



REPORT

CORPORATE RESPONSIBILITY REPORT

2022

RLB

Rider
Levett
Bucknall

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£212m
Total Social Value
delivered through our
employment, social and
community programmes

AT A GLANCE

- **100%**
Diversity and inclusion
training completed
- **27%**
Senior Leadership Team
members are women
- **24%**
Technical female workforce
(above industry average of 15%)
- **12 years**
Certified to ISO 14001
- **£22,000**
Raised for local charities
- **£2.40**
Of Social Value created for
every £1 invested with RLB UK

OUR VISION

CREATING A BETTER TOMORROW

At Rider Levett Bucknall (RLB) our vision is to shape the future of the built environment to create a better tomorrow.

As an independent global practice of construction, management and property consultants, Corporate Social Responsibility (CSR) is at the core of our values, and firmly anchored in our corporate culture.

Our CSR programme reflects how we align our values, behaviours and business practices with the expectations and needs of our stakeholders. We understand that this involves going beyond legal minimums and that doing the right thing matters. We engage with our stakeholders and Global CSR community, and then act responsibly.

RLB stakeholders: customers, employees, suppliers, local communities, regulators, special interest groups and society as a whole.

Corporate Responsibility four core pillars:



People



Clients



Environment



Community

RLB is committed to creating a better tomorrow:

- Providing fair and equal opportunity
- Creating an inclusive and safe working environment
- Reducing our environmental footprint
- Undertaking purposeful stakeholder engagement
- Delivering financial, social and environmental value
- Communicating, monitoring and improving our CSR performance.

CHIEF EXECUTIVE OVERVIEW

We continue to live through a period of profound change that brings both challenges and opportunities. Disruption has been felt by our clients across all sectors and we have supported them as their needs change. Climate change and social mobility are the major trends affecting our industry and we are working with all stakeholders to deliver greener and smarter solutions to meet their environmental, social and governance (ESG) ambitions.

Global emissions continue to rise, and the climate crisis remains one of the greatest challenges of our time. RLB is committed to doing all we can to decarbonise our own operations and those of our clients, and to influence the wider industry. We are making good progress on the delivery of our own targets which includes our UK commitment to be net zero carbon by 2025 across Scopes 1, 2 and selected Scope 3 categories, and have agreed an ambitious goal to reach net zero globally by 2030.

Within RLB we adopt a holistic view, working with our clients to look at factors including embodied carbon, air pollution, water, land scarcity and biodiversity to gauge the full implications over the whole project lifecycle.

It is important to us as a business to give back and make a positive difference to the communities in which we live and work. The total social value RLB created in 2021/22 was £212,064,576 which is the social and economic impact created through our operations. We continue to support and invest in our greatest asset: our people. I am proud of the culture of open communication and inclusion that we have created at RLB, which has resulted in our continued recognition as an employer of choice through respected accreditations.

Looking ahead, we progress the work to achieve our net zero carbon targets and are excited to be working with a greater breadth of clients on construction projects where sustainability is at the fore. We continue to support communities and charities where new opportunities are created and lasting differences are felt while the long-term resilience and adaptation for our colleagues, business, clients, communities and our planet remain our focus.

Andrew Reynolds

Global Chairman and UK & Europe
Chief Executive

E: andrew.reynolds@uk.rlb.com



OUR PILLARS

In 2020, we aligned our objectives and targets to the United Nations Sustainable Development Goals (UN SDGs) which aim to support international sustainable development by eliminating poverty, reducing inequalities, improving health and education, supporting continued economic growth for all, and protecting the earth's resources for us and for future generations. This is our first Corporate Responsibility report where we review our performance in reference to the UN SDGs.

People		Clients		Environment		Community	
 <p>Promote fairness, equality of opportunity, and wellbeing, invest in our people and value everyone's contribution</p>		 <p>Challenge the norm, give fresh perspectives and deliver flawlessly</p>		 <p>Reduce our environmental footprint and collaborate to reduce the environmental impact of our industry</p>		 <p>Support the communities in which we live and work and deliver sustainable social outcomes</p>	
 <p>3 GOOD HEALTH AND WELL-BEING</p>	 <p>5 GENDER EQUALITY</p>	 <p>1 NO POVERTY</p>	 <p>3 GOOD HEALTH AND WELL-BEING</p>	 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	 <p>4 QUALITY EDUCATION</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	 <p>10 REDUCED INEQUALITIES</p>	 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	 <p>13 CLIMATE ACTION</p>	 <p>14 LIFE BELOW WATER</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	 <p>13 CLIMATE ACTION</p>
		 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	 <p>13 CLIMATE ACTION</p>	 <p>15 LIFE ON LAND</p>	 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	 <p>14 LIFE BELOW WATER</p>	 <p>15 LIFE ON LAND</p>

PEOPLE

The challenges of 2020 placed a focus on people and culture initiatives and distilled the essence of what positive people management should be.

