

2024

# Building a sustainable future

## INVESTIGATING HR'S IMPACT.

What are businesses currently implementing without official guidelines and laws? Is there a mutual understanding of responsibility across the country, and do the actions we currently take make a difference to the UK's targets?

# INTRO

Sustainability.

The number one buzzword for society when talking and thinking about climate change solutions.

It was famously defined in 1987 by the United Nations Commission in their Brundtland report as...

*“development that meets the needs of the present without compromising the ability of future generations to meet their own needs”*

Today, the term is thrown about a bit, its definition adjusted to whatever the individual believes it to be. There seems to be a disconnect between the meaning and how it's actionable in both personal lives and workplaces.

In the business world, we see different types of initiatives linked to sustainability policies, but nothing 'across the board' like we see for instance with financial reporting (scopes). We mostly hear about recycling, movement sensor lighting, encouragement of public transport for commuting and planting of trees. But what do we know about the conscious efforts businesses make?

It seems as if lots of companies are doing their part but what does that actually mean? What are the different levels and who is involved?

What we must remember is that the meaning of sustainability is more than just protecting the planet, it's about a fruitful future for the population. Setting things in stone for future generations ensures they have the best possible outcomes from society and the environment they live in. This is where ESG comes into play; Environmental, social and governance. A combination of policies, structures, and measures within these three areas are what will guide us in the right direction toward a sustainable future.

The purpose of this report is to explore current climate perspectives and actions within workplaces, and then highlight sustainability white spaces, specifically within the HR function, across organisations.

Our hope is that you find this informative and inspiring.

## RESEARCH & INSIGHT

Using our database, we gathered perspectives from a select group of HR professionals about sustainability at their organisations and how it's impacting their role. This along with insight from different sources\* has helped to give us an idea of what 'sustainability' means to businesses across the UK at present. We will use this information to build out our report.



# PERCEPTIONS

This is one of the first things to explore in order to set the tone of the report. What do people think sustainability actually is and how do they integrate it into their lives?

When we asked our group of HR professionals what their understanding of sustainability is from a business point of view, this is what they said...

“Using the available (material & non-material) resources in a wise way, avoid waste, think long-term.”

“Commercial awareness and forward thinking, driving solutions for future business ideas around reducing the need for waste products, increasing productivity and profitability.”

“Reducing waste, including time. Energy efficiency in the workplace, including movement lights on timers; energy efficient vehicles; Recycle bins on every floor; changing from sachet coffee/tea/sugar to refillable jars on each floor.”

“Good health and wellbeing, gender equality, decent work and economic growth, reduce inequalities, responsible consumption and production.”

It's important to note that the most mentioned word amongst the free text answers was **reduction**.

This is a word strongly tied to consumption. Many sources on the internet and comments from individuals across social channels, such as LinkedIn, speak about a society of over-consumers and how the way we can begin to reverse some of the damage caused to the environment and create a sustainable future, is to cut back our consumption.

A quick definition of consumption;

*noun*

1. the act of using resources to satisfy current needs and wants.

So essentially, consumption can be applied to both business and individual lives and these also crossover. Most westernised communities and cultures spend money and time on products and services we don't necessarily need. There is so much competition across markets. People have so much choice in supermarkets and online. Accessibility to technology is a lot easier than it used to be.

The word reduction is super important because it shows us that we need to cut back on everything to ensure a sustainable future.

The next question was about the organisation they work for and just how ingrained the concept is within policies, processes, ESG and EAP's (Employee assistance programmes).

A third of those asked said the meaning of sustainability and climate initiatives in their business is **more about competitive edge and/or commercial gain**, than deeply rooted in values. Just under 20% said they were either just starting their journey or it didn't exist within their workplace. This links up with a [2022 study from MIT](#) that found that even though 90% of executives understood and believed in the importance of sustainability, only 25% have incorporated it into their business model.

Reasonably low statistics given the awareness of the climate emergency and socio-economic issues we have been facing.

