



# betterallround group.

sustainability report FY20/21

April 2020 - March 2021

**CONSUMA**  
PAPER PRODUCTS SINCE 1974



**betterallround**

# A message from our CEO

I'm delighted to present Better All Round Group's very first Sustainability Report.

When Colena & I formed Better All Round Ltd it was with the purpose of creating innovative consumer products and bringing them to market. Our journey started with our award-winning Ora paper towel. With the acquisition of Consuma Paper Products in March 2018, we set out to bring our vision of sustainability and innovation into the larger own-label paper products market. We have defined a simple and clear vision to build "The Sustainable Paper Company" and this is at the heart of every decision we make.

We have an exciting sustainability agenda that we are pursuing as you will read about in this report. We are unashamedly open about being relatively early into our journey. We have achieved much already and importantly laid down the foundations for the months and years ahead, and we have a great team around us to help us deliver on our vision.

Having reviewed the UN's 17 Sustainable Development Goals, we identified SDG 12 – Responsible Consumption and Production, SDG 13 – Climate Action and SDG 15 – Life on Land as most relevant to us. These goals help shape the actions of all our team, from responsible and ethical purchasing to our interactions with our customers, the major UK Supermarkets. Crucially, we want to help our customers deliver on their own sustainability goals as they source their products through us.

This report and the reporting of our KPIs is structured around the Triple Bottom Line (TBL) framework that address our Social, Environmental and Economic Agendas. This year we commissioned the first external review of our Scope 1 & 2 Greenhouse Gas Emissions. We are pleased that we reduced the intensity of our emissions (based on volume of product produced in tonnes) by over 50%, from 67.5 kg CO<sub>2</sub>e/tonne of product in FY19/20 to 30.3 kg CO<sub>2</sub>e/tonne in FY20/21. We also massively increased the amount of energy purchased from renewable sources, from 53% in FY19/20 to 98% FY20/21. We have much to be proud of even though we still have more to do. This report acts as a baseline against which we can be measured by our stakeholders. We end the report with our KPIs for the coming year and will report against these externally periodically.

This past year has brought challenges to us all, personal and professional. Our teams have worked tirelessly throughout these challenging times to ensure a reliable and constant supply of paper products to all our customers, and we thank our customers too for their fantastic collaboration in this period. Right from the early stages of panic buying to subsequent slumps in trade as consumers worked through non-perishable items and the much-publicised HGV driver shortages.

I am proud of what our team has achieved and excited by the opportunities ahead in FY21/22. Indeed, we are already busy preparing the launch of our new sustainable packaging business that will help our customers accelerate away from fossil fuel-based packaging to more sustainable ones. Lots to look forward to and we shall keep you posted along our journey.

Cheers,  
Oday

# Covid-19

The Covid-19 pandemic came as a major disruption, but importantly not an interruption to our operations. Our employees are key workers, as defined by the Government, who have worked tirelessly throughout the pandemic to ensure the supermarket shelves stayed stocked with toilet paper, kitchen towel and facial tissues. March 2020 saw consumers stockpiling toilet paper, placing huge demands on our retail customers with whom we worked collaboratively to optimise supply. We worked together to manage the additional stock through their supply chains and consequently maximise production and supply during those peak demand periods.

We were quick to act to make sure our employees could continue to work safely as well. Social distancing measures were implemented immediately at our factory to keep workers two metres apart wherever possible. In situations where this wasn't possible PPE was sourced and partitions installed to keep all our workforce safe. We also created our own Track and Trace system internally as well as having our staff work in "Bubbles" that could be collapsed rapidly if there was a suspected Covid case.

We enabled home working for all those who do not have to be on site, purchasing additional laptops to allow this to happen. All meetings since March 2020 have been held on Zoom/Teams. Management continued to be present on site daily or weekly as needed.

We also organised food boxes 3 times, sourced from a local farm for shift workers who couldn't get to supermarkets easily for fresh produce. This was a big problem at the start of the pandemic.

The initial stockpiling led to a subsequent slump in sales as consumers worked their way through their piles of non-perishable paper products. This huge variability in demand was very challenging to navigate but we are proud of the way every one of our people has risen to the challenge this past year, especially as it coincided with the company's largest ever capital expenditure (CAPEX) undertaking.



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# The fundamentals



# Our story

It all started in a kitchen when Oday, our founder, made a simple observation – when using paper towels the corners are rarely used – so why have them? Kitchen towel hasn't changed since it was first launched in the 1930s. It's very useful but can also be wasteful – it's too easy to use more than you really need, it also takes up a lot of space in transportation and there's an empty inner cardboard tube in every roll. Plus it's not exactly the most beautiful thing in your kitchen... so husband and wife team, Oday and Colena, wondered if they could take the kitchen roll out from under the sink and reinvent it for the 21st Century?

