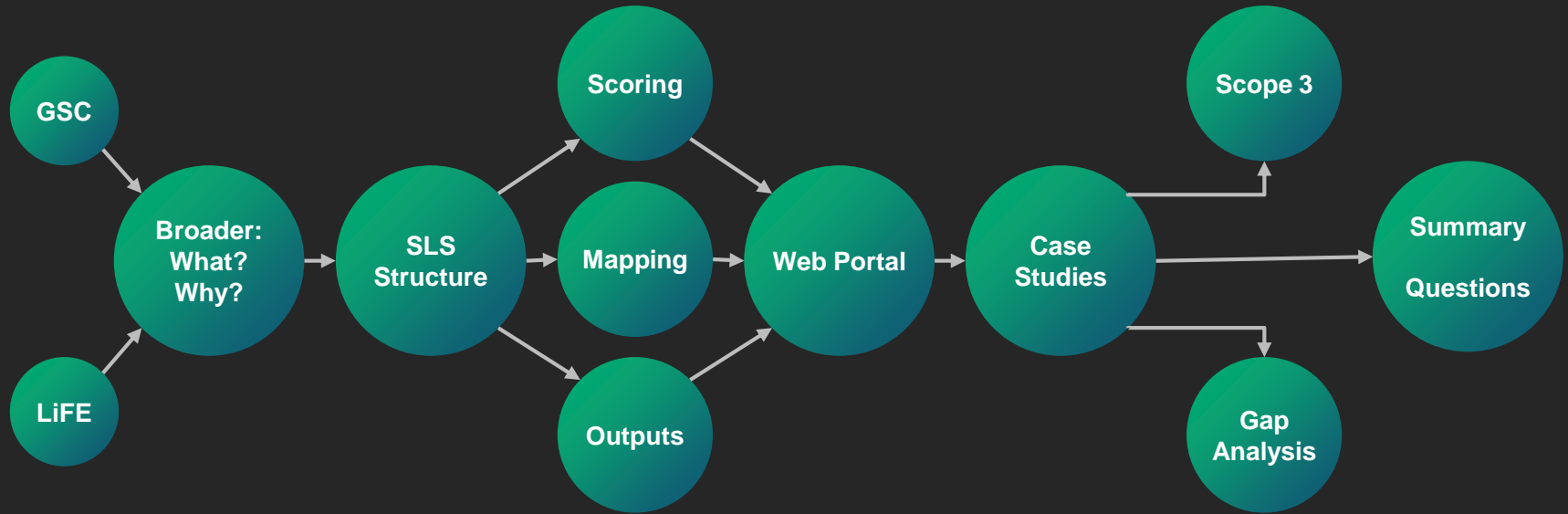


Sustainability Leadership Scorecard

Andy Sheppard
Arup

Overview



Green Scorecard

Background

- Launched 2016, updated 2017
- High take-up
- Responded to sector needs:

1

Provide a framework for progress

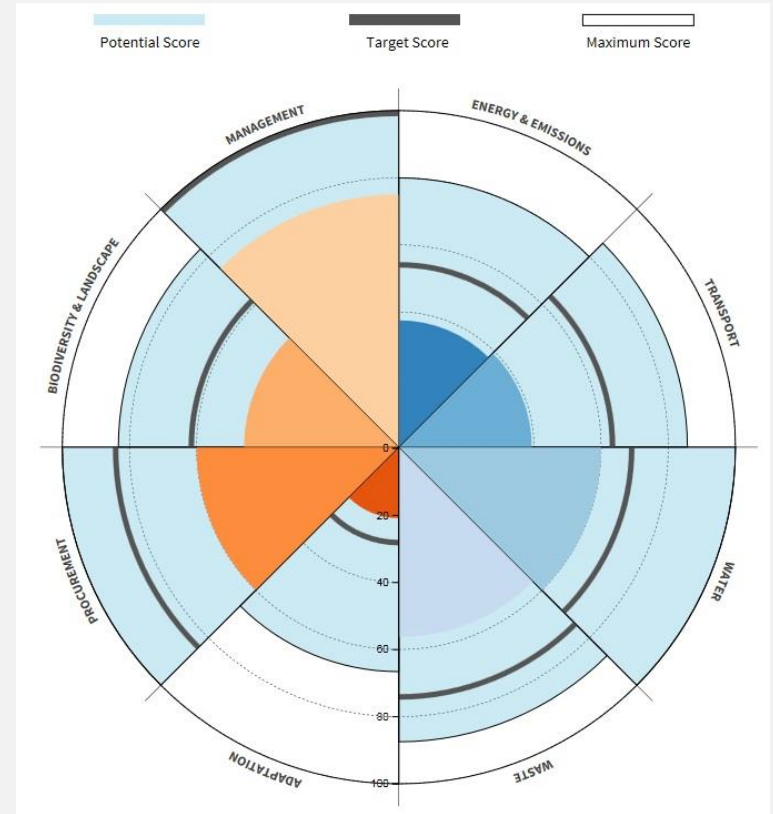
2

Drive innovation within the sector

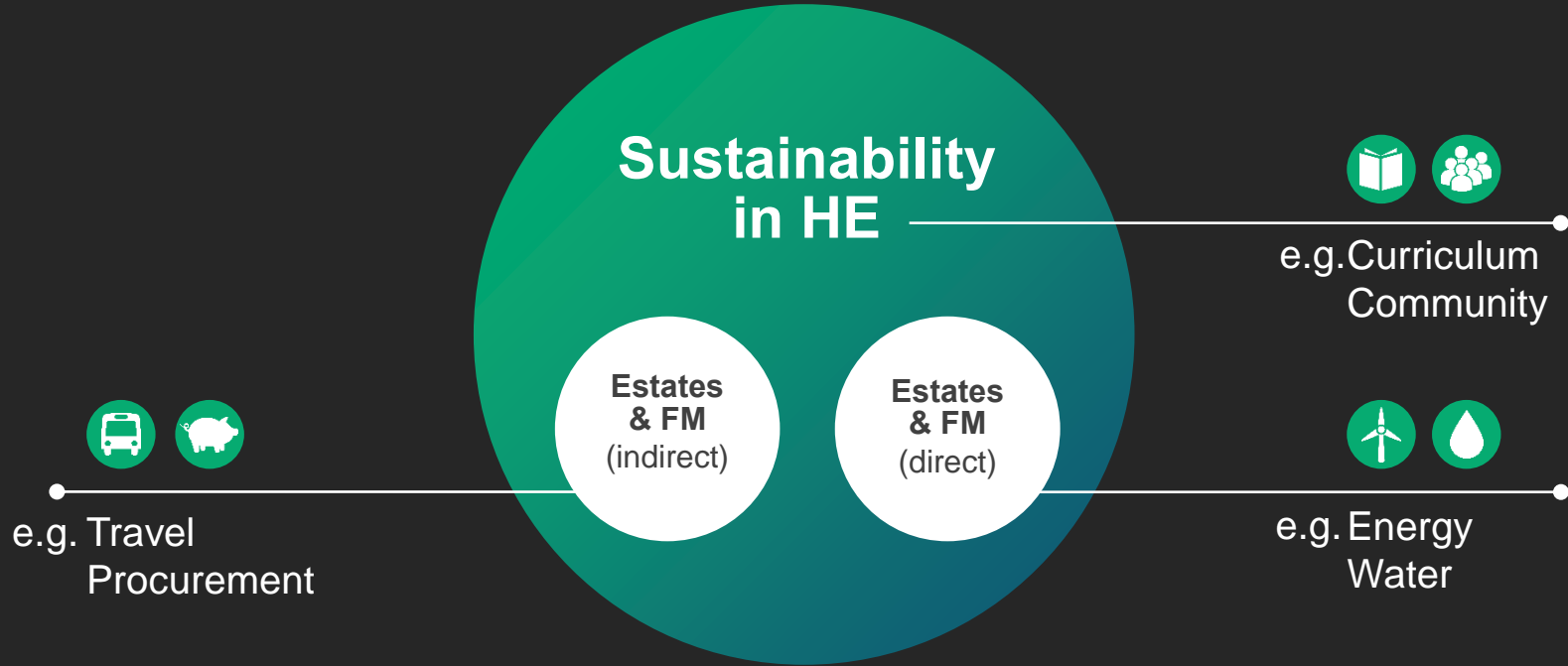
3

Motivate the wider university community

Non-competitive Collaborative Communicative

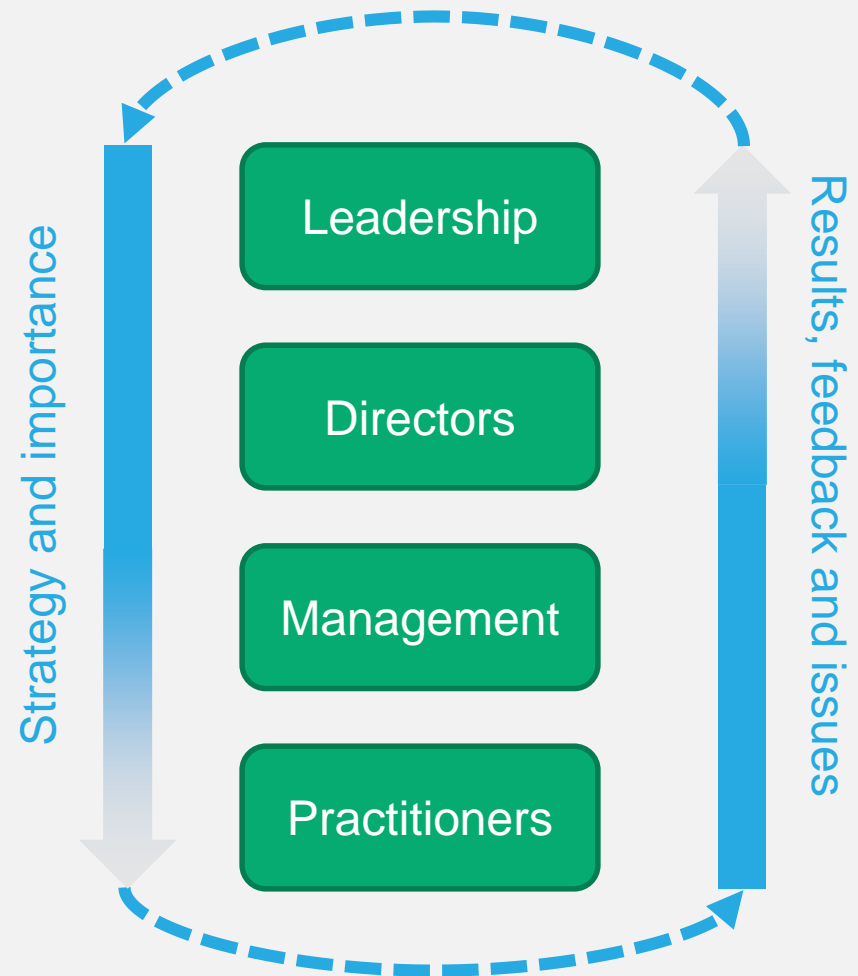


The need for a wider context



Why do it?

- Framework for progress
- Aimed at communicating with Senior Leadership Team
- Relates to wider issues:
 - Reputation
 - Student engagement & satisfaction
 - REF, TEF
 - Internationalisation
- Based on extensive consultation



Priority Areas → Framework Areas → Activity Areas

Leadership & Governance

Partnership & Engagement

Learning, Teaching & Research

Estates & Operations

Priority Areas → Framework Areas → Activity Areas

Leadership & Governance

Leadership

Staff Engagement
& HR

Health & wellbeing

Risk

Partnership & Engagement

Community &
public engagement

Business &
industry interface

Procurement &
supplier engagement

Food & drink

Learning, Teaching & Research

Learning &
Teaching

Research

Student
Engagement

Estates & Operations

Waste

Biodiversity

Construction

Water

Travel

Adaptation

Energy

Priority Areas → Framework Areas → Activity Areas

Leadership & Governance

Leadership

Staff Engagement
& HR

Health & wellbeing

Risk

Partnership & Engagement

Community &
public engagement

Business &
industry interface

Procurement &
supplier engagement

Food & drink

Learning, Teaching & Research

Learning &
Teaching

Research

Student
Engagement

Estates & Operations

Waste

Biodiversity

Construction

Water

Travel

Adaptation

Energy

Priority Areas → Framework Areas → Activity Areas



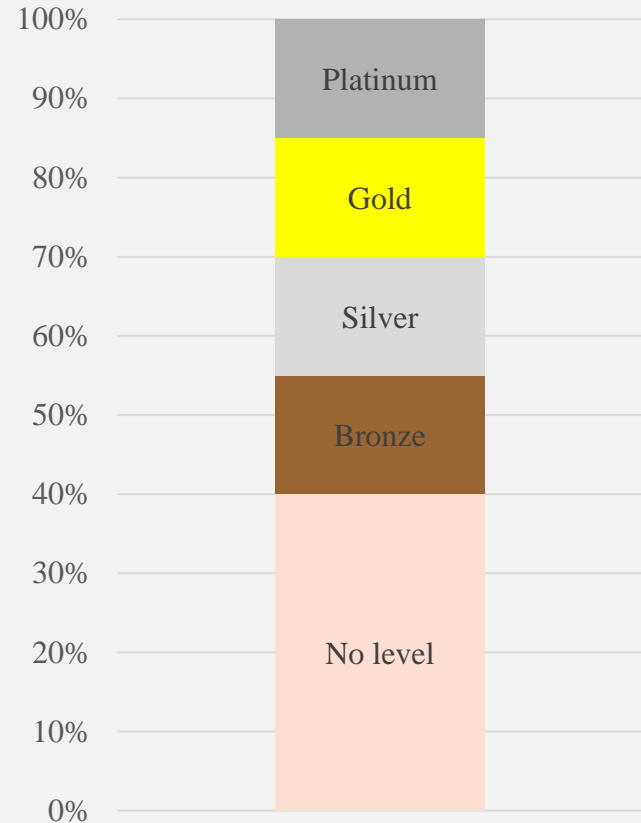
- Score 0-4 based on descriptions
- Similar to LiFE



Scoring Background

- Simple percentage achieved
- No weighting
- Empty answers counted as zeros

- At overall & Priority Area level
- Visible only to you



Tool mapping

- Green Scorecard
- NUS Green Impact
- EcoCampus
- Flexible Framework
- NUS Responsible Futures
- BREEAM
- ISO14001
- ISO50001
- ISO26000
- Food for Life

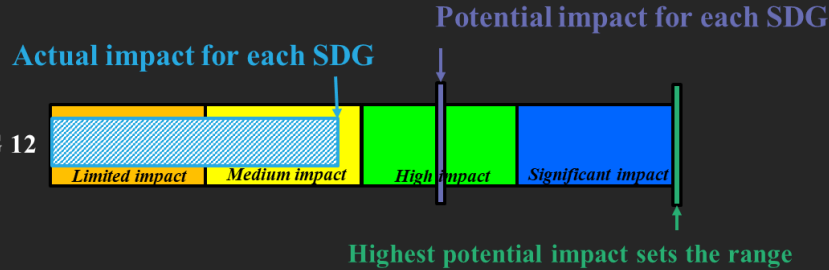
Score mapping for ISO 26000

Leadership	Policy and Strategy ↻ 2	Action Planning ↻ 2
Risk	Policy and Strategy ↻ 2	Action Planning ↻ 2

	Learning Teaching and Research		Leadership and Governance		Estates and Operation						Partnerships and Engagement			
Policy and Strategy			1		1	2	3	2	2	2	3	2	2	1
Stakeholder Engagement	1									1				
Action Planning	1	1	1	1	1	1				1		1	1	
Measurement	1	1		1		2	3	2	2	2	3	2	2	1
Communication		1		1		1	1	1	1	1	2	1	1	
Training and Support				1			1				1			
Implementation, performance	1	1		1			1				1		1	1
Link to the Curriculum			2	1	1									

Output mapping – UN SDGs

- Seminal framework of the time
- Frameworks aligned with 3 Goals
- Potential impact – alignment of issues
- Actual impact – alignment of effort



SUSTAINABLE DEVELOPMENT GOALS



Website: Welcome

The screenshot shows a web browser window with the URL <https://aude.shef.ac.uk/eauc/#/welcome>. The page header includes the EAUIC logo, navigation links for various university services, and a user profile for 'Admin User'. The main content area features a green banner with the title 'Welcome to the Sustainability Leadership Scorecard'. Below this, there is a paragraph explaining the purpose of the SLS, a 'How to use it' section with three paragraphs of instructions, and two red-bordered boxes containing links to a user guide and a toggle bar. A 'Continue' button is located at the bottom right of the main content area.

