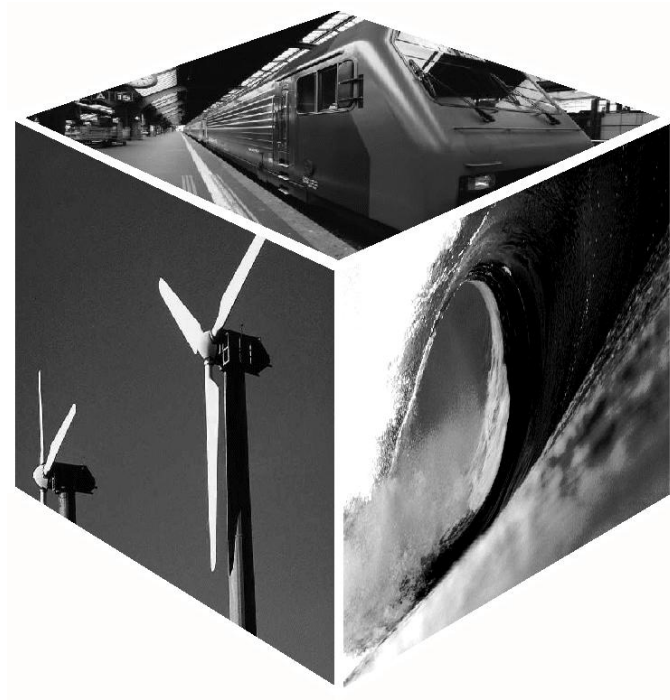


# Risk & Policy Analysts Ltd



## Sustainability Report 2002

***RPA***

# Contents



Managing Director's Statement	1
About this Report	2
RPA's Company Vision	3
Measuring Sustainability	4
Stakeholder Engagement	5
RPA's Sustainability Performance	8
Financial Performance	9
Impact on Global; Warming	12
Fair Treatment of Employees	14
Materials Use	16
Staff Development	18
Waste to Landfill	20
Public Access to Information	22
Investment in the Local Economy	24
Quality of the Working Environment	26
Future Targets and Actions	28

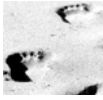
**Published by:**

Risk & Policy Analysts Ltd.  
Farthing Green House  
1Beccles Road  
Loddon  
Norfolk  
NR14 6LT

Tel: (44) +1508 528465  
Fax: (44) +1508 520758

[www.rpaltd.co.uk](http://www.rpaltd.co.uk)  
[sustainability@rpaltd.demon.co.uk](mailto:sustainability@rpaltd.demon.co.uk)

If printed by RPA, this report is published on chlorine free, 100% recycled paper



# Sustainability Report 2002

## Managing Director's Statement

RPA's second Sustainability Report covers the period April 2001 to March 2002. The report evaluates our progress over the year in meeting the sustainability targets set out in our first report.

In some areas, we have already been able to exceed these targets. This does not mean that we will stop working on these areas of performance; instead, we will continue to monitor progress and consider setting more demanding targets in future.

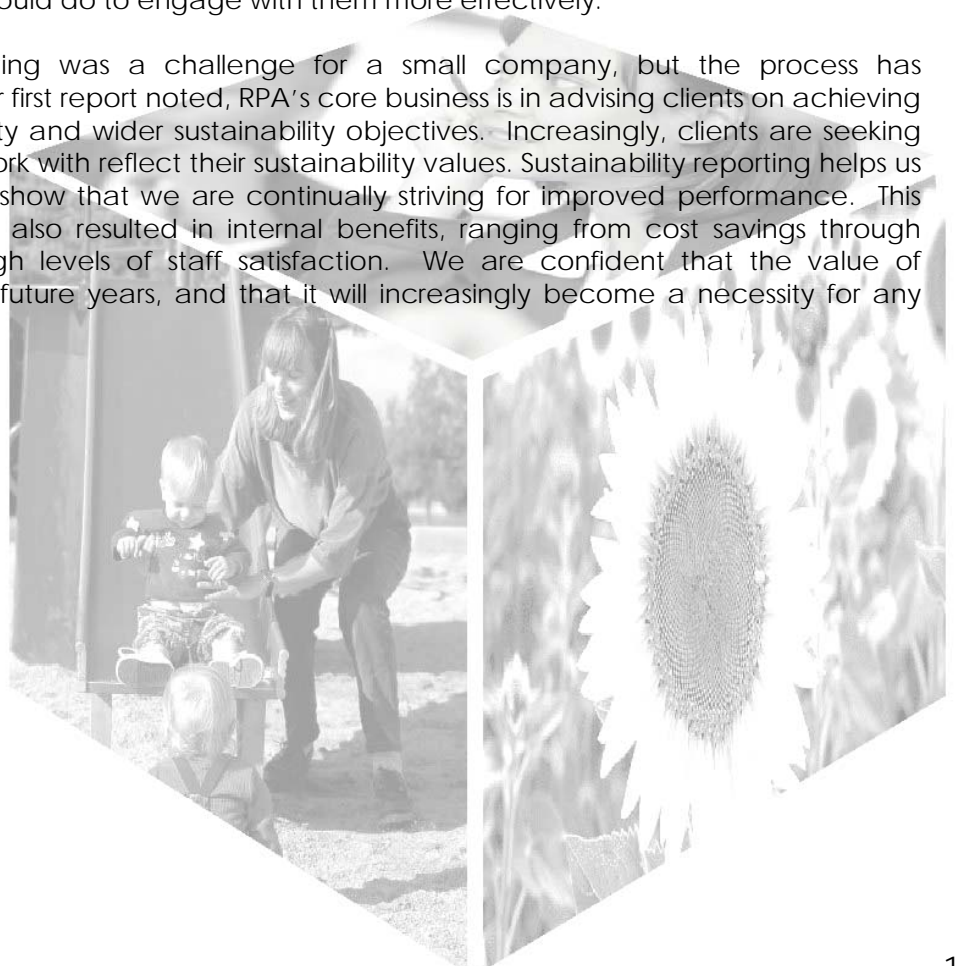
In other areas, we have not achieved as much as we had hoped. Sometimes this is because our initial measures were not as accurate as we thought. In other cases, problems have arisen with meeting the targets that we did not foresee, or we have been influenced by external events. We aim to learn from these setbacks and develop better ways of meeting our objectives in future. Our key targets, and actions required to meet them, are summarised at the end of the report.

The response to our first Sustainability Report was encouraging. We were commended in the prestigious ACCA Reporting awards and we received much positive feedback, from stakeholders as far away as India, Japan and New Zealand. In this report, we have attempted further improvement. We have grouped our reporting of achievement against targets by different issues, drawing together indicators of environmental, social and economic impact. In this way, a more effective picture can be given of our overall impacts on sustainability. We have also attempted to illustrate how the different targets relate to each other to determine our overall performance. We hope that stakeholders will tell us whether these changes improve the clarity of the report, and what other changes might help to meet their needs.

Our first report depended on intensive involvement of our internal stakeholders in identifying key issues and setting targets, as well as in measuring performance. For this report, we attempted to involve stakeholders in scoring and weighting our different impacts, to help us focus our priorities. This attempt met with mixed success, as described in the section on Engaging Stakeholders. We would welcome suggestions from our external stakeholders on what we could do to engage with them more effectively.

Embarking on sustainability reporting was a challenge for a small company, but the process has undeniably brought benefits. As our first report noted, RPA's core business is in advising clients on achieving their environment, health and safety and wider sustainability objectives. Increasingly, clients are seeking proof that the organisations they work with reflect their sustainability values. Sustainability reporting helps us to demonstrate our values and to show that we are continually striving for improved performance. This report shows that the process has also resulted in internal benefits, ranging from cost savings through improved energy efficiency to high levels of staff satisfaction. We are confident that the value of sustainability reporting will grow in future years, and that it will increasingly become a necessity for any forward-looking business.

Dr Pete Floyd  
Managing Director





# About...

## ...Risk & Policy Analysts

Risk & Policy Analysts Ltd (RPA) was established in 1990 as an independent consultancy providing expert advice in the environmental field to both public and private sector clients around the world. Our work is centred around the analysis of environmental and health and safety issues, covering areas such as environmental economics, policy studies and hazard and risk assessment.

Dr Pete Floyd and Ms Meg Postle, the company's founding Directors, are also its shareholders. We are a small company, with eleven people employed at the end of March 2002. We are based mainly in Norfolk (ten people), with an additional office in London (one person).

## ...Our Activities

RPA's turnover has increased by 27% in the last two years.

Our main clients in 2001/02 were:

- o the Department for Environment, Food and Rural Affairs (DEFRA);
- o the Environment Agency; and
- o the European Commission.

Although these three main clients account for 75% of our turnover, it should be noted that within each of these organisations we have worked for a number of different divisions. The remainder of our work was undertaken for private sector clients, environmental organisations, trade and professional associations, other Government bodies and local authorities.

## ...This Report

This is RPA's second annual Sustainability Report, covering our activities during the period of April 2001 to March 2002. Unless otherwise stated, all the data covers both offices. It should also be noted that, whilst RPA employed eleven people by the end of March 2002, all normalised (per staff) statistics are based on ten members of staff, since this is the average number for 2001/02.

Our report considers the environmental, social and economic impacts of RPA. Unlike our first report, our indicators are not grouped into these three categories of impact. Instead, we have found it more useful to take an issues-based approach, reducing repetition and illustrating more clearly that sustainability can only be achieved with equal consideration of all aspects. This approach is explained in more detail on the following pages.

This report contains comparable information for all the indicators included in our 2001 report. We have also included a small number of additional indicators where it has been possible to extend our data collection this year.

# RPA's Company Vision



Our Company Vision was developed in 2000, in consultation with all staff. As a result of this consultation it receives strong support from all employees and has provided a starting point for our sustainability reporting process.

## AIMS

### What we do

1. To provide specialist consultancy services, primarily in the fields of safety, health and the environment.
2. Not to work on projects which are likely to cause significant damage to human health and/or the environment.

### How well we do it

3. For the company to be regarded internally and externally as producing a high quality service.
4. To maintain our position as a high quality company.

### Treating people

5. To provide a positive working environment from the perspectives of both directors and staff.
6. To build and maintain a sense of pride in the company.

## OBJECTIVES

1. To grow within our current aims.
2. To operate at a profit from year to year.
3. To review every proposed project to ensure that it is consistent with the aims of the company.
4. To maintain an effective Quality Assurance system to all aspects of the company's operation.
5. To seek client feedback on the quality and effectiveness of RPA's contribution to all significant projects.
6. To provide regular opportunities for directors and staff to participate in the continuing development of the company.





# Measuring Sustainability

## What is Sustainability?

Sustainability is the degree to which an activity, project, or in this case a company, meets the objectives of sustainable development. Sustainable development has been defined by the Brundtland Commission as development which "*meets the needs of the present without compromising the ability of future generations to meet their own needs*". It is generally accepted that sustainable development covers environmental, social and economic aspects of development. Therefore, the sustainability of a company is a measure of that company's impact on the environment in which it operates, the society in which it is located and the economic climate it contributes to. Even for a small company, certain impacts (for example, carbon dioxide emissions) may have a global effect.

## How Can We Measure Sustainability?

### 1. Select Indicators

Last year we developed nearly 30 indicators to measure RPA's performance across a range of environmental, social and economic impacts and issues. These indicators were based on guidance from the Global Reporting Initiative ([www.globalreporting.org](http://www.globalreporting.org)), DEFRA's Guidelines for Company Reporting ([www.defra.gov.uk](http://www.defra.gov.uk)) and the UK Sustainable Development Strategy ([www.sustainable-development.gov.uk](http://www.sustainable-development.gov.uk)). They were agreed by all RPA staff. The core indicators have remained unchanged to allow comparability from year to year and to produce trend data.

