



NATIONAL
GREEN STANDARD®

NATIONAL GREEN STANDARD TOOLKIT

A toolkit for Environmental,
Social and Governance
improvement

2021 Edition





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INTRODUCTION

- 1.1. Everything has a value. The National Green Standard (NGS) is an independently assessed Standard for organisations that wish to demonstrate that they are socially aware, economically viable with good governance practices and that they achieve their goals through environmentally sustainable practices.
- 1.2. This guide will assist organisations of all shapes and sizes to work towards a NGS. It highlights the range of criteria required by the standard that will recognise organisations who are on the journey of good practice in a world that has finite resources. A business that adopts NGS will have integrated circular economy principles into their business and in essence will aim to:
 - Help generate strong viable workforces that are supported by their organisation to care for their community and in doing so care for the global environment
 - Reward organisations that take seriously their impact on the environment, social justice and who strive to build sustainable growth
 - Reflect and support the UN Global Goals on fairness, equality, sustainable development, social inclusion, regeneration, and quality of life.
- 1.3. Displaying an NGS logo and certificate within your business will be a tangible example that you benefit from:
 - Reduced operational costs as resources are used more effectively and efficiently
 - Improved reputation amongst stakeholders due to reduced impact on the environment and local community
 - Reduced environmental and social impact, for example reduced waste production



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- The opportunity to be more competitive as product and service prices can be driven down through reduced resource requirement
 - Opportunities for new business models and new ways of creating revenue i.e. making money from waste streams, collaborating with other businesses for mutual benefit
 - Improved position to address emerging resource scarcity issues, to become a more resilient business.
- 1.4. NGS supports the circular economy; it has been developed by researching the range of awards and standards available to organisations in the UK, each with a particular focus on process, people, and the environment. It draws on the many aspects of these standards with a bias towards the Triple Bottom Line principle, which seeks to balance financial growth with corporate responsibility, short-term gains with long-term profitability, and shareholder return with other stakeholder interest.
- 1.5. At its heart the NGS has looked at the UN Global Goals (<http://www.un.org/sustainabledevelopment/sustainable-development-goals/>) and taken the ethos of these goals as the basis for a framework that is pragmatic and aspirational.

A JOURNEY OF GOOD PRACTICE

- 1.6. Mary S McLuskey has developed the NGS to guide organisations on a journey of good practice whilst supporting the shift towards a circular economy. We cannot build our future on a 'take-make-dispose' model and organisations need to use resources in a smarter, more sustainable way. This toolkit provides a valuable reference for your organisation's journey towards a more sustainable future. Please ensure that all of those involved in your organisation's journey towards the NGS are familiar with its contents.
- 1.7. The toolkit has been designed to be distributed electronically.



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We will only provide printed versions of this document in exceptional circumstances. Please contact Mary McLuskey to request a copy by email at mary@nationalgreenstandard.co.uk

2. NATIONAL GREEN STANDARD

- 2.1. NGS is an independently assessed Standard for organisations that wish to demonstrate that they are socially responsible, economically viable and that they achieve their goals through environmentally sustainable practices.
- 2.2. The Standard has three levels of achievement, Bronze, Green, and Gold, to help organisations progress on a long term journey of continuous improvement. Whether Bronze, Green or Gold level is achieved, each organisation that uses this toolkit or take on formal accreditation an Action Plan will be created to help on a continuing journey of improvement to ensure that we are all striving to protect our environment, create wealth in our economy and develop a socially just society.
- 2.3. There are six main steps to Accreditation

STEP 1: Familiarisation

- 2.4. To start businesses must familiarise themselves with the criteria for the National Green Standard, which are contained within this toolkit. When you are ready please start the Self-Assessment Questionnaire.

STEP 2: Accreditation Application

- 2.5. Once the Self-Assessment Questionnaire complete, you have the basis of an Action Plan to work towards to achieving the National Green Standard. For formal recognition and use of



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the logo you will need to have your organisation assessed by our independent assessors.

- 2.6. To gain formal recognition send your initial scores to us and ask for a quote. Assessment takes place remotely so we need a contact name and email address. You can contact us on mary@nationalgreenstandard.co.uk
- 2.7. Upon acceptance of the quote, an organisation will be assigned a National Green Standard Award Assessor who will be in contact with regards to the Facilitated Assessment.

