



PROFITABILITY

ETHICAL PRACTICES



**BRIGHT
ETHICS**
company

Bright Ethics Standard

2017/18

In Partnership with the
Centre for Assessment



The Bright Ethics Standard helps consumers identify organisations which demonstrate **real ethical commitments towards people and planet.**

It is built around a robust assessment of five key areas of operation:

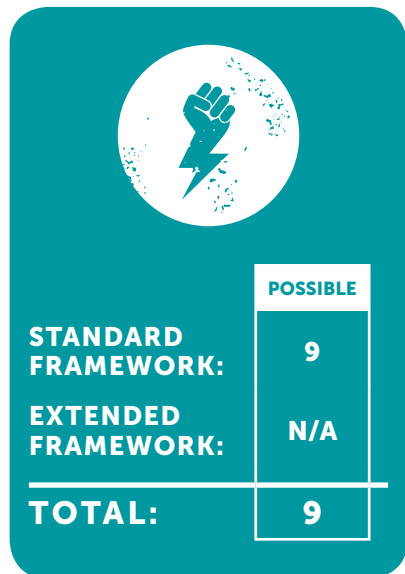
Values and Leadership

Customer Experience

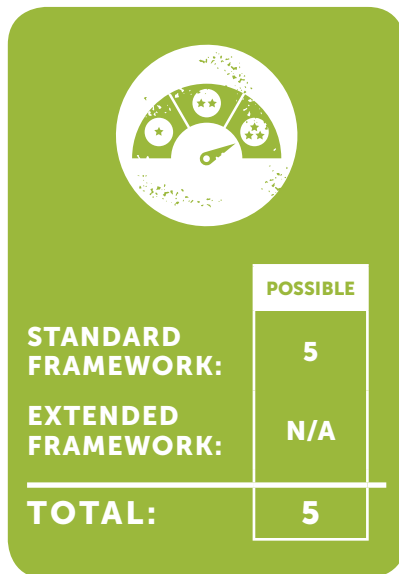
Environmental Sustainability

Sourcing with Integrity

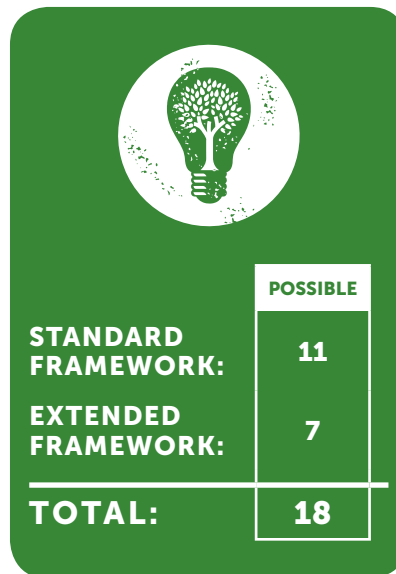
Positive Workspaces



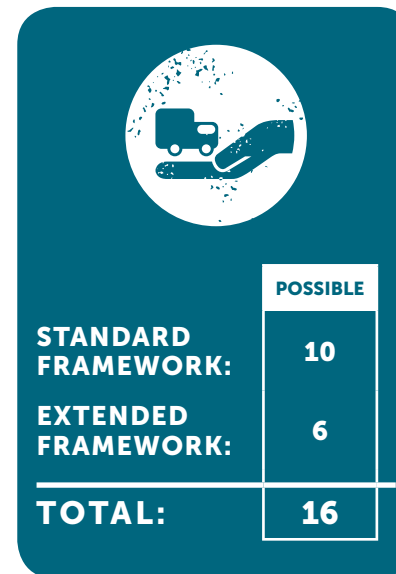
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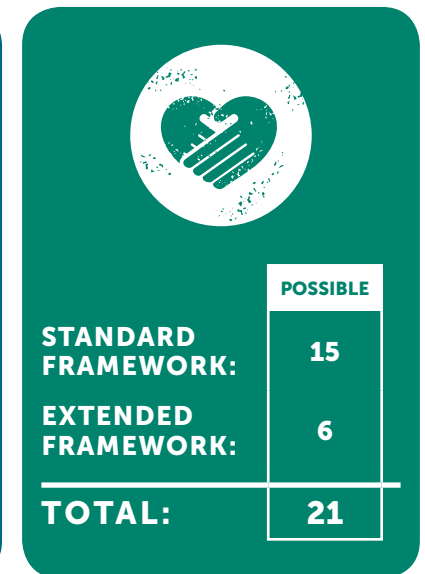
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	POSSIBLE	NUMBER OF PARTIALLY ACHIEVED ELEMENTS PERMISSIBLE
STANDARD FRAMEWORK COMPLIANCE:	50	9
EXTENDED FRAMEWORK COMPLIANCE:	19	4