This year we have grouped the indicators into the following categories to provide a better picture of our impacts:

- **Impact on Global Warming** - reducing energy consumption and CO<sub>2</sub> production and dependence on non-renewable resources;
- **Amount of Waste to Landfill** - reducing the amount of waste going to landfill through increased recycling and waste minimisation;
- **Staff Development** - improving the skills and knowledge of employees;
- **Fair Treatment of Employees** - improving the satisfaction of employees through non-discrimination, fair wages, and involvement in company matters;
- **Public Access to Information** - improving the availability of information to the public on environmental issues;
- **Materials Use** - reducing the overall use of materials in company activities;
- **Investment in Local Community and Economy** - improving investment in the local community in terms of sponsorship and donations, as well as purchasing company supplies from local sources;
- **Financial Performance** - improving company turnover and profits; and
- **Quality of Working Environment** - improving the aesthetic impact of the working environment and addressing health and safety issues.

The following pages describe our indicators for each of the nine impact categories listed above. The discussion under of each category includes a flowchart showing the indicators measured for each category. It is important to recognise that these are just indicators; they are not designed to represent all the influences of, for example, our impact on global warming, which may be much broader.

# Stakeholder Engagement



## 2. Ask RPA's Stakeholders to Prioritise Indicators

Everyone is a stakeholder in RPA's activities, and indeed in any company's activities. Some issues, such as climate change, are global in nature, improvements in turnover boost national economies and, at the local level, investment in the community can have significant effects. Our main stakeholders can be grouped as:

- our employees;
- our clients;
- our suppliers;
- the local community; and
- the wider public

To be really effective, sustainability reporting must reflect the interests of all stakeholders, both internal and external. We have taken steps this year to involve our external stakeholders by designing a web-based tool that allows people to tell us their priorities for sustainable development.

### How Important is Sustainability to You?

We have launched a simple programme on our website to engage stakeholders in our sustainability reporting. The programme, Vox Populi'02, can be accessed via [www.rpaltd.co.uk](http://www.rpaltd.co.uk) and is designed to canvas the views of stakeholders on where they think RPA has the greatest impact on sustainable development and where our resources should be concentrated for future improvement. This report directly reflects the views of our stakeholders, by prioritising our indicators and our future action.

We hope to show that it is possible for any company to listen to, and be influenced by, its stakeholders.

Over 300 external stakeholders were informed, by email, that we had launched Vox Populi'02. These included clients, suppliers, and other interested parties. Many of these people are actively involved in encouraging company reporting and stakeholder involvement. To date, only four people have responded!

**Are we wrong to use a web-based approach for stakeholder engagement?** Whilst we recognise that a web-based approach will not be sufficient to engage all stakeholders, we feel at this stage it is the most resource efficient approach for a small company to adopt. However, we note that there are some improvements which could be made to the process.

**Are we too small a company for external stakeholders to be interested?** Possibly, but a key feature of sustainable development is that everyone has their part to play. Small and medium sized enterprises (SMEs) account for over 90% of businesses in the UK. If all of these SMEs can be encouraged to be more sustainable, the overall effect on our quality of life could be significant.

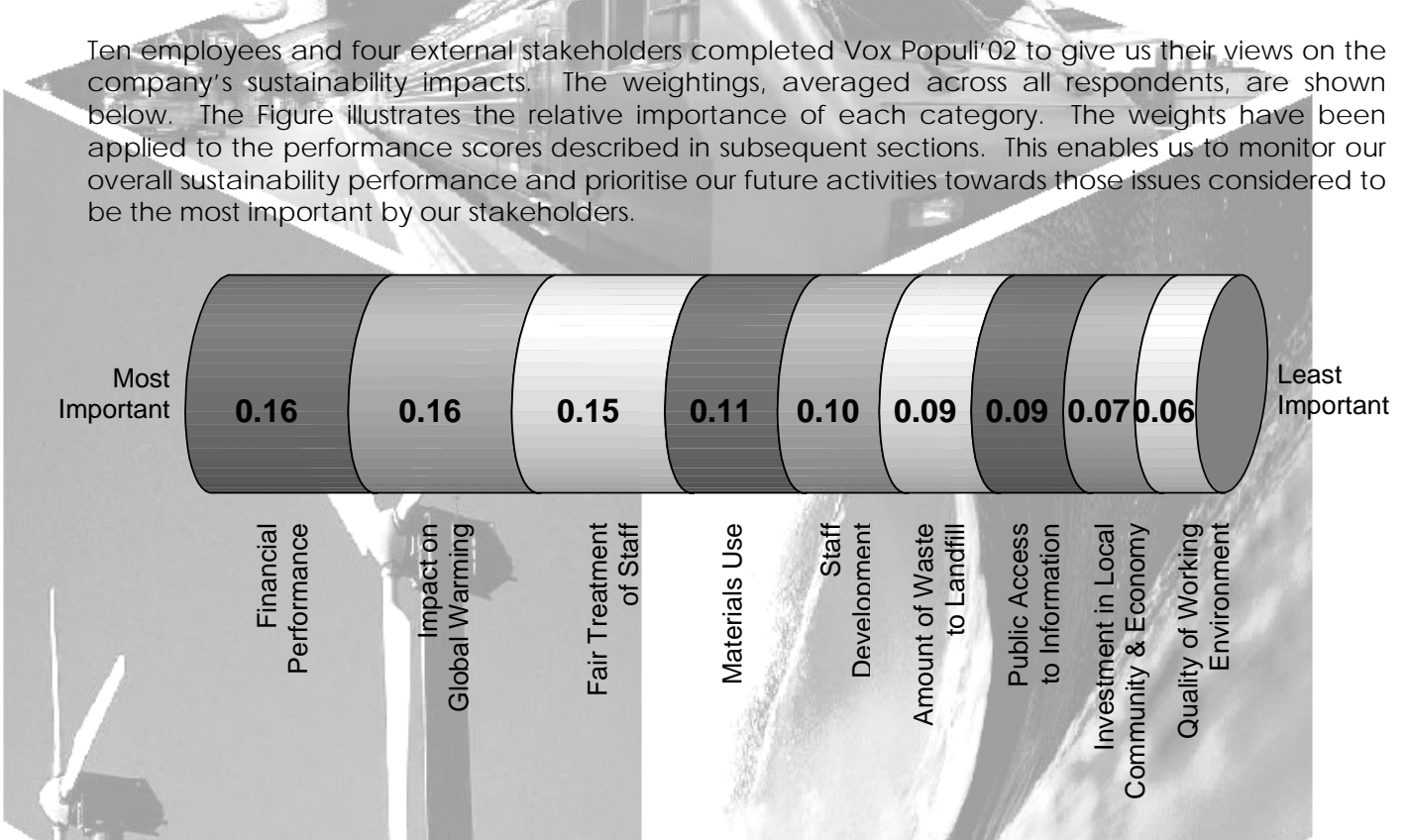
**Do you consider the aims of sustainable development important enough to visit our website and tell us your views?**



### 3. Develop Weightings for Impact Categories

Vox Populi'02 allows the nine categories of impact to be ranked according to their importance to the individual stakeholder. It is then possible to compare the ranked issues in pairs and decide whether one is more important than another and, if so, by how much. The program then converts the stakeholder's choices into data which we can analyse to help identify both the 'weight' attached to each category and the degree of consensus (i.e. the level of agreement) across all participants. These weights place a greater emphasis on our performance in those areas that our stakeholders consider to be most important.

Ten employees and four external stakeholders completed Vox Populi'02 to give us their views on the company's sustainability impacts. The weightings, averaged across all respondents, are shown below. The Figure illustrates the relative importance of each category. The weights have been applied to the performance scores described in subsequent sections. This enables us to monitor our overall sustainability performance and prioritise our future activities towards those issues considered to be the most important by our stakeholders.



### 4. Identify Targets and Benchmarks

Benchmarking generally involves comparing our performance to best practice, local, regional or national targets and/or similar companies or sector performance. It is possible to benchmark our performance for each indicator. Benchmarks used in this report have been taken from the Environmental Technology Best Practice Programme ([www.etbpp.gov.uk](http://www.etbpp.gov.uk)), the Chartered Institute for Personnel and Development (CIPD, [www.cipd.org.uk](http://www.cipd.org.uk)), the UK Sustainable Development Strategy, and South Norfolk District Council ([www.south-norfolk.gov.uk](http://www.south-norfolk.gov.uk)). Where no other benchmark is available we have either used our performance in 2001 as a comparator or have set our own target. The benchmarks and targets used are presented in a table at the end of this report.

It is desirable to set targets at a demanding, but achievable, level of performance to ensure a company is working towards a realistic goal. A company should also be able to move beyond the benchmark to achieve a target representing an excellent level of performance. For example, the ETBPP good practice benchmark for the amount of waste generated is 200kg per person; it may be possible to reduce consumption to a level lower than this. In other cases, there may be constraints to meeting benchmarks, with targets set so as to reflect what is achievable. By way of example, RPA's annual paper consumption is greatly influenced by report production. This, in turn, is greatly affected by the volume of text required to address a client's needs and the number of copies that they request. Clearly, in the course of normal business, there is little that can be done about these latter issues.

## 5. Score Actual Performance Against Benchmarks

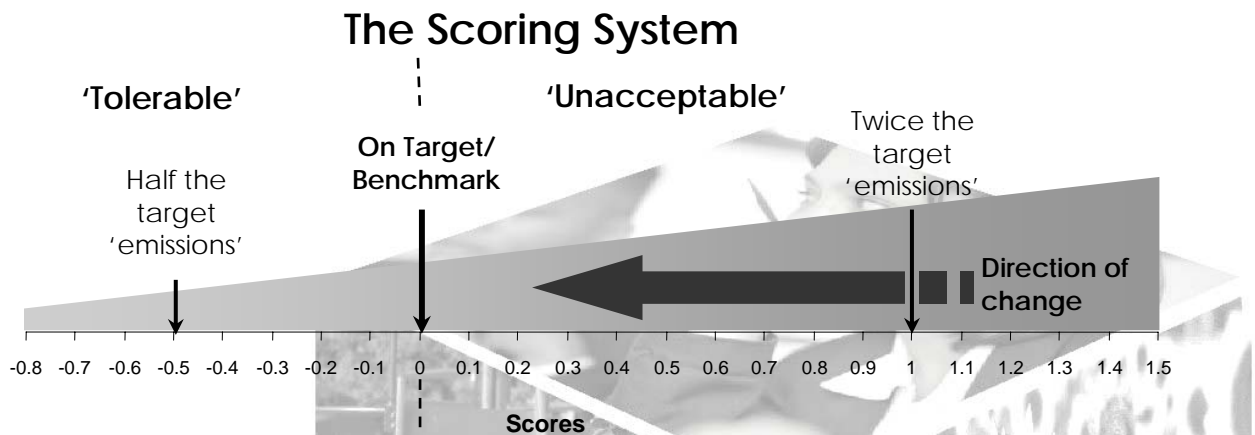
### Use of Scoring

After writing our last (2001) sustainability report, we decided that the collection and reporting of data for each individual indicator was unlikely to provide the necessary overview of our impacts to allow us to monitor our overall progress, forward plan, and prioritise actions. To overcome this, we have used the company expertise in the development of multi-criteria appraisal tools to develop a scoring mechanism that would group our performance for each indicator into an overall performance score for a category of sustainability (impact on global warming, fair treatment of employees, etc.) and, potentially, sustainability as a whole.

As is often the case with appraisal tools, the difficulty comes in designing a valid means of converting quantitative measurements (which employ a variety of different measurement units) onto a common scale. This has been achieved by examining the difference between our actual performance and the target/benchmark. This is expressed as a factor above (+) or below (-) the target/benchmark (0).