BRONZE LEVEL AWARD

National Green Standard, Bronze level of the Standard is designed to support an organisation of scale that works with suppliers who may not be able to undertake as rigorous a process as the full Standard requires. The Bronze level is aimed at the supply chain and is a double level of accreditation from NGS and the organisation that wants to support its suppliers make better choices, become more sustainable and be recognised for their good practices.

GREEN LEVEL AWARD

- 2.8. National Green Standard, Green level organisation needs to gain a minimum of 600 points out of the 1,000 points available across the 3 Principles: Economically Viable, Socially Responsible and Environmentally Sound. All formally assessed organisations will be provided with a report highlighting good practices and an Action Plan with recommendations for improvement.
- 2.9. The assessment process for a Green Level award encourages organisations to look at, review and monitor their socially responsible, economically viable and environmentally friendly working practices. This is a facilitated process that offers support and guidance. A Certificate of Recognition will be provided to



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Green level organisations and they are entitled and indeed encouraged to make use of the logo.

GOLD LEVEL AWARD

- 2.10. An organisation must achieve 800 points or more to be awarded a Gold level National Green Standard status. As with Green Level, a Gold level award encourages organisations to look at, review and monitor their socially responsible, economically viable and environmentally friendly working practices. A Certificate of Recognition will be provided to Gold level organisations and they are entitled and indeed encouraged to make use of the logo. An award trophy can also be purchased.

STEP 3: Meet with an expert: An Online process!

- 2.11. Every organisation will work with an assessment expert to discuss their organisation's application for a National Green Standard. The independent Assessor will bring experience, knowledge and networks to ensure the assessment is a journey towards achieving recognition for socially responsible, economically viable and environmentally friendly working practices. When required the Assessor will use research methods to review websites, social media, interviews with staff and observations of meetings to combine hard assessment metrics with "softer" interview based data collection to gather the information needed to verify that the organisation meets the award criteria. We believe it is the best way to build a picture of performance.

STEP 4: Interviews

- 2.12. Key themes emerging from the assessment data collected will be identified and explored through face to face employee meetings, observations and the analysis of further desk research. We will gather the evidence required to recognise strengths and opportunities for improvement. The number of interviews will



depend on the size of an organisation and the response rate.

STEP 5. Accreditation report & feedback

2.13. The Assessor will determine the accreditation level, benchmark performance, and provide recommendations for continuous improvement. The practitioner's professional analysis integrates data sources to give a rounded view of an organisation. The National Green Standard Award accreditation is valid for two years, with an annual touch point to revisit performance against the Standard designed to work around each organisation. The final report will analyse all the evidence collected and detail the final accreditation outcome. The report will offer practical recommendations. This brings the results of the assessment process to life, illustrating the findings and supporting the final accreditation result with robust evidence and rationale.

STEP 6: Celebration

2.14. When organisations achieve National Green Standard accreditation, it's time to celebrate. Organisations will be provided with a logo, an Accreditation Certificate and proposed press release to share the result and celebrate success with the recognition the organisation deserves.

2.15. We will also feature case studies on our website and social media. The Standard is only awarded to organisations that have achieved Bronze, Green or Gold level recognition through formal assessment. We want to share good practice and celebrate the successes of those hard working individuals who aim to make their organisations socially responsible, economically viable and environmentally sound: not to mention help preserve our planet



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PRICING STRUCTURE: Formal Assessment (for guidance only)

Organisation size	Facilitated assessment	Review (every 2 years)	Advisor Support (Optional)
2 - 5	£810	£1,350	£675
6 - 15	£1,260	£1,575	£1,103
16 - 25	£1,575	£1,890	£1,418
26 - 50	£1,890	£2,048	£1,733
51 - 75	£2,205	£2,363	£2,048
76 - 100	£2,520	£2,678	£2,363
101 - 175	£2,835	£2,835	£2,678
176 - 250	£3,150	£3,150	£2,993
251 - 375	£3,780	£3,780	£3,623
376 - 500	£4,410	£4,410	£4,253
501 - 1000	£5,040	£5,040	£4,883
1001 - 1500	£6,480	£6,480	£6,300
1501 - 2500	£7,920	£7,920	£7,740
2501 - 5000	£9,360	£9,360	£9,180
5000 +	£10,980	£10,980	£10,800

* Length of facilitated assessment is dependent on size of company and will be advised upon application for formal assessment. This cost includes a report. For a company with 1-10 employees then usually a half day facilitated assessment will be required.

