



Responsible Business Strategy

Towards a sustainable future

Annual report 2018-19



Annual Report 2018-19

Introduction

We are pleased to provide an annual update on the actions and activities outlined in the City of London's Responsible Business Strategy for 2018-2023. The first year of the strategy has been exciting and challenging. We have made great strides to change the way we work, build on our existing strengths and learn from others to further our commitment to:

Create positive impact and reduce negative impact across all our activities and decisions because it is the right thing to do and will help ensure a sustainable future.

The need for businesses and organisations to demonstrate responsible business by putting more back into society and the environment than they take out has become an even more pressing issue since the strategy was developed and launched in September 2018. Our commitment to support businesses in this area has been reaffirmed by our ongoing work on this strategy, as well as the refocusing of our newly reformed Innovation and Growth team on Environmental, Social, Governance (ESG) investment. This new team launched the Green Finance Institute in July 2019, co-sponsored by the government, to promote responsible and green investing, with plans to develop a Social Impact Investment Institute. These exciting initiatives aim to produce whole-scale systems change and will cement our place, along with our multi-sector partners, as a leading Global Green and Social Finance Centre.

Along with our wide-ranging external work promoting and enabling more responsible business, we have ensured that our own actions and processes are as responsible as possible over the last 12 months. We developed and implemented a Green and Sustainable Financing Framework as well as becoming a signatory of the Principles of Responsible Investment (formerly the UNPRI), demonstrating our own commitment to green and responsible investment. We pledged to eliminate unnecessary plastic waste from our buildings by April 2020, aiming to do our part to protect the planet against this growing issue. Our work to progress an ambitious Climate Action Strategy has gained momentum and represents an exciting and key moment for our organisation in responding to the greatest global threat to our society, environment and economy.

This report provides an overview of an exciting first year in our journey to becoming an even more responsible business, and outlines how we continue this journey across the next four years of our Responsible Business Strategy.

Supporting the United Nations Sustainable Development Goals (SDGs)

The UN Sustainable Development Goals provide a comprehensive framework for organisations to assess, understand and make a positive impact on the major issues impacting society, the environment and the economy. As an organisation with reach locally, nationally and internationally, we are committed to working towards achieving the SDGs.

Our responsible business strategy impacts directly on nine UN SDGs pictured in the graphic to the right.

1 NO POVERTY




- ✓ Pay and support the uptake of the London living wage

3 GOOD HEALTH AND WELL-BEING




- ✓ Improve the health and wellbeing of our workforce
- ✓ Improve local air quality in the Square Mile

5 GENDER EQUALITY



- ✓ Promote the safety of groups facing discrimination and harassment
- ✓ Increase gender-balance of and progress gender pay equality

8 DECENT WORK AND ECONOMIC GROWTH




- ✓ Enhance access to training and skills
- ✓ Create pathways to fulfilling employment
- ✓ Develop clear progression pathways
- ✓ Produce and implement actions on annual Modern Slavery Statement

10 REDUCED INEQUALITIES



- ✓ Develop and implement a social mobility strategy
- ✓ Ensure diversity and representation within decision-making processes

11 SUSTAINABLE CITIES AND COMMUNITIES



- ✓ Set challenging environmental targets for developers and contractors
- ✓ Use planning policy to prioritise sustainable development

12 RESPONSIBLE CONSUMPTION AND PRODUCTION




- ✓ Improve waste reduction and collection, including recycling, across all our operational properties.
- ✓ Promote circular economy principles.
- ✓ Eliminate single use plastics

13 CLIMATE ACTION



- ✓ Develop and implement a Climate Action Strategy
- ✓ Source 100% renewable electricity
- ✓ Invest in renewable energy installations
- ✓ Reduce energy use in our offices.

15 LIFE ON LAND



- ✓ Protect existing habitats and create new biodiverse habitats
- ✓ Support the continued management of 11,000 acres of green space in and around London

Our approach to Responsible Business

Areas of focus

Our strategy focuses on two outcomes; **individuals and communities flourish**, and **the planet is healthier**. Each outcome has a set of priority areas for 2018-23 outlined in the table to the right, along with eight responsible business practices to guide our work.

Materiality

There are hundreds of social and environmental issues facing the planet; within our supply chains, our communities and our business. Our materiality assessment identified 19 key material issues and opportunities, giving direction for the focus of our work into the future. Eight of these material issues were considered to be priorities for the five year duration of this strategy. We will periodically update our materiality assessment to capture new risks and opportunities that the organisation faces.

