

BUSINESS MANAGEMENT SYSTEM MANUAL (BMS-S.00)

APPENDIX 1. Addresses

Company Name	Site Location/s: Head Office (North)
Scott Pallets	SCOTT GROUP Halbeath Interchange Business Park Kingseat Road Halbeath Dunfermline Fife KY11 8RY
Other Sites:	See website: Locations Scott Group (scottgrouppltd.com) See ISO/FSC certificate which indicates the sites aligned to the north. FSC – ISO 9001 and 14001

Company Name	Site Location/s: Head Office (South)
Scott Pallets	SCOTT GROUP High Road, Needham, Harleston, Norfolk, IP20 9LB
Other Sites:	See website: Locations Scott Group (scottgrouppltd.com) See ISO/FSC certificate which indicates the sites aligned to the north. FSC – ISO 9001 / 14001 / 45001

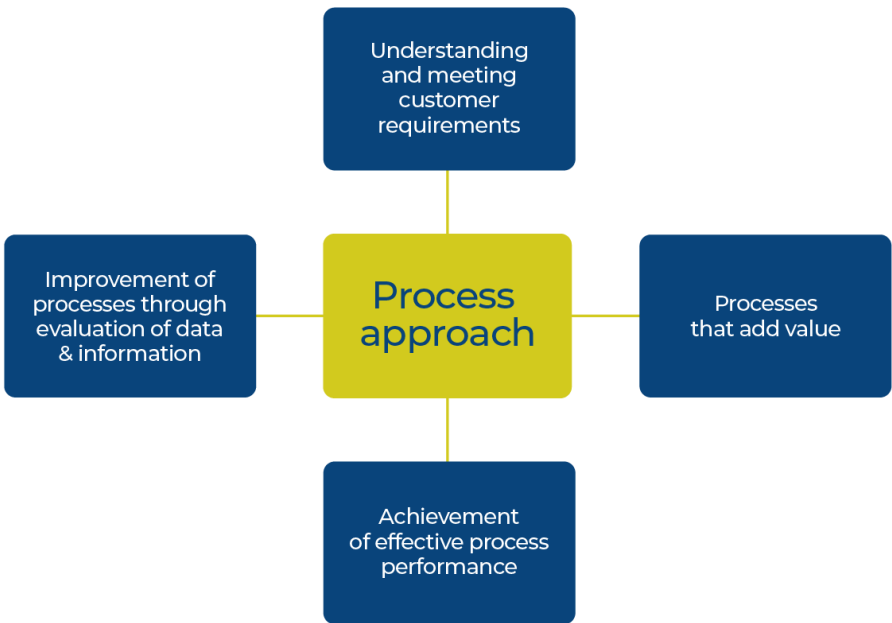
Appendix 2.



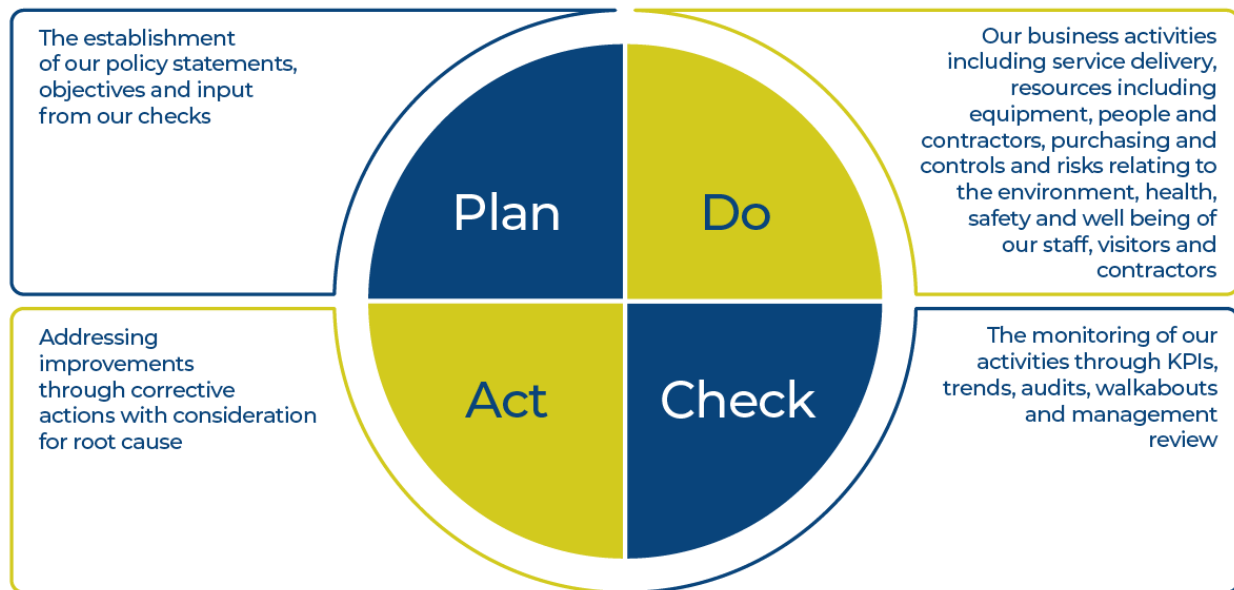
The leadership team make measured decisions based on acceptable levels of business risk because of performance reviews, process effectiveness, and feedback from interested parties – clients, employees, contractors, candidates and others that may interact with our processes. Legal and other requirements such as ISO standard conformance provide focus and encourage best practice and continuous improvement.

