

Social Responsibility and the Business of Building – a Personal Viewpoint

ABS
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**A briefing paper prepared
exclusively for the CIEF conference
on corporate social responsibility
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Profile of the author

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Dave is a Director of **ABS consulting**, a consultancy dedicated to improving the environment in which people work and live. The 'green and businesslike' focus which has been a keynote of the firm for many years, and its concern for people, has led naturally to a practice in sustainability. Dave is an engineer with a passion for sustainability and good design. Formerly head of the BREEAM team at BRE, Dave has also worked with BRECSU, WS Atkins and British Gas.

An enthusiast for radical rethinking, Dave acts as **Environmental Co-ordinator** or 'E-Co' on a number of client projects. ABS also provides a service known as '**Green Imagineering**'. Strategic sustainability brainstorming sessions are facilitated which deliver imaginative and attractive sustainable solutions, with a sound engineering basis.

Dave is a well-known contributor in national construction industry sustainability initiatives. He is Chair of the **Construction Industry Council's** Sustainable Development Committee, a member of the National Judging Panel for the **Civic Trust** Awards, and Strategic Adviser to **Sponge**, a network of young construction professionals in pursuit of sustainability. He is also behind the ABS inspired '**Fit Buildings Network**' - which aims to deliver buildings that are 'fit for purpose, fit for people and fit for planet'.

Dave has lectured at the Schumacher College at a special one-week course (December 2001) for construction professionals, on 'Inspiring Construction'.

Q: How do we, as practitioners and users, interact within the built environment and with all our stakeholders?

A: "We mostly live in man-made buildings now, but we used to live in caves. A few clever people get to design and create new ones, but most of us just look after what they've got. People buy and sell them, folk come and go, and some pay rent. We spend most of our lives inside them. Often we'd prefer to be outside, so we like inside spaces to be light and airy. It's easy to spot good ones. They can make us feel at home. They can use a lot of resources- some much more than others. They help keep us safe and healthy and can last a long time. So we all have a big stake in leaving behind the very best we can for the children of the future." A
child.

People

This paper reflects my personal views and is a collection of thoughts and ideas I've shared with - and borrowed from- friends and colleagues I've met along the way. There are too many to thank them all but they'll know who they are, and I'm grateful. Whilst it isn't necessarily the view of ABS consulting, nor indeed the CIC, I believe both organisations would go along with most of what I say, and indeed both organisations have helped me form the ideas in the paper over the years. But the buck stops with me. I have included my children as co-authors as they naturally, and increasingly, shape the way I think, and are a constant source of both agony and inspiration. My wife deserves a huge thankyou too. There. That's the cast of people involved here....I mean... the stakeholders.

Organisations

ABS consulting is a consultancy dedicated to improving the environment in which people work and live. The 'green and businesslike' focus which has been a keynote of the firm for many years, and its concern for people, has led naturally to a practice in sustainability. I'm enjoying working at ABS, and grateful to all my colleagues. Before ABS I gained a lot working with people at the BRE, at WS Atkins, and British Gas.

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1. So what is the Big Idea?

(First I need to ask you to suspend disbelief. We need to step off the planet. Later, if you'll allow me to, I'll come back down to earth!)

We have heard Adrian Henriques demystify what CSR is. Hopefully the mist is continuing to clear... and a body of authentic common sense will start to emerge today from all the jargon, smoke and mirrors. I also hope you will end up agreeing that today's conference topic, CSR, is just one facet of a single 'joined-up' unified theme - how business can *'do well by doing good'*.

Doing the wrong thing, or doing the thing wrong, is fine while it lasts. People and businesses can 'get away with it' for seemingly a long time. But not for ever. What goes round comes round. We reap what we sow. In a time-travel sense we are downstream of the pollution and problems we create today.

I want to share with you some of the paradigms that I am finding work for me, many of which I have learnt from my colleagues at ABS, but some are my own fault! These apply internally – i.e. to how we run our own business (an SME) as much as to how we advise our clients. And we aim to be consistent.

Today's conference isn't about some new Management School fad. It's about our future, indeed about whether we have one. As a company, as individuals and even perhaps, as a species. How much do we care? We should, because as one of the big management consultancies once coined it 'Who cares wins'. Ultimately sustainability is the only real driver.

"We are busy climbing up a ladder, but are we sure it is leaning against the right wall"

Whatever it is I'm on about, it would appear to be something big. Big journeys start with a single step, and charity starts at home. Let's start there.

