



One Planet | One Chance

Appendix F:
Sustainability Action Plan 2018

CUNDALL

Action plan for achieving our business objectives

Cover page: Re:Mind Studio London first meditation studio
UK's lowest carbon office fit-out - UK Green Building Council © Philip Vile





Climate Positive Action

This detailed action plan is what we plan to do to achieve our objectives. Each year we will review our progress to ensure our work continues to support our business objectives and KPIs. This document is used by our delivery teams as a blueprint.



Betteshanger Vistors Centre - Zero Carbon Development © Studio Evans Lane

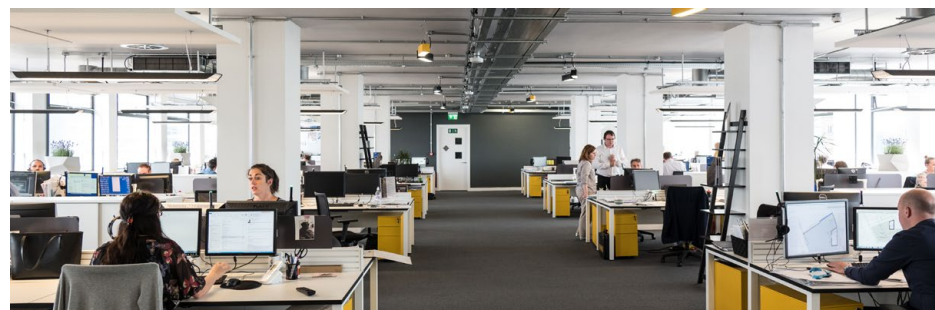
Objective	Actions
Be a carbon positive business addressing our whole carbon footprint.	<ul style="list-style-type: none">• Define the boundaries for Cundall's carbon footprint including Scope 1, 2 and 3 emissions, as described by the Green House Gas Protocol Corporate Accounting and Reporting Standard.• Establish a Science Based Target.• Purchase 100% of electricity from renewable energy suppliers.• Review base-line business travel emissions and highlight areas for reduction in emissions.• Provide staff with end-of-trip facilities to incentivise alternative methods of commuting to work such as walking, running or biking.• Locate offices near public transport.• Encourage alternatives to single car commuting.• Implement a sustainable procurement policy.• Implement waste reduction/recycling initiatives.• Reduce water consumption in our offices.• Prepare and implement a sustainable office Fit Out Guide.• Estimate the energy consumption of IT equipment outside of Cundall's office premises providing services to our business (e.g. Servers in data centres).• Partner with a leader in carbon management to create our own carbon off-setting scheme through appropriately accredited offsetting projects.• Evaluate the need for carbon neutral/zero carbon industry accreditation of offices in each country of operation.
Develop solutions for carbon positive buildings and infrastructure.	<ul style="list-style-type: none">• Review and update Cundall's whole carbon footprint tool "What Colour Is Your Building" to include refrigerants and ensure it is applicable for all countries with Cundall offices.• Undertake research and development into whole carbon footprints of buildings and develop benchmarks.• Prepare guidance documents and training modules to support engineers to design carbon positive projects.



Zero Carbon Energy

Objective	Actions
Reduce energy consumption and maximise the use of renewable energy on our projects.	<ul style="list-style-type: none"> • Prepare checklists of zero carbon energy initiatives for core disciplines to support completion of Form 6.1 in EMS (OP6). • Carry out spot audits of responses by sustainability specialists. • Develop suite of training materials tailored to each discipline on delivering zero carbon energy design. • Train all staff on how they can reduce energy consumption and carbon emissions for their discipline. • Undertake concept stage energy and carbon reviews on major projects using sustainability specialists. • Set up pool of reviewers and procedures for conducting reviews. • Undertake operational energy consumption predictions for major projects. • Set up a process for conducting predictions when these are outside Cundall's scope on the project. • Provide commissioning and fine-tuning advice (soft landings) on major projects. • Set up a process for providing advice when these are outside Cundall's scope on the project. • Review Cundall Diploma modules on energy and renewables annually and update as required. • Set up a global knowledge sharing forum. • Conduct research and development projects in reducing energy consumption.
Drive continuous improvement in design and operation of buildings by collaborating with building owners and occupants to obtain energy data.	<ul style="list-style-type: none"> • Modify Cundall's standard consultancy agreements to permit access to energy performance data during the first three years of a project's operation. • Monitor Cundall project energy consumption and provide feedback to clients. • Collect energy consumption data when we have undertaken energy modelling, including sub-metering and hourly readings where available or practical. • Establish an energy performance research and development team to collect, analyse and interpret the energy consumption data. • Compare collected data to energy modelling undertaken by Cundall • Provide feedback to building owners and designers on improvement opportunities for both operation and future designs. • Establish a research partnership with a leading university to investigate the energy gap.

