

CULTIVATING RESPONSIBLE BUSINESS IN SCOTLAND THROUGH THE LENS OF THE SCOTTISH BUSINESS PLEDGE



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Designed by Rozita Kirilova

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About this Report

This report is intended to showcase the responsible business practices of four organisations that have committed to the Scottish Business Pledge and provide a context to the first Responsible Business Forum in Scotland.

At the date of publication, over two hundred Scottish Businesses had committed to the Pledge since its launch in May 2015. This report provides some context for Scotland's First Responsible Business Forum. This includes a first look at the perspectives and views on responsible business practices from four organisations that have committed to the Scottish Business Pledge. Interviewees in each of the Pledge Businesses were asked how the Pledge helps them to achieve their business vision; the drivers for implementation; early results and benefits; support requirements and suggestions for moving forward in delivering on their Pledge.

Pledge Businesses under the spotlight include *GSK, The Heart of Midlothian Football Club, KCP Ltd and PR Print and Design*. The participating companies have been sourced by Scottish Enterprise and the Scottish Government. They showcase some examples of good practice in business responsibility from different areas of business activity and have a particular focus on community engagement.

It is important to note that this report is not a comprehensive evaluation of the impact on the adoption of the Pledge for the four companies nor, given the sample size, an evaluation of the impact of the Pledge itself. It is rather, four Pledge Businesses under the spotlight as part of a study that investigates the connectivity and alignment of responsible business practice with the real and emerging challenges in Scotland's communities. The perspectives and views of third sector organisations were gathered at a workshop and set of focus groups held in January 2016. Delegates at the Responsible Business Forum (February, 2016) are also invited to participate in the study.

The **#VAFConnect** study is part of a Knowledge Transfer Partnership between the Voluntary Action Fund and the International Centre for Management & Sustainability at Edinburgh Napier University. It seeks to understand the relationship between business and the third sector in Scotland and draws lessons for grant-makers, like VAF, to bring about more resources (e.g. skills, assets and money) into communities. In doing so, responsible business practice together with communities and the third sector organisations that support them, will be better aligned and connected. This report suggests that in this shared space, businesses can grow, and people and communities can thrive, when joint company and community value creation is pursued.

Opportunities exist for companies to build strategic capabilities that pursue joint company and community value creation. In this shared space, businesses grow while people and communities thrive.

Cultivating Responsible Business in Scotland

The case for socially responsible business behaviour has largely been accepted in Scotland (Social Value Lab, 2016)¹. The landscape in which our businesses operate are most certainly shifting, as new business opportunities are identified that also help deliver social, environmental and community goals. Although there is a growing consensus supporting responsible business practices further progress is still needed. 88% of business leaders of large organisations² agreed that there is a clear business case for investing company resources that help deliver community, social and environmental goals. This differed significantly depending on the size of the organisation. Less than half of small organisations (less than 49 employees) agreed with this statement, which is significant as 98.3% of the 361,245 private sector enterprises operating in Scotland are small (Scottish Government, March 2015)³.

Age of Business Responsibility

We are now in the age of business responsibility where businesses seek to “do well by doing good”. This goes beyond moral obligations and external demands (such as formal CSR reporting; stakeholder’s perceptions and legal requirements). To act responsibly businesses need to understand and develop responses to address their impacts on the environment (i.e. such as pollution prevention or the depletion of natural resources), people and their communities (e.g. promoting a fairer and more equal society). Part of this challenge is to develop a better understanding of how businesses can create sustainable value for both shareholders and stakeholders. Many scholars have argued that this presents significant opportunities for businesses to grow, create shareholder wealth while “giving back” (for example, see contributions by Hart and Milstein, 2003; Laszlo and Zhexembayeva (2011); Porter and Kramer, 2013). These opportunities (shown in table 1) are indispensable to future competitive advantage, while risks are presented to organisations pursuing only shareholder value (as value transfers and migrates to this emerging paradigm).

Risks	Opportunities
Customer deselection Pre-emptive regulation Loss of market share Reputation damage Fines, penalties	Enhanced reputation Product differentiation Motivated employees Reduced costs Entry into new markets

Table 1 Risks and opportunities suggested in Laszlo and Zhexembayeva (2011)

Approaches to Responsible Business

As sustainability is an evolving discipline, there is no surprise that schools of thoughts are still emerging, led by a number of prominent academics. These schools of thought are shown in table 2 below:

Emerging School of Thought	Theoretical Concepts / Principles	Seminal Works
How value is captured and for whom	Sustainable value	Hart and Milstein (2003); Laszlo (2008); Laszlo and Zhexembayeva (2011)
	Shared value	Porter and Kramer (2013)
Instilled values & beliefs on a business ‘higher purpose’ / place in society	Conscious capitalism	Mackey and Sisodia (2014)
	Inclusive capitalism / bottom of the pyramid	Prahalad (2004; 2009); Hart (2005)
Systemic sustainability	Embedded sustainability	Laszlo and Zhexembayeva (2011)
	Sustainable supply chain management	Carter and Rodgers (2008); Seuring & Müller (2008)
Sustainability-driven responses that provide business opportunities and minimise risks	1+7 strategic responses	Laszlo and Zhexembayeva (2011)
	Sustainable Value Framework	Hart and Milstein (2003)

Table 2 Emerging School of thoughts in the Sustainability literature

The literature in sustainability is growing exponentially, with further concepts and ideas emerging. Many of these contributions are shown in table 3, adding the ‘social’ dimension to Hart’s (2005) framework that focuses on three environmental strategic capabilities. Thus, combining further ideas and concepts on protecting our planet and considering the needs of people and their communities that they form. Table 3 lists these strategic capabilities that an organisation can pursue; underlying driving forces for change; the resource to be built and utilised; and the value created leading to tangible benefits. Each of these address a *environmental* and/or *social* challenge (while delivering an *economic* impact also) by deploying a business model, with the opportunity to match business with societal goals.

