

# Meet our speaker



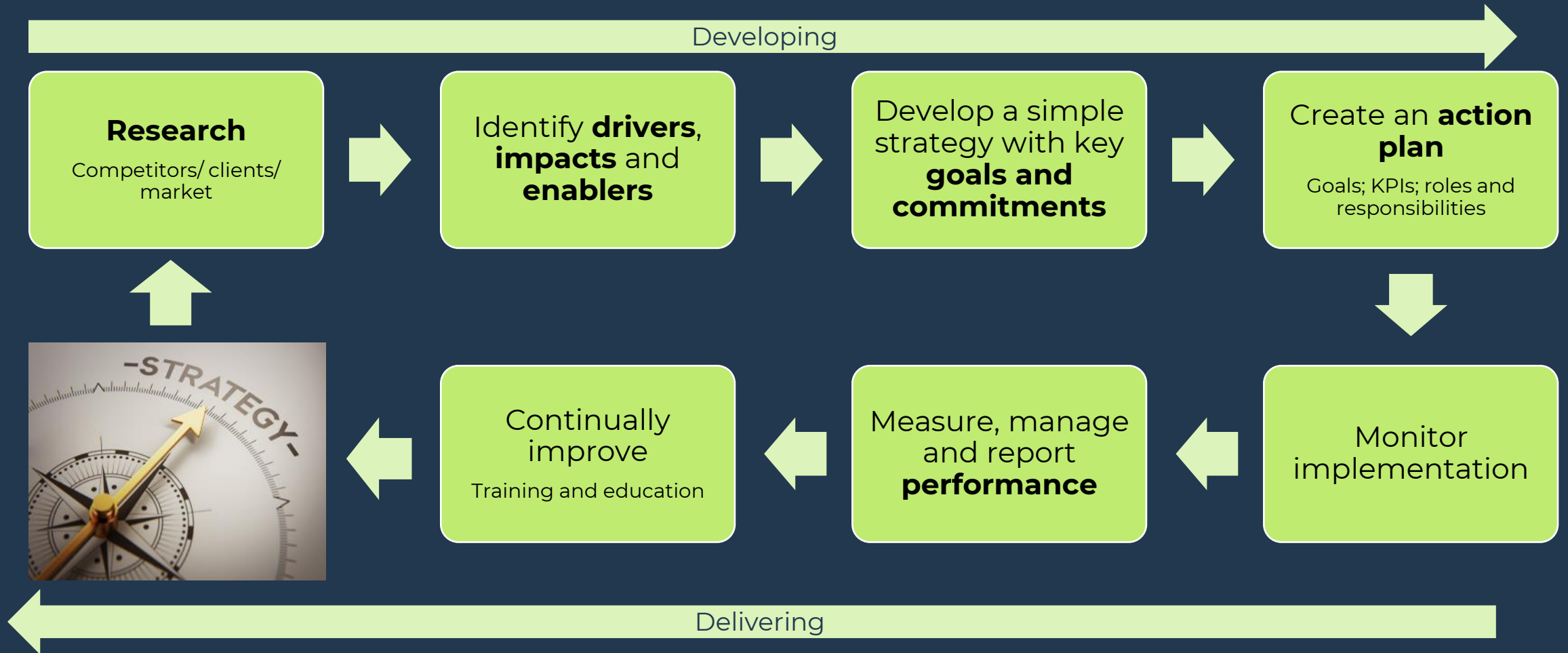
## **Imogen Player**

Senior Consultant  
Action Sustainability

