



Impact Report

2023

Certified



Corporation

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Introduction

A letter from our Managing Director

It's been a year since we very proudly became a certified BCorp in 2022. Announcing this to the business was a definite career highlight for me, and after all the work going into achieving this felt so worthwhile but, we soon realised that we really were at the very start of our journey. The work to engage the team began in earnest and we have taken so many learnings in 2023 as to what works, what does not and the real reality that we cannot change the world overnight.

However, what we have done in the last 12 months has really step changed the dial when it comes to our colleagues being part of the decision-making team. We have broken down our targets and really understood that small differences add up to big change when enough people embrace them.

We have sought out partners that are experts in their field to help guide and support us in making and delivering our calls to action. I am particularly proud of the work we have done with GroceryAid around Diversity and Inclusion, with On Hand around sustainability and charity work in our local communities, and with Climate Partner to reduce our emissions.

B Corp has enabled us to have common goals in the business, to attract like-minded colleagues when recruiting and to really be a force for good in so many ways. We have established fantastic working groups so that within Tactical Solutions every voice truly does matter and encouraged everyone to play a part in the change.

It has enriched our employee survey by meaning we can publish a plan and create action and solutions for things that have been highlighted as being important to our team – and it is this survey that has been the basis for our action plan, so we know we are making our workplace a force for good but in a way that matters to all our colleagues.

We start 2024 knowing we have real challenge to get things done, to keep up the momentum we started last year, all whilst delivering results for our partners and Brands in a tough commercial environment where the cost of living impacts us all. However, we remain totally committed to becoming a better business and facing these challenges to progress across all areas that we have made a start in changing.

I hope this report gives an overview of what we have been doing and what the plans are going forward, we have clear ambition to do better, to do more, and to live up to the high standards that the Certification stands for.

Cathy Evans
Managing Director



Our Mission

Passionate about today,
influencing tomorrow

Our Values



TRUSTED

Experts in delivering retail execution



INNOVATIVE

Data led culture that drives strategic actions



M.A.D

Making a difference for our customers, colleagues, communities, & the environment



INCLUSIVE

Where every voice matters and diversity thrives

Our journey to certification

Why did we strive to become a B Corp Business?

People are our greatest asset & we wanted to find a way to engage better, create a culture of **positive impact** both for our customers, our communities and our people.

A common value **to B better** for the good of all.

To be proud of who we are & what we do & the way we do it.

