

Construction Leadership Group Meeting

Thursday 17th June 2021

Date: Thursday 17th June 2021

Attendees: Steve Watson and Jonathan Ayton (*Willmott Dixon*), Sarah Chatfield (*Osborne*), Michael Bootman (*HE Simm*), Warren Lynes and Damien Lynes (*Onsite Support*), Eric Kiernan (*John Sisk*), Sarah Kingdom (*Environment Agency*), Tony Vozniak (*Ardent Hire*), Simon Stone (*Galliford Try*), Nick Peate (*Recycling Lives*), Matt Nichols (*Reconomy*), Iain Casson (*Kier*), Natalie Wilkinson (*NG Bailey*), Warren Edwards (*Laing O'Rourke*), Mark Fox (*Bouygues*), Andy Fulterer (*Lendlease*), Amy Twist (*Countryside*), Anthony Eve (*CHAS*), Ian Haywood (*UKOS*), Chris Green, Charles Naud, Emma-Jane Allen, Robyn Conway and Sophie Coyle (*Supply Chain Sustainability School*)

Apologies: Richard Baker (*Tillbury Douglas*), Jesse Putzel (*BAM*), Tamsin Rusi (*Balfour Beatty*)

Please note these meeting notes are to be read in conjunction with the agenda and final slide deck as circulated to all.

Meeting notes

1. Welcome & introductions

Sarah Kingdom was welcomed to the group as a representative of new School Partners, the Environment Agency.

2. Groundworks case study: Collaborating to deliver carbon and cost savings

Jonathan Ayton, Senior Sustainable Development Manager, Willmott Dixon presented a case study about their experience reducing carbon in the supply chain. Key points:

- 99% of Willmott Dixon's carbon emissions are in the supply chain, 20% from groundworkers. They targeted 5 supply chain partners to determine carbon hotspots, and understand the data, and identified interventions for each company that resulted in cost and carbon savings of 20-30%.
- Findings showed that on average plant machinery spent 42% idling per month, equivalent of £177,000 per year. Percentage reduction scenarios indicated how much could be saved if targets were set to reduce idling and maximise eco mode, which produced significant cost and carbon savings.
- Key was using the data to drive performance and create efficiency drive.
- In addition to carbon and cost savings, other benefits included improved air quality.
- The supply chain partners saved on average £158,650 per year, around 30% of their total energy spend.
- Willmott Dixon pledged to eliminate diesel use before 2030 and achieve net zero operational carbon by end of 2040. They will continue to work with supply chain to support with carbon management plans and reducing diesel.
- The School's carbon tool can be used to capture carbon and energy data in the supply chain to support this journey. This will enable suppliers to capture the data themselves.
- Initiative was driven in Willmott Dixon from a sustainability perspective, but the opportunity is showing the supply chain the financial and procurement incentives too.
- Data is available, but the challenge is accessing it.
- HVO is a step towards electrification, and useful to fill the gap before sector reaches EV's, but due to responsible sourcing issues, it should not be a final solution.
- Gaining support from C-Suite in an organisation is key to drive these initiatives throughout a business.
- Willmott Dixon's sustainable procurement policy supports in procuring companies working towards reducing their carbon emissions. Willmott Dixon and other Partners are starting to mandate certain sustainability initiatives with deadlines as part of their decision-making process.

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- If all Partners are sharing the same message, it is easier to push agenda further.
- Jono will be providing the School with a written case study to be shared in the resource library and running a case study Lunch n Learn in September to share learnings with the wider School membership.

ACTIONS:

- **Partners to** join the School's Climate Action Group and commit to recommending carbon reporting tool to their supply chain. Contact [James](#) for more information and to get involved (ASAP)

3. Update on sustainability learning pathways for groundworks

Following work at the previous meeting in April on developing Learning Pathways for Groundworks companies, the School has continued progress on the pathways. EJ provided an update to the group and requested feedback.