Governance

The Responsible Business Strategic Group – This group is co-chaired by the Chamberlain and Director of City Bridge Trust, led by the Head of Responsible Business, and comprised of senior leaders. It is responsible for the strategic direction of Responsible Business within the organisation.

Summit Group – The senior leadership group responsible for decision making across the organisation and ultimately responsible for all responsible business related activity.

Policy and Resources Committee – The senior committee comprised of elected members that have oversight for all responsible business related activity.

Individuals and communities flourish Priority areas <ul style="list-style-type: none">✓ People's wellbeing✓ Equal opportunities✓ Diverse organisations	Responsible business practices <ul style="list-style-type: none">✓ Engaging our employees✓ Using our convening power✓ Connecting our communities✓ Ensuring transparency✓ Preventing bribery, corruption and fraud✓ Promoting human rights✓ Championing responsible investment✓ Leading responsible procurement
The planet is healthier Priority areas <ul style="list-style-type: none">✓ Air quality✓ Waste✓ Plastics and packaging✓ Climate change✓ Biodiversity	

Reporting and transparency

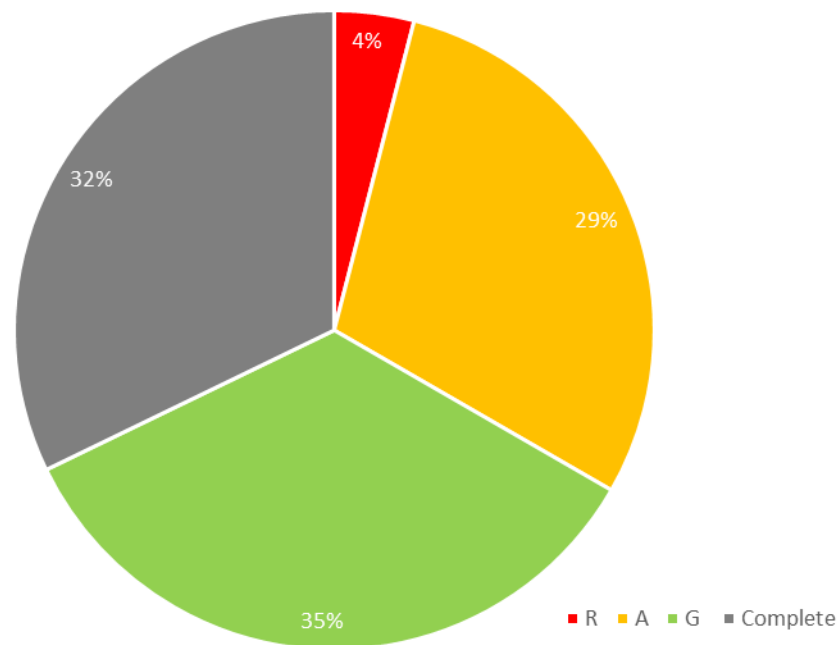
This report highlights our key achievements and areas to progress which is available on our website to download.

Key responsible business performance indicators are reported against periodically as part of the organisation's Corporate Performance Framework, demonstrating the integration of responsible business priorities in the organisation.

Overview of progress against action plan in 2018-19

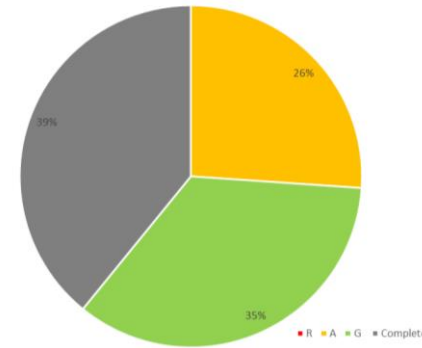
Each of the priority areas has an accompanying action plan which directs our work. Below we provide a RAG rating update on each of the priority areas in achieving the actions set out in the action plans:

Overall progress

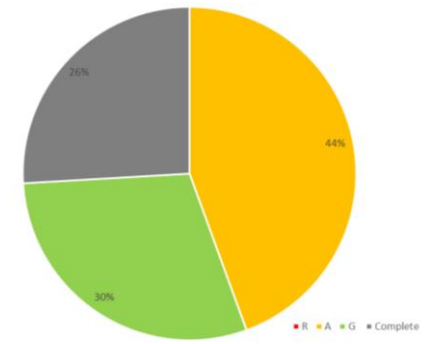


The Responsible Business action plan consists of 174 actions across the eight priority areas. In 2018-19, we completed 54 actions, and are on track to complete a further 47 actions representing 66% of the actions we have committed to. 4% of our actions are classified as a red risk, however, we have mitigation actions in place to manage these risks and course correct the action plan.

