



REPORT

SUSTAINABILITY REPORT

2020

RLB Rider
Levett
Bucknall

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£149m
Total Social Value

delivered through
our employment,
social and community
programmes

Cover: Family in Cambodia with a new water filtration
system, linked to RLB Carbon offset 2019/20
Source: Hydrologic, Cambodia

AT A GLANCE

1
2
3
6
9
18



100%
**Diversity and
inclusion training**
completed



32%

of Senior Leadership Team
positions held by women



22%

Technical female
workforce (above industry
average of 15%)



10 years

certified to ISO 14001



Set a net zero
carbon target for

2025

OUR VISION

Creating a better tomorrow

At Rider Levett Bucknall (RLB) our vision is to shape the future of the built environment to create a better tomorrow.

As an independent global practice of construction, management and property consultants', Corporate Social Responsibility (CSR) is at the core of our values, and firmly anchored in our corporate culture.

Our CSR programme reflects how we align our values, behaviours and business practices with the expectations and needs of our stakeholders. We understand that this involves going beyond legal minimums and that doing the right thing matters. We engage with our stakeholders and Global CSR community, and then act responsibly.

RLB stakeholders: customers, employees, suppliers, local communities, regulators, special interest groups and society as a whole.

CSR four core pillars:



People



Clients



Environment



Community

RLB is committed to creating a better tomorrow by:

- Fair and equal opportunity
- An inclusive and safe working environment
- Reducing our environmental footprint
- Purposeful stakeholder engagement
- Delivering financial, social and environmental value
- Communicating, monitoring and improving our CSR performance

CHIEF EXECUTIVE OVERVIEW

2019/20 was a pivotal year for RLB UK. We measured ourselves against our 2020 strategic plan and began putting in place the foundations for the next stage of our journey - our vision for 2030. However, like for all businesses, the period between January and March 2020 triggered a change in order to respond to the changing market conditions and employee needs brought about by the COVID-19 pandemic.

Our performance, measured for the 2019/20 reporting period has seen excellent progress against our strategic objectives, enabling us to increase turnover, improve our operating profit and grow our team.

This success has been driven by the strategic development of our service offering, building of our regional presence and focused investment in our sectors. We also continue to support long-standing clients and establish new relationships with a changing and global client base.

We have committed to supporting our clients across all sectors to procure social value from each contract and deliver on embedding social value principles through the project lifecycle.

We feel strongly that socio-economic and environmental benefits should outlive each contract, delivering positive impacts long into the future.

We support our clients in realising their sustainability aspirations, enabling the delivery of buildings that are energy efficient, low carbon and of high quality across their life cycle.

Innovation is key to supporting the delivery of sustainable buildings and building activity. Through collaboration with colleagues and industry peers, RLB has focused on modern methods of construction as well as the changing profiles of more sustainable materials, and advances and investment in digitalisation, introducing new tools, technologies and services, and expanding our capabilities. I am proud of our collective accomplishments - by working together and working responsibly we are enabling our clients to deliver their ambitions and make a positive impact on our communities.

During the past year we have invested in nurturing and developing our talent, and placing firm focus on promoting diversity and inclusion. We know that by building a diverse and inclusive workforce we are building our business for the future.

There will continue to be challenging times ahead, however, we believe we have set the right foundation to be able to respond to these issues, collaborate to find innovative solutions and continue to play our part in creating a better tomorrow.

