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CORPORATE SOCIAL RESPONSIBILITY (CSR) POLICY

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Introduction

Dial-a-Cab Limited (DaC) recognises that management of social, ethical and environmental issues involves everyone. We understand that the long-term future of the Company is best served by respecting the interests of all our stakeholders: employees, customers, suppliers and the wider community.

DaC's Corporate Social Responsibility (CSR) policy sets out the principles we follow and the programmes we have developed, to focus on the areas where we have significant impact or influence.

The key areas we have focused our efforts are:

- **Managing Resources**
- **Listening to Customers**
- **Listening to Employees**
- **Working well with Suppliers**
- **Community Work**

Managing Resources

Climate change is reportedly the greatest environmental challenge facing the world today. Rising global temperatures will bring changes in weather patterns, rising sea levels and increased frequency and intensity of extreme weather events.

As a business we have a responsibility to review our carbon footprint and take action to reduce our carbon dioxide emissions. As a consumer-facing organisation and an employer we can also play an important part in raising awareness and increasing understanding about what is happening to our climate among customers and staff alike.

Our Vision

To commit to continual improvement and prevention of pollution through reducing our environmental impact to a minimum, whilst maintaining the high level of service our customers expect.

Our Environmental Policy

DaC, as the largest supplier of licensed taxis in Central London, recognises the impact of the service it provides, on both the local and wider environment.

DaC adheres to strict environmental policies and fully complies with all applicable legal requirements relating to the environment.

With a fleet of 1,500 vehicles and as a market leader within its field, DaC strives to set higher environmental standards and lead the market as an example of best practice.

DaC's environmental policies demonstrate efficient and sustainable behaviour throughout the full service provided which engenders confidence among our clients and customers. To ensure this is consistently achieved, DaC has implemented an environmental action plan throughout the company. This has been agreed at director level and is visible throughout the company's premises, procedures, website and fleet.

To ensure the company is performing to the highest environmental standards, DaC works closely with a specialist independent environmental consultancy company, Carbon Clear. Carbon Clear act as an external monitoring agent, examining the company's environmental performance and advising the directors and staff of the latest technologies and behavioural initiatives. This guarantees continued carbon reduction levels are achieved.

Carbon Offsetting

An offsetting programme has been implemented, ensuring all the emissions produced by DaC taxi journeys are offset.

Through our partnership with Carbon Clear, we invest in high quality carbon reduction projects around the world. The projects we select not only result in proven, permanent carbon emission reductions, but also provide social and environmental benefits to the local communities.

Carbon Reduction Projects

Delhi Metro Project: This Voluntary Carbon Standard project reduces greenhouse gas emissions through the innovative use of regenerative braking technology. When the train's brakes are applied, kinetic energy that would otherwise be lost as heat is converted into electrical energy, for use by the train or is sent to the grid. The project is certified by the Verified Carbon Standard (VCS) and helps improve the air quality in Delhi, in addition to reducing global carbon emissions.

Keban Small Scale Hydro Project: This project in Turkey generates clean hydroelectricity, reducing carbon emissions by displacing fossil fuel use. The project supports the local economy by providing jobs, energy security and a sustainable fishery facility. This project is also certified by the Verified Carbon Standard (VCS).

Further Initiatives

In addition to offsetting carbon emissions, DaC is also reviewing the energy usage within the DaC House building, to identify and then implement reduction measures at its Head Office. DaC recognises that a solution to addressing climate change is primarily through reducing carbon emissions.

Carbon emission reduction measures which DaC have already implemented are as follows:

Energy

- Implementation of a 'Turn It Off' policy
- Turn off PCs at night
- Switch off PC monitors when staff are away from their desks for short periods of time
- Ensure lights are turned off at night and over the weekends when staff are out of the office
- Check printers and photocopying machines are turned off during quiet hours
- Switch off lights in meeting rooms when not in use
- Replace filament style light bulbs with energy saving lights
- Check water coolers and heaters are turned off out of hours
- Check drinks machines are turned off out of hours

Heating and Air conditioning usage

- Heating has been turned down by 1 degree Celsius
- Parts of the building, which are not used during out of hours (e.g. the evenings and weekends) are not heated
- Ensure that the boiler system is regularly maintained
- Check air-conditioning isn't conflicting with heating
- Turn the air-conditioning down/switch off during quiet hours
- All hot water tanks are well insulated

Water

- Reduced the pressure on water taps to reduce wastage
- Report any dripping taps (especially hot water taps) so they can be repaired
- Regular checks to see if hot water systems for hot drinks (e.g. coffee and tea) are being heated during the quiet hours (evenings and weekends), and if so turn them off during these periods