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When talking about ethics, it is important to define the context within which your definition is operating.

For the purposes of assessing ethical business practices, we are not concerned with meta-ethical questions dealing with the origin and nature of ethical principles (e.g. religious interpretations about what is good and bad). Arguments surrounding ontological, semantic and epistemological meanings will always remain unresolved and widely debated.

Ethical behaviour in this context concretely relates to the principles and standards which guide behaviours and decisions within organisations.

Judgements regarding the positive or negative status of principles and standards are developed and upheld by societies, forming a part of everyday life.

These judgements are part of the social contract and are therefore subject to shifts as this contract is renegotiated through cultural and societal developments.

At the heart of an ethical business is the recognition of the needs of wider entities whose interests exist beyond the core purpose of the organisation – which is usually to maximise profit. These external individuals and entities include (and are not limited to) staff, customers, community, environment, planet and the economy.

An ethical organisation is one that will take external concerns into account when developing policies, procedures and actions.

Through consciously re-thinking and re-imagining its activities, an ethical organisation will seek to mitigate any negative impact on external entities and maximise opportunities to make a positive impact on them. It will work alongside them on a consultative basis in order to understand this.

What follows in The Bright Ethics Standard is a comprehensive list of the external needs of multiple entities and a detailed explanation of how an organisation might make a positive difference in addressing them, whilst also decreasing negative impacts.





Values and Leadership

STANDARD FRAMEWORK: 9
EXTENDED FRAMEWORK: N/A

ITEM	REQUIREMENT	EVIDENCE REQUIRED	DOCUMENTATION SUBMITTED	ELEMENT ACHIEVED
	<i>The standards an organisation needs to meet</i>	<i>How adherence to the standards can be demonstrated</i>	<i>Explanation/titles of documents submitted</i>	

STANDARD FRAMEWORK

VL 0.1	There is a clearly defined management structure in place	Clear documentation of the roles and responsibilities of line managers. If/when asked to describe their roles and responsibilities, line managers are able to do so.		
VL 0.2	The organisation has developed a clear statement of purpose and belief.	A short written summary of purpose and belief should be in place which has been communicated to all employees.		
VL 0.3	The organisation has clear accountabilities within the senior management team	Clear documentation of responsibilities of senior management team. If/when asked to describe their roles and responsibilities line managers are able to do so.		
VL 0.4	There is a formal process in place to help identify and deliver personal development plans for all managers	Clear documentation of process and evidence of actions taken/training delivered.		
VL 0.5	The senior & middle management have a clear understanding of what an ethical strategy mean to them and their immediate teams	Senior and middle managers can describe key points during interviews		





Values and Leadership

ITEM	REQUIREMENT	EVIDENCE REQUIRED	DOCUMENTATION SUBMITTED	ELEMENT ACHIEVED
	<i>The standards an organisation needs to meet</i>	<i>How adherence to the standards can be demonstrated</i>	<i>Explanation/titles of documents submitted</i>	
VL 0.6	The organisation has documented its values and has communicated these publicly and to all staff	Values are clearly defined and communicated throughout the business. They may also be communicated externally. Managers and staff can give examples of values during interviews.		
VL 0.7	Senior management are clearly engaged with ethical challenges and improving the organisation's ethical and sustainability agendas. They also understand blind spots in the organisation's reporting and expertise relating to ethical and sustainable issues.	Managers describe how they are involved during interviews with senior management team. Other staff confirm this involvement. Known unknowns have been identified and mitigated.		
VL 0.8	Employees have a reporting mechanism to senior management that they can use without fear of reprisal.	Evidence of reporting process and clearly defined anonymous paths for feedback		
VL 0.9	The organisation champions ethical standards to all sites in the group/business.	Named senior manager responsible for promoting ethical standards across all sites in the group/business. Evidence that this manager is in regular contact and holds meetings with other site teams. Evidence of best practices transferred from this site to other site/s within the group/business		





