

Sustainability report 2014

Embracing our corporate responsibilities

Driving
sustainability
*Our
responsibility*



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Photo acknowledgements:

Front Cover: CITB Scotland, *Helen Cochrane-Jones*

Page 3: CITB Scotland, *Helen Cochrane-Jones*

Page 5: Inset photo, CITB Scotland, *Helen Cochrane-Jones*

Page 15: Oystercatcher and wild flowers, *Bridget Plowright*

Foreword

Dear reader,

Sustainability is moving higher up the agenda of the construction industry and the need for employers to understand what they must do to make their businesses more sustainable is increasing.



House builders face the challenge of building more new homes and the majority of them must be zero carbon from 2016. Employers will need to adopt new ways of working, invest in new technology and develop new skills.

At CITB we will work closely alongside our partners in industry, government and education to meet these skills needs.

This report has details of what CITB has done over the past year to make itself more sustainable – and what we need to do to in the next 12 months. We know there is much more to do. As an organisation operating in the three nations, with colleagues in each region, it is not easy to make big changes, but we are committed to doing so.

I see this as an opportunity for us to show we are a responsible, forward-thinking organisation making a positive impact.

Sitting alongside sustainability is our commitment to corporate social responsibility. This is an important topic both for CITB and the construction industry. Companies that can demonstrate their social value and commitment to environmental protection will be better able to attract skilled workers, particularly the next generation.

We face a major challenge but I am confident that we can meet it.

**James Wates,
Chairman, CITB**



Making a difference through the good we do



My role as Chief Executive is very much about transforming CITB and ensuring it is fit for purpose, now and in the future.

We have restructured some areas of the business so that they are more responsive to industry needs.

We have also been reviewing our record on sustainability and corporate responsibility issues. We will be focussing on these as well as our primary role of delivering the skills the industry needs to grow.

We believe we can make more impact by paying more attention to corporate responsibility and by supporting the sustainability aspirations of industry as well as our own.

As with many issues, James Wates can provide a good example on these matters – his company Wates Construction is a leading light when it comes to corporate responsibility. We look at his firm and others like them, as we advance our own track record in this area. We take particular inspiration from companies that report annually on their sustainability and corporate responsibility achievements.

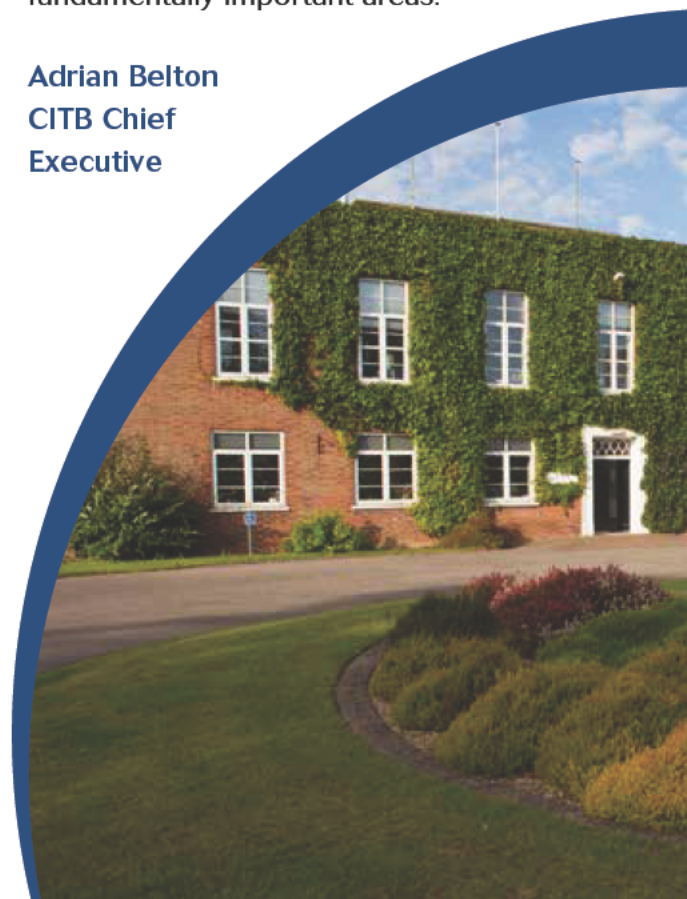
While we appreciate there is much to be done, there are some real positives in this report.

