



Driver & Vehicle
Licensing
Agency

Sustainability Report



Interactive document
July 2016, Version 1.0

Simpler | Better | Safer

20 15-16

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Introduction

01



Purpose of this document

Driver & Vehicle Licensing Agency (DVLA) is an executive agency, sponsored by the Department for Transport (DfT). This report explains DVLA's performance against the [Greening Government Commitments](#)¹ and our overall sustainability performance. It is intended to supplement the summary included in the DVLA's Annual Report and Accounts 2015-16. The annex of this report consists of detailed tables containing the minimum reporting requirements in accordance with the HM Treasury Public Sector Annual Reports: [Sustainability Reporting Guidance 2015-16](#)² and [Greening Government Commitments Guidance](#)³.

Boundary

The accounting boundary of this sustainability report matches the financial reporting boundaries of this annual report. It includes data related to our main site, the printing site and the contact centre.

PFI contract

For business areas activities which are delivered under the private initiative (PFI) contract such as waste and energy management, we have assumed direct reporting control for the purpose of annual reporting. This is mainly because DVLA still maintains financial responsibility and has significant influence over how these activities are carried out. Our preferred service partner (PSP) for the PFI is [Telereal Trillium](#)⁴.

Omissions, estimates and amendments to prior periods

There are no known omissions in the data set provided. Where estimates have been used and/or amendments have been made to previously reported data, these are noted in the accompanying text.

¹ <https://www.gov.uk/government/publications/greening-government-commitments-targets/greening-government-commitment-targets>

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/512663/PU1935_Public_sector_ARA_sustainability_guidance_2015-16.pdf

³ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/61172/Greening_20Government_20Commitments_20-20guidance_20on_20measurement_20and_20reporting.pdf

⁴ <http://www.telerealtrillium.com/>

102 At a glance

02



28.1% reduction in greenhouse gas (GHG) emissions

from estate and business travel from 2009-10 baseline levels. 9.3% reduction from 2014-15 achievement. Exceeded Greening Government Commitments (GGC) target of reduction of 25% relative to 2009-10.

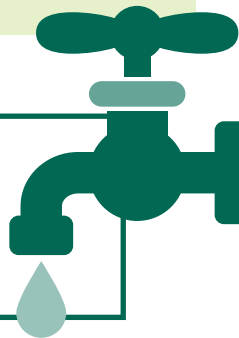


211% increase in business transactions

since 2009-10 against the 28.1% decrease in GHG emissions

Continued reduction of overall water consumption

from 2009-10 baseline; less 4,352 m³



Office water consumption

of 3.84m³ per FTE achieved for 2015-16. Exceeded GGC target to reduce water consumption to an average of less than 6m³ per person per year (m³/FTE), Achieved best practise benchmark.

2,084 m³ of harvested rainwater used



102 Domestic flights



94% reduction

in Domestic Business Travel achievement from 2009-10 levels. Exceeded GGC to reduce Domestic Business Travel Flight levels to 80% of 2009-10 levels by 2015-16.

Partnership with TechHub Swansea

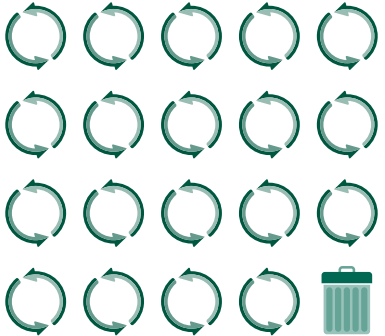
02




62% reduction
in administrative paper to 2009-10 baseline levels.

19% reduction
in operation paper to 2014-15 levels despite 86% increase in business transactions for the same period

4.5%
of waste ended in landfill,
exceeding the GGC target of less than 10% to landfill.



All common goods and services procured through **Crown Commercial Service**, embedding Government Buying Standards best practice specifications


9 species
identified on our sites from section 42 of the **Natural Environment & Rural Communities Act 2006** species list.

11 groups




involved in **work experience placements**

£43,578
raised for **LATCH**, the agency's 2015 **Charity of Choice**



48% **reduction of waste**
against 2009-10 levels, up from 45% reported in 2014-15. Exceeded GGC target of reduction of 25% relative to 2009-10.



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Greening government commitments

03



The commitments aim to significantly reduce the government's negative impact on the environment...

DVLA's objectives and targets stem from the Greening Government Commitments (GGCs). The GGCs were set as a means to achieve the government's vision; to have the greenest ever operations and procurement with greater transparency on performance. The commitments aim to significantly reduce the government's negative impact on the environment through reducing emissions of greenhouse gases, reducing waste, reducing water consumption and making public procurement more sustainable. The targets cover the period from 2009-10 to 2015-16 with the first year as the baseline measurement.