Andrew Reynolds
Chief Executive

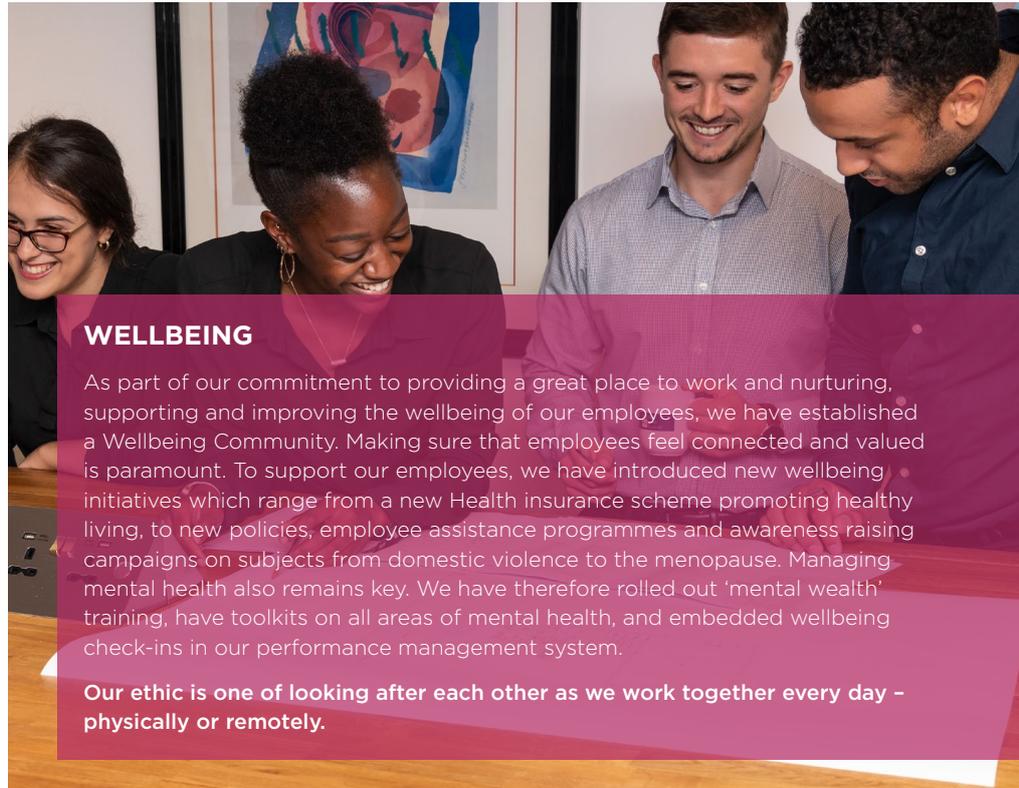
PEOPLE

The challenges of 2020 placed a focus on people and culture initiatives and distilled the essence of what positive people management should be.

RLB continues to work towards being recognised as an employer of choice and we believe that by taking a transparent and authentic approach with our employees, we will make RLB more successful.

A clear commitment to develop all our people has always been the foundation of our business and we invest in delivering team and individual development programmes which are focused on recruiting and retaining the best talent in the industry.

Part of this investment includes empowering our people with the authority and the freedom to direct our company into the future and we have established many initiatives, such as our Future Professionals programme, in support of this objective.



WELLBEING

As part of our commitment to providing a great place to work and nurturing, supporting and improving the wellbeing of our employees, we have established a Wellbeing Community. Making sure that employees feel connected and valued is paramount. To support our employees, we have introduced new wellbeing initiatives which range from a new Health insurance scheme promoting healthy living, to new policies, employee assistance programmes and awareness raising campaigns on subjects from domestic violence to the menopause. Managing mental health also remains key. We have therefore rolled out 'mental wealth' training, have toolkits on all areas of mental health, and embedded wellbeing check-ins in our performance management system.

Our ethic is one of looking after each other as we work together every day - physically or remotely.

PEOPLE



DIVERSITY & INCLUSION

We are committed to providing an environment that encourages everyone to be themselves and reach their potential. Diversity in our teams brings diversity in our opinions and our experiences. We believe that by building a diverse and inclusive environment RLB can deliver the best outcomes.

We have formed a Diversity and Inclusion (D&I) community, with the objective to support RLB towards progressive inclusion in the workplace. The group will promote, champion and encourage diversity, inclusion and equality at RLB and it will make recommendations on appropriate initiatives and activities that will help us to achieve our diversity aims.

We are also playing our part to overcome the gender bias recognised throughout the construction industry by encouraging more women into construction, implementing policies which encourage women (and men) to stay in the industry, developing female leaders, and implementing succession programmes.

We have implemented D&I workshops for the whole business, creating conscious awareness of diversity and inclusion, unconscious bias training and calling everyone to action. This is supported by mandatory training for all employees.