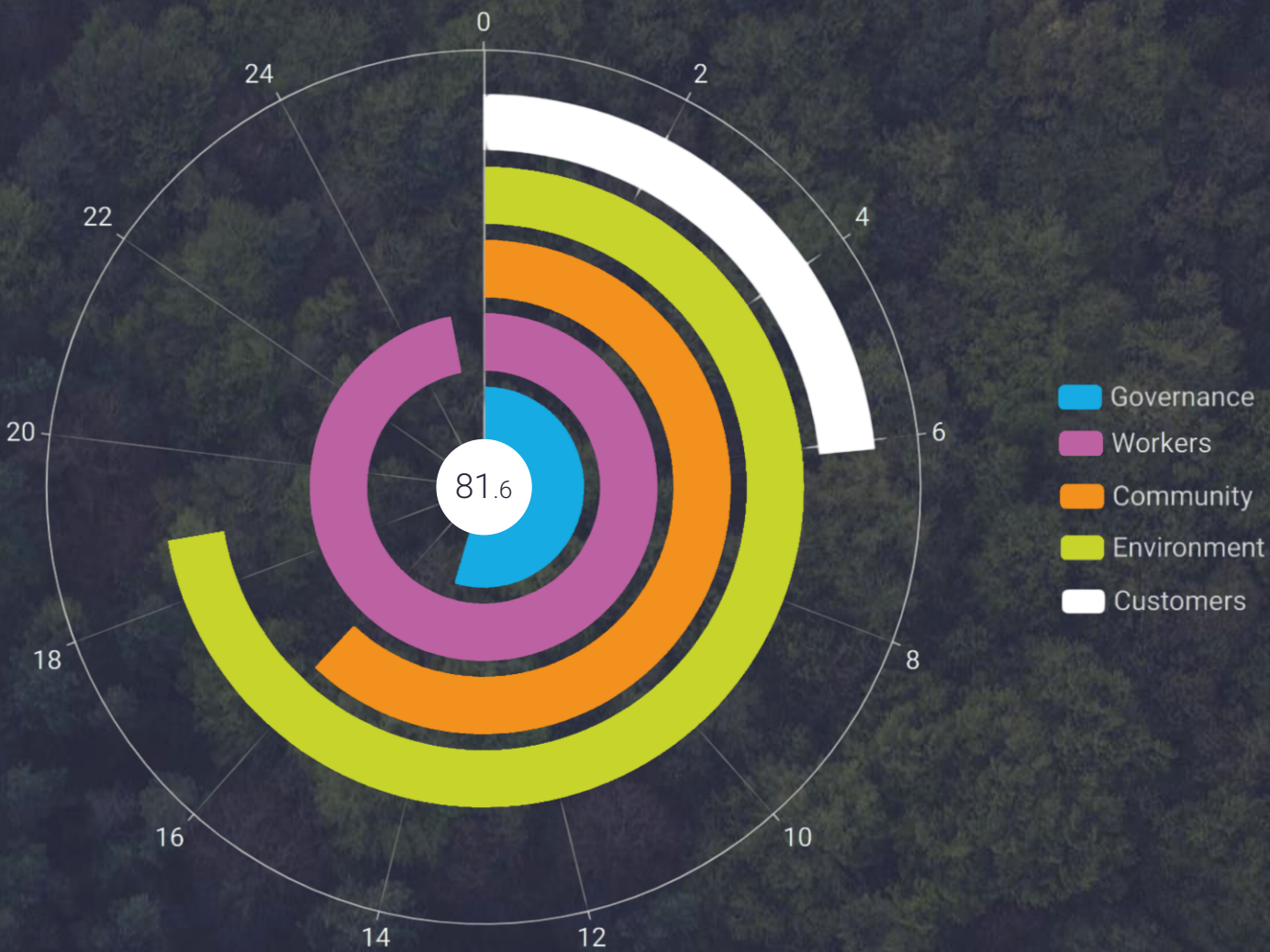
To show **Equity, Inclusion & Diversity** in all that we do.

Give everyone a chance to **shape our future**.



Our B Corp verified score

progress and goals for recertification



Governance

14.2

Current score

18

Target by
2025

Looking Forward

1. Tracking and setting targets for impact measures.
2. Addition of an independent board member
3. Additional manager training around financials, code of ethics responsibility
4. More rigor and documentation around the Governance team and outputs of the working groups

What we have done so far

We have updated our values and put in place a need that these be shared at every formal meeting internally to ensure we live and breath them. We have updated all policies to ensure are inclusive in language. We regularly challenge our decision making to ensure we consider our impact.

We have updated our employee survey to give us better data to ensure we are focusing on the needs of all colleagues and that all colleagues have a way to share thoughts on D&I or any issue in an anonymous way as well as through all the normal HR and line manager routes.

What we said we would do

We committed to ensuring B Corp was incorporated into every aspect of our decision making process in the business and as such would amend our values to drive behaviors to support this.

We also tracked compliancy to policies such as anti corruption and code of ethics policy to bring them to life annually with all the team.

We committed to having 3 people who would oversee the Governance around our B Corp initiatives



Workers

25.2

Current score

28

Target by
2025

Looking Forward

1. Use the data around D&I to create a plan of action and ensure we tackle issues that have been raised by our team - woman's health in the workplace, diversity in leadership, benefits.
2. Improve and make accessible Education around topics like pensions and financial management.
3. Review return to work process for mat leavers and how we make mat leave a positive experience.
4. Further training on D&I for all managers and understanding personal impact

What we have done so far

We have launched our B Keeper role where we invite all our colleagues to be part of our working groups which cover Inclusion and well being or Sustainability & Communities. We have 14% of the business in one of these roles which have focused their response on issues raised as part of the employee survey.

