



Comisiynydd
Cenedlaethau'r
Dyfodol
Cymru

Future
Generations
Commissioner
for Wales



Well-being of Future Generations Act: Toolkit for Business



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Boss and Brew Academy

A note from the Commissioner

A sustainable business is one that enhances the economic, social, environmental and cultural well-being of people and communities, achieving a better quality of life for current and future generations.

In Wales, we're on a well-being mission like nowhere else in the world.

Under our Well-being of Future Generations Act, public sector organisations in Wales must work towards achieving Wales' seven national well-being goals – but we cannot achieve these goals without business.

Businesses in Wales already make a huge contribution to achieving the goals and some use the well-being goals as a framework for both planning and reporting.

Many more businesses have told us a guide would help them to do more. So, working with Welsh businesses, we've developed this future proofing toolkit to help you build on what you're already doing and take your business planning into the long-term.

Taking the seven goals as a framework, it helps you check where you currently are; shows what to aim for in the long-term and suggests ways to get there. This tool will help you communicate the impact of your business to your employees, your customers, your investors and your funders.

It has been prepared using the sustainable development principle: seeking to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. It's a whole-business sustainability approach, organised into 12 key themes, that will keep you forward-focused while also illustrating the benefits to your business.

Like other progressive countries around the world, Wales has committed to developing a sustainable, well-being economy- one that works for people and planet. Welsh businesses adopting the actions and investments in this toolkit is part of realising that ambition.

D. Walker

Future Generations Commissioner for Wales

How to use this toolkit

Whether you're a sole trader, an SME or part of a global organisation already reporting against your sustainability goals, it helps you:

- create your business plan, including setting targets, planning how you're going to meet them, measuring your progress and reporting your impact to everyone who cares about that: your people, customers, investors and funders
- demonstrate your commitment to Future Generations to win more work with the public sector in Wales
- build a strong case for business finance from the public and private sector

Is it for us and what will it do for our business?

Increasingly, as suppliers, businesses will be required to contribute to their public sector customers' well-being responsibilities. Equally, financial support from the public purse will be increasingly looking to invest in businesses that align with the Goals – and the Wales Development Bank directly refers to the Well-being of Future Generations Act in its investment criteria. This toolkit will support you with that, providing a means to demonstrate, for example, how you align with the Welsh Government's Economic Contract and Green Growth Pledge and are contributing to the commitments of Net Zero Wales.

Whether you're a sole trader, an SME or part of a global organisation already reporting against your sustainability goals, or you are thinking about or already part of the B Corp movement, you can still use this toolkit for free to show the impact you're making in Wales. And, by uniting all our efforts under Wales' well-being goals, we can show the world the impact we are making, together.

Wales' seven national well-being goals

Prosperous

An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

Resilient

A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

Healthier

A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.



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More Equal

A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

Globally Responsible

A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

Vibrant Culture and Thriving Welsh Language

A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

Cohesive Communities

Attractive, viable, safe and well-connected communities.

Business Strategy

Very often when sustainability is mentioned, people think 'environmental', but it is a whole-business approach rarely defined elsewhere but placed at the heart of the Well-being of Future Generations Act (2015).

In simple terms, sustainability means making decisions that benefit you, your staff, your suppliers, the communities you operate in, nature and your customers not just now but into the future. And so, it should run as a golden thread throughout business operations as the backdrop to all decisions, from recruitment to sales to partnerships.

This section puts sustainability at the heart of your business planning and looks to leaders and senior managers to ensure it remains a focus. It's also about making your commitment public, particularly important given that a positive position on sustainability is increasingly one of the first things stakeholders now look for when screening whom to work with and buy from.

The benefits of thinking sustainably are simple yet transformational: you have staff who want to work with you; you have trusted suppliers; the air and water we all rely on are kept fresh; resources are safeguarded against scarcity and rising prices; your customers choose you because you provide them with what they need, without damaging the environment that they and their businesses also rely on.

By taking action under this theme, you will be contributing to all the well-being goals. This is because by integrating sustainability into the DNA of your company and making it a top priority, you will inevitably make the right decisions that will positively impact health, culture, climate and nature, the local economy and your staff and communities.

How these actions align with the Economic Contract and Green Growth Pledge:

The Welsh Government's [Economic Contract](#) has four pledges for businesses: Economic Strength & Adaptability, Fair Work, Promotion of Well-being, and Low Carbon and Climate Resilience. These reflect the principles of sustainable development and, therefore, the seven well-being goals for Wales. You can use this toolkit to help you embed all four of these areas into your operations and therefore make it much easier to demonstrate your business's alignment with the [Economic Contract](#).

The [Green Growth Pledge](#) is also based on the principles of sustainable development and has ten guidance notes for businesses to help consider the types of activities and positive steps they can take to ensure their business operates in a responsible and sustainable way. It suggests picking three actions so, by using this toolkit to develop your business plan, you are demonstrating your commitment to the pledge.



Business Strategy: Actions and resources

Long term ambition: Sustainable development is anchored in your business strategy and integrated across day-to-day operations, your business is contributing to each of Wales' seven well-being goals. Employees, suppliers, customers and your local community are involved in, and understand, your contribution to improving the well-being of people, community and the planet.

