

Guide to implementation of environmental and carbon reduction policy

October 2012

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Introduction:

This guidance should be read in conjunction with the environmental and carbon reduction policy and gives more detail on how the aims of the policy are to be met.

1. Selecting the most appropriate form of travel taking into account carbon emissions as well as other business factors and only travel when necessary

- 1.1 Whenever we think about travelling on Red Cross business, the first question to be asked is whether the journey is absolutely necessary. Consideration ought to be given to alternative solutions. In other words, travel should only occur as a last resort and because there are no credible alternatives. Think about email, teleconference and videoconference as first preferences and question people's requests for face to face meetings involving travel. Our carbon audit showed that 39% of our carbon emissions come from various forms of travel; alternative solutions will reduce this and save money and time too.
- 1.2 If travel is unavoidable consider the options, based not just on the cost of travel and convenience, but also the carbon emissions from various forms of transport. Trains should take preference over planes and if travelling by car think of sharing, plan routes and drive efficiently.
- 1.3 The organisation is keen to reduce travel; therefore carbon reports by mode of travel will be published and sent to a nominated carbon champion in each business unit or service stream director. The information will be used to challenge the status quo and act as a check to see if reductions in travel are being met in accordance with the organisation's target, which is set corporately during the annual business planning process.

2. Ensuring that our buildings are operated in such a manner as to optimise use and reduce emissions through control of heat and power

- 2.2 The carbon audit showed that heat and power accounts for nearly 60% of the organisation's carbon emissions so effective and efficient use of electricity and gas are of paramount importance in controlling emissions and reducing costs.
- 2.3 Reports by business unit and building will be published showing each site's carbon emissions from heat and power and carbon champions will use the reports to monitor how targets in reducing emissions are progressing. They will also help to highlight properties where carbon emissions are particularly high for further investigation and action. Reduction targets will be set corporately during the annual business planning process.
- 2.4 Carbon reports may influence the usage of the properties within the portfolio.
- 2.5 Where operations fall outside normal working hours, buildings should be sectioned off so ensuring that only the space required for the operation is used, the remainder of the building being put in to 'sleep' mode, for example only heating/lighting the area needed, not the whole building (see 2.11).
- 2.6 The renewal of fixtures and fittings in existing buildings should be energy efficient (light bulbs for example) and designed such that the use of heat and power is not

increased as a result of replacement. Where a case can be made, money should be spent on the replacement of energy inefficient fixtures and fittings particularly where a building is not likely to be disposed of within a three year time-span. Minimum environmental standards will be 'built' in to the planned property maintenance programme and finance will be made available through a separate 'environmental performance improvement fund', which will be managed by the Property Department and Carbon Reduction Team at UK Office

- 2.7 Retail outlets need to ensure that their carbon emissions do not exceed the median annual CO₂kg/sqmtr over all outlets. Where this occurs help will be available from both the property and carbon teams to try and reduce emissions.
- 2.8 New acquisitions whether lease or freehold, all existing leasehold properties (both lessee and lesser) and any refurbishment projects ought to be designed and built to accommodate current best practices in terms of energy efficiency, functionality and economy. Under the terms of the Energy Act 2011 minimum energy standards are imposed on all rented property (from April 2018). This makes it unlawful to rent out any property with an energy performance rating of worse than 'E'. In other words if a property was issued with an energy performance certificate (EPC) rated 'F' or 'G', the two lowest grades of energy efficiency, the property cannot be rented out until energy improvements are made and a new EPC issued with a rating of 'E' or above.
- 2.9 There should be an ability for the users of a building to control their working environment through natural means, for example, opening a window when hot, turning a light off, and so on. Occupants' attire should also assist with their comfort, e.g. wearing jumpers in winter, as a preference to relying on mechanical means to keep warm or cool. Such behaviour should be encouraged. Mechanical means of controlling the office environment, such as air conditioning, fans and heating should only be used when the outside temperature dictates. A nominated person for each building should be the guardian of heating controls and ensure that such controls are not tampered with and set so the building is heated only during office hours. Thermostats should not exceed 21 degrees centigrade, including both heating and cooling systems (Aircon).
- 2.10 It is the responsibility of all office/building users, staff and volunteers alike to ensure that the environment in which they work is clean, tidy and that heat and power is not wasted. Turning lights off when not required, keeping radiators clear, turning off equipment that is not in use are examples of some simple measures we can all take.
- 2.11 Where possible, outside office hours buildings should be kept in 'sleep' mode. Heating should be off during the summer months and in winter should be on 'frost stat' mode. All lights other than security lighting should be switched off, and in the case of shops lighting for display purposes may be allowed where appropriate to do so. All computers including monitors, photocopiers and other such equipment ought to be switched off unless operational needs dictate otherwise. Out of hours occupants such as cleaners and security personnel should ensure that equipment, lighting etc. are switched off. Where the cleaners are contractors it ought to be written in the service level agreement that they are required to turn lights off etc when they leave the building unless specifically requested to do otherwise.

