

SUSTAINABLE BUSINESS

CASE STUDIES

.....
*Innovation and inspiration
in corporate sustainability*
.....

Introduction

At a time when multiple social, environmental and economic challenges face the world, instances of true leadership and innovation can be game changing and offer a much-needed light in the dark. However, ensuring these examples of excellence are shared, embraced and learnt from can often be a tricky feat when the business landscape is so innately complex.

This year's *Guardian Sustainable Business Awards* highlighted the best in sustainability but without delving into the stories behind the success, the initiatives cannot be truly understood, let alone replicated or built upon by the wider corporate community; a vision at the heart of what Guardian Sustainable Business is about.

From installing clean light in African homes to placing ethics at the heart of the jewellery trade, our collection of sustainable business case studies reflect a turning of the tide in corporate culture. Could we be witnessing a shift from a traditional business mindset driven solely by growth and profit to one that is underpinned by openness, collaboration and ethics? Are companies finally pushing the triple bottom line to the top of the boardroom agenda?

Have a read of the projects in this year's ebook and make your own mind up. This edition showcases the winners and runners up from the 2013 Guardian Sustainable Business Awards, which have been chosen for the outstanding innovation displayed and the transformational impact they have had. The 13 categories range from supply chain to biodiversity, from communication to the built environment, and each contains compelling stories that reflect the best of business: the power to bring positive change to people's lives and the environment.

To read more about our sustainability case studies, head to our resource bank [here](#) or sign up to *become a member* of Guardian Sustainable Business.

Enjoy the read.

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1

COMMUNICATIONS

Communicating sustainability - sponsored by Getty Images

This award was for consumer facing businesses. We were looking for cross-platform campaigns that have made an impact, campaigns that have taken sustainability to the masses, secured strong response and made a big difference.

SolarAid: providing a brighter future for African villages Innovation winner



SolarAid promoted the benefits of solar lights to students in Tanzania.

PHOTOGRAPH: TONY KARUMBA/
AFP

After five years of testing a range of strategies to create demand, SolarAid concluded that the most effective approach would be to build the solar light market, rather than working through smaller aid programmes. It founded retail brand SunnyMoney to develop a unique distribution model, which would put solar lamps in reach of the people who need them most.

Mistrust and the cost of the initial investment weren't the only hurdles SunnyMoney had to overcome.

To market the lights, SunnyMoney had to cover vast, sparsely populated areas with weak transport and communications infrastructures, to reach customers who tend to be suspicious of outsiders. The only way to achieve last-mile distribution on such a large scale is through peer-to-peer social marketing, on a shoestring budget.

The company realised that making its first sale to headteachers would get the message about solar lighting and the dangers of kerosene straight to the heart of the communities it needed to reach. Rural African communities have a strong desire to invest in education

Solar lights pay for themselves in less than two months, last around five years and don't need maintenance. They're also a clean, safe alternative to toxic and expensive kerosene. But people in rural Africa don't always trust the technology, and \$10 (£6.40) upfront is a big investment.

So how did *SolarAid* create so much demand that sales for solar lights in Tanzania grew by 720% in 2012?

SolarAid is the not-for-profit trading arm of *Solar Aid*. The UK charity's goal is to eradicate kerosene and get a clean light in every home in Africa by 2020.

and trust the education network. So SunnyMoney worked with headteachers, appointing them as agents to promote the benefits of solar lights to their students.

The company brought the headteachers together to train them, and gave them the incentive of free lights when they hit targets. Following this approach, SunnyMoney managed to reach huge numbers of potential customers without having to visit every village. Once headteachers and several happy customers endorsed the lights, and once people experienced the benefits for themselves, demand took off.

In 2012, SunnyMoney sold 125,000 lights, saving 25 tonnes of carbon and enabling 560,000 people to reduce their carbon footprint. Before buying a solar light, 85% of those customers used kerosene for lighting. After buying a light, 90% reduced their kerosene use and one third no longer use kerosene at all.

Each light will save a family £50 a year for up to five years, money that can be reinvested in food and education. Children are able to study an extra hour each evening as they now have bright and reliable lights to do their homework by.

In a strong category where the scale of ambition impressed the judges, they said: "SunnyMoney is an inspiration. We were most impressed by the scale of behaviour change the campaign achieved." They also praised SunnyMoney's imaginative approach to communication and liked the way the initiative was targeted at people who would most benefit.

By tapping into the desire to invest in education, the company created huge demand with a small team, at a low cost and in a difficult environment. SunnyMoney spent roughly £80,000 working with teachers to spark demand, with its team of 25 contributing around 20% of their time. They then spent the remaining 80% of their time trying to meet the huge demand they had created.

Rolling out the approach across four countries, the company became the largest seller of portable solar lights in Africa. Each light will reduce a family's carbon footprint by 200kg a year.

Few, if any, other businesses have launched a sustainable brand and enabled thousands of people to live more sustainably in such a short space of time. As a commercial brand SunnyMoney is naturally delighted to have increased sales by 720% in Tanzania.

Above all, SunnyMoney is building the kind of company that genuinely sustainable capitalism demands. It is the kind of company where social and environmental objectives are put ahead of commercial imperatives. SunnyMoney is able to do this because it's owned by Solar Aid. It is financed through socially motivated donations and loans, rather than through traditional finance.

Now, SunnyMoney wants to share what it has learned with others so that its approach can be replicated and scaled up.

To do that, the company is keen to help others to do more to promote portable solar lighting, enabling organisations and their customers to become more sustainable - and moving Solar Aid closer to achieving its ambitious goal of getting a solar light in every home in Africa by 2020.

BSkyB: helping audiences see the bigger picture

Impact winner



Sky works with elite cyclists such as Laura Trott and Danielle King to increase participation in the sport.

PHOTOGRAPH: BRYN LENNON/
GETTY IMAGES

BSkyB is harnessing the size of its audiences and the power of the screen to communicate its sustainability goal to help create a better world.

With the motto “we believe in better”, the company’s sustainability plan is aptly named the Bigger Picture.

Television, of course, can influence social attitudes and behaviour. Sky says its strategy is not only to do the right thing across the business day to day, but to take its social and cultural influence to greater scale using its technology, channels and programming.

The judges made this award for sustainability communications impact because of the “transformative potential of Sky’s work”. They particularly liked the breadth of the communications that make up the company’s Bigger Picture plan.

Sky focuses on four areas, to: inspire people to act against climate change; improve lives through sport; open up the arts; and raise the aspirations of young people in schools. The company says that in 2012 it gained considerable progress on all four campaigns, influencing 1.2 million people.

Common to all of the focus areas is Sky’s ability to bring sustainability topics to life at scale - using its onscreen and online channels, engaging employees and working effectively in partnership with charities to ensure a measurable impact.

Sky’s Bigger Picture plan employs a team of 10 people, who work with a number of charity partners. These include Youth Sport Trust, World Wildlife Fund, British Cycling. Arts partners include Tate Liverpool, the Victoria and Albert Museum and several literature festivals.

These carefully chosen partners mirror the four cornerstones on which Sky’s agenda is anchored. A range of successful campaigns are complemented by marketing, communications and community expertise and involvement.

The company invests in creating local events in which people can readily get involved. For example, more than 20,000 cyclists took part in Sky Ride events - run in partnership with British Cycling - during 2012.

As a broadcaster, Sky is also able to use its reach to raise environmental issues, increase viewer awareness and inspire people to act. A prime example is the twice yearly screening of dedicated rainforest programming.

In 2012, Sky premiered *Kingdom of Plants on Sky Atlantic* and in 3D, with Sir David Attenborough revealing the secret life of plants and how they adapt and survive.

Expert and elite endorsement is central to the company’s communications programme. As well as Attenborough’s Rainforest series, Sky works with elite cyclists Sir Chris Hoy, Mark Cavendish and Laura Trott to increase participation in cycling across Britain and Ireland, and get people of all ages to take up the sport for fun and fitness.

The company says that - on average in 2012 - every pound it invested provided 15% extra in-kind value from free promotional air time on Sky channels.

Future success at Sky depends on long-term relationships with millions of families across the UK and Ireland, says the broadcaster. It understands that customers are increasingly opting for goods and services that reflect their greener values and make a positive contribution to society.

Equally, Sky’s content, technology and business activity has a social role to play. The goal is to achieve sustainable success in a sustainable society. To do that, Sky wants its programming to act as a window on the world, reflecting the society its viewers live in, their concerns and aspirations.

So what has the Bigger Picture achieved?

Sky and British Cycling reached their collaborative “one million more cyclists” target when more than 322,000 more people starting cycling regularly in 2012. The target was set in 2009 and achieved a year earlier than planned, thanks to Sky Ride events across the country and elite cyclist involvement.

Sky Ride has helped to build the cycling industry, contributed to health and wellbeing and, according to the London School of Economics, even been instrumental in helping to reduce absenteeism. A knock-on effect has been the economic impact of cycling's increased popularity. The sector now generates over £2.9bn in the UK, equating to £230 for every cyclist in the country.

Through its schools programme, Sky claims to have inspired more than 50,000 young people to take part in sport. Sky Sports Living for Sport reached 18,300 school children in 2012. Research shows improvements in attitudes to learning (63%) and self confidence (87%) among participants.

In the creative arts, the Sky Arts Ignition series created new works in partnership with various arts organisations and enabled more than 77,000 people to view them.

Sky Rainforest Rescue, in partnership with WWF, has helped more than 1,000 families in Brazil make a living from the forest. Sky is supporting the development of viable markets for rainforest products and more than 360,000 people in the UK now donate regularly to the scheme.

Recyclebank: recycling means points

Imported from the US where it is now operating nationwide, Recyclebank was launched in the UK in 2009 with schemes in the Royal Borough of Windsor and Maidenhead and Halton Borough Council in Cheshire.

Recycling rates increased by 8.8% and 9.1% respectively in the boroughs year on year in 2012, against a national average of 3.3%.

The weight of recycling collected by households has increased by 119kg in Windsor and Maidenhead and by 70kg in Halton. This compares to a national average of just 18kg.

Recyclebank works by measuring the amount of kerbside dry waste each home recycles and then converting it into points, redeemable in a range of local and national retailers - including Marks & Spencer.

In 2012, UK residents earned over 102 million points, ordered nearly 300,000 rewards and saved nearly £2 million.

The scheme is now available to 250,000 UK households. Rapid expansion is anticipated in 2013 as Recyclebank forges links with more local authorities.

The scheme is established in every state in the US and has successfully proven that reward is the best way to motivate people to take everyday green actions. Across continents, Recyclebank now has 4.4 million members.

It has also partnered with consumer brands - such as Unilever, The Coca-Cola Company and SC Johnson - to encourage customers to do things differently.

Working with Unilever in the US, Recyclebank succeeded in encouraging nearly 100,000 members to pledge to take shorter showers - saving 266 million gallons of water in a year.

Members can also donate their points to Recyclebank's Green Schools Programme, which are then converted into cash grants. Since 2007, over £200,000 has been donated to over 100 schools.

In the UK, Boyne Hill primary school in Maidenhead developed a living garden with a £1,250 grant after just 12 weeks of Recyclebank point donations from the community, parents, governors and the Parent Teacher Association.

Recyclebank motivates sustainable behaviour change with a team of around 150 people. It acts as a partner that generates economic, environmental and social benefits for local authorities.

The main plank of the initiative is to help people work towards a world where nothing is wasted. It aims to increase recycling, reduce energy and water consumption, encourage smarter transport, strengthen local economies and help people share the financial benefits of green choices.

The Sustainability Advisory Council advises Recyclebank on how to develop and adapt its products, partnerships and programmes.

With a strong online presence, the company is increasingly using digital channels as well as community engagement to get its message across.

In the US, Recyclebank has been a certified 'B' corporation since 2009, meeting rigorous standards of social and environmental performance and transparency. The company offsets its carbon footprint in partnership with NativeEnergy.

Neal's Yard Remedies: raising a swarm of protest against deadly pesticides

A campaign launched by Neal's Yard Remedies to highlight the plight of the UK's bees raised over 100,000 signatures for a petition to ban the use of deadly pesticides, and £40,000 for charities that help save bees.

Populations of bees are in rapid decline all over the world and in Britain bees are disappearing faster than in the rest of Europe. But without bees and wild pollinators, agriculture as it exists today would collapse.

Harmful neonicotinoid pesticides are at the heart of the problem. To draw attention to their impact on pollinators and the alarming decline in Britain's bees, Neal's Yard launched its Bee Lovely Campaign.

The campaign included a petition, a Bee Lovely range of products that raised donations for charities, and the company's Bee Lovely Grants scheme. Green social network Project Dirt called the Bee Lovely Campaign the 'greatest call to action the UK's bee keeping community has recently seen'.

Neal's Yard had no budget for the petition so to raise the profile of the impact of neonics and get people involved in the fight to save bees, the company put its petition on Twitter.

The combined forces of the Twitter campaign, Neal's Yard store staff and its network of consultants in the UK and US helped the company collect over 100,000 signatures. The company added its petition to voices from across Europe, and on 31 January 2013 the European Commission proposed a potential restriction or ban on certain neonics.