Objective	Actions
Reduce energy consumption in line with science-based methodology and all electricity for our offices to be from zero carbon renewable sources.	<ul style="list-style-type: none"> • Capture and review Cundall office energy consumption data. • Develop online data capture tool to centralise all energy consumption and renewable energy procurement information for all of Cundall's offices. It will provide a monthly summary which will feed into the Dr Johnston dashboard. • Undertake annual energy audits in all Cundall offices (landlord and tenancy) to benchmark performance. • Identify improvement opportunities. • Purchase electricity (Scope 2 emissions) from accredited renewable, zero carbon suppliers. • Work with landlords to reduce their energy consumption associated with providing services to our offices. • Include low energy design advice in the Cundall fit-out guide.
Reduce energy consumption of our employee's homes by providing technical support.	<ul style="list-style-type: none"> • Provide guidelines and tools to help staff reduce energy and carbon at home and share via a knowledge sharing forum on Dr Johnston. • Cundall Diploma participants to undertake complete a home energy audit and review assess their potential for on-site renewable energy generation. • Relaunch Home Energy Challenge on Dr Johnston for and encourage staff to monitor and report their own monthly energy consumption. • Provide pro -bono hours for Cundall engineers to provide free energy advice to staff for home upgrades. • Purchase thermal imaging cameras (mobile phone versions) for staff use.



Cundall Manchester Office, Manchester, UK © David Lake



Materials Supply Chain

Objective	Actions
Promote environmental and social transparency in the supply chain and promote responsible procurement approaches on our projects.	<ul style="list-style-type: none">Identify and collaborate with industry leaders to help encourage responsible sourcing of materials (e.g the Supply Chain Sustainability School).Provide training on responsible sourcing of materials.
Prioritise materials and products that reduce natural resource consumption, have low embodied impact, are non-toxic and can be easily repurposed or recycled at end of life.	<ul style="list-style-type: none">Incorporate requirements into each region's specifications for:<ul style="list-style-type: none">prioritising re-used materials.high recycled content.non-toxic.low embodied impact.materials that can be re-purposed or recycled at end of life and where packaging must be returned for re-use to the manufacturermodern slaveryEstablish a materials database, including a Red List, which presents alternatives for materials with a lower environmental impact assisting projects with quick decision making.Identify and engage with appropriate partners for promotion of responsible resource consumption (materials that reduce natural resource consumption, have low embodied impact, are non-toxic and can be easily repurposed or recycled at end of life) e.g. APRES.Train relevant staff on sustainable materials (by discipline).

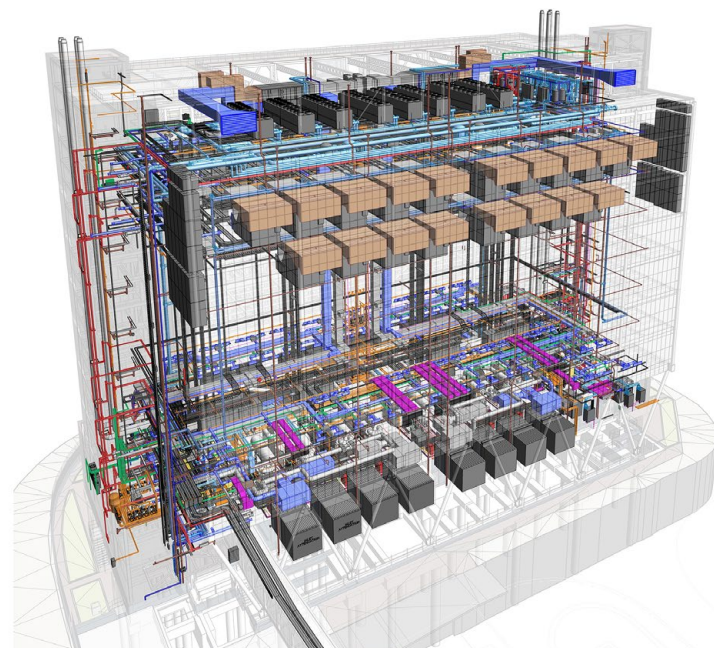
Objective	Actions
Incorporate circular economy principles and Life Cycle Assessments (LCA) into our projects.	<ul style="list-style-type: none">Mandatory completion of embodied impact review and link to BIM where possible.Advocate the adoption of low embodied carbon and water solutions in early stage design and decision-making discussions with clients.<ul style="list-style-type: none">Establish working group to develop strategy and approach.Identify/develop BIM tools and Revit plug-ins to undertake LCA assessment.Establish benchmark data across different building typologies (embodied impacts initially including carbon and water) and publish these internally and externally.Incorporate in design reports and present alternate solutions to reduce embodied impact.Ensure that at project milestone review points the integrity of any adopted low carbon or water embodied solutions has not been compromised due to design changes.Train relevant staff on embodied impact assessments, circular economy principles, awareness of alternate materials and specifications to reduce impact (discipline specific).Train relevant staff on how to 'design out waste'.Assess viability of reusing existing buildings more effectively across our projects.Conduct pre demolition surveys to assess viability of reuse/adaption of all or part of existing structures on major projects.Create a designing out waste template for use on new build and fit-out projects to be incorporated into project reports.Train relevant staff on how to undertake pre-demolition surveys including training on remodelling potential of structures / components / etc, and end-of-life solutions to retain materials at their highest value.