Beginner pathway:

- 631 groundworkers are members to the School and the average score on the School's sustainability maturity assessment is around 2, suggesting that a beginner level is required.
- Partners and groundworks companies consulted to date agree that safety issues should stay out of the pathway and support the current resources in the pathways, and the target job roles suggested.
- All agreed that first resource is a statement from School Partners introducing and endorsing the pathway to demonstrate common and consistent approach.
- Agreed a quiz to be included at the end to check understanding.
- Suggested that it should include resources on soil / contaminated land / materials management plans. Reconomy have offered to share resources on these topics.
- There is no budget to develop new resources this year, so the pathways will be developed using existing resources in the School but could include other resources if they are freely available.
- Suggested that there should be a resource on temporary works / excavations. Group agreed a short resource on this should be included if available.
- SS (*Galliford Try*) to speak to temporary works team about relevant resources on temporary works/excavations.

Intermediate pathway:

- Builds on the Level 1 pathway, providing a more detailed insight into the issues, drivers and practical advice.
- Partners and groundworks companies consulted to date agree that safety issues should stay out of the pathway and support the current resources in the pathways, and the target job roles suggested.
- EJ investigating how the pathway can be broken down, as there was feedback that it is a significant time commitment.
- Science Based Targets video will be included as many Partners have set these already and are asking for their supply chain to meet targets too.
- Added a resource on the carbon reporting tool, currently investigating what format this will be.
- Group agreed that the [Concrete \(Modern Slavery\)](#) video should move to Level 1 pathway due to its significant impact.

ACTIONS:

- **Partners to:**
 - Put EJ in touch with Groundworks companies to continue consultation on the pathways (ASAP)
 - Share feedback on the Learning Pathways for Groundworkers with EJ (ASAP)
 - Share any relevant resources on temporary works/excavations (must be freely available) (ASAP)
 - Watch [Concrete \(Modern Slavery\) video](#) and share with organisation (September)
- **School to:**
 - Write Partner endorsement statement for the learning pathways (ASAP)
 - Confirm if there are any resources in the library on temporary work/excavations (ASAP)

4. Collaborating to capture scope 3 emissions – School’s Climate Action Group

The Construction group set a target in this year’s business plan for 85% of Partners to actively recommend the School’s carbon tool to key suppliers.

Charles Naud, Action Sustainability, gave an overview of the work of the School’s [Climate Action Group](#) and carbon reporting tool. Key points:

- 80% of an organisation’s carbon emissions are Scope 3 from the supply chain.
- To help Partners reduce carbon emissions in their supply chain the School’s Climate Action Group have developed a standardized carbon reporting tool to calculate emissions. This will maximize the number of companies in the supply chain reporting data and enable them to share this with School Partners, through the ability to apportion per percentage of turnover to clients. It will also give Partners a better understanding of their Scope 3 emissions.
- Launched last year on a pilot phase. Over 60 Partners have signed up, and 32 are actively promoting or mandating this approach to carbon reporting.
- In July, a new simplified version based on lessons learnt in the pilot phase will be launched.
- Scope 1 or 2 data reported by a supplier/subcontractor will filter through to the dashboard available for each Partner, which will demonstrate the Partners Scope 3 emissions. Partners can set targets on the tool.
- Suppliers only report once to calculate their emissions and then they apportion to all their clients, enabling them to report directly to clients in one way.
- Recognised that apportionment has some limitations, as different companies may have different targets, however currently the sector has no way to get this data and the tool provides a solution. Climate Action Group have agreed to continue to monitor this and Partners can contact [Charles](#) with suggestions.

The group offered feedback on the tool, outlining challenges for reporters and users, and potential solutions. Key points:

- Access to data is a challenge.
- It is important to make the reporting scalable for different organisations.
- Resources and time to report is a limitation for SME’s.
- Communicating the value and benefits, and evidencing this to the supply chain is key, focusing on commercial benefits as well as environmental. Should consider incentives for organisations to report.
- A letter to be sent to suppliers has been developed and agreed by the Climate Action Group. The timeframe for this to be sent is to be confirmed.

- Group to consider developing an open letter/publication piece/comms in support of the tool.