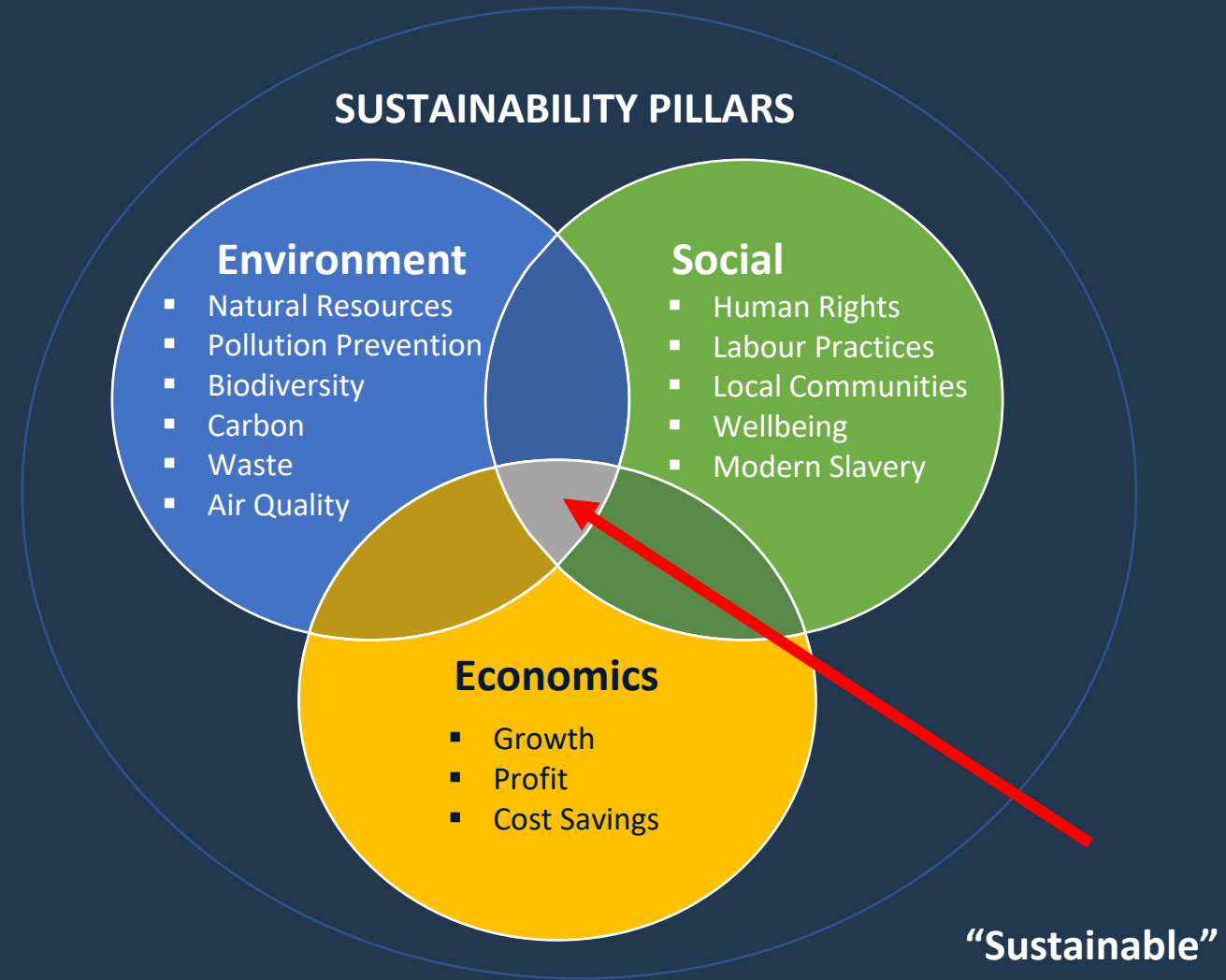
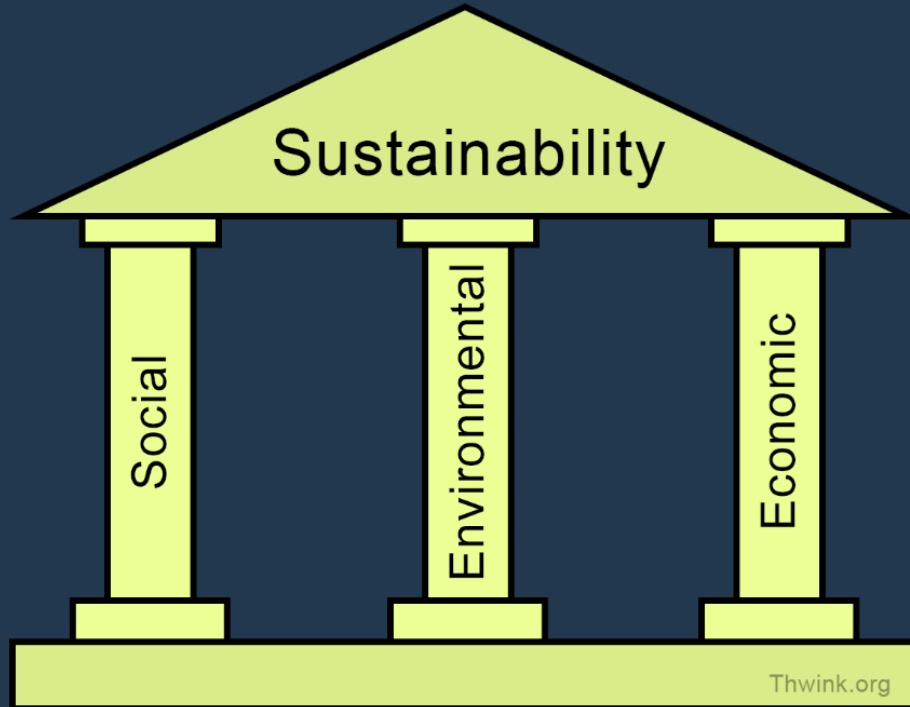
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# Agenda: Strategy Cycle