1.1. Home

Some of you will be aware that the word 'Eco' comes from the Greek word *oikos*, which means home. Individually we live in homes. As a species we live on 'spaceship earth'. How well are we taking care of our spaceship? Are we "fouling the nest in which we live"? Do we have a spare - if we foul up?

The many and varied issues that comprise sustainability can appear daunting and complex. But this need not be the case. In simple terms all that is required for us all to enjoy our journey on 'Spaceship Earth' is that we aim to observe 4 'home truths':

- put back what we take
- only make and use products that are non-toxic and can be broken down
- preserve the basis of the eco-systems and natural cycles that make the planet work
- uphold open and fair competition

(Credit 'Mid Course Correction' by Ray Anderson)

It is obvious that ‘not fouling the nest in which we live’, is important to our long-term survival. But over what timescales? How radical a stance we chose to take, in this decade, is our collective decision. This is where CSR comes in. Stakeholders have views. It pays us to listen to them.

Issues of dwindling resources, climate change and how we deal with waste will not go away. But all of these ‘constraints’ can be viewed as opportunities, spurring business to adapt to new ways of doing things *sooner rather than later*.

1.2 “Houston – we have a problem !”

The economy is a wholly owned subsidiary of the environment. Not the other way round. Sooner or later spaceship earth will start to look shaky if we don’t make some quite radical changes to our business habits.

Think of the year 2050. Its only 50 years away. We know that much has changed in the past 50 years, but not necessarily as we predicted. Predicting the future is not easy. But very significant changes in our wider environment not least climate are predicted by that date.

A few years ago mankind was caught napping by the Millennium. The inevitable took us by surprise. We consider the ‘here and now’ and ignore the big picture, for fear of scary home truths. We need advice and solutions that work and that we can all share.

But here comes a scary home truth. We have run out of space! The ‘ecological footprint’ of a city like London is the size of the United Kingdom. It takes that much land to support it. In an environmental sense, there is no space left for living or working. This unpalatable reality is becoming understood by more and more people, but we must react in ways which won’t lead to panic, denial and conflict, but which inspire everyone to seek workable consensus solutions. Now there’s a challenge.

2.1 Us - as practitioners:

The fact that you are here probably indicates that you think today’s topic is important, either to you as an individual, to you in your role within your company, or, hopefully both. (There is coincidentally more job satisfaction when we can do both. Not everyone can. Some are lucky.)

Charles Handy once spoke on Radio 4 about his friend’s experience of “Take your child to work day.” The friend, the CEO of a large corporation, had taken his 8 year old daughter to accompany him for a day in the Boardroom. You can imagine, he found it restrictive ! But hugely constructive too. He said it felt like he was taking himself to work that day – for the first time?

One of the reasons we need to talk about CSR is that corporate behaviour, without good governance, can be group behaviour, and at worst that can degenerate into collective irresponsibility and even mob behaviour.

‘Doing well by doing good’ is possible. Yes, big business is part of the problem but is certainly a huge part of the solution too. We can be ‘green and businesslike’. With CSR we can care about and respond to ALL stakeholders... including shareholders. (As opposed to focussing on shareholders and ignoring the wider stakeholder interests, which sooner or later will become shareholder concerns too.) CSR can and should apply to the wider body corporate, whole countries, the population, society.

Which is the more noble act ? The protester lying in the path of a Tank, or the driver of the tank who stops, despite peer pressure. The answer is both.

Do we need top-down leadership from business and government or individual actions. Again the answer is both. Six little words:

“Not either or but both and.” We need a rich (bio?) diversity of approach.

2.2 Us - as people:

My paper aims to explore what CSR might mean to all of who are involved with buildings and the built environment - yes that's all of us. If you don't design them, build them, own them or operate them, then you will at least live in them. (Unless you are homeless.)

Adrian has explained how closely related CSR is to sustainability. For me, CSR can be seen as very much the same as Sustainability if we just add **'future generations'** as another key group in our list of stakeholders whose views we wish to seek. Naturally this is trickier, as they are yet to be born! But their interests can be represented.

The Brundtland definition of sustainability is “meeting the needs of present generations without compromising the ability of future ones to meet their own”.

Sir Michael Latham referred to sustainability as ‘basic honour and common sense – for all of us and for the millions yet to be born’.