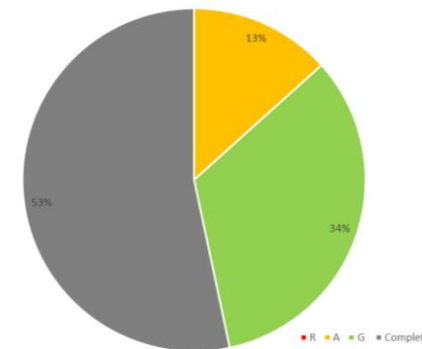
Equal opportunities



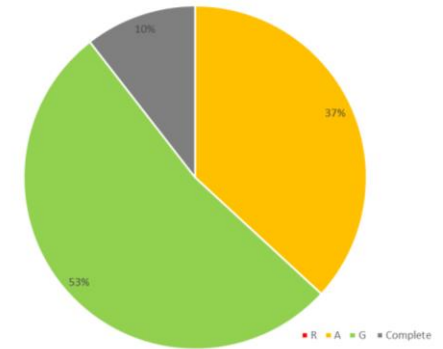
Air quality



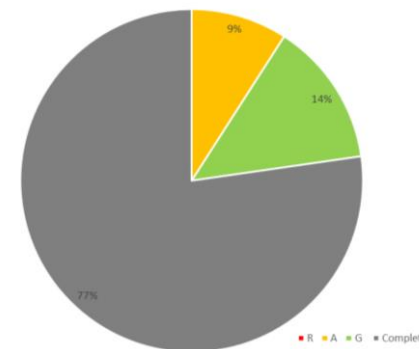
Diverse organisations



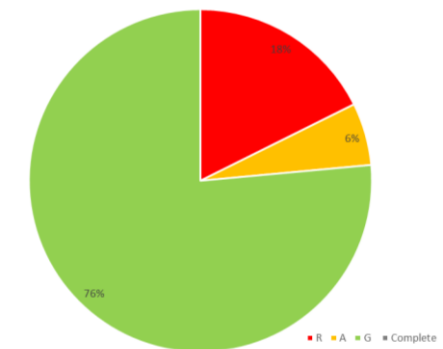
Waste



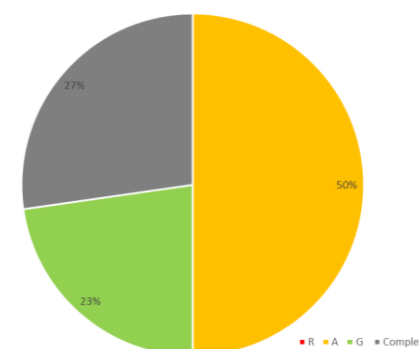
People's wellbeing



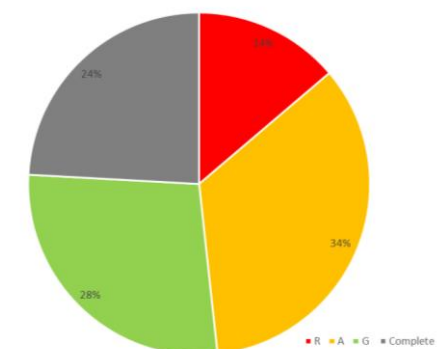
Plastic & packaging



Biodiversity



Climate change



Individuals & communities flourish

Key highlights 2019

100 mental health first aid trained employees

£21m in funding to support positive transitions through our charitable funder

5000 young people attended our careers fair

143 apprentices across the organisation

33% senior roles held by women

66% of staff report a good work life balance

170 active members of our 6 staff diversity networks



People's wellbeing

100 mental health first aid trained employees

7% reduction in noise complaints in the Square Mile

£21m in funding to support positive transitions through our charitable funder

Key highlights

Committing to tackling mental health at work

We have invested in in-house Mental Health First Aid Instructors, and to date over 100 colleagues from across our organisation have been trained from two Superintendents in Markets and Consumer Protection to a Senior Librarian in Guildhall School and security professionals at Central Criminal Court. Our Mental Health First Aiders have supported colleagues at work and are making a positive and measurable difference. A trained Mental Health First Aider can start productive conversations about mental health, be a role model for how to manage mental health, promote greater understanding of it and play a significant part in ending stigma and discrimination in the workplace. We have also trained over 200 managers in mandatory Mental Health Awareness including three Chief Officers.

