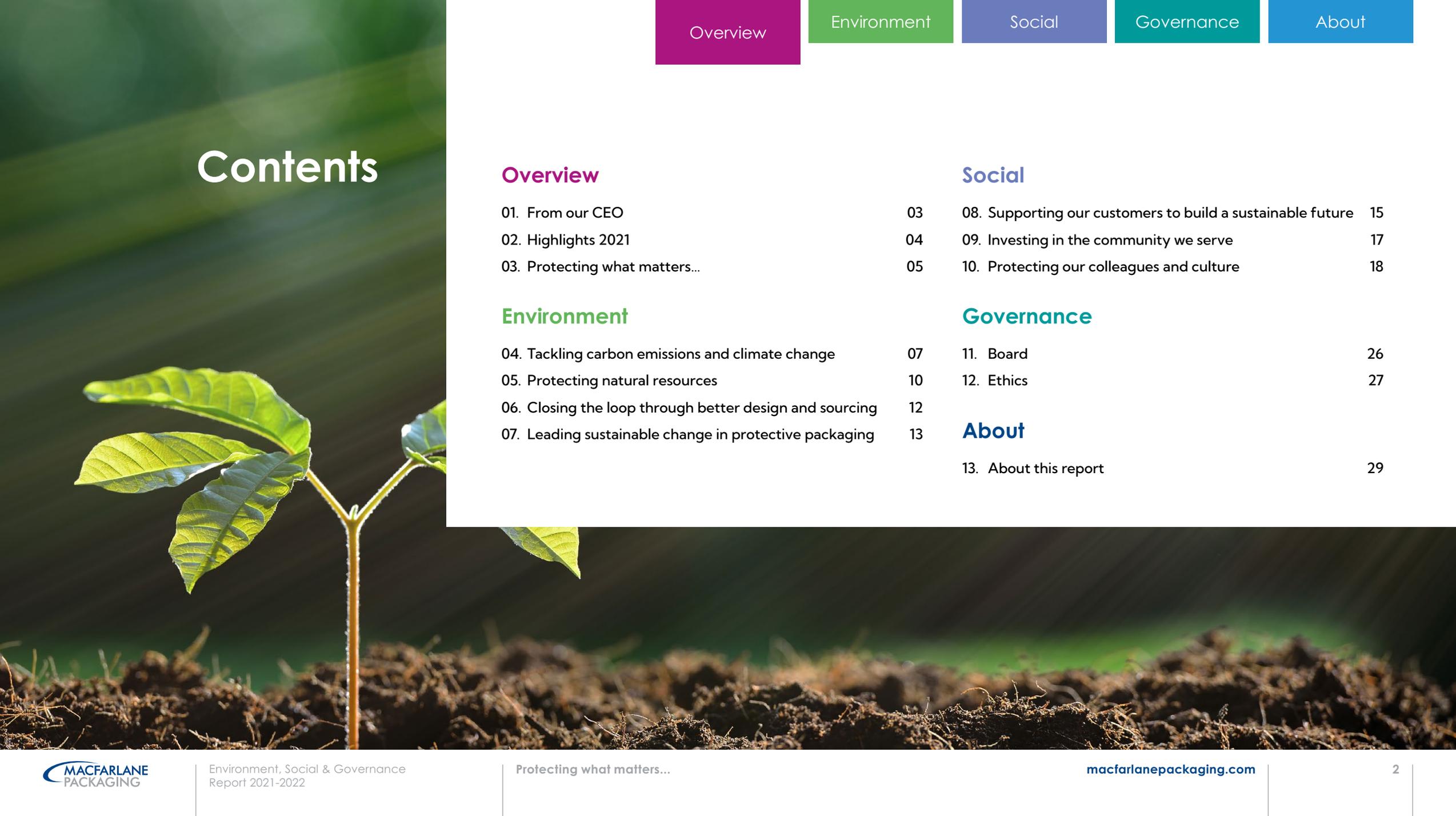


Drawn by Charlotte
one of Macfarlane Packaging's
friends and family

AM ELECTRIC
MACFARLANE
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FLEET

Environment, Social & Governance Report 2021-2022

Protecting what matters...



Contents

Overview

Environment

Social

Governance

About

Overview

- 01. From our CEO 03
- 02. Highlights 2021 04
- 03. Protecting what matters... 05

Environment

- 04. Tackling carbon emissions and climate change 07
- 05. Protecting natural resources 10
- 06. Closing the loop through better design and sourcing 12
- 07. Leading sustainable change in protective packaging 13

Social

- 08. Supporting our customers to build a sustainable future 15
- 09. Investing in the community we serve 17
- 10. Protecting our colleagues and culture 18

Governance

- 11. Board 26
- 12. Ethics 27

About

- 13. About this report 29

01. From our CEO

Protecting what matters...