**Example calculations:** 33.8t of CO<sub>2</sub> was emitted in this (2002) reporting period. In the last reporting period we identified a target of 32.4t CO<sub>2</sub> (to be achieved by 2010 under UK commitment to the Kyoto Protocol). **We are currently over target by a factor of 0.04 calculated by dividing the difference over/under the target value (33.8-32.4 = 1.4) by the target value (32.4).**

Of course, there are also occasions when we are within the target. For example, our actual labour turnover is 10% and our target is 20%. In this case, **the score is expressed as a negative value** to denote the fact that **we have gone beyond the target:** we are under the target by a factor of -0.5 in the case of labour turnover (i.e. we are performing twice as well as we 'have to').



### Direct vs. Implied Indicators

**Direct indicators** are those which provide a direct measurement of our performance for a given category. For example, measurement of our carbon dioxide emissions provides a direct measure of our impact on climate change; or consideration of 'discrimination', 'wages and benefits', 'staff satisfaction', etc. in combination with one another provides a measure of performance under the category of 'Fair Treatment of Employees'.

The 'value' of some other indicators may be **implied** in direct indicators. For example, the value of achieving targets for 'investment in data and library resources' is likely to be reflected in our profits and turnover. Achieving the targets for these **implied indicators** is the means of achieving the targets for some of the **direct indicators**.

For this reason we measure and have benchmarks/targets for both direct and implied indicators. However, in considering our performance under a given category we only take account of performance under the **direct indicators**. To do otherwise would be claiming success (or otherwise) twice. Each of the sections includes a flowchart showing the relationship between implied indicators and direct indicators. **Direct indicators are shaded in grey in the flow charts.**



# RPA's Sustainability Performance

The calculated scores for each of our direct indicators have been aggregated to provide a single score denoting performance under each impact category. These individual scores are provided in the corresponding sections of this report.

As is demonstrated by the stakeholder weights, some categories of impact are more important than others. From a sustainability planning perspective, this implies that a unit improvement in one impact category may be more important than a per unit improvement in another. For example, our stakeholders have awarded a weight of 0.15 to the 'fair treatment of staff' and a weight of 0.07 to 'investment in local community and economy'. This implies that a unit improvement under the former is twice as important as a per unit improvement in the latter.

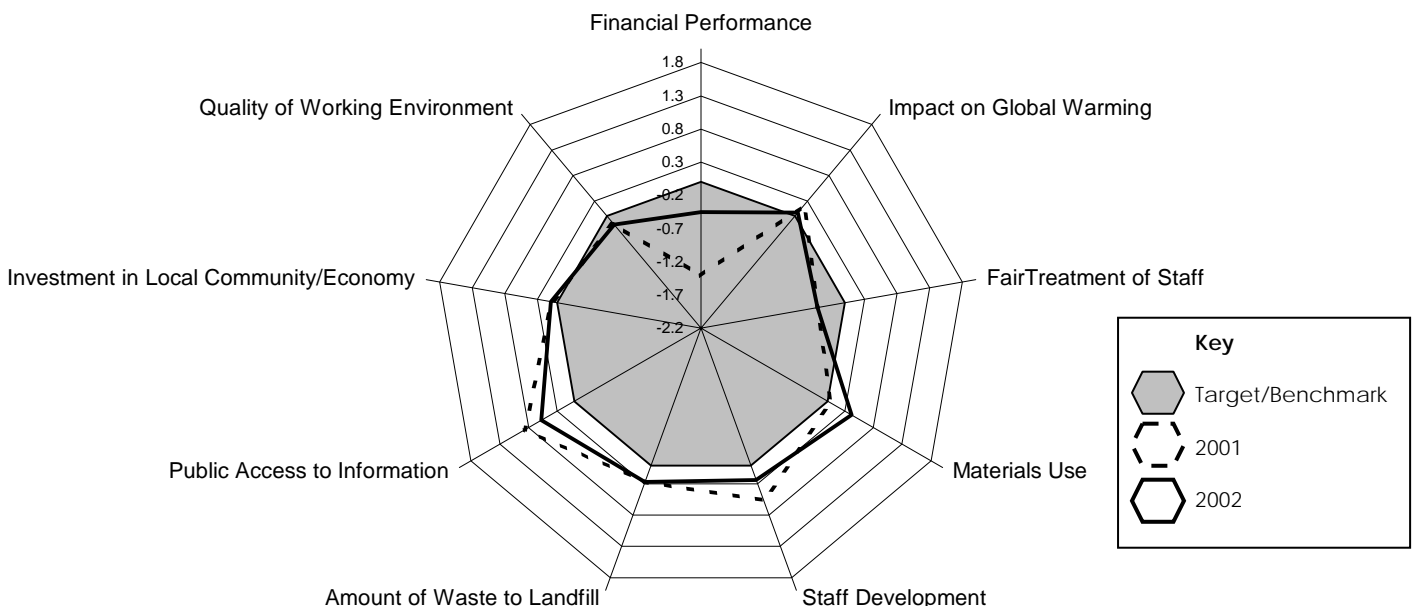
This means that, to examine our performance properly, we must apply these weights to our impact category performance scores – in effect converting them to the same currency. The table provides a summary of the scores for 2002 and 2001. These data are shown graphically as our 'diminishing footprint' in the figure below, where **the shaded area represents our current targets and the objective is to get all points within the target area.**

RPA's Sustainability Performance		
Category	2002	2001
Financial Performance	-0.46	-1.41
Impact on Global Warming	0.07	0.23
Fair Treatment of Staff	-0.42	-0.42
Materials Use	0.41	0.06
Staff Development	0.23	0.56
Amount of Waste to Landfill	0.27	0.27
Public Access to Information	0.57	0.86
Investment in Local Comm./Econ.	0.10	0.08
Quality of Working Environment	-0.17	-0.14

As can be seen from the table and figure, we have made progress in some areas and 'slipped' in others. Our average score across all categories for 2002 is 0.07 (i.e. **on average we are exceeding our targets by 0.07 x the target values**). The corresponding figure for 2001 is only 0.01 (indicating a very slight slippage).

The principle reason for this apparent slippage is a slightly reduced financial performance in 2002. Average performance against the **environmental and socio-economic indicators** (i.e. non-financial) improved from 0.17 in 2001 to 0.13 in 2002 – i.e. **we are currently exceeding our environmental and socio-economic targets by only a factor 0.13 x the benchmark** with four years remaining in our targets schedule.

## RPA's Sustainability Performance



# Financial Performance

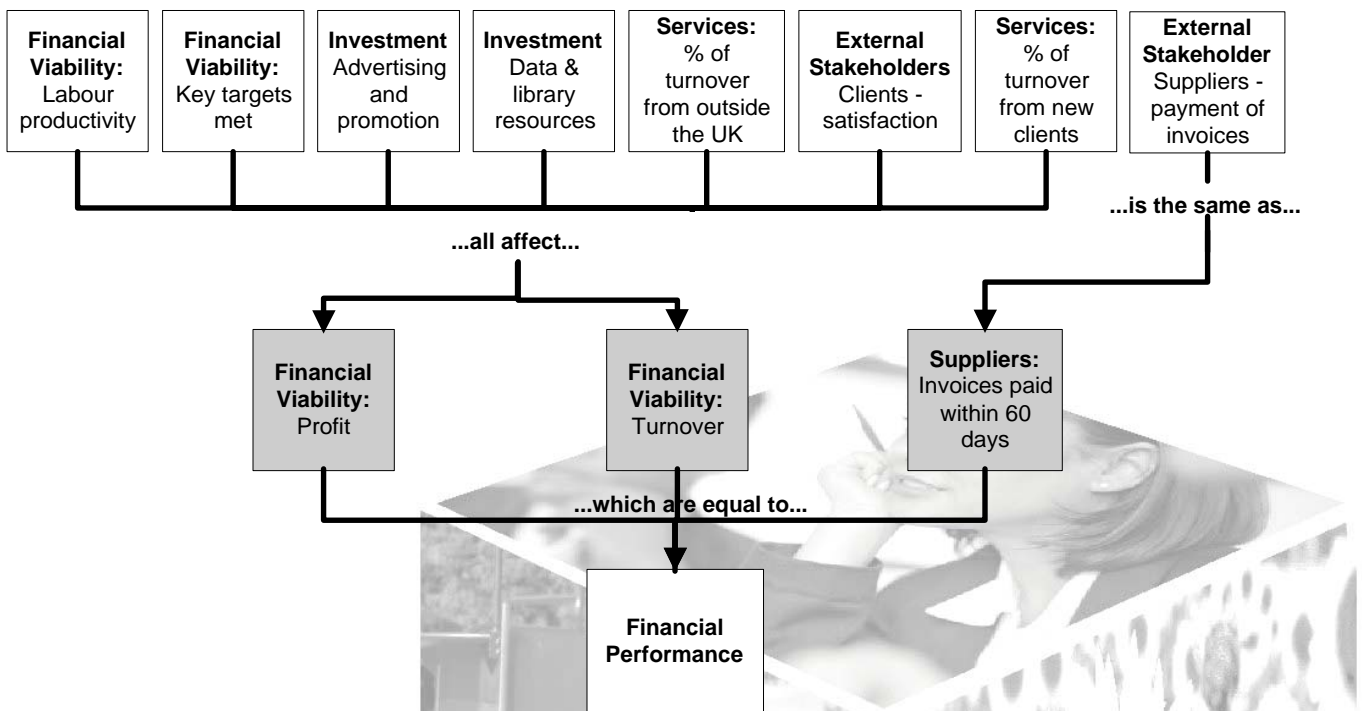


Two areas have been rated equally as our most important impacts. These are our financial performance and our impact on global warming. We discuss our financial performance first to help set the scene for the following discussions on our other impacts.

Weighting	
Staff	0.20
Other	0.05
<b>Total</b>	<b>0.16</b>

Our financial performance is seen to be much more important by our staff than our external stakeholders. As stated in our Company Vision, one of our objectives is to operate at a profit each year. Although a good financial performance in any one year is not a guarantee of economic sustainability, poor financial performance can threaten the viability of a company. It is essential that we maintain our financial viability so that we can ensure continued employment for our staff, provide contracted services to our clients and pay suppliers in accordance with agreed terms. To perform well financially provides a sound basis from which to develop and improve our other activities and their sustainability.

## Indicators of Financial Performance



## Labour Productivity

What do we want to happen?

Labour productivity to be £55,000 or above

Labour productivity is equal to turnover per person. Dramatic increases in labour productivity were achieved from 2000 to 2001, increasing by more than 50%. In the last year, labour productivity has increased by a further 1%. We aim to maintain this level of productivity in the future.

What did happen?

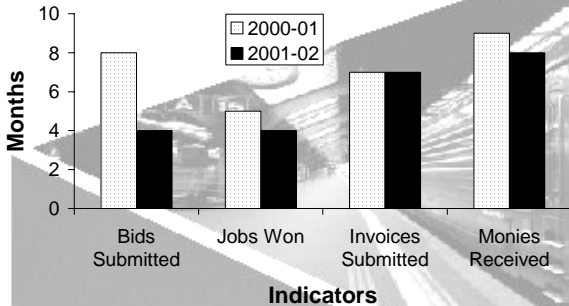
Labour productivity was £56,039

# Key Targets

What do we want to happen?

To meet more than 58% of our key targets

Number of Months Targets are Met



RPA monitors its monthly performance according to four key indicators: value of bids submitted; value of jobs won; value of invoices submitted and value of monies received.

The number of monthly targets met in 2001/02 is less than that in 2000/01. This reflects the fluctuating nature of consultancy work and other markets. Despite this, we have still increased our turnover. Whilst meeting our monthly targets on a consistent basis is desirable, it is not absolutely necessary for improving our overall financial performance.

What did happen?