Engaging our employees – Hayley's story

'I have been a Mental Health First Aider (MHFA) for over a year and have helped a number of people from both within the organisation and outside by listening to them when they need someone to talk to and signposting them to help when they need it. All those I have listened to have expressed their thanks for the listening ear following our discussion and a number have expressed their appreciation that the City Corporation is taking mental health seriously by commissioning the training of MHFAs. I have also been approached by line managers who have asked for advice on how best they can help a person in their team who is going through a tough time with their mental health. This is a huge positive, as it shows a culture change is beginning to happen as mental health is being considered when line managers are leading their teams.' **Hayley (Town Clerk's)**

Teams working on this priority area

Health and Safety

Public Protection

City of London Police

City Bridge Trust

Equal opportunities

5000 young people attended our careers fair

143 apprentices across the organisation

5m people engaged through our Living Wage campaign

Key highlights

Making a fair and level playing field

In 2018, we launched our ambitious 10-year social mobility strategy, aiming to make the playing field fairer. We want to help create a society where individuals from all socio-economic backgrounds can flourish and reach their full potential. The strategy outlines four overarching outcomes and 81 actions for the organisation to undertake. As of this year, 10% of the action plan is complete and a further 84% are ongoing or on track. Activities include 5000 young people attending a careers festival, 100 young people participating in a summer learning programme, our 10-year partnership with the Prince's Trust and ongoing support of the Living Wage Foundation.

Investing in apprentices

By 2023, we aim to have 10% of our workforce as apprentices. We have increased our efforts to deliver our apprenticeships strategy with 143 (4%) apprentices (level 2-7) across our wide range of roles, departments and sectors.

Paying a living wage

We have been a supporter of the Living Wage since 2014, but this year we took our commitment to reducing in-work poverty further. Our new policy on paying London Living Wage includes our apprentices, work experience students (2-8 weeks) and any contractor or subcontractor we employ for two hours or more. We supported our business community to adopt the Living Wage through delivering a successful media campaign reaching five million people in the Square Mile. We also hosted the Living Wage Foundation Awards for the second year running, and were the recipients of an industry award.

Connecting our communities

We are committed to including our communities in our decision making processes. Each year we hold an annual residents meeting to hear from our residents about their concerns. We also have a variety of consultative committees and forums consisting of local and user group representatives who are invited to work with us to ensure the best services are provided.

- Teams working on this priority area
- Human resources
- Innovation and Growth
- Procurement
- Corporate Strategy & Performance

Diverse organisations

33% senior roles held by women

6.4% gender pay gap

170 active members of our 6 staff diversity networks

Key highlights

Promoting Women in Finance

As an organisation working directly with the finance sector, we are committed to breaking down structural barriers to the success of women and minorities. Signing the Women in Finance Charter is an example of our commitment and shows how we role model best practice within our own organisation. As part of our pledge, we have committed to increasing the number of women in senior roles (G grade and above) across all areas of the organisation, not just finance, to 45% by 2023 from the current 33%.

Working on pay equity

Along with publishing our gender pay gap (6.4%), we have undertaken an analysis of our ethnicity pay gap (20%) and disability pay gap (8.7%). In order to tackle these gaps and bring pay equity across the organisation, we have developed an ambitious Equality and Inclusion Action Plan led by Human Resources and Community and Children's Services.

Attracting diverse talent

We are committed to ensuring that our organisation is diverse, and that we champion this at every level and stage of our organisation and processes. As part of our wider Attracting Talent programme, we are excited to be creating a recruitment brand that reflects that commitment. 'We are the City of Whatever we make it' was launched in 2019 in order to broaden the pool of those who could engage with us as a potential employer and attract diverse applicants. The City of London Corporation is the City of opportunities, diversity, social and commercial impact, innovation, responsibility, heritage, change and so much more.