When asked, 81% believed that sustainability was both an employers and employee led practice within business. This belief of joint responsibility could be for many reasons i.e., why should the company lead it all when the staff are expected to contribute, or it could be they think the employees should be involved to drive it forward through joint effort and idea sharing. This is great insight that most businesses probably don't consider when structuring their initiatives and company goals.

Another insight off the back of the previous opinion led question is the data in the chart below which shows the stakeholders who are actually involved in sustainability policies. It's nice to see that opinion vs. reality matches up quite nicely, with employees, managers and directors at fairly similar rankings showing that employees and leaders share responsibility and involvement. This question could be viewed in two ways;

ONE: Involved in the writing of the policies,

TWO: Involved by following the policies as part of the workforce.

We'd like to think that it's 1 – progressive, inclusive workforces gathering ideas and opinions of employees to build strategies and structure.

The only thing to point out are the two bars on the chart representing owners/investors and customers. This would suggest that either the companies are led by the employees working there which can be seen as a good thing as it shows lack of hierarchical structures and an inclusive culture. But it could also show that the founders/owners/investors don't have much interest hence the lack of involvement. Does this mean that they take a step back and just reap the rewards, or does it mean that they just trust the employees to lead the business into the future?

| Figure one :  
'Should sustainability be an employer or employee lead practice?'



# THE POLICY ITSELF

Depending on size and other individual differences across businesses, each policy will look different. Some will have mandatory reporting rules and regulations (e.g., [SECR](#), [FCA CRFD](#), [ESOS](#)) but most of these relate to financial reporting. There hasn't been a UK wide regulation for sustainability within all size businesses. Companies seem to create their own policies with the help of outsourced consultants and/or internal environmental teams.

As a department, HR is responsible for developing and implementing policies that promote environmentally friendly and sustainable practices within the workplace.

We asked our respondents about their policies. The first thing we asked was whether their policies consider any of the 17 SDG's (United Nations Sustainable Development Goals). 67% said yes, with varied answers. The top 3 were 3: *Good Health and well-being*, 5: *Gender Equality*, 12: *Responsible consumption and production*.

It's great to see these three in the top (although of course, any of the SDG's are good as they are sustainability development goals after all). An aim of this report is to investigate and question existing strategies amongst businesses. So our question here is whether these should be the main priorities or are there more pressing areas to focus on? Are these the top three because one company copies another and then it becomes a chain? Do people look into sustainability policies enough before creating one for their business or do they just copy and paste?



**| Figure two : The United Nations Sustainable Development Goals.**  
There are individuals and groups who are calling for an 18th SDG; Animal health, welfare and rights.

When we dug a bit deeper and asked what kind of things their policies actually included, these were some of the responses:

"Promotion of the attraction of brands through signature storytelling, the efficient utilisation of resources, decarbonisation to deal with climate changes, work style reformation, HR development."

"Travel, recycling, energy use."

"Real living wage, learning and development, talent management, employee engagement to name some of them."

"Work travel, co-worker commuting, rotas, co-worker wellbeing."

Away from these, a lot of answers were either vague, copied from the SDG chart or weren't listed as they either didn't have a policy or didn't know enough about them to comment in detail. Is this because HR isn't as involved as it should be yet? Or is it because sustainability policies aren't a top priority and have been created in haste to ensure they 'have one'?

To give an example, common things seen within sustainability policies include energy conservation, waste reduction, and ethical sourcing.

Either way, we know from scientific data that we're not hitting our global goals to reduce temperatures and have crossed several planetary boundaries. We have been told on many occasions, in many ways that sustainability should be a main focus in our lives, not just in business. Why hasn't this information cemented?

### WE CAN ALL DO OUR PART

There is no size barrier. Businesses of all sizes can contribute to the SDG's. We all have a role to play. You can find more information about how to get involved here:

<https://unglobalcompact.org/take-action/action>





# GREEN HR MANAGEMENT

For those who've not come across green HR management yet, it can be defined as:

*"a set of policies, practices, and systems that stimulate the green behaviour of a company's employees in order to create an environmentally sensitive, resource-efficient, and socially responsible organisation."\**

As this definition covers all stems of HR, we have decided to dig a little deeper into each area which includes Green Hiring, Green training and Green compensation. When we asked respondents about the implementation of these, only half of respondents answered this question. This leads us to believe this is either because they hadn't implemented any, hadn't come across these terms before or weren't involved in them in any way.