48% of key targets met

## Investment

What do we want to happen? Investment in information resources to be at least 0.9% of turnover  
Investment in publicity to be at least 0.4% of turnover

Investment is an important contributor to a company's growth. Working in a knowledge-based industry, our investment in information allows us to maintain an up-to-date library, essential in providing our clients with a high quality service. Whilst advertising and promotional investment is also important, the specialist nature of our services requires well targeted advertising.

What did happen?

1.1% of turnover was invested in information resources  
0.4% of turnover was invested in publicity

## Services

What did we want to happen?

20% of turnover to be from outside the UK  
£488,000 of turnover to be repeat business  
More than 12% of turnover to be from new clients

An increase in the amount of work we undertake for the European Commission has resulted in a significant rise in the proportion of our work carried out for non-UK based clients. In addition to the European Commission, we have also carried out work for other European clients and clients in Hong Kong.

We propose to measure client satisfaction in terms of repeat business in absolute terms (meaning that both repeat business and turnover from new clients can increase). Whilst we had originally planned to survey our clients on completion of projects, this has not yet proved feasible.

We have also increased our turnover from new clients, to 13%. Increasing our range of clients will facilitate the growth of the company.

What did happen?

30% of turnover was from outside the UK  
£487,500 of turnover was repeat business  
13% of turnover was from new clients

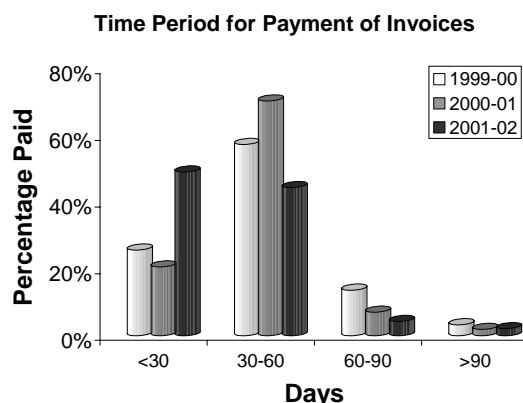
## Suppliers

What do we want to happen?

More than 91% of invoices to be paid within 60 days

We have made good progress in meeting our commitment to our suppliers in terms of payment of invoices. Overall, 94% of invoices are now paid within 60 days. The proportion of invoices paid within 30 days has substantially increased, from 21% to 49%.

Prompt payment of invoices assists our suppliers with their own financial performance and maintains our reputation as a good customer.



What did happen?

94% of invoices were paid within 60 days

## Financial Viability

What do we want to happen?

Our turnover to be more than £554,700

Our profit to be more than £28,230

The preceding indicators of financial performance are important for their ability to signal how well the company is operating and its likely future performance, but they do not directly reflect turnover and profit.

Both turnover and profit have increased since last year, showing that we are making progress towards our Company Vision.

Indicator	2002	2001	2000
	£	£	£
Turnover	560,390	554,702	441,610
Gross Margin	117,879	116,636	65,632
Net Profit	29,600e	28,229	-9,663

What did happen?

Our turnover was £560,390

Our profit was £29,600 (estimated)

## Scoring of RPA's Financial Performance

Indicator	Target/ Benchmark	2002		2001		Comments
		Actual	Score	Actual	Score	
Invoices Paid within 60 Days	100%	94%	0.06	91%	0.09	On target for 2005 deadline
Increase in Turnover	7% increase per annum (since 2000)	13% pa	-0.86	26% pa	-2.71	Performance well within target
Profit	5% of turnover	5.3%	-0.06	5.1%	-0.02	Performance within target
Mean of Indicator Scores		-0.29		-0.88		Overall indicator inside 2005 benchmark/target area by a factor of 0.29



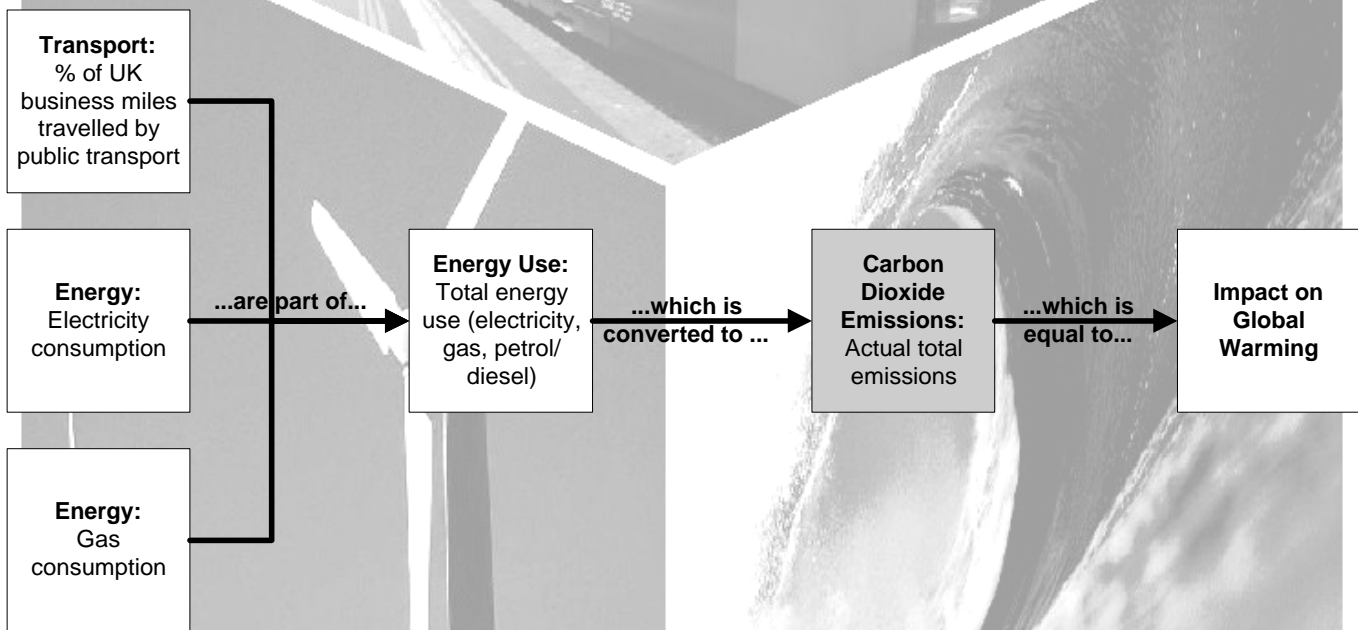
# Impact on Global Warming

Global warming, leading to climate change, is a serious threat. The UK, along with other countries, needs to take action to cut greenhouse gas emissions. Direct energy use and emissions from businesses, including business transport, account for over 40% of UK greenhouse gas emissions. Our stakeholders consider this one of our most important impacts, along with our financial performance.

Weighting	
Staff	0.13
Other	0.22
<b>Total</b>	<b>0.16</b>

On a local scale, the effects of global warming could be catastrophic for Norfolk, where popular tourist areas along the coast, essential for the county's economy are already threatened by winter storms and tidal surges. Such effects are expected to increase in intensity under the influence of climate change and the average sea level could rise by more than 80cm in the next century, flooding low-lying areas in Norfolk. Changes in the local climate may also impact on the area's agriculture and affect wildlife habitats such as the Norfolk Broads.

## Indicators of Impact on Global Warming

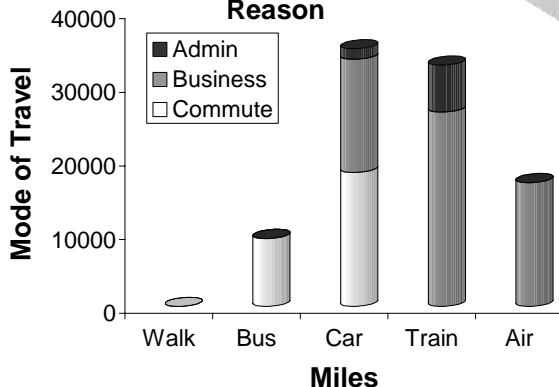


## Transport

What do we want to happen?

More than 57% of UK business miles to be travelled by train

**Total Miles Travelled by Transport Type and Reason**



In total, the number of miles travelled by all modes of transport for commuting, administrative and business purposes has increased by 24% to nearly 94,000 miles. Reliance on public transport has also increased, however, with this accounting for a greater proportion of UK business miles travelled.

It is part of the company's Environmental Policy not to provide company cars, and to encourage the use of public transport where possible. However, the average price per train mile has increased to 27p compared with 30p per car mile, implying that if the price of public transport increases further it may become increasingly difficult for businesses to justify the use of public transport on price alone.

What did happen?

63% of UK business miles were travelled by train

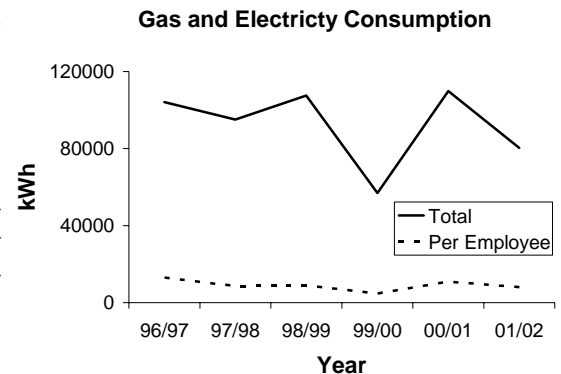
# Energy Consumption

What do we want to happen?

Electricity consumption to be equal, or less than 54 kWh/m<sup>2</sup>  
 Gas consumption to be less than 332 kWh/m<sup>2</sup>

In preparing this report, an error was found in last year's gas consumption figure arising from bills based on estimated readings. Last year's consumption was actually higher than that reported and the figures have been adjusted accordingly.

Gas and electricity consumption have been reduced this year, both in normalised and absolute terms, although the data over six years are more variable. This reduction is partly a result of secondary glazing and an increased awareness of the need for energy conservation following last year's report. It has also resulted in a saving of £51 per employee.



What did happen?

Electricity consumption was 41 kWh/m<sup>2</sup> in the main office  
 Gas consumption was 241 kWh/m<sup>2</sup> in the main office

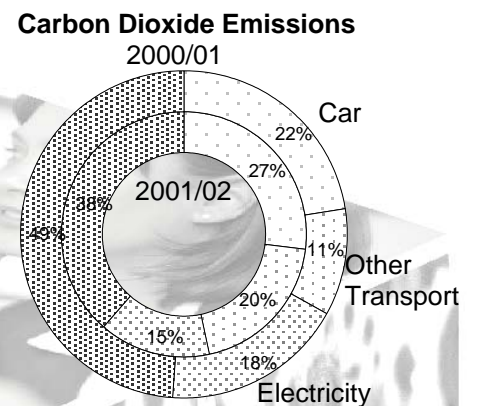
# Carbon Dioxide Emissions

What do we want to happen?

Carbon dioxide emissions to be less than 32.4 tonnes

Based on the revised gas consumption figure, last year's total CO<sub>2</sub> emissions were 37 tonnes. As a result of the subsequent reduction in both gas and electricity consumption, emissions of CO<sub>2</sub> have been reduced by 8%, although we have not yet met our benchmark target of 32.4 tonnes.

The adjacent graph indicates that the proportion of emissions from transport has increased. During 2001/02 a single member of staff flew to Hong Kong for a site visit. It is interesting to note that this one trip accounted for 12,000 additional miles (67% of the overall increase in mileage) and 2 tonnes of CO<sub>2</sub>. For a small company, such events result in huge changes in our overall impact.



What did happen?