Customer donations from sales of the Neal's Yard Bee Lovely range of beauty products contributed over £40,000 to partner charities. This will help Friend of the Earth's Bee Cause campaign to introduce 60 bee-friendly meadows, and Landlife and Biobees to develop a network of bee refuges across the UK.

The Bee Lovely Grants scheme awards grants to local community projects across the UK that help to protect pollinators. To promote the scheme Neal's Yard teamed up with Project Dirt, the UK's most active green social network. The response was impressive, attracting over 225 applicants.

Selected by judges from the Guardian, Friends of the Earth, Biobees, Landlife and the Eden Project, the winning schemes are helping to create pollinator forage and habitat, and educate beekeepers and communities.

At the same time Neal's Yard is creating an online community hive for all applicants, with the aim of building a network of connected projects that will help scale up efforts and allow schemes to learn from one another.

Neal's Yard is a pioneer in sustainable skincare, from its organic, plant-based products to its recyclable glass bottles and the use of 100% renewable energy in its eco-factory and company stores.

Along with the company's sustainable farming and sourcing practices, and strong environmental ethics, the Bee Lovely Campaign is a perfect illustration of the way Neal's Yard works to set a positive example to everyone it comes in contact with, from suppliers to customers.

KeepCup keeps ups with takeaway coffee trends

KeepCup - described as the first barista-standard reusable cup - offers individuals and businesses the chance to make the takeaway coffee market more sustainable.

Imported from Australia, KeepCup entered the UK in 2010 and has now hit the US market too. Its aim is to combat the 1m disposable cups that are relegated to landfill every minute.

The cups are loved for their sustainability credentials and ease of use, but also for their funky individual colours, says the company, which manufactures the product through a low-energy process and encourages behaviour change among consumers, cafes, baristas and roasters.

With a relatively low advertising and event sponsorship budget, KeepCup focuses on recommendation, endorsement, trade show attendance and social media to keep the sustainability issues of the convenience coffee shop culture in the public eye.

In 2012, the company attended London Design Week and various specialist coffee events, including London Coffee Week, tripling sales to cafes. It says the strategy is to change hearts and minds first and foremost, rather than to sell KeepCup.

Through last year, KeepCup increased its Twitter followers by 3,000, Facebook "likes" by 5,000 and UK web traffic by 800 visitors a month. In all, it sold 850,000 KeepCups, 170,000 in the UK.

KeepCup also targeted corporate buyers - including BSkyB, Deloitte, Aviva and Linklater in 2012 - together with the universities of Bath, Edinburgh and Oxford and the London School of Arts.

On sales in the UK and elsewhere in Europe, KeepCup users will divert more than 3m disposable cups from landfill - more than 40 tonnes of materials.

KeepCups are lightweight, stackable and dishwasher safe. They are also bold in design and a visibly "green accessory", says the company.

It says the principal aim is not just to sell KeepCups, but to get people to use them - thereby lifting reuse rates to 20% in the enormous take-away coffee market.

SCA: helping people twig the value of trees

Environmentalist and television presenter Chris Packham made a documentary about it and media around the country covered *SCA's* promise to plant three trees for each one used to make its Velvet toilet tissue brand.

Under its Three Trees promise Velvet funds the planting and growing of indigenous trees in Brazil through ethical forestry company Amata.

So far more than 4m trees have been planted on previously barren deforested land, and 15m more around watercourses are protected forever. The Three Trees promise goes well beyond industry standards and is pioneering new methods in forestry management on a massive scale.

To get the message across to a wide audience an SCA project team created a phased, long-burn communications campaign, which included TV commercials, PR, and online and direct customer communication. Three elements took place within the award timescale.

A documentary filmed by Chris Packham when he visited the project in Brazil was shared with politicians and journalists and with the public through the SCA website and YouTube. Before the launch, more than 50 key opinion leaders were briefed about the initiative. More than 60 people attended the launch itself, with coverage appearing in the Express, ITV's This Morning, trade press and environmental titles.

Packham included the Three Trees promise in his subsequent one-man show, which toured theatres throughout the UK. The promise was picked up by 12 media outlets, including eight local radio stations. All in all, more than eight million people have had the opportunity to see (OTS) coverage of the initiative.

The third strand involved Velvet promoting the benefits of growing trees in urban settings through its partnership with *Trees for Cities*. An event in London was covered by eight titles, with 300,000 OTS.

With further phases of the campaign taking place in 2013, plenty more people look set to get Velvet's message about valuing trees and protecting biodiversity.

IHG promotes sustainability record through social media

Hotels can provide refuge in disaster, help local people become more employable and protect local environments. These are among the messages that *InterContinental Hotels Group* is sharing on Twitter, Facebook and elsewhere online.

With 21,000 Facebook fans, IHG is able to promote its record on sustainability to employees and environmentally conscious guests on one of social media's most popular channels.

The hotel group created the first dedicated *corporate responsibility Facebook page* in the hospitality industry and in 2012 increased its IHG Planet CR Facebook fanbase by more than 600%. When a new video was launched on Facebook showcasing the impact of its hotels, it reached almost one million people.

The group is also making the most of other channels of communication including conferences, the intranet and surveys. IHG's award-winning corporate responsibility report is published online, with readership increasing 18% in 2012 to an average 7,500 views each month. The group's integrated Stakeholder Engagement approach was featured in a PwC report: *Reporting Tips and Best Practice (PDF)*.

IHG concentrated on social media throughout 2012 to build awareness of its mission to transform hospitality and create more sustainable communities. This paid off, as the number of Facebook page fans grew from 3,000 at the start of 2012 to more than 21,000 by the end of the year.

However, different audiences need different channels. Twitter reaches media, industry associations and corporate responsibility enthusiasts; industry leaders and IHG employees use LinkedIn, while Facebook appeals to the most engaged employees and greenest guests.

IHG's strategy is to make hotels and the travel industry viable in the long term. Its key environmental and community programmes illustrate this. *Green Engage*, an environmental management system, *IHG Academy*, uses local community partnerships to unlock employment opportunities, and the *IHG Shelter in a Storm Programme*, is a disaster relief initiative.

Engaging employees

This award was for projects that sought to embed sustainable thinking into company culture. We were looking for initiatives that have demonstrably enabled the people who don't have 'sustainability' in their job title to buy-in and act.

Commercial Group's angelic approach to sustainability

Innovation winner



A team of Green Angels helps Commercial Group place sustainability at the heart of the business.

PHOTOGRAPH: GROVE PASHLEY/
GETTY IMAGES

Business services specialist *Commercial Group* has transformed its business by engaging more than 97% of employees in sustainable activities through its acclaimed *Green Angels* programme.

The company has grown by 50% since 2006 by successfully integrating sustainability throughout its business, dramatically cutting its impact on the environment, stepping up its contribution to the community and encouraging healthy lifestyles among its staff.

Commercial's Green Angels concept was developed to dispel the belief that only the

"green and keen" could be active in promoting sustainability. Instead, it actively involves people from all corners of the business, encouraging them to take personal responsibility for making changes that benefit the company and its employees.

The winners of the firm's 2008 Green Ambassador awards, a programme that incentivised staff to promote sustainable living in their communities, were the first to initiate a Green Angels project.

Now, a new five-strong team of volunteers finds ways of furthering Commercial's Group's 10 sustainability commitments every few months. This team of Green Angels, which includes people from all levels and areas of the company, spends three to six months developing a project designed to bring transformational change to the business. Funding is cleared by the board and a project manager is appointed to offer support.

The project is communicated to everyone in the company in an entertaining way at the next Green Angel Day. This way, everyone understands the chief aims and knows exactly what they can do to make things happen.

Examples of Green Angel successes include reducing waste contaminants by 80%, achieving zero waste to landfill and introducing Angel Days for staff to contribute to good causes. Projects established via the scheme have also helped to promote a healthy lifestyle internally by creating maps of the local area and providing staff with "pool bikes", which can easily be booked for use.

In total, Green Angels projects have helped Commercial Group save £200,000 a year. In addition, 92% of staff say they engage in activities that support the company's environmental aims, according to a survey by Bureau Veritas for the Sunday Times Green List.

Business in the Community (BITC) used Green Angels as an example of best practice in its first Mayday annual report, as did the Scottish government in a report entitled: "The impact of workplace initiatives on low-carbon behaviours".

Further supporters of the scheme include the Energy Saving Trust, the Chartered Institute of Management Accountants (CIMA), the Environment Agency and Spanish sustainable transport organisation Fundación Movilidad.

Commercial's commitment to transforming the way it does business is evident in many different innovations introduced by the company. The company was the first in its sector to explore the use of hydrogen fuel cell vans, and is also investigating electric and biomethane-powered vehicles.

The company's carbon footprint, verified by Ecometrica, has shrunk by 75% since 2006. Commercial Group has also racked up another industry first by achieving carbon neutral status via the British Standard's Institution's PAS2060 certification.

The judges were impressed by the way in which Commercial Group had "taken sustainability to the heart of the business", as well as the steps it had taken to quantify the impact of the Green Angels initiative.

Notably, the company has achieved all this on small budget. Simon Graham, Commercial's visionary environmental strategist, recently presented his company's achievements at the Vivian Partnership's Sustainability on a Shoestring event. He explained how the firm has journeyed from compulsory viewings of Al Gore's renowned film *An Inconvenient Truth* to the highly effective Green Angels programme.

Removing the barriers to "doing the right thing" by making sustainability business as usual has significantly cut Commercial Group's environmental footprint, saved money, sparked business growth and improved staff wellbeing. Unparalleled levels of staff engagement ensure that the company continues to go from strength to strength in its pursuit of a sustainable future.

As noted by Philip Forrest of accountancy body ICAEW: "As impressive as the environmental targets it has hit, is the extent of staff engagement it has achieved."

BAM Nuttall peer-led training unlock wealth of hidden talents

Impact winner



The company's approach inspired new ways of engaging employees.

PHOTOGRAPH: GETTY

When *BAM Nuttall* talks about actively engaging its employees in the journey to become more sustainable, the company really means it. Its Beyond Zero training programme is delivered to employees by their peers - and the approach has proved so successful it is now inspiring new ways to engage employees across the business.

Initially launched as a company-wide vision to improve health and safety, Beyond Zero has since developed into BAM Nuttall's sustainability plan for the business.

In 2012 the focus turned to employee engagement, in a bid to make Beyond Zero relevant and important to everyone.

Rather than follow the conventional route of separating out health and safety training, environmental training and employee engagement initiatives, the company decided to integrate all three. The result was the biggest, most innovative programme BAM Nuttall has ever run.

Sweeping aside traditional training methods - department-led, cascade or consultancy-led - BAM Nuttall implemented a bottom-up training approach that got frontline employees, such as operatives and post-room staff, involved in training their peers.

Leadership of the programme is just as innovative. Instead of being delivered by the HR or training department, the initiative is led by just two people, who report directly to the board of directors.

Leaders at all levels

The company started by inviting employees to a Beyond Zero Commitment Workshop. The aim was to create leaders at all levels, each having a far greater understanding of what it will take to achieve Beyond Zero.

These workshops were followed by a three-day, Beyond Zero Workshop training programme where frontline employees were taught how to deliver workshops to their peers.

So far, 569 people have gone through the commitment workshops, and 166 people have been trained to be trainers. Over 5,000 employees have attended workshops run by their peers.

The results took BAM Nuttall by surprise. The workshops unlocked a wealth of hidden talent among the company's employees and the initial workshops were so popular BAM Nuttall decided to continue running them.

Crucially, the training programme is having a positive effect on engaging employees. Since its launch, BAM Nuttall's staff turnover rate has fallen.

Simultaneously, the percentage of employees who feel they're engaged in really great work and that potential difficulties are identified before they turn into problems has risen.

On the environmental front, 84% of the company's waste is diverted from landfill, 24% more than in 2010, and the company has generated 41% less construction waste since 2009.

Energy efficiency at its fixed premises has improved. A significant increase in near-miss reporting for safety and environmental issues shows greater awareness among staff.

In a close-run category the judges were impressed by the thorough approach of BAM Nuttall's Beyond Zero initiative.

"The programme appears to have been set up to leave a real legacy," said the judges. They were especially pleased at the leadership the company showed by investing in the initiative, given that the construction sector faces particularly challenging economic times.

Cultural change

For BAM Nuttall, Beyond Zero is more than just an initiative - now recognised as the culture of the company it is helping all employees to aspire to a more sustainable and responsible way of life.

The training programme plays a big part by helping the firm reach a critical mass of employees and achieve change far quicker than they could have imagined.

Now, its approach and philosophy is being emulated throughout BAM Academy, and all other training programmes are designed to support Beyond Zero.

To date, the company has invested nearly £1.3m and 50,017 man-hours in the programme. As it goes on the programme becomes more sustainable, with a 48% reduction in external costs and a 21% increase in man-hours.