# What is sustainability?



# United Nations Sustainable Development Goals



# Business Benefits of Sustainability



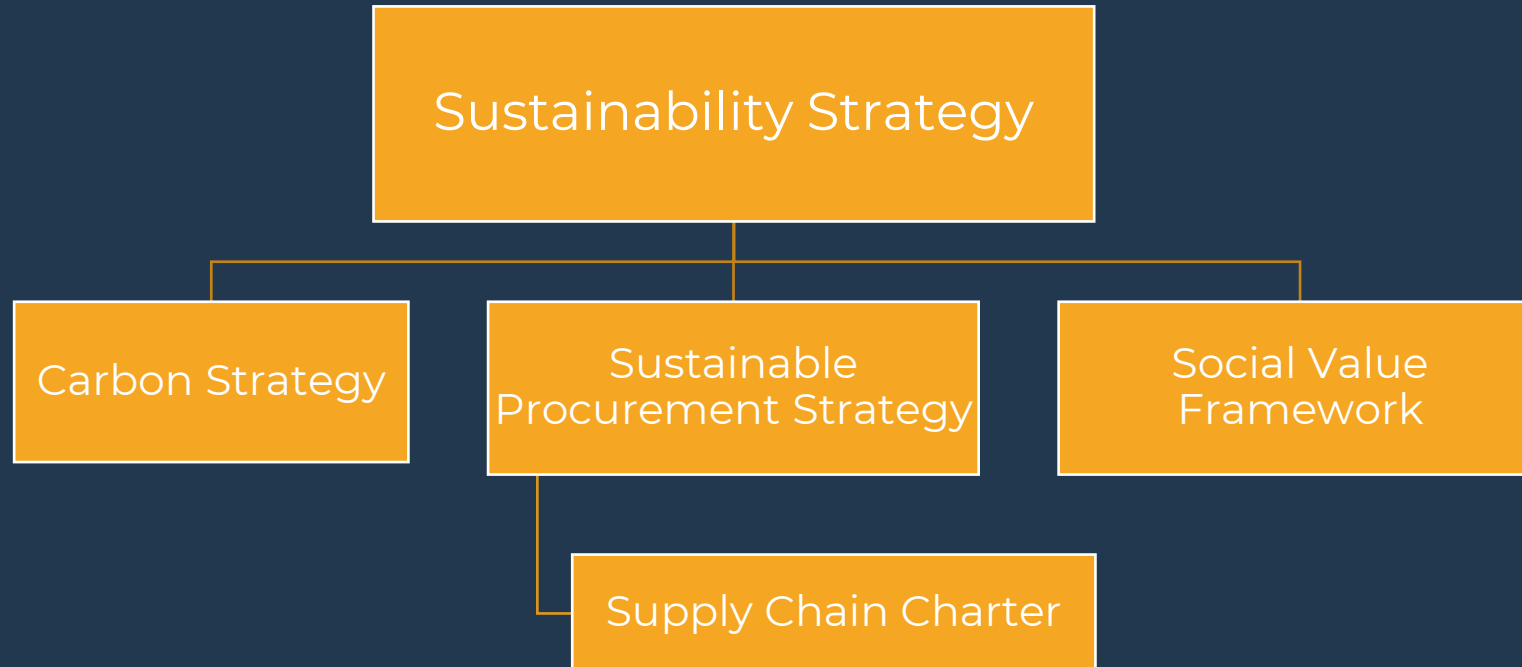
# Defining Sustainability Strategy

Outlines your organisations' plan of action to achieve your sustainability mission and objectives

SIMPLY:

What are your sustainability impacts and how are you managing them

ADVANCED  
EXAMPLES:





# Difference Between Strategy and Policy

## Strategy:

- Vision and mission statements, goals, commitments and objectives/targets
- Plan of action for delivering the above
- What you need to do in your business processes
- Long-range perspective
- Deal with external factors

## Policy:

- Sits within strategy
- Principles of action
- Set of rules for rational decision making
- Made for internal processes



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## WASTE & RESOURCE EFFICIENCY



### VISION

We will be a zero avoidable waste organisation by 2030.

### COMMITMENT

We will work with clients and suppliers to achieve zero waste to landfill by 2024 and zero avoidable waste on all sites by 2030.

We will eliminate avoidable single-use plastics by 2025.

We will determine and measure the impact of pre-manufactured value (PMV) on waste generation.

We will adopt a circular economy review of all new project designs by 2025.



HE Simm Group recognises that it has a responsibility to carry out the business activities we undertake in an environmentally and socially responsible manner, in accordance with the Group's Sustainability Strategy. Drivers such as the UN Sustainable Development Goals (UNSDGs), the need to deliver Social Value (PPH 04/20) and to decarbonise (UK Government's Net Zero Strategy) further the requirement to carry out activities in a sustainable way.

The purpose of this policy is to outline the key priorities for HE Simm Group, which are: carbon; waste and resource efficiency; people; air quality and wellbeing; community. Each of the key areas have their individual leaders, working groups, vision statement, commitments and objectives. It is expected that all business activities support these areas to achieve the Group's sustainability objectives.

Our sustainability mission statement is 'To deliver outstanding engineering and services within the built environment, creating the most positive environmental impact and social value, while leaving a lasting positive impact for our colleagues, communities and future generations.'

For HE Simm to deliver the strategy successfully and to embed sustainability within business activities, the following pillars must be in place: leadership; education; responsibility; accountability; supply chain engagement and performance management.