Of those that replied:

- 50% had implemented Green hiring
- 66.67% had implemented Green training
- 16.67% had implemented Green compensation

Examples include;

- Green hiring: Evaluating and rewriting job descriptions to attract professionals for roles requiring green attitudes and green tasks.
- Green training: Providing courses and professional development that aid with the understanding of climate, environment, and societal issues and therefore the importance of sustainability at a corporate level.
- Green compensation: Rewards based on the achievement of set sustainability goals.

You can find out more about [HRM here](#).

HR are one of the strongest departments for action when it comes to ESG initiatives and sustainability. They are the area within each business that communicate internally with all the staff. HR teams are responsible for the journeys of employees throughout their tenure. Their position will be important when it comes to:

- Starting and maintaining conversations with stakeholders in the business
- Evaluating and redefining policies
- Introducing equality and DEI strategies and implementation
- And probably most importantly, communicating with employees to teach, encourage, learn from and inspire.

Each area of HR takes a different approach and responsibility.

\* <https://youmatter.world/en/definition/green-human-resources-management-meaning-definition/>

## TALENT ACQUISITION

### INCL. ONBOARDING

In the same way consumers and investors want to be a part of a brand that is sustainable, so do job seekers. It's true that the most recent generations to grace the planet seem to be the most versed in all things ecological and environmental, some may say the most passionate, but people of all ages and demographics are catching on to the need to evolve once again to a community of humans that put the needs of the future first.

Your recruitment processes should be including reassuring information about the sustainability plans/ goals of the company. People want to read about action and know that being a part of your company will be beneficial to not only the planet, but society, and their conscience (even if subconsciously, people will want to work for a company actioning change and doing their part as it makes them feel better about themselves). Salary, flexibility, and benefits are not the only things people are looking for on job adverts and company websites.

This is your opportunity to attract people with the right attitudes to sustainability. Make sure to include what their role will be in contributing to the businesses ESG goals.

It was inconclusive as to whether

having strong sustainability policy attracted top quartile candidates. But there could be a number of reasons for this. What you must take from this if anything is that you could lose talent by not having sustainability policies and adhering to them and the promises you've made.

One thing to consider if you aren't a blue-chip company is that people won't necessarily know what involvement your business has with ethics and sustainability unless they actively look for it. There won't necessarily be as much widespread awareness or touch points with your brand as there would be with say a [B Corp](#) for example, Innocent smoothies. This is again, why its really important to have your policies across your; website, socials, interview documents, induction booklets etc.

When onboarding, induction and training should be inclusive of green responsibilities, the sustainability policy and any other content deemed necessary for new employees to get started with the correct information to get going and be a part of the action. It is important they are aware of the green tasks that their role encompasses and to be given the opportunity off the bat to ask questions and share ideas.

#### THINGS TO IMPLEMENT:

- A dedicated area on your website that highlights your sustainability journey and goals. This should also be included in company brochures, job adverts and onboarding documents.
- Only 10% of respondents had their sustainability agenda as part of their interview process. You could think about embedding it by adding a question or a variety of questions (depending on how many green tasks their role encompasses) surrounding the climate, perhaps an open-ended style to allow them to take the lead.



## COMPENSATION AND BENEFITS

In our survey we asked what benefits our participants consider green suppliers for. Half of those who took part in the survey skipped this question and 50% said they don't currently have any green suppliers. Out of the remaining answers, the most mentioned answers were pension, electric vehicles, cycle to work scheme and tree planting.

We want to remind you that of those we asked, only 16.67% had implemented green compensation, so this result was expected. It's clearly an area that needs to be explored more by HR teams as supply chains are a contributor to carbon footprints and sustainable practice.

As mentioned in both the introduction and later in the goals, strategy and action section, finance departments (within businesses of a certain size) must produce reports based on 3 scopes. Supply chains fit into scope 3, the scope most out of our control due to all the different pathways of a supply chain – it's not just product to logistics company to customers door.