- 2.12 We have installed photovoltaic panels on a number of BRC buildings. The feasibility of installing further panels will be explored as will the possibility of using other sources of renewable energy.
- 2.13 Green energy should be considered whenever our group electricity contracts and half hourly supply contracts come up for renewal. If economical to do so, we aim to have as many of our operational buildings and shops on a green energy contract as soon as is practicable to do so.
- 2.14 Aspects of this policy in relation to buildings shall be considered in tandem with planned maintenance programs, disposals and retail refit programs and the building surveyor and/or property team should be consulted prior to any actions taken, particularly where expense will be incurred.

3. Reducing waste through control of packaging for bought in goods

- 3.1 Bought in goods include, amongst other things, stationery, first aid items and goods despatched from our fulfilment warehouse where a third party, normally the supplier/warehouse, provides packaging to allow for the goods to be safely transported.
- 3.2 Packaging for such deliveries should be minimal and where possible made from recycled materials.
- 3.3 Through the procurement process, the use of plastics in packaging should be discouraged unless the packaging forms an integral part of the item purchased e.g. a plastic case.
- 3.4 End users should query any item delivered that in their opinion is 'over packaged'.

4. Recycling all appropriate waste such as paper, card, metals and plastics

- 4.1 Usage of disposable items such as paper, card, metals and plastics should be kept to an absolute minimum and where they are used should be recycled. This will usually involve entering into a special collection service from a recycling company, who may provide suitable bins for the various items of waste to be recycled. Generally speaking, carbon champions shall be responsible for setting up recycling schemes in their offices and retail field managers for our shops. Recycling may also form part of our total facilities management solution currently being developed by the shared service centre.
- 4.2 If you need advice or assistance in setting up a recycling scheme please contact SSC and/or our TFM provider.
- 4.3 The use of disposable cups should be discouraged. Staff/volunteers should be encouraged to bring in their own cups for tea and coffee.

5. Reducing our use of plastics

5.1 The BRC is actively seeking to reduce plastic consumption, and we are taking concrete steps to address this in all our operations. *(For further information on plastics, please see the newsletter on RedRoom)*. Therefore, attempts should be made to do the following:

- Internal catering at the BRC should be discouraged from using plastic plates and cutlery, nor should plastic disposable cups be used at water fountains.
- All supply contracts should include a requirement not to use single use plastics unless specifically agreed by the corporate procurement team with advice from the environmental/carbon reduction team.
- Single use plastic water bottles should be discouraged from use in any BRC environ, including catering and shops. Staff and volunteers should also be discouraged from bringing single use plastic water bottles to any BRC property or event.
- Single use plastic items used in our retail operation should be identified, options evaluated and where possible replaced with items that are manufactured from non-plastic materials. This may include plastic bags, price tags and goods bought in for resale.
- Fundraising campaigns should be discouraged from including plastic items in mailshots to the public. A paragraph in such fundraising material could explain the BRC position on the use of plastics. The environmental/carbon reduction team at UKO will assist with this.
- The provision of single use plastic water bottles in emergency situations will continue, however as part of 'greening of emergency response' a collection facility for used single use plastic bottles ought to be provided and those bottles recycled or disposed of in such a manner as to prevent contamination with water courses and oceans.