Actions	Resources
<p>1. Identify the impacts of your business on Wales' seven well-being goals: include employees, suppliers, customers and your local community in understanding your impact. Identify which impacts make a negative and which make a positive contribution. Look at the areas of your business and ask where are we active and where are we not? Where could we do better and where are our biggest opportunities to make a difference?</p>	<ul style="list-style-type: none"> • UN Global Compact: The Ten Principles • Business in the Community: How to Develop a Responsible Core-Business Strategy • FSB: Small business sustainability hub • B Lab UK: B Corp training • WWF UK: Sustainability in the Office guide • Ikano Insight: Integrating Sustainability into Business Decision Making • Cambridge Institute for Sustainability Leadership: Embedding sustainability into organisational practices and decisions <p>Sector specific toolkits</p> <ul style="list-style-type: none"> • Food and Drink Wales: Sustainability self-assessment tool for food and drink businesses • Business Wales: Sustainable Toolkit for Tourism sector
<p>2. Define/revisit your Purpose, Governance, Strategy and Goals: ensuring key decisions about the future direction of the company are based on sustainable development. Once you understand your impacts, and where your strong and weak spots are, redefine your business strategy in light of what you have found.</p>	
<p>3. In collaboration with your stakeholders, develop and follow an action plan to improve your contribution to Wales' well-being goals and set a long term positive vision for the business's contribution to sustainability and well-being. Use the actions in this toolkit to help you develop an action plan.</p>	
<p>4. Appoint members of your team with the responsibility to drive and hold the organisation accountable for integrating sustainable development. Each employee has a role to play in establishing and delivering on your actions. Increasingly, many businesses, including SMEs are publishing their sustainability and well-being commitments.</p>	

Climate and Nature

The consequences of climate change and loss of biodiversity are already devastating, with businesses suffering, too. Profits and even survival are threatened by significant issues affecting supply chains and productivity and incurring additional financial costs.

At the same time as relying on climate and biodiversity stability, businesses are also responsible for a significant proportion of negative impacts.

This business theme is firstly about recognising this reliance/ responsibility dynamic and then planning your positive contribution to limiting climate change, biodiversity loss, pollution and the depletion of natural resources.

As well as improving your resilience to environmental problems, demonstrating your efforts in these areas will improve relationships with your staff, customers, suppliers and communities as awareness of the importance of protecting our environment continues to grow among both individuals and organisations.

By taking action under this business theme, you will be contributing to the following well-being goals:

- **A Globally Responsible Wales** - you will be part of the globally-recognised commitments of lowering emissions and reversing biodiversity loss.
- **A Prosperous Wales** - you will be part of giving current and future generations a fair chance at living well now and in the future
- **A Resilient Wales** - lowering emissions and reversing biodiversity loss which are required to restore, maintain and enhance healthy ecosystems.

How these actions align with the Economic Contract and Green Growth Pledge:

Planning to become a low carbon and climate resilient business is one of the key requirements of the Welsh Government's Economic Contract.

Businesses are being asked to showcase their biodiversity commitments, too, when they tender for public contracts. This is because, under the Environment (Wales) Act 2016, public authorities operating in Wales have a duty to maintain and enhance biodiversity and promote the resilience of ecosystems.

This business area also relates to Point Six: Using land, energy and water wisely of the Welsh Government's Green Growth Pledge, helping businesses demonstrate their commitment to reducing their impact on the environment.



Climate and Nature: Actions and Resources

Long term ambition: Your business becomes net zero, deforestation free and has zero discharge of hazardous pollutants and chemicals – ensuring that your business contributes to Welsh and UK government 2050 net zero carbon emissions targets. Wales has set a target for the Welsh public sector to become net zero by 2030, and to protect 30% of land and sea for nature by 2030.

Actions	Resources
1. Assess the impact of your business on climate and nature – and build an understanding of the risks of climate change and biodiversity loss for your business.	<ul style="list-style-type: none"> • UK Gov: Adapting to climate change: industry sector examples for your risk assessment
2. Develop a decarbonisation plan for the business through setting science based targets and measuring your carbon emissions (you could engage an expert carbon accountant to support you).	<ul style="list-style-type: none"> • Business in the Community: Climate Action Routemaps • Green Small Business: SME guide to preparing a Carbon Reduction Plan • SME Climate Hub • Science Based Targets Initiative
3. Develop an environmental management system to determine your sources of pollution and a set of actions to reduce your negative impact on the environment.	<ul style="list-style-type: none"> • Business for Nature: High-level Business Actions on Nature
4. Enhance biodiversity within your owned/managed grounds – examples include tree-planting; litter-picking; looking after green spaces around your company locations; not mowing; creating wildlife-friendly features; or planting native plants; turn a neglected area on your estate into a green space.	<ul style="list-style-type: none"> • Groundwork: Nature & Biodiversity for Business Toolkit
5. Eliminate your use or production of products that carry risks of deforestation.	<ul style="list-style-type: none"> • Size of Wales: Deforestation Free Business Toolkit

Commuting, Business Travel and Transport

Commuting, visiting clients and transporting goods are essential to business, but the environmental and financial costs are significant. Since the pandemic companies have already seen the positive effects of hybrid working in terms of people's productivity and morale and, often, reduced costs.