We emitted 33.8 tonnes of carbon dioxide

# Scoring of RPA's Impact on Global Warming

Indicator	Target/ Benchmark	2002		2001		Comments
		Actual	Score	Actual	Score	
Carbon Dioxide Emissions	32.4 tonnes	33.8t	0.04	37.0t	0.14	CO <sub>2</sub> emissions are exceeding the target by 0.04 x target value (i.e. 4% over). Improvement in 2002 indicates that we are on track for delivery within deadline.
Mean of Indicator Scores		0.04		0.14		

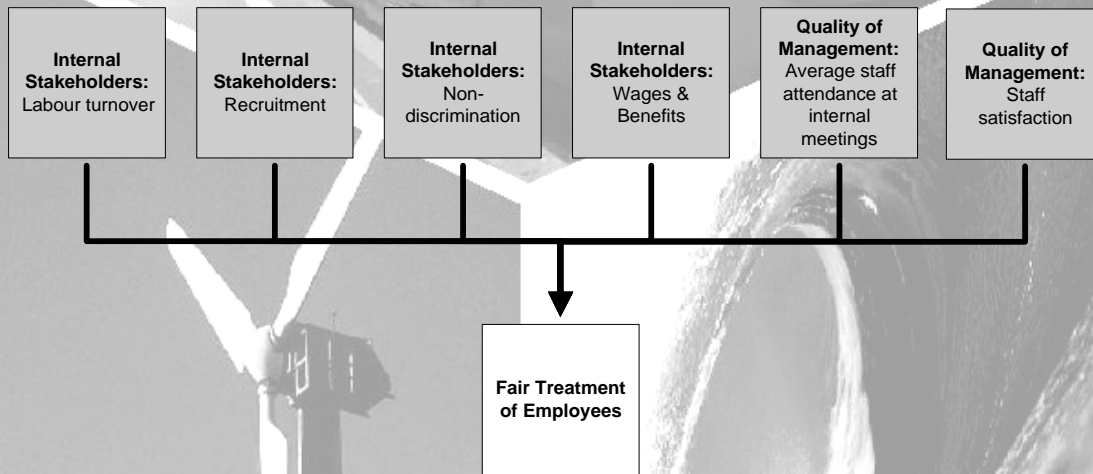


# Fair Treatment of Employees

As a consultancy, our main asset is the people we employ. To treat people fairly is a key objective of sustainability, and this issue has been rated as our third most important. Unsurprisingly, it is rated much higher by our employees than our external stakeholders. Fair treatment includes many aspects, including fair wages, non-discrimination and the ability to participate in company decision-making. In addition, it is important that we at least meet, if not exceed, the industry standard in order that we retain our staff and maintain our competitive position.

Weighting	
Staff	0.18
Other	0.09
Total	0.15

## Indicators of Fair Treatment of Staff



## Fair Treatment of Employees

What do we want to happen?

For labour turnover to be 20% or less

For all staff to attend at least 80% of internal meetings

To have at least 50% of job offers accepted

For there to be approximately equal numbers of male and female staff

To provide indicators of staff satisfaction

## Indicators of Staff Satisfaction

As indicated in the flowchart, there are a number of aspects that may contribute to the fair treatment of staff. Quantitative indicators such as male:female ratio, wages and benefits are fairly simple to measure. However, consideration of these alone can only provide an assessment of the 'health' and adequacy of the procedures and support frameworks that are in place (and whether they are being followed). It cannot provide an assessment of whether employees are actually satisfied with these procedures and their satisfaction more generally.

For this reason, a (**anonymous**) survey of 'staff satisfaction' was carried out, covering a range of issues required to ensure the fair treatment of staff (as well as some others used in other categories such as 'Quality of working environment'). The complete survey consisted of a total of 16 statements which employees were asked to disagree or agree with, where 1 equalled strongly disagree, 3 equalled neither agree or disagree, and 5 equalled strongly agree.

For clarity and convenience the table below provides the complete results of the staff survey as average scores for each statement. Those statements that are applicable to this category - Fair Treatment of Staff - appear in bold type and have been used in the scoring process. The others apply to other categories (such as Quality of Working Environment) and these are used and reported again there. To eliminate double counting (claiming successes/failures twice or more), there is no duplication between the categories.

Statement	Average Score
The working environment is positive, open and honest	4.9
<b>I am not unfairly discriminated against for any reason</b>	<b>4.8</b>
<b>My requests for time off are treated fairly</b>	<b>4.8</b>
I support the Company Vision	4.6
I am able to get help and guidance when I require it	4.6
My working conditions are healthy and safe	4.6
The company produces high quality work	4.5
<b>The company values my contribution</b>	<b>4.5</b>
I am given the opportunity to use my initiative	4.4
I have the opportunity to be involved in company-decision making and development	4.3
<b>I am satisfied with the basis on which my salary is determined</b>	<b>4.0</b>
I have the opportunity to develop my career within the company	3.9
<b>I am not required to work unreasonable hours</b>	<b>3.9</b>
I receive the necessary training for my job	3.8
<b>I have clear and fair terms of employment</b>	<b>3.5</b>
<b>I am satisfied with the performance review procedure</b>	<b>3.4</b>

As can be seen from the table, in general, staff agree with the statements. In terms of those applicable to this category – Fair Treatment of Staff – the average score is 4.3. Indicating somewhere between agree and strongly agree.

This high level of staff satisfaction illustrates that we are making progress towards our Company Vision by providing a positive working environment.

We also believe that we are broadly in line with the industry standard in terms of wages and experience. Whilst we do not offer all the same benefits we do have a company gym, childcare arrangements, squash club membership and access to a stakeholder pension scheme.

**What did happen?**

Labour turnover was 10%  
Average attendance at internal meetings was 87%  
Jobs offered : jobs accepted equalled 100% (1:1)  
Male : female staff equalled 5:6  
Ratio of highest : lowest wage was between 3.4 and 4.9  
We have developed and applied indicators of staff satisfaction

## Scoring of RPA's Impact on the Fair Treatment of Staff

Indicator	Target/ Benchmark	2002		2001		Comments
		Actual	Score	Actual	Score	
Labour Turnover	20%	10%	-0.5	20%	0	Some improvements have been made on 2001.  We remain within the target area and have increased the 'safety margin' to 0.28 x the benchmark values.
Jobs offered: accepted	50%	100%	-1.0	50%	0	
Male : Female Ratio	40-60%	45%	0	50%	0	
Highest : lowest wage	3.4 - 4.9	3.45	0	3.45	0	
Attendance at Meetings	80%	87%	-0.09	78%	0.03	
Staff Survey Results	4	4.3	-0.08	4.3 e	-0.08	
Mean of Indicator Scores		-0.28		-0.01		



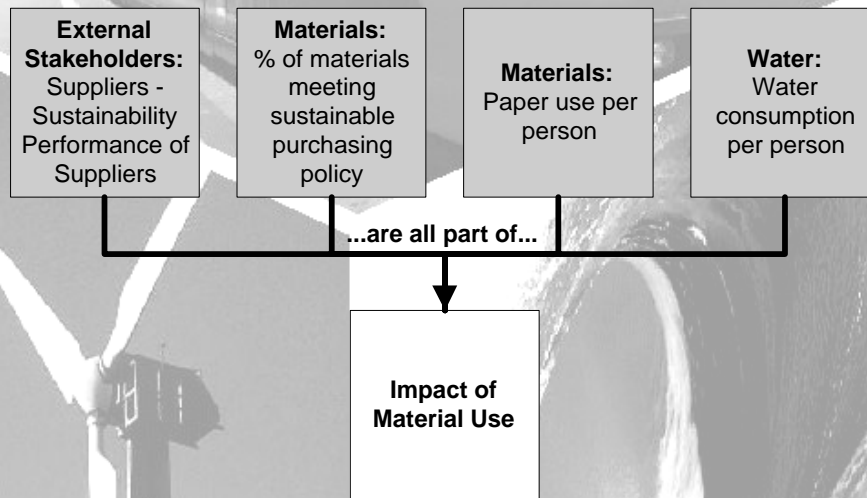
# Materials Use

A key sustainable development objective is to use natural resources more efficiently, in others words 'to do more with less'. We should not assume that we have to consume more resources to increase our turnover, since to do so would increasingly reduce the availability of resources for future generations. Our stakeholders consider this to be our fourth most important impact, and is regarded as particularly important by our external stakeholders.

Weighting	
Staff	0.09
Other	0.17
<b>Total</b>	<b>0.11</b>

Within our Environmental Policy we are committed to considering the 'green credentials' of businesses when selecting our suppliers, encouraging the use of recycled materials and those from sustainable sources, and considering the power consumption of electrical goods.

## Indicators of Materials Use



## Materials Consumption

What do we want to happen?

To use less than 9,800 sheets of paper per person

Materials	2002		2001	
	Total	Per Person	Total	Per Person
Envelopes	1,362	136	1,950	195
Printer Cartridges	62	6	61	6
Disks	350	35	300	30
Transparent Covers	1,100	110	1,300	130
Gloss Covers	1,100	110	1,000	100
Paper (A4 equiv.)	128,000	12,800	98,000	9,800

In general, our use of materials has remained the same since last year, with the obvious exception of paper use, which has increased by more that 30% since last year.

Paper consumption continues to rise by around 20% each year in the UK. There is a number of environmental issues associated with high paper use, such as high chemical and energy use in manufacture.

The increased use of email for data gathering and sending of documents has led to an increased demand on our resources for printing, since it is necessary for us to keep hard copies of our data sources to ensure traceability. Whilst we will endeavour to reduce our paper use, our actions may be restricted by requirements to keep records of our research for quality control.

What did happen?

We used 12,800 sheets of paper per person

## Water Consumption

**What do we want to happen?**

**For our water use to be less than 7.7m<sup>3</sup> per person**

Due to previous problems with the water meter at the main office, it was not possible last year to record an accurate measure of our water consumption. The aim was to develop a measure for use in this year's report. Unfortunately, it has not been possible to separate out office consumption from that of the domestic residence that shares the building. For this reason we are adopting indicators reflecting 'best practice' in reducing or minimising water consumption. Further work is required to establish a wider set of target 'best practice' measures.

**What did happen?**

**All leaking taps were replaced  
Water consumption by urinals was adjusted  
Dual flush toilets installed/maintained**

## Sustainable Purchasing and Performance of Suppliers

**What do we want to happen?**

**Implement sustainable purchasing policy for all goods by 2003**

RPA's Environmental Policy provides some guidance on the purchasing of goods and services, but it is possible to develop this further to ensure more sustainable purchasing. Consideration of the sustainability performance of suppliers would be required to maximise the benefits of a sustainable purchasing policy. We have not yet developed a satisfactory process for this; we plan to do so by 2003.

At present, more than 98% of our paper consumption is chlorine free, 100% recycled paper.