At Macfarlane Group we recognise our responsibilities to operate and invest in our business to improve sustainability and enhance the communities we serve. We also understand our role in supporting our customers to minimise the impact their operations have on the environment.

Consequently, we have set stretching targets for reducing Macfarlane Group's carbon emissions and we are concentrating on implementing initiatives that help our customers to achieve their sustainability objectives. We are also focused on our colleagues and the communities we serve and have put in place initiatives to provide them with relevant support.

A particular highlight of the past year has been Macfarlane Group achieving a Gold rating in the EcoVadis sustainability survey. This rating puts the Group in the top 5% of companies assessed globally within our industry for sustainability performance across key areas including environment, labour and human rights, ethics and sustainable sourcing. 2021 also saw us launch our employee assistance programme aimed at improving our focus on mental wellbeing in the workplace.

The next year will see us add electric vehicles to our commercial logistics fleet and increase our sustainable packaging portfolio. This will ensure that, wherever possible, the packaging products that we sell are either sourced from recycled materials or are themselves fully recyclable once they have performed the vital task of protecting our customers' products on their way to market.

The support we offer customers using our Significant Six Programme has and will continue to be a key aid in enabling them to reduce their carbon emissions. By helping our customers reduce damages, minimise their packaging use, optimise their warehouse footprint and decrease vehicle movements we can help them to achieve their sustainability goals.

In the past year, Macfarlane Packaging's sixth Annual Unboxing Survey has highlighted the need for businesses to respond to the sustainability expectations of their customers. 2022 will see the launch of our latest sustainability initiative, the Packaging Optimiser. This tool will help us demonstrate to customers how packaging innovation can transform supply chains, help reduce material use and make carbon emissions savings – all at the click of a mouse.

In the pages that follow in this first Macfarlane Group Environment, Social and Governance Report we have set out our corporate responsibility goals for the next eight years. I am confident that the successful execution of the actions we have planned will ensure that we can make further meaningful progress in protecting what matters.

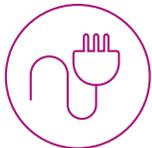
Peter Atkinson
Chief Executive Officer

02. Highlights 2021



Annual CO₂ reduction

20.7% CO₂e intensity reduction in 2021 (1.6% absolute reduction).



New electric trucks

Five new electric trucks ordered and being added to the Macfarlane Packaging delivery feet in 2022.



Charitable donations

Charitable employee engagement events including supporting Mental Health Awareness Week by encouraging colleagues to reconnect with nature in 2021.



Waste diverted from landfill

99% of Macfarlane Group waste diverted from landfill.



Helping our customers

Helping customers reduce waste and CO₂ through optimised packaging.



Net Promoter Score

48 – our average Net Promoter Score for 2021 (2020:53).



New systems

Significant investment in new health and safety management system.



EcoVadis Gold rating

Macfarlane Group given an EcoVadis Gold rating in 2021.

03. Protecting what matters...

How we manage Environment, Social and Governance (ESG)

We manage ESG through our ESG committee, which is chaired by our HR Director. The committee meets monthly and reports directly to the Board. Macfarlane's ESG committee is guided by our core values and has clear objectives that drive our ESG strategy.

Our ESG committee objectives



To improve the awareness of ESG across the Group.



To develop and implement action plans that support the Group's ESG strategy.



To ensure that ESG is an integral part of daily operational activities.



To monitor and report on ESG performance using agreed key performance indicators.

This report will provide an insight into our ESG focus areas, highlighting the targets and initiatives we are implementing. The report is set out into three key sections: Environment; Social; and Governance.



Environment



04.

Tackling carbon emissions and climate change

What we are doing about it

- Macfarlane currently emits 6,676 tons of carbon (2020: 6,786T).
- The major sources of carbon emission are fuel for our fleet (4,809T) and our electricity usage (1,211T).



By 2030 we will reduce our scope 1 and 2 carbon emissions (CO₂e) by at least 30% per tonne of products sold compared to 2020.



