

Sustainability at Source

ESG Progress Report – May 2023



**Making the right
decisions in
everything we do**

Our **ambition**

At Source, we are committed to **Knowing What Really Matters**, and this extends beyond our clients. We believe that we are a force for good, and we are committed to improving our performance in all areas, whether that be our green credentials, our community engagement or our governance practices.

We are constantly asking ourselves how we can do better, and we have set ourselves ambitious targets to improve in all areas of ESG.

We have achieved **Good Business Charter** accreditation. By meeting these standards and continuing to do as they evolve, we can ensure our organisation is among the best in ESG practice.

Achieving this accreditation is the first step in entrenching **good practice into all facets of our organisation.**

The Good Business Charter is a holistic certification, covering all areas of the business. To qualify, we must have:

1. All directly employed staff paid the **real living wage**
2. **Fair hours and contracts** for employees
3. Clear, fair and transparent policies that support **employee wellbeing** and ban unreasonable penalties for sickness
4. Active engagement with employees and **genuine consideration of employee voice**
5. Evidenced monitoring of workforce diversity and active plans for **improving our inclusivity**
6. Committed policy of **emission reduction**, planning to be Carbon Neutral by 2050
7. A stated commitment to the **fair payment of tax**
8. Stated plans for commitments to **continuous customer improvement**
9. Commitment to the standards set out in the **Ethical Trading** Initiative Base Code
10. Signature to the governments **prompt payment** code, ensuring fair treatment of suppliers

Our actions

What we're doing to improve ESG practice



The **Real Living Wage**

Fairer hours and contracts

What we are doing

We are committed to fairly remunerating our team, and we're already paying all members of staff the living wage.

To demonstrate this, as well as to enshrine this our commitment to fair payment, we have gained accreditation from the Living Wage Foundation.

What we are doing

Having audited our contractual practices, we are convinced that we are currently performing this requirement.

Our contract hours are fair and flexible, and we are committed to ensuring that this is continually protected and improved.

Employee wellbeing

What we are doing

Employee wellbeing is an area of particular interest for us. We are committed to creating an environment that supports and encourages well-being, both through policy and through workplace culture. Although there is still work to do, we have implemented some positive steps in the last few years:

1. Extensive leave for both maternity and paternity leave – outstripping industry standards
2. Supporting provisions for both physical and mental health in our policies, meaning that employees can experience holistic support during their time working with us.
3. We provide funding for employee learning and development so that our workforce can grow with us. This includes two dedicated hours every week for personal development in our Connect and Think sessions.
4. We are in the midst of comprehensively examining our Employee Value Proposition. This review has been conducted with the aim of further improving employee experience and job satisfaction.

Employee representation

What we are doing

It is vital that people feel heard in their organisation, and we want to make sure that this is the case here at Source. We are committed to regular engagement practices, and so we:

1. Hold regular **'Ask Anything' sessions**. At these, employees are given an open forum to speak to the Senior Leadership Team about anything from cakes on a Wednesday to Employee pension plans.
2. We have implemented a **comprehensive new whistleblowing policy** as we understand its importance in ensuring a strong employee voice. We have further extended this to include a new, anonymous, employee channel where our staff can voice any other more minor concerns to the leadership team.
3. We conduct regular employee satisfaction polls to gauge employee sentiment. We are **in the process of** increasing the frequency and detail of these polls, so that we are even more on top of what our employees want.
4. Rather than strategy becoming a nebulous concept that is dictated down to employees, at Source, we actively involve our teams in internal strategy work, so they have a direct say in their future.

Diversity and Inclusion

*Data collected from all employees who consented to providing this information;
Correct as of March 2023.
Representative of FTE salaries.*



Reporting Data

As a responsible and welcoming employer, Source is committed to diversity & inclusion. We actively encourage and promote the representation of groups with protected characteristics as defined by the Equalities Act.

To demonstrate our commitment to transparency in this area, we are publishing information about the pay gaps current existing in our company.

Gender	Mean	Median
Female employees pay gap as a % of male employees	-38%	-11%
CEO: Median		4.46

The professional services industry has historically been predominantly male, particularly in leadership positions, and we believe that our own statistics emphasise our commitment to creating a welcoming environment where talents are rewarded regardless of background. We will be implementing a series of measures (detailed on the next page) to reduce pay gap differentials to zero.