- 2.16. The first stage of the assessment process is the completion of our questionnaire followed by a facilitated on line visit.
- 2.17. If you have any queries, please contact Mary McLuskey, email msmcluskey@btinternet.com.



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THE THREE PRINCIPLES

- 2.18. The NGS is based around three principles. The Standard is assessed using a points based system with a weighted process for the final score.



The principles and scores available are:

- socially responsible(440 points)
 - economically viable (235 points)
 - environmentally sound (325 points).
- 2.19. Underpinning these Principles is the concept that if we wish to protect the Earth we need to build into our daily lives different approaches to reduce the use of raw materials, share resources fairly so that no one group in society is impoverished by our actions while building economies that are strong and able to support our society in a fair and equitable way.
- 2.20. Sounds a bit grand? Well consider the alternatives. Global warming including, drought, flooding, loss of top soil, vast migration of people from ravaged lands, food poverty and crisis across the globe is what could wait. If we have a poverty of ambition we will never be able to change the world around us.



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The NGS is designed to challenge us all to do more and better.

- 2.21. Each of the Three Principles has a set of seven criteria. These criteria are not compulsory and are intended as a guide; however they have been thought through and researched to ensure that each can support an organisation's ambition to become part of global movement to protect the Earth while sustaining communities in a socially responsible manner.
- 2.22. The criteria are:
 1. Leadership
 2. Governance (ethics)
 3. Employees
 4. Community
 5. Global Citizenship
 6. Climate Disclosure
 7. Customer Focused

PRINCIPLE 1 - SOCIALLY RESPONSIBLE

- 2.23. Being socially responsible is not just about having great policies in place.
- 2.24. A National Green Standard looks for evidence of actions taken to support all stakeholders. We look for evidence that there is good corporate governance – no matter what size the organisation is we still expect that leaders have put in place:
 - proper training for those managing the organisation
 - have taken steps to ensure financial and legal obligations are met
 - transparency in business dealings
 - local supply chain is used where possible and support for local suppliers is provided to ensure they can complete where practical



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- barriers are removed to engage with your organisation
- raw materials are sourced ethically and where practical reused or second life materials are used in place of raw goods
- end to end management of processes are managed to ensure reduced waste or no waste at all through generating alternatives uses for by products from manufacture or processing
- business decisions are made from an ethically sound basis, not simply from a profit margin point of view
- where business has to change or move then investment in the social fabric is put in place to ensure stability of the local economy once the business has left
- support is provided to local and global charitable organisations to mitigate global impacts of the business
- organisations pay the living wage to all employees
- support is provided to socially beneficial activities, sports, art and community based projects.

PRINCIPLE 2 - ECONOMICALLY VIABLE

2.25. Within a NGS being economically viable means being able to secure financing, whether from public, commercial, or other sources to generate wealth for the good of society while having a positive impact on society and the environment. We look for evidence to show:

- avoids wasteful consumption of material resources (especially raw materials)
- an economy of means in construction is to be promoted
- funding sources and profits earned must be legitimate and transparent – accounts should be properly audited and published or available for inspection



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- work activities should cover operating costs over their lifetime and generate an acceptable rate of return
- Integration of the organisational activities into the wider economic framework of local, regional, and global monetary flows
- Social auditing should become standard practice over time to demonstrate the impact (positive) on the global and local community
- Organisational practices should seek to demonstrate flexibility to adapt to future changes of user needs, ownership, laws, regulations, and economic fluctuations – future proofing your organisation and our society
- Robust economic models are sought that take unpriced external costs into consideration from the outset of any new activity and throughout its lifespan.



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PRINCIPLE 3 – ENVIRONMENTALLY SOUND

2.26. As with the other Principles, the National Green Standard looks for organisations to strive towards being Environmentally Sound in all of their day to day operations and it is the demonstration of these practices that gain points in the scoring process.

