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The sustainability book



The future of
business success

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Contents

Introduction	02
Sustainability matters	03
Making a difference	05
The challenge	11
Our promise	15
Our ethos	17



The sustainability book

sets out Halcrow's commitment to responsible living – meeting the needs of all people in a fair and consistent manner, without compromising the lives of future generations.

As a global infrastructure consultancy, Halcrow is acutely aware of the influence it has over the way the world develops. We understand that what happens tomorrow will be a consequence of our actions today.

We are working towards a more intelligent and joined-up approach to sustainable infrastructure development. This covers everything from the resources used on projects and within our business, to the quality of our work and how we manage our supply chain.

We recognise that sustainable development must increasingly inform and inspire not only the work we do, but the way in which we do it.

This book highlights areas in which we can all exert a positive influence. Use it to shape the way you work – and make a difference, whether that's one step at a time or in giant leaps.



Sustainability matters

It's the only way

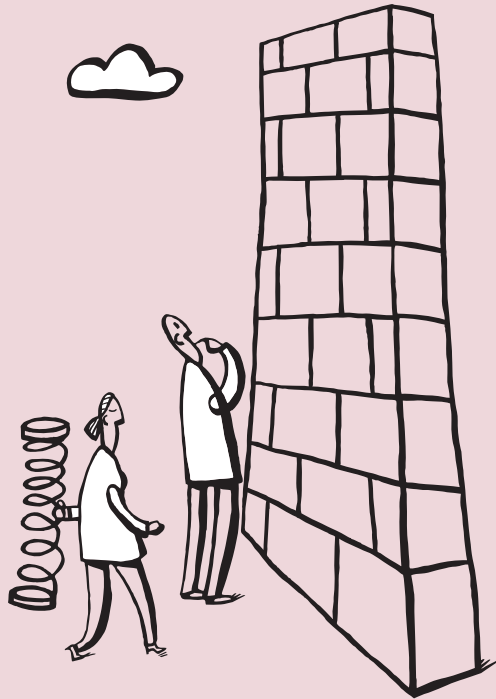
Why sustainability matters to us.

It matters because we have a key role to play in finding ways to live within our global means.

It's a central theme in our purpose to **sustain and improve the quality of people's lives**. It's not something we've recently discovered or suddenly started talking about.

We've been quietly working with progressive clients for decades – thinking, designing and building sustainably as a natural part of what we do.

But we need to step up our efforts to help mitigate the effects of our global footprint.



Making a difference

How we are going to do it

We can all
make a difference ...

For us, sustainability is about making sure the decisions we take each day fully consider everyone's interests and concerns. It's about demonstrating that we are making a real difference.

That's because we will be living with those choices for a very long time indeed. And all the scientific evidence points to a shrinking window of opportunity to do what's needed.

Frankly, there isn't much scope for getting it wrong. But **getting it right will deliver the improved social, economic and environmental outcomes** we must all strive for.

We will play our part by focusing on four key areas: applying our core skills, walking the talk, inspiring our people and investing in Halcrow.

... by applying **our core skills**

Our skills, experience and knowledge mean we have the ability to create and deliver truly sustainable solutions for communities, businesses and the environment.

And we take our responsibilities seriously.

Our people work hard to understand project needs and apply the principles of sustainable development, **offering solutions that meet clients' economic, environmental and social requirements.**

We challenge conventional thinking where we see things can be done better. We constantly seek out better ways to deliver integrated, robust solutions. And we're not afraid to have difficult debates and make the hard decisions sometimes required to do the right thing – as stated in our business principles.

Most of all, we keep listening – to clients, employees and other stakeholders. By listening, we understand more, which helps us deliver practical, sustainable solutions as a trusted partner.

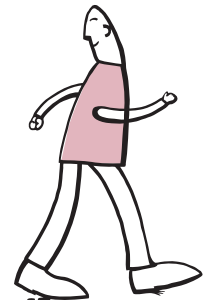
... by **walking** the talk

We will not only continually seek out new sustainable development solutions for clients, but we will apply the same standards of care and consideration to our own business.

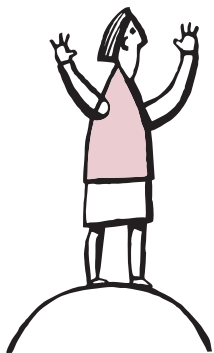
Our sustainability programme not only demonstrates the importance we place on this issue, but provides our clients with increased confidence in our ability to help them deliver on their commitments.

We will **review and measure our own sustainability performance, setting stretching targets** that challenge us to develop the same imaginative solutions we seek for others.

As part of this, we will continually develop our business principles, which clearly describe how we should conduct ourselves. We're recognised as a business that is prepared to apply the same standards to ourselves as we expect from others.



... by **inspiring** our people



Our employees tell us that working for a socially responsible company with a strong ethical stance is important to them.

We understand that **it is only through our employees that we can continue to tackle the global challenges we face** and realise our own and our clients' sustainability ambitions.

