





Our Leadership Letter

One of the highlights of this year has been employing a full-time 'Good Doer' into our Secret Linen Store. Alice Dee has joined us with a wealth of experience and a sole focus on making things better for our people, suppliers, and the planet. This feels like a big positive leap for us and will, in turn, enable us to make a difference sooner.

We've reviewed our whole supply chain to ensure and embed good practices, cementing what we knew before but ensuring that everyone involved in creating our beautiful linens is treated with respect and dignity and that they are always made with respect to our surroundings and environment. These steps will, of course, improve the quality of our products but, also, create stronger, more ethical relationships with our suppliers. Without them, we would have nothing (and be very cold at night).

Our social impact efforts have grown and been hugely rewarding too. We have continued our work with Choose Love, donating 100% of the profits from a collaboration range, to make a difference in six of their amazing initiatives, both in the UK and overseas. We continued our support for the Sussex Seabed Restoration Project and will continue to help with sea kelp projects in the future. We do love seaweed here.

Additionally, we've invested in the professional development of our fabulous team, offering training and growth opportunities to improve our workplace culture and increase our team satisfaction. Our B Impact Assessment journey has been both educational and rewarding. It has highlighted our strengths and areas for improvement, guiding us to set even more ambitious, exciting goals for the future. We will always face challenges, but this B Corp journey is thrilling and only gives us more enthusiasm to grow with purpose and transparency.

Looking ahead, we are committed to continuous improvement and innovation. We will further embed sustainability into our core operations and explore new ways to positively impact our communities and the environment. We will find a solution for our waste and your end-of-life textiles and strengthen our charity partnerships.

We believe that by holding ourselves accountable and always trying to make things better, we can inspire others, both in our industry and elsewhere, to follow suit. Thank you for stopping by here to read our report; we have loved putting this together for you.

Together, we can sleep well.

MOLLY & HARRIETFounding Sisters



Our Bedtime Story

Timeless Traditions

Bedtime is our favourite time and here's why we would love to make your bed, dress your windows and make you comfy for your home time.

We've been designing and making bed linen and home textiles for over 25 years. When you've slept in fabulous bedding, worn great home clothes, popped your head on the perfect pillow, you realise just how important bedtime is, and what a difference it can make to a whole third of your life. Once you have dressed yourself and your bed in fabulous quality fabrics, you will never want to go back (or get up).

We work with only the best factories in Portugal and the UK who we know and trust. We have been making bed linen in the same factories in Portugal for the same 25 years, making them well and truly part of our journey. Being in our factories, watching our designs come to life on the loom, and trying new techniques and colours never gets boring, and is a big part of our working life. We're passionate about great design, superior comfort, fabulous fillings and longevity. Our Secret Linen Store range is tried and tested by us (we seriously need bigger cupboards), and nothing arrives with you until we are happy and we're sure you'll love it as much as we do.

All this is great, but we do much more than just make wonderful stuff. We are committed to responsible sourcing, making a business that prioritises and takes care of the planet, people and our wonderful supply chain. We work and invest along with our factories to ensure that we understand our impact on the planet and do all we can to be better and stay that way. We are committed to working with charities and good causes as we go, helping where we can.

Our Values

ACCOUNTABLE

We are accountable for our actions; we know our roles and our numbers and take responsibility for our own actions.

We set a good example and treat others as we wish to be treated ourselves. We take ownership and make decisions that are best for the business.

POSITIVE

We focus on the solution and not the problem

We acknowledge that problems can and do arise. We look to resolve them and try not to dwell on negativity.

KIND

We act with compassion and respect to all others.

Kindness builds trust and in turn develops meaningful relationships, not only with our people, but our customers, our suppliers, and our wider community.

ALWAYS SEEKING TO DO THINGS BETTER

We don't rest on our laurels, and we challenge ways to do things better.

TRUSTWORTHY

Every decision is made with the best intentions. Our people trust in us to look after them and treat them fairly, with dignity and respect.

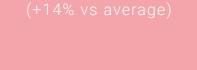
The same applies to our customers; they look to us to ensure the products they buy are high quality and value for money, that they are grown and produced in a sustainable way and that there is no greenwashing going on.











