BOOK
CHAIN
PROJECT

> ### Thank you!

Dear [contact name],

Thank you very much for taking the time to meet with us and for sharing your approach to responsible sourcing of forest products with us. We enjoyed our visit and gained valuable insights into best practices at your mill. We also identified some areas where there is scope for improvement and have shared resources to help guide you on these (on the following pages). All in all, the information we gathered on our visit has helped contribute to our own understanding of shared best practice at mills, and the opportunities and challenges you face when managing responsible sourcing. This will shape how The Book Chain Project supports mills in the coming years, so thank you!

Best wishes,

[Your name(s)] and the entire Book Chain Project team

> ### Our understanding of your supply chain

[Insert supply chain diagram]

The diagram to the right lays out our understanding of your pulp supply chain, based on our conversations with you. Please provide feedback in case we have misunderstood anything.

> ### Areas explored & your performance

[Insert spider diagram]

The diagram to the right shows what we have explored with you and your scores based on our scoring framework. We have given you a score out of 5 for your performance in each of these indicators (1 being the lowest score and 5 being the highest). The percentage scores in the diagram below are based on the average score for each 'step' we explored with you.

You will find more detailed explanations of the indicators and scores on the following pages, and we welcome your feedback.

> ### Your best practices & main challenge

We were particularly impressed by your approach to: [name best practices]. We think [link key resource] would help you address the main challenge we identified together, [issue].

> ### Next steps

In the coming months, we will take what we've learnt from our mill visits to develop key resources to support mills. This might include documents, webinars and workshops exploring specific areas. We will be in touch directly to share these resources with you. We will also contact you again in six months' time to check in with you.

Step 1: Right People, Right Conversation

Indicators	1 20% *Beginning – mill has not yet started to consider responsible forest sourcing*	2 40% *Learning – mill is starting to consider responsible forest sourcing*	3 60% *Consolidating – mill considers responsible forest sourcing and has average to good systems and processes*	4 80% *Developing – mill has developed consideration of responsible forest sourcing and is starting to take a lead in some areas, following best practice*	5 100% *Leading – mill has strongly developed and embedded consideration of responsible forest sourcing and takes a lead in most areas, redefining best practice and setting new standards*
Good representation at the meeting in terms of seniority and roles	• Mill seems reluctant to get good representation at the meeting. • Meeting is led by sales. • Stuggling to get to talk to the right people.	• Representation beyond sales but very junior.	• Good representation in terms of seniority, but • Those in the room are struggling to answer the questions.	• Good representation in terms of seniority and roles. • Happy to show you systems, tools and resources.	• Good representation in terms of seniority and roles. Happy to show you systems, tools and resources. • The mill is well prepared for the visit, with information to hand.
Our comments					
Your comments	Please provide any feedback in this box (e.g. if you have any additional information that you want to share with us)				

Step 2: Capability & Resourcing grading system

Indicators	1 20% *Beginning – mill has not yet started to consider responsible forest sourcing*	2 40% *Learning – mill is starting to consider responsible forest sourcing*	3 60% *Consolidating – mill considers responsible forest sourcing and has average to good systems and processes*	4 80% *Developing – mill has developed consideration of responsible forest sourcing and is starting to take a lead in some areas, following best practice*	5 100% *Leading – mill has strongly developed and embedded consideration of responsible forest sourcing and takes a lead in most areas, redefining best practice and setting new standards*
Knowledge of sourcing countries	• No.	• Knowledge on some of the key countries they are sourcing from. • No knowledge on the key issues related to those countries.	• Clearly has some knowledge on the key countries they are sourcing from. • Is able to talk about some of the forest issues/challenges relating to sourcing those countries. • No evidence of keeping up to date on new developments.	• Good knowledge on all of the countries they are sourcing from. • Is able to articulate the forest issues/challenges relating to sourcing from those countries. • Evidence of third party sources to help inform understanding. • Some evidence of keeping up to date on new developments, but not formalised or regular.	• Can demonstrate a deep understanding of the sourcing countries for forest material and the sustainability issues at the forest level. • Evidence of use of robust third party sources to help inform their understanding. • Strong, formal process in place to keep up to date on new developments relating to forest issues/challenges.
Our comments					
Your comments					

