
sourced by  
Open Chain  
mission allies,  
that's a 237%  
increase  
compared to  
last year

**3** NEW  
MISSION  
ALLIES  
leading to 4 Open Chain  
mission allies in total

**100%  
COMPENSATED  
CO2**  
(that means we're  
carbon neutral)

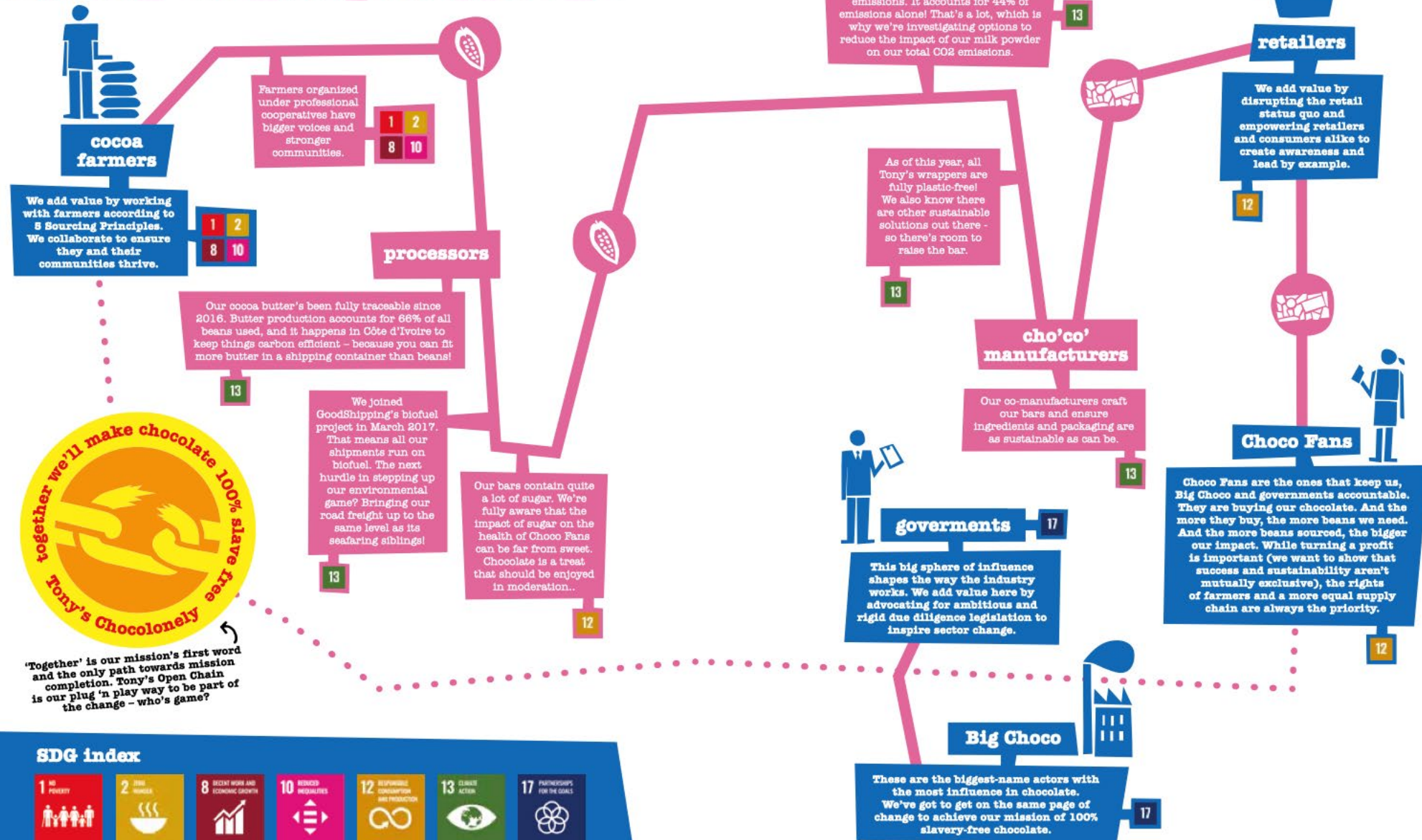
**100 MILLION  
REVENUE MARK**  
(and landed on €109.6  
million in total)



(To make sure everything is in good order, we ask the audit firm PwC to review all our performance indicators, as well as the text of this Annual FAIR Report, providing limited assurance.)