BAM Nuttall believes it is the first business of its kind to introduce peer-led training. What's more, the training programme has been so successful the company's clients have started asking for information about it and joint venture partners have started adopting the approach.

The Co-operative: food employees are energy-saving heroes

The Co-operative Group, the largest consumer-owned co-operative in the UK, has cut energy consumption in its food business by 41% since 2006 by actively engaging its staff to save energy in store. The group's team effort to save energy has also resulted in £50m of cost savings annually.

Energy-saving is central to The Co-operative's ambitious plan to cut its carbon emissions by 50% by 2020. The food arm of its business accounts for nearly 90% of the group's total energy use, making store energy consumption a key priority.

The Co-operative has addressed the challenge by engaging a team of six regional energy managers to educate the employees of its 2,800 stores on simple, effective ways to save energy. The team has given energy-saving training to 15,000 employees across the UK, with an unprecedented 85% of people completing the course.

To help staff understand the difference their active involvement makes, The Co-operative's Energy Services team has also developed an online training module to explain the importance of their collective efforts. Co-operative Food employees are responsible for 25% of the energy savings it has made to date, the group believes.

Clear energy-saving targets are set for each store, with regional competitions in place to reward star performers with vouchers for in-store parties.

Meanwhile, regular communications are circulated via staff notice boards explaining the importance of energy saving. These include regular newsletters, progress against store energy targets, updates on energy-saving repairs and retrofits suggested by staff, as well as a store 'energy housekeeping' guide.

All new starters at The Co-operative also receive advice and tips on energy saving as part of a wider programme of sustainability training, which also covers the group's Ethical Plan.

The group's rigorous approach to changing staff behaviour and inspiring employees to support energy efficiency goals has allowed its food business to make serious inroads into reducing its energy use.

Since 2006, Co-operative Food has cut its electricity and gas consumption by 35% and 38% respectively, resulting in a 41% reduction in carbon emissions.

The changes have been good for business and good for staff morale. More than 80% of staff say they believe the group is working to reduce its impact on the environment, while stores have engaged enthusiastically with energy saving competitions and exceeded their energy use targets.

Equipped with a better knowledge of how to save energy in store, staff are more accurately reporting energy-wasting equipment needing repair and completing store 'health checks' to a higher standard.

The Co-operative has invested £10m annually in cutting carbon emissions since 2006, achieving a 43% reduction in emissions to date. Staff training is a fundamental part of this investment, and will play an important role as the group strives to become the most socially responsible business in the UK.

JWT: making sustainability personal

JWT's Lisbon office felt that its employees, like consumers in general, were not truly aware of sustainability. It wanted to find a potent but cost-effective way of making the subject personal to each of them.

The marketing communications agency's answer was a simple, creative and cheap idea that shows employees their place in the same shared ecosystem every day.

First, the business implemented a zero plastic policy from its site's catering facilities and gave every member of staff a personal metal mug for coffee and water.

Inspired by the birth of the world's 7th billion baby in 2011, the company then calculated everyone's "baby number" and engraved it on their individual mugs. The idea was to make sustainability, the world's ecosystem and everyone's place in it emotionally engaging for employees on a daily basis.

Relatively inexpensive, the idea came from an internal team, which included a social psychologist with a specialism in persuasion. It also enabled the business to terminate its contract with a bottled water supplier, saving 9,200 litres of bottled water and €2,050 a year.

Another objective was to create interest among the JWT worldwide network. In February 2012 the annual CEOs meeting was held in Lisbon and the office involved 39 other offices in the project by offering each CEO their own personalised mug.

As a result, 20 country leaders across Europe, North America and Asia were exposed to a simple idea they could replicate. The first request for advice on how to implement the scheme came from the New York office a month later.

The mugs are part of a full sustainability programme known as ICON, involving water and paper waste management, energy efficiency and travel. In addition, the Lisbon office has created a national campaign for zero waste in Portugal in partnership with an NGO fighting hunger.

Golder Associates: staff award scheme brings charity boost

An annual sustainability awards scheme for 8,000 staff worldwide has continued to grow in popularity for *Golder Associates Corporation*, and has helped raise more than \$2m for charity in the past 10 years.

Golder Associates, which provides consulting, design and construction services in Earth, environment and related areas of energy, invites entries from employees across its 180 offices. The employee-owned company has seen the number of entrants doubling every year since 2009.

Entries need to demonstrate how they contribute to social, environmental or economic aspects of sustainable development - the so-called triple bottom line.

The scheme only costs \$6,500 to run but is successfully capturing good practice from across the organisation and showcasing it to a global audience.

Not only are the award entries communicated internally, but they are also used to help tell the story of the company's commitment to sustainability in its annual sustainable development report.

The company feels that the submissions are a direct way of highlighting the many tangible actions that employees are taking to help clients achieve their sustainable development goals. In addition, they also demonstrate how the company continues to reduce its impact on the environment, as well as making a contribution to its local communities.

The awards scheme has two categories - one for internal projects and the other for client projects, with an additional prize for Best First Effort.

Each winning team has \$1,000 donated on their behalf to the corporation's charity, the Golder Trust for Orphans, which was set up to help African children and their families who have been orphaned or displaced by the AIDS pandemic.

Since 2003, when it was established by employees, the charity has received over \$2m in donations from Golder staff and operating companies.

B&Q - One Planet Home: powered by employees

DIY retailer *B&Q* is making a success of *One Planet Home*, its overarching plan to become more sustainable, by inspiring its 33,000 employees to get involved, from board directors to shop assistants.

The company has boosted staff participation in the sustainability plan by launching an internal eco newspaper, *One Planet Times*, organising a fundraising cycle to France, transforming a Victorian house into an ecohome and ensuring that sustainability is firmly ingrained in the B&Q manifesto - the principles that guide how the company behaves.

Beyond specific employee engagement activities, B&Q gets results by making sure that everyone in the company knows what they can do to contribute.

B&Q has invested in LED technology, dual-fuel vehicles and renewable energy projects, while the company's buyers focus on sourcing sustainable products.

Giving energy efficiency training to its 356 store managers resulted in 3.9% less electricity being used in store in 2012. A programme to educate staff about recycling has resulted in 90% of its waste being diverted from landfill, up from 26% in 2006.

The *One Planet Times* newspaper is circulated to every store, to showcase employees' sustainability achievements and success stories. Cycling from B&Q House in Hampshire to Lille, France, helped to highlight the need for smarter business travel and raised £7,400 for a children's charity.

The refitted three-bedroom ecohome brings the concept of low-carbon homes to life for store managers, helping them to meet the company's goal of making sustainable living easy and affordable for customers. By transforming the Victorian family house, B&Q has cut the building's carbon emissions by nearly 70%.

Buoyed by the success of its sustainability activities, B&Q and its employees are well on the way to achieving their overall target of cutting the company's carbon footprint by 90% by 2023.

Ecotricity delivers its 'big six' fightback campaign via social media

Green energy pioneer *Ecotricity* created a social media frenzy with its *#DumpTheBigSix* campaign, clocking up more than 2.6m views of its campaign video and establishing itself as the most "liked" UK energy company on Facebook.

The company seized on a moment of high public dissatisfaction with the UK's largest energy firms, known as the big six, to raise awareness of renewable energy.

Working with creative agency *Man+Hatchet*, the Ecotricity team developed a high-impact digital video, combining humour and emotion to communicate its message. This was shared with the top 50 UK eco blogs and websites, as well as on Twitter and Facebook. It became an overnight hit and quickly spread to more than 400 blogs.

Featuring cartoon-style cooling towers forlornly collapsing to the ground as Mozart's *Porgi Amor* plays in the background, the video tugs at the viewer's heart strings, while adding a surprisingly humorous edge to the green energy debate. The story ends on a positive note with wind turbines rising from the ashes of the old power stations.

The video topped the Guardian's viral video chart and won a YouTube silver medal for its immense popularity, having achieved 2m views in its first three weeks.

It was tweeted 9,000 times on Twitter, alongside the hashtags *#DumpTheBigSix* and *#Ecotricity*, and scored 80,000 Facebook "likes". Visits to the *Ecotricity Facebook page* rocketed from 4,000 to 10,000, catapulting the company to its current "most liked energy firm" status.

The resounding success of this campaign feeds into Ecotricity's wider plans to challenge the state of play within the UK energy market and change the way energy is generated and used. The company says that the more customers it has, the more it can invest in renewable energy - turning bills into mills.

Bupa rises to the Global Challenge

More than 20,000 people took part in Walk for Health events in six cities across India to support *Bupa's Well World campaign*. While in Australia 19,000 people walked to work for a day and in New Zealand grandparents supervised walking school buses.

Since September 2012, when *Bupa launched a Global Challenge* to encourage more walking, 100,000 employees, friends, families and communities in 16 countries have ditched the bus or car to support 450 events.

The challenge emphasised the benefits walking can bring to Bupa staff and the communities they live in.

Bupa's message to the world is that walking can reduce obesity, heart risk, type 2 diabetes and improve mental health. It spans cultures, is good for the environment and is accessible free and fun, helping people live longer, healthier, happier lives. Two thirds of Bupa employees have since agreed it encouraged them to build walking into daily life.

The challenge was co-ordinated by a cross-departmental team and organisers in 16 countries, who were given walking ideas, key messages and campaign ideas, a "benefits of walking" report and a guide to encourage employees of other companies to take part.

Bupa's goal was also to demonstrate the company's Well World sustainability strategy to its 52,000 employees worldwide. A follow-up, business-wide survey completed by more than 1,000 employees, showed that 89% were aware of the challenge. The Bupa Global Challenge digital space generated more than 2,000 comments and photos, 36,795 page views and 14,993 video views.

Print, online and radio articles reached 20.5 million people and the campaign spread across social media, Instagram, Twitter and video channels.

Bupa has two Well World goals. By 2015, it aims to keep people well by enabling 60 million people to make positive changes in their health and happiness and to cut its carbon footprint by 20%.

Experian staff go green for charity

Cycling and skating to work, trying out energy saving ideas at home, swapping used items - most of the employees who took up *Experian's* Green Challenge have changed their behaviour as a result. Even more say that they would take part again.

Experian set up the Green Challenge to build enthusiasm among employees, encourage them to reduce their impact on the environment and raise money for the *Red Cross*.

Having made good progress in addressing its corporate environmental responsibilities by investing in infrastructure, Experian realised that further changes would need to come through the attitudes and behaviour of staff.

The company started by posting information about the challenge on its global intranet site, Zoom. More than 1,200 employees signed up, creating 126 teams across 20 countries.

Team members completed questionnaires about their energy, waste, water and work habits and these were repeated each month to measure changes in green behaviour. They then took part in mini-challenges designed to improve different aspects of their environmental behaviour, at home as well as at work.

Success was down to three factors. Teams were updated on their performance and praised for the efforts. They were given space on Experian's internal Facebook page to post ideas, videos and pictures, to show colleagues around the world how they were getting on. And winning teams received a donation for a good cause of their choice.

Of the 500 employees who gave feedback after the challenge, 74% said they'd joined to be part of a team and learn new behaviours, 86% changed their behaviour, and 88% wanted to participate in another Green Challenge. With 37% also saying they'd like to become an Environmental Champion, it seems Experian has found a way to get employees involved in helping to meet its environmental commitments.

2

IMPACT

Society

The impact businesses have stretches far further than environmental footprints. This award went to the business that delivers products and services in ways that take full account of their responsibility to every community they touch.

Shared Interest: investing in a fairer world Innovation winner



A quinoa farmer in Bolivia. Shared Interest project, Andean Naturals, buys the harvest and distributes it through North America.

PHOTOGRAPH: ALAMY

How do fair traders across the world get access to much-needed funding for startup and development?

Increasingly, the answer is through the growing UK financial services society and ethical investment co-operative, *Shared Interest*.

The Shared Interest Society - which began life in 1990 - this year made payments of more than £47m to 120 fair trade producers and buyers in 64 countries.

One of its main goals is to increase the amount it lends directly to producer groups, where funds have the greatest

and most lasting impact. In 2012, this portion of the business grew by 10%, bringing the total increase to producer groups over the past five years to 83%.

The financial model works as a “triangle” that creates a constant flow of funds between Shared Interest, fair trade producers and buyer organisations. The model has been so successful it now supports fair trade businesses worldwide and is continuing to extend its reach.

The idea is to deliver funding to fair trade businesses that also take responsibility for supporting the communities in which they operate. Sustainability lies at the heart of the concept. Its aim is to have a direct and lasting impact for generations to come.

In 2012, Shared Interest opened a new office in Ghana, establishing a presence in west Africa for the first time and enabling the Society to reach many more producer groups in need of fair finance.

In east Africa it began lending to coffee farmers for the first time and in Chile it started to support two new commodities - raisins and grapes.

Further extending its impact, Shared Interest also started lending to producers in Belize during 2012. Closer to home, it struck up a new relationship with Comic Relief to create a *Social Investment Fund*, which will see the Society lend £1.3m on the charity's behalf to businesses that Shared Interest was previously unable to support.

Shared Interest Society has a dedicated staff of 34, mainly based in Newcastle, and offices in Kenya, Ghana and Lima.