With that being said, this area of HR may work closer with the finance department than the other stems. This is a great opportunity to get involved with the carbon reduction goals by choosing green suppliers.

Conducting research on what's most valuable to current employees, and not forgetting external perspectives, will help you build your company benefits portfolio which in turn will keep your staff happy and attract talent. It will also give you insight/data to go away and source your benefits from companies who could help you with supply chain tracking. Working with B Corps is a great example, as you have immediate peace of mind knowing that to gain the certification they've had to "meet high standards of social and environmental performance, transparency, and accountability"\*, and will have to continue to do so if they want to re-certify.

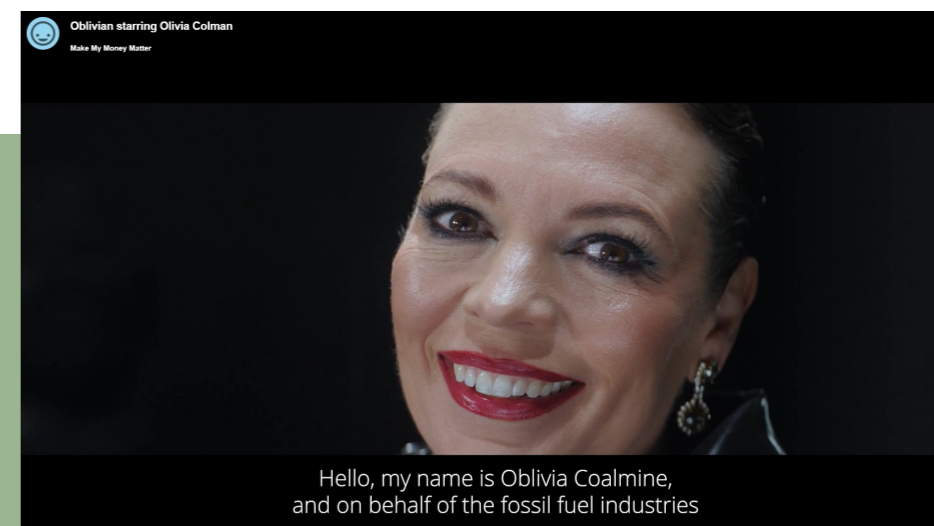


An important benefit to people and one often overlooked when it comes to climate friendly options is pension providers. There has been a lot of talk in the sustainability and climate advocacy community about where banks and pension providers invest their money, our money. Some big-name brands fund the fossil fuel industry, an industry that is brought up at COP's every year and an industry that we all collectively know we need to phase out to guarantee a sustainable future. It's this kind of research that's important. A business that is ahead of the game before being told by its employees will always benefit from staff retention and good Glassdoor scores! If this is something you'd like to explore, perhaps reach out to a pension adviser but independent research is also important. If you haven't already, check out the campaign [Oblivia Coalmine](#) (play on words as Olivia Coleman is the featuring actress) created by Make My Money Matter. Early into its release to the public, it became a huge success and has been highlighting that it really does matter where you put your money.

When we asked whether our HR respondents had partnered with any outside organisations on any projects/ initiatives, we had some varied answers but all were non-for-profit based i.e. Beach cleans, Food banks, conservation work. As it turns out, benefits aren't all about paid privileges. Community matters and employees often want to be involved in charity work that is close to them. Building relationships with local charities, councils and other organisations is important and brings the S from ESG to the table. Creating a sustainable future isn't just about the planet, we must ensure that our society moves forward too.

### SOME THINGS TO THINK ABOUT:

- Monetary focused – Company wide or department specific bonuses for meeting targets.
- Non-monetary – More days designated to charity/ volunteering, sabbaticals for community and conservation projects etc.
- Recognition – Praise from management and c-suite for met targets and/ or dedication to green duties.





## LEARNING & DEVELOPMENT

Split into two parts, this division of HR is crucial for awareness and as the acronym states; *Development*.