We have developed a Business Management System (BMS) to document our approach to managing the risks and controlling aspects of business. Without such controls, unacceptable levels of poor performance, negative environmental impact, or personal injury or ill health of interested parties could result.

Our business management system (BMS) is based on the following principals:



We understand that to improve our systems, address potential risks and identify opportunities the process of Plan, Do, Check, Act has been adopted across all of our business functions.



1. About us – the context of our business

For more than 35 years, Scott Group has been a key player in the manufacturing, supply and recovery of pallets, both in the UK and internationally. The Scott Group is an established industrial supplies business that delivers a wide range of goods and services to industrial, public and manufacturing markets. A family-owned business with sites across the UK and in Europe, we combine the volume savings of a national organisation with the presence of a local supplier, leading the market through innovation, quality and service. Our reputation is built upon family values, the professionalism of a market leader and the passion to deliver. Together, we deliver more.

Our chosen sectors are wide ranging. We understand the sector-specific challenges our customers face and, by applying our experience, we create appropriate, innovative, and affordable solutions.

We put customers at the heart of our business and work hand-in-hand with them to understand their needs: together, we deliver world-class innovative solutions. We thrive on helping our customers succeed. Our continual focus on delivering to expectations, on time and on budget, in a sustainable way, keeps our customers returning again and again.

We are proud to be working with some of the leading industries.

Led from the UK, we have followed our customers, where we are now investing and growing our capability to meet their aspirations.

2. Leading our business

We are proud of our achievements and know that we must continue to develop our services, use new technologies and invest in our people. The certifications and memberships we hold show our dedication to these aspirations. We have defined all the legal requirements, industry standards and certification requirements, which we include as part of our monthly performance reviews.

In order to ensure adequate controls are established and to eliminate unacceptable risks, the leadership team have identified the following areas of potential risk, to ensure business strategies are achieved and commitments to all interested parties are met.



The leadership understand the importance and costs associated with legal breaches and loss of confidence of interested parties alike. A legal register is maintained and updated as new and/or updated legal requirements are identified. Operations are reviewed to ensure that processes continue to meet these requirements.

Defined roles and responsibilities include authorization levels and accountability of each process owner. The reporting structure of the company has been developed along with job descriptions for each role. Process maps, which outline our activities, clearly define these responsibilities.

In order to do this, we have developed our BMS in line with Annex SL and the general ISO structure as defined in this document. Our leadership proactively promote the BMS and its maintenance in a positive way through identifying improvements.

As such the company does not accept the term non-conformance but considers every opportunity to improve through client feedback, complaints, incidents, monitoring, reviewing and new ideas.

3. Our Values



Customer focused

Customers are core to what we do; we are nothing without them. We put our customers first. We are collaborative. We deliver solutions and great value.



Responsible

We have great integrity and a strong sense of responsibility.
For the environment – it's our ongoing commitment to sustainability.
For our employees – it's providing a safe place to work.
For the local community – it's running a secure and enduring business that contributes to the local economy and its people.



Leadership

We must show the way. We foster a progressive culture; and whether it's through our commitment to innovation or our people - whatever we do - we must set the industry standard. We don't wait for the pack. We are the voice of the industry and are respected for it. We have presence.



Tenacity

We go out of our way to make things happen. Whether it's for our customers or for our colleagues, we go the extra mile. We have great determination and imagination to ensure we deliver.