Materials Supply Chain

Objective	Actions
Incorporate circular economy principles and Life Cycle Assessments (LCA) into our projects continued.	<ul style="list-style-type: none"> • Develop optimised design tools to reduce resource consumption in the projects we deliver (starting with structural engineering): <ul style="list-style-type: none"> - Develop parametric modelling tools to optimise design. - Establish benchmarks across different building typologies. • Embed strategy for future adaptability/extended life of buildings within our design. • Consider end-of-life scenarios across new projects being delivered to promote responsible reuse of materials at their highest value at the end-of-life. <ul style="list-style-type: none"> - Establish climate change data to input into design scenarios (link to RD project on this). - Undertake studies on change of use as part of design reports (i.e. commercial to residential). - Review of impact of extended/reduced design life on resource consumption as part of design reports. - Design for deconstruction/remanufacture. - Asset tagging/BIM hosting of material data. - Train relevant staff on how to design for re-use at end of life (e.g. bolted steel rather than welded joints, dividing walls that can be used multiple times, re-usable carpet etc). • Identify and engage with appropriate partners for promotion of circular economy principles in the industry, • Create relationships with a key partner to drive circular economy solutions in product development. • Identify sponsorship opportunities for research projects identifying and developing innovative opportunities to sponsor EngD/MEng to research the incorporation of recycled plastics and other innovative sustainable materials and technologies into the built environment (including collaboration with industrial partners).

Objective	Actions
Responsibly source office consumables and services.	<ul style="list-style-type: none"> • Provide metal drinking water bottles for to everyone all staff to discourage them to use less-the use of plastic bottles. • All new office fit-outs to use sustainable materials, circular economy, and agile working principles (requirements to be embedded in the office fit-out guide). • Office Sustainability teams to focus on: <ul style="list-style-type: none"> - Driving down impact across all consumables including IT, ethical sourcing and recycling. - Monitor and enforce the local adoption of the sustainable procurement policy. • Create and adopt a global sustainable procurement framework for our workplace using materiality review results to inform targets and monitoring.



BIM and AI being used to optimise our designs - Telehouse North Two, London, UK



Health and Wellbeing

Objective	Actions
Provide industry leading advice on integrating Health and Wellbeing solutions into the built environment with a focus on Indoor Environment Quality (IEQ) and Biophilia.	<ul style="list-style-type: none">• Provide technical training and tools in design for Indoor Environment Quality (IEQ).• Conduct Post Occupancy Evaluation (POE) of Indoor Environment Quality (IEQ) on major projects and share findings with industry.• Embed health and wellbeing initiatives, including healthy materials into our specifications.• Provide free health and wellbeing, and biophilia checklists to clients• Empower our staff to improve their own health and wellbeing at home and in their communities.<ul style="list-style-type: none">- Match fund charity donations.- Blood donation drives in community.- Pro bono health care volunteering.- Partner with local schools to build IEQ sensors.- Provide one IEQ sensor for staff use in homes per office.
Undertake research to improve design stage IEQ analysis by correlating with measured performance and occupant feedback from Post Occupancy Evaluations and share the findings with industry.	<ul style="list-style-type: none">• Apply for research and development funding to research into IEQ.• Share IEQ research with industry by speaking at conferences and publishing papers.• Partner with appropriate universities.• Providing titles for and support students.