04. Tackling carbon emissions and climate change *(continued)*

Macfarlane Group initiatives to tackle carbon emissions and climate change

- Aiming to convert our delivery fleet to 50% electric vehicles by 2030.** The first five electric vehicles will be introduced to the fleet in 2022. 100% of vehicles of 3.5tn or under will be electric by 2030. All new electric vehicles have zero emissions. Assuming technology develops allowing greater range and payload we would expect beyond 2030 to have the majority of our fleet converted to electric vehicles. This commitment to electric vehicles has been made despite a significant cost disadvantage over the existing fleet. (Estimated tCO₂e saving of 1,500 tonnes per year)
- Introduction of a driver performance scheme from 2021 to encourage optimal driving behaviour that reduces fuel consumption and emissions.** This programme makes use of telematics to track speed, braking and acceleration. (Estimated tCO₂e saving of 250 tonnes per year)
- Paragon routing software and vehicle tracking system will be operational at all Macfarlane distribution locations by the end of 2023.** This initiative will allow Macfarlane Group to increase Paragon utilisation to 100% within the distribution division to further reduce emissions created by our delivery fleet. (Estimated tCO₂e saving of 15 tonnes per year)
- 50% of company cars will be electric by 2026.** Macfarlane Group commits to offering company car users more choice of electric vehicles. To support all employees using electric vehicles, 100% of Macfarlane Group sites will have electric vehicle charging points by 2030. (Estimated tCO₂e saving of 180 tonnes per year)
- Solar panels to be installed at one Macfarlane Group site per year, saving an average of 20 tonnes of CO₂e per site.** We aim for solar panels to be installed in at least 10 sites by 2030. (Estimated tCO₂e saving of 90 tonnes per year)

04. Tackling carbon emissions and climate change *(continued)*

Mandatory Greenhouse Gas Reporting 2021

The Group seeks to minimise the impact of our operations on the environment and is committed to reducing its greenhouse gas ('GHG') emissions. This report outlines the Group's GHG emissions for 2021. Using an operational approach, the Group identified its boundaries to ensure all activities and facilities for which it is responsible were being recorded and reported in line with Scope 1 and 2 of the SECR regulation, which applies to company financial years starting on or after 1st April 2019. Relevant data was provided to an independent consultant, EcoAct. The validity, accuracy and completeness of the data was audited by EcoAct and then used to calculate the GHG for Macfarlane Group. Calculations were completed in accordance with the main requirements of ISO-14064-1 standard and deliver both absolute values and an intensity ratio for Macfarlane's emissions. Activities conducted in the Republic of Ireland, the Netherlands and Sweden, and Scope 3 (Business travel fuel) are now included in the calculations as per the SECR regulations.

The Group used total turnover (£000) in the reporting period to calculate the intensity ratio, as this allows emissions to be monitored over time, taking into account changes in the size of the Group.

This method was historically chosen because it provides the greatest degree of accuracy. While the turnover basis allows for business growth to be considered, it can include variances due to material price increases. Therefore, from 2022, we plan to use tonnage as a basis for the intensity.

These tables include the Group's Labels division, which was sold on 31 December 2021.

Type of emission	Activity	Units		Tonnes of CO ₂ e	
		2021	2020	2021	2020
Direct (Scope 1)	Natural Gas (kWh)	2,375,152	2,442,273	435	449
	Vehicle Fuel (litres)	2,503,822	1,850,967	4,809	4,785
	Other (litres)	50,627	86,721	221	161
	Subtotal			5,465	5,395
Indirect (Scope 2)	Purchased Electricity (kWh)	5,700,248	5,968,628	1,211	1,391
	Subtotal			1,211	1,391
Total Gross Emission (tCO₂e)				6,676	6,786
Total Sales (£000)				285,685	230,029
Carbon Intensity				0.0234	0.0295

Business Segment	Tonnes of CO ₂ e		Sales		tCO ₂ e/£000	
	2021	2020	2021	2020	2021	2020
Packaging Distribution	4,949	5,185	239,508	201,739	0.0207	0.0257
Manufacturing Operations	1,727	1,601	46,177	28,290	0.0374	0.0566
Total	6,676	6,786	285,685	230,029	0.0234	0.0295

05.

Protecting natural resources

What we are doing about it



Macfarlane Group is taking a range of actions that aim to conserve natural resources for future generations...