EAUC : Welcome

Secure | <https://aude.shef.ac.uk/eauc/#/welcome>

Maps | BBC F1 | Weather | Guardian | Nat. Rail | Gmail | Calendar | Cycling Weekly | Sust Hub | WELL | BREEM | Peak Club | DSP Project Log | VMR | SDGs | SDG data | BL UN SDGs | Ethical Corp

UDE | eauc

You are viewing the **Green Scorecard** | SLS | GSC | Admin User

Welcome to the Sustainability Leadership Scorecard

Building on the Green Scorecard, the Sustainability Leadership Scorecard (SLS) is a self-assessment framework to support your sustainability journey through target setting, performance improvement, evaluation and reporting. It is designed to align with the wider challenges facing the Higher and Further Education sector, highlighting that sustainable development issues are a key part of the overall business strategy of an institution.

How to use it

The SLS comprises 18 standard frameworks developed to address current and emerging sustainability themes. As a user, you can use the scoring section of the website to enter your scores for each of the activity areas within the desired frameworks. Where applicable, Green Scorecard data is mapped across and the SLS integrates many other sustainability tools, such as BREEM or Responsible Futures, so some advisory scores are pre-populated based on your selection. These scores can of course be changed, if required.

The Dashboard page provides you with the main output from the tool. It shows you the current and target scores for all frameworks and you can drill down into the detail of the individual activities and compare your performance with others and the UN Sustainable Development Goals.

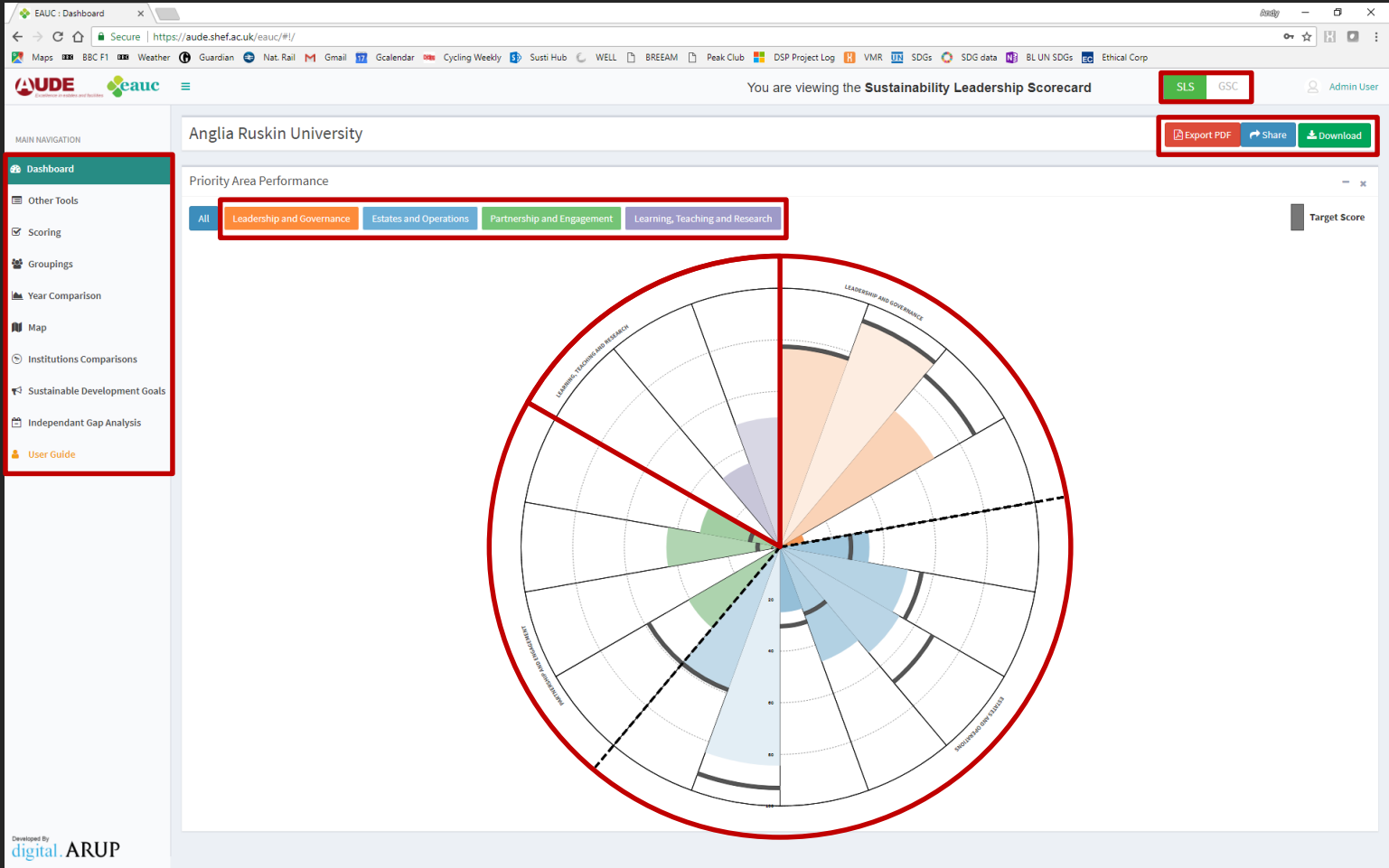
Further guidance on how to use the tool can be downloaded on the top right hand section of the Dashboard page via the Main Navigation menu on the left hand side of each page.

Click [here](#) for the User Guide

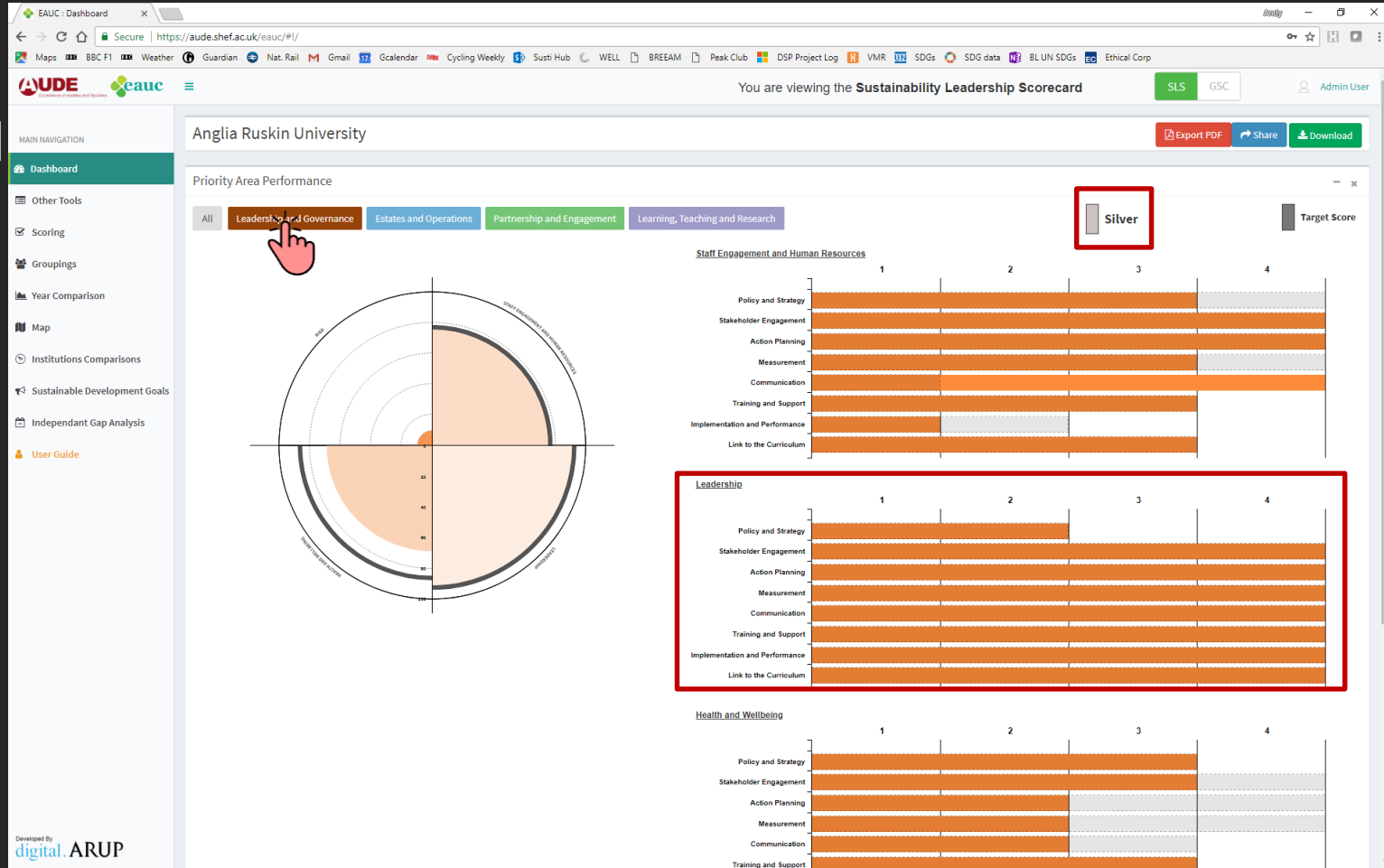
Click [here](#) or the toggle bar above to access the Green Scorecard