Objective	Actions
Provide workplaces consistent with best practice in IEQ, mental and physical health and wellness.	<ul style="list-style-type: none">• Conduct annual wellness surveys of all staff.• Create an effective mental health support network, championed at Partner level.• Train mental health first aid volunteers in each office in parity with physical first aiders.• Write and implement formal mental health policy.• Offer mindfulness training and stress management training to all staff.• Partner with mental health charity such as MIND OR www.lionheart.org.uk OR www.headstogether.org.uk.• Monitor indoor air quality and maintain at healthy levels in offices.• Write IEQ standards and monitoring guidance.• Continue to support and our staff through:<ul style="list-style-type: none">- Funding for Office Social clubs.- Implement cycle to work schemes.- Provide discounted gym membership.- Pay entry fees to enter sport/charity events.- Discounted medical and dental insurance rates.- Offer health screening.- Offer opportunity to buy additional annual leave.- Offer free eye tests.- Back to work scheme from career breaks.
Provide workplaces consistent with best practice in IEQ, mental and physical health and wellness continued.	<ul style="list-style-type: none">• Provide healthy, comfortable and engaging environments where are staff can flourish.• Recommendation in fit-out guide includes:<ul style="list-style-type: none">- good natural daylight.- connection to outdoors/nature.- cycling facilities.- lactation room.- Restorative indoor spaces.- HW Certification.- Specification of healthy materials- HW Certification access to dyfibs.



Ethics and Equity

Objective	Actions
Ensure all our projects are in line with our mission, vision and values by implementing an ethical “bid/no bid” process for our projects.	<ul style="list-style-type: none"> • Update our bid/no bid policy and process to incorporate findings of the materiality review (client, geographical location, project typology). • Train Cundall staff on how to conduct the bid/no bid review. • Monitor the percentage of projects and the success of the review process in ensuring we do not work on projects that are not in line with our business mission.
Target projects with a positive impact through working with NGO's and aid funded organisations.	<ul style="list-style-type: none"> • Establish sector group focused on positive impact projects. • Review UN Tender, the World Bank, and other appropriate tender lists. • Actively pursue and deliver positive impact projects.
Encourage the next generation of engineers through Science Technology Engineering Mathematics (STEM) educational outreach work and provide pro bono services for environmental and social projects.	<ul style="list-style-type: none"> • Set up knowledge sharing group. • Office Sustainability committees to take responsibility (with support from HR) to lead, monitor and advertise STEM outreach opportunities for their office. • Create a form to provide feedback of what works and what doesn't work. • Conduct a campaign to advertise the new volunteering priorities for the business, challenge staff to change their attitude from “nice to do” to “must do”. • Create a list of key partner(s) to facilitate effective pro bono delivery.

Objective	Actions
Promote equality, diversity and inclusion in our business and our industry.	<ul style="list-style-type: none"> • Use appropriate marketing imagery and branding that promotes Cundall's gender diversity credentials and ambitions. • Target networking and advertising activity with appropriate bodies e.g. STEM, Women in Engineering. • Actively seek out appropriately qualified female candidates for each vacancy, using LinkedIn and Cundall's own recruitment system (while also seeking to appoint the best person for the role from the widest possible pool). • Interview a minimum of two female candidates for all formally identified executive level opportunities. • Aim to achieve gender-balance on interview/assessment panels where reasonably possible. • Investigate the value of local/international equality standards accreditations/partnerships (such as Investors in Diversity, Business in the Community or National Equality Standard). • Ensure adverts and job description are free from gender-coded language • Deliver recruitment skills training to managers, to include the importance of fairness, equality, and tackling/mitigating against bias. • Regularly monitor and actively seek to swiftly address any issues of gender pay inequality (at grade level), including a balanced approach to remuneration based on equal pay for equal work. • Invest in globally consistent and industry leading family friendly maternity and paternity provision. • Offer conscious/unconscious bias training. • Offer flexibility and support the reconciliation of employee work and personal lives. • Have meaningful development conversations with staff during (and between) formal reviews, to discuss and agree development aspirations. • Investigate how the formal appraisal process can be enhanced to better facilitate this. • Make attendance at diversity and inclusion awareness training mandatory for all line managers.



