



WWF

STRATEGY

2017



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# WWF-UK'S ENVIRONMENTAL STRATEGY

This strategy outlines our approach to managing our environmental impacts, and our environmental objectives and targets from 2017 - 2018. Our environmental performance is published annually in our environmental report.

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## Our environmental targets till June 2018

Environmental Aspect	Target
Business travel: road & rail	Produce no more than 100 tonnes CO <sub>2</sub> e per year
Business travel: air	Produce no more than 365 tonnes CO <sub>2</sub> e per year
Energy use	Use ≤162kWh/m <sup>2</sup> in FY18 <sup>1,2</sup>
Waste production	Recycle at least 80% of our waste per year <sup>1</sup>
Water use	Use ≤31 l/p/d <sup>3</sup> on average in FY18 <sup>1,2</sup>
Procurement of paper and timber products	Use 100% recycled or FSC certified material for all our printed communications and office paper
Office printing	Use ≤3 sheets/employee/working day by the end of FY18 <sup>2</sup>

1. At our headquarters, the Living Planet Centre.

2. Our financial year runs from 1 July – 30 June: FY18 is from July 2017 – June 2018.

3. Litres/person/day, including rain and recycled water. Occupancy data is measured for all days our office is open including occasional weekend days.

## About our strategy

Our mission is to safeguard the natural world. As we work to achieve our mission our business has an impact on the environment. We recognise the importance of 'walking the talk'<sup>i</sup>. Our responsibility does not end with influencing the key decisions of others to safeguard the natural world – we must also play our part, reducing our own impacts and inspiring others to do the same.

Our Environmental Management System (EMS) provides a framework for managing and reducing our impacts. We've been certified to the ISO 14001 Environmental Management System standard since 2008. Through this framework we identify the main areas of our operations which have an environmental impact. They are: business travel, energy consumption, waste production, water use and the procurement of goods and services. Our environmental policy states our commitment to measuring our negative impacts and striving to reduce them to a minimum.



## Our key achievements

- 1989 First environmental policy and establishment of our EMS
- 1991 Environmental performance published in our annual report for the first time
- 2002 Standalone environmental report published
- 2008 EMS certified to ISO 14001
- 2013 WWF-UK HQ moves to a new building, the Living Planet Centre
- 2014 The Living Planet Centre achieves a BREEAM rating of 'Outstanding'

We have a number of offices around the UK. This table shows what we measure at each office:

	Office area (m <sup>2</sup> )	Business travel	Commuting	Electricity	Waste	Water	Gas	Paper & timber purchasing
Living Planet Centre, Surrey (from Oct 2013)	3,675	✓	✓	✓	✓	✓	No gas supply to building	✓
Edinburgh, Scotland (from May 2014)	256	✓	✓	✓	Tenant within office with no current means to measure these aspects			✓
Cardiff, Wales (from December 2015)	190	✓	✓	✓				✓
London (from September 2010)	18 <sup>^</sup>	✓	Travel to this office included in business travel					✓

<sup>^</sup> Figure calculated by measuring one workstation area and multiplying this by the number of workstations.

## Business travel



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Business travel produces our most significant environmental impact. It accounts for approximately 60% of our measured CO<sub>2</sub> emissions. Approximately 75% of our business travel emissions are produced by air travel, making this a high priority for us to monitor and manage.

As an international organisation, reducing our air travel emissions to zero is not a realistic option. Instead we've worked hard since 2000; firstly by starting to monitor business travel emissions, and then by putting strategies in place to manage them – so we're now at a place where we only take flights if they're essential to achieving the objectives in our strategic plan.

In FY16 our business travel emissions were 10% lower compared to the average for the previous five years.

In addition to the environmental impacts, travel also has financial costs and can affect people's work-life balance. We also consider these factors before making travel bookings.