**What did happen?**

**Target remains to implement a policy by 2003**

## Scoring of RPA's Impact on Materials Use

Indicator	Target/ Benchmark	2002		2001		Comments
		Actual	Score	Actual	Score	
Paper Consumption	9,310 A4 sheets	12,800 sheets	0.37	9,800 sheets	0.05	
Water Consumption	Targets to be set	~	~	~	~	
Mean of Indicator Scores		0.37		0.05		



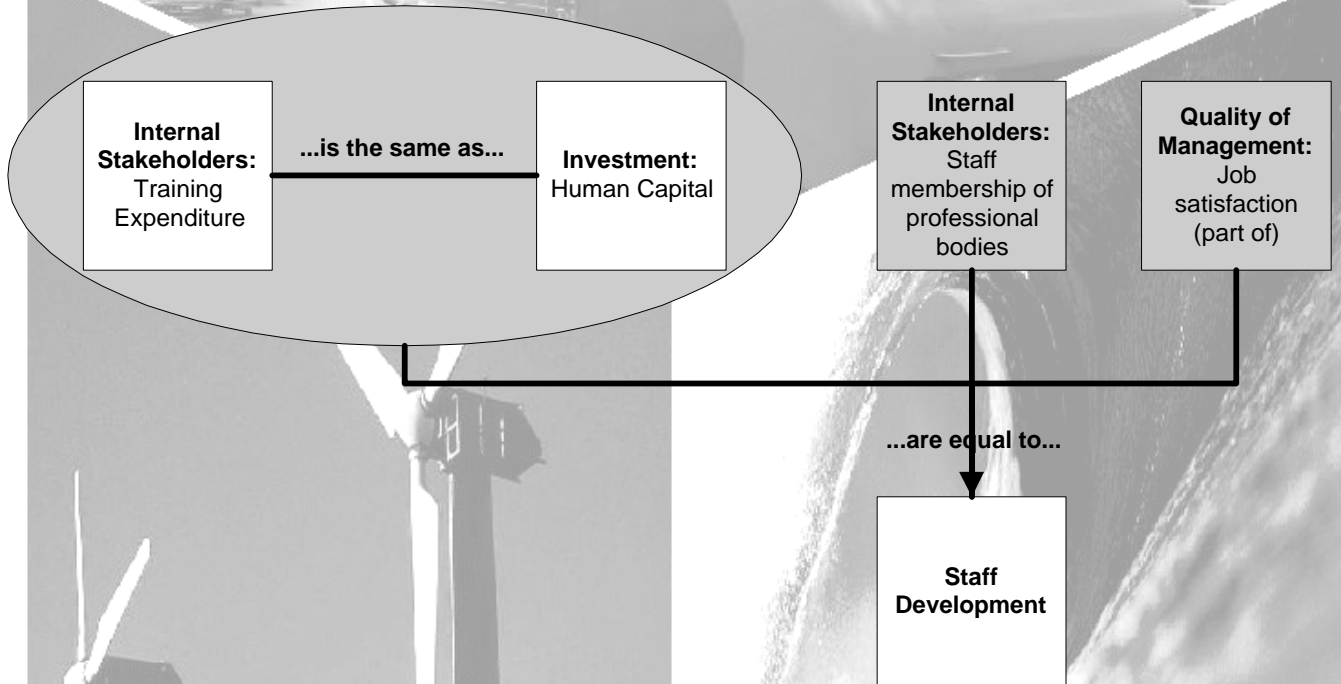
# Staff Development

As part of our Company Vision we aim to produce a high quality service and to maintain our position as a company of excellence. It is only possible for us to achieve this by investing in our staff and equipping them with the skills they require to complete their work successfully. However, it is also important for individuals to continue to learn and develop their capabilities, in order to increase the opportunities available to them.

Weighting	
Staff	0.11
Other	0.07
<b>Total</b>	<b>0.10</b>

This issue has been rated as the fifth most important issue for the company to consider, with a fair degree of consensus between stakeholders.

## Indicators of Staff Development



## Staff Training

**What do we want to happen?** To make progress towards each employee receiving at least 5 days training

RPA recognises training as an integral part of the professional development of staff, ranging from formal courses to informal 'on the job' training, and includes continuing professional development (CPD).

A total of £3,350 was spent on training by RPA in 2001/02. This is more than double the expenditure in the previous year, equating to £335 per person (compared to £160). This investment in our employees is equivalent to 0.6% of turnover.

However, training does not have to be expensive to be worthwhile. For this reason, we have decided to measure the average number of days spent on training per person per year. This is a more accurate measure and is comparable to the benchmark of five days per person set for CPD.

In addition to work-based training, RPA also participated in an Employee Development Scheme run by the local Chamber of Commerce. The Chamber of Commerce provided half the cost (up to £50) of any course undertaken by RPA employees, provided it was non-work related. Courses taken by our employees included hedge laying, windsurfing and skiing.

**What did happen?** Employees received an average of 3 days training

## Staff Membership of Professional Bodies

**What do we want to happen?**

**All staff to be members of professional associations**

All staff are recommended to become members of relevant professional associations. This increases their awareness of issues in relation to their chosen career and provides greater opportunities for skills and knowledge development.

Although the percentage of staff who are members of associations has increased significantly, we have not yet reached our target of 100% membership.

**What did happen?**

**66% of staff are members of professional bodies**

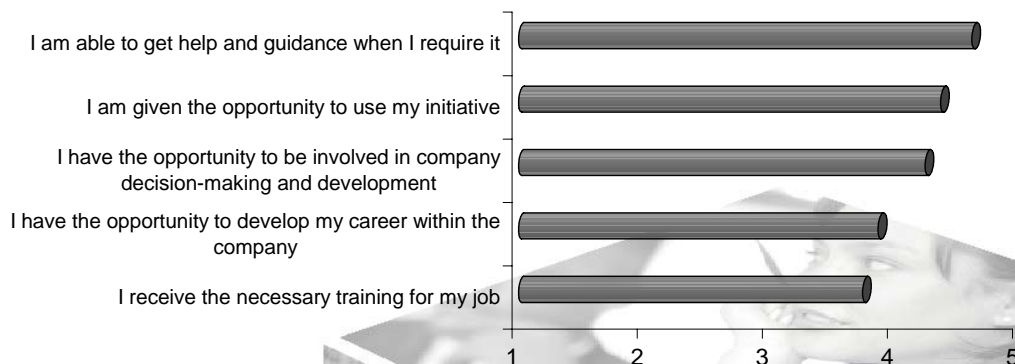
## Staff Satisfaction with Training and Development

**What do we want to happen?**

**To achieve an average score of 4 or higher for staff satisfaction with training and development**

Although overall staff satisfaction is addressed in the section on Fair Treatment of Employees, employees' perception of the training received is of particular importance. It is one thing to provide the recommended number of training days for staff, but staff must also see training as relevant to the work they undertake.

### Staff Satisfaction with Training and Development



With an average score of 4.2 (somewhere between agree and strongly agree with the statement), the results indicate that staff are generally happy with the training and support they receive, although there is room for improvement.

**What did happen?**

**Staff satisfaction with training and development was 4.2 on average**

## Scoring of RPA's Impact on Staff Development

Indicator	Target/ Benchmark	2002		2001		Comments
		Actual	Score	Actual	Score	
Days Training Received	5 days	3 days	0.4	~	~	Progress is being achieved both in terms of performance and with measurement and recording.
Professional Membership	100%	66%	0.34	44%	0.56	
Staff Satisfaction	90%	84%	-0.05	~	~	
Mean of Indicator Scores		0.23		0.56		At present we are exceeding our own targets by a factor 0.23



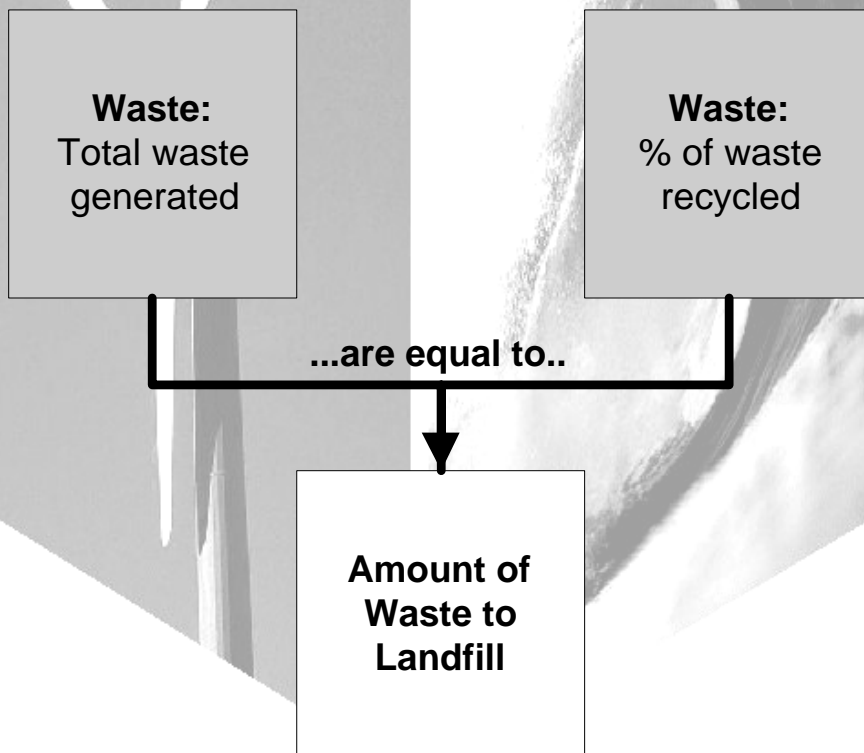
# Waste to Landfill

In the UK, the amount of waste is increasing faster than the rate of recycling. South Norfolk District Council, like many local authorities, is faced with the challenge of disposing of an increasing volume of waste each year. Many businesses spend around 4% of their turnover generating waste, because the cost of waste comprises not just the cost of disposal but also the costs of wasted energy, water, raw materials, consumables and labour.

Weighting	
Staff	0.09
Other	0.12
Total	0.09

If we are able to reduce the amount of waste that is land filled, we minimise a range of environmental impacts, reducing the aesthetic impact caused by large landfill sites, reducing the risk of contamination of groundwater, and reducing the generation of methane, which contributes to global warming. Reducing the overall impact caused by our waste is rated as the sixth most important issue for us to consider.

## Indicators of the Amount of Waste to Landfill



## Total Waste Generated

What do we want to happen?

To generate 200kg or less waste per person

One wheelie bin is collected each week and we estimate that the main office generates a maximum of 2.6 tonnes of rubbish a year, which is currently sent to landfill. This equates to a maximum of 260kg of waste generated per person, compared to the good practice office benchmark of 200kg. More accurate measures of the actual quantities generated are required.

What did happen?

Total waste generation per person 260kg (est.)

## Amount of Waste Recycled

What would we like to happen?

To increase the rate of recycling for office waste

The main waste generated within the office is paper. Local authority provisions for recycling office paper is limited so we have investigated other options available to us. We have now identified a company that will take our paper waste, but for security reasons we wish to shred the paper first. This requires us to invest in a large paper shredder to cope with the volume of waste generated.

All our inkjet cartridges are recycled, but we have not yet quantified this.

Staff are encouraged to recycle 'private' items, such as cans, bottles, white/clear plastics, newspapers etc. at local recycling centres.

What did happen?

Additional recycling options identified

## Scoring of RPA's Impact on the Amount of Waste to Landfill

Indicator	Target/ Benchmark	2002		2001		Comments
		Actual	Score	Actual	Score	
Waste Generated	200kg	260 kg	0.3	510kg	0.3	More accurate measures required. We may be exceeding targets by a maximum factor of 0.3 but this may be significantly less.
Waste Recycled	30%	~	~	~	~	
Mean of Indicator Scores		0.3		0.3		



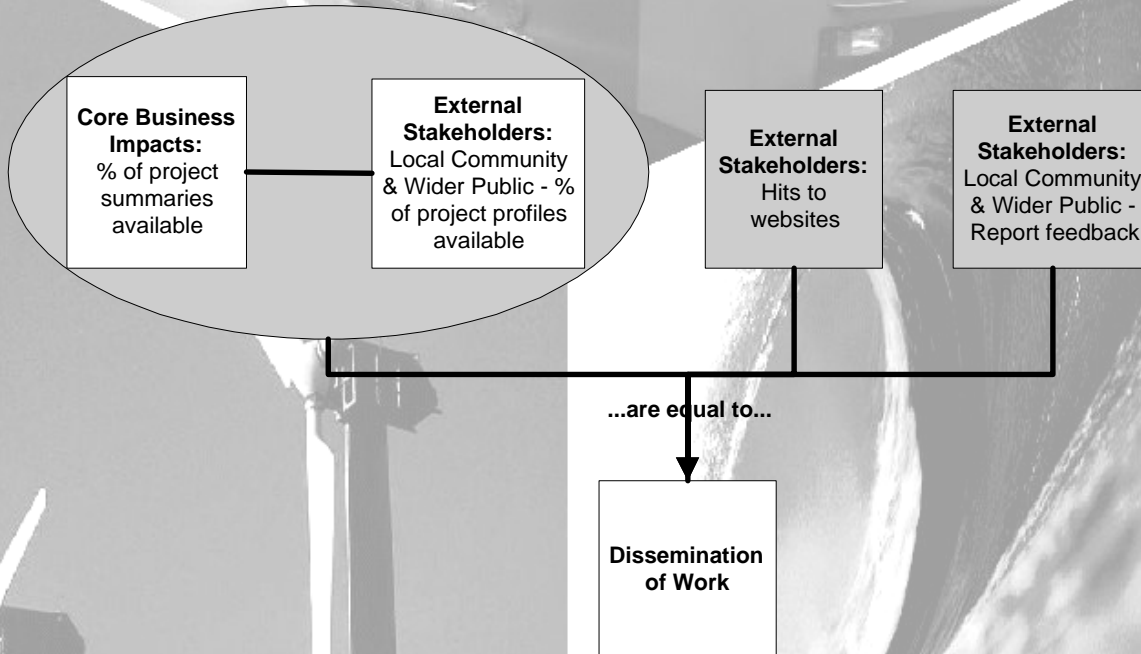
# Public Access to Information

A well-informed public is one of the most influential drivers of change leading to sustainable development. Increasing the knowledge of people enables greater public participation in all stages of decision-making, increasing the possibility of finding appropriate solutions to complex problems. It also allows consumers to make informed choices in their purchasing of goods and services.