### Sustainability Vision:

**Carbon:** We will be a net-zero carbon organisation by 2030.

- We will work with our clients and suppliers to reduce our greenhouse gas emissions to become carbon neutral by 2023 and to define our scope 3 emissions to become net zero carbon by 2030 aligning to Science Based Targets.

- We will develop and deliver innovative solutions that contribute to our clients' ambitions to mitigate and adapt to climate change through greater energy efficiency and lower carbon emissions

**Waste and Resource Efficiency:** We will be a zero avoidable waste organisation by 2030.

- We will work with clients and suppliers to achieve zero waste to landfill by 2024 and zero avoidable waste on all sites by 2030.

- We will eliminate avoidable single-use plastics by 2025.

- We will determine and measure the impact of pre-manufactured value (PMV) on waste generation.

- We will adopt a circular economy review of all new project designs by 2025.

**People:** Through a culture of striving 'to be the best' we will enable all colleagues and supply chain members to be the best they can be

- We will be a signatory to the Industry's People Master Charter and will make year-on-year improvements against the eight commitments: equality, diversity and inclusion; skills and training; workforce culture; living wage; due diligence; labour legal requirements; labour exploitation; payments.

- We will maintain Gold membership of the Supply Chain Sustainability School

**Community:** We will leave a lasting positive impact for the communities in which we operate.

- We will work with our clients and suppliers to maximise, measure and report on positive social value outcomes for the communities in which we operate.

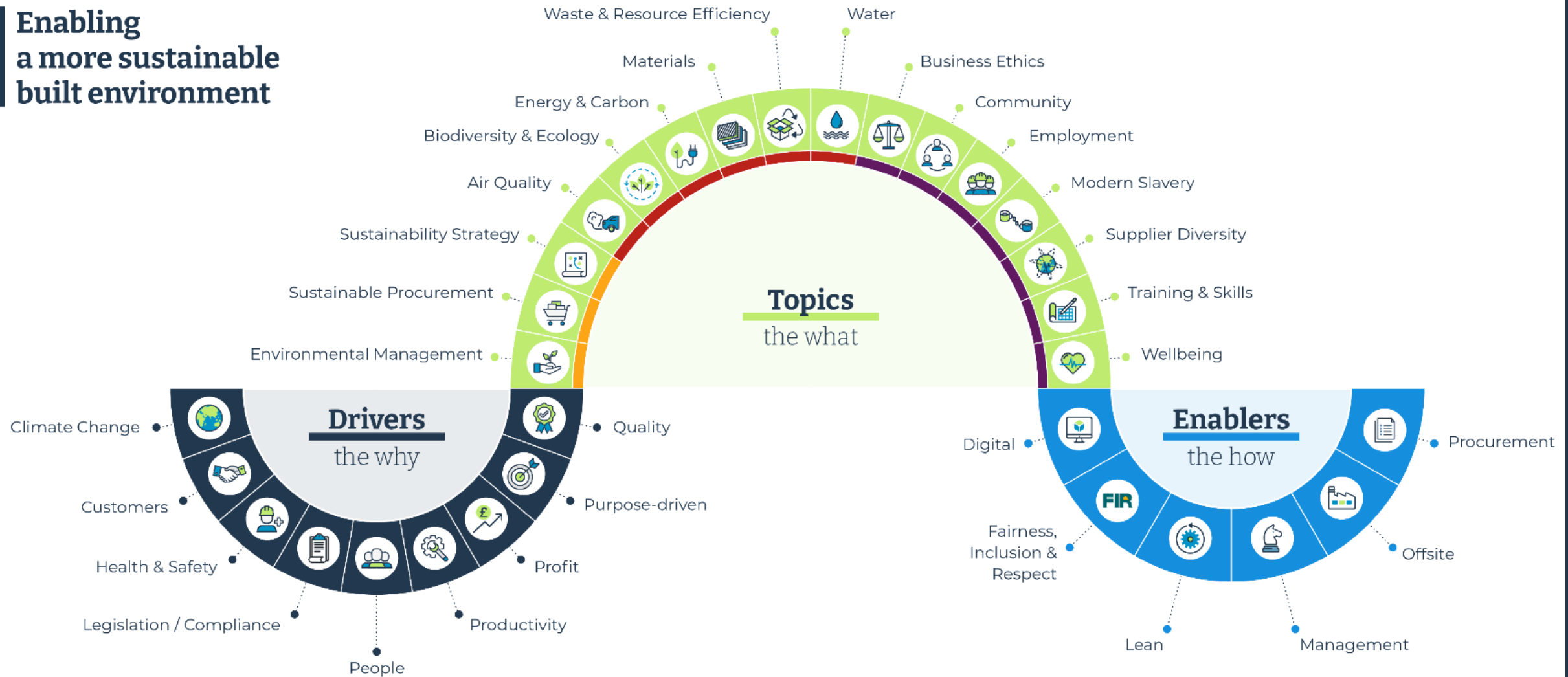
**Air Quality and Wellbeing:** We aspire to be the trusted partner to improve indoor air quality and occupant wellbeing

- We will create a centre of excellence in our own organisation to be leaders in indoor air quality.