We champion our 'One RLB' culture, ensuring fairness and consistency, and opportunity for all in everything we do.

We believe in supporting all of our colleagues in their career progression at RLB and commit to transparency in the pathways to development and promotions, providing skills maps and frameworks for all roles.

In 2022 we conducted our first employee engagement survey, held focus groups to understand how we can continue to improve in the future, and ran a Racial, Ethnicity and Cultural Heritage survey.

We are proud to support our colleagues in both their work and personal lives. This is recognised by maintaining our Gold 'Investors In People' status, and continuing to be a certified 'Top Employer' for the 16th consecutive year.



WELLBEING

We continue to grow our Wellbeing Community. Making sure that employees feel connected and valued is paramount. To support our employees, we continue to provide wellbeing initiatives, which include a health insurance scheme promoting healthy living, our employee assistance programme and awareness-raising campaigns on subjects from domestic violence, to physical and mental health, and the menopause. We have introduced further communities, including a Women's Group, a menopause community, an RLB Pride community and an Armed Forces community.

Last year we established a hybrid working culture providing employees the flexibility to achieve an enhanced work-life balance.

Our ethic is one of looking after each other as we work together every day – physically or remotely – and the freedom to bring our whole selves to work.



PEOPLE

Diversity & Inclusion

We are committed to providing an environment that encourages everyone to be themselves and reach their potential. Diversity in our teams brings diversity in our opinions and our experiences. We believe that by building a diverse and inclusive environment RLB can deliver the best outcomes.

We have formed a Diversity and Inclusion (D&I) community, with the objective to support RLB towards progressive inclusion in the workplace. The group will promote, champion and encourage diversity, inclusion and equality at RLB and it will make recommendations on appropriate initiatives and activities that will help us to achieve our diversity aims.

We are also playing our part in overcoming the gender bias recognised throughout the construction industry by encouraging more women into construction, implementing policies which encourage women (and men) to stay in the industry, developing female leaders, and implementing succession programmes.

We have implemented D&I workshops for the whole business, creating conscious awareness of diversity and inclusion, unconscious bias training and calling everyone to action. This is supported by mandatory training for all employees.

People, proud to be:

- Signatory to the **RICS Inclusive Employer Quality Mark**
- **Living Wage Accredited**
- **Member** of the **ENEI**
- **Investors In People Gold** Certified
- Achieved **Silver** in the **TIDE diversity and inclusion benchmark**
- **Bronze Accreditation** for the work we do for **service personnel and their families**.

Rewarding Fairly

Our internal annual salary review process includes rigorous review of pay across the business and concludes that RLB provides equal pay for equal work, regardless of gender. We continue to reduce our gender pay gap – you can read more in the latest RLB UK Gender Pay Report here.



PEOPLE



People Highlights

- **Top Employer** accreditation for 16 consecutive years
- **Investors In People Gold** certification
- **100% Diversity and Inclusion training completed**
- **24% technical female workforce** (compared to industry average of 15%)
- **14%** of employees are **early careers recruits**
- **56 Apprentices**, +44% on the year 2021/2022
- **15 Work experience placements**
- **11 Year Out Placements**
- **1 Global CSR Award winner** from the UK.



Sharing a world of opportunity

RLB's Global Experience Exchange Programme (GEEP) offers the chance for RLB employees to undertake a month-long secondment to share and exchange knowledge with global colleagues.

GEEP was paused during the global pandemic, but we have recently relaunched it and look forward to our next cohort taking part from 2023.



PEOPLE GLOBAL CSR AWARD

In 2021 we introduced our Global RLB CSR Awards, which replaces our UK RLB Charter Award.

The Global CSR Award seeks to promote and reward our global colleagues' CSR successes across the four areas of People, Clients, Environment and Community, as well as strengthening our global CSR community.

A judging panel from our global CSR committee evaluate nominations from across our global office locations and the entries are scored on clarity and completeness, credibility, impact, funds raised, hours volunteered and the number of beneficiaries.

The Global CSR Award has been running for two years:

- In 2021, the UK had two winning entries
- In 2022, there were two UK nominees, with one winning UK entry.