We look for:

- Water capture and reuse
 - Green roof spaces and greening of the local environment
 - Support for community projects to prevent flood or drought damage
 - Low carbon footprint, sustainable transport promotion
 - Waste minimization and reuse, reduce, recycle policies and practices
 - Wind, solar and other power sources
 - Circular business model adoption
 - Data capture and reporting of social impact
 - Designing projects with the environmental impact at the heart of the decision making process
 - Reduced pollution and emissions
 - Beautifying your local area and supporting community based environmental projects.
- 2.27. The Award is based on a scoring system with 1,000 points available across the three Principles. Each of the Criteria for the Three Principles are scored according to the type and size of organization.



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- 2.28. The points are allocated by the Assessor who will make use of the Self-Assessment Questionnaire to support the final score.

HOW TO APPLY FOR NGS

- 5.1. The application process starts online for NGS. Now you have downloaded this Toolkit please complete the self-assessment Questionnaire attached. If you wish to move to formal recognition submit your results to us for the next steps.
- 5.2. The submitted the questionnaire results will be verified by one of our Assessors and you will receive a quote and information on how to proceed with formal recognition which is a facilitated process.

Go to the end of this document for the Self-Assessment Questionnaire



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6. FREQUENTLY ASKED QUESTIONS

Q Who can apply for the Standard?

A Any organisation that has two or more employees whether in the public, private or third sector.

Q All our people are volunteers, can we still apply?

A Yes, the term employee is defined as anyone making a significant contribution to your organisation's objectives.

Q How long does recognition last?

A Recognition is valid for three years from the date of your recognition (displayed on your certificate), with an annual touch point to revisit performance against the Standard designed to work around each organisation.

Q When will I know to reapply for continued recognition?

A We will send you a reminder and we will keep in touch with you throughout the period of recognition.

Q Do I need a Portfolio of Evidence?

A No, we rely on you being truthful and honest when completing the on line questionnaire and we verify this through a facilitated process.

Q What happens if there is a major change to our organisation during the recognition period?

A We would ask you to let us know and we will confirm whether the change impacts on continued recognition.

Q Do I need to apply for the Annual Awards Ceremony?

A Yes, but we will remind you nearer the time on how to self-nominate or to nominate another organisation?



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Q I'm not sure where to start, how can I get help?

A We can provide guidance and support either in one of our workshops or on a one to one basis. Contact Mary S McLuskey for a confidential discussion, email msmcluskey@btinternet.com.

7. EVIDENCE

- 7.1. The Assessor will provide guidance on what constitutes evidence and how organisations might demonstrate how they meet the criteria for a NGS.

8. THE FORMAL ASSESSMENT PROCESS

- 8.1. The assessment process begins online with your own self-assessment of how you meet the criteria for a NGS. Once you have submitted your completed questionnaire results we will verify your responses and then organise an on line meeting with you to discuss the award.
- 8.2. Bronze accreditation process is slightly different from what is described in this Toolkit. We are happy to discuss how to support your supply chain make positive changes to help save our planet. Just get in touch.
- 8.3. To achieve Green Level you must score a minimum of 60% across all of the criteria.
- 8.4. To achieve Gold Level you must score a minimum of 80% across all of the criteria. If you score over 60% you will be contacted to discuss how to take your application forward for a Gold Level award.
- 8.5. Once we have verified your score we will create a Report and Action Plan to show good practice and make further recommendations to maintain or improve your practices. Remember both Green and Gold awards are facilitated.



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9. REAPPLYING AFTER THREE YEARS

- 9.1. Recognition lasts for three years and we will be in touch with you during the period of recognition to let you know of new developments and encourage you to continue on the journey that is socially responsible, economically viable and environmentally sound.
- 9.2. We want you to track your progress and take the actions outlined in your report so we will be looking for changes over time to progress your organization.
- 9.3. Re-assessment takes two forms:
 - On-line submission with facilitation for Green Level organisations
 - On line site visit and facilitation for those organizations that have achieved Gold Level.
- 9.4. We will contact you six months before your re-assessment is due and provide you with guidance on what to do.

10. IMPORTANT INFORMATION

The following section outlines some important information that you may wish to take note of.

- 10.1. Registration for the National Green Standard Award is open all no matter what country you may work from.

NGS CERTIFICATION

With NGS certification you will get:

- 10.2. Inspiration and valuable intelligence on how to develop your future business and strategy.



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- 10.3. Numerous hands-on examples and latest international thinking on the future of circular economy.
- 10.4. Network opportunities with your peers.

