RPA
Risk & Policy Analysts

Sustainability Report

**Produced in conjunction with
Good Measures**

October 2013

Table of contents

Our Constant Vision

We founded Risk & Policy Analysts Limited (RPA) in 1990. In the beginning, the team comprised just the two of us. In 2012, we employed a team of 25 full-time, talented and dedicated individuals, including six who have been with us for more than 10 years. We have evolved from our founding vision into an integrated consulting business with annual revenue (turnover) of more than £1.5 million in 2012. Despite many changes over the years many aspects of our Company have remained the same – for example, RPA's HQ is still located in our historic office building in the market town of Loddon in Norfolk, England. Our values remain true and constant, as does the team's serious approach to all our work and, as its founding directors, we continue to steer RPA with a strong eye on our collective future.

At RPA, the protection of people's health, safety and the environment has always been fundamental to every client project we carry out. Not only is this key to our external work, but we also take our responsibilities toward everyone we are connected to - our employees, the local community, the environment and wider - very seriously. With our office located on the edge of the Norfolk Broads, we are constantly reminded of the delicate balance between our operations, actions and overall environmental responsibilities.

In 2001 and 2002 we assessed our environmental impact in great detail and summarised all our findings in two, discrete sustainability reports. The quality and effectiveness of these reports were recognised by two consecutive first prizes from the UK Association of Chartered Certified Accountants (ACCA) under its annual awards scheme for sustainable reporting in the SME category. After these two consecutive wins, all RPA employees were involved in deciding whether to continue compiling such reports. We decided that, while environmental action and sustainability would remain core to our business operations, we would focus on direct action and professional leadership and, therefore, cease publishing these reports for a while.

However, over the last few years, the number of organisations producing sustainability and wider corporate social responsibility reports has increased significantly. In addition, there is greater diversity in their content; the standard of reporting and openness of style are both much improved and, consequently, more third-party organisations are taking an active interest in such reports. Fortunately, this is not just a response to the growing volume of reporting legislation and international and national standards, but a true willingness to demonstrate an organisation's overall contribution to society. This is what drove us to produce our first report in 2001 and we sense that we too can now be more progressive in compiling this report for interested stakeholders. We wanted to use this opportunity to explore areas we needed to develop, improve in setting realistic targets and work on highlighting our successes.

As ever, our aim is to exceed simple compliance and adopt a more holistic approach to integrated reporting which may become a standard for our industry. In addition, this reporting process has been collaborative in engaging employees as well as many of RPA's stakeholders to ensure we are fully in tune with the leadership and standards expected from RPA. We trust this report and the data it contains will be of value and that it will serve to illustrate how we aim to continually improve our corporate sustainability and responsibility. Naturally, any comments or requests to learn more about our Company are always welcome.

Dr Peter Floyd & Ms Meg Postle - Founding Directors

1 RPA's Profile

1.1 RPA

Risk & Policy Analysts Limited (RPA) is an independent consultancy providing expert advice to both public and private sector clients throughout Europe and, sometimes, further afield. RPA provides high quality and innovative strategic analysis to assist decision makers with the development and implementation of sustainable policies. This advice covers a diverse range of issues and includes chemicals, environmental processes, consumer rights and sustainable products. RPA has developed a strong international reputation for conducting independent, superior quality research leading to the production of accessible and clear reports.   Using hypothetical, scenario-based research and modelling techniques, its clients are offered a tailor-made approach to each project by a dedicated team of RPA's expert and multi-disciplinary consultants. Since its formation in 1990, RPA has completed more than 700 projects, for organisations including the European Commission, Defra, Scottish Natural Heritage, Natural England, Eurometaux, Rolls Royce, Vodafone and United Utilities.

1.2 RPA's principles

RPA applies the following core principles to its operations:

1. RPA provides totally independent advice of the highest quality and remains a highly respected and independent authority in its areas of expertise, both internally and externally.
2. RPA provides a positive, respectful and diverse working environment for all employees, which is an excellent place for innovation and learning.
3. RPA expects everyone across its team to work in line with its values to drive an ethical and sustainable organisation which delivers true excellence.
4. RPA will not work on projects which are likely to result in adverse impacts to human health, public safety and/or the environment.

1.3 RPA's recent activity

In 2012, RPA worked on more than 60 major projects[1] with 30 organisations. Projects of particular note include:

- A study for the European Commission to assess potential options for ensuring interoperability of electric vehicle charging, with the main focus being on the choice of common sockets/connectors for public charging in the EU.
- An impact assessment of the introduction of an EU definition of nanomaterials which could result in a change in substance identity under the REACH Regulations for the European Chemical Industry Council (Cefic).
- Work with Royal Haskoning and the Environment Agency on the development of new guidance for assessing policy/scheme options for flood and coastal erosion risk management in England and Wales which takes greater account of environmental and social issues.

---

[1]   Further detail on our projects and associated published reports may be found on our website: http://www.rpaltd.co.uk

2 About this Report

2.1 Our approach

Although the calibre of corporate social responsibility (CSR) and triple-bottom line (3BL) reporting has greatly improved in recent years and is being adopted by an increasing number of organisations (both large multi-national companies as well as SMEs and public bodies), the availability of a direct and multi-dimensional reporting process which covers social, environmental and economic practice is difficult to come by, even at a strategic level. That said, various international bodies are currently in the process of developing these (with varying degrees of cooperation) and, for the purposes of this report, all the major authorities have been reviewed (including Accounting for Sustainability (A4S), UN Principles for Responsible Investing (UNPRI), the International Integrated Reporting Council (IIRC), Global Reporting Initiative (GRI), as well as the work of Tomorrow's Company[2] and the Chartered Institute of Management Accountants (CIMA)[3]). Many of the organisations which possess frameworks or suggested approaches are still conducting trials with organisations and accountancy experts, so the results of these are, as yet, unknown. As a result, a decision was taken to combine the expertise and examples of best practice generated by each group to create an independent reporting scorecard, based on the best practice established by others.

2.2 Independent review

The following review of RPA has been provided by Good Measures, a specialist (independent) consulting firm which works with organisations to help streamline and support their sustainable development[4].

2.2.1 Good Measure's Views

Overall, RPA is an excellent example of a strong, British-owned, small-to-medium sized enterprise (SME) which punches above its weight internationally through its intellectual leadership and consulting expertise. RPA is to be commended for upholding its financial performance and growth during extremely difficult trading conditions, while many consultancy-based businesses are failing. RPA's success can be attributed in part to the consistent delivery of a value for money service. This is illustrated by the results of an independent survey carried out by Good Measures in 2012 which showed that RPA's stakeholder engagement performance was excellent and that clients were very pleased with the quality of RPA's work, its project pricing, employees and general service levels. RPA also holds the remarkable record of having no claims for 'errors or omissions' for any of the 700 or so projects completed to date.

---

[2] PWC (2011) *Tomorrow's corporate reporting; a critical system at risk*, available at: http://www.pwc.co.uk/audit-assurance/publications/tomorrows-corporate-reporting-a-critical-system-at-risk.jhtml

[3] CIMA (2010) *Incorporating ethics into strategy: developing sustainable business models*, discussion paper available at: http://www.cimaglobal.com/Documents/Thought_leadership_docs/Sustainability%20and%20Climate%20Change/ethics_reportFINAL.pdf

[4] For more information visit http://www.good-measures.com/

Social, environmental and economic sustainability goals are integral to the way the business is managed and RPA actively seeks to have a positive socio-economic impact on local communities and the environment. Where possible, RPA always buys products and services from other organisations that adhere to a high level of ethical integrity and always gives preference to (local) SME companies as suppliers. RPA also refuses to work on projects which are likely to cause significant damage to human health and/or to the environment. It is important that RPA ensures that its core values are upheld as its client profile grows to include a greater proportion of corporate customers.

Although RPA fares well in terms of resource use, energy use and waste minimisation (especially for an SME), the Company's performance could be improved in this respect by switching to a greener energy provider[5] and by pursuing some of the options presented by the UK Department of Energy and Climate Change (DECC) in their policies and incentive schemes (for example, those aimed at encouraging self-generation and use of biomass in heating, as well as improved energy conservation).

RPA is an open and honest organisation who always seeks to collaborate, share knowledge and engage with a wide variety of different stakeholders. Although RPA has always tried to make the findings of its work easily accessible, RPA's approach to communicating its thought leadership might not always have been effective. This is something that RPA is dedicated to improving in the coming year, with steps already being taken to update its online communications.

The key to RPA's continued success is in attracting and promoting people who deliver quality work and whose values are compatible with RPA's strong environmental and social sustainability goals. As well as ensuring the general health and wellbeing of their staff, RPA are also committed to developing their skills and capabilities, placing a high priority on internal and on-project training (albeit at some cost to the firm's overall profitability). In an independent survey carried out by Good Measures in March 2012, RPA performed very well in terms of employee engagement. This is reflected in RPA's excellent retention record, level of equality among colleagues, level of individual motivation as well as RPA's approach to openly engaging staff in operational decisions.