Teams working on this priority area

Human resources

Innovation and Growth

Engaging our employees – Kate's story

This is Me is a pioneering campaign encouraging organisations to share their employees' lived experiences about mental health through blogs, video or other mediums. Kate, a Learning Project Officer for Open Spaces, and one of the City of London Corporation's Mental Health First Aiders, shared her experience of being diagnosed with depression and anxiety as a teenager. She now champions better mental health, encouraging others who may need to seek extra help to do so. Kate's inspirational video was showcased during Mental Health Awareness Week in May 2019, and at our joint CityWell and Staff Network event "Make Time for Mental Health" at Mansion House.



The planet is healthier

Key highlights 2019

100% renewable electricity

168 kg plastic saved through 'naked mail'

2.5% reduction in energy consumption

14 vehicles replaced with electric vehicles

54000 square meters of green roof in the Square Mile

149 free water Refill sites in the Square Mile

12% reduction in NO₂ levels across our monitoring sites

Biodiversity

80% of Sites of Special Scientific Interest (SSSI) are 'favourable' or 'unfavourable recovering'

54000 square meters of green roof in the Square Mile

Key highlights

Securing a new nature reserve in London

In partnership with Croydon Council, we launched a new National Nature Reserve (NNR) covering 417 hectares of open space, and with a wide variety of habitats and biodiversity. Croydon has the largest population of all the London Boroughs and given its urban location, it's population will benefit greatly from access to nature and open space. The NNR is the third in London and connects a large population with the natural landscape.

Leading responsible procurement

Since its launch in July 2016, the Responsible Procurement (RP) Strategy has helped ensure that the City Corporation's approach to contracting reflects our values and ambitions. This includes social value (employability – from apprenticeships to care leavers, social mobility and inclusion, local environment and economy), environmental sustainability (climate change mitigation and resilience, low environmental impact materials, methods and equipment) and ethical sourcing (human and labour rights, combatting modern slavery). It has achieved this by providing a framework through which corporate and departmental strategies, alongside wider national and international goals, are translated into requirements and targets for supply chain partners.

Alongside our internal work, we have lead on responsible procurement on the national and international stage including presenting at the Ethical Trading Initiative's International Public Procurement Conference, the United Nations Conference on Business and Human Rights, and the International workshop on Human Rights and Public Procurement.



Teams working on this priority area

Open spaces

Planning

Public realm

Energy and sustainability

Climate change

100% renewable electricity

2.5% reduction in energy consumption

47% developments rated BREEAM excellent or outstanding

Key highlights

Mapping the path to a climate positive future

In September 2019, we will have a Climate Action Briefing which outlines our approach to developing an ambitious, evidence-based Climate Action Strategy by June 2020. The implementation of this briefing will mean that we are able to set credible net zero carbon targets, putting us on a path to be climate positive in the Square Mile and across our own assets, as well as enabling us to determine the climate resilience and climate adaptation measures we will need to invest in over the medium and long-term.

Preparing the Square Mile for increased flooding

As weather patterns change due to climate change, the risk of flooding to businesses along the riverside increases (from surface water flooding and breach flooding). However, many businesses and residents are not aware of the risks to their premises, so we have been preparing flood risk briefing notes for individual properties along the riverside. Information in the documents include maps of the flood risk, condition of the flood defence, planning policy relating to flooding and sustainable drainage options. These notes are used to influence developers to ensure that buildings are resilient to this increased risk.

Committing to 100% renewable electricity

We have committed to purchasing 100% renewable electricity as part of our ambitions to reduce the carbon impact of our operations. Alongside this, we are currently investigating how we can provide additionality to the grid through a power purchase agreement.

Championing responsible investment

Along with our work launching the Green Finance Institute, we have also taken steps to ensure that we prioritise responsible investment. We published a Responsible Investment Policy, became a signatory of the Principles of Responsible Investment (formerly UNPRI), and developed a 'Green and Sustainable Financing Framework'.

Teams working on this priority area

Energy & Sustainability

Responsible Procurement

Environmental Resilience

Innovation

Plastics & packaging

168 kg plastic saved through 'naked mail'

86000 employees engaged through PFC campaign

149 free water Refill sites in the Square Mile

Key highlights

Going plastic free by 2021

In July 2019, we pledged to eliminate unnecessary plastic waste from our entire operations by 2021, with the Guildhall and Mansion House committing to an earlier deadline of April 2020. A core project team has been working hard to make this commitment a reality. We have already taken practical steps such as eliminating disposable coffee cups and plastic cutlery at our staff canteen and implementing 'naked mail' for our paper-based publications. We have also restricted the purchasing of single use plastics through our online catalogues and ran a month-long plastic-free campaign for staff. There is still much to do but we have made many positive steps already.