Table 1: Overview of performance against GGCs

Measure	Greening Government Commitment	2015-16 (Year 6/5)		
		GGC reduction target	End of year achievement	
Greenhouse gas emissions (tCO ₂ e)	Total estate and business travel carbon emissions	25%	28.1%	✓
	Reduce domestic business travel flight levels to 80% of 2009-10 levels by 2015-16. (Target: 1,397)	1,397	102	✓
		20%	94%	✓
Waste	Reduce waste arising by 25% by 2015-16, relative to 2009-10 levels	25%	48%	✓
Water	Reduce water consumption from a 2009-10 baseline, and report on office water use against best practice benchmarks to an average of less than 6m ³ per full-time equivalent (FTE) person per year. (m ³ /FTE) (≥6m ³ per FTE poor practice, 4-6m ³ per FTE good practice, ≤4m ³ per FTE best practice (Target: 54,967 m ³))	54,967 m ³	50,615 m ³	✓
		Achieve 6m ³	3.84m ³	✓

03



The overall outcome is a 3.1% reduction above the target of 25% reduction of GHG by end of 2015-16

This year we have met all the Greening Government Commitments. The commitments which were initially advised to end with year 2014-15 were extend for a further year to end 2015-16.

After failure to meet the Greenhouse Gas (GHG) emissions target for the end of 2014-15, measures undertaken during the year achieved a further reduction of 12%, achieving an outturn of 13,125 tCO₂e this year against 14,836 tCO₂e last year. The overall outcome is a 3.1% reduction above the target of 25% reduction of GHG by end of 2015-16.

The estate energy savings and business travel measures carried out during the year included:

- installation of LED lighting in areas to increase efficiency of energy use
- installation of thermal jacket insulation jackets on pipe work
- using a building energy management solutions with optimisation controls
- centralisation of business travel booking.

Plans and proposals already considered for the coming year and beyond and expected to assist in the successful achievement of the GGCs' 2016-20 31% (DfT 36%) GHG reduction target include:

- upgrade our main site tower block to LED lighting
- rationalise our data centres across the estate
- improve the environment of data centres across the estate
- an assessment of the way in which we manage our energy across the whole estate including reviewing the way in which we utilise our combined heat and power (CHP) plants.

03



Figure 1: Total greenhouse gas emissions

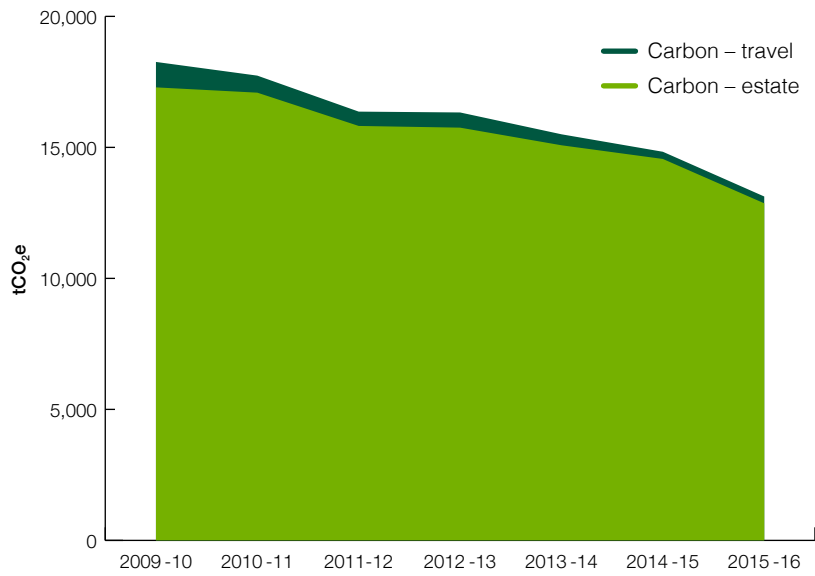
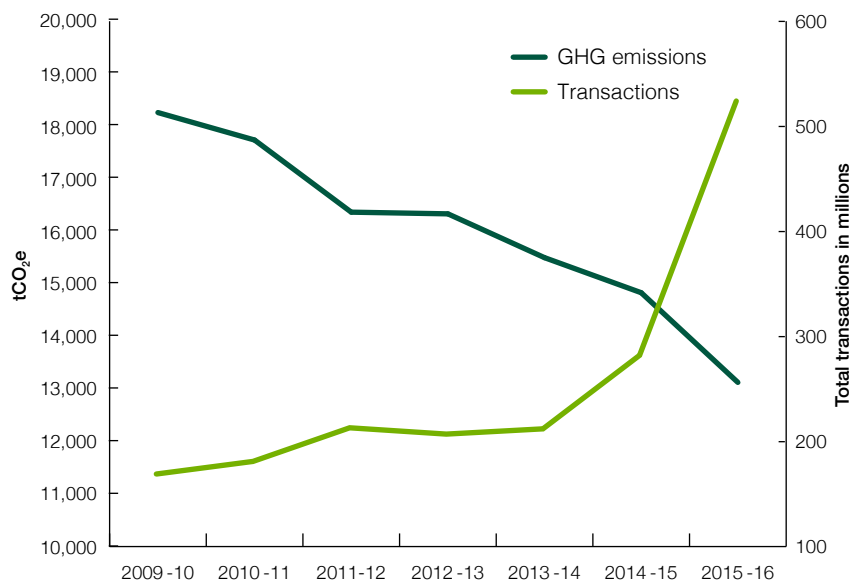