In 2012 Oday and Colena founded Better All Round Ltd, named for the belief that we can make the way we live and the way we do business, better all round. We started with a simple hand made prototype that we took to a major UK supermarket. The meeting went really well and they wanted to stock us as soon as possible. Great! But then we had a new problem, we had no idea how to manufacture it at scale and needed to figure that out, and fast. We love collaborating with like minded people and organisations, so we joined forces with innovative, world renowned designers Acumen combined with the engineering expertise of PA Consulting to help us bring our first product to supermarket shelves in record time. The award winning Ora Household Towel was born.

The next major milestone in Better All Round's evolution came in March 2018 upon acquiring Consuma Paper Products Ltd. Consuma, based in Lincolnshire, began operating in 1974 under the name of Staples Packaging, a waste paper repurposing business. The company's founder Robert Staples had seen that in the textile industry, patterns were created by a heat transfer process from paper and the waste paper with residual patterns was being discarded. Thinking this was a tremendous waste, Staples began buying the used paper from manufacturers across the UK and guillotining it into small sheets of flower wrapping paper, selling these sheets to wholesalers who, in turn, would sell them to florists.

Over the years, Staples expanded its range of products to include car masking paper, wrapping paper, bottle wrap, dog bedding and more, and eventually began to specialise in tissues and paper products. By the time Better All Round took over the business, it was a market leading supplier of own-brand tissue products across the major UK retailers.



# Paper with purpose

We want to make our products our own. This means ensuring that each product is the result of a process that reflects our values at every stage, starting with design.

When designing Ora kitchen towels, we took an everyday product and redesigned it to create something simultaneously more ergonomic, more stylish and more environmentally conscious than existing available options. Ora exemplifies the Better All Round philosophy of “innovation with a conscience”.

But bringing something new to the market is not the only way to have an impact. Our acquisition of Consuma Paper Products has given us a further opportunity to drive change from within our industry, and we are taking Consuma on a transformation journey as part of Better All Round Group’s ambition to become “The Sustainable Paper Company”. We continue to maintain the high quality that Consuma customers have enjoyed for decades, while working to ensure that those using our products can do so with a clean conscience. Consumers are increasingly exhibiting an ethical conscience through their purchases and should be able to trust that their purchases do not come at the sacrifice of their principles.





# Guiding values

At Better All Round we live by a set of core principles which guide both our long-term plans and our everyday conduct. These principles keep us grounded in our values, reminding us of who we are and what we stand for.





## #DO THE RIGHT THING

We provide a **safe environment** for everyone to work and prosper. We think it's important to be **responsible & to work with integrity**. We're a **humble bunch** driven to **do good business** and the **right thing for people & planet**.



## #BELIEVE IN PEOPLE

We **trust our team** members to do their best and we share feedback regularly. We **value everyone's opinions** and we share ideas because **we're open minded**. We have a **family spirit**. We think about how we make each other feel and **we encourage everyone to be themselves**.



## #WORK TOGETHER

Working together will help us **reach our goal faster**. **Collaboration and cross-pollination** will drive our success. We **don't believe in silos** and we're always looking for ways to **help each other**. We like to **have fun** and get to **know each other better**.



## #RAISE THE BAR

'Good enough' isn't good enough for us. We are always looking for **ways to do more**, **be better** and **keep improving**. We're **determined, passionate and optimistic**. We're always exploring how to **do it better because we care**. We **won't take no for an answer** if we think there's a better way and we're always **open to challenge**.



## #CHALLENGE THE STATUS QUO

**Thinking differently is in our DNA**. We're **curious** and we embrace and **drive change at pace** when we know there's a better way. Sometimes we're **disruptive in a good way**. And we're **never afraid to try**. We **love a challenge** and finding **new solutions to existing problems**. We are **resourceful** and we **pursue growth** and learning to create the **conditions to win**.

# THE SUSTAINABLE PAPER COMPANY

# United Nations Sustainable Development Goals

In 2015, the United Nations introduced 17 Sustainable Development Goals (SDGs) which act as "a blueprint to achieve a better and more sustainable future for all by 2030". By adopting these goals into their agendas, companies and organisations of all sizes across the globe are working collectively to make them a reality. As part of our baseline we reviewed the 17 SDGs and identified the following 3 as being the most relevant to our business:

## SDG



Consumption is at an all-time high and continues to increase as the global population grows.

The demand for convenience in modern lifestyles is a factor in this trend. Unfortunately, convenience combined with carelessness can spell disaster for the environment. Frequently, the amount of energy and material resources used in making a product is disproportionate to the utility the product serves before it is discarded.

