

FU⁺UREPLUS



LUMIERE LONDON

REPORT & ANALYSIS

9th January 2024

(EM)POWERING SUSTAINABILITY
IN EVERY BUSINESS.



INTRODUCTION



**WE BELIEVE YOU SHOULD MEASURE WHAT YOU VALUE MOST,
NOT JUST VALUE WHAT YOU CAN EASILY MEASURE.**

THE FUTUREPLUS ASSESSMENT

FuturePlus is on a mission to transform Ambition into Action by helping organisations like yours understand, measure and manage their sustainability goals. Through the FuturePlus assessment process, your organisation will achieve a baseline understanding of its social and environmental impact across the key themes of Climate, Diversity & Inclusion, Social, Economic and Environment, as well as formulating a 3-year sustainability impact strategy through the creation of a trackable action plan unique to your needs and priorities.

YOUR REPORT

The FuturePlus report is designed to make communicating your ambitions and achievements to stakeholders efficient and effective. It can be downloaded in its entirety, or as individual sections, and used to showcase your achievements and goals across your organisation and beyond. The report is updated in real time, providing you with an up-to-date record of your Actual and Ambition scores, your achievements, your sustainability roadmap, bespoke written insights on your progress, and more.

METHODOLOGY



CALCULATING YOUR ACTUAL SCORE

Your FuturePlus Actual score is a mark out of 500, which is an aggregate of your scores across the five sustainability themes. The FuturePlus measurement tool has between 200-300 indicators (depending on your organisation size and sector), researched and adapted from a variety of best practice sources and industry standards, such as recognised certification schemes, ESG indexes, the UN SDGs, the UN Global Compact, Government and NGO frameworks, as well as the addition of our own impact-focused metrics.

These indicators are grouped into five themes:



The themes are then split across focused subcategories - Governance, Leadership, Workforce, Supply Chain, Ecosystem, Manufacturing and Industry and Global Goals - to allow for a weighting of the indicators that produces your Actual score, giving you a comprehensive overview of your organisation's social, environmental and ethical policies and impact.

CALCULATING YOUR AMBITION SCORE

In addition to understanding your current sustainability status and score, the platform allows you to create an ambition score for the sustainability objectives you are yet to achieve over the next three years, and to track both profitability and impact over the same investment period. The Ambition score is the combination of your Actual score and a weighted score of all the ambitions you have pledged to achieve.

The ability to set ambitions gives you the opportunity to commit to action within a defined timeframe and demonstrate your commitment to employees, customers and investors, forming the basis of an 'ambition rating', which bolsters your score and incentivises your organisation to reduce its negative footprint and increase its positive social and environmental impact.

Throughout your sustainability journey, FuturePlus advisors are available to help you develop your change management plans to ensure that your sustainability ambitions are seen as a solid commitment to becoming a better business by employees, customers and investors.

As the measurement process requires ongoing engagement and participation from your organisation, rather than scraping data from external sources, the scores are dynamic and can be updated on a continuous basis. This allows you to showcase the changes you make and consistently improve your impact measurement rating. FuturePlus also allows for scores to be reduced should ambitions and requirements not be met in the timeframes you set for them.