So stakeholder models should include ‘future generations’ (see 3.1.1)

2.3 Intergenerational Equity

Not the Actors union. Most of us believe in equal rights of opportunity. We have come a long way in some aspects of social justice. But there is still inequality and discrimination, whether it be racial, sexual, appearance, background etc.

But the most glaring and most significant inequality we face ultimately will be whether we have given an equal opportunity to future generations. “What did you do in the green war Grandpa/ma” we might be asked one day.

George Walker, Head of the International School, Geneva puts it like this:

“Why should [students] worry about the 90 million annual increase in the world’s population ... the 400 million unemployed in the ‘South’ ... ozone depletion, drought, famine and poverty? There is one very obvious reason. Anyone ... over the age of 50, given reasonable good luck, can expect life to go on much as it is now until we achieve our generous life expectancy. Those ... between 20 and 50 will need unusually good luck for that to happen. And anyone under 20 ...has no chance a tall. Something is going to have to change.

So we must quickly learn “Not cheating on our children” and

“Living on the planet as if we intend to stay here”

And funnily enough, designing, constructing and operating buildings in the same way (i.e. as if we intend to stay here) could be a good start. How would we go about building a home if we knew it was to be the family home for generations to come. (Although equally there will be times when short duration buildings, with re-usable components, will be appropriate too.)

2.4 My basic premise:

1. We face significant problems. Press from the World Summit one month ago and frequent media coverage (over last 10-20 years in particular) confirms that spaceship earth is indeed in bad shape.
2. The significant problems we face cannot be solved at the same level of thinking we were at when we created them. – Albert Einstein.
3. Qualifications from ‘Business schools’ will therefore not be enough, we are dealing with something we’ve not faced before.
4. The imagination is more powerful than knowledge. Einstein again.
5. CSR and sustainability begin at home, in our workplace.
6. Better buildings can be a powerful catalyst for better business. (Certainly the converse is true.)

It is easy to underestimate the effect of local behaviour, attitudes and beliefs on corporate culture. One small well managed office can send out ripples.

3. Sustainability – capacity for continuance

The common way of describing sustainability is that it is a three-legged stool. To be effective and to be in balance, organizations need to address the three dimensions together:

- Financial sustainability (yes, this *is* part of sustainability)
- Environmental sustainability
- Social sustainability

A business’ financial results speak for themselves, and are crucial for survival. Most buildings-related activity is done in support of core business. But the extent to which it is and can be done in harmony with the planet, and all its people, are the challenges of the future.

Organisations will increasingly be judged according to whether they are in credit or deficit not just on the financial balance sheet, but also on these two others; the so called triple bottom line.

3.1 Fit for the future:

-Fit buildings for sustainable business success:

- Fit for purpose
- Fit for the planet
- Fit for people

Corporate clients are starting to shine a light on those other 2 bottom lines, environmental and social. (i.e. planet and people)

3.1.1 Social Performance – Fit for people

Corporate Social Responsibility is rapidly moving up boardroom agendas. Much of current progress is concerned with attempts to generate an optimum culture and climate for business.

CSR is about concern for people, their health and safety, (and our shared wider environment.) Respect for the welfare of all people, whether staff, customers, the local community, and society at large is a tall order, and a long journey. All journeys start with one step.

A company has many stakeholder groups, some inevitably more important than others, but all - ultimately – relevant:

- customers
- employees
- investors (shareholders)
- suppliers
- pressure groups and charities
- local communities
- *future generations*

Better relationships with staff

For employees, a tool for benchmarking buildings and improving working conditions for staff is available. (The extent to which buildings deliver a quality environment for the occupants is a business issue.) It is possible to survey the overall liking of the occupants. (We use the Overall Liking Score or ‘OLS’) This is an important social measure. For occupants to like their working environment, is a vital prerequisite to staff health and wider customer satisfaction.

Better relationships with suppliers

Environmental and social issues are becoming a criterion, though not always a contract clause, in purchasing contracts. Performance based contracts can be a particularly keen instrument to use in the delivery of improved performance.

Supply chain influence: As suppliers become increasingly well acquainted with client’s requirements and aspirations in respect of environmental protection and social equity, it is likely that suppliers own performance in these issues will more frequently be used as a differentiator in the tendering and purchasing process. Ultimately, companies are suppliers, eager to retain or win a clients business.

The Fit Buildings Network, managed by ABS, has as one of its key objectives the facilitation of improved supply chain management, and demand-side feedback. The Network facilitates better quality communication of the member organisations ultimate aspirations and needs.