Family values

No-one is a superstar. Everyone is respected and valued because everyone has a role to play (internally and externally). We embrace loyalty and longevity and value relationships. We are fair and even-handed in everything we do.

Our Stakeholders:

Our owners: As part of our long history as a family-owned business we have enjoyed being lead from the very top. Our Managing Director is present on a day to day and continues to play a key role in the marketing and promoting our company.

Our staff: We consider every opportunity to grow our business; this means investing in our people is a key area of focus. We conduct annual appraisals with our staff and identify training needs to continue to support career development and business output. We believe in mentoring and supporting new staff when joining the company and that staff should understand all elements of our business, our clients' needs and our leadership values. We ensure that staff are fully versed on our policy commitments.

Our clients: We must understand our clients' needs to deliver the service we promise. To do this, we work hand in hand with our clients to help outline their needs, and by spending time understanding our clients' culture we ensure that we can provide the tailor-made solutions.

Our business: We have established our business plans and on an annual basis give due consideration to potential risks, opportunities, threats and weaknesses, to continually and proactively review where we are against our competition, our client needs and resource needs.

As part of this process our leadership review all aspects of the BMS to ensure it continues to be effective and reflects our activities. We set annual business objectives and programs to ensure we are focused on delivering against set targets. SMART objectives are set, complete with a nominated facilitator to ensure targets and deadlines are met. To ensure this, a plan has been devised to provide structure around achieving the defined targets.

We hold ISO certification and have defined our current scope of registration as follows:

South: 'The provision of manufacture and supply of timber products including pallets and wooden packaging'

North: 'The Design, Manufacture and Supply of Timber Pallets'

We hold Chain of Custody certification for FSC, our current scope of registration is as follows:

North & South:

'The purchase of FSC mix timber and FSC recycled wood products for the manufacture and sale of FSC mix timber pallets and boxes under the FSC Transfer System, including the outsourcing of Port handling, storage and Forwarding'.

The scope covers all activities conducted by staff and contractors within all buildings owned.

Energy consumed directly (i.e. paid for directly by Scott Pallets) is included for all UK based properties:

Energy consumed for the purposes of transport will also be included in the scope. This relates to fuel used specifically for business purposes that is paid for directly by Scott Pallets, i.e. fuel used in company cars on business use, fuel used in fleet vehicles which are operated for business use and fuel used in personal/hire cars for business use.

It is crucial for us as a business to consider necessary changes to our business strategy on a continual basis. We acknowledge that effective change management is done through effective consultation and communication with our staff and any other interested parties, including clients. As changes are identified, subject to the type of change and impact on the interested parties a plan may be drawn up to manage this process effectively and ensure that considerations for business continuity, service levels, infrastructure, environmental impacts, health and safety risks are considered. These plans may also consider timescales, key milestones and additional controls required during the period of change or long-term controls.

3. Support Services

As part of our business strategy, we review and ensure that our available resources are aligned with our ability to meet our customer commitments, our responsibilities to our employees and legal obligations.

Communication is a key risk to the business. Effective communication is vital to ensure that we understand our client needs and candidate aspirations. Communication with our teams is pivotal to this success. Therefore, the following key areas are part of our everyday activities:

- Objectives, targets and progress
- Roles, responsibilities including accountability and authorisation levels
- Awareness and knowledge of our BMS and our policy commitments
- Legal obligations and other industry standards to which we adhere
- Overall performance with consideration for customer delivery
- Operational and environmental controls
- The safety and welfare of our employees, visitors and contractors



We regularly hold meetings and reviews. These meetings can be an informational daily or weekly routine to ensure continued focus and meeting the business needs. Safety meetings are a set routine; we understand the importance of being able to break down any barriers and to create a specific time allocated to address the safety and well-being of our employees.

Resources are both our **people** and **equipment**. In order to continually and sustainably deliver against our policy commitments, the leadership continually review these two key areas to ensure that adequate provision is in place. This includes staffing levels and competencies, access to current technology, which is secure, user friendly and fit for purpose.

Staff roles and responsibilities are defined along with **training** and **competency requirements**. Each position has a defined level of competency and is assessed to ensure it is aligned with service level delivery, career aspirations and leadership expectations. A **training matrix** defines completed and planned training arrangements. The BMS defines that all staff are trained, evaluated for competency, and demonstrate sound knowledge of the company policies and processes. This is achieved through a formal **induction** process, annual appraisal reviews, weekly/monthly meetings, toolbox talks, formal and in-house training sessions and one to one sessions as required.