YOUR SCORES

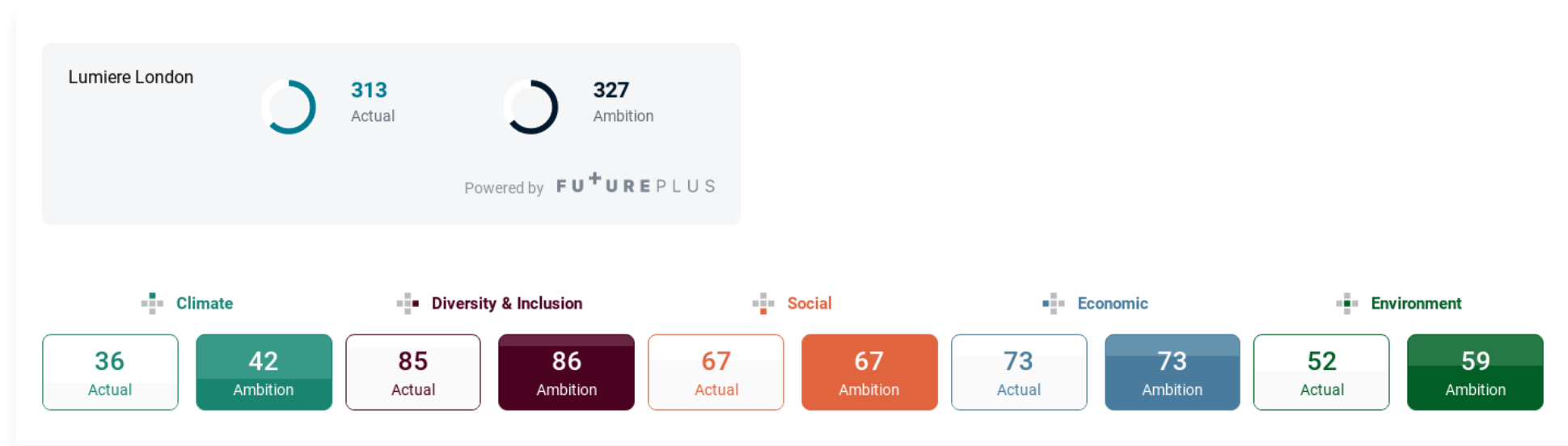


Your FuturePlus Actual score represents your positive impact at the fixed time you complete or update your assessment, reflecting a measurement of your current achievements across the five key themes of Environment, Climate, Diversity & Inclusion, Economic, and Social.

Your Ambition score quantifies the goals you have set for your organisation over the next 3 years.

We provide organisations with two scores because we believe it is vital for current impact to be shown alongside future ambition. Both scores are out of a total of 500. Each theme is scored out of a total of 100.

Your scores are also broken down across the five themes to provide you with a transparent understanding of your impact and ambition in each area.



UNITED NATIONS

SUSTAINABLE DEVELOPMENT

GOALS

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared global blueprint and call to action for peace and prosperity, both for people and for the planet.

Through the 17 Sustainable Development Goals (SDGs), the agenda highlights that at the core of a just, sustainable future is equality for all people; that the strategies designed to combat climate change, improve health and education, reduce inequality, and spur economic growth, must be accomplished hand-in-hand by those working to end poverty and other deprivations.

The FuturePlus assessment questions are individually mapped to each of the 17 SDGs, allowing your organisation to understand the extent of its impact against the targets and indicators associated with each Goal.

For more information on the United Nations SDGs, click [here](#).

Lumiere London is currently positively impacting 17 out of the 17 UN SDGs.



INSIGHTS



Since joining the FuturePlus platform in May 2022, Lumiere London has made fantastic progress building on its positive environmental and social impact.

Lumiere's Actual Score (the sustainability score of a company at a fixed moment in time, measured across Climate, Environment, Economic, Diversity & Inclusion, and Social impact) has risen from 146 out of 500 in May 2022, to 277 today (November 2022). This reflects Lumiere's commitment to improvement across the ESG (Environmental, Social and Governance) framework, and the energy and drive it has to consider both its current interactions with the world around it, as well as its future legacy.

Lumiere's Ambition Score has also risen from 352 on joining the platform, to 369 today. It is a testament to the company's commitment to continually revisiting its targets and pushing itself to achieve greater positive impact. FuturePlus provides organisations with two Scores because we believe it is vital for current sustainability impact to be shown alongside sustainability ambition. The Ambition Score measures intent, or in other words, the level of sustainability an organisation intends to reach in the future.

Insights:

Lumiere has made progress across all areas of the FuturePlus sustainability assessment, increasing Climate impact from 23/100 to 33/100; Diversity & Inclusion from 51/100 to 75/100; Social impact from 22/100 to 59/100; Economic impact from 34/100 to 63/100; and Environmental impact from 16/100 to 47/100. (Scores all as of November 2022.)

These are fantastic achievements and really reflect the ability of smaller companies to be incredibly agile in terms of quick decision-making and policy implementation. Going through the FuturePlus process has also allowed Lumiere to connect the dots between actions they were already taking at the time of going through the assessment process for the first time, but that weren't necessarily included in their original scores.