As a co-operative dependent on investment from members, Shared Interest has limited access to marketing budgets. As a result, a presence on the ground and partnerships in-country with local fair trade networks are vital.

The "triangle" model enables investors to request the return of funds at any time. Nevertheless, in 2012 the Society managed to increase its investor membership and promote Shared Interest to new audiences nationwide.

Success depends on a network of volunteers, which continues to expand. In the past year a total of 120 volunteers - dedicated to promoting Shared Interest within their localities - attended 76 events to spread the word to potential investors. Consequently, investment levels continue to rise. By the end of the year there were almost 9,000 members investing more than £28.5m.

Billed as the world's only 100% fair trade lender, Shared Interest prides itself in addressing the difficult issue all fair trade businesses face - how to get access to working capital at fair rates, which will enable them to develop, grow and thrive.

By providing low-interest loans and credit facilities it can support businesses through the entire supply chain. This enables producer groups to pre-finance orders, purchase raw materials and develop facilities such as buildings and machinery.

Central to the Society's principles is the idea of securing a sustainable future for businesses and their local communities in a way that encourages employment opportunities and sustainable profits.

Profits, in turn, give recipient groups access to higher levels of the *Fairtrade Premium*, which is used by fair trade businesses to build local facilities such as schools and healthcare centres.

The result is a financial mechanism that effectively builds new businesses, empowers communities and changes lives all at once. Investors, meanwhile, can rest assured that their money is not only doing good - it can be accessed at any time.

The judges commended Shared Interest as a "positive finance story" that was "innovative and stimulating".

Among many examples of projects to have grown from Shared Interest, *Andean Naturals* buys quinoa from small farms in the mountains of Bolivia and Peru and distributes it throughout North America.

Candela works with nearly 300 Brazil nut workers; *CEPIBO* is a banana co-operative owned by 12 farmer associations representing around 1,000 workers in Peru; and Craft Aid is the only fair trade organisation in the small island nation of Mauritius.

In addition, the Shared Interest Foundation has helped more than 50 handcraft businesses in Rwanda double their income, while encouraging more than 86% of their children to attend school. It is also providing handcraft training to more than 3,000 people in Swaziland thanks to its links with Comic Relief.

Olam: bringing agri-business expertise to rural communities

Innovation winner



Olam is committed to improving the lives of farm workers around the world.

PHOTOGRAPH: ROBYN BECK/
AFP/GETTY IMAGES

One of the world's leading agri-businesses is demonstrating how to improve livelihoods for farmers as rural communities move from subsistence-based agriculture to commercial viability.

Olam sources produce from 3.5m smallholder farmers around the world. The company, which has a longstanding commitment to invest in rural communities, was already running 110 worldwide initiatives to improve livelihoods.

But a decline in yields compounded by poor education, income and infrastructure led Olam to realise it needed to develop

a formal framework that would target the challenges these communities face on all fronts – economic, social and environmental.

In 2011 the company launched the *Olam Livelihood Charter* (OLC). Based on eight principles, the charter aims to improve the wellbeing of 800,000 smallholders by 2020. The principles include investing in assets, infrastructure, education, training, financing and developing business skills in the agricultural communities where Olam is active.

The company applies as many of the principles as possible to every farmer but all eight principles have to be met for an initiative to reach Livelihood Charter status. In 2012, 17 initiatives made flagship OLC status, with 212, 377 farmers improving their lives socially, economically and environmentally, an increase of 183% over the previous year.

Overcoming challenges

Olam is the first to admit that ensuring a project meets all eight principles is far from easy.

One of the challenges the company has to overcome is distrust. Having previously been taken advantage of by middlemen, farmers are understandably suspicious of corporate investment such as micro-financing. To address this, Olam promotes the benefits of co-operatives for commercial strength.

Another issue is outreach. Olam has 637 staff and a budget of \$8.5m to provide training on crops, business skills, labour standards and the environment. But they can't regularly reach all farmers, so the company focuses on peer-to-peer learning, mobile technology and model farms. Getting women involved is key to making this work as they're often more open to learning and sharing knowledge.

One of the eight principles is sustained investment in social infrastructure, such as schools and hospitals.

In 2012 Olam invested \$2.2m in social infrastructure, rural health and education. Building a school or clinic is the relatively easy part, however. The true benefit is only realised when the facility is staffed and equipped for the long term, an undertaking that sees Olam partnering with a wide range of private and public organisations and NGOs, such as *USAID*.

The judges felt that, while this category had many inspirational and exciting examples of the positive roles business can play in society, the Olam Livelihood Charter stood out. They said: "This was the most inspirational idea in the whole pack. It's a ground breaking idea which is likely to make a huge difference as Olam are tackling the hardest thing of all in the supply chain – keeping small holders in business."

Well over 200,000 smallholders embraced the charter in 2012. A total of 369,740 hectares were farmed through the implementation of *Good Agricultural Practices*, up 236% since 2011. Olam granted interest-free loans to farmers to the tune of US\$63.8m, to fund inputs such as fertiliser and seedlings, and production costs.

To encourage good quality, the company pays premiums – US\$8.3m was paid in 2012. A further US\$4.5m was invested in training farmers to manage their assets and resources. And 17,108 Africans received HIV/AIDS awareness training and support.

Olam admits that, because the OLC is only in its second year, it's not yet feasible to produce a robust assessment of yield increase. The company also acknowledges that any observed increases might not be due to its interventions alone but could be influenced by other factors such as the weather.

The charter has already attracted global attention. Two of its projects were featured on CNBC's Responsible Business programme in the lead-up to Rio+20, the 2012 UN conference on sustainable development held in June 2012.

In his book *Unfair Trade: How Big Business Exploits The World's Poor - and Why It Doesn't Have To*, economist Conor Woodman praises Olam for its work with cotton growers in Ivory Coast. He writes that having a worker in the region full time allows the company to spot opportunities and support initiatives that can have profound effects.

The charter is a key part of Olam's wider ambition to create supply chains that are sustainable from seed to shelf.

Under the *Olam Sustainability Standard*, the company is working through each step of its value chain to identify and implement measures to deliver sustainable products across 16 products in 65 countries by 2020.

Carillion: 'super-hospital' brings a community to life

More than 6,000 local people were taken on to build a new 'super-hospital' in Bristol - 80% of all the construction workers on the project.

The developer, *Carillion*, also sourced two-thirds of its building materials from within the city and south-west region.

The new state-of-the-art hospital, due to open in 2014, has helped regenerate one of the most deprived areas of England, providing training and jobs.

Carillion agreed to the strict condition of employing workers from within a 30-mile radius when it bid for the contract to redevelop *Southmead hospital*. It also committed itself to sourcing 60% of materials and services from local companies. In the event, it exceeded its target by 3%.

Boosting jobs and the local economy were key objectives in building Southmead, alongside improving health, community cohesion, local skills, school attainment and lowering crime.

A public private partnership, the £430m project is providing 800 beds, combining acute care with an integrated community hospital on a 27-hectare site. It will serve 500,000 local people. Bristol has suffered from the poorest-quality hospital buildings in the country, according to North Bristol NHS Trust.

Work began in 2009 and it is Carillion's largest UK construction contract - the hospital covers 1m square feet.

Carillion achieved its employment target by setting up an on-site job shop. The company also ran a number of education programmes in the community, including successful *Get into Construction* courses with The Prince's Trust. Carillion then went further, taking on 50 apprentices and offering 15 Business Action of Homelessness work experience placements.

It exceeded its local services and materials target by making it a condition of tenders that subcontractors must employ a defined number of apprentices and local people. Carillion monitored each contractor with a biometric entry system recording employees' home addresses.

Carillion also became involved in a number of community and charity engagement activities, donating more than £70,000 and 2,222 hours to local community projects throughout 2012, including 377 hours when staff worked as reading buddies at a local school.

The developer held an Open Doors event for more than 100 students from schools and universities, and five curriculum support events for schools and universities. Four school students, undergraduates and graduates were taken on for work experience.

Designed as a landmark building, Southmead is replacing large traditional wards. 75% of patients will be in single en-suite rooms, with the rest in four-bed single sex mini-wards.

The design focuses on making the most of natural light, which is proven to help recovery. It incorporates courtyards for patients, natural light and ventilation in rooms, green roofs, a community park planted with 900 new trees, a public square and a wetland area.

The hospital has a biomass boiler to provide 20% of energy from renewable sources and the option to use combined heat and solar panels. Rainwater will be stored for grounds maintenance. The NHS Trust claims the hospital will be one of the most environmentally friendly in the country.

Zipcar UK puts city dwellers in the driving seat

Zipcar UK, the pioneering pay-as-you-drive car sharing club, which launched in 2000, now has a network of 1,500 vehicles on the streets of London, Bristol, Cambridge and Oxford.

Car sharing has come of age and is now helping people get from A to B quickly, conveniently, cost-effectively and with a much lighter environmental footprint.

Zipcar's success comes from its focus on urban environments with existing, solid public transport infrastructures, giving people who no longer wish to own a car an alternative for journeys that involve difficult routes, contingency plans or heavy loads.

Cars can be hired by the hour or by the day from locations close to where people live and work.

With most cars in large cities sitting idle for the majority of the time, car ownership has become increasingly redundant, as well as financially prohibitive. Not only that, the concept of sharing goods and services that would otherwise be unaffordable or seldom used is a new way of thinking.

What also makes Zipcar attractive to the urban dweller is the extent of its fleet and the tools being used to manage the service, day-to-day. Self-service mobile technology enables drivers to set up an account, search for a local vehicle, book and even unlock their hire car using the Zipcar app.

Behind that interface, a service team supports customers 365 days a year with issues such as car location, breakdowns or accidents. A 60-strong management team runs the fuel-efficient fleet of cars, all of which are under two years old to minimise harmful emissions.

The benefits are significant: 28% of members have reduced the number of cars owned since joining; 25% report they have put off buying a car; and 62% say they are less likely to purchase one in future.

Car club members in London, for example, say they drive less, use public transport more and 33% cycle at least once a week. And while car club vehicles emit 20% less CO₂ per km than average vehicles, a typical Zipcar member will save up to £3,000 a year in car running costs.

As well as making a positive impact on the environment, Zipcar expects to see a future where car sharing members outnumber car owners in major cities and residents all live within a five to 10-minute walk of a self-service car hire facility.

Working with urban planning authorities, the company also aims to help create communities of well-informed, well-connected people who know how to get around in the most sustainable ways.

Zipcar's strategy includes establishing car sharing facilities for all future university campuses, urban, residential and commercial developments. It aims to offer a service to individuals and businesses that is cost-effective, convenient and sustainable.

Ultimately, Zipcar hopes car sharing will support vibrant communities of people who enjoy urban life and want sustainable transport options.

University of Manchester: filling the governor gap

Governors play a critical role in helping to run our schools - they support and challenge the headteacher, set strategic direction and monitor progress.

Yet, there are always at least 30,000 governor vacancies across England, despite the fact that school governors form one of the largest groups of volunteers in the country.

Manchester is no exception. Some of its schools not only had low levels of educational achievement, but also difficulties in recruiting suitable governors.

On their doorsteps, however, is an internationally renowned university with expertise spanning not only academia but also areas such as estate management, finance, human resources and student welfare. Such skills are relevant for a university and also vital in helping to run a successful school.

As part of its social responsibility strategy, the *University of Manchester* decided to campaign to encourage its staff to volunteer as governors to support local state schools facing challenging circumstances.

It teamed up with a national charity, *School Governors' One-Stop-Shop*, to help raise awareness of the issues amongst its staff. And the partnership worked.

In just one year, the university achieved its five-year plan to double the number of governors. It currently has just over 100 known staff working as governors supporting local schools.

Manchester was the first UK university to work with the charity and, among employers nationally, ranks fourth for the number of staff coming forward to volunteer as governors.

Given its success in recruiting governors, the university has also worked with other public sector organisations to help them set up similar programmes. Today, the school governor initiative forms a key part of the university's public engagement and outreach priorities.

O2 connects young people with big opportunities

O2 has linked up with *Bauer Media* to help give Britain's disaffected young people a better chance of getting into work.

The two have launched *GoThinkBig*, an online resource designed to open up opportunities and create a community of people trying to develop their skills, employability and readiness for work.

Think Big is O2's long-term strategy to support young people to develop the entrepreneurial, digital and work skills to succeed. This is particularly relevant at a time when almost a million 16-25-year-olds are unemployed and only half feel confident of securing a job in the next five years.

O2 and Bauer Media have invested £5m to support the development of *GoThinkBig* and help young people overcome the "no experience - no job" dilemma. Through the site and Bauer's titles, the scheme aims to reach 85% of 16-25-year-olds.

The *GoThinkBig* partnership will offer 30,000 work experience and skills opportunities over the next three years - including paid internships, apprenticeships and entry-level jobs.

Content for *GoThinkBig* is written by young people, for young people. The team includes some "first-jobbers" - keen new writers, web producers and art designers - recruited to keep the site fresh and appealing. Since launch in October 2012, it has received 153,000 hits.