Meanwhile, plastic continues to pollute the planet, often causing injury to wildlife. It is estimated that by 2050, there could be more plastic in the ocean than fish.

Our role in **SDG12** is to promote responsible consumption among our customers, and to use our role within the industry to offer solutions for change. We must not only reduce, reuse and recycle, but redesign.

## SDG



The stability of Earth's climate is compromised by the increasing overconsumption of resources, the destruction of natural environments, and the release of greenhouse gases into the atmosphere.

As a result, the atmosphere is warming up. Unpredictable and dangerous weather events fuelled by anthropogenic climate change are already occurring across the globe, with those who are least responsible often suffering the worst impact.

The urgency of climate action is something we take seriously: We want to be part of the solution, not the problem. Our opportunities for impact in **SDG13** include using renewable energy to power our buildings and equipment increasing energy efficiency. We also check the environmental credentials of our suppliers to ensure that the health of the planet is not sacrificed at any stage of production. We have also undertaken our first steps in implementing the GHG Protocol so we are aligned with global best practice in carbon accounting.

## SDG



Biodiversity of plant and animal life is key to a healthy planet, but human activity has already caused large-scale habitat loss and species extinction. This absence of wildlife leads to the collapse of ecosystems, which further perpetuates the problem. To add to the strain, there are now two billion hectares of degraded land across the globe.

**SDG15** is about preservation and restoration of life on land. Operating within the renewable fibres industry, our reliance on trees means we are bound to the natural world at the most fundamental level, so we already feel duty-bound to ensure our practices do not leave a negative impact on plant and animal life.

To feel confident that our products do not require the sacrifice of healthy ecosystems, we must look not just at our own practices but at those of our suppliers, ensuring that our materials are sustainably sourced.

# Our sustainability strategy

## Our agenda

Our mission is to be “The Sustainable Paper Company” and everything we do and every decision we make has that goal at it’s heart. After reviewing the UN SDGs goals and identifying the 3 most relevant ones, we set specific targets and keep track of our progress using the Triple Bottom Line framework which helps us focus in detail on the priority areas.

### Triple Bottom Line (TBL)

**Social  
agenda**

**Environmental  
agenda**

**Economic  
agenda**

### Governance



**Employees and  
wider workforce**



**Community**



**Business  
ethics**



**Materials  
& water**



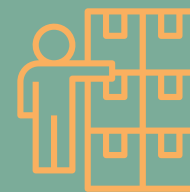
**Energy**



**Carbon  
dioxide**



**Customers**



**Suppliers**



**Investors**

# Memberships and certifications

This mission helps us to hold ourselves accountable, but we believe that if any company wishes to operate with a truly clean conscience, it is crucial to adopt a wider ethical approach. As we look to the future, we are planning to make accreditations and partnerships a key aspect of our sustainability journey. By meeting the standards of accreditors, we can both demonstrate our commitment and widen our horizons.

## B Corp

Our most ambitious goal at this stage in our sustainability journey is to become a certified B Corp, <https://bcorporation.uk/> which we are working to achieve by December 2022. B Corp status is awarded to companies that exhibit a significant commitment to social and environmental responsibility, demonstrating a level of corporate conscience that is desperately needed in the 21st century. Many existing B Corps are companies we admire, and it is a community we look forward to being a part of. Being awarded B Corp certification will represent a significant step for our company, will open up opportunities for us, and the process is already pointing us in the direction of new, increasingly ambitious goals to work towards.

Since being established in the U.S. in 2006, over 3,600 B Corps have gained a foothold in 75 countries around the world. There are over 400 B Corps in the UK representing 48 industries and over 22,000 employees and combined revenues of over £4.3billion. Examples include The Body Shop, Innocent, Jamie Oliver, Guardian Media Group, Abel & Cole, COOK. The UK is one of the fastest growing B Corp communities in the world.

As part of the B Corp certification process we are undergoing an extensive and rigorous look at the company's policies and statistics. Performance is being assessed in the categories of Governance, Workers, Community, Environment, and Customers. We hope that once we have B Corp membership we will be able to report our B Corp scores & targets annually.



# What we're doing



# Governance

We have a close-knit management team driving our progress. We have a clear mission and are always on the lookout for new ideas to improve. Whilst Sustainability has always been on our quarterly Board agenda and bi-weekly Senior Management Team meetings, for the coming financial year FY21/22, we decided to “raise the bar” we measure ourselves against and make them more visible. We agreed 4 key targets for the year:

- Publish our first external Sustainability Report as a baseline of where we are today
- Creating KPIs & targets to measure ourselves against on an ongoing basis with annual external disclosure
- Apply to become a B Corp. This is an intense and time consuming commitment
- Create a cross functional “Sustainability Council” to oversee and provide input to management on policies, strategies and programmes related to matters of sustainability and corporate responsibility.

