



ecoVadis

EcoVadis Sustainability Assessment Report

Company rated:
BUSINESS COST REDUCTION ASSOCIATES LTD

Overall score: 61/100
April 2025

Sustainability performance: Good

Size: XS
Headquarters country: United Kingdom
Risk country operations: NO
Industry: Activities of head offices; management
consultancy activities

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ABOUT SUSTAINABILITY

Sustainability is the continuing commitment to act responsibly by integrating social and environmental concerns into business operations. Sustainability goes beyond regulatory compliance to focus on how companies manage their economic, social and environmental impacts, as well as their relationships with stakeholders (e.g. employees, trading partners, government).

ABOUT THE ASSESSMENT

The EcoVadis methodology framework assesses companies' policies and actions as well as their published reporting related to the environment, labor and human rights, ethics and sustainable procurement. Our team of international sustainability experts analyze and crosscheck companies' data (supporting documents, 360° Watch Findings, etc.) in order to create reliable ratings, taking into account each company's industry, size and geographic location.

ABOUT ECOVADIS

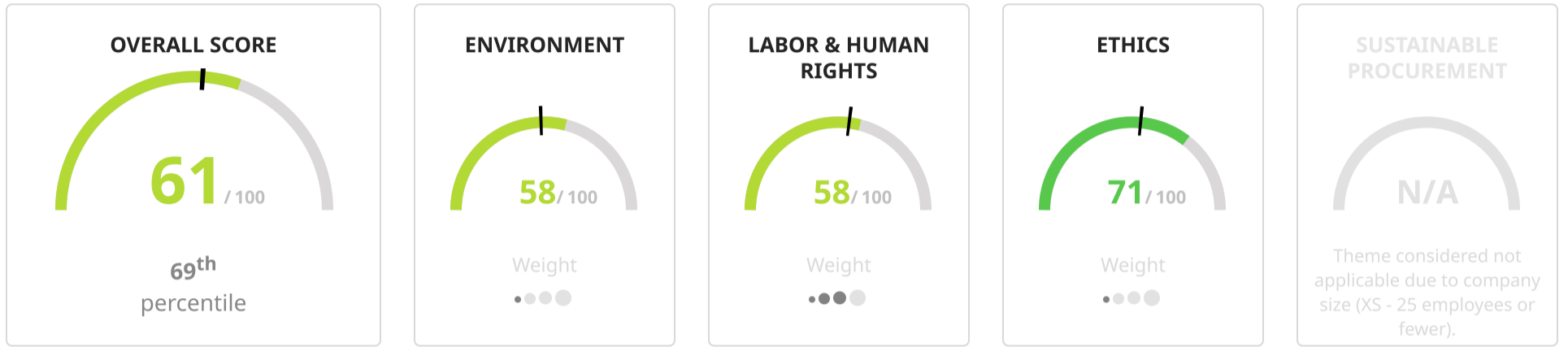
EcoVadis provides the leading solution for monitoring sustainability in global supply chains. Using innovative technology and sustainability expertise, we strive to engage companies and help them adopt sustainable practices.

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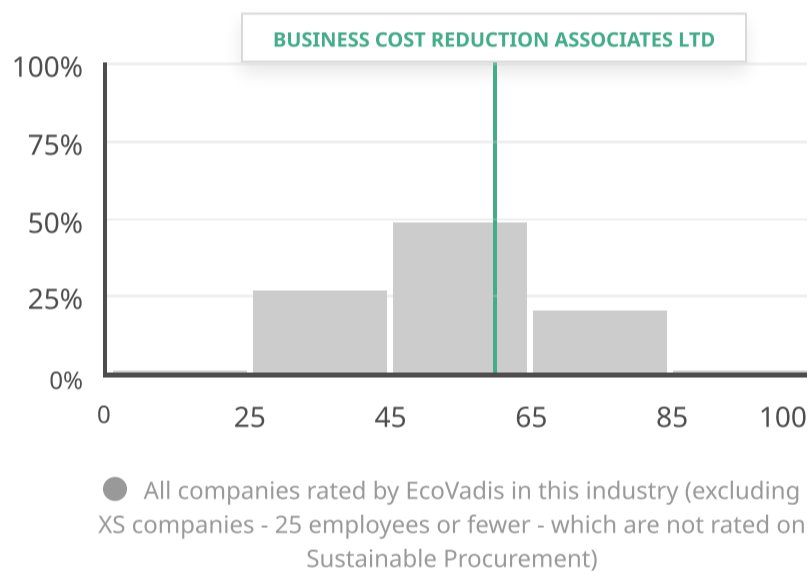
1. SUSTAINABILITY PERFORMANCE OVERVIEW

Score breakdown

Sustainability performance ● Insufficient ● Partial ● Good ● Advanced ● Outstanding — Average score



Overall score distribution



Theme score comparison



BUSINESS COST REDUCTION ASSOCIATES LTD has received a Bronze Medal in recognition of its sustainability achievement. This award places it in the top of companies assessed by EcoVadis over the past 12 months.

Corrective Action Plan in progress

The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback. BUSINESS COST REDUCTION ASSOCIATES LTD has a corrective action plan in place and is working on improving their sustainability management system.

*You are receiving this score/medal based on the disclosed information and news resources available to EcoVadis at the time of assessment. Should any information or circumstances change materially during the period of the scorecard/medal validity, EcoVadis reserves the right to place the business' scorecard/medal on hold and, if considered appropriate, to re-assess and possibly issue a revised scorecard/medal.

2.ASSESSMENT BENEFITS

Understand:

Get a clear picture of a company's sustainability performance. The scorecard is the final output of the EcoVadis assessment. It rates and benchmarks a company's sustainability performance in four themes on a scale of 0-100 and highlights strengths and improvement areas.

Know where a company stands compared to their industry. Benchmark the company's sustainability performance against the industry with a score distribution graph and theme score comparisons.

Identify industry trends. Discover the primary sustainability risks, regulations, hot topics and best practices related to specific industries.

Communicate:

Meet customer needs. More and more companies raise questions about their trading partners' environmental and social performance. The EcoVadis assessment allows companies to demonstrate their commitment.

Leverage a unique communication tool. Companies with an EcoVadis Scorecard avoid audit fatigue by sharing one assessment with all requesting customers.

3.ASSESSMENT PROCESS

1

Customer Request

Procurement, CSR, EHS, and Sustainability leaders in enterprises looking to monitor sustainability risk in the supply chain request an EcoVadis assessment for their trading partners.

2

Questionnaire

Based on a company's specific sustainability risk factors, a customized questionnaire is created. It contains 20 to 50 questions tailored to the industry, size and location.

3

Document Analysis

Companies are required to provide supporting documentation for their answers to the questionnaire. These documents are reviewed by our analysts.

4

Public Information

Company information that is publicly available, most often found on the company website, is also collected as evidence of their sustainability performance.

5

360° Watch Findings

360° Watch Findings comprise relevant public information about companies' sustainability practices, identified via more than 10,000 data sources. They can have positive, negative or no score impact.

6

Expert Analysis

Our analysts combine all these elements to produce one unified scorecard per company.

SCORECARD



4. ECOVADIS METHODOLOGY

A. Four Themes and 21 Criteria

EcoVadis assessments focus on 21 issues which are grouped into 4 themes (Environment, Labor & Human Rights, Ethics, Sustainable Procurement). The 21 issues or criteria are based upon international sustainability standards such as the Global Compact Principles, the International Labour Organization (ILO) conventions, the Global Reporting Initiative (GRI) standard, the ISO 26000 standard, and the CERES principles.