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### Timeline

- 1994 Bikes available at head office for staff travelling locally
- 1996 We introduced teleconferencing systems to connect WWF offices
- 2000 We started recording business travel
- 2004 We set a target to reduce CO<sub>2</sub> emissions from our business travel by 25% by FY10
- 2005 We introduced departmental carbon budgets to help manage travel
- 2008 The WWF network introduced the web-based conferencing technology, Webex
- 2010 We installed new video-conferencing equipment
- 2010 We reduced our business travel emissions by 34% compared with FY04 (exceeding our 25% target)
- 2012 We introduced regular internal reporting on carbon budget targets on our intranet
- 2013 We linked air travel carbon budgeting with our annual financial planning



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### Our approach

We have a sustainable travel policy which first and foremost challenges the need to travel: could the objective of the meeting be achieved by a video-conference or webinar? If not, the policy advises travel using the most sustainable means practical. Our policy prohibits flying to destinations in mainland Great Britain or to Eurostar destinations. For journeys made to WWF's international HQ in Switzerland, we expect all staff to travel at least one way by train. Allocating a carbon budget for air travel to our teams, and getting them to

plan their flights for the year ahead at the same time they're carrying out financial planning, means they have to prioritise travel and only make the most important journeys. We've had a carbon budgeting system in place since 2005. It's proved a useful way to manage air travel.

All travel must be in economy. Exceptions are made for rail travel where we feel there's a health and safety benefit – for example, travelling in a single occupancy sleeper cabin.

All air travel and some rail bookings are made through a selected travel agent, by a network of internal bookers called travel specialists who receive additional training on our sustainable travel policy.

We introduce new employees to our sustainable travel policy through our induction process. We provide regular updates and reminders through our internal communications, including progress against our carbon budgets.

### Target

Our current strategy period runs from 2013-2018. In the three years prior to this period, our average annual carbon emissions from business travel (air, road and rail) were just below 500 tonnes.

Our 2013-2018 strategy focusses on providing more support to our programmes in the global South and East. Despite an increase in focus in these areas, we set our annual carbon budget for business travel at 465 tonnes CO<sub>2</sub> in 2013 (365 tonnes for air travel and 100 tonnes for road and rail). In principle we want to maintain this budget up to and including FY18. In exceptional cases where we feel a project requiring air travel does not fall within our business as usual activity, it is carefully planned and allocated its own carbon budget.

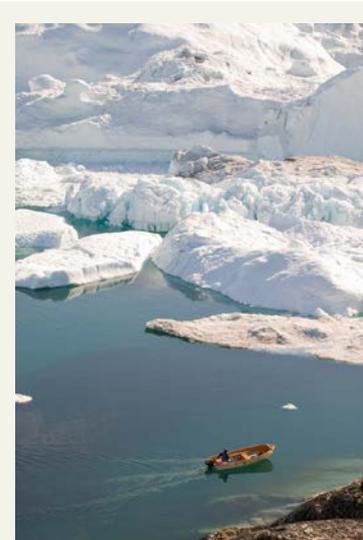
### Travelling to work

Travelling to and from work also has an environmental impact, which is dependent on the choice our people make about how to travel.

### Our approach

We offer a range of programmes to support people getting to work in a more sustainable way than single occupancy car journeys. We have a cycle to work scheme which means staff can buy a bike and pay for it through their salary. Staff can purchase membership to the CTC (the National Cycling Charity) at a reduced cost. We also run an event called 'bike week' which highlights the benefits of cycling to work, and often includes an opportunity for people to learn bike maintenance skills and get their bike serviced for free.

Season ticket loans are available for trains and buses, so people can take advantage of better value tickets with repayment



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through their salaries. Finally, we host a lift-sharing platform so people can find others to share their journey to work with. There's no free car-parking at any of our offices.

We carry out annual travel surveys and promote safe and sustainable ways of travelling to work.