Training is not a one-time occasion and should be repeated within decided and fair time frames i.e. annually. This is not only because people need refreshers, staff turnover etc. but also because new information will come to light and there may be new things to share. Starting from the bottom is not patronising, it starts everyone off at a level playing field. Those aware of certain elements of training, as stated above, will benefit from a refresh. Awareness is the starting point and whether or not people believe it, not everyone is on the same page about sustainability and the future of our society.

Training should not only include the basics of sustainability but also all about the company's actions and goals, and how these contribute towards the bigger picture. Sessions for mind-mapping, an open-door policy and idea sharing should be welcomed and encouraged. Perhaps even [climate cafés](#). The idea is to educate and inspire your stakeholders.

If this is not something you are comfortable with internally or you don't have a dedicated enviro/ sustainability team, there are many providers you can outsource to, for example [Planet Mark](#). These environmental consultants and specialists come into your office or host online workshops that really open your eyes and engage your teams. They're specialists for a reason!

The development side of the division is just as essential. Supporting employees to add to their skillsets and build a better understanding of themselves and the work they do really boosts not only them as individuals, but the company itself. Sustainability sits in this category too, and in the same way training can inspire people to make change, so can learning new things.

### IDEAS:

- Creation and distribution of informative and inspiring material i.e., how individuals can make their mark, how companies have influence and power within the consumer market, what is sustainability and the science behind it all.
- Promote a culture of sustainability throughout the organisation.
- Reach out to environmental agencies and certification companies and enquire about training / what they suggest to engage and encourage employees.

### BUSINESS SHOUT OUT:

[Force of Nature](#) advise, challenge and inspire businesses through workshops and consultancy. They also run a free youth programme that trains individuals via four pathways; Facilitator, Speaker, Consultancy and Content Creation.



## EMPLOYEE RELATIONS



Appraisals are very important and sometimes overlooked area of an individual's career journey, and also another opportunity to embed sustainability into the function.

### Discussing the current responsibilities:

For most, green duties within a job description will be new. Ensuring you're asking employees how it's all going from their perspective will be important for not only the individuals and their progression, but the business and HR function. Evaluating whether the current policies and strategies are working as planned is data that can be fed to the top. Data is without question the secret sauce to safer and well-rounded decisions.

This is a great time for employees to share their opinions and ideas and speak about achievements. Demonstrating how they've made their role more sustainable could help with future structures of job descriptions and recruitment. Encouraging employees to speak their minds makes them feel more connected to the business and colleagues, and feel heard, which is an essential part of employee satisfaction and retention. Sustainability is all about working together.

### Adding green responsibilities:

Or removing some of them. Talking through how sustainability has impacted your employees' position will be a great way of gauging whether more green aspects can be added to their responsibilities, or whether you should amend and take their foot off the gas. This will be down to whether the responsibilities are making difference and are manageable or if they are causing stress and putting the employee under pressure, taking them away from their other day-to-day duties. Not only is this painting a picture of how to move forward with green roles, but also is inclusive of mental health within performance reviews.

Some of our [research from 2022](#) showed that 47% of HR professionals felt they were dealing with more ER related issues than ever before, and this was down to grievances. When we broke it down even more, the top contributing factor to grievances was, you got it, mental health and wellbeing. Supporting employees and trying to help them avoid stress related grievances will lead to a happier, healthier, productive and retained workforce – and that not only a win-win but its sustainable!

### THINGS TO THINK ABOUT:

- HR can work with other departments to establish KPI'S / performance metrics that relate to sustainability and could either be similar to or under the same umbrella as 'green roles and responsibilities'. As with other KPI's, these metrics would involve tracking and reporting on the organisation's progress toward sustainability goals and hold departments accountable for their environmental impact. These could be linked to compensation and benefits too for individuals and teams.
- Encouraging employees to ask about programmes, courses, and other educational opportunities they want to undertake or introduce to the team or their own career portfolio. They may bring fresh things to the table you haven't come across which help other employees and your business to achieve its goals and objectives.

# | GOALS, STRATEGY & ACTION

Although within their answers, a large majority of respondents agreed that sustainability was embedded into policies and a part of their world at work, it was interesting to find out that when it came to business decisions, sustainability wasn't as highly considered as the consensus would suggest. When we asked 'How highly does sustainability rank when making business decisions', the average was 5.7 out of 10.