Strategic capability	Sustainability Dimension	Driving force	Key resource	Value Created
Pollution prevention	Environment	Minimise emissions, effluents & waste (inc. spread of lean thinking)	Continuous improvement	Lower costs
Product stewardship	Environment	Minimise life-cycle costs of products; circular economy	Stakeholder integration	Pre-empt competitors
Sustainable development	Environment	Minimise environmental burden of firm growth and development	Shared vision	Future position / growth trajectory
Clean technology	Environment	Disruptive innovation; advancements in clean technologies and focus on reducing carbon footprint	Product development	Innovation & repositioning
Risk mitigation	Environment / Social	Mitigate risks across product, process, demand and supply chain; leaning down; increased transparency	Continuous improvement / Stakeholder integration	Lower costs / Reputation
Value capture	Environment / Social	Redefining productivity across the supply chain	Continuous improvement	Lower costs/ Reputation
Penetrate unexpected markets	Social	Reconceive low-cost products and markets; Intermediate technology transfer; low-cost communication	Product development / Distribution & Infrastructure network	Pre-empt competitors
Local cluster development	Social	Co-development of solutions in and with the community and the third sector organisations that represent them; government and their agencies	Tangible & intangible knowledge & skills	Reputation & legitimacy
Protect & enhance the brand	Social	Draw talent; motivate employees; build customer loyalty; attract investors; goodwill with regulators	Social capital	Future position
Corporate stewardship	Social	Strong leaders vision & personal preferences; stakeholder demands; external reporting; building citizenship	Stakeholder integration	Future position
Influencing industry standards	Environment / Social	Government regulation or private industry standards that may favour competitors	Barriers to entry	Pre-empt competitors

Table 3 Synthesis of approaches to create sustainable value based on seminal works listed in table 2

Maximising Resources into the Community

The strategic capabilities proposed in table 3 suggest that companies can be more successful in achieving business objectives if they also contribute to delivering wider community, social and environmental goals. It is no surprise to highlight that the majority of resources are in the direct influence and/or control of business: *money, skills and assets*. The challenge is to anticipate challenges facing stakeholders across a range of issues including:

- Workplace development (employees);
- Winning new business (investors);
- Attracting talent (from local communities); and
- Pre-empting the establishment of new industry standards (i.e. set by competitors, regulators, expectations from national and devolved governments).

Businesses seeking to create sustainable value need to understand competing priorities, seek to align them and connect key players in the co-creation of solutions utilising a business model (as we see new ones develop; markets converge and disruptive innovation). At the heart of communities, are *people and places – concerned citizens at work, home, through faith-based activities and play*. At the interplay of communities and in addressing societal challenges are third sector organisations (e.g. charities, voluntary groups). In these created *shared spaces*, businesses find opportunities to grow and people and communities thrive. To do this connections are forged between sectors, priorities are aligned, and mutual benefits are identified for joint company and community value creation.

Responsible business is “more than just money”. CSR is dead, businesses are going beyond philanthropic models & citizenship; releasing resources such as skills, assets as well as money, through shared space to create value: to grow, while ensuring people and communities thrive.

Cultivating Responsible Business through the Pledge

No business can afford to stand still in a competitive environment – and this includes the approach that businesses take to adopting responsible business practices. Increasingly, a company’s ‘responsibility credentials’ are becoming an important differentiator for employees, customers and investors.

The Scottish Business Pledge is a bold and unique approach that acknowledges the contributions companies can make. This not only enhances their own credentials and value but in also addressing the twin goals of boosting competitiveness and tackling inequalities set out in the Scottish Government’s Economic Strategy (Scottish Government, March 2015). The eleven strategic capabilities listed in table 3, provide business opportunities that satisfy the ‘*community*’ element of the Pledge and many relate to other elements, such as *innovation, internationalisation and an engaged workforce*.

A range of support is available to help companies deliver their pledges, offered by public bodies as well as organisations such as the *Voluntary Action Fund and Business in the Community (Scotland)*. The Responsible Business Forum provides a platform to help companies share and learn from best practice, particularly in relation to community engagement.

Scotland's Responsible Business Forum

The *Scotland Responsible Business Forum*, established in February 2016, recognises that no one organisation or sector can address or develop all the solutions to the environmental, societal and community challenges being faced in Scotland today and into the future. The ideal way to identify these challenges and develop collective responses to address them is through a forum of government (local and central), the private, public and the third sectors. Through collective action, good practice can be shared and relationships forged.

The need for *Scotland's Responsible Business Forum* was identified as a preliminary finding from a research project on the relationship between business and the third sector in Scotland, undertaken as part of a Knowledge Transfer Partnership (KTP) between the *Voluntary Action Fund* and *Edinburgh Napier University* (the **#VAFConnect** project). The research seeks to understand better the relationship between business and the real and emerging needs of communities and the organisations that work with them in Scotland and how well placed business; government; the third sector; public sector and concerned citizens are placed to address the grand challenges that Scotland faces. Forging connections between sectors is an important step to supporting the development of *shared values*, so to better connect and align business goals with societal challenges in Scotland. The first forum brings together Scottish Businesses of all sizes to showcase responsible business practice and the benefits of committing to the *Scottish Business Pledge*.

The first Responsible Business Forum is a partnership between the *Voluntary Action Fund* and its Knowledge Transfer Partner: *Edinburgh Napier University*; in conjunction with *Scottish Enterprise*, *Highlands and Islands Enterprise*; *Business in the Community Scotland* and the *Scottish Business Pledge*. **The 'ask' to businesses is to make a commitment to the Scottish Business Pledge and work with forum partners in delivering on that Pledge.** In future years, the Responsible Business Forum will seek to expand a forum that connects and aligns the shared values of all sectors and sizes of organisations across Scotland, with an annual showcase of responsible business practice.

"The Responsible Business Forum calls on Scottish Businesses of all sizes, locality and sub-sector to make a commitment to the Scottish Business Pledge and work with forum partners in delivering on that Pledge"



The Scottish Business Pledge

The Scottish Business Pledge, launched in May 2015, is a shared mission between Government and Business, with the goal of boosting productivity, competitiveness, employment, fair work and workforce engagement and development. Companies who sign up to the Pledge demonstrate their commitment to these values and to deliver them through their actions and plans. It is a key part of the Government's Vision for a Fairer Scotland.