Lumiere's current highest scores are across the FuturePlus Diversity and Inclusion theme (currently 75/100). It is really inspiring to hear about the work Lumiere has been doing with organisations such as UNICEF, the Refugee Employment Network, and Breaking Barriers, as well as the support it provides to the LGBTQIA+ community through its sponsorship of this year's Pride in Education conference.

INSIGHTS



Embedding diversity and inclusion into an organisation's culture will not only ensure that it gets the best from its workforce, but it will also help to boost the bottom line and lead to better decision making by bringing a wide range of views to the table. Hard-wiring D&I into all areas of a business, from recruitment and promotion, to supplier selection and retention, will help to ensure that D&I is always part of the business agenda.

Lumiere has also almost doubled its Economic impact score over the last 6 months (currently 63/100), with a really strong focus on putting robust governance structures and policies in place, transparency of financial reporting, monitoring of employee satisfaction and engagement, and initiating an internship program. It's also great to see that Lumiere is providing its teams with relevant training and professional development and health care benefits, and that it has selected an ethical pension provider.

With a large uplift in Lumiere's Environmental score, Climate is now the lowest scoring area for Lumiere, but there are plans already in place to address this through the measurement of Scopes 1 and 2 emissions for all of its venues so that reduction targets can be set. Though Lumiere's emissions footprint is likely to be fairly low, it is vital that all businesses take action to reduce their emissions, if we are collectively to reach the target of staying below the limit of 2 degrees of warming called for in the Paris Agreement.

We have also discussed emissions that are occurring as a result of Lumiere's supply chain, and carrying out a climate risk assessment, which will both be areas of focus for Lumiere over the coming 12 months.

Our Recommendations:

Keep going! It all adds up, and the progress you have made so far is fantastic to see!

Using your Roadmap to guide you, look at the ambitions you have coming up over the next few months and prioritise your targets. Some will be easier to action than others, but we're here to help. It's good to keep an eye on your longer-term ambitions too. Some targets may take a little longer to achieve and require more in-depth planning to put in place. As with the quick wins, we are here to support you.

We also recommend revisiting the question set periodically to assess if there are new ambitions you could set. Creating a truly sustainable business is a constantly evolving process and as you move forward with your current ambitions there may be scope to add new ones.

YOUR ACHIEVEMENTS

ENVIRONMENT	Leadership commitment to sustainability and environmental issues	Yes
ENVIRONMENT	Reports to all stakeholders on social and environmental performance	Yes
ENVIRONMENT	Significantly reducing the use of single-use plastics	Yes
ENVIRONMENT	Reduces and/or minimises water usage	Yes
ENVIRONMENT	Reduces and/or minimises energy use	Yes
ENVIRONMENT	Has a recovery and recycling programme for all materials that can be recycled	Yes
ENVIRONMENT	Reduces or removes deforestation and forest degradation from direct operations and/or supply chain	Yes
ENVIRONMENT	External comms designed to discourage negative and/or influence positive social and environmental behaviour	Yes
ENVIRONMENT	Identifies sustainability risks when designing or developing new products and/or services	Yes
ENVIRONMENT	Ensures inclusive and ethical food options are offered where appropriate	Yes
ENVIRONMENT	Trains its employees on relevant sustainability practices and principles	Yes
ENVIRONMENT	Supplier code of conduct covers positive environmental practices	Yes
ENVIRONMENT	Measures and manages non-food waste	Yes
ENVIRONMENT	Prevents recyclable waste from reaching landfill, incinerators and the ocean	Yes
ENVIRONMENT	Measures and manages any food waste it generates	Yes
ENVIRONMENT	Has practices and policies in place to reduce noise pollution issues	Yes
ENVIRONMENT	Supplier code of conduct includes information on how environmental practices will be monitored and reviewed	Yes
ECONOMIC	Provides guidance and clear policies on anti-corruption and bribery for all employees	Yes
ECONOMIC	Board or most senior governance group hold regular and minuted meetings	Yes
ECONOMIC	Regularly reviews and updates policies and procedures	Yes
ECONOMIC	Has an employee feedback system that is regularly reviewed	Yes
ECONOMIC	Has an anti-corruption reporting system in place, including a whistle-blowing policy	Yes

