



Make  
it happen  
Now



sustainability  
intelligence in action

---

COMMUNICATION ON PROGRESS (COP)

From march 2022 to march 2023

## INDEX

1. DECLARATION of continuous support from the chairwoman .....	3
2. WHO WE ARE .....	4
3. DESCRIPTION OF OUR ACTIVITIES .....	6
4. SOCIAL PERFORMANCE .....	8
5. ENVIRONMENTAL PERFORMANCE.....	10
6. FIGHT AGAINST CORRUPTION .....	12
7. STAND OUTS .....	13



## 1. DECLARATION OF CONTINUOUS SUPPORT FROM THE CHAIRWOMAN

Lisbon, March 1, 2022

To our stakeholders:

I am pleased to confirm that Sair da Casca II – Consulting and Communication in Sustainable Development, SA, reaffirms its support for the ten principles of the United Nations Global Compact on Human Rights, Labour, the Environment, and the fight against Corruption.

In this Annual Progress Communication, we describe our actions to continuously improve the integration of the Global Compact and its principles into our business strategy, culture, and day-to-day operations in the context of the 2030 Agenda – Sustainable Development Goals.

We are committed to sharing such information with our stakeholders through our main communication channels.

Best regards



Nathalie Brigitte Ballan da Silva Carvalho

Chairwoman of the Board



**sustainability**  
**intelligence in action**

make it happen

Sair da Casca  
Praça Marquês de Pombal, nº14  
1250-162 Lisboa

## 2. WHO WE ARE

### MANIFESTO

Advocates of sustainable development, we want to encourage and monitor the transformation processes of organizations and their relations with Society.

- We help companies maximize their positive **impacts** and minimize their negative impacts.
- We encourage change and accelerate transformation **through** actions focused on results and impacts.
- We increase cooperation between companies and society and **promote** the buttressing of the social economy.
- We create skills, educate, and mobilize for sustainability.

**We are BCORP because we believe that the best business strategies are those that put sustainability and stakeholders at the heart of their decisions.**

### WHAT WE DO

We design and implement projects that contribute to an ecological and social transition, through strengthened commitments, innovation in products and services, and positive impact orientation.

Since 1994 we have contributed to disseminate, and above all integrate, the challenges of sustainability in the strategies of organizations, reflected in the way they relate to their stakeholders, whether employees, consumers, customers, partners, community, or suppliers.

- Promoting behaviour change towards an ecological and social transition, framed in the 2030 Agenda.
- Involving stakeholders in the legitimacy of the action, favouring dynamics of co-construction and dialogue, capable of impacting for change.
- Electing impact creation as the unit of success that transforms the performance of organizations and contributes to a more prosperous and inclusive society.

### HOW WE DO IT

From diagnosis to accountability, we work on defining strategies that aim to put the environmental, social, and economic criteria at the centre of the business, we follow trends, tensions, relevant topics and impact on the organization's activities, and we implement and monitor the projects. The cycle can be closed with communication and accountability.

We therefore stay up to date on the relevant and current topics for the various industries we follow, with research as a large component of our shared knowledge development. The future of work, the future of food, climate urgency, the sustainability of the value chain, impact investment, transparency, and positive brands are some of the topics we follow.

We also use a wide network of national and international partnerships.



## OUR AGENDA

Our strategy is based on contributing to the 2030 Agenda – Sustainable Development Goals – through our activities' impacts, either direct or indirect. By implementing multiple projects in various sectors, we contribute to the thematic objectives. Through our participation and involvement in several fora, we put our skills at the service of the market, and of knowledge sharing.



## TEAM

We seek diversity in the areas of skills and experiences, and work with a conviction: we want to contribute to a better world. Partners, Seniors and Consultants, are all focused on the sense of advocacy that characterizes us.

## CLIENTS

We work with organizations of different sizes, types, and industries. Companies, business associations, and foundations. Public and private organizations. Multinationals and SMEs, from the social sector to banking, insurance, agri-food, consumer goods, transport, and energy, among others. We want to bring sustainability to the agenda of all organizations.

## PARTNERS

We grow with our partners and stakeholders. We share research projects, methodologies, and experiences, and will seek inspiration from the best national and international experts. Our proximity to the associative world, social entrepreneurs and various national and international forums helps to mobilize stakeholders around our projects and our clients' projects.



### 3. DESCRIPTION OF OUR ACTIVITIES

Aligned with the 10 principles of the United Nations Global Compact on Human Rights, Labour, the Environment, and the fight against Corruption, we seek to create, maintain, and evolve according to strategies, policies and procedures that are clear and adjusted to the reality in which we operate, bearing in mind the cultural, social, and economic aspects of the framework of Sair da Casca's activity. We seek to positively influence our stakeholder ecosystem and are committed to create a positive impact through the relationships we maintain, and the work we develop.

