



OBLIQUITY



*Sustainability
Report*

Part 1
Measuring
Corporate
Performance



Conscious capitalism is about more than simply making money — although it's about that too. It's about creating a successful business that also connects supporters to something that matters to them and that has great impact in the world.

Blake Mycoskie,
Founder of TOMS Shoes.

Are you a walker or a talker?

What this shows

This page clarifies how strong and clear employees judge your responsible business commitments to be, and how much you walk the talk in every day practice.

For reference, Gallup (2016) found that only 27% of employees strongly agree that they "believe in" their organisation's values.

Change the world

This chart shows what percentage of employees agree that In Gen is seeking to change the world for the better:



Are you a walker or a talker?

The chart evidences how significant employees feel In Gen's environmental and social performance is to overall business strategy.

With 0 being a 'talker', 100 being a 'walker' i.e. environment and society is equally as important as financial considerations:

0 = Talker – commitments are skin deep



92%



100 = Walker – commitments are embedded

Comparison with your peers:

This chart benchmarks how **ethical and responsible employees judge In Gen to be, compared with other organisations they have worked at:**



-5 -4 -3 -2 -1 0 1 2 3 4 5
Negative scores indicate employees judge In Gen to be less ethical/responsible and positive scores indicate you are more ethical or responsible. Zero indicates performance on par with other companies.

Communication and brand

What this shows

This page determines how employees feel about your communication strategies; and provides an insight into how sustainability relates to your brand.

Futerra (2018) found that 90% of consumers are more interested in transparency than they were 5 years ago.

Communicating sustainability. Too hot, too cold or just right?

This chart shows how employees judge In Gen to be communicating its sustainability initiatives internally and externally (such as with consumers and investors).



Minus figures indicate employees believe In Gen market and communicate their initiatives too much (i.e. there is too much spin) and positive figures indicates In Gen should communicate it more. (i.e. you may be underselling yourselves and missing out on positive PR)

Zero indicates they believe the existing communication strategy is well balanced and effective.

Brand and sustainability

Research shows that involvement and alignment in sustainability plays a key role in:

- Maximising employee engagement
- Increasing customer attention
- Heightened brand advocacy (from employees and customers).

Brand alignment (Unity)

87% ...of employees agree that **In Gen's practices and values align with them personally.**

Brand engagement (Action)

70% ...of employees would **volunteer their own personal time to get involved with sustainability initiatives beyond their day-day role.**

Customer care

86% ...of employees – on average – **go out of their way to tell a prospective customer about In Gen's brand and values.**

Brand advocacy (Reputation)

94% ...would **recommend In Gen to friends and relatives as a responsible and ethical brand.**

Awareness and involvement

What this shows

This page illustrates how ably employees feel they can get involved in In Gen's sustainability agenda, and how aware they are of their sustainability commitments.

Net Impact found that providing opportunities for employees to contribute socially and environmentally doubles employee satisfaction levels; though a 2008 IBM survey found that only 31% of businesses engaged their employees in the organisation's CSR initiatives.

Opportunity to get involved

This indicates the extent employees **feel their day-to-day role enables them to contribute to delivering In Gen's sustainability agenda:**

With 0 being not at all allowed, and 100 being fully allowed to contribute:



The chart below indicates **how much more involved employees would like to be with In Gen's sustainability agenda:**

With 0 being completely happy with current levels of involvement and 100 being they want to be involved a lot more.