## Company culture

Our core values are not just words. We try to walk the talk and ensure our employees in all roles are on board with our values. We try to keep our workforce informed and motivated, we have quarterly “State of the Nation” meetings where our CEO talks with and takes any questions from all our workforce. We aim to be a tolerant, inclusive, kind and respectful employer that rewards our employees appropriately and is seen as an employer of choice in the region, within the light manufacturing sector.

## Legal compliance

We comply with all environmental, HR and social legislation. We also have an Employee Code of Conduct, which covers the UK Anti-Slavery Act and the UK Bribery Act signed by our Directors, Senior Leadership Team and Senior Management Team, as well as new starters prior to joining.





# Social agenda

## Employees and wider workforce

People are our most important asset. Our workforce is more than 200 strong and consists of a variety of people, from those who have worked with us for nearly 40 years to new joiners, people with minimal qualifications, graduates, full-time and part-time workers, local Lincolnshire born and bred alongside many European workers, with varying levels of English. We recognise the importance of optimising working conditions to create an environment where every one of our workers feel comfortable, supported, respected and encouraged at every stage in their career.



# Safety & wellbeing

A safe and supportive working environment is fundamental to employee wellbeing. We take seriously our responsibility to respect and protect the human rights and general welfare of our workers.

We want to ensure our employees can work in an environment free from harassment and discrimination. Our main challenge on this front is cultural discrimination we see taking place between workers: a high proportion of the people in our workforce are from mainland Europe, and we have seen certain prejudices play out. We do not tolerate discrimination in any form. Any identified breach of the Employee Code of Conduct is escalated to HR and is dealt with as part of a formal disciplinary process. Several incidences have been highlighted and dealt with across the year. Any incident which might reoccur is used as an opportunity for HR to enact wider employee education.

We have a comprehensive Code of Conduct which guides our employee behaviour and has been completed by 99% of employees. The Code sets out the standards that govern the way we conduct ourselves and deal with our customers, stakeholders, suppliers, competitors, media and the general public. We expect our employees to carry out their responsibilities in accordance with our high standard of ethics, integrity and professionalism, in order to build an ethical and collaborative work environment. The Code applies to every employee, Manager, Director and contractor and compliance is a condition of working with us. As a manufacturing site we have comprehensive Health & Safety targets and monitor health and safety incidents as well as any near misses so we can learn from these and prevent them turning into accidents.

## Key statistics from FY2020/21

Days without lost time accident = 299 days.

Occupational health assessments = 180 employees

The Lost time safety index is a 12 month rolling metric measured on the basis of 100,000 hours worked

- April 2020 = 1.71
- March 2021 = 0.17





## Belonging & engagement

We conduct an optional annual employee survey designed to give insights into how well we are doing. In the first quarter of 2021 we had a 54% completion rate. Whilst this is a slight improvement on previous surveys, we have a lot more to do to ensure a higher completion rate.

We want to maximise the diversity of our workforce and minimise employee turnover. We want those who work with us to feel they are part of the company. We are therefore making a continuous effort to drive down our over reliance on agency staff and also to work closely with a small number of key local agencies to build long term partnerships.

Historically, we ran English lessons for those who don't have English as a first language thus allowing them to integrate better with their new community and colleagues and once Covid restrictions allow these will be resumed.

## Job & Financial Security

We aim to create secure jobs at a respectful wage or competitive salary which will give our employees financial security.

During the year we had to reduce our workforce following a significant CAPEX investment programme introducing increased levels of automation and ran a voluntary redundancy programme overseen by our Workers Council. We also have provided a small number of "emergency" loans to some of our workers who found themselves temporarily in difficult situations as we moved several roles from being weekly pay to monthly salaries.

## Opportunity

The Covid-19 pandemic has tested our resilience and demonstrated the importance of cross training and leadership. Three areas we need to do better on in the coming years are clear:

- Skills development
- Career progression
- Apprenticeships.

## Diversity & equality

We do not discriminate based on gender, race, nationality, religion, sexual orientation, socioeconomic background, or any other demographic factor. Our ideal workforce represents a fair cross section of the local economically active population. Our diversity goals are to be reflective of our local community and to grow our female representation in senior and managerial posts by 10% in the next FY. These goals are reviewed annually by our senior leadership team and Board of Directors.

Our current diversity statistics are listed below, as at our financial year end, March 2021.

## Gender

Overall, 36% of our workers identify as women. Among the management team, this percentage is 26%. Of our 8 Board Directors, 1 identifies as a woman.



# Community

As a local employer, Better All Round is part of many people's everyday lives. This gives us an opportunity – and a duty – to create positive impacts near and far.