Customer Experience

STANDARD FRAMEWORK: 5
EXTENDED FRAMEWORK: N/A

ITEM	REQUIREMENT	EVIDENCE REQUIRED	DOCUMENTATION SUBMITTED	ELEMENT ACHIEVED
	<i>The standards an organisation needs to meet</i>	<i>How adherence to the standards can be demonstrated</i>	<i>Explanation/titles of documents submitted</i>	

STANDARD FRAMEWORK

CE 0.1

There is clear accountability with a named person responsible for the customer experience

Evidence of named person. This individual can verify the requirements of their role in relation to customer experience



CE 0.2

The organisation has a public customer charter which outlines what customers can expect from the organisation and what it will deliver

Public facing statement on website of which staff can confirm their awareness.



CE 0.3

The organisation does not directly or indirectly discriminate against customers who have protected characteristics.

Evidence of equality policies and actions taken to implement these.



CE 0.4

The organisation has a clear procedure for dealing with customer comments, feedback and complaints. All staff are aware of this procedure

Clear documentation of comments, feedback and complaints procedure and escalation pathway. Staff awareness confirmed with verbal interviews



CE 0.5

The organisation promotes to and engages with customers regarding its ethical approaches to working

Evidence of how customers are engaged and how ethical approaches are promoted to customers.





Environmental Sustainability

STANDARD FRAMEWORK: 11
EXTENDED FRAMEWORK: 7

ITEM	REQUIREMENT	EVIDENCE REQUIRED	DOCUMENTATION SUBMITTED	ELEMENT ACHIEVED
	<i>The standards an organisation needs to meet</i>	<i>How adherence to the standards can be demonstrated</i>	<i>Explanation/titles of documents submitted</i>	

STANDARD FRAMEWORK

ES 0.1	The organisation has documented all environmental regulations which apply to its operational scope and complies with its legislative responsibilities	The organisation can show how it measures against relevant environmental legislation.		
ES 0.2	The organisation has recognised and documented the areas of operation which potentially have a detrimental environmental impact. Please see notes for suggested areas of scope.	The organisation has identified the environmental attributes of products, activities and services that the company can control or influence and their effects on the environment through a risk assessment		
ES 0.3	The organisation has developed a public facing mission statement that challenges itself to be proactive and progressive in becoming environmentally sustainable.	Evidence of written mission statement and that this has been communicated throughout the organisation and externally (e.g. on a public facing webpage).		
ES 0.4	Key holders of environmental roles and responsibilities are defined and documented and the roles are held by persons with the appropriate skills.	Documentation should demonstrate who is responsible for working actively towards implementing the requirements of the Environmental Management System (EMS) and fulfilling the environmental objectives		





Environmental Sustainability

ITEM	REQUIREMENT	EVIDENCE REQUIRED	DOCUMENTATION SUBMITTED	ELEMENT ACHIEVED
	<i>The standards an organisation needs to meet</i>	<i>How adherence to the standards can be demonstrated</i>	<i>Explanation/titles of documents submitted</i>	
ES 0.5	Staff are involved in environmental policy development and are committed to reducing the organisations environmental impact	The process of setting and reviewing targets involves consultation with local stakeholders, key partners and staff		
ES 0.6	The organisation is aware of the environmental impact of its product and services throughout their lifespan.	The organisation has identified and documented environmental impacts through a life-cycle style assessment of products or service		
ES 0.7	The organisation has developed an internal Environmental Monitoring System for identified areas of environmental impact.	EMS documentation showing the EMS in place is robust and fit for purpose		
ES 0.8	Targets have been set to reduce the impacts identified in ES 0.2 and are clearly visible. The organisation has identified KPI's in order to track this.	Environmental baselines, targets and progress are visible in public places in the workplace		
ES 0.9	Employees are aware of how they directly impact the areas identified in ES 0.2	Employees are aware of their role. This is covered in induction, team briefs, site newsletters etc. The site has communicated progress against targets to staff		





