

# ENVIRONMENTALISM: FROM

**Y**ou might think starting an article with the words of a wildlife vet for a story aimed at facilities managers is somewhat unusual but John Lewis from Chessington Zoo, quoted in a book by the poet and great-great-granddaughter of Charles Darwin, Ruth Padel's "Tigers in Red Weather" is an eternal truism: 'You have a choice: do nothing or do something. I know what I decided.' At the time, John was talking Ruth through tiger diseases standing beside a young tigress.

The world of environmentalism has changed in recent years. It used to be that people who worked in 'environmental issues' were seen as at the margins of the world of commerce. CSR departments were an addendum, something that directors and executives knew had to exist for reporting but, in many cases, these departments always felt like they were banging their heads against closed doors. These doors are very much now wide open.

How a business runs its affairs is tied up in the buildings in which it operates and the behaviour of the staff which it employs. Facilities managers' roles are to help the business run successfully, efficiently and cost-effectively. Has environmentalism turned from a fad to a fundamental principle? The following facilities, contracts and properties' managers and directors talk through the position they find themselves in now, in 2007:

## STEPHEN SMITH, GLOBAL HEAD OF FACILITIES MANAGEMENT & SUSTAINABILITY, ABN AMRO: ABN

AMRO is headquartered in the Netherlands and operates in five regions globally - the Netherlands, Europe, North America, Asia and Brazil. It operates in over 50 countries and from over 6,300 buildings. The challenge for us is dimensioning the financial, the sustainable and the resource efficiency of our operations together. All these

elements go hand in hand.

If we manage our facilities efficiently, we are managing our resources efficiently and by developing sustainable strategies, we are highlighting areas of opportunity for further and ongoing performance improvements.

We have taken our overall strategy on sustainability and environment and split it into the categories of: Energy, water, waste and paper, and related CO<sub>2</sub> emissions.

It is incredibly important for us to highlight the work we are doing for both our staff and also our clients or customers. If people know what we are doing to reduce our direct environmental impacts, then that spurs them on to further action. We are talking about 110,000 employees in the bank globally and we need to be able to engage with each and every one of them.

One key area we have been working on is the deployment of Remote Energy Monitoring, Targeting and Reduction Solution, focusing on our larger and higher energy consuming buildings initially, as part of a phased roll-out.. Energy consumption is monitored in half-hour packets, providing detailed energy profiles per building, and this increased transparency of the energy performance of buildings enables our facilities managers to further optimise building operation and energy efficiency. This solution has been piloted across 35 offices in the UK, continental Europe and Asia.

We are also trialling automatic shutdown software with our IT colleagues. In introducing such automated energy saving solutions, we are seeking to make life as simple as possible for our employees to participate and to support our initiatives, and therefore our energy-saving solutions don't impact negatively on them.

Another focus area is the sub-metering IT from other energy uses, such as air conditioning, lighting and general power. If we know how much energy our IT equipment is consuming, we can work with our IT colleagues to seek further improvements. If we can bring down IT related energy consumption, this will also reduce air-conditioning loads and related energy consumption.

With regard to paper, we are looking at print-tracking solutions with IT. This means we can identify exactly how much paper individual departments are using

and monitor this over time as part of awareness and targeted reduction campaigns. You need facts. Without hard data, you can't make changes and people need to see the numbers in front of them.

In terms of water, in the Netherlands there is a natural, cooling solution in place. Instead of using mechanical chillers and cooling towers, water at around 6 degrees centigrade is taken from a depth of around 30 metres below the surface of a lake nearby the head office. The lake water is passed through a sealed heat exchanger, transferring its cooling load through to the sealed chilled water circuit, the water then being returned to the lake. The use of this natural cooling solution for building air-conditioning and cooling has meant a 64 per cent reduction in CO<sub>2</sub> emissions, compared to typical air-conditioning methods..

We have also established our long-term sustainability strategy, and developed environmental awareness toolkits and action plans for use across the bank. Transparency is key to our success and we always look to work with good, robust data. My question to you would be: "With such significant opportunities to reduce direct environmental impacts and CO<sub>2</sub> emissions, why would anyone not want to do this?"