21 sustainability criteria

1. ENVIRONMENT

OPERATIONS

- Energy consumption & GHGs
- Water
- Biodiversity
- Air Pollution
- Materials, Chemicals & Waste

PRODUCTS

- Product Use
- Product End-of-Life
- Customer Health & Safety
- Environmental Services & Advocacy

2. LABOR & HUMAN RIGHTS

HUMAN RESOURCES

- Employee Health & Safety
- Working Conditions
- Social Dialogue
- Career Management & Training

HUMAN RIGHTS

- Child Labor, Forced Labor & Human Trafficking
- Diversity, Equity & Inclusion
- External Stakeholders Human Rights

3. ETHICS

- Corruption
- Anticompetitive Practices
- Responsible Information Management

4. SUSTAINABLE PROCUREMENT

- Supplier Environmental Practices
- Supplier Social Practices



B. Seven Management Indicators

EcoVadis assessments evaluate a company's sustainability management system by looking at seven management indicators. These are used to further customize the assessment by weighting the four themes and their subsequent 21 sustainability criteria.



Policies (weight: 25%)

1. Policies: Mission statements, policies, objectives, targets, governance
2. Endorsement: Endorsement of external sustainability initiatives

Actions (weight: 40%)

3. Measures: Measures and actions implemented (e.g. procedures, training, equipment)
4. Certifications: Certifications and labels (e.g. ISO 14001)
5. Coverage: Coverage of measures and actions

Results (weight: 35%)

6. Reporting: Reporting on Key Performance Indicators (KPIs)
7. 360: Condemnations, Controversies, Awards

5. UNDERSTANDING A SCORECARD

The overall score can be better understood by looking at quantitative information (theme scores and activated criteria) and qualitative information (strengths and improvement areas).

A. Quantitative Information: Scores & Activated Criteria

Theme Scores:

Like the overall score, theme scores are on a scale of 1 to 100.

Activated Criteria:

Each of the four themes (Environment, Labor & Human Rights, Ethics, Sustainable Procurement) have specific criteria associated with them. Because the questionnaire is customized by industry, size and location, not all 21 criteria are activated for every company and some criteria are weighted more heavily than others.

Non-activated

If certain criteria are not activated, then the specific associated issue is not relevant or has very low sustainability risk for that company.

B. Qualitative Information: Strengths & Improvement Areas

Qualitative information provides more details and insights into a company's score. For each theme, the company is assigned strengths (elements of their sustainability management system that are positive) and improvement areas (elements of their sustainability management system that need to be improved). The strengths and improvement areas are divided according to the three management layers (Policies, Actions, Results) and are also classified by priority.

All improvement areas are automatically added to the company's Corrective Action Plan. They are pre-organized by priority. The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback.

Medium

Medium importance criteria are the issues some sustainability risk is present but not the most pressing.

High

High importance criteria are the issues where the company faces the greatest sustainability risk.

! Risk countries only

Criteria classified as Only in Risk Countries are activated only if the company has significant operations in one or more countries identified as risky.

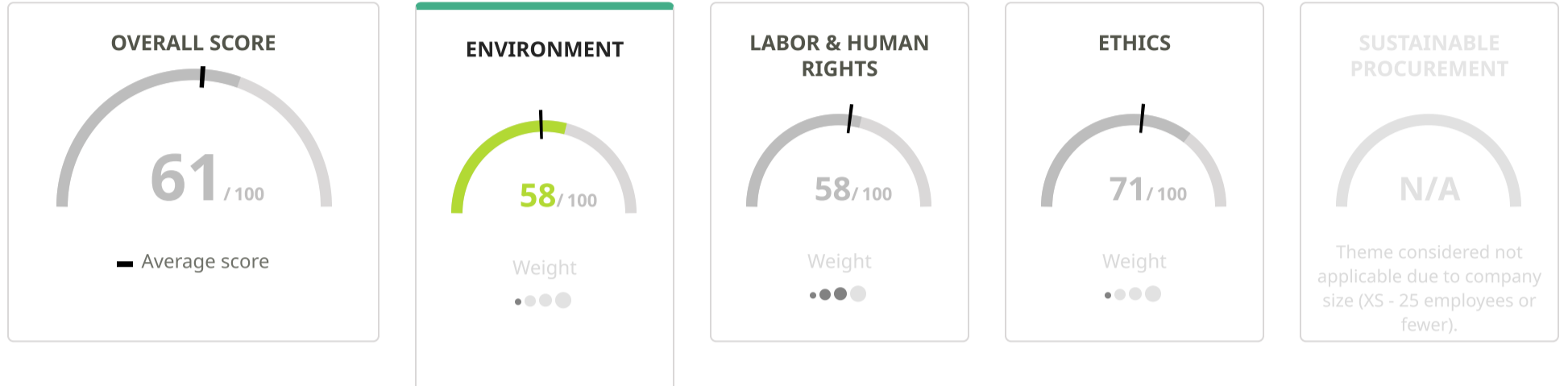
C. The Scoring Scale

0 - 24	Insufficient	No engagements or tangible actions regarding sustainability. Evidence in certain cases of misconduct (e.g. pollution, corruption).
25 - 44	Partial	No structured sustainability approach. Few engagements or tangible actions on selected issues. Partial reporting on Key Performance Indicators. Partial certification or occasional labeled product.
45 - 64	Good	Structured and proactive sustainability approach. Engagements/policies and tangible actions on major issues. Basic reporting on actions or Key Performance Indicators.
65 - 84	Advanced	Structured and proactive sustainability approach. Engagements/policies and tangible actions on major issues with detailed implementation information. Significant sustainability reporting on actions and Key Performance Indicators.
85 - 100	Outstanding	Structured and proactive sustainability approach. Engagements/policies and tangible actions on all issues with detailed implementation information. Comprehensive sustainability reporting on actions and Key Performance Indicators. Innovative practices and external recognition.

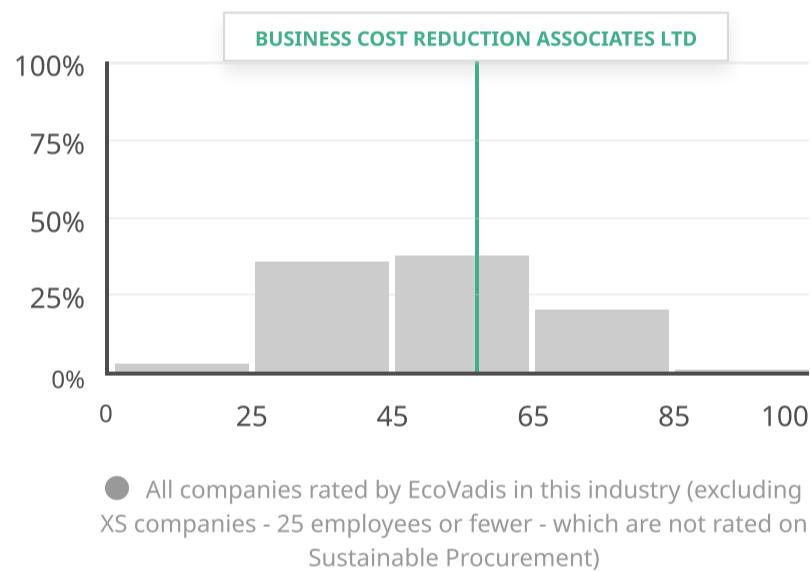
6. ENVIRONMENT

This theme takes into account both operational factors (e.g. energy consumption, waste management) and product stewardship (e.g. product end-of-life, customer health and safety issues).

Environment Score Breakdown



Theme score distribution



Theme score comparison



Environment: Activated Criteria

Because the questionnaire is customized by industry, size and location, not all 21 criteria are activated for every company and some criteria are weighted more heavily than others.

Environment: Strengths & Improvement Areas

The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback. Improvement areas with ongoing corrective actions are marked with labels below.