Environmental Sustainability

ITEM	REQUIREMENT	EVIDENCE REQUIRED	DOCUMENTATION SUBMITTED	ELEMENT ACHIEVED
	<i>The standards an organisation needs to meet</i>	<i>How adherence to the standards can be demonstrated</i>	<i>Explanation/titles of documents submitted</i>	
ES0.10	A plan has been developed to increase the use of more sustainable materials and close the gap in accordance with circular economy principles.	An audit of raw materials has been performed which also documents whether there are sustainable alternatives to current materials used		
ES0.11	The organisation has a waste disposal policy which shows consideration of the full waste hierarchy (prevention, reuse, recycling, recovery and disposal.)	Evidence of policy document and verbal interviews		

EXTENDED FRAMEWORK

ES 1.1	Environmental experts or staff with appropriate expertise are consulted as part of policy development	Documentation showing expert/staff involvement and recommendations		
ES 1.2	The Environmental Policy Document is updated on a defined regular basis by the appropriate identified staff member/s	Clearly defined timescales and documentation of who is responsible for updating the policy		





Environmental Sustainability

ITEM	REQUIREMENT	EVIDENCE REQUIRED	DOCUMENTATION SUBMITTED	ELEMENT ACHIEVED
	<i>The standards an organisation needs to meet</i>	<i>How adherence to the standards can be demonstrated</i>	<i>Explanation/titles of documents submitted</i>	
ES 1.3	The organisation engages with stakeholders about its environmental impact	Evidence of engagement with employees, local authorities, other business users and the local community and clear channels for them to raise issues.		
ES 1.4	The organisation publishes its environmental impact statistics	Evidence of public publication either online or offline		
ES 1.5	The organisation is committed to becoming a significant user of renewable energy.	The organisation has defined a timescale for this and has put in place a reduction plan		
ES 1.6	Emission reductions have been externally verified or certified to a recognised standard	This can include certification to ISO 14001, ISO 50001 or Carbon Action Standard, BSI's Energy Kite mark®, or Carbon Trust standard.		
ES 1.7	The organisation has had its EMS for identified areas of environmental impact reviewed externally.	Documentary evidence of external review and results of this process.		





Sourcing with Integrity

STANDARD FRAMEWORK: 10
EXTENDED FRAMEWORK: 6

ITEM	REQUIREMENT	EVIDENCE REQUIRED	DOCUMENTATION SUBMITTED	ELEMENT ACHIEVED
	<i>The standards an organisation needs to meet</i>	<i>How adherence to the standards can be demonstrated</i>	<i>Explanation/titles of documents submitted</i>	

STANDARD FRAMEWORK

SI 0.1	<p>The organisation has developed a supply chain and procurement policy which works in a way that achieves value for money on a whole life basis.</p> <p>This policy must generate benefits not only to the organisation, but also to society, the economy and the environment.</p>	Some form of written criteria list for choosing suppliers linked to business needs and ethical concerns		
SI 0.2	<p>The organisation clearly communicates its sourcing criteria as defined in SI 0.1 to potential and existing suppliers</p>	The organisation has a supply chain checklist form that all suppliers must complete and show evidence of completed forms for all suppliers.		
SI 0.3	<p>Key holders of Supply Chain Management roles and responsibilities are identified and are held by persons with the appropriate skills.</p>	Documentation should demonstrate who is responsible for the supply chain and that they are competent through a role and skills analysis.		





Sourcing with Integrity

ITEM	REQUIREMENT	EVIDENCE REQUIRED	DOCUMENTATION SUBMITTED	ELEMENT ACHIEVED
	<i>The standards an organisation needs to meet</i>	<i>How adherence to the standards can be demonstrated</i>	<i>Explanation/titles of documents submitted</i>	
SI 0.4	The organisation has taken measures to ensure that its supply chains do not employ slave or forced labour. Where applicable, the organisation can also demonstrate adherence to the Modern Slavery Act	The organisation can demonstrate if the Modern Slavery Act applies to itself and action taken to comply. Evidence must also be available on how it has appropriately assessed supply chain for risk of labour issues and actions taken to ensure supplier compliance against the Modern Slavery Act.		
SI 0.5	The organisation has identified any risks which may disrupt the supply chain and has developed an action plan around looking for alternatives and minimising impact	The organisation has documented risks and alternatives. This may be in the form of a business continuity plan or ISO 22301 Business Continuity Management Certification.		
SI 0.6	The organisation monitors its supply chain for compliance with its supply chain policies	The organisation can show evidence of monitoring all its supply chain organisation in line with its policies. The organisation pro-actively asks for all applicable monitoring information from suppliers and is aware of their supply chain policies.		
SI 0.7	The organisation has demonstrated that it has considered issues of sustainability within its supply chain	The organisation has clearly defined sustainable supply requirements and where alternatives can be used.		





