UN GLOBAL COMPACT

SALTERBAXTER MSLGROUP'S COMMUNICATION ON PROGRESS 2014





Who we are and what we're all about

Reintroducing SALTERBAXTER MSLGROUP

As Salterbaxter, we've been at the forefront of sustainability communications for 16 years. Working where business strategy, sustainability and creative communications meet, we help organisations perform more effectively, tell better stories and deliver outcomes that make business fit for a more sustainable future.

2014 was a transformative year for our business. In July we became part of MSLGROUP – Publicis Groupe's strategic communications organisation – and so becoming the global sustainability and citizenship powerhouse.



Key Facts

16 years

and still led by founders Penny Baxter and Nigel Salter. 66

employees based in London and one in Washington DC. 3,500+

experts within our network as part of MSLGROUP **65%**

of our clients are outside of the UK, from Australia to Sweden and South Africa.



About this report

Contents

This is SALTERBAXTER MSLGROUP's ninth consecutive Communication on Progress submitted to the UNGC. It covers the calendar year January to December 2014. As part of Publicis Groupe we are also covered in their Group CSR and Annual Reporting documents.

Section 1 restates our commitment to the UNGC 10 Principles and highlights some of our activities that make progress against each of these.

Section 2 covers in more detail our internal sustainability programme If Only, our activities, approach and how the initiatives shape our thinking as a business. It also includes our policies as a responsible business, including on Equality Opportunities, Health and Safety, and Environmental Procurement.

Our ongoing commitment

04. Statement from our founding directors

Section 1: The 10 Principles of the UN Global Compact

- 05. The 10 Principles of the UN Global Compact
- 07. Human Rights
- 08. Labour
- 09. Environment
- 10. Anti-corruption

Section 2: About If Only

- 13. If Only; Think It, Do It
- 14. Think it, Do it: Quarterly Themes
- 21. Measure and Report
- 25. KPIs and targets
- 26. Equal opportunities policy
- 27. Health and Safety policy
- 28. Environmental procurement policy

Next steps

29. Looking forward

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Our ongoing commitment

Statement from our Founders

As our business transforms from a small – yet dynamic – sustainability communications and strategic consultancy to part of a global network, we're seeing our influence on organisations tackling the big environmental and social challenges facing our world, grow. We work to create value for clients through building their purpose, making them better corporate citizens, better employers, drive better behaviours among consumers and become better stewards of the world's resources.

To further encourage our clients to embrace this agenda we must hold ourselves accountable to the same standard. Therefore we support the United Nations Global Compact (UNGC) because of its qualities as a truly universal standard for a sustainable and inclusive global economy.



Nigel Salter



Penny Baxter Managing Director



The 10 Principles of the UN Global Compact



Section

The 10 Principles of the UN Global Compact



Human Rights



Labour

Principle 1:

Businesses should support and respect the protection of internationally proclaimed human rights;

Continued on page 08

Principle 2:

make sure that they are not complicit in human rights abuses.

Continued on page 08

Principle 3:

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Continued on page 08

Principle 4:

the elimination of all forms of forced and compulsory labour;

Continued on page 09

Principle 5:

the effective abolition of child labour; and

Continued on page 09

Principle 6:

the elimination of discrimination in respect of employment and occupation.

Continued on page 09



The 10 Principles of the UN Global Compact



Environment



Anti-corruption

Principle 7:

Businesses should support a precautionary approach to environmental challenges;

Continued on page 10

8

Principle 8:

undertake initiatives to promote greater environmental responsibility; and

Continued on page 10

9

Principle 9:

encourage the development and diffusion of environmentally friendly technologies.

Continued on page 10

Principle 10:

Businesses should work against corruption in all its forms, including extortion and bribery.

Continued on page 11



Human Rights



Principles

Principle 1:

Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2:

make sure that they are not complicit in human rights abuses.

How we consider our impacts and influence, and approach

How we consider our impacts and influence:

Because of the nature of our work, we do not believe we have any adverse effects on human rights. However, we are acutely aware that we must take a proactive approach and assess the real and potential impacts of our business operations.