Continue

Website: Dashboard



Website: Dashboard



Website: Tools

EAUC : Other Tools Select x

Secure | https://aude.shef.ac.uk/eauc/#/otherTools

Maps BBC F1 Weather Guardian Nat. Rail Gmail 17 Calendar Cycling Weekly Susti Hub WELL BREEAM Peak Club DSP Project Log VMR SDGs SDG data BL UN SDGs Ethical Corp

AUDE **eauc** You are viewing the Sustainability Leadership Scorecard SLS GSC Admin User

MAIN NAVIGATION

- Dashboard
- Other Tools**
- Scoring
- Groupings
- Year Comparison
- Map
- Institutions Comparisons
- Sustainable Development Goals
- Independant Gap Analysis
- User Guide

Have you achieved accreditation in any of the other sustainability tools or schemes at your institution?
You can deselect your tools by clicking "clear"

Scheme		
NUS Green Impact		<input checked="" type="checkbox"/>
ISO 14001	A NUS tool designed to assist universities in embedding sustainability learning into courses and the curriculum. The mapping in the SLS is based on NUS Responsible Futures being achieved.	<input checked="" type="checkbox"/>
EcoCampus		<input checked="" type="checkbox"/>
Flexible Framework		<input checked="" type="checkbox"/>
NUS Responsible Futures		<input checked="" type="checkbox"/>
BREEAM		<input checked="" type="checkbox"/>
ISO 50001		<input checked="" type="checkbox"/>
ISO 26000		<input checked="" type="checkbox"/>
Food for Life		<input checked="" type="checkbox"/>

Save Clear

Score mapping for NUS Responsible Futures

Leadership

- Link to the Curriculum 3

Learning and Teaching

- Stakeholder Engagement 3
- Action Planning 3
- Measurement 3
- Implementation and Performance 2

Staff Engagement and Human Resources

- Link to the Curriculum 3

Student Engagement

- Link to the Curriculum 4

Hide

Developed by digital ARUP



Website: Scoring

These schemes or tools have influenced your scores:

- NUS Green Impact
- ISO 14001
- EcoCampus
- Flexible Framework
- NUS Responsible Futures
- BREEAM
- Food for Life

Category	Item	Status
Leadership and Governance	Staff Engagement and Human Resources	Green
	Leadership	Green
	Health and Wellbeing	Green
	Risk	Green
Partnership and Engagement	Community and Public Engagement	Green
	Business and Industry Interface	Red
	Procurement and Supplier Engagement	Green
	Food and Drink	Green
Estates and Operations	Resource Efficiency and Waste	Green
	Biodiversity	Green
	Construction and Renovation	Green
	Water	Green
	Travel and Transport	Green
	Climate Change Adaptation	Green
Learning, Teaching and Research	Energy	Green
	Research	Red
	Learning and Teaching	Green
	Student Engagement	Green



Website: Scoring

EAUC: Performance Indi... x

Secure | https://aude.shef.ac.uk/eauc/#/indicator/1/141

Maps | BBC F1 | Weather | Guardian | Nat. Rail | Gmail | Calendar | Cycling Weekly | Susti Hub | WELL | BREAM | Peak Club | DSP Project Log | VMR | SDGs | SDG data | BL UN SDGs | Ethical Corp

UDE | eauc

You are viewing the **Sustainability Leadership Scorecard** | SLS | GSC | Admin User

Policy and Strategy | Stakeholder Engagement | Action Planning | Measurement | Communication | Training and Support

Implementation and Performance | Link to the Curriculum

Health and Wellbeing

Policy and Strategy

3 GOOD HEALTH AND WELL-BEING

2 ZERO HUNGER

1 NO POVERTY

The institution's policies and strategies for protecting and supporting the Health and Wellbeing of staff, students and visitors are in place. There are clear links to Healthy Universities, Public Health Charter and the Okanagan Charter. Activity is reviewed on a regular basis. There are clear reporting lines into formal institution management structures.

	1	2	3	4
Policy and Strategy				
Stakeholder Engagement				
Action Planning				
Measurement				
Communication				
Training and Support				
Implementation and Performance				
Link to the Curriculum				

Description	Last Year's Score	Current Score	Last Year's Target	Current Target
0 There is a draft Policy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1 There is a Policy but it is not aligned to the Sustainability Strategy and/or Carbon Management Plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 There is an aligned Policy and it is reviewed regularly but there are not clear reporting lines.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 There is an aligned Policy, reviewed regularly with clear reporting lines but not within the formal management structure.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4 There is an aligned Policy, reviewed regularly with clear reporting lines within the formal management structure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Score Narrative

Enter a narrative for the score you have chosen.

Score Narrative

Target Narrative

Enter a narrative for the target you have chosen.