## Local area

Our factory facility is located in rural Lincolnshire, near Grantham. Our target is to be the employer of choice in light manufacturing industries in Lincolnshire by 2025.

## Charity & giving

In the last 12 months we have given away an estimated £15,000 - £18,000 worth of products (retail value), including approximately 40,000 toilet rolls, 15,000 kitchen rolls, and 15,000 facial tissue boxes. This includes a large donation we made to In Kind Direct with a retail value of £13,000, which in turn helped an additional 480 charities across the UK.

Roughly once every 3 months, we donate to food banks located in Boston, Sleaford, Newark, Lincoln, and Sutton on Sea. We are working with Foodbanks linked to Trussell Trust, Women's Aid, and Age UK. We plan to formalise this over the coming year. We have also donated to

- Women's Aid - Bostons Womens Refuge
- Centrepoin
- Asda Tickled Pink
- Lincolnshire Hospital
- Several small animal sanctuaries in Lincolnshire

Our employees have the opportunity to select good causes to receive donations and we match individual workers' charity donations. For example, this year our employees donated money to Macmillan Cancer in memory of a colleague and we matched the amount raised.

## Ethnicity

Our factory is located in a region with historically high levels of immigration from European countries. More than half the people on our workforce were born outside the UK, with a total of 30+% identifying as being from a racial or ethnic minority. 2 of our 8 Board Directors are from an ethnic minority.

## Age

Our workforce covers a wide age range, with jobs to suit every stage in a person's career path. 30+% of our workforce are under the age of 24 or over the age of 50.

## Support & loyalty

We want our employees to have the freedom to do what's best for them. In the past, employees were allowed to request flexible working hours after working for us for a minimum period. Now employees have the right to ask for flexible working at any time.



# Business ethics

While compliance with laws and regulations is always the highest priority for us, we believe there is always more we can do.

In addition to our own business, all our Significant Suppliers must be audited and approved by **Sedex - [www.sedex.com](http://www.sedex.com)**. Sedex is a membership organisation that provides one of the world's leading platforms for companies to manage and improve working conditions in global supply chains, helping companies improve their responsible and sustainable business practices, and source responsibly.

One challenge we face is in the procurement of paper. All our paper is **Forest Stewardship Council (FSC) certified**. As we buy significant quantities of paper directly internationally rather than from UK intermediaries, there may be increasing exposure to countries and companies which are less aligned with our principles; countries where corruption and poor working practices are endemic. We are mindful of this and are putting together a Supplier Code of Conduct to which all suppliers will have to adhere.

We are also audited by **BRCGS**, as most of our customers rely on their exacting standards. BRCGS provide a framework to manage product safety, integrity, legality, quality, and the operational controls in the food, food ingredient, manufacturing, processing and packaging industries - **<https://www.brcgs.com>**

Our desire to keep ethical integrity at the forefront is our motivation for applying for B Corp status. As a B Corp, we will create a sustainable corporate framework in terms of our financing, suppliers and partners which protects our people and our planet. We want to make our customers and consumers proud of buying from us.



# Environmental agenda

Respect for our planet is an essential aspect of corporate responsibility and one we believe in strongly. We are striving to shape an environmentally conscious business, putting nature at the forefront of our agenda.

## Materials & water

### Paper, Packaging and Plastic

The Forest Stewardship Council (FSC) awards certification for paper products made from sustainably managed forests. Consuma attained FSC certification in June 2007. Our goal is to always use the most sustainable sources of paper and packaging.

We have reduced the use of plastic in our products (e.g. the last plastic was removed from tissue boxes in Nov 2020). In the last 3 years we have removed in excess of 11.5 tons of plastic from our products. Where plastic is trickier to remove we are starting to use 30% of Post-Consumer Recycled (PCR) plastics, with a plan to remove all plastic in consumer packaging by the end of December 2023.

### Bamboo

In recent years, bamboo has been embraced as a raw material across some industries. We have been exploring the use of bamboo as an alternative material. In January 2021 we released our first product made from bamboo. However, we are hesitant to pursue bamboo more broadly until we can fully establish its ethical credentials. China dominates the world's bamboo industry and sourcing materials can at times raise ethical and environmental concerns which can be difficult to investigate.

### Water

In our leased facilities, we have worked with the property owner to implement/maintain water efficiency improvements. 100% of the water we use is returned to the watershed at the same or better quality than when it was withdrawn.

### Waste

We minimise and reduce our waste, and where possible recycle or sell. In 2020/21, we had a total of 2,065 tonnes of waste generating an income of over £83k for the business. Over the last two years we have reduced solid waste generation by approximately 5%. At present, 1% of our waste goes to landfill. We are aiming for zero landfill waste by end of 2021.