# VALUE CREATION MODEL





# THE ROADMAP



## Unlocking achievement & keeping track

This detailed roadmap outlines our theory of change, and we apply it to help realize our vision: a world without modern slavery or child labor in the chocolate industry. And we measure progress over time using 16 'key performance indicators' (KPIs) to keep us on track. This report is our impact story: it's where we outline targets for each of our pillars and report on our KPIs.

These KPIs help track our progress and identify opportunities to improve. All 16 get mapped against their corresponding pillars on the roadmap.

Consistent and transparent reporting is crucial to our success. Without it companies can too easily hide behind endless 'aspirations.' To make sure everything is in good order, we ask the audit firm PwC to review these performance indicators, as well as the text of this Annual FAIR Report, to provide limited assurance (you can check out their assurance report on p. 202.) And that's not all! This report has been prepared in accordance with global standards for sustainability reporting, the GRI Standards: Core option.

Can't get enough of all the initialisms and certification chat? Well flip that page, 'cuz we've got some Grade A B Corp news for you!

## chapter eight:

# THE

# NUMBERS

# THE

# NUMBERS

### The name of the numbers game

**If there's 1 thing our roadmap makes clear, it's that accomplishing our mission means we've gotta be commercially successful, too. Financial success and the greater good for people and planet don't have to cancel each other out.**

**W**e aim to change the system from within by showing the industry that commercial success can go hand-in-hand with positive impact on the world around us. If we can do it, Big Choco can too!

But let's put on the brakes for a sec.. 'cuz we didn't make a profit this year! Huh? Is it possible to be commercially successful and also go a year without profit? Luckily, our number-crunching dream team's here to help break things down and take a closer look at what this means for mission and cocoa alike.

Last year we continued to lay the foundation for growth in key markets. We've stayed focused on building an international brand that helps create issue awareness, and growth will always increase our capacity for impact.

Most of our markets are still quite young and in the scale-up phase. This means upfront investments are necessary to boost revenues. For the past 2 years our net revenues grew less rapidly than our ambition, but our markets and teams have continued to secure top-line growth now and for the years to come.

#### **This year's numbers at a glance**

The financial targets we strive for are: 50% revenue growth, 40% gross margin and 4% net margin. We recognize that these are ambitious – which is why we revise them on an annual basis. Last year we projected growth between 30-35% in net revenues. We anticipated we'd reach a gross margin of at least 44%, and a net profit (after tax) of 1.5%.

For the first time in Tony's history (drumroll please..) our net revenues surpassed a landmark €100 million, and grew by 24% – from €88.4 million to €109.6 million. We came close to our projection, and marked a huge milestone in the process. Our gross margin exceeded our target and increased from 42.4% to 46.2%! Meanwhile our net profit totaled -4.3%, falling short of our goal.

Itching to know how individual markets performed? Check out the spiffy visual we put together in Chapter 6 on page 107.



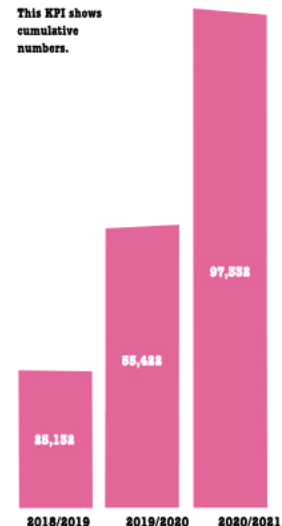
Every Tony's partner cooperative has implemented the CLMRS, and the project's growing to include more community-members each year. Together with the co-ops and ICI, we work hard to build trust with farmers and communities, and we aim to shift mindsets by advocating for children's rights. This involves emphasizing every child's right to play with friends and go to school. To safely learn both in the classroom and beyond it.

Creating awareness is the first pillar of our roadmap – and for good reason. Normative change will only become possible once awareness about what child labor is, and how to protect children's rights, becomes widespread. Awareness-raising sessions take place at both community and household-levels. These take the form of public talks and get-togethers that aim to celebrate successes while also informing and inspiring parents and children alike.