6. Ensuring that the induction process for new people contains information about this policy and obligations to adhere to it

6.1 New staff and volunteers are signposted to information on this policy and guidance via our induction process on our intranet (RedRoom), and as a matter of routine, line managers responsible for the recruitment and induction of new people should introduce this policy and highlight the obligations placed on all new starters.

7. Challenging behaviour of others who act in a manner contrary to the spirit of this policy

7.1 We all have an important part to play in protecting the environment and should as a matter of routine consider what our actions have on the environment and think of ways in which we can minimise any impact. But we should also be aware of others and their actions and where appropriate challenge behaviour that clearly will have an avoidable, detrimental affect on the environment. Here are a few examples:

- Putting waste in bins when recycling is available

- Leaving computers on standby over night
 - Leaving lights/office equipment on
 - Inappropriate disposal of pollutants such as chemicals
 - Wasting water
 - Littering
 - Misuse of heating/cooling systems
- 7.2 Challenging behaviour can be done directly with the individual concerned or if the circumstance warrants a formal challenge can be made through line management.
- 7.3 Managers have an important role to play in challenging behaviour and should as a first course of action question employees' reasoning for acting in a manner that may increase carbon emissions and/or damage the environment. An obvious example is travel, which should be seen by managers and employees alike as a last resort because no other options are available or suitable and low/no carbon solutions have been explored.

8. Implementing a central reporting mechanism to allow senior management to be informed about environmental issues within the organisation and achievements made in mitigating the overall environmental impact

- 8.1 Actions taken to reduce emissions from buildings and travel shall be recorded by the carbon reduction team and will be summarised for presentation to the senior management team. This, along with carbon reporting from heat, power and travel will provide an organisation-wide snap shot of progress made. Equally, areas of concern also need to be highlighted so enabling an organisational approach to finding solutions.
- 8.2 Such events shall be featured in the Annual Report and general publications such as Red Cross Life, the Red Cross website and the carbon reduction page on RedRoom.

9. Expanding the availability and use of new technologies to allow for changes in behaviour particularly around travel, e.g. greater use of video conferencing and expand the 'virtualisation' of IT systems

- 9.1 We have a number of video conference units set up throughout the UK. These can be found on RedRoom using the link below:

<https://britishredcross.interactgo.com/Interact/Pages/Content/Document.aspx?id=9277>

Teleconference is also available for all to use and now includes WebEx where presentations can be shared using your desk top. Here is the link to Red Room:

<https://britishredcross.interactgo.com/Interact/Pages/Content/Document.aspx?id=1135>

- 9.2 The Server estate had been reduced previously through virtualisation. This reduced the number of physical servers significantly, saving energy and reducing carbon emissions as the number of local computer rooms diminished, reducing the need to control their temperatures through the use of air-conditioning. This has been further

enhanced with the move of the entire core Server estate to a Co-location Datacentre which has lower power demands. The IT Assets used to access the core IT Systems hosted on this virtual estate are Thin-Client technology which has very little components are power demands.

10. Including minimum environmental standards in supplier selection and review criteria expected of incumbent and future suppliers for bought in goods and services

10.1 The organisation purchases a wide range of goods, works and services from ambulances to pens, from medical loan equipment to computers. It is expected that our suppliers should comply with minimum environmental standards. Our supplier selection process should evaluate the following requirements:

A published environmental policy (**essential**)

ISO 14001 Accreditation (**nice to have**). The major objective of the ISO 14000 series is "to promote more effective and efficient environmental management in organisations and to provide useful and usable tools - ones that are cost effective, system-based and flexible and reflect the best organisations and the best organisational practices available for gathering, interpreting and communicating environmentally relevant information". While this is a 'nice to have' it is not essential providing the supplier can demonstrate compliance with their published environmental policy.

Corporate and Social Responsibility (CSR) (**nice to have**). This is about how companies manage the business process and overall positive impact in society including the environment. The company should be able to demonstrate that it behaves in such a manner so as not to cause unnecessary pollution and benefits its local community through sound and respectful employment. Some suppliers may have a formal CSR programme which would be an added advantage and may be involved in charitable activities either at a local or national level - Charity of the year for example.