At the same time, the site has offered young people nearly 1,500 work opportunities and processed 5,000 applications for work experience and jobs placements.

GoThinkBig supports a wider ambition to stimulate economic recovery in the UK through digital skills and technology. In addition, it has established partnerships with Spotify, Channel 4 and Chime Communications, who have been equally attracted to its mission.

O2 has been committed to supporting young people since 2009, when it first launched the Think Big youth programme, providing small grants to more than 4,000 youngsters to help them turn their own good ideas into sustainable community projects.

Heineken: leading the fight against alcohol abuse

A major brewery's partnership with an alcohol charity inspired it to take strong cider out of circulation and donate millions of glasses to pubs, printed with information about alcohol units.

It has also promised to remove 100m units of alcohol a year from the marketplace and introduced a smaller measure - known as the "schooner" - into pubs for its *Heineken* and *Amstel* brands.

The company removed two drinks, Strongbow Black and White Lightning, from its product list amid growing concern about the links between strong cider and alcohol abuse.

It has been working with *Addaction*, one of the UK's largest specialist drug and alcohol treatment charities since 2009. Addaction works throughout England and Scotland, employing more than 1,000 people. It supports the campaign for a minimum price for a unit of alcohol.

Heineken is pursuing its aim to remove alcohol from the market place every year by reducing the alcohol content of Strongbow, the UK's top brand of cider and launching an even lower alcohol variant.

The company has put the chief medical officer's advice on daily consumption, and links to *Drinkaware*, on all bottles and cans produced in the UK. It led the industry in the *Department of Health's Responsibility Deal*.

Heineken believes that information, alternatives and brand power will influence attitudes to drinking in the UK. It expects to see a marked shift towards the "schooner" and other smaller servings.

It has also led others in the industry. In 2012, *C&C Group* announced their exit from the white cider category and other producers and retailers have collectively pledged to remove 1bn alcohol units by 2015.

Heineken has been in business for 150 years and is conscious of being under the spotlight. It is recognising its duty to demonstrate responsible behaviour and be a respected brand in society.

Jaguar Land Rover steers students towards engineering

A national education initiative to encourage more students to consider an engineering career is inspiring a new generation of much-needed engineers and technologists, with more than two million young people taking part since the programme launched.

As the UK's leading investor in automotive R&D, *Jaguar Land Rover* relies on a steady stream of talent to develop new products and technologies in engineering, performance and sustainability, to safeguard its business long term. But it's now predicted that there will be a shortfall of 200,000 qualified engineers in the UK by 2020 due to a sharp decline in the number of students studying science, technology, engineering and maths (STEM) subjects.

The Inspiring Tomorrow's Engineers programme works with schools around the country to get young people excited about studying STEM subjects and a career in engineering. The programme aims to stimulate interest through school visits by Jaguar Land Rover employees; national and regional skills shows promoting apprenticeship and graduate programmes; and practical advice to students.

Employees take an active part, with more than 1,800 providing support in 2012. The company also works with automotive, engineering and academic partners to develop national STEM challenges for schools.

In 2012, more than 200,000 young people took part in Inspiring Tomorrow's Engineers, with 95% of the teachers involved saying students took a greater interest in STEM subjects as a result.

Jaguar Land Rover also sponsored careers fairs such as the *Big Bang* and the *Skills Show*, reaching more than 150,000 students. Some of the 189 apprentices, 312 graduates and 98 undergraduate industrial placements the company recruited during the year had previously taken part in the programme.

Inspiring more people to take up engineering will help the company meet its ambitious growth plans. And with the shortage of engineering graduates constraining the wider economy, the benefits of sparking students' interest in STEM will undoubtedly be felt further afield.

Nature Workshops: outdoor adventures boost health and social skills

Nature Workshops is a thriving social enterprise that helps people from disadvantaged backgrounds improve their mental wellbeing by interacting with nature.

With a clear awareness of the vital link between self-esteem and our ability to take care of the natural world, the group holds action-packed outdoor workshops across Cornwall - taking in beaches, fields and woodland - to acquaint people with their local environment. Activities include foraging, bushcraft and survival skills.

Some 700 people have taken part in Nature Workshops programmes over the past two years, including corporate groups, schools and families. Courses are available to people from all walks of life, and the team has a strong focus on helping the most vulnerable in society. This includes young offenders, ex-offenders and young people with behavioural problems or who aren't in work or education.

Nature Workshops measures the impact of its courses on people's wellbeing. Working with researchers at Plymouth University, it discovered an 82% improvement in the self-esteem and social skills of a woodland training group, all of whom suffered from severe mental illness. Team member Jane Acton is a respected expert in the field of ethnobotany - the study of human interaction with plants.

Interest from the private sector has rocketed in recent years, with company bookings doubling from 2011 to 2012 as more businesses realise the benefits of outdoor team away days. This success, coupled with existing sources of funding, will ensure that Nature Workshops keeps up the good work for the long term.

Ultimately, the team aims to build a more sustainable future by helping people learn about the resources available to them through nature. Equipping people with more respect for themselves and their natural surroundings, the team believes, will play an important role as society gradually moves from plundering to protecting the Earth's resources.

Work

Is your organisation a great place to work? Fostering health, happiness and a positive working environment is part of being a responsible business. This award went to the organisation that goes beyond standard benefits to support employees and ensure their health and happiness.

Sainsbury's gives staff a sporting chance

Winner



Ellie Simmonds visited Sainsbury's Stratford store the day after she won her second Paralympic gold medal

PHOTOGRAPH: GETTY IMAGES FOR SAINSBURY'S

On the day of the visit, Sainsbury's 150,000 staff showed their support for the Paralympics by wearing special T-shirts designed by two colleagues. All employees, including those at the Olympic Park, also took part in mass photo sessions across the country, synchronised for 10.45am.

The company used the sponsorship of the Paralympics to foster a collective sense of pride and team spirit among its workforce. It managed to celebrate the Paralympics while simultaneously highlighting the achievements of its own staff.

For those working for Sainsbury's, 2012 was internally branded as the "year like no other". A whole host of different events took place including a visit from swimmer Ellie Simmonds to Sainsbury's Stratford store the day after she won her second Paralympic gold medal.

The Paralympics gave Sainsbury's a unique opportunity to engage all of its staff in this momentous occasion. Through its sponsorship, the company also had access to members of the British Paralympics team.

For example, back in 2011, the company invited the GB Paralympic basketball team to its annual staff conference. The team inspired the audience with their stories of drive and determination. Another big hit was arranging 50 Paralympic medallists to visit stores across the country so that staff could celebrate their achievements with them.

Sainsbury's used the year as an opportunity to reward those that it felt had gone beyond the call of duty. The company invited 70 people, along with a guest of their choice, to the Paralympics closing ceremony. It also invited 100 members of staff, who also have responsibility as carers, to climb aboard a Sainsbury's sponsored boat as part of the diamond jubilee river pageant.

Additionally, the company gave 145 customers and colleagues a once-in-a-lifetime opportunity to carry the Paralympic torch as it travelled across the UK, including at the Flame festivals in Stoke Mandeville, Belfast, Cardiff, Edinburgh and London.

One of those torchbearers was Sainsbury's apprentice Joe Morris from Bath, who, during a work break, saw a woman struggling in the nearby canal and dived into save her from drowning.

From the moment *Sainsbury's* took on sponsorship of the *Paralympics*, it was determined to involve as many staff as possible in the experience. So it was no coincidence that the company invited more employees to the Olympic Park than any other London 2012 sponsor.

A total of 5,000 Sainsbury's workers descended on Stratford in September 2012 to watch the Paralympics. The lucky group was chosen following a company-wide competition that invited them to say why they or a colleague should be chosen to represent their store, office or depot.

Another was Sainsbury's online driver Peter Thomas who helped an elderly customer who collapsed at the East Grinstead store. As an experienced first-aider, Peter gave CPR until the ambulance arrived.

Nearly 30 Sainsbury's staff were seconded to the London Organising Committee of the Olympic Games and Paralympic Games, and more than 100 volunteered as Gamemakers. The company felt that this was not only great for their personal development, but also benefited the business from the new skills and experience gained.

Sponsorship of the Paralympics also gave Sainsbury's the chance to reinforce company values. For example, one of its core values: "Being a great place to work", has a target of retaining 20,000 staff with 20 years of service by 2020.

Central to this target is finding a way to understand the needs of carers in the workplace – one in eight of the company's staff has a caring role. As a result, Sainsbury's is one of only a few FTSE 100 companies to have put a policy for carers in place.

The Guardian judges picked up on the fact that Sainsbury's had engaged its staff in so many areas and used the Paralympics to bind them together.

They also highlighted the development of the carers policy and the 2020 staff target, saying it "would help Sainsbury's become more sustainable and resilient as the issue of an ageing population becomes more pressing".

The Paralympics was not only a great success for the nation, but also for Sainsbury's. Its staff annual engagement survey showed a big increase in positive feedback following London 2012.

And Sainsbury's is keen to keep the positivity flowing. In addition, to pledging a £1m investment for *Sainsbury's Active Kids*, it is also extending its sponsorship of the British Paralympic Association to help build on its London 2012 success. This will support them through the Sochi Winter Paralympics Games in 2014 and all the way to Rio in 2016.

Guy's and St Thomas teaches staff the benefits of a healthy lifestyle

Staff at two of the UK's most famous teaching hospitals are burning calories with lunchtime walks and shedding pounds with *WeightWatchers* to cut costs and show patients the benefits of healthy living.

Guy's and St Thomas' NHS Foundation Trust looks after more than a million people a year and is one of the largest of its kind in the UK. A new staff health and wellbeing Programme aims to reduce working days lost through sickness.

It wants to be the healthiest NHS trust and the health programme is at the heart of this ambition.

Run by a full-time member of staff with a forum of leaders within the trust, the programme costs £180,000 a year and is funded by the Guy's and St Thomas' charity. But it has potential to make massive savings by making its 13,000 employees healthier.

The trust is already achieving results. In 2012, its first year, the programme hired a part-time nutritionist for two years and 110 staff took part in *WeightWatchers*, losing 40 stone between them.

In 12 months to October 2012, 43% more staff used the on-site gyms and more than 1,000 took part in the *Global Corporate Challenge* to walk at least 10,000 steps a day. The Trust estimates they burned over 28m calories and covered 275,000 miles. There are lunchtime walks and 60 employees are members of a stair-walking club.

Other initiatives include advice on stopping smoking, a staff physiotherapist, cognitive behavioural therapy and counselling. Staff gyms are subsidised, there is covered cycle parking and a 25-metre pool at Guy's hospital. The Trust lets staff know about the programme through roadshows and on payslips.

Physically active workers take 27% fewer sick days, and increasing evidence shows that improving the health of a workforce makes good business sense. When *Parcelforce Worldwide* set up a comprehensive programme it saved £55m because it cut staff sickness absence by a third.

The Guy's and St Thomas' programme was set up in the wake of the *Boorman review*, which identified potential for major cost savings from better staff health.

In 2009, Dr Steve Boorman published the results of a study into NHS staff health and wellbeing, showing that sickness absence was even greater than in the private sector and cost £1.7bn a year. He made 20 recommendations, advising staff sickness absence could be cut by a third, gaining the NHS 3.4m working days a year, the equivalent of 14,900 extra full-time jobs or £555m in savings.

The trust has placed the programme in its corporate social responsibility strategy that includes making staff aware of their impact on the planet, supporting global health initiatives and promoting healthy, sustainable lifestyles.

It won excellent status in the London Healthy Workplace Charter, set up by the Greater London Authority. Guy's and St Thomas' was one of just 14 organisations involved in a pilot scheme. *Kingston hospital* and *South London Healthcare NHS Trusts* took part, while other participants included *Middlesex University*, *Hostelbookers.com* and the London borough of Greenwich.

Türk Telekom pushes health awareness to top of agenda

Türk Telekom, the leading communications technology company in Turkey, has won government praise for a major health drive.

One of the country's largest employers, Türk Telekom planned a comprehensive campaign that would go well beyond the confines of the business, influencing employees, families and wider public opinion.

The main focus was cancer prevention, smoking cessation and obesity screening, coupled with a preventive medicine project offering vaccination and inoculation against several major diseases.

Encouraged by a ministry of health-initiated project named Smokefree Air Zone, the company launched several schemes aimed at fighting cancer. These included smoking cessation Polyclinics and dermatological screening.

More than 25,000 Türk Telekom employees nationwide were offered the chance to attend "stop smoking" centres. Their family members were invited to join the programme too.

The Polyclinics were set up in collaboration with ministry of health doctors, who took part in tobacco control e-learning courses, as well as classes advising employees on the best way to a smoke-free future.

Obesity screening sessions were carried out remotely and augmented by follow-up dietary advice prepared by expert dieticians, and sent to employees by email.

In addition, the company instigated a project to fight deadly infections with vaccination, inoculation and preventive medicines to combat flu, pneumonia, hepatitis A and B and tetanus, in particular.

