

# Vision

Calor will become the Sustainable Energy Company of Choice for Rural Britain by 2018. Calor will also offer increasingly sustainable energy solutions for all UK consumers. It will achieve this through:

- Delivering a range of cutting edge products and services that incorporate renewable and new generation technologies, plus Green Tariff options. Calor will focus on promoting energy solution packages which will generate both environmental and economic benefits – over and above the existing technology options being used by our customers.
- Providing its core product of LPG in the most environmentally sensitive way practicable. Annual carbon reduction targets will be set - and published - for Calor's essential operations and results will be strictly monitored and reviewed annually. Key suppliers will have to conform to defined sustainability criteria before they are selected.
- Establishing a level of Customer Service that is World Class and which will include a high level of customer education on energy efficiency measures. Partnerships will be sought to provide solutions to customers who wish to reduce their carbon footprint.

- Ensuring these messages are spread out to the wider community through its well established rural support and education programme - with particular emphasis on trying to address fuel poverty.
- Creating a business that values its employees through a programme of continuous engagement and by creating added value benefits packages to enhance their quality of life. Calor will also maintain and grow its Safety, Health and Environment Culture and continue to place it at the heart of the organisation.
- Delivering targeted and measured Community Action, Good Neighbour and Rural Sponsorship programmes which benefit society as a whole.

By achieving this vision, Calor will deliver sustainable returns to its shareholder, support the comfort and well being of its customers, deliver value added community investment programmes and provide rewarding employment opportunities.



## The Calor Sustainability Commitment

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A better choice



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# The Calor Sustainability Commitment

Calor began its business in 1935 by providing the UK rural community with a new energy option – LPG (Liquefied Petroleum Gas). This allowed householders and businesses in the countryside to access clean, versatile, transportable and efficient energy, which was made available in reusable and recyclable containers.

At this time, and for the next six decades, wherever customers chose Calor products, they would almost always displace the more polluting alternatives of coal, other oil based products and electricity.

To an overwhelming extent, this situation is still true today where LPG is still the most environmentally sensitive conventional fuel option for people with no access to natural gas. However, the business landscape is constantly changing and in recent years we have seen the emergence of renewable and other new generation technologies developed to address increasing environmental concerns and meet greenhouse gas emissions reduction targets.

Calor understands the vital importance of the need for businesses to change the way in which they operate to help address these issues and also benefit from the new market opportunities which are a natural result of these developments. Calor has therefore embarked on a journey to become a more sustainable organisation and is using Forum for the Future's definition of sustainable development as its guide.

**“A dynamic process which enables all people to realise their potential and improve their quality of life in ways which simultaneously protect and enhance the Earth's life support systems.”**

Calor has therefore worked with the sustainable development charity, Forum for the Future, and Business in the Community, an organisation committed to mobilising business for good, to develop a Sustainability Commitment that is fully integrated into its business strategy.

This Commitment will be supported by a tactical action plan (reviewed annually) to ensure that sustainability is a vital element of and fully integrated into all business decisions. An annual review of progress and compliance will be published on Calor's website.



## Strategy

To deliver this vision, Calor has defined specific areas within its stated strategy that address sustainable development.

These areas will be subsequently translated into highly measurable and specific annual action plans and accountability for delivery will be defined throughout the company.

An annual strategic review will ensure that Calor's sustainability journey remains on track. Benchmarking techniques will be used and pre-existing targets and tactics reviewed and adapted to incorporate emerging technologies and methods, thereby enabling even greater sustainability achievements.

### 1. A Better Future – Sustainability Areas

- Through the selection of appropriate partners and direct investment, Calor will become highly active in the development of LPG/Renewable energy systems, closed-loop piped in rural energy and new generation technology solutions.
- Calor will actively participate in business, Government, and NGO forums to aid the development of a climate for sustainability for the benefit of businesses and consumers within the UK. Calor's sustainability commitment will be the baseline for all such communications.
- Calor will continually review its business operations to ensure that its structure, customer propositions and investment programmes are sustainable in an ever-changing societal, economic, and environmental climate.

