

**ROADMAP TO  
SUSTAINABLE  
CONTRACTOR  
OF CHOICE**

**2016**

- INDUSTRY**  
Develop member tracking mechanism; Communicate expectations with supply chain
- SUPPLY CHAIN TRAINING**  
Deliver workshops for top 100 spend contractors on strategy
- SUSTAINABILITY TRAINING**  
Develop role-specific training for all employees
- LOCAL SPEND**  
Analyse successful projects; Review project start-up processes
- LOCAL WORKFORCE**  
Workshops with project teams and procurement on increasing local workforce
- ECONOMIC IMPACT**  
Deliver workshops for procurement, project teams and subcontractors
- BIODIVERSITY**  
Develop design guidance for biodiversity
- POLLUTION PREVENTION**  
Introduce new lower tier of reporting; Increase rate of recording of incidents
- WASTE**  
Designing out waste workshops with design teams and key supply chain partners
- WATER**  
Investigate commissioning strategies
- CARBON**  
Implement low-carbon project start-up pack
- MATERIALS**  
Material of the month; Training for procurement

**DEC 2016**

- MATERIALS**  
Conduct workshops with our supply chain and consultants
- CARBON**  
Develop renewables toolkit; Roll-out low-carbon training workshops
- WATER**  
Implement best practice findings from commissioning investigation
- WASTE**  
Create designing out waste guide for projects
- POLLUTION PREVENTION**  
Analyse trend data to identify areas requiring focus
- BIODIVERSITY**  
Develop design guidance for different building types; Develop training on incorporating and enhancing biodiversity
- ECONOMIC IMPACT**  
Analyse impact of training and measures implemented
- LOCAL WORKFORCE**  
Deliver capacity-building workshops for subcontractors
- LOCAL SPEND**  
Implement changes to project start-up process; Develop training on tools available
- SUSTAINABILITY TRAINING**  
50% of directly employed staff received role-specific training
- SUPPLY CHAIN TRAINING**  
Deliver workshops to train 50% of strategic supply chain on our strategy
- INDUSTRY**  
Contact supply chain to assist with advancing their membership

**DEC 2017**

- INDUSTRY**  
Assess success rate of communications used and alter as necessary
- SUPPLY CHAIN TRAINING**  
Deliver workshops to train 75% of strategic supply chain on our strategy
- SUSTAINABILITY TRAINING**  
75% of directly employed staff received role-specific training
- LOCAL SPEND**  
Deliver training on tools available; Continually review training
- LOCAL WORKFORCE**  
Monitor and review training based on analysis of trends; Consult local suppliers and SMEs to obtain their feedback
- ECONOMIC IMPACT**  
Monitor and review training based on analysis of measures implemented and trends
- BIODIVERSITY**  
Carry out training with design managers and consultants on incorporating and enhancing biodiversity
- POLLUTION PREVENTION**  
Use data analysis to update and enhance internal training
- WASTE**  
Monitor impact of designing out waste guide
- WATER**  
Monitor sites using best practice for commissioning
- CARBON**  
Utilise on-site renewables; Develop fuel replacement opportunities
- MATERIALS**  
Monitor the impact of our workshops

**DEC 2018**

- MATERIALS**  
Share case studies with the construction industry
- CARBON**  
Monitor on-site renewables; Implement replacement fuel opportunities
- WATER**  
Share lessons learned and best practice with the industry
- WASTE**  
Deliver pre-construction waste workshops with subcontractors
- POLLUTION PREVENTION**  
Share lessons learned and best practice with the industry
- BIODIVERSITY**  
Monitor and share results with industry on implementation of guidance and training
- ECONOMIC IMPACT**  
Identify trends and share best practice to improve performance
- LOCAL WORKFORCE**  
Facilitate the networking of local suppliers to create supplier clusters/consortia
- LOCAL SPEND**  
Monitor progress and continue to feedback into processes, tools and training
- SUSTAINABILITY TRAINING**  
100% of directly employed staff received role-specific training
- SUPPLY CHAIN TRAINING**  
Deliver workshops to train 100% of strategic supply chain on our strategy
- INDUSTRY**  
Targeted communication campaign to maximise number of suppliers increasing membership levels

**DEC 2019**

- 60%** strategic supply chain bronze, silver or gold under SCSS
- 100%** strategic supply chain trained on our sustainability strategy
- 100%** staff received role specific sustainability training
- 40%** project spend is local
- 40%** local workforce
- £1.50** reinvested locally for every £1 spent
- Increase** biodiversity
- No pollution incidents**
- 100%** non-hazardous construction waste diverted from landfill
- Waste Neutral**
- 15%** water reduction
- 25%** carbon reduction
- 100%** key materials responsibly sourced

DEC 2016

DEC 2017

DEC 2018

DEC 2019



**OUR TARGETS TO SUSTAINABLE CONTRACTOR OF CHOICE**

Footnotes  
 1. £m in managed turnover from 2008 baseline  
 2. £m in managed turnover from 2012 baseline  
 3. Supply Chain Sustainability School

Proudly building Britain's future heritage

**150**↑