As the financial and environmental cost of fuel continues to rise, businesses are increasingly focused on reducing the impact of their travel on the environment and communities and reporting their emissions. With the UK ending the sale of new petrol and diesel cars and vans from 2030, they are also seeking innovative solutions.

Globally, e-commerce is on the rise - and fast - as are the number of deliveries by lorries and vans from regional distribution hubs to local shops and homes. Inevitably, more vehicles on the roads mean more pollution and more demand for petrol and oil.

Without breaking that cycle, businesses will not be able to meet the UK's target of reducing emissions to almost zero by 2050 or reduce their road freight costs and road congestion.

By taking action under this business theme, you will be contributing to the following well-being goals:

- **A Globally Responsible Wales** - by reducing transport emissions and therefore contributing positively to global action on climate change
- **Healthier Wales** - by promoting active travel and therefore contributing positively to both physical and mental health within communities

How these actions align with the Economic Contract and Green Growth Pledge:

This business theme aligns directly with the Economic Contract pledge to be Low Carbon and Climate Resilient, which relates to reducing carbon emissions, building resilience and adapting business practices for the future.

The Efficient Transport area of the Green Growth Pledge directly relates to this business theme.



Natasha Hirst - Through our Eyes Project

Commuting, Business Travel & Transport: Actions and Resources

Long term ambition: Become a net zero business, with employees supported to reduce carbon emissions through business travel and developing a zero emissions plan for transport and logistics in your supply chain.

Actions	Resources
<p>1. Identify ways that your business can reduce business travel, and when business travel is essential, identify ways to encourage staff to switch to sustainable modes of transport such a public transport, cycling or walking.</p> <p>Internal policies to promote meeting online, working from home and incentivising staff to switch to sustainable modes of transport can support these efforts. Examples include Cycle to work schemes, providing bike racks and shower facilities at work or installing e-bike and electric car chargers. Monitoring business travel mileage can help you track progress, for example through keeping mileage records of company vehicles.</p>	<ul style="list-style-type: none"> • British Business Bank: Green transportation initiatives • Izix: How to promote public transportation within your company? • Healthy Travel Wales: Healthy Travel Charters • Sustrans: 5 strategies to encourage your employees to cycle to work
<p>2. Switch to low-emission, hybrid or electric vehicles or cargo bikes in your fleet. Install a charging hub for electric vehicles at your locations or work with your property owner to do so.</p>	<ul style="list-style-type: none"> • Energy Saving Trust: Electric car and van advice for SMEs on green travel choices • Energy Saving Trust: Lowering van emissions and costs
<p>3. Consider ways you can reduce emissions through customer goods delivery. This can include share delivery runs with other small businesses, incentivising customers to select click and collect options on your website. Auditing your transport and logistics routes to identify efficiencies. Making sure that your delivery vehicles are always stocked so that they don't travel back to the distribution centre empty minimises fuel use and mileage, maximises efficiency and lowers costs.</p>	<ul style="list-style-type: none"> • BRC: Reducing emissions in transport and logistics • Green Alliance: Sharing the load: the potential of e-cargo bikes

Preventing and Managing Waste

Minimising the waste we produce is increasingly important as we continue to use up both finite resources and renewable ones faster than they can regenerate. The good news is that there are lots of ways to avoid and reduce waste, through how we design, make, package and deliver products and services.

The commercial benefits are significant, too. As well as enhancing relationships with markets and customers who increasingly expect responsible waste management, it protects and improves business productivity.

Starting with designing products to last longer, be easily refurbished, repaired and re-used then using recycled raw materials can significantly reduce waste and the greenhouse gas emissions as well as demand for virgin raw materials. And the financial, environmental and human cost of waste disposal are saved.

By taking action under this business theme, you will be contributing to the following well-being goals:

- **A Resilient Wales:** by reducing waste and minimising the demand for raw material you will be helping to maintain healthy natural ecosystems
- **A Globally Responsible Wales:** by helping eliminate waste through global supply chains

How these actions align with the Economic Contract and Green Growth Pledge:

Under its third pledge, Low Carbon and Climate, the Welsh Government Economic Contract refers to eliminating emissions. By reducing your waste, diverting the remainder from landfills, increasing your recycling and repair rates, you are reducing emissions and, therefore, demonstrating your commitment to the principles of the Economic Contract.

The Green Growth Pledge refers to Waste in operation, packing and end of life in Sections 3 (Appropriate packaging), 5 (Use and End of Life) and 7 (Preventing Waste and Pollution). So, by taking action under this business area you are also aligned with the Pledge.



Preventing and Managing Waste: Actions and Resources

Long term ambition: Become a zero waste business in line with Wales' plans to become a zero waste nation by 2050 through the national [Beyond Recycling](#) strategy. As a business you will aim to achieve zero waste to landfill and incineration and support 100% resource recovery, with all materials and products recovered, recycled or reused at end of use. In Wales, it's the law It is the law for all businesses to sort their waste for recycling.