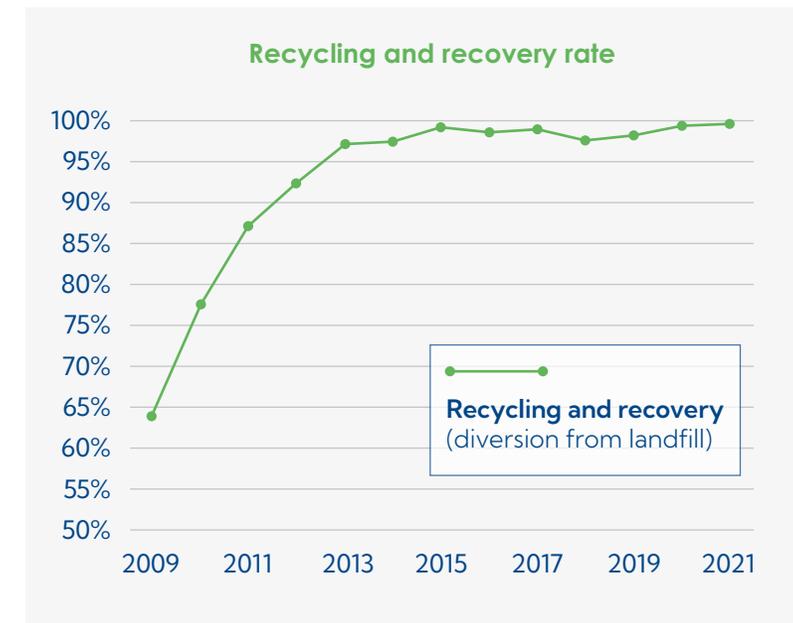
- **All sites will be assessed for water stress in 2022.** High-risk sites will have action plans put in place to lower water usage. Reminders about conserving water will also be put in place at all sites.
- **We aim for 100% landfill avoidance by 2030.** Currently, over 99% of waste generated by Macfarlane Group avoids landfill and is re-used or recycled, contributing to a circular economy.
- **We will remove half a tonne of paper from Macfarlane Packaging warehouse operations by the end of 2022.** This will be achieved by introducing a digital iWMS system across at least five sites during 2022 alone.
- **By the end of 2024, the Packaging Distribution Head Office in Coventry will use 75% less paper compared to 2020.** Processes will be gradually digitised to reduce paper consumption.
- **100% of Group sites will be FSC® certified (FSC® - C149407) by the end of 2025.** This gives us the ability to source all paper and timber products from sustainably managed forestry. Currently 27 sites are FSC certified.
- **We aim to have 100% of our energy coming from renewable sources by 2025,** and are committed to reducing our overall energy usage.



05. Protecting natural resources *(continued)*

Waste Management Reporting 2021

The Group continues to manage waste generated through its activities in a legal and environmentally responsible manner. Waste generated at our sites is segregated into differing waste streams and manufacturing sites continue to re-use material where possible. This includes recent projects such as the installation of a CAD (computer aided design) cutting machine to maximise the efficient usage of corrugate and reduce waste. The overall waste tonnages increased in line with full year reporting of acquisitions and additional sales within the Group whilst maintaining our waste management objectives to deliver a high recycling and recovery rate.



06.

Closing the loop through better design and sourcing

The UK Plastic Packaging Tax was introduced in April 2022. These initiatives will support us in helping customers who wish to move to plastic-free packaging or plastic packaging that contains at least 30% recycled content.

Why it matters

Packaging is an essential component in most supply chains to ensure products arrive at their destination safely and intact to prevent the need for multiple trips. However, it is important that packaging is designed and used properly to minimise its impact on the environment. This means creating packaging that uses the minimum amount of material possible, using recycled content and ensuring packaging is recyclable where feasible, whilst ensuring it still provides appropriate protection.

What we are doing about it

Macfarlane Group is committed to helping create a circular economy. We will do this by ensuring better packaging design and sourcing. This is supported by our primary focus on corrugated paper products, which are intrinsically environmentally friendly. They can be recycled up to seven times and are compostable at end of life.

Our initiatives and goals include:



By 2025 at least 90% of products will contain recycled content.



By 2025 at least 90% of products will be recyclable.



We are committed to applying clear and consistent recycling instructions on any own-brand packaging we supply, to support end-user recycling.

Why it matters

We recognise our responsibility to lead sustainable change in packaging distribution through ethical and environmentally friendly procurement and sourcing. Packaging should be designed with consideration of its entire lifecycle to help reduce its impact on the planet.

What we are doing about it



Macfarlane Group will invest in circular design and sustainability requirement training for procurement colleagues and our Innovation Lab teams.



Macfarlane Group is committed to ethical sourcing – we are a member of Sedex, who provide independent verification of responsible operations and ethical sourcing.

07.

Leading sustainable change in protective packaging

Social



08.