“Voluntary commitment made by companies in Scotland to uphold some of the best modern business practices and to embrace the principles of fairness, equality, opportunity and innovation.” (Scottish Government, 2015)

The Current Landscape – Scotland’s Business Pledge Pioneers

At the time of publication, some 200 companies had signed the Pledge since May 2015 (list of Pledge Businesses can be seen in Appendix B). The Pledge businesses collectively provide 39,360 Scottish jobs across 580 business sites (offices, shops, factories etc.) located across Scotland (See Appendix A: *Business Pledge – Statistical Overview*). Analysis furnished by the Scottish Government (2016) in Appendix A provides the following highlights as at 11th January 2016:

- The Majority (68%) of pledge businesses are *small*, employing less than 50 people. This is no surprise as almost all (98.3%) of private sector enterprises in Scotland are small (Business in Scotland, 2015)⁴.
- While small firms dominate the Scottish economy, the Pledge is also being taken up by *large* (28 sign-ups) and *medium* sized (27 sign-ups) businesses. As shown in appendix B, there are a number of well-known signatories that will help facilitate a snowball effect.
- Two sectors lead the way: *‘Information and communication’* and Scotland’s largest sector: *‘Professional, scientific and technical activities’* (47% of all Pledge businesses).
- The Pledge Businesses are fulfilling on average at least six of the nine elements with more than 1 in 10 fulfilling all nine to date.
- Progress on the diversity and gender balance element seriously lags behind the other Pledge elements (41% share when compared to other elements with an implementation rate above 65%). The Scottish Government is addressing this with its *‘One Scotland’* associated themes and campaigns by recognising that equality and diversity is key to Scotland’s success⁵.
- The Pledge Businesses are located across almost the whole of Scotland with *The City of Edinburgh* and *Highlands* holding the highest number of Pledge sites (25.8% of total, 75 sign ups each).

“Pledge signatories send a clear signal to employees, customers, suppliers and the wider community that the business has strong growth ambitions as well as acknowledging their wider contribution to creating a fairer society.” (Scottish Business Pledge, 2015)

Making a Pledge

The Pledge involves nine individual elements of business improvement activity that help deliver substantive business benefits and inclusive growth. A key element of the Pledge recognises the ways responsible businesses engage and support communities across Scotland.

Figure 1 shows that the first commitment is to pay the *living wage* set and defined independently by the Living Wage Foundation to employees. Not only does paying the living wage encourage greater employee motivation and support recruitment but it also helps address in-work poverty⁶.

Presently, 68% of surveyed Scottish Businesses fully/always pay the living wage to all employees (Social Value Lab, 2016) and are thus eligible to sign up. Further to this, businesses are asked to meet the requirements of *at least two other Pledge elements* and thirdly a *longer commitment to all nine elements*.

The Pledge has nine individual elements:

- Living Wage
- Zero Hours Contracts
- Workforce Engagement
- Invest in Youth
- Balanced Workforce
- Innovation
- Internationalisation
- Community
- Prompt Payment



Figure 1 Adopting the Scottish Business Pledge (<https://scottishbusinesspledge.scot> Accessed: 4/2/16)

In the Spotlight – the Community Element

Paying an active and positive role in the community is an element that 70% of Pledge businesses meet (See appendix A). This element invites Scottish businesses to *demonstrate a commitment to Scotland's communities*, underpinned by shared values and benefits. This may include *supporting formal community activities, encouraging volunteering by employees and contributing to local, national or international charities or organisations* (such as nurseries or sport clubs). At present *36% of Scottish Businesses, actively participate in the local community and 46% support good causes* (Social Value Lab⁷, 2016). Community engagement helps to build shared values between sectors around addressing societal challenges in the form of *tackling inequalities and social justice* while simultaneously bringing about *business improvement benefits*. The Scottish Business Pledge (2016) website⁸ suggest the following benefits may be accrued for business and communities:

- *Business benefits* include reputational advantage compared to competitors; helps with customer loyalty; in attracting motivated & productive talent; recruitment and retention cost benefits; reduce resource use, waste and emissions helps the environment & cuts costs.
- *Societal benefits* include healthier, safer, greener as well as wealthier and fairer communities across Scotland.

Supporting communities is about "more than just money". It's about developing shared values and space to forge relationships with communities and the organisations that represent them. Releasing skills & assets into the community is also valuable and offers business and developmental opportunities.

There is a real commitment by Scottish businesses to support local communities. Commitment, however, differs by sector and size of organisation. At present, 43% of Scottish Businesses have *specific programmes or initiatives for community engagement* (Social Value Lab, 2016). Responsible business is about “*more than just money*”; it is also about releasing skills and assets for the benefit of communities and the third sector organisations that represent them. This is demonstrated by the range of activities that make up the specific programmes and initiatives captured by Social Value Lab (2016) survey including (in order of most practiced, fully or partially): *making financial donations to good causes* (77%); *giving products or services to good causes* (70%); *working in partnership in schools & colleges* (61%) and *supporting employee volunteering during work hours* (46%).



Support and Assistance Offered in Making a Pledge

The policy landscape in Scotland is changing, as initiatives such as the Scottish Business Pledge and good practice are shared, building on a strong national culture of responsible business practice that supports business growth and in delivering on the Scottish Government’s vision of a fairer Scotland. Organisations such as Scottish Enterprise, Highlands and Islands Enterprise, Business in the Community Scotland and the Voluntary Action Fund are available to support current and future signatories of the Scottish Business Pledge, including in shaping and implementing a commitment to Scotland’s communities.

“Adopting progressive and responsible workplace practices benefits companies in terms of business growth, productivity, employee commitment and business reputation. It benefits their local communities too.” (Scottish Business Pledge, 2015).

The Four Pledge Businesses in the Spotlight

The four businesses in the spotlight that have made a commitment to the Scottish Business Pledge are shown in Table 4.

Company	Location(s) in Scotland	Sector	No of Employees
GSK	Montrose & Irvine	Pharmaceuticals	16,000
KCP Ltd	Cumnock	Environmental	11
Heart of Midlothian Plc	Edinburgh	Sports & Leisure	80
PR Print & Design Ltd	Glasgow	Print/Environmental	9

Table 4 Pledge business in the spotlight by location, sector and size

Common themes

The four companies interviewed operate in different markets, sectors and also vary in size. However, they all have in common the wish to be viewed as successful and “responsible businesses”. This is in evidence through the goals they wish to achieve and, perhaps more crucially, how they will achieve them.

Making a commitment to the Scottish Business Pledge is seen by all interviewees as a credible and transparent way of benchmarking their activities against a focused set of criteria.

In reality, the companies were already engaged in some of these activities prior to their commitment to the Scottish Business Pledge. However, because the initiative had the weight of the Scottish Government behind it, it was viewed as a natural extension that went beyond meeting their company aims and objectives.

As all four companies were already paying the Living Wage (or above it) as defined independently by the Living Wage Foundation, the undernoted is a summary of other common themes arising from these interviews.

Business growth and raising awareness of their business credentials was an important factor in making a Pledge

The Business Pledge is seen as a mark of quality and a solid external endorsement of current business practices that all four organisations wish to align with. GSK and KCP both remarked that the Pledge would help to raise their profile within their local communities and envisaged it would assist in meeting their future business growth plans and become “an employer of choice”. Heart of Midlothian and PR Print & Design also saw the value that the Pledge delivered in terms of establishing credibility in the eyes of their customers, both internal and external and other key stakeholders.