## BOB OLDFIELD, CONTRACTS MANAGER, THE NATURAL HISTORY MUSEUM: The Natural History Museum

has recently been awarded Office Depot Environmental Reseller of the Year, from a list of 472 other organisations. In 2003, we were the first museum in the UK to be registered with ISO 14001 status, we have 850+ staff and we are visited by millions on an annual basis.

Environmental procurement has become more of an issue over the 27 years I have worked here, with nine years in procurement. We are a government-funded body that is closely linked to the natural world by means of our collections. Our mission as a museum is about the responsible use of the natural world, therefore it is relevant we should be at the forefront of environmental initiatives.

Part of the sea change in thinking is not only from our own wishes and our visitors' expectation of us but also because of government encouraging us down the green route: it's the classic push/pull situation.





# FAD TO FUNDAMENTAL PRINCIPLE

Jo Moulds



Whale Hall © Natural History Museum

We are asking our suppliers more and more whether they are also ISO 14001 accredited and therefore by us asking the question, we are encouraging others down the same route.

If you consider stationery, we meet with our 35 buyers and the standard purchase now is an environmental alternative. If people request pens, they get a recycled pen.

For our vehicles, we are looking at hybrids and ordering them when we can. With furniture, we are slowly changing suppliers to those who are looking at more environmental solutions. With energy, we work with the collaborative government scheme, Office of Government Commerce Buying Solutions (OGCBS).

By cutting down our stationery deliveries from five to two a week, we are cutting down our carbon emissions from deliveries. If someone wants something urgently, they can order it but they pay a surcharge of £10 per rush order, which goes towards a tree-planting scheme at the end of the year. This scheme means we are saving 45.72kg carbon per week.

We are also installing combined heat & power (CHP) systems, which have environmental savings.

For us, it's not just about carbon emissions; it's also about minimising waste going to landfill. If you buy recycled

products, you are re-using materials that might otherwise go to landfill. Remarkable recycled products are on sale in our shops and each step encourages more.

We have 650 computer users here. If people all turn their screens off at night, these savings add up. Why pay electricity costs for nothing? It all comes down to the old adage: look after the pennies, and the pounds will look after themselves.

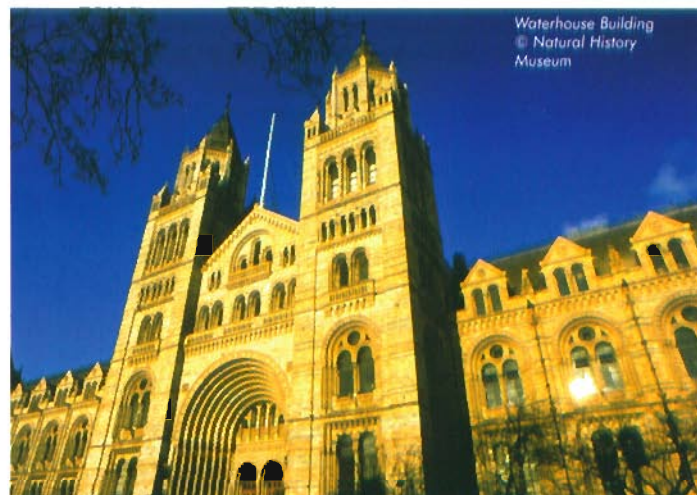
**MIRK NEWENS, GLOBAL PROPERTY DIRECTOR VODAFONE GROUP** In the UK, we have approximately 10,000 employees, we operate in approximately 50 buildings, with 350 retail outlets, a network of telephone exchanges and 14,000 radio base stations. Globally, we operate out of about 30 countries, with recent acquisitions in Turkey and one going through in India at the moment. We touch about 200 million customers' lives – that's an awful lot of people.

About 24 years ago, we were 50 employees at Vodafone and mobile telecommunications is well-known as a fast-growing industry. We had to grow fast. Five years ago, we had the chance to create a global headquarters in Newbury, Berkshire. This was our chance to create a 'campus' and we wanted to improve the efficiency

and effectiveness of our staff, with a positive agenda in terms of our environmental footprint.