3.1.2 Environmental Performance – Fit for the Planet

Energy

First just look at the single (but increasingly regarded as most important) environmental challenge: Global warming and Climate Change resulting from our everyday energy use. Carbon dioxide is a natural product of human life itself. It's part of the air that we breathe. But there is now wide agreement that we need to reduce the large volumes of the 'greenhouse gas' CO₂ that are released into the atmosphere whenever we consume energy. (Apart from renewable or 'green' energy such as wind or solar.)

The energy used by each and every one of us in the UK is responsible for some 10 tonnes of CO₂. This is a large amount of CO₂. To be sustainable we need to reduce this by a factor of roughly 3 to 4 times, and soon! (Source: The Royal Commission on Environmental Pollution RCEP report. 60% target.)

Energy efficiency is just one of many eco-efficiency and waste reduction activities that comprise the environment leg of the sustainability stool.

Culture change: we are all much more likely as individuals to be able to learn the new sustainability culture and to fully appreciate how precious energy is, when we witness how effectively it can be conserved in the buildings in which we work and live. Just like charity, good habits begin at home. (There is evidence that people carry good habits from the home into the workplace, given the opportunity.)

3.1.3 Fit for purpose

So how does this fit with the business of building?

Simply put, the business is not about the building, it is about the people who will use it. Today's buildings are buildings that should be fit buildings – "fit for purpose, fit for people and fit for the planet."

A company with an outstanding track record in CSR and that has taken huge strides across all aspects of social responsibility can yet produce a building that is an expensive eco disaster.

The winner of a prestigious eco building award may yet be unpopular with occupants and locals.

And some revered architectural gems can occasionally fail on all counts, failing socially, environmentally and economically.

The recently launched CIC Design Quality Indicator provides a powerful way of assessing the overall quality of a building. And that is 'fit for purpose'?

Commonly the best features of a building may be excluded on first-cost alone, and the final occupiers/end users of the building are not involved in the design process. Fit buildings are ones that

take all the considerations into account without compromise not just for now but for the whole life cycle including final decommissioning by future generations. This requires a multi-disciplinary approach and teamwork.

ABS clients are increasingly asking for an "E-Co" (Environmental Co-ordinator) to be appointed to their design teams to add value by providing an 'under-arching' sustainability framework. (See www.theFBnet.com)

4. The Business Case

A lot has been written about the business benefits. Many of these are intuitive, others can be measured and monitored. The paradox : What you cannot measure you cannot manage. But at the same time some of the most important things to manage cannot be measured.

When Anita Roddick formed the Body Shop she freely acknowledges that part of the business model for success was to tap into the tremendous personal life energy and enthusiasm of the young people she wanted to employ.

There is often a strong latent enthusiasm, which can be tapped into, when people believe they are working for the good. The lost childhood innocence from Winnie the Pooh “When we were six”(AA Milne) is not lost at all, just parcelled away.

Management gets easier. It is generally easier to explain that you want people to do things the right way. The joy of ‘self-directing teams’ comes into play. Getting folk to do what they don’t want to can be as hard as ‘herding cats’.

You will capture more staff time and energy, freely given, if a company mission includes ‘enjoying what we do’ and ‘adopting a socially responsible approach’

You will be able to attract, recruit and retain the best people into the business.

5. Leadership by examples

A member of the Board of an organisation recently took to cycling to work on a mountain bike. No green motive, just keeping fit and for enjoyment. Within six months the number of staff cycling to work doubled.

Sir Neville Simms of Carillion says “Sustainability underpins future profits”. “I’ll buy that”...his people think. The phrase is spot on.

British Airways Property recently published a Social and Environmental Report and made copies available to all in their supply chain. This has had a strong impact on at least one supplier I know. While the report was being written (ABS were contract author) it was possible to sense the general mood changing from “we’re not doing very much that we should” to “wow, I had no idea there were so many small but significant activities we are doing for the wider environment and community”. All sorts of people started submitting ‘snippets’ about what they’d done that had otherwise been overlooked and which no-one had really realised was part of the wider sustainability performance of the company.

ABS recently conducted a training and awareness day on sustainability for senior management of a large engineering contractor. There was an unquestionable enthusiasm to put sustainability at the core of the business – for both personal and professional gain.