Collaboration is key – from forming strategic partnerships to becoming embedded in their local communities

All four interviewees state that the collaborative relationships they have developed translate into real societal and business benefits for the wider community in which they operate as well as for themselves. One example included: Clients choosing climate neutral printing from PR Print and Design Ltd meant charities such as the Kenya Water Purification Project benefitted through the use of an innovative offsetting scheme. This demonstrates effective differentiation and helps to build reputation. Another is GSK, who by forming a strategic partnership with the Glasgow Science Centre, now offers an educational health & wellbeing outreach programme “Body Works”. Its’ aim is to bring science, in a fun and exciting way, to people in hard-to-reach areas such as Stornoway. This demonstrates the benefits of bringing sectors together to create shared value. In building these relations, the companies interviewed demonstrate their alignment to the values and beliefs that underpin their businesses and highlight their commitment to “*doing well by doing good*”.

Investing in Youth as future potential employees

One of the suggested business benefits of the Pledge is to “attract motivated and productive talent” (as noted on page 7). In the following examples, the Pledge acted as a spotlight on areas that form part of the companies’ long-term vision for targeting and recruiting the workforce of tomorrow. Heart of Midlothian Football Club, for example, offer a range of career opportunities for young people across Edinburgh. Apprenticeships in groundwork or NVQ accreditation for cooking are provided as alternatives to football stardom. KCP Ltd, by comparison, work closely with their local school and focus on improving the life skills of 3rd and 4th year Students. This is in line with the Social Value Lab (2016) survey findings that showed 61% of Pledge signups “work in partnership in schools and colleges” (see page 8). Through an innovative social enterprise setup by the school, the students are involved in producing 70% of KCP’s marketing merchandise. This allows life-skills such as negotiation, budget control and innovative idea creation to be played out in a real-life business situation. Through these examples, both KCP and Heart of Midlothian Football Club demonstrate their long-term focus on developing mutually beneficial relationships with people in their communities and potential future employees. Investment in youth is one area where there is some activity. However, there is still a need to improve gender diversity as evidenced on page 6, and that again has to be part of a business’s long-term strategic vision.

Building engagement within the workforce

Building an engaged and motivated workforce has a central role to play in all four organisations’ reasons for making a Pledge. In the case of KCP, it is seen as a way of increasing innovation through employee autonomy and responsibility. For Heart of Midlothian Football Club, it means they are able to consistently attract and retain the best staff (agency and permanent). Both GSK and PR Print view employee engagement as fundamental to establishing a strong culture that is based on respect. For all four however, it is also a way of credibly and consistently building their brand in a transparent and values-led way.

Best practice cases and knowledge sharing events

- The Pledge celebrates business success while also encouraging progression and continuous improvement, and all four interviewees showed a desire to learn from others in the form of best practice cases and events (such as the Responsible Business Forum). The four interviewees also suggested:
- Increased sharing of ideas across industries, which is also in line with the aims of the Pledge in encouraging the sharing of best practice.
- Actual visits to businesses considering a commitment to the Pledge could bring it to life, encouraging not just management to agree to the Business Pledge principles but also the workforce who would be implementing it.
- Online seminars or webinars demonstrating best practice in committing to the Pledge and meeting all the criteria, as this would make the Pledge accessible to everyone.
- Post-implementation reviews (note: each Pledge Business are asked to complete progress surveys every two years) and the production of in-depth case studies to be carried out would complete the process by reviewing the benefits and results companies achieved after committing to the Pledge.

This is largely consistent with The Scottish Government’s plans for the development of the Pledge. The Programme for Government published in September 2015 states *“Over the next year we will: continue to raise awareness of the Pledge, and encourage more businesses to choose this route to productivity and business growth; foster a business-led Pledge network, providing opportunities for companies to come together to learn from each other and the Enterprise agencies”*. The Government is also progressing work to refresh the Pledge website, to make it more user-friendly and introduce case study and other material. Evaluation and analysis of the impact of the Pledge will be progressed in 2017, with information provided by Pledge companies.



GSK



“At GSK, responsible business is how we do business. Our company takes pride in its people, in the service it provides and the role it has within the local and national community. SBP helps us achieve this by increasing visibility and awareness of us as a company. It’s reassuring to know that our working ethos is in alignment with the SBP criteria.”

(Dave Tudor, Vice President - Primary Supply Chain)

Company Background

GSK is a science-led global healthcare company. They research and develop a broad range of innovative products in three primary areas: Pharmaceuticals, Vaccines and Consumer Healthcare.

GSK operates in more than 150 countries, has a network of 84 manufacturing sites in 36 countries and large R&D centres in the UK, USA, China and across Europe.

In order to realise the company’s mission, of helping people do more, feel better and live longer, the organisation employs over 13000 employees in its R&D division alone.

Investing in people and communities is also part of the strong values-based foundation that the company is based on. Activities such as employee volunteering are encouraged in order to help create positive change in communities around the world.

Motivations for making a commitment to the Pledge

- GSK has a long history in Scotland and two important manufacturing centres are based here.
- To heighten awareness of our presence and our working practices in Scotland.
- To help progress the work we were already doing in relation to ILYP
- To encourage other Scottish businesses to get involved
- It was a straightforward process and didn’t take up too much time

Drivers for Implementation of the SBP

- How we operate is just as important to us as driving financial performance
- We embed our values in everything we do, and this includes exceeding societies expectations of us
- Our employment practices are designed to help us create the right workplace culture in which all employees feel valued, respected, empowered and inspired – and this is aligned to the SBP
- Being committed to ensuring all our contractors are paid the living wage is an integral part of our CSR and demonstrates our respect for all those who work for us
- Engaging with local services and playing an active part in our community through, for example, our Community Award and Voluntary Schemes
- Breaking down the natural barriers often present in a science-led organisation by promoting and encouraging gender balance

Early Results and Expected Benefits from Adopting SBP

- Using the SBP framework will help us achieve our targets quicker
- It has the weight of government behind it
- Ongoing reflection to ensure we continue to exceed expectations

Moving forward

For more organisations to come together, mentor, coach, generate and share ideas and give Scotland something to work towards. Greater collaboration across Scotland to encourage children to consider careers in STEM subjects.