## Biodiversity

The Consuma team is working to help biodiversity on the premises. A pond on site has been revitalised, successfully attracting wildlife, including a family of Greylag geese with 6 goslings this Spring. Consuma has an ethos of redirecting rather than exterminating when it comes to wildlife. Consuma has worked with pest control professionals to learn how to redirect animals rather than killing them so that they can continue to live nearby, allowing us to uphold safety standards whilst living in harmony with the natural environment. Recently we relocated wasp pots away from the factory, encouraging them to stay away from the building and feed on a compost we have created as well as the surrounding woodland, where they can live away from human interaction.

## Energy

Our target is to use renewable sources for all energy, including installing solar panels at our facility in due course.

We currently procure renewable energy for 98% of our energy consumption across our manufacturing facilities and warehouses. Only one of our warehouses is powered by non-renewable. We will be changing this when we can, and we expect all our energy sources to be 100% renewable by end FY2021/22.

We minimise the amount of energy used in the production process and are making an ongoing effort to reduce this over time. We are targeting a 2.5% year-on-year reduction in energy use for the next 4 years. Examples of work already undertaken include:

- Energy reduction by installing LED lighting (70% of site complete, 100% target by April 2022)
- Reduction in the leakage of compressed air, supported by commissioning of new lines. This will progress in line with new equipment installation, reliance on flexible pipework reduced on a new line producing pocket pack tissues for example helping to reduce leakage
- Maximise on-site storage/warehousing to minimize transport, supported by our new on-site 25,000 sq ft warehouse built in 2020.

## Environmental memberships

We are members of:

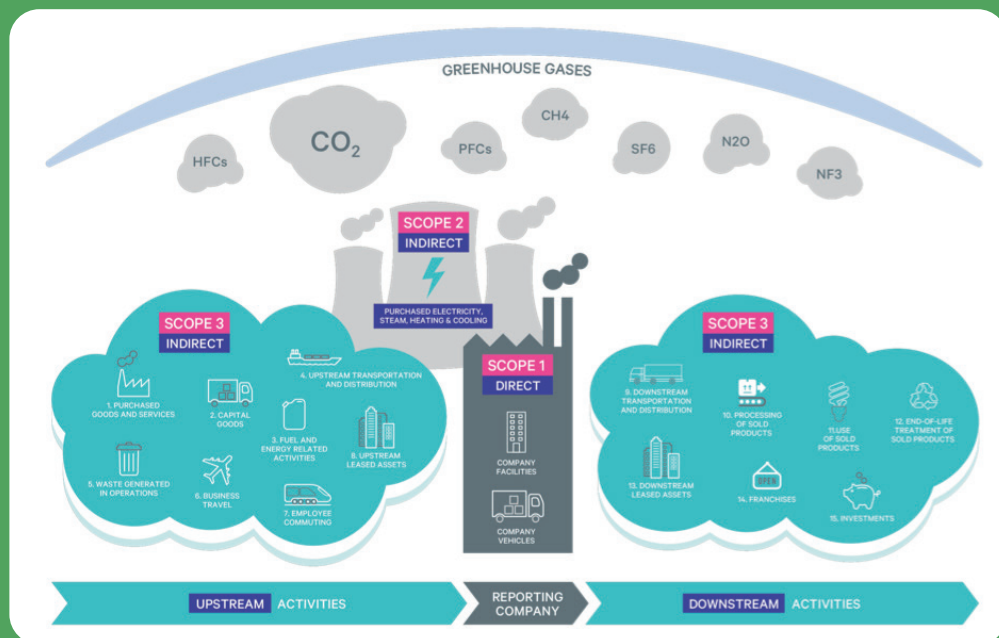
**Forestry Stewardship Council (FSC)** - are an international non-profit, multistakeholder organization established in 1993 that promotes responsible management of the world's forests <https://fsc.org/en>

**Woodland Trust** Corporate membership - we help fund their tree planting and protection as they work to solve the climate and biodiversity crisis <https://www.woodlandtrust.org.uk>



# Our CO<sub>2</sub> footprint

This year we have carried out our first Greenhouse Gas (GHG) audit which was conducted via a third party – IMS Consulting Europe (IMS). We conducted a detailed Scope 1 and 2 assessment and a high level scope 3, which is responsible for the majority of our emissions but is much more complex to investigate. See below graphic from IMS which explains Scope 1, 2 & 3.



This first assessment has allowed us to create a baseline to measure ourselves against and to create detailed targets for the coming years. This has been a significant piece of work and simply doing this work in fact stands us in good stead in terms of knowing, understanding and reducing our carbon footprint based on GHG Protocols and standards.