9336 METERS



OVER 25 YEARSworking relationship with our Portuguese factories

EMPLOYER OF THE YEAR

at the Dynamic Business Awards

ALL PRODUCTS
manufactured in
Europe & UK







Our B Corp Journey

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The B Corp Movement

B Lab™ is the network transforming the global economy to benefit all people, communities, and the planet. Their international network of organisations leads economic systems change to support their collective vision of an inclusive, equitable, and regenerative economy.

It began in 2006 with the idea that a different kind of economy was not only possible, it was necessary and that business could lead the way towards a new, stakeholder-driven model.

B Lab became known for certifying B Corporations™, which are companies that meet high standards of social and environmental performance, accountability, and transparency.

But they do much more than that.
Building the B Corp movement to change economic systems – and to do so, changing the rules of the game. B Lab creates standards, policies, tools, and programs that shift the behaviour, culture, and structure of capitalism.
These standards are assessed through the B Impact Assessment (BIA), designed to help measure and manage your company's positive impact on your workers, community, customers, and environment.

B Lab mobilises the B Corp community towards collective action to address society's most critical challenges.

By harnessing the power of business, B Lab positively impacts more than 150 industries in more than 80 countries, helping them balance profit with purpose. Not stopping until all business is a force for good.



Our B Corp Journey

PLANNING THE JOURNEY

With purpose circled on the map, we set off on our B Corp journey. Evaluating our business, from our supply chain practices to our employee benefits, through the lens of social and environmental impact. This process revealed areas where we excelled and areas where we could do better.

AWAKENING TO THE MOVEMENT

Our journey began with a direction that business could be a force for good. The B Corp movement captured our imagination, offering a path that aligned perfectly with our values.

MAPPING OUR IMPACT

The B Impact Assessment was a compass and comprehensive tool that allowed us to measure our social and environmental performance. It gave us direction and guidance on our reporting, recognising the importance of measuring our impact.

TRACKING CERTIFICATION

With our impact assessed we took the leap and applied for B Corp certification. The rigorous assessment challenged us, but it also kept affirming how aligned our values were, making the journey smoother.

THE ADVENTURE CONTINUES

Our story to become a Certified B Corporation does not end with certification but it is only the beginning of the story. We embrace the improvement mindset and continue the journey.

CELEBRATION ON ARRIVAL

The moment we received our certification as a B Corporation was a moment of triumph. We had arrived in a global community, united in our mission to use business as a force for good.



Molly

Founder & Creative Director

Becoming a B Corp means a lot to us, verifying all the goodness that happens behind the scenes, plus kicking off our journey to get even better. It's now about to be more transparent, accountable, and focused!

Becoming a B Corp is a big old task and significant commitment for any business. For us it was a really important step to make to show that we balanced growing our bed-making business with a good purpose. For Harriet and me it was an important journey to start and we felt that it was a powerful signal to customers, our staff and fabulous factories that the Secret Linen Store was genuinely committed to making a positive impact on the world as well as great quality, comfortable, stylish bedrooms.

The long road to becoming a B Corp (it took us 20 months) is an intensive process that involved lots of digging and reviewing of our impact, not only on the environment, but also on the people that we work with and sell our fabulous fabrics to. We worked hard on our B Impact Assessment over many months so that B Corp could assess us on our work for good governance, happy workers, great community work and care for the environment. This process was both rewarding and efficient; it

helped us to review and improve as we went along, almost like a helping hand in becoming a better business.

For us, the journey to becoming a B Corp was not just a certification process; it was a super transformative experience that helped us to align our business with an exciting global movement towards a more sustainable, equitable, and responsible future.

We were so pleased to receive the news that we had become certified, we happened to all be together with a tiny bit of a hangover after an award ceremony. A really great moment to mark for sure. We know that the journey has only just begun, and we look forward to improving, growing and doing many more great things over the coming years.

Caroline

Head of People

When I initiated the certification journey for Secret Linen Store, I had no idea how long it would take to go through the process, nor could I anticipate the level of detail I would need to research as a product led business.

In terms of the process, looking into every nook and cranny of the requirements of the B Corp process took about 9 months, with about another 9 months for the certification. This may sound like a long time, but it was worth every minute and indeed we absolutely smashed certification achieving a truly wonderful 110 points, something as a product led business, we are immensely proud of. It would be disingenuous to say that it was easy because of the detail that we had to immerse ourselves in. However, from an employee perspective, it was surprisingly smooth sailing. Why? Because so much of what B Corp stands for aligns perfectly with who we are and what we've been doing all along. It was less about reinventing the wheel and more about formalising and documenting the incredible work we've been doing.