Figure 2: Total transactions v GHG emissions

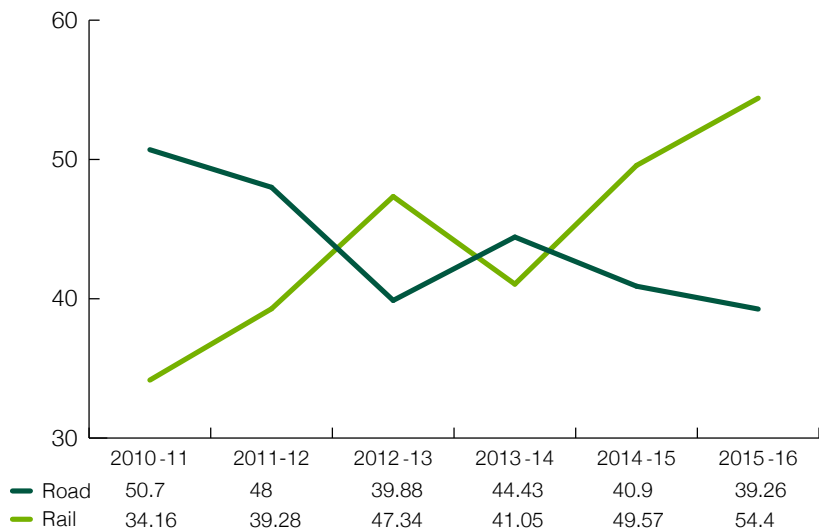


03



Figure 2 shows that the carbon efficiency of our business has improved since the start of the GGCs, decreasing GHG emissions, despite increasing rates of transactions, up 211%. With optimisation of the use of the CHP onsite and enhancement of the estate with best available technologies, centralisation of the travel booking system, use of low emission vehicles in the fleet, a mode shift from cars to trains, the expected trend is for lower GHG emissions to continue.

Figure 3: % Mode of travel



Against a target to achieve 20% reduction of domestic business travel flights from the 2009 -10 baseline, the agency has continued to maintain the successful reductions achieved in previous years and has achieved a reduction of 94% from the 2009 -10 baseline. A 56% reduction from 2014-15 numbers of domestic business travel flights. (233 flights 2014-15, 102 flights 2015-16).