Criteria (or policy) for choosing fibre suppliers	• No sustainability criteria.	• Criteria simply requires a declaration from the supplier that they source fibre sustainably / responsibly.	• One or two criteria used for supplier selection linked to sustainability, but not comprehensive. • No process for regular updating of criteria.	• Comprehensive set of criteria for supplier selection linked to sustainability, covering both social (free, prior and informed consent, respect for human rights) and environmental issues. • Responsibility to update criteria is not a priority (with junior employee or as small part of senior employee role).	• Comprehensive set of criteria for supplier selection linked to sustainability, covering both social and environmental issues. • Responsibility for updating criteria is a key priority of a senior employee's tasks. • Criteria are updated following the latest developments in sustainability issues.
Our comments					
Your comments					
Relationship with fibre suppliers	• Fluid supply. • No direct relationship– bought via agents.	• Buys at least 50% directly from forest/pulp mill.	• At least 70% of their fibre sources are fairly consistent (one year or longer) and bought directly from forest/pulp mill.	• Evidence of long-term relationships with suppliers. • Sourcing directly from over 50% of suppliers for 5+ years.	• Strategic relationships in place with all suppliers. • Evidence of long-term cooperation. • Evidence of capacity building of suppliers to help them meet buying *criteria*.
Our comments					
Your comments					
Staff training & engagement with third-parties	• None.	• One-off training taking place during onboarding. • Scope of training is vague and limited to 1-2 employees.	• Training with a clear scope takes place. • Training is sporadic (less than once a year) and limited to one or two employees.Training mainly focuses on process (e.g. certification)	• Consistent training taking place for key staff, as evidenced by training material. • Training includes content on broader sustainability topics, including social & environmental issues	• Comprehensive training in place for all staff involved in the sourcing and management of responsible fibre sourcing. • Training is based on robust third-party information and covers social and environmental issues substantially.

Our comments					
Your comments					
Staff expertise, policies and budgets	• None.	• Limited staff expertise. • Basic understanding of the forest sourcing issues.	• Key staff have a solid understanding of the sustainability issues.	• Comprehensive staff expertise covering both social and environmental sustainability. • Evidence of regular training taking place for those involved in the fibre buying process. • Well resourced team with budgets in place.	• Comprehensive staff expertise covering both social and environmental sustainability. • Evidence of training taking place for those involved in the fibre buying process. • Well resourced team with budgets in place. • Key staff connected to appropriate external sources/events to keep up to date.
Our comments					
Your comments					

Step 3: Supply chain assessment & management grading system

Indicators	1 20% *Beginning – mill has not yet started to consider responsible forest sourcing*	2 40% *Learning – mill is starting to consider responsible forest sourcing*	3 60% *Consolidating – mill considers responsible forest sourcing and has average to good systems and processes*	4 80% *Developing – mill has developed consideration of responsible forest sourcing and is starting to take a lead in some areas, following best practice*	5 100% *Leading – mill has strongly developed and embedded consideration of responsible forest sourcing and takes a lead in most areas, redefining best practice and setting new standards*
Information collection on tree species & country of origin	• None.	• Collection of information on tree species and country of origin, but no further detail. • This information is not collected for every product the mill produces.	• Collection of information on tree species & country of origin, with detail up to region level. • This information is not collected for every product the mill produces.	• Collection of information on tree species & country of origin, with detail up to state/province level. • This information is collected for every product the mill produces.	• Collection of information on tree species & country of origin with detail up to concession level for all forest sources • This information is collected for every product the mill produces.
Our comments					
Your comments					