Actions	Resources
<p>1. Develop a zero waste strategy, starting with an audit of the waste produced through your operations and set waste reduction targets. This would typically cover some or all elements of the 10 R's of waste management: Rethink; Refuse; Reduce; Reuse; Repair; Refurbish; Remanufacture; Repurpose; Recycle; and Recover.</p>	<ul style="list-style-type: none"> • WRAP Cymru: Business of Recycling guidance • Keep Wales Tidy: Tackling Waste Business Toolkit
<p>2. Install appropriate colour-coded or abelled bins in place for managing all types of waste – based on Wales' recycling regulations for business.</p>	<ul style="list-style-type: none"> • Welsh Government: Workplace Recycling
<p>3. Ban the use of single-use plastic for all meetings/events and provided reusable alternatives.</p>	<ul style="list-style-type: none"> • Plan A: 10 Rules for a Plastic-Free Office
<p>4. Develop a paperless policy: Start by analysing everything you use paper for: signing documents, filling out logs, reporting and marketing and. Then move to using digital documents. Considerable savings can be achieved over the medium-term.</p>	<ul style="list-style-type: none"> • Business News Daily: Create a Paperless Office by Digitizing Your Processes
<p>5. Packaging and end of product life treatments. Clearly state what materials can be recycled or repaired to consumers. Consider how to advertise your products and services with minimal waste.</p>	<ul style="list-style-type: none"> • WRAP Cymru: Circular Economy toolkits • Ecochain: Life Cycle Assessment (LCA) - Complete Beginner's Guide

Skills

Every business wants to get the best from their people now and in the future. Developing their skills and knowledge doesn't just contribute to better business performance but also builds commitment and loyalty, helping you to retain your valued and valuable colleagues. Many studies show that people are increasingly attracted to working for sustainable businesses.

With the urgent need to address climate change, biodiversity loss, though training and skills, business can ensure that their workforce is ready and well equipped for the green economy and changes it comes with. For example, businesses will be asked to report on their impact, engage suppliers, develop low carbon and nature-friendly products and services, and communicate it all to customers without greenwashing. Skills, therefore, can only be a wise investment: good for your business and the economy.

However, as the focus of economies shifts to making positive impact on communities, environment, supply chains and culture in addition to economic growth and jobs, so different skillsets will be required.

Businesses will need to start training staff and recruiting for non-technical skills such as emotional intelligence, empathy, cooperation, leadership, social awareness, problem-solving, cultural sensitivity, creativity, facilitation and whole system thinking.

By taking action under this business theme, you will be contributing to the following well-being goals:

- **A Prosperous Wales:** by taking action under this business theme, you will be supporting efforts to develop a skilled population that recognises the limits of the global environment and therefore uses resources efficiently and proportionately.
- **Globally Responsible Wales:** by taking action under this business theme, you will be supporting efforts to create a workforce that understands global challenges and is ready to respond to them.

How these actions align with the Economic Contract and Green Growth Pledge:

The first pledge of the Welsh Government's Economic Contract is Economic Strength and Adaptability which focuses on building stronger, better, resilient businesses that can adapt to changing economic and market conditions. So, by demonstrating your commitment and actions to grow skills within your organisation and prepare for the future green economy, you are aligned with the Economic Contract.

You will also align with its second pledge of Fair Work and Employment which focuses on providing people with opportunities for growth.



Skills: Actions and Resources

Long term ambition: Your employees are equipped with the skills required to drive your actions on sustainability – and you are supporting people in Wales, including people from Black, Asian or minority Ethnic communities and disabled people, with opportunities to build the skills required for the jobs of the future. Support Wales' long term plan for net zero skills on the Welsh Government website: [Net zero skills Wales](#).

Actions	Resources
<p>1. Regularly assess your organisation's skills gap. Assessing a skills gap is about identifying key skills your staff need now and in the future; as well as understanding the impacts of a shift to a green economy on your workforce Start by mapping your teams' existing skills against priority areas e.g. Net Zero or Zero Waste.</p>	<ul style="list-style-type: none"> • Personio: Skills gap analysis guidance • Resources for Employers: How to conduct a skills gap analysis
<p>2. Roll out training learning and development strategy include sustainability upskilling for employees such as carbon literacy training.</p>	<ul style="list-style-type: none"> • SME Climate Hub: Free Climate Fit training for SMEs • Cynnal Cymru – Sustain Wales: Training
<p>3. Identify how you can offer traineeships and/or apprenticeships. One of the best ways to build a talent pool within your community is by offering placements, apprenticeships and training opportunities for people, including people from Black, Asian or minority Ethnic communities or disabled people.</p>	<ul style="list-style-type: none"> • Business Wales: Training and Support Programmes • FSB: Apprenticeships in Wales resources

Fair Work and Pay

Most businesses agree that their most valuable assets are their people – and this business area of fair work looks at how you can make the most of them.

Fair is how we want work in Wales to be – and not just because it's the right thing to do. While for many public organisations, its principles are legislated, fair work provides a wide range of significant business benefits, starting with recruitment and retention of the right people and the associated cost savings from reduced staff.