There is little doubt that RPA is the sum of its founders and the culture they sought to establish in 1990. With thorough succession planning as long as the Company continues to be privately held, there is no reason why the high-quality values and inspiring culture at RPA should end.

---

[5] And, indeed, this was done in late 2012 as indicated in Section 9.1 (see pp 22/23).

3 Key Trends

The following Table highlights key trends identified with regard to various aspects of RPA's business and shows RPA's successes to date.

Table 3-1: Successes
Financial Stability
✓ Maintaining revenue and profitability in a challenging economic climate.
Business Stability
✓ Maintaining excellent long-term relationships with clients and prospect base. ✓ Maintaining an overall client retention rate of 90% in 2011-12 and a high level of referred business in the private sector. ✓ Maintaining a diverse and international client base (which has limited the impact of the financial crisis). ✓ Continuing to deliver highly professional bids. ✓ No claims for errors and omissions (E&Os) on project work and not being required to make any compensation payments.
Business Ethics
✓ Maintaining strong social, environmental and ethical values. All client work is scrutinised for Safety, Health & Environmental (SH&E) compliance before being undertaken. ✓ Continuing to abide by industry standards through professional trade associations. ✓ People
People
✓ Growing employee base by 30% in the last financial year as a result of increased client work. ✓ Maintaining a low employee turnover rate (at 7% per annum), which stems from RPA's democratic and equality values. ✓ Achieving very positive results in an independent employee survey.
Community
✓ Demonstrating a clear commitment to the community through its local sourcing policy as well as its charitable giving. ✓ RPA's overall business mission is to have a positive impact on wider society and the environment. It would be near to impossible to calculate the overall financial benefit this has generated.
Environment
✓ Making improvements which have resulted in reduced resource consumption per employee, including insulation, improved lighting and staff education. ✓ Significantly reducing travel emissions with greater use of telephone conferencing facilities.

4 Financial Performance

In the first instance, an organisation has to be financially sustainable…

The following Table contains a combination of measurable and conceptual targets that RPA hopes to achieve over the short-, medium- and longer-term.

Table 4-1: Financial Performance		
Successes	**Commentary**	**Targets**
✓ Maintaining revenue and profitability in a challenging economic climate.	Before the recession, established consultancy businesses would seek a 15-20% margin on fee revenues. This has now dropped to about 5%. Although RPA has a 10% margin on fee revenues, there are concerns about continued market pressures and constraints on spending by government and industry globally. Most consultancies at this time face considerable and increasing competition, so a success rate of 25% on bids would generally be considered high.	• Grow turnover: £2.4m by 2014, £2.9m by 2016, £3.2m by 2018. • Maintain a 10% margin on revenues. • Introduce (by 2014) and maintain company-wide time recording. • Grow fee generation per consultant: 3% by 2014, 6% by 2016, 10% by 2018. • Maintain a 50% success rate on bids. • Continue to monitor, assess and mitigate any financial risks. • Continue to operate profitably and sustainably.

For 2011-12, RPA's target fee income was £1.4 million. In order to achieve this, it was RPA's aim to compile £230,000 worth of bids each month, with a 50% success rate factor, thereby yielding a monthly fee income of £115,000 (as shown in the table below). Set against a benchmark rate of approximately 25%, this is a very high success rate for a medium-sized consultancy in this field. It demonstrates the high quality of RPA's research work, strong reputation within its industry and effective bid potential and drafting process. Nevertheless, RPA's strong focus on quality exposes it to above-market bid costs each year. It is, therefore, important that RPA continues to ensure additional contract renewals and extensions, which could have a significant impact on the overall viability and value of its business.

Table 4-2: Key Performance Indicators (KPIs) for 2011-12 – Revenue Stream		
KPI	**Description**	**Monthly Target**
Potential Value	Bids submitted	£230,000
Realised Value	Jobs won	£115,000
Cash Flow 1	Invoices submitted	£115,000
Cash Flow 2 (30 days' credit)	Monies received	£115,000

The majority of RPA's income is spent on its total rewards bill. In 2011-12, this represented 63% of turnover, 1% less than in 2010-11, which would indicate a stable performance. At the same time, fee generation per consultant has increased from £66,000 in 2010-11 to £68,000 in 2011-12; an increase of 3% in a very difficult trading environment. If all support and infrastructure costs are taken into account, then the ratio of fee generation to total reward costs (including national insurance costs) currently totals approximately 3:1, which is the accepted industry standard (although the big five accountancy/consultancy firms can drive a ratio of 5:1, they experience severe consultant burn-out which, in turn, can lead to quality and retention issues).

RPA's directors are currently content with this revenue to cost ratio, as they insist on maintaining the quality and integrity of RPA's work and always make client service a first priority. RPA has always focussed on providing quality work at a reasonable price and, underpinning this RPA's directors maintain that there should be active team training and on-project learning within a calm working environment. Furthermore, it is RPA's policy to pay its team at market or above-market rates and an annual profit sharing plan has been set up to further motivate colleagues' and improve their overall performance and financial participation. Under this plan, all employees are given an equal share of a team-wide bonus 'pot' which increases or decreases depending on RPA's financial success. There may, however, be scope for increasing RPA's current revenue to cost ratio while maintaining the Company's strong service and people values.

RPA's outgoings, including salaries, accommodation costs, expenditure on its associates, contract staff and travel/subsistence, represented 86% of turnover in 2011-12, compared to 82% in 2010-11 which, again, underlines the stability of RPA's business model.

5 Business Stability

In the second instance, work-in-progress, the forward order book and client/consumer base has to be durable, especially in a consultancy environment…

The following Table outlines RPA's aims in terms of business stability.

Table 5-1: Business Stability		
Successes	**Commentary**	**Targets**
✓ RPA maintains a healthy relationship with its client and prospect base and continues to deliver highly professional bids. ✓ Maintaining a diverse and international client base which has limited the impact of the financial crisis. ✓ Maintaining excellent long-term client relations with an overall client retention rate of 90% in 2011-12. High level of referred business in the private sector. ✓ Over the course of the last year, RPA committed no errors and omissions (E&Os) on its project work and was not required to make any compensation payments.	RPA must continue to expand its project renewals and client referrals as these are the most cost-effective ways of developing a sustainable revenue stream. RPA's client base is potentially too public-sector focused and dominated by a relatively small number of major clients. Resources are required to improve RPA's reputation as an industry leader. A normal client relationship under current market conditions would typically last between one and three years (i.e. a retention rate of about 33%), so RPA's performance in this respect is strong. Due to budget and client constraints, most consultancies these days face considerable difficulty in delivering the standard of work that is required of them. An E&O record of zero is excellent in this highly technical area.	• Grow private sector turnover: £650k by 2014, £0.9m by 2016 and £1m by 2018. • Continue to diversify the geographic range of RPA's business, with further growth in work on projects outside the EU. • Maintain current client retention rate of 90%. • Maintain an effective, internal, peer-to-peer quality assurance process for all aspects of RPA's operations. • Maintain current record of zero errors and omissions. • Seek regular project and client feedback on the quality and effectiveness of RPA's contribution through its work and advice. Continually improve the service and quality of work provided as evidenced by client feedback survey. • Develop new template for report summaries (by 2014) and (by 2018) be producing and disseminating (e.g. on website or at conferences) report summaries for every published study. • Investigate and implement new ways to increase RPA's brand identity at conferences/workshops and through social media. • Investigate new ways to measure the strength of RPA's brand identity (by 2014) and begin to record and evaluate the strength of RPA's brand (by 2016). • Continue to invest in RPA (the business and its staff). • Grow RPA organically and sustainably.

5.1 Client stability

RPA continues to enjoy a diverse and international client base, with clients including the European Commission (across several Directorate-Generals), UK government departments, local authorities and private organisations. Many of these organisations repeatedly entrust their projects to RPA and some have been clients for over a decade.

Overall, 80% of RPA's work is provided by the public sector, with the European Commission alone representing over 60% of all the Company's revenues. It is worth noting that, despite the intense challenges of working for the public sector (particularly in the current economic climate), RPA's turnover increased by 10.5% in 2011-12 relative to 2010-11.

Table 5-2: Income sources by sector (% turnover)		
Client	2010-11	2011-12
Public Sector	82%	80%
Private Sector	18%	20%

Contracts from the European Commission are obtained through repeat business or won in open competition. However, having such a dominant client carries risks and RPA is beginning to diversify its client portfolio in order to achieve a better balance between public and private sector work, as well as across different geographic regions. In the year 2011-12, eight new clients have started working with RPA, an increase on the three new relationships established during 2010-11. It is RPA's intention to continue to grow private sector turnover, with specific targets for 2014 to 2018 set out in the Table above.