From an employee perspective we have always made it our mission to value our people, no matter their role, knowing that each of their contributions are fundamental to our success. Maintaining our culture has always been our north star; we know that happy, fulfilled employees

make for a successful business and it was already our priority to create an environment where everyone feels valued and supported. Knowing that we already did that and had policies and procedures in place to evidence this, and then demonstrating this for our B Corp certification, was fairly easy.

At the heart of it all is our commitment to our core values: Accountability, Kindness, Trustworthiness, Positivity, and Making Things Better. These values aren't just words on a page—they're the guiding principles that inform every decision we make, especially when it comes to our people. Whether we're recruiting new team members or supporting our existing ones, these values are woven into every aspect of the employee experience.

As a female-led company with 78% of our employees identifying as female and 71% of our Senior Leadership Team also being female, championing female talent isn't just important to us—it's in our DNA. We're committed to creating opportunities for women to thrive and lead within our organisation, and it's something we take immense pride in.



Our B Corp Impact Assessment

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Our B Corp Impact Score

As a B Corp, we're part of a global community of businesses that meet high standards of social and environmental impact.

Based on the B Impact assessment, Secret Linen Store earned an overall score of 110.2. The median score for ordinary businesses who complete the assessment is currently 50.9.

By certifying, B Corps step into a framework for continuous improvement. In order to maintain certification, companies must undertake the assessment and verification process every three years, demonstrating they are still meeting B Lab's standards — which are themselves always improving, with continual input from expert stakeholders.

You can learn more about B Corp and view our full B Impact Score at: <u>Secret Linen</u>
Store B Impact Score

110.2 OVERALL B IMPACT SCORE

80 QUALIFIES FOR B CORP CERTIFICATION

50.9 MEDIAN SCORE FOR ORDINARY BUSINESSES





Our Impact Areas

Every B Corp ™ is scored using the five impact areas in the B Impact Assessment. The five impact areas are:

CUSTOMERS - SCORE 4.6

Focuses on a company's stewardship of its customers through the quality of its products and services, ethical marketing, data privacy and security, and feedback channels. Is the company having a positive impact in your customers lives?

ENVIRONMENT - SCORE 34.5

Assesses a company's overall environmental management practices as well as its impact on the air, climate, water, land, and biodiversity. Is the company prioritising and taking care of the planet?

COMMUNITY - SCORE 22.4

Evaluates the company's impact on the communities in which it operates. Is the company giving back and contributing positively to its community? Issues include diversity, equity & inclusion, economic impact, civic engagement, charitable giving, and supply chain management.

GOVERNANCE - SCORE 16.8

Assesses the company's overall governance structure, and if the company's governance considers all stakeholders. Understanding a company's mission, ethics, transparency and accountability.

WORKERS - SCORE 31.5

Understanding how a company is taking care of its workers, improving their lives and wellbeing. Drilling down into areas like employees' financial security, health & safety, wellness, career development, engagement, and satisfaction. Recognising business models designed to benefit workers.



Governance

Setting Standards with Style

Governance evaluates a company's overall mission, engagement around its social/environmental impacts, ethics and transparency.

The goal is to be a company with an impact business model intentionally designed to create a specific positive outcome for one of its stakeholders – such as workers, community, environment or customers.

What We Said:

Manager roles with job descriptions that explicitly incorporate social and environmental performance.

A wider level of social & environmental training across the company, to empower our employees to have a positive impact not just for the company but to personally feel more informed to make mindful decisions.

Encourage personal and professional growth for employees. Developing leadership & management skills.

What We Achieved:

Incorporated social & environmental performance to ALL job descriptions at ALL levels. Ensuring every team member understand their role in the journey for improvement.

Developed training for all employees, focusing on topics of environmental impact, material practices and ethical trade.

Manager Mentoring – supporting employee development and training.

What's Next:

Continue to review and improve the diversity of the team, implementing recruitment strategies and equality and diversity training for all employees.

Craft a public commitment to our environmental and social impact objectives, constructing a clear roadmap to demonstrate our ongoing progress to customers.

All manager's performance evaluation will include social or environmental goals.