We have encouraged flexible working in all areas and helped improve benefits and our links with GroceryAid as part of our wider well being initiatives. We have also promoted and trained 3 MHFA roles within Tactical Solutions

What we said we would do

Improve our understanding and ways of working around Inclusion and diversity and ensure that every voice mattered across all our colleagues and all functions.

Use our employee survey to understand the needs and concerns of our colleagues and be transparent in the answers and engage and give opportunity to all to help be part of the solutions



Community

16.1

Current score

20

Target by
2025

Looking Forward

1. Conduct audits and reviews of all our suppliers to ensure we can work with like minded businesses but also reduce our carbon footprint where possible.
2. Extend our voluntary work through On Hand to include team builds and map total hours of volunteering as a business so we can set targets to improve this.
3. Extend the Dave Rees Training Grant to include charity donations as well as training where we can positively impact the local community.

What we have done so far

We have partnered with On Hand the charity App - so every colleague has a log in and can find local opportunity to volunteer or commit and log their activities around personal sustainability. We have to date created a Tactical Solutions forest of 2,805 trees planted as a result of missions completed!

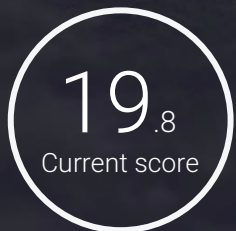
We have introduced a volunteering policy so all colleagues can take a day paid leave to volunteer in their local community. We have at our Hub partnered with a local food bank where we take donations monthly and volunteer time to help.

What we said we would do

We wanted to start understanding our impact better on local communities as 90% of our colleagues are remotely based across the country and find a way to get more involved locally as well as capture what volunteering people already did and share this to help stimulate ideas on how people could get involved themselves.

We wanted to commit to reduce our supplier base and "shop" local where we could. Canvass our suppliers around their practices and policies to work with like minded businesses

Environment



Looking Forward

1. Setting a clear 3- 5 year EV plan but also look at how we can reduce corporate travel.
2. Set a plan on a page around other ways to reduce emissions from ways of working practices.
3. Source local where possible.
4. Embed On Hand further and share experiences of how colleagues get involved and the difference they can make as part of our education process and grow our Tactical Solutions Forest.

What we have done so far

We worked with Climate Partner to off set our emissions and as such supported several projects including Ocean protection and clean cook stoves in Africa.

We tested electric vehicles across the country & across roles – outcome showed it is too early in the infrastructure development to move to all electric as well as the knock on to possible D&I initiatives around employment with restrictions on who would be able to have a charge point at home.

On Hand has been a great educator of personal impact to the planet and we campaign around various simple initiatives such as meat free weeks, drying washing on the line.

What we said we would do

We will halve our emissions by 2030 and be net neutral by 2050. We would off set our emissions to be carbon neutral in 2023. We would review our fleet policy and understand the practicalities of moving to fully electric over the next 3 years. Educate all colleagues on how, as individuals, they can make a difference to the environment.

Looking Forward

1. Grow our business with other B Corp Certified Brands
2. Become trusted partners of our brands to advise and support on people initiatives especially around the D&I arena.
3. Introduce feedback audits with our customers to ensure we are exceeding expectation not only in the results but the way we work with them.

What we have done so far

Won our industry awards at FMBE as Agency of the Year due to the work we have done to attain B Corp certification and being seen as market leading in D&I and sustainability sitting at the heart of the business.

What we said we would do

We wanted to share with our customers in an open and transparent way the outcome of our B Corp certification and educate them on why we had chosen this initiative to be aligned with.

We wanted to share best practice with strategic partner brands to accelerate our development of policies and practices around D&I in particular to ensure we were aligned with our customer base on things that mattered.

Customers

6.1

Current score

10

Target by
2025

Thank you for reading our first B Corp Impact Report.

There is always more to be done and we will continue to work hard to improve and focus on being a better business.

Tactical Solutions

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Corporation