

# UN GLOBAL COMPACT

**SALTERBAXTER'S  
2013 COMMUNICATION  
— ON PROGRESS**

# — WE'RE SALTERBAXTER

## So, what's so special about what we do?

**We work where business strategy, sustainability and creative communications meet, producing strategies and stories for some of the world's leading businesses and brands. We help business perform better, communicate better and deliver better long-term outcomes – we call this 'Ideas for Better Business'.**

### Why the UN Global Compact is important to us

The very nature of our business is about helping companies become a positive force in our global society. Critical to this, is ensuring that we can stand up to the same high expectations we set for our clients. The UN Global Compact is unique in providing a framework that sets a truly universal and comparable standard for a sustainable and inclusive global economy. That is why we use the UNGC as a fundamental component of our sustainability programme.



**FOUNDED IN 1998**  
BY PENNY BAXTER AND NIGEL SALTER



**65 EMPLOYEES**  
IN OUR WEST LONDON HEAD OFFICE



**30% OF OUR CLIENTS  
BASED OUTSIDE THE UK**  
INCLUDING THE USA, DENMARK,  
THE UAE AND AUSTRALIA



**THINK IT, DO IT**  
OUR SUSTAINABILITY VISION

# GO ON — WHY NOT — TAKE A PEEK?

This is Salterbaxter’s eighth annual Communication on Progress (COP) submitted for the period covering January to December 2013. The first section describes our commitment to the Global Compact’s Ten Principles, and shows what activities we are doing to demonstrate this.

The second section covers in more detail our own sustainability programme If Only, how we approach it and what the initiatives mean to us.

You can find more detail on our If Only website: <http://sustainability.salterbaxter.com>.

We love to talk all things sustainability so feedback is welcomed – see our contact details on the right.

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# STATEMENT FROM OUR **FOUNDING** **DIRECTORS**

**Operating responsibly has always been part of the fabric of Salterbaxter and its importance is just as strong as it was when we started the business over 15 years ago.**

Being a signatory to the UN Global Compact demonstrates our ongoing support for business and market transformation through sustainable business practice. As a business that repeatedly combines strategic thinking with creativity to solve challenges, we're passionate about the ability of sustainability to drive innovation and deliver prosperous societies. We believe by sharing our experience and setting ourselves new goals we can be part of the critical mass that will make sustainability everyday business behaviour. 'Think it, do it' puts ideas at the core of how we make change happen, and drives our business to make a difference every day.



**PENNY BAXTER AND  
NIGEL SALTER**  
*Company Founders*

# THE UN GLOBAL COMPACT'S — TEN PRINCIPLES

**The United Nations Global Compact is one of the world's strongest initiatives for socially and environmentally responsible business.**

**The principles contained within are uniquely powerful for their universality. That is why we report against them as a standard for responsible business.**



TEN PRINCIPLES  
HUMAN RIGHTS

01 | **PRINCIPLE**  
Businesses should support and respect the protection of internationally proclaimed human rights.

02 | **PRINCIPLE**  
Businesses should make sure they are not complicit in human rights abuses.

ACTIONS

At Salterbaxter, we welcomed the implementation of the Guiding Principles for Business and Human Rights by the United Nations Human Rights Council in 2011. We continue to endorse these Guiding Principles as well as the Universal Declaration of Human Rights. We assess the real and potential human impacts that our business operations have on a regular basis and do not believe that we have any adverse effect on human rights.

Nevertheless, as a company, we want our business to benefit global society as a whole and not just mitigate any harmful affects. That is why we have in place a number of measures to ensure that we deliver a positive impact on human rights as a result of our business activities.

- All employees are required to read our Employee Handbook upon starting employment. This lays out our Grievance procedure and ensures staff are familiar with how to raise concerns about staff treatment or any other aspect of our work.
- Our comprehensive Health and Safety policy in our Employee Handbook and the work environment that we promote ensures that we positively contribute to the right to safe and healthy working conditions.
- We also contribute to improving human rights for our employees by facilitating the right to education, the right to an adequate standard of living as well as freedom of expression through the way we run our business. More of this is covered under the Labour Standards principles and further detail can be found in 'Our People' in the 'If Only' section of this report.

Although as a company we do not have a significant negative impact on human rights, we want to ensure that we live up to best practice approaches in this area within our sector. That is why we will commit to:

- Continuously reviewing our approach to managing and promoting Human Rights.
- Including a formal Human Rights policy in our Employee Handbook.
- Providing a briefing session for all employees to raise awareness and improve understanding of individual and collective Human Rights issues.

# TEN PRINCIPLES LABOUR STANDARDS

03

**PRINCIPLE**  
Business should uphold the freedom of association and the effective recognition of the right to collective bargaining.

04

**PRINCIPLE**  
Business should support the elimination of all forms of forced and compulsory labour.

05

**PRINCIPLE**  
Business should support the effective abolition of child labour.

06

**PRINCIPLE**  
Business should support the elimination of discrimination in respect of employment and occupation.

## ACTIONS

Equal opportunities for women and minority groups are one of the main human rights challenges that we believe companies in the UK will face in the next 10 years. At Salterbaxter we strive for a culture in which all staff are treated fairly, as we believe that a working environment that promotes each individual’s merits equally is conducive to a happy and effective workforce. We view strong labour practices as essential for attracting, developing and retaining the talented people that make Salterbaxter the leading strategy, sustainability and creative communications consultancy. As such we are strongly supportive of instruments that promote global labour standards such as the ILO Core Conventions.

We address labour standards by ensuring that:

- We remain an equal opportunities employer with regards to both our employees and recruitment processes.
- All employees are free to join a union if they wish.
- We conduct bi-annual reviews to formally monitor performance and compensation, as well as monthly check-ins to facilitate more informal feedback.
- We monitor working hours through our online business operations system to manage employees’ work/life balance and general wellbeing.
- We regularly review and update as required our Employee Handbook, which covers staff benefits, our Human Resources policies and procedures including grievance mechanisms and health and safety.
- We measure and monitor employee satisfaction on a regular basis, taking appropriate action on results of our People survey.

During 2013, women made up 57% of all staff, as well as comprising half of our senior team heads position. We also improved our health insurance provisions; to provide all permanent staff with a proactive healthy living programme that rewards our staff for taking steps to improve their health and wellbeing, as well as providing comprehensive medical coverage. We again conducted our biennial People survey, which showed that the proportion of our staff who are proud to say “I work at Salterbaxter” remains steadily high at 75%.