Of the private sector contracts RPA undertakes, most work is won as a result of recommendations and referrals from existing and past clients, as opposed to open tenders. This results in RPA's high client retention rate, of approximately 90%. Although the potential realigning of RPA's public:private sector client balance may affect this figure in future years, RPA's high retention rate reflects its quality standing and the strong relationships the Company enjoys with its clients. It is RPA's intention to continue to seek regular project and client feedback on the quality and effectiveness of its work and advice and to continually improve the service and quality of work it provides (as evidenced by a client feedback survey).

Due to budget and client constraints, most consultancies these days face considerable difficulty in delivering the standard of work that is required of them. As in previous years, RPA committed no errors and omissions (E&Os) on its project work and was not required to make any compensation payments. Maintaining a record of zero E&O's is excellent in such a highly technical area and RPA intends to uphold its performance in this respect through maintaining an effective, internal, peer-to-peer quality assurance process for all aspects of its operations.

Table 5-3: Sources of projects (% by value)			
Year	Annuity (repeat) business	New business (won in open competition)	Referrals and recommendations
2011-12	49%	29%	22%
2010-11	60%	33%	7%

5.2 Market instability

While global economic turmoil is set to last, at least for the medium term, it is RPA's ambition to continue to operate profitably and sustainably throughout these challenging times.

The global economic crisis has led to a significant increase in competition amongst consultancy firms working in the UK and the EU, even affecting niche players such as RPA. This places additional importance on RPA maintaining a good working relationship with the European Commission and on developing its client base to include a greater number of private and industrial sector clients to help offset such risks. Providing industry clients with authoritative advice on chemical risk management is a developing market and one in which RPA is highly experienced. RPA's ability in this field is reflected in a significant growth in its chemicals sector work.

5.3 Stakeholder perceptions

In order to gain an understanding of RPA's performance from the perspective of its clients, service partners and suppliers, an independently assessed and anonymous online survey was forwarded to 20 relevant recipients at random in March 2012 (this survey was conducted by Good Measures). Fifteen responses were received (representing a 75% response rate). This high level of response is indicative of healthy business-client relations. It is important to note that this does not reflect all of the work that RPA does, as established procedures adhered to by RPA's major clients within the European Commission prevent any employee from giving feedback or reference in relation to client satisfaction. Nevertheless, RPA has carried out over 100 studies for the European Commission since 1996, which provides some indication of this important client's continued satisfaction with the consultancy and its work. The highlighted feedback is, therefore, from RPA's clients in the private and UK public sectors.

> *"My experience of working with RPA has consistently been positive. RPA has high quality experts with considerable experience and generates high quality outputs. RPA staff are also good at addressing problems and are diplomatic in managing disputes."*
>
> *RPA client, March 2012*

> *"We were very impressed with Teresa Fenn and valued her work and help tremendously. We hope to continue with her help in the future should we need further assistance in dealing with the flood defences in the estuary."*
>
> *RPA client, March 2012*

Overall, this survey demonstrates that clients are very content with the quality of RPA's work, its project pricing, employees and general service levels. It does, however, reveal that there may be an emerging gap between what RPA achieves in terms of sustainability and thought leadership and how RPA communicates its achievements to its clients and across its industry.

The results of the independent survey indicate that RPA works closely with its clients and that the Company often receives recommendations and gains repeat work, which is an efficient model for a small company. It also assists RPA in terms of winning new clients and contracts as needless expenditure on advertising and PR - which rarely works for niche consultancies – can be avoided

Table 5-4: Client Responses		
Stakeholder questions	Rating out of 5 by stakeholders	Percentage equivalent (%)
I always find RPA people accessible	4.75	95.0
The quality of work undertaken by RPA is high	4.56	91.2
I would gladly recommend RPA to my contacts	4.50	90.0
RPA normally provides value for money	4.50	90.0
RPA responds to any concerns I have quickly	4.37	87.4
I feel valued as an RPA client	4.31	86.2
RPA understands my organisation	4.25	85.0
If I have an issue, I know who to contact at RPA	4.25	85.0
RPA always achieves the intended project brief	4.18	83.6
RPA works to strong ethical guidelines	4.12	82.4
I have a clear understanding of what RPA does	4.00	80.0
RPA is a thought leader in its industry	3.70	74.0
RPA acts in line with its sustainability values	3.60	72.0
RPA facilitates a dialogue across our industry effectively	3.50	70.0

5.4 Data and communication

Over the coming year, RPA is seeking to redevelop its website (www.rpaltd.co.uk) and increase its search engine optimisation, which will help to generate a more professional presence and provide a platform to demonstrate its industry leadership. In time, this site could link with any articles or research which RPA publishes (for example, in industry magazines) and could be used to establish a social media platform for continued discussion. This will also have the benefit of increasing RPA's accessibility and transparency to prospective and existing clients.

RPA already makes as many of its reports as possible available on its website, but could work on producing a greater number of report summaries to encourage a larger number of visitors to the site. Recognising that RPA does not have an extensive PR and marketing budget, this would be a way to maintain and establish further links with wider society, whilst demonstrating RPA's technical expertise. It is RPA's intention to develop a new template for report summaries by 2014 and, over time, to begin to produce and disseminate (e.g. on its website or at conferences) report summaries for every published study. Academics currently appear to be the main audience for RPA's reports, along with the clients for whom they have been written.

RPA acknowledges that the content of its website is not updated as frequently as it would like and that the website will be greatly improved by the redesign that is currently being undertaken. Visitors to RPA's website are not monitored and are, therefore, not subject to cookies. This ensures that RPA meets the relevant new EU internet guidelines. It has been suggested that a simple online agreement could be created and displayed informing readers of their rights, as an increasing number of websites now use these notices and that the number of people accessing the website could be monitored.

Over the course of the next year, RPA intends to investigate and implement new ways to increase its brand identity (for example, at conferences, workshops and through social media). In order to assess the effectiveness of such measures, it is important that RPA begins to monitor and evaluate its brand strength.

6 Business Ethics

The following Table contains RPA's ethical goals over the short-, medium- and longer-term.

Table 6-1: Business Ethics		
Successes	**Commentary**	**Targets**
✓ Strong social, environmental and ethical values permeate all that RPA does and requires all client work to be scrutinised for Safety, Health & Environmental (SH&E) compliance before being undertaken. ✓ RPA continues to abide by industry standards through professional trade associations.	Leading industry players now generally communicate both clear anti-bribery and human rights obligations, especially if they trade internationally. Although there is an implied and voluntary anti-bribery clause contained within the RPA staff handbook, it is not expressly made. Furthermore, RPA's staff handbook does not currently contain any clear code of practice on human rights. Maintaining compliance with all relevant national and international privacy, financial, confidentiality and information security codes of practice can be costly for a small organisation, so budgeting realistically is necessary.	• Ensure that all new and existing employees are aware of and understand RPA's overall business mission. • Update staff handbook to include clear obligations on staff in relation to anti-bribery and human rights (by 2014) and, in the medium- and longer-term, ensure that the staff handbook is regularly updated. • Maintain membership to relevant associations. • Uphold all privacy, financial, confidentiality and information security agreements. • Develop and disseminate a supplier code of conduct (by 2014) and ensure it is updated as appropriate over the medium- and longer-term. • Continue to review every proposed project to ensure its consistency with RPA's aims. • Maintain a positive and inclusive work environment with high levels of job satisfaction. • Continue to make responsible decisions about how RPA is run. • Continue to make a positive contribution to the environment, society and economy.

6.1 Environmental sustainability and social responsibility

Environmental sustainability and social responsibility are integral to RPA's ethics, codes of operation and business approach. All new team members are issued with a *Staff Handbook* upon commencing their employment and are expected to adhere to these guidelines in relation to confidentiality, data protection, health & safety and equal opportunities. In addition, RPAs '*Our Company Vision*' contains a list of points explaining the ethos under which RPA operates. Of particular note is that RPA employees are *"not to work on projects which are likely to cause significant damage to human health and/or to the environment"*. This manual is regularly updated, through a staff consultation exercise, to ensure its continued potency and relevance. However, RPA needs to ensure that all new and existing employees are aware of and understand RPA's overall business mission.

RPA is a member of The Institute of Environmental Management and Assessment (IEMA), a professional body promoting best practice standards in environmental management, auditing and assessment. This helps RPA to keep up-to-date with best practice and promote sustainable

development. Although RPA is committed to providing quality services, it has chosen not to follow ISO 14000 or 26000 certification on the basis that they are too compliance orientated. RPA wishes to encourage new and innovative initiatives to be taken up and the ISO certification is seen as being prohibitive to this aspect of RPA's current culture.

Quantitative data on internal environmental and sustainability performance is not tracked as meticulously as it has been in the past due to the time and money needed to complete this accurately. Nevertheless, socially and environmentally responsible actions continue to reinforce all that RPA does and the majority of projects undertaken by RPA have a positive impact on people and/or the environment.

