Our commitment to sustainability
About Wesfarmers

From its origins 100 years ago as a Western Australian farmers’ cooperative, Wesfarmers Limited has grown into one of Australia’s largest listed companies. Our diverse business operations now include supermarkets; department stores; home improvement and office supplies; coal production and export; chemicals, energy and fertilisers; and industrial and safety products. With headquarters in Perth, Western Australia, we are one of Australia’s largest employers and have approximately 500,000 shareholders.

The only significant changes to the Wesfarmers structure or ownership during the year were the sale of the Insurance division and the sale of the 40 per cent interest in Air Liquide WA in our Chemicals, Energy and Fertilisers division.

Sustainability at Wesfarmers

Our diverse business operations impact their communities and environment in many ways. Creating value over the long term requires that we take into account the impact we have on our stakeholders.

Wesfarmers will only be sustainable as a corporation if, in addition to its continued financial success, it adequately addresses a range of other issues which are both significant in their own right and which contribute to financial outcomes. The ten principles on the following page relate to the sustainability issues that have been identified as being most ‘material’ to us as a group. Each of our divisions is applying these principles to its business, taking into account the specific circumstances of its operating environment and is encouraged to set its own internal targets in relation to these principles. We report against these principles this year, and in future years.

Our sustainability reporting

For 17 years, we have published an annual sustainability report, informing shareholders, customers, employees, suppliers and the broader public about how we manage our impact on the community and the environment.

This year we have moved our sustainability report online at sustainability.wesfarmers.com.au. This move reduces the resources consumed by our reporting process and makes it easier to search and access specific relevant information about our sustainability performance. Our (now online) sustainability report is still independently audited, this year by Ernst & Young, and it is assessed in accordance with the Global Reporting Initiative.

This printed overview launches our ten new community and environmental impact principles and provides an overview of how we have performed against them this year. It does not take the place of our full sustainability report.

To view our full sustainability report, see sustainability.wesfarmers.com.au
“By considering the impact of our business on a broad range of stakeholders, we are able to continue creating value for our shareholders over the long term. In turn, our financial success gives us the ability to employ more than 200,000 people, pay taxes, pay dividends, look after our environment and also contribute to the communities in which we operate.”

Dr Bob Every AO
Chairman

Welcome to the 2014 Wesfarmers Sustainability Overview.

This year we are committing to 10 community and environmental impact principles, addressing the areas that our stakeholders tell us are important to them. These principles cover the areas of people, sourcing, community, environment and governance, all of which we need to consider in order to continue creating value for our shareholders and for all our stakeholders.

This year we are proud of our progress in the following areas:

- An 18 per cent reduction in the frequency of injuries across the Group;
- More diverse workplaces, with 29 per cent of all management roles now held by women and steady growth in our Aboriginal and Torres Strait Islander employees;
- A stronger and more transparent supply chain, especially for our discount department stores;
- Continued contribution to the communities where we operate; and
- An eight per cent reduction in emissions intensity and increased recycling.

Sustainability is an integral part of how we operate Wesfarmers and we will continue to report to you annually on how we are progressing against these ten principles. I encourage you to view our online sustainability report at sustainability.wesfarmers.com.au, to learn more about our performance this year.

Richard Goyder AO
Managing Director

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We continue to be committed to the health and safety of our team members, customers and visitors. Ongoing improvement in this area is a key pillar of overall sustainable business performance.

Our safety performance
We are pleased that the Group’s total recordable injury frequency rate (TRIFR) decreased by 18 per cent from 38.7 to 31.9 this year, with improvements across all divisions. The lost time injury frequency rate (LTIFR) decreased by 15 per cent to 7.6 and the number of workers’ compensation claims decreased by nine per cent to 8,045. There were no fatalities across the Group during the year. There were 1,720 lost time injuries (LTIs) across the Group and 7,186 total recordable injuries (TRIs), which include LTIs and medical treatment injuries.