Workers

Happiness at Heart

Workers evaluates a company's contributions to its employees' financial security, health & safety, wellness, career development, and engagement & satisfaction. In addition, this section recognises business models designed to benefit workers.

What We Said:

Support the physical and mental well-being of employees.

Organise frequent and engaging team-building events.

Focus on employee happiness.

Maintain communication throughout the business.

What We Achieved:

March Movers - We assigned our employees the challenge of staying active by participating in a group challenge on Strava. The goal was to see who could cover the greatest distance, with prizes awarded to the top performers as part of our "Most Marvellous March Movers" initiative. The competition was close, with participants vying for victory.

Breakfast Club - Each month, we come together for our Breakfast Club, rotating hosting duties among team members. Our breakfasts feature locally sourced coffee, engaging games to spark conversation, and occasional friendly competitions. It serves

as a fantastic opportunity to kick-start our day and reconnect as a unified team.

89% Engagement Score (+14% vs average).

What's Next:

Increasing the Employee Engagement Survey to every 6 months, to ensure we are capturing a true reflection rather than a snapshot at the time.

Providing vital and additional assistance to our female employees through the implementation of forward-thinking policies designed specifically to support women in the workplace.

Mental health & well-being training for all employees.





Engagement Survey

The Engagement Survey looks at how employees feel and experience 16 key aspects of work that contribute to our productivity, wellbeing and engagement. These fall under 4 categories:

Cognitive - What's going on in people's minds

Capability - Having the tools & support to do your job well

Connection - The social aspects of work & connection to others

Confidence - The well-being indicators

The Results

Our overall engagement score was 89% (vs Dec22 average 89%; vs industry average 75%), with 100% completion rate.

The survey was completed during our peak period, so it gave a good measure of the employee's feelings and experience during a busy time.

What do we do well?

- Ethics & Sustainability
- Communication
- Vision
- Culture

We love getting valuable feedback from our team; it's lovely to hear what you do well but understanding our areas for improvement. The themes were focused on management development & team building activities such as socials. Action plans were

implemented, with the management mentor program kicking into action along with our social squirrels team.

We committed to having the Employee Engagement Survey every 6 months to not only keep our ears close to the ground but to identify if the score is a true reflection or a snapshot in time of a very stressful period.

Working towards our goal of >90% company satisfaction.

What people love about working here...

"The culture and environment at work is great. It's friendly, relaxed, and we work as one big team"

"Lovely team, regular updates, listen to suggestions"

"Look after staff and customers"

"True to their brand, and values throughout everything they do, Got a very good team, which work together really well, Value their employees, true team effort"

Community

Thriving Together

Community evaluates a company's engagement with and impact on the communities in which it operates, hires from, and sources from. Topics include diversity, equity & inclusion, economic impact, civic engagement, charitable giving, and supply chain management.

What We Said:

Strengthen our social & environmental responsibility, ensuring clear communication throughout the supply chain.

Support local environmental & social organisations.

Drive female leadership at all levels.

High average tenure of our company's relationships with suppliers.

What We Achieved:

Updated our Supplier Code of Conduct to establish the standards we require, drawing from the ETI Base Code and ILO conventions. Additionally, it outlines our environmental criteria and ensures suppliers are in line with our brand's values.

We've seen a rise in female leadership throughout the organization.
Currently, women make up 60% of our Board of Directors, marking a 10% increase compared to the previous year. Additionally, 71% of our Senior Leadership Team is now comprised of women, reflecting an 11% increase from last year.

Over 25 years' working relationship with our Portuguese factories.

What's Next:

Volunteering initiatives to benefit local communities, communicating monthly updates of available initiatives.

Increase our support & awareness of our chosen charities.

Continue to support our suppliers to achieve our environmental & social requirements.





Responsible Sourcing

We believe business can be a force for good and part of that is our relationships with our suppliers. Something we are very, very proud of indeed. Our factories are a big part of our family. We have over 25 years of shared stories and craftsmanship.

Where we source from

All products manufactured in Europe & UK, with 75% of our factories based in Portugal.

We updated our Supplier Code of Conduct to establish the standards we require, drawing from the ETI Base Code and ILO conventions. Additionally, it outlines our environmental criteria and ensures suppliers are in line with our brand's values.

To ensure compliance to the standards, we request all suppliers to undertake a third-party ethical audit. These audits involve on-site evaluations aligned with the Sedex Membership Ethical Trade Audit (SMETA). Additionally, we conduct regular visits to assess conditions and production capacities, including Tier 2 sites such as mills, dye houses, and print facilities.