Our approach to the topic:

We continue to endorse the Guiding Principles for Business and Human Rights introduced by the UN Human Rights Council in 2011, as well as the Universal Declaration of Human Rights. We support and follow the UK Government's leadership in rolling out guidance for business to integrate human rights into their operations.

How we live up to the principles:

Because of the nature of our business, our impacts are almost exclusively on our employees. Therefore we take a number of steps to ensure that our business activities deliver a positive impact on the human rights of our staff.

- As we develop skills and learning, we promote the right to education, and through the way we manage the business, we promote the right to the adequate standard of living as well as freedom of expression.
- We promote the right to safe and healthy working conditions through managing the work environment of our employees and through a comprehensive Health and Safety policy. All new employees, both permanent and contract staff are inducted in this as part of our new starter process.
- All employees are required to read our Employee
 Handbook upon starting employment at Salterbaxter.
 In the Handbook we lay out our Grievance procedure
 that ensures staff are familiar with how to raise
 concerns about staff treatment or any other aspect
 of our work.



Labour



Principles

Principle 3:

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4:

the elimination of all forms of forced and compulsory labour;

Principle 5:

the effective abolition of child labour; and

Principle 6:

the elimination of discrimination in respect of employment and occupation.

How we consider our impacts and influence, and approach

How we consider our impacts and influence:

As a small company based in the UK with a business model based on our professional services, our risk of contributing to detrimental impact on labour rights is very low. Nevertheless we consider strong labour practices as fundamental for attracting, developing and retaining the talented people that make us leaders in our field. Through our work and influence, we also encourage and help our clients to consider the direct and indirect impacts of their operations on labour rights.

Our approach to the topic:

For us, a culture in which all staff are treated fairly and each individual's merits are promoted equally is not just a good business practice or a regulatory requirement – it is also essential to a happy and effective workforce. We strongly support instruments that promote global labour standards such as the ILO Core Conventions.

- Performance against objectives and compensation are formally reviewed on a twice-yearly basis.
 We also conduct more informal monthly check-ins and encourage and facilitate 'catch-ups' and informal mentoring between staff outside of formal line management.
- Also twice a year we conduct our People survey, within which we measure and monitor employee satisfaction as well as solicit opinions on the direction of the company. In 2014, 67% of staff participated.
- Working hours are monitored through our online business operations system to manage employees' work/life balance and we take steps to respond and address issues as required.
- 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 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.

How we live up to the principles:

During 2014, women made up 63% of all staff, as well as comprising half of our senior team heads positions.

All permanent staff have access to health insurance that incorporates a proactive healthy living programme that rewards them for taking steps to improve their health and wellbeing, as well as providing comprehensive medical coverage.

Moving forward:

As we align more closely with MSLGROUP, we are implementing more initiatives to our proactive management of the wellness and development of our workforce. We will:

- Participate in a Group-wide annual employee survey.
- Facilitate associations and interaction amongst affiliation groups, such as 'Egalité' – a Publicis-wide employee network for lesbian, gay, bisexual and transgender (LGBT) professionals and allies.
- Participate in Group-wide training and mobility programmes.



Environment



Environment

Principle 7:

Businesses should support a precautionary approach to environmental challenges;

Principle 8:

undertake initiatives to promote greater environmental responsibility; and

Principle 9:

encourage the development and diffusion of environmentally friendly technologies.

How we consider our impacts and influence, and approach

How we consider our impacts and influence:

Our day-to-day work involves helping businesses understand and address the major challenges facing society both today and in the future. We have been working to elevate awareness and communication on environmental issues since the business was founded 16 years ago.

As an office-based professional services business, our own impact on the environment is relatively minimal. However, we understand the importance of encouraging more sustainable behaviours at both a macro and micro level, and have a responsibility to do what we can as a business and to influence our clients and suppliers to mitigate their own environmental impacts.

Our approach to the topic:

Our ambitious targets are to reduce our three biggest environmental outputs – waste, water, and energy – by 10% year-on-year. We monitor our performance on a quarterly basis and have conducted an operational review in line with ISO 14001.