So we will continue to lead by example and by thinking differently. We will give our people the opportunity to meet their own sustainability ambitions. We will practice what we preach. And we will reinforce this attitude and behaviour through learning and development, helping to ensure everyone understands how to apply these principles in their work.

... by **investing** in Halcrow

To be a responsible leader, we must be consistently successful. Like any other business we need to see a reasonable return on our investments and on the products and services we provide.

We need to invest in training and development for our people and ensure they work in an **environment which respects their health, safety and general wellbeing**.

As a business with employee shareholders, we also need to make sure they are properly rewarded for investing in our company. We will only achieve the longevity and stability we need to consistently deliver on our commitments by fully understanding and meeting our financial responsibilities.





The challenge

Tackling the big issues

We will focus our efforts on those areas in which we can make a real difference ...

... **climate change**

Climate change is the pre-eminent global sustainability issue. Nearly all Halcrow's work has some form of environmental legacy.

We are fully **committed to reducing the environmental impact of our operations**, actively developing the culture needed to achieve this. We will make best use of existing tools and practices, and embrace new technologies.

We will ensure the most exacting standards are applied to everything we do. As part of our commitment to minimising impact, we will leverage our significant capability in the following areas:

- sustainable development and construction
- strategic sustainable development assessments
- defining and implementing sustainability indicators for projects
- sustainability performance measurement
- life-cycle assessment and management
- renewable energy solutions
- integrated planning and design

... sustainable communities

History was made in 2008 when – for the first time ever – more than half the world’s population lived in urban areas.

This has created an unprecedented demand to deliver and support the vital infrastructure investment necessary to maintain these burgeoning urban populations.

Piling on the pressure is the expectation that the world’s population as a whole will rise to 9 billion by 2050 – a 50 per cent increase at a time when resource constraints are becoming ever more acute.

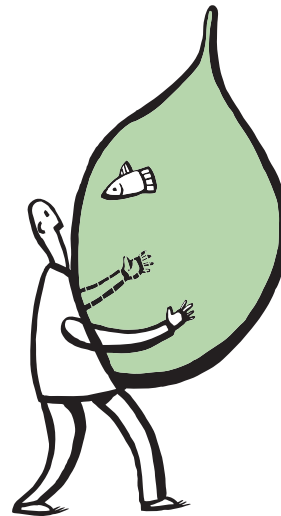
Creating sustainable communities is a core function for Halcrow. **We deliver the basic infrastructure fundamental to the wellbeing of communities all over the world.** And good corporate citizenship and community relations are an integral part of this, developing lasting and positive relationships with all stakeholders.

... water scarcity

While climate change will have the greatest impact over the course of this century, water scarcity will almost certainly have more immediate impacts – some of which we’re already experiencing.

Forced migration, crop failures, desertification and changing rainfall patterns are just some of the effects we can already see. Experts believe that **water scarcity is going to be the most likely cause of large-scale regional conflict.**

Halcrow understands water. We are among the world leaders in creating innovative and cost-effective solutions to some of the world’s most pressing water shortage and supply issues. We are committed to pushing the boundaries of what has gone before. We will further develop our skills and share our knowledge to help ensure people everywhere have access to this most basic human need.



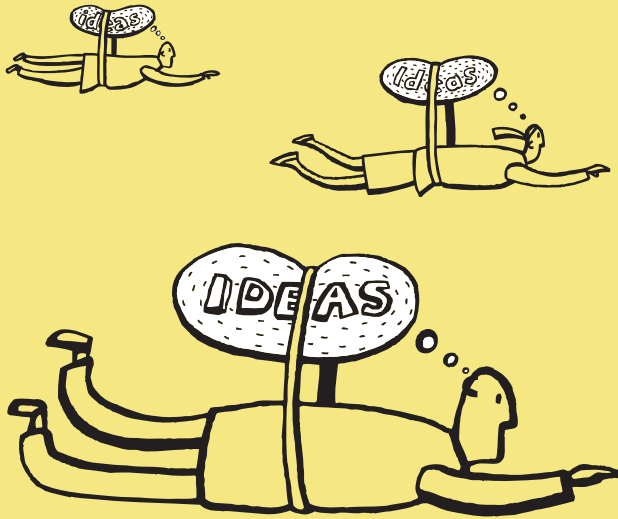


Our promise

Committed to change

We will:

- work with clients to champion and deliver sustainable and low carbon planning, design and construction solutions
- implement full life-cycle management methods
- promote the use of sustainability indicators for development and construction projects with our clients
- adapt the way we work – reduce our environmental impact and actively participate in the drive towards 'one-planet' living
- perform and report against **stretching targets for our internal operations**, and benchmark ourselves against the best
- strengthen governance and policies to ensure an integrated, cohesive approach to sustainability
- invest in employee development to ensure our values become embedded within our corporate culture
- be active in public debate – seek to deliver positive change within our industry and wider society



Our ethos

The spirit of our business



Our purpose:
sustaining and
improving
the quality of
people's lives

Our values:

- bringing imagination to all we do
- delivering on our commitments
- advancing our skills and experience
- enjoying what we do

Our conduct:

- act with integrity
- be open and honest
- respect the dignity of others
- share knowledge freely