

# PROVEN RESULTS

## National Australia Bank

### Comprehensive Sustainability Program (2016 – 2020)

As one of Australia’s leading financial institutions, the National Australia Bank (NAB) is committed to managing its environmental impacts by adopting a sustainable approach to its operations.



#### CLIENT

National Australia Bank

#### REMIT SIZE

Retail and Business Banking

900+ sites and ATMs

360,000+ m<sup>2</sup> NLA

#### PROJECT SUMMARY

Comprehensive carbon management of Australian portfolio.

Targets established and met through holistic program of works across commercial and retail sites.

#### FURTHER INFORMATION

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NAB has taken steps to reduce its impact by committing to energy and emission reduction targets.

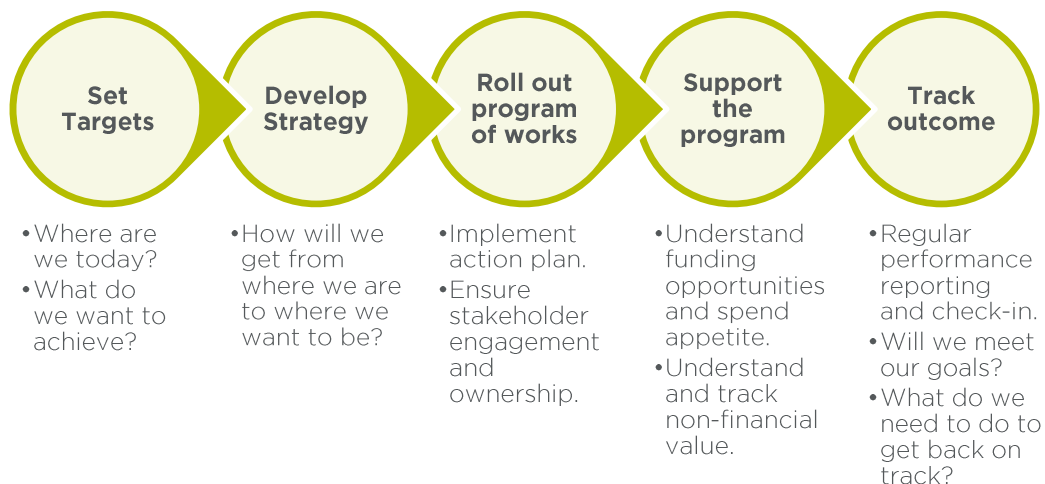
Cushman & Wakefield Sustainability provided comprehensive support to NAB by modelling environmental targets for 2020 and then tracking and deploying initiatives to secure its achievement over five years.

#### THE CHALLENGE

Cushman & Wakefield has been a delivery partner to NAB for more than 12 years. In this time, many environmental efficiency programs and initiatives have been delivered across energy, waste and water as part of previous target programs. This meant that the traditional low-hanging-fruit were not available when modelling and delivering the 2020 targets.

A new approach to identifying and rolling out efficiency projects and tracking progress towards public reduction targets was required.

#### OUR APPROACH





## TARGET MODELLING

In 2015, Cushman & Wakefield was engaged by NAB to model projected energy and water consumption and waste generation from NAB Australia operations from July 2016 to June 2020. A series of workshops were held with relevant Cushman & Wakefield and NAB stakeholders to source information around known accommodation strategies, CAPEX projects and client appetite for change.

This information, along with five years of historic data, was built into a comprehensive data model that allowed for adjustable scenarios within NAB's commercial, network and data centre portfolios. Scenarios were presented to NAB and target values confirmed.

## STRATEGY DEVELOPMENT

To identify initiatives and improvement pathways to achieve NAB's targets, Cushman & Wakefield developed strategies for energy, renewable energy, waste and water. Key sustainability and property stakeholders were engaged, and technology reviews completed to provide the client with a holistic understanding of available opportunities to meet its targets. These strategies provided direction for future programs of work over the target period and formed data type focused action plans which were tracked for accountability.

## PROGRAM OF WORKS

Cushman & Wakefield identified an annual program of works to deliver the pathways identified in each sustainability strategy. Marginal Abatement Cost Curves were developed for each program, and extensive consultation with facility management, procurement and asset service lines within Cushman & Wakefield ensured an embedded delivery model for each program within NAB's portfolio.