The HQ houses 3,500 people over seven buildings (0.5m sq ft). From the original concept, we were aware of our environmental responsibility. Not a lorryload of earth was moved from site – we wanted to reduce carbon miles in terms of construction and transport. The building is designed to benefit from wind direction. It cools through the night, thus reducing the need for air-conditioning. It delivers a 60 per cent reduction in terms of energy use compared with normally-designed, equivalent building.

We use indirect and low-level lighting ▶



Waterhouse Building  
© Natural History  
Museum

and our printing is centralised. A system was installed so that people don't have to wait at printers. They use their ID card at the printing station and this sends their job to print immediately. This has meant a 40 per cent reduction in paper consumption. We have central recycling bins and we work with our waste management company to increase recycling. The rate is 66 per cent at the moment, which is high for any organisation.

One thing that is important is that you have to organise the whole chain. If you don't follow the whole route through, it won't work. We were accredited with ISO 14001 18 months ago at our main site and, this year, all our operations have been accredited by the scheme. It's hasn't been very difficult as it is a good, common sense approach. If you're intent on getting it, it's not that hard.

We definitely don't want to follow a "fad". If you're going to sustain your actions, they have to line up with your business strategy. We are always looking at it so that there's a 'win/win' and I don't know of any situation where we haven't been able to come up with a solution. We are not a profligate company.

Last week, I was stopped by two staff who want to reduce their environmental footprint at work further and were after some material. People are challenging themselves and it's what our culture is about. People at Vodafone speak out so you definitely know when you are doing the right thing, or not. You have to have an open and honest approach, and genuinely strive for best practice. I always think about other companies that haven't been pulling their weight thus far and I wonder what they've been doing?

MIKE NEWEN'S TOP TIPS FOR ENVIRONMENTAL PERFORMANCE:

1. Go for the simple and the most productive
2. Think about the whole chain of how you consume materials and energy and address those
3. Your approach has to be integrated with your communications and business plan
4. Work out your plan and follow it

Jo Moulds is an environmental journalist who was previously Marketing Manager of award-winning British environmental company, Remarkable

# PROTECTING OUR ENVIRONMENT

## TANDRIDGE DISTRICT COUNCIL

**THE LOCAL NEED**

Climate change is one of the most pressing problems we face and one on which we all have a responsibility to act.

Tandridge District Council believes it must lead by example and promote environmental awareness, not only to save money in the long run, but also demonstrate it is able to make sustainable use of resources.

Our residents are well aware of the issue and look to the Council for guidance about what they can do to help.

**THE VISION**

Our vision is:

- To use our limited resources to introduce environmentally friendly initiatives wherever we can within our own business.
- To make residents aware of the issue.
- To encourage residents to adopt energy sufficient measures.
- To work with partners and other agencies to provide financial help with these measures.

**THE CHALLENGE**

The challenges are:

- Securing funding to help the council make changes in its own

work area. (We got £70,000 from the Energy Saving Trust for a solar panel project to convert daylight into electricity.)

- Implementing new technology.
- Reducing energy use and carbon emissions.
- Raising awareness of green issues among residents and businesses.
- Encouraging residents to adopt energy efficient measures in their own homes.
- Securing funding from other agencies for residents to apply for.

**THE RESULTS**

- 300 solar panels installed on Council Offices roof, producing 10% of the council's energy needs and cutting the building's carbon emissions by more than nine tonnes each year.
- A display panel in reception showing how much energy is being produced and the amount of carbon dioxide offset.
- A ground source heat pump for a new sports pavilion to provide 10% of the building's energy.
- The promotion of home composting
- A car sharing scheme for council staff

- Promotion of home energy saving schemes funded by other agencies.
- A combined heat and power unit at one of our leisure centres, which is expected to save 55 tonnes of carbon emissions a year.

**WHERE NEXT?**

We are committed to taking forward new initiatives that meet our financial investment/payback criteria and have demonstrable benefits in environmental sustainability terms.

We will continue to seek to increase our effectiveness as community leaders and in influencing and supporting others.

We will continue to promote and introduce environmentally friendly initiatives and encourage and support our residents and businesses to do the same.

We will continue to secure funding for ourselves and our residents.

For more information contact Stephen Weigel - Chief Executive 01883 732999 [sweigel@tandridge.gov.uk](mailto:sweigel@tandridge.gov.uk)