### 2. A Better Business – Sustainability Areas

- Calor has incorporated sustainability as a significant element within the market analysis model which is used to drive Calor's marketing strategy across all of its key markets.
- Calor is committed to an overall Carbon emission reduction target of at least 25%, over 2005 levels by 2018. This target represents a further 5% reduction over and above the 20% reduction required of the UK Government. Detailed annual action plans and targets for each business area will be set and reported on with progress interrogated as part of the annual strategic review.
- All Capital Investment decisions will consider defined sustainability criteria appropriate to the equipment/project proposed.
- Sustainability factors will be included within the activities of our subsidiaries; particularly CalorForce which aims to become the leading provider of sustainable energy solutions within rural areas.

### 3. A Better Service – Sustainability Areas

- Customer Satisfaction surveys will incorporate sustainability awareness measures from our consumers. This will inform our ongoing business strategy.
- A better service must also mean a more sustainable service. This is particularly important in our product distribution where mileage, vehicle types and new technology solutions will be constantly monitored, evaluated and improved where necessary.
- All customer-facing staff will undergo sustainability training to enable them to specify best practice, sustainable energy solutions and advise on energy efficiency measures.

- Appliances that Calor markets will have clear energy consumption/carbon emission information detailed on communication materials and the website.
- All customers will be encouraged to adopt best practice for the conservation and responsible use of energy - particularly LPG. For example, statements, invoices and delivery notes will contain specific information relating to these areas and will direct people to further information sources including Calor's website.

### 4. A Better Employer – Sustainability Areas

- Employee Surveys will include sustainability awareness measures. This will inform future internal communication strategy.
- Continual professional development and Health and Wellbeing programmes will be made available to staff at all levels. The aim is that all staff will receive a free personal medical within the next three years and grants can be applied for to support or set up health and wellbeing initiatives.
- Whilst the overall responsibility for the delivery of the sustainability commitment lies with the Managing Director, the encouragement of all staff at all levels in Calor's Sustainability Commitment will be essential to its success. Therefore all managers and supervisors will ultimately have at least one performance objective centred on sustainability.
- Company Councils, Conferences and Employee Forums will always include sustainability themes.
- The CalorForce apprenticeship scheme will provide high quality training while preserving skills that might otherwise be lost from the community.
- We aim to have 75% of our field sales course to gain a Nationally Recognised Qualification within the next two years e.g. ISMM.
- Charitable activities of our employees are recognised by Calor. Participants can apply to have their fundraising 'matched'.

- The Talkback and eXcite Stars scheme will recognise individual employee ideas and extra effort.
- For every empty Calor gas bottle returned to participating Calor Gas Direct, Calor will donate £5 to ChildLine, helping ensure that vulnerable children receive the vital support they need.
- Calor has been accredited as an Investor in People since 2002, providing straightforward, proven frameworks for delivering business improvement through all of its people and at all levels in the business.
- Founded in 2006, Calor's National Training Centre continues to provide technical training to all employees, covering such vital issues as gas management, health & safety and driver training.

### 5. A Better Reputation – Sustainability Areas

- All Community Sponsorship and Employee Engagement Activity will include sustainability themes. For instance Calor's Village of the Year competition will have its judging criteria realigned around sustainable development.
- Calor will operate a 'Good Neighbour' policy at all business locations, which will aim to be sensitive to the local community and contribute positively to the sustainability of the local environment. For instance, vehicles will be routed in such a way that the impact on the local community is minimised.
- The Calor Sustainability Commitment will be featured on the web together with annual progress summaries and independent review results. Targets will be published and reported on, whether they are met or not, and future action plans published.
- The Sustainability Commitment will be promoted through all communication activity. Ongoing research will include the use of focus groups made up of key stakeholders.