And the number of participants at these sessions keeps growing from year to year. Since the implementation of the CLMRS at Asunafo and Asetenapa (the 2 Ghanaian co-ops we started working with last season), an additional 41,910 participants (that's a 41% increase!) have attended community awareness-raising sessions.

**KPI 3**  
# of participants in CLMRS awareness raising sessions conducted in cocoa communities of Tony's Open Chain partner cooperatives

This KPI shows cumulative numbers.

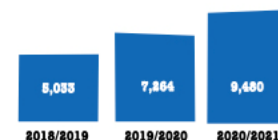


In addition to the work conducted at the community-level, we can report that 100% of our co-ops are in the CLMRS. It also means our entire supply chain is covered by the CLMRS. Three cheers for social traceability!

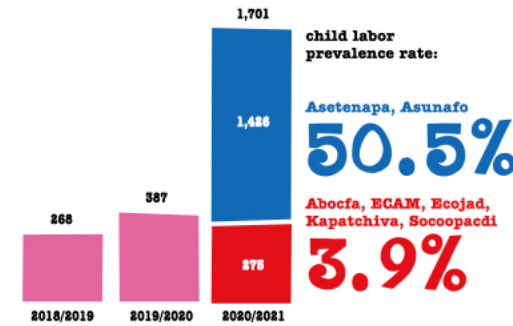
But listen up: we do still find cases of child labor. Which, to be clear, is the only way to resolve them. We don't blame that on the system – we take responsibility and remediate every child labor case we find, rather than look the other way.

We found an increasing number of cases this year – 1,701, to be exact. Tony's chocolate sales are increasing, which means our total bean count is too. And more cooperatives are onboarded each year, increasing the number of children potentially involved in labor on the farms we source from.

**KPI 10**  
# of cocoa growing households who participate in CLMRS

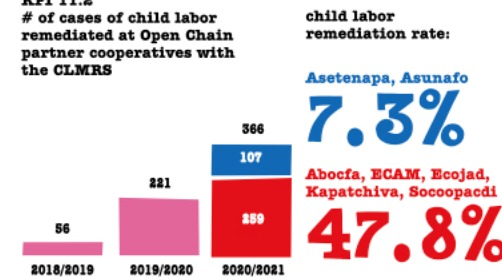


**KPI 11.1**  
# of cases of child labor detected at Open Chain partner cooperatives with the CLMRS



(Even though we stopped sourcing beans from Socoopacdi last season, we continued to support their traceability infrastructure and CLMRS on good faith that they'd get back on track. So Socoopacdi is included in these numbers – more on p. 68.)

**KPI 11.2**  
# of cases of child labor remediated at Open Chain partner cooperatives with the CLMRS



(We cannot claim to find all cases of child labor because not all households are part of the CLMRS yet. There is also the unavoidable risk that the CLMRS will not find all cases of child labor. This is because community facilitators are not always able to visit all households every year, and sometimes they're not able to find cases of child labor during their visits.)

We started clustering CLMRS activities according to how long we've been working with a co-op. We do this to gain a clearer picture of the effectiveness of our 5 Sourcing Principles in addressing child labor, and of the specific social factors driving child labor over time. And while 275 cases of child labor were found at longer-term partner co-ops, 1,426 cases were detected at the 2 new co-ops we onboarded. Let's unpack and contextualize these numbers.

Recent industry research shows that 1 in 2 children in cocoa-growing households in Ghana and Côte d'Ivoire are in child labor (NORC report, 2020). And the 2 most recently onboarded co-ops confirm this prevalence rate of 50%. However, we also see that the prevalence of child labor at longer-term partner co-ops is much, much lower at 3.9%.

What do these percentages show us? We've learned that the longer we work with a

cooperative (which always involves implementing Tony's 5 Sourcing Principles and rolling out the CLMRS) the lower the prevalence of child labor. And we never look the other way. We pursue partnerships where the issues are the most prevalent (that's also why we source from the 2 West African countries where forced and child labor are reported to be the worst). That means we choose to onboard co-ops that can really benefit from working with Tony's, and where we can create impact. Change is a process, and the stark difference in rates of prevalence shows that we're on the right track. Speaking of being on the right track: compared to the 221 remediated cases in 2019/20, 366 additional cases were remediated in 2020/21.