Proud to be:



Equality Assured

for 8 consecutive years



Signatory to the

RICS Inclusive Employer Quality Mark



Living Wage

accredited



Member of the

ENEI

REWARDING FAIRLY

Our internal annual salary review process includes rigorous review of pay across the business and concludes that RLB provides equal pay for equal work, regardless of gender. Read more in the latest RLB UK Gender Pay Report [here](#).

PEOPLE



2019/20 People Highlights

- ▶ Top Employer accreditation for **15** consecutive years
- ▶ **100%** Diversity and inclusion training completed
- ▶ **100%** APC pass rate
- ▶ **22%** Technical female workforce (compared to industry average of 15%)
- ▶ **13%** of staff are early careers recruits
- ▶ **38** Apprentices
- ▶ RICS Matrics Apprentice of the Year **2019**
- ▶ **27** Work experience placements
- ▶ **7** Year Out Placements
- ▶ **10** Global Experience Exchange Programme (GEEP) placements



Global Experience Exchange Programme (GEEP)

RLB's Global Experience Exchange Programme (GEEP) offers the chance for RLB employees to undertake a month-long secondment to share and exchange knowledge with global colleagues.

Tom Giddings, based in Manchester spent time in our Melbourne office understanding Australian working practices, people and culture.

Tom commented: "My role in the UK commercial sector exposes me to fantastic high-rise buildings and office spaces. Working with our friendly Melbourne colleagues, I was able to undertake site visits to live projects, to experience the scale and quality of the construction we are involved with on the other side of the globe. Coming from an Architectural Technology background, it was great to see new design trends with a fresh perspective and discuss the similarities and differences between construction techniques and processes."

CLIENTS

DRIVING SUSTAINABILITY FOR OUR CLIENTS

Sustainability is simultaneously one of the biggest challenges and opportunities for our business.

The depth of our engagement in sustainability and the breadth of clients seeking support has rapidly accelerated. The journey has been shaped, for both public and private sector clients, by two key drivers:

- Working towards Net Zero Carbon, and
- Delivering Social Value above and beyond the core value of projects.

The UK Government agenda has been led by the passing into law of the UK Net Zero Carbon Target, and the continued implementation of the 2012 Social Value Act, which has gained further momentum and is embedded in Government procurement.

RLB has responded robustly and has sat at the forefront of our industry leading on the Procuring for Value framework, which was used as a central theme in the Construction Playbook announced by Government towards the end of 2020.

The private sector response has been equally vigorous, with sustainability being driven by increasing mandatory reporting requirements, and significantly increased scrutiny of the environmental and social governance (ESG) and performance of companies by the financial markets or institutional investors.

RLB has developed comprehensive systems and invested in tools to help both public and private clients deliver sustainable outcomes and measurable social value.

CLIENTS

DRIVING SUSTAINABILITY FOR OUR CLIENTS



We believe that delivering sustainable outcomes for the present and future generations will ensure stronger businesses in the long term. Our service is tailored around ensuring sustainable project delivery, with expert knowledge provided every step of the way. Our service offering includes:

Sustainability Strategies	<p>Our team works collaboratively with clients to minimise risks, maximise reputation and deliver the most sustainable solutions possible consistent with financial goals. We undertake independent research studies to identify key areas of sustainability improvements, and provide advice leading to the implementation of appropriate solutions; considering design, operation and future proofing. We analyse, develop and manage sustainability strategies throughout the project lifecycle into operation.</p>
Carbon Accounting, Modelling and Net Zero Strategies	<p>We assist clients from the calculation of baseline greenhouse gas emissions through to detailed implementation plans and advice on pathways to achieve net zero carbon emissions supported by cost models and technology evaluation.</p> <p>We undertake: Whole Life Carbon, Embodied Energy/Carbon assessments alongside capital cost using our proprietary capital cost and embodied carbon software, ROSS5D and our dynamic web-enabled software, Total Cost Management (TCM).</p> <p>TCM integrates capital, energy, carbon and operation/life cycle cost replacement costs and is also our benchmarking tool, delivering savings in excess of 30% of life cycle costs for numerous customers.</p>
Social Value Calculation	<p>RLB has developed a value model, which quantifies the cost and value of different elements of project, including the ability to forecast or evaluate social value at any stage of a development. We calculate the social, environmental and economic impacts, and evidence the value this creates for people, communities, businesses and economies.</p>
Environmental and Wellbeing Accreditations	<p>We provide a range of independent assessor services including; BREEAM New Building, SKA Rating, LEED, Well and Wel-fit Assessments to provide assurance for our clients that sustainability is being delivered. We also advise on the best route to sustainability, based on individual project scope, size and client drivers.</p>