Information collection of control mechanisms for indirect fibre	• None	• Some basic information on control mechanisms from pulp suppliers / agents, but only covering a subset of issues in either social or environmental sustainability	• Detailed information on control mechanisms from some pulp suppliers / agents, covering at least the key social and environmental sustainability issues. • This includes evidence of Free, Prior and Informed Consent of affected communities. • Responsibility for updating sustainability issues is not a priority (sits with junior employee or as small part of senior employee's tasks)	• Detailed information on control mechanisms from most pulp suppliers / agents, covering at least the key social and environmental sustainability issues. • This includes evidence of Free, Prior and Informed Consent of affected communities. • Responsibility for updating sustainability issues is not a priority (sits with junior employee or as small part of senior employee's tasks)	• Detailed information on control mechanisms from all pulp suppliers / agents, covering all key social and environmental sustainability issues as well as emerging issues. • This includes robust evidence of Free, Prior and Informed Consent of affected communities. • Responsibility for updating sustainability issues is a priority and key part of a senior employee's tasks.
Our comments					
Your comments					
Managing certification	• No.	• Chain of Custody in place. • No clear assignment of responsibility.	• Chain of Custody in place. • Asigned person responsible for implementation.	• Chain of Custody in place. • Manager with responsibility for overseeing this who can demonstrate a good understanding of Certification.	• Chain of Custody in place. • Senior Manager overseeing the process. • The business can demonstrate checks and balances in place to monitor certification across their supply chain.
Our comments					
Your comments					

Definition of responsible fibre sourcing	• None.	• Definition of responsible sourcing limited to certification.	• There is a broader definition of responsible sourcing but it is vague, and/or only linked to certain issues, not covering both social and environmental issues. • No process for regular updating of definition.	• There is a definition of responsible sourcing which is clear and covers both social and environmental issues. • Responsibility to update definition is not a priority (with jnr employee or as small part of snr employee role).	• There is a definition of responsible sourcing which is clear, covers both social and environmental issues. • Definition is well embedded in the business (understood by everyone interviewed). • Responsibility to update definition is a key priority of a snr employee's tasks. • Definition reflects latest developments in responsible sourcing issues.
Our comments				
Your comments				
Understanding of responsible sourcing risks	• None.	• Basic understanding of responsible sourcing risks. • No process in place for staying up to date.	• Basic understanding of responsible sourcing risks. • Responsibility for updating is not a priority (with junior employee or as small part of of senior employee role).	• Good understanding of responsible sourcing risks. • Evidence of a risk screening process. • Responsibility for updating risk assessment sits with senior employees.	• Deep understanding of responsible sourcing risks. • Evidence of a strong risk screening process. • Responsibility for updating is a key prioriy of a senior employee's tasks. • There is engagement with external stakeholders to help inform approach.
Our comments				
Your comments				

Risk assessment	• None	• Some assessment of specific risks in either social or environmental sustainability. • No quantified / standardised indicators or guidance. • Responsibility lies with junior employee who does not receive training.	• Assessment of specific risks in either social or environmental sustainability. • Own-firm quantified / standardised indicators and guidance • Responsibility lies with junior employee who does receive some specific training, or • Assessment of specific risks conducted by appointed third party and employees have some knowledge of indicators.	• Assessment of a comprehensive set of risks in both social and environmental sustainability • Third-party quantified / standardised indicators and guidance. • Responsibility lies with senior employee who receives broad training. • If assessment of comprehensive set of risks was conducted by appointed third party, senior employees have good knowledge of indicators and receive broad training.	• Assessment of a comprehensive set of risks in both social and environmental sustainability • Best-in-class third-party quantified / standardised indicators and guidance. • Responsibility lies with senior employee who receives best-in-class, broad training. • If assessment of a comprehensive set of risks was conducted by appointed third party, all key employees demonstrate deep understanding of indicators and results are clearly linked to buying decisions.
Our comments				
Your comments				
Risk mitigation	• None	• Starting to mitigate risks by asking suppliers for documented evidence. • No further follow-up/checks in place.	• Mitigating risks through documented evidence from supplier. • Attempts are made to follow-up, but challenges (such as checking documentation in foreign languages and lack of response) remain, or • Risk mitigation through third-party certification such as forest certification but no documented evidence gathered for low risk sources (as identified in their own risk assessment process)	• Risk mitigation through third-party certification such as forest certification. • For non-certified sources that are low risk (as identified in their own risk assessment process) they still gather documentary evidence to support these sources.	• Risk mitigation through third-party certification such as forest certification. • For non-certified sources that are low risk (as identified in their own risk assessment process) they still gather documentary evidence to support these sources. • Evidence of on-site visits or use of technology or third-party mapping as part of their risk mitigation process.