RPA maintains a strict research-focused approach to its consulting and refuses to participate in any lobbying activities. Although this has resulted in the loss of one potential client to date, RPA believes that its professional independence must not be compromised. All potential projects are discussed by the RPA team to ensure that they adhere to '*Our Company Vision*' - if a project does not fit with the Company's culture and ethics, or has particularly high risks, RPA may decide not to tender. Once RPA has decided to proceed with a tender, the risks inform the development of the work plan and associated budget. In some cases, the key risks are then presented to the client in the tender.

6.2 Legal compliance

All of RPA's work is carried out within the jurisdiction of UK law and in compliance with EU guidelines on human rights and environmental practices. Wherever possible, RPA endeavours to exceed these measures to provide greater benefits to employees, clients, wider-society and the environment.

Many of the projects initiated by RPA's clients seek to avoid or mitigate negative environmental, social and economic impacts which may occur due to policy developments or operational changes. By way of example, RPA worked with the European Commission on a study of the implications of nanomaterials for legislation relating to occupational health and safety (OSH). Closer to home, RPA has been working with local stakeholders and partners to identify alternative funding streams for flood and erosion risk management along the Norfolk coast.

In addition RPA maintains full compliance with its obligations for preparing and submitting accounts and paying its taxes.

6.3 Anti-bribery and corruption

Although there is not an explicit anti-bribery or corruption clause in the staff handbook, all employees are expected to uphold the integrity of the Company to ensure that lapses in governance do not occur. In addition, most project-related contracts observe anti-bribery and corruption regulation. By way of example, all European Commission projects require forms to be signed which state that RPA (and its subcontractors) "*have not granted and will not grant, have not sought and will not seek, have not attempted and will not attempt to obtain, and have not accepted and will not accept any advantage, financial or in kind, to or from any party whatsoever, constituting an illegal practice or involving corruption, either directly or indirectly, as an incentive or reward relating to award of the contract*".

RPA has not been subject to any financial sanctions, or out-of-court settlements regarding poor governance. It is RPA's intention to update its staff handbook to include clear obligations on staff in relation to anti-bribery and human rights by 2014 and, in the medium- and longer-term, to ensure that the staff handbook is regularly updated.

6.4 Human rights

There is a low risk of RPA infringing any human rights practices due mainly to its faithful adherence to internationally recognised human rights practices. This adherence can, in part, be attributed to the high proportion of their work being with government bodies which govern the evolution and definition of related policies. In their transition to working with a higher number of private companies, RPA is aware that it will need to be more aware of any potential for infringements. As mentioned previously, it is RPA's intention to update its staff handbook to include clear obligations on staff in relation to human rights.

6.5 Safeguarding client interests

Some of RPA's clients require particularly strong attention to be paid to data confidentiality and intellectual property (IP) protection practices. RPA have practical, technological and physical measures in place to provide high level security assurance to past and present clients, external organisations, internal staff and any other associates across all aspects of the business. RPA has never received any complaints about infringement of these policies and will continue to uphold all privacy, financial, confidentiality and information security agreements.

Project risk is managed at RPA through an internal peer review board. One of the biggest risks for RPA is the concept of presenting incorrect findings to a client, which could damage both RPA's reputation and that of its client (and, dependant on the subject matter, the potential to create environmental and societal risks). To reduce this risk, all documents and associated calculations have to pass through an internal quality assurance check, in which all data is verified before being sent to the client for final review. In the rare event that conflicting or varying information is found, RPA reports all positions. Independent reviewers are sometimes appointed by RPA or the client for particularly high risk projects. To date, RPA has not presented any major errors or incorrect findings to its clients.

6.6 Supporting small and local businesses

As a small company, RPA fully understands some of the challenges faced by SMEs and has, itself, participated in several SME-only consortia bids for UK Government contracts. Where practicable, RPA always gives preference to (local) SMEs as suppliers. As with all other clients, effort is made to ensure that such suppliers receive payments on time. RPA's average payment time was 32 days in 2011-12, with nearly 90% of invoices being settled within 45 days. RPA is one of the largest employers within the community, so these links are extremely important for the local economy.

6.7 Supply chain

Where possible, RPA ensures that the products and services it buys from other organisations adhere to a high level of ethical integrity and prioritises local, ethically responsible and sustainably minded SMEs as its providers. It has been suggested that RPA could consider choosing a more sustainable office supplier. Although RPA's current office provider is ISO 14000 certified, sustainability is not one of their primary concerns.   It is RPA's intention to replace suppliers who have low sustainability and ethical values, where possible. Furthermore, RPA intends to develop and disseminate a supplier code of conduct (by 2014) and ensure that this code is updated as appropriate over time.

7 People

The team at RPA is highly specialised in its field and staff members come from a wide range of different and often interdisciplinary backgrounds, including toxicology, chemistry, environmental sciences and economics, environmental law and ecology, to name a few. There are few other organisations in this sector offering such wide-ranging, yet highly technical skills. In turn, the employment environment at RPA is unique.

The Table below outlines RPA's human resources goals over the coming years.

Table 7-1: People		
Successes	**Commentary**	**Targets**
✓ Growth of employee base by 30% in the last financial year as a result of increased client work. ✓ Low employee turnover at 7% per annum, which may stem from the democratic and equality values of RPA. ✓ Very positive results from an independent survey on employee engagement.	The average rate of employee retention across all organisations and demographics is about 14%; or 1:7 employees moves every year meaning an employee has an average tenure of 7 years. It may be difficult for RPA to maintain a high retention rate as the number of employees increases. Likewise, as the number of employees increases, it may become challenging to maintain a regular schedule of progress discussions. It is generally considered that short and frequent performance reviews have better results. The level of individual consultant financial performance and profitability remains low at RPA, but is indicative of high quality work and continuous investment in training and development. The generally accepted financial performance metric for an individual employed in consulting is a ratio of revenue generation to total reward costs of 3:1 or above. This is normally associated with a chargeability of 80% plus 80% fee recovery, providing an effective chargeability of 64%.	• Ensure all employees have a formal progress discussion at least every 6 months with more frequent informal reviews. Enable formal progress reviews to be headed by a senior member of staff (Technical Directors and above). • Keep employee turnover rate at less than 10% per annum. • Maintain current levels of investment in staff training and development (on a per person basis). Ensure that annual training budget is used. • In the medium-term (by 2016), investigate opportunities for staff to achieve professional qualification and affiliations. • Continue to recruit the highest calibre staff and remain committed to the training and professional development of existing staff. • Initiate an annual staff survey (by 2014). • Provide continuous opportunity for every RPA employee to participate in the firm's continuing evolution and development.

7.1 Staff turnover

RPA has a high staff retention rate and many employees have been with the Company for over 10 years. Since its inception in 1990, RPA has been growing steadily and, in 2012, the number of employees rose by 20%.

RPA is committed to retaining its staff members and to allowing its employees to grow and develop within the Company. It does this by encouraging staff to develop their interests and expertise and regularly pays for staff to attend seminars and conferences to ensure that they are at the forefront of their disciplines. RPA has also assisted several employees to study part-time in order to further their skills and knowledge by gaining additional qualifications. As a result, staff turnover is relatively low at 7% per annum, equivalent to about one leaver per year. This rate is around half the overall national average (at 14% per year).

In order to retain a competitive position in the market, it is critical that RPA continues to attract, retain and develop the best people with the right skills, knowledge and experience. Over the medium- and longer-term, RPA's target is to keep its employee turnover rate at less than 10% per annum.

7.2 Diversity

RPA has always been an equal opportunities employer and recruits its staff from a wide variety of backgrounds (covering 15 nationalities).   RPA's diversity policies aim to remove unfair and discriminatory practices within the Company and to encourage full contribution from its diverse personnel.

RPA's 25 staff (including Directors) comprises 13 women and 12 men, ranging in age from early 20s to over 50. Employees are equally remunerated by grade, and offered flexible working hours to assist them to manage their work time around their personal commitments.

At the moment, RPA does not employ anybody with a disability, although this has not always been the case. RPA's premises can be accessed by wheelchair users.

Table 7-2: RPA Staff - Age Distribution				
Age Range	20-29	30-39	40-49	50+
Number of employees	8	10	2	5

Table 7-3: RPA Staff – Equal Pay in Action				
Grade (excluding Directors)	Number of staff by gender		Mean base salaries (relative to company average)	
	Women	Men	Women	Men
Researchers	4	4	0.65	0.64
(Senior) consultants	4	4	0.84	0.84
Senior staff	3	4	1.86	1.44

7.3 Employee survey

In order to estimate employee engagement in accordance with UK HR feedback criteria, an independent, anonymous, online employee survey was carried out by Good Measures. In addition, individual members of staff were directly consulted about their experience of working at RPA.