CLIENTS CASE STUDY



RLB has been appointed by University Hospitals Leicester (UHL) to deliver a Sustainability Strategy for their Reconfiguration programme; alongside developing a new Green Plan for the entire UHL estate.

The programme offers the opportunity to lead in developing, investing in and applying the solutions required to decarbonise the UHL estate.

RLB's approach will include a sustainability strategy for each site with the aim to facilitate strategic decision making. As part of its Green Plan objectives, the Trust will embrace appropriate design principles, infrastructure and equipment design to 'future proof' projects to make further progress towards the vision of delivering a Net Zero Carbon facility.

RLB is also developing Social Value strategies to ensure social benefits are maximised where possible, forecasted and monitored throughout the project.

ENVIRONMENT

MANAGING OUR ENVIRONMENTAL IMPACT

Since 2009, RLB has implemented an Environmental Management System certified to ISO14001 covering our operations and project activities.

We proactively manage our energy use and associated carbon emissions, our resource consumption and waste.

RLB joined other leading businesses in our sector to declare a climate emergency in 2020, and we set 2025 as a target year to achieve Net Zero Carbon emissions.

We have also made it a priority to eliminate single use plastics from our operations and to deepen our sustainable procurement to strengthen our policy.

Looking ahead, we've adopted the Wates Governance Framework to ensure we operate with robust environmental and social governance and will report our sustainability performance against the United Nations Sustainable Development Goals.



2019/20 Environmental Highlights

- ▶ Declared a climate emergency and set a net zero target for **2025**
- ▶ **10** years certified to ISO 14001
- ▶ Purchased **100%** green electricity*
- ▶ **100%** compliance with legal requirements
- ▶ Appointed Zero Waste to Landfill Contractors*
- ▶ Stopped buying plastic bottles and issued every employee with a reusable bottle

* Where we are responsible for contracts

ENVIRONMENT

CARBON EMISSIONS

Measuring our impacts

Our Greenhouse Gas (GHG) emissions in tonnes of carbon dioxide equivalent (TCO₂e) decreased by 8% in 2019/20 compared to the previous year, as we continued to move to sustainable modes of transport and implement energy saving projects in our offices. We also experienced an unexpected shift in our business activities in early 2020 due to the COVID-19 pandemic and national lockdown, which we expect to have a significant impact on our 2020/21 emissions.



Total carbon emissions for 2019/20 were:

1210 TCO₂e

(Gross before offsets)



Our Carbon Intensity was:

1.91 TCO₂e

/employee (Gross)

Business travel remains our largest environmental impact and source of GHG emissions, and we plan to reduce this by accelerating our move towards agile working, and by continuing to incentivise green travel.

As in past years, we offset the emissions related to our unavoidable air travel:

456 TCO₂e



Bringing our net emissions to

757 TCO₂e

Our net intensity to

1.19 TCO₂e

ENVIRONMENT

CARBON EMISSIONS

Our Carbon Management

We started our journey to reduce our Green House Gas emissions (GHG) over a decade ago and set an initial baseline year as 2010/11. Against this we established targets to reduce our emissions by 2020 in absolute terms by 20%, and per employee by 26%.