Strengths

Policies

Standard policy on environmental issues

Information

The company has standard environmental policies covering some relevant environmental topics based on the company's business activity.

Guidance

To improve from a standard to a comprehensive environmental policy, the company should implement policies on most/all the relevant environmental topics. The company should also have policy target/s which include/s an absolute or relative quantitative achievement and a specific future deadline (from present year onwards). For example: The company is committed to recycle 100% of waste generated by 2030. The policy should also be regularly reviewed.

Quantitative objectives set on energy consumption & GHGs

Actions

Improvement of energy efficiency through technology or equipment upgrades

Results

Environmental reporting on energy consumption & GHGs

Information

The company has formalized reporting document(s) on energy consumption & GHGs.

Guidance

The company provided documents that includes relevant energy and GHGs (greenhouse gases) related KPIs (Key Performance Indicators), annual energy consumption report, sustainability report, etc. Some examples of KPIs (Key Performance Indicators) provided on this criteria: annual electricity consumption, renewable energy consumption, fuel consumption, total GHG/CO2 emissions, number of trainings conducted on energy conservation among employees.

Reporting on total energy consumption

Information

The company has reported KPIs with regard to total energy consumption either through formal documentation or questionnaire declaration.

Guidance

Total energy consumed represents total primary energy consumption reported in kWh. Total energy consumed may include e.g. consumption of coal and coke (in Kg) reported in kWh and/or consumption of oil, LPG and electrical power in kWh.

Standard reporting on environmental issues

Information

There is evidence of formal reporting implemented regarding the management and the mitigation of the company environmental footprint from its supporting documentation, including key performance indicators (KPIs), statistical figures or associated concrete actions.

Guidance

Reporting items are standard in terms of quality and quantity, do cover the main issues, are meaningful enough, and are regularly updated. Examples of key performance indicators include total electricity consumption, electricity consumed per kg of product or per unit produced. Comprehensive reporting on environmental issues will additionally have KPIs reported in a formal public document available to stakeholders, and will be in compliance with the Global Reporting Initiative guidelines or other external sustainability reporting standards.

Improvement Areas

Policies

- Medium

Inconclusive documentation for policies on energy consumption & GHGs

Corrective Action requested

Medium

Inconclusive documentation for policies on waste

Corrective Action requested

Actions

- High

Declares measures on waste management, but no supporting documentation available

Corrective Action requested

Information

The company declares it has implemented actions on waste management. However, no information on this topic was found in the supporting documentation.

Guidance

Some examples of actions on this topic include: recycle or reuse programs, measures to reduce paper consumption, and partnerships to help dispose of waste that the company cannot dispose of.

Results

- Medium

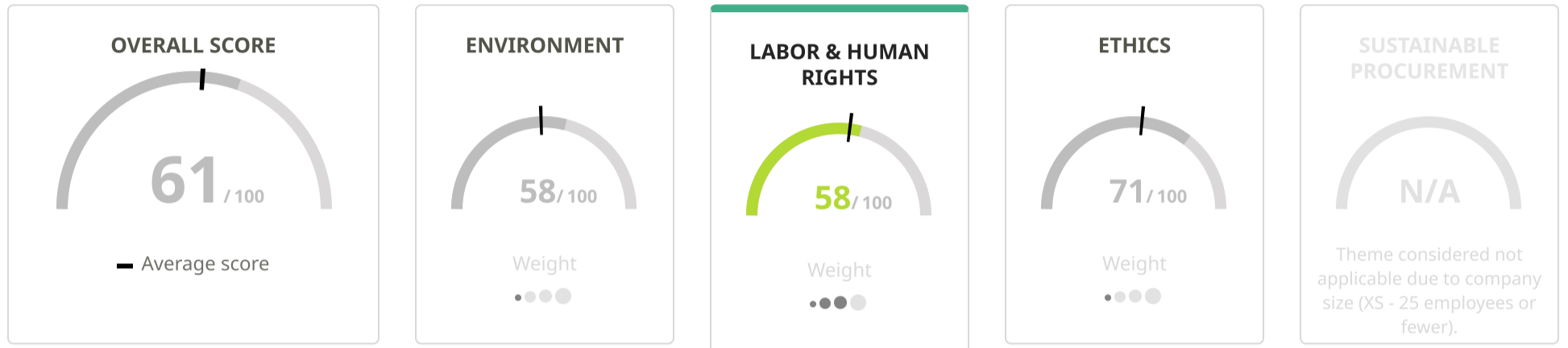
Inconclusive documentation for reporting on waste

Corrective Action requested

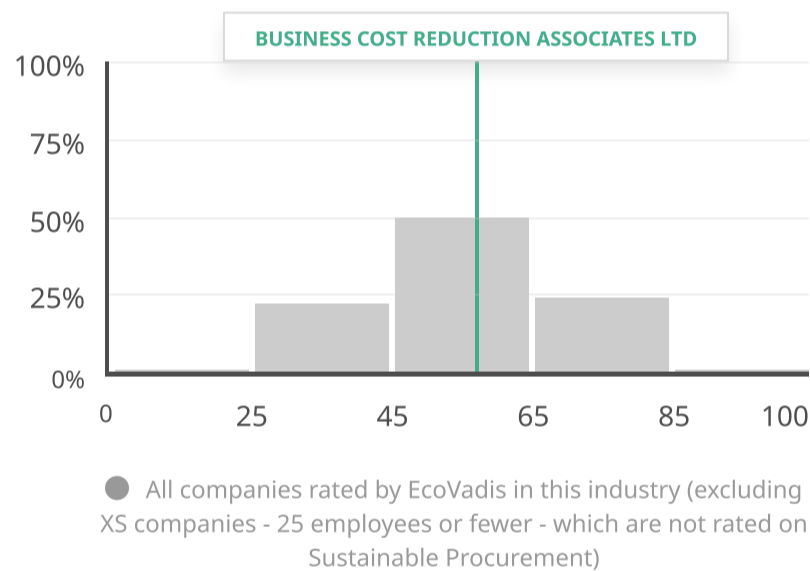
7. LABOR & HUMAN RIGHTS

This theme takes into account both internal human resources (e.g. health and safety, working conditions, career management) and human rights issues (e.g. discrimination and/or harassment, child labor).

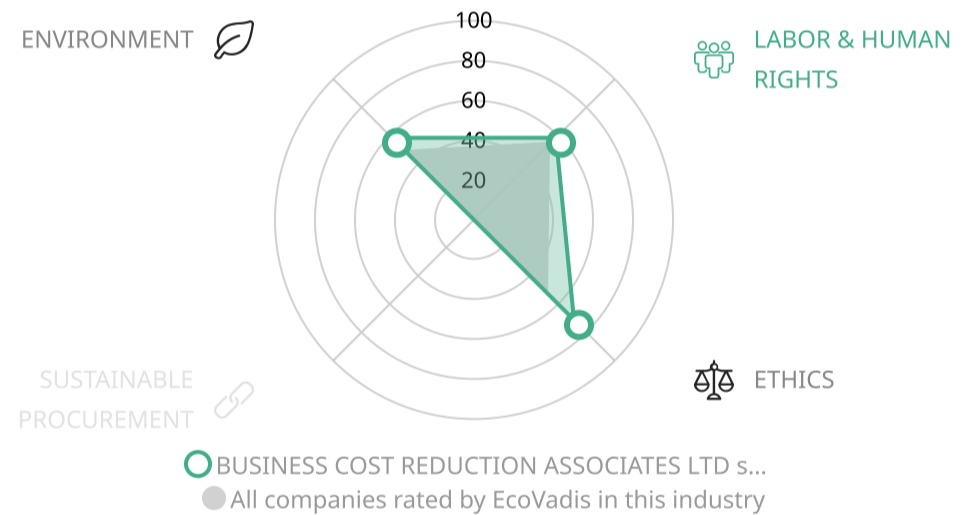
Labor & Human Rights Score Breakdown



Theme score distribution



Theme score comparison



Labor & Human Rights: Activated Criteria

Because the questionnaire is customized by industry, size and location, not all 21 criteria are activated for every company and some criteria are weighted more heavily than others.