The community work our teams are doing up and down the country, from working with a homeless charity in Leeds, to partnering with a school

near our head office in Norfolk, is terrific. In 2014, we launched the Be Fair initiative – which aims to embed the fairness inclusion and respect agenda within the construction industry. Our staff quite literally walked the walk in this respect by participating in Liverpool's Pride event.

This report highlights that we have to get better at applying the fundamental principles of sustainability to our business, and making sure that we are truly leading the way in corporate responsibility. I am encouraged by the plans for 2015 and beyond and, if the whole organisation gets behind them, we could see positive change in these fundamentally important areas.

Adrian Belton
CITB Chief Executive



Introduction

Our first sustainability report which covered 2013 revealed weaknesses in our reporting around key sustainability related areas.

The report was published in the autumn of 2014 and since then we have been busy engaging with parts of the business, including our executive team, to improve our data gathering and analysis which will enable us to begin setting targets to reduce CITB's impact on the four key areas identified in our Corporate Responsibility principles; the workplace, the marketplace, the environment and the local community. A second, more detailed report was produced for our executive team who shortly after signed off plans to address the issues identified.

Our plans were:

Our first aim was to set up a working group of colleagues whose roles are directly connected to the areas we reported upon during 2013. We needed to better understand the processes that are in place and how these might be improved to give us better base data. This working group was established at the end of 2014 and will be working through 2015 to carry out this work.

CITB need to engage more fully with the landlords of our leased and rented locations, and to have that sustainability conversation. Some of our issues with data gathering come from these locations, so this is an important piece of work which will begin in 2015.

To be able to set meaningful KPI, objectives and targets, we need to establish a baseline year that we are confident with in terms of accuracy. The work with the above plans will feed into this objective and we will be setting sensible KPIs in 2015 to commence in 2016.

Change in reporting period

You will notice that our reporting period has been adjusted from Apr to Mar to Jan to Dec. We have made this decision so that we can get all the data for one year to enable us to report our sustainability data within our Annual Report and Accounts with an aim to achieve this for our 2016 Annual Report & Accounts.





Sustainability and corporate responsibility strategy



As CITB Executive Lead for corporate responsibility it gives me great pleasure to be able make this contribution to our 2014 sustainability report.

Corporate responsibility strategy

CITB is committed to integrating the principles of Corporate Responsibility (CR) into our strategies, activities and most importantly to embed it within our values and behaviours. We aim to involve all parts of the business, by interpreting what CR means for CITB and how everyone can contribute. CITB is committed to demonstrate responsible business practices and we recognise the obligations we have to our colleagues, customers, stakeholders, the environment and our local communities.

Our objective is to successfully deliver on our core CR principles by developing appropriate policies and initiatives to bring a consistent approach to the material issues that have an impact organisation wide. We will formalise targets to reduce any adverse environmental impact that we have, and develop suitable methods of measuring our performance in the workplace, and wider environment; reporting progress externally on an annual basis.

It is our intent to incorporate these initiatives within our business planning and objectives, which align to our overall Mission and Vision.

Sustainability report action plan

Building upon the recommendations that were made in the 2013 sustainability report to improve on the availability of sustainability data, a task and finish group has been assembled. Members have been selected from those colleagues responsible for the specific areas identified. This group will continue to work on areas of data gathering that have proved challenging throughout 2015 and have already made significant progress.

The outcomes from this work link into monthly Performance Management Pack (PMP) report which is used by the executive team to monitor performance and report on our organisational goals. In 2015 we added a scorecard to the PMP which monitors strategic goals across the four elements; Customer, Learning & Growth, Internal Processes and Finance. The work on the sustainability reports sits within the Learning and Growth element. When producing our first sustainability report for 2013 it was evident that areas of weakness in data gathering and analysis needed to be addressed, and from this a three year project was initiated with the sole purpose of focussing on these.