We will continue to monitor Labour Standards through our operations, including the People survey, as well as continuing to provide the best possible working conditions for all our staff.

TEN PRINCIPLES  
ENVIRONMENT

07 | **PRINCIPLE**  
Business should support a precautionary approach to environmental challenges.

08 | **PRINCIPLE**  
Business should undertake initiatives to promote greater environmental challenges.

09 | **PRINCIPLE**  
Business should encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

10 | **PRINCIPLE**  
Business should work against corruption in all its forms, including extortion and bribery.

SALTERBAXTER

ACTIONS

ENVIRONMENT

As a sustainability strategy and communications consultancy, working to protect and conserve our environment has been in our DNA as a business since we were founded in 1998. Although as an office-based business our direct environmental impact is relatively small, we believe in the importance of considering the environmental impacts of our entire value chain. Therefore our efforts span from using environmental considerations as a key criteria of supplier selection, to our office space management practices and the kind of paper we select for our clients' printed materials.

We monitor our environmental impacts on a quarterly basis and have conducted an operational review in line with ISO 14001. Some of the specific ways in which we address environmental challenges include:

- Engaging our employees on environmental issues through our If Only programme and quarterly themes related to sustainability. More information on our environmental activities that are part of this programme can be found in the second half of this report.
- Targeting a '10% less' consumption of waste, water and energy usage year-on-year.
- Working with our printing suppliers to improve their environmental credentials.
- Ensuring our in-house printing uses FSC-certified or recycled paper, and recycling all office waste as much as possible, including printer toners and IT equipment.

- Promoting positive sustainable behaviour, for example by removing access to non-recycling facilities in the main office space to encourage recycling.
- Measuring our energy use each quarter and being signed up to a green electricity tariff.

ANTI-CORRUPTION

Salterbaxter is committed to operating ethically and against all forms of corruption at all times. Our Employee Handbook details our policy and procedure on receiving gifts, and only permits us to accept gifts of no substantial financial value. These are then distributed amongst all staff to prevent any undue influence developing in our client and supplier relationships.



# WE PRACTICE WHAT — WE PREACH

**Ever think ‘if only’? We do. But we don’t just think it: we get on and make it happen. That’s what our If Only sustainability programme is all about. It’s a way for all of us to get together and do something positive – and have fun and learn new stuff while we’re at it.**



**IF ONLY...**  
**OUR APPROACH**  
**THINK IT, DO IT**

Here at Salterbaxter, we spend a lot of time talking with our clients about sustainability and corporate social responsibility. It's a subject we care deeply about. And right from the start, we wanted to apply that knowledge, creativity and passion to our own business. That's how If Only came about.

If Only has two sides. On the one hand, there's 'Think it, do it', which is our name for all the sustainability events and activities we take part in every year. It's about getting involved, raising awareness and trying something new.

Taking part and having fun is one thing – but if you want to be sure your sustainability programme is making a real difference, you need hard facts and figures. So the other side of If Only is about measuring and reporting our performance and progress.

**QUARTERLY THEMES**

Every quarter, we work in teams from across the business to decide on a particular sustainability theme we want to focus on for three months, and then get everyone involved in activities around that issue. Themes in the past have included everything from healthy lifestyles to sustainable fashion.

**INNOVATION DAYS**

One of our biggest events is our annual Innovation Day. For one day of every year, we put client work to one side and dedicate our time to supporting social enterprises. In the run up to the event our team works with social entrepreneur support group, UnLtd, to find enterprises who could benefit most from our communications know-how and sustainability expertise.

**EVERYDAY ACTIONS**

We want to make environmentally friendly behaviour feel like second-nature. So as well as encouraging everyone to do their bit to minimise our impacts in key areas like electricity and paper use, we run awareness campaigns to keep our environmental goals front of mind at work.

**83%**

**OF EMPLOYEES AGREE THAT OUR IF ONLY PROGRAMME IS IMPORTANT TO THE CULTURE AND REPUTATION OF THE COMPANY**





# IF ONLY... 2013 QUARTERLY THEMES

“The Salterbaxter team voted ‘Eco Fashion’ the most successful theme of 2013. Brought to life through fun initiatives ranging from clothing design competitions to dress-up Fridays, it also encouraged us to think about what constitutes more sustainable garment production and make more informed choices. Each theme provided a great platform to raise awareness and inspire behaviour change around key issues that are relevant to us all, in a positive and engaging way.

Equally important and inspiring are the opportunities for everyone across Salterbaxter to work in new flexible ways: redefining how we partner with colleagues, developing skills and showcasing strengths or taking on challenges and tasks outside our core roles.

**CLARA STEVENSON**  
*Head of Client Services and Operations*



## Q1 Eco Fashion Friday

Eco Fashion Friday involved thinking about what we wear one day a week. What we buy, where the clothes come from, what they are made from and who made them. Clothing has an impact, from it costing over 1,000 litres of water to make one cotton t-shirt to the social impact of garment workers.

Eco Fashion Friday became the new Dress Down Friday, aiming to do for sustainable fashion what Meat Free Mondays has done in getting people to think about what they eat and its impact on the planet. The team set a series of weekly challenges and also organised a number of people from the fashion industry to come in and talk to us – to inspire and inform.

Check out their website <http://ecofashionfriday.com>



## Q2 Good Grub

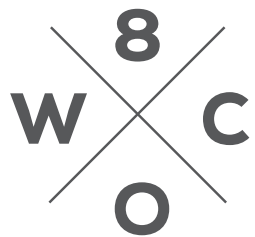
Q2 saw the Good Grub and Grog team pick up the theme of sustainable food and drink. They kicked off with a British organic food and wine tasting in our usual Friday 5pm beer o'clock slot – instantly winning people over. This was accompanied by a sharing of facts on the topic highlighting some of the consumer challenges we all face, and also those that some of our clients are tackling, including Mondelēz, M&S and Morrisons.

The team got chef and restaurateur, Rowley Leigh, to come in for a fascinating Q&A on sustainable fish. Fresh back from a trip to Newfoundland, he had much to say on the subject and painted a rather gloomy picture for consumers wanting to purchase sustainable fish now and in the future.