Group 1 **How can we make it easy for you to implement the Carbon Tool?**

Challenges for reporters	Challenges for users	Solutions
What challenges could those reporting data into the Tool face? (Reporters may include suppliers, business units, projects)	What challenges do those requesting the data face?	What can be done to address these challenges?
<div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Don't have access to right data</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Need company wide investment/interest</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">What the key driver for users to buy into it?</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">On boarding process issues</div>	<div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Lack of understanding</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Lack of resource</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Some supply chain companies also large and complex</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">How do they manage the data to influence change? What are their benchmark and targets</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">For SME's do they have the resource?</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Lack of buy in</div>	<div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Working together collectively at one time - SCS Partners</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Reporting - annual, monthly etc to show progress</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Social media campaign / approved post all partners can push out ?</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Include this as part of supplier audit</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Ensure onboarding process is efficient</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Incentivising suppliers for improvement?</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px; text-align: right;">Third party endorsement</div>

Group 2 **How can we make it easy for you to implement the Carbon Tool?**

Challenges for reporters	Challenges for users	Solutions
What challenges could those reporting data into the Tool face? (Reporters may include suppliers, business units, projects)	What challenges do those requesting the data face?	What can be done to address these challenges?
<div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Resource and Capabilities in place</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Time</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Consistency over time</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Different versions out there</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Change processes/procedures</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Varying influence over supply chain</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Understanding the exact needs</div>	<div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Differing Digital Strategies/Data Capture</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">A lot of the items on left</div>	<div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Messaging being the same</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Collaboration</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Central location for data/road map</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Offer support/training</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Best Practise</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Sell benefits of it</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Case Studies</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Light touch audit</div> <div style="background-color: #f1c40f; padding: 5px; margin-bottom: 5px;">Building it into contract models</div>

Group 3 **How can we make it easy for you to implement the Carbon Tool?**



Challenges for reporters What challenges could those reporting data into the Tool face? (Reporters may include suppliers, business units, projects)	Challenges for users What challenges do those requesting the data face?	Solutions What can be done to address these challenges?
<p>why should I be doing it?</p> <p>who manages it, who is accountable</p> <p>What is the benefit to me (as a SCP)</p> <p>buy in from senior team/managers</p> <p>what can I do with my data - how do I actually reduce it, dont end up being a tick box exercise</p>	<p>what are the benchmarks, solutions, for users to work towards</p>	<p>mandatory requirements for bids & tenders</p> <p>consistent reporting from the school, publishing progress</p> <p>1-2-1 catch ups with partners</p>

ACTIONS:

- **Partners to:**
 - Contact [Charles Naud](#) for more information on the carbon reporting tool (ASAP)
 - Confirm with Sophie/EJ if your organisation would commit to an open letter or communication supporting the tool, including company logo (Ongoing)
 - Confirm with EJ your organisation’s plan on encouraging your supply chain to use the carbon reporting tool (ASAP)

- **School to:**
 - Update Partners with confirmed date to send letter to supply chain on the carbon reporting tool (ASAP)
 - Feedback to group on what has been agreed by the Climate Action Group to date (Complete – see EJ’s email on 24/06)

5. Operations report

The group were asked to review the operations report and update on progress on KPI’s prior to the meeting. There were no additional comments on the report and the group agreed with suggested actions.

6. Action log

Urgent actions were highlighted in the action log. Partners to refer to the action log and check for any outstanding actions.

- There is lots of data on the dashboards to track supplier engagement and progress, but without updated lists the data is meaningless. Partners to ensure these are updated regularly and contact Sophie with any questions.

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- Agreed the next Leadership group meeting will focus around a workshop to share experiences of using the School and successes/benefits.

ACTIONS:

- **Partners to:**
 - Update priority supplier lists on the School dashboards. Contact Sophie if you need support (*ASAP*)
 - Check the Action Log for other outstanding actions (*ASAP*)
- **School to:**
 - Run a workshop discussing experiences of engaging the supply chain and internal the colleagues in the School at the next leadership group meeting (*September*)

7. AOB

- There is an opportunity for 10 Partners to get involved in the [Supply Chain Improvement Programmes](#) (SCIP's) which will give successful projects free consultancy including bespoke learning pathways, 5 virtual training workshops and 20 hours of consultancy support, with the aim of improving productivity and performance.

ACTION:

- **Partners** to contact [Antoinette Irving](#) to apply and for more information on the SCIP's consultancy opportunity available to Partners (*Deadline – 16th July*)

The next Construction group meeting is on 30 September, 13.00-15.00 as a virtual meeting on Teams.