- We will work with our clients and suppliers to utilise appropriate technologies to enhance the indoor air quality of the services that we deliver to support and enhance people's physical and mental wellbeing, delivering better outcomes for our customers, our people and the communities that we serve.



# Enabling a more sustainable built environment



# Research

**Purpose:** Understand what good looks like in your market

			Our own organisation			Competitor 1			Competitor 2			Competitor 3		
			Score	Findings	Source	Score	Findings	Source	Score	Findings	Source	Score	Findings	Source
Sustainability strategy	Do they have a clear strategy?		4	Comprehensive report	<a href="http://www.example.co.uk">www.example.co.uk</a>	4	Set out clearly in their annual social value reports	<a href="http://www.example.co.uk">www.example.co.uk</a>	4	This is in development.	<a href="http://www.example.co.uk">www.example.co.uk</a>	4	Clear in their responsible business charter	<a href="http://www.example.co.uk">www.example.co.uk</a>
Sustainability policy	Do they have a clear policy?		3	ESG commitment/policy evidenced, but it is not signed off by leadership. They have a combined Health, Safety and Environment policy that is signed off by Group Chief Executive	<a href="http://www.example.co.uk/2021">www.example.co.uk/2021</a>	4	Sustainability policy evidenced	<a href="http://www.example.co.uk">www.example.co.uk</a>	4	This is in development.	<a href="http://www.example.co.uk">www.example.co.uk</a>	4	CSR group policy evidenced	<a href="http://www.example.co.uk">www.example.co.uk</a>
Stated sustainability targets and objectives	Do they have clearly stated targets and objectives? Do they link with a sustainability strategy? Are they meaningful and SMART?		3	Materiality assessment 2019 undertaken. Aligned with UN SDGs. There are some targets and goals, but there should be more detailed information on specific targets both short-term and long-term. The focus seems to be more on case studies.	<a href="http://www.example.co.uk/2021">www.example.co.uk/2021</a>	3	Align with the UN SDGs. They have high-level targets, such as net-zero by 2025, as well as plans and more specific targets on how to achieve those high-level goals. They report on some progress targets, however there is room for improvement, for example by providing specific 2019/2020	<a href="http://www.example.co.uk">www.example.co.uk</a>	4	This is in development.	<a href="http://www.example.co.uk">www.example.co.uk</a>	4	High level ambition strategy, statements and goals stated. Also both short term and long term goals are defined.	<a href="http://www.example.co.uk">www.example.co.uk</a>
Progress report, including: measurement and tracking	Do they provide progress reports on how they are performing sustainably?		2	Progress measuring is detailed, however as there are not short term or long term targets defined, the progress is not measured against a target.	<a href="http://www.example.co.uk/2021">www.example.co.uk/2021</a>	3	Their progress report is mature with tracking against targets, however they could also report on the granular level of data details	<a href="http://www.example.co.uk">www.example.co.uk</a>	4	This is in development. Currently no evidence of this online.	<a href="http://www.example.co.uk">www.example.co.uk</a>	4	Progress against targets defined, as well as recognition by international indices and rating agencies.	<a href="http://www.example.co.uk">www.example.co.uk</a>
Who is responsible for the vision, leadership and governance for sustainability? (e.g. RACI matrices)			3	Clearly stated leadership and governance. Less defined leadership and governance for sustainability and ESG. The ESG commitment is not signed off by	<a href="http://www.example.co.uk/2021">www.example.co.uk/2021</a>	4	Social Value and Responsible Business (SV&RB) framework has three levels of governance: a Working Group, chaired by the Head of SV&RB, is overseen by a	<a href="http://www.example.co.uk">www.example.co.uk</a>	4	As there is not currently a specific section for sustainability, there is no detail	<a href="http://www.example.co.uk">www.example.co.uk</a>	4	Clearly defined general leadership and governance. CSR Policy states that the Board of Directors' Ethics, Environment and Sustainable	<a href="http://www.example.co.uk">www.example.co.uk</a>
Training and upskilling (internal & with supply chain)	Do they provide training? Is the training on relevant issues?		2	Commitment to developing employee skills. No evidence of commitment to upskill supply chain	<a href="http://www.example.co.uk/2021">www.example.co.uk/2021</a>	4	Training for employees evidenced, including topical issues such as hosting training sessions in response to the widely-publicised death of George Floyd in May	<a href="http://www.example.co.uk">www.example.co.uk</a>	2	They are a partner of the Supply Chain Sustainability School, so get their	<a href="http://www.example.co.uk">www.example.co.uk</a>	4	Training offered for employees. Require all suppliers to register with the Supply Chain Sustainability School to commit to	<a href="https://www.example.co.uk/ab-out-engine/suppliers/existing">https://www.example.co.uk/ab-out-engine/suppliers/existing</a>
Identification of key sustainability issues (e.g. heatmap, risks and opportunities)														
Environmental:														