Target Narrative

Developed By digital.ARUP



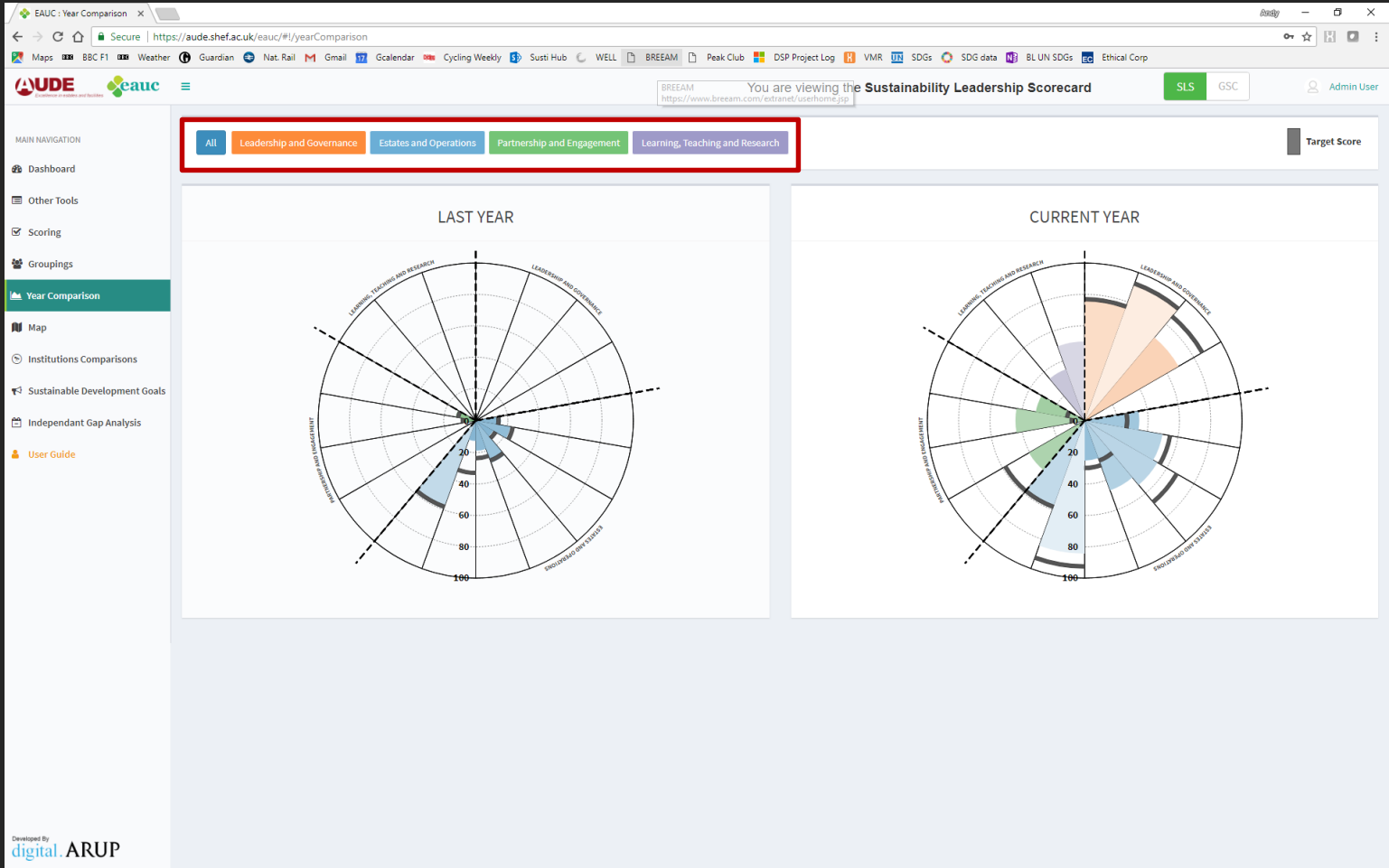
Website: Groups

The screenshot displays the Eauc Groups website interface. The browser address bar shows the URL <https://eauc.shef.ac.uk/eauc/#/groupings>. The page header includes the Eauc logo, the text "You are viewing the Sustainability Leadership Scorecard", and buttons for "SLS" and "GSC". A navigation menu on the left lists: Dashboard, Other Tools, Scoring, **Groupings**, Year Comparison, Map, Institutions Comparisons, Sustainable Development Goals, Independent Gap Analysis, and User Guide. The main content area is divided into three sections:

- New Group:** A form for creating a new group. It includes a "Name" field, a "Description" field, and an "Add" button. A note states: "When creating new User Groups, please limit these to a maximum of 15 institutions."
- User Groups:** A table listing user-created groups. Each row has an "Export PDF" button and a delete icon. A red box highlights a dropdown menu with "HE" selected and "FE" as an option, along with an "Add" button. Below the dropdown is a list of institutions with "Delete" buttons: Loughborough University, The Nottingham Trent University, The University of Leicester, The University of Northampton, University of Derby, and University of Nottingham. A "test" group is also visible at the bottom.
- Preset Groups:** A table of preset groups, each with an "Export PDF" button: FE, HE - Large Research, HE - Research Intensive, HE - Large Teaching, and HE - Small Teaching.

At the bottom left, it says "Developed by digital ARUP".

Website: Progress



Website: Map

EAUC - Map

Secure | <https://aude.shef.ac.uk/eauc/#/map>

Maps | BBC F1 | Weather | Guardian | Nat. Rail | Gmail | Calendar | Cycling Weekly | Susti Hub | WELL | BREEAM | Peak Club | DSP Project Log | VMR | SDGs | SDG data | BL UN SDGs | Ethical Corp

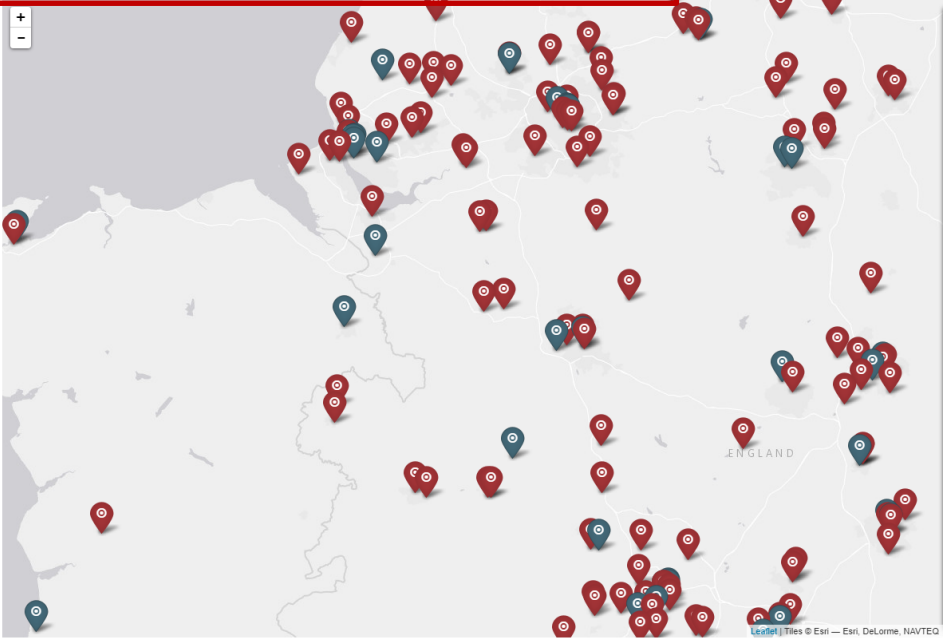
UDE **eauc**

You are viewing the Sustainability Leadership Scorecard **SLS** GSC Admin User

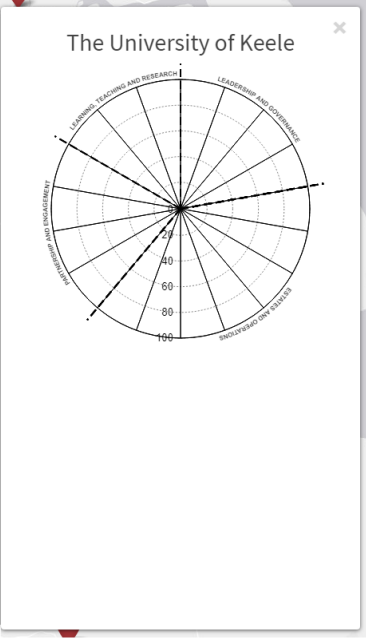
Map of all Institutions

Map

All Leadership and Governance Estates and Operations Partnership and Engagement Learning, Teaching and Research



The University of Keele



ENGLAND

Developed by digital ARUP

Website: Compare

EAUC: UniversityComp x

Secure | <https://aude.shef.ac.uk/eauc/#/universityComparisons>

Maps | BBC F1 | Weather | Guardian | Nat. Rail | Gmail | Calendar | Cycling Weekly | Susti Hub | WELL | BREAM | Peak Club | DSP Project Log | VMR | SDGs | SDG data | BL UN SDGs | Ethical Corp

UDE | eauc

You are viewing the Sustainability Leadership Scorecard | SLS | GSC | Admin User

Compare your institution to others

MAIN NAVIGATION

- Dashboard
- Other Tools
- Scoring
- Groupings
- Year Comparison
- Map
- Institutions Comparisons**
- Sustainable Development Goals
- Independent Gap Analysis
- User Guide

Activity Scores

Staff engagement and human resources

Category	1	2	3	4
Policy and Strategy	3			
Stakeholder Engagement	4			
Action Planning	4			
Measurement	4			
Communication	4			
Training and Support	3			
Implementation and Performance	1	1		
Link to the Curriculum	3			

Leadership

Category	1	2	3	4
Policy and Strategy	2			
Stakeholder Engagement	4			
Action Planning	4			
Measurement	4			
Communication	4			
Training and Support	4			
Implementation and Performance	4			
Link to the Curriculum	4			

Health and wellbeing

Category	1	2	3	4
Policy and Strategy	3			
Stakeholder Engagement	4			
Action Planning	2			
Measurement	4			
Communication	4			
Training and Support	3			
Implementation and Performance	4			
Link to the Curriculum	4			

Estates and Operations: Action Planning

Aim: Action Plans, which incorporate objectives and associated targets, drive the cycles of activity across the institution in relation to biodiversity.