Making the Square Mile plastic free

As part of our external work as a responsible business, we launched a successful campaign in the Square Mile to encourage other businesses to go plastic-free called the Plastic-Free City Campaign. So far, 79 companies with 86000 employees have signed up to our pledge and received support and advice on reducing plastics in their operations.

Using our convening power

We are committed to increasing gender equality in the Financial and Professional Services (FPS) sector. In partnership with the Government Equalities Office, we convened the FPS sector to map out opportunities for women's progression in the workplace. The resultant toolkit provides clear guidelines on how to create an inclusive workplace culture through strong participation of women.



Teams working on this priority area

Plastic Free City

Facilities management

Internal communications

Waste and recycling

Air quality

12% reduction in NO₂ levels across our monitoring sites

14 vehicles replaced with electric vehicles

4 local primary schools supported on air quality initiatives

Key highlights

Delivering healthy air in the City of London

We agreed our ambitious new Air Quality Strategy in 2019 which sets out our vision, aims and activities to ensure that the Square Mile has air that is healthy to breathe. Our goal is for nitrogen dioxide to meet health-based Limit Values and WHO Guidelines in over 90% of the Square Mile by 2025 and achieve WHO Guidelines for PM₁₀ and PM_{2.5} in the shortest possible time. We will do this in three ways: by focusing on the air itself and reducing pollution both from our own operations and influencing our partners through our role as a planning authority; using data and technology to reduce exposure to poor air quality; and providing leadership and facilitating collaboration across London.

Being leaders on air quality for London

We continue to provide leadership on the air quality across London and the UK through our work with partners and other local authorities. We chair and convene the London Air Quality Steering Group. We have hosted a variety of high-profile air quality meetings including the 120th anniversary of Environmental Protection UK and the Association of London Environmental Health Managers reaching over 100 key professionals in the sector. We have also run workshops for schools and non-profits, as well as hosted international politicians aiming to learn about how to successfully improve air quality in large cities.

Transitioning to an electric fleet

We are committed to reducing our own environmental impact on air quality through our vehicle fleet. This year, we agreed an ambitious policy aiming to transition to an electric fleet. In total, we have replaced 14 vehicles with electric alternatives. We will continue to replace our vehicles as they come to the end of their life with electric alternatives where possible to achieve our aim of an electric fleet.

Teams working on this priority area

Air quality

Responsible Procurement

Promoting human rights

We voluntarily publish an annual modern slavery statement which outlines the steps we take to ensure that modern slavery does not exist in our organisation, supply chain, jurisdiction, and our communities. A cross-departmental working group develops and oversees action plans aiming to promote best practice and ensure that the organisation considers human rights in its ongoing decision making.

Waste

64% recycling rate at the Guildhall

403 kg per household per year of waste produced in the Square Mile

Key highlights

Leading the way in waste collection

We have launched a new and ambitious waste collection and street cleansing contract with partners Veolia Environmental Services. As part of this contract, we have made a commitment to work with our contractor to deliver the first fleet of fully electric Refuse and Recycling collection vehicles in the country, in addition to this there will be a number of electric mechanical sweepers and auxiliary vehicles which contributed towards improving air quality in the Square Mile.

Understanding recycling

In preparation for the rollout of our new waste collection contract, a recycling survey was conducted with staff across the organisation to understand their behaviours, motivations and understanding of recycling. The survey revealed a difference between perceived and actual knowledge of which items are recyclable. Only 27% of respondents know exactly what they can recycle, compared to 47% who think they know what to recycle. Following the results of this survey, a recycling awareness campaign is happening in September 2019 to ensure staff are given the information they need to recycle properly.

Connecting our communities

CAP Talent matches Masters and Undergraduate students in Computer Science and associated subjects with London tech start-ups and place them in paid London Living Wage roles in tech/digital business roles for 8-12 weeks. Nearly 30 students have been placed and are currently undertaking internships, helping create pathways to fulfilling employment.