## Solar PV Installation

Cushman & Wakefield project-managed the installation and performance monitoring of almost 80 behind the meter solar PV systems within NAB's portfolio. This process also included detailed analysis for site viability and procurement services to identify key contractors in the industry. The program was the first of its kind within the Australian banking industry.

Each year, solar projects were delivered on time and on budget. This program has reduced NAB's operating expenses in excess of \$2M per annum. Annual solar roll-out programs ranged from ~\$100,000 to \$800,000 CAPEX spend.

## Waste Improvement Program

A program of waste audits within NAB's retail and commercial portfolios was implemented to improve diversion rates and reduce waste to landfill. Cushman & Wakefield's Sustainability team, in collaboration with NAB's waste contractors and landlords, identified and deployed opportunities for bin consolidation and improved signage to improve waste diversion and avoidance. In addition, a review of the kitchen structure in commercial buildings was completed to ensure NAB kitchens were optimised to encourage waste separation and reduce contamination.

Cushman & Wakefield supply chain and sustainability also worked closely with managing the waste services contract across waste and secure paper to ensure quick identification and implementation of efficiency opportunities.

NAB waste audits were also used historically to advise conversion factors where data was being extrapolated to increase reporting accuracy. These changes saw waste to landfill decrease 40% following the program.



## Water Harvesting

NAB's primary data centre is a significant consumer of water within its national portfolio, largely due to an onsite tri-generation system. To reduce environmental impact at this site, rainwater harvesting tanks were procured and installed on site prior to this target period. This system is used as a greywater system within the premises and supplemented the water requirements of the trigeneration, in both cases reducing reliance of the local mains water system.

## Energy Audits

A comprehensive energy audit program was implemented within NAB's commercial portfolio to identify the most effective opportunities with respect to cost, emissions (tCO<sub>2</sub>-e) and energy consumption. Our technical experts worked alongside facility managers and landlords to manage all on-site requirements to ensure there was no impacts on site operations during audit. Methodology used by Cushman & Wakefield's environmental engineers satisfied Energy Efficiency Opportunities (EEO) legislation and reporting requirements and Australian Standard 3598:2000 for Energy Audits.

## NABERS Rating Assessments

Cushman & Wakefield's accredited NABERS assessors complete NABERS assessments annually within NAB's commercial portfolio. The rating results were presented to NAB together with a recommendations report compiled by Cushman & Wakefield Sustainability, to assist NAB in managing this core component of its energy consumption.

Every quarter Cushman & Wakefield deliver a desktop NABERS assessment of each of NAB's commercial properties to track performance and identify where any sites may be falling from its rating so we can intervene before the next formal rating.

NAB's average NABERS rating has been maintained at 4.5 for the past two years.

## PROGRAM SUPPORT

The sustainability program is supported by a suite of reports that help NAB on its journey. This includes:

- Business case development and modelling.
- CAPEX finance management and reporting.
- Benchmark reporting to indicate performance against local and global peers.
- Cumulative cost and impact savings reporting to quantify the programs total impact.
- Regular grant and funding reviews.

## TARGET TRACKING

Cushman & Wakefield established quarterly environmental reporting and target reviews to track NAB's performance against each target metric. Reporting was underpinned by a rigorous data management process encompassing 5,000 individual data-points and multiple platforms. Data would be presented within a consolidated report pack, providing NAB with details of its performance against 2020 targets.

Through quarterly tracking, risks of not achieving targets were identified early and could be mitigated. For example, when water was identified as a risk target, Sustainability collaborated with Facility Management and site landlords to improve data quality, including moving to more frequent billing cycles to reduce reliance on conservative estimates.

## THE RESULTS

Over the life of the target period, regular monitoring and the implementation of key programs by Cushman & Wakefield saw NAB achieve all sustainability targets by 2020.

TARGET – ALL AUSTRALIAN SITES	2020 REDUCTION (% FROM BASELINE)
Energy (GJ)	15%
General Waste (t)	42%
Office Paper (kg)	60%
Water (kL)	25%