We care about our staff and as such we encourage a healthy working life balance. This includes **well-being campaigns** and information, as well as independent and confidential support for staff. We monitor attendance and work closely with our staff to consider health as well as individual safety.

When necessary, **contractors** and **suppliers** will be enlisted to provide products and services to support our operations. These could be through purchasing of **equipment** and **supplies** to building or **equipment repairs** and **maintenance**. We control our contractors through an **approval process** and ensure that they can provide us with the service levels and products to ensure our own service levels are not impacted.

4. Service Delivery & Operational Controls

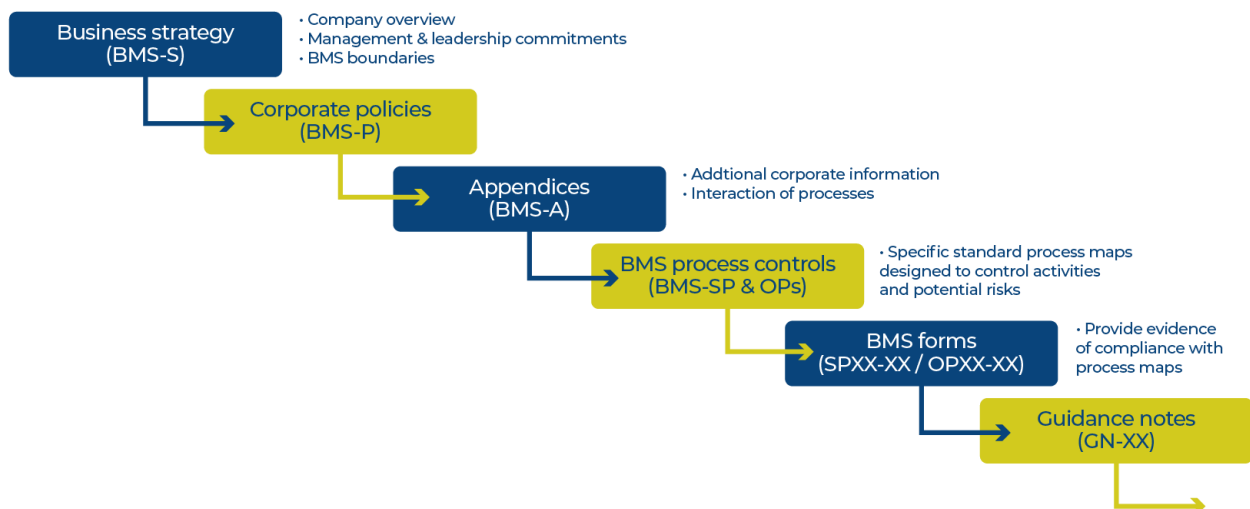
The leadership has outlined and defined the expectations for service delivery and **operational controls** within the BMS. The **BMS team leaders** are the nominated persons responsible for the day-to-day effective running of the BMS, ensuring that the BMS is up to date with current ISO standards and business activities in line with the defined scope of registration.

A BMS team has been introduced with a nominated representative from each business area, called BMS champions. The BMS champions are responsible for ensuring that there is a continued focus on improvements throughout the business. The BMS champions are primarily responsible for

- Updating process maps and forms
- Reporting areas of improvement/CARs
- Working with other BMS champions to resolve issues
- Report to BMS team leader/s on any changes
- Represent their team during audits
- Understand SPs & Ops

In order to achieve this, the company may enlist external consultants to support the BMS team with the technical requirements of the ISO standards. A series of process maps have been defined to ensure that these critical controls are established, known and understood across all relevant disciplines.

The BMS provides a suite of documents which are all subject to review and control, and change as necessary to continually reflect the business activities. The company has defined its key processes and documented these as **process maps**. Each process map has a process owner, defined roles and responsibilities, performance monitoring and potential areas of risk.



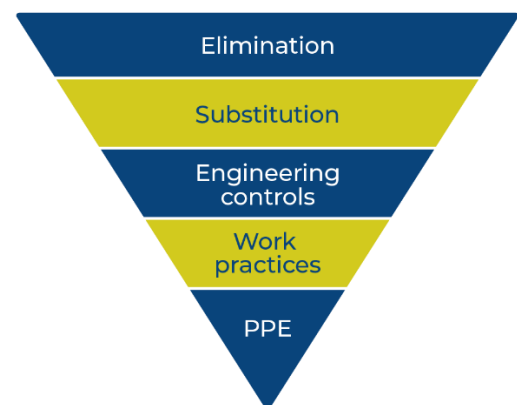


We plan our operations with consideration for the impact on the environment and as such, continually monitor the established operational controls and our legal compliance to ensure we improve this position throughout time.