PROMOTION

Achieving NGS certification will:

- 10.5. Help organisations target growth and differentiation in their business strategy by a greater understanding of your place in a sustainable society.
- 10.6. Help organisations monitor the value-creation process of sustainability – this is how to do it.
- 10.7. Assist organisations to promote major trends such as digitalization, circular business models and transparency, as well as highlight what this means for sustainable business innovation.
- 10.8. Reward organisations for sustainability – as consumer appreciation of sustainability grows so will your organisation.
- 10.9. Through cooperation with other organisations, teach organisations how to do business the right way and increase competitiveness.
- 10.10. Help us all work towards preserving our world!

WORKSHOPS

- 10.11. Regional Workshops will be held throughout the year to support and assist organisations participating in the National Green Standard. Please check social media. Booking is required.
- 10.12. The first week in June is World Environment Day and on this day we will annually plan a social media campaign for all our Standard holders to celebrate their contribution to preserving our planet.

11.



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LOGO

11.1. Every organisation who has successfully achieved the Standard through formal assessment can use the logo and associated publicity materials.

IMAGES

11.2. Images are important in helping to raise awareness of the NGS. When possible we will work with organisations to promote awareness of NGS certification. This may involve using images in publications and other marketing materials. PLEASE NOTE THAT ANY IMAGES SUBMITTED CONTAINING PEOPLE MUST HAVE APPROVAL FOR THEIR USE.

WEBSITE

11.3. Visit our website www.nationalgreenstandard.co.uk

Follow us on  @ngstandard



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12. EFQM/NATIONAL GREEN STANDARD MATCH

A number of organisations work with the European Foundation Quality Model and as a former assessor for EQFM Mary has created a map to link the National Green Standard across to that Model.

NGS	EFQM
PRINCIPLE 1 – Socially Responsible	
Proper management training	2b, 3b, 3c, 7a, 7b (1a)
Meet financial and legal obligations	2d, 4b, 9a, 9b (1c, 2b, 2c, 5a)
Transparency in business dealings	2d, 4e, (5a, 9a, 9b)
Local supply chain used and supported where possible	1c, 2a, 4a, 5a, 5d, 8a, 8b, (9a, 9b)
Barriers removed to engage with organisation	1c, 2a, 4a, 5a, 8a, 8b, (9a, 9b)
Raw materials sourced ethically and reused or 2 nd life materials used	2a, 4a, 4c, 8a, 8b (1a, 5d, 9a, 9b)
End to end process management to reduce/eliminate waste through generating alternative use for by products	1b, 2a, 3c, 4b, 4d, 5a, 5d, 8a, 8b, 9a, 9b
Ethical business decisions	1a, 2a, 8a, 8b (3b, 4a, 4b, 5a, 6a, 6b, 9a, 9b)
Investment in social fabric when business changes or moves to ensure stable local economy	8a, 8b (1a, 2a, 4a, 4c, 5e)



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Support for local and global charitable organisations to mitigate global impact of the company	8a, 8b (1a, 2a, 4a, 5e)
Living wage paid	3e, 7a, 7b, 8a, 8b (1a, 2a)
Support socially beneficial activities, sport, art and community projects	8a, 8b (1a, 2a, 4a, 5a)

PRINCIPLE 2 – Economically Viable

Avoid wasteful consumption of materials	4a, 4c, 5d, 8a, 8b, 9a, 9b (1b, 2a)
Economy in construction	4a, 4c, 5d, 8a, 8b, 9a, 9b (1b, 2a)
Legitimate and transparent funding and profits – proper audited accounts	1c, 2d, 4b, 5d, 9a, 9b (3a, 3b)
Work activities cover operating costs and generate acceptable return	1d, 2c, 5, 9a, 9b (1b, 3a, 3b, 4d)
Integration of organisational activities into wider economic framework of local, regional and global money flows	1d, 2c, 5, 8a, 8b, 9a, 9b (1b, 3a, 3b, 4d)