How we live up to the principles:

- Environmental topics are a core component of our If Only programme and quarterly themes.
 The different themes encourage understanding of environmental challenges, greater awareness of our own behaviours and inspire us to use our creativity to address them.
- We use our positive influence to help our printing suppliers improve their environmental credentials and ensure that our in-house printing uses FSC-certified or recycled paper.
- We recycle as much office waste as possible, from printer toners to IT equipment.
- We also encourage positive sustainable behaviour through everyday business processes. For example by removing access to non-recycling facilities to encourage recycling and discouraging wasteful printing.
- Our electricity is provided through a green energy tariff, which means that of the energy we purchase, the same value is put back into the grid through renewable sources.

Moving forward:

2015 will be a critical year for the future sustainability of our planet, culminating in the COP 21 conference in Paris. We are pleased to be playing a large role in this event with a series of events we're calling 'Chance for Change: Exploring the climate concerns of today and the solutions of the future'.



Anti-corruption



Anti-corruption

Principle 10:

Businesses should work against corruption in all its forms, including extortion and bribery.

How we consider our impacts and influence, and approach

How we consider our impacts and influence:

Salterbaxter is committed to operating ethically and against all forms of corruption at all times.

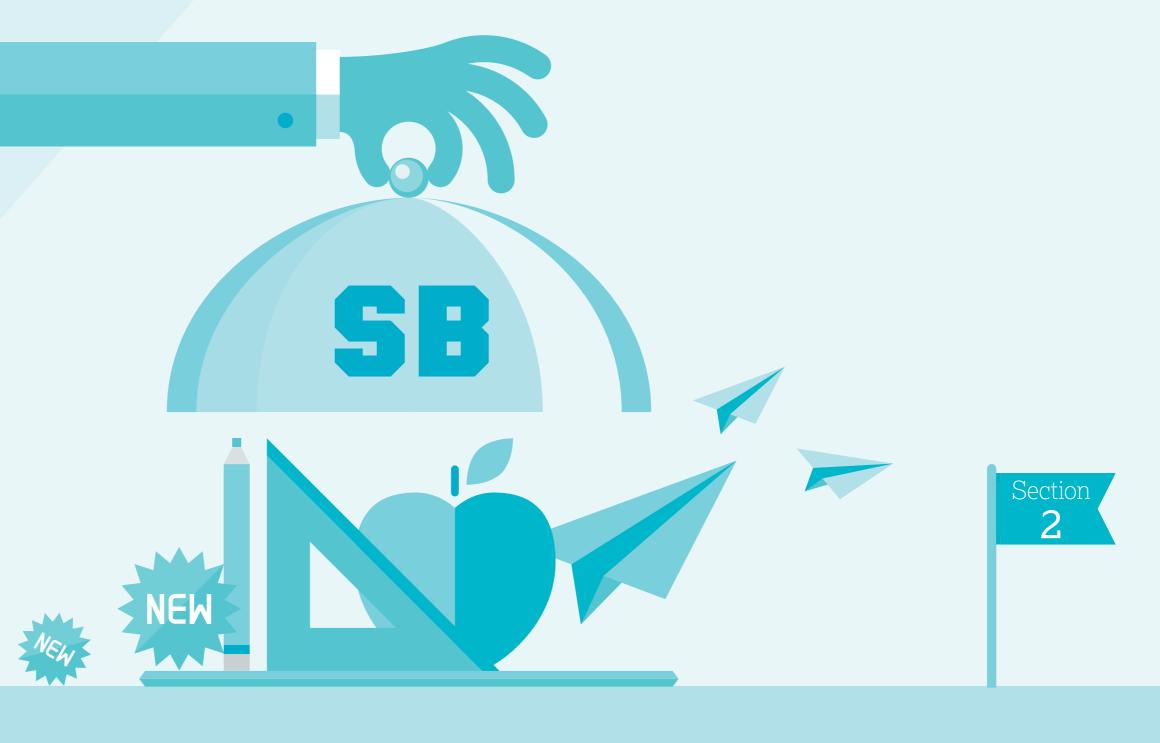
Our approach to the topic:

Our Employee Handbook details our policy and procedure on receiving gifts, and only permits us to accept gifts of no substantial financial value. Any such gifts become the prizes in a Christmas fundraising raffle and the proceeds go to charity to prevent any undue influence developing in our client and supplier relationships.