We have defined all activities with consideration for emergencies and have created an aspect register. This register is available to regulatory bodies and to clients on request. The company will provide information on its aspects and impacts, subject to Managing Director approval.

We take the safety and health of our employees, visitors and contractors seriously. We have identified areas of potential risk and have introduced risk assessments and operational controls in order to mitigate incidents. Our **risk assessments** consider normal working conditions and any potential emergencies that may occur.

When considering these potential risks, the company has adopted the **HSE Hierarchy of Control**. The methodology for determining these risks is defined by our risk assessments. Where possible, we will take all steps to reduce potential risks **as far as reasonably practical**, by first considering the highest and most effective form of control with consideration for eliminating a risk/process/activity, to applying personal protective equipment (PPE) as being the lowest form of control.



We consider the type of activities, human behavior and capabilities, potential hazards relating to the infrastructure and any potential temporary or permanent changes. We proactively promote well-being and monitor potential areas of risk through near miss reporting.

We conduct **inspections** at our facilities and our operational sites to ensure that the defined **operating conditions** we have introduced continue to be effective and meet our legal obligations. These conditions include waste management, energy usage, housekeeping, cable management, welfare facilities, chemical controls, emergency provisions including firefighting equipment and first aid. These housekeeping inspections are also opportunities to provide a platform for staff to raise any concerns. A specific process has been developed to define these controls, which are cross-referenced to the environmental aspects and impacts register and operational risk assessments. We regularly test our emergency provisions to ensure these are effective.

5. Effective Monitoring

We have established a series of **key performance indicators** to monitor the effectiveness of our business through the BMS. These performance indicators can be for a short-term project or for continuous monitoring. By measuring performance, we can quickly see any risks and/or deviations from our expected targets, controls or any trends which could indicate a potential area of improvement or future focus.

We review our **service levels** and **product quality** through **feedback** from our clients. We monitor our **successes** and **losses** against job placements and tender awards. We consider areas of opportunity and look to apply the lessons learnt through these experiences.

We have established **environmental monitors** for our waste volumes and energy usage. We monitor **near miss** reports and **incidents** as leading indicators to potential areas of risk. We conduct **internal audits** to ensure that our defined process maps reflect business activities.

The **management review** process ensures that all aspects of the BMS are reviewed and that our leadership team are provided with a detailed report of the year's performance. This information is used to consider new objectives for the following year and ensure that we meet our policy commitments.

6. Change Management, Improvements & Opportunities

We continue to work hard to develop a **positive reporting culture** and therefore have removed the non-conformance concepts from our system and replaced these with opportunities for improvement.

We have established for formal process to introduce **changes** to our business. Facilitated by our **Managing Director** and management team, we set our changes in four stages. At each stage, we consider the equipment, resources, communication, risk implications and status. An action is developed to ensure that all considerations are made to include the quality, environment, health, safety and well-being of our staff and other stakeholders.

As incidents occur regardless of the business impact, these are at the very least areas in which we are able to identify **root cause** and apply **corrective actions**. Effective root cause include:

1. Establishing what has caused the problem
2. Initial solution to a problem
3. Consideration for any other potential problems resulting from the problem
4. Any other similar problems that need to be addressed to reduce potential risks to service levels, environmental incident, health or safety risk and/or legal breach.

All areas considered to be improvements are recorded in our **improvement database** or the **NCR system** (quality issues). This allows us to:

1. Ensure all actions are formally and consistently raised and satisfactorily closed out
2. Ensure suitable and effective timescales are applied to close out periods
3. Ensure root cause is considered as part of the corrective actions
4. Ensure monitoring of performance and provide indicators to potential risks
5. Analyze future threats and weakness to the business and BMS.