**Results of the last five travel surveys - % of people travelling by each travel mode:**

Main transport mode	Survey month and year (& survey response rate)				
	May 2012 (70%)	Oct 2013 (52%)	Oct 2014 (31%)	Dec 2015 (31%)	Dec 2016 (60%)
<b>Train</b>	21%	56%	48%	41%	54%
<b>Car (alone)</b>	61%	22%	26%	27%	24%
<b>Car (lift share)</b>	2%	3%	10%	6%	4%
<b>Bicycle</b>	8%	7%	10%	17%	11%
<b>Walk/run</b>	6%	8%	5%	3%	7%
<b>Bus</b>	1%	1%	1%	6%	1%
<b>Motorcycle</b>	1%	0%	0%	0%	0%

N.B. we moved our headquarters to the Living Planet Centre in Woking in October 2013.



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**Target**

Commuting is a personal choice and something we can only influence rather than control. However, it is important to us that we advocate environmentally responsible travel to our staff. Our objective is to continue to positively influence commuting choices and provide our staff with information and support schemes, such as the cycle to work scheme, to keep the commuting footprint of our staff as low as practically possible.

**Energy consumption**

Powering our computers as well as heating and cooling the buildings we work in uses energy. Energy consumption accounted for 35% of our carbon footprint in FY16. We're committed to running our buildings as efficiently as possible; ensuring we minimise our energy use without negatively affecting our operations.

**Timeline**

- 2001 We placed 'energy hog' stickers on equipment left switched on overnight around the office
- 2006 We replaced two of the four gas heating boilers at Panda House with high efficiency condensing boilers
- 2007 We installed a Powerperfector at Panda House to optimise voltage
- 2008 We installed a wood-chip boiler in our Scotland office (in Dunkeld) for heating the office
- 2009 We replaced water boilers at kitchen tea points at our



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- 2010 head office with units that had on/off timers
- 2010 We turned up the thermostat temperature on the air conditioning units in our server units to reduce the amount of time they're on
- 2011 We achieved BS EN 16001 certification for our energy management
- 2012 We replaced kettles with on-demand hot water heaters in our Dunkeld office
- 2013 We reduced the number of printers and multifunctional devices from 22 to 13
- 2014 We moved to new, more modern office space in Edinburgh, to replace our Dunkeld office and switched to a renewable energy supplier
- 2015 We moved to a new, more modern office space in Cardiff and switched to a renewable energy supplier
- 2015 We reduced our number of WiFi access points from 74 to 21 at the Living Planet Centre, reducing their constant power demand by 72%
- 2016 We replaced kettles with an on-demand hot water heater in our Cardiff office
- 2016 We replaced light bulbs in our Cardiff and Edinburgh offices with more energy efficient LED bulbs
- 2016 We installed a motion sensor in the kitchen in Cardiff so that lights switch off automatically, separate light switches in meeting rooms in Edinburgh to allow greater control, and a smart meter in Edinburgh for more in-depth analysis



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### Our approach

In 2011 we achieved certification to the energy management standard BS EN 16001, the precursor to ISO 50001. However, as a small organisation with relatively low energy consumption, our Environmental Performance Council agreed that our existing EMS provided a sufficient framework to manage our energy consumption. Through this framework we identify areas of energy use and use factors, such as external temperatures and building occupancy, to explain patterns of use.

In the offices where we pay electricity bills directly, we can decide which electricity provider to use. At our offices in Scotland and Cardiff we purchase electricity from renewable energy providers. At the Living Planet Centre we have 410 solar panels on the roof which provide us with approximately 15% of our energy needs each year. For our remaining electricity supply, we're connected to a local combined heat and power (CHP) network which produces electricity using a natural gas-fired generator; a more efficient and lower carbon source of electricity than the national grid. Instead of sourcing heat from an external source and using a traditional air conditioning system, we use a more energy efficient, on-site ground source heat pump system to heat and cool our building. We draw on heat stored in the ground to heat the



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building during winter, and transfer heat to the ground in summer. We also utilise natural ventilation during warmer months, in addition to mechanical cooling. The Living Planet Centre produces nearly 25% less CO<sub>2</sub> per square meter than our previous HQ.