2022 winner

Community: Delivering financial, social and environmental value.

Our colleagues volunteered their time with the Birmingham Children's Trust, Europe's largest provider of children's services.

17 members of the Birmingham office spent time at three of the Trust's care homes, helping out by tidying, painting fences and repairing furniture.

These efforts saved Birmingham Children's Trust almost £12,000 in anticipated costs, but the impact was more than simply financial. The improvements to the homes also had a massive impact on the children who use these sites in terms of their enjoyment of the homes and general wellbeing.



BIRMINGHAM
CHILDREN'S TRUST

CLIENTS

DRIVING SUSTAINABILITY FOR OUR CLIENTS

Sustainability is simultaneously one of the biggest challenges and opportunities for our business.

The depth of our engagement in sustainability and the breadth of clients seeking support has rapidly accelerated. The journey has been shaped, for both public and private sector clients, by two key drivers:

- Working towards Net Zero Carbon, and
- Delivering Social Value above and beyond the core value of projects.

The UK Government agenda has been led by the passing into law of the UK Net Zero Carbon Target, and the continued implementation of the 2012 Social Value Act, which has gained further momentum and is embedded in Government procurement.

RLB has responded robustly and has sat at the forefront of our industry leading on the Procuring for Value framework, which was used as a central theme in the Construction Playbook announced by Government towards the end of 2020.

The private sector response has been equally vigorous, with sustainability being driven by increasing mandatory reporting requirements, and significantly increased scrutiny of the environmental and social governance (ESG) and performance of companies by the financial markets or institutional investors.



RLB has developed comprehensive systems and invested in tools to help both public and private clients deliver sustainable outcomes and measurable social value.

Our social value ratio increases year-on-year.

For every £1 invested with RLB the social value created:

2020/2021	£2.33
2021/2022	£2.40
2024/2025 target	£2.50



CLIENTS

DRIVING SUSTAINABILITY FOR OUR CLIENTS

We believe that delivering sustainable outcomes for the present and future generations will ensure stronger businesses in the long term. Our service is tailored around ensuring sustainable project delivery, with expert knowledge provided every step of the way. Our service offering includes:

Sustainability Strategies	Our team works collaboratively with clients to minimise risks, maximise reputation and deliver the most sustainable solutions possible consistent with financial goals. We undertake independent research studies to identify key areas of sustainability improvements, and provide advice leading to the implementation of appropriate solutions; considering design, operation and future proofing. We analyse, develop and manage sustainability strategies throughout the project lifecycle into operation.
Carbon Accounting, Modelling and Net Zero Strategies	<p>We assist clients from the calculation of baseline greenhouse gas emissions through to detailed implementation plans and advice on pathways to achieve net zero carbon emissions supported by cost models and technology evaluation.</p> <p>We undertake: Whole Life Carbon, Embodied Energy/Carbon assessments alongside capital cost using our proprietary capital cost and embodied carbon software, ROSS5D and our dynamic web-enabled software, Total Cost Management (TCM).</p> <p>TCM integrates capital, energy, carbon and operation/life cycle cost replacement costs and is also our benchmarking tool, delivering savings in excess of 30% of life cycle costs for numerous customers.</p>
Social Value Calculation	RLB has developed a value model, which quantifies the cost and value of different elements of project, including the ability to forecast or evaluate social value at any stage of a development. We calculate the social, environmental and economic impacts, and evidence the value this creates for people, communities, businesses and economies.
Environmental and Wellbeing Accreditations	We provide a range of independent assessor services including; BREEAM New Building, SKA Rating, LEED, Well and Wel-fit Assessments to provide assurance for our clients that sustainability is being delivered. We also advise on the best route to sustainability, based on individual project scope, size and client drivers.

CLIENTS CASE STUDY



Lighting the way towards a net zero goal

Since 2016, RLB has been working with a leading global retailer of homeware and fashion on a large-scale lighting upgrade. RLB has been delivering the programme management, project management and principal design elements of the scheme, which has involved upgrading their older incandescent lighting system to more energy efficient LEDs across a large number of their stores in the UK and Europe.

To date, lighting across 204 UK stores have been upgraded, with a further 35 stores planned for the next phase in the UK.

The programme has also expanded to include 30 stores across the Republic of Ireland and Germany, demonstrating RLB's European reach.