104 Waste minimisation and management

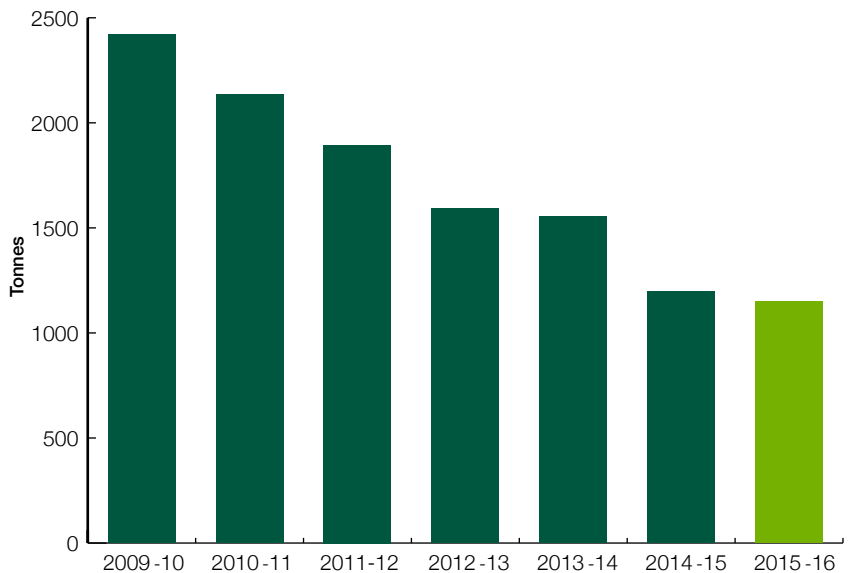
04



During 2015-16 we have continued to further reduce our waste and have maintained the waste minimisation targets of no less than 25% to 2009-10 baseline volumes with an outcome of 48%. We continue to reduce waste at all times by increasing reuse and recycling, ensuring waste sent to landfill is a last resort. We have a target to limit the waste ending in landfill to less than 10%, and have achieved 4.5% to landfill for the year.

The agency has continued to develop a positive relationship with local charities, community groups, schools, not for profit organisations, start up businesses and libraries. This relationship has helped provide opportunities to reuse items no longer required by the agency rather than disposal, thus helping to reduce the overall waste arisings. For the year 2015-16 we've provided items ranging from stationery, paper to ICT totalling 2.5 tonnes.

Figure 4: Total waste



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Finite resource consumption

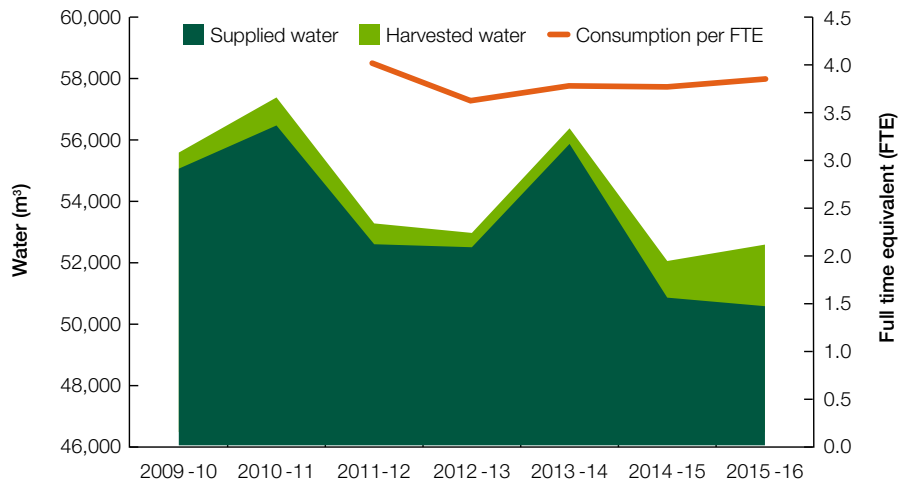
05



Water use

We continue to improve water use and for this reporting year have achieved best practice consumption figures for our office water at 3.84m³ per FTE (best practice is <4m³ per FTE). To supplement the water we are supplied, we also harvest rainwater at two of our sites. This year we collected 2,084 cubic metres which we use towards use in our toilet facilities.

Figure 5: Water consumption



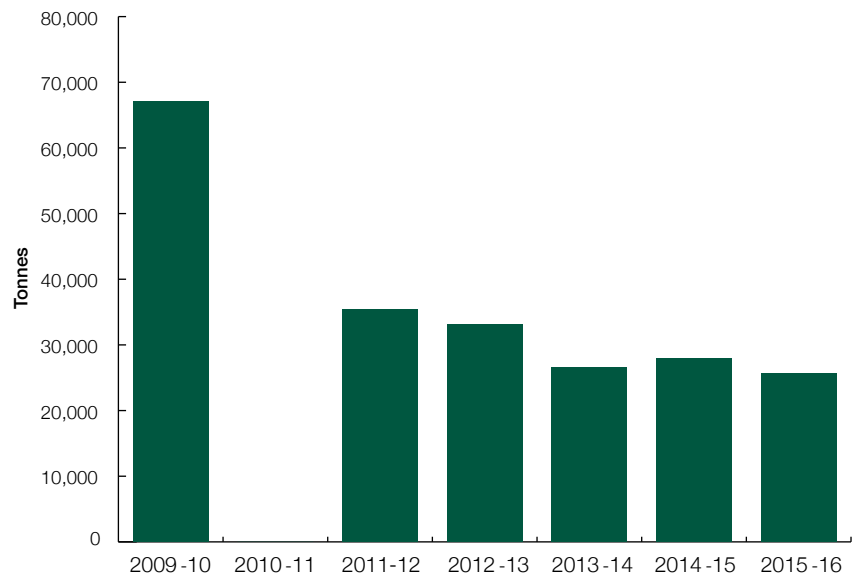
05



Administrative paper ⁵

The agency achieved a 62% reduction in 2015-16 to the 2009-10 baseline level. This has mainly been achieved by maintaining staff awareness against unnecessary printing and default duplex printing settings on all printers.

Figure 6: Administrative paper



⁵ No data is available for administrative paper for the year 2010-11

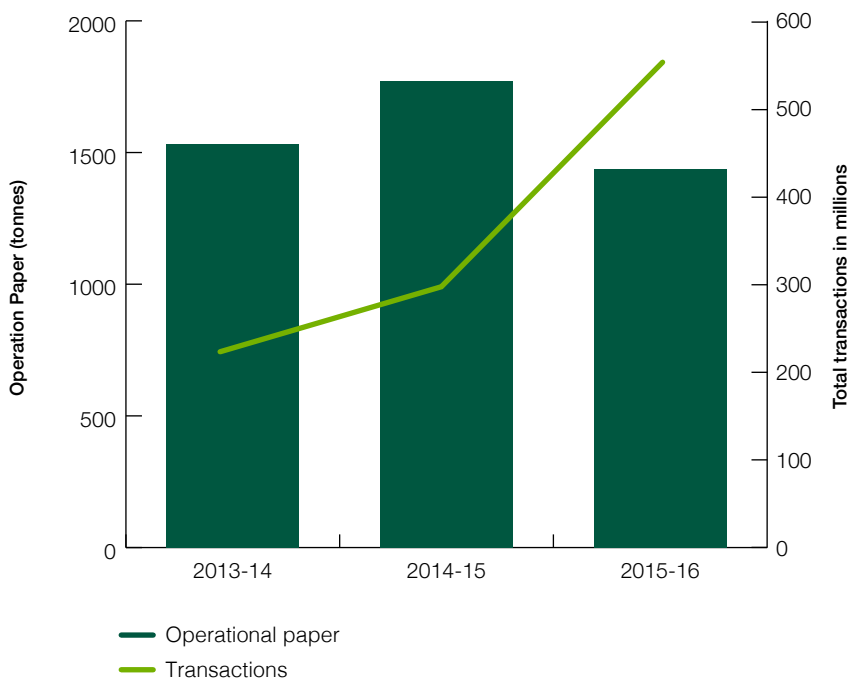
05



Operational paper ⁶

In line with the current DVLA Strategic Plan, there has been a drive to provide simpler licensing, excellent services, and take advantage of new opportunities. The abolition of the paper counterpart to the photocard driving licence in June 2015 has contributed to an 11% decrease in operation paper volumes for year 2015-16. Implementation of online driver and vehicle enquires and increased use of online payment systems has also contributed to the reduction of operational paper.

Figure 7: Operational paper v Transactions



⁶ No Operational Paper data available for years 2009-10 to 2012-13

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Sustainable procurement

06



DVLA continues to be committed to meeting the Government Buying Standards (GBS) best practice specifications wherever possible

Sustainable procurement

DVLA recognises the impact that its procurement decisions have on sustainability outcomes. During 2015-16 we have undertaken a full review of sustainable procurement within the agency. We reviewed the level of awareness of our commercial staff, access to appropriate training and internal processes. From this review we developed a number of mechanisms for improving our sustainable procurement performance and a long term action plan for continually improving our performance.

We have become an active part of the DfT's Sustainable Procurement Working Group (SPWG), where we can learn from and contribute to the departmental sustainable procurement strategy, and engage with the development of government sustainable procurement policy. This group has a representation on the government-wide sustainable procurement group.

DVLA continues to be committed to meeting the Government Buying Standards (GBS) best practice specifications wherever possible. All common goods and services are procured by the Crown Commercial Service (CCS), acting as a delivery agent, on behalf of DVLA. The framework agreements established by CCS include a full range of sustainable products that meet the GBS mandatory levels. GBS are recognised across government as an important tool in delivering sustainable procurement and meeting the Government Greening Commitments (GGCs) targets.

107 Transparency commitments

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It is widely accepted that biodiversity and the natural environment contribute immensely to our economical, health and social wellbeing

The Greening Government Commitments also include demonstrating transparency in related matters beyond the headline commitments. The GGCs state that the 'Government's impact and ability to show leadership stretches beyond the headline commitments... steps they are taking to address the following areas: climate change adaptation, biodiversity and natural environment, procurement of food and catering services, sustainable construction and people'⁷. The following paragraphs summarise some of the highlights of the work we are doing in each of the areas of the transparency commitments.

Climate change adaptation

Our climate change risk assessment has identified just one major risk to our business, a potential flood risk at our Swansea Vale site. City and County of Swansea Council in conjunction with the Natural Resources Wales have carried out mitigating actions around the area including raising flood defences and creating a wetland habitat acting as a flood plain and a community recreation location. As a business we have developed a continuity plan to ensure our resilience against a possible flooding impact.

Biodiversity and the natural environment

As an agency, we have legal requirements to conserve and to be open and transparent by reporting publicly on what steps we are taking to address biodiversity on our sites under the Natural Environment and Rural Communities Act 2006 (NERC) and the Greening Government Commitments (GGCs).

It is widely accepted that biodiversity and the natural environment contribute immensely to our economical, health and social wellbeing.

At the DVLA we have committed to take steps that will not only benefit biodiversity on our sites and the wellbeing of our staff, but will also ensure that it contributes to the wellbeing of the natural environment and the public in our communities.

⁷ <https://www.gov.uk/government/publications/greening-government-commitments-targets/greening-government-commitment-targets>

07



Since the publication of our first Biodiversity Action Plan (BAP) in 2013, our sites have witnessed a transformation. So far we have:

- increased the amount of natural area we have. These areas are left untouched and ultimately left to grow in their natural state
- produced lists of plants and shrubs to assist in a native species only planting regime
- removed swarming bees from one of our sites and safely moved them to beehives on our Tŷ Felin site.

In 2015 we produced a **second BAP**⁸ and have:

- witnessed an increase in staff engagement regarding biodiversity; Staff have been partaking in educational activities, and taking the initiative to inform the sustainability team of any flora or fauna they have spotted on site
- established a basic monitoring system
- begun researching in to whether we can remove weeds without the use of herbicide
- have extended further areas of land on our Morriston site to be managed in a more natural way, mown only once a year, allowing plants to flower and set seed.

To date we have a confirmed number of 108 flora and fauna species on our sites, of which 9 are **s.42 species of the NERC Act 2006**⁹.

For 2016-17 we will continue to monitor the biodiversity as we expand our staff engagement activities where possible and ensure that as an agency we have considered the wider natural environment when making decisions.

⁸ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/440197/MIS783X1_110515.pdf

⁹ <http://www.biodiversitywales.org.uk/Section-42-Lists>

07



Food and catering services

The DVLA's food and catering services are provided by our Private Finance Initiative (PFI) contract with Telereal Trillium, who in turn has subcontracted Elior UK¹⁰ – a food and catering provider.

As an ethical company, Elior UK has committed itself to procuring products that have met sustainable standards. All Elior UK suppliers must adhere to a supplier's code of practice which covers the key principles of the UN Global Compact; and must have British Retail Consortium and SALSA (Safe and Local Supplier Approval) accreditation. Meat from the UK reaches the Red Tractor standard, meat imported from the European Union (EU) must comply with EU law, eggs are British Red Lion standard whilst tea, coffee and sugar are Fairtrade and/or Rainforest Alliance certified.

Elior UK has also committed to the Marine Conservation Society (MSC) Chain of Custody certification. As a result, Elior UK only procure fish that can be traced back to sustainable fisheries and fishing methods. Only MSC green rated Fish to Eat are procured while ensuring a fish is not listed on the International Union for Conservation of Nature (IUCN) critically endangered list.

Since 2010, Elior UK has achieved a considerable decrease in emissions of approximately 40% by using cooking oil as a bio-fuel. Cooking oil used in their daily operations is also collected and recycled into bio-fuel.

Elior UK has an environmental management system in place that is externally certified to the ISO 14001 standard. More information on Elior UK can be found on their website.

Sustainable construction

We have not engaged in any construction work during the last financial year. All minor projects have required waste to be recycled wherever possible.

¹⁰ <http://www.elior.co.uk/>

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People

At DVLA we are committed to being a responsible business and understand that as one of the biggest employers in South Wales we have a responsibility to support the people that work with us and the communities in which we work. This is something that we embrace and have enthusiastically invested into being a proactive part of our local community.

The following is an illustration of some of the many activities we do to support our staff and the communities in which we work.

Work experience

DVLA has offered a work placement programme to a number of local university students. The programme is designed to offer practical work experience to support their theoretical studies. The placement provided an insight of working for a large public sector organisation and really opened up the opportunities available here at DVLA and across Civil Service.

DVLA also runs a Work Placement Programme which provides unpaid work placement opportunities through local support groups. This programme is focused on individuals who for a variety of reasons such as disability, long term unemployment, black/minority ethnic groups or other barriers have found it difficult gaining employment. The purpose of the work placement initiative is to give individuals the opportunity to gain valuable work experience and to build skills and develop their confidence which, in turn, may help them in securing permanent employment locally. During 2015 we placed staff from four groups – LIFT Programme, Shaw Trust, DWP/Job Centre and the Ethnic Youth Support Team. Since January 2016 we have extended out this programme to a total of 11 groups.

Diversity

In our operations we have a large and diverse customer base with over 500 million transactions a year. Managing diversity helps us to reflect the society that we live in and to work as a fair employer and service provider.

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Everybody is different and it's important to remember that and treat everybody as individuals. It is important that we value each other and treat everybody with dignity and respect. We have Executive Team Champions and Staff Networking Groups to help promote the type of organisation that we are building.

The Staff Networking Groups within the agency include:

- Ability Group – supporting staff with disabilities
- LGBT Group – supporting lesbian, gay, bi-sexual and transgender staff
- Chrysalis – supporting female staff
- Phoenix – supporting male staff, and
- Unity – supporting black, ethnic and minority issues.

We also recognise that certain groups are underrepresented within our organisation, the work placement programme described on the previous page is part of our strategy to increase diversity in our workplace.

Community

As part of DVLA's commitment to its Corporate Social Responsibility (CSR) policy, the agency has a dedication to proactively support initiatives that empower and benefit Welsh communities and individuals – giving as much back to the local area as possible.

Since 2013 the agency's approach to charitable giving has encouraged staff to annually vote for a charity of their choice – a selected charity that all fundraising proceeds from that year will be dedicated to. In 2015 the agency's Charity of Choice was **LATCH**¹¹, £43,578 was raised for this cause, doubling that achieved the previous year. We also corporately support the Lifeboat Appeal and Poppy Appeal and formally acknowledge Children in Need, Comic Relief and Sports Relief as supported charities.

¹¹ <http://www.latchwales.org/>

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We have also participated in the first 'Our Club' initiative in Swansea. It is aimed at young people aged 18-24 who have been unemployed for five months or more, providing them with placements for four weeks as part of the broader six week programme.

Apprenticeships are usually associated with young people looking for entry level qualifications that can be combined with working experience. However, here at DVLA we are not only focusing on recruiting new apprentices. We are equally committed to arranging apprenticeships for our current staff with a view to gaining qualifications that will assist in aiding their development and career progression irrelevant of age.

We are still active partners in Swansea's **TechHub**¹². This partnership allows us to help and lead economic growth in South Wales by growing digital and technical skills and to show that the agency can offer people with IT skills a fantastic place to work.

TechHub also gives the agency a base to work with local businesses, suppliers, customers and universities, to design and develop digital services. It makes us part of a network that will work together in a unique environment, sharing resource, knowledge, experience and workspace.

¹² <https://swansea.techhub.com/>

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08

GHG emissions summary	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Total tCO ₂ e attributable to the whole estate and business related transport	18,261	17,742	16,385	16,342	15,476	14,825	13,125

Measure	Greening Government Commitment	2015-16	
		GGC reduction target	% reduction achieved
Greenhouse Gas Emissions (GHG) (tCO ₂ e= equivalent tonnes of carbon dioxide)	Total business and travel carbon emissions	25%	28.12%
Waste	Reduce Waste Arising by 25% by 2015-16, relative to 2009-10 levels. (Tonnes)	25%	48%
Water	Reduce water consumption to an average of less than 6m ³ per person per year. (m ³ /FTE) N.B. includes 'Office' accommodation only	Achieve 6m ³	3.84m ³

08

Green house gas
emissions
Scope 1*

	2009-10		2010-11		2011-12		2012-13		2013-14		2014-15		2015-16	
Fuel combustion and fugitive emissions*	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e
Gas	30,143,865	5,545	27,715,449	5,127	19,765,094	3,629	25,553,712	4,732	17,316,345	3,186	21,226,114	3,927	33,469,655	6,173
LPG	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Oil	120,142	33	120,142	39	120,137	33	120,138	33	119,956	32	171,603	47	189,287	51
Fugitive emissions	0		0		0		0.13		0.17		0		0	
Total tCO ₂ e	5,579		5,166		3,662		4,766		3,218		3,974		6,224	
Transport we own	251		437		370		140		129		112		98	
Total tCO ₂ e	5,830		5,603		4,032		4,906		3,347		4,086		6,322	

Notes

*Scope 1– Direct GHG emissions. These occur from sources we own or directly control.

*Fugitive emissions are emissions from leaks or other unintended releases of gases, e.g. from refilling air conditioning units.

These have been excluded from GGC reporting.

Figures may differ from previously reported due to reconciliation and amended conversion factors.

08

Green house gas
emissions
Scope 2*

	2009-10		2010-11		2011-12		2012-13		2013-14		2014-15		2015-16	
	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e
Purchased electricity*														
Mains standard grid electricity	5,905,240	2,916	5,927,347	2,877	6,236,144	2,819	6,710,672	3,087	1,133,713	505	0	0	0	0
Mains green tariff electricity	15,634,130	7,720	16,385,913	7,952	16,046,086	7,254	12,776,521	5,878	23,170,114	10,322	19,692,825	9,733	13,269,324	6,133
Good quality CHP purchased electricity	437,657	216	421,285	204	2,493,512	1,127	2,647,699	1,218	226,743	101	0	0	0	0
Total tCO ₂ e	10,852		11,033		11,200		10,183		10,928		9,733		6,133	
Purchased heat, steam and cooling (CHP)	0		0		0		0		0		0		0	
Total tCO ₂ e	10,852		11,033		11,200		10,183		10,928		9,733		6,133	

Notes *Scope 2 – Indirect GHG emissions from energy. These result from energy consumed which is supplied by another party.

*Carbon for purchased electricity includes only that captured under Scope 2. A proportion (transmission and distribution losses from the grid) is reported under Scope 3.

Figures may differ from previously reported due to reconciliation and amended conversion factors.

08

Green house gas emissions Scope 3*

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Direct emissions from electricity losses (tCO ₂ e)	859	889	956	804	934	851	506
Business Travel (non fleet) (tCO ₂ e)	720	217	196	450	265	149	164
Total tCO ₂ e	1,579	1,106	1,152	1,254	1,199	1,000	670
Other * (unknown scope or international air or rail travel)	0	13	12	13	30	7	10

Notes

***Scope 3** – Official Business Travel emissions (excluding those from our fleet) and transmission and distribution losses. This only includes official business travel which we directly pay for.

*Other – emissions that do not fall or is explicitly excluded from the scopes e.g. international air or rail travel.

Figures may differ from previously reported due to reconciliation and amended conversion factors.

08

Waste		2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		
Non-Financial Indicators	Landfill	570	607	375	317	340	28	52		
	Recycled/reused	1,656	1,517	1,520	1,275	1,213	1,116	1,028		
	Incinerated/energy from waste	71	0	0	0	0	56	65		
	Other	0	0	6.72	5.63	2.66	3.22	3*	Target 2015-16	Performance against target
	Total waste	2,196	2,124	1,894	1,592	1,553	1,199	1,148	25%	48%

*new calculation method to include 'Other' to 'Total waste'

08

Finite resource consumption		2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Target 2015-16	Performance against target
Non-Financial Indicators	Water (m ³)	Supplied	54,967	56,432	52,719	52,709	55,807	50,972	50,615	
		Harvested	630	1,530	763	583	618	1,309	2,084	
		Consumption per FTE	–	–	4	3.62	3.77	3.76	3.84	6
	Administrative paper (A4 Reams equivalent)	67,065	–	35,464	33,144	26,549	27,890	25,728	25%	62%
Notes	Figures may differ from previously reported due to reconciliation.									

08

Financial indicators	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Total expenditure							
Energy	£3,985,523	£2,223,140	£3,287,732	£3,270,133	£3,603,472	£3,465,093	£2,645,033
CRC Gross	–	–	£196,980	£194,150	£202,632	£221,139	*
Water and Sewerage	£123,438	£138,237	£159,794	£174,043	£186,073	£146,783	£152,818
Total revenue							
Waste	£38,694	£53,115	£61,685	£28,002	£0	£0	£0
Notes	Expenditure on waste disposal is included under DVLA's PFI contract. This includes disposal costs and purchase and management of licences. *Carbon Reduction Commitment (CRC) expenditure for 2015/16 is due to be paid in September 2016.						

08

List of acronyms

- BAP – Biodiversity Action Plan
- CHP – Combined Heat and Power
- CSR – Corporate Social Responsibility
- DfT - Department for Transport
- DVLA - Driver & Vehicle Licensing Agency
- DWP – Department of Work and Pensions
- GBS - Government Buying Standards
- GGCs – Greening Government Commitments
- GHG – Greenhouse Gas
- FTE – Full Time Equivalent
- LED – Light Emitting Diode
- ICT – Information and Communications Technology
- m³ – Cubic Meter
- NERC - Natural Environment and Rural Communities
- PFI – Private Finance Initiative
- SPWG - Sustainable Procurement Working Group
- tCO₂e – Tonnes of Carbon Dioxide Equivalent

Human Resources and Estates

Sustainability Report 2015-16

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