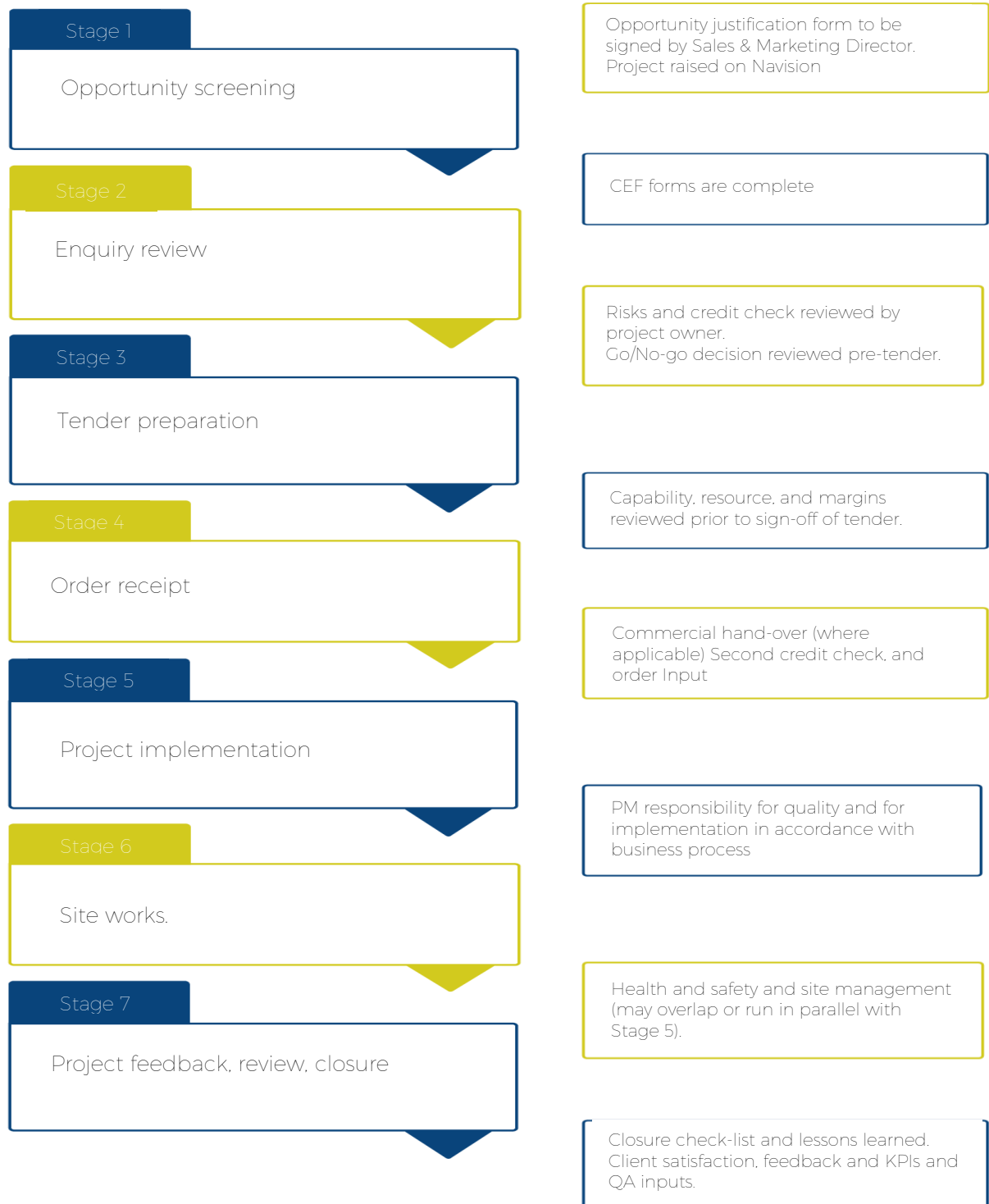
The **sources** of improvements are accepted in any format and are entered directly into the database. These sources include, but not exclusively:

- a. Near miss reports
- b. Audit/inspection results
- c. Any type of complaints (client, contractors, neighbour, visitor)
- d. Management reviews/meetings
- e. Project or action plans
- f. Incidents which include accidents, spills
- g. Legal breaches
- h. Supplier and contractor performance

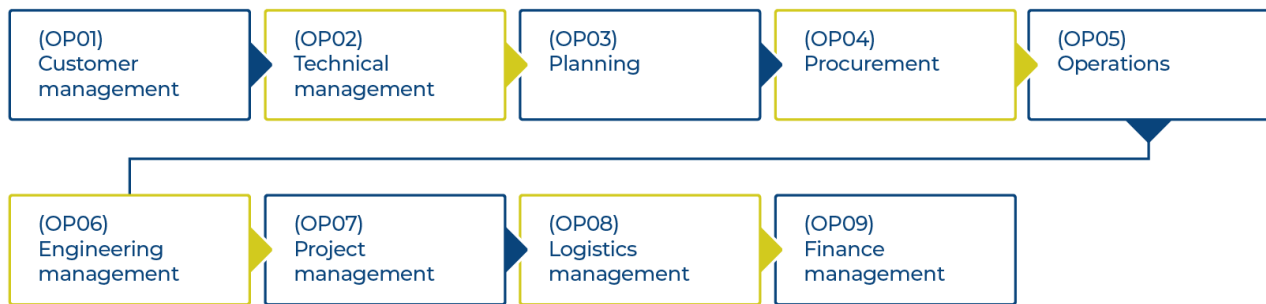
The BMS team leaders have responsibility to review and accept final actions and ensure these are effective. The BMS team leaders feedback any concerns, trends or unacceptable actions to staff and management as applicable.