Our environmental procurement guidelines include information on purchasing electrical equipment; we'll opt for energy-efficient devices when purchasing new electrical products.

We're participating in joint tenants' meetings held with other organisations at our Edinburgh and Cardiff office buildings, to work together to share knowledge and ideas about how to make our operations more environmentally friendly.

### Target

We monitor energy use regularly at the Living Planet Centre, and compare our consumption to the Better Building Partnership good practice benchmarks for offices. As a building with both natural and mechanical cooling, we expect our total energy use to fall between the good practice benchmarks of 88 and 222 kWh/m<sup>2</sup>/year<sup>iii</sup>. In FY16 our total energy consumption (including that from solar generation) was 150kWh/m<sup>2</sup>\*

Our facilities management company actively manages our Building Management System (BMS). Since moving in, we've been adjusting to the new technology and making changes to the system to optimise the temperature within the building. The most significant change was made in January 2016. We measured total energy consumption (including solar) between February 2016 and January 2017 to obtain a baseline measurement. Our target is to use the same amount or less (162kWh/m<sup>2</sup>) in FY18.

We can also measure the electricity use at our offices in Edinburgh and Cardiff. We've had a smart meter installed in Edinburgh so that we can assess our usage patterns in more detail. We're monitoring consumption in both these offices, and plan to set an appropriate target in 2017.

\*Due to the unique spaces and functions within our 'office', we use total internal floor area as a denominator, rather than net leasable area which is used in the Better Building Partnership benchmarks.



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### Managing our waste

We have a duty of care to manage our waste – we're required to under UK law, but it's important to us because of our mission to reduce pollution and wasteful consumption. In FY16 we sent 86% of our waste for composting or recycling.

## Our approach

At the Living Planet Centre we have a waste management plan that outlines all the different types of waste we produce. It details how the waste can be disposed and who it can be removed by. Waste arrangements at our other offices are managed by the respective building management companies, and we try to positively influence the way waste is managed. There are clearly labelled waste and recycling bins at all our offices.

We're mindful of the 3 Rs – reduce, reuse, recycle. We apply the waste hierarchy by encouraging staff to firstly reduce our consumption of resources to avoid generating waste. Where this isn't possible we aim to reuse whatever items we can. If we can't reuse, we recycle as much material as we can and only treat it as waste as a last resort. Our general waste from the Living Planet Centre is used to produce energy rather than going to landfill.

A good example of this hierarchy in practice is our stationery store; all offices have a stationery cupboard for supplies, and we also store items here that can be reused. This helps us avoid over-ordering and means we re-use items and avoid wasting unnecessarily.

## Our application of the waste hierarchy

	Most favoured	Prevention	Avoid consumption of resources
		Minimisation	Carefully manage the amount of resources needed
		Reuse	Reuse resources for the purpose they were intended e.g. stationery
		Recycling	Remanufacture products using raw materials: plastic, paper, cans, electrical waste
		Energy recovery	Convert non-recyclable products into recoverable energy: compost, general non-recyclable waste
	Least favoured	Disposal	Send waste to landfill or incineration without energy recovery

## Target

It is possible for a good-practice office with an effective recycling system for paper, card, cans, glass and toner cartridges to recycle 60-70% of their waste, and produce less than 200kg of waste per person each year<sup>ii</sup>. The Better Building Partnership good practice benchmark for recycling,



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based on real, in-use offices, is 52% (based on the weight of waste sent for recycling, re-use or composting)<sup>iii</sup>.

At the Living Planet Centre we produced less than 80kg of waste per staff member in FY16 (this number would be lower if we were able to take account of waste disposed of by visitors). Currently, approximately 80% of our waste is sent for recycling, with the remainder (general waste) used to generate energy. We'd like to maintain this level of recycling. To achieve this we'll remind our people what can and can't be recycled, provide regular updates on our recycling performance and encourage the purchase of recyclable products through our environmental procurement guidelines.