We are aware that all of these issues are not going to be resolved overnight but I am pleased to be able to report that good progress is being made.

Governance

The Corporate Responsibility Leadership Group led by a member of the executive team, is made up of members of the senior management team and technical experts.

The reporting function of this group is via the executive member to our executive team which includes our CEO and to the board as well as a cascade function to the organisation's health, safety and environment action groups.

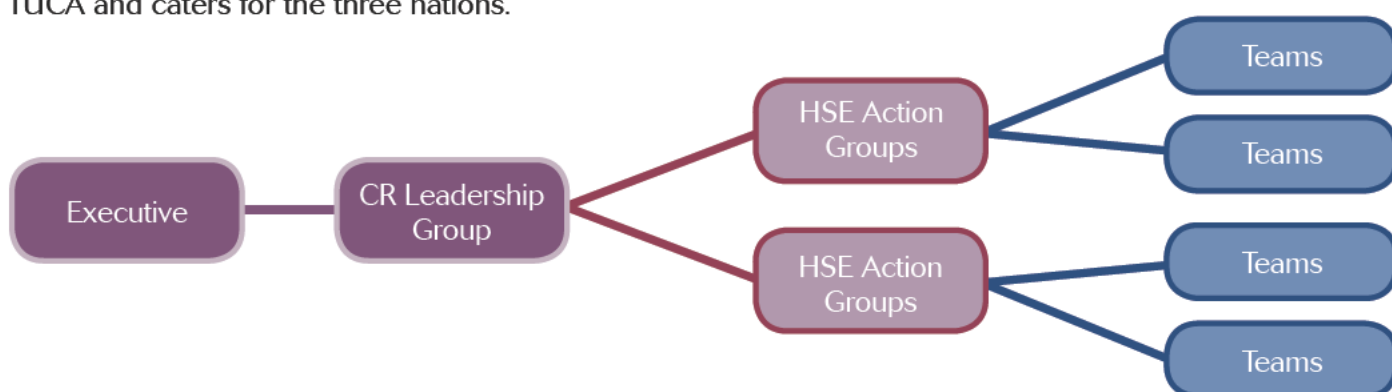
This CR leadership group continues to exist to develop strategy within the CR subjects, safety, environment, safeguarding and fairness inclusion and respect, along with the development of initiatives within our corporate responsibility framework.

The leadership group will also establish groups and lead on individual pieces of work that support our corporate responsibility strategy and sustainability objectives.

A member of the group also supports the organisations health, safety and environment (HSE) action groups and attends meetings which are held in locations that support the needs of our other offices, our National Construction Colleges, TUCA and caters for the three nations.

It is anticipated that during 2015, there will be some changes to the way the CR leadership group develops due the period of transition that CITB is managing.

The CR leadership meetings are held quarterly prior to the HSE action group meetings to ensure flow of messaging and any actions that need addressing. The HSE action groups are made up of volunteer colleague representatives who have a keen interest and an appropriate level of competence to be able to undertake the role. It is their responsibility to bring any HSE issue positive or negative to the HSE action group for discussion, where appropriate action will be taken and to feedback outcomes from the meeting to their teams.



The workplace

We will create a positive workplace for employees by providing a healthy and supportive environment, creating a team approach and in doing so enabling our people to develop their skills and realise their full potential.

Reporting on last year's plans...

- To focus on developing a health and well-being framework for staff
- ✓ We have introduced mental health first aid and wellbeing training for a number of colleagues with further training to be rolled out during 2015.
- To sign the Government's Health at Work pledge, which forms part of the overall Public Health Responsibility Deal
- ✗ Although the concept was well received a decision was made not to progress with signing the pledge at this time.
- To continue to develop our new corporate behaviours and embed them into our working practices
- ✓ All line managers have undertaken four 'L's training, which represents four key areas of Learn it, Live it, Link it and Lead it. The purpose of this was for colleagues with management responsibility to be able to identify

practical skills and actions that can be taken to embed and sustain the skills and concepts within their teams and across the business.