Score	Number of Institutions
0	1
1	3
2	5
3	2
4	7

— Your Institution

Estates and Operations: Action Planning

--Add University--

Top 10

- HE - Large Research
- HE - Research Intensive
- HE - Large Teaching
- HE - Small Teaching
- FE
- FE and HE Sample
- test test

Wales | Yorkshire & Humber | East Midlands | test

Organisation	Score	Target
The University of Leicester	4	4
Anglia Russett University	4	4
Aston University	4	4
The University of Sheffield	4	4



Website: SDGs

EAUC: Sustainable Development Goals | <https://aude.shef.ac.uk/eauc/#/sdg>

Maps | BCF F1 | Weather | Guardian | Nat. Rail | Gmail | Calendar | Cycling Weekly | Susti Hub | WELL | BREEM | Peak Club | DSP Project Log | VMR | SDGs | SDG data | BL UN SDGs | Ethical Corp

YOU ARE VIEWING THE **Sustainability Leadership Scorecard** | SLS | GSC | Admin User

MAIN NAVIGATION

- Dashboard
- Other Tools
- Scoring
- Groupings
- Year Comparison
- Map
- Institutions Comparisons
- Sustainable Development Goals**
- Independent Gap Analysis
- User Guide

Developed By **digital.ARUP**

Mappings

[Reset Default](#) [Save](#)

Leadership and Governance

Framework	Primary SDG	Secondary SDG	Tertiary SDG
Leadership	16: Peace, justice and str	17: Partnerships for the g	10: Reduce inequalities
Staff Engagement and Human Resources	05: Gender equality	16: Peace, justice and str	10: Reduce inequalities
Health and Wellbeing	03: Good health and well	02: Zero hunger	01: No poverty
Risk	08: Decent work and ecoi	09: Industry, innovat	

Partnership and Engagement

Framework	Primary SDG	Secondary SDG	Tertiary SDG
Community and Public Engagement	11: Sustainable cities anc	17: Partnerships for the g	10: Reduce inequalities
Business and Industry Interface	09: Industry, innovat	17: Partnerships for the g	
Procurement and Supplier Engagement	12: Responsible consumj	10: Reduce inequalities	
Food and Drink	02: Zero hunger	12: Responsible consumj	

Learning, Teaching and Research

Framework	Primary SDG	Secondary SDG	Tertiary SDG
Learning and Teaching	04: Quality Education		
Research	04: Quality Education		
Student Engagement	05: Gender equality	08: Decent work and ecoi	04: Quality Education

Estates and Operations

Framework	Primary SDG	Secondary SDG	Tertiary SDG
Resource Efficiency and Waste	12: Responsible consumj	07: Affordable and clean	06: Clean water and sanit
Biodiversity	15: Life on land	14: Life below water	

Summary

[Download](#)

SDG	Potential Impact	Actual Impact
1 NO POVERTY 01: No poverty	Limited	Limited
2 ZERO HUNGER 02: Zero hunger	Medium	Limited
3 GOOD HEALTH AND WELL-BEING 03: Good health and well-being	Medium	Limited
4 QUALITY EDUCATION 04: Quality Education	High	None
5 GENDER EQUALITY 05: Gender equality	High	Limited
6 CLEAN WATER AND SANITATION 06: Clean water and sanitation	Medium	Limited
7 AFFORDABLE AND CLEAN ENERGY 07: Affordable and clean energy	High	Limited
8 DECENT WORK AND ECONOMIC GROWTH 08: Decent work and economic growth	Medium	Limited

Website: SDGs

The screenshot shows a web browser window with the URL <https://aude.shef.ac.uk/eauc/#/independentGapAnalysis>. The page title is "Independent Gap Analysis". The navigation menu on the left includes: Dashboard, Other Tools, Scoring, Groupings, Year Comparison, Map, Institutions Comparisons, Sustainable Development Goals, Independent Gap Analysis (highlighted), and User Guide (highlighted with a red box). The main content area is titled "Independent Gap Analysis" and contains the following text:

The Sustainability Leadership Scorecard is a self-assessment tool for institutions to review their performance and progress across, some or all, of a broad spectrum of sustainability issues. However, some institutions may wish to carry out a review by an independent party, instructed by EAUC, to ensure that the scores are an accurate reflection of the institution's performance and to gain expert advice as to how to continue to improve or to be able to report performance externally. Independent Gap Analysis is available at a Framework level, a Priority Area level or as a whole institution approach depending on where you are on your journey.

How does it work?

Step 1: Firstly, you have to complete the self-assessment stage for your chosen Framework(s). This means entering a current score and completing the Score Narrative for each of the 8 activity areas within your chosen Framework(s). The Score Narratives are for institutions to clarify why they believe they are worth of the score they have given themselves. Evidence can vary and may include policies, strategy documents, communication plans, data, reports, awards etc. The data needs to be available electronically such as web links or documents.

Step 2: Contact us to arrange your Gap Analysis. We will agree which Frameworks you wish to include and then you will submit your self-assessment scores and statements via the Sustainability Leadership Scorecard. An independent expert review will then be undertaken by a third party instructed by the EAUC.

Step 3: We will arrange structured face to face interviews with key members of the leadership team and other relevant stakeholders. The interviews will allow the context of the evidence documents to be clear and provide a more accurate appraisal of the true level of performance. Key people involved will depend on the particular Framework(s) but are likely to include strategic planning, finance services, academic services, HR and members of the estates team and external relations.

Step 4: The third party will review the self-assessment scores with the evidence from the interviews and make suggested adjustments, if required. The review is considered a supportive partnership with the institution, with proposed changes being changeable on the production of further documentation or interviews.

Step 5: A Gap Analysis report will be provided to you. This will identify potential opportunities for progress to allow you to develop an action plan for improvements. A rating will be provided and you can choose whether you wish to make this public or use for internal purposes only. The verified rating will last for 3 years unless you choose to undertake a further Gap Analysis for the same area(s) before the expiry.

Please contact us at info@eauc.org.uk to discuss your Gap Analysis journey.

The flowchart illustrates the process:

- Self-assessment**
 - Self-assessment
 - Scoring by institution
 - Narratives and scoring
- Contact EAUC**
 - Submission via Sustainability Leadership Scorecard
 - Scoring by institution
 - Narratives and scoring
- Interviews**
 - Face to face interviews
 - Appraisal of performance

Developed by digital ARUP

Report download

Sustainability Leadership Scorecard - Estates and Operations The Nottingham Trent University Framework Detail



RESOURCE EFFICIENCY-AND-WASTE				
	1	2	3	4
Policy and Strategy				
Stakeholder Engagement				
Action Planning				
Measurement				
Communication				
Training and Support				
Implementation and Performance				
Link to the Curriculum				

BIODIVERSITY				
	1	2	3	4
Policy and Strategy				
Stakeholder Engagement				
Action Planning				
Measurement				
Communication				
Training and Support				
Implementation and Performance				
Link to the Curriculum				

CONSTRUCTION AND-RENOVATION				
	1	2	3	4
Policy and Strategy				
Stakeholder Engagement				
Action Planning				
Measurement				
Communication				
Training and Support				
Implementation and Performance				
Link to the Curriculum				

WATER				
	1	2	3	4
Policy and Strategy				
Stakeholder Engagement				
Action Planning				
Measurement				
Communication				
Training and Support				
Implementation and Performance				
Link to the Curriculum				

TRAVEL AND-TRANSPORT				
	1	2	3	4
Policy and Strategy				
Stakeholder Engagement				
Action Planning				
Measurement				
Communication				
Training and Support				
Implementation and Performance				
Link to the Curriculum				

CLIMATE CHANGE-ADAPTATION				
	1	2	3	4
Policy and Strategy				
Stakeholder Engagement				
Action Planning				
Measurement				
Communication				
Training and Support				
Implementation and Performance				
Link to the Curriculum				

ENERGY				
	1	2	3	4
Policy and Strategy				
Stakeholder Engagement				
Action Planning				
Measurement				
Communication				
Training and Support				
Implementation and Performance				
Link to the Curriculum				

Key
Score
Target Score
Not Targeted
Target Score



ARUP

Sustainability Leadership Scorecard – Institution Overview

The Sustainability Leadership Scorecard (SLS) provides the Higher and Further Education sector with a development framework that allows institutions to understand their current position with regards to issues of sustainable development and assist in developing routes for improvement.

The framework is designed to align with the wider challenges facing the sector, highlighting that sustainable development issues are a key part of the overall business strategy of an institution. The framework is intended to inform discussions around the role of sustainability within wider issues of reputation, student engagement and satisfaction, Excellence Framework performance and graduate attributes / outcomes.

Based on your institution's current SLS self-assessment, the overall performance for all frameworks is summarised in the figure to the right.

The SLS comprises 18 standard frameworks developed to address current and emerging sustainability themes important to the sector. Frameworks are grouped within four priority areas: Leadership and Governance; Partnerships and Engagement; Learning, Teaching and Research; and Estates and Operations. Each framework is made up of 8 activities and scoring is given at an activity level.

No overall score is generated as each institution had individual priorities that should not be reduced to one comparable number. Instead, the scorecard invites discussion and analysis by representing the complex nature of sustainable development issues. More detailed reports for each priority area are also available.