2021 was the second year of the pandemic. This context challenged us, again, to change our management style, and brought us opportunities related not only to our learning, but also to new approaches that make sense to our customers and to the business community. It was also the year of an acceleration never seen in Portugal: an increasing number of companies want to communicate their performance, contribute to the fight against climate change, and reflect on the welfare conditions of their employees.

#### HUMAN RIGHTS

##### GOALS

1. Give our employees human rights-related training
2. Ensure the best conditions of hygiene and safety at work for our employees
3. Maintain a culture of openness and safety at work
4. Encourage our suppliers and partners to remain committed to human rights

##### IMPLEMENTATION

1. Training
  - a) Integration of GRACE's Working Group dedicated to the theme of Internal Social Responsibility, accumulating the responsibility of its coordination. GRACE is the largest organization for social responsibility in Portugal.
  - b) Coordination of GRACE's Working Group for the formation of a Toolkit regarding the integration of people with disabilities in companies: a Good Practices Manual, a Workshop, in collaboration with Santa Casa da Misericórdia de Lisboa, and interventions with companies to promote details on the subject (see [www.grace.pt](http://www.grace.pt)).
2. Working Conditions
  - a) Availability of a safe workplace with all the necessary conditions for the flourishing of our activity.
  - b) Guarantee of ergonomic conditions and comfort, and a perpetual openness to suggestions, ideas, and proposals that employees might want to present and discuss.

**If in 2020, and within the ambit of the requirements related to telework, Sair da Casca provided individual and collective support to ensure working conditions to each employee, in 2021 it was possible to make the most of a flexible/hybrid work model, which allowed us to recover face-to-face dynamics that enrich the way we work and stimulate collective creativity, without losing sight of the security conditions. We also highlight collective and individual sessions with a life coach, which allowed every individual to share their anxieties and difficulties and build a personalized action plan in this unusual time.**
3. Openness and Safety at Work
  - a) Openness to help resolve any issue which might come up, and might give rise to doubts or insecurities, internally as well as externally, within the context of our relationships with clients or other partners.

**In the context of the pandemic, which defined the past year, health safety rules were defined and shared with the team. Often throughout the year, these rules have been repeated and updated**



whenever necessary. Furthermore, as pertains the safety of the space, Sair da Casca has made available all the necessary personal protection equipment.

4. Suppliers and partners:

- a) Inclusion, with the purchase conditions sent together with the purchase notes to all suppliers, of the mention of the expectations we have regarding the respect of human rights (along with environmental issues).



#### MEASURING RESULTS<sup>1</sup>

Maintenance of compliance with all rules and procedures relating to hygiene and safety at work, including medical issues relevant to work for all employees.

Inclusion in all Sair da Casca's purchase notes of its purchasing, namely its policy on environmental issues and human rights.

---

<sup>1</sup> Data concerning the period of 1 January to 31 December 2021.



## 4. SOCIAL PERFORMANCE

### GOALS

1. Ensuring the best possible working conditions for our employees
2. Ensuring access to personal and professional development opportunities
3. Transparently sharing hiring, performance evaluation, and performance-related rewards practices to employees

### IMPLEMENTATION

1. Working Conditions:
  - a) Access, by Sair da Casca collaborators, to all the work tools necessary to a successful execution of their tasks.  
Stand out: In 2021, we organized internal training sessions, oriented towards technical issues and methodologies, with the goal to consolidate our team's competence, and keep up with market expectations.
  - b) Maintenance of stable working relationships, with 94% of the workforce under permanent contracts, and average seniority of 7,9 years during this period.
  - c) Flexible schedules, and remote work as an available possibility, were the day-to-day reality of Sair da Casca in 2021, thanks to a level of trust in employees that allows a culture of responsibility and an appropriate amount of balance between personal and professional life. Within the context of the pandemic, our flexibility and confidence continued to be increase, allowing our employees to better adjust.
  - d) Wage levels in line with market averages, seeking to maintain the balance between the different levels of experience and performance, without introducing any factor of discrimination.
2. Personal and Professional Development:
  - a) Our collaborators' ongoing training is a necessary condition for the relevance of the work we pursue. Thus, every employee must develop a Personal Development Plan within the scope of their annual performance, to identify the main competencies to be developed, and what concrete actions are needed to do so.
  - b) All employees must share training opportunities they may be aware of, and that are relevant to Sair da Casca, in a shared calendar. Beyond what is suggested by Management, every collaborator is encouraged to identify, and propose, training opportunities for themselves, or their co-workers.
  - c) Promotion of internal training, with employees sharing their knowledge of issues, methodologies, or specific projects, with other employees, contributing to the development of competence in both the former, and the latter.
  - d) Organization of collective actions of volunteering and collective action within the company, with employees being empowered in the choice of the cause and the initiative.
  - e) The company encourages episodes of conviviality between its employees, whether organizes by the company itself, or through personal initiative, with full support of Management. After a year when these instances were broadly confined to the digital space, in 2021 it became possible to resume some in-person events.
3. Hiring and Evaluation Practices:
  - a) Sair da Casca's Employee Handbook defines the fundamental aspects of the relationship between the company and every employee, including how the company handles recruitment: with a view to identify the required skills, and apply selection criteria appropriate to the experience, competence, and relationship with our relevant subjects, without any discrimination whatsoever (gender, ethnic, sexual, religious, etc.).