Awareness

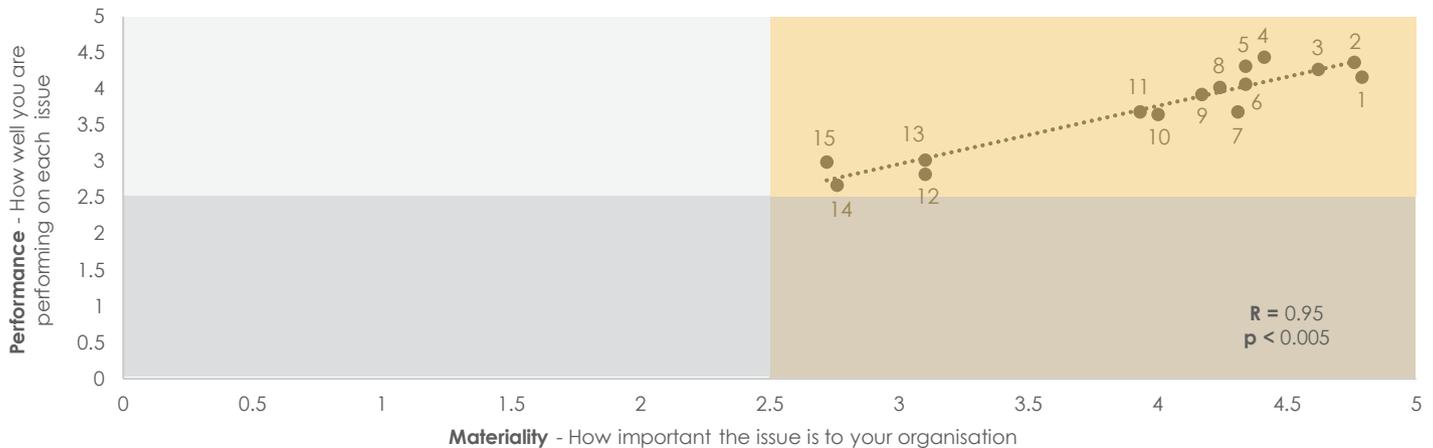
This question seeks to understand **how aware employees are of the organisation's commitments to sustainability**

With 0 being they have no awareness and 100 being they are fully aware of each and every initiative and commitment.



Auditing each issue

Understanding the importance (materiality) of and performance on each sustainability issue



What this shows

This page audits the materiality and performance of issues important to In Gen.

Materiality indicates how important employees judge the issue to be (5 being key to the business) and performance indicates how employees perceive In Gen to be addressing - or performing on - each issue (5 is doing everything that could be reasonably expected).

The trend line, r value and p value show the strength and significance of the correlation between materiality and performance.

- 1 Reducing the social and environmental impact of our products/services
- 2 Reducing Green House Gas emissions
- 3 Fairness/equality of pay
- 4 Flexible working arrangements
- 5 Work-life balance
- 6 Health & safety of employees
- 7 Diversity at work (e.g. age, race, sexuality or gender diversity)
- 8 Ethical, or fair, treatment of supply chain or suppliers
- 9 Educating our customers or clients
- 10 Personal development of employees
- 11 Waste reduction or recycling initiatives
- 12 Volunteering days off
- 13 Sourcing from local suppliers
- 14 Reducing water use
- 15 Community donations or sponsorship

Working culture & innovation

What this shows

Sustainability is linked to both a **positive working culture** and **capacity for innovation and change readiness**. This page highlights In Gen's performance in these areas.

*Deloitte (2017) found that employees are **8 times more likely to be passionately engaged if their feedback is incorporated into the company's decision making.***

Working conditions

To what extent do people believe that all employees are treated equally and fairly:

91%

Collaboration

How natural is the collaboration and understanding between different employees and teams:

83%

Motivation

How motivated are employees at In Gen:

90%

Satisfaction

Level of employee satisfaction, when compared to previous companies and organisations.