## Assurance report of the independent auditor

To: the board of directors and the supervisory board of Tony's Factory B.V.

## Assurance report on the sustainability information in the annual FAIR report 2020/2021

### Our conclusion

Based on our procedures performed nothing has come to our attention that causes us to believe that the sustainability information included in annual FAIR report 2020/2021 of Tony's Factory B.V. does not present, in all material respects, a reliable and adequate view of:

- the policy and business operations with regard to sustainability; and
- the thereto related events and achievements for the year ended 30 September 2021 in accordance with the Sustainability Reporting Standards of the Global Reporting Initiative (GRI) and the internally applied reporting criteria as included in the section 'reporting criteria'.

### What we have reviewed

We have reviewed the sustainability information included in the annual FAIR report for the year ended 30 September 2021, as included in the following sections in the annual FAIR report (hereafter: "the sustainability information"):

- Preface
- Chapter 1 – Our fight for equality and fairness;
- Chapter 2 – Creating value, connecting the dots;
- Chapter 3 – One team, one mission;
- Chapter 4 – We're serious about farmers;
- Chapter 5 – Changing the norm in cocoa;
- Chapter 6 – Creating awareness;
- Chapter 7 – The world of business.

The sustainability information comprises a representation of the policy and business operations of Tony's Factory B.V., Amsterdam (hereafter: Tony's) with regard to sustainability and the thereto related business operations, events and achievements for the year ended 30 September 2021.

### The basis for our conclusion

We have performed our review in accordance with Dutch law, which includes the Dutch Standard 3810N 'Assuranceopdrachten inzake maatschappelijke verslagen' ('Assurance engagements on corporate social responsibility reports') which is a specified Dutch Standard that is based on the International Standard on Assurance Engagements (ISAE) 3000 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'. This review is aimed at obtaining a limited level of assurance. Our responsibilities under this standard are further described in the section 'Our responsibilities for the review of the sustainability information' of this assurance report.

PricewaterhouseCoopers Accountants N.V., Thomas R. Malthusstraat 5, 1066 JR Amsterdam, P.O. Box 90357, 1006 BJ Amsterdam, the Netherlands  
T: +31 (0) 88 792 00 20, F: +31 (0) 88 792 96 40, [www.pwc.nl](http://www.pwc.nl)

\*PwC is the brand under which PricewaterhouseCoopers Accountants N.V. (Chamber of Commerce 34180285), PricewaterhouseCoopers Belastingadviseurs N.V. (Chamber of Commerce 34180284), PricewaterhouseCoopers Advisory N.V. (Chamber of Commerce 34180287), PricewaterhouseCoopers Compliance Services B.V. (Chamber of Commerce 51414406), PricewaterhouseCoopers Pensions, Actuarial & Insurance Services B.V. (Chamber of Commerce 54226366), PricewaterhouseCoopers B.V. (Chamber of Commerce 34180288) and other companies operate and provide services. These services are governed by General Terms and Conditions ('algemene voorwaarden'), which include provisions regarding our liability. Purchases by these companies are governed by General Terms and Conditions of Purchase ('algemene inkoopvoorwaarden'). At [www.pwc.nl](http://www.pwc.nl) more detailed information on these companies is available, including these General Terms and Conditions and the General Terms and Conditions of Purchase, which have also been filed at the Amsterdam Chamber of Commerce.



We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

### Independence and quality control

We are independent of Tony's in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten' (ViO – Code of Ethics for Professional Accountants, a regulation with respect to independence) and other for the engagement relevant independence requirements in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA – Dutch Code of Ethics).

We apply the 'Nadere voorschriften kwaliteitssystemen' (NVKS – Regulations for quality systems) and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and other relevant legal and regulatory requirements.

### Reporting criteria

The sustainability information needs to be read and understood in conjunction with the reporting criteria. The board of directors of Tony's is solely responsible for selecting and applying these reporting criteria, taking into account applicable law and regulations related to reporting.

The reporting criteria used for the preparation of the sustainability information are the Sustainability Reporting Standards of the Global Reporting Initiative (GRI) and the applied reporting criteria developed by the company, as disclosed in 'important appendix 1' of the annual FAIR report. The absence of an established practice on which to draw, to evaluate and measure non-financial information allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time.