**Stand out: In 2021 we had to modify our onboarding process, to integrate feedback, and deal with the contingencies of our teams when it comes to integrating new co-workers. In 2022, we shall continue to test this model, with adjustments, when necessary, specifically regarding the moment of entry, and the profile of the new employees.**

- b) The performance evaluation process is laid out in the Employee Handbook. It is made up of two distinct phases, evaluation, and calibration, to guarantee a better accompaniment of each person. The 12 keys skills evaluated at every point are clear, and the evaluations are always discussed during in-person meetings, where they are compared to the self-evaluations, and all relevant aspects to the flourishing of the employee are thoroughly analysed.
- c) The rules pertaining the attribution of annual performance-related awards are spelled out in the Employee Handbook as well, including conditions and formula.

**2021 was the first year of the new version of Sair da Casca's Performance Evaluation Model, whose modifications are meant to adjust the process to the specific challenges faced by the employees.**



## MEASURING RESULTS<sup>2</sup>

INDICATORS	2021	Variação 2021/2020
Permanent contracts (%)	94%	7%
Average seniority (years)	7,8	15%
Administration – Female (%)	50%	0%
Management – Female (%)	100%	0%
Absenteeism	-	0%
Accidents at work	-	0%
Employees covered by the performance evaluation process	100%	0%
Employees who received a performance award	0%	-100%
Training hours	559	-10%

<sup>2</sup> Data concerning the period of 1 January to 31 December 2021.



## 5. ENVIRONMENTAL PERFORMANCE

### GOALS

1. Reduce and optimize resource consumption.
2. Reduce greenhouse gas emissions (GEE).

#### NET ZERO 2030

Sair da Casca and more than 10,000 BCorp have taken a commitment to reduce their greenhouse gas emissions, with the goal to get by zero emissions by 2030.

B Corp Climate Collective

"We believe, therefore, that it is imperative for all businesses to demonstrate leadership in eliminating emissions, drawing down carbon, and ensuring a just transition for displaced workers and communities to a net zero emissions economy. In addition, we believe it is imperative to use the power of our collective voice to advocate for policy changes necessary to remove impediments and align incentives that will drive meaningful climate action. (...) Today, we affirm our commitment to collective and immediate action to halt and reverse the current climate trajectory and to build an economic system whose purpose is to create shared and durable prosperity for all and for the long term. We not only call on our community of B Corps, but all businesses to champion meaningful climate solutions to secure the health of people and our home planet for future generations." in B CORP COMMUNITY STATEMENT FOR COP25

### IMPLEMENTATION

1. Reduction and optimization of resource utilization:
  - a) Action of employees, who are directly informed and encouraged to follow the principles of rational use of resources, and to separate waste in accordance with the rules.
  - b) Sensitization of the other occupants of the space where we work through our example, information, or recommendations transmitted informally.
  - c) Suggestions about the organization of the space and the existence of conditions that promote better use of resources, such as containers for separation of waste (and promotion of rules with the people and entities responsible for deposition), rational use of air conditioning and lighting, among others, to reduce energy consumption and resources in the shared workspace.
  - d) Consideration given to the worries concerning the usage of resources, namely where the production of visual materials is concerned, in the advice we give our clients.
2. Reduction of greenhouse gas emissions:
  - a) Our commitment to reducing energy consumption, and GHG emissions, translates particularly into (1) our criteria for purchasing computer equipment (laptops and peripherals): energy efficiency and durability; and (2) an effort to minimize project-related travel, with collective modes of transportation privileged over individual ones whenever travel is unavoidable. Under the NET ZERO 2030 commitment, 2021 GHG emissions were calculated (as they have been since 2019), with 6.4 t CO<sub>2</sub> emitted in 2021. As in the previous year, compensation was made through the [Gold Standard](#), with the purchase of Verified Emissions Reductions.
  - b) Sair da Casca's purchasing policy, applied to purchases for internal consumption (with a very small volume) and purchases related to the projects we undertake for our customers, defines that the choice of products and selection of suppliers must consider the following environmental principles:
    - Use of materials with reduced environmental impact (compared to other alternatives).
    - Acquisition of local raw materials and subcontracting.
    - Optimization of costs and emissions associated with transport.