ARUP

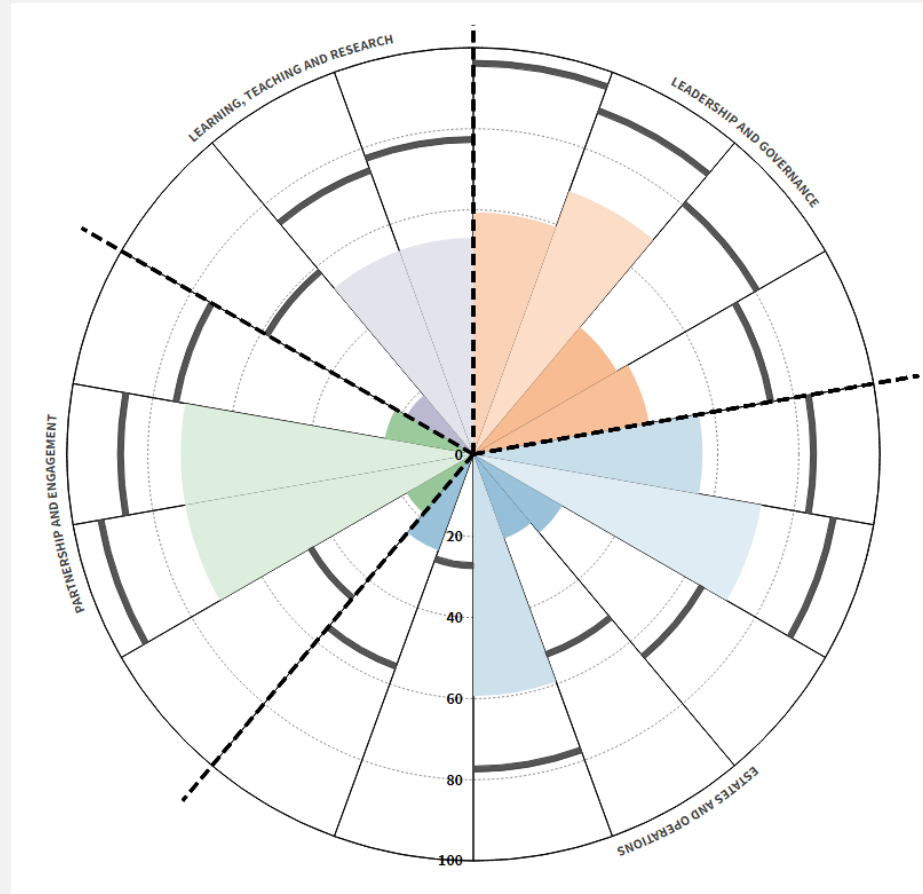
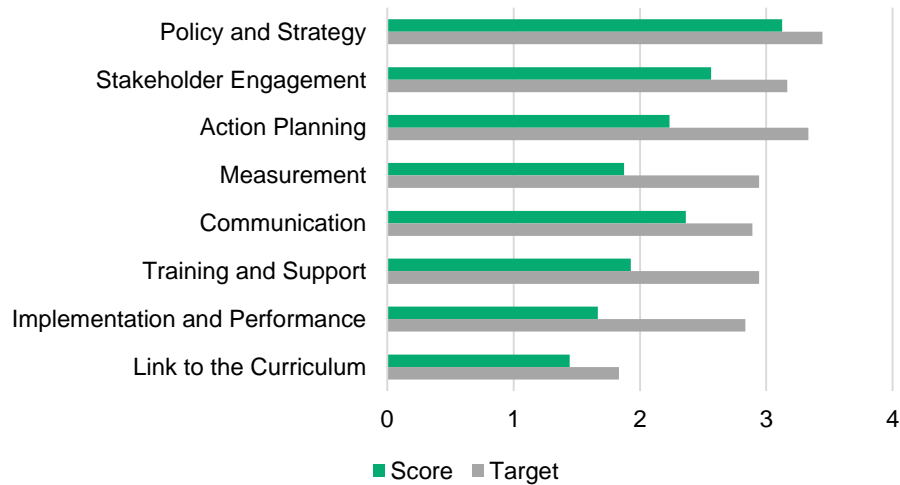
+ exports in raw format



ARUP

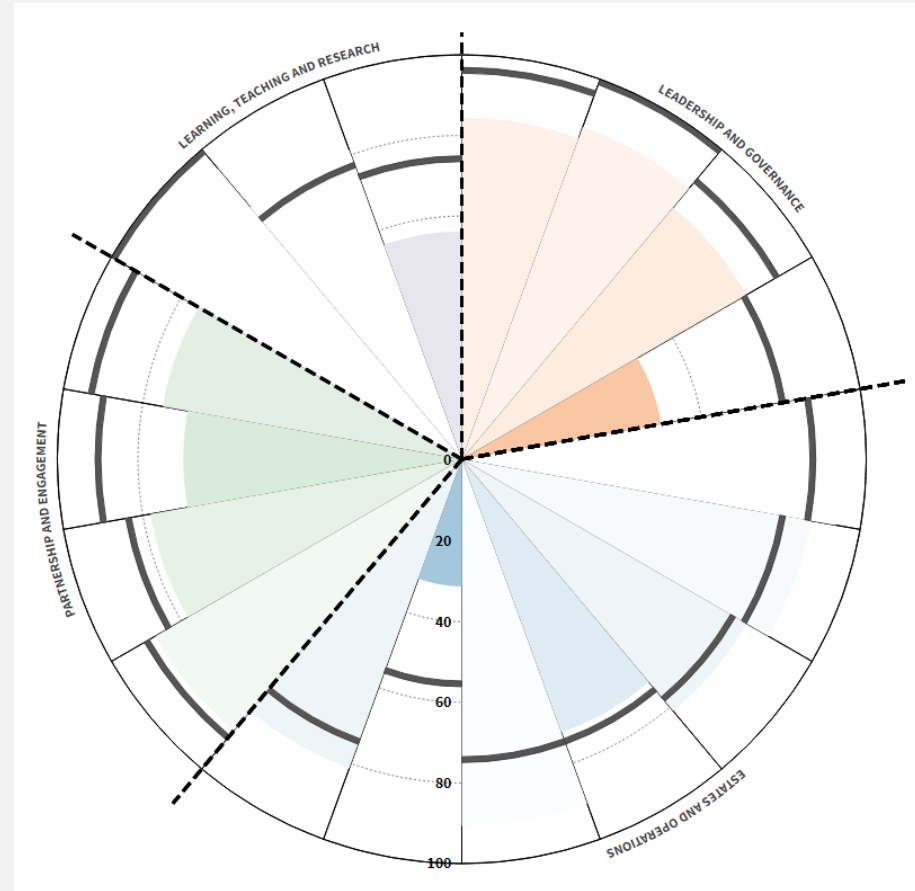
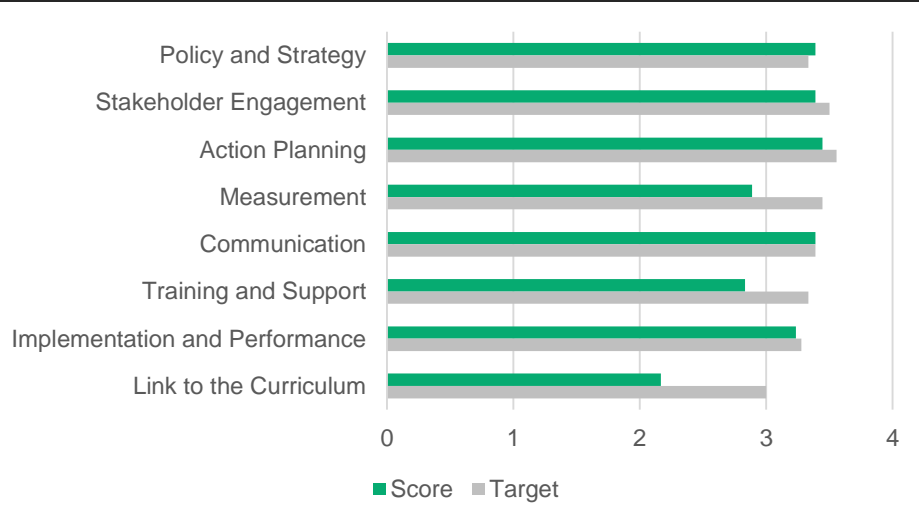
Case Study – Canterbury Christ Church University

- Consistency across Priority Areas
- Variability in frameworks
- High aspirations