### Limitations to the scope of our review

The sustainability information includes prospective information such as expectations on ambitions, strategy, plans and estimates and risk assessments. Inherently, the actual results are likely to differ from these expectations. These differences may be material. We do not provide any assurance on the assumptions and the achievability of prospective information in the sustainability information.

The links to external sources or websites in the sustainability information are not part of the sustainability information reviewed by us. We do not provide assurance over information outside of this annual FAIR report.

### Emphasis of matter

We draw attention to the disclosure in the sustainability information on the number of cases of child labour included in the chapter 'We're serious about farmers', paragraph 'The right to childhood', which explains that there are inherent circumstances that cause the amount of reported cases of child labour in reality to be possibly higher than the number registered in the Child Labour Monitoring and Remediation System ('CLMRS'). Our conclusion is not modified in respect of this matter.

### Responsibilities for the sustainability information and the review



THIS IS  
TEAM  
TONY'S



# TONY'S CHOCOLONELY EMPLOYMENT AGREEMENT

## START

what's your name?

start date: 00-00-00  
indefinite period  
till date: 00-00-00

your role:

(check out your impact  
profile for all the details)

work location:

probation period:

0 0 0 0

month(s)

We both can break up at any  
time, in writing and with  
the statutory notice period  
in mind. Our collaboration  
stops automatically on the  
day you reach the State  
Pension Age (AOW in Dutch..)

## ON A SERIOUS NOTE, PART 1

You agree that you will handle all confidential Tony's information eh.. confidentially.  
All work results that you develop or create, solely or jointly with others, during  
your employment with us is owned by Tony's Chocolonely (called 'Intellectual  
Property rights'). When we split up, you will return all documents relating to  
our business and your work for us to us (like reports, manuals, drawings,  
correspondence and customer lists), obtained by you during your time with us,  
without keeping any copies.

**OUCH!**  
..mind your step! you're off to  
those nerve-racking serious notes

gross salary:

€ 000.000.000,00  
per month (on a fulltime basis)  
+ 8% holiday allowance.

number of hours per week:

0 0 0 0

divided over

0 0 0 0

working days.

(but hey.. results are more important than  
the number of hours you make)

Unlimited holidays, with a minimum of 25 days (based on a  
fulltime working week). You have to take these days off as a  
minimum to stay healthy and sane and to make sure you spend  
enough time with family, friends and to things you like to do.



## ON A SERIOUS NOTE, PART 2

You can't accept a provision or compensation from our relations or clients.  
Only if it's chocolate coins.  
Want to combine your job at Tony's with another fancy side job? Make sure you  
discuss it upfront.  
The Serious about People Guide, as it is or as it will be, is part of this agreement  
so read it well before you sign..  
This Agreement falls under Dutch law.

Other Tony's benefits:

- Expense allowance of € net per month for work related purchases.
- Profit-sharing bonus
- Pension
- Participation in Tony's Chocolonely's Stock Purchase Plan ("Golden Wrapper"), when you meet the rules and conditions of the plan.
- A monthly commuting allowance + Q-park subscription + NS business card for work related travels + a bright, shiny company car.

BACK TO  
START

PS. We will take a lovely mugshot of you and put it on a eh.. mug, among  
other things, like our website or annual FAIRreport. You might also be  
photographed on other moments, because we occasionally give a peek of  
working life at Tony's online or in other publications. Mhokay?

HOORAY

Tony's Chocolonely  
Fazzanistrat 1  
1014 DE Amsterdam

sign here →

yes no

Address  
Zipcode, Residence

you sign here →





## our impact

Tony's mission is together we make 100% slave free the norm in chocolate. And our roadmap is helping us get there. But how much progress are we making and how much impact are we having? Good question! That's why we've gone to great lengths to explain what we're doing. We also monitor the effects of our activities so you can see what impact we're having. These are our main impact results from last book year date:



8.672.000

**kg chocolate sold**



12.574

**metric tons of  
cocoa beans  
purchased**



8.921

**farmers we work  
with directly**



3.798.883

**paid in premiums**

## The current valuation landscape is divided into two categories of people

### **Narratives people**

believe that valuation and investing is really about great stories and that it is impossible to try to estimate numbers, when you face uncertainty.