Treating staff with respect and fairly also means they are likely to be more productive, committed, engaged and inclined to invest in their skills and learning. Valuing your people's views and establishing a strong employee voice to hear them adds to their job satisfaction while also benefiting your business by gathering ideas and innovation from the people who are closest to certain topics.

And the benefits do not end there: fair work can also contribute to people's physical and mental health and wider well-being, reducing sickness absence.

Fair work can also help your business reap the benefits of a more equal, diverse and inclusive workforce and a wider skill and talent pool.

And the benefits do not end there: fair work can also contribute to people's physical and mental health and wider well-being, reducing sickness absence. Fair work can also help your business reap the benefits of a more equal, diverse and inclusive workforce and a wider skill and talent pool.

There are clear, tangible steps to embedding fair work and creating a key competitive advantage for your business.

By taking action under this business theme, you will be contributing to the Prosperous Wales Goal: You will be supporting efforts to create decent work conditions and opportunities to thrive.

How these actions align with the Economic Contract and Green Growth Pledge:

Fair work is a core element of both the Economic Contract and the Green Growth Pledge. So, by taking action in this area you will be aligning yourself and showcasing your commitments to these two key initiatives here in Wales.



“Fair work is work which fulfils the rights of workers, supports worker well-being, and provides workers with a voice. Fair work is the presence of observable conditions at work which means workers are fairly rewarded, heard and represented, and can progress in a secure, healthy, and inclusive working environment, where their rights as workers are respected.”

Welsh Government

Fair Work and Pay: Actions and Resources

Long term ambition: Fairly rewarding all of your employees for their work, including ensuring all employees are paid at least the Real Living Wage. Ensuring you have mechanisms for your employees' voices to be heard and collectively represented and that they have job security, opportunities to develop and flexibility in their working practices. Your business has a safe, healthy and inclusive working environment and is respecting all your employees' legal rights.

Actions	Resources
<p>1. Pay all workers at least the real living wage and provide above-statutory sick pay. The Real Living Wage is higher than the Government's statutory minimum national living wage. You can find current rates on their website.</p>	<ul style="list-style-type: none"> • Welsh Government: A guide to Fair Work • Welsh Government: Living Wage implementation guidance • Living Wage Wales: Why pay it? • Welsh Government: Ethical employment in supply chains: code of practice, guidance and training
<p>2. Allow Trade Unions access to your workplace, and adhere to collective agreements where these apply, e.g. recognise a trade union, set up meetings between trade union officials and your staff and negotiate with trade union representatives. Create effective formal and informal arrangements to ensure the individual and collective employee voices are heard.</p>	
<p>3. Offer security and flexibility for staff members: For example, ensuring that non-guaranteed (zero hours) contracts are not unilaterally imposed; giving your workers sufficient notice of shift patterns and any changes; guaranteeing minimum hours; and offering remote and other forms of flexible working where practicable.</p>	
<p>4. Provide employees with good quality and relevant learning and development opportunities. For example, funding and/or providing relevant training sessions and qualifications; providing universal training in equality, diversity and inclusion.</p>	

Fair Work and Pay: Actions and Resources (continued)

Actions	Resources
<p>5. Take steps to ensure a safe, healthy, and inclusive working environment for all. For example, providing universal training in equality, diversity and inclusion; collecting data to track workforce diversity; having processes in place to tackle discrimination or bullying and harassment; having a commitment to narrowing gender, race and disability pay gaps; putting in place effective health and safety measures that are regularly communicated and reviewed in consultation with workers. Collect data to track your business's workforce diversity, and implement effective processes to tackle workplace bullying, harassment, and discrimination.</p>	<ul style="list-style-type: none"> • Welsh Government: A guide to Fair Work • Welsh Government: Living Wage implementation guidance • Living Wage Wales: Why pay it? • Welsh Government: Ethical employment in supply chains: code of practice, guidance and training
<p>6. Commit to addressing any under-representation across all protected characteristics at all levels of the organisation and to narrowing any gender, race and disability pay gap. The legal protected characteristics in the UK are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.</p>	
<p>7. Commit to addressing any under-representation across all protected characteristics at all levels of the organisation and to narrowing any gender, race and disability pay gap. The legal protected characteristics in the UK are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.</p>	
<p>8. Make a plan to remove any unlawful and unethical employment practices in the supply chain of your business. For example, replacing any of your suppliers that have unlawful or unethical employment practices with suppliers that have lawful and ethical practices.</p>	

Purchasing and Supply Chain

What you buy and from whom is probably one of your most important business decisions, not only for your operations and budget but also for the planet.

A company's supply chain can make a significant positive impact in promoting human rights, fair labour practices, environmental progress and anti-corruption policies.

And, while SMEs may not dictate global supply chains, choosing the right supplier and setting expectations across their supply chains are significant actions. Knowing what you are buying and the operational practices of your suppliers will also help you measure and report on your carbon emissions too.

This business area is about going beyond considering quality, price and service in business procurement. It also asks you to consider whether or not a given product or service has been created in good working conditions; fair pay was provided; and any environmental impact created during the production, transportation and disposal of products purchased.