We are proud of our improvements over the past year, but acknowledge that we will need to continue to focus on improving until none of our employees are injured at work. For this reason, we will retain a vigilant focus on safety with each business setting appropriate improvement targets.

Our safety initiatives
Each of our businesses has in place a strategic safety plan, to ensure sustainable continuous improvement in the health and safety of their workplaces, including lag and lead indicators to measure progress.

Over the last year there have been some great health, safety and wellbeing initiatives implemented across the businesses that have contributed to our improved performance. These initiatives have been critical in both their effect on safety outcomes and also the safety culture within our businesses.

One example is a new beverage handling system, consisting of mini pallets and trolleys, which was implemented at Coles Liquor to reduce the risk of manual handling within Liquorland stores. It is the first of its kind for the Australian liquor industry and has significantly reduced the risk and incidence of manual handling injuries.

Another example is Kleenheat’s LPG Cylinder Valve Testing Device, which was designed and implemented to safely and efficiently induct low-pressure nitrogen across a cylinder valve and into an LPG cylinder to confirm the valve operability and pressure status prior to removing the valve. It is an innovative engineering solution that is unique within the LPG industry and offers a simple solution to a historic industry problem, contributing to a safer work environment.

Both of these initiatives were awarded Wesfarmers Innovation Awards in the safety category.

For further information about this principle, see sustainability.wesfarmers.com.au/our-principles/people/safety/
Wesfarmers strives to create a work environment which is inclusive to all people regardless of gender, age, race, disability, sexual orientation, cultural background, religion, family responsibilities or other areas of potential difference.

All areas of diversity are important and Wesfarmers pays particular attention to gender diversity and the inclusiveness of Aboriginal and Torres Strait Islander peoples.

Our approach to diversity
Wesfarmers recognises the value that diversity can bring, which includes:

- broadening the skills and experience of the pool from which Wesfarmers can draw and attract top talent to our businesses;
- providing greater alignment to customer needs;
- improving creativity and innovation; and
- modelling responsible corporate citizenship.

Wesfarmers has developed and implemented a Diversity Policy (available on our website) that aims to foster diversity at all levels within the Group.

Gender diversity
While Wesfarmers' workforce is made up of 56 per cent (116,284) women and 44 per cent (90,998) men as at 30 June 2014, a key opportunity for the Group is to increase the percentage of women in leadership positions. The Wesfarmers Diversity Policy outlines four core objectives which are used to measure performance in this area:

- foster an inclusive culture;
- improve talent management;
- enhance recruitment practices; and
- ensure pay equity.

These objectives are intended to remain relevant to the Group over a number of years and thus are not revised annually. Specific progress targets are linked to senior executive key performance objectives under the annual incentive plan. Given the diversity of the Wesfarmers portfolio, each division has developed its own gender diversity plan in line with the Group policy and tailored to the specific circumstances of that division.

The proportion of management and professional roles held by women has increased steadily in recent years, from 25 per cent in 2010 to 29 per cent this year.

Reconciliation Action Plan
This year marks five years of Wesfarmers having a Reconciliation Action Plan (RAP). A RAP is a public Aboriginal and Torres Strait Islander engagement strategy, registered with Reconciliation Australia.

Across the Group, we have made commitments to increasing our Aboriginal cultural awareness; supporting Aboriginal organisations through employee secondments; investing in Aboriginal education; increasing purchasing from Aboriginal-owned businesses; and growing our Aboriginal workforce.

This year, we made progress across all areas of our RAP. Highlights include, Aboriginal employment initiatives, community partnerships and Aboriginal procurement activities. Our full RAP report and 2015 commitments can be found on our website.

For further information about this principle, see sustainability.wesfarmers.com.au/our-principles/people/diversity/
We have more than 17,000 suppliers across the Group and our relationship with them is very important to us. We want to provide better value to our customers in a way that is sustainable for our suppliers and their employees and helps them to grow with us. We believe we must constantly strive for better efficiency in our consumer supply chains to ensure their continued competitiveness.