Our client hospitality is restricted to end of project celebration meals, when teams on both sides are thanked for their hard work.



About If Only



If Only; Think it, Do it



If Only

If Only encompasses how we approach and apply the work we do with clients to our own business. This can involve learning more about the issues that are shaping our world, to sharing our creativity and insights to solve challenges, and of course ensuring our own impact as a business is as positive as it can be.







Every day we see how creativity and innovation contributes to a more sustainable world. We apply this to our own business with the mentality and approach: If Only.

Lynn Dickinson
Senior consultant, Salterbaxter

of staff believe that
If Only is engaging
internally, and through
the innovation day,
externally



The If Only framework



Mission:

Inspire, innovate, impact

We will make change happen by inspiring each other to innovate and make a positive impact on sustainability challenges.



Think it, do it

Awareness is not enough. Action is key. We will find new ways to interact, motivate each other to participate and make an impact. We will do this through:

- Engaging themes that lead to understanding and drive behaviour change
- Supporting social businesses via our Innovation Day



Measure and report

Together we will create an inspiring place to work where our people thrive. We will also improve the management of our business impacts through:

- KPI scorecard and quarterly reviews
- UN Global Compact Communication on Progress including our annual performance report
- Biannual people survey, ongoing dialogue, individual and collective action



Think it, Do it: Quarterly Themes

Every quarter, we work in cross-department groups to develop activities on a particular sustainability theme, and then involve the rest of the company.

Ouarter 1



Quarter 2



Innovation Day

Quarter 3



Sustainable Cities

Quarter 4



Behaviour Change/ 21 Days Later



Reboot

Quarter 1

What do you get when you put petrol in a diesel car? A car that doesn't run properly or efficiently! And we operate in the same way. So our first quarter was all about starting the year with a fresh and healthy mentality.

Reboot

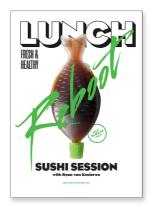
We asked everyone in the company for their New Year's resolutions so that we could help support them in achieving them throughout February and March. To this end, we also asked people to share hidden talents and skills and ran a quiz to learn more about each other. Finding out, for example, that we have multiple published authors, musicians and qualified pilots on staff!

As part of Reboot we ran a number of activities to get us to think about what foods we eat as part of our busy lifestyles and consider what it does to our bodies. We shared non-alcoholic cocktails and had a nutritionist from the Food Doctor clinic come to talk about how blood sugar supports our adrenal function, giving examples of how our lunch and snack choices work alongside our cortisol levels on stressful days.

Then to complement our healthy food intentions we brought in people to inspire us to get more activity. We had an induction talk and class from a Personal Trainer, we tried a morning pilates class and for the hard core: an outdoor military-style boot camp class.

And to stimulate our minds there was a Reboot your finances session run by Jason, our CFO, and a session on how to Learn a language supporting that familiar new year's resolution of getting round to learning that second language.













'Reboot' was about revitalising our health and starting the year off fresh and invigorated. Among the activities set up by employees, this theme included visits and talks from a nutritionist, a Personal Trainer, a boot-camp fitness session and inspirational film screenings.

Tracy Cheung

Operations Manager, Salterbaxter



Innovation Day

Quarter 2

One of our main If Only events each year is Innovation Day. For the fourth year running we put client work to one side and dedicated a full day of our services to supporting social enterprises. We apply our creative thinking and sustainability expertise to help support social entrepreneurs in need of our skills.

Innovation Day

For the social enterprises, it's an opportunity to tackle some of their challenges head on in one day, using an approach and resources that they might not ordinarily have access to.

For us, we get the chance to apply our creative thinking and sustainability expertise to support social entrepreneurs in need of our skills. We get inspired working with entrepreneurs who have created a successful business around an issue they are passionate about, demonstrating the 'Think it, Do it' ideology that we try to replicate. By removing distractions and being able to completely focus on the particular challenges of each of the enterprises, we are able to be at our most creative and strategic in problem solving. This helps us find new ways of working and collaborating that we bring back to our clients.