Achievements in 2014

- ✚ NCC Birmingham achieved the British Safety Council 5* health and safety status, scoring a very commendable 94.67% along the way. A well-deserved award, made all the more pleasing by the fact that it was the coming together of colleagues across CITB, working as one team
- ✚ Training our customer services team using a framework provided by the Institute of Customer Service got well underway and 15% of the team completed it by the end of 2014, just short of the predicted 17%.

Key plans for 2015

- ✚ To develop a colleague recognition scheme
- ✚ The roll out of executive conferences to all colleagues about our transform programme
- ✚ Continue improvements to employee engagement with team talks and Team CITB magazine.



The marketplace

In the marketplace we will encourage positive business relationships and build a reputation as a responsible business that takes a leadership approach and puts our customers at the heart of all we do.

Reporting on last year's plans...

- **To continue to work with industry in seeking innovative ways of promoting fairness, inclusion and respect**
- ✓ By launching the Be Fair Framework, CITB stepped forward as a key leader for fairness, inclusion and respect, taking the work in a new direction, focussing less on the individuals and more on cultures and behaviours.
- **To continue to inspire young people by supporting the Born to Build campaign**
- ✓ The campaign is being delivered by UKCG and CITB in partnership with CIOB, the Considerate Constructors Scheme, Scottish Contractors Group and Construction News. The aim is to demonstrate construction is open to all, it's exciting to work in the industry and there is a large spectrum of job opportunities.
- **To make more of our health, safety and environment publications available online**
- ✓ Three of our core publications, GE700, GE706 and GT700 are now available via subscription which allows access to the CITB GOLD platform.

Achievements in 2014

- ✚ As part of our programme of work to improve our digital services CITB launched a new online shop. This will enhance our customers' experience when purchasing publications and deliver capability that can be used to sell a broader range of products in the future
- ✚ A group of more than 40 teachers and careers advisors from Yorkshire were back in the learning seat to find out more about the world of construction. This special one-off event hosted by CITB in partnership with Barratt, David Wilson Homes and The Joseph Rowntree Housing Trust, was delivered in conjunction with Lynne Allison and Pam Lee for CITB Customer Services
- ✚ CITB was proud to attend the Liverpool Pride event which links in with our fairness, inclusion and respect work both at CITB and across the industry.

Key plans for 2015

- ✚ Our product development team will be working to make more products available digitally on a number of platforms to suit tablets, mobile phone and computer.



The environment

We will continue to reduce our impact on the environment, understand and be accountable for our environmental impacts, by maintaining a management system that supports continual improvement, the management of our legal requirement and reduces our impact, which enables us to be more adaptable.

Reporting on last year's plans...

- To identify ways to more effectively measure and reduce our carbon footprint
- ✓ This is very much work in progress as we continue to improve our reporting and measurement of our carbon footprint so that we can establish a sensible reduction target.
- To introduce a travel plan which supports more sustainable travel across CITB
- ✓ An objective of the plan was to provide bicycles at our Bircham Newton site for CITB colleagues to be able to move around the site in a zero carbon method. We have also introduced lower emissions company car fleet. There are other elements of the plan that we hope to introduce in 2015.

- To install an additional biomass boiler at our Bircham Newton site.

✗ The proposed additional boiler has been put on hold until a review of our estates needs has been completed.

Achievements in 2014

- ✚ We have been able to capture more environmental information and data about our paper publications that includes types of inks, recycled content of paper and printing processes i.e. digital vs lithographic
- ✚ Our paper publications contain a minimum of 75% recycled content
- ✚ Our publications supplier uses solar power which produces the energy for their production processes. This has reduced the amount of CO₂ emitted by over 25000kg during the publication of our GE700, therefore reducing the embodied carbon of the product.

Key plans for 2015

- ✚ We recognise that the environment is an area of weakness and we are committed to developing appropriate KPIs and improvement initiatives during 2015
- ✚ We plan to install electric vehicle charging points and introducing electric vehicles on site at Bircham Newton whilst continuing to improve the vehicle fleet by procuring vehicles with lower emissions.