Interface

If you are in doubt about whether all this applies to you then consider reading the The Interface Story: ‘Mid-Course Correction’ by Ray Anderson. Ray is

Founder Chairman and former CEO of one of the worlds largest interior furnishing companies and the book recounts his awakening to a new way of conducting business in a way that not only halts any damage being done, and is benign, but which positively ‘puts something back’ too. i.e. starts to restore

The company mission is certainly a bold one:

“We will be the company that, by our deeds, shows the entire industrial world what sustainability is in all its dimensions: people, process, product, place and profits - by 2020 - and, in doing so, we will become restorative through the power of our influence.”

Interface have tackled ‘the seven fronts of sustainability’

- Eliminate Waste
- Benign Emissions
- Renewable Energy
- Closing The Loop
- Resource Efficient Transportation
- Energising People
- Redesign Commerce

For the record, waste saving in the last 6 years is \$165 million and emissions points removed in 6 years is 27%

6. No Compromise

Generally buildings are built as a compromise. The whole building industry has developed (as has the man made world in general) around the requirements of compromise. The exciting prospect ahead is that if we are careful enough about how we define every aspect of what we actually expect, want and need from a new construction project – overall – and we also consult stakeholders widely, there is often no need for compromise. Whole communities can want the same thing.

In the words of Amory Lovins – nature does not compromise, a pelican is not a compromise between a crow and otter, it is just a pelican. Nature makes no compromises - any inefficient products are recalled to the manufacturer!

Whilst the triple bottom line is sometimes wrongly referred to as a *balance or trade off* of the three dimensions, financial, environmental and social, the most promising innovations involve a net gain on all three. Synergy not compromise.

7. Accelerating change

Mark Goyder, the Director of the Centre for Tomorrows Company, describes the desired attributes of inclusive companies like this in a recent CTC paper (June 2002) “The company is a living system. Employees are its lifeblood. Management is the heart which keeps the blood pumping. Strategy is the brain and measurement and communication the central nervous system. Culture is the DNA. Leadership and continued entrepreneurial energy are its soul and spirit. Governance and accountability are its rhythms and disciplines, like exercise, a means of keeping this living organism fit and lean.”

ABS have a mantra for how we aspire to act, and serve our clients:

Head in boardroom

Heart in staffroom

Feet in plantroom

People and how we regard them are right at the centre of things.

Change has to be real. It has to start from within. “You have to be the change that you wish to see in the world.” Ghandi. Small changes made to habits that have been ingrained over the years, can have large effects. Buildings can be a good place to start.

Over the years we have lost some of our ancestors comprehensive understanding and wisdom. Many of the successive changes and improvements we have made are of the ‘one step forward and two back’ variety.

Unexpected dividends anecdotes:

On a recent client visit to a site in Norwich on a baking hot day I found I had a spare hour before my meeting. I was torn between finding an air-conditioned space to rest somewhere and making a quick visit to the Cathedral. I am pleased to say I chose the latter. The obvious fact that I remembered when I got there... Cathedrals are the coolest place in town on a hot day.

Train journeys: can be quicker, more sociable, and get work done.

8. Feedback – have I communicated at all? Your right of reply.

If CSR is mainly about people, then it’s also mainly about communication.

Presentations like this are one-way flow. I’d really like to listen to your views and would be very pleased to hear what you think of this paper. We are born with two ears and one mouth and we should use these in that proportion!

Please speak to me afterwards, ask awkward questions, or email me on drhampton@absconsulting.uk.com with your views.

Here are some examples of bad communication.

- Chinese whispers, rumour and misinformation
- Lack of clarity: An 85year lady in Newcastle had her first central heating system fitted under a government scheme to help the elderly and improve living conditions. The system has a timer which was set to come on at 8.00-11.00am and again between 8.00-11.00pm. It also has a series of indicator lights, which operate when the boiler is firing, under load etc. She was left with a 50-page instruction booklet written in 5 different languages. In the morning she gets up at 5.30 and is cold, by 9.00 is hot and opens the back door/windows. By 6.00 in the evening she is getting cold and so goes to bed by 7.00. At any time in between, if she sees an indicator light come on she turns off the system and calls the engineer. An engineer visited her house on four occasions and

found no fault. Finally after 6 weeks another engineer explained the system to her in 10 minutes. She is very happy with it now. How often do we operate things like that.

- People believed the world was flat.
- Misinformation. A story was published that stated that wind turbines were environmentally unsound because if they were all sited facing the same direction they would decrease the speed at which the earth rotated causing serious environmental problems.