By using different brainstorming models and teams, we are able to present back to the rest of the company and enterprises our solution to the challenges at the end of the day.

In the run-up to the event our quarterly theme team worked with social entrepreneur support group, UnLtd, to find enterprises who could benefit most from our communications know-how and sustainability expertise. UnLtd provided us with a shortlist of enterprises who were then presented back to the company. Staff then voted on the enterprises they most wanted to work with.

Before the day, the whole company split into four multidisciplinary teams, led by a consultant and quarterly theme team member who planned a structure to the day to tackle each of the challenges set in advance by the enterprises. The teams got together to be briefed and up to speed on the different business models, product offers and commercial objectives of the enterprises so that we could start Innovation Day straight out of the blocks.

On the day itself, teams came up with a wide range of solutions, strategies and designs for each of the enterprises, ranging from social media strategies, new branding, campaigns and activations.



I just want to thank you for organising such a results-focused and fun event for our entrepreneurs. I am truly impressed by your whole team and humbled by the amount of work that has gone into making the day a success.

Albert Chong
Fast Growth Programme Lead, Unitd



Innovation day is always a great experience, we shut down the office and get to totally focus on the Social Enterprises. And it's fun to work with different colleagues and using skills I never knew I had!

Louise Moyna *Production Manager, Salterbaxter*



Innovation Day

The four enterprises were:

Team up

A company working with university students and state schools to improve social mobility by transforming young people's prospects at school and university. Our teams of Rising Leaders, active in over 35 universities across the UK, collectively support 1,000 young people through tuition and enrichment activities.

South London Cares

A community network mobilising young professionals to connect with and help older neighbours in Southwark and Lambeth with a little extra time, practical help, social connection and human companionship.

Bright Ideas Trust

A network organisation of entrepreneurs and business leaders established to help people aged 16-30 build their own businesses and achieve their ambitions.

Surf and Turf Camp

An enterprise providing summer camp activities for kids combining physical activity (on the turf) and digital and STEM skills development (the surf).





Today was amazing. We have developed a strategy for our immediate and long term communications targeted at our now more clearly defined audiences. And we have a campaign that we can run on Facebook straightaway.





I just wanted to thank the team so much for all the amazing work you did yesterday, and for all the time, energy and passion you put into preparation and the day itself. You've given me so much to think about and work on. I really hope I can work with you again soon.





The opportunity to take time out to reflect on the company's overall strategy has been invaluable. The facilitation was excellent and the team acted as intelligent observers challenging us on many different aspects of our brand and USP in a crowded marketplace.



We have travelled such a long way today. In one day we have a new name for the business and a refined proposition and messaging. Plus a developed video storyboard that we'll get the kinds to help us make at the next camp! Thanks to a great team.



The four innovation teams in action

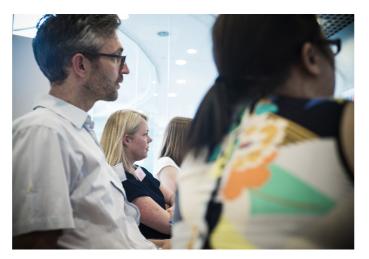


















Sustainable Cities

Quarter 3

Did you know that cities...

...Cover just 3% of the planet's land surface, but are home to more than 50% of its people?

...Consume 2/3rds of the world's energy, and account for more than 70% of global CO₂ emissions?

...Will be home to over 75% of the global population by 2050, at current rates of expansion, requiring the equivalent of a new city of one million inhabitants to be built every five days between now and then?



Super City

Q3 in 2014 was all about exploring the challenges and innovative solutions that could make our cities more sustainable. We learnt for example that London is one of the driest capital cities in the world, with available water per head comparable with that of Israel. Yet at the same time 1.25 million people and billions in high-risk assets are exposed to potentially devastating flood damage.

Through this quarter we asked everyone to share examples of innovative approaches to sustainable city living and working within four themes: scarcity, velocity, capacity, and domesticity and post them on a map of London.