RPA is a very democratic organisation, involving employees in much of the strategic decision making, truly listening and acting upon their input. The overall way in which the Company operates is very honest and open and the managers and directors are very approachable. At RPA, employees demonstrate a high level of job satisfaction, as indicated in the Table below. Indeed, employees are

> *"RPA is a fantastic place to work. I feel really privileged to work in such a great environment and with such lovely people."*
>
> *Employee survey 2012*

generally much more satisfied than national average indicators. For example, around 90% of RPA employees agreed that everyone is committed to doing high quality work, the national average being 70%. Also, 80% agreed that RPA endeavours to ensure that staff are well-consulted in the decision-making processes, the national average being just 50%. This is reflective of the fact that employees in small enterprises are likely to be the most satisfied of all employees and that those in the East of England are some of the most satisfied in the whole of the UK.

Due to RPA being a small company, and the integrated nature in which employees work together on projects, opportunities for individual progress reports are reduced. However, more regular progress discussions are something which the directors are currently establishing in order to increase staff feedback (by 2014 all employees should have a formal progress discussion every six months (currently once per year) and more frequent informal reviews).

Table 7-4: Employee questions		
Employee questions	**Rating out of 5 by employees**	**Percentage equivalent (%)**
I have the right materials and equipment I need to do my job	4.48	89.6
Everyone here is committed to doing quality work	4.29	85.8
I would gladly recommend RPA as an employer to a friend	4.29	85.8
Over my last year at RPA I have had opportunities to learn and grow	4.10	82.0
I know what is expected of me in my role at RPA	4.05	81.0
RPA clearly acts in line with its sustainability values	4.05	81.0
I can always approach Peter and Meg about any issue I have	4.00	80.0
At RPA my opinions count	4.00	80.0
RPA cares about our local community	4.00	80.0
RPA's mission and purpose make me feel my job is important	3.95	79.0
My team leader at RPA cares about me as a person	3.90	78.0
I have a best friend at RPA whom I can count on	3.71	74.2
At RPA I have the opportunity to do what I do best every day	3.71	74.2
People at RPA encourage my professional development	3.67	73.4
In the last seven days I received due recognition/praise for a job well done	3.67	73.4
My team leader has talked to me about my progress in the last six months	2.95	59.0

7.4 Employee training

At their 'annual review' all employees are asked about the types of training they would like to receive and some are recommended to attend specific training courses. Although RPA does not have an annual training budget per individual employee, there is a general training budget. In 2011-12, the total contribution towards training equated to nearly 6% of estimated profit, which was twice that for the previous year (2010-11).

In general, very few requests for training have ever been refused, although some requests for training are sometimes pushed forward if an individual has already received significant training in that financial year (this is in order to ensure that other employees also have access to training funds). Internal, on-the-job training and peer-to-peer support is regularly offered to staff at RPA.

Staff occasionally attend 1-2 day external courses and conferences to improve their technical skills and, in some cases, their first aid capabilities. A few staff have also received significant contributions towards the cost of distance-learning courses.   In addition, new members of staff are asked to attend a series of compulsory internal seminars covering key aspects of the Company and its work.

Some of RPA's projects stem from the personal interests of its employees; RPA supports their interests and, as far as feasible, allows its staff to work on projects in areas they would like to research. In some cases, projects are undertaken jointly with other organisations in order to harness different skill sets.   This enables RPA's employees to broaden and enhance their technical capabilities and has led to some interesting and high profile projects in the past. In addition, employees can, on a case-by-case basis, take unpaid leave to pursue their personal interests.

It is RPA's intention to continue to recruit the highest calibre staff and to remain committed to the training and professional development of existing staff. In particular, RPA intends to investigate opportunities for staff to achieve a greater number of professional qualifications and affiliations.

7.5 Health and safety

Although RPA's employees do not usually encounter hazardous or dangerous environments in their day-to-day work, RPA maintains clear health and safety guidelines. RPA has four trained first aiders in case of emergency, who attend regular refresher courses. There have been no accidents or incidents in the last 12 months.

RPA offers its staff many opportunities for a healthy lifestyle. Most RPA staff take advantage of the rural location of RPA's offices by taking a walk at lunchtime. RPA also provides a small on-site gym and shower facilities and encourages its staff to cycle to work or use public transport. In return for RPA's support of the Norfolk Wildlife Trust, RPA staff are able to visit Norfolk Wildlife Trust sites for free. RPA also pays for staff membership to the local squash club (located next-door to RPA's offices in Loddon).

7.6 Managerial responsibility

Key performance indicators (on which bonuses depend) are made clear to all employees; KPIs are based solely on financial achievements, and not at this stage on environmental responsibility and social aspects. If the Company as a whole does not meet these KPIs then bonuses are either reduced, or not given that year. As set out in its Environmental Policy: "*attitudes to the environment will be taken into account in selecting and reviewing the performance of RPA staff*".

All bonuses paid to employees are equal; they do not depend on the grade of the employee, nor on the amount of money that the individual employee generates for the Company in any given year. The purpose of this equal distribution is to encourage strong relationships of trust and teamwork across all staff grades.

Appraisals are completed on a project-by-project basis and, should there be a problem on any given project, the team are brought together to discuss ways in which these problems could be remediated. Monthly staff meetings are held in order to discuss project development and to bring to the attention of all staff any proposals that are being put together. This gives staff an overview of the work which is being undertaken, and an opportunity to express interest in new projects which are due to commence. Team dynamics are important at RPA and all employees are involved in the decision process leading up to the recruitment of new employees. In this regard, the opinions of junior staff are considered to be equally important as those of senior management, due to the fact that staff work closely together.

8 Community

The following Table outlines RPA's community targets.

Table 8-1: Community		
Successes	**Commentary**	**Targets**
✓ RPA demonstrates a clear commitment to the community through its local sourcing policy as well as its charitable giving ✓ RPA's overall business mission is to have a positive impact on wider society and the environment. It would be near to impossible to calculate the overall financial benefit this has generated	Data on the charitable giving of RPA staff and their participation in local initiatives are not currently recorded or evaluated. In the UK, the median amount given to charity per month per donor was £11 in 2011. People in managerial and professional occupations gave £20 on average (median). It will be important to ensure that RPA continues to deliver significant benefits to society and the environment even as its business model develops to include a greater proportion of private sector clients.	• Begin to record and evaluate charitable giving and staff participation in local initiatives (by 2014). Ensure that year-on-year improvement is delivered over the medium- and longer-term. • Continue to support and encourage employees to participate in charitable events and local initiatives. • Maintain current local sourcing policy. • Estimate the induced financial and employment benefits that RPA contributes to the local community (e.g. through spending wages in local shops and on local public transport) (by 2014). Maintain records of the financial and employment benefits generated by RPA over the medium- and longer-term. • Ensure that all new work delivers benefits (or is not detrimental) to society.

8.1 The local community

RPA is an integral member of the local community, being one of the largest employers in the town of Loddon. RPA belongs to the Loddon and District Business Association and the Norfolk Chamber of Commerce, which helps maintain its connections to local initiatives. RPA provides work experience placements for 15-16 year olds from the local high school and usually takes on one or two local students each year for several months paid employment during vacations and gap years. In the past, this work experience has led to students subsequently joining RPA on a permanent basis.

In terms of charitable giving, RPA supports its local community by funding activities and events to enhance the district and the lives of those living there. RPA is a member of the Norfolk Wildlife Trust and supports its valuable work in protecting biodiversity in the local environment. This also enables employees to have unlimited access to specific sites which are managed by the Trust. In 2011-12, RPA sponsored one of the village 'flower towers' and provided support to one of Loddon's young community to travel to Africa for a development project. RPA's total charitable contribution equated to nearly 2% of estimated profit for the year 2011-12, which was twice that for the previous year (2010-11).

In addition to these donations, RPA assists local organisations with environmental protection policy work, often at a reduced rate or even pro-bono for small 'not for profits' within the area. When upgrades to furniture and equipment need to be made, an alternative home is found for the old

equipment, where practical. For example, twenty computers were recently donated to people who were unable to afford them within the local community.

Data on the charitable giving of RPA staff and their participation in local initiatives are not currently recorded. One of RPA's targets over the coming year is to begin to record and evaluate such activity in order to deliver year-on-year progress.

It is likely that one of the most important ways in which RPA contributes to the local community is through generating 'induced' financial benefits and employment (e.g. through RPA's staff spending their wages in local shops and on local public transport, which provides income and generates employment in the local community). At present, the induced financial and employment benefits generated by RPA are not recorded or evaluated. It is RPA's intention to begin to gather information on the induced benefits of its operations over the short- medium- and longer-term.

8.2 Wider society

RPA believes that one of the most important contributions it makes is providing high quality technical information which, via publishing, is disseminated to a wider audience, thereby generating wider benefits for society and the environment. Where practicable, RPA reports are published both on its website, which makes them freely accessible to the general public, as well as on the client's website. During the last year, many government bodies, academics and media organisations with no involvement in any projects have used the research undertaken by RPA for their own purposes.

As suggested earlier (see Section 5.4), if RPA makes modifications to its current website, it would be able to track the number of people accessing the website and the reports it produces. Having an improved website and providing a greater number of report summaries might also encourage a greater number of visitors who, in turn, might make use of RPA's work.