## Water

Water is an important natural resource, so we try to use as little as possible in our offices. In our previous head office, from 2008 (when we started recording our water use) to 2013, our average water consumption per person was lower than the benchmark of good water use for an office at that time; i.e. less than 6.5 cubic metres/person/year (or 26 litres/person/day).

Our water use per person at the Living Planet Centre is more difficult to measure; in addition to our staff we have lots of visitors and groups using the building for varying amounts of time, who also use water. For water reporting purposes we count every two visitors as one person. We also have an irrigation system for the planting around the Living Planet Centre.

The Better Building Partnership good practice benchmark for water use (based on real, in-use offices) is 28 litres/person/working day, or 37 litres/square meter/month<sup>iii</sup>. It has also been suggested that a best practice office should use no more than 7.9 litres/person/working day<sup>i</sup>. In FY16 our mains water use was 8.7 litres/person/day, and our total water use (including rain and recycled water) was 26.2 litres/person/working day, or 33 litres/square meter/month\* (excluding periods of repair works).

\*Due to the unique spaces and functions within our office, we use total internal floor area as a denominator, rather than net leasable area which is used in the Better Building Partnership benchmarks.

## Our approach

The Living Planet Centre has rainwater harvesting and greywater recycling systems in operation, to reduce the amount of mains water we use. We collect rainwater and recycle water from hand basins and showers, and use this to flush toilets and water the plants. We have dual flush toilets that allow people to use a smaller amount of water to flush when possible.



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A leak detection system within the building management system at the Living Planet Centre, means we can find out about any leaks quickly so that they can be repaired – limiting the amount of water lost.

We have dishwashers in our kitchens at the Living Planet Centre and in our offices in London and Edinburgh – we make sure they're full before running them. We have hot and chilled 'zip' taps in the Living Planet Centre and hot water boilers in Edinburgh and Cardiff. These devices prevent overfilling kettles and heating more water than necessary (also saving electricity!). Zip taps also provide instant cold drinking water, so people don't have to run the tap and wait for it to get cold.

### Targets

Due to the unique function and use of our Living Planet Centre, we compare our water consumption using our own historic usage as a benchmark. Our water system underwent several periods of works after the Living Planet Centre opened. We measured our total water use (including rain and grey water) from January – December 2016 to set a new baseline. Our target is to use the same amount or less (31 litres/person/day) in our next financial year, from July 2017 to June 2018.



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### Procurement

Our organisation is office based, so our use of natural resources is relatively small compared to some businesses, such as manufacturers. However, it's part of our mission to stop unsustainable consumption of natural resources.

Our most tangible consumable is paper. Most of the paper we print on is for fundraising purposes and despite developing digital means of fundraising, printed media remains an important part of our fundraising activities.

### Our paper use

	2011	2012	2013	2014	2015
Office paper, including stationery (tonnes)	8.6	5.1	9.2	3.5	3.9
Printed publications paper (tonnes)	355	227	227	464	552



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### Our approach

We have a set of environmental procurement guidelines that help direct our people to purchasing the best environmental



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option – we want to know what the product is made from, where it's been made and who it's been made by. We want to be sure that the things we buy have been produced in an environmentally and socially responsible way.

We're committed to buying **FSC-certified** or 100% recycled papers for all our paper and board purchases, including stationery and fundraising communications. We prefer FSC recycled products to reduce the impact on forests. These requirements are set out in our Paper and Timber Products Purchasing Policy, which also specifies that all of our printed communications must be produced by printers with **ISO 14001** certification. This demonstrates they are working to manage and reduce their environmental impacts. They must also hold FSC Chain of Custody certification; FSC Chain of Custody tracks FSC certified material from production all the way through to the final product. We measure all our timber and paper purchases that we're practically able to – the amount and what they're made from. A summary is included in our annual environmental report.