Further to this, it launched a company-wide blood donation and drug collection campaign to assist in medical emergencies, and create public awareness on informed drug use.

To ensure a holistic approach, the health and wellbeing project included counselling for employees, especially in areas of the business where morale and motivation was considered vital - such as customer services.

Psychological counselling was taken up by 3,000 staff and, after the Van earthquake in 2011, 165 families in the province found the service beneficial.

The results have been impressive. Some 5,000 staff attended "stop smoking" sessions and more than 1,500 succeeded in giving up. A total of 4,088 people were screened for obesity and 1,692 cases identified.

Dermatological tests on 1,000 staff revealed that 10% were at risk" and quickly sent to local health centres for further tests and early diagnosis.

Of the vaccinations administered, 6,500 were for pneumonia, 83,000 for flu, 3,500 for hepatitis A, 26,000 for hepatitis B and 11,000 for tetanus.

The sheer scale and depth of Türk Telekom's health and wellbeing programmes - supported by a dedicated Cancer Week - won praise from the ministry of health, the *Middle East Cancer Consortium* and the National Cancer Advisory Board of Turkey. The company was later presented with a congratulatory plaque from health minister Recep Akdag at a ceremony in Ankara.

In fact, given the size of the 25,000-strong workforce, the Polyclinic programme is considered to be a first worldwide in scope. As a result, Türk Telekom received an award from the *Union for International Cancer Control*, acknowledging its comprehensive approach.

L'Oréal: because their employees are worth it

An extensive employee survey, with a record 91% return rate, has helped the global brand *L'Oréal* develop initiatives to engage its staff in wellbeing and sustainability issues.

The first initiative encourages employees to make suggestions on what they would like to see in a benefits package. Democratising this approach and listening to its employees, has helped *L'Oréal* improve the quality and the take-up of its staff wellbeing package.

The result is a dedicated budget to fund a number of leisure pursuits including yoga and Zumba, a squash club and music lessons for staff.

Having engaged employees through the wellbeing programme, the business wanted to harness the same enthusiasm in its second initiative - Citizens' Week. This is all about encouraging employees to give something back to the local community by donating their time to one of more than 50 charitable projects.

The first ever Citizens' Week for the *L'Oréal* group in 2012 saw almost 600 employees embrace the company's commitment to the community.

Employees donated more than 1,700 hours over a week to work in the community. This work included redecorating local schools, running a Look Good, Feel Better project and brainstorming marketing strategies with charities.

In 2012, *L'Oréal* UK & Ireland donated £1.36m to more than 200 charitable causes. On the back of this, *L'Oréal* also wanted to give employees the opportunity to support wider company initiatives during Citizens' Week.

For example, a number of employees assisted with workshops at the *L'Oréal* Young Scientist Centre in London, which offers thousands of young students the chance to experience science in a hands-on way.

The company also supports the *L'Oréal-UNESCO* for women in science fellowship, recognising outstanding work by four British women scientists annually with grants of £15,000 each to help fund research.

UKFast: positive attitude helps staff connect with customers

One element often lacking in technology companies is a positive team spirit that translates into good customer service, says web hosting firm *UKFast*.

The company believes its rapid growth has been propelled by a happy, healthy and motivated workforce that is able to offer the "family feel" appreciated by clients in the otherwise faceless world of data and connectivity.

In 2012, *UKFast* employed a former personal trainer to look after the team's development as well as their physical and mental wellbeing. The intention was to help team members maintain a strong work-life balance and healthy lifestyle, in addition to rewarding them for their hard work and commitment.

UKFast has seen turnover rise from £16m to £20m in the past year and expects that trajectory to continue.

As the Manchester-based firm grows, it is also making sure that customers receive the service that comes from a team of engaged and content staff. A happy team equals happy clients, it says. Client retention of around 97% has been largely due to a "unique culture" in the business, despite many people working in desk-based jobs.

Among the many perks that UKFast staff enjoyed last year were: free gym membership; all-expenses paid trips to Verbier, Las Vegas or Necker Island; a cycle to work scheme with financial assistance for bikes; a £70,000 music festival for employees, friends and families; and Snowdon Mission - which saw all employees reach the 3,500ft summit of the Welsh mountain.

As well as running squash, netball and football leagues, UKFast is now taking staff suggestions for its new headquarters - including a gym, sauna, cafe and creche.

UKFast has featured in the Great Places to Work list for the past five years. In 2012 it took seventh place, with 99% of staff saying the firm was a great place to work.

Waggener Edstrom: collaborative working boosts morale

A scheme that gets all of *Waggener Edstrom's* employees involved in business planning is paying off in the form of higher revenues, improved new business wins and stronger workplace morale.

One of the world's largest independent communications agencies, Waggener Edstrom believes strong employee engagement and a positive working environment is part of being a responsible business.

The agency further believes that business planning shouldn't take place behind closed doors, and that all of its employees should shape the direction of the agency, as well as their own roles.

To that end, the London management team organised an off-site event for all UK staff in the third quarter of 2012. Along with hearing the latest company news, the event gave employees the opportunity to voice their suggestions for growing the business and making Waggener Edstrom a better place to work.

Several ideas emerged during the event, encapsulated in three key pillars: entrepreneurship, creativity and collaboration. The management team kickedstarted some of the ideas immediately, launching WE Power, a scheme to support each of the pillars.

WE Power activities include hot desking, random lunches, and volunteer and pro-bono work.

Hot desking gives employees a chance to engage with different team members and observe how they work. Every Wednesday, people are randomly chosen to swap desks with a colleague. Under random lunches, a group of employees is invited to lunch together each Friday. During that time they are encouraged to solve business, client or internal problems creatively.

Employees are also encouraged to use volunteer hours to work with organisations that are important to them or take part in wider office and agency initiatives.

As a result of WE Power and other efforts to improve transparency and staff involvement, Waggener Edstrom closed 2012 with new business wins up by 63%, higher revenues, improved employee morale and increased charitable giving.

Danone displays healthy attitude towards staff wellbeing

Massages and annual checkups are part of an assortment of initiatives that have improved the health of more than half the employees working for *Danone Baby Nutrition*.

The company's Health Matters programme has also had a noticeable impact on employees' diet and emotional wellbeing.

A calendar of events includes monthly head and shoulder massages to cut stress and improve posture, annual health checks by nurses, a Health Passport, workshops on work-life balance and stress, flu jabs, counselling, services for working parents and carers, and an exercise/healthy eating programme, Invigorate.

Managed by the social innovation team, Health Matters was introduced in 2011. Services are provided by suppliers such as *AXA PPP Healthcare* and *My Family Care*.

In 2012, a six-week course, Invigorate, was launched after nutritionists recognised office staff needed tailored nutrition and exercise programmes. The canteen offers an Invigorate menu to support the programme.

Danone Baby Nutrition measured the impact of Health Matters with a survey of employees. 55% reported a noticeable change in their physical health, 49% in their diet and 47% in emotional wellbeing. Of staff who took part in Invigorate, 52% improved what they ate, 25% lost body fat and 75% were more confident doing exercise.

One employee said: "Regardless of exactly what is offered, I feel that the existence of Health Matters demonstrates that the business goes one step further to ensure the health and wellbeing of employees. It makes us feel we are valued as individuals."

Danone Baby Nutrition is a subsidiary of the *Danone Group*, whose corporate sustainability policy has four strategies, two of which are focused on health and people.

Health Matters connects employees with the group's vision to improve the health of babies and employees by providing a working environment that offers employees the support they need to improved their own good health and wellbeing.

One Vision Housing puts people first

One Vision Housing is zooming ahead in the employee satisfaction stakes after launching a rich programme of wellbeing activities for its staff, which keeps people happy and performing at their best.

The housing association's new Feel Good scheme was developed to boost employee wellbeing and attendance at work and reduce staff turnover.

It succeeded in cutting sickness levels from 3% in 2011 to just 0.93% in 2012. Nearly 90% of staff report enjoying a good balance between work and home life, while staff turnover now stands at just 7%, down from 21% in 2006.

Employees benefit from a wide variety of fun activities, spanning healthy eating, relaxation and exercise. Every activity is designed to improve physical or mental wellbeing, with options ranging from breakfast clubs to art workshops, dragon boat racing and spa days. There's even a *Laughology* session for people to learn about the value of humour and positive thinking in the workplace.

Everyone at One Vision Housing was invited to suggest activities they'd like to be included. The organisation's HR team then worked carefully for a year to bring the scheme to life, backed by a £12,000 budget. Importantly, the senior management team has been involved from the start, promoting the scheme and joining in with the activities.

One Vision has a strong track record of investing in its people, resulting in 95% of employees saying that they are proud to work for the organisation.

Its commitment to employee health and happiness has increased performance levels and contributed to its Sunday Times Number 1 Not-for-profit company ranking and *Investors in People* gold rating.

Biodiversity

In the long-term there is a clear link between and protecting biodiversity and business success. This award was for business initiatives that take the long view on ecosystem services.

Co-op: helping Welsh wildlife thrive

Winner



The Pine Marten is the second rarest carnivore in the UK, after the wild cat.

PHOTOGRAPH: JOHN CANCALOSI/
NATURE PICTURE LIBRARY/REX
FEATURES

The *Vincent Wildlife Trust* has been attempting to map evidence of pine martens in Wales for several years and is now helping it recover after decades of decline.

Financed by *Co-operative Food* and *Pharmacy* stores the Trust has launched the *People and Pine Martens in Wales* project to improve habitats, inform conservation plans and understand more about where this nocturnal carnivore lives.

Pine martens appear in the bestselling novels *Captain Corelli's Mandolin* by Louis de Bernieres and *The*

Amber Spyglass. When the carcass of a young male was found on a road near Newtown it was evidence that this rare species was living and probably breeding in the country.

The size of a cat, the pine marten was once common in the UK but like the otters, weasels and stoats it is related to, its habitats have been destroyed. It is the second rarest carnivore in the UK, after the wild cat. And the Welsh Co-op's involvement in this project is part of the business's ongoing support of measures to re-establish environmental balance.

From fish to palm oil and barn owls to eels, from planting wild flowers and restoring ancient peatland, the Co-op is using its buying power and the strength of local communities to protect biodiversity in the UK and further afield.

Firstly, the business is refusing to buy threatened species of fish for Co-operative Food's own brands. It has been supporting 12 UK fisheries - including Cornish hake fishermen - through Marine Stewardship Council accreditation. It has been a member of the MSC since 1997 and in 2010, the Co-op was the only UK business to win a global Seafood Champion award.

It is responding to destruction of tropical forest by switching to palm oil from suppliers, who guarantee it is grown sustainably. It also guarantees that 99% of its timber and paper is recycled or certified by the Forest Stewardship Council.

The Co-op is also supporting 40 biodiversity projects on home territory around the UK, using its power as a farmer, asking for members' help and partnering with experts to restore important habitats.

Remember jellied eel shops? The European eel was once abundant in British rivers but populations have plummeted. Their numbers are now less than 5% of what they were before 1980. Dams, weirs and flood defences are to blame, as they are stopping eels migrating. Now the Co-operative Foundation Environment Fund and The Rivers Trust are building eel passes in north-west England so they can reach the slow-moving upstream waters they need, such as Lake Windermere, where eels have not been spotted for 30 years.

As one of the UK's largest farmers, the Co-op manages more than 50,000 acres and can have a direct impact on the land. In 2010 it established Habitat Heroes to improve the habitats of seven indigenous species: otters, water voles, red squirrels, barn owls, bats, pollinators such as bees, butterflies and hoverflies and farmland birds such as the Corn Bunting, Grey Partridge, Turtle Dove and Yellow Wagtail.

The Co-op began initiating biodiversity projects in 2009 and the efforts it has undertaken made it joint category winner with B&Q. Judges found it impossible to separate the winning entries.

"In big retail industries there is a great opportunity to build biodiversity into a broader sustainability strategy and we applaud our winners for showing this in their entries," the judges said.

The pine marten project involves installing den boxes, which is a short-term solution to the lack of tree cavities that mothers use to raise kits away from predators. In the long term, the project extends to encouraging the growth of woodland where trees are left to reach a suitable size for pine martens and creating a tree corridor between Snowdonia in the north to Tywy in the south.

Co-op members' participation is crucial to another information gathering project - mapping where the egg cases of sharks, skates and rays are found. More than half the UK's 50 species are threatened, yet they play a vital role in the sea's ecosystem. Members taking part in the Shark Trust's Great Eggcase Hunt will be given an identification guide to help record where they found cases.

Part of the Co-op's strengths as a major UK retailer is its membership. Its structure enables it to mobilise members and customers to take action to improve the environment and call for stronger nature conservation legislation. One example of this is the distribution of more than 1m wildflower seed packets in its Plan Bee campaign to reverse pollinator decline. Another prime example is the company in inspiring the 500,000 people who joined the call for a coherent network of marine reserves in UK waters.