Labor & Human Rights: Strengths & Improvement Areas

The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback. Improvement areas with ongoing corrective actions are marked with labels below.



Strengths

Policies

Standard policy on labor & human rights issues

Information

The company has standard labor & human rights policies covering some relevant labor & human rights topics based on the company's business activity.

Guidance

To improve from a standard to a comprehensive labor & human rights policy, the company should implement policies on most/all the relevant labor & human rights topics. The company should also have policy target/s which include/s an absolute or relative quantitative achievement and a specific future deadline (from present year onwards). For example: The company is committed to train 100% of employees on health and safety by 2024. The policy should also be regularly reviewed.

Labor & human rights policy on preventing discrimination and harassment

Labor & human rights policy on career management & training

Labor & human rights policy on employee health & safety

Actions

Employee health and safety emergency action plan

Information

The company has formal procedures that have been communicated to all employees regarding accidents, injuries, provision of emergency equipment, emergency evacuation, first aid, fire drills and other situations regarding health and safety at the workplace.

Guidance

A health and safety emergency action plan is a document that demonstrates the health and safety plan created by each company in order to guide its employees when facing emergency situations. These emergency situations depend on the operations of the company as well as their workforce, but also include accidents related to operations of heavy equipment, injuries, fires, chemical spills, explosions, falls, among others.

Family Friendly programs (FFPs) implemented (e.g. parental or care leaves, childcare services or allowances)

Employee health & safety risk assessment

Information

The company has provided documents which demonstrate that an employee health and safety risk assessment has been conducted. The assessment took into consideration the daily operational tasks of employees, the health and safety hazards present at the workplace and the associated risks and has a proposed corrective action plan to address these identified risks.

Guidance

A health and safety risk assessment is systematically conducted to identify potential impact of operational tasks and monitor conditions on employee health and safety. The main elements of a complete risk assessment are 1) periodic review of risks to reflect the latest risks and health and safety environment in the business. 2) description of hazards or risk factors identified to have the potential to cause harm and determining the significance of the risks. 3) presence of a preventive and corrective action plan in the form of steps and/or recommendations that an organization needs to take to effectively prevent and address the risks identified, mapped, & evaluated in risk assessments.

Provision of skills development training

Information

The company provides training to its employees to develop their skills.

Guidance

The company has implemented vocational training and instruction, which include skills development training, education paid for in whole or in part by the company, with the goal to provide opportunities for career advancement (Source: Global Reporting Initiative G3). Examples of on-the-job training to enhance employee skills are coaching, mentoring, job rotation, apprenticeships, etc. Total number of hours of training per employee per year can be a significant key performance indicator for this action.

Improvement Areas

Policies

Medium

Inconclusive documentation for policies on working conditions

Corrective Action requested

Actions

High

No information on actions regarding discrimination and harassment

Corrective Action requested

Results

Medium

No conclusive reporting on labor and human rights issues

Corrective Action requested

Information

The company has no formalized quantitative reporting figures on its social performance. The supporting documentation/s provided by the company does not contain valid Key Performance Indicators (KPIs) related to labor or human rights issues.

Guidance

In order to measure and monitor the effectiveness of its labor or human rights management system internally, and in order to report its performance to stakeholders, a company should provide KPIs on labor or human rights issues. In the EcoVadis assessment, the Reporting indicator looks at the quality, transparency and period of reporting readily available to stakeholders. The KPIs provided should be recent (i.e. within the last 2 years), should have an SI unit and should cover the scope of evaluation (i.e. the company or group of companies being rated). KPIs can be sector-specific and should cover the relevant labor or human rights topics (employee health & safety, career management/training, anti-discrimination,...etc) based on the company's business activity. The relevant KPIs can be integrated within the company's environmental reports, sustainability report or any other applicable reporting document.

Medium

Inconclusive documentation for reporting on employee health & safety

Corrective Action requested

Medium

Inconclusive documentation for reporting on working conditions

Corrective Action requested

Information

The company does not have any formalized reporting document on employee working conditions.

Guidance

Examples of supporting documents: annual employee benefits report or internal excel database, management presentation that includes reporting figures on employee working conditions. The document should demonstrate the following: KPIs (Key Performance Indicators) on working conditions, or the continuous monitoring of actions by your company related to employee well-being. Here are some examples of KPIs on this criteria: total or average annual remunerations, total number of leaves taken by employees, employee satisfaction rate, average working hours, overtime hours per employee.

Medium

Inconclusive documentation for reporting on career management & training

Corrective Action requested

Information

The company does not have any formalized reporting document on employee career management & training.

Guidance

"Some examples of relevant supporting documents that can be provided are annual training report, annual employee development report, internal excel database, management presentation that includes reporting figures on career management and training of employees. The document(s) should demonstrate the following: KPIs (Key Performance Indicators) on career management and training, or the continuous monitoring of actions by your company related to career management and training. Here are some examples of KPIs on this criteria: total training hours or average training hours per employee, number of employees with regular performance review. "

Medium

Inconclusive documentation for reporting on discrimination and harassment

Corrective Action requested

Information

The company does not have any formalized reporting document on discrimination and harassment.

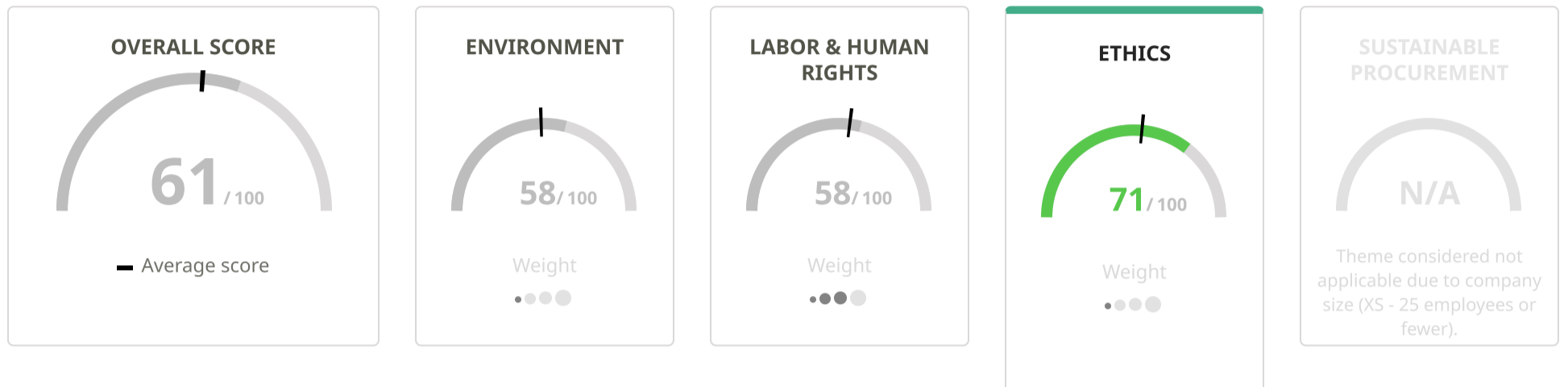
Guidance

Some examples of relevant supporting documents are: annual social data report, wage equality report, internal excel database, management presentation that includes reporting on employee discrimination and harassment. The document(s) should demonstrate the following: KPIs (Key Performance Indicators) on the continuous monitoring of actions taken by your company to prevent or eliminate workplace discrimination and harassment. Some examples of KPIs on this criterion are: number of employees trained on prevention of discrimination and harassment, number of employee resource groups conducted.