Ethics and Equity

Objective	Actions
Promote equality, diversity and inclusion in our business and our industry continued.	<ul style="list-style-type: none">• Offer peer mentoring for aspiring female leaders, to actively support their development toward executive/leadership positions.• Facilitate the creation of a range of employee network or working groups to provide forums for staff discuss issues on a variety of subjects from LGBTQ+, STEM careers, gaining chartership, learning disabilities, dyslexia.• Showcase female role models at Cundall via case-studies/internal and external communication.• Showcase ethnic minorities role models at Cundall via case-studies/ internal and external communication.• Ensure staff social events are organised with due consideration to cultural sensitivity, inclusion and respect.• Extend the availability of flexible working to a broader cross section of staff, including ensuring both the technology is provided and culture of each office supports the business policy.• Provide a globally consistent approach to HR, particularly employment policies and staff benefits. Including family friendly policies for men and women.• Review and implement Modern Slavery and Ethical Business Policies to ensure supportive of wider sustainability goals.• Update Dr Johnston to include information on promoting STEM careers to all.



Dr Ozak Esu named the Institution of Engineering and Technology's (IET) Young Woman Engineer of the Year



Climate Change Adaptation

Objective	Actions
Mitigate the impacts of predicted climate change scenarios by providing evidence-based design solutions and advice.	<ul style="list-style-type: none"> Consult with clients during the preliminary design stage on all projects to identify their target climate change scenario as described by the IPCC's Special Report on Emission Scenarios. Create a dossier of climate change scenarios and the implications for designers to disseminate to clients. Offer service to clients providing climate risk guidance and adaptation options. Review Cundall diploma climate change module content annually and update as required. Provide awareness training to all staff. Develop suite of training materials tailored to each discipline on climate adaptation based on research and development findings. Update best practice guidance and tools on Dr Johnston. Set up an online knowledge sharing group and discussion forum. Support our local communities most susceptible to the effects of climate change and provide opportunity for staff to complete pro bono work.
Improve how our design advice responds to climate change scenarios by commissioning research and collaborating with others investigating the effects and solutions of climate change on building and infrastructure design.	<ul style="list-style-type: none"> Apply for research and development funding to research the effects of climate change for different climate scenarios applicable to our projects. Publish research findings alongside other relevant technical papers and articles. Host knowledge exchange events with our clients. Publish papers and technical articles. Partner with appropriate universities and provide support and sponsorship for MSC, PhD/EngD students.



WGBW event Belfast office

Supplementary Actions

Although we have six priority impacts, our other impacts are important, and we will still actively contribute positively in these areas:

1. Culture and community
2. Land and nature
3. Sustainable water
4. Local and sustainable food
5. Travel and transport
6. Zero waste

Initiative	Actions
Culture and community	
Promote the awareness of One Planet Living.	Promote the One Planet framework to the public, our clients and peers through collaboration with Bioregional and other Cundall events.
Land and nature	
EMP 06 ensure review during design.	Embed within ISO 14001 Project Review System.
Training for civil engineers and Cundall Diploma unit.	Conduct training with our staff via discipline specific training on Land use, nature and biodiversity.
Sustainable water	
Install water meters in our offices.	Where technically and financially feasible, water meter to be installed in existing offices. All new offices to ensure that when negotiating the rental agreement, access to water usage data is made available.
Install flow restrictors on fixtures and fittings in our offices.	As per the office fit-out guide, all new fixture and fittings are to provide flow restrictors to reduce the volume of water consumed.
Best practice training for design (Cundall Diploma).	Conduct training with our staff via the Diploma – our 'Sustainable Water' module goes into detail as to how to reduce water usage in design.
Local and sustainable food	
All corporate events to have low impact food choices.	Ensure it is part of the events checklist. Monitor via monthly sustainability reports.
Communicate via blogs about the impact of food choices.	Continue to share knowledge about the impact of food choices. Encourage clients to provide areas to grow their own food.