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Social auditing over time to demonstrate positive impact on global and local communities	1d, 2a, 5a, 5b, 5e, 6a, 6b, 8a, 8b (1a, 3a, 4a, 9a, 9b)
Organisational flexibility to adapt to change of user needs, ownership, laws, regulations, and economic fluctuations – future proof organisation & society	1e, 2c, 3a, 3b, 4d, 5a, 8a, 8b, 9a, 9b (3c, 6a, 6b)
Robust economic models address unpriced external costs for lifespan of new activities	2a, 2c, 4e, 5d, 9a, 9b (1b, 1e, 3c)
PRINCIPLE 3 – Environmentally Sound	
Water capture and reuse	2a, 4a, 4c, 8a, 8b (1a, 3a, 3b)
Green roof spaces and greening of the local environment	2a, 4a, 4c, 8a, 8b (1a, 3a, 3b)
Support for community projects to prevent flood or drought damage	2a, 4a, 8a, 8b, (1a, 3a, 3b)
Low carbon footprint, sustainable transport promotion	2a, 2d, 4a, 8a, 8b, (1a, 3a, 3b)
Waste minimisation and reuse, reduce, recycle, policies and practices	2a, 4a, 8a, 8b, (1a, 3a, 3b)
Wind, solar and other sustainable power sources	2a, 4a, 8a, 8b, (1a, 3a, 3b)
Circular business model adoption	1b, 1c, 2a, 4a, 4e, 8a, 8b, 9a, 9b (3a, 3b)



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Data capture and reporting of social impact	1c, 2b, 4e, 5e, 8a, 8b (2a, 6a, 6b)
Environmental impact at the heart of project design	1a, 1d, 2a, 4a, (3a, 3b, 5a)
Reduced pollution and emissions	2a, 4a, 8a, 8b, (1a, 3a, 3b)
Beautifying local area and supporting community based environmental projects	1c, 2a, 4a, 4e, 5e, 8a, 8b (1a, 5a, 6a, 6b)



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APPENDIX A: Mary's Story

- 1.1. The NGS was created and developed by Mary S McLuskey.
- 1.2. Started in Scotland in 2016, the enterprise was borne out of the desire to recognise good practices in organisations that were striving to do better things in terms of people, place and the environment. The key driver was to facilitate change without the guilt often associated with 'green' initiatives.
- 1.3. Mary has worked in environmental organisations and across a wide range of sectors including Health, Education, Local Government, Manufacturing and many others. Her experience of industry awards include: Investors in People, ISO Standards, European Foundation Quality Model, The National Award for Environmental Excellence, Green Tourism, REVOLVE, Good Laboratory Practices, SQMS, and many sector specific awards.
- 1.4. With this knowledge and experience Mary realised that there was a need for an overarching standard focussed on the Global Goals and local aspirations of Nations, towns and villages. The NGS has been developed to reflect more accurately the breadth of current themes captured in so many different policies and papers at National and Global levels.



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APPENDIX B

Mary McLuskey, Company Director, MBA, BA

- 1.1. In 2015 Mary was recognised in Resource Magazine's 'Hot 100' of key movers and shakers in the waste and recycling industry for 'bringing a renewed focus to the reuse, repair and recycling sector in Scotland'. Compiled annually by Resource Magazine, the Hot 100 is packed with the top influencers from government, local authorities, the community sector, academia and industry as well as campaigners, all delivering change to help the UK move towards a resource efficient economy.
- 1.2. Responsible for the creation and development of the Investors in People Award, Mary is an expert at supporting organizations to improve their performance, primarily through the analysis of existing organizational problems and development of plans for improvement. A published author with Kogan Page of two Investor in People publications, Mary has supported a large number of change management initiatives, and has the ability to: coach; write and assess training programmes; and of course to think strategically. She has developed a range of her own proprietary methodologies and frameworks to guide the identification of problems, and to serve as the basis for recommendations for more effective and efficient ways of performing. In addition she has deployed the use of EFQM, IIP and Best Value methodologies within numerous organizations.



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APPENDIX C: National Green Standard



greenaward4pA4.pdf



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PRINCIPLE 1: SOCIALY RESPONSIBLE

Being socially responsible is not just about having great policies in place. National Green Standard looks for evidence of actions taken to support all stakeholders. We look for evidence that there is good corporate governance – no matter what size your organisation is we still expect that leaders have put in place. How far do you agree or disagree with the following statements? Please tick the box of your choice, making only one choice for each statement.