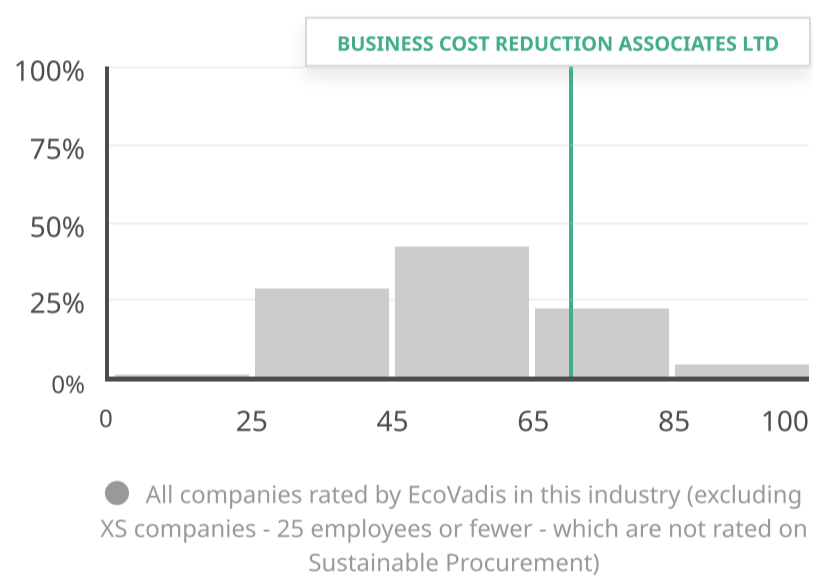
8. ETHICS

This theme focuses primarily on corruption and bribery issues, and also takes into account anticompetitive practices and responsible information management.

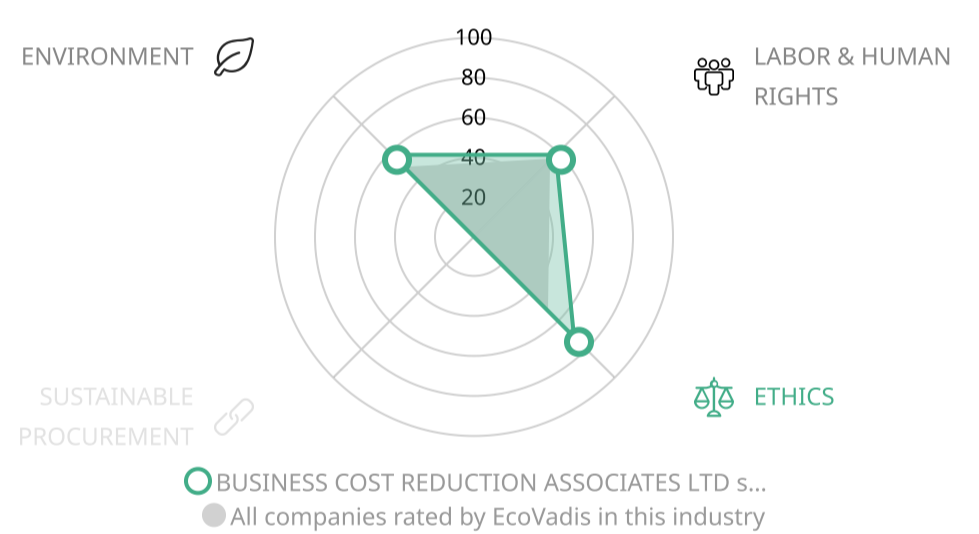
Ethics Score Breakdown



Theme score distribution



Theme score comparison



Ethics: Activated Criteria

Because the questionnaire is customized by industry, size and location, not all 21 criteria are activated for every company and some criteria are weighted more heavily than others.

Ethics: Strengths & Improvement Areas

The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback. Improvement areas with ongoing corrective actions are marked with labels below.

Strengths

Policies

Standard policy on ethics issues

Information

The company has standard ethics policies covering some relevant ethics related topics such as corruption.

Guidance

To improve from a standard to a comprehensive environmental policy, the company should implement policies on all the relevant ethics related topics like corruption and information security. The policy should also have quality factors such as review mechanisms, detailed examples or Q&A on ethical issues, disciplinary sanctions for policy violations, signature acknowledgement of policies by employees or theme level policy targets. A policy target includes an absolute or relative quantitative achievement and a specific future deadline (from present year onwards). For example: The company is committed to train 100% of its employees on corruption by 2025.

Disciplinary sanctions to deal with policy violations

Information

There is evidence within the supporting documentation provided that the company has implemented structured mechanisms to deal with policy violations such as disciplinary actions.

Guidance

In order to ensure the adequate implementation of business ethics policies, companies should establish procedures to administer investigations and sanction employees for eventual violations (i.e. disciplinary measures up to and including possible termination).

Policies on corruption

Information

There is a formal policy that integrates qualitative objectives/commitments on anti-corruption & bribery issues (including for example conflict of interest, fraud and money laundering) in the supporting documentation provided by the company.

Guidance

Corruption & bribery covers all forms of corruption issues at work namely extortion, bribery, conflict of interest, fraud, money laundering. A comprehensive policy is formalized in a standalone document or is part of a Code of Ethics/Conduct on the issues mentioned and incorporate as well some of the following elements: scope of application, allocation of responsibilities, quantitative objectives, and review mechanisms.

Actions

Whistleblower procedure for stakeholders to report information security concerns

Whistleblower procedure for stakeholders to report corruption and bribery

Training of employees on corruption and bribery prevention

Information

The company has implemented awareness or training program on anti-corruption and bribery issues for its employees.

Guidance

According to the ISO 26000 guideline, "Corruption can be defined as the abuse of entrusted power for private gain". There are all forms of public and proprietary corruption in the workplace, including among other things extortion, bribery, conflict of interest, fraud, money laundering. Since corruption undermines a company's effectiveness and ethical reputation, awareness or trainings on anti-corruption & bribery issues are regularly conducted to ensure that employees are familiar with the company's policy and procedures. They may be conducted either online or in person, and should include regular testing to ensure the training effectiveness.

Improvement Areas

Policies

Medium

Inconclusive documentation for policies on information security

Corrective Action requested

Information

The company has either no supporting documentation on commitments on the information security issues that are relevant for a company in this sector, or has provided supporting evidence that was not approved due to quality/acceptance requirements. e.g. company name, recent date (8 years).

Guidance

It is imperative for companies who manage sensitive information to set commitments on the protection and responsible management of third-party data. The security of third party data encompasses the protection of customer personal identification information (PII) and the protection of third party intellectual property rights. A standard policy on information security is formalized as qualitative objectives/commitments in a formal policy document, and includes organizational elements (e.g. review process, dedicated responsibilities, scope of application).



9. SUSTAINABLE PROCUREMENT (N/A)

10. 360° WATCH FINDINGS

27 Feb 2025 |

Impact on Score
Neutral →
 valid from 5 Aug 2025 to 27 Feb 2030

No records found for this company on Compliance Database

 Environment
 Labor & Human Rights
 Ethics
 Sustainable Procurement

360° Watch Findings comprise relevant public information about companies' sustainability practices that have been identified via more than 10,000 data sources (including NGOs, press and trade unions). 360° Watch Findings are incorporated into the EcoVadis assessment and can have positive, negative or no score impact.