Waste

- All waste must be treated and disposed of legally, having minimum impact on the environment
- Increase recycling and reduce waste in line with targets
- Examine alternative forms of carrier bags, other than plastic, to give to drivers and customers

Drivers

DaC is keen to make drivers aware of the impact their vehicle has on the environment. By changing just a few of their working practices, this could significantly reduce carbon emissions. DaC encourages drivers to:

- Keep their vehicles properly serviced
- Check tyre pressure at least once a fortnight
- Avoid carrying unnecessary weight in the boot
- For trips that are out of town, plan the journey ahead, so that they don't get lost and waste fuel
- Avoid congested areas
- Try to avoid sudden acceleration, engine revving and sudden breaking – harsh accelerating and breaking can use up to 30% more fuel and increase wear and tear of the vehicle
- Avoid using air conditioning when possible, as this uses more fuel
- Drive with the windows closed as this reduces drag on the vehicle
- Accelerate slower
- Switch the engine off if you think you are likely to be stationary for more than 2 minutes
- When starting up, there is no need to allow the engine to warm up, it is better to just drive off
- On motorways be aware of the cars 3 or 4 ahead and keep a good distance from the car in front to avoid unnecessary breaking
- When buying a new taxi, look for the most carbon efficient (i.e. with low kgCO₂/km) vehicle or one with a high mpg

Our staff

People are becoming more aware of how making a few changes within personal lives can make a big difference to the environment. DaC promotes initiatives such as:

- Sign up to a green energy supplier, who will supply electricity from renewable sources (e.g. wind and hydroelectric power). This can reduce your carbon footprint contribution from electricity to zero
- Turn it off when not in use (lights, television, DVD player, Hi Fi, computer)
- Turn down the central heating slightly (try just 1 to 2 degrees C)
- Turn down the water heating setting (just 2 degrees will make a significant saving)
- Check the central heating timer setting - remember there is no need to heat the house after you have left for work
- Fill your dishwasher and washing machine with a full load. This can save you water, electricity, and washing powder
- Fill the kettle with only as much water as you need
- Unplug your mobile phone as soon as it has finished charging
- Defrost your fridge/freezer regularly
- Do your weekly shopping in a single trip
- Hang out the washing to dry rather than use a tumble dryer

Listening to Customers

In all its business practice, DaC enjoys open and honest communication with its customers, securing their loyalty and trust by providing outstanding customer service. We know the way to continue to deliver outstanding customer service is to constantly review the service we provide to ensure we are delivering to customer's needs and expectations.

Each account is provided with a designated, experienced Account Manager, whose role is to assist the customer with any aspect regarding our service. The Account Manager will act quickly to investigate any arising issues and provide prompt feedback to the customer on its resolution.

DaC always welcomes feedback from customers on how to improve the services we offer. This can be done either through suggestions made during the regular monthly meetings with Account Manager or via bi-annual health checks.

DaC carry out bi-annual health checks with all our customers. The aim of these meetings is to help us monitor the level of customer service in a much broader context. This feedback can then be analysed to identify possible service improvements and areas where additional training may be required.

In the past, these meetings have also helped DaC to discover new opportunities to further enhance the services we offer to customers. One such example is the in-house development of our integrated booking, dispatch and reporting platform, "Encompass", which was designed following one client's requirement for us to provide a "one-stop shop" to meet their ground transportation needs.

Listening to Employees

DaC appreciate that our staff are the frontline representatives of our company. Providing a pleasant working environment for all our staff delivers higher level of staff retention and a more consistent quality service for our customers.

There are four main areas that contribute to a contented workforce:

- **Opportunities For All**
- **Training and Development**
- **Health and Safety**
- **Feedback**

Opportunities for All

DaC is committed to promoting equality and diversity, providing an inclusive and supportive environment for all. In the implementation of this policy DaC will:

- Ensure that all drivers and staff are treated solely on the basis of their abilities and potential, regardless of race, colour, nationality, ethnic origin, religious or political belief or affiliation, trade union membership, age, gender, gender reassignment, marital status, sexual orientation, disability, socio-economic background or any other inappropriate distinction
- Promote diversity and equality for drivers and staff and value the contributions made by individuals and groups of people from diverse cultural, ethnic, socio-economic and distinctive backgrounds
- Promote and sustain an inclusive and supportive work environment, which affirms the equal and fair treatment of individuals in carrying out their duties and does not afford unfair privilege to any individual or group
- Wherever reasonable and practical, promote flexible working hours
- Treat part-time drivers and staff fairly and equally
- Challenge and address inequality and less favourable treatment as it occurs
- Promote a working environment free of harassment and bullying on any grounds for all drivers, staff, clients and visitors

Training and Development

DaC has found that staff morale is significantly improved by Training and Development and offers staff the opportunity to study for nationally recognised qualifications. As a result, DaC's staff:

- gain increased self-esteem through acquiring new skills/qualifications

- see new skills as a gateway to improved earnings or new job opportunities within the company
- appreciate the recognition in having been selected for development opportunities
- feel more valued because their employer has shown a willingness to invest in them
- are provided with tools to deal with difficult situations and consequently find their work less stressful and tiring

Health and Safety

DaC's effective control of Health and Safety is a shared responsibility of everyone involved in the business. It contributes to overall business success and the well being of all our employees.