The local community

We will make a positive impact on local communities by identifying and becoming accountable for the social issues that are pertinent to the organisation in the communities within which we operate, working as One CITB to make a positive impact.

Reporting on last year's plans...

- To become partners in the Business Class scheme run by Business in the Community
- ✓ CITB has formed a partnership with Litcham High School that is near to the Head Office. A plan of action has been put together for 2015.
- To introduce a formal volunteering policy and guidelines
- ✗ This has not been implemented but it is still in our plans to do so.
- To continue to contribute to community projects, providing valuable experience for CITB colleagues and learners at the same time
- ✓ A lot of good community work has been undertaken by CITB colleagues some of which can be read about in our achievements below.

Achievements 2014

- ✦ Our West Yorkshire customer services team gave support to St Georges Crypt, a Leeds charity who supports the homeless, the vulnerable and those recovering from addiction, by helping them prepare for Christmas

✦ As part of our 50th Birthday celebrations, a team of CITB colleagues lent a helping hand in the refurbishment of James Rennie School, in Carlisle. They were joined by apprentices from Redhall Marine to help renovate the building that houses the school's soft play area

✦ A community housing project in Beeston has had a helping hand from colleagues from the West Yorkshire Employer Services Team. The project is being run by Canopy Housing, a self-help community housing project based in inner city Leeds, which renovates derelict houses to create decent homes for people that are homeless. The team worked with tenants as part of their Team Development Day and carried out building work, plastering, painting, decorating, carpeting and tiling. They also provided tenants and support workers with advice and guidance on careers in construction and apprenticeships.



Key plans for 2015

- ✦ To continue to build the relationship with Litcham High School through the Business Class scheme and carry on with all the good work CITB colleagues get involved with.

Greenhouse gas emissions

With our first report published last year for 2013, we were able to start the process of improving our data collection. Whilst we were compiling data, the first thing we noticed with our 2014 greenhouse gas (GHG) emissions was a significant jump.

On further investigation we discovered the main reason for this jump was that the wrong conversion factor was used to convert our kerosene use into tCO₂e. We have corrected these figures which then revealed a slight reduction in GHG emissions. This difference can be explained in part by the slight reduction in fuel combustion emissions, but we are not confident the fuel combustion figures are accurate as we were in the early stages of improving our data collection.

The increase in emissions from owned transport is because of the shift from a car allowance system to company cars for our business needs colleagues. This has had a positive impact on our business travel emissions in 2014. We do expect a significant rise in this figure for 2015, as we are implementing the Redfern system,

which will enable us to gather more data on business travel and will include rail and air travel for the first time.

The data for materials (paper) includes our A4 and A3 paper consumption. We also expect this to rise in 2015 as we will be collecting data for our paper based publications.

We have been unable again for 2014, to obtain CO₂ data for our waste disposal but as we had a new waste contractor appointed at the end of 2014, we will be able to report on this in 2015.

We do expect to see a further rise in our GHG emission in 2015 whilst we are working to improve our data collection systems.

Table 1: GHG emissions (tCO₂e)

		April 2012 - March 2013	April 2013 - March 2014	2014 (Jan - Dec)
Scope 1 GHG emissions	Fuel combustion	1745	1733	1652
	Owned transport	494	428	802
	Physical or chemical processing	n/a	n/a	n/a
	Fugitive emissions	0	0	0
Scope 2 GHG emissions	Purchased electricity	1,512	1,353	1,471
	Purchased heat, steam and cooling	n/a	n/a	n/a
Scope 3 GHG emissions	Business travel	1,788	1,771	1,102
	Employee commuting	0	0	0
	Investments	n/a	n/a	n/a
	Delivery and distribution	0	0	0
	Use of purchased materials (Paper)	33	32	30
	Use of owned and leased assets	n/a	n/a	n/a
	Waste disposal	0	0	0
Outside Scopes	Biomass emissions	not in use	220	213
Total greenhouse gas (GHG) emissions (tCO₂e)		5,572	5,537	5,270

Resource consumption

The figures in table 2, is the overall resource consumption which include finite and renewable resources, consolidated from all our sites.