90%

Recognition of ideas

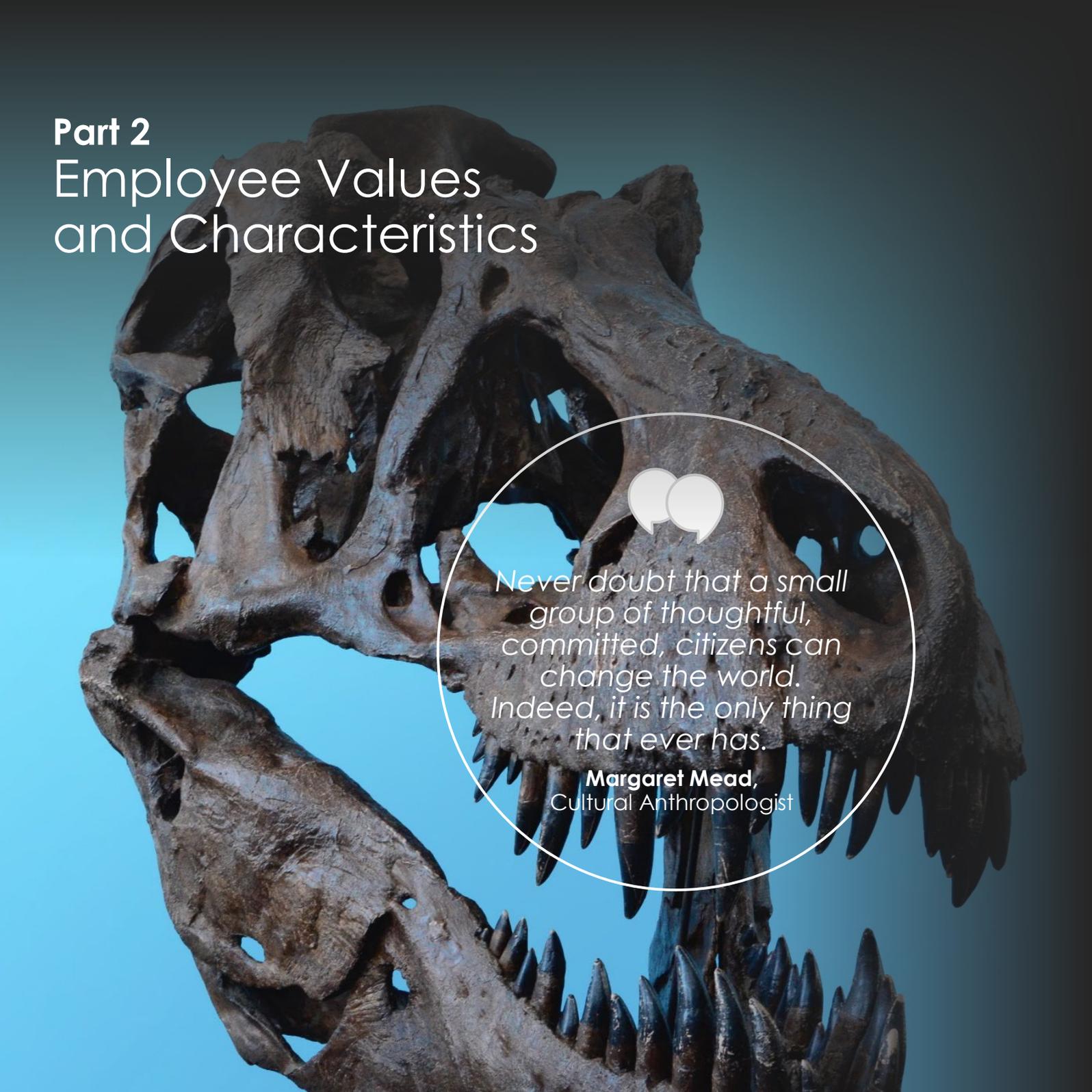
How confident are employees they would be fully recognised for suggesting changes or improvements within In Gen.

87%

Freedom to explore & fail

How free and encouraged employees feel they are to explore new ideas, without the fear of failure or blame.

88%



Part 2 Employee Values and Characteristics



Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.

Margaret Mead,
Cultural Anthropologist

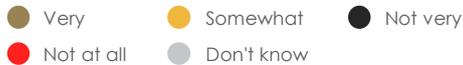
Employee accountability

What this shows

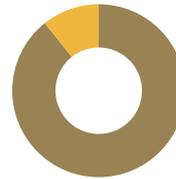
Purpose driven organisations require purpose driven employees, and this page measures the strength of employee value judgements, accountability and activism around sustainability.

Measuring employee values: Concern for climate change

Charts comparing climate change concern between workforce and the national average. How concerned are you about 'climate change'?:



GB average (YouGov)

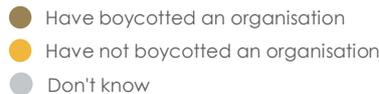
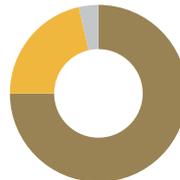


In Gen's employees

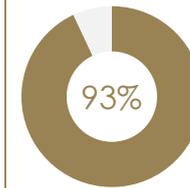
Employee Activism

What percentage of the workforce have boycotted an organisation's products or services due to concerns about their environmental or community behaviours over the past 12 months?