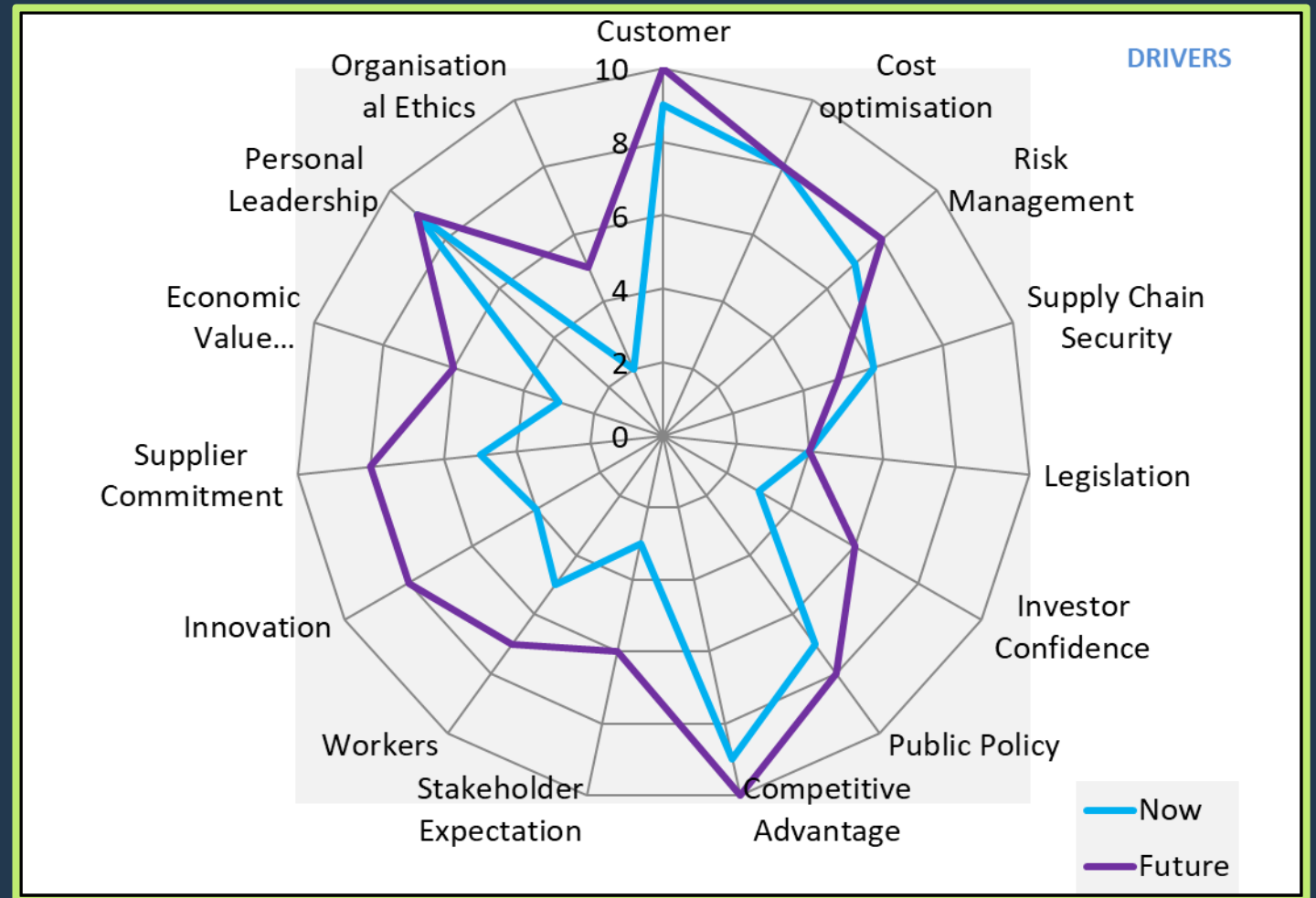
The maximum score is 48		Overall Score		
Our own organisation		Competitor 1	Competitor 2	Competitor 3
Score	18	33	35	43

## Leadership

**Competitor 1** ensure all members of the UK Executive have done sustainability leadership training and all UK Directors to have done Unconscious Bias awareness raising