Coles is our largest consumer business and its relationship with food and grocery suppliers in Australia continues to be the focus of some attention. An essential element of the Coles turnaround since its acquisition by Wesfarmers in 2007 has been to rebuild trust with consumers through everyday lower prices and an essential part of delivering this has been increasing the efficiency and cost-competitiveness of its supply chain. This has been challenging for some individual food and grocery suppliers, however the strategy has contributed to double digit sales growth of fresh produce over the past five years and the consequent purchase of significantly greater volumes of fresh food from Australian suppliers.

Coles acknowledges that it is now working with fewer suppliers but it is aiming to have relationships that are deeper and longer-term, giving greater certainty to suppliers to invest in their businesses and more opportunity for collaboration on efficiencies and product development.

Australia First
Coles has an Australia First sourcing policy, which aims to support Australian farmers and manufacturers where possible when sourcing fresh produce and Coles Brand products. Recent examples of increased local sourcing include the decision in January 2014 to replace all frozen vegetables in the Coles Smart Buy range with 100 per cent Australian-grown vegetables through a five-year contract with Simplot. Late last year, Coles committed to sourcing 100 per cent of its private label canned peaches, pears and apricots from SPC Ardmona in the Goulburn Valley. Today, 96 per cent of fresh fruit and vegetables sourced for Coles customers are Australian grown, along with 100 per cent of fresh milk and 100 per cent of meat from the meat department.

We are committed to strong and respectful relationships with our suppliers.

Working with dairy farmers
There has been continued discussion on the effect of the retail price of Coles private label milk on Australian dairy farmers. Consumers want local, fresh milk and Coles continues to work with processors to ensure this can be offered at an affordable, competitive price over the long term. Coles continues to stock a range of other brands from large and small processors, including a brand developed by Coles with South Australian Dairyfarmers’ Association, SADA Fresh, launched in late 2013, which directs 40 cents from every two litre container of milk to industry-benefiting projects.

For further information about this principle, see sustainability.wesfarmers.com.au/our-principles/sourcing/suppliers/
This year, 2,624 factories were approved, which means there were no (or only minor) issues identified in an audit. They gained their ‘approved’ status either under our own audit programs, or because they have a current audit certificate from an international retailer whose audit processes meet our standards.

A further 1,240 factories were conditionally approved, which means that issues were identified to be remediated by the factories within a timeframe, with appropriate follow up. By continuing to work with factories and follow up their remediation of workers’ rights issues, our businesses have a positive impact on the lives of people working in these factories.

We will strive to source products in a responsible manner while working with suppliers to improve their social and environmental practices.
We have an impact on our communities in a variety of ways: meeting the basic needs of the community such as food, clothing and tools; providing employment for 207,000 people, or nearly one in every 55 working Australians; paying taxes to governments; and providing support to not-for-profit organisations.

Economic contribution to the community
This year, we paid approximately $7.8 billion in wages and salaries to our employees, as well as $1.9 billion in taxes, levies and royalties, and $2.2 billion in dividends to our 500,000 shareholders. For detail on our financial performance, please see our annual report on our website.

Community partnerships
Wesfarmers and its divisions contribute to the strength and vibrancy of the communities in which they operate by assisting a range of community organisations. Our divisions create value for the community in ways that best fit with their core business and geographic spread.

At a Group level, Wesfarmers supports medical research, organisations targeting Indigenous disadvantage, education and other community initiatives through its community partnerships program. This year, we were proud to provide support to the Telethon Kids Institute to establish the Wesfarmers Centre of Vaccines and Infectious Diseases, which aims to lower the burden of infectious diseases experienced by Western Australian and Aboriginal children specifically.

We also continued significant partnerships with the Lions Eye Institute, Surf Life Saving Western Australia, the General Sir John Monash Foundation and numerous others.

Across the Group, this year we directly contributed $44.6 million to community organisations, which equates to 1.1 per cent of earnings before interest and tax and 1.7 per cent of net profit after tax. This was lower than last year’s contribution, partially because in the previous year we established the Wesfarmers Chair of Australian History at the University of Western Australia, which was a significant one-off contribution to mark the University’s centenary year.