Supporting our customers to build a sustainable future

Why it matters

Our success is dependent on us meeting the needs and aspirations of our customers and their customers. Packaging plays a key part in the sustainability goals for businesses, with many looking to reduce packaging use and minimise material waste.

What we are doing about it

The Group works in partnership with its customers and suppliers to ensure that we provide an expert, independent and tailored approach, which takes into consideration the impact that the products and services we provide have on the environment. To measure how we are supporting customers and continually improving our products and services we have put the following goals and initiatives in place:

Net Promoter Score/Customer Satisfaction	2021	2020
NPS	48	53
Annual customer satisfaction scores (good or excellent rating)	91%	91%

Commentary

In 2021 the team has been focussed on meeting the needs of our customers in an unprecedented environment including global supply chain challenges and material price increases.

60

By 2025 we aim for our distribution Net Promoter Score to be 60 to ensure we are providing world class customer satisfaction.



Macfarlane Group aims for customer satisfaction scores in our annual survey for all divisions to remain above 90%. By 2025, we aim for this to be 95%.

The average NPS for B2B businesses is 33.

Source: [B2B International](#)



08. Supporting our customers to build a sustainable future *(continued)*

The following improvement projects will be introduced in 2022 to continue to enhance the experience we provide to our customers.

- **Microsoft Dynamics will be introduced in 2022 as the new Macfarlane Packaging Customer Relationship Management system.** This will allow us to protect and use customer data more effectively to make sure customers are offered products and services that enhance their experience.
- **In 2022 we will launch the Packaging Optimiser – an interactive, customer-facing cost and emissions saving tool.** The tool calculates the impact that improved packaging can have on a supply chain. It can illustrate savings in financial cost, labour time and CO₂e reduction and will help Macfarlane Group customers make informed choices about their packaging materials and sustainability.
- **100% of front-line distribution sales staff will be trained in 2022 to use the Macfarlane Packaging Optimiser** so they can help customers make informed choices about sustainability and packaging.
- **In 2022 we will introduce Microsoft Customer Voice to help provide better customer experience** – the software will allow us to analyse and track real-time customer feedback to improve the overall experience we provide to customers.





09.

Investing in the communities we serve

What we are doing about it

Macfarlane Group has several initiatives aimed at supporting the communities we serve, including:



We will support our colleagues in raising funds for charitable causes alongside our own pro-active fundraising.



Our colleagues have the opportunity to spend at least one day per year volunteering through our community engagement scheme.



Why it matters

Engaging with the community and its stakeholders is more than providing financial support. Macfarlane Group believes that understanding the communities within which we operate allows us to serve our people and stakeholders more effectively and more sustainably. To support our approach, we give our employees the opportunity to be involved in community projects, including fundraising, and supporting charity initiatives throughout the year.

10.

Protecting our colleagues and culture

Why it matters

Our colleagues make the difference in our business. The value added by each individual ensures Macfarlane Group continues to grow and remain successful. By enabling, encouraging, and empowering our people while striving for an inclusive culture where colleagues have the confidence to be themselves, Macfarlane Group is aiming to create a culture where everyone can achieve their full potential.

What we are doing about it



Macfarlane Group has a wide range of initiatives that help to protect and develop our colleagues and culture.

- **We protect the wellbeing of our colleagues now and in the future through assistance programmes.** This includes independent specialised counselling; a Health & Wellbeing 24 hour support line and on-line portal, and fully qualified Mental Health First Aiders. There is also dedicated support on issues relating to Covid-19.
- **We aim to increase employee engagement and employee voice** through our colleague surveys, colleague focus groups and forums.
- **We aim to increase the awareness of Diversity, Equity and Inclusion (DEI) through mandatory training for colleagues in leadership roles in 2022.**
- **100% of managers will have full DEI training by the end of 2022.**
- **Each site will have a DEI champion by 2023.**



10. Protecting our colleagues and culture *(continued)*

Employee development

Macfarlane Group believes that each employee should be provided with the opportunity to realise their potential. Through several mechanisms, including Career Development Plans, apprenticeship schemes and the Macfarlane Leadership Programme, we provide a platform for personal development and career enhancement while also ensuring, through structured training, that employees have the correct skills and knowledge to effectively fulfil their role.

The significant developments in technology within Macfarlane Group over the past two years have enabled us to enhance virtual training programmes, supporting our ability to engage all employees in their development no matter where they are geographically located. The Group has provided an average of 16 hours of training per employee in 2021, an increase on previous years (2020: 10 hours).

Employee engagement

Our aim as a business is to be an inclusive employer of choice. The successful engagement of our employees is not only critical to us achieving this aim but also in ensuring the overall success of the business.