Improvements are put simply the cornerstone of the BMS and provide areas of opportunity for future policy development.

Overall Business Process



The business targets core processes which are outlined in SP01-06.1 & SP01-07.1



Reviewed/sign-off:

- ✓ Customer feedback
- ✓ Management review
- ✓ Document control/records
- ✓ Improvements and actions
- ✓ Legislation
- ✓ Promoting wellbeing
- ✓ Energy management and monitoring
- ✓ Maintenance of vehicles, equipment, facilities and plant
- ✓ Internal audits
- ✓ Monitoring, measurement & improvement
- ✓ Training, competency and knowledge
- ✓ Consultation and communication
- ✓ Control of environmental health and safety risks
- ✓ Purchasing, supplier and contractors management PMO business systems and change control

Reviewed Date:	Approved by:	Change
24-11-2022	D. Berry / R. Clark	New Strategy Manual to Cover Share Point and BMS
26-01-2023	R. Clark	Scott Pallets logo added in place of Scott Group. MR Input.

Safety, Health, Environmental & Quality (SHEQ) Policy.

1. INTRODUCTION

This policy is designed to provide guidance to all those who work with or within the Company.

2. ELIGIBILITY

This policy applies to all employees and all those working alongside, in partnership and on behalf of Scott Pallets Limited.

3. Scope / Strategic Direction

The scope and direction of the Scott Pallets Limited business management system is applicable to the provision of manufacture and supply of timber products including pallets and wooden packaging.

4. AT SCOTT PALLETS ARE COMMITTED TO:

- Continually improve our Company's performance with regards to Safety, Health, Environment and Quality (SHEQ).
- Comply with all statutory legislation and other requirements to which Scott Pallets subscribes.
- Set business objectives, targets and other corporate goals as defined by the Board. Progress will be monitored on a regular basis.
- Appropriate resources shall be made available to complete business objectives and targets.
- Effective communication, utilising inductions, Company intranet and noticeboards of these policy requirements to all persons working for and on behalf of Scott Pallets.
- Upon request making this policy available to the general public or any other relevant interested parties.
- The prevention of pollution to the environment through strict adherence to legislative requirements and codes of practice.

5. WE SHALL PROVIDE:

- Safe workplaces and environments. Safe systems of work and well-maintained plant where reasonably practicable to do so. Information, instruction, training and supervision to enable work to be carried out safely.
- Raise awareness throughout the business and take all practicable steps to prevent ill health, loss, damage, environmental impact or personal injury.
- Where reasonably practicable, ensuring the health and safety of our employees, contractors, neighbours, and other persons who may be affected by our activities.

The Managing Director is ultimately responsible for the company products and services. All personnel, throughout the company shall bear equal responsibility for the quality of all tasks for which they are accountable and act in accordance with the requirements of the Business Management System.

This Policy is regularly reviewed to ensure effectiveness and suitability.

Issue date: 21/07/2023

Next review date: 20/07/2024



Scott Grant
Managing Director - Manufacturing

CERTIFICATE OF REGISTRATION

ENVIRONMENTAL MANAGEMENT SYSTEM: BS EN ISO 14001:2015

This is to certify that:

Scott Timber Ltd t/a Scott Pallets

Holds Multi-Site Certificate No: E8583

and operates an Environmental Management System which complies with the requirements of ISO 14001:2015 for the following scope:

**Design, Provision, Manufacture and Supply of Timber Products including
Pallets and Packaging including Returnable Transit Packaging Recovery and
Transport Distribution**

Sites and activities are listed on the additional page(s)

For and on behalf of Interface NRM Ltd:



Dr. Gavin Jordan

Director, Interface NRM Ltd.