Heart of Midlothian FC



“Given that the economics of the Scottish game are rooted in the community it is critical that we are well engaged with fans, clients, suppliers, sponsors, corporates and employees alike. SBP gives us a platform that demonstrates the lengths the club is going to in order to create a brand that people want to associate with and trust.”

(Ann Park, Head of Commercial Operations)

Company Background

The Heart of Midlothian Football Club shares its name both with the heart-shaped formation of causeway stones that marked the entrance to the Old Tolbooth (tax-house) of Edinburgh that once stood on the Royal Mile (adjacent to St Giles Cathedral) and the Walter Scott novel.

The club was founded in 1874 and since 1881 has been situated at Tynecastle in the Dalry area of the city. The stadium has a seating capacity of 17,000.

Although football fixtures are the main activity of the club, the stadium also has five function suites which can accommodate a range of events (conferences, award ceremonies, weddings) for up to 600.

Since its inception, the club has a proud record of community involvement. Its charitable arm Big Hearts Community Trust has engaged with over 27k people across Edinburgh & the Lothians and to date has raised over £1.5m for community projects.

Motivations for making a commitment to the Pledge

- It was commonsense. When we took over the club on 12 May 2014, it became apparent that we needed to rebuild and define our strategy going forward.
- We wanted to attract loyal employees and by being the first professional FC in the UK to pay the living wage we found the best people (agency or permanent) were choosing to come to Tynecastle.
- The whole structure of the business needed to be re-examined and the SBP was a useful benchmark for us.

Drivers for Implementation of the SBP

- In addition to meeting the living wage we invest in youth by providing great opportunities - from apprenticeships (eg. groundsman) to supporting the potential homegrown stars of the future.
- Playing an active role in the community – we want people engaged in exercise at all levels from Tynie Kickers (toddlers) to walking football (for the over 50's).
- Through our Big Hearts Community Trust we offer support for families involved in kinship care (Gran looking after granddaughter).

Early Results and Expected Benefits from Adopting SBP

- As a result of meeting the living wage and showing how much we value our employees we have enjoyed tremendous loyalty and willingness to “go the extra mile”.
- Because SBP is based on integrity, is a good brand and can be trusted it acts as a solid endorsement and means organisations are willing to associate their brand with ours.
- We are seen as being in active partnership with the local community and through the programmes that are run by our partners such as Save The Children and the support we provide, we reach out to communities across Edinburgh clubs too.

Moving forward

It would be good to ensure that there is a long term programme promoting the value of the SBP to businesses across Scotland as well as continued publicity about those organisations who are committed to its principles.



KCP



“For KCP it is one that seeks to grow by being fully engaged with its employees as well as playing an integral role in its local community. The SBP helps by (a) providing a categorised system that we can use as a benchmark and (b) being recognized by clients and potential clients as a mark of quality (similar to ISO9001).”

(Wendy Pring, Owner)

Company Background

KCP, a family owned business, setup by Karl and Wendy Pring, in 2003, is a leading expert in the provision of specialist maintenance services.

Working across a wide array of sectors, their business activities fall into 4 key areas: Industrial, Food and Drink, Farming and Landfill.

Their approach, across the business, is “our customer’s problems become our problems” and this has led to establishing long term and trusted relationships with businesses throughout the UK.

In addition to the services they provide, they also play a prominent role in their local community of Cumnock. In 2015 the company sponsored Under-15 boys in the town’s football the Under 8’s rugby team. They also regularly engage with local schools for entrepreneurial projects and STEM enterprise.

Motivations for making a commitment to the Pledge

- We already met some of the criteria (ie. living wage)
- It was a good auditing exercise for KCP
- The criterion for SBP is similar to IIP accreditation, which we are also undergoing
- It’s free

Drivers for Implementation of the SBP

- We live in a remote rural area, employ can-do local people and by paying the living wage/providing training deliver a high level of customer care
- We like to give back to the community by, for example, raising sponsorship money for undertaking “Tough Mudder” in June. The majority of our employees are competing and half the proceeds are going to the New Cumnock Flood Appeal with the other half going to Help for Heroes
- Workforce engagement is very important to us. We wish to grow, using a carrot, not stick approach and have developed a rigorous recruitment process designed to maximize employee retention.
- We work closely with the local school to help develop the students’ life skills. 70% of our corporate merchandise is made through a social enterprise the school setup and the students have opportunities to pitch their ideas and get involved.

Early Results and Expected Benefits from Adopting SBP

- The living wage has already been achieved
- An increase in innovative ideas as a result of greater workforce autonomy and responsibility.
- A committed workforce is a good sign of being able to grow our business and eventually double our operations.

Moving forward

For people from SE, VAF, SBiC etc to come out to businesses and see how the pledge is being implemented by people on the ground. For videos/online webinars to be used more widely, rather than just written materials.



PR Print & Design

“A responsible business for PR Print and Design looks like one who commits to having a minimum impact on our climate and aspires to having no impact. The pledge will help us achieve that because it allows us to show why we are a real, cost-effective alternative to traditional printing methods.”

(Phil Brady, Business Development Director)

Company Background

Established in 1987, PR Print & Design is a family business which has gained an industry and client reputation for quality, speed and reliability.

Alongside the traditional print services, the company prides itself in supplying an environmentally friendly solution for their clients' printing requirements.

Being at the forefront of technology has always been a crucial part of the company's success and in 2003 PR Print and Design decided that the way forward was to design and build a purpose built factory (completed in 2006) for their Glasgow premises.

Due to their strong belief that “actions speak louder than words” the company wanted to make the new factory as green as possible so they used green materials, installed reactive factory lighting and a host of other environmentally friendly technologies. They have a verified recycling rate of 96.3%.

In December 2015, the company took their green ethos one step further. Installing 192 Solar PV panels on their roof will generate 80% of their electricity requirements for 2016 onwards while reducing the company's carbon footprint by 60%.

Motivations for making a commitment to the Pledge

- Offers signposting for potential new clients
- Using the SBP logo will be seen as a mark of quality
- We already met some of the criteria ie. the living wage
- We have nothing to hide

Drivers for Implementation of the SBP

- We pay our employees 30% above the living wage rate
- We incentivize our production employees by giving back a percentage of our turnover
- We provide sponsorship and assist local charities eg. Xmas Parties for OAPs, donations to Alzheimers Scotland and Diabetes Scotland
- We innovate by asking clients to choose their offset scheme (from 20 schemes in total) when they order Climate Neutral printing from us
- Our clients work can carry a logo to verify it is a Climate Neutral Publication and provide certification.