In 2024 we will focus on supporting our suppliers in meeting our environmental requirements and goals.

We aim to collaborate closely, looking at working practices and opportunities for improvements, with an overall shared goal to reduce waste, water & energy usage.

Our factories are already committed to reducing their impact, incorporating initiatives such as solar panel installations for electricity generation and the utilisation of rainwater in industrial processes like steam production.



Choose Love

With our partnership and donation Choose Love has been able to support an amazing network of grassroots partnerships. These inspiring teams are providing lifesaving aid and care to people across Europe, having an enormous impact on the lives of displaced communities:

SEEDS OF HUMANITY

Providing dental care and social services to displaced and local people in a permanent health facility in Athens, Greece since 2017. All services are provided free of charge and without discrimination, with the aim of improving health and quality of life. Our donation contributed to the salaries of the dentists and dental assistants in the centre, ensuring they can continue seeing as many people as possible.

PROJECT MAMA

Supporting refugee and asylum-seeking women in Bristol throughout the maternity process. They provide specialist birth companions and a peer network of support throughout pregnancy, childbirth and early parenting. Providing compassionate and personal support for women ensuring they have full access to expert health care that is often otherwise unavailable. Our support has contributed to the costs of highly trained staff to provide this essential care for women.

IRIDA WOMEN'S CENTRE

A beautiful centre for women and children in the northern Greek city of Thessaloniki. It is a safe space where women can feel part of a caring community of dignified support and belonging. Within the space women can come together and access vital psychosocial support, education, legal aid and a broad spectrum of community activities. Their goal is to empower women to gain the skills and confidence they need to pursue opportunities in their lives in Greece. Our funds have enabled the Irida team to continue their vital work, supporting women long-term.

JCC KRAKOW

Built a safe and supportive community in Krakow. Following the Russian invasion of Ukraine, JCC has dedicated a space in its building to run a distribution point to meet the basic nutritional needs of Ukrainian refugees. JCC Krakow runs an incredible distribution centre which operates seven days a week, distributing food, medicine and hygiene items, clothes and other non-food items. Our funding contributed to providing essential food to people throughout the harsh winter.

HUMAN RIGHTS LEGAL PROJECT

This team aims to defend the dignity and fundamental rights of displaced people and those seeking asylum within the European Union by providing solidarity and legal assistance. Their team in Greece provides essential legal advice, case work from qualified lawyers and incredible advocacy, fighting for the fair treatments of displaced people. Our support contributed to the costs of their team of qualified lawyers, an essential lifeline for those claiming asylum in complex systems.

NOMADA

A Polish organisation based in Wroclaw. Its mission is defending the human rights of displaced people and those from ethnic or religious minorities who are often marginalised and discriminated against. Founded in 2009 as an answer to the needs of those living in Wroclaw without access to the support they needed. Its team provides essential education for children and legal services and protection for displaced people with a focus on residency, labour, family and social issues. Our support contributed to the running costs of Nomada to ensure they can continue to expand their services to meet the growing need.



Environment

Pioneering Sustainable Practices

Environment evaluates a company's overall environmental management practices as well as its impact on the air, climate, water, land, and biodiversity.

What We Said:

Continue our partnership with Ecologi.

Programs to reduce and monitor our waste management.

Promote and encourage positive behaviour that reduced our employees' impact.

What We Achieved:

1785 trees were planted through Ecologi. Our partnership with Ecologi is the start of our carbon journey

We repurposed 9336 metres into products including our Waste Not Want Not Packs, that give our customers a bundle of assorted fabrics.

Developed the 'Rewarding Planet Friendly Working Policy', acknowledged positive behaviours such as 'green miles' defined as cycling, lift sharing, walking or getting public transport to work. In 2023 a total of 29,362 green miles were travelled. 95% of total revenue for 2023 came from products that were made only using natural fabrics.

What's Next:

Solutions to end-of-life product, encouraging circulatory.

Carbon Emissions Reduction - set targets, reduce, and offset our carbon emissions. Planning our carbon road map using science-based targets.

Moving our brushed cotton range to be organic cotton, this is our largest cotton collection and will help reduce our environmental impact.