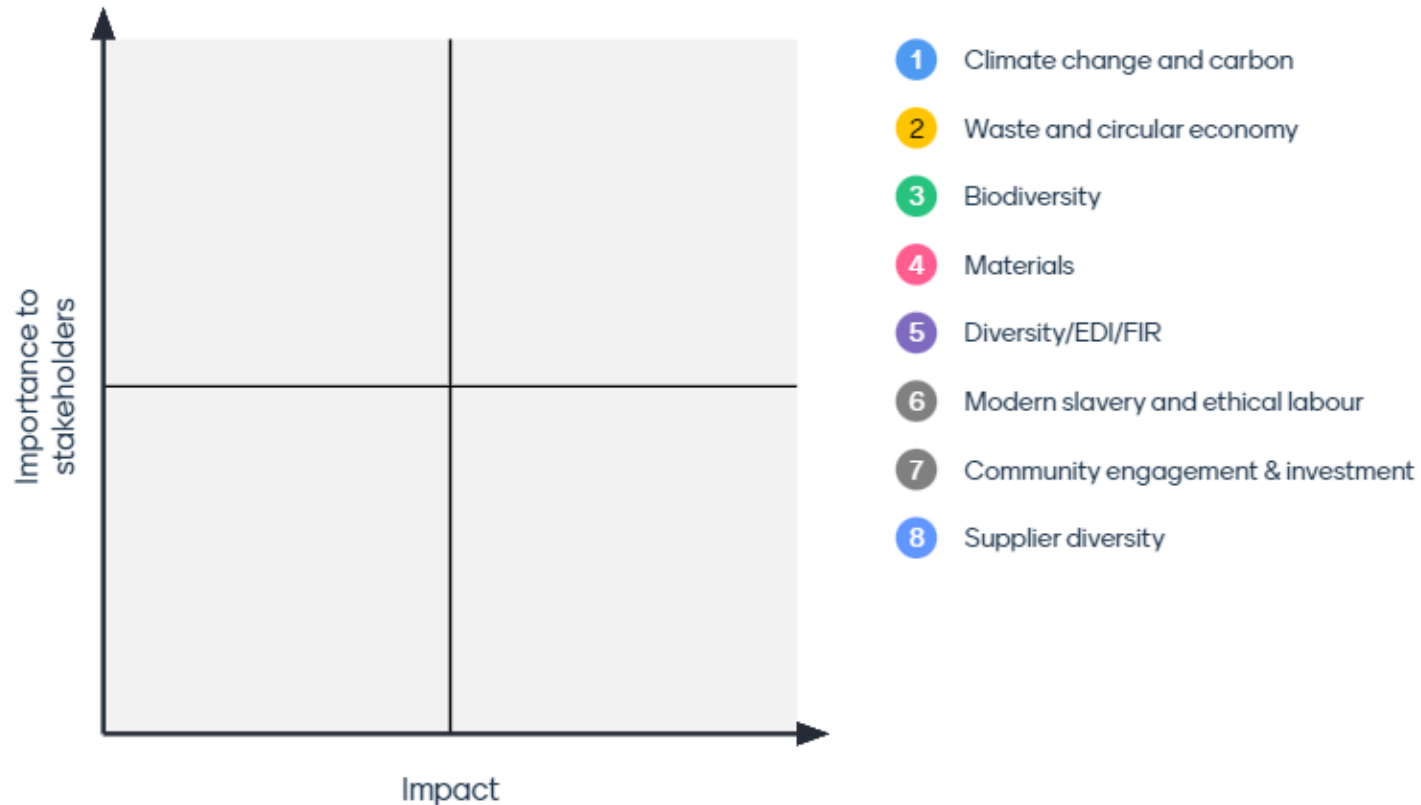
# Drivers

- Climate change
  - E.g. Net Zero by 2045
- Circular Economy
- Skills agenda
- Supply chain resilience
- Efficient business operations
- Legislation/compliance
- Customers
- Health and safety
- People
- Productivity
- Profit



## Prioritising your key impacts

# Risk and Opportunity/Materiality



# Enablers



# What do we need to bring together?

- ✓ Key sustainability impacts
- ✓ Benchmarking research and understanding of market
- ✓ Key drivers for our organisation

# Setting Goals, Commitments and Targets

## HE|Simm Group



- We will be a net-zero carbon organisation by 2030



- We will be a zero avoidable waste organisation by 2030



- Through a culture of striving 'to be the best' we will enable all colleagues and supply chain members to be the best they can be



- We aspire to be the trusted partner to improve indoor air quality and occupier wellbeing



- We will leave a lasting positive impact for the communities in which we operate

# Develop Action Plans

Commitment	Task	Sub-tasks	Priority	Resource Required	RACI	Timescale
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- Internal requirements
- Working with customers
- Support from supply chain
- Performance management

## Training, Education and Engagement

- Ambition workshops with colleagues
- Priority workshops with clients
- Awareness workshops with supply chain

### Training needs analysis:

- Who needs to know what?
- When do they need to know it by?
- How much available time do they have to complete it?
- What resources exist already?
- What resources need to be developed?




### HE Simm Group: Introduction to Sustainability 2021

This self-enrol learning path is for both HE Simm Group's own staff, as well as their supply chain. It provides quick beginner-level resources for each of HE Simm Group's five key sustainability issues, in line with their Sustainability Strategy: For a Better Future.

To achieve the badge for this learning path, you must complete each resource, and answer a quick quiz at the end. You must score 80% on the quiz to pass. You can complete this learning path in your own time.