On an individual level, members of RPA's staff often participate in charity work, with recent activities including work for Open Source Malaria[6] and Action for Sustainable Living[7].

---

[6] http://opensourcemalaria.org

[7] www.afsl.org.uk

9   Environment

RPA's environmental targets over the short-, medium- and longer-term are outlined in the Table below.

Table 9-1: Environment		
Successes	**Commentary**	**Targets**
✓ RPA has made many improvements which have resulted in a reduced resource consumption per employee, including insulation, improved lighting and the education of colleagues ✓ RPA's travel emissions have greatly reduced with greater use of telephone conferencing facilities	Some of RPA's energy providers could be greener. In 2010, average industrial / commercial energy consumption per employee in South Norfolk District Council was <15,000 kWh per person. With a number of new local, national and international clients expected in the next 12-18 months, the number of journeys could increase substantially.	• Nominate an RPA sustainability officer (by 2014). • Seek a greener energy provider to substantially reduce greenhouse gas emissions (by 2014). • Begin to record resource use per employee (in 2014) in order to measure progress against key environmental performance indicators (water, energy and waste). Over the medium- and longer-term, maintain records of resource use per employee and ensure year-on-year progress. • In 2014, RPA will begin to keep records of biodiversity in its grounds. In the medium- and longer-term, it is RPA's ambition to seek and implement new ways to increase local biodiversity. • Where possible, continue to substitute all face-to-face meetings for virtual meetings (by telephone and/or internet). • In the medium and longer-term, seek and implement new ways to minimise environmental impacts throughout RPA's supply chain. • Ensure that all new work delivers benefits (or is not detrimental) to the environment.

9.1   Energy efficiency

RPA recognises that it has a responsibility to ensure that it uses resources as efficiently as possible. In recent years, many changes to the office building have been made in order to improve energy efficiency. These measures have included:

- ✓ Provision of secondary glazing for most offices,
- ✓ Installing additional loft insulation,
- ✓ Reducing the central heating water temperature,
- ✓ Use of more energy efficient computers and monitors, and
- ✓ Installing time switches in areas where lights tend to get left on.

The overall impact of these measures (for gas and electricity) has been significant; while staff numbers have increased by 50% over the past five years, overall energy consumption has decreased by 10-15% over the same period.

Until 2012, RPA's electricity was provided by Scottish Power, a company which has a high concentration of energy from coal and gas power plants and a below national average use of renewables, resulting in CO_2 emissions of 0.62kg per kWh compared to a national average of 0.45kg per kWh[8].

In late 2012, a conscious decision was made to change the energy service provider to Opus Energy, which boasts a more robust environmental policy[9].

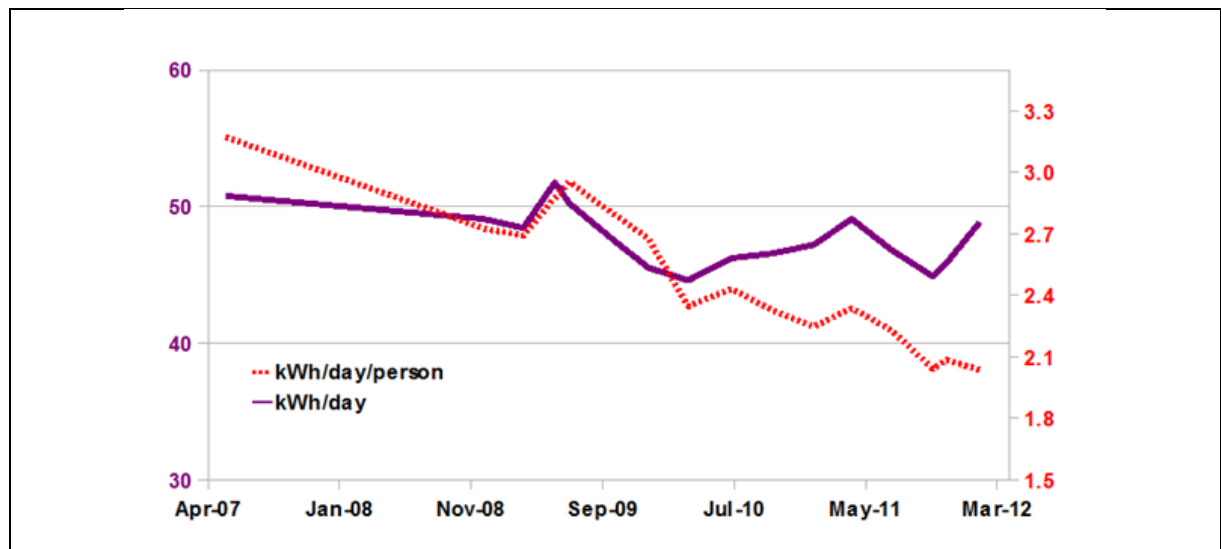| Table 9-2: Energy Providers' Fuel Mix			
Fuel	Scottish Power (RPA's previous provider)	National Average	Opus Energy (RPA's Current Provider)
Coal	48.9%	28.9%	1%
Gas	43.3%	44.2%	26%
Nuclear	0%	17.3%	0%
Renewable	7.6%	7.9%	73%
Other	0.1%	1.7%	0.1%

Figure 9-1: RPA's Electricity Consumption Over the Past Five Years

RPA's electricity consumption is, on average, less than 50 kWh per day. Electricity is mainly used to provide lighting, computer power and water heating (for kitchens and bathrooms). Although RPA's overall energy consumption has declined steadily in recent years, there has been a substantial decline in the electricity consumption per person as the number of staff has increased. This has led

---

8   Scottish Power (2013) Where we get our energy, available at http://www.scottishpower.co.uk/support-centre/service-and-standards/support/where-we-get-our-energy

9   Between April 2009 and March 2012, 72% of the energy supplied by Opus Energy to their customers came from low-carbon sources – 45% from renewable generators and 26% from Combined Heat and Power (Opus Energy (2013) Environmental Commitment, available at: http://www.opusenergy.com/about-us/our-commitments/environmental-commitment)

to reductions in electricity consumption rates from over 3.0 kWh per person per day in 2007 to 2.0 kWh per person per day in 2012.

RPA's gas is provided by CNG and RPA's heating is provided by gas powered central heating. RPA's gas consumption can vary from 0 to 600 kWh per day depending on how much heating is required. The average consumption is about 250 kWh per day. Although the overall consumption has declined slightly in recent years, there has been a substantial decline in gas consumption per person as the number of staff has increased. This has led to a reduction from 20 kWh per person per day in 2008 down to 10 kWh per person per day in 2012.
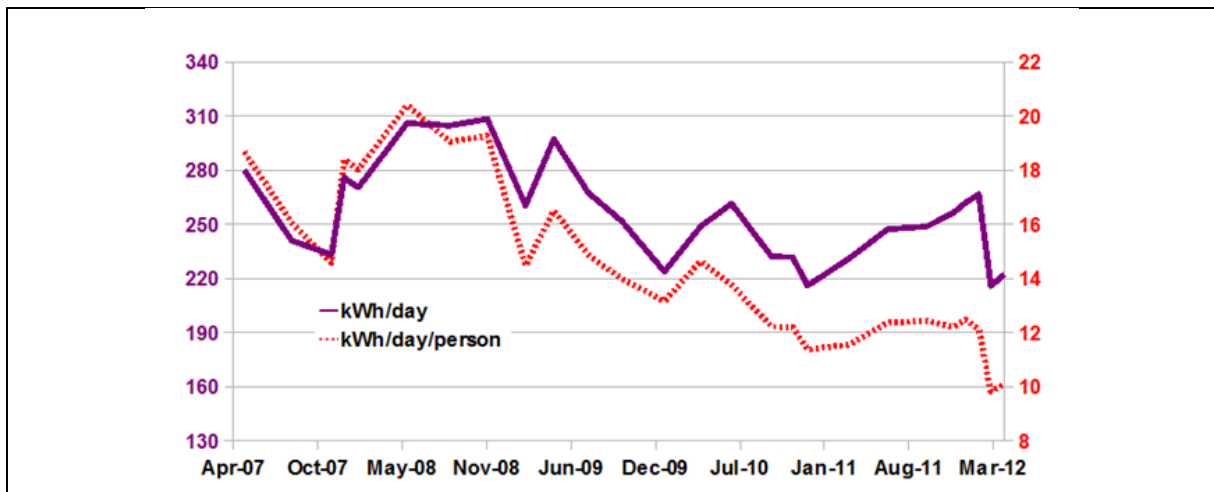

Figure 9-2: RPA's Gas Consumption Over the Past Five Years

Over the coming years, it is RPA's intention to continue to deliver progress in terms of energy efficiency. In order to do this, RPA will nominate a 'sustainability officer' (by 2014) who will be responsible for exploring possible new ways to reduce RPA's gas and electricity consumption. For example, it has been suggested that RPA could pursue some of the options presented by the current DECC policies and incentives which are aimed at encouraging self-generation and use of biomass in heating. These include options such as the FITs (Feed-in Tariffs for electricity) and RHIs (Renewable Heat Incentives). Such options may not only be financially more attractive, but could also offer a significant reduction in RPA's carbon footprint.