In addition to our direct contributions, the Group facilitated donations from customers and employees, totalling $50.8 million this year, which went to a wide range of community initiatives.

Wesfarmers Arts
The award-winning Wesfarmers Arts program continues to provide major ongoing support to a number of premier Australian arts companies. With a focus on increasing the opportunities for the community to experience quality art and culture from Australia and the world, Wesfarmers has been working in partnership with both national and Western Australian arts companies since 1985.

Our belief is that a vibrant cultural sector makes a positive contribution to the lives of all Australians.
As one of the largest employers in Australia with operations across the country, Wesfarmers has a role to play in contributing to public policy and national debate on a range of issues.

We also interact and co-operate with government agencies frequently, in relation to our business operations.

Public policy development
During the year, as well as Wesfarmers Managing Director Richard Goyder’s role as the Chair of the B20, we have liaised with federal and state governments through one-on-one meetings, other direct and indirect communications and participation in formal consultation processes in relation to a range of issues that affect our businesses and society, including the following:

- competition regulation reform;
- retail trading hours;
- liquor licensing;
- carbon regulation;
- GST on imported goods; and
- Food and Grocery Code of Conduct.

Cooperation with government agencies
Our businesses are subject to a complex array of laws, regulations and licences and each division has its own regulatory compliance management system. Below are some of our material interactions with government agencies and how we have addressed them:

- ACCC proceedings regarding bread marketing: The ACCC issued proceedings in the Federal Court in June 2013, alleging that claims made by Coles in-store and on bakery products were misleading and deceptive. Specific objection was made to the phrases ‘Freshly Baked In-Store’, ‘Baked Today, Sold Today’ and ‘Coles Bakery’. The court delivered a judgment in June 2014 finding that Coles had contravened sections 18, 29(1)(a) and 33 of the Australian Consumer Law. Orders have subsequently been made.

- ACCC proceedings regarding Active Retail Collaboration program: The Australian Competition and Consumer Commission (ACCC) commenced proceedings in the Federal Court of Australia against Coles, alleging that Coles engaged in unconscionable conduct in relation to its Active Retail Collaboration program. The ACCC is seeking from Coles pecuniary penalties, declarations, injunctions and costs. Coles has filed its defence and the trial is scheduled to commence in April 2015.

- ACCC assessment of proposed divestment of Kleenheat Gas East Coast LPG operations: The ACCC is assessing an application by Elgas Limited for informal clearance of its proposed acquisition of the east coast LPG operations of Kleenheat Gas.

- Potential environmental non-conformances: From time to time, an environmental licence condition is either breached or not fully met. When these incidents occur, the relevant business takes immediate action to mitigate any damage and notifies the government agency in accordance with requirements. No recorded events this year resulted in any material environmental harm, injury, prosecution or fine. Please see our Chemicals, Energy and Fertilisers, and Resources websites for details of their potential environmental non-conformances.

- Regulatory approvals for divestments: Approvals from the Commonwealth Treasurer, the Australian Securities and Investments Commission, the ACCC and the Australian Prudential Regulation Authority were required for the divestment of the Wesfarmers Insurance underwriting operations in the first half of 2014. For the divestment of the Wesfarmers Insurance broking operations in June 2014, approvals were obtained from the Foreign Investment Review Board, the New Zealand Overseas Investment Office and the Financial Conduct Authority of the United Kingdom.

For further information about this principle, see sustainability.wesfarmers.com.au/our-principles/community/government-cooperation/
As significant climate change becomes more likely, reducing the carbon emissions of our operations and understanding the specific risks created by climate change increasingly becomes important.

In the last year, we have continued to improve the energy efficiency of our businesses and reduce our direct emissions where possible.