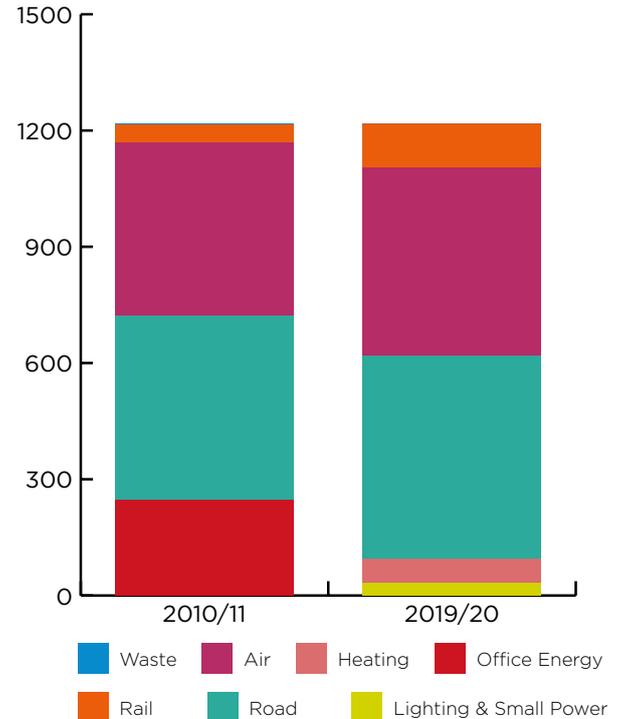
Our performance to the end of 2019/20

As of 2019/20 absolute carbon emissions were 8% lower than our 2010/11 baseline and despite significant growth in our business our carbon intensity/employee also reduced by 46%.

To further reduce our emissions, we have purchased green electricity for all sites where we are responsible for electricity procurement and we have purchased carbon offsets for our unavoidable air travel. This has reduced our net emissions by 38% against our base year. See also case study on carbon offsetting in 2019/20 on page 13.

Our baseline and current year emissions are highlighted in the graph, detailing the scale and sources of emissions (based on gross emissions).

Our GHG Emissions (TCO₂e) 2010/11 and 2019/20





Villagers in Cambodia being introduced to affordable water filtration systems, which provide clean water without boiling, and thereby reducing greenhouse gas emissions, air pollution and deforestation. Source: Hydrologic, Cambodia.

Source: Hydrologic, Cambodia

ENVIRONMENT

CARBON EMISSIONS

Our carbon offsetting 2019-20 (providing clean water via production and distribution of ceramic water purifiers in Cambodia)

In 2019/20 RLB offset 456 tonnes of carbon (TCO₂e) associated with our unavoidable air travel. We purchased Gold Standard VER offsets supporting a well-established clean water initiative; Hydrologic in Cambodia. Untreated water and poor sanitation cause an estimated 10 million cases of diarrhoea and 10,000 deaths each year in Cambodia, mostly affecting children living in rural areas.

The provision of safe water purification filters means that families no longer need to boil water for drinking. This reduces indoor air pollution from wood burning, provides time and cost savings and protects Cambodia's vulnerable forests (which are among the most rapidly deforested in the world). The project also creates rural employment opportunities in filter manufacturing and distribution, where women make up 47% of employees.

For every 1000 carbon credits purchased, benefits have been independently calculated* as: £22,000 savings by households on fuel purchase and collection, 5 hectares of Cambodia's forest protected and 34 fewer cases of acute lower respiratory illness.

*Figures are based on data from Lord, R. (2014) Social Return on Investment of Nexus Carbon for Development Projects and published by the Gold Standard and Hydrologic.