Teams working on this priority area

Facilities management

Internal communications

Waste and recycling



Performance framework

In April 2019, we agreed a performance framework for the strategy, shown at Appendix two. It commits us to measuring the effectiveness and impact of our work against 53 key performance indicators (KPIs) which form part of our corporate performance framework. The performance framework also enables us to clearly demonstrate our impact against our Corporate Plan for 2018-23. In addition, we have a variety of strategy-specific indicators linked to our action plans to aid us in demonstrating the impact of the strategy.

The performance framework is an exciting development in the implementation of the strategy and sets us on a journey to collecting baseline and benchmarking data, meaning that in time we will be able to set targets and report on the impact we are having. In future reports, we will provide baseline and benchmark data for all 53 KPIs, and our targets – these are all still being developed, although we are able to provide some information on the KPIs listed to the right.

Individuals and communities flourish

100 mental health first aiders (MHFA) trained
66% of staff reporting good work life balance (staff survey)
7% decrease in noise complaints in the Square Mile
200 organisations and an intended 70,598 Londoners benefiting from CBT funding
56 out of 75 in UK wide 2019 ranking in the Social Mobility Employer Index
4.1% of the workforce are apprentices
36 employees have taken part in the Employee Volunteering programme in the last 12 months
143 apprentices in the organisation
6.4% gender pay gap in the organisation
8.7% disability pay gap in the organisation
20% ethnicity pay gap in the organisation
742 members and 170 active members of our 6 diversity networks
97 organisations in London have become accredited Living Wage employers

The planet is healthier

4% increase in annual household waste
0.8% reduction in recycling rate of household waste
London is ranked 1 st on Quality in the Global Green Finance Index
2.5% reduction in energy consumption
5 flood risk briefing notes prepared for properties in the City
47% of the buildings in the Square Mile achieving BREEAM accreditation of excellent or outstanding
12% annual reduction in NO2 across 3 of our monitoring stations
80% of our SSSIs in 'Favourable' or 'Unfavourable – recovering' status as assessed by Natural England
54000 square meters of green roof space in the Square Mile
100% renewable energy procured

Planning for the upcoming year

Our journey to becoming an even more responsible business through creating positive impact in our work, and reducing our negative impact, has been magnified through the actions achieved in the first year of our Strategy. We are proud to report back on the progress of the organisation against our eight priority areas and the incredible work that staff across the organisation have undertaken.

32% of the 174 actions outlined in the initial action plan for the strategy have been completed with an additional 34% on track to being delivered, demonstrating our commitment to creating change in our organisation, the Square Mile and the UK. In this first year, we are particularly proud of the way in which this strategy, and the team delivering it, has consolidated, amplified and achieved cross-organisational action on a range of challenging issues – such as plastics, electrification of the fleet and renewable energy.

We recognise that there is more to do to continue to be a responsible business and our action plans will evolve to reflect this. In the next year, our particular focus areas are to:

- Fully implement the strategy's performance framework
- Articulate our level of ambition for each priority area
- Identify and develop new activities that we can deliver in this space
- Focus on our externally-focused activities and actions to create lasting impact

We are excited about the year ahead and the actions we will be able to take to continue on our path to being an even more responsible business.



Report author: Grace Rawnsley, Head of Responsible Business

Appendix 1: One page summary of Responsible Business Strategy



Executive Summary

We are in an era when organisations are asked to look beyond their economic impact and consider the way in which they create positive social and environmental value. As an organisation with private, public and charitable and community sector responsibilities, and significant capabilities and commitments, we are well placed to role-model responsible business practices across all of our activities and spheres of influence.

This strategy sets our commitment to responsible business and how we will fulfil it, and is set within the framework of our Corporate Plan for 2018-23. We commit to embedding responsible practices throughout our work to take us towards a sustainable future.

To become a more responsible business, we will need to build on our strengths and learn from others along the way. We will champion what we are currently doing well, celebrating for example our role in conservation, philanthropy and responsible procurement. Implementing this strategy will provide us with more examples of change and impact to share internally and externally. By sharing our progress, impact and learning, we aspire to be a responsible business role model to other similar organisations.