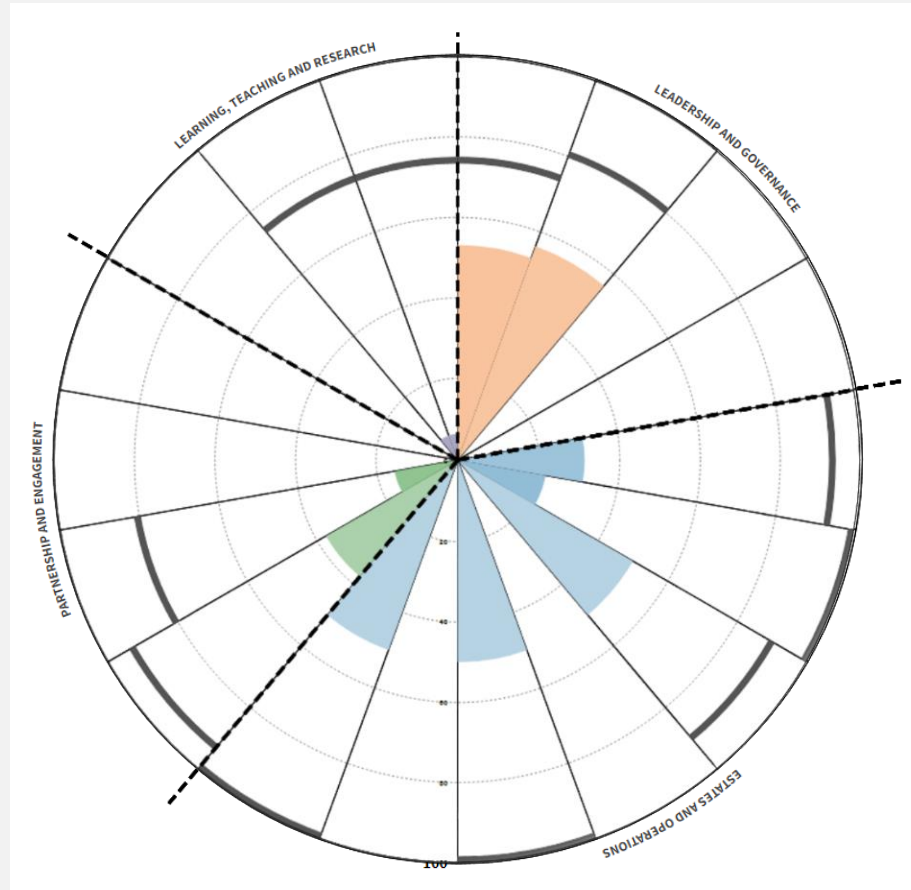
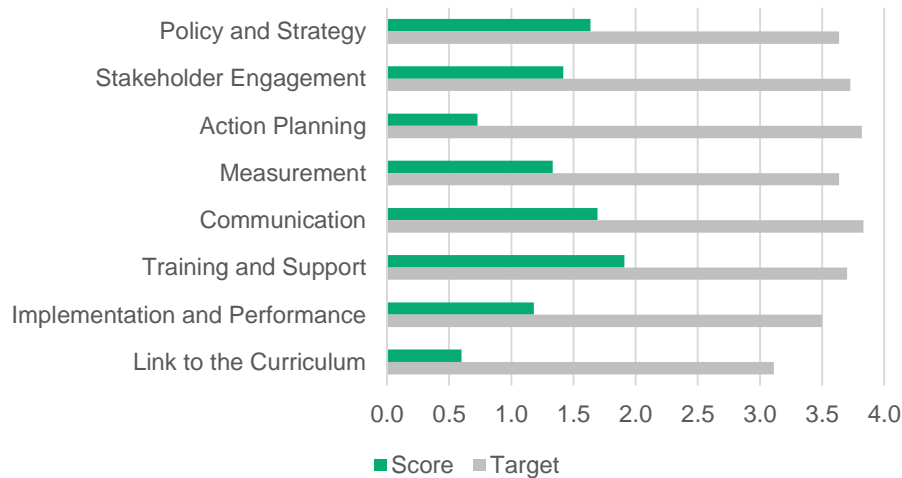
Case Study – Nottingham Trent University

- Few areas of weakness
- Exceeding target in some areas



Case Study – Shipley College

- Staff engagement and leadership good
- Can use framework to progress
- Chosen not to rate some areas



Gap analysis

Purely optional

- Institution to check progress
- External progress map
- Galvanises action
- External communication

Self Assessment

3rd Party Review

- Documents & Interviews
- Recommendations

Consistency check

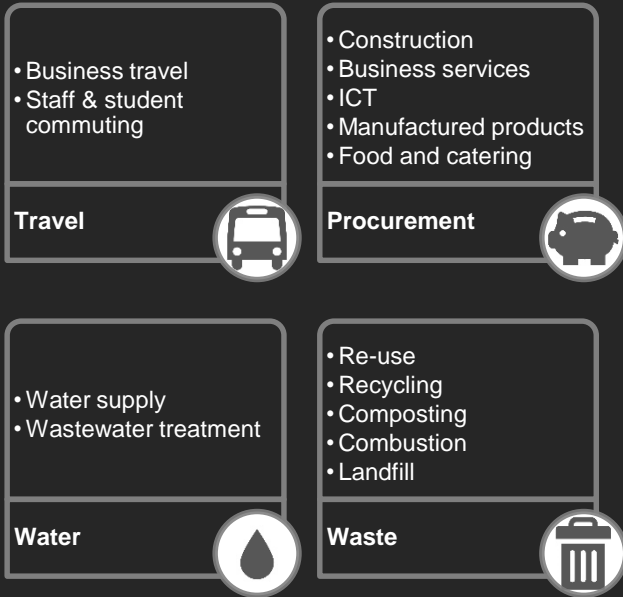
- Outcome agreed

Verification

Scope 3

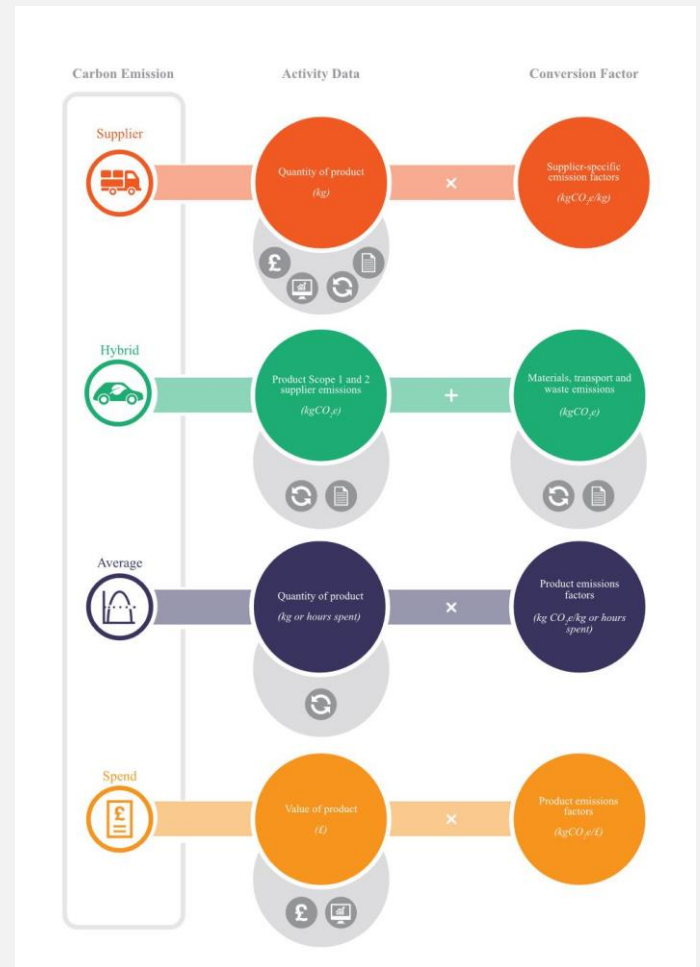
Slightly off-topic...

- Guidance note created



Most accurate

Least accurate



In summary

- Many characteristics of GSC continue
- Optional broader scope
- Optional gap analysis
- Aimed at wider institution issues
- Launch early-mid June
- Joint EAUC/AUDE sector report (not a league table) annually Nov/Dec

Structure of indicators in categories ✓

Non-competitive ✓

Collaborative ✓

Communicative ✓

No need for evidence ✓

Easy to use ✓

Flexible – no need to do everything ✓

Framework for progress ✓

Thank you – questions?

Andy Sheppard

andy.sheppard@arup.com

07825 198 132