This leads us nicely into how a business sets its goals and visions, and how each department is assigned something different but all work in unison toward the same mission.

For instance, HR will focus on the wellbeing of the employees at the business, providing them with sufficient and desired benefits i.e., ecofriendly pension pot, and ensure that sustainability policies flow through individuals roles comfortably and in a way that is achievable. Finance departments will handle the accounting scopes, monitoring the supply chains and the stakeholders' impact to the company's overall 'footprint'.

So the goals within the HR department might be:

- Reduce the carbon footprint of staff commute by offering rewards for lift share, cycle to work etc.
- Promote Diversity & Inclusion and ensure fair, equal opportunities for all employees.
- Providing training and development, possibly even accreditations, to support people and encourage them to acquire sustainability-based skills.
- Build partnerships with local authorities and charities, to help support the community and offer employees time to explore how they can get involved.
- Research and collaborate with suppliers to ensure they operate ethically and sustainably therefore keeping the business in-line with its footprint targets.
- Produce regular reports on the impact of sustainability initiatives in HR.

Obviously how these goals are put into a strategy and actioned will be down to the size of your HR department. In smaller businesses, the HR team might only be a team of 1-5 people and therefore perhaps a smaller amount of goals are taken onboard and spread across the team and their duties, with one person monitoring the activities and feeding back to senior stakeholders. Whereas a bigger organisation with heads in all the different sub-sections of HR may organise meetings with team leaders to decide how to implement, oversee and feedback the progress of the goals over the course of for instance a year.

The first thing that needs to happen before putting policies and procedures in place is an assessment of the current HR practices and how sustainability is currently involved. Following this is benchmarking against current industry standards and researching best practices / asking for advice from external sources or internal environmental departments on how to improve and grow. And then comes the decisions on what objectives you're going to set. Only after these steps do employees get brought into the loop, the training and processes get put into place and you start to monitor and evaluate how it's all coming along. Communication and transparency are essential components, especially when working across teams and departments.



“

Ultimately, a thriving economy can only exist on the foundation of a thriving planet, with ecosystems and communities that are regenerative, just, and resilient. Becoming the business that creates this future is the opportunity every business has today. And consumers are asking for it.

”

[Kate Williams, CEO of 1% for the Planet](#)




# LAW & ACCOUNTABILITY

**People want to buy from brands who do more to reduce their impact and make a difference – some do it for the good of the planet, some do it because it makes them feel good.**

Accountability is an essential part of a business, no matter the product/ service being promoted and sold. You have an audience of stakeholders who care about more than just what you provide to the world. These stakeholders come in the form of investors, customers, and even potential employees. As time goes on, more and more people are catching on to the importance of the sustainability and it's driving their decisions.

Stakeholders are aware of [greenwashing](#) and prefer an honest and transparent outlook on business goings on.



Take the retail industry for example. Ever heard of a garment recycling or take back scheme? They essentially offer you a monetary reward for bringing them clothes they claim to re-use. Some even claim 0% ends up in landfill. However, these claims have been squashed as conscious consumers have done their digging and found out that in fact not all these clothes are recycled and reused at all, and some have even been found across the globe on shorelines and landfills.

Another example is in brand advertising. Although laws are set in place an e-cigarette brand has had its marketing attempts removed from buses, billboards and bus stops by advertising standards after the public raised concerns over greenwashing. This brand used a slogan linked to recycling and the future, suggesting it was somewhat beneficial for the planet. They even added the recyclable symbol to its packaging. Meanwhile, it's a known fact that e-cigarettes are notoriously hard to recycle when recycled properly, and are single use products. Greenwash central!

This [infographic](#)\* from Google (research from The Harris Poll, 2021) shows that executives understand the importance and benefits of bringing sustainable practices into their business but are unsure how to do it, just as our own data suggests. The same goes for the main barriers they experience; Lack of regulation, education, and more focus on growth/profit. There has been a demand for more sustainable choices in the consumer market for many years. In fact, consumers have said themselves that they are willing to and have [boycotted brands](#) if they don't align with their values.