YOUR ACHIEVEMENTS

ECONOMIC	Has a formal human rights policy made available to all stakeholders	Yes
ECONOMIC	Measures how many full / part-time roles created as a % of the workforce over past 12 months	Yes
ECONOMIC	Has a regularly reviewed and accessible employee grievance mechanism	Yes
ECONOMIC	Has comprehensive health and safety policies and procedures	Yes
ECONOMIC	Considers needs-based affordability in its products and services	Yes
ECONOMIC	Has transparent employment policies that promote equity	Yes
ECONOMIC	Communicates policies, benefits and working practices to all employees	Yes
ECONOMIC	Has regularly reviewed employment policies that conform to domestic and international standards	Yes
ECONOMIC	Ensures stakeholders understand the legal, financial and practical implications of agreements entered into	Yes
ECONOMIC	Has comprehensive IT security policies and procedures in place	Yes
ECONOMIC	Ensures fair working hours and rest periods	Yes
ECONOMIC	Ensures rights of employees to freedom of association, union affiliation and collective bargaining	Yes
ECONOMIC	Monitors and evaluates worker satisfaction and engagement	Yes
ECONOMIC	Ensures equal pay for equal work	Yes
ECONOMIC	Provides skills and training to the workforce	Yes
ECONOMIC	Taking additional actions to meet the targets of SDG 8, Decent Work and Economic Growth	Yes
ECONOMIC	Provides access to financial education for employees	Yes
ECONOMIC	Publishes a transparent annual report with an audited set of accounts	Yes
ECONOMIC	Highest level of governance holds full financial and fiduciary responsibility	Yes
ECONOMIC	Has a publicly available policy regarding data usage and privacy issues	Yes
ECONOMIC	Has agreed lines of delegation and financial reporting	Yes
ECONOMIC	Verifies whether it is required to undertake applicable sustainability, ESG, emissions, or energy use reporting	Yes

YOUR ACHIEVEMENTS

SOCIAL	Ensures external comms are ethical, factual and appropriate	Yes
SOCIAL	Ensures personnel are trained in all policies and procedures	Yes
SOCIAL	Has an anti-corruption and bribery policy, including an anonymous whistle-blowing policy	Yes
SOCIAL	Has an anti-harassment policy	Yes
SOCIAL	Looks for a commitment to positive social impact when selecting leadership team members	Yes
SOCIAL	Has a written procedure for handling issues of harassment and inappropriate behaviour	Yes
SOCIAL	Ensures majority of food produced or procured is certified by recognised ethical standards	Yes
SOCIAL	Has a pension plan accessible by all employees	Yes
SOCIAL	Has a flexible working policy	Yes
SOCIAL	Ensures all employees have adequate access to quality healthcare	Yes
SOCIAL	Pays a real Living Wage to all employees relevant to specific geography	Yes
SOCIAL	Has a supplier code of conduct	Yes
SOCIAL	Ensures advertising and comms are ethical, accurate and positive	Yes
SOCIAL	Taking additional actions to meet the targets of SDG 2, Zero Hunger	Yes
SOCIAL	Taking additional actions to meet the targets of SDG 1, No Poverty	Yes
SOCIAL	Taking additional actions to meet the targets of SDG 4, Quality Education	Yes
SOCIAL	Taking additional actions to meet the targets of SDG 12, Responsible Consumption and Production	Yes
SOCIAL	Makes relevant training and professional development available for all employees	Yes
SOCIAL	Publishes vision, mission and values	Yes
SOCIAL	Engages with communities to mitigate and manage social risk	Yes
SOCIAL	Invests in making a positive change to communities in which it produces and operates	Yes
SOCIAL	Provides transparent financial reporting in every operational territory	Yes