Allocated Tuesday, 21 September 2021, 5:22 PM  
This learning pathway is achieved when all resources marked required are complete  
Date completed Tuesday, 26 April 2022, 1:57 PM

[VIEW PATHWAY >](#)




#### SUSTAINABILITY STRATEGY

##### Sustainability Strategy - Sustainability Short

VIDEO

**BEGINNER** **REQUIRED** ⌚ 5 mins



#### ENERGY AND CARBON

##### Carbon - The Whole Story

WEB LINK

**BEGINNER** **REQUIRED** ⌚ 5 mins



# Structure the process

- ✓ Use the results to **influence decisions** that will improve performance
- ✓ **Implement** projects to deliver the benefits
- ✓ **Report** and discuss findings with stakeholders, obtaining input on how to continuously improve
- ✓ **Monitor and measure** performance against metrics, indicators and targets
- ✓ **Analyse** performance to measure **value** delivered and identify **opportunities**



- ✓ Define your sustainability **strategy** and identify scope and stakeholders
- ✓ **Identify** what to measure, manage and report
- ✓ Establish **indicators, metrics, targets** in accordance with policies and strategies
- ✓ Establish the **processes and tools** to help manage performance
- ✓ Identify **roles and responsibilities**
- ✓ Identify **frequency** at which performance will be measured
- ✓ **Collect** relevant and accurate data

# The Language of Performance Management



# Using data to inform decisions

## Outputs

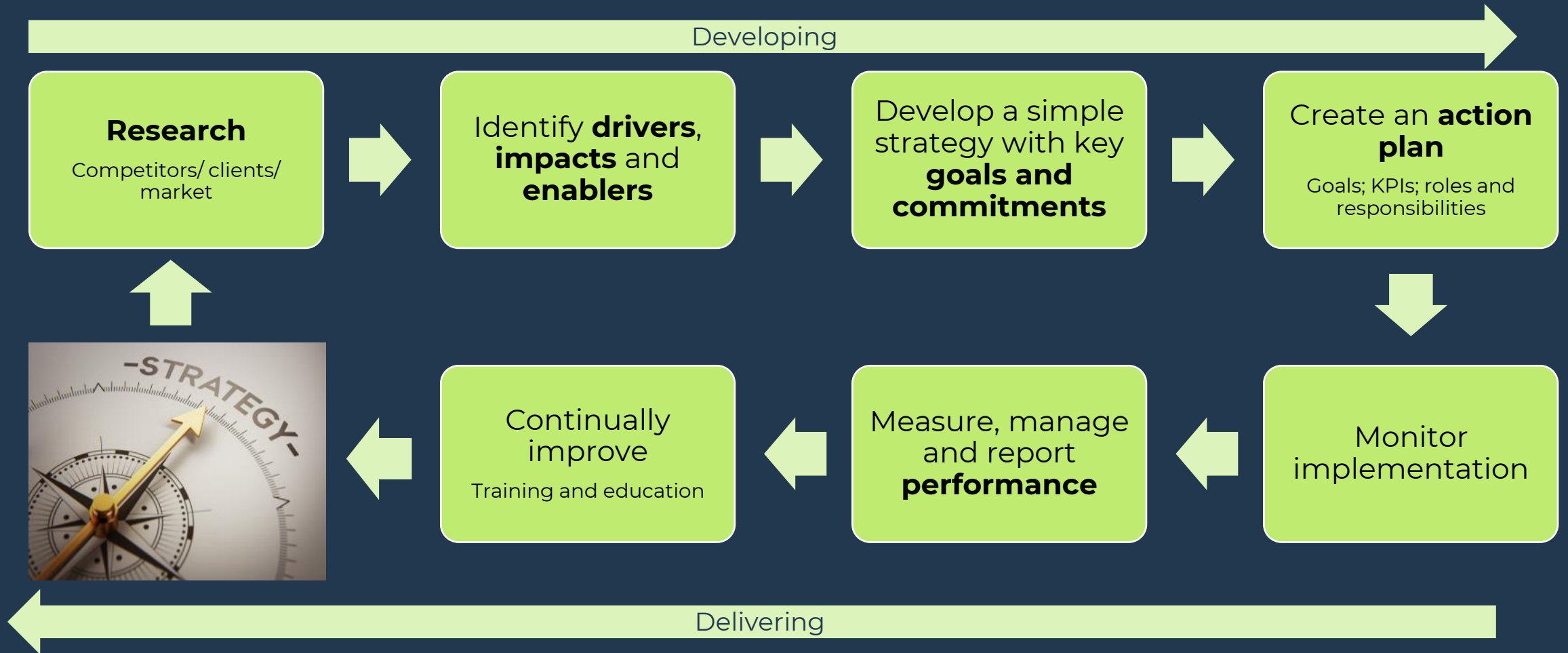
- Progress reports
- Governance group meetings
- Annual sustainability report

## Delivery mechanisms:

- Determine performance against **targets**
- Gather data on **impacts** and **reduction** activities
- Identify **hotspots** and **best practice**
- Use the information to inform and update strategies and performance



# Agenda: Strategy Cycle



# Key Takeaways





# Questions?

Feedback form please!



# Thank you



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<https://www.supplychainschool.co.uk/topics/sustainability/sustainability-strategy/>