Initiative	Actions
Travel and transport	
Best practice training for design (Cundall Diploma).	Conduct training with our staff via the Diploma – our 'Future of Cities' module currently covers how sustainable transport at a city and building level is important to facilitate a more efficient, healthy and prosperous city.
Location of our offices.	All new offices to use the fit-out guide which gives priority to offices located near public transport nodes.
Provision of showers and cyclists' facilities in our offices.	All new offices to use the fit-out guide which advises that where space is available to provide showers and cyclist facilities.
Travel options.	Investigate the CO ₂ emission of various airlines and planes to understand if we can investigate procuring flights based on their carbon footprint.
Zero waste	
Promote awareness of the impact and mitigation of waste.	Conduct training with our staff via the Diploma – 'Pollution Toxicity' provides awareness on the impact of waste at end of life.
Zero waste to landfill (including operational waste, IT hardware and office fit-out) for our offices.	Reduce office consumables end-of-life impact by developing solutions for the reuse/recycling of items including IT hardware, office furniture and general fit-out items. Establish strategic partnerships to support this and embed requirement in office fit-out guide.

Develop strategy and strategic partnerships to manage general office waste to deliver our strategy of zero waste to landfill.

Bi-annual waste audits in offices (link with Diploma).

Performance Indicators we will monitor

Its important to track your performance so you can understand where you are now, and where you need to improve in the future. We have developed these indicators to help us track our performance, and inform future decisions on additional actions we should be taking to achieve our business objectives.

Initiative	Cornerstone	Indicator	Monitoring
Carbon positive			
Total Annual Carbon Footprint (Scope 1, 2 and 3) prior to purchase of renewable energy and carbon offsets.	Workplace	tCO ₂ e	Monthly sustainability reports
Zero carbon energy			
High level training to all technical staff.	Projects	% of FTE provided with training	Training records
Discipline specific technical training that is practical and can be applied to everyday projects globally.	Projects	% of FTE provided with training	Training records
RD projects completed related to reducing energy consumption and carbon emissions in buildings.	Industry leadership	No. of RD projects completed related to zero carbon energy	RD records
Collaboration with building owners to obtain in use energy data.	Projects	No. of projects energy data obtained from	Monthly Sustainability reports
Staff participating in home energy initiatives - forums, pro-bono advice, home energy challenge, etc.	Homes and Communities	% of FTE staff participating each year	Monthly sustainability reports
Cost of energy.	Workplace	Cost of energy	Energy Bills
Health and wellbeing			
Technical training and tools in design for indoor environmental quality (IEQ).	Projects	% of applicable staff trained	Training records
IEQ testing on key projects.	Projects	% of applicable projects	Monthly sustainability report
Install sensors and record IEQ data in our offices.	Workplace	% of offices	Monthly sustainability report

Initiative	Cornerstone	Indicator	Monitoring
Review and publish annual report on IEQ.	Workplace	Report published	IEQ records
Match funding for charity donations.	Homes and Communities	% of match funded donations	Monthly Sustainability report
Blood donation drives in community.	Homes and Communities	Number of Blood drives conducted	Monthly sustainability report
Pro bono health care volunteering.	Homes and Communities	Stories captured	Monthly sustainability report
Partner with local schools to build IEQ sensors.	Homes and Communities	Number of schools engaged	Monthly sustainability report
Provide one IEQ sensor per office for staff use in homes.	Homes and Communities	Number of sensors available	Monthly sustainability report
Speak at conferences about health and wellbeing in the built environment.	Industry Leadership	Number of conferences	Monthly sustainability report
Publish papers about health and wellbeing in the built environment.	Industry Leadership	Number of papers	Monthly sustainability report
Provide titles for and support academic research.	Industry Leadership	Number of students supported	Monthly sustainability report
Participation in the health and wellbeing survey.	Workplace	% in each office	Annual sustainability report
Funding of office social clubs.	Workplace	Amount (£)	Monthly sustainability report
Implement cycle to work schemes.	Workplace	Amount (£)	Monthly sustainability report
Provide discounted gym membership.	Workplace	% uptake	Monthly sustainability report
Pay entry fees to enter sport/charity events.	Workplace	Amount (£)	Monthly sustainability report
Offer health screening.	Workplace	% uptake	Monthly sustainability report
Offer opportunity to buy additional annual leave.	Workplace	% uptake	Monthly sustainability report
Absenteeism per office.	Workplace	Average days per person	Monthly sustainability report