9. Concluding remarks

The first place to look for solutions may be in our buildings. Buildings are for people. Concern for people, their purpose, their business and their enjoyment is the first step. Those concerns form the basis on which to plan and design the built environment in as sustainable a way as we can.

Quality 'fit' buildings provide amazing spin-off benefits. Occupant delight. The pleasure of a waste free zone. Positive attitudes. Visitors sense that the organisation is practicing what it preaches. Enhanced staff performance from a positive feeling about the building. But can this be quantified? We think it can. Fit buildings deliver, they are good for people, good for the planet and good for business too. The so called triple bottom line.

So what does this say about buildings for the year 2050? Author of the widely regarded *Factor 4*, Amory Lovins, has suggested that buildings should "create delight when entered, harmony when occupied, regret when departed."

Do we have examples of buildings that match up to this tall order? They are not that easy to find but they exist. Those that visit the Eden Project say it fits the bill? The best Cathedrals certainly have a timeless magic and can inspire those feelings in some of us. There is a lot to be re-learned from how we used to build buildings - combined with the best of our latest wisdom and technology of course.

It has been said that the environment in which we house ourselves eventually shapes us. Our buildings (and how we manage them) are perhaps more important than we might imagine. Incongruence between what is said, and what is done (do as I say not as I do) is a big give away and a huge demotivator. As a species we are also highly attuned to this signal, sometimes subconsciously, we can smell it! Especially when we are young. (Ask any parent, or just think back?!) Avoid greenwash, but publicise and be proud of what you do.

Sustainable Development is literally vital and we are all just beginning to get our act together. And 50 years isn't really that far away. We need to learn quickly.

If we all start to creatively re-shape our own built environment, it may, in turn, start to shape and delight us. Then we all may well discover that it is 'cool' to be green, and surprisingly delightful to be sustainable.

Annex:

You may be thinking “OK but what has ABS done?”

Since strong themes of the paper are ‘practising what we preach’ and ‘walking the talk’, you will no doubt be keen to hear what ABS have done internally!!!

The section below provides a glimpse of what ABS’ mission is, our policy and procedures, initiatives we have taken, as an SME, of relevance to CSR. There is much more to be done, further to go, but the journey has begun.

ABS consulting : Policy Statements

Environmental Management

ABS consulting has had an Environmental Policy since 1993, and has worked to reduce its environmental impact since the company was formed in 1987.

The protection of the environment and the preservation of life on earth present the greatest challenge to humanity today. We will maintain sound environmental management practices across all our operations through the application of a system that is compliant with ISO 14001. We will operate a dynamic system that will deliver best practice sustainable development throughout our business and our supply chains.

Social Responsibility

ABS is a small company and was formed to provide a service of care and response.

Whilst there is always more to be done, there are numerous aspects of our operation that are grounded in social responsibility and the idea of treating others as we would be treated.

Social responsibility was built into ABS’ Mission statement as long ago as 1994, long before most other organisations and perhaps unusually for an SME. The following excerpt from current Appraisal procedures shows how we are appraised and rewarded in accordance with that mission.

Staff Appraisal

The yardstick ABS use for appraisal of staff performance is the ABS Mission Statement. All staff should know and subscribe to the Mission Statement. The ABS Mission Statement is as follows:

Mission Statement *November 1994*

To provide a service of excellence based on care and response and by being the best.

In the achievement of our mission we will:

- maximise client satisfaction and profit by the application of effective quality management to all our activities;
- grow the business by providing added value services to our existing clients and by being responsive to all new business opportunities;
- maintain an environment in ABS that encourages everyone to realise their full potential as individuals and as part of a team;
- enjoy what we do;
- adopt a socially responsible approach to our work;
- be known for being able to get things done rather than only for knowing how to do things.

Overall Liking Score

We also regularly conduct **an Overall Liking Score** survey of all our staff the results of which will be presented, as will examples of good and bad buildings we've looked at.

Sources of Information and Books

Amory Lovins et al: Factor Four, and Natural Capitalism

Ray Anderson: Mid Course Correction

Paul Hawken: The Ecology of Commerce

Stephen Covey: The Seven Habits of Highly Effective People

www.natcap.org

www.forumforthefuture.org.uk

www.neweconomics.org

www.interfacesustainability.com

www.tomorrowcompany.com

www.sustainable-development.gov.uk

www.absconsulting.uk.com

www.theFBnet.com

www.oursouthwest.com (useful quote's corner section)