EcoVadis is connected to the following international sources:


- Sustainability networks and initiatives (e.g. AccountAbility, Business for Social Responsibility, CSR Europe)
- Trade unions and employers' organizations
- International organization (e.g. United Nations, European Court of Human Rights, Global Compact, International Labor Organization, World Bank)
- NGOs (e.g. China Labor Watch, Greenpeace, WWF, Movimento Difesa del Cittadino)
- Research institutes and specialized press (e.g. CSR Asia, Blacksmith Institute, Corpwatch)


11. SPECIFIC COMMENTS

Additional comments from our analysts pertaining to the assessment.

Specific comments

-  No records found in third party risk and compliance database.

-  There is a lack of reporting on KPIs regarding labor & human rights issues.

-  Although the company has formalized policies regarding environmental issues, there is a lack of information on associated measures.

12. CONTACT US

Any questions or need help? Visit our Help Center at support.ecovadis.com

APPENDIX:

INDUSTRY RISK PROFILE

Discover the primary sustainability risks, regulations, hot topics and best practices related to specific industries.

EcoVadis determines industry based on the International Standard Industrial Classification of All Economic Activities (ISIC), which is a compilation of all global economic activities published by the United Nations Statistical Commission. Its main purpose is to provide a set of activity categories that can be utilized for the collection and reporting of statistics according to such activities.

It is possible that a company has operations in more than one industry. In these cases, EcoVadis classifies companies based on their main area of operation, as determined by sustainability risk and/or total revenue.

CRITERIA ACTIVATION BY THEME:

Discover the primary sustainability risks, regulations, hot topics and best practices related to specific industries.

Environment

Medium	Energy consumption & GHGs
Non-activated	Water
Non-activated	Biodiversity
Non-activated	Air Pollution
Medium	Materials, Chemicals & Waste
Non-activated	Product Use
Non-activated	Product End-of-Life
Non-activated	Customer Health & Safety
Medium	Environmental Services & Advocacy

Labor & Human Rights

Medium	Employee Health & Safety
Medium	Working Conditions
Medium	Social Dialogue
Medium	Career Management & Training
Non-activated	Child Labor, Forced Labor & Human Trafficking
High	Discrimination & Harrassment
Non-activated	External Stakeholder Human Rights

Ethics 

- Medium Corruption
- Non-activated Anticompetitive Practices
- Medium Responsible Information Management

Sustainable Procurement 

- Medium Supplier Environmental Practices
- Medium Supplier Social Practices

KEY SUSTAINABILITY ISSUES

Find qualitative explanations of the key sustainability issues and risk associated with Activities of head offices; management consultancy activities



Environment

Importance

Sustainability issue

Medium

Energy consumption & GHGs

Definition

Energy consumption (e.g. electricity, fuel, renewable energies) used during operations and transport. Greenhouse gases direct and indirect emissions including CO₂, CH₄, N₂O, HFC, PFC and SF₆. Also includes production of renewable energy by the company.

Industry issues

According to the US Department of Energy, the majority of energy consumption for commercial activities (including head offices and management consultancy) comes from lighting systems (20.4%), space heating (15.5%), and space cooling (14.6%) (1), which generate CO₂, CH₄ and other greenhouse gas emissions. Another source of emissions comes from air travel, a very recurrent activity in the head office and management consultancy sector. As an example, over 50% of the UN's total GHG emissions comes from air travels, which accounts for 4.2 tonnes per capita. While plans for reductions have come to fruition, this remains the Organization's biggest challenge for the upcoming years (2). In order to reduce both energy consumption and emissions, companies could take initiative to carry out such actions including, but not limited to, improving the management of equipments, using products with Ecolabels (i.e. Energy Star, Blue Angel), and increasing employee awareness with trainings and communication programs (3). For specifically reducing emissions from business travel, the company could encourage travel by train (less emissions than airplane), aid in provision of bicycles or public transportation for staff members, and increase use of e-conferencing, all of which have shown to help accomplish this goal.

Non-activated

Water

Non-activated

Biodiversity

Non-activated

Air Pollution

Medium

Materials, Chemicals & Waste

Definition

Consumption of all types of raw materials and chemicals. Non-hazardous and hazardous waste generated from operations. Also includes air emissions other than GHG (e.g. SOx, NOx).

Industry issues

Waste generated in head offices and management consultancy activities is mainly composed of paper (recyclable-67%, non-recyclable-9%) and organic waste (11%) (4). Additionally, there is the generation of electronic waste (or e-waste), which is defined as being composed of electronic devices with a plug or that need a battery to be used (i.e. computers, telephones). In the United Kingdom, around 2 million tonnes of e-waste are discarded per year, most of which comes from these companies (5). In order to decrease waste generation, companies in the head office and management consultancy sector can encourage actions such as printing on both sides of papers to reduce resource consumption, increasing the use of electronic files instead of paper files, using reusable coffee mugs inside and outside the office, and promoting recycling of materials and organic waste (6).

Non-activated

Product Use

Non-activated

Product End-of-Life

Non-activated

Customer Health & Safety

Medium

Environmental Services & Advocacy

Definition

Programs implemented to promote the sustainable consumption of their own products or services among their customer base. This criteria includes the positive/negative indirect impacts of the use of products and services.

Industry issues

In the head office and management consultancy sector, companies can provide services to promote the sustainable consumption to its customers, such as the management of scarce resources, implementation of renewable energy policies, and management of supply chains, just to name a few. First seen as a risk management action, the initial investment in sustainability projects is now perceived as a possibility for overall cost reduction. For example, by investing in the optimization of a building's environment by reaching the LEED Certification, or investing in green IT, a company can vastly reduce energy consumption and costs. Additionally, by increasing customer awareness of the company's sustainability practices, ethics, environmental impact, and social responsibility actions, it has been shown that these carry a large weight in terms of the customers' impressions of the company and how they choose companies for their services. This is also an indication of the potential for further development on these issues.



Labor & Human Rights

Importance

Sustainability issue

Medium

Employee Health & Safety

Definition

Deals with health and safety issues encountered by employees at work i.e. during operations and transport. Includes both physiological and psychological issues arising from, among others, dangerous equipment, work practices and hazardous substance.

Industry issues

Health & Safety issues involving head offices and management consultancy employees are generally related to repetitive strain injury, work-related stress, and fatigue. Repetitive strain injury is usually an upper limb disorder (ULD) caused by doing the same task over and over again. Typing is a very common example of an activity that could lead to a ULD, as it is very common in head offices and management consultancy activities. During 2005 and 2006, around 374,000 people in the United Kingdom suffered from an ULD caused or made worse by their work (7). According to the Labour Force Survey (LFS), during the period of 2013 and 2014, there were 487,000 cases of stress out of a total 1,241,000 work-related illnesses, which accounted for 39% of the cases. The main causes of stress were related to work pressure, lack of managerial support, and work-related violence and bullying (8). Fatigue has also been a subject of concern for companies in the United Kingdom; fatigue was the cause of 20% of accidents on major roads, costing the UK approximately £115 - £240 million per year in terms of work accidents (9). In order to manage health and safety issues, companies can conduct risk assessments to identify hazards, develop control actions, and monitor their success (10). They can also improve communication with employees regarding health and safety by providing information about hazards and risks, formalizing policies, and collecting feedback from employees about their daily tasks. Additionally, they can seek advice from experts in the sector about preventive and protection measures that could be implemented in the company.

Medium

Working Conditions

Definition

Deals with working hours, remunerations and social benefits granted to employees.

Industry issues

The Fifth European Working Conditions survey performed in 2010 shows that overall, 18% of workers in the EU27 are not satisfied with their work-life balance. Due to the high workload demanded of employees working in the head offices and management consultancy sector, the amount of working hours per week tends to be high, with a daily average of approximately 12 hours. In addition, it is expected that employees have flexibility for travels to attend client's needs, which can account for 50% to 75% of their time (for consulting companies). In order to attract employees to work in this sector, companies usually offer above average remunerations in addition to benefits and bonuses. Also, it is important to distribute employee surveys in order to better understand their needs, as well as the gaps that could be bridged so as to help create an improved work-life balance.