Weighting	
Staff	0.09
Other	0.22
<b>Total</b>	<b>0.09</b>

As an environmental consultancy, we undertake a wide range of work, which, to varying degrees, informs progress towards sustainable development. Our external stakeholders rated dissemination of our work to the public to be extremely important, with the issue being rated seventh overall.

## Indicators of Public Access to Information



## Core Business Impacts

**What do we want to happen? Not to undertake work that may cause significant damage to human health and/or the environment**

To disseminate useful, relevant information to the public which will add to their knowledge of sustainability issues, we have to ensure that the work we undertake conforms to the aims of sustainable development. We are committed, through both our Company Vision and our Environmental Policy, not to undertake work that may cause significant damage to human health and/or the environment. Whilst we have not been able to measure the overall impact of each project we work on, we are confident that we are working towards a number of objectives set out in the UK Sustainable Development Strategy. Examples of these are:

- o **Reduce air pollution and ensure air quality continues to improve through the longer term** – work for DEFRA on local air pollution;
- o **Reduce the environmental impacts of chemicals** – various work for DEFRA, the Environment Agency and the European Commission; and
- o **Explore the scope of economic instruments to deliver more sustainable development** – work on reducing nutrient pollution from agriculture for English Nature and on persistent pollutants for DEFRA.

**What did happen?**

**Policy Maintained**

## Availability of Project Summaries

**What do we want to happen?** To increase availability of project summaries to more than 4%

In 2000/01 we started producing summaries of all our main projects, to the degree possible given contractual constraints. These are available on our website and in hard copy on request. Progress on this indicator has been slower than we would have liked, having increased from 4% to 10% availability for relevant projects. However, a number of summaries are waiting to be finalised and it is estimated that, with these additional summaries, availability will increase to approximately 30%. Whilst we still have some way to go towards 100% availability, we are making progress.

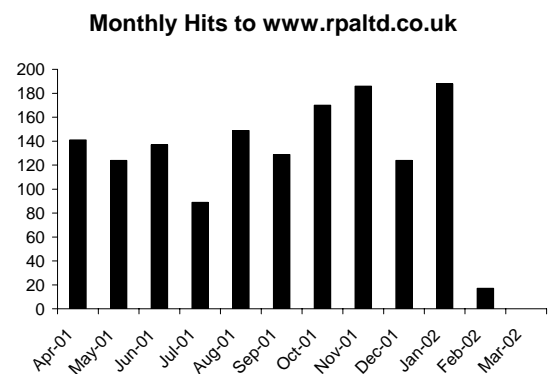
**What did happen?** 10% of project summaries are available

## Hits to Website

**What do we want to happen?** To increase the value of our website to us and others

This is the first year in which we have measured the number of hits to our website. From the adjacent graph the number of hits each month appears to be consistently within the range of 120-180. It should be noted that in February and March there was a technical problem with recording the number of hits, and therefore there is limited data available for these two months.

In October our website was redesigned and updated. We hope that in the coming year, we are able to build upon the available expertise within the company and increase the value of this resource in disseminating our work to the public.



**What did happen?** Our website received 1,454 hits

## Feedback on 2001 Sustainability Report

**What do we want to happen?** No target set

We were pleased to receive recognition for our first report from the Association of Chartered and Certified Accountants (ACCA) who awarded us a commendation for SME sustainability reporting. We estimate that approximately 60 copies of the report are in circulation, from our website, the ACCA Awards ceremony and direct requests. We know that our report has been read in Europe, India, Japan and New Zealand, reaching people who would not have previously been aware of RPA's activities. In addition, we have received very favourable feedback on the report.

**What did happen?** 60 copies (est.) are in circulation

## Scoring of RPA's Impact on Public Access to Information

Indicator	Target/ Benchmark	2002		2001		Comments
		Actual	Score	Actual	Score	
Project Summaries	100%	10%	0.89	4%	0.96	Making progress with all targets. Early data for next reporting period suggests significant progress in a several areas.
Hits to Website	3,000	1,454	0.52	n/a	~	
Report Circulation	120 copies	60 copies	0.50	n/a	~	
Mean of Indicator Scores		0.63		0.96		



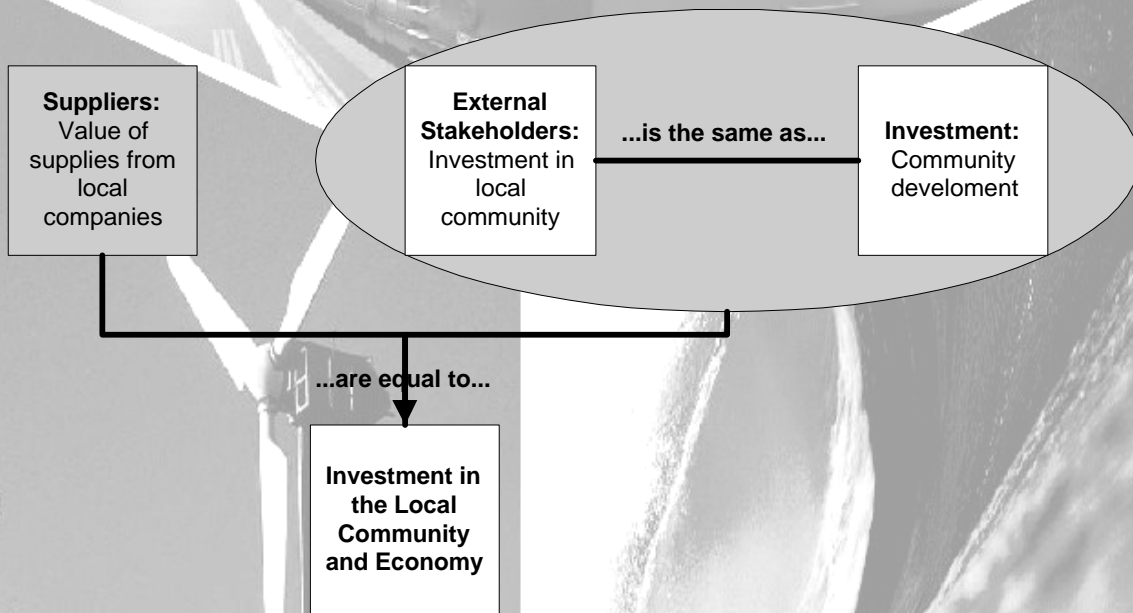
# Investment in the Local Community & Economy

RPA's main office is based in Loddon, a small market town 10 miles south-east of Norwich, within the area covered by South Norfolk District Council and its Local Agenda 21. It is a mainly rural area, incorporating part of the internationally recognised Norfolk Broads landscape. Unemployment is low (compared to the national average) although there is a declining number of rural jobs.

Weighting	
Staff	0.07
Other	0.02
<b>Total</b>	<b>0.07</b>

It is important to consider the impacts of sustainable development at the local level as well as at the global level. RPA's investment in the local community and the economy has been rated as the eighth significant impact by our stakeholders.

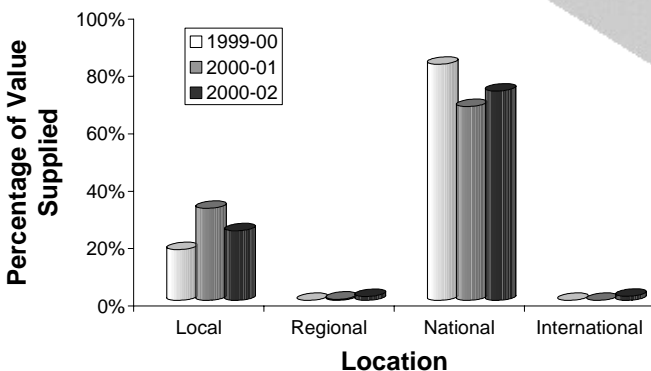
## Indicators of Investment in the Local Community & Economy



## Investment in the Local Economy

**What do we want to happen?** To obtain 32% or more of our supplies from local companies

**Location of Suppliers by Value**



Economic success, which generates and retains wealth within the locality, is an essential part of a sustainable future. RPA considers it important that supplies are sourced, where possible, from local businesses. This helps to sustain the local economy, provides employment, and reduces the impact on the environment by reducing delivery distances.

From 1999/00 to 2000/01, we significantly increased the proportion, and value, of local suppliers from 18% to 32%. The adjacent graph shows that this year the proportion of local suppliers has decreased to 24%. However, it should be noted that this reduction corresponds to an actual decline in value of only £970, thus RPA's current investment in the local economy is still more than twice that in 1999.

**What did happen?** 24% of our supplies were from local companies

## Investment in the Local Community

**What do we want to happen?** To invest at least 0.8% of our pre-tax profit in the local community  
To promote environmental initiatives within our local community

This year RPA contributed £300 towards local sports teams and the Norfolk Wildlife Trust. This is a significant increase of 40% on the amount donated last year. This amounts to 1% of our pre-tax profit, in line with the target of the Business in the Community 'Percent Club'.

The majority of this contribution is accounted for by the corporate membership fee paid to the Norfolk Wildlife Trust (NWT). NWT looks after 38 nature reserves in the county, which receive 250,000 people and more than 200 school visits every year.

RPA's support of NWT's work is consistent with the target set in 2001 to promote environmental initiatives within the local community.