This aligns with data from a [global survey of millennials](#) in 2020 from Deloitte. They found that a third of individuals said they would stop or reduce their business relationships with companies who they knew were, or had perceived to be doing harm to the environment. This goes to show the type of influence stakeholders have on businesses and why it's never been more important to listen to consumer sentiment.

“ People demand transparency & accountability from (particularly) corporations, and the rise of the 'cancel culture' means that reputational damage could be catastrophic for brands. ”

[CIPD global assets report](#)

Not only for outside stakeholders, but internally it favours business to keep their staff happy. This is where HR can step in. We cover this in the breakdown of departments.

When looking into the laws surrounding business responsibility, there aren't a lot of actions and policies that the UK are obligated to undertake. And given the September 2023 news from Sunak about the changes to reaching our 2050 net zero target, and the cancellation of promises surrounding fossil fuels, there isn't much in the pipeline to encourage / instil any urgency in businesses to be 'change makers'. A lot of companies are modelled on the basis of profit and usually climate pledges come at a cost.

As mentioned in 'the policy itself' section, businesses that meet particular criteria i.e., number of employees, must submit reports and adhere to certain legalities. But there isn't a long list of those legalities and the targets set within these don't seem to be making a difference to our countrywide target, hence the pushbacks.

The [ISO 14001](#), an environmental management tool, helps organisations meet legal requirements and 'go beyond' the expectations set by stakeholders. It's not mandatory but lots of UK organisations use it to show their commitment.

## THE BENEFITS

Not satisfied that all the effort to put sustainability in place at your business is worth it? We've rounded up some benefits.

### The unexpected:

Until you get started you don't know what will come off the back of your efforts. Your relationships with socially responsible suppliers may lead you to partnerships that bring a host of benefits to your company and your consumers.

### Happy employees and stakeholders:

You will no doubt have stakeholders, including your employees, that are invested in the future of the planet. Being a part of a company that stands up to climate change and is investing in a brighter, better future is something that many want to be a part of. Pride and knowing they are in a community working towards the same goal can be gratifying. Employees who feel connected to their company's sustainability efforts are likely to have a stronger sense of commitment to their position and the business.

### Reduced costs:

Working with more sustainable supplier may reduce your costs. i.e. energy, benefits. Nothing more needs to be said.

### Better company reputation:

Companies that act responsibly, look after their staff, and think about sustainability when making business decisions will always rank higher in people's minds than those that don't. The B Corp certification is hard to achieve and is respected for a reason. There is more trust for companies that show empathy, compassion, and commit to things outside of their 'business'. Not only does it make consumers feel better about themselves for making a purchase with a conscious business, but it also means word of mouth marketing for your brand. The most powerful tool around. People trust people, not brands.



# CONCLUSION

What we can confidently say off the back of this report, is that HR has the power to contribute to the overall success of environmental and social responsibility initiatives within workplaces. HR's role is to integrate sustainability into various areas of an organisation for instance policy writing, hiring and onboarding, employee education and upskilling, and encourage the stakeholders of businesses to be actively involved in the future of not only the business but their planet and society.

As you may have noticed throughout, the report is very question heavy. We hope this has created food for thought. The fact there are so many "is this because..", "does this mean.." and plenty of why's in the mix, would suggest that we are behind in the corporate sustainability journey. We don't have answers and we aren't being guided by a higher body (governmental or otherwise). The white space here seems to be Law and the 'how' as opposed to why. As a democracy, we need to be led and informed from the top in order for there to be change across the board. This is not diminishing individual actions and passion. But just as there are laws and regulations in place for tax, discrimination and other aspects of a workplace, there needs to be a drive for sustainability. It needs to be merged into 'business as usual' to get the ball rolling.

As a stand-alone organisation, take a stance and put a proper strategy in place. Bring in a team of people to help bring about the change internally. We've listed the benefits to the company and its stakeholders. It's time to be two steps ahead.

The fight against climate change starts and ends with us. Collective passion and change will build the waves that knock down rising temperatures, pollution, and habitat destruction and lead us into a sustainable future.



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