Excellent colleague communication continues to be a key area of focus. We have a framework of internal communication channels which seek to inform, engage and inspire individuals on matters of potential interest to them alongside wider business performance.

We encourage the engagement of every colleague to ensure the delivery of an outstanding service to our customers. This is achieved through a number of tools including business update sessions run by our CEO, functional forums, regular structured meetings, focus groups, informal review meetings and employee surveys. These methods, along with individual one-to-one discussions, provide opportunities for individuals to engage in two-way dialogue covering topics such as the overall wellbeing of our employees in addition to business and personal performance.

The Group-wide implementation of Microsoft Teams has improved the level of connectivity across the business. Platforms such as this, along with tools such as Yammer, will enable us, to continue to widen our feedback and engagement channels.

10. Protecting our colleagues and culture *(continued)*

Employee wellbeing

Inspiring and enabling our colleagues to fulfil their potential starts with supporting their overall wellbeing. We are passionate about creating a culture where all our colleagues feel able to seek support and have access to helpful resources. Throughout the year we raised awareness of mental health and encouraged all our colleagues to understand that mental health is an issue for everyone.

Guides, support tools and online training have been made available to all employees with the aim of creating a healthy, supportive working environment. A full Employee Assistance Programme (EAP) is available 24 hours a day to all our colleagues with Mental Health First Aiders available for support in the workplace.

As a Group we understand how important a healthy home life is to an individual's wellbeing. Flexible working practices, including hybrid working, are adopted whenever possible to support the ability of employees to manage the demands of both work and home.

Diversity

Throughout Macfarlane Group we continue to work to create a more diverse and inclusive culture. This will in turn improve our performance, better reflect the communities we operate within and enhance our employee engagement. In support of this aim we plan to improve the quality of the diversity information we gather on our colleagues over the next 12 months.

The gender breakdown of Directors, Senior Managers and other Group employees at the year-end is shown in the table below:

	2021		2020	
	Male	Female	Male	Female
Directors	6	1	6	1
Senior Managers	14	8	11	5
All other employees	677	351	547	285





10. Protecting our colleagues and culture *(continued)*

Gender Pay Gap

Macfarlane Group UK Ltd has reported its Gender Pay Gap information for the snapshot date 5 April 2021. The report showed a mean hourly pay gap of -3.2% and a median pay gap of -14.2% reflecting that, based on these calculations, Macfarlane Group UK Ltd have a slight pay gap bias towards women.

As with previous years this pay gap in favour of women is reflective of our sales function being predominantly female, while the lower earning band of employees in production and logistics is predominantly male.

The results for 2021 were also impacted by a change in reward structure during the pandemic, with one bonus programme implemented across the Distribution business based on company performance. With over 83% of employees earning from the scheme, the mean bonus pay gap was reported at -15.2% and the median at 4%. The mean result is again a reflection of the number of females employed within the sales function, whereas the 4% median in favour of males is a direct result of the volume of individuals that received a bonus payment.

We continue to engage in initiatives that promote a career in Logistics and Production to those in underrepresented groups, and our focus on this area will enable us to build toward having a more diverse organisation in future years.

Macfarlane Group Gender Pay Gap information can be found on our website (www.macfarlanegroup.com).



10. Protecting our colleagues and culture *(continued)*

Human Rights

Macfarlane Group does not currently have a specific human rights policy. However, it does have a range of policies which reflect established human rights principles. These include:



- **Equality** – We are committed to providing equality of opportunity to colleagues and potential colleagues.

This applies to recruitment, training, career development and promotion, regardless of physical ability, gender, sexual orientation or gender reassignment, pregnancy and maternity, race, religious beliefs, age, nationality or ethnic origin. Full and fair consideration is given to employment applications by people with disabilities wherever suitable opportunities exist, having regard to their particular aptitudes and abilities.

Striving to ensure that the work environment is free of harassment and bullying and that everyone is treated with dignity and respect is an important aspect of ensuring equal opportunities in employment and there is a specific Dignity at Work Policy, which deals with these issues. Where an employee becomes disabled, every effort is made to ensure that their employment with the Group continues and that appropriate adjustments are made. Disabled employees receive equal opportunities regarding selection for training, career development and promotion.