Early Results and Expected Benefits from Adopting SBP

The results so far are visibility of a greener supply chain. Our willingness to become an early adopter of the SBP will also allow us to build our credibility amongst our target market. It's difficult to say with absolute certainty what benefits will be gained long-term but we envisage it will allow us to build and develop our brand.

Moving forward

More proactive signposting from these organisations. Also, a move towards companies being taxed or rewarded for their carbon footprint. As well as an ability to benchmark against others in their chosen industry. Also, a move towards emission management in supply chains scoring suppliers on management of their carbon footprint which would allow our business to win more business due to our commitment.

Summary

This report has showcased the responsible business practices for four Pledge companies to provide a context to the first Responsible Business Forum in Scotland. The Forum is a preliminary finding from the **#VAFconnect** Knowledge Transfer Partnership between the *Voluntary Action Fund* and *Edinburgh Napier University*.

The Responsible Business Forum invites businesses to make a commitment to the Scottish Business Pledge and work with forum partners in delivering on that Pledge.

The Social Value Lab (2016) report suggested that the case for acting responsibly has largely been accepted in Scotland. New paradigms and business models are emerging that seek to create its 'sustainable' value, essentially to *"do well by doing good"*. Businesses are seeing this new frontier as an avenue to do business differently and identify new opportunities to grow, while at the same time, enabling people and communities to thrive. This report has offered a synthesis of the emerging schools of thought in the sustainability literature and linked these to the community (and related) elements of the Scottish Business Pledge and the wider goal of creating a more prosperous and fairer Scotland. This includes outlining eleven strategic capabilities (see table 3, page 3) that can be developed to create value and address social, environmental and community challenges, underpinning future competitive advantage.

The Scottish Business Pledge, launched in May 2015, has potential to lead to a paradigm shift in the cultivation of Responsible Business in Scotland. Within a short space of time, some 200 businesses of various sizes and business activity across Scotland have put their name to the Pledge. A snowballing effect is evident that will be further facilitated as businesses progress; standards can drive a competitive desire to beat the average (i.e. be listed), number of commitments satisfied and reporting impact on business performance and societal benefits. Significant opportunities exist, where value is co-created and shared spaces enable the forming of relationships and potential collaborative partnerships between and within sectors. This learning needs to be shared to encourage more businesses to be "responsible", and improve outcomes for the business, their employees and the communities in which they are based, and also to promote the Business Pledge model.

Interviews with four Pledge Businesses (i.e. *GSK, KCP Ltd, Heart of Midlothian Football Club* and *PR Print and Design*) highlighted that committing to the Pledge is seen by each of the interviewees as a credible and transparent way of benchmarking their activities against a focused set of criteria. While, four interviews in four Pledge Businesses is neither significant nor representative of the some 200 businesses to draw meaningful conclusions, the following themes, however, can be identified:

- *Business growth and raising awareness of their business credentials was an important factor in committing to the Pledge*
- *Collaboration is key – from forming strategic partnerships to becoming embedded in their local communities*
- *Investing in youth forms part of their long-term vision and steps are being taken now to attract a motivated and productive workforce of the future*
- *Building engagement within the workforce is one of the key reasons for committing to the Pledge as it helps to attract & retain the best staff, instil a culture based on respect and in building a transparent brand*
- *Best practice cases and knowledge sharing events will support the development of the levels of commitment expected for each of the Pledge elements and to facilitate further sign-ups*

Further work remains as part of the **#VAFConnect** KTP project that builds on a study of the relationship between business and the third sector; CSR reporting in Scotland and in aligning and connecting business goals and societal challenges (through a systems approach). The research evidences VAFs approach, to work with others to optimise the resources (e.g. skills, assets and money) flowing into communities. This includes engaging with a range of stakeholders across business, third, public sectors, devolved and local Government in developing collective solutions that will address in part and contribute to business growth while enabling people and communities to thrive.

Businesses are seeing this new frontier as an avenue to do business differently and identify new opportunities to grow, while at the same time, enabling people and communities to thrive. The Pledge is an important instrument to catalyse this emerging paradigm.

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Endnotes:

- 1 Social Value Lab, *Better Business in Scotland Survey*, formally launched in January 2016. See: <http://www.socialvaluelab.org.uk/2016/01/examining-better-business-in-scotland/> (Accessed: 25/01/2016)
- 2 Large organisations in Scotland represent 44.4% of private sector employment and 60.6% of private sector turnover (Scottish Government, 2015)
- 3 <http://www.gov.scot/Topics/Statistics/Browse/Business/Corporate/KeyFacts> (Accessed: 26/01/2016)
- 4 See *Business in Scotland 2015* <http://www.gov.scot/Resource/0048/00488457.pdf> (Accessed: 12/02/16)
- 5 One Scotland (<http://onescotland.org> Accessed: 20/02/2016) demonstrates the Scottish Government commitment to equality for all. One particular theme focuses on a partnership for change (50/50 by 2020) to work for diversity in the boardroom. See also Dutton and Raeside (2014) report to Scottish Government to overcome barriers to equality and diversity representation on boards.
- 6 The Poverty Alliance contend that the Living Wage is recognised as one of the most important tools that Scottish Businesses could adopt to fight in-work poverty. The Poverty Alliance cites independently conducted research that suggests the benefits to employers who have introduced the Living Wage. Employers reported: fall in absenteeism (25%), significant impact on recruitment and retention (80%) and increased consumer awareness due to the organisation's commitment as an ethical employer (70%). For further details see: http://slw.povertyalliance.org/about/what_difference_does_it_make (Accessed: 6/2/16)
- 7 Social Value Labs (2016) surveyed 1,052 companies registered in Scotland on their responsible business practices
- 8 <https://scottishbusinesspledge.scot/community/#ffs-tabbed-12> (Accessed: 12/02/16)

Appendix A: Business Pledge – Statistical overview

The statistical overview has been provided with permission from the *Enterprise and Cities Division*, at the *Scottish Government*, as at 11th January 2016. The statistical overview is based on 184 businesses that had signed the Pledge at this date and are listed in Appendix B.

At time of publication (18th February 2016) over 200 organisations had signed the Pledge. The 200th organisation signed up on 3rd February 2016 (See <http://news.scotland.gov.uk/News/200th-employer-signs-Business-Pledge-2225.aspx> (Accessed: 8/02/16)).