## Q3 Cheerfest

July saw the Cheerfest team swoop into action by totally reinventing the topic of health and wellbeing. Every week we were asked to break from routine, think differently and share the things that make us feel happy. Highlights included food week – designed to encourage us to think differently about our food habits every day; Nostalgia week, in which we indulged in all things retro and vintage; Active week – celebrating the arrival of summer and generally getting outside; and Soul week, which involved us sharing top tips on health, wellbeing and the power of positive thinking.

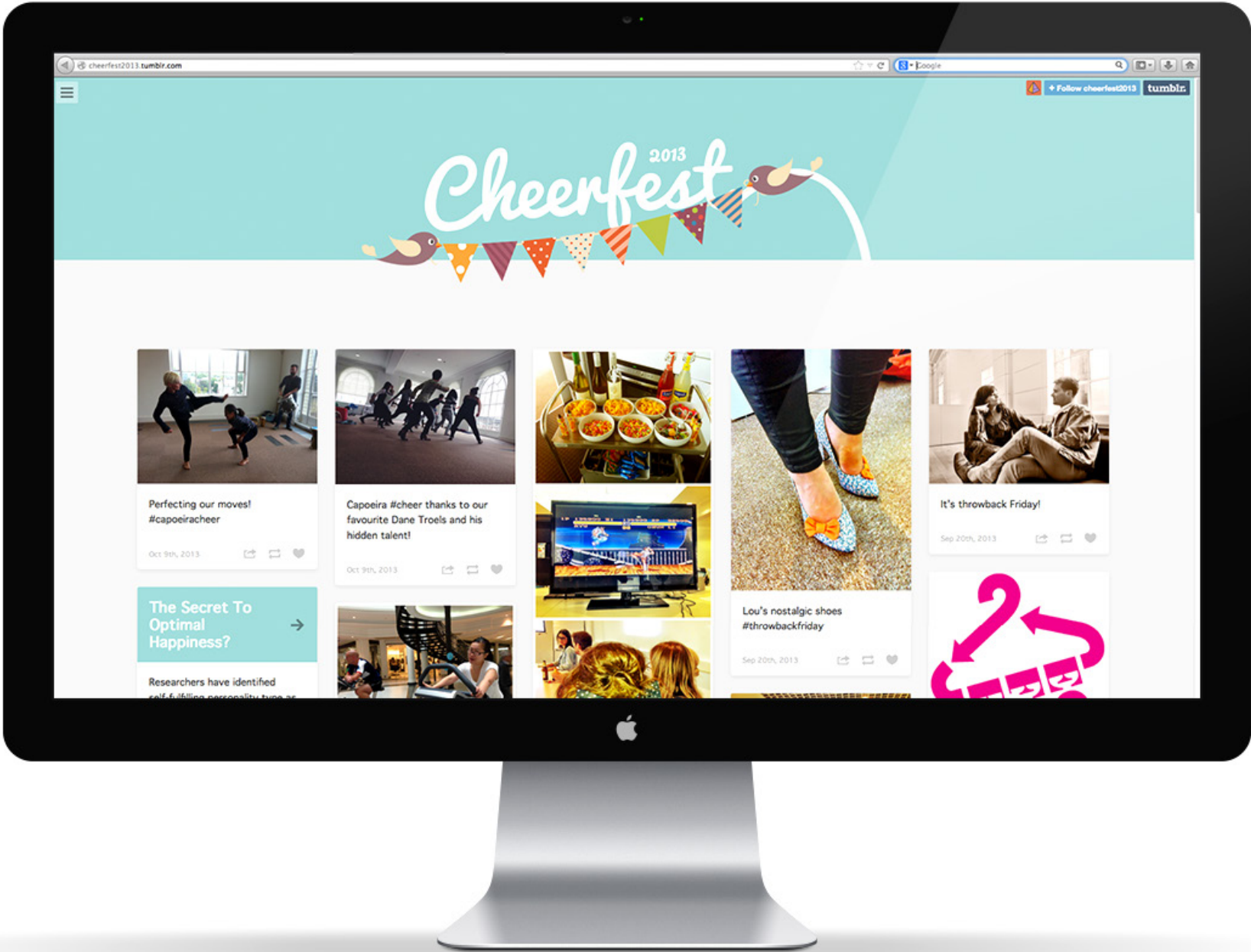


## Q4 It's CRistmas

The final quarter was all about 8 Weeks of CRistmas: Unwrapping Consumption. The team provided an eclectic mix of fun activities that got into the festive spirit whilst making us think about the less sustainable side of the season. During this time we eat, drink, buy and use more of everything, and as a consequence we waste more of everything – in frightening amounts.

The Sustainable Restaurants Association (SRA) came in to give us some tips on having a sustainable Christmas dinner and the team got us involved in Save the Children's Christmas jumper day as well as a collection of food and clothing for the American Church soup kitchen. The team successfully balanced festive fun with serious content that highlighted multiple issues on the sustainability agenda.

1



2



- 1. Q3's Cheerfest website
- 2. Q1's Eco Fashion Friday website

## IF ONLY... INNOVATION DAY

**Our If Only innovation event is a day for us to all apply some creative thinking and sustainability expertise to help support social enterprises in need of our skills. This is an amazing opportunity for all of us at Salterbaxter to work with people who have created a successful business around an area about which they are passionate. They are a shining example of the ‘think it, do it’ ideology.**

### IF YOUR COMPANY HAD ONE DAY FREE, WHAT WOULD YOU DO WITH IT?

Corporate employee volunteering days are on average only one or two days a year, so how to make the most of these rare opportunities? Having an eclectic bunch of talents across the company, we felt we could deliver more impact by using our skills and services to help emerging social enterprises that embody the spirit of If Only.

So, for our third annual Innovation Day in July 2013, we got involved with UnLtd, the major champion and supporter of UK social entrepreneurship, to find the organisations where our particular expertise could best help find solutions to the brand, communication and marketing challenges they face.

We worked with:

#### uMotif

<https://www.umotif.com> – @uMotif

uMotif is a digital health company creating engaging, beautiful and effective software to help people lead healthy, engaged and independent lives.

#### Year Here

<http://yearhere.org> – @yearhere

Year Here is a new type of gap year that challenges ambitious and entrepreneurial young people to a year of tackling social issues in their own backyard.

#### Hub Commercial Ventures

<http://www.hubventures.org>

Hub Commercial Ventures operates multi-purpose buildings with an aim to create social space for social change.