- **Engagement** – the Group recognises the importance of meaningful communication and consultation in maintaining good employee relations. This is achieved through formal and informal meetings across all business units.
- **Anti-bribery and corruption** – the Group has an anti-bribery and corruption policy, which is supplemented by a gift register and an associated policy on accepting gifts. This was externally reviewed in 2020.
- **Whistleblowing policy** – there is provision for employees to use an independent service if they are not comfortable speaking to anyone within the Group about any matters which give them concern. This service is promoted throughout the Group. This provision was extended during 2020 to include a specific support line linked to Covid-19 and the Health & Safety of every stakeholder.
- **Modern Slavery Act** – each year, the Group makes a statement under the Modern Slavery Act which is supported by internal procedures to ensure that the principles of the act are adhered to.

[The statement is available on our website \(www.macfarlanegroup.com\).](http://www.macfarlanegroup.com)

No material breaches of the above policies were noted during 2021, nor were any matters of significant concern reported through our whistleblowing service.



10. Protecting our colleagues and culture *(continued)*

Health & Safety

Macfarlane Group continues to adopt a risk-based approach to our Health & Safety programme. This ensures that resources are directed in the most efficient and effective way possible.

In 2021 we:

- Invested in a new Health and Safety Management System (SHE Assure Software) – to assist with the reporting of Leading and Trailing Indicators and ensuring improvement actions created are tracked and implemented.
- Added a new Regional Health and Safety Advisor to the existing team – to help drive operational safety compliance, deliver training, and help achieve our strategy.
- Reviewed and developed Policies and Procedures around Covid-19 – ensuring our workplaces remain safe.
- Introduced a New Driver and Warehouse employee SOP (Safe Operating Procedure) – this was implemented across the Group and will continue moving forward.
- Continued the integration of acquired businesses into our Management Systems.

Five reportable incidents occurred in 2021 compared to seven in 2020. All reportable incidents are investigated thoroughly by our Health & Safety team and changes to working practices implemented if required. We also ensure that training in a particular area where incidents have arisen is reinforced.

Slips, trips, and falls are the highest cause of reportable incidents and we continue to review and improve our training and oversight of these incidents as part of our ongoing commitment to the safety of our people.

The Accident Frequency Rate ("AFR") representing the number of reportable incidents per 100,000 person-hours worked is shown on the following page.

10. Protecting our colleagues and culture *(continued)*

Accident Frequency Rate

AFR	2021	2020	2019	2018	2017	2016
Packaging Distribution	0.22	0.18	0.15	0.48	0.53	0.42
Manufacturing Operations	0.50	1.17	0.43	1.20	0.22	1.11
Group	0.28	0.45	0.23	0.73	0.43	0.64

In 2022, our aim is to continue the journey towards zero harm by raising our standards and expectations. This includes implementing a positive safety culture throughout the Group using continuous improvement methodology. We aim to drive this process through:

- Continued implementation and integration of Health & Safety Management System Software (EvoTix) to identify any areas of concern, learnings and trends. We will use this information to drive improvement in our Health and Safety Culture.
- Implementing a programme of behavioural safety to drive further focus and improvement.
- Encouraging and promoting good working practices.
- Accident investigation and root cause training.
- Analysis of all incidents, accidents, and high potential near misses.
- New enhanced Operational Safety Audits to be conducted using the EvoTix Software.



[Overview](#)

[Environment](#)

[Social](#)

[Governance](#)

[About](#)

Governance



11. Board

Background

The Board makes decisions in full consideration of their potential effect on the environment, employees and local communities. In 2022 ESG will be embedded as a standing item on the Board agenda.

Diversity

The Board is fully committed to diversity, on the basis that the best quality people from a range of backgrounds can enhance the overall quality of our business. This is also fully supported across the Group. The lack of gender pay gap in the organisation is clear evidence of this positive approach.