*Right: Loddon Grasshoppers Under-8s 7-a-side football team*

**What did happen?** 1% of pre-tax profit was invested in the local community  
£275 was given to the Norfolk Wildlife Trust

## Scoring of RPA's Impact on Investment in the Local Community & Economy

Indicator	Benchmark	2002		2001		Comments
		Actual	Score	Actual	Score	
Value of Supplies from Local Companies	33% of total supplies	24%	0.27	32%	0.03	Slight slippage compared to 2001 but maintaining trend towards target since 1999.
Investment in Local Community	1% of pre-tax profit	1%	0	0.8%	0.2	On target
Mean of Indicator Scores		0.14		0.12		

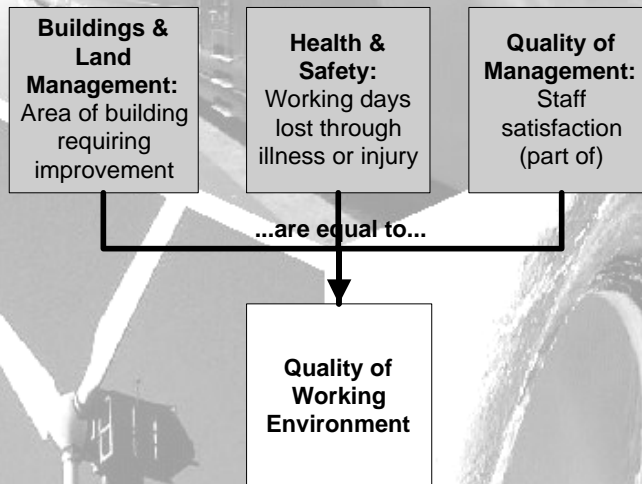


# Quality of Working Environment

The UK Sustainable Development Strategy states that everyone should have the benefit of working in a safe and healthy environment and that the quality of surroundings is fundamental to a good quality of life. This is seen to be the least important of the nine issues that stakeholders were asked to rank. We believe that providing a high quality working environment enables a positive atmosphere that allows our employees to enjoy their work and fulfil their potential. In this way, we are working towards our Company Vision.

Weighting	
Staff	0.06
Other	0.03
Total	0.06

## Indicators of Quality of Working Environment



## Buildings and Land Management

**What did we want to happen?** For more than 81% of the main office to be at the required standard

For the level of staff satisfaction with the working conditions to be 4 or higher

Approximately 1,700m<sup>2</sup> of land is owned by RPA, consisting of the main office (200 m<sup>2</sup>), car park and gardens. The main office is in a prominent position within Loddon and as such, maintaining the building and grounds provides an aesthetically pleasing environment for employees, visitors and the local community. The London office is owned by a member of staff.

Within the main office and the London office, environmentally-friendly products are used wherever possible, including low energy light bulbs and low solvent paints, etc. The main office is of a generally high standard, but there are some areas that could be improved. Little progress has been made in this respect in the last year, however some redecoration is planned for the coming year. To facilitate measurement of this issue, we have reversed the indicator. Instead of measuring the area of the building requiring improvement, we will now record this as the area of the building at the required standard. This allows a percentage figure to be presented.

In addition, within the survey of staff satisfaction, the quality of working conditions scored an average of 4.5 out of 5, indicating a relatively high level of satisfaction with the office environment. This potentially explains why this particular issue was rated lowest since staff are happy with their surroundings and feel resources are best used elsewhere to improve the company's sustainability.

**What did happen?** 81% of the building is at the required standard

Staff satisfaction with working conditions was 4.5

## Health & Safety

**What did we want to happen?** To have at least one qualified first aider by 2002  
 To lose less than 5 work days per person through illness/injury absence

We are pleased that within the important area of health and safety we have achieved both targets set in 2001. We now have one qualified first aider within the company, and are looking to train another. Fortunately, there has been no requirement yet for their skills as there were no accidents at RPA in the last year, and we hope to maintain this excellent safety record.

We have also maintained the number of working days lost through illness at below the national average, losing only 16 days. There was general agreement from the staff satisfaction survey that employees are not required to work unreasonable hours, although it was one of the lower scoring areas. Bearing in mind that working long hours may be detrimental to an employee's health it is important to be aware of this issue and monitor it in the future.

**What did happen?** We have one qualified first aider  
 We lost 1.5 work days per person through illness/injury absence

## Scoring of RPA's Impact on Quality of Working Environment

Indicator	Benchmark	2002		2001		Comments
		Actual	Score	Actual	Score	
Area of Building at Required Standard	90%	81%	0.1	81%	0.1	Work in progress
Staff Satisfaction with Working Conditions	4	4.5	-0.13	n/a	~	Targets met
Illness/Injury Absence from Work	5 days	1.5 days	-0.7	1 day	-0.8	
Mean of Indicator Scores			-0.28		-0.23	



# Future Targets & Actions

We are now in a position to identify where we need to make the greatest improvements to reduce our overall impacts according to our indicators, benchmarks and the views of our stakeholders.

On the basis of performance and associated scores, we have set a range of targets and actions for each category. The short-term targets and actions are ones that can be completed relatively easily, or need to be achieved before further action can be taken. We will aim to achieve these by 2003 or 2004 depending on the nature of the target and resources available. Medium-term targets and actions require greater input of resources, either in time or money. We hope that substantial progress will have been made towards these by 2006. Finally, long-term targets and actions are planned for where change will be more incremental, either out of necessity (for example, the scale of resources needed to achieve these targets), or because a more gradual change is more sustainable. The timescale for these targets is 2010.

Short-term Targets	
Target	Action Required
Obtain an accurate measurement of waste generated	Measure quantities of waste generated
Increase proportion of project summaries available	Finalise those near completion Ask staff to complete two per month
Reduce paper use	Review extent of paper record-keeping necessary for QA purposes, minimise other printing
All staff are members of professional organisations	Assist staff to identify relevant organisations and to meet membership qualifications
Increase staff satisfaction of performance review procedure and terms of employment	Hold performance reviews on time Review terms and conditions of employment
Reduce gas consumption	Consider energy efficiency measures
Promote environmental initiatives in local community	Identify relevant groups/activities
Pay all invoices with 60 days	Monitor reasons for failure to meet target

Medium-term Targets	
Target	Action Required
Increase rate of recycling	Invest in a paper shredder
Increase hits to website	Consider use of search terms and page popularity to maximise relevance
Reduce water consumption	Identify further options for reduction
Increase number of days training per person	Identify appropriate training opportunities, for example through professional organisations
Increase overall staff satisfaction	Identify other areas for improvement and develop action plans
Implement sustainable purchasing policy	Develop sustainable purchasing policy
Maintain level of investment in local community	Continue contribution to relevant organisations
Increase key targets met	Continue regular monitoring and appropriate action

Long-term Targets	
Target	Action Required
Achieve 30% recycling rate Reduce office waste to 200kg per person	Investigate other opportunities for recycling Develop waste minimisation plan
Maintain 100% of project summaries available Increase circulation of Sustainability Report	Produce project summary upon completion of project Maintain database of interested parties
Develop personal aims and objectives and identify training needs	Identify training needs as part of performance review process
Maintain staff satisfaction at a high level	Regularly review satisfaction and take appropriate action
Reduce CO <sub>2</sub> emissions by 12.5%	Monitor energy usage carefully and reduce where possible
Purchase maximum % of supplies locally as possible	Review suppliers and local availability
Increase turnover by 7% per annum	Complete business development strategy
100% of building is at required standard	Make regular progress on redecoration and maintenance

## Moving Forward

Our first sustainability report enabled us to identify and measure our key sustainability impacts. This allowed us to consider ways of improving our performance and a number of targets were set. In some cases we have exceeded our expectations, in others areas progress has been slower.

Our second report has developed our sustainability reporting process. Greater stakeholder involvement has assisted us to assess the relative importance of our impacts and develop more structured action plans to address these priorities. We hope that more external stakeholders will let us know their views on sustainable development so that our actions may evolve and reflect their concerns over time.

This report has identified those areas where we have not yet reached our benchmarks/targets. We recognise that some benchmarks will take longer to achieve and will require more effort. This is reflected in our long-term targets.

It is essential, particularly in a small company, that everyone works towards these targets we have set. Both our Directors and staff are committed to achieving our goals and, over time, reducing the company's impact.

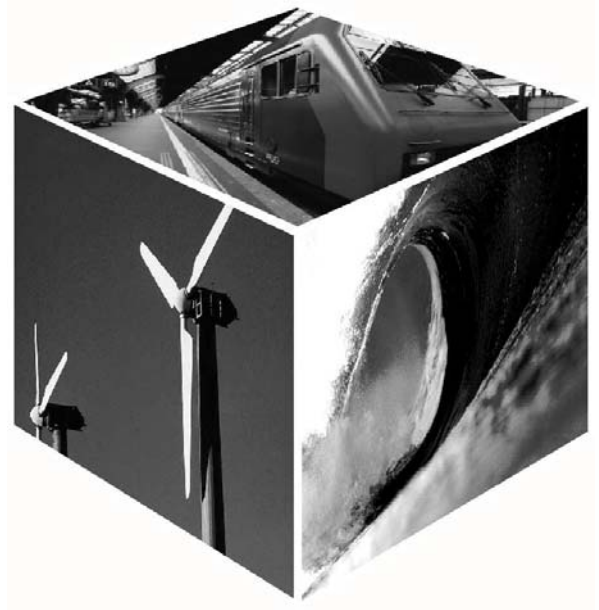
If you would like to provide any comments on this report please contact:

Carolyn George, RPA Ltd, Farthing Green House, 1 Beccles Road, Loddon, Norfolk, NR14 6LT  
Tel: 01508 528465 Fax: 01508 520758 carolyn@rpaltd.demon.co.uk



Indicator	Benchmark Figure	Source of Benchmark
Labour productivity	£55,000 per person per year	Level required by RPA for profitability
Key targets met	75% per year by 2005	Realistic target set in 2001 report
Data & library resources	0.9% of turnover per year	Actual 2001 performance
Advertising and promotion	0.4% of turnover per year	Actual 2001 performance
Turnover from outside UK	20% of turnover per year	Realistic target set in 2001 report
Value of repeat business	£488,138 per year	Actual 2001 performance
Turnover from new clients	15% of turnover per year by 2005	Realistic target set in 2001 report
Invoices paid within 60 days	100%	Realistic target
Turnover	7% increase per annum	Realistic target set in 2001 report
Profit	7% increase per annum	In line with increase in turnover
UK business miles travelled by train	60% per year by 2003	Realistic target set in 2001 report
Electricity consumption	234 kWh/m <sup>2</sup>	ETBPP Headquarters good practice
Gas consumption	114 kWh/m <sup>2</sup>	ETBPP Headquarters good practice
Total energy consumption	146,220 kWh per year	Actual 2001 performance
Total CO <sub>2</sub> emissions	12.5% reduction by 2010 (to reach 32.4 tonnes)	UK commitment under Kyoto Protocol
Labour turnover	20% per year	Derived from CIPD national average for consultancy services and actual 2001 performance
Jobs offered : jobs accepted	1.5 per year	Realistic target
Male : female staff	40%-60%	Realistic target
Highest : lowest wage	3.45	Actual 2002 performance
Attendance at internal meetings	80% per person per year	Realistic target set in 2001 report
Job satisfaction	90%	Realistic target
Paper consumption	5% reduction per person per year by 2003 (to reach 9,310 A4 sheets)	Realistic target set in 2001 report
Water consumption	7.7 m <sup>3</sup> per person per year	ETBPP good practice benchmark
Number of days training received	5 days per person per year	Requirement for Continuing Professional Development
Staff membership of professional associations	100%	Realistic target
Staff satisfaction with training	100%	Realistic target
Waste generated	200 kg per person per year	ETBPP good practice benchmark
Waste recycled	30% by 2006	South Norfolk Council District target
Project Summaries Available	90%	Realistic target
Hits to website	3,000	Double 2002 performance
Sustainability Report Circulation	120 copies	Double 2002 performance
Value of supplies from local companies	33% of total value of supplies	Realistic target
Investment in local community	1% of pre-tax profit per year	Business in the Community Percent Club
Area of building at required standard	90%	Realistic target
Staff satisfaction with working conditions	90%	Realistic target
Illness/injury absence from work	5 days	CIPD average for small companies





**Published by:**

Risk & Policy Analysts Ltd.  
Farthing Green House  
1Beccles Road  
Loddon  
Norfolk  
NR14 6LT

Tel: (44) +1508 528465  
Fax: (44) +1508 520758

[www.rpaltd.co.uk](http://www.rpaltd.co.uk)  
[sustainability@rpaltd.demon.co.uk](mailto:sustainability@rpaltd.demon.co.uk)

***RPA***