### **Numbers people**

believe that valuation should be about numbers and that narratives/stories are distractions that bring in irrationalities into investing.

e.g. most valuation practitioners

## Valuation is a mix of narrative and data crunching

### **The Narrative**

The story: make people see the vision, the potential, and convert it into numbers.

### **The Numbers**

The assumptions: make them look realistic and back them up with market data and/or your story





**Facing up to an  
inconvenient truth: we're  
part of the sugar problem**

**I'M BAD FOR  
YOUR HEALTH**



↶ **New Year's resolution?  
Consume me consciously!**

January 03, 2022

**IMPACT**

- Engagement
- Dialogue
- Materiality
- Trust
- Co-creation
- Community
- Ecosystem



**(1) Companies are going to raise money more easily.**

**(2) Companies are going to recruit better.**

**(3) Companies are going to have a strong and cohesive culture.**

**(4) Companies are going to close amazing business developer partnerships**

**(5) Companies will be the darlings in the press.**

**(6) Companies are more likely to deliver a positive investment return**

**INSPIRATIONAL**

- Creative
- Authentic
- Personal
- Testimonials
- Stakeholder-centric
- Different platforms
- Connecting dots in data-driven world
- Continuous reporting



# Anti-slavery chocolate is taken off ethical list

Billy Kenber, Investigations Reporter

Saturday February 13 2021, 12.01am,  
The Times



Tony's Chocolonely uses an American company to process cocoa beans into liquid chocolate

The fast-growing anti-slavery chocolate brand Tony's Chocolonely has been dropped from a list of ethical makers because of its links with a large manufacturer that admits it benefits from child labour.

The chocolate, which is sold by Sainsbury's, has been dropped by Slave Free Chocolate because of its links to [Barry Callebaut](#), which has admitted that its own supply chain is not child labour and slavery-free.

## Tony's response to The Times article



13 February 2021

# DEAR BIG CHOCO..



18 februari 2021

**We wrote this open letter to the chocolate industry because we really, *really* need everyone to play their part in the Sweet Solution. Only together can we make 100% slave-free chocolate the norm.**

Dear Big Choco,

Did you see our limited-edition chocolate bars?

They looked a lot like.. but they were made a lot different.  
To end modern slavery and illegal child labor in the cocoa industry.  
Our sweet solution to chocolate's bitter truth.

We sold them at more than 1,000 supermarkets that believe in our mission to make 100% slave-free chocolate the norm.

We sent them to 5,000 Choco Fans across Europe as part of our Sweet Activist kit to spark change.

We gave them to thousands of strangers from our mobile Chocotruck in New York, to raise awareness and make new Serious Friends.

We made a film about them that screened on Dutch TV and our global social accounts.

Newspapers wrote about them. Choco Fans posted about them. And we got more than 30,000 new signatures for legislation against illegal child labor.

It's fair to say these bars got the international attention they deserved.  
But the attention we most need, is yours.

Because the real power to change the chocolate industry is in your hands.

We copied you. Now, we ask you to copy us.  
Not our crazy flavors, not our striking wrappers, but our ways of working.



## Dropped from the Slave Free List

Let's talk in more detail about what we mean by "changing the industry from within." In late 2020 Tony's was removed from the list of ethical chocolate companies published on [slavefreechocolate.org](http://slavefreechocolate.org)'s blog. Not because cases of modern slavery suddenly appeared in our value chain - we've never found 1 in our own value chain. But because our liquid chocolate producer, Barry Callebaut, has been accused of slacking on sustainability and human rights abuses in *their* supply chain.