Based on data provided by us to IMS, their calculations of Scope 1 and 2 Greenhouse Gas emissions use 99.9% consumption data and Department for Business, Energy and Industrial Strategy conversion factors for UK Organisations.

The approach used is consistent with international reporting standards and the GHG protocol, and meets requirements for assurance under ISAE 3410.

## Future actions

For the reporting year we focused on understanding and reducing our Scope 1 and 2 footprint. Work has also begun on assessing our Scope 3, upstream and downstream, emissions. All 15 Scope 3 categories as defined by the Greenhouse Gas Protocol are being assessed and results will be reported in our next Sustainability Report. In addition to our focus on local and national sourcing, we are actively researching suitable qualifying offset schemes that can be subscribed to, in order to reduce our combined Scope 1 and 2 footprint to zero during the current year.

# IMS Consulting's report on BAR's Scope 1 and 2 greenhouse gas emissions.

## GHG SCOPE 1 & 2 Inventory for April 20 - March 21

Total Carbon Dioxide Equivalent (CO <sub>2</sub> e) Emissions	484	tonnes
<i>Comprised of:</i>		
Scope 1	33	tonnes
Scope 2 (Market Based)	451	tonnes

Data used are based on the total consumption of electricity, gas and transportation fuel. During the period covered by this report (April 2020 - March 2021) the company began procuring green electricity. The full benefit of the associated reduction in carbon emission will be seen in the next full reporting year.

In the previous reporting year (year ended March 2020), no renewable electricity was purchased.

The break down of electricity purchased is shown in the table opposite. The Electricity sourced with REGOs (Renewable Energy Guarantees of Origin) commenced in February. These renewable energy contracts reduced the company's Scope 2 emissions by 58% on the previous reporting period.

## Source of Emissions - for year April 20 to March 21

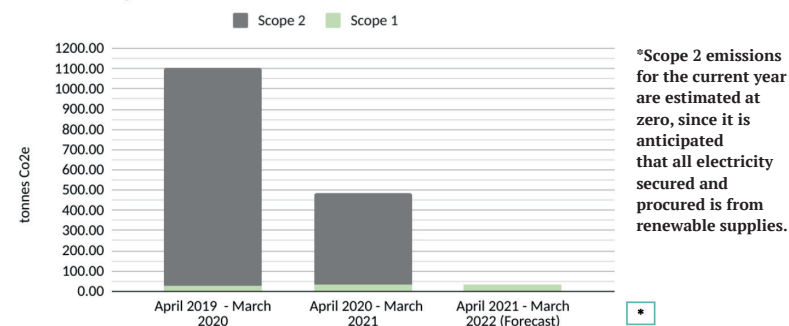
The intensity of emissions (based on volume of product produced – in tonnes) reduced by over 50%, from 67.5 kg CO<sub>2</sub>e/tonne of product to 30.3 kg CO<sub>2</sub>e/tonne of product, while production output in the same reporting period reduced by just 2.7%.

Year	Output (tonnes of product)	Intensity (kg CO <sub>2</sub> e/tonne of product)
2019/20	16,384	67.5
2020/21	15,049	30.3

**53%** of Energy purchased from renewable sources in FY 19/20 .

**98%** of Energy being purchased right now is from renewable sources.

## GHG Scope 1 & 2 Emissions over time





# Economic agenda

The trust of our customers is crucial to us and forms the basis for long term respectful partnerships.

## Strategy & partnerships

We partner with likeminded customers and suppliers to achieve our vision. This is underpinned with accreditation status (from individual retailer's targets, BRCGS, FSC certification). We are also in strategic discussions with other sustainable, progressive companies to drive innovation and change in our day to day business. We hope to launch at least one of these new initiatives in 2022.

## Finance

As part of our growth agenda, we need to secure finance to implement our plans for long-term business sustainability. We have an ethical approach to evaluating funding options.

The current turbulent waters of Covid and Brexit have resulted in shortages of labour as well as volatile energy, shipping and raw material prices. To help smooth the spikes we have tried to create mechanisms for our customers, such as our pulp pricing index, allowing us to be more responsive to market fluctuations in as transparent a manner as possible.

## Auditing

We currently are audited by Sedex - a membership organisation that provides one of the world's leading online platforms for companies to manage and improve working conditions in global supply chains. They provide practical tools, services and a community network to help companies improve their responsible and sustainable business practices, and source responsibly <https://www.sedex.com> annually reviewed by Sedex as part of an unannounced audit.

We are also audited by **BRCGS** as noted earlier in the report.





# Customer engagement & satisfaction

We monitor our service level to our customers ie: the % of complete deliveries against their orders. We reported this at an average of 95.95% to end of March 21.