15. The organisation has a clear Corporate Social Responsibility (CSR) policy?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

16. The CSR policy is fully implemented and reviewed regularly?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

17. Directors, Board Members and Senior Managers are provided with development so that they can manage the business effectively?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

18. There is a lot of co-operation between me and colleagues?



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Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

19. Everyone in the organisation is encouraged to learn and develop to work smarter?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

20. The organisation ensures compliance with all legal and financial regulations?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

21. The organisation is careful to maximise revenue streams?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

22. The organisation makes business transactions as open and transparent as possible?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

23. The organisation makes maximum use of local suppliers and activity supports local businesses?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

24. The organisation takes care to ensure making contact is easy?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

25. Materials used in the organisations are sourced ethically and where practical non virgin materials prioritised?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree



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Disagree

26. Every effort is made to reduce waste, reuse materials and bi products to maximise resource usage?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

27. Business decisions are always balanced against ethics and not just profit driven?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

28. The organisation has considered its impact on the local environment and its legacy, particularly if it has to divest from a location?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

29. The organisation has supports local and global charities that are environmentally driven?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

30. Employees are treated with respect, paid living wage and encouraged to reduce, recycle and reuse outside the organisation?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

31. The organisation makes use of the Investors in People National Standard to develop people?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

32. The organisation supports the UN Global Goals through its charitable activities?



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Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

33. The organisation works within the community to improve social justice?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

34. The organisation supports local arts, sport and other cultural activities within the community?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

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PRINCIPLE 2: ECONOMICALLY VIABLE

Within the National Green Standard being economically viable means being able to secure financing, whether from public, commercial, or other sources to generate wealth for the good of society while having a positive impact on society and the environment. How far do you agree or disagree with the following statements? Please tick the box of your choice, making only one choice for each statement.

36. The corporate plan is implemented and reviewed regularly?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

37. Use of material resources is managed effectively and unnecessary waste is avoided?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

38. Directors, Board Members and Senior Managers ensure that new construction is undertaken economically?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

39. Funding and profits are secured openly and legitimately and are properly documented?



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Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

40. Profits and funding cover operating costs and can be sustained?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

41. The organisation integrates its activities into all levels of monetary sources open to it, locally, regionally, nationally and globally where possible?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

42. The impact of the organisation on society is seen to be positive with social auditing becoming standard practice?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

43. The organisation is sufficiently flexible to be able to adapt as far as possible to future changes in client needs, ownership, laws, regulations and/or economic fluctuations?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

44. Robust, lifetime financial modelling is implemented from the outset of all new activities, which take into account unpriced external costs such as energy costs for example?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

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PRINCIPLE 3: ENVIRONMENTALLY SOUND

Within the National Green Standard (NGS) being environmentally sound in your day to day operations is of vital importance. Organisations that achieve the award help to generate strong viable workforce that are supported by their organisation to care for their community and in doing so care for the global environment. It seeks to champion organisations that take seriously their impact on the environment, social justice and who strive to build sustainable growth, reflecting and supporting the UN Global Goals on: fairness, equality, sustainable development, social inclusion, regeneration, and quality of life. How far do you agree or disagree with the following statements? Please tick the box of your choice, making only one choice for each statement.

45. The organisation has a clear Environmental Policy?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

46. The Environmental Policy is fully implemented and reviewed regularly?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

47. Practices are implemented to ensure water is captured and reused from natural precipitation?



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Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

48. The organisation promotes and puts in place green technology such as green roof spaces and local greening activities where practical?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

49. The organisation supports community projects to prevent flood or drought damage and to promote biodiversity?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

50. The organisation takes steps to minimise its carbon footprint and promotes sustainable travel practices?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

51. The organisation has policies and practices in place to adopt a circular business model, minimising waste and promote reuse and recycling of materials?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

52. The organisation promotes and puts in place means to generate energy from wind and solar sources?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

53. The organisation collates data to report and demonstrate its social impact?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree



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54. New projects and activities are developed with environmental impact forming a central and significant element of the decision making process?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

55. The organisation is able to demonstrate reductions in pollution and emissions over time?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

56. The organisation takes steps to improve the aesthetics of the local area?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

57. The organisation supports community based environmental projects?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree

58. The organisation supports its employees, suppliers and stakeholders to be environmentally friendly?

Strongly Agree Tend to Agree Don't Know Tend to Disagree Strongly Disagree