Here's the important point that was missed: the fully traceable cocoa we use to produce chocolate is kept separate from Barry Callebaut's other beans every step of the way. And working with Barry Callebaut is key to changing the industry from within. In Tony's early days back in 2005, we chose to partner with Barry Callebaut to show Big Choco that it's possible to stay fully traceable while working with a large processor. Otherwise they'd dismiss us, saying our model can't be scaled to

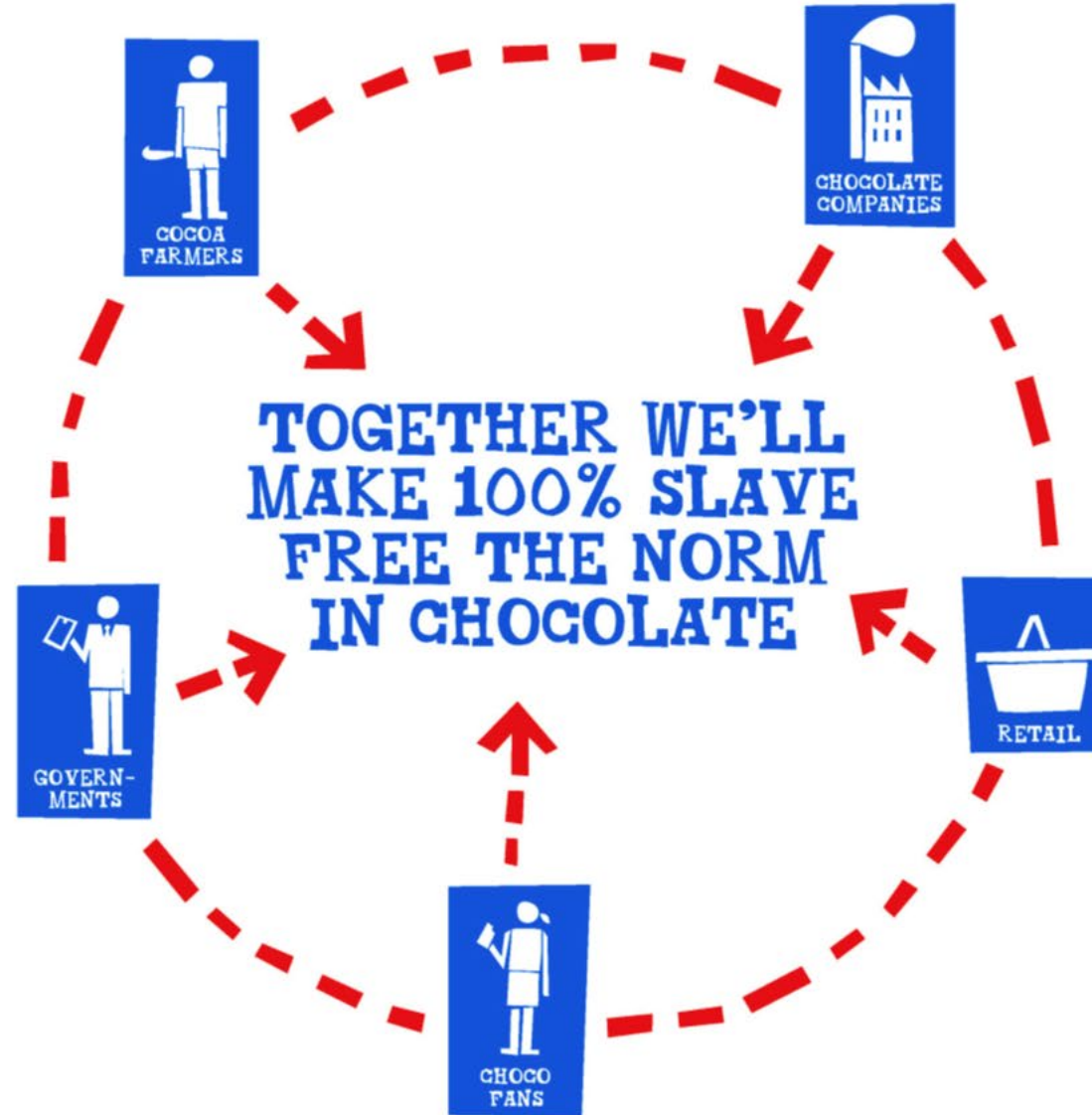
accommodate their levels of production. Once again, nothing would change - which is why we're opening ourselves up to this kind of criticism (to prove the point!) and paying extra to process our beans separately. Working with Barry Callebaut allows us to scale up production and grow Tony's Open Chain by processing 100% traceable beans for our mission allies, too.

Check out this Tony's tank - proof of our 100% segregated and fully traceable flow at Barry Callebaut.