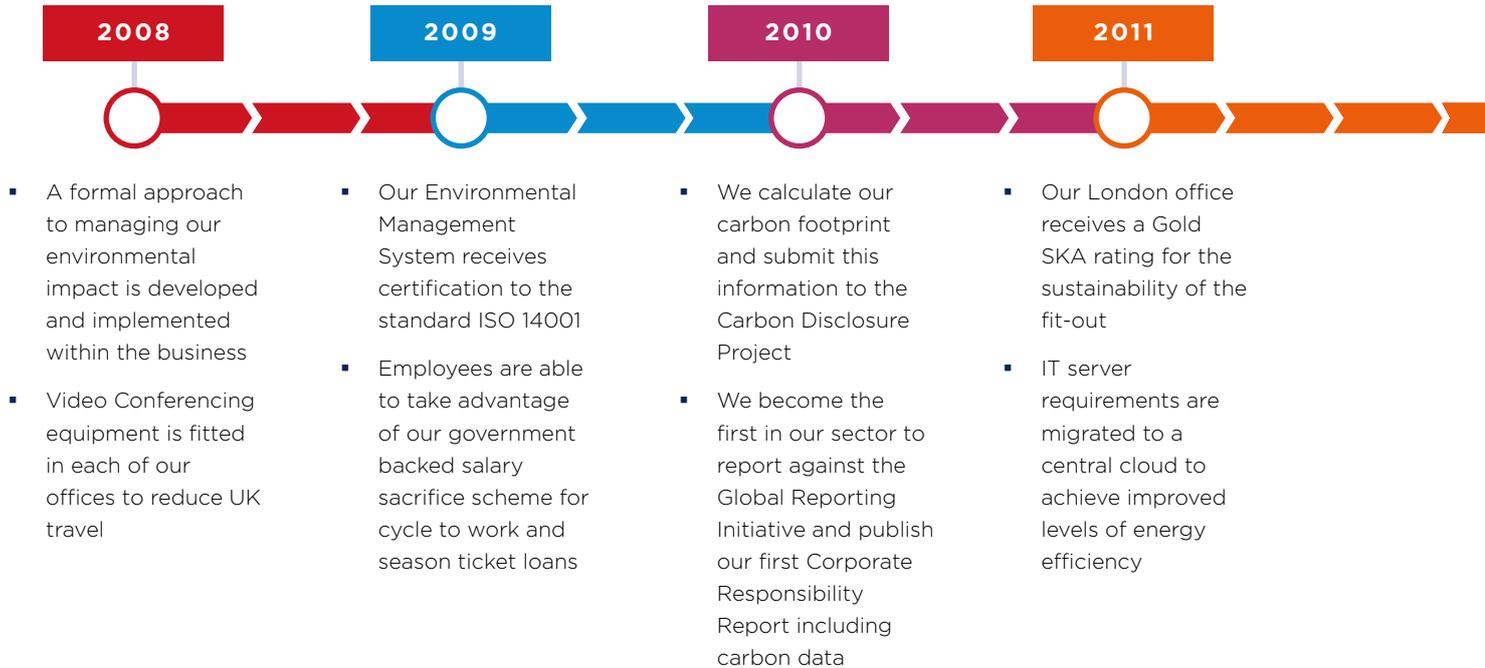


The offset supports the following UN Sustainable Goals:



ENVIRONMENT CARBON EMISSIONS

Our Decarbonisation Journey





2012

- All the emissions from our domestic air travel are offset through Certified Emission Reductions
- Our car allowance green vehicle incentive programme was launched



2013

- Our Sheffield office switches to an energy provider which supplies 100% renewable energy and uses district heating
- We publish our second Corporate Responsibility Report and receive an application check level C for the report by the Global Reporting Initiative



2014

- Established policy to procure electricity from renewable sources where available
- Implemented a car sharing initiative/ encouraged employees to car share both for commuting and business wherever possible



2015

- RLB reported compliance in line with ESOS Phase 1
- Provided efficient/green driver training for high mileage business drivers

2016

- Offset our air travel emissions by purchase of Verified Carbon Standard (VCS) supporting UK and Amazon tree planting



2017



2018



2019



2020

- Re-certified to ISO 14001:2015 standard
- Offset our air travel emissions by purchase of carbon credits supporting Craiggillan Forest
- RLB Accreditations Guide launched addressing SKA, BREEAM, LEED, Well Building Standard, Wired and the Living Building Challenge
- Offset our air travel emissions by purchase of Gold Standard Offsets supporting smokeless cook stoves in Darfur
- Participated in first Clean Air Day
- Offset our air travel by purchase of Gold Standard Carbon Offsets supporting clean water initiative in Uganda
- RLB reported compliance in line with ESOS Phase 2
- COVID-19 leads to acceleration of agile working practices
- LED lighting retrofit in Sheffield office
- Declared climate emergency along with other leading construction industry businesses
- Set a Net Zero Carbon Target for 2025
- Mandatory Carbon and Energy Reporting in line with SECR requirements