YOUR ACHIEVEMENTS

SOCIAL	Ensures employee pension scheme is screened for ethical, environmental and social credentials	Yes
SOCIAL	Measures % of workforce that takes advantage of a flexible working policy	Yes
SOCIAL	Forbids use of child labour in supply chain, or sourcing of materials from suppliers who have not verified there is an absence of child labour	Yes
SOCIAL	Supplier code of conduct ensures freedom of association and right to collective bargaining	Yes
SOCIAL	Supplier code of conduct promotes the highest industry standards of health and safety	Yes
SOCIAL	Supplier code of conduct promotes the training of workers on their labour and employment rights	Yes
SOCIAL	Supplier code of conduct seeks to eliminate harsh treatment and harassment from supply chain	Yes
SOCIAL	Supplier code of conduct includes compliance with all local laws and regulations	Yes
SOCIAL	Supplier code of conduct includes third-party certifications related to positive social and/or environmental performance	Yes
SOCIAL	Supplier code of conduct includes guidance on expectations of good governance, including policies on ethics and corruption	Yes
SOCIAL	Supplier code of conduct seeks to reduce GHG emissions in the supply chain	Yes
SOCIAL	Supplier code of conduct details how environmental practices will be monitored and reviewed	Yes
SOCIAL	Permits employees to undertake volunteering days	Yes
SOCIAL	Measures the % of employees who undertook volunteering days during the last reporting period	Yes
DIVERSITY & INCLUSION	Diversity and inclusion policies cover gender, race, colour, disability, identity, neurodiversity, age, nationality, union affiliation, and religion	Yes
DIVERSITY & INCLUSION	Board or senior governance commitment to diversity and inclusion	Yes
DIVERSITY & INCLUSION	Board or most senior governance group representative of operational territories	Yes
DIVERSITY & INCLUSION	Has policies and procedures that promote diversity and inclusion	Yes
DIVERSITY & INCLUSION	Reviews diversity and inclusion of organisation annually	Yes
DIVERSITY & INCLUSION	Ensures a diverse range of perspectives are consulted when developing organisation strategy	Yes
DIVERSITY & INCLUSION	Leadership commitment to diversity and inclusion	Yes
DIVERSITY & INCLUSION	Measures % of leadership team who identify as female	Yes

YOUR ACHIEVEMENTS

DIVERSITY & INCLUSION	Ensures the provision of an accessible and inclusive workplace	Yes
DIVERSITY & INCLUSION	Completes regular performance and career development reviews for all employees	Yes
DIVERSITY & INCLUSION	Ensures access to inclusive healthcare services in every operational territory	Yes
DIVERSITY & INCLUSION	Has sanitation facilities appropriate for a diverse workforce	Yes
DIVERSITY & INCLUSION	Uniform or employee dress code is inclusive and equitable	Yes
DIVERSITY & INCLUSION	Considers, promotes and supports economic inclusion when selecting suppliers	Yes
DIVERSITY & INCLUSION	Has policies to prevent and penalise discrimination, harassment and bullying within supply chain	Yes
DIVERSITY & INCLUSION	Ensures, promotes and supports diversity and inclusion within supply chain	Yes
DIVERSITY & INCLUSION	Externally promotes values of diversity and inclusion	Yes
DIVERSITY & INCLUSION	Ensures diverse and equal representation across media and comms channels	Yes
DIVERSITY & INCLUSION	Taking additional actions to meet the targets of SDG 10, Reduced Inequalities	Yes
DIVERSITY & INCLUSION	Has maternity, paternity, adoption and family leave policies exceeding statutory provisions	Yes
DIVERSITY & INCLUSION	Permits an equitable sharing of parental leave	Yes
DIVERSITY & INCLUSION	Positively promotes career opportunities within under-represented groups	Yes
DIVERSITY & INCLUSION	Has a designated mental health first-aider or provides mental health and well-being services to employees	Yes
DIVERSITY & INCLUSION	Provides paid leave for fertility treatment	Yes
DIVERSITY & INCLUSION	Provides paid leave for compassionate reasons that include pregnancy loss	Yes
CLIMATE	Seeks to reduce greenhouse gas emissions caused by employee commuting or business travel	Yes
CLIMATE	Encourages employees to conserve energy in the workplace	Yes
CLIMATE	Analyses, identifies and reduces supply chain sustainability risks	Yes
CLIMATE	Measures % of renewable energy used at operational sites	Yes
CLIMATE	Transitioning to renewable energy and energy-efficient processes in a defined timeframe	Yes