Medium

Social Dialogue

Definition

Deals with structured social dialogue i.e. social dialog deployed through recognized employee representatives and collective bargaining.

Industry issues

The Global poll 2013 led by the International Trade Union Confederation (ITUC) (11) shows that 71% of workers think their wages have fallen behind or are stagnant, and 75% of people do not have adequate social protection. A sound and structured social dialog is necessary and of high importance, especially in the context of a highly-skilled workforce like in the head offices and management consultancy industry. The selection of a recognized employee representative can help achieve a strong two-way dialogue between the management and the employees. This channel will facilitate the understanding of the management regarding employees' issues and concerns, while at the same time enabling the disclosure of company management plans.

Medium

Career Management & Training

Definition

Deals with main career stages i.e. recruitment, evaluation, training and management of layoffs.

Industry issues

A strong workforce provides the basis for a successful company. In order to fulfill their commitment, head offices and management consultancy companies should consistently offer employee training for skill development and productivity enhancement. This helps improve work quality while boosting employee satisfaction with their jobs and working conditions. Additionally, working with employees to create a clear career plan is important in showing potential for positions they can reach in the company and further in their career path. For the first time in 15 years, there was an increase in employee training: for the EU15 in 2010, 34% of workers received training in a period of 12 months before the 5th European Working Conditions Survey (12). This shows that the providing training to employees has increased in priority among European countries. Head offices and management consultancy companies usually provide a career plan that employees can undertake in the company from their starting date. Furthermore, the fact of having career development based on merit instead of time in the company or seniority can result in a fast progress for high performers.

Non-activated

Child Labor, Forced Labor & Human Trafficking

High

Discrimination & Harrassment

Definition

Deals with discrimination and harassmt prevention at the workplace. Discrimination is defined as different treatment given to people in hiring, remuneration, training, promotion, termination; based on race, national origin, religion, disability, gender, sexual orientation, union membership, political affiliation or age. Harassment may include physical, psychological and verbal abuse in the work environment.

Industry issues

Diversity at work is a key issue to several companies: in head office and management consultancy activities, discrimination has not disappeared. According to the EEOC, in 2013, gender discrimination accounted for 29.5% of total discrimination charges, while race accounted for 35.3% and disability accounted for 27.7% (13). When comparing employees with high potential, women hold 24% of senior management positions and 19% of board roles, globally (14). In order to overcome this problem, companies can carry out several actions, including the implementation of diversity policies, provision of diversity training for employees, and creating a system for the application of sanctions to quickly resolve discrimination allegations in the workplace if needed.

Non-activated

External Stakeholder Human Rights



Ethics

Importance

Sustainability issue

Medium

Corruption

Definition

Deals with all forms of corruption issues at work, including among other things extortion, bribery, conflict of interest, fraud, money laundering.

Industry issues

Corruption and bribery are major issues for any company, particularly when operating in risk countries. Regulations such as the FCPA (Foreign Corrupt Practice Act) in the US address these issues and make it unlawful to make payments to foreign government officials to assist in obtaining or retaining business. Cases of corruption can arise from contracts between private and public bodies, cash handling practices, misuse or theft of public/private resources, failure to make or keep proper records, illegal dumping, bribery and collusion between interested parties, and other situations. In Europe, corruption cases cost the economy approximately €120 billion per year. In a survey conducted by the European Commission, 76% of Europeans believe that corruption is widespread and 26% of Europeans believe they are affected by corruption in their daily lives (15). To deal with problems of corruption and bribery, companies can develop strict policies, implement private and confidential whistleblowing channels, and create a system of applicable sanctions.

Non-activated

Anticompetitive Practices

Medium

Responsible Information Management

Definition

Deals with third-party data protection and privacy which encompasses the protection of customer personal identification information (PII) and third party intellectual property rights.

Industry issues

Companies collect, process and share confidential information belonging to third-parties in order to operate their business. Third-party confidential information includes employee and consumer personal identification information, third parties' intellectual property, and business partner trade secrets. Companies are legally mandated in several jurisdictions to manage third party data responsibly. Breaches of third-party data, including proprietary intellectual property, trade secrets and employee and consumer PII expose companies to operational seizures, financial and reputational impacts caused by stakeholder lawsuits and regulatory penalties. The financial impacts of information security breaches can be both immediate and drawn out over several years, due to possible litigation action by parties who lost confidentiality of their information entrusted to the breached company. The costs of regulatory violations remain severe, and proposed changes to major regulatory frameworks in major countries are likely to impose greater fines. Ponemon Institute estimates the global average cost of a cyber-attack to be US\$3.86 million (16). Beyond direct regulatory and financial penalties, breaches in a company' information management system can cause long term distrust in the company' information security management. Almost immediately after Target's information breach, the company' net earnings for the fourth quarter were down 46 percent from the same period the year before. Over time, Target will pay an estimated US\$1.4 billion when factoring ongoing legal costs, class-action lawsuits by consumers and business partners, and credit monitoring services for affected consumers (17). In order for companies to manage operational and legal risks associated with information security breaches, it is vital that robust information security management systems are developed and implemented across to the operational scope. Companies should perform vulnerability assessments, implement access and disclosure controls and provide thorough training for all employees responsible for processing third-party data. An adequate incident response procedure capable of preventing further data loss, communicating with exposed stakeholders, and systems updates is necessary to meet legal requirements in key jurisdictions.



Sustainable Procurement

Importance

Sustainability issue

Medium

Supplier Environmental Practices

Definition

Deals with environmental issues within the supply chain i.e. environmental impacts generated from the suppliers and subcontractors own operations and products.

Industry issues

Suppliers must be very diligent and cautious when developing an environmental management system, so as to minimize any potential negative impacts for companies in the head offices and management consulting sector. Examples of sources good can be promotional objects and information technology material. Information regarding energy consumption, GHG emissions, consumption of materials and chemicals, and waste disposal practices needs to be handled properly to avoid damage to the company's image in the market, and reduce energy consumption when using products. To anticipate any potential problems, companies can establish a list of specific requirements for potential suppliers. Additionally, they can perform local audits, request environmental certificates, or insert contractual clauses to protect themselves in case of non-conformities. It is also important to consistently monitor suppliers' activities to make sure their actions did not change after the signature of the contract.

Medium

Supplier Social Practices

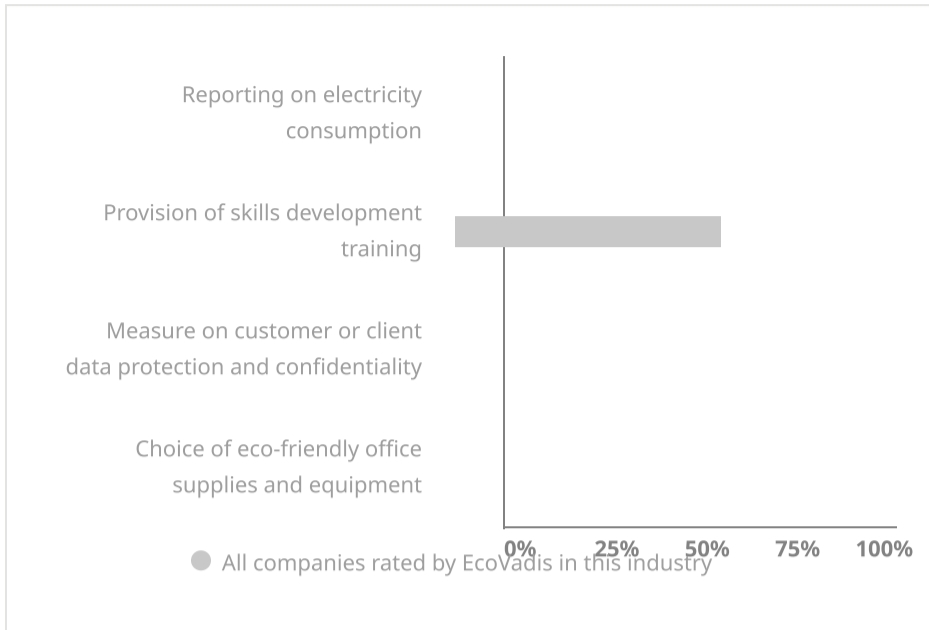
Definition

Deals with labor practices and human rights issues within the supply chain i.e. labor practices and human rights issues generated from the suppliers and subcontractors own operations or products.