Our tank at

# Communication

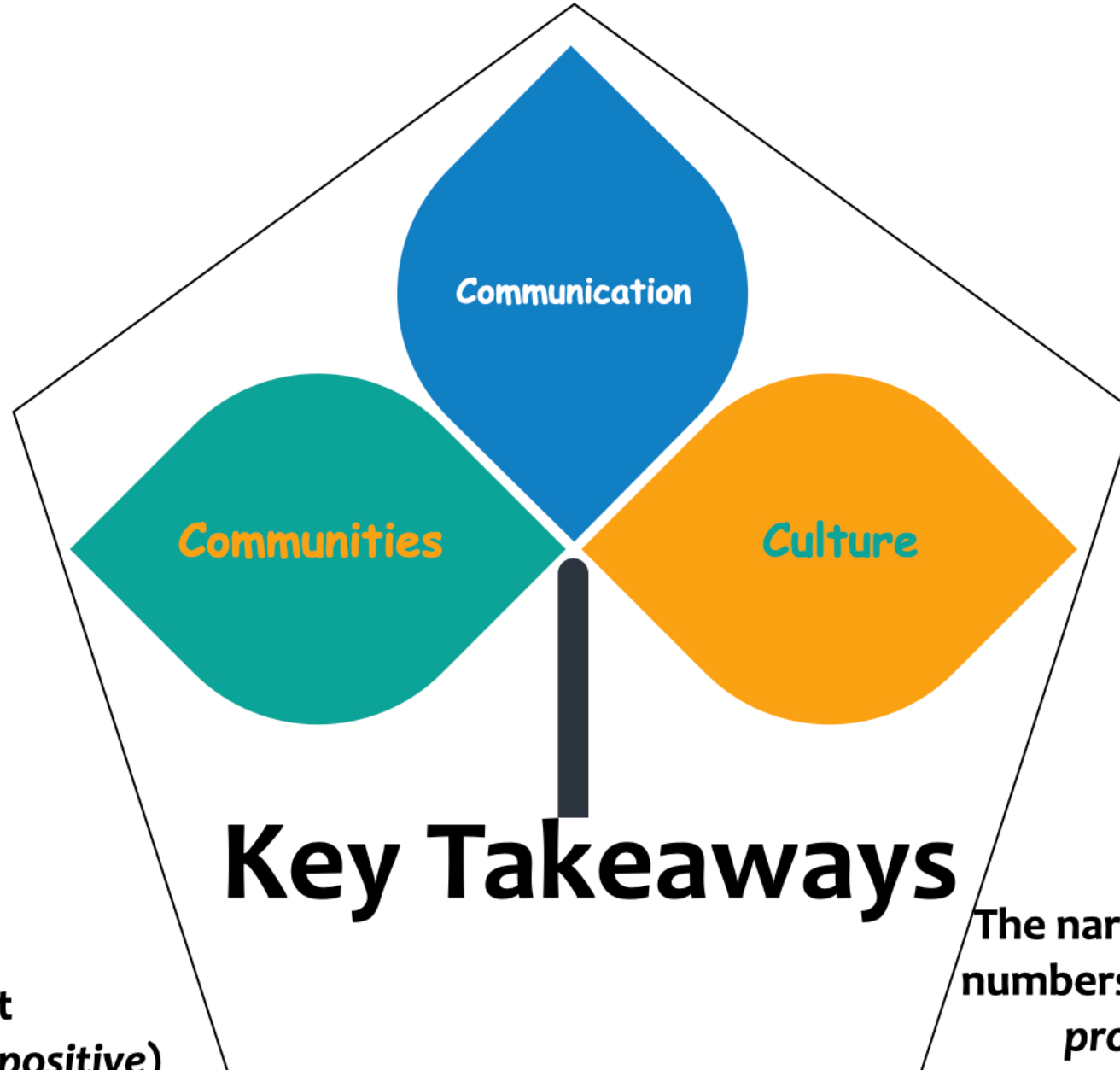


Communities

Culture



Authentic, personal, “uncorporate” approach



Bringing it all together:

- materiality
- assurance
- use of platforms

Clear language, visuals, examples

**Key Takeaways**

Brutally honest  
(turn a negative into a positive)

The narrative is connected to the numbers - *Is the narrative possible, probable, and plausible?*

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# Join the conversation!



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