DaC achieves this objective by:

- Providing appropriate training to achieve a high level of staff competence and expertise
- Providing the necessary physical and financial resources to implement the commitments made within this policy
- Ensuring Health and Safety policy matters are approved and subsequently implemented throughout all areas of the business
- Encouraging effective communication and dialogue with all employees
- Implementing procedures for measuring, reviewing and auditing Health and Safety requirements
- Fully complying with all statutory requirements relating to Health and Safety
- Ensuring that senior management set a personal example for all employees

Feedback

DaC values the opinion of its employees and gathers feedback in a number of different ways:

1. **Employee Survey:** this anonymous survey is sent to all employees and contains questions relating to job satisfaction, pay, career development, management and the effectiveness of their department.

Results of the survey are collated and produced on a departmental basis to identify specific areas within the business, which may require additional support.

2. **Monthly Team Meetings :** these form a fundamental part of the communication process and are used to cascade information to staff, but also request feedback from attendees, which is then passed on to senior management, as necessary.
3. **Exit Interview:** these interviews provide a useful source of information which is used by the company for a variety of purposes, such as monitoring the effectiveness of recruitment, identifying problems with morale and updating job descriptions.

Working well with Suppliers

DaC relationship with its suppliers, as with its customers, is based on open and honest communication. DaC expects its suppliers to obey the law, consider the impact its suppliers have on the environment and treat all employees with the same level of respect and well-being that DaC applies to its own employees.

DaC aims to build lasting relationships with all its suppliers and extends respect to its suppliers' employees and their suppliers in turn.

DaC expects all its suppliers to treat employees fairly, honestly and with respect.

When procuring a new supplier, DaC ensures the following:

- **Pay:** wages and benefits must be at least fully comparable with local norms. Where possible, these should either be higher than the national legal minimum, or industry benchmarked norms, or what is required to achieve a locally acceptable standard of living. Wages should be paid in full and on time at agreed intervals.
- **Working hours:** should conform to industry-benchmarked norms and must not be excessive, with proper provision for sleep and resting time.
- **Working conditions:** we expect suppliers to provide working conditions for employees that are locally recognised as good.
- **Health and safety:** we expect suppliers to make every effort to provide safe and hygienic working conditions and provide regular training in health and safety. Suppliers must always minimise the risks of fire, accident and injury.
- **Equality of treatment:** providing they show sufficient ability and capability, our suppliers' employees should have equal access to jobs.
- **Environment:** suppliers should make every practical effort to use raw materials obtained from sustainable sources. Suppliers should dispose of waste and pollutants in an efficient, safe and environmentally responsible manner; should minimise energy usage, where possible and abide by international, national and sector codes of practice concerning the use of chemical products.

Community Work

London taxi drivers are highly recognised for the extensive charity work that they are involved in over the course of a year. DaC actively supports charities in which, its drivers or employees are personally involved.

DaC also works with a number of children charities (supported by the Taxi industry) namely, Albany Charity, London Taxi Drivers Fund for Underprivileged Children (LTDFUC) and the Worshipful Company of Hackney Carriage Drivers (WCHCD). All of these charities arrange day or weekend trips in taxis to the seaside or Disneyland Paris for children who sick or underprivileged.

The London Taxi Benevolent Association for War Disabled (LTBAWD) helps war disabled people, both in their own homes and hospitals, throughout London and the Home Counties, by providing entertainment, outings and much needed specialised equipment.

DaC actively encourages its drivers to give up their spare time and get more closely involved with these charities.

DaC also donates to smaller, local concerns, where we can make a real difference to our local community. Areas of specific support include care for the sick and the disabled; youth and children; care and housing for the elderly; medical research and welfare and counselling services.

DaC recognises that fundraising and volunteering activities help all its stakeholders to broaden their skills and life experiences. The benefits are seen not only within the local communities, but also among its drivers and employees, where such charitable activities enhance reputations, produce a more empathetic and understanding workforce and ultimately deliver a higher quality customer service.