Sourcing with Integrity

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	<i>The standards an organisation needs to meet</i>	<i>How adherence to the standards can be demonstrated</i>	<i>Explanation/titles of documents submitted</i>	
SI 0.8	The organisation engages with staff and stakeholders about supply chain policies	Supply chain policies are available to all employees in a clearly defined document. Evidence exists of engagement with staff, suppliers and other relevant parties about these policies.		
SI 0.9	The organisation makes public its ethical supply chain policies	Supply chain policies have been externally communicated either online or offline		
SI 0.10	There is a formal system in place to assess current business needs and select key strategic partners	Evidence of systems and processes in place and used for selection of key suppliers.		
EXTENDED FRAMEWORK				
SI 1.1	Staff and stakeholders are consulted and have key accountabilities within the organisation's supply chain policy (as defined in SI 0.1)	The process of setting and reviewing Supply Chain policies involves consultation with key partners and staff. Evidence of meeting minutes and documentation of outcomes.		
SI 1.2	The organisation has monitoring and performance systems to ensure ethical supply chain policies are being adhered to	The organisation can show how it monitors compliance with policies – this may be through internal audits		





Sourcing with Integrity

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	<i>The standards an organisation needs to meet</i>	<i>How adherence to the standards can be demonstrated</i>	<i>Explanation/titles of documents submitted</i>	
SI 1.3	Suppliers have evidenced an adherence to their alignment with the organisation's procurement code (as defined is SI 0.1)	Evidence of collection, storage and review of supplier adherence.		
SI 1.4	The organisations reviews the results of compliance against supply chain policies and performance monitoring to ensure approaches continue to meet business needs.	Documented evidence of the review with confirmation of no changes required and any relevant improvements to approaches		
SI 1.5	The organisation can demonstrate that it has actively divested itself from fossil fuels and can also demonstrate that it actively seeks to invest in organisations, portfolios or indexes which create a positive social, ecological or cultural impact.	Fossil fuel divestment: the organisation can show has removed investment assets including stocks, bonds, and investment funds from companies involved in extracting fossil fuels. Evidence of collection, storage and review of supplier adherence.		
SI 1.6	The organisation ensures that suppliers also pay the living wage.	Evidence of collection, storage and review of supplier adherence.		





Positive Workplaces

STANDARD FRAMEWORK: 15
EXTENDED FRAMEWORK: 6

ITEM	REQUIREMENT	EVIDENCE REQUIRED	DOCUMENTATION SUBMITTED	ELEMENT ACHIEVED
	<i>The standards an organisation needs to meet</i>	<i>How adherence to the standards can be demonstrated</i>	<i>Explanation/titles of documents submitted</i>	

STANDARD FRAMEWORK

PW 0.1	The organisation is committed to creating a positive working culture for all employees	There is a clear public statement of this intent. Management and staff confirm this aim during interviews.		
PW 0.2	The organisation takes appropriate steps to ensure that it has removed subjective recruitment bias during the recruitment process.	Evidence of written recruitment policy Evidence of multiple types of job adverts Interviews to ask employees if they understand how to apply for job roles/ promotion process		
PW 0.3	The organisation offers training, coaching opportunities and an effective induction to maximise an employees opportunity	Evidence of training records, attendance and training content. Staff confirm coaching/on the job training takes place.		
PW 0.4	Employee performance is reviewed and the organisation has policies in place to help improve performance.	Clear written objectives for all staff. Documentation of appraisals, targets and learning plans. All workers have an (minimum of) annual performance review. The appraisal covers attitude to work and any issues experienced at work.		