In 2023 we repurposed 9336 metres of waste fabric into products

ENVIRONMENT SCORE 34.5



Nigel Napkins



Made from excess curtain fabric, our Nigel Napkins are there to repurpose the smaller sized remaining fabric.

Waste Not Want Not Packs



Material that can't be repurposed will be bundled into our Waste Not Want Not Packs. Customers get a bundle of assorted fabrics, for them to get crafty.

Bobby Bed Linen Bags



Because of different curtain lengths it's important we make use of the excess fabric, repurposing into our bed linen bags.

Twill Valances



When we first started our wastage journey, our twill valances were all made from excess curtain fabrics. Our customers loved them so much we had to make them a core line, but when we have the fabric, this collection is another repurposing waste stream.

Customers

Building Honest Customer Relationships

Customers evaluates a company's stewardship of its customers through the quality of its products and services, ethical marketing, data privacy and security, and feedback channels.

What We Said:

We openly show product reviews on our website and our customer service team captures all feedback.

Offer live time support to customer.

Respond to all direct enquiries or complaints within 24 hours.

Have transparent & proactive feedback/complaint mechanisms.

What We Achieved:

91% 5 Star reviews, verified on Trustpilot.

Continuing to deliver our Glee Guarantee, ensuring we go above and beyond for all customers, maintaining excellent Trustpilot rating.

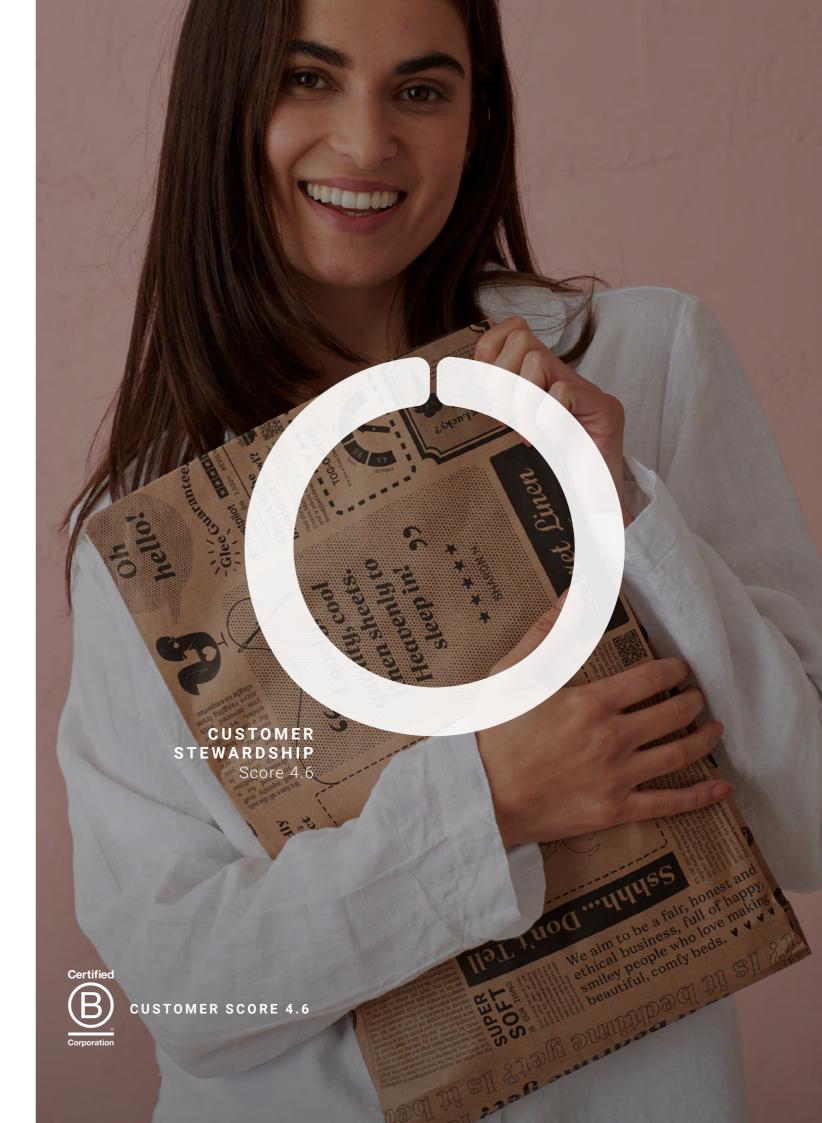
We like the personal touch and offer call service to our customers & live time online chat service.