Initiative	Cornerstone	Indicator	Monitoring
Materials supply chain			
Incorporate requirements for responsible sourcing of materials, sustainable material selection and end of life recovery of materials into each region's specifications.	Projects	% Specs updated	Specification reviews via Techcomm
Technical staff trained in circular economy principles.	Projects	% of FTE provided with training	Training records
Technical staff trained in embodied impact assessment.	Projects	% of FTE provided with training	Training records
Technical staff training in designing out waste.	Projects	% of FTE provided with training	Training records
Technical staff training on responsible sourcing of materials (by discipline).	Projects	% of FTE provided with training	Training records
Material consumption (resource efficiency) captured on all major structural projects (fees over £200k).	Projects	kg material/m ²	Monthly sustainability reports
Identify RD projects/research collaborations (including EngD/MEng) investigating incorporation of recycled plastics and other innovative sustainable materials or technologies into the built environment.	Industry Leadership	No. of research projects	Materials and Supply Chain Group
Provide metal water bottles for everyone to encourage them to use less plastic bottles.	Industry Leadership	% staff	Marketing
All new Cundall office fit-outs to use sustainable materials, circular economy, and agile working principles (requirements to be embedded in the office fit-out guide).	Workplace	% of fit out compliant with mandatory elements of fit out guide	Fit out review

Initiative	Cornerstone	Indicator	Monitoring
Climate change adaptation			
High level training on climate adaptation within the built environment.	Projects	% of FTE provided with training	Training records
Discipline specific technical training.	Projects	% of FTE provided with training	Training records
Publish papers/write industry articles on climate change adaptation.	Industry Leadership	No. of papers/articles	Marketing
Collaborate with appropriate external partners to continue to be at the forefront of knowledge for climate change adaptation in the built environment.	Industry Leadership	No. of partnerships	Climate Change Adaptation Group
Communicating to our clients and the industry findings from our RD project via breakfast briefings.	Industry Leadership	Number of briefings	Marketing

Initiative	Cornerstone	Indicator	Monitoring
Ethics equity			
The proportion of female global technical hires (engineering, technician and equivalent roles of all levels).	Workplace	% of female hires	HR Records
Diversity of our workforce and equity of pay for female staff.	Workplace	% of females and like for like pay	HR Records
Diversity of our workforce and equity of pay for all ethnicities.	Workplace	% of like for like pay for all ethnicities	HR Records
Annual employee survey to assess perceptions of internal pay equity, inc. whether employees feel that pay is determined in fair way and they are remunerated fairly for the work they undertake.	Workplace	Annual survey	HR Records
Regular reporting to reflect applicant gender ratios along the entire recruiting funnel (applicants, interviews, offers).	Workplace	Gender ratios in recruitment funnel	HR Records
Report and analyse attrition rate among women and men at each level, and within each discipline to identify where issues need to be addressed.	Workplace	Annual attrition rate	HR Records
Undertake and analyse exit-interviews with (but not only) female leavers to understand reasons for leaving and inform future action.	Workplace	% of leavers with exit interview	HR Records
Measure the percentage of females promoted each year and compare that to the promotion rates of men.	Workplace	Promotion rates	HR Records
Measure the % of females within each discipline.	Workplace	% of females in each discipline	HR Records
Travel transport			
Showers and cyclist facilities in our offices.	Workplace	% of offices	Monthly sustainability reports

Initiative	Cornerstone	Indicator	Monitoring
Sustainable water			
Increase the accuracy of water monitoring in our offices.	Workplace	% of offices with water meter	Monthly sustainability reports
Reduce water consumption in our offices.	Workplace	m3 of water / office	Monthly sustainability reports
Reduce water consumption in our offices.	Workplace	% of offices with water reducing fixtures and fittings	Monthly sustainability reports
Land nature			
Training for our civil engineers, planners and geotechnical engineers on biodiversity, land and nature - integrated into designs.	Projects	% of FTE provided with training	Training records
Zero waste			
Zero waste to landfill (including operational waste, IT hardware and office fit-out) for our offices.	Workplace	Tonnes of waste per waste stream	Waste Audit (Cundall Diploma)
Percentage of waste recycled.	Workplace	% per office	Waste Audit (Cundall Diploma)
Sustainable food			
All corporate events to have low impact food choices.	Workplace	% of food that is vegetarian	Monthly sustainability report
Community culture			
Foster a knowledge and understanding of One Planet Living to ensure that everyone in Cundall can explain to their clients and peers.	Projects / Workplace / Industry Leadership	% of employees who have undertaken the Cundall Sustainability Induction	LD
Number of industry bodies we sit on to influence wider change in the industry and share our knowledge.	Industry Leadership	No. of committees / industry bodies we are represented on	Monthly sustainability report



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Core services

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Structural engineering

Civil engineering

Sustainability

Specialist services

Acoustics

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Building Information Modelling (BIM)

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