To put this into context, a 2018 Ethical Consumer report found that 50% of people in the UK said they had boycotted for ethical reasons over the last 12 months.



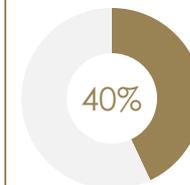
Employee accountability:



...of the workforce agree that they should do more both personally and professionally to help create a more sustainable future.



...of the workforce agree that, in general, business needs to act more responsibly towards the environment and society.



How important is it for employees to work for an **organisation recognised for its social/environmental leadership.**

Employee commitments and feedback

What this shows

This page illustrates employees' personal sustainability commitments i.e. what behaviours they intend to change this year, how much they valued this process and who they trust to tell them about corporate performance.



Grey equals other – with other suggestion(s) being: offsetting carbon footprint

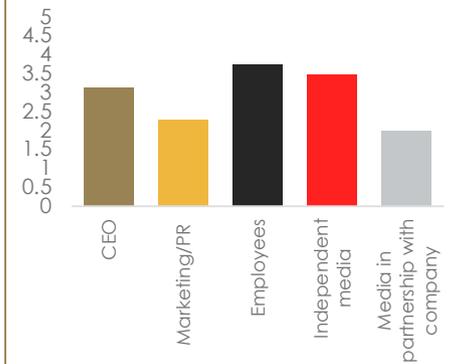
Having a voice

100%

...of employees valued being given a voice in In Gen's sustainability commitments.

Who they trust

How much employees would trust other stakeholders to tell them the truth about an organisation's sustainability commitments:



About Obliquity

OUR METHODOLOGY WAS DEVELOPED THROUGH RESEARCH AT THE UNIVERSITY OF CAMBRIDGE'S INSTITUTE OF SUSTAINABILITY LEADERSHIP

Our mission is to create a more sustainable future by promoting greater activism and accountability in both employers and their employees. We separate the walkers from the talkers through reliable performance data and actionable insights that inform, involve and inspire employees in sustainability. We keep you in control by providing:

- **Data backed insights** – Security in existing efforts through proactive and confidential assurance to highlight any ineffective or media-worthy issues.
- **Engagement** – Employee-driven recommendations to help you collectively set and meet more ambitious and engaging sustainability targets.
- **Credibility** – Unity between employees and employer. Activating your most trusted sustainability ambassadors to communicate effectively on your behalf.

OUR METHODOLOGY

Assessments are based on asking those who know a company best - their employees. We tailor packages based on the number of employees and stage of sustainability journey.

What's included – this report provides anonymized and independent analysis based on a response rate of 90% of employees.

What's not included – This assurance does not: test demographics, distinctiveness, fit and communication of specific initiatives and policies; nor does it analyse subjective biases, correlations or significance of findings (all of which are included in our standard assurance).

REFERENCES:

1. Gallup (2016) *Few Employees Believe in Their Company's Values* [online].
2. Futerra (2018) *The Honest Product. Are you ready for the new frontier of sustainable business?* [Online].
3. Net Impact (2012) *Talent Report: What Workers Want in 2012*, prepared for Net Impact by the John J. Heldrich Center for Workforce Development at Rutgers University
4. IBM Global Business Services (2008) *Attaining sustainable growth through corporate social responsibility*.
5. Deloitte (2017) *Future Workforce Engagement in the Workplace*
6. Ethical Consumer (2018) *Market Report* [Online]

IMAGE CREDITS:

Covers – RawFilm, Page 2 and 8 – American Public Power Association, Page 5 – Avantgarde Concept, Page 11 – RawPixel.

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Ethics and responsibility are human concepts, so who better than your people to actively measure and communicate these principles?

If you're interested in hearing more about our research/approach or share our ambitions then we'd love to hear from you.



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