YOUR ACHIEVEMENTS

CLIMATE	Operational sites have energy-efficient features	Yes
CLIMATE	Considers climate-related issues when reviewing or formulating strategy	Yes
CLIMATE	All energy used across operational sites is purchased through 100% renewable energy tariffs	Yes

YOUR ROADMAP

	3 MTHS	6 MTHS	12 MTHS	18 MTHS	3 YRS		3 MTHS	6 MTHS	12 MTHS	18 MTHS	3 YRS
Does your organisation monitor, record, and report its energy use and scopes 1 & 2 carbon emissions? Climate / Governance Submitted: 05/Dec/2023		148 Days left				Does your organisation screen and monitor its key suppliers for compliance with labour rights and standards as per ILO policies and guidelines? Economic / Supply Chain Submitted: 05/Dec/2023	Overdue				
Do you have a climate change mitigation and adaptation policy and programme within your organisation? Climate / Governance Submitted: 05/Dec/2023		332 Days left				Does your organisation ensure ethical buying standards throughout its supply chain? Economic / Supply Chain Submitted: 05/Dec/2023		878 Days left			
Has your organisation set significant targets to reduce its energy consumption and carbon emission intensity? Climate / Carbon Footprint Submitted: 05/Dec/2023		332 Days left				Does your organisation have a waste reduction strategy across all operational sites? Environment / Leadership Submitted: 05/Dec/2023		148 Days left			
Does your organisation complete annual climate risk assessments for its products, services, and operations? Climate / Carbon Footprint Submitted: 05/Dec/2023		Overdue				Does your organisation preference the procurement of products or services that promote the sustainable use of natural materials? Environment / Supply Chain Submitted: 14/Dec/2023	90 Days left				
Can you provide evidence of any additional actions that your organisation is taking to address the objectives of SDG 5 - Gender Equality? Diversity & Inclusion / Global Goals Submitted: 05/Dec/2023		148 Days left				When choosing suppliers, does your procurement system prioritise those who have third party accredited standards relating to sustainability? Environment / Supply Chain Submitted: 05/Dec/2023		878 Days left			
Does your Board of Directors or your most senior governance group consult with stakeholders on the economic, environmental, and social impact of the organisation? Social / Governance Submitted: 05/Dec/2023		148 Days left				Does your organisation screen its key suppliers for their positive environmental practices or negative environmental impact? Environment / Supply Chain Submitted: 14/Dec/2023	90 Days left				
Does your organisation have and distribute to all employees an Employee Handbook containing the company's code of conduct and policies? Social / Workforce Submitted: 05/Dec/2023		Overdue				Does your organisation measure, review, and reduce the impact of transporting its goods and products across its supply chain? Environment / Supply Chain Submitted: 05/Dec/2023		878 Days left			
Can you provide evidence of any additional actions that your organisation is taking to address the targets of SDG 3 - Good Health and Wellbeing? Social / Global Goals Submitted: 05/Dec/2023		148 Days left				Within your operating sites, do you ensure that environmentally friendly chemicals are used for cleaning and all other purposes within your organisation, and are disposed of properly? Environment / Ecosystem Submitted: 05/Dec/2023		693 Days left			
Does your organisation have a comprehensive and publicly available code of ethics? Economic / Governance Submitted: 14/Dec/2023		90 Days left				Does your organisation actively invest in environmental protection and conservation? Environment / Ecosystem Submitted: 05/Dec/2023		Overdue			
Does your organisation publish a modern slavery statement? Economic / Governance Submitted: 05/Dec/2023		Overdue				Does your organisation measure and manage its water usage? Environment / Ecosystem Submitted: 05/Dec/2023		Overdue			
Do you source your essential products and services as locally as possible? When local is not possible, do you source using ethical trading principles such as FairTrade? Economic / Supply Chain Submitted: 05/Dec/2023		878 Days left				Does your organisation have evidence of the identification and management of its positive contributions to SDG 15 - Life on Land? Environment / Global Goals Submitted: 05/Dec/2023		Overdue			