Incandescent bulbs use around 75% more energy per fitting than LEDs yet produce the same amount of light without the additional heat. The upgrade has so far delivered an average energy saving of 55% on trade lighting and 62% on non-trade lighting for our client – which will go some way to support the their goals to achieve net zero by 2030 as well as providing associated cost savings of around an average of £20,000 per store per year. This has been achieved through much lower energy consumption and reduced maintenance requirements, resulting in a payback period of 3.18 years.

CLIENTS CASE STUDY



Helping a retail leader to decarbonise even further

RLB has enjoyed a longstanding client relationship with one of the UK's largest retailers for over 20 years. They are a true leader in the sustainability space, having operated an emissions reduction target programme for over 15 years and setting clear climate change goals, including carbon neutrality in all its own operations by 2035, and net zero across its whole footprint by 2050.

And so it was with real enthusiasm that RLB continued to support them on extending these targets by focusing on embodied carbon – an often overlooked element to carbon reduction programmes.

With over 5,000 stores, offices and distribution centres – some 140 million square feet of property – the challenge was sizable.

RLB began by benchmarking the embodied carbon across the existing estate and establishing a baseline. The data presented clear trends towards certain construction materials with a high embodied carbon intensity, which our client quickly addressed using this additional information.

For example, they were able to implement a new specification product for asphalt, which reduces CO₂ by over 40% and also lowers volatile organic compounds, nitrogen oxides and sulphur oxides.

ENVIRONMENT

MANAGING OUR ENVIRONMENTAL IMPACT

Since 2009, RLB has implemented an Environmental Management System certified to ISO14001:2015 covering our operations and project activities.

We proactively manage our energy use and associated carbon emissions, our resource consumption and waste.

We continue to prioritise the elimination of single use plastics from our operations and to deepen our sustainable procurement to strengthen our policy and include within our annual carbon footprint.

RLB UK set 2025 as a target year to achieve net zero carbon across Scopes 1, 2 and selected Scope 3 categories, and an ambitious goal to achieve net zero globally by 2030.

In 2021/22 our carbon emissions were 30% lower than our baseline year (2019/2020) and remain 40% lower than pre-Covid emissions levels (2018/19), despite significant business growth. We are pleased with this trajectory, but recognise we have much further to go to achieve our ambitious goals.

The steps in place to ensure we reach our net zero goal include:

- Driving down emissions from business travel and eliminating journeys travelled in First or Business classes
- Reducing energy consumption in our offices
- Working collaboratively with landlords on our mutual net zero goals
- Educating our employees on carbon literacy and decarbonising their own homes and vehicles.



ENVIRONMENT

Environmental Highlights

- **Reduced our total carbon emissions by 30%** against our baseline year and continue to stay below Pre-Covid levels
- **Introduced an electric vehicle salary sacrifice scheme** in 2021
- **12 years certified to ISO 14001** with no major non-conformities
- **100% compliance** with legal requirements
- **Offset all emissions from the Global Partners Conference** held in London via a Gold Standard project and planted a tree for each attendee as part of growing the RLB Forest
- **Achieved EcoVadis Silver** rating for the second year running
- Submitted our **first communication on progress to the UN Global Compact**.

30 employees planted over 800 trees in the Bradford/Yorkshire region.



ENVIRONMENT CARBON EMISSIONS

Measuring our impacts

Our annual carbon emissions continue to decrease against our baseline year despite significant business growth, but we recognise we have much more to do.

From 2020/21, we extended our Scope 3 emissions to include home working, hotel stays, taxis and tube journeys into our overall footprint figure.

Road travel remains our largest environmental impact and source of GHG emissions, and we plan to reduce this by continuing to incentivise green travel, promote our green travel hierarchy, and encouraging more uptake of our EV salary sacrifice scheme.

Elsewhere, we also plan to improve employee knowledge on carbon reduction and increase our engagement with landlords to advance a shift to renewables and to allow implementation of further environmentally responsible ways of running our offices.

We are including emissions associated with employee commuting in our 2022/23 carbon calculations and plan on scoping in our supply chain emissions to our 2023/24 calculations. These will increase our carbon footprint but allow us to get a clearer picture of our full impact as we journey towards global net zero 2030.



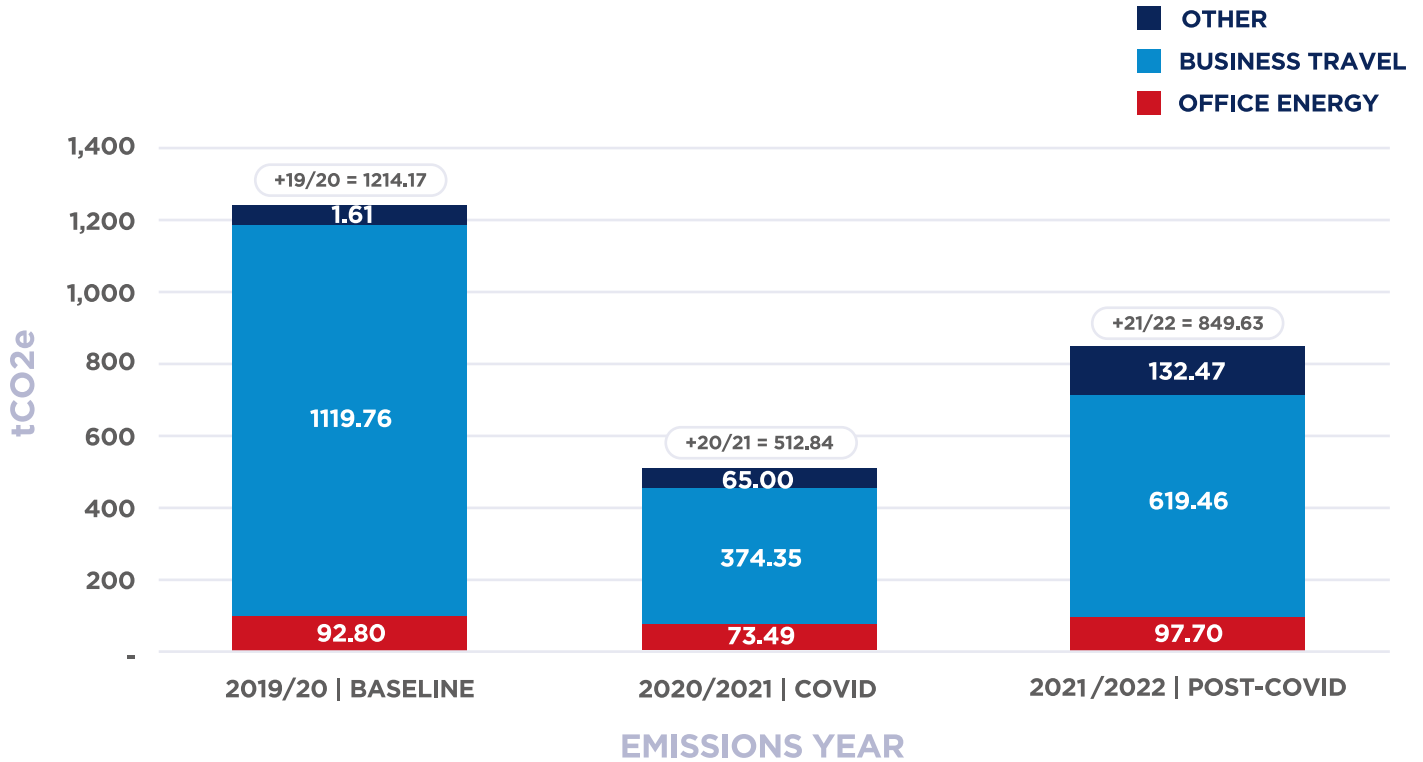
Total carbon emissions for 2021/2022 were:

849 tCO₂e
(Gross before offsets)



ENVIRONMENT

CARBON EMISSIONS



Note: "other" includes waste, home working and hotel stays. Home working and hotel stays only calculated 2020/21 onwards.

ENVIRONMENT

CARBON OFFSETTING

We are serious about playing our part in keeping the 1.5°C pathway alive as per the 2015 Paris Agreement. Our ambitious goals are to achieve net zero carbon emissions across Scopes 1, 2 and selected Scope 3 categories by 2025, and net zero emissions globally by 2030.

Part of this net zero journey is to offset our carbon emissions with Gold Standard carbon removal projects, including nature-based solutions. Simply balancing out our emissions by aiming for carbon neutrality will not be enough to reduce greenhouse gases in the atmosphere.



Aksu Wind Farm in Turkey, providing 72MW of clean electricity, thereby reducing greenhouse gas emissions from fossil-fired power plants and extending the development of renewables in the region. Source: CarbonOffsetting.com

Our 2021/22 carbon offsetting project has supported the development of a 72MW wind farm in Turkey.