Our comments				
Your comments				
Information use	• Information not stored.	• Some information stored as stand-alone procedure. • Information is not used in buying decisions.	• All information stored as stand-alone procedure. • Information is not used in buying decisions.	• All information stored as part of wider procurement process. • Some evidence that information is used in buying decisions.	• All information stored as part of wider procurement process. • Robust evidence that information is consistently used in buying decisions.
Our comments				
Your comments				

Step 4: Supplier engagement grading system

Indicators	1	2	3	4	5
	20%	40%	60%	80%	100%
	Beginning – mill has not yet started to consider responsible forest sourcing	*Learning – mill is starting to consider responsible forest sourcing*	*Consolidating – mill considers responsible forest sourcing and has average to good systems and processes*	*Developing – mill has developed consideration of responsible forest sourcing and is starting to take a lead in some areas, following best practice*	*Leading – mill has strongly developed and embedded consideration of responsible forest sourcing and takes a lead in most areas, redefining best practice and setting new standards*
Communicating requirements	• No	• Soft policies and standards in place. • Only cover one or two social and/or environmental issues. • Not consistently communicated.	• Soft policies and standards in place relating to responsible fibre. • These cover all key social and environmental issues relating to responsible fibre. • These are sent out to all suppliers and suppliers sign a declaration to say they will uphold them.	• Strong policies and standards in place relating to responsible fibre. • These cover all key social and environmental issues relating to responsible fibre. • These are sent out to all suppliers and suppliers sign a declaration to say they will uphold them. • Follow-up with suppliers to understand compliance.	• Policies and standards in place relating to responsible fibre. • These cover all key and emerging social and environmental issues relating to responsible fibre. • These are sent out to all suppliers and suppliers sign a declaration to say they will uphold them. • Follow-up with suppliers to understand compliance. • Evidence of corrective action plans, continuous dialogue and progress monitoring in case of non-compliances.
Our comments					
Your comments					

Capacity building	• None.	• No structured programme to share additional guidance on how to implement responsible forest programmes – basic guidance shared on demand. • Basic resources/tools shared covering some key social and/or environmental issues.	• Structured programme to share additional guidance on how to implement responsible forest programmes. • Basic resources/tools shared covering some key social and/or environmental issues.	• Structured programme to share additional guidance on how to implement responsible forest programmes. • Advanced resources/tools shared covering all key social and environmental issues. • Training and webinars are part of programme.	• Structured programme to share additional guidance on how to implement responsible forest programmes. • Evidence of direct face to face visits and training of key suppliers to understand challenges and build capacity • Evidence of collaboration with third parties to provide best-in-class resources, tools, and training materials.
Our comments					
Your comments					