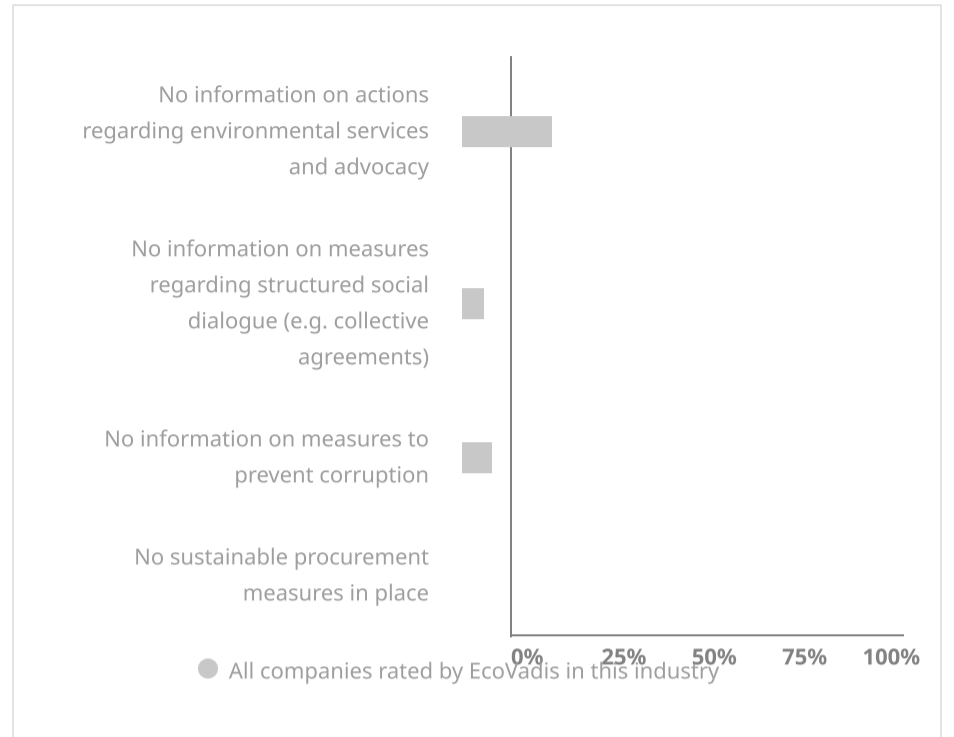
Industry issues

Suppliers of head office and management consultancy companies usually derive from the following sectors: information technology, marketing, facilities, travel, subcontractors, and professional services. When looking for suppliers to support their activities, companies should keep in mind that social issues in the supply chain can have major impacts in their image. This is also applicable to subcontractors who are working on the company site while following different labor practices policies. To make sure suppliers are in line with the companies' social expectations, it is possible to issue questionnaire-based CSR assessments, perform local audits, and request certificates dealing with social business practices. It is also recommended to consistently monitor suppliers' activities, in order to be sure that their actions (i.e. employee health and safety, working conditions, discrimination, etc.) do not negatively change.

Key industry Strengths



Key industry Improvement Areas



Sustainability KPIs Overview

KPI	All companies rated by EcoVadis in this industry
Audit or assessment of suppliers on CSR issues	36%
Carbon disclosure project (CDP) respondent	10%
Global Compact Signatory	12%
Grievance mechanism or whistleblowing procedure in place	33%
ISO 14001 certified (at least one operational site)	36%
ISO 45001 certification or equivalent (at least one operational site)	23%
Policy on sustainable procurement issues	40%
Reporting on energy consumption & GHGs	50%
Reporting on health & safety indicators	36%

Main Regulations and Initiatives

ILO Recommendation 117 concerning Vocational Training (1962)

http://www.ilo.org/public/english/employment/skills/hrdr/instr/r_117.htm

 Regulatory

International convention on vocational training

 **Labor & Human Rights**

Universal Declaration of Human Rights

<http://www.un.org/Overview/rights.html>

 Regulatory

The Universal Declaration of Human Rights (UDHR) is an advisory declaration adopted by the United Nations General Assembly (10 December 1948)

 **Labor & Human Rights**

Standard OHSAS 18001 (Occupational Health and Safety Assessment Series)

<http://www.ohsas-18001-occupational-health-and-safety.com/index.htm>

OHSAS 18000 is an international occupational health and safety management system specification.

 **Labor & Human Rights**

United Nations Convention against Corruption (UNCAC)

<http://www.unodc.org/unodc/en/treaties/CAC/index.html>

 Regulatory

The UNCAC is the first legally binding international anti-corruption instrument. In its 8 Chapters and 71 Articles, the UNCAC obliges its States Parties to implement a wide and detailed range of anti-corruption measures affecting their laws, institutions and practices.

 **Ethics**

OECD guidelines for multinational enterprises

http://www.oecd.org/about/0,2337,en_2649_34889_1_1_1_1,00.html

The Guidelines are recommendations addressed by governments to multinational enterprises operating in or from adhering countries. They provide voluntary principles and standards for responsible business conduct in a variety of areas including employment and industrial relations, human rights, environment, information disclosure, combating bribery, consumer interests, science and technology, competition, and taxation.

 **All themes**

Standard ISO 14000 (International Standard Organisation)

http://www.iso.org/iso/iso_14000_essentials

The ISO 14000 family addresses various aspects of environmental management

 **Environment**

International Labor Organization's Fundamental Conventions

http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_095895.pdf

 Regulatory

The Governing Body of the International Labour Office has identified eight Conventions as fundamental to the rights of human beings at work. These rights are a precondition for 12 the others in that they provide a necessary framework from which to strive freely for the improvement of individual and collective conditions of work.

 **Labor & Human Rights**

Foreign Corrupt Practices Act of 1977

<http://www.usdoj.gov/criminal/fraud/fcpa/>

 Regulatory

The Foreign Corrupt Practices Act of 1977 (FCPA) prohibits payments, gifts, or Practices Act contributions to officials or employees of any foreign government or government-owned business for the purpose of getting or retaining business.

 **Ethics**

United Nations Global Compact (10 principles)

<http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples/index.html>

The Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of ten principles in the areas of human rights, labour standards, the environment, and anti-corruption:

 **All themes**

Standard Global Reporting Initiative's (GRI)

<https://www.globalreporting.org/Pages/default.aspx>

The GRI is a network-based organization, that has set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance.

 **All themes**

Standard ISO 26000 (International Standard Organisation)

<http://www.iso.org/iso/iso26000.htm>

The future International Standard ISO 26000, Guidance on social responsibility, will provide harmonized, globally relevant guidance based on international consensus among expert representatives of the main stakeholder groups and so encourage the implementation of best practice in social responsibility worldwide.

    **All themes**

Carbon disclosure project

<https://www.cdp.net>

CDP is an international, not-for-profit organization providing the only global system for companies and cities to measure, disclose, manage and share vital environmental information.

 **Environment**

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