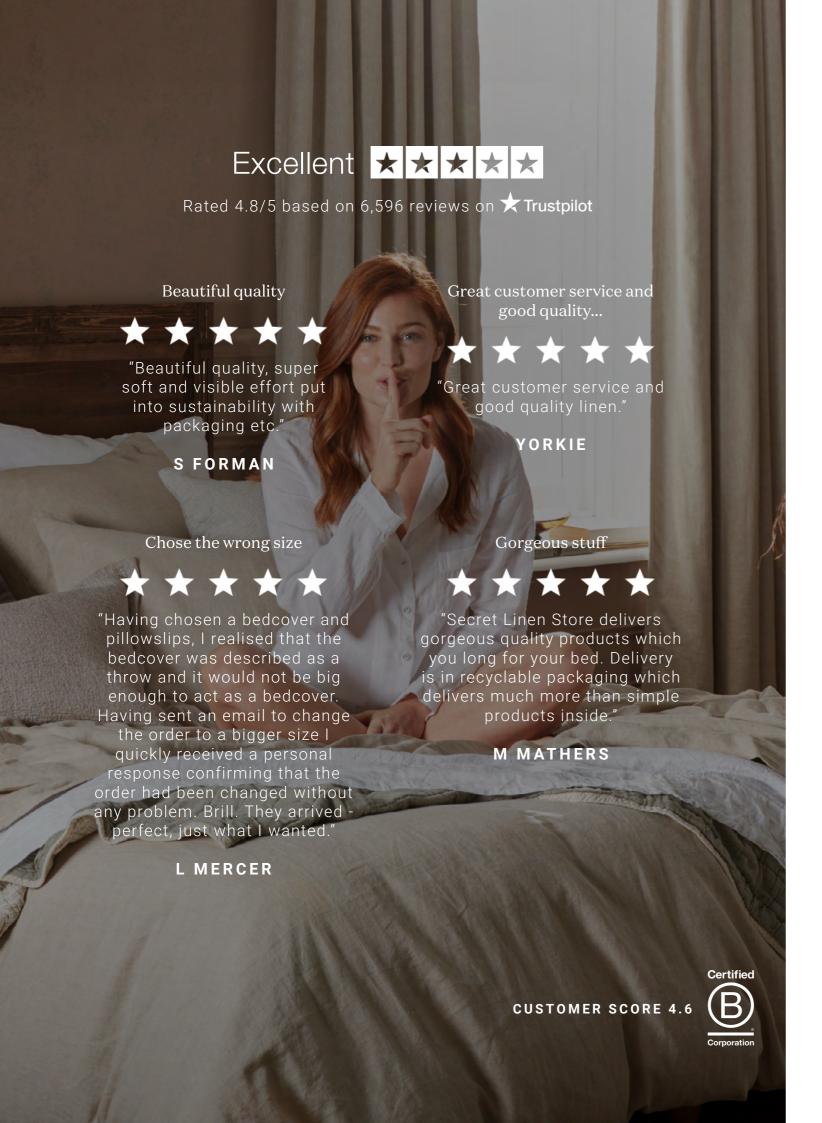
15 hours first response time.

What's Next:

Develop an environmental claims marketing policy, to align the business on the way we talk about our environmental impacts to ensure we are never misleading, removing the possibility of greenwashing.

Work with brands that align with our values, exploring collaborations with other B Corps.





Customer Happiness

We love chatting all things thread count, patterns, fabrics, fills and, of course, the weather. We are here to help with providing our customers with one of the best and positive customer service experiences.

If you find that your purchase is not quite what you had in mind or there is a hiccup no matter how big or small we will go above and beyond to fix it for you to get that "oooh" moment back before you can say "Is it bedtime yet?"

Our Customer Smile Makers are here Monday – Friday to help tuck you up for THE best 40 winks.

Customer Happiness Highlights:

- 15 hours first response time
- 91% 5 Star reviews
- Over 10 years of snoozing knowledge
- During our peak period, the customer service team always experiences a high level of customer engagement. During this time, they achieved 93% 5 star rated reviews, verified by Trustpilot.

New reviews by star rating

How many new reviews (distributed by star rating) Secret Linen Store got each month