Table 5 below shows the number and share of businesses signing up to each of the nine elements:

Pledge Element	Businesses	% Share
Paying the living wage	184	100%
Not using exploitative zero hours contracts	184	100%
Pursuing international business opportunities	148	80%
Committing to prompt payment	135	73%
Playing an active role in the community	129	70%
Investing in Youth	129	70%
Committing to an innovation programme	126	68%
Supporting progressive workforce engagement	119	65%
Making progress on diversity and gender Balance	75	41%

Table 5 Number and share of businesses signing up for each element of the Pledge

Chart 1 below shows that 24 businesses are already fulfilling all nine elements and that 144 businesses (78%) are already fulfilling at least six of the nine elements.

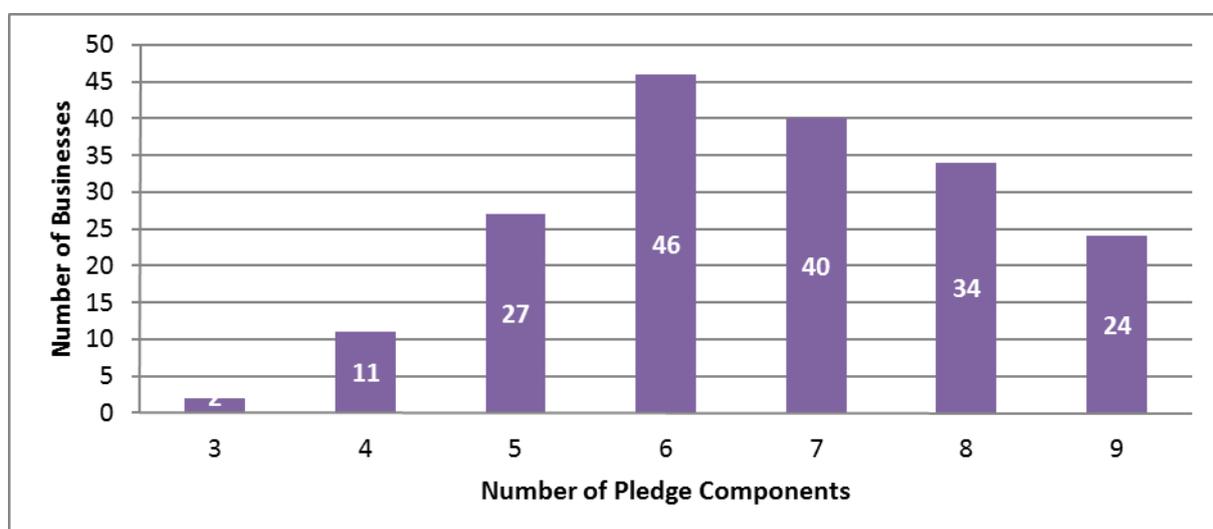


Chart 1 Fulfilment of Pledge elements by committed organisations

Pledge Businesses

To find out more about the pledge businesses, the Enterprise and Cities Division at the Scottish Government matched the 184 pledge businesses to the Inter-Departmental Business Register (IDBR). The IDBR is a database of all businesses that are VAT and/or PAYE registered. The IDBR holds information on the activity, ownership, location, employment and turnover of all registered businesses. The Scottish Government found it possible to match 172 of the 184 pledge businesses to the IDBR extract from March 2015. An IDBR match could not be found for 12 of the 184 businesses - the main reason for non-match was that the pledge business was relatively new and therefore not on the register yet; it should be possible to find a match in future IDBR extracts. The data set provided by the Scottish Government is provided below and analysis of the 172 pledge businesses that could be matched to the IDBR is provided on page 6.

	Pledge Business Employment
Scottish Employment	39,360

Size of Business¹	Pledge Businesses	% Share
0-49 employees	117	68.0%
50-249 employees	27	15.7%
250+ employees	28	16.3%
All	172	100.0%

Sector²	Pledge Businesses	% Share
A Agriculture, Forestry and Fishing	3	1.7%
B Mining and Quarrying	0	0.0%
C Manufacturing	25	14.5%
D Electricity, gas, steam and air conditioning supply	2	1.2%
E Water supply; Sewerage, waste management and remediation activities	1	0.6%
F Construction	6	3.5%
G Wholesale and retail trade; Repair of motor vehicles and motorcycles	14	8.1%
H Transportation and storage	1	0.6%
I Accommodation and food service activities	0	0.0%
J Information and communication	39	22.7%
K Financial and insurance activities	4	2.3%
L Real estate activities	1	0.6%
M Professional, scientific and technical activities	42	24.4%
N Administrative and support service activities	14	8.1%
P Education	10	5.8%
Q Human health and social work activities	1	0.6%
R Arts, entertainment and recreation	2	1.2%
S Other service activities	7	4.1%
All	172	100.0%

Source: Inter Departmental Business Register, Office for National Statistics

Notes:

1. Business size is defined by the UK-wide employment of the business.
2. Sector is defined using the Standard Industrial Classification 2007.
3. Number of sites rounded to the nearest five.
4. Includes central and local government organisations.
5. The IDBR is a database of all enterprises that are registered for VAT and/or PAYE.

Local Authority Area	Pledge Business Sites³	% Share
Aberdeen City	15	2.6%
Aberdeenshire	30	5.2%
Angus	5	0.9%
Argyll & Bute	45	7.8%
Clackmannanshire	0	0.0%
Dumfries & Galloway	15	2.6%
Dundee City	15	2.6%
East Ayrshire	10	1.7%
East Dunbartonshire	5	0.9%
East Lothian	5	0.9%
East Renfrewshire	5	0.9%
Edinburgh, City of	75	12.9%
Eilean Siar	20	3.4%
Falkirk	10	1.7%
Fife	20	3.4%
Glasgow City	55	9.5%
Highland	75	12.9%
Inverclyde	5	0.9%
Midlothian	10	1.7%
Moray	15	2.6%
North Ayrshire	15	2.6%
North Lanarkshire	20	3.4%
Orkney Islands	5	0.9%
Perth & Kinross	30	5.2%
Renfrewshire	10	1.7%
Scottish Borders	15	2.6%
Shetland Islands	10	1.7%
South Ayrshire	5	0.9%
South Lanarkshire	20	3.4%
Stirling	15	2.6%
West Dunbartonshire	10	1.7%
West Lothian	5	0.9%
All	580	100.0%

Table 6 Business Pledge statistical overview provided by Scottish Government (as at 11/01/16)

Appendix B: List of Pledge Businesses (A-K)