The Co-op's Ethical Plan commitments are devised and governed by the Values and Principles Committee of elected members and a sustainability executive, chaired by the chief executive. Its achievements so far on palm oil, timber and paper have been to take around 3,000 tonnes of non-certified palm oil a year out of the supply chain, increase the proportion of FSC-certified or recycled own-brand timber and paper products from around 50% in 2007 to 99% in 2012.

Responding to concern from the public, fishermen and scientific community, the Co-op has excluded all the Marine Conservation Society's "fish to avoid" from own-brand seafood products since 2008. Seafood is only selected once the stock status and fishing pressure has been reviewed according to scientific advice and the business has considered factors such as how the fish are caught.

The company has also been conscious of disappearing peatland and now guarantees that all growing products it sells contain no more than 20% peat. Its work with Moors for the Future to help restore peatland in the Peak District is of international significance.

Indeed, reputation is important to the company. Co-operative Food was the first retailer to be awarded Graduate Status in *WWF's Forest and Trade Network*; it came first in the past two Marine Conservation Society's Supermarket Surveys and received full-marks on the latest WWF Palm Oil Scorecard.

The Co-op's ambition is to be recognised as the most socially responsible business in the UK. The Ethical Plan contains 53 targets in key areas ranging from protecting the environment to tackling global poverty. The Co-op revises these targets each year to ensure they remain cutting-edge. The plan places ethical and environmental issues on the same footing as other business priorities, so the organisation can truly argue it has a purpose beyond profit.

Wildflower Turf: protecting the birds and the bees

A wildflower meadow is a haven of biodiversity - attracting five times more insects than a grassed area. Yet, since the second world war, the UK has lost almost all its wildlife meadows and only a mere 3% remain.

At *Ashe Warren farm* in Hampshire there is a small but determined revolution under way to reverse this decline.

It is here that the Wildflower Turf company has been creating meadows from scratch since 2003. During this time it has established more than 100 hectares of new meadows, with the *Olympic Delivery Authority* (ODA) being one of its most high-profile clients.

Promising a sustainable Olympics, the ODA had exacting demands for its new city meadows, not only in terms of sustainability and biodiversity, but also a deadline that was non-negotiable - the 2012 London Olympics opening ceremony.

The Hampshire company was well able to meet its demands and supplied more than 30,000m² of bespoke wildflower turf to a number of Olympic sites. The result was a stunning array of native wildflowers in the heart of London.

Over the past decade, the company has developed its soilless turf production system, which is particularly suited to growing a balance of wildflowers and grasses.

Meadow Buttercup, Ladies Bedstraw and Ragged Robin are just some of the 34 native UK wildflowers and grasses present in the turf. They are visually attractive and also an excellent food source for birds, as well as a habitat for butterflies and bees.

The turf is drought tolerant and is grown using sustainable raw materials such as composted green waste, wood-fibre, organic fertiliser and degradable netting. Unlike many ornamental plants, no heat or glass houses are required. Pesticides are also not used on the wildflower turf, and water is recycled.

From the beginning, wildlife turf delivers many biodiversity benefits. The RSPB has monitored the production site, which is part of a family farm, for a number of years and has seen first-hand how valuable it is for lapwings, skylarks and other wildlife.

What is really surprising though, is the speed at which a meadow can be created. Often biodiverse meadows can be difficult to create and take years before they are truly established. Using Wildflower Turf you can a meadow can be established in just 10 weeks during the spring growing season. And like a true wildflower meadow, no two years will be the same. Different plants will flower depending on temperature, moisture and available nutrients resulting in a constantly changing landscape.

Once established, maintenance of the meadow is minimal, requiring a cut in the autumn resulting in less mowing and weeding.

Product demand, not least from the Olympics, has given the company the resources to invest in research and development, new machinery and labour to further develop solutions and products that deliver biodiversity.

Since it was established more than a decade ago, the business has grown quickly, starting out as a family partnership and becoming a limited company in 2011.

Neal's Yard Remedies: creating a buzz about bee conservation

A swarm of tweets, combined with shop campaigns, urged customers of *Neal's Yard Remedies* to petition for a ban on the deadly pesticide blamed for the devastating loss of Britain's bees.

The company collected signatures in the UK and US as part of its *Bee Lovely* initiative to support a Europe-wide ban on neonicotinoids - the pesticides used on maize, sunflower and oilseed rape crops. Bees and wild pollinators are responsible for pollinating 84% of European crops.

The cumulative impact of small doses of neonicotinoids on thousands of bees is believed to be behind a large decline in bee colonies. The insecticide is 7,000 times more deadly than DDT, which was banned in 1972. British beekeepers have lost up to 80% of their hives in recent years, more than any other country in Europe.

According to the *Soil Association*, neonics impair bees' communication; abilities to forage and discriminate by smell; flight activity; learning; immune systems and therefore their ability to survive.

Bee Lovely was among the first consumer campaigns to highlight the deadly impact of neonicotinoid pesticides on pollinators. In 2012 the company delivered more than 100,000 signatures supporting its campaign to Downing Street. It also raised more than £40,000 for partner charities.

To raise the profile of the neonics campaign, Neal's Yard Remedies took Twitter "by swarm". Store staff and consultants in the UK and US collected signatures. Sales of the Bee Lovely product range helped raise £40,000 for Bee Lovely grants, *Friends of the Earth*, *Landlife* and *Biobees*.

BioBees promotes homemade hives and shows how to entice wild swarms to use them. Landlife has created *The National Wildflower Centre* in Knowsley, Liverpool and sells wildflower seeds online. Landlife and BioBees will develop a network of "bee refuges" across the UK.

Neal's Yard Remedies teamed up with *Project Dirt*, the UK's most active green social network, to promote its grant scheme, which attracted more than 225 applicants.

Bee Lovely campaign donations are creating forage and habitat for UK pollinators, supporting FOE's Bee Cause campaign to introduce 60 bee-friendly meadows and grant-winners are creating pollinator habitats, and educating beekeepers and communities. They include *Groundwork* in London, training courses in Totnes and *Edible Landscape Movement* in Bristol.

The company is building an online network for grant applicants to learn from each other. Project Dirt called this campaign "the greatest call to action the UK's beekeeping community has recently seen".

Neal's Yard Remedies is a family-owned natural health and beauty company. It makes all products at an eco factory in Dorset with organic, natural and wild, plant-based ingredients. The company's Dorset factory houses offices, a development laboratory, herbal tincture unit, manufacturing, bottling and despatch areas.

The company grows and harvests a variety of herbs at *Sheepdrove*, the family's organic farm in Berkshire, in particular calendula. Sheepdrove has many innovative ecological features, including a unique reed bed water purification system, solar-powered hen houses and a full-scale, energy-generating wind turbine. The company regularly campaigns to raise awareness of key biodiversity issues with customers.

B&Q's sustainability strategy brings biodiversity home

Search the *B&Q website* and the scientific term "biodiversity" doesn't readily jump out at you. Instead, you might see a guide on how to make an insect lodge, attract bees to your garden or use a chemical-free alternative to inhibit weeds.

The word itself might not be obvious, but there is no doubt that biodiversity is important to this major chain of DIY stores. Indeed it is one of the 10 pillars of B&Q's *One Planet Home* programme, launched in 2008, to make sustainable living affordable for customers and to embed sustainability across the business.

Its Forest Friendly campaign highlights the importance of checking the sustainability credentials of timber before purchase to help preserve endangered species and habitats.

B&Q has 16,000 products that use wood, and all are from sustainable sources that help to protect woodland habitats. But such success doesn't mean that B&Q is complacent.

In 2012 the company launched the innovative Working Woodland scheme, in partnership with *BioRegional* and the *Sylva Foundation*.

The woodland project will work with different community groups, councils, charities and land owners to map and assess 10,000 hectares of woodland. The project will demonstrate how neglected woodlands can be revived to further support biodiversity and reconnect with local communities.

The scheme will also train 1,400 people in woodland management. Through working with B&Q's buying teams, the project will identify both the opportunities and challenges of bringing sustainable UK woodland products to the retail market.

But it's not just timber that the company is keeping a close eye on. Last year, B&Q increased sales of peat-free composts by 103% and stopped stocking the country's favourite bedding plant, the Busy Lizzy, worth more than £5m in sales, when the plant was hit by downy mildew disease. The company felt growers needed time to control the disease and protect the plant's future.

University of Worcester: biodiversity projects unite community

A university has installed beehives and bee hotels, orchards, ponds, allotments and planted wildflowers to create wildlife havens linking up with the city of Worcester's green spaces like a chain of stepping stones.

The University of Worcester's parkland campus has become a focus for learning, research and volunteering involving students, staff and the local community in managing biodiversity on the campus. The university has also involved local schools by publishing nature trail leaflets and pond management worksheets. It is supporting after-school projects by recording the positions of flora and fauna.

Students working with the local biological records centre have established a database that links to county records.

The university set up a Strategic Biodiversity Management group in 2009, involving grounds staff, academics and students, as well as representatives of *Worcestershire county council*, *Worcestershire Wildlife Trust* and community volunteers. The group's aim was to monitor, archive and enhance biodiversity on campus.

The group established wildflower gardens to support bees, butterflies, other insects and birds. When it realised that plants grown from commercial wildflower seed mixes might not adapt to local conditions, and might even compromise local diversity, it decided to harvest local wildflower seed from green hay. Just before the seed was released, the hay was spread over disturbed ground. The university describes its wildflower areas as "stepping stones of biodiversity across the city".

Other projects have seen the creation of allotments and planting schemes for new developments, based on local habitats and information from archaeological digs.

The many biodiversity projects recognise that there are competing demands on the parkland from sports facilities and leisure, but the University Grounds Management and Biodiversity Action Plan has raised awareness of the rich resources available for study.

Biodiversity at the University of Worcester sets a benchmark for collaborative working, engaging research, teaching, grounds management staff and local communities.

Supply chain - sponsored by Prologis

This was awarded to initiatives that seek to embed a respect for human, economic and environmental rights across a business or product's supply chain.

Cred: a golden moment for ethical jewellery

Winner



Cred founder, Greg Valerio, established the company in 1996.

PHOTOGRAPH: RICHARD SAKER

In just over two decades, an isolated mining community in the Peruvian Andes has transformed itself into an international supplier of one of the world's most sought after commodities, Fairtrade gold.

When Sotrami mine in San Filomena was established, thousands of the country's poorest people were being forcibly displaced by civil war. The area had been worked by an American company who closed it when the government nationalised mining. Then small scale, artisan miners moved in, desperate to support their families.

Conditions were harsh - the community didn't have basic schooling or healthcare and the only source of water was drying up.

But more than 20 years later, this isolated gold mining community of 5,000 people has transformed itself and with some international support, is continuing its metamorphosis.

Demand for ethically sourced wedding rings is among the reasons San Filomena is now a thriving community, proud of its Fairtrade credentials and of mining with a human face.

CRED, a small jeweller based in Chichester, West Sussex, has played a part in the San Filomena community's development. The company is a pioneer of fairly sourced precious metals in an industry where the origins of 99.9% of materials are completely unknown.

CRED helped set up the Alliance for Responsible Mining, helped introduce Fairtrade and Fairmined marks for gold and a decade ago, produced the world's first ethical wedding rings.

This certification has been significant in generating more interest in small, artisanal mines like the one in San Filomena.

CRED was founded by Greg Valerio, a global Fairtrade activist in 1996 to support a charity campaigning on human rights, education and poverty and began trading in silver. He wanted to know more about the jewellery trade and five years later went to a garnet mine in India.

He described his experiences of that visit: "It was a horrendous parade of child and indentured labour and gender exploitation in a 110 degrees fahrenheit of heat with no clean water. Hell is a real place. It was worse than a trip through Dante's inferno."

As a result of this trip *CRED* commissioned research from Greenwich University's natural resources unit, whose report, *Towards an Ethical Jewellery Business* confirmed the dangers of life as a small-scale miner.

Valerio sold *CRED* to international horticultural consultant, Alan Frampton, who has run the company since 2010 with a team of five. Frampton's family has been involved in horticulture for more than a century and he ran the UK's largest flower growing business from a base in Chichester for 23 years.

CRED first partnered with a Colombian mining collective, Oro Verde to buy certified Fair Trade gold and in 2003 sold the first independently certified wedding rings.

In 2012 CRED made Sotrami the company's sole source of gold. The Fairtrade premium gives workers 10% on top of a guaranteed minimum price which can be used to invest in the community or business.

Judges said CRED "set a new standard that others in the industry are now going to have to match," and by doing the right thing CRED had developed a greater market share. They added they would like to see more practices going above and beyond industry standards.

Now Sotrami has access to international markets and the benefits of Fairtrade premiums, the community can continue improving its own fortunes.

Its 180 miners are already producing more gold - it yields 20kg a month. They are buying new machinery - to start with, a new winch that allowed them to increase extraction from 700kg to 1500kg of rock.

They still face many obstacles. The mine currently brings in 20,000 litres of water a day by lorry from 60km away. Since there is so little water they use cyanide to process the gold. They are now trained in using it safely and the Fairtrade premium can be invested in cleaner processing.