We monitor our internal printing and share the results through internal communications to encourage people to print less. We use multifunctional devices in all our offices (double-sided and black and white as standard) to print, copy and scan, thereby reducing the number of separate devices we have. We reduced the number of printers in our offices from thirteen to six when we moved to the Living Planet Centre (where there are only four). Staff must use a fob to log-in to the printer before they can collect their printing or make photocopies, meaning they have to think twice before they print, and don't always go to collect what they've sent for printing.

Holding events is an important part of helping to spread our message and engage and share information with others. We have a set of environmental events guidelines which guide our staff in keeping the environmental impact of events as low as possible. Catering is a key part of many events and an important area where we can minimise our impact, and demonstrate tasty, sustainable food and drink. We have a catering policy that focuses on healthy, sustainable produce and supporting certification labels that benefit the environment, such Rainforest Alliance Certified and RSPO Certified Sustainable Palm Oil. Food for catered meetings and events must be vegan and vegetarian, or it may contain minimal amounts of seafood. Caught seafood must be **Marine Stewardship Council** certified, and farmed seafood should be **Aquaculture Stewardship Council** certified. By exceeding our LiveWell principles and serving vegan and vegetarian catering, we can demonstrate that it's possible to have healthy, tasty food that is less impactful on the environment, while reducing our meat consumption.



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## Targets

Our greatest demand on natural resources is paper, mainly for our printed publications. Our printed communications remain an important part of our fundraising activity, and although we don't currently have a target to reduce the amount we produce, we can make sure the material we use is as sustainable as possible. Our target is to use 100% recycled or FSC-certified material for all of our printed communications and office paper.

It has been said that an efficient office can use as few as 16 sheets of paper per staff member per day<sup>ii</sup>. In FY16, we used an average of 4.5 sheets of paper per person per day. Our target is to use  $\leq 3$  sheets per person per day by the end of FY18.

### BREEAM - sustainable building assessment

The Living Planet Centre was certified as 'outstanding' by BREEAM (Building Research Establishment's Environmental Assessment Method) as a new building; the highest rating possible under the scheme. BREEAM is a widely recognised environmental assessment method used all over the world, and recognises best practice in sustainable design.

### Carbon offsetting

There are a number of different types of projects which can deliver reductions in greenhouse gas emissions, from renewable energy to natural resource conservation; for example, improved cook stoves in developing areas can leave trees standing that would otherwise be cut down for use as cooking fuel. Businesses, organisations or individuals can invest in these projects to compensate for, or offset their emissions. It's important to take steps to reduce emissions before offsetting; WWF-UK views carbon offsetting as the last step in a mitigation hierarchy of avoid, reduce and offset. We support The Gold Standard accredited offsetting scheme, and purchase Gold Standard offsets equal to our emissions from business travel and energy use.

### Calculating our emissions and environmental reporting

We use the UK government's conversion factors for greenhouse gas reporting to calculate our emissions. We apply a radiative forcing factor of 1.9 to our air travel emissions, to account for the effect of releasing greenhouse gases at altitude.

We report our environmental performance annually. Reports dating back ten years can be found on our [website](#). Each year, our report is verified by a third party and reviewed by our Executive Group before being published on our website.



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**FOR MORE INFORMATION**

Please feel free to contact [supportercare@wwf.org.uk](mailto:supportercare@wwf.org.uk)

**References:**

- i. WWF-UK (2013) WWF-UK Strategy 2013-2018.
- ii. Wrap (December 2014) Business Resource Efficiency Guide. Green Office: A Guide to Running a More Cost-effective and Environmentally Sustainable Office.
- iii. Better Building Partnership (March 2016) 2015 Real Estate Environmental Benchmarks.

This strategy refers to our financial years, for example 'FY18'. WWF's financial year runs from 1 July – 30 June. FY18 ends in June 2018.

March 2017