#### Charity Checkout

<https://www.charitycheckout.co.uk>

– @CharityCheckout

Charity Checkout: an innovative online donation system for small and medium-sized UK charities, which enables them to raise more money online via their own sites and platforms.

On the day, the whole company split into four multidisciplinary teams, each led by one of our consultants who structured the day in order to tackle each of the challenges set in advance by the enterprises. First job was to get to grips with the business model, product offers and commercial objectives of the company by subjecting the entrepreneurs to an intensive Q&A. By removing

distractions and being able to completely focus on the particular challenges of each of the enterprises, we were able to get our best creative and problem-solving juices going. By using different brainstorming models and sub teams, we were able by the end of the day to present back to the rest of the company and enterprises, our solutions.

Impressively, all the enterprises took away elements that they could put into practice immediately, as well as ideas that were more ‘food for thought’. And without a doubt we at Salterbaxter benefited from the inspirational drive and passion the social entrepreneurs have for their ideas.

### FEEDBACK FROM THE ENTERPRISES:

“Excellent, informative, fun, professional, challenging, supporting and somewhat transformative. It’s one of the days that is likely to be defining in the early growth and development of our business. We found the day very useful for three reasons: First, it provided a platform for us to describe what we do to a non-health/medical audience which helped us to understand what aspects of the message we now give are good and are not. Second, the SB team helped us to look at aspects of our branding that we hadn’t considered – for example, our logo and what it communicates and doesn’t. Third, the analysis of our competitors by a new group helped us better understand where our product stands in the competitive market.

### UMOTIF

“The Innovation Day delivers inspiring outcomes for the companies we offer our time to, and to our own people. The power of a day’s time from the entire SB team has completely turbocharged the thinking in some of the participating companies and has helped many of our own SB people thrive and flourish in situations they’re not used to. Whether it’s facilitating team workshops, presenting to the whole company, generating strategic ideas, thinking through a website – people have been taken out of their comfort zones and delivered amazing results.

### NIGEL SALTER

*Company Founder*





“ Our day with Salterbaxter helped us to refine our proposition – and as a result, we’ll be able to engage our target audience much more, enabling us to grow our business and have a much bigger impact.

CHARITY CHECKOUT

“ The SB team was full of energy and were completely engaged with us throughout the day. They challenged us to better explain what we do, which was essential.

YEAR HERE



1. Penny welcoming everyone at the start of the day
2. The hub team getting serious
3. Reviewing creative ideas
4. A lot of thinking in a short space of time

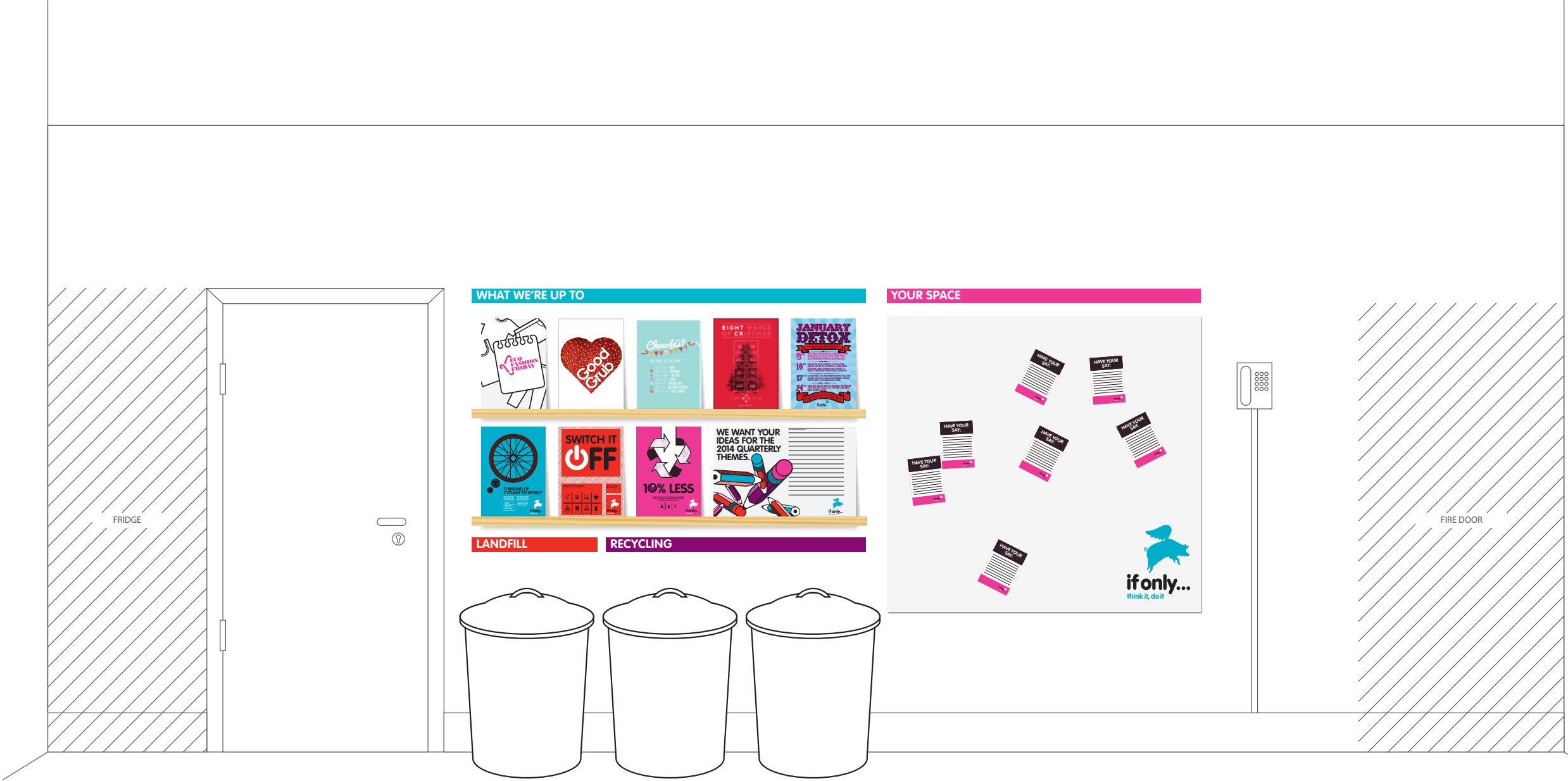


IF ONLY...

# CHANGING OUR BEHAVIOURS

“ In September 2013, we dedicated a wall in our communal kitchen to giving updates on our If Only activities, crowd-sourcing themes and issues to focus on (as well as providing an anarchic creative fun area). Also, critically, the wall provides daily reminders that encourage and embed the best behaviour around our biggest impacts supporting our operational targets.

LYNN DICKINSON  
*Senior Consultant*





# OUR PEOPLE

**We do everything we can to make Salterbaxter a great place to work, and we want to keep it that way. We have regular meetings and surveys to make sure all our people feel engaged and supported, and to identify areas where we could be doing things better.**

A man with a beard and bald head, wearing a grey button-down shirt, stands and gestures with both hands while speaking to two women seated at a desk. The woman on the left has short blonde hair and is wearing a red top. The woman on the right has long blonde hair and is wearing a dark top. A computer monitor is visible on the left side of the frame. The background is a bright, modern office with large windows.

SALTERBAXTER



## OUR PEOPLE APPROACH

**We rely on the talent and dedication of our people. We engage them on issues that we care deeply about, that connect to our work and to our daily lives. We want to know what our people care about and give them the space in which to share this passion and innovate solutions. We nurture this by promoting a culture of openness and mutual respect. Ideas are never stifled by seniority, hierarchy or peer pressure. Everyone's voice counts.**

SALTERBAXTER

### PERFORMANCE

Our aims and objectives for 2013 were around sustainability awareness and behaviour change, fundraising, students and interns and overall job satisfaction. We set a number of other targets, including the value of time invested in our If Only programme, training, and average working hours, among others. We also conducted our twice-yearly People Survey to inform management decisions, how we conduct appraisals, our culture, where we can improve and how we can be better.

## 3.7 DAYS

AVERAGE NUMBER OF DAYS ACROSS THE YEAR THAT EACH EMPLOYEE SPENT PARTICIPATING IN THE IF ONLY PROGRAMME

We achieved our target of having each employee, (including permanent and freelance staff) spend an equivalent of almost four days on our If Only programme throughout 2013. The quarterly themes chosen allowed staff to come together and collaborate on the sustainability challenges that motivate us, and share our ideas for solving them with the rest of the company. If Only has become an integral part of Salterbaxter's culture and we know it will only continue to grow and improve. Our plans for 2014 include bringing health and wellness to the fore as we share skills to help each other keep our New Year's resolutions, making Innovation Day even bigger and better, and taking a fresh approach to behaviour change.

## 72%

EMPLOYEES INSPIRED TO WORK AT SALTERBAXTER

Unfortunately we fell short on achieving our ambitious target of 85% of employees feeling inspired to work for the company through the twice-yearly People Survey. While 72% is still a solid proportion of inspired people in the company, we want to ensure that everyone feels excited by the work that we do at Salterbaxter. To work towards this, we've evaluated the individual components of the overarching objective of 'feeling inspired'. The main area where we fell short is how our employees feel connected through the work we do to the world around us. So we are taking steps to better

communicate how our work has a real, tangible impact, as well as regularly reviewing the types of work that we take on.

## 8.6

AVERAGE WORKING DAY HOURS

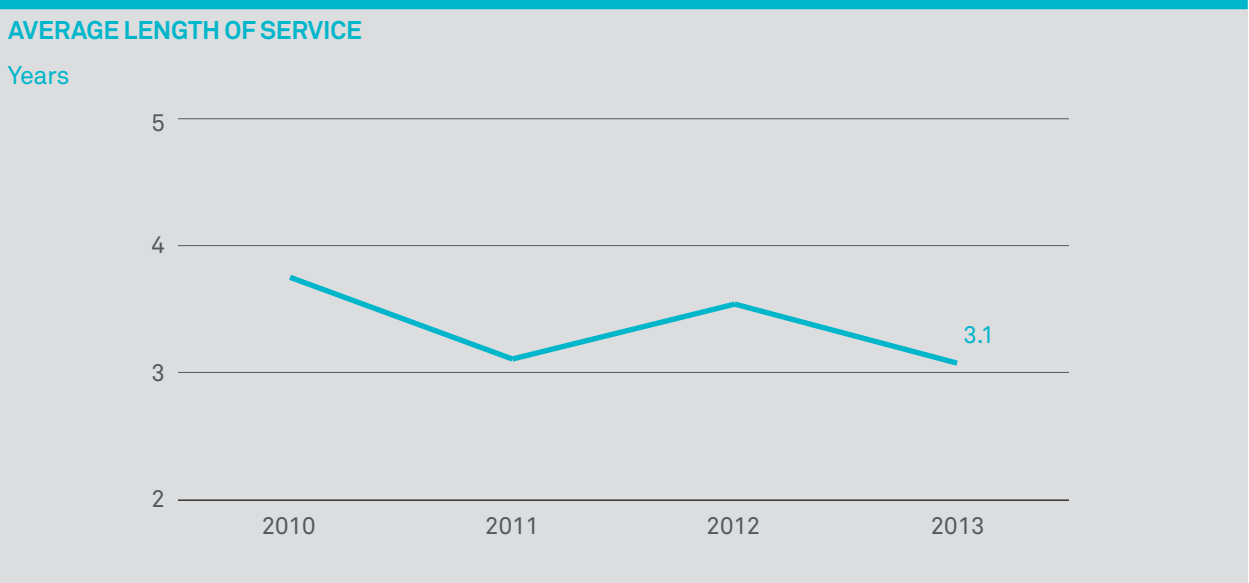
Averaging out at just over our target of 8.5, the length of an average working day at Salterbaxter remained a challenge for us in 2013. Whilst this is to an extent a feature of the industry in which we work in and the kind of fast-paced, dynamic projects that are otherwise very exciting to deliver, a good work-life balance is critical to our wellbeing as well as our productivity. We monitor working hours across the company through our project management system, respond to workloads through regular team catch-ups, and use short-, medium- and long-term planning to review upcoming recruitment requirements.

## 7

PAID INTERNSHIPS PROVIDED TO RECENT GRADUATES OR STUDENTS

During 2013 we provided placements to three students, short of our target of seven, but we were able to exceed our goal of recruiting four interns by providing paid internships for seven recent graduates. Two have since joined us as permanent staff in our Consulting and Design teams.

# OUR PEOPLE CONTINUED



Last year we started tracking turnover as a Key Performance Indicator as part of our aspiration to be the employer of choice and to attract and retain the best talent. However, over the past 12 months we have found this to be a less useful metric to measure how we are doing. As a small company, our staff turnover can appear to be drastically affected by a small number of employees who may leave for reasons unrelated to Salterbaxter’s qualities as an employer, such as going travelling or setting up a social enterprise. As a result we’ve decided to focus more on length of service as an indicator of our performance.

**PEOPLE SURVEY**

Our People Survey conducted every six months, is our commitment to a transparent, fair and inspiring working environment. We operate in a very dynamic workplace, we are growing fast and every opinion is important. We believe that the information we receive via the survey is a critical part of understanding what works well and not so well. We feed back to our staff the results of our People Survey at our regular company meetings. The People Survey helps to inform management decisions, how we conduct appraisals, our culture, where we can improve and how we can be better.

The survey is anonymous and features 30 questions: 26 are multiple choices on a five-point scale, and four are open questions providing the opportunity for feedback and suggestions. It is not designed to replace our open and transparent day-to-day communication, nor our appraisal process, but its anonymous nature does give it a unique role. The six-monthly survey cycle allows us to gauge trends throughout the year and to develop timely improvements.

We want our employees to feel inspired to work at Salterbaxter. Some of the questions in the survey are specifically developed to track this and we have set ourselves an ambitious target of achieving an 85% total satisfaction level in these particular indicators.

**SOCIAL INDICATORS**

Indicator	Company Data 2013
Average number of full-time employees	52.2
Average number of freelance staff	12.8
Average sick days per person	4.1
Average age	37
Average length of service (years)	3.1
Gender ratio male to female	43% male, 57% female

Gender	Percentage
Male	43%
Female	57%



# THE ENVIRONMENT

**The role of global business in shaping the future of our planet is something we deal with every day. We know that there is no option other than to ensure our own environmental performance is as positive as it can be.**



# THE ENVIRONMENT APPROACH

**We see how the world is being affected by serious environmental challenges, and face proof of how they are relevant for business every day. So in order to advise our clients on sustainability, we need to be able to ensure our own environmental performance is as positive as it can be. Every year we set KPIs for our environmental sustainability, and report back on performance every quarter to our management team.**

**PERFORMANCE**

Although as a relatively small, office-based business our direct environmental impact is minor, we are conscious of the importance of considering environmental impacts on our entire value chain. As a result, our approach to our environmental impact ranges from environmental performance as a key criteria for supplier sourcing, to our office management, to selecting paper for our own and our clients’ printed materials. Our greatest indirect impact on the environment, we feel, is a positive one – through our sustainability consultancy to clients we are able to reinforce the importance of addressing global challenges such as climate change and resource depletion.

We monitor our environmental impacts on a quarterly basis and have conducted an operational review in line with ISO 14001. In 2012, we identified the main areas where our direct impact lies: paper, waste and electricity, and each year we set ourselves the challenging goal of achieving 10% reductions in each of these areas. We drive this internally through various initiatives under our ‘10% less’ campaign.

Some of the initiatives that we have taken to achieve our goals include:

- Engaging our employees on environmental issues through our If Only programme and quarterly themes related to sustainability.
- Working with our printing suppliers to improve their environmental credentials.
- Ensuring our in-house printing uses FSC-certified or recycled paper.
- Recycling all office waste as much as possible, including printer toners and IT equipment.

- Promoting more environmentally sustainable behaviours amongst our employees, for example by removing access to non-recycling facilities in the main office space to encourage recycling.
- Measuring our energy use each quarter and being signed up to a green electricity tariff.

PAPER

41kg

PAPER USAGE PER EMPLOYEE

PAPER

Paper usage remains our biggest challenge. As one of the few sustainability communication consultancies with an in-house creative team, our strength as a business is bringing a creative approach to sustainability and communications challenges, but an output of this process is a heavy-use of paper in the collaboration, thinking and design stages.

Whilst we achieved our 10% reduction target in 2012, we fell some way short of another 10% reduction in 2013, falling back to our 2011 levels. In retrospect, our success in 2012 was likely the result of the immediate after-effects of the launch of our ‘10% less’ campaign, when this was uppermost in our minds. In 2013, whilst we continued to communicate our targets on paper use, we see the 2013 results as the effect of ‘campaign fatigue’ and it is clear that we need to step up our activities in this area again, to restate our ambitions on cutting paper use and re-establish momentum.

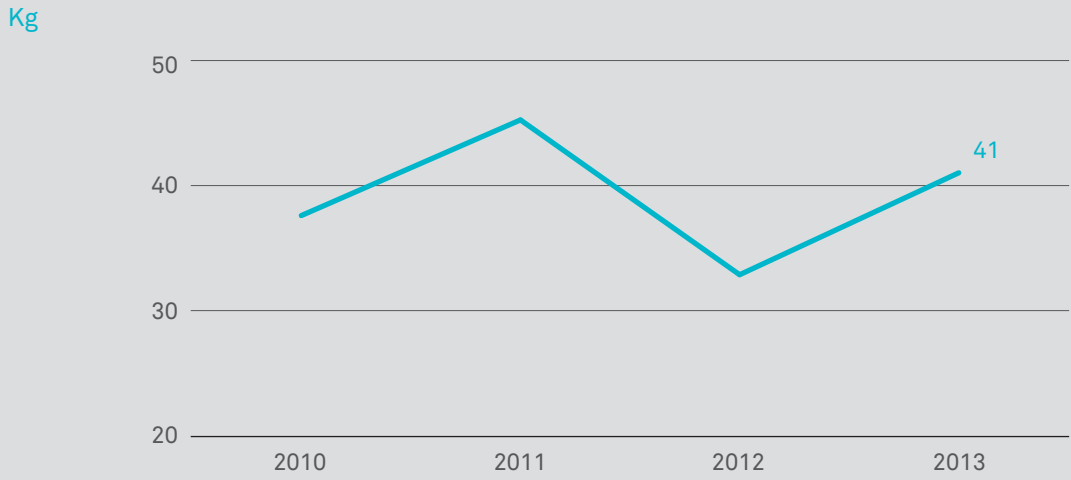
Some of the increase in paper use can be explained by more rigorous reporting methods, to now include business stationery purchased, as well as printer paper. Nevertheless, we will take what we have learned from our challenges in cutting paper use to inform our 2014 actions, including dedicating the fourth quarter to the issue of behaviour change.

Next steps: All our paper is FSC and/or recycled, but we have committed to our 10% reduction in paper use, so our target for 2014 is 37kg per employee. Key to achieving this is bringing our ‘10% less’ campaign back to the forefront. We will also focus on making our aim to reduce paper part of our culture and expectations included in our inductions with new staff including freelancers.



THE ENVIRONMENT CONTINUED

PAPER USE PER EMPLOYEE



WASTE

52.7KG

WASTE PER EMPLOYEE

WASTE

In 2013, we missed our 10% reduction target of 27.6kg per employee sent to Materials Recovery Facility (MRF) by a considerable margin. Like our paper use, we need to restate the importance of minimising the waste we send to landfill back on the agenda in 2014.

In 2013, we unveiled our If Only kitchen wall redesign (page 15) to serve as a reminder on what can be recycled and what goes to landfill, and keep the team updated on our 10% Less campaign.

We also kept the 10% Less theme in mind during each of our If Only quarterly themes, for example:

- The Eco Fashion Friday team informed us all around the life-cycles of our clothes, and challenged us to think less wastefully around the fashion we buy.
- At Christmas time, the 8 Weeks of CRistmas team challenged us to choose a ‘vintage’ gift for our Secret Santas, as well as putting on a quiz to raise awareness on some of the wasteful and over consumption habits we are used to doing at this time of the year.

Next steps: By focusing on individual behaviour change in 2014, we hope to address our waste impacts and reach our target of 47kg per employee sent to MRF.

RECYCLING

10,700KG

RECYCLED IN 2013

RECYCLING

At Salterbaxter we aim to recycle as much as possible but are constantly working to ensure that we use fewer resources to begin with. We want to be able to have as much transparency around the end use of our waste, therefore we use First Mile recycling to collect our recyclables, separated from the other waste that is collected by our office facilities management.

In 2013, we increased the amount of waste that was recycled from 98.8kg to 165kg per person, earning us the ‘Silver Standard’ from First Mile. This included electrical items, toners, light bulbs as well as glass, plastic, cans and paper. All of our toner and ink cartridges are collected for recycling. We are pleased to have embedded a recycling culture internally, but still have work to do on changing behaviours and reducing the initial use of resources such as paper and plastic. This will be a key theme in 2014.

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TREES SAVED THROUGH OUR RECYCLING SCHEME

ELECTRICITY USED PER PERSON

3,161KWH

ELECTRICITY

Our most complex environmental focus area to tackle is around our electricity use. As part of the historic Whiteleys Shopping Centre our office space is a Grade II listed building, and as such we are restricted in energy efficiency improvements that we can make. Whilst we continue to work with the landlord and management company, we focus on reducing our individual impacts as employees.

Because of the limitations we face in changing the big impact areas of the building, we knew that a 10% reduction from our 2012 numbers would be a challenge to achieve. Unfortunately our energy use per employee increased by 19%, indicating we have more work to do in this area to achieve a year-on-year reduction.

Next steps: In 2012, we began our ‘Switch It Off’ campaign and the numbers for 2013 highlight the need to refresh this and revisit the way we communicate this to staff in order to get back on track with our reduction strategies. We are also investigating how much energy can be saved through insulation measures that are achievable within the remits of our office’s listed building status. Our target for 2014 will be a 10% reduction on 2013 levels, the equivalent of 2,955kWh per employee.

# OUR KPIs AND POLICIES

**Our KPIs let us see how well we are doing. Our policies allow us to make progress, stay on track and maintain a happy work environment.**

SALTERBAXTER

KPIs

# OUR TARGETS

KPI	2013 Target	2013 Achievement	Target for 2014
Employees inspired to work at Salterbaxter	85%	72%	85%
Average working day hours	8.5	8.6	8.5
Staff formal training (days per employee)	0.5	0.4	0.5
Staff informal training days/person (cumulative)	2.5	1.1	2
If Only programme participation (days per employee)	2	3.7	3.5
Volunteering days	1	0.2	1
Number of Student placements	7	3	5
Number of Interns	4	7	5
Paper purchased (kg per employee)	29.6	41	37
Waste to MRF (kg per employee)	27.6	52.7	47.4
Electricity (kWh per employee)	2,481	3,283	2,955

**POLICIES**  
**OUR EQUAL OPPORTUNITIES POLICY**

**Salterbaxter Communications Limited is an equal opportunities employer.**

This means that it is the Company’s policy to make every effort to ensure that there is no discrimination or harassment on the grounds of colour, race, nationality, religion or belief, ethnic origin, disability, age, gender, marital status or sexual orientation, parental responsibilities, part-time or fixed-term status, in the way that the Company treats its employees, job applicants, clients, contractors and visitors. Bullying is a form of harassment and this policy covers bullying.

In issuing this policy the Company has three main objectives:

First, to encourage its employees to take an active role against all forms of bullying, harassment and discrimination; second, to deter employees from participating in bullying, harassment or discriminatory behaviour; and third, to demonstrate to all employees that they can rely upon the Company’s support in cases of bullying, harassment or discrimination at work.

The Company is committed to a working environment that offers equal treatment and equal opportunities for all its employees, so that every employee is able to progress to their true potential. Even after employment has ended, the Company is committed to ensuring that discrimination does not occur.

This policy applies to all aspects of the Company’s working practices and therefore applies to the recruitment and selection of employees, terms and conditions of employment, training, salary, work allocation, promotion and disciplinary and grievance procedures. The Company’s recruitment, selection, promotion procedures, and general policies and practices will be periodically reviewed to ensure that this equal opportunities policy is being implemented.

All employees are required to follow and implement the Company’s equal opportunities policy and, if necessary, undergo any training and development activities to ensure that they can carry out their duties and responsibilities in terms of promoting, developing, implementing and reviewing the policy arrangements in the course of their work.

“Being able to offer equal and fair treatment to all our staff is essential to not only retaining a motivated workforce, but it also ensures we are able to attract and recruit the most talented and qualified staff in what is an increasingly competitive industry.

**JASON PARRY**  
*Finance Director*



**POLICIES**

# OUR HEALTH AND SAFETY POLICY

**Health and safety information for all employees of Salterbaxter is supplied in the staff handbook, which is available to all employees at all times for ease of reference. Health and safety information relates to Salterbaxter’s office in Bayswater:**

**The Dome, Level 4 Whiteleys Centre, 151 Queensway, London W2 4YN.**

We want our employees to be as safe as possible in our working environment. We require all employees to follow these guidelines at all times.

While the Company will take all reasonable steps to ensure the health and safety of its employees, health and safety at work is also the responsibility of employees themselves. It is the duty of all employees to take reasonable care of their own and other people’s health, safety and welfare. We encourage staff to report any situation that may pose a serious or imminent threat to the wellbeing of themselves or of any other person.

The Company may take disciplinary action against any employee who disregards health and safety rules and procedures, or who fails to perform their duties under health and safety legislation. Depending on the seriousness of the offence, it may amount to potential gross misconduct rendering the employee liable to summary dismissal.

The Company will provide and maintain a healthy and safe working environment with the objective of minimising the number of health and safety related instances. The Company will pay particular attention to:

- Maintaining the workplace in a safe condition and providing adequate facilities and arrangements for welfare at work.
- Providing a safe means of access to and from the workplace.
- The provision and maintenance of equipment that is safe.
- The provision of such information, instructions, training and supervision as is necessary to ensure the health and safety at work of its employees and other persons.
- The Company also recognises its duty to protect the health and safety of all visitors to the Company, including contractors and temporary workers, as well as any members of the public.
- There was one incident logged in 2013 in the Health and Safety book when one member of staff suffered minor scratches when helping to change a light bulb.

POLICIES

# OUR ENVIRONMENT POLICY

Salterbaxter is committed to managing and reducing its environmental impacts.

The biggest impact we have on the environment is through our supply chain and how we place work with printers on behalf of our clients. Our print and paper policies can be read here.

We monitor and manage other impacts of our office operations including energy use, waste and paper.

PAPER POLICY

All paper specified for our major reporting projects (annual reports, CSR reports, corporate brochures), and any major print components of large branding projects must adhere to the following as a minimum:

- Be ECF (elemental chlorine free) or TCF (total chlorine free).
- Any virgin pulp must be sourced from sustainably managed forests.
- The mills which produce the paper should have ISO 14001 accreditation.

Ninety-five percent of all major projects must go further and specify paper from our ‘Top 10’ list of enhanced environmental paper stocks. All these papers are FSC accredited OR recycled with a minimum of 20% post-consumer waste. We are also looking into carbon neutral papers.

PRINT PROCUREMENT POLICY

Where we have the buying decision, we aim to place the majority of our print with suppliers who are managing their environmental impacts in a progressive and transparent way.

The proportion of print we place is around 80% of our total and consists of all major reporting projects (annual reports, CR reports, corporate brochures), and any major print components of large branding projects.

This process is managed through a key suppliers list. The list is structured into four levels. In the past we have aimed to place 90% or more of our print in the top two levels, with 10% placed in levels 1 and 2.

LEVEL 1:

- Vegetable inks as base set
- Recycle 80% of waste from presses
- Have environmental targets and policy in place, including energy, waste and emissions, and are aiming to achieve ISO 14001

LEVEL 2:

Level 1 requirements plus:

- ISO 14001

LEVEL 3:

Level 2 requirements plus:

- FSC accreditation

LEVEL 4:

Level 3 requirements plus:

- Renewable energy
- Carbon neutral
- IPA emissions below 10%

We will hold meetings with these and other printers to encourage and assist them in progressing through the levels and will continue to assess these categories throughout the year.

The remaining 20% of our print total for smaller projects and other one-off items will be reviewed on a project-by-project basis. We need some flexibility in this area as the practicalities of finishing and production/capacity may mean placing the work with other specialists in the industry.

Where we do not have the final buying decision we will always advise clients to follow these guidelines and will record where they are not able to do so.

ISO 14001 is a key part of our criteria and although we understand the limitations of this system, we still feel it is a useful assurance process by which we can assess a printer’s commitment to environmental management.

We may also consider other suppliers if their activities are transparent enough for us to assess without the ISO programme.



# REVIEWING OUR YEAR

**Looking back over 2013 retrospectively has given us an opportunity to see how far we've come and consider what we want to achieve in the coming years.**

The last few years have been an exciting time for Salterbaxter as we've grown significantly as a business. We have expanded our client base, range of services and moved to larger office premises to accommodate our growing team of sustainability and creative communications experts.

But as we grow we are finding it challenging to keep our operational impacts down and meet the ambitious goals we set for ourselves. Our environmental impacts whilst still relatively small, are increasing rather than decreasing and our Key Performance Indicator (KPI) of employees 'inspired to work at Salterbaxter' at 72% is still some way off our big goal of 85%.

To turnaround these trends we plan to take two main actions over the course of 2014. First of all we will step up efforts on our '10% less' campaign through a combination of resource efficiency improvements to our office space and also by taking a fresh approach to how we talk about the campaign with employees. We will also dedicate an entire If Only quarter to the topic of behaviour change, and delve into what works and what doesn't when it comes to transitioning towards more sustainable lifestyles.

Secondly, we are focusing on communicating better amongst the team through our monthly company update meetings on all the great work we are doing, and how every member of staff has an impact. We think this is a critical component of ensuring that we keep our work environment a place that inspires our employees and makes the company an attractive employer.

In contrast to our operational challenges, 2013 was the biggest and best year yet for our If Only programme. With four distinct quarterly themes inspired by the sustainability challenges that matter to each of us and run by cross-disciplinary teams, If Only succeeded in our mission of using 'creative

thinking to encourage positive living'. At the end of the year we asked our employees to vote for the If Only quarterly theme of the year. The winning theme team was Eco Fashion Friday who succeeded in making a complex and topical issue simple and relevant to every one of us, as well as inspiring us all to think differently about expressing our values as well as our style through the way we dress every day.

Plans are well underway for If Only 2014, with four new If Only quarterly themes ranging from health and wellness to sustainable cities. In Q2 we will set aside a whole quarter to focus on making our Innovation Day 2014 bigger and better. During this quarter we will hand pick the social enterprises that benefit and get to know them in advance of the event so that we can deliver an even bigger impact on the day. And we want to go further to ensure that our activities are engaging and inspiring to everyone within the company but also set an example for our clients.

We're excited about what's to come.