Fairtrade premiums have helped improve San Filomena's primary and secondary schools and healthcare. Frampton has drawn on his horticultural knowledge to help with a feasibility study so the community can grow its own food in future.

In 2012, CRED sold 65% of all the Fairtrade Fairmined gold products available in the UK, paying \$56,000 in fairtrade premiums, which are invested directly in the social fabric of the community at San Filomena. For the judging period, CRED sales of Fairtrade and Fairmined wedding and engagement rings were up 100% on the previous year and CRED brought the first Fairtrade Fairmined silver to the UK.

CRED wedding rings are produced from gold that takes 40 times less rock than a standard ring. A 4g ring comes from half a ton of rock, since artisanal miners extract gold from ore-rich seams, whereas large-scale mines extract 18-20 tons of rock for the same size of ring.

CRED is sharing what it has learned when it set about creating a transparent, accountable supply chain that is third party accredited. Its work has enabled the market for certified metals to grow and as a consequence, is improving the lives of artisanal miners. The company wants to banish the mystery behind jewellery that often conceals the truth - human rights and environmental abuses.

This article was changed from the original on 22 May to reflect factual inaccuracies.

Impactt: trading up to better working conditions

For many working in global supply chains the conditions remain poor - low wages and long working hours are commonplace. Not surprisingly, this often goes hand-in-hand with poor efficiency and low productivity.

But one UK project looking at the international clothing industry has shown that, given the right investment and training, this negative cycle can be reversed with positive gains not for only workers, but also business.

The Benefits for Business and Workers project, was led by *Impactt*, a consultancy specialising in ethical trade. The £880,000 project was supported by eight leading retailers, including Marks & Spencer, Sainsbury's, Tesco and Mothercare, and received matched funding from the Department for International Development.

The project involved Impactt working with productivity experts Rajesh Bheda Consulting and 66 garment factories in Bangladesh and India employing more than 100,000 workers. They carried out a range of innovative training to improve efficiency, quality and working conditions.

The results they have received so far are impressive. Turnover of workers fell by 65% and absenteeism by almost a third, demonstrating better job satisfaction. At the same time, factory efficiency increased by 30%. On average, workers' monthly income increased by 12.5% - in total £4.8m over a year.

Impactt believes that the results speak for themselves in illustrating how a happier workforce can deliver significant productivity improvements. But it's not just the figures that stand out from the project, there is also a marked shift in how people feel.

In the words of one factory worker: "I feel lots of change in this factory in the last six months - there is less absenteeism, because of the attendance bonus. I am saving the extra money for my daughter's future ..."

A supervisor talked about how his job had changed dramatically since the project: "Earlier, my work was counting and shouting. After supervisor training I realise my job is care and share."

The changes have taken place, in part, because of a shift from enforcement of absolute standards to a focus on improvements. This was achieved with strong local implementation teams, which included former factory managers as well as HR, quality and productivity experts. The teams also ensured that former workers were involved.

In addition, the training was also highly localised to ensure relevance and that productivity gains were reinvested in higher pay and better jobs. Another key element in the success of the project was a value chain coalition to ensure buy-in and demonstrate return on investment.

The *Benefits for Business and Workers project* improves global supply chains by delivering on-the-ground improvements that work both ethically and commercially.

Its collaborative nature enables partners to take a value-chain approach, involving workers, managers, suppliers and retailers. This offers the opportunity to create a virtuous circle in which trade supports the transfer of gains down the value chains into workers' pockets.

As one factory operator said: "We have a production bonus system in the line and we achieve this bonus because we learn how to do good quality work in an efficient way. Now we work as a team."

Nestlé's Fairtrade Kit Kat boosts Ivory Coast farmers

The two-finger *Kit Kat* has become the second most popular *Fairtrade* product in the UK, providing an income for thousands more farmers in Ivory Coast, where more than 40% of the world's cocoa is produced.

One in four people in Ivory Coast earns a living from cocoa. *Nestlé's* initiative brings seven more Ivorian cocoa farmer co-operatives into the Fairtrade system.

The four-fingered *Kit Kat* went into UK shops with a Fairtrade mark in 2010. *The Fairtrade Foundation* reveals the latest move will double the company's purchases of Fairtrade certified cocoa.

As a result, 4,500 more Ivorian farmers will be paid a price that covers sustainable production and a premium to invest in community or business development projects, such as improving healthcare and schools.

Kouame Fasseri of Kavokiva farmers' cocoa co-operative in the Ivory Coast says Fairtrade has already helped fund a new school building in his village and supports a health centre that is saving lives.

The company has been working in the Ivory Coast, one of the poorest countries in the world, for more than 50 years.

But extending Fairtrade certification to one of the UK's most popular chocolate bars is one of a number of initiatives in its supply chain. The company is committed to tackling deforestation, child labour, water use in agriculture, rural development, fisheries and animal welfare.

Nestlé has shortlisted high-priority commodities and developed sourcing guidelines. It is working with NGOs to map each supply chain in detail. In 2012, Nestlé UK & Ireland accelerated its work to track its commodity supply chains and in the same year, began sourcing 100% of its palm oil sustainably. The company is also piloting a monitoring and remediation system for labour issues in Ivory Coast.

Meanwhile, the *Nestlé First Milk Sustainability Partnership*, covering a UK milk supply chain of 75m litres per year, helped cut greenhouse gas emissions by 5.7% and non-livestock water usage by 5.1% in its first year.

Nearly 40% of the company's global expenditure on raw materials goes on milk, coffee and cocoa. More than 25 million farmers are directly involved in supplying Nestlé. The company regards its *Responsible Sourcing Traceability* programme as fundamental to change.

The Nestlé Cocoa Plan is active in the Ivory Coast as well as Ecuador, Indonesia, Ghana, and Venezuela, with plans to extend it to other Latin American countries in the future.

The plan focuses on: training farmers to be more sustainable; building 40 schools and supporting community projects; providing farmers with 12 million higher yielding cocoa plants by 2020; paying a premium for quality cocoa; and certification through partners such as Fairtrade.

Nestlé has pioneered techniques to produce higher-quality seedlings and help farmers increase productivity. In October 2011, it partnered with the *World Cocoa Foundation* (WCF) to reduce child labour by building schools in 20 rural Ivorian communities or refurbishing water and sanitation in schools.

The WCF will also provide family support scholarships to pay for women and children's education. The programme will benefit 16,000 people.

Nike: how supply chain measures up

Nike has created a new index to judge the sustainability performance of its factories around the world in a consistent way.

The Manufacturing Index, launched in 2012, ranks labour and environmental performance alongside more traditional supply chain measures of quality, cost and on-time delivery.

Nike's index has to work across a manufacturing base, which includes more than 800 contracted factories, more than 1m contracted factory workers and 500,000 different products, each with its own environmental and social footprint.

The Manufacturing Index includes separate sustainability metrics, which assess the performance of contract factories over a wide range of issues including water, energy, carbon and waste, as well as health and safety and labour management.

The company believes that competitive pressure will help it achieve improvement across its global supply chain, so the index defines what is "good", and matches incentives and sanctions to performance. Significant improvements in performance have already emerged since its launch.

The new index integrates performance scoring for quality, cost, delivery and sustainability into a single rating. Factories that demonstrate innovation and benchmark performance within the broader manufacturing landscape, will achieve the highest rating.

With each contract factory given a single overall score, the index is helping Nike to have a consistent and comprehensive conversation about its performance across the world.

Nike's vision of a lean, green, equitable and empowered sustainable supply chain required a fundamental shift in business relationships, but is now embedded within the new Manufacturing Index.

The development of the index over a 12-month period, involved more than 30 Nike employees and 19 contracted factories. A supply chain director led the cross-functional team, with oversight from a leadership steering committee.

British Land: chain reaction in building design

British Land is creating domino effect change in the design and construction industry, via its supply chain.

The company says procurement for its £2.1bn committed development plan - the largest in central London - is leading to improved sustainability across the industry.

The property developer first published its Sustainability Brief for Developments in 2004 and - by drawing on the scale of its purchasing and applying contractual standards on all projects, not just flagship ones - is now seeing strong results.

British Land develops buildings in partnership with external suppliers such as architects, engineers, general and trade contractors. It appoints specialists to major projects to ensure that environmental, biodiversity and community standards are incorporated in the tendering process. It also runs regular seminars to guide suppliers.

It then uses scale and the volume of materials procured to influence the industry. For example, architects negotiated with British Land's preferred supplier to increase recycled aggregate content and achieve responsible sourcing BES 6001 certification.

Since 2010, the impact of supply chain management across 27 major projects and more than 50 smaller ones has touched more than 500 construction and design companies - including Mace, Arup, McLaren, Lend Lease and their many subcontractors.

Evidence is audited internally and externally, enabling British Land to achieve EMS ISO 14001 certification.

The company's brief sets out core targets, such as diverting 98% of demolition waste from landfill and 96% of construction waste. All timber must come from certified sustainable sources and new office buildings must achieve BREEAM Excellent ratings.

In three years, British Land has reduced development waste sent to landfill from 15% to 2% - equivalent to the weight of over 26,000 double-decker buses. In the past 18 months it has created 2.2m sq ft of office and retail space certified BREEAM Excellent.

Lusmanns put sustainability on the menu

Diners at *Lusmanns* know the fish they eat is caught in UK waters, the meat is free range and if they can't finish what's on the plate, they can take the leftovers home in a 100% recycled and biodegradable doggy box.

This family fish and grill business with restaurants in St Albans and Hertford has increased turnover by 12% and has fed 100,000 diners in the past year. Despite the recession, it's now planning to open a third branch.

Lusmanns has a mission to make a minimal impact on the environment. All its fish is sustainable and it is in the process of obtaining a *Marine Stewardship Council* certificate.

The chicken, beef and pork it uses is free range and high-welfare, charcuterie is welfare-driven and outdoor bred and, increasingly, its suppliers are more sustainable. Lusmanns buys tea from Cornwall, water is 100% carbon neutral and the addition of more British craft beers are steadily ensuring a UK-only list.

The company has adapted menus so food on offer is more seasonal. Animal welfare is always taken into account the company makes the most of meat carcasses. It visits suppliers to ensure they meet its standards, visits food shows to find new suppliers and seeks advice from the *Sustainable Restaurant Association (SRA)*.

Although Lusmanns competes with companies that benefit from greater economies of scale, its achievements are being recognised. It has won two *RSPCA Good Business awards* for ethical and sustainable sourcing, the SRA gave it three stars, it was highly commended in the *Sustainable City* and *SRA awards*, and won a *Hertfordshire Green award*.

Food used in the restaurant arrives in reusable crates, all customers are offered tap water and doggy boxes, three quarters of waste is recycled and food leftovers are composted for the *National Grid*. What's more, Lusmanns tells customers exactly what it's doing for the environment.

Olam: sustainable farming plan transforms lives in Ivory Coast

Olam, the global supply chain and agricultural commodities specialist, is helping smallholder cashew farmers in Ivory Coast improve their livelihoods, investing in a state-of-the-art factory in Bouaké and providing expert training on sustainable farming. Through this project, it has committed to processing 10% of the country's cashew crops.

The plan is to help 40,000 farmers increase their yields sustainably from 300kg per hectare to 500kg per hectare by 2015, by moving away from fragmented, small-scale production. More than 10,000 farmers have already registered to take part.

So far, Olam has created 4,000 jobs within the community and developed a local market, boosting the local economy. Some 70% of the jobs are held by women, many of whom help to run newly formed co-operatives.

The company has joined forces with non-governmental organisations (NGOs) to teach farmers how to cultivate higher quality crops while protecting the environment. Ten model farms are now up and running, while nearly 20,000 hectares of land are being farmed using good agricultural practices.

The Bouaké plant cuts carbon emissions from the cashew processing stage by 80% (by weight), avoiding the transport of shells to India and Vietnam. Any bio-waste is used as fuel for the boilers. Nurseries have also been introduced to rehabilitate ageing plantations and low yielding trees.

Olam has further enhanced the wellbeing of the cashew farming community in Ivory Coast by holding nine *World AIDS Day* events and establishing long-term HIV health programmes. It is empowering communities to take control of future health, education and wellbeing projects, offering both financial and practical support.

Olam sources agricultural products from 3.5m smallholder farmers globally. Its Sustainable Cashew Growers Programme is one of a number of initiatives undertaken by the company to build supply chains that are sustainable from end-to-end by 2020.

Carbon - sponsored by Derwent London

Reducing carbon intensity is vital and this award was for corporate initiatives that took a holistic approach to measuring, managing and reducing scope 1, 2 and 3 emissions.

B&Q: driving transformational change

Winner



B&Q is a good example of a company doing brand journalism right, one of five retail technology trends you should know about.

PHOTOGRAPH: GRAHAM TURNER FOR THE GUARDIAN

which aims to make sustainable living easy and affordable for customers, and integrate sustainability in every aspect of the business.

With the company's leaders fully committed to using innovative technologies to generate carbon savings, B&Q's core sustainability team has made serious in-roads into tackling store and fleet carbon.

To ensure a structured and systematic approach to carbon cutting, the team works in partnership with CSