



***B&Q and its Commitment to be a
One Planet Living Business***

February 2008 – February 2009

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Meaningful Ambition – B&Q’s Sustainability Action Plan 2008

Introduction

B&Q has committed to become a One Planet Living business. That is our ambition. We have not taken this decision lightly nor have we taken this decision naively. We know it means hard work and difficult choices but we recognise that if we are to make a difference to the world in which we live, we have to make this commitment and stand by those difficult choices.

If everyone in the world consumes resources like the average Brit, then to maintain our current way of life will take three planets and of course, we have only one.

If we are to achieve One Planet Living we need to live within our fair share of the Earth’s resources, in the UK this means reducing our carbon emissions by 90% and our Ecological Footprint by two thirds by 2030.

One Planet Living is a global initiative based on ten principles of sustainability developed by BioRegional and WWF. BioRegional are working with partners in the UK and around the world to implement One Planet Living in new eco-cities and villages, existing towns and the London Olympic Games. By taking the lead and showing that One Planet Living is possible these One Planet Living initiatives aim to speed progress to a more sustainable society.

B&Q is the first retailer to join One Planet Living. This document is an outline of how we will make that ambition a reality – our sustainability action plan.

BioRegional's One Planet Living Principles

OPL PRINCIPLE	GLOBAL CHALLENGE	OPL GOAL and STRATEGY
Zero Carbon	Climate change due to human-induced build up of carbon dioxide (CO ₂) in the atmosphere	<i>Achieve net CO₂ emissions of zero tonnes from operation of buildings</i> Implement energy efficiency in buildings and infrastructure: supply energy from on-site renewable sources, topped up by new off-site renewable supply where necessary.
Zero Waste	Waste from discarded products and packaging create a huge disposal challenge while squandering valuable resources	<i>Eliminate waste flows to landfill and for incineration</i> Reduce waste generation through improved design: encourage re-use, recycling and composting; generate energy from waste; eliminate the concept of waste as part of a resource-efficient society.
Sustainable Transport	Travel by fossil fuel based car and airplane can cause climate change, air & noise pollution, and congestion	<i>Reduce reliance on fossil fuel based transport, and achieve major reductions on CO₂ emissions from transport</i> Provide transport systems and infrastructure that reduce dependence on fossil fuel use, e.g. by cars and airplanes.
Local and Sustainable Materials	Destructive patterns of resource exploitation and use of non-local materials in construction and manufacture increase environmental harm and reduce gains to the local economy	<i>Transform materials supply to the point where it has a net positive impact on the environment and local economy.</i> Where possible, use local, reclaimed, renewable and recycled materials in construction and products, which minimises transport emissions, spurs investment in local (non fossil fuel) natural resource stocks and boosts the local economy.
Local and Sustainable Food	Industrial agriculture produces food of uncertain quality and harms local eco systems, while consumption of non-local food imposes high transport impacts	<i>Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples well-being</i> Support local and low impact food production that provides healthy, quality food while boosting the local economy in an environmentally beneficial manner; showcase examples of low-impact packaging, processing and disposal; highlight benefits of a low impact diet.
Sustainable Water	Local supplies of freshwater are often insufficient to meet human needs due to pollution, disruption of hydrological cycles and depletion of existing stocks	<i>Achieve a positive impact on local water resources and supply</i> Implement water use efficiency measures, re-use and recycling; minimise water extraction and pollution; foster sustainable water and sewage management in the landscape; restore natural water cycles.
Natural Habitats and Wildlife	Loss of biodiversity and habitats due to development in natural areas and overexploitation of natural resources	<i>Regenerate degraded environments and halt biodiversity loss</i> Protect or degenerate existing natural environments and the habitats they provide to fauna and flora; create new habitats
Culture and Heritage	Local cultural heritage is being lost throughout the world due to globalisation, resulting in loss of local identity and wisdom	<i>Protect and build on local cultural heritage and diversity</i> Celebrate and revive cultural heritage and the sense of local and regional identity; choose structures and systems that build on this heritage; foster a new culture of sustainability.
Equity and Fair Trade	Some in the industrialised world live in relative poverty, while many in the developing world cannot meet their basic needs from what they produce or sell	Ensure that the impact on others is positive Promote equity and fair trading relationships to ensure the OPL community has a beneficial impact on other communities both locally and globally, notably disadvantaged communities
Health and Happiness	Rising wealth and greater health and happiness increasingly diverge, raising questions about the true basis of well-being and contentment	<i>Increase health and quality of life of all involved with B&Q communities</i> Promote healthy lifestyles and physical, mental & spiritual well being through well-designed structures and community engagement measures, as well as by delivering on social environmental targets.

Commitment from the top

At B&Q, the desire to deliver One Planet Living starts at the top with the Chief Executive of Kingfisher UK Euan Sutherland and cascades throughout the business, through to every aisle in every store.

Chief Executive of Kingfisher UK Euan Sutherland - making a statement for change:

Some would ask is it right for business to take an active lead on climate change? What role should we play? If we do get involved, can our customers rely on what we say? Can our green claims be trusted? And so the debate rumbles on.

The answer, of course, is a definitive yes. Business can implement green initiatives far quicker than government and generally, on a much wider scale. They can directly influence customers to buy innovative products and, by winning the hearts and minds of their employees, they can sway considerable numbers of potential advocates.

Sounds like a winning situation but the fundamental challenge is to demonstrate to our customers that the green initiatives we put into action have value. There is no “greenwash” here. As customers become more sophisticated, more media savvy, they can see through the thin veneer of a greenwash. They want to see tangible results from those companies which claim to be saving the planet.

At B&Q, we have a long history in the sustainability arena and with such a convincing heritage to protect, it was vital that any organisation we opted to align ourselves with would have real credibility in the sustainability field, an organisation that would be able to understand our environmental objectives, examine our activity and challenge us accordingly on how and where we could make a true environmental saving.

Having established a commercial relationship with BioRegional more than 13 years ago, by stocking their locally-produced charcoal and firewood, we had a considerable insight into their remarkable aspirations and achievements. We were left with no doubt that the One Planet Living programme is the right partnership for B&Q.

We are now working together to drive improvements in our own operations which can be measured against the ten principles of One Planet Living and to help us support our customers to understand which products and good habits can help them achieve One Planet Living. Between us, we have set demanding goals and targets against each of the ten One Planet Living guiding principles, which tie very neatly to our own company values on social responsibility.

I have no doubt, this ground-breaking partnership has laid the foundations to make us a world leader in sustainable retail and we are well-placed to see it reach fruition.

Working with BioRegional

BioRegional Development Group is an entrepreneurial, independent environmental organisation that develops commercially-viable products and services which meet more of our everyday needs from local renewable and waste resources, to help enable One Planet Living – living within our fair share of the earth's resources.

BioRegional was formed in 1992 in response to its recognition that over-consumption of resources is the major driving force for environmental degradation. Its founders reasoned that if more of the UK's goods could be produced from local resources, especially waste and renewable resources, in an efficient way, then we in the UK could reduce the impact of the goods and services we use.

Concerned about the impact of paper on the world's forests and their biodiversity, BioRegional co-founder Sue Riddlestone found that the UK's needs for paper could be met from recycled waste paper, supplemented with agricultural crops and residues such as surplus straw.

Co-founder Pooran Desai found that there was enough sustainably-managed wood available from unused coppice woodland in south east England to supply the entire UK barbecue charcoal market at the same time as the UK was importing 98% of our charcoal, often from unsustainably-managed sources.

So began two areas of work and the BioRegional Development Group was registered as a charity in 1994.

Although working as a charity, the BioRegional intention is for its projects to be models which could be taken into the mainstream economy, either through the establishment of new companies, as in the case of BioRegional Charcoal and BioRegional MiniMills or by working in partnership with existing companies, as in the case of BedZED and Local Paper for London. The market-focused approach complements EU and government policies. BioRegional passes on its experiences, gained from delivering real-life practical solutions, to policy makers in local and central government.

BioRegional's One Planet Living programme is a global initiative based on ten guiding principles and common international targets, developed by BioRegional and WWF. BioRegional is leading on working with partners all around the world who are implementing One Planet Living in new eco-cities and villages world, existing towns and the London Olympic Games. One Planet Living is a framework which can be used at any scale from individuals to countries, to regions across the whole world. B&Q is the first retailer to commit to One Planet Living.

The ten One Planet Living principles were developed to act as a framework to express the sustainability challenge and as a mechanism for developing and

presenting solutions. These aims or principles are not in a particular order. They are all important and they are all interconnected. Each One Planet Living project interprets these principles in a manner appropriate to the local context.

B&Q and BioRegional – Working in Partnership

B&Q is working with BioRegional to develop two sustainability action plans: one for B&Q's own operations to drive improvements against the principles of One Planet Living and one to support customers to achieve One Planet Living in their homes and gardens through products which do well in relation to the One Planet Living criteria.

The B&Q Sustainability Action Plan concentrates on how One Planet Living applies to B&Q's operations as a business.

B&Q is the largest home improvement and garden centre retailer in the UK and Europe employing 34000 people nationwide. Across the UK, B&Q has 325 stores, including 116 B&Q Warehouses. B&Q is part of Kingfisher plc, the world's third largest home improvement retailer with 760 stores in ten markets in Europe and Asia.

Considering the size of B&Q and its potential to be an exemplary sustainable retailer, there are a great number of strategies to consider to ensure B&Q reduces its impacts significantly across all of its operations. It is therefore useful in the first instance to recognise where B&Q has a heritage of programmes and initiatives that sit alongside the ten One Planet Living Principles for example:

- B&Q developed the QUEST programme in 1991 which integrates environmental issues into the day-to-day running of B&Q and ensures good supply chain practices.
- B&Q published its first timber policy in 1991 and was a founding member of the FSC in 1993. Today, 80% of B&Q wood sold is from certified well-managed sources.
- B&Q introduced VOC labelling on all paint in 1995. VOC labelling has now been made EU regulation.
- B&Q has developed a policy to reduce and eventually eliminate the use of peat, which is currently at 50% reduction.
- B&Q offers locally-sourced and certified BioRegional charcoal and kindling.
- B&Q has worked on projects to improve working conditions and wages in the supply chain, for example, in its procurement of coir matting.
- B&Q was the first retailer to offer affordable micro-generation to the domestic market in 2006.

- B&Q is a founding partner of Together, the campaign from the Climate Group that inspires people to reduce their carbon emissions. As a result of a four-week campaign in 2007, B&Q helped insulate 27,000 lofts, saving about 7,000 tonnes of CO₂ a year.
- In 1994, B&Q centralised its distribution network and short sea shipping scheme which has saved six million transportation miles a year.
- In 2006, B&Q introduced a driver-training scheme to promote fuel-efficient driving.
- B&Q has run a community awards scheme since 1995 enabling customers to support local community groups and enhance their natural surroundings. In that time, B&Q has provided £3.5m of product donations to 13,000 local community projects.
- B&Q was a founding member of the Employers Forum on Age.
- In 1994, B&Q was the first retailer to staff an entire store, Macclesfield, with people aged over 50. Today 25% of B&Q's workforce is over 50.
- B&Q takes employee engagement seriously – it monitors staff engagement twice a year via a survey with Gallup and, in 2006, was recognised as having world-class engagement levels.

This sustainability action plan builds on this heritage and identifies where stronger actions are needed for B&Q to become an exemplary One Planet business.

Zero Carbon: Developing plans and implementing energy efficiency measures to reduce energy used by the B&Q estate	<ul style="list-style-type: none"> Develop zero carbon plans for new and existing stores by end of 2008 Develop strategies and implement energy efficiency measures across the existing buildings estate by 2011 / 2012 that will reduce electricity, gas and other fossil fuel consumption by a minimum of 10% from the 2006/07 baseline.
Zero Waste: develop and enforce a waste management plan by end of 2008 to ensure by 2012, > 90% of waste to be reclaimed, recycled or composted	<ul style="list-style-type: none"> Trial removal of skips for general waste from stores and replace with containers for segregated materials, with the first store trialled in February 2008 Commission regular waste audits of stores and office buildings starting in 2008 Develop construction waste management plans by the end of 2008
Sustainable Transport: CO ₂ emissions from haulage and business travel to be minimised	<ul style="list-style-type: none"> Develop logistics strategy to maximise the efficiency of domestic haulage and reduce fuel used by 15% by the end of 2009/10 financial year Calculate carbon impacts of current global sourcing policy and develop a sourcing strategy to reduce carbon emissions, whilst ensuring a positive economic impact in developing countries by the end of 2009.
Local and Sustainable materials: increased use of these materials in construction, store refurbishment and fit-out	<ul style="list-style-type: none"> Establish a forum in 2008 to review Goods Not For Resale (GNFR) to share best practice and improve processes for procurement of products and materials Targets should be developed in 2008 to increase and optimise the use of local, reclaimed, certified, recycled and low environmental impact materials for construction and refurbishment work
Local and Sustainable food: Identify the impacts of B&Q's current food sourcing	<ul style="list-style-type: none"> Understand the food purchased for sale at B&Q and identify more sustainable options Develop a food sourcing policy by the end of 2008 that specifies the procurement of local, seasonal, organic and fair trade produce for canteens, cafes and vending machines
Sustainable Water: Development and implementation of plans in 2008 to optimise water efficiency and recycling in line with best practice	<ul style="list-style-type: none"> Rainwater harvesting from the roof - part of 2007 Shell Specification designed to recover 50% of water required for toilet flushing and irrigation Roll out the introduction of smart water metering across the B&Q estate by 2011 and gain understanding of irrigation methods used across the B&Q estate. Smart metering is currently in place at 27 stores in Scotland
Natural Habitats & wildlife: Develop a plan to assess and improve existing biodiversity and natural habitats by 2009	<ul style="list-style-type: none"> Develop a cross-sector strategy for continued peat reduction by October 2008 All planting on B&Q sites to use peat free compost by a date to be agreed with B&Q properties
Culture & Heritage: Review current engagement of B&Q with local communities and develop a strategy to maintain, enhance or revive local culture and heritage	<ul style="list-style-type: none"> Introduction of the One Planet Awards and grants in January 2008 resulting in the contribution of skills and funding to community projects that comply with OPL criterion Embed a culture of One Planet Living in stores through the re-launch of environment champions in January 2008
Equity & Fair trade: Striving to improve the equity of supply chains and quality of life of all people and communities involved in B&Q	<ul style="list-style-type: none"> By 2011, all (own brand) vendors will be using SEDEX and will have been reassessed under the revised management process Develop project criteria in 2008 for regional projects Ensure that the B&Q product range takes account of a diverse customer base
Health & Happiness: Engendering the ethos of One Planet Living at B&Q	<ul style="list-style-type: none"> Encourage the participation of employees in the staff engagement programme Develop a holistic programme to engender One Planet Living across the employee population. Internal communications on One Planet Living occurring in the Talking Shop magazine from February 2008.

B&Q One Planet Living Short-term Targets

All stores zero carbon by 2023	<ul style="list-style-type: none"> All new stores to be zero carbon by 2012 Existing buildings estate to be zero carbon by 2023 Renewable energy can be generated on site or purchased from a dedicated off site source
> 90% of waste to be reclaimed, recycled or composted by 2012, none sent to landfill by 2020	<ul style="list-style-type: none"> By 2020, ideally no more than 2% of waste by weight should be sent to landfill. Actively support the refurbishment and reuse of materials.
Transport: CO ² emissions from haulage and business travel to be 50% by 2023	<ul style="list-style-type: none"> 50% reduction in emissions from transport including haulage and business travel from the 2006/07 baseline. Trial the introduction of electric vehicles in the home delivery fleet powered by renewable energy sources.
Sustainable materials: Specific procurement strategies for the 100% of materials procured by B&Q, focussing on the products and purchased in high quantities over the course of the year	<ul style="list-style-type: none"> QUEST used to assess 100% of existing GNFR vendors with all vendors complying with existing B&Q policies and buying standards
Sustainable food: Minimum targets should be achieved for supply local, organic and fair trade food and local	<ul style="list-style-type: none"> A minimum of 25% and ideally 50% of food by weight must meet the local and sustainable food criteria
Water: Reduction in potable water consumption, Targets to 2008	<ul style="list-style-type: none"> Water reuse technologies used in existing stores where practicable Develop best practices and reporting mechanism to optimise water usage during construction and revamp works
Plants & wildlife: Local biodiversity & natural resource stocks increased	<ul style="list-style-type: none"> Exemplar stores to be promoted as business as usual from February 2009 All new stores to incorporate green roofs or other vegetated facades wherever possible.
Heritage: Valuable aspects of local culture and heritage must be enhanced or revived	<ul style="list-style-type: none"> Identify outstanding projects and develop as a case study of local culture and heritage in the community
Fair trade: Continual improvement of vendor Operational	<ul style="list-style-type: none"> All B&Q vendors to achieve Grade C and above by 2023 for QUEST 8. Regular updates provided where possible about B&Q's involvement in regional projects that address issues of equity and well being in the supply chain.
Business: Promoted based on emerging findings from happiness employee surveys	<ul style="list-style-type: none"> Continue to improve upon levels of employee engagement and continue to benchmark against other retailers.

B&Q One Planet Living Long-term Targets

Setting overarching targets for reducing CO₂ emissions

The ultimate goal of all One Planet Living projects is to be exemplars of how sustainability can be achieved feasibly and within the constraints that climate change projections are dictating. The level to which greenhouse gas emissions need to be reduced to ensure the impacts of climate change are minimised is still a very contentious issue.

Whilst the UK government has set a target for a 60% reduction in UK carbon emissions by 2050 from 1990 emission levels, scientific bodies such as the Tyndall Centre believe that the onset of dramatic climate change impacts will only be mitigated with a cumulative reduction of 9% per annum, based on 1990 emissions. Carbon dioxide will remain in the atmosphere for around 1000 years. For a 30% chance of avoiding dangerous climate change, the UK's budget is ~4.8 billion tonnes of carbon between 2000 and 2050. Emissions between 2000 and 2006 in the UK were ~1.2 billion tonnes carbon. So, in the UK we've *already* spent a quarter of the fifty year carbon budget in six years. To remain within our carbon budget, dramatic reductions in carbon emissions are required from 2012 – 2032 of around 9% per year.¹ Taking 2006/07 as the baseline year for B&Q's emissions, in line with the scientific evidence, an annual reduction of 9% per year therefore equates to a total emissions reduction of 89% by 2030.

During recent years, as scientists have continued to gain a better understanding of climate change science, the reductions in greenhouse gas emissions required to avoid dangerous impacts are even greater and the immediacy for cuts to be made are earlier than preceding recommendations.

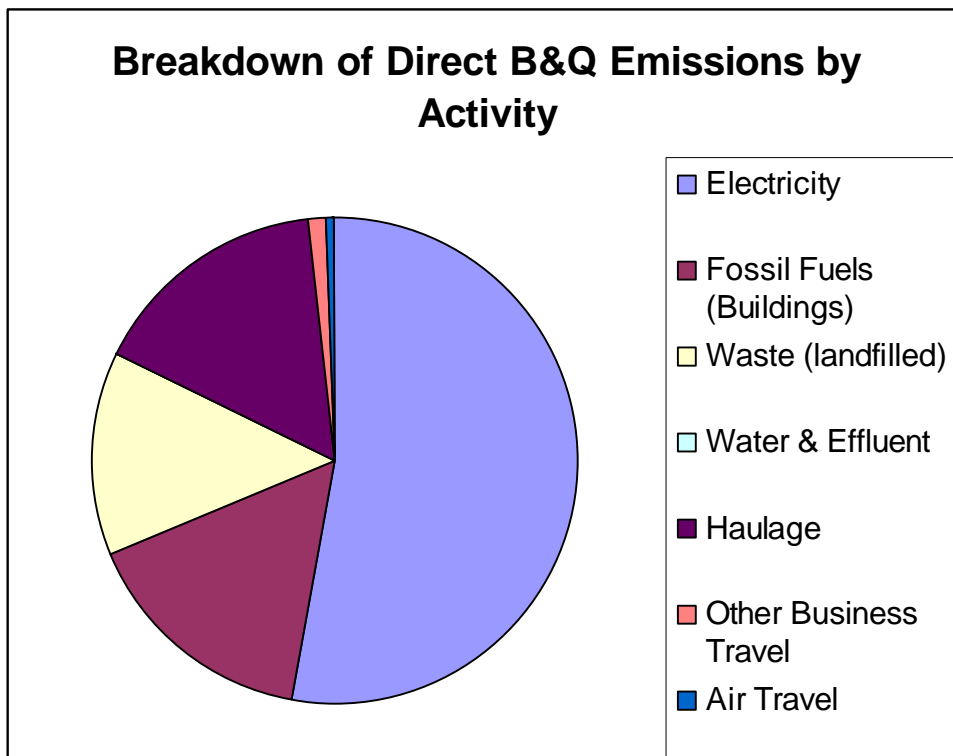
In order for B&Q to be truly sustainable, targets and actions must be consistent with the recommendations developed to ensure the effects of climate change are mitigated. The impacts of B&Q can be allocated to principles within the One Planet Living Framework and actions proposed and targets developed will be consistent with reducing environmental impacts which, directly or indirectly, will reduce net greenhouse gas emissions. For example, ensuring that wood is sourced from certified forests ensures that B&Q is preventing deforestation; estimated to represent 18% of global emissions.

¹ Anderson, K. (2007) The Challenge of Climate Change and Sustainable Energy Presentation by Tyndall Centre for Climate Research at University of Manchester.

² Chris D. Jones *et al.*, *Strong Carbon Cycle Feedbacks in a Climate Model with Interactive CO₂ and Sulphate Aerosols* Geophysical Research Letters, Vol 30 (9 May 2003), p 1479

Based on this information, B&Q's over-arching target is to achieve a 90% cut in direct carbon emissions by 2023, which would make it an exemplary One Planet Living business.

In 2006/2007, B&Q emitted ~ 300,000 tonnes of CO₂ which breaks down as:



Zero Carbon

	Global Challenge	OPL Goal
Zero Carbon	Climate change due to human-induced build up of carbon dioxide (CO ₂) in the atmosphere	<i>Achieve net CO₂ emissions of zero tonnes from operation of buildings</i> Implement energy efficiency in buildings and infrastructure: supply energy from on-site renewable sources, topped up by new off-site renewable supply where necessary.

The purpose of the Zero Carbon principle is to act as a framework for actions and targets that will reduce direct electricity and fossil fuel consumption of buildings, with non domestic buildings accounting for 17% of Britain's total energy demand and 68% of B&Q's direct carbon emissions.

B&Q and BioRegional have already commenced a work programme to develop a strategy for how new and existing stores can be zero carbon to the definition below. This has included consultation with external stakeholders. Zero carbon presents a huge but necessary challenge and B&Q, in partnership with BioRegional, will be at the leading edge in developing solutions.

Definition - Zero Carbon: All buildings and structures should be zero carbon powered by renewable energy. On average, the actual carbon emissions from a building are zero carbon in net terms over the year. Renewable energy should preferably be generated on site or, if this is not possible due to technical or site constraints or disproportionate cost, from a dedicated off site source. But in all cases it should represent new renewable energy capacity, not diverting it from other uses. Carbon off setting is not considered acceptable to meet One Planet Living zero carbon targets. All buildings and structures should be designed to be energy efficient to at least BREEAM Excellent.

B&Q and BioRegional will seek to determine how zero carbon, across the B&Q building estate, can be achieved. A primary concern at the moment is gas heating in stores. While there are already many ideas behind how we can reduce the heating requirements from stores and meet these through renewable technologies, gas heaters are designed to last the life of the building and have a significant embodied carbon which would be lost if the gas heaters were removed.

Therefore, while different scenarios may recommend a 100% reduction in emissions from buildings, considering the various factors that have to be taken into account, there is clearly a trade off between emissions from gas and emissions from transport. In order to achieve the 90% cut in total emissions by 2023, it is clear that significant cuts need to be made across the board. If it is found that, for example, B&Q still has a requirement for gas (e.g. 5% of emissions), greater cuts will be needed in emissions from transport activities. Where these final cuts are made will depend largely on their technical and economic feasibility and overall environmental impact - this is something that will be worked out over the coming years.

B&Q has already identified a number of initiatives that will lead to carbon savings that could potentially be made by 2011/2012. These initiatives include increasing human resources with the introduction of environment champions, installation of energy efficient lamps in lighting displays and retro-fitting Building Management Systems across the store estate.

Additional potential savings – Information Computer Technology (ICT)

Whilst B&Q Properties Department has identified significant savings that can be made in stores through improved maintenance and efficiency strategies, further reductions in electricity consumption can be realised. Although there is not a specific breakdown of the areas consuming large amounts of energy, the energy consumption of IT equipment is becoming increasingly apparent. This is mainly applicable to the store Support Offices and other support functions such as call centres and DIY.com. However, every store also has several computers used by the staff to obtain product information.

There are more than one billion computers on the planet and the worldwide ICT sector is responsible for around 2% of man-made CO₂ each year. In the UK, there are an estimated 10 million office PCs and ICT equipment accounts for roughly 10% of the UK's total electricity consumption. An average UK data-centre uses more power in a year than the city of Leicester, according to the Power and Cooling Survey 2006 from analyst firm BroadGroup. Such demand will severely test the operational viability of UK data centres by 2010.

It is therefore important that the ICT department (run by Kingfisher IT Services) is integral to the Zero Carbon work stream of One Planet Living. A specific procurement policy will be developed to ensure that when replacing computers and other IT equipment, the most energy efficient products are sought. Additionally, the regular monitoring of stores will identify any anomalies in energy consumption which may lead to wider strategies for energy efficiency improvements.

Renewable energy for the existing estate

B&Q has already taken steps to improve energy efficiency in stores and to introduce renewable energy, with planning permission recently granted for a 2MW turbine that will supply approximately 50% of the energy required by one of the distribution centres.

A consultancy was commissioned to look at all store sites to determine whether a wind turbine would be feasible. B&Q Properties has estimated that around 5% of its current electricity demand could be met through large scale on site wind turbines. Once B&Q has maximised the efficiency of stores, residual demand will need to be met by renewable technologies in order to be truly zero carbon (see definition above).

A comprehensive zero carbon strategy will need to be developed for the existing buildings estate. This may include:

- Regular audits of stores, distribution centres and offices to identify inefficiencies. This will result in store specific action plans, with on-going updates to ensure energy efficiency is addressed at all stores.
- An exemplar zero carbon store – an existing store could be retro-fitted with energy efficiency measures with the residual demands met from new dedicated renewable capacity. The exemplar store should then be reviewed, including a cost benefit analysis to determine which measures have the greatest carbon savings/£.
- The development of a holistic strategy to ensure all existing properties are moving towards zero carbon.

New stores

In order to achieve zero carbon, it is becoming apparent that a new approach from B&Q will be required, both in terms of the way the stores are designed and supplied with energy. BioRegional will work with B&Q to develop a concept for a Zero Carbon store.

Products

Energy efficient products range from products that reduce overall energy demands such as loft insulation, to products that use less energy than older models, such as A-rated washing machines. Many of these products are already sold by B&Q including energy saving bulbs, loft insulation, draft excluders and energy-rated products such as washing machines. B&Q also stocks solar panels and wind turbines but it communicates to its customers that focusing on products such as loft insulation is the first step, while installing a microgeneration device such as a turbine should generally only be considered after core solutions have been adopted.

B&Q will work with BioRegional to continue to expand its range of products that will enable residents to reduce their energy consumption. These will include:

- Products such as insulation and energy saving light bulbs that will enable customers to directly reduce their energy consumption.
- Products that will increase customer awareness of their consumption e.g. energy monitors.

However, there are products on sale at B&Q that clearly contravene the One Planet Living criteria. B&Q has taken the first step to addressing this by committing to phasing out the sale of patio heaters; once their seasonal stock runs out in 2008 they will not restock. BioRegional will continue to work with B&Q to ensure that products with high embodied carbon or high emissions in use are identified and that plans are developed to replace them with commercially-viable sustainable alternatives.

Influencing Government Policy

B&Q continues to lobby the UK government to reduce and eventually remove VAT on energy efficient products and microrenewables. This would help to increase market penetration making energy efficiency and generation measures more affordable to consumers.

B&Q will also look to influence government policy using its 'lessons learned' during the process of developing the One Planet Living Programme.

Zero Waste

	Global Challenge	OPL Goal
Zero Waste	Waste from discarded products and packaging create a huge disposal challenge while squandering valuable resources	<i>Eliminate waste flows to landfill and for incineration</i> Reduce waste generation through improved design: encourage re-use, recycling and composting; generate energy from waste; eliminate the concept of waste as part of a resource-efficient society.

Operational waste

This waste stream refers specifically to the waste generated through store operations. B&Q currently backhauls card, soft plastic, wood and metal from stores to regional distribution centres for recycling. However, store waste is otherwise disposed of in a general skip. With a target of 90% recycling by 2012, B&Q is initially focusing its attentions on the provision of recycling facilities for waste streams and is reducing the capacity of general waste skips from all stores, replacing them with between five and eight different containers for specific waste streams. This is already being trialled in Farnborough and it is hoped that all stores will be 'skip free' by 2011.

The B&Q Retail Contracts team is developing the strategy for zero waste and will work closely with the Commercial team to embed the principles of the waste hierarchy into their practices. This will entail developing strategies to:

- Minimise the quantities of materials removed from the shelf through range reviews (e.g. by introducing discounts earlier in the range review process or reducing levels of stock ordered)
- Identify end points where products can be reused e.g. local schools, charities and potentially Building Material Reuse Centres
- Ensure the Commercial team engages with B&Q's waste contractor to ensure all remaining range materials are recycled.

Paint is a specific store waste stream for which a re-use scheme is being developed. B&Q plan to work with Community RePaint to trial the collection of unwanted paint from stores to be used in community projects. This is being trialled in a region of stores and following a review of the trial, it is intended that this scheme will be rolled out across the B&Q estate. B&Q will also address how customers can ensure their waste paint is reused, for example, by providing point of sale information about Local Authority paint initiatives.

Office waste

Whilst the potential environmental impact of waste generated by offices may be much smaller than that associated with store operations, it is an area where all employees have the ability to contribute. Facilities Management has already

been integral to developing re-use and recycling strategies for office materials. All offices have segregated recycling bins and, in May 2007, half of all desk bins were removed. This will be reduced further.

Having introduced these measures, it is apparent that a waste audit would be a useful starting point to gain a better understanding of office waste. This would be co-ordinated with the Facilities Management team who have already expressed an interest in commissioning a waste audit.

Action: *Facilities Management to commission a waste audit for B&Q Store Support Offices. Range reviews generate significant quantities of waste and to address this, separate timber and metal skips have been introduced on site and these materials are recycled. Cardboard, both from range reviews and offices and polythene, are bailed prior to collection. It is important to minimise the use of materials in range reviews and buy-in is needed from the Commercial team to reduce the quantity of materials used for this process.*

Store construction and refurbishment

The construction and demolition industries can reduce their environmental impact at the same time as realising cost-savings through resource efficiency. This can be addressed by taking a reclamation-led approach that:

- not only diverts waste materials from landfill but also retains greater value by reclaiming them intact at the demolition stage
- re-uses materials either on the project where they arise or elsewhere
- replaces the need for new materials
- reduces the embodied impact of the new construction works
- maximises resource efficiency

It is important that requirements for the contractors to take a reclamation-led, resource-efficient approach are incorporated into the tender documents. Therefore, it is recommended that structures with potential for reclamation are subject to a reclamation survey prior to tendering for demolition.

In the construction of new stores, B&Q should ensure that contractors adopt strict Site Waste Management Plans, for example, through the BRE SmartWaste system to provide monitoring data. Responsibility should also be taken to investigate and promote construction techniques that are efficient in the use of materials. This action may fall under the remit of B&Q Properties.

Until recently, refurbishment project managers took responsibility for dealing with waste. B&Q is now working to ensure that all refurbishment projects come under the remit of the Retail Contracts team which is developing a waste management strategy for this waste stream, to ensure consistency across the B&Q estate. This is being trialled at Farnborough and following a review will be implemented during the next phase of revamps in 2008.

Whilst some stores such as Farnborough, which is being trialled as the first store without a general skip, have sufficient space for sorting, many stores have little extra space beyond the shop floor area with a move towards just-in-time

delivery. When designing new stores, adequate floor space must be allocated for sorting waste, particularly as bailers and compactors are set to be part of the waste strategy. This is also applicable to the new Store Support Offices to be built in Chandlers Ford.

Packaging

The B&Q vendor manual contains detailed guidelines on the packaging standards to which all vendors should adhere. In essence, packaging should be made from readily recyclable materials, easily separable and containing post consumer recyclate. The phasing out of PVC packaging is going well and all new own brand packaging will use alternative materials. Plant trays have also recently been reviewed and B&Q recently introduced the use of biodegradable packaging to the organic gardening range. B&Q is currently investigating how widely biodegradable packaging can be rolled out across the garden range. B&Q will continue to work with vendors to continually improve the recyclability of all packaging and ensure that customers are provided with clear and consistent disposal information.

Products

WEEE regulations require that all electrical equipment is designed to allow end of life recycling and the forthcoming Energy Using Products Directive will require more eco-design to be used in developing energy using products. B&Q is working on how to implement the new directive.

Helping customers to reduce their waste

Products such as compost bins are already on sale in B&Q which reduce green waste from either being sent for recycling or to landfill. Food waste is proving to be a large part of the UK's waste stream and while some councils are introducing food waste recycling, it is still more sustainable to deal with waste at home.

Monitoring and waste generation and publishing information

For waste and all other strategies within the B&Q One Planet Living Programme, there is a robust monitoring system in place to ensure that B&Q is on track to meet targets by the dates specified. This will help to highlight where B&Q is not only doing well but will also help to identify any difficulties that have arisen and remedial action that can be taken accordingly. A waste audit was of stores and distribution centres was carried out which identified the total waste and recycling rates for different materials.

B&Q should ensure that its waste strategy and analysis from monitoring is transparent, including the progress it is making towards achieving the zero waste targets. Publishing data such as tonnes of waste/year/employee or tonnes/store/year should be made available.

Sustainable Transport

	Global Challenge	OPL Goal
Sustainable Transport	Travel by fossil fuel based car and airplane can cause climate change, air & noise pollution, and congestion	<i>Reduce reliance on fossil fuel based transport, and achieve major reductions on CO₂ emissions from transport</i> Provide transport systems and infrastructure that reduce dependence on fossil fuel use, e.g. by cars and airplanes.

As a company, B&Q needs to move towards a total reduction in its direct carbon emissions of 90% by 2023. Taking into consideration the savings that can be made through the zero carbon and zero waste strategies, emissions from haulage must be reduced from the 2006/07 baseline by at least 45-50% for B&Q to reach this overall reduction target. This is also dependent on the reductions that are realised in business travel, including flights. Overall, a minimum reduction of 50% in emissions from transport should be realised across B&Q's direct transport operations by 2023.

Domestic freight

This freight includes the transportation of:

- Goods from distribution centres to stores
- Goods from distribution centres to homes
- Goods from stores to homes

The transport of goods from distribution centres is referred to as the Retail Logistics Network, within which a range of strategies have been developed to achieve a short term target of 15% fuel reduction by the end of 2009.

These include:

1. Maximise use of routing software to improve transport planning, reducing mileage travelled per cubic metre moved (and therefore reducing fuel usage per cubic metre).
2. Widening store delivery windows will allow more delivery flexibility and better loading and usage of vehicles. The logistics team has already started speaking to stores to alter their timetables.
3. Further purchase of delivery cages which will enable stock to be loaded in double layers, improving the vertical vehicle fill.
4. Backhauling from suppliers will save a significant number of miles on B&Q stock movements associated with sales. This may involve bringing some stock movements from supplier vehicles to the house fleet – this will increase the internal fleet mileage but the miles on UK roads will decrease overall.
5. Fuel efficiency measures including the procurement of good quality diesel, more extensive driver training and modifications to lorries to reduce wind resistance.

Using the KPI of diesel used per cubic metre of product handled will allow improvements to be tracked on a like-for-like basis.

Additional work is clearly needed to identify the reductions that could be achieved in the longer term, to ensure a total reduction of at least 45% in emissions from haulage by 2023. BioRegional will work with B&Q and external stakeholders to develop a strategy to identify where further reductions can be achieved through logistics management and where other areas such as local sourcing policies and alternative transport technologies may be required in order for this ambitious target to be achieved.

International Freight

The emissions associated with transporting goods to the distribution centres from across the world have not been quantified. Allocating these emissions can prove difficult, particularly for products that are not B&Q's own brand. B&Q and BioRegional are working together to understand the size of this issue.

In essence, reducing the impacts of international freight can largely be affected through local sourcing policies. For example, heavy goods such as stone being imported from India will have very high carbon emissions relative to stone sourced in the UK. Local sourcing policies should be the first area to address when reducing emissions from freight.

Home deliveries and DIY.com

The delivery planning tool mentioned above only covers the Retail Logistics network delivering products to stores. It does not currently cover the Deliver to Home Network due to the large differences in the operating models of these two fleets. Separate measures and targets are being developed for the two Networks.

Electric vehicles are suitable for the short journeys made by home delivery vehicles. At present, battery electric vehicles (BEVs) are the most common zero emission vehicle, producing no vehicle tailpipe emissions in the course of their operation. BEVs that are recharged using energy sourced from renewable energy technologies are as close to being zero emission as possible (there are emissions associated with their manufacture). Even when BEVs are charged using standard grid electricity, they are still cleaner than all other cars on the road.

As a first step, B&Q should consider introducing BEVs to their fleet of home delivery vehicles and to look to ensure that when existing fleet vans are replaced, electric vehicles are the preferred option. In the long term, sufficient renewables capacity should be available on B&Q store sites to power electric vehicles, when public charging points are not available.

Customer travel

Out-of-town retail parks where B&Q stores are typically located are overwhelmingly accessed by car - a travel pattern that is not sustainable given the environmental damage caused by rising car use.

There are already examples of where B&Q has taken action to provide more attractive routes to stores that do not require a car:

East Kilbride store: Walking links were improved in conjunction with the local authority by installing a footpath.

Hartcliffe store: A promotional event was held for staff and customers. Information stands in the car park were staffed by representatives from the local authority (walking & cycling), local police (dealing with safety issues), First (improving bus links), Lifecycle UK (cycling) and Hartcliffe Healthy Lifestyles (promoting walking and cycling). There was also a bike for people to try out.

Reserve and collect is a feature due to be introduced on the B&Q website. This will help to reduce the number of multiple trips made by customers who are unable to purchase the goods they desired upon their first visit to B&Q. DIY.com has a store locator which identifies the store closest to the customer's postal address and also gives directions to the store from the post code address.

Business Travel

Company cars

At present, the total mileage of company car use has not been quantified by B&Q. The first key step will be to gather this information through the company car fleet contractors. A reduction in total mileage will then be determined once company car monitoring is in place.

B&Q has also identified how emissions from the company car fleet can be reduced. These include:

- Capping the company car list by CO₂ emissions
- Building incentive plan for greener car choices
- Delivering an alternative way to reimburse drivers for fuel – opportunity to change driver behaviour and reduce mileage
- Implementing whole life cost instead of COO ratings – opportunity to incentivise green choices

The key to reducing emissions associated with company cars is to reduce car mileage as much as possible and this must be a priority focus of a sustainable strategy for business travel. There are several initiatives that are being developed to reduce the need to travel:

- Raise awareness of alternatives to meetings face to face
- Ensure all employees have access to teleconferencing facilities and identify where intra-company video conferencing may be beneficial
- Provide information to all staff about travelling to common destinations by public transport

Flights

Of flights made by B&Q staff, 51% are domestic flights (less than 450 miles) accounting for over 700 tonnes CO₂ emissions in 2006/07. Whilst this is significantly less than emissions from activities such as haulage, nonetheless

B&Q must realise reductions in emissions across the board if it is to achieve the target of 90% by 2030.

B&Q is putting in place a very comprehensive communications strategy to embed the One Planet Living ethos but if staff are seen to be taking multiple domestic flights when they could be using video conferencing or taking the train, this is likely to be very disheartening to those who are working day to day to reduce emissions.

Understandably, there can be a cost implication in choosing to take the train over flying. Often, however, these costs do not take into consideration the fact that many airports are out of town and taxis are then also required to reach the final destination. Train stations on the other hand have more central locations. If video conferencing facilities are available, often the need to travel can be eliminated completely, saving valuable staff time. Travelling is also tiring and staff productivity must also be taken into account.

The business travel policy should ensure:

- Where possible, meetings are booked far in advance to enable cheaper advanced tickets to be purchased on trains and where possible, meeting times should enable off peak travel.
- Video conferencing should always be the first choice for meetings. This can also save valuable staff time.
- Staff making the same journeys regularly should have a network rail card.

BioRegional will work to develop the business travel policy with B&Q and also to develop a business case for not taking domestic flights and to obtain buy-in from those B&Q staff who take domestic flights. BioRegional will review the flights made by B&Q staff and identify key journeys that should always be made by train, regardless of the cost implications.

Ideally, as stated in the One Planet Living Common International Targets, all business travel should be offset but this must be viewed as a last resort.

Staff travel

Responding to new Government legislation, the majority of new B&Q stores have a requirement for a Travel Plan as part of planning consents. B&Q use a consultancy to develop store specific travel plans. Over 60 stores (a number of these undertook travel plans voluntarily, not part of planning requirement) with a Travel Plan have undergone a staff survey, from which store specific targets have been set to achieve modal shift in travel journeys to reduce the number of cars arriving on site or increase the percentage of staff that use public transport.

Local and Sustainable materials

	Global Challenge	OPL Goal
Local and Sustainable Materials	Destructive patterns of resource exploitation and use of non-local materials in construction and manufacture increase environmental harm and reduce gains to the local economy	<i>Transform materials supply to the point where it has a net positive impact on the environment and local economy. Where possible, use local, reclaimed, renewable and recycled materials in construction and products, which minimises transport emissions, spurs investment in local (non fossil fuel) natural resource stocks and boosts the local economy.</i>

The aim of this principle is to ensure that B&Q maximises the use of sustainable materials in its operations and products. The materials procured by B&Q fall under two broad categories:

- Goods for Resale – products sold in stores
- Goods Not for Resale – any other product, material or service procured by staff at B&Q

Goods for Resale

B&Q's QUEST programme is an internal quality, environmental and social evaluation process and is an essential tool to evaluate the supplier's current understanding and performance of quality, supply, environmental, social, ethical and human welfare issues. Vendors are evaluated on ten QUEST principles.

The following specifically address the One Planet Living Principle of Local and Sustainable Materials:

QUEST 6 - Environmental Policy and Awareness: Vendors must have a meaningful Environmental Policy to supply products to B&Q.

QUEST 7 - Environmental track records and targets: The vendor should be able to demonstrate a robust track record and clear targets in terms of its environmental performance.

Goods Not For Resale

B&Q has the opportunity to ensure that all the materials that it purchases directly (such as office equipment, uniforms, cleaning products) and any materials used in construction work are responsibly sourced.

The first action will be to understand the existing vendor base and review all of the materials procured, understand how much is being used, where it comes from and disposal routes. This work will be lead by the B&Q GNFR Forum.

A wide range of staff at B&Q is responsible for procurement which is usually a secondary responsibility to the individual's main role. Overarching Sustainable Procurement Guidance is therefore being developed to assist staff in making more sustainable product choices. Following more detailed analysis of the quantities of goods procured, B&Q will develop specific procurement strategies

for the products and materials it procures, focusing on the products and materials purchased in high quantities during the course of a year.

All vendors will be approved under the new GNFR vendor assessment. The GNFR Vendor Assessment Questions & Procurement Code has been finalised, against which all new suppliers must be assessed.

This year's policy review programme identified where additional standards were needed for GNFR purchases and will start to introduce guidance. New suppliers will not be awarded business if they fail any critical points. If B&Q find existing suppliers with critical "issues" then they will be given a timeframe to make necessary amendments to their practice or be de-listed. Failures on non-critical points will result in an improvement action plan, agreed between purchaser & supplier, with the aim of passing all non-critical areas within the set timescale (which maybe short or longer term, depending on the issue).

B&Q will ensure that the assessment procedure is being implemented through random internal audits of assessments and will make any necessary amendments to the system to ensure that the assessment is providing the desired information.

Store construction and refurbishment

Whilst the procurement of materials for store construction and refurbishment is incorporated into the Goods Not for Resale strategy, there are some specific materials strategies that B&Q should adopt for the construction and refurbishment of stores. As a DIY company, by exemplifying how local and sustainable materials can be used in the development of stores, B&Q will be demonstrating its commitment to customers and will enable customers to do the same.

Of the 420 million tonnes of material resources used for construction each year in the UK, about 10% are recycled materials, approximately 5% are from secondary sources and less than 1% is reclaimed materials. Government figures indicate that the construction and demolition industry produces more than four times more waste than the domestic sector and that the transportation of construction materials accounts for 30% of all road freight in the UK.

The specification of appropriate construction materials is vital to achieve long-term sustainability. BioRegional's research has demonstrated that on average domestic and commercial buildings can achieve the following use of sustainable materials:

- 30% of construction materials by value to be from reclaimed or recycled sources
- 80% of non reclaimed timber for basic building and finishing elements by value to be certified
- 40% of construction materials by weight to be sourced from within 30 miles

BioRegional will review the current building specification for B&Q stores and work with the properties team to develop a plan to introduce requirements that

will maximise the use of materials from reclaimed, recycled, certified and local sources.

In the first instance, it is recommended that B&Q use the BRE Green Guide to specification to inform the selection of materials. A construction specification should be developed to ensure that where possible, local, reclaimed, renewable and recycled materials in construction and products are used. This approach minimises transport emissions, spurs investment in local (non-fossil fuel) natural resource stocks and boosts the local economy.

Local and Sustainable Food

	Global Challenge	OPL Goal
Local and Sustainable Food	Industrial agriculture produces food of uncertain quality and harms local eco systems, while consumption of non-local food imposes high transport impacts	<i>Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples well-being</i> Support local and low impact food production that provides healthy, quality food while boosting the local economy in an environmentally beneficial manner; showcase examples of low-impact packaging, processing and disposal; highlight benefits of a low impact diet.

The aim of this principle is to ensure that UK residents increase their use of local, seasonal and organic produce and reduce the amounts of animal protein consumed. This is not an area B&Q has sought to address in the past as the impacts of the products it sells in stores have a comparatively larger and more direct environmental impact. Nonetheless, with around 34,000 staff members and the availability of café and vending machine goods to store customers, it is important to set in place a local and sustainable food policy.

This means food should be locally sourced from low impact farming and with reduced packaging. This should cover all office cafeterias, B&Q cafes in stores, vending machines, business lunches and catering for events. Similarly, low impact meals such as vegetarian and vegan options should always be available and should be promoted as healthy and sustainable.

To ensure that B&Q is able to meet these overarching targets, BioRegional will work closely with B&Q to develop a food policy, including targets and measures, in line with the criteria for local and sustainable food, by July 2009. A plan will also be put in place detailing how the policy will be implemented and an internal communications strategy will be developed to promote sustainable food options to B&Q staff.

Canteen food should be prioritised as this is the area where B&Q will be able to exert the greatest influence, particularly in reducing the Ecological Footprint associated with food, which can be most greatly affected by reducing meat and dairy consumption. Meat and dairy can have an Ecological Footprint ten times that of vegetables for the same weight. It will also be important to look at café food, vending machines and concessions and B&Q has already started to review where changes can be made.

Sourcing food for stores and cafes

The introduction of QUEST for Goods Not For Resale (see local and sustainable materials) will be applicable to food vendors, who are not covered by the current Goods For Resale QUEST evaluation process. This will provide assurance that the food suppliers adhere to B&Q's code which assesses environment, social, ethical health and safety or human welfare issues.

More specifically, B&Q will also work with the suppliers to develop a comprehensive food sourcing policy to ensure caterers:

- Maximise the amount of fresh food available in canteens and cafes and reduce the availability of processed food
- Ensure local, seasonal and organic food is sought and promoted
- Introduce Fair Trade products to cafes in store and canteens
- Use certified products where possible such as MSC for fish, red tractor etc.
- Provide a selection of high quality vegetarian and vegan options
- Specify that meat should be local and pasture, not grain fed

The B&Q Farnborough store has already introduced Fair Trade and Fair for Farmers drinks.

Sourcing food for vending machines and concessions

Vending machines are present in both stores and offices with around 3500 across the B&Q estate. B&Q recognises the impacts of vending machines and is looking to:

- Stock fair trade products in food and beverage vending machines, both in store and offices.
- Explore opportunities to stock vending machines with locally sourced products.
- Reduce the electricity consumption of vending machines.

B&Q also leases space in its car parks to food concessions, of which there are around 220 across the B&Q estate. Whilst B&Q currently cannot control the price or sourcing of food products for these concessions, it is developing a strategy akin to its existing health and safety strategy that will enable B&Q to ensure food being sold by concessions also meets the One Planet Living criteria for local and sustainable food.

Supporting and encouraging a 'grow your own' culture

DEFRA's "Year of Food and Farming" aimed to give young people in England direct experience of the food chain and the countryside. B&Q participated in this scheme by sending 'grow your own' packs to 5000 primary schools in the country with all plants and information needed to grow tomatoes.

As part of the One Planet Home[®] programme, B&Q is already increasing its range of organic vegetable plants and seeds.

Sustainable Water

	Global Challenge	OPL Goal
Sustainable Water	Local supplies of freshwater are often insufficient to meet human needs due to pollution, disruption of hydrological cycles and depletion of existing stocks	<i>Achieve a positive impact on local water resources and supply</i> Implement water use efficiency measures, re-use and recycling; minimise water extraction and pollution; foster sustainable water and sewage management in the landscape; restore natural water cycles.

Reducing potable water consumption

Smart watering has already been installed in 28 Scottish stores and this is due to be rolled out across the entire B&Q UK estate. Automatic Meter Readings, as with the monitoring of electricity consumption, enable any stores consuming unusual quantities of water to be detected quickly and addressed. Currently, water consumption is only monitored by looking at invoices which may only be sent to B&Q every six months.

Efficient fittings such as low flow aerated taps, dual flush toilets and efficient washing machines are installed in all new buildings and should be retrofitted where possible across the existing estate. Flow restrictors are another feature that could be considered which can be retrofitted relatively cheaply. Dual flush toilets are being trialled at the new Halifax store and if successful, the shell specification will be modified to incorporate 4/2 litre flush capacity cisterns. Alternative options for taps are also being developed including the use of PIR sensors for taps in new stores.

Garden centres are likely to be responsible for a large proportion of B&Q's water consumption but the actual breakdown between different uses is unknown. The first step for B&Q is to gain a clearer understanding of the irrigation activities across its estate and to use this information to develop a best practice report. Advice is also being sought from Envirowise on best practice water management. For example, irrigation efficiency can be maximised by delivering water at night or in the evening when other water demands are expected to be at their lowest and to minimise evaporation.

Rainwater harvesting has been included in the 2007 specification for new B&Q stores. The system should be designed to recover 50% of water required for toilet flushing and irrigation from the roof and as a minimum 25,000 litres for a mini warehouse and 30,000 litres for a warehouse. The storage tank is to be located underground in the service yard adjacent to the office accommodation. It is to be connected to the roof drainage via filters.

Flood management

Sustainable construction is not just about reducing water consumption. It also involves ensuring that the construction is not going to increase run-off from the site, potentially creating flooding problems elsewhere. The summer of 2007 saw flooding across much of the North-western Europe. Although the exceptional rainfall was the main cause, it was generally acknowledged that not

only will these rainfall events become more commonplace with climate change but also that the lack of attention paid to flooding issues in development had exacerbated the problem. Sustainable Urban Drainage systems (SUDs) are natural methods for reducing rainwater runoff and they include:

- Permeable paving in areas of car parking and pedestrian areas to allow water to drain
- Landscape features such as swales, ditches and ponds to take heavy rainfall and allow it to soak away slowly
- Green roofs (and/or rainwater harvesting) to reduce run-off from roofs
- Attenuation tanks where required

Sustainable urban drainage measures should be integrated, wherever feasible, in the development of new stores and retro-fitted at existing store sites.

Natural Habitats and Wildlife

	Global Challenge	OPL Goal
Natural Habitats and Wildlife	Loss of biodiversity and habitats due to development in natural areas and overexploitation of natural resources	<i>Regenerate degraded environments and halt biodiversity loss</i> Protect or degenerate existing natural environments and the habitats they provide to fauna and flora; create new habitats

Peat

B&Q will continue to reduce peat content in products in an effort to meet Government targets and to adhere to its existing Peat Buying Standards. B&Q has already introduced peat-free options and implemented 'low impact' peat reduction in peat-containing products. In 2007, B&Q began a number of feasibility studies to assess options for further peat reduction, their impacts in the supply chain and on product costs.

The following peat alternative targets have been set by B&Q based on the Government's definition of growing media and conditioners:

End of 2007: 60%

End of 2008: 70%

End of 2009: 80%

End of 2010: 90%

In the short term, B&Q's action plan is to:

- Develop a cross-sector peat reduction strategy by October 2008
- Sign off the peat reduction strategy by end 2008
- Implement the strategy with action plans and measures for all impacted vendors
- Continue to report annually on top line progress towards the final target with annual peat audits in February 2008 and 2009.

Whilst ultimately, B&Q aims to phase out the use of peat, currently it is not appropriate to set a 100% target as alternatives are not available in the necessary volumes at sufficient quality. As part of the plans to ensure store sites are of low ecological impact, it is recommended that all planting on B&Q sites should use peat-free compost with immediate effect.

Store sites

In the first instance, previously developed land should be selected over green field sites for the building of new stores, where this is the best environmental option.

89% of stores built since 2000 have been built on previously developed brown field sites. This must be taken within the context of the wider environmental agenda, including locating new stores in areas that may be viable for on site wind generation and close to a good public transport network.

Store construction and refurbishment

The construction and demolition industry plays a significant role in driving this decline in biodiversity and is responsible for a third of the UK's national Ecological Footprint. The impacts of a development are felt at both the local and global level and are a result of:

1. The materials and products used in construction
2. The construction and demolition processes
3. The design of structures
4. The operation of those structures

At the project level, there are significant opportunities to reduce the ecological impact of a development at both the local and global scale. Existing natural assets can be maintained through sustainable procurement policies and by incorporating existing features into designs. Regeneration can also deliver significant ecological enhancements through considerate landscaping and habitat management strategies. In this way store development should see the natural environment as integral to any sustainability objectives.

One Planet Living Awards

Within the new criteria that has been developed for the One Planet Living Awards (see section in Culture and Heritage), projects are asked to demonstrate how their activities will support natural habitats and wildlife. The annual Awards will be presented to community groups working on projects connected to natural habitats and wildlife.

Culture and Heritage

	Global Challenge	OPL Goal
Culture and Heritage	Local cultural heritage is being lost throughout the world due to globalisation, resulting in loss of local identity and wisdom	<i>Protect and build on local cultural heritage and diversity</i> Celebrate and revive cultural heritage and the sense of local and regional identity; choose structures and systems that build on this heritage; foster a new culture of sustainability.

B&Q has a heritage of environmental and ethical standards which began with its founding membership of the FSC in 1993 and continues to this day with its community awards scheme which, since 1994, has enabled customers to support local community groups and enhance their natural surroundings. One Planet Living presents an opportunity to bring together these standards under one framework and build upon this heritage to embed a culture of environmental, ethical and social responsibility throughout the organisation.

A One Planet Living Steering Group was set up by B&Q in 2007, with B&Q Board Members allocated as sponsors for each of the ten One Planet Living Principles.

Ian Cheshire, CEO of B&Q at the time and now CEO of the parent company Kingfisher publicly endorsed the One Planet Living programme, emphasising that One Planet Living really will be integral to all of B&Q operations.

The CSR team will lead the raising of awareness and employee education across the One Planet Living agenda with the engagement and active participation of cross functional stakeholders. B&Q will work with support from BioRegional to develop a consistent message about One Planet Living and it is hoped that this knowledge will then filter through the rest of the organisation.

People will only act if they perceive that everyone else is acting, so buy-in across the board is critical to the success of One Planet Living. B&Q needs to have a clear, open forum for all members of staff to be able to express their opinions and ideas to ensure B&Q is continually improving and moving towards becoming a One Planet Living Business.

Success of One Planet Living Products

Another stream of work being developed as part of the One Planet Living programme is helping customers to achieve One Planet Living in the home through products which meet One Planet Living's criteria. As part of the initiative, B&Q aims to extend its current range of products that help customers reduce the impact of their homes and to develop new ones to have a substantial One Planet Home[®] product range in store.

Store Neighbourhoods

This is one of the seven criteria identified within the B&Q Social Responsibility policy where B&Q believes it can have the greatest impact. In particular, B&Q

recognises that stores have the potential to cause disturbance to local residents, especially through traffic movements, vehicle noise, light pollution and litter.

B&Q already invites local community groups and organisations to visit sites during construction to ensure community engagement is in place during this potentially disruptive period, providing a forum for any concerns from the local community to be acknowledged and taken forward.

Safe driving programmes have been set up to educate school children about the dangers of lorries in areas around distribution centres. This is part of an ongoing strategy, ensuring that training is carried out in all schools around distribution centres and any other areas where there are B&Q lorry movements during the daytime.

B&Q in the Community – Awards and Funding Charity Partners for 2008

B&Q has a corporate charity and sponsorship policy and has chosen national charities for corporate fundraising and charity collections at B&Q stores. The nominated charities for 2008 are: Cancer Research UK, Help the Aged, NSPCC (ISPCC in Ireland and Children First in Scotland). B&Q will also continue to support the Children in Need Appeal and the Royal British Legion's Poppy Appeal.

Employee Fundraising 'Match It'

B&Q employees raise tens of thousands of pounds every year for various charities and good causes. Match It enables B&Q to make a contribution to charities and good causes, such as schools, scouts and guides or community centres, by matching funds raised by employees to a set limit.

Community awards

B&Q acknowledges that it has an impact on every community in which it operates. It has therefore identified that one way to give something back to store communities is through the donation of skills and products.

Since 1997, B&Q has helped community projects through the B&Q 'Better Neighbour Grants' which have been rebranded '**One Planet Living (OPL) Grants**'. The grant offers community groups funding (between £50-£500) of materials for a project that involves and has a long-term benefit to the local community. Each store has a 'limited' budget and may not always be able to offer help should their budget be exhausted. However, through making contact, if stores are unable to help on the first occasion, they may be able to help in the future or be able to offer assistance through waste donation.

The 'You Can Do It' Awards have already been rebranded as the '**One Planet Living' (OPL) Awards**. The OPL Awards allow community-based projects to secure up to £10,000 of B&Q products across the UK and Ireland. Projects need to demonstrate how their activities will support one of the following themes of environment/energy saving, natural habitats/wildlife and local culture/heritage.

Equity and Fairtrade

	Global Challenge	OPL Goal
Equity and Fair Trade	Some in the industrialised world live in relative poverty, while many in the developing world cannot meet their basic needs from what they produce or sell	Ensure that the impact on others is positive Promote equity and fair trading relationships to ensure the OPL community has a beneficial impact on other communities both locally and globally, notably disadvantaged communities

As a large organisation, which touches supply chains across the globe, B&Q is committed to respecting the quality of life of all people and communities. It is B&Q's social responsibility vision "to improve the quality of life of all the people our business touches." B&Q's existing approach is one of engagement with vendors and through the vendors, the vendors' suppliers. For this to produce results, vendors and their suppliers' factory/site managers must share an understanding and commitment to B&Q aims and values. B&Q has publicly stated that it will not buy from factories or worksites where management practices indicate an absence of commitment.

Supply chain transparency

As part of the QUEST (Quality, Ethics/environment/SafeTy) evaluation for vendors, QUEST 8 criteria aim to ensure high operational standards in the factories and work places throughout the supply chain. We offer guidance and help to our vendors to improve conditions in the supply chain. B&Q regularly reviews its process to ensure that QUEST delivers:

- Supply chain transparency - B&Q knows where all its products come from
 - Improvements in the supply chain - B&Q requires vendors to provide evidence that demonstrates clear and measurable improvements in working conditions in the supply chain
- Effective reporting - B&Q can report data to Kingfisher and external stakeholders on progress

QUEST 8 criteria requires vendors to demonstrate that they know where and how their products are made and B&Q may require full visibility of and information on the whole supply chain. B&Q has identified that SEDEX - the Suppliers Ethical Data Exchange is a particularly useful system for managing data on labour practices in the supply chain.

It is our aim that by 2011, all (own brand) vendors and their first tier suppliers will be using SEDEX as their data management tool. Once in place, the ongoing targets will focus on the continuous improvement of the performance of vendors against B&Q's QUEST 8 criteria. It is an ambition that by 2023, all B&Q vendors will be at Grade C or above.

Regional projects to improve international supply chain transparency

B&Q has a long history of working to understand the conditions within the supply chain. This work has led to a number of discreet projects that aim to

deliver a variety of improvements addressing issues such as overtime and healthy & safety.

There are many projects which B&Q could embark on but crucially, it has recognised that it needs to develop clearer criteria about:

- What these projects aim to deliver
- What mechanisms are needed to share learnings with other vendors
- How lessons learnt can be applied widely within the B&Q supplier base

Project criteria will be developed by the end of 2008.

Equity in the workplace

Respect for the diversity and cultures of people is one of the seven criteria identified within the B&Q Social responsibility policy where it believes it can have the greatest impact. B&Q's aim is to treat both employees and customers with dignity and respect and to value diversity and to utilise the differences people bring to the business.

This is addressed through the following policies and guidelines:

- Diversity & Equal Opportunities Policy
- Age Policy
- Cultural Diversity Policy
- Kingfisher Code of Conduct
- Bullying Policy
- Respect for People Policy

It is important that the Equal Opportunities policy is regularly reviewed and updated to reflect the concerns of staff and customers over ever-developing ethical issues. Consultation should be held every few years to provide a forum for both staff and customers to express concern for particular ethical issues. These concerns are not necessarily fixed and can change over relatively short periods of time.

We should continue to encourage local employment to ensure that the diversity profiles of stores reflect the communities where stores operate. In addition, B&Q should continue to develop local partnerships with organisations such as Jobcentre Plus to support their efforts in getting benefit claimants into work. Where store communities have high numbers of residents for whom English is their second language, B&Q should ensure that:

- Store staff who speak the language of the local ethnicity in areas where English is commonly a second language are clearly identifiable to customers.
- Project guides should be translated into languages specific to the ethnic diversity of the store neighbourhood.

Services should also be reviewed and more ethical providers considered. This phase of work would come after the implementation of the Goods Not for Resale vendor assessment for commodities.

Health and Happiness

	Global Challenge	OPL Goal
Health and Happiness	Rising wealth and greater health and happiness increasingly diverge, raising questions about the true basis of well-being and contentment	<i>Increase health and quality of life of all involved with B&Q communities</i> Promote healthy lifestyles and physical, mental & spiritual well being through well-designed structures and community engagement measures, as well as by delivering on social environmental targets.

Employee Engagement

Employee engagement is something taken very seriously at B&Q; it is important that every member of staff feels valued. All employees are encouraged to participate in the Employee Engagement survey twice a year. There are 20 questions in the Employee Engagement Survey. B&Q has measured employee engagement via the Gallup Q12 survey since 2000. Q12 questions have been included in every survey conducted by Gallup. They relate to the 12 key needs that Gallup believes will evoke the strongest feelings of engagement among employees and so drive business performance. Using the Gallup Q12 means B&Q can gauge its organisation against others which may provide some indication as to whether adopting One Planet Living in the work place leads to a happier and healthier workforce.

Response rates and survey results are shared openly across the business and the leadership team is fully committed to ensuring that any necessary action is taken to grow and sustain high levels of engagement. Engagement levels at B&Q are at the highest levels ever and are just short of achieving 'world class' in Gallup's external global retail database.

B&Q also engages its employees through internal communication publications such as:

- Talking Shop – a bi-monthly magazine aimed at all staff
- Real Deal – a monthly magazine for managers
- In The Loop – a monthly communication which goes to all employees with their payslips.

Employee 'voice'

B&Q first introduced Grass Roots in 1998 as a "bottom-up" communication process. The introduction of Grass Roots was intended to give more structure and scope to B&Q's employee consultation arrangements and ensure its company-wide coverage and relevance through the establishment of a multi-tiered consultation framework operating at store, regional, divisional (in geographic terms) and national level. Grass Roots support business development and recognise the benefit of involving employees in matters which affect their job or working conditions.

Valuing employees for their individual contribution and respecting their opinions helps to create an open-minded environment. The Grass Roots forum is designed to:

- Share plans with employees
- Hear what they have to say about them
- Provide a means by which employees can put forward ideas and suggestions
- Implement changes
- Give employees a place where they can air their views on how the business can be improved, raise questions and have concerns addressed

Grass Roots meetings are used to discuss substantial issues that are having an impact on groups of staff or affecting the way B&Q does business such as:

- The working environment
- New working processes
- Changes to policies and procedures
- Issues that staff feel make it difficult to do their jobs well
- Company initiatives
- Changes in strategy or development

B&Q encourages employees at its Store Support Office to meet their CEO Euan Sutherland, via TEA (Tell Euan About...) sessions. These are informal, weekly, 45-minute gatherings of approximately eight colleagues at a time. There is no set agenda – it's just an opportunity for Euan to keep close to the real issues and opportunities in the business. TEA sessions are also held in stores as part of Euan's normal visits.

One Planet Living ethos

Within the culture and heritage principle, B&Q is addressing how it will ensure all staff engage with initiatives to help it move towards becoming a One Planet Living business. One Planet Living obviously goes beyond the impacts of a business and it is hoped that staff will be keen to adopt One Planet Living principles in all aspects of their life. The HR department at B&Q has already developed a comprehensive internal communications plan for the One Planet Living programme and the launch of the One Planet Home[®] range of products in store in October 2009. Regular articles about One Planet Living appear in internal publications. Other plans included:

- Having a 'weekly top tip' on the B&Q intranet to support One Planet Living.
- An on-line discussion forum for the company's Environmental Champions.
- Divisional and regional events used as an opportunity to share the One Planet Living message as part of standard presentations.

BioRegional will work with B&Q to help deliver the message of One Planet Living with events and initiatives such as:

- Inviting all staff to calculate their own ecological footprint using the calculator developed by BioRegional.

Flexible work practices

B&Q aims to ensure working practices are sufficiently flexible to enable staff to balance the demands of work, family and leisure time. B&Q already offers a number of company benefits including flexible working arrangements:

- Part time hours – anything from 6-39 hrs per week
- Term-time working – allows up to 12 weeks off to cover school holidays
- Job share
- Staggered start and finish times
- Split shifts
- Dual store/ site working
- Split/ dual role
- Home/remote working
- Career breaks

Requests can be for an ad hoc, short term, temporary or a permanent change to normal working arrangements. This is above and beyond the statutory requirement to offer flexible working. B&Q wants employees to have a greater balance between work and other commitments and is prepared to work with them to achieve this whilst ensuring the demands and expectations of customers are met and business objectives are achieved.

Job sharing is facilitated via the Job Share Register, which is available on-line for employees to register their interest in being part of a job share arrangement and facilitates interested parties finding job share partners across different stores/business areas. To communicate these flexible work practices, policies will be showcased and publicised in internal publications and stores will be fully supported to implement flexible working solutions to fit with the needs of their customers.

As highlighted in the section on Equity, increasing the diversity of B&Q's workforce and in particular, the percentage of women in management, is a key priority and the flexible working offer is seen as a key enabler of this. To help promote flexible working and to illustrate that flexible working can really be beneficial, B&Q will continue to showcase success stories in B&Q publications, flexible working packs, on the intranet and at careers events. B&Q will also continue to ensure that it links in with Customer Advisor Development programmes and Management Development programmes to ensure they are compatible with flexible working arrangements.

Employee Assistance Programme

All B&Q employees, plus any family members who live with them, have access to a free confidential 24-hour helpline for 12 months. The phone counselling and legal services offered are very extensive, including advice on relationships, financial and health issues and moving home.

Closing from BioRegional

Sue Riddlestone, Executive Director of BioRegional:

“Achieving One Planet Living is the challenge of our times. Most people know that we have to take action but don’t like the idea of having to cut back or go without.

”What we have found through our real-life sustainable communities and products is that it’s more about being efficient and developing new ways of doing things.

“People are happier living a ‘one planet’ life. A sustainable future is nothing to be afraid of but something we can all look forward to. We are delighted that B&Q has stepped up to the mark and said: ‘We will do it and we will help our customers to do it too.’”

Award-winning environmental charity BioRegional and B&Q embarked on this three-year partnership back in November 2007. Since then, they have worked together to develop this Sustainable Action Plan for B&Q operations, covering the ten One Planet Living Principles. Building on B&Q’s heritage of environmental awareness, BioRegional has set short and long-term targets to ensure B&Q is on course to significantly reduce its impacts and to help in the fight against climate change.

The Plan was approved by BioRegional and B&Q’s One Planet Living Steering Group in May 2008 and will be reviewed by BioRegional on an annual basis. BioRegional is now working with B&Q to develop practical solutions that will help it to meet the stretching One Planet Living targets.