In 2019 our customer complaints were 0.25 complaints per 100,000 units sold (CPHTU). In 2020 this was reduced to 0.14 CPHTU.

Consumers wishing to get in touch regarding our products have multiple means of doing so. For queries or feedback regarding own-brand products, consumers typically get in touch with the relevant retailer. For our Ora product, the Ora brand has its own dedicated website as well as social accounts on Facebook, Twitter, and Instagram, giving consumers multiple channels for getting in touch. This is in addition to UK and international phone numbers, an email address, and a postal address. All of these contacts are listed on the Ora website and Ora packaging. We respond to all direct enquiries and complaints.

## Retailers

Consuma Paper Products produces the own-brand products for many of the UKs leading retailers. It is important to us that we provide the best, most sustainable products to these retailers and that they provide customers with a good shopping experience. Each retailer has its own corporate responsibility and sustainability agendas.

**Ora** is available for sale at **Tesco**, **Ocado**, **Booths** and **Amazon** as well as direct from our own website **[www.ora-home.com](http://www.ora-home.com)**



# Suppliers

All our Significant Suppliers must be audited and approved by **Sedex** - [www.sedex.com](http://www.sedex.com).

The paper and cardboard we source are **FSC certified** to ensure that our products are as sustainable as possible.

We have also made changes to our supplier base over this last year to **reduce transportation CO<sub>2</sub> footprint** by bringing sourcing closer to home.

## National Sourcing Policy

We source locally & nationally wherever possible. We incorporate transportation into our decision making, as well as pure cost price. For example, for our Ora product we chose to have our pulp bases manufactured from our factory waste and do this as locally as possible. We partnered with a supplier, James Cropper, based in Kendal to do this rather than manufacturing and buying in from overseas, even though the overseas option was cheaper.

## International Suppliers

Most pulp and paper is imported into the UK as the UK does not have extensive forestry. We purchase our paper both through national UK buying agents and directly from overseas mills. Previously we sourced some paper from Asia and have now moved to buying from geographically closer territories.

## Investors

Better All Round Ltd is a private company with over 70 shareholders. We are blessed with supportive shareholders who believe in our mission to become "The Sustainable Paper Company".

As part of our B Corp application a change is required in the Articles of Association to include the B Corp wording. The proposed "Special Resolution" to do this was passed unanimously by our Board. Our 70+ shareholders live across a variety of time zones globally, and this resolution was then sent out to them all to vote on. We achieved over the 75% threshold needed to pass the resolution to incorporate the B Corp wording in less than 48 hours. So, not only are we passionate about our sustainability goals, we also have a highly supportive Board and Shareholder group as well. Now it is embedded into the company Articles at the heart of our vision.



# Future targets

KPI		Actual	Target
Governance		FY20/21	FY21/22
Group Governance	Leadership Index	n/a	Create Leadership Index metric
Social agenda			
Employees and wider workforce	Lost Time Accidents	1 day lost	Lost Time Accidents = Zero
	Employee Satisfaction - no of responses, satisfaction score	54%, 60% satisfaction	70%, 65% satisfaction
	Donations of product to community initiatives	40,000 toilet rolls, 15,000 kitchen rolls and 15,000 facial tissue boxes	maintain support levels to local charities
	Accreditations	Vision & Values work to embed mission of "Sustainable Paper Company"	B Corp application submission
	Code of Conduct Index	95%	100%
Environmental agenda			
Materials and Waste	Waste - recycled (per saleable tonne of product (kWh/tonne)	waste = 129kgs per saleable ton of products	waste = 5% reduction over 3 years
	% to landfill	landfill = 1%	landfill = zero
Energy	Energy per saleable tonne of product (kWh/tonne)	267kwh per saleable ton of product	5% reduction
	Amount of virgin plastic used (in pallet wrap)	510 ton plastic	10% reduction in ton plastic
	% of Post Consumer Recycled (PCR - 30%+)	0% PCR	10% PCR
	% FSC certified paper & board	98%	100%
	% renewable energy procured & sourced	98%	100%
	CO2 equivalents per saleable ton of product (kg/tonne)	Intensity (kg CO2e/tonne of product) 67.5	Intensity (kg CO2e/tonne) 64.125 (5% reduction on FY19/20)
Economic agenda			
Customers	Service level, customer complaints	95.95%, 0.139 CPHTU	98.5%, < 0.125 CPHTU
Suppliers	% signed up to Supplier Code of Conduct	n/a	Create Supplier Code of Conduct
	% of spend covered by Supplier Code of Conduct or recognised audit	n/a	Create Supplier Code of Conduct
	% of suppliers audited by a reputable body (eg: Sedex, FSC, BRCGS)	41.1%	Over 50% spend covered



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