## MEASURING RESULTS

GHG Emissions (t CO<sub>2</sub>e): scope 3\* in 2021: 6,9

\*Within scope 3 are included two categories:

- a) Purchase of services – the coworking space where we operate (estimate of electricity consumption per person);
- b) Business travel

Inclusion in all purchase notes of Sair da Casca's purchasing policy on environmental and human rights aspects.



## 6. FIGHT AGAINST CORRUPTION

### GOALS

1. Clarify the company's expectations regarding the conduct and ethics of employees
2. Ensure the existence of its own channels to facilitate the denunciation of irregular situations

### IMPLEMENTATION

1. Ethics
  - a) The Employee Manual lays out the company's policy regarding ethics and the integrity and respect that is expected of all employees in their internal relationships and with all stakeholders of the company.  
**In 2021, we published the Sair da Casca's Code of Ethics as an expression of our stance and how it is to be put in practice. It was the result of a collective and participatory internal reflection on the most relevant dimensions of our activity and benefited from the contribution of the Academy (Professor Helena Gonçalves, Coordinator of the *Fórum de Ética* of Católica Porto Business School).**
2. Denunciation
  - a) Our complaint policy is unambiguous about employees being encouraged to share their concerns with the company's Management anytime they have doubts about the ethics, or legality, of any situation, behaviour, or action carried out by another employee, Member of the Board, or external entity to the company in their relationship with Sair da Casca.



### MEASURING RESULTS

No occurrences relating to ethical conduct or corruption issues have been recorded during the period of this Communication.



## 7. STAND OUTS

Because we are focused on accelerating the shift in organizations to a fair and ecological transition, we seek to consolidate wealth and foment knowledge that brings value to our community. In 2021, we highlight three initiatives/recognitions that confirm our positioning.

### First BCorp Way Partner in Portugal

In 2019 we obtained the recognition of B Corp Certification, and we are now part of a community of companies with a business vision that is different from the traditional one, one which puts people and the planet at the centre of its strategy. We therefore pursue a plan to improve our development, in accord with the best practices recommended by this Certification.



In 2021, we were recognized by B Lab Europe as reference consultants to accompany companies looking for the path towards transformation. Being selected by B Lab Europe as BCorp Way partners reinforces our pride and sense of belonging to The BCorp Movement. As a BCorp Way partner, with our experience with many different types of clients, we know that transformation is critical to the change we seek, and that companies undergoing this process benefit from the support we can provide.



### Climate Emergency Positioning

Aware of the need to mobilize for the climate emergency and of an effective change of behaviours, Sair da Casca and Climate Fresk have combined their know-how to raise awareness, educate, and act in the climate emergency that we are currently experiencing, through the establishment of the *Mural do Clima* workshop. Based on the work of the United Nations (IPCC) on climate change, this workshop is a rigorous and neutral educational tool that allows to raise collective awareness about the various dimensions and impacts of climate change in a playful and collaborative way, sensitizing participants, and making them feel motivated to change their behaviour and collaborate with changes within the company or its community.

Furthermore, to leverage the collective awareness of the climate emergency, and within the scope of its Sustainability Education strategy, which aims to raise awareness, empower, and mobilize different audiences. Sair da Casca has promoted other awareness-raising actions, such as thematic webinars, in which it challenges different stakeholders from companies, educational agents, and NGOs, among others, to debate/reflect and share best practices that stimulate and inspire different social actors to the need for individual and collective action that contributes to mitigating climate change, globally and locally.

### Recognition of 'Innovative' Status by COTEC Portugal

We have been recognized by COTEC Portugal with the 'Innovative' Status, a reputation stamp created to distinguish national companies with a high standard of financial soundness, innovation, and economic performance. With more than 25 years of existence, this recognition confirms the innovative capacity of the company, and the identification of new challenges and opportunities, with an impact on the creation of value in the society where it is integrated.



**There's always a way to become a  
better business!**

**Just make it happen, NOW!**



**sustainability  
intelligence in action**

make it happen

Sair da Casca  
Praça Marquês de Pombal, nº14  
1250-162 Lisboa