YOUR ROADMAP

	3 MTHS	6 MTHS	12 MTHS	18 MTHS	3 YRS		3 MTHS	6 MTHS	12 MTHS	18 MTHS	3 YRS
Does your organisation have evidence of the identification and management of its positive contributions to SDG 14 - Life Below Water? Environment / Global Goals Submitted: 05/Dec/2023	Overdue					Do you have a measurable year-on-year food waste reduction plan? Environment / Ecosystem Submitted: 05/Dec/2023	355 Days left				
Can you provide evidence of any additional actions that your organisation is taking to address the targets of SDG 6 - Clean Water and Sanitation? Environment / Global Goals Submitted: 05/Dec/2023	148 Days left										
Can you provide evidence of any additional actions that your organisation is taking to address the targets of SDG 11 - Sustainable Cities and Communities? Environment / Global Goals Submitted: 05/Dec/2023	148 Days left										
Are you a signatory of the UN Global Compact? Environment / Global Goals Submitted: 05/Dec/2023	148 Days left										
Does your organisation have a comprehensive succession plan that considers diversity and inclusion in its employee development and mentoring programmes? Diversity & Inclusion / Leadership Submitted: 14/Dec/2023	182 Days left										
Does your organisation have a code of conduct which includes prohibiting sexual exploitation in all forms? Social / Leadership Submitted: 05/Dec/2023	Overdue										
Does your organisation verify that no child labour exists within its own operations and its supply chain? Social / Supply Chain Submitted: 05/Dec/2023	Overdue										
Do you require your suppliers to report on potential conflicts of interest? Social / Supply Chain Submitted: 05/Dec/2023	Overdue										
Do you use or look for third-party certification to confirm and validate the climate and sustainability impact of your supply chain? Climate / Supply Chain Submitted: 14/Dec/2023	90 Days left										
Has your organisation committed to Net Zero by 2050 in terms of carbon and greenhouse gas emissions, and do you have a measurable year-on-year emissions reduction plan? Climate / Leadership Submitted: 05/Dec/2023	167 Days left										
Do you have a measurable year-on-year non-food waste reduction plan? Environment / Ecosystem Submitted: 05/Dec/2023	355 Days left										

NEXT STEPS



Remember that the steps you have already taken are not just tick-boxes. Your leadership team will need to keep a wide lens on the business as you move forward and ensure that the policies and procedures you have already put in place are being adhered to and reviewed and updated regularly.

Sustainable practices should be embedded into every element of your business model and operations - and this doesn't mean sacrificing profit over positive impact. There are multiple pieces of research evidencing conclusive correlations between good business practices in sustainability and economic profitability.

Make sure that employees are onboard with what you are doing and receive regular reminders and prompts, for example with regard to making energy, waste and water reductions. Sustainability training is a great way to embed behaviours and to encourage your workforce to become agents of lasting change within the business, rather than viewing sustainability as a side-line.

As you continue along your FuturePlus Roadmap, we recommend the following steps in terms of making small gains that will soon aggregate into a much bigger picture.

Understand - as a business you are already demonstrating that you understand what sustainability means to you, and that there are compromises to be made along the way. While consumers are increasingly demanding more sustainable business practices and capital is increasingly becoming conditional upon these practices, now is the time for sustainability to be at the top of your agenda, and an integral part of your decision making processes.

Measure - it's hard to make improvements and reductions, or to set goals, without first having an understanding of the metrics which make up your environmental and social impact, so make sure you are measuring and monitoring relevant data sources so that you can put in place improvements and report on your progress.

Manage - remember that small wins will soon add up to a much bigger picture across your business. Having an understanding of where you need to improve is key, which is where your FuturePlus Roadmap comes in. It shouldn't be overwhelming, or become a distraction from your core vision, mission and values.

Communicate - clear and transparent communication is vital in order to bring your stakeholders along with you. Be confident, honest and transparent in your actions and your achievements while acknowledging that there is always more to be done.

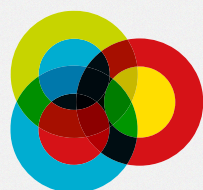
We are here for you every step of the way, and delighted to be making this journey with Lumiere towards an ambitious and more positive future.

THANK YOU



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Part of:



**THE
SUSTAINABILITY
GROUP**