As reported last year, we are not reporting on resources, energy and water, where this is included in the service charge of our leased or rented locations. We will be working with our landlords in 2015 to determine if it will be possible in the future to obtain these figures.

We have also separated our LPG gas consumption from natural gas consumption to ensure a more accurate conversion to tCO₂e. LPG is now only used in the kitchens at

our Bircham Newton site. Our LPG consumption has been greatly reduced since we decommissioned the older accommodation in favour of the new accommodation when the second phase was completed in 2013, and we began to use biomass.

During 2015 we will be developing appropriate KPIs across a range of areas, including resource use, to be implemented in 2016. This will be reported on more fully in our 2015 report.

Table 2: Resource Consumption

			April 2012 - March 2013	April 2013 - March 2014	2014 (Jan - Dec)
Non-financial indicators	Energy	Electricity (kwh)	3,286,718	3,038,070	2,980,844
		Gas, natural (kwh)	86,239	55,961	51,194
		Gas, LPG (litres)	139,980	41,905	25,200
		Oil, kerosene (litres)	687,543	682,708	632,271
		Biomass used (tonnes)	not in use	160	155
	Other	Water (m ³)	25,497	20,143	25,819
		Paper, closed loop (tonnes)	25	24	18
		Paper, non-recycled (tonnes)	17	16	19
Financial indicators (£)	Energy	Electricity	382,256	537,743	585,611
		Gas, natural and LPG	144,102	118,245	53,729
		Oil, kerosene	481,218	558,130	400,964
		Biomass	not in use	13,238	22,103
	Other	Water supply costs	97,727	69,528	87,370
		Paper supply costs	38,877	35,673	45,421
Total resource cost (£)			1,144,180	1,332,557	1,195,197

Waste

In 2013 we reported that we had difficulties in obtaining accurate waste data due to the differences in systems of our waste contractor.

Collecting waste data in 2014 has continued to prove quite difficult and we have decided not to make assumptions about our waste generation based on cost. The waste contractor was unable to provide accurate data and for the later part of the year, they provided no data at all. This was in part due to the contract being up for tender and a new

waste contract was approved at the end of 2014, through London University Procurement Consortium.

This means we are able to dispose of our waste through local contractors and the level of detail about our waste has been greatly improved. This improved detail will give us a far better baseline figure for 2015.

Table 3: Waste data

		April 2012 - March 2013	April 2013 - March 2014	2014 (Jan - Dec)
Non-financial indicators	Total waste (tonnes)	448	325	not available
	Waste recycled (tonnes)	180	134	not available
Financial indicators (£)	Total waste removal cost	182,503	182,196	150,137

Disposal of waste electrical and electronic waste

All replaced electrical equipment that no longer has an effective use within CITB is disposed of in line with our statutory obligations under the Waste Electrical and Electronic Equipment Regulations (WEEE Regulations).

To ensure compliance with the regulations, we use a WEEE certified disposal partner that collects our redundant equipment and then either reuses or recycles it as appropriate. Any value obtained is used to ensure that the entire disposal process from collection right through to reuse or component recycling is carried out at zero cost to CITB. Our WEEE disposal partner also guarantees 0% landfill.

A total number of 1,513 electrical and electronic items were disposed. This included:

244 desktop PCs	399 laptops
321 screens	129 printers

- Of these, 24% (359) were able to be reused by other organisations, after repair or refurbishment
- The remaining 76% (1154) were broken down into components and materials recycled. This included 3,695 kg of metal, and 2,068 kg of plastics that were recycled, and not landfilled.

To further ensure our duty of care in knowing how our assets are being disposed of, members of our operations team visited our WEEE disposal partner at their processing location in October to observe it first hand.

Biodiversity

Although we don't currently have a formal biodiversity action plan for CITB, we are working towards that goal. Our sites around the three nations are markedly different in terms of biodiversity, so for this reason we are establishing a plan for Bircham Newton first.