Positive Workplaces

ITEM	REQUIREMENT	EVIDENCE REQUIRED	DOCUMENTATION SUBMITTED	ELEMENT ACHIEVED
	<i>The standards an organisation needs to meet</i>	<i>How adherence to the standards can be demonstrated</i>	<i>Explanation/titles of documents submitted</i>	
PW 0.5	Employees are given regular updates on business performance and how they fit in to the business strategy	Signage/ Posters showing business strategy Evidence of management briefings to staff Worker interviews to demonstrate they have attended briefings and understand business strategy		
PW 0.6	The organisation recognises when people have performed well in their job and for the organisation	Clearly defined rewards schemes and evidence of employee engagement		
PW 0.7	The organisation monitors the welfare of its staff.	The organisation has a clear policy in place covering welfare provisions. There are procedures in place for confidential and anonymous complaints for all employees. There is a paper trail to demonstrate how complaints are resolved for all employees.		
PW 0.8	The organisation recognises trade unions or similar bodies in a positive manner.	Workers confirm trade unions or representative bodies. The organisation can demonstrate it has an open dialogue with trade unions or other representative bodies.		
PW 0.9	The organisation seeks the views of staff on a planned basis. The organisation also records and reviews staff responses.	This can be in the form of a staff survey, documented verbal interviews or other documented communications.		





Positive Workplaces

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	<i>The standards an organisation needs to meet</i>	<i>How adherence to the standards can be demonstrated</i>	<i>Explanation/titles of documents submitted</i>	
PW 0.10	There are open and transparent banded pay scales for each job so employees understand how pay is defined. The organisation can also demonstrate that it has taken steps to safeguard employees with protected characteristics and ensure equality of pay	Documentation showing pay scales and evidence of this documentation being shared with employees and the banding for each employee		
PW 0.11	There is a work-life balance strategy which meets the needs of employees and employers.	Employee interviews confirm WLB options are available. Documented evidence of requests & responses for flexible working. Written policy/ approach to flexible working. There is a system to monitor hours and when employees are working overtime.		
PW 0.12	The organisation employs a diverse workforce. Diversity includes and is not limited to – gender, gender identity and expression, age, sexual orientation, disability, physical appearance, body size, race, ethnicity and religion (or lack thereof)	The organisation regularly reviews cultural statistics and monitors trends, taking appropriate action where necessary. All staff receive diversity training.		





Positive Workplaces

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	<i>The standards an organisation needs to meet</i>	<i>How adherence to the standards can be demonstrated</i>	<i>Explanation/titles of documents submitted</i>	
PW 0.13	Staff believe they can make a difference to the organisation	Verbal Interview confirming employee attitude towards employee feedback and management response. Employees confirm where their role fits in and how this contributes to the organisation's delivery.		
PW 0.14	Internships and work placements are paid if they fulfil the role of a worker as defined by the Department of Work and Pensions	Documentation showing internships are reviewed against this criteria and treated appropriately		
PW 0.15	The organisation is committed to paying a living wage	Living wage accreditation or salary information clearly showing no worker is paid below the living wage level		




EXTENDED FRAMEWORK

PW 1.1	Staff and stakeholders are involved in HR policy development	The process of setting and reviewing HR policies involves consultation with key partners and staff. Evidence of meeting minutes and documentation of outcomes.		
PW 1.2	The organisation does not use Zero Hour Contracts.	Evidence includes sample contracts and verbals interviews with staff		





Positive Workplaces

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	<i>The standards an organisation needs to meet</i>	<i>How adherence to the standards can be demonstrated</i>	<i>Explanation/titles of documents submitted</i>	
PW 1.3	The organisation engages with all staff through appropriate forums or meetings	Agendas and minutes from meetings and internal communications which show this are available.		
PW 1.4	The organisation engages with the local community through work placements and internships	Documentation showing when this has occurred and with which areas of the local community.		
PW 1.5	There is a clearly defined pathway for internal promotion within the organisation which staff are aware of	Appropriate Audit documents/skills matrix or similar should be available.		
PW 1.6	The organisation is aware of all the relevant skills of its staff and has completed an audit of this	Audit document showing skills.	