ENVIRONMENT

CARBON EMISSIONS

Looking ahead: Our Carbon Management strategy to 2030



20% reduction in our carbon intensity per employee



Energy saving projects to reduce our office energy consumption

(investigating lighting retrofits, voltage optimisation and improved control systems)



Continuation of agile working post pandemic lockdowns



Refreshing our green vehicle incentive policy, encourage all staff to move to ULEV (ultra low emission vehicles) electric vehicles



Continue to purchase green energy



Continue to offset our unavoidable air emissions



Enhance our scope 3 carbon emissions data collection to include those not currently captured and reported



Offset our remaining emissions to achieve Net Zero Carbon Emissions



Review travel policy with aim to reduce air travel journeys



Continue to share ideas and experiences in creating a better tomorrow across RLB's offices world-wide via our Global CSR Committee

COMMUNITY

Through our volunteering and outreach programmes and fundraising and charity work, we look to make a positive contribution to the communities we work in and for our teams to share their skills and experience.

RLB matches time off for employees for volunteer work, up to one week each year.

Through their dedication and drive, our staff across the UK have been involved in a wide range of CSR activities including:

- Volunteering for local homeless charities
- Coaching sports for underprivileged children
- Carrying out maintenance work on local churches
- Volunteering with local Scout groups
- Shopping for the vulnerable during lockdown



1,800
hours volunteered



£52,000
raised for charity

Bucknall's First Rung

RLB is committed to supporting young people on their journey to employment within the construction industry and is focused on preventing and reducing the number of young people classified as NEET (Not in Education, Employment or Training).

Our Bucknall's First Rung (BFR) programme was established in 2012. It enables every Graduate to contribute to the community by providing two weeks in their first two years at RLB. Graduates work with community groups to highlight the construction industry as a career and raise awareness of relevant and accessible training programmes.



Graduates contributed

1,198

hours through our BFR
programme in 2019/20

COMMUNITY

David Bucknall Scholarship

Like BFR, the founding principle of the David Bucknall Scholarship also aims to attract new entrants into construction.

The fund is run by RLB in partnership with Birmingham City University and is funded by private donations from David's friends and colleagues. It offers a combination of financial support, as well as RLB mentoring and work experience to students embarking on studies in a built environment subject.

Careers Talks - Hopwood Hall College

During National Apprenticeship Week 2020 colleagues from the Manchester office visited Hopwood Hall College to speak with 17-19 year old students about the construction industry, our disciplines and the different routes available. The day focused on the apprenticeship route and the benefits of beginning your career in construction this way.

Students found it very useful and had lots of interest and questions at the end of the presentation which we were very happy to answer.

Regeneration Brainery Workshop

A group of students from the Regeneration Brainery organisation, which supports those Not In Education, Employment or Education, visited our Sheffield office to get an insight into the construction industry through a variety of fun and informative activities.

Think Forward Insights Day

RLB's London office invited 15 students from Think Forward, an organisation which helps young people transition from school to work, into the office to take part in an Insights day.

The day consisted of interactive workshops and presentations around the project management role and what it entails.

COMMUNITY

RLB Charter Award

The RLB Charter is an initiative created to inspire employees to get involved in activities which deliver community and/or environmental benefit. We are passionate about engaging with and being more involved in our local communities and being great neighbours.

The Charter aims to promote, support, recognise and reward the fantastic efforts of our employees in fundraising and volunteering for charities and organisations. The RLB Charter Award is awarded to an exceptional RLB individual or team every year in recognition of their outstanding contribution.

Voted by RLB colleagues, Darren Bedford won the RLB Charter Award 2019 for his committed fundraising work for the world-famous children's hospital, Great Ormond Street (GOSH). Darren's fundraising campaigning began when his son, Charlie began treatment at GOSH in July 2018. Over eighteen months, Darren, alongside his family, friends and RLB colleagues organised a wealth of fundraising efforts, raising over £8,000 for the children's charity.

In 2021 the RLB Charter Award is to be adopted by all of our Global Partners, becoming the Global RLB Charter Award, further strengthening our global CSR community.





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