In 2021/22 RLB offset 240.93 tonnes of carbon (tCO₂e) associated with our unavoidable business activities, including international air travel, UK rail and taxi journeys, hotel stays and home working. We purchased Gold Standard VER offsets supporting the Aksu wind farm project in the Yahyalı District, Kayseri Province of Turkey. The large-scale wind farm involves the installation and operation of 36 wind turbines, which together provide a total capacity of 72MW. The estimated annual electricity generation of the project will be about 194,003 MWh delivered to the Turkish national grid, and replacing energy that would have otherwise been generated by fossil-fired power plants. This is the same amount of energy to run 13,020 average UK homes for a year!

The expected annual emission reduction as a result of the wind farm development will be around 118,737 tonnes of CO₂e which is equivalent to driving around the earth 9,617,697 times or charging 14.5bn smartphones!

It is the first wind farm in Kayseri Province, and it will help renewable energy become more widespread in Turkey.



ENVIRONMENT

OUR DECARBONISATION JOURNEY



2020



2021



2022

- Covid-19 leads to acceleration of agile working practices
- LED lighting retrofit in Sheffield office
- Declared climate emergency along with other leading construction industry businesses
- Set a Net Zero Carbon target for 2025
- Mandatory Carbon and Energy Reporting in line with SECR requirements.

- Launched electric vehicle salary sacrifice scheme
- Offset all of our UK emissions apart from road travel during Covid
- Extended our Scope 3 calculations to include home working and hotel stays
- Received our first Silver rating by EcoVadis, placing us in the top 12% of companies assessed globally.

- Set a global net zero goal for 2030
- Submitted our first United Nations Communication on progress
- Extended our offsetting to cover unavoidable, business-critical activities
- Received a Silver EcoVadis rating for the second year running
- Grew our RLB Forest to 1211 trees.

ENVIRONMENT LOOKING AHEAD

Our Carbon Management strategy to 2030



Continued reduction in absolute carbon emissions to achieve Net Zero



Energy saving projects to reduce our office energy consumption
(following mandatory ESOS phase 3 assessments)



Hybrid working to reduce employee commuting and business travel



Encourage more employees to sign up to the Electric Vehicle and Green Cycle schemes



Target offices not under our control to move to renewable energy tariffs



Offset our unavoidable emissions with Gold Standard credits



Continue to enhance our Scope 3 reporting



All office moves will aim for SKA Gold



Reduce our air travel journeys



Continue to share ideas and experiences in creating a better tomorrow across RLB's offices worldwide via our Global CSR Committee

COMMUNITY

Through our volunteering and outreach programmes and fundraising and charity work, we look to make a positive contribution to the communities we work in and for our teams to share their skills and experience.

RLB gives employees one day leave per year to take part in fundraising and volunteering activities within their local communities.

Through their dedication and drive, our employees across the UK have been involved in a wide range of CSR activities including:

- Coaching sports for underprivileged children
- Raising money through sponsored activities
- Volunteering with local Scout groups, animal shelters and charities



3,400
hours
volunteered



£22,000
raised for
charity



Bucknall's First Rung

RLB is committed to supporting young people on their journey to employment within the construction industry and is focused on preventing and reducing the number of young people classified as NEET (Not in Education, Employment or Training).

Our Bucknall's First Rung (BFR) programme was established in 2012. It enables every Graduate to contribute to the community by providing two weeks volunteering in their first two years at RLB. Graduates work with community groups to highlight the construction industry as a career and raise awareness of relevant and accessible training programmes.



Graduates contributed
183
hours through our BFR
programme in 2022

COMMUNITY

RLB Insight Day

60 students were given an immersive insight into RLB and the construction industry. They met with various business teams including Finance, Marketing and H&S. Students learnt about key skills and subjects to take them into the different professions as well as interview and CV hints and tips to help them.

After the event applications for work experience and entry level positions increased.



The Bolsover School

As part of our Bucknall's First Rung Programme RLB has been working with students at The Bolsover School, Derbyshire, to create a careers programme.

RLB ran a variety of sessions with the students including mentoring, mock interviews, CV workshops and other career-based, employability skills.

The sessions were delivered by RLB graduates and helped students start their career journeys.



World Environment Day

RLB celebrates World Environment Day each year by encouraging all employees to adopt environmentally friendly ways of living and working. Activities such as growing their own vegetables, creating habitats for local wildlife, trying plastic free alternatives and ditching the car.

These initiatives not only help drive positive behaviour change but also contribute to the protection of our local ecosystems and wildlife.





GET IN TOUCH:

Vivianne Todhunter

Partner - Compliance & Business Improvement

E: vivianne.todhunter@uk.rlb.com

T: +44 (0)7958 958423

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