20/20 Business Insight	Civil Engineering Contractors Association (Scotland) Limited	Flowline Specialists
29studios	Clyde Space Limited	Forth Valley College of Further and Higher Education
4CornerNetworks	CMS Enviro Systems Ltd	GB Therma-Chem Ltd
999 Design	Coca-Cola Enterprises	Gillies and Mackay Ltd
Aberdeen Asset Management PLC	Cohesion Medical Ltd.	Glasgow Caledonian University
Advice Direct Scotland	Com Dev International	GlycoMar Limited
Agenor	Comrie Croft	GM Instruments Ltd
Air Monitors Ltd	Connect Three Solutions	Good Practice Ltd
Air Service Training (Engineering) Ltd	Consarc Engineering Ltd	Graham Pest Control
Albion Environmental Ltd	Converged Communication Solutions Ltd	Grant Thornton UK LLP
ALMIS International	Conveyancing Direct	Greencity Wholefoods
Anderson Strathern LLP	Corero Network Security (UK) Limited	GSK
Aquatera	Craft Scotland	GTS Solutions CIC
Ardagh Glass Limited	Craneware plc	Halliday Campbell
Arranshand Business Development Services Limited	Critiqom Limited	Harper Macleod LLP
Aspen Solutions Ltd	David MacBrayne Limited	Hearts
Autosave Components	Deans Group Limited	Heliex Power Limited
Avaloq Innovation Ltd	Denchi Power Ltd	Hydrafact Ltd
BBD Creative	Dunedin IT	Hymans Robertson
BCF Technology Ltd	DWF LLP	ID Systems UK Limited
B-DACS Ltd	EBS Europe Ltd	Improvement Service
Bidworks	eCom Scotland Ltd	Independent Training Consultants Ltd (T/A ITC Academy)
BigDNA Ltd	Edgar Stewart Selection	Informed Solutions
BiP Solutions	Edinburgh Pharmaceutical Processes Ltd	Innova Partnerships Ltd
Birthsparks Ltd	EMTEC Group	Institute of Occupational Medicine
Blaze Manufacturing Solutions Ltd	Envirologger Limited	Integrated environmental solutions Ltd
Blazing Griffin	Equator (Scotland) Ltd	Inverlussa Shellfish Co Ltd
BrewDog PLC	Escrivo limited	ISSOS International Ltd
brightsolid	European Forest Machinery Ltd	Johnson and Johnson Medical Limited
Brodies LLP	Exmos Ltd	Jutexpo Ltd.
Caithness Chamber of Commerce	FarmGeek Ltd	KCP
Capital Credit Union	Ferguson Marine Engineering	Kelvin Valley Honey
Capital School of English, Edinburgh	Firemac Ltd	Kilpatrick Blane Services Ltd
CC Technology ltd	First Opinion Ltd t/a Pursuit Marketing	KPMG LLP
City Building (Glasgow) LLP	Fleming Homes Ltd	Kube Networks Ltd
City of Glasgow College		

List of Pledge Businesses (L-Z)

Lifescan Scotland Ltd	Provista UK Ltd	STV
Lochaber Chamber of Commerce	Pulsion Technology	SwarmOnline Ltd
LogicNow	PWR Pack Ltd	Targeting Innovation Limited
Logitech Ltd	QEM Solutions Ltd	TC BioPharm Limited
MacAdam Asphalt Co Ltd	Quorum Network Resources Ltd	TCM Solutions Ltd
MacGregor Healthcare Ltd	Rabbie's Small Group Tours	teclan ltd
Mackie's of Scotland	React2 Ltd	Tempus IME
MacRoberts LLP	Remploy Scotland	TenTel Limited
MadeBrave	Robertson Training Ltd	The BIG Partnership
Marine Harvest (Scotland) Ltd	Rocket Science UK Ltd	The EICC
MDive Ltd	Royal Strathclyde Blindcraft Industries (City Building Contracts) LLP	the Gate
Mearns & Company	Rubric Europe Ltd	The Good Spirits Co. Ltd.
Microsoft	Santander	The Inveralmond Brewery Ltd
Moredun Scientific	SAS	The Leadership Factory
Morton Fraser	Scene Consulting	The North British Distillery Co. Ltd.
Motorrad Central (Scotland) Limited	ScotlandIS	The Walking Theatre Company
Mulholland Contracts Ltd	Scotmas Limited	thinkWhere Ltd
Munro & Noble Solicitors and Estate Agents	Scottish Chambers of Commerce	Tokheim UK Limited
Murray Farmcare Ltd	Scottish Water	Total Beverage Solutions Ltd
Ninja Kiwi Europe Limited	Scotwest Credit Union Limited	Uan (Scotland) Ltd
Northern Networking Events Ltd	Screenmedia	Uniq Marketing
NVT Computing Ltd trading as NVT Group	SgurrEnergy Limited	University of Edinburgh
Ocean Kinetics Ltd	Shetland FM	University of Glasgow
Pacific Building Ltd	Sistemic Scotland Limited	Utopia Computers
Park Circus Limited	Sitekit Ltd	UWI Technology Limited
PC Solutions Perth Ltd	SLA	Virgin Money
Peach Digital	Smart Compliance Ltd	W Munro (Rehab) Ltd
Peter Brett Associates LLP	Social Investment Scotland	Waracle LTD
Phil Anderson Financial Services Ltd.	Sopra Steria Ltd	Web Foundry Limited
Piramal Healthcare	Spirit of Speyside Whisky Festival Lim- ited	Web Integrations Ltd
PLMR	SSE plc	Wester Ross Fisheries Ltd.
Power of Youth	SST Sensing Ltd	Wilson Machinery Ltd
Pr Print and Design	St Andrews Management Centre Ltd	Workplace Systems Limited
Prepress Projects Ltd	Starkevents	XantheLLa Ltd
Probe Test Solutions Limited	Strata Cleaning	xDesign



This report is an output of the **#VAFconnect** Knowledge Transfer Partnership between the Voluntary Action Fund and the International Centre for Management & Sustainability Research at Edinburgh Napier University.

For further details on the knowledge exchange and research underpinning the #VAFConnect initiative then please contact the Principal Investigator: **Dr. Miles Weaver** m.weaver@napier.ac.uk.



Voluntary Action Fund (VAF)

The Voluntary Action Fund (VAF) has been a leading independent grant making organisation for over thirty years. Over that period VAF has distributed over £111 million of public funding to voluntary organisations and community groups in Scotland. Its grant making approach involves investing “More than just money” by providing development support to increase the funded organisation’s capacity and opportunities to share learning and build relationships. This grant making model maximises financial investment by unlocking social capital and delivering positive, sustainable benefits to communities. VAF also distributes funding on behalf of individual and corporate donors.

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