Ethical Sourcing (**essential**). The supplier ought to be able to demonstrate that it purchases from companies that respect the environment and does not employ the services of child labour and does not engage in activities that unnecessarily pollutes, or are likely to do so. Where necessary the supplier may be asked to reveal in commercial confidence details of the supply chain for items to be procured by the British Red Cross as part of its own supply chain management.

Carbon Reduction Programme (**nice to have**). This may be part of the environmental policy or could be a stand alone programme. Either way it should demonstrate a clear commitment on behalf of the supplier to monitor and reduce its emissions from business activities.

10.2 For suppliers that are selected as part of an international relief operation it is understood that 'normal' procurement selection criteria may not apply. An example of this is where a supplier is selected based on its locality to a relief effort, so providing much needed business in times of hardship to boost the local economy, restore livelihoods and assist in the general recovery programme. That does not

mean to say that such suppliers can be employed without any consideration to their environmental credentials and as a rule of thumb customary and local/national environmental laws should be identified and applied to the supplier selection process so ensuring that as a minimum they comply with the law of their land. To assist with decision making 'weighting' may be incorporated into the international procurement process to capture and record decisions taken that may not on first sight seem to be the most environmentally advantageous, but were taken on grounds of economy, livelihood restoration etc.

10.3 For further information please refer to procurement policies on RedRoom.

11. Providing quarterly reports for each business unit showing carbon emissions generated from electricity, gas and travel

11.1 The Environmental and Carbon Reduction Team produce reports detailing carbon emissions data for the following:

- Properties (utility usage)
- Domestic and International plane travel
- Rail travel
- Hire car
- Staff car business mileage
- Service delivery vehicle use
- Private business mileage

The reports shall be presented by business unit and sent every quarter to the relevant carbon champion for sharing with their team.

12. Completing environmental impact assessment(s) (EnvIA) for all projects to identify and change to the environment (positive or negative) and report on such assessments in our Annual Report, web site and other such media outlets

12.1 Environmental Impact Assessment (EnvIA) is a tool designed to:

- Predict the impact of a project on the environment
- Interpret and communicate information about the impact
- Analyse alternatives and provide solutions to abate/mitigate any negative consequences
- Record and report on such solutions

12.2 EnvIA will be part of bids for external funding from government sources, in particular those from the Department for International Development (DFID)

12.3 EnvIA shall be considered and completed for all UK projects. The international directorate will determine which operations require assessments but as rule of thumb an EnvIA ought to be conducted where there is a perceived/potential



detrimental risk to the environment if the project or activity is implemented. This perception/potential will be determined in the initial risk assessment conducted by the pre project team and will act as the trigger for an EnvIA. On some occasions this decision will be made by external sources (providers of funding, DFID for example).

12.4 EnvIA should be structured as follows:

Executive Summary (this will allow anyone to understand the different repercussions of the project on the environment and to be informed of the alternatives chosen and the mitigating measures that have been implemented).

Project Description, Legal framework and Scope (A brief description of the project is necessary and the scope of the EnvIA in relation to it, along with details of all regulations applicable).

Description of existing environment (Data relevant to the project is required and may include such things as PESTEL analysis insofar as they relate to the environment and human welfare)

Description of altered environment post project implementation (How the project directly affects the environment from the status quo concentrating on both positive and negative outcomes).

Analysis of alternatives and basis for the selection of the alternative proposed (Here a description of the different choices concerning alternatives to mitigate the negative impact on the environment along with and where appropriate a cost/benefit analysis).

Environmental issues of the project (This section presents the environmental and human welfare issues around the final project. Each area of positive or negative impact should be defined in terms of its magnitude, reversibility, period of occurrence and nature. At this stage it's important to outline the different phases of the project and to address all the environmental repercussions linked with each phase).

Mitigating measures (For all negative repercussions, mitigating measures will be proposed and should be undertaken as soon as the project starts. The measures should be realistic both technically and economically and may be measured to assess their ability in mitigating negative repercussions).

Environmental management and monitoring plan (Actions associated with mitigating measures must be recorded and reported on. People must be appointed as being responsible for managing the project's negative environmental mitigation measures so ensuring compliance/action to all agreed measures).