First Issued: **04/04/2023**

Latest Issue: **08/06/2023**

Expiry Date: **10/06/2026**



Certificate No. **E8583**

Location	Registered Activities
Scott Timber Ltd t/a Scott Pallets Unit 7 Helbeath Interchange Business Park Kingseat Road, Helbeath, Dunfermline, KY3 9BS United Kingdom	Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution
Scott Timber Ltd t/a Scott Pallets Hangar 3 Upwood Air Park Upwood Bury Cambridgeshire PE26 2RA United Kingdom	Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution
Scott Timber Ltd t/a Scott Pallets Marley Eternit Ltd Site Lichfield Road Branston Burton on Trent DE14 3HD United Kingdom	Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution
Scott Timber Ltd t/a Scott Pallets The Gravel Pit, Needham, Harleston, IP20 9LB United Kingdom	Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution
Scott Timber Ltd t/a Scott Pallets East Dock Burntisland Fife KY3 9BS United Kingdom	Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution

Location	Registered Activities
Scott Timber Ltd t/a Scott Pallets The Sawmills Kidd Lane Melbourne York North Yorkshire YO42 4QF United Kingdom	Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution
Scott Timber Ltd t/a Scott Pallets Fordoun Sawmill Fordoun Laurencekirk Aberdeenshire AB30 1JR United Kingdom	Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution
Scott Timber Ltd t/a Scott Pallets Booth Street, Middleton Junction, Manchester, M24 1DD United Kingdom	Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution
Scott Timber Ltd t/a Scott Pallets Europa Way, Kiln Lane Industrial Estate, Stallingborough, DN41 8DS United Kingdom	Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution
Scott ELM Ltd Church Gresley Industrial Estate, Swadlincote, DE11 9NR United Kingdom	Returnable Transit Packaging Recovery

Location	Registered Activities
Scott Timber Ltd t/a Scott Pallets Ellesmere Port Cromwell Road, Ellesmere Port, Cheshire, CH65 4AA United Kingdom	Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution
Scott Timber Ltd t/a Scott Pallets Shed A, Atlantic Way, Barry, Vale of Glamorgan, CF63 3RA United Kingdom	Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution

First Issued: **04/04/2023**

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Expiry Date: **10/06/2026**

CERTIFICATE OF REGISTRATION

QUALITY MANAGEMENT SYSTEM: BS EN ISO 9001:2015

This is to certify that:

Scott Timber Ltd t/a Scott Pallets

Holds Multi-Site Certificate No: Q8583

and operates a Quality Management System which complies with the requirements of ISO 9001:2015 for the following scope:

Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution

Sites and activities are listed on the additional page(s)

For and on behalf of Interface NRM Ltd:



Dr. Gavin Jordan

Director, Interface NRM Ltd.



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Scott Timber Ltd t/a Scott Pallets Marley Eternit Ltd Site Lichfield Road Branston Burton on Trent DE14 3HD United Kingdom	Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution
Scott Timber Ltd t/a Scott Pallets The Gravel Pit, Needham, Harleston, IP20 9LB United Kingdom	Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution
Scott Timber Ltd t/a Scott Pallets East Dock Burntisland Fife KY3 9BS United Kingdom	Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution

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CERTIFICATE OF REGISTRATION

HEALTH & SAFETY MANAGEMENT SYSTEM: BS EN ISO 45001:2018

This is to certify that:

Scott Timber Ltd t/a Scott Pallets

Holds Multi-Site Certificate No: H8583

and operates a Health & Safety Management System which complies with the requirements of ISO 45001:2018 for the following scope:

**Design, Provision, Manufacture and Supply of Timber Products including
Pallets and Packaging including Returnable Transit Packaging Recovery and
Transport Distribution**

Sites and activities are listed on the additional page(s)

For and on behalf of Interface NRM Ltd:



Dr. Gavin Jordan

Director, Interface NRM Ltd.



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Certificate No. **H8583**

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Scott ELM Ltd Church Gresley Industrial Estate, Swadlincote, DE11 9NR, United Kingdom	Returnable Transit Packaging Recovery

Location	Registered Activities
Scott Timber Ltd t/a Scott Pallets Ellesmere Port Cromwell Road, Ellesmere Port, Cheshire, CH65 4AA United Kingdom	Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution
Scott Timber Ltd t/a Scott Pallets Shed A, Atlantic Way, Barry, Vale of Glamorgan, CF63 3RA United Kingdom	Design, Provision, Manufacture and Supply of Timber Products including Pallets and Packaging including Returnable Transit Packaging Recovery and Transport Distribution

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