Bircham Newton site is spread over 470 acres which is home to a plethora of wild life and mature deciduous trees. The site is also a popular nesting destination for several pairs of oystercatchers who successfully rear chicks, often more than one brood. A colleague at CITB is a trainee bird ringer and with her husband, a warden at a local bird reserve, has started a programme of ringing the oystercatcher chicks. Both are licenced bird ringers through the British Trust for Ornithology (BTO) and belong to the North Norfolk Bird Ringing Group.

Barn Owls did not fare so well in 2013, but things improved for them in 2014 with one brood of four chicks being ringed and subsequently fledged. There is an old WWII pillbox adjacent to the site and this is home for a barn owl. It appears that the nesting boxes around the site have not been used to rear broods.

There will be a bird monitoring programme established for 2015 which will provide baseline information from which to build.

As reported last year we have natural bat roosts within some buildings and with these due to be demolished there are plans to turn an old derelict building into a new bat roost in 2015.

Once we have an established biodiversity plan at Bircham Newton, we can then roll out biodiversity assessments at other sites. There is an industry wide initiative called the BIG Biodiversity Challenge which encourages construction companies to do one thing that enhances the biodiversity on construction sites, which could either be temporary or permanent. CITB will investigate this initiative further and see how we can develop our own biodiversity challenges at all our locations.



Procurement

Every purchasing decision we make has an impact on the environment, economy and on society - from the energy which our new computer consumes, to the conditions of the workers who make our PPE clothing.



CITB strives to make sure that the products and services CITB buys achieve value for money and generate benefits not only for us, but also for the environment, society and the economy.

Sustainable procurement seeks to achieve the appropriate balance between the three pillars of sustainable development i.e. economic, social and environmental.

- Economic factors include the costs of products and services over their entire life cycle, such as: acquisition, maintenance, operations and end of life management costs (including waste disposal) in line with good financial management;
- Social factors include social justice and equity; safety and security; human rights and employment conditions;
- Environmental factors include emissions to air, land and water, climate change, biodiversity, natural resource use and water scarcity over the whole product life cycle.

There are two approaches that can be combined to implement sustainable procurement:

Product based

Where we examine a products movement along the supply chain and assess the environmental credential of themselves and of their suppliers. This path is used to understand the impact of a product or product range for strategic and marketing purposes. This approach can also provide a clear picture of supplier processes.

Supplier based

We analyse the management systems of a supplier and whether its practices conform to law and meets the corporate responsibility requirements of CITB. Thus, we measure the environmental and social risk a supplier may impose upon us. Implemented effectively, this method will demonstrate whether a supplier meets the environmental requirements of CITB, along with whether suppliers are meeting the requirements of law. In order to assess the management systems CITB can use a variety of tools:

- Self-assessment questionnaires
- On site audit programmes managed internally or through third parties.

We will continue to use our current methods while CITB review our target operating model during 2015 and we would seek to strengthen our approach to sustainable procurement through this process.

Objectives

In Q4 of 2014 our executive team gave approval to commence work on a three year action plan to address the 35 recommendations made following the 2013 Sustainability Report (CITB's first).

These 35 recommendations were split into two categories; 'business as usual' and 'new activities'. In 2015 we will be addressing the 23 business as usual recommendations which we believe are things we should be doing as normal practice therefore requiring little preparation, coordination and resource. Success this year means 2015 will become our baseline year.

In Q4 2015 we will begin preparing for the remaining 12 new activity recommendations and assigning responsibility of setting reduction targets to our Corporate Responsibility leadership group. We are aiming to complete all of the recommendations made around the middle of 2017, at which time we're anticipating a change in the HM Treasury guidelines for public sector sustainability reporting.

Fig 1 : Sustainability Report Action Plan



Sustainability Report Action Plan (SRAP) update

An implementation group was established at the end of 2014 to develop solutions to improve the data collection and the subsequent overarching action plan (Fig 1) was developed. As this report is being produced, we are making good

progress and on target with the 2015 plans. We will prepare the plan of work for 2016 activities in Q3 of 2015, establish and communicate relevant KPIs Q4 of 2015 which we aim to begin Q1 2016.

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