By taking action under this theme you will be contributing to the following Globally Responsible Wales goal: You will be helping to create ethical and fair supply chains, and welcoming new businesses into Wales with fair contracts.

How these actions align with the Economic Contract and Green Growth Pledge:

This business theme is reflected in Section number one "Working with responsible Suppliers" of the [Green Growth Pledge](#). In particular, it recommends taking the following actions:

- Increasing the proportion of your suppliers based in your region
- Choosing suppliers based on their demonstrable good practices
- Having a written policy to guide how you choose suppliers



Purchasing and Supply Chain: Actions and Resources

Long term ambition: having set your goals on sustainability and well-being, you have audited and engaged your supply chain to ensure the contribution of your suppliers to Wales' well-being goals.

Actions	Resources
<p>1. Audit your procurement: Knowing what you buy, where from, and why is the first step in establishing a policy that is relevant to your organisation and reflects your values.</p>	<ul style="list-style-type: none"> • Business in the Community: Engaging Supply Chains to Reduce Environmental Impact • Worldfavor: How to create a supplier code of conduct
<p>2. Map your impacts along your supply chain: Once you have audited what you purchase, the next step is to map your supply chain and question what kind of impacts there are along the way and where. For example: what raw materials are being extracted and how and where on your behalf; what labour rights are in place at the companies who extract, manufacture or transport products or provide services for you; what kind of packaging is used throughout your supply chain; what kind of management of environmental impacts is practised?</p>	
<p>3. Establish a strong Supplier Code of Conduct. This document should set out your values and your expectations of suppliers with regard to sustainability.</p>	
<p>4. Build a strong relationship with your suppliers. Once you know which areas of your business need attention, and which suppliers could help you achieve your goals, reach out to them and ask how they can support your actions to support the well-being goals.</p>	
<p>5. Continually monitor, measure, analyse, evaluate and improve your requirements and your supply chains will change. By implementing processes to gather and analyse data from your suppliers as a matter of course you will stay on top of ensuring they all maintain the standards you expect in line with your purchasing policy and Supplier Code of Conduct and with new laws, regulations and demands from stakeholders.</p>	

Energy and Water

With a structured approach, every business can reduce the amount of energy it uses. The benefits not only help reduce the impacts of climate change but can also help reduce and manage your energy costs, provide new business opportunities and help support reductions in greenhouse gas emissions.

Steps companies can take include minimising their business energy use; reducing the amount of energy embedded in the materials they use; improving the energy efficiency of their own finished products; and choosing to purchase renewable energy.

Our businesses account for the largest water consumption in the UK, with almost all operations and supply chains rely on it.

To ensure we have plenty of water to support both business and people's health - for drinking, cooking and sanitation - it is vital to use water responsibly and safeguard its supply.

Adopting a systematic approach to responsible water use and effluent management will also typically reduce business costs as well as the risk of water scarcity for your business, your community and the local environment, and the risks associated with effluent disposal.

This theme can reap the benefits and provide positive feedback loops on Climate and Biodiversity; Community Engagement; if it is done in relation to and supported by Skills; Purchasing and Supply Chains.

By taking action in this area you will be contributing to:

- **A Globally Responsible Wales:** You will be supporting efforts to reduce demand on non-renewable energy and to use it wisely in order to support Wales to decarbonise and reduce the global impacts of climate change.
- **A Resilient Wales:** You will be supporting efforts to look after water resources, use them wisely and reduce pollution and so helping marine ecosystems to recover so that Wales has access to water for generations to come.



Awel Aman Tawe

Energy and Water: Actions and Resources

Long term ambition: By ensuring energy comes from renewable sources, and reducing your use of water, you are supporting responsible use of the planet's resources and contributing to Wales' net zero goals and a resilient Wales.

Actions	Resources
<p>1. Audit your water usage and calculate the water footprint of your products: Water audits typically involve assessing your past utility bills and using water meters to generate precise data about water consumption. It is particularly useful when water is used to create goods and services, for example in the catering, hospitality, and food sector. It also helps with identifying leaks.</p>	<ul style="list-style-type: none"> • Business Wales: How to develop a water efficiency plan: a guide • Water Footprint Network: Extended Water Footprint Calculator
<p>2. Install water-saving devices: Contact your water supplier as they can provide you with devices which will save water and lower your bills. You may also consider installing rainwater harvesting devices.</p>	<ul style="list-style-type: none"> • Business Wales: Guide to rainwater harvesting
<p>3. Monitor the use of energy at all your locations through installing a smart meter. Set your thermostat at the optimum level: 20°C for offices and 16°C for warehouses.</p>	<ul style="list-style-type: none"> • Smart Meters: Smart meters for small businesses
<p>4. Switch to a renewable energy tariff(s) and install energy saving devices: These could include insulation; LED lamps; smart thermostat sensors; draft excluders; low power settings in laptops; timers; thermostatic radiator valves; higher efficiency motors; variable speed drives; and refrigerant seals.</p>	<ul style="list-style-type: none"> • Carbon Trust: Energy-saving Guide for SMEs
<p>5. Talk to your employees about the responsible use of water and energy: Making sure that everyone understands the need to save water and reduce energy. Use staff posters or automated software solutions to remind employees of water and energy use reduction.</p>	<ul style="list-style-type: none"> • Energy Saving Trust: Guide to energy efficiency at work • Waterwise: Water saving tips for businesses

Community

Leaders of smaller businesses understand more than most the importance of being part of a local community: it's where your employees and often your customers and suppliers are from.