Greenhouse gas emissions
This year our reported total emissions were 4,866 thousand tonnes CO2e, 4.6 per cent lower than last year, despite the growth of our business. Our Scope 1 and 2 emissions intensity decreased by eight per cent from 71 to 65 tonnes CO2e per million dollars revenue, largely due to initiatives at Chemicals, Energy and Fertilisers, Coles and Resources. The decrease in emissions at Chemicals, Energy and Fertilisers is due to improvements with the abatement catalyst in its nitric acid plants.

Coles’ greenhouse gas emissions continued to reduce this year, despite expanding its store network. This was achieved by continuing energy efficiency initiatives and improving recycling rates for solid waste from 63 per cent to 65 per cent and significantly reducing its waste to landfill by 12.5 per cent or 11,830 tonnes.

Energy use
This year, our energy use increased by four per cent, mainly driven by a 14.8 per cent increase in coal production in our Resources division. Coles’ energy consumption remained stable despite its expanding store network due to energy efficiency initiatives. Coles has also improved its methods for capturing and reporting energy use data. Our divisions have a range of energy efficiency initiatives underway, such as those trialed at Coles’ ‘Supermarket of the future’ and LED lighting projects at Kmart and Blackwoods.

Our December 2013 Energy Efficiency Opportunities report is available on our website and outlines energy efficiency opportunities that were assessed and implemented during the year. Irrespective of changes to reporting requirements in this area, our businesses will continue to identify, investigate and implement energy efficiency opportunities in the ordinary course of their business.

Carbon regulation
The uncertainty surrounding carbon regulation during the year had an impact on mid-term project planning. Wesfarmers will continue to work constructively with the government of the day in relation to carbon regulation, understanding the importance of an effective, efficient and fair carbon regulation approach, to address climate change.

For further information about this principle, see sustainability.wesfarmers.com.au/our-principles/environment/climate-change-resilience/
Our retail businesses produce most of our waste. We are working to reduce the quantity of our waste and to divert as much as possible to recycling, both in our operations and for our customers.

Water use is a material issue in our industrial businesses and our focus is on using water more efficiently, or replacing scheme water with reclaimed or recycled water where possible.

Recycling and waste
This year, we decreased our waste to landfill by six per cent to 134,706 tonnes and increased our waste recycled by 10 per cent to 281,545 tonnes.

Coles diverted an increased amount of organic waste from landfill through its program with SecondBite, which caused a 13 per cent reduction in its waste disposed to landfill. Coles also improved its recycling through improvements in plastic recycling.

Kmart and Target are funding the recovery and recycling of 168 tonnes of discarded television and computer equipment this year, under the National Television and Computer Recycling Scheme Product Stewardship Agreement with DHL Supply Chain. Our contribution to this scheme ensures that at least 90 per cent of all e-waste collected is recycled. For more information about where to recycle e-waste, see the Drop Zone website. Officeworks also collected 291,893 kilograms of computer equipment for recycling through its BringITBack program last year.

Packaging
As retailers, many of our divisions can have an impact on waste by considering the life cycle of the products they sell and making changes to how products are packaged. All retail divisions have made commitments in relation to packaging under the Australian Packaging Covenant (APC), to which Wesfarmers is a signatory. Wesfarmers’ Action Plan and Annual Report are available on the APC website.

Improvements to packaging this year include improvements to secondary and tertiary packaging, back loading to increase recycling and soft plastic packaging recycling.

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Corporate governance is the system of rules, practices and processes by which a company is directed and controlled.

We are very proud of our approach to corporate governance and believe it is vital to ongoing value creation for our shareholders and other stakeholders.

The corporate governance framework has been established by the Wesfarmers Board and is underpinned by the corporate governance statement in the 2014 annual report. The Corporate Governance section of our website contains access to all relevant corporate governance information, including director profiles, Board and committee charters and Group policies.

Role of board and management
The role of the Board is to approve the strategic direction of the Group, guide and monitor the management of Wesfarmers and its businesses in achieving its strategic plans and oversee good governance practice. The Board aims to protect and enhance the interests of its shareholders, while taking into account the interests of other stakeholders, including employees, customers, suppliers and the wider community.