Executive Pay

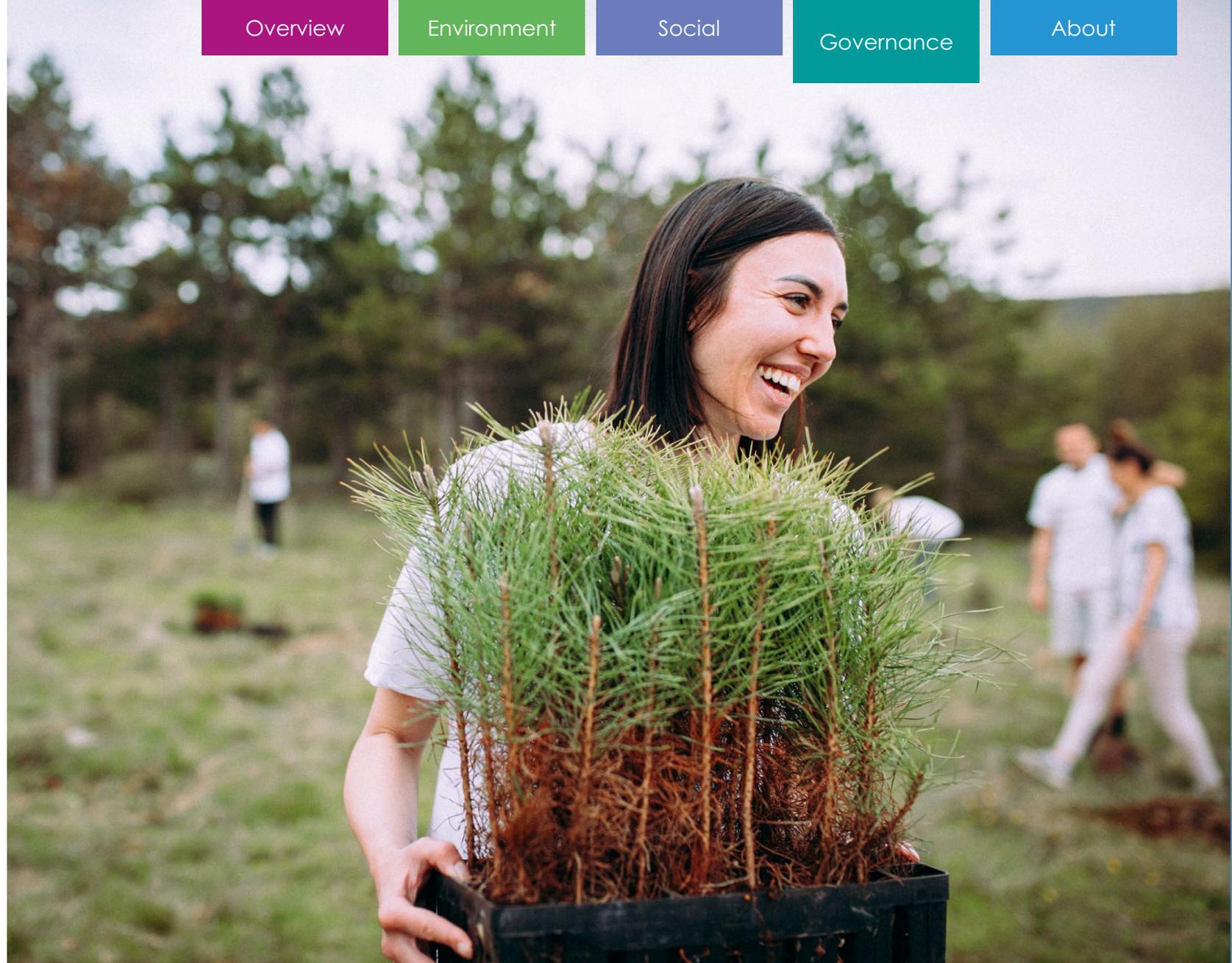
Macfarlane Group is proud of its prudent and transparent approach to Executive Remuneration. Further details on this can be found in our Directors' Remuneration Report [in our latest Annual Report](#) on pages 40 to 50.

Tax

Macfarlane Group takes a highly conservative and prudent approach to meeting its tax obligations, ensuring it pays the right amount of tax in a transparent manner. This includes no elaborate overseas schemes to avoid tax, with the appropriate tax paid in all the territories in which we operate.

12. Ethics

There are clear policies in place to promote strong ethics in the business. This is further supported by our core value of integrity, ensuring that is the basis for our key decisions and interactions.



Overview

Environment

Social

Governance

About

About this report

13. About this report

How Macfarlane Group has measured carbon emissions for this report

To measure the carbon emissions EcoAct (Atos) has used the main requirements of the standard ISO 14064:2018 Greenhouse gasses – Part 1, specifications with guidance at the organisation level for the quantification and reporting of greenhouse gas emissions and removals.

In this report, the term Carbon emissions not only includes carbon dioxide (CO₂) but all other greenhouse gasses: methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFC), perfluorocarbons (PFC) and sulphur hexafluoride (SF₆).

Carbon emissions are calculated and reported in tonnes of CO₂ equivalent (tCO₂e) following recommended best practice.

The carbon footprint calculations use published emission factors and agreed formulae taken from the UK Government Conversion Factors for Company Reporting, Department for Business, Energy and Industrial Strategy (BEIS) 2021 and the International Energy Agency electricity emissions factors 2020.