Step 5: Ambition and commitment grading system					
Indicators	**1**	**2**	**3**	**4**	**5**
	20%	**40%**	**60%**	**80%**	**100%**
	Beginning – mill has not yet started to consider responsible forest sourcing	*Learning – mill is starting to consider responsible forest sourcing*	*Consolidating – mill considers responsible forest sourcing and has average to good systems and processes*	*Developing – mill has developed consideration of responsible forest sourcing and is starting to take a lead in some areas, following best practice*	*Leading – mill has strongly developed and embedded consideration of responsible forest sourcing and takes a lead in most areas, redefining best practice and setting new standards*
Objectives and targets	• None	• Some broad objectives in place. • No measurable targets.	• Defined objectives in place • Measurable targets.	• Defined objectives around responsible fibre sourcing are in	• Defined objectives around responsible fibre sourcing are in

			• Evidence that these are being tracked and managed internally.	place. • Time-bound, measurable targets. • Evidence that these are being tracked and managed internally. • External reporting on performance.	place. • Time-bound, measurable targets. • Evidence that these are being tracked and managed internally • External reporting on performance. • Objectives and targets are periodically reconsidered to keep in line with developments in sustainability and responsible sourcing issues and best practice.
Our comments					
Your comments					

Step 6: Wastewater treatment grading system

Indicators	1 20% *Beginning – mill has not yet started to consider responsible forest sourcing*	2 40% *Learning – mill is starting to consider responsible forest sourcing*	3 60% *Consolidating – mill considers responsible forest sourcing and has average to good systems and processes*	4 80% *Developing – mill has developed consideration of responsible forest sourcing and is starting to take a lead in some areas, following best practice*	5 100% *Leading – mill has strongly developed and embedded consideration of responsible forest sourcing and takes a lead in most areas, redefining best practice and setting new standards*
Water usage	• Unable to provide information.	• Tracking water usage, but no risk management system in place.	• Evidence of risk management of water supply in place. • Source of water may include sensitive areas (drinking water prohibited or nature reserve). • No attempts made to diversify water sources away from sensitive areas.	• Risk management of water supply in place. • Attempts made to diversify water sources away from sensitive areas. • Low rate of water reuse in production process (<20%).	• Water supply risk management is in place and all sources of water are reliable. • High rate of water reuse in production process (>20%)
Our comments					
Your comments					
Water discharge	• Unable to provide information; • Negative supervision/ governmental records (for example IPE) in the past 5	• Can provide discharge permit but; • Wastewater treatment on site is not working properly; • No monitoring was in place.	• Treatment facilities are working properly; • Effluent is discharged to municipal wastewater treatment plant, but with an agreed discharge standard less strict than provincial/ national paper mill industry wastewater discharge standard; • Need bigger discharge quota due to	• Treatment facilities are working properly with professional operators on site; • Effluent is discharged to municipal wastewater treatment plant and meets the provincial/ national standard; • Discharge was monitored by third party and local government.	• Effluent is directly discharged to nature surface water and meets provincial/ national standard; • Have a greywater reuse system. • Discharge was monitored by the mill, third party and local government.

	years.		• capacity increase in the next 5 years; • Only rely on government monitoring.		
Our comments					
Your comments					
Sludge treatment	• Unable to provide information	• Sludge was sent to landfill.	• Sludge was sent to 3rd party company for further treatment, but documentation was unclear.	• Sludge was sent to 3rd party company for further treatment with detailed documentation, or • Sludge was treated on site and sent out for further use/ treatment.	• Sludge was treated and reused on site.
Our comments					
Your comments					
Management	• Poor management; • Unclear work division; • Do not have a professional	• Management team is in place; • Do not have target to improve water use efficiency, discharge processes and sludge treatment.	• Professional team; • Have one or more clear targets to improve water use efficiency, discharge processes and sludge treatment.	• Professional team; • Have clear, time-bound targets to improve water use efficiency, discharge processes and sludge treatment; • Report externally on progress against	• Professional, well-resourced team; • Have clear, time-bound targets to improve water use efficiency, discharge processes and sludge treatment; • Report externally on progress against

	team.			targets.	targets. • Review plan and targets periodically to keep in line with best practice.
Our comments					
Your comments					