Communities on the doorstep can also be negatively affected by a company's operations through, for example, traffic disruption or pollution; if they are not consulted, kept informed, listened to and supported, and their concerns not managed, then a business will be negatively affected.

Without a nurtured relationship with its local community, local opinion, goodwill and custom can be lost and, worst case scenario, subject to legal proceedings.

Similarly, if consumers feel let down or misled in any way by products and services and their concerns are not addressed, then a company's reputation is easily lost, operations can be disrupted and income can fall.

Building strong relationships with the community you operate in, being transparent and ethical about your operations and products, and collaborating with the public and third sectors on projects that can benefit you, the environment, and society will be recognised by your colleagues, customers and suppliers.

By taking action under this business theme you will be contributing to the Wales of Cohesive Communities goal: you will be part of the effort to promote well-being and taking care for the environment within your community.



Community: Actions and Resources

Long-term ambition: Your business is involved in addressing the sustainability and well-being needs of your community. Across Wales, public sector organisations such as councils, health boards and national parks publish local well-being assessments for each region of Wales. Organisations such as Community Foundation Wales and the Office of the Future Generations Commissioner for Wales can help connect your business with community organisations and the public sector.

Actions	Resources
1. Identify your stakeholders and the impacts you have on them. According to the Companies Act 2006, stakeholders are employees; suppliers, the community, the environment, and members of the company. To map them out, ask yourself who is directly, indirectly, or remotely affected by your business.	<ul style="list-style-type: none"> • Simply Business: Stakeholder mapping for SMEs
2. Reach out to charities, public sector organisations, universities, and colleges specialising in community engagement charities. These organisations will know what the needs and concerns of the community are and how to engage with them meaningfully.	<ul style="list-style-type: none"> • Community Foundation Wales
3. Adopt the Green Claims Code for ethical communication The Green Claims Code is a guide for businesses that spells out how to avoid greenwashing.	<ul style="list-style-type: none"> • Competition and Markets Authority (CMA): Green claims checker

Health and Well-being

The conditions in which we are born, grow, live, work, and age shape our health and well-being (these are often referred to as the social or wider determinants of health).

These conditions affect us from our earliest experiences and throughout our lifetime. They are shaped by the distribution of money, power, and resources, and are not available to everyone in the same way.

When places or communities are missing the building blocks needed for good health this leads to health inequalities (differences in health outcomes between groups of people and communities).

Discrimination in policy and social interactions can also wear away at these building blocks and drive health inequalities.

Work is a key building block to good health and well-being. In turn being in good health supports work and the economy, the actions in the Fair Work & Pay section of this toolkit will help you contribute to the Healthier Wales goal.

How these actions align with the Economic Contract and Green Growth Pledge:

Promotion of well-being is the third pledge of the Economic Contract, requiring businesses who work with the Welsh Government to take proactive steps to: ensure a healthier workforce, where physical and mental well-being are maximised; and contribute to a healthier society.

The Green Growth Pledge's Section Eight is about promotion of well-being for staff, so your positive actions in this area will very much align with the pledge.



Health and Well-being: Actions and Resources

Long term ambition: Implementing fair work (see fair work section) and designing and delivering on a health and well-being policy will contribute to reducing employee turnover and absence – and you will be contributing to a Healthier Wales.

Actions	Resources
<p>1. Develop a health and well-being policy, which includes both mental and physical health, can help reduce employee turnover, minimise absence, and help improve employee motivation. Seek advice and support from Healthy Working Wales on supporting employee health and well-being and increasing inclusive participation in fair work. Working with experts in the field can help you tailor your approach to the needs of your organisation.</p>	<ul style="list-style-type: none"> • Public Health Wales: Delivering fair work for health, well-being and equity - what it is, why it matters and what you can do. A guide for local and regional organisations in Wales (2022). • Public Health Wales: Healthy Working Wales
<p>2. Undertake a Health Impact Assessment to understand the health impacts of your business. You can check the Welsh Health Impact Assessment Support Unit's website for information or even contact them if you need help on where to start.</p>	<ul style="list-style-type: none"> • Wales Health Impact Assessment Support Unit (WHIASU): Health Impact Assessment
<p>3. Promote health eating to employees is part of delivering a healthy workplace.</p>	<ul style="list-style-type: none"> • Public Health Agency: Promoting Healthy Eating in the workplace

Diversity and Equality

It is widely recognised that people perform best when they can bring their whole self to work without fear of being discriminated against and without fear of voicing concerns if something is not as it should be.

Smaller businesses with just a few staff members - perhaps mainly family members - can feel this area is not a concern for them. However, over time and as you grow, society changes and your business success depends on staying ahead of those changes.