The Wesfarmers Managing Director has responsibility for the day-to-day management of Wesfarmers and its businesses and is supported in this function by the Wesfarmers Leadership Team.

Structure and composition of the Board
Wesfarmers is committed to ensuring that the composition of the Board continues to include directors who bring an appropriate mix of skills, experience, expertise and diversity to board decision-making.

The Board currently comprises 12 directors, including 10 non-executive directors.

Remuneration of senior executives
Full details of the remuneration paid to non-executive and executive directors, and senior executives, are set out in the remuneration report on pages 84 to 102 of the 2014 annual report.

Senior executives comprising members of the Wesfarmers Leadership Team have an annual and long-term incentive or ‘at risk’ component as part of their total remuneration package. The mix of remuneration components and the performance measures used in the incentive plans have been chosen to ensure that there is a strong link between remuneration earned and the achievement of the Group’s strategy and business objectives and, ultimately, generating satisfactory returns for shareholders.

Governance policies
The ASX Corporate Governance Council sets out corporate governance principles and recommendations (ASX Principles) to achieve good governance outcomes and meet the reasonable expectations of most investors in most situations.

The Board believes that the governance policies and practices adopted by Wesfarmers this year follow the recommendations contained in the second edition of the ASX Principles.

We will maintain robust corporate governance policies in all our businesses.

Integrity in reporting
The Audit Committee monitors internal control policies and procedures designed to safeguard Group assets and to maintain the integrity of financial reporting. The Audit Committee also oversees the appointment of external auditors and assurers to ensure the accuracy of our external reporting. The effectiveness, performance and independence of the external auditor is reviewed annually by the Audit Committee.

Risk management
The Risk Management Policy of Wesfarmers is approved by the Board. The policy details the overarching risk management controls that are embedded in the Group’s risk management framework and reporting systems and the division of the key risk management functions between the Board, Wesfarmers Managing Director and Finance Director, Audit Committee, divisional management and Group Assurance and Risk.

For further information about this principle, see sustainability.wesfarmers.com.au/our-principles/governance/robust-governance/
We understand that listening and responding to our stakeholders is vital, so we can communicate effectively with those who have an interest in our business, and so we can continue to operate our businesses consistently with our stakeholders’ changing expectations. Each division communicates with its stakeholders in the most appropriate way for its business.

We will regularly and openly listen to our stakeholders.

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A CENTURY OF PROGRESS

We communicate with government on a number of different levels, including directly with federal and state government representatives and regulators and indirectly through industry bodies.

As the Chair of B20 this year, our CEO, Richard Goyder, has invested a significant amount of time both listening to government and representing the views of the business community to contribute to national and global policy debate.

Non-government organisations

Our divisions work collaboratively with non-government organisations and industry associations on a range of projects and issues, including human and labour rights and environment and public policy.

Media

We work cooperatively with international, national and local media organisations because we believe it contributes to transparency and the reputation of the Group and provides an important avenue for communication with our stakeholders. This includes, holding media conferences to coincide with major events and responding to media requests and feedback through our corporate affairs department.

We respond to all media inquiries, guided by what is in the best interests of our shareholders. That response may include declining to comment. Our Managing Director and Finance Director respond to media questions at the time of half-year and full-year financial results. The Managing Director also makes himself available regularly for other media interviews on request.

Community

As well as requests for sponsorship or other support from the general community, we receive feedback via letters, email and our website. We endeavour to respond individually to all inquiries, concerns and feedback. Where we are not able to satisfactorily respond to feedback, we explain our position. We respond to all requests for sponsorship and donations, guided by our sponsorship policies and priorities.

For further information about this principle, see sustainability.wesfarmers.com.au/our-principles/governance/stakeholder-engagement/
Independent Assurance Statement

Ernst & Young conducted limited assurance over Wesfarmers’ Sustainability Report as presented on its website for the year ended 30 June 2014, in accordance with the Australian Standard on Assurance Engagements 3000 (revised) Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (‘ASAE 3000’).

The full assurance statement can be found at sustainability.wesfarmers.com.au

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