We also invited Matt Franks from social enterprise – Connected Roots – to come in and show how his business is getting us urban inhabitants connected with the idea of growing our own food. Being all about helping people to grow food in small spaces like window boxes, balconies, or small gardens, but also training-up out-of-work young people in gardening skills.



Cities don't provide much space to grow, but what can be achieved from limited spaces can be astounding. To help motivate and enlighten the rest of the company we invited a speaker to talk about growing food in limited spaces, and how to make your empty spaces, balcony or even a fence into a culinary haven.

Peter Andic
User Experience Lead, Salterbaxter



Behaviour Change/ 21 Days Later

Ouarter 4

How to change behaviours from those that are unsustainable or detrimental to our health and wellbeing in some way, to ones that have a more positive impact on our environment and society, is a challenge we come up against frequently in our work with major businesses. It's a major challenge for the world as some of the barriers to changing certain habits can be about more than accessibility or cost, but rooted in cultural and behavioural factors.

Change makers

This quarter was designed to challenge some of the behaviours we have as individuals, teams and as a business that we want to change, and to test out different methods of changing them, such as:

- Make it fun/competitive
- Make it normal/the 'default'
- Reward 'good' behaviours and punish 'bad' behaviours
- Make it easy: getting people together and figure out how to remove the barriers
- Make it up uplifting/inspiring

Using the theory that it takes 21 days to change a habit, the team came up with a '21 Days Later' personal challenge, whereby everyone was provided with a card

to display the habit they wanted to break. Each occasion that participants managed to achieve their challenge was noted, with a prize given to those that were most successful after the 21 days.

Following the 21 days, we set up groups of people with similar objectives (being more active during the working day, eating better, etc.) to continue the good progress and hold each other accountable.

The year was concluded with a big company behaviour challenge: staff were able to think about the way we work and 'change it up' by challenging the status quo and opening up opportunities to innovate in our processes and culture. From a huge response, we collaborated on ways to change some of the 'accidental cultures,' many of which – such as hot-desking on the last Friday of the month – have been maintained since.









Measure and Report: Social

We rely on the talent and dedication of our people. That's why we do all we can to make Salterbaxter the best place to work, and keep it that way. We engage our staff on issues that we care deeply about, that connect to our work and to our daily lives because we want to 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.

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. We set social indicators that we report against in a scorecard on a quarterly basis.

Our People Survey, conducted twice a year, is the mechanism through which we try to deliver a transparent, fair and inspiring working environment. We operate in a very dynamic, fast-paced sector and every opinion is important to us. The information we receive through the survey helps us understand what works well and what we need to manage. It informs management decisions, how we conduct appraisals, our culture, where we can improve and how we can be better. The results of our People Survey are fed back to all staff at our regular company meetings.





Measure and Report: Social

What we're proud of:

Staff formal training days (cumulative days per person):

0.6 (target: 0.5)

Staff informal training days (cumulative days per person):

3.2 (target: 2.5)

We reached our target number for average staff training days for both formal (i.e. externally provided, including certifications) and informal (i.e. in-house mentoring, knowledge-sharing sessions) training. Up-skilling staff and sharing the knowledge we build for our clients with the wider team has been a strong focus, as it allows us to make the most of the skills and experience we build and foster a culture of continuous learning. Some of the formal training included design presentation skills with the Design and Art Direction Club (D&AD) involving staff from across teams, as well as formal certification in the Global Reporting Initiative's (GRI) new G4 framework.

Participation in the If Only programme (cumulative days per person):

3.7 (target: 2.0)

The high participation in If Only is an indicator of how much the scheme brings us together as a business and connects us on the issues we're all motivated by.

What we're working on:

Employees inspired to work at Salterbaxter: **64% (target: 85%)**

We want our employees to feel inspired to work at Salterbaxter. Some of the questions in the People Survey are specifically developed to track this. In 2014, the proportion of staff inspired to work at Salterbaxter decreased compared to previous years. Notably, the percentage was lower in the survey conducted in H2. We feel that uncertainty associated with the acquisition of the business in the summer, as well as a challenging marketplace, contributed to this. The Q4 behaviour change theme was helpful in surfacing some of the issues and enabling the business to focus on priorities and new initiatives. Going forward this continues to be monitored and addressed through ongoing communication, good management and clear leadership.