There is no place for discrimination of any kind in the workplace – which should be free from racism, transphobia, classism, sexism, xenophobia, for example - or bullying or harassment.

Creating a workplace that both celebrates various cultures and languages and protects employees from harassment, oppression, discrimination and fear is a must-have. The entire workforce, at every level, thrives and performs when their workplace is safe, nurtures their mental well-being and has procedures that prevent injuries, burnout and injustice.

The benefits of fair and equitable workplaces are well-documented: well-performing, committed and innovative people; attraction of the best talent; high levels of staff retention; team focus and resilience; recognition as a progressive business; customer attraction and retention; and a strong, positive company culture and reputation.

By taking action in this area you will be supporting the More Equal Wales goal by integrating equality into the policies, training and fabric of the business.

How these actions align with the Economic Contract and Green Growth Pledge:

Promotion of well-being is the third pledge of the Economic Contract, requiring businesses who work with the Welsh Government to take proactive steps to: contribute to creating cohesive communities that are attractive, viable, safe and well connected.



Diversity and Equality: Actions and Resources

Long-term ambition: Your business is diverse and inclusive, providing equal opportunities to people with protected characteristics to be recruited and retained in your business, supporting the More Equal Wales goal.

Actions	Resources
<p>1. Provide training in equality, diversity, and inclusion: Not everyone knows what it means to experience inequality or discrimination, have different abilities, a different culture or state of health: training your team will help employees know how to support each other. Roll out team activities that embrace the diversity of your organisation and foster well-being. Adjust your workplace to suit people with various abilities and states of health.</p>	<ul style="list-style-type: none"> • Diverse Cymru: Equality in Wales • Diverse Cymru: Resource Hub • Investors in People: Tools and Services • Business in the Community: Menopause in the Workplace
<p>2. Ensure your recruitment practices allow for applications from people from diverse backgrounds and experiences. To attract a wide diversity of talent, check that your recruitment communications are aimed at including everyone. Consider anonymising applications.</p>	<ul style="list-style-type: none"> • Ffair Jobs: Community Jobs Compact
<p>3. Start a mentorship programme for diverse employees and start apprenticeships or paid volunteer opportunities for people from diverse backgrounds.</p>	<ul style="list-style-type: none"> • 10,000 Interns Foundation: 10,000 Black Interns programme for Black students and graduates

Culture and the Welsh Language

Culture is important to all our lives. From being a member of your local sports club, to visiting the theatre at the weekend, to singing in a choir, culture makes our lives worthwhile. In Wales, culture is strongly associated with our heritage and Welsh language; it's what makes us unique.

Valuing arts and creativity is beneficial for our economic, environmental, social and cultural well-being. It has proven positive effects on health and can support staff wellbeing. Through promoting and protecting our culture and heritage, we come to value their role as mechanisms for social change and their potential to achieve prosperity and resilience.

Businesses can play an important role in protecting and promoting culture, which can have a positive impact on brand image and reputation, advertising and brand awareness, partnerships and networking, and business performance. Business can support local cultural and creative sectors through promoting cultural diversity in the workforce and in

corporate planning, to conservation of local culture, participation in community development and supporting the development of local cultural industries.

The Welsh language is good for business, with 86% of our population seeing the Welsh language as something to be proud of; 84% of our businesses feeling that the use of Welsh enhances their business brand; and 76% of them feeling it attracts customers. Businesses have real potential to contribute to the Welsh Government's target of a million Welsh speakers by 2050.

You will be supporting the Vibrant Culture and Thriving Welsh Language goal through taking actions in this area.

How these actions align with the Economic Contract and Green Growth Pledge:

Promotion of well-being is the third pledge of the Economic Contract, requiring businesses who work with the Welsh Government to take proactive steps to promote and protect our vibrant culture, heritage and Welsh language, encouraging participation in the arts, sports and recreation.



Asha Jane

Culture and the Welsh Language: Actions and Resources

Long-term ambition: Develop opportunities to celebrate and promote the Welsh language and Wales' culture to broaden and maintain cultural identity locally and as part of the national goal to reach one million Welsh speakers by 2050 and be part of a thriving Welsh culture.

Actions	Resources
<p>1. Develop a Welsh Language Development Plan and work towards Cynnig Cymraeg accreditation.</p> <p>The Welsh language is good for business, with 86% of our population seeing the Welsh language as something to be proud of; 84% of our businesses feeling that the use of Welsh enhances their business brand; and 76% of them feeling it attracts customers. Businesses have real potential to contribute to the Welsh Government's target of a million Welsh speakers by 2050.</p>	<p>Welsh Language Commissioner guidance:</p> <ul style="list-style-type: none"> • The business case for using the Welsh language • Using the Welsh language on social media: A practical guide for businesses and charities • Bilingual Design Guide <p>Business Wales resources:</p> <ul style="list-style-type: none"> • Work Welsh - support for business with Welsh Language • Helo Blod - free translation services for business
<p>2. Support local cultural centres: These centres can be sources of opportunity for citizen-centred developments such as business incubation, sourcing of local products and services and health intervention bases.</p>	<ul style="list-style-type: none"> • Arts & Business Cymru: Helping the arts and business to connect

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