Our commitment	We are committed to creating positive impact and reducing negative impact across all our activities and decisions, because it is the right thing to do and will help ensure a sustainable future.	
We will achieve this by...	<p>Focusing our efforts on:</p> <ul style="list-style-type: none"> ➤ Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources. ➤ Impact achieved through our advocacy and role-modelling to others. <p>Conducting ourselves in the most ethical and responsible ways possible, by using responsible business practices through our every day work and decision making.</p> <ul style="list-style-type: none"> ➤ Engaging our employees ➤ Using our convening power ➤ Connecting our communities ➤ Ensuring transparency ➤ Championing responsible investment ➤ Leading responsible procurement ➤ Preventing bribery, fraud and corruption ➤ Promoting human rights 	
To create a future where...	<p>Individuals and communities flourish</p> <p>Create and champion equality, diversity and inclusion across our organisation and networks; and safeguard people and communities from social issues impacting London, by focusing on:</p> <ul style="list-style-type: none"> ➤ People’s wellbeing ➤ Equal opportunities ➤ Diverse organisations 	<p>The planet is healthier</p> <p>Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing, by focusing on:</p> <ul style="list-style-type: none"> ➤ Air quality ➤ Waste ➤ Plastics and packaging ➤ Climate change ➤ Biodiversity
Resulting in...	<p>An organisation that makes the right decisions</p> <p>An organisation that works collaboratively and innovatively to achieve positive impact</p> <p>An organisation that is trustworthy</p> <p>An organisation that leads the way in responsible business</p>	
Corporate Plan 2018-23 links	This strategy is one of the main mechanisms for delivering Outcome 5: Businesses are trusted and socially and environmentally responsible. It also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.	

Appendix 2: Full dashboard linked to Corporate Performance Framework

Towards a sustainable future *Dashboard: 2018-2019*



Individuals and communities flourish



People's Wellbeing

- # crimes (inc. categories) reported
- % people who report increased quality of life after relevant interventions
- % people who experience better health outcomes after relevant interventions
- # and type of employees completing mental health training
- FTE lost due to mental health related sickness absence
- % of staff reporting good work life balance (staff survey)
- Reduction in the prevalence of mental health across communities in the Sq. Mi
- % decrease in complaints (including type of complaint) around our building activities.



Equal Opportunities

- # City children and young people who are NEET
- # people benefitting from CBT funding
- Ranking in the SMEI
- % improvement in diversity in organisational and institutional activities (audience, participant, employees, volunteers, apprenticeships, applicants)
- # people volunteering or involved in community activities
- % workforce that are apprentices
- % apprentices/work experience/volunteers securing employment upon completion
- # work experience placements (for org)
- % staff taking volunteering time in last 12 months
- % increase in level of giving of time across City Corporation
- Amount and value of philanthropic activity delivered by City Corporation
- % diversity of residents, learners, workers and visitors in City sites/institutions
- # apprenticeships
- # apprentices/work experience/volunteers securing employment upon completion
- # work experience placements
- # FPS firms offering apprenticeship schemes



Diverse Organisations

- Gender pay gap (internal and within FPS)
- Disability pay gap (internal and within FPS)
- Ethnicity pay gap (internal and within FPS)
- % of workforce from excluded or protected groups who progress within 5 years.
- # of (active) employees in staff diversity networks
- % increase in FPS firms adopting London Living Wage
- Increase in ranking and numbers of FPS firms in Social Mobility Employer Index



The planet is healthier



Waste

- % reduction in annual household waste per household
- % increase in recycling of household waste
- # and types of partnerships joined and influenced to affect positive environmental change



Climate Change

- London's position in the Global Green Finance Index
- # businesses adopting new technologies as recognised by growth in ESG AuMA (Assets under Management and Administration)
- % reduction in energy consumption and carbon
- # flood risk briefing notes for properties in the City produced
- % of buildings in the Square Mile achieving BREEAM accreditation and high ratings
- # of environmental-related parliamentary bills directly influenced by the City Corporation
- # and types of partnerships joined and influenced to affect positive environmental change



Air Quality

- Air quality levels improve to non-dangerous levels.
- % reduction in annual average nitrogen dioxide concentrations
- # of environmental-related parliamentary bills directly influenced by the City Corporation
- # and types of partnerships joined and influenced to affect positive environmental change



Biodiversity

- # of trees planted/m2 green added
- Condition of SSSIs
- # of environmental-related parliamentary bills directly influenced by the City Corporation
- # and types of partnerships joined and influenced to affect positive environmental change



Plastics & Packaging

- # of environmental-related parliamentary bills directly influenced by the City Corporation
- # and types of partnerships joined and influenced to affect positive environmental change