Volunteering days (cumulative days per person):

0.1 (target 1.0)

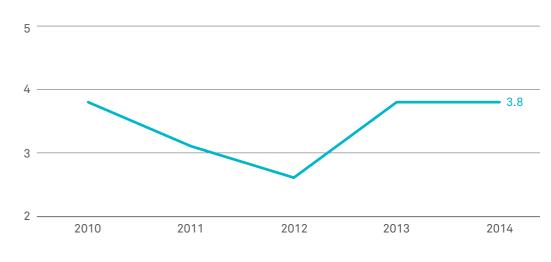
We missed our target of encouraging every member of full-time staff to take a day of company time to volunteer for an organisation of their choice. Whilst participation in If Only was high, we need to remind staff of this opportunity and encourage greater take up. In 2015 we will dedicate one of our quarterly themes to encouraging staff to make good use of their volunteering day.

Students: 0.0 (target: 5.0)
Interns: 1.0 (target: 8.0)

We are disappointed to not have achieved our targets and in 2015 we will establish a clearer strategy and ownership of the responsibility for these targets across teams in order to improve.

Social indicators

Average length of service



Indicator	2013	2014
Average number of full time employees	52	57
Average number of freelance staff	13	10
Average sick days per person	4	4
Average age	37	38
Gender ratio male:female	43:57	37:63



Measure and Report: Environment

We come across the reality of global environmental challenges in our work every day. Therefore we need to practice what we preach. 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.

Although as a relatively small, office-based business our direct environmental impact is minor, we are conscious of the importance of considering the environmental impacts to our entire value chain. Every year we set KPIs for our environmental sustainability, and report back on performance every quarter to management team.

Our greatest impact on the environment is indirect, but we feel it is positive. Through our sustainability consultancy to clients we reinforce the need to address 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 goals for achieving 10% reductions in each of these areas. We use our influence with printing suppliers to improve their environmental credentials. For more on how we approach our environmental impact management, see page 10.





Measure and Report: Environment

What we're proud of:

Electricity usage and CO_2 emissions: **47% reduction**

We more than exceeded our 10% decrease on 2013's electricity use with a 47% reduction overall. This means that each employee used almost a third less energy in 2014 than in 2013. Our CO₂ emissions were the lowest they have been since we moved to the much bigger studio space in 2012 because the main building's air conditioning system broke down and due to its age could not be fixed or upgraded. This created an opportunity and was replaced by a number of free-standing fans for which teams sitting together were made responsible. This system proved to be much more efficient and effective in terms of controlling the office temperature and enabling staff to turn fans on and off as required and always at the end of the day.

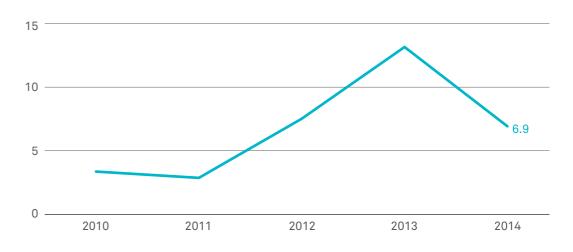
Waste: **Reduced by 43%**Recycling: **Increased by 73%**

We have two types of waste – recyclable (e.g. paper, glass, plastic, cans) and non-recyclable (e.g. food, packaging that cannot be recycled). Our non-recyclable waste is reused for other purposes such as green energy. This type of waste reduced by 43% during 2014 from 53kg to 30kg per person. This was counteracted by an increase in the amount that we recycled which went up by 73% from 101kg to 176kg person. We think that this demonstrates a more responsible use of materials and hope that through ongoing communication campaigns this trend will continue.