9.2 Water

RPA's water consumption is less than 0.5 m^3 per day but has been increasing as staff numbers have increased. This equates to about 20 litres per person per day and is mostly associated with dishwashing and toilet facilities. Although mains water is not reused, rainwater is stored in underground storage tanks and is used to maintain the gardens during the summer months. Unfortunately, due to the old plumbing system in RPA's offices, it is not possible for the Company to install water saving devices in the toilet cisterns. One of the tasks of RPA's new sustainability officer will be to identifying possible new ways to reduce the Company's water consumption.
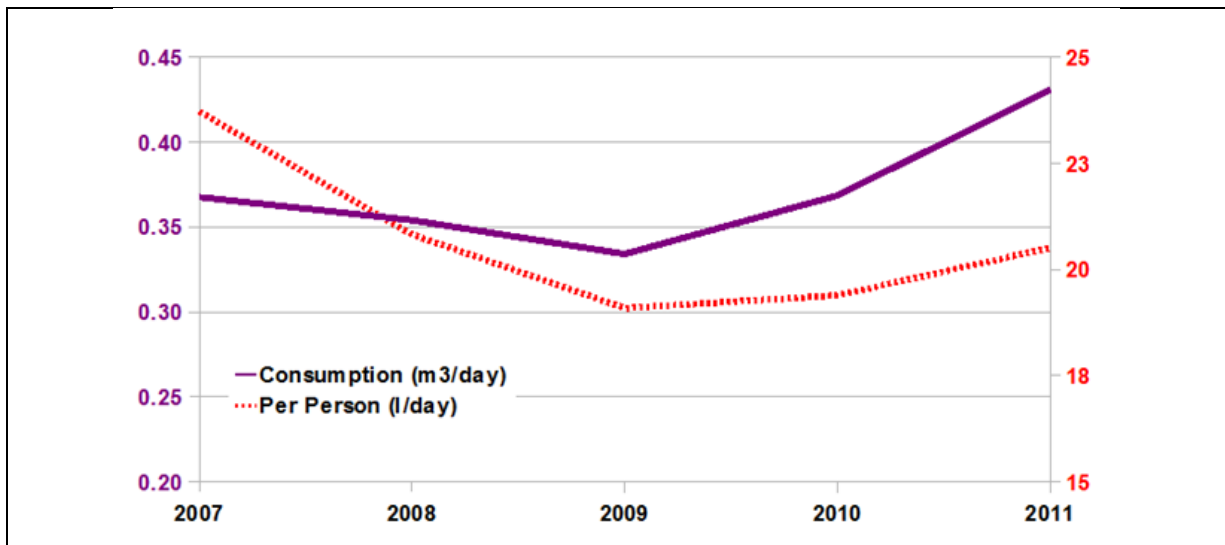
Figure 9-3: RPA's Water Consumption Over the Past Five Years

9.3 Waste, materials reuse and recycling

RPA's activities generate over 2,000 kg of waste per annum. The team is actively encouraged to separate their waste into three streams: material for recycling (such as paper, plastic, metal, glass), food waste that can be composted (on site) and other waste.

It is estimated that over 75% of RPA's waste is recycled or reused. Apart from use of the local authority waste collection service, non-confidential paper is sent to a local paper recycling plant (via the local school collection skip). Confidential paper is either shredded on-site for re-use as bedding in the local dog rescue centre or is shredded off-site (for recycling) by a confidential data handling company.

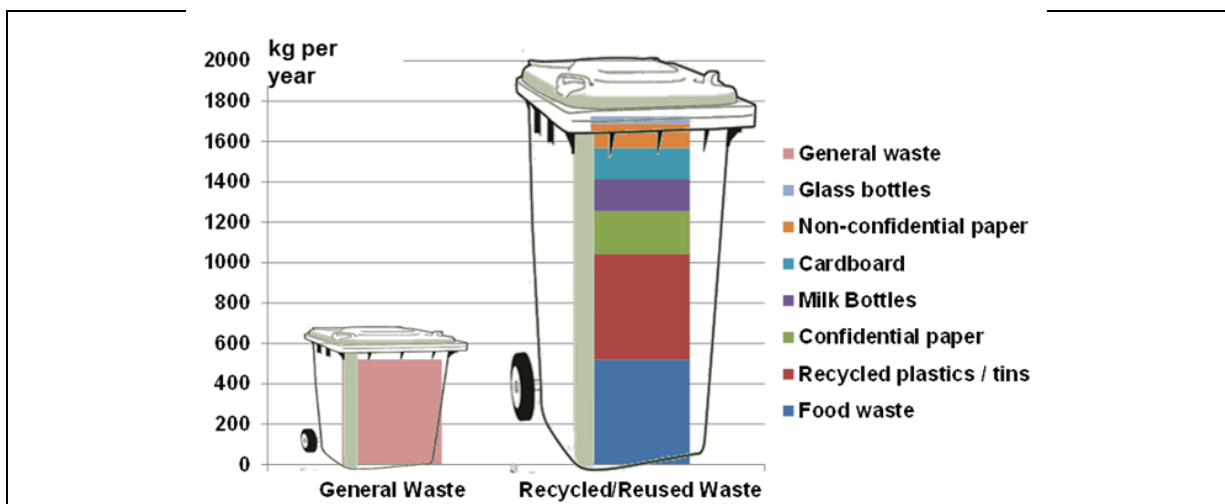A breakdown of RPA's waste production by nature of material is shown in the figure below.

Figure 9-4: RPA's Waste Streams

9.4 Transport

As RPA's offices are located in rural Norfolk, commuting to work by private car is the only option for some staff. However, almost half the workforce (46%) travel to work by bus (from nearby Norwich) and a third (33%) live close enough to either walk or cycle to the offices.

For business travel, RPA offers no company cars and does not encourage private car use. The normal mode of transport to meetings in the UK is by train and by Eurostar to meetings in Brussels (and, occasionally, in Paris). Within cities, use of public transport is considered to be the norm.

In the last year, RPA has witnessed a massive 50% reduction in business travel, down from 145,770 km in 2010/11 to 72,458 km in 2011/12. Car travel has also dropped by 25% (down from 6,481 km in 2010/11 to 5,032 km in 2011/12) and coach use has been halved from 888 km to 444 km. RPA have reduced their train travel by almost a third (down from 76,548 km to 51,613 km) and air travel has been reduced by an enormous 75% (from 61,853 km to 15,369 km). This can be attributed, in part, to a company-wide drive to encourage telephone and video conferencing wherever possible. Over the short-, medium- and longer-term, it is RPA's intention to continue to substitute all face-to-face meetings for virtual meetings, whenever possible.

9.5 Biodiversity

RPA's offices are located in a large green acreage on the very edge of the Norfolk Broads. Gardens are tended with environmental protection and biodiversity in mind. For example, material for habitats is provided (such as rotting branches for insects and nesting boxes for birds) and the use of pesticides is avoided. Biodiversity is encouraged through a mixture of 'semi-wild' areas and cultivated areas, as well as a pond. There is a Tree Preservation Order on many of the trees in RPA's gardens, including a Scots pine, a holm oak and several beech and holly trees.

Rainwater is harvested and stored in underground storage tanks in order to water the gardens in the summer.

The team assist the Norfolk Biodiversity Information Service by collecting environmental data on wildlife sightings and natural incidents in the local area. Several members of staff are also taking part in monitoring bat activity within the area surrounding RPA's offices in conjunction with the Norfolk Bat Survey.

On an individual level, members of RPA's staff have undertaken environmental and sustainability charity work, amongst other voluntary activities, which the Directors encourage and try to accommodate wherever possible. This includes local work for the Norfolk Wildlife Trust[10] and The Conservation Volunteers Norfolk[11].

 As noted previously, the Company's total charitable contribution equated to nearly 2% of estimated profit for the year 2011-12, with a substantial financial allocation being given to the Norfolk Wildlife Trust in support of its valuable work in protecting biodiversity in the local environment.

---

[10]   http://www.norfolkwildlifetrust.org.uk/

[11]   http://www2.tcv.org.uk/display/btcv_norfolk

10 Targets

The following Table contains a combination of measurable and conceptual goals that RPA hopes to achieve over coming years. It is RPA's ambition to achieve its short-term targets by 2014, medium-term targets by 2016 and long-term targets by 2018. RPA's directors will adjust future targets annually in line with current circumstances.