Diversity and Inclusion

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Reporting Data

Ethnicity	Mean	Median
All minority groups pay gap as a % of white	30%	40%

The pay gaps existing in our company clearly demonstrate that there is plenty of work to be done to realise our commitment to meaningful D&I initiatives. We will be publicly tracking our pay gap statistics to hold our aims for improvement to account.

Currently, we are implementing a research-based approach to improve this. We are enacting policies to:

- Promote the use of neutral wording in job advertisements to enhance diverse hiring processes. To achieve this, we have created a training programme for our managers on how to word inclusive job specifications.
- Encourage regular internal promotion through employee skill development
- Ensure that inclusivity is protected through a robust whistleblowing system that allows for immediate, anonymous, feedback.
- Stop asking for pay history in job applications to avoid previously entrenched inequality.

Community engagement

What we are doing

One of our key commitments is improving our community outreach. We are grateful to the community around us, and want to ensure that we are able to give back with the many skills that our team possesses.



As part of this mission, we held two events during our social sessions to make greetings cards for Cards for Bravery, an organisation that seeks to support seriously ill children in hospital.

We have since further stepped up our efforts in this regard, and we are now thrilled to be supporting Breaking Barriers. Breaking Barriers is an organisation that provides vocational support to refugees in the UK looking for full time work.

As well as a £10,000 donation, we are seeking to aid the charity by involving ourselves a series of training courses and mentoring schemes to provide those in need with help developing crucial skills to involve themselves in the UK jobs market.

We are excited about this work, and will be providing regular updates about the development of this scheme.

Environmental responsibility

What we are doing

The team at Source are aware of our environmental commitments, and we are taking concerted actions to reduce our carbon footprint. As a team, we have developed several green initiatives to help us run the business on more sustainable lines, all with the aim of ensuring that we are Net Zero by 2024.

- We are pledging to reduce our carbon footprint wherever possible, such as encouraging employees to find more green ways to commute such as increasing the use of public transport. As a services business we have a low footprint already, but we recognise the need to work towards full decarbonisation.
- We will continue to track our GhG emissions through the use of our office carbon calculator. This allows us to accurately quantify our footprint.
- We are committed to responsibly offsetting all of our Scope 3 emissions through donations to an offsetting organisation: Atmosfair. We have chosen to donate to Atmosfair as we are satisfied they will make a tangible environmental action in the areas of carbon reduction and social responsibility to climate affected communities.
- We will create a supplier engagement framework that sets out how we will reduce our Scope 3 emissions. Currently, we are exploring the use of more sustainable suppliers for office equipment and stationery as well as conducting a soft audit of all suppliers and their environmental impact.

Paying **fairer** tax

Commitment to customers

What we are doing

As a company we are committed to paying the right amount of tax and are in full compliance with relevant government legislation.

What we are doing

Like all responsible businesses we value the relationships we have with our clients. As a result, we are constantly trying to improve our customer experience with regular post-project reviews to ensure we are doing the very best for the people we are working for.

Ethical Sourcing

Prompt Payment to Suppliers

What we are doing

In order to ensure that our suppliers comply with the guidelines of the Ethical Trading Initiative Base Code, we have conducted a soft audit of all of our suppliers.

We are confident that we are already complying with any expectations, but if we identify any areas for improvement, we will take relevant steps to ensure that we remain a company acting to the highest ethical standards.

What we are doing

We are in the process of signing the government's prompt payment code, as we want to enshrine our commitment to good supplier relationships by always paying fairly, and on time.

Moving Forwards

Though we have achieved GBC accreditation, this is only the beginning of the journey. Our aim is to keep improving our credentials in order to reach B-Corp status before 2025, as we believe that this accreditation will most-effectively enshrine our commitments to ESG.

We will continue to document our progress in regular reports like this one, so you are aware of how we are continuing to evolve our practices to ensure our effective engagement with sustainability policy.

We are constantly looking for ways to improve our practices, and we are very open to suggestions. If you believe that you can help us along this journey, we would love to hear from you!