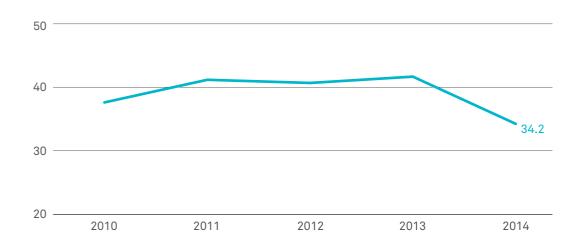
Paper: Reduced by 18%

In 2014, we used 7.5kg less paper per employee and exceeded our 10% less target for paper usage achieving an 18% reduction. As well as demonstrating improved behaviour around paper usage this is also a result of more digital work and screen based presentations which are less dependent on paper based outputs.

CO₂ emissions (tonnes):



Paper use per employee (kgs):





KPIs and targets

KPIs	2014 Target	2014 Achievement	2015 Targets
If Only participation days per employee (c)	3.5	3.6 ✓	3.5
Employees inspired to work at Salterbaxter	85%	64% X	85%
Number of student placements	5	0 x	5
Number of interns	8	1 X	3
Volunteering days (c)	1	0.2 X	1
Paper usage (kg per employee)	37	33 ✓	29.7 (10% less)
Waste to MRF (kg per employee)	47	29 🗸	26.1 (10% less)
Electricity (kWh per employee)	2,955	2,169 ✓	1,952 (10% less)
Average hours	8.5	8.5 ✓	8.5
Staff training formal (days per employee – c)	0.5	0.6 ✓	0.75
Staff training informal (days per employee – c)	2	3.2 ✓	2

c = cumulative



Equal Opportunities policy

We are an equal opportunities employer. This means that it is our policy to make every effort to ensure that there is no discrimination or harassment of employees, job applicants, clients, contractors and visitors on the grounds of colour, race, nationality, religion or belief, ethnic origin, disability, age, gender, marital status, sexual orientation, parental responsibilities, part-time or fixed-term status. Bullying is also a form of harassment and this policy covers this.

Our approach

In issuing this policy we have three main objectives:

First, to encourage 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 our support in cases of bullying, harassment or discrimination at work.

We are 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, we are committed to ensuring that discrimination does not occur.

This policy applies to all aspects of our 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. Our 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 our 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.

In 2014 there were no breaches of this policy.



Health and Safety policy

We want our employees to be as safe as possible in our working environment and 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. Employees should report any situation that may pose a serious or imminent threat to the wellbeing of themselves or of any other person.

Our approach

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.

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.

In 2014 there were no breaches of this policy.



Environmental Procurement policy

Our approach

We are committed to managing and reducing the company's 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.

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 (levels 3 and 4), 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 hold meetings with these and other printers regularly to encourage and assist them in progressing through the levels and will continue to assess these categories on an ongoing basis.

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.



Next steps

Looking forward

2014 was the single most transformative year for our business since we began as a small corporate sustainability communications consultancy in 1998. Year-on-year we've expanded our client base and now, as part of the global network MSLGROUP, we have greater reach and a bigger opportunity to make the world a more sustainable place.

It will take time and some trial and error for our culture to adjust to being part of a global sustainability and citizenship powerhouse and identify the opportunities for all of us. We continue to value every single voice, opinion and idea and are ensuring that 2015 maintains an open and collaborative spirit to both doing great work for clients and inspiring each other in our teams. For example, we're asking all employees at all levels to come up with ideas for how they see the new, evolved SALTERBAXTER MSLGROUP, and empowering them put these ideas into place.

We're excited to play a positive, influential role in our new network. From sharing insights and capabilities, we're also sharing the value of our different ways of working. For example in 2015, our Innovation Day will be bigger and better – expanding to include MSL London also meaning a greater positive societal impact by supporting more social enterprises.

If Only continues to be a core part of our values and a crucial part of how we deliver on our mission. Themes in 2015 will build on our creative capabilities and take on different aspects of sustainable design and innovation.

We're also anticipating the build up to what will be the major sustainability event of our time – COP21. The world's attention will be focused on Paris and the UN seeking an ambitious commitment to tackle global climate change. We'll be taking an active part. Not only by advising our clients on what it means for them, but by listening – not just to the politicians and world leaders – but to the people for whom climate change matters most – Millennials.

We're excited to face the challenges with the creativity we pride ourselves on.