Table 10-1: RPA sustainability targets and indicators for the short, medium and long-term			
	Short-term (by 2014)	**Medium-term (by 2016)**	**Long-term (by 2018)**
Financial performance	Grow turnover to £2.4m.	Grow turnover to £2.9m.	Grow turnover to £3.2m.
	Maintain a 10% margin on revenues.	Maintain a 10% margin on revenues.	Maintain a 10% margin on revenues.
	Introduce company-wide time recording.	Maintain effective company-wide time recording.	Continue to maintain effective company-wide time recording.
	Grow fee generation per consultant by 3%.	Grow fee generation per consultant by 6%.	Grow fee generation per consultant by 10%.
	Maintain a 50% success rate on bids.	Maintain a 50% success rate on bids.	Maintain a 50% success rate on bids.
	Continue to monitor, assess and mitigate any financial risks.	Continue to monitor, assess and mitigate any financial risks.	Continue to monitor, assess and mitigate any financial risks.
	Continue to operate profitably and sustainably.	Continue to operate profitably and sustainably.	Continue to operate profitably and sustainably.
Business stability	Maintain current client retention factor of 90%.	Maintain current client retention factor of 90%.	Maintain current client retention factor of 90%.
	Grow private sector turnover to £650k.	Grow private sector turnover to £0.9m.	Grow private sector turnover to £1m.
	Seek regular project and client feedback on the quality and effectiveness of RPA's contribution through its work and advice.	Record and analyse project and client feedback on the quality and effectiveness of RPA's contribution through its work and advice. Maintain a high standard of work as evidenced by client feedback survey.	Continue to record and analyse project and client feedback on the quality and effectiveness of RPA's work. Continually improve the service and quality of work provided as evidenced by client feedback survey.
	Maintain an effective, internal, peer-to-peer quality assurance process for all aspects of RPA's operations.	Maintain an effective, internal, peer-to-peer quality assurance process for all aspects of RPA's operations.	Maintain an effective, internal, peer-to-peer quality assurance process for all aspects of RPA's operations.
	Maintain current record of zero errors and omissions.	Maintain current record of zero errors and omissions.	Maintain current record of zero errors and omissions.

Table 10-1: RPA sustainability targets and indicators for the short, medium and long-term			
	Short-term (by 2014)	**Medium-term (by 2016)**	**Long-term (by 2018)**
Business stability (cont.)	-	Continue to diversify the geographic range of RPA's business, with further growth in work on projects outside the EU.	Maintain a diverse and international client base.
	Develop new template for report summaries.	Work on producing a greater number of report summaries to engage with a wider audience and to encourage more visitors to RPA's new website	Produce and disseminate (e.g. on website or at conferences) report summaries for every published study.
	Investigate and implement new ways to increase RPA's brand identity at conferences/workshops and through social media.	Continue to seek and implement new ways to develop RPA's brand identity.	Maintain a strong brand identity.
	Investigate new ways to measure the strength of RPA's brand identity.	Record and evaluate the strength of RPA's brand.	Continue to monitor and evaluate RPA's brand strength.
	-	-	Continue to invest in RPA (the business and its staff).
	-	-	Grow RPA organically and sustainably.
Business ethics	Ensure that all new and existing employees are aware of and understand RPA's overall business mission.	Ensure that all new and existing employees are aware of and understand RPA's overall business mission.	Ensure that all new and existing employees are aware of and understand RPA's overall business mission.
	Update staff handbook to include clear obligations on staff in relation to anti-bribery and human rights.	Ensure that the staff handbook is regularly updated.	Ensure that the staff handbook is regularly updated.
	Maintain membership to the IEMA.	Maintain membership to relevant associations.	Maintain membership to relevant associations.
	Uphold all privacy, financial, confidentiality and information security agreements.	Uphold all privacy, financial, confidentiality and information security agreements.	Uphold all privacy, financial, confidentiality and information security agreements.
	Develop and disseminate a supplier code of conduct.	Ensure that RPA's supplier code of conduct is updated as appropriate.	Ensure that RPA's supplier code of conduct is updated as appropriate.
	Continue to review every proposed project to ensure its consistency with RPA's aims.	Continue to review every proposed project to ensure its consistency with RPA's aims	Continue to review every proposed project to ensure its consistency with RPA's aims.
	Maintain a positive and inclusive work environment with high levels of job satisfaction.	Maintain a positive and inclusive work environment with high levels of job satisfaction.	Maintain a positive and inclusive work environment with high levels of job satisfaction.

Table 10-1: RPA sustainability targets and indicators for the short, medium and long-term			
	Short-term (by 2014)	**Medium-term (by 2016)**	**Long-term (by 2018)**
Business ethics (cont.)	-	-	Continue to make responsible decisions about how RPA is run.
	-	-	Continue to make a positive contribution to the environment, society and economy.
People	Ensure all employees have a formal progress discussion at least every 6 months with more frequent informal reviews. Enable formal progress reviews to be headed by a senior member of staff (Technical Directors and above).	Continue to ensure all employees have a formal progress discussion at least every 6 months with more frequent informal reviews.	Continue to ensure all employees have a formal progress discussion at least every 6 months with more frequent informal reviews.
	Keep employee turnover rate at less than 10% per annum.	Keep employee turnover rate at less than 10% per annum.	Keep employee turnover rate at less than 10% per annum.
	Maintain current levels of investment in staff training and development (on a per person basis). Ensure that annual training budget is used.	Maintain current levels of investment in staff training and development (on a per person basis). Ensure that annual training budget is used.	Continue to maintain current levels of investment in staff training and development (on a per person basis). Ensure that annual training budget is used.
	-	Investigate opportunities for staff to achieve professional qualification and affiliations	Continue to investigate opportunities for staff to achieve professional qualification and affiliations
	Continue to recruit the highest calibre staff and remain committed to the training and professional development of existing staff.	Continue to recruit the highest calibre staff and remain committed to the training and professional development of existing staff.	Continue to recruit the highest calibre staff and remain committed to the training and professional development of existing staff.
	Initiate an annual staff survey.	Ensure staff survey is carried out annually.	Ensure staff survey is carried out annually.
	Provide continuous opportunity for every RPA employee to participate in the firm's continuing evolution and development.	Provide continuous opportunity for every RPA employee to participate in the firm's continuing evolution and development.	Provide continuous opportunity for every RPA employee to participate in the firm's continuing evolution and development.
Community	Record and evaluate charitable giving and staff participation in local initiatives.	Continue to record and evaluate charitable giving and staff participation in local initiatives.	Continue to record and evaluate charitable giving and staff participation in local initiatives in order to ensure that year-on-year improvement is delivered.

Table 10-1: RPA sustainability targets and indicators for the short, medium and long-term		
Short-term (by 2014)	**Medium-term (by 2016)**	**Long-term (by 2018)**
Community (cont.) Continue to support and encourage employees to participate in charitable events and local initiatives.	Continue to support and encourage employees to participate in charitable events and local initiatives.	Continue to support and encourage employees to participate in charitable events and local initiatives.
Maintain current local sourcing policy.	Maintain current local sourcing policy.	Maintain current local sourcing policy.
Estimate the induced financial and employment benefits that RPA contributes to the local community (e.g. through spending wages in local shops and on local public transport).	Maintain records of the financial and employment benefits generated by RPA.	Maintain records of the financial and employment benefits generated by RPA.
Ensure that all new work delivers benefits (or is not detrimental) to society.	Ensure that all new work delivers benefits (or is not detrimental) to society.	Ensure that all new work delivers benefits (or is not detrimental) to society.
Environment Begin to record resource use per employee in order to measure progress against key environmental performance indicators (water, energy and waste).	Maintain records of resource use per employee and ensure year-on-year progress in terms of the key environmental performance indicators (water, energy and waste).	Continue to measure resource use per employee and deliver year-on-year improvement in terms of key environmental performance indicators (water, energy and waste).
Ensure that all new work delivers benefits (or is not detrimental) to the environment.	Ensure that all new work delivers benefits (or is not detrimental) to the environment.	Ensure that all new work delivers benefits (or is not detrimental) to the environment.
Keep records of biodiversity in RPA's grounds.	Seek and implement new ways to increase biodiversity in RPA's grounds.	Seek and implement new ways to increase biodiversity in RPA's grounds.
Where possible, continue to substitute all face-to-face meetings for virtual meetings (by telephone and/or internet).	Where possible, continue to substitute all face-to-face meetings for virtual meetings (by telephone and/or internet).	Where possible, continue to substitute all face-to-face meetings for virtual meetings (by telephone and/or internet).
-	Seek new ways to minimise environmental impacts throughout RPA's supply chain.	Implement new ways to minimise environmental impacts throughout RPA's supply chain.
Nominate an RPA sustainability officer.	-	-
Seek a greener energy provider to substantially reduce greenhouse gas emissions.	-	-

Risk & Policy Analysts Limited
Farthing Green House, 1 Beccles Road
Loddon, Norfolk, NR14 6LT, United Kingdom

Tel: +44 1508 528465
Fax: +44 1508 520758
E-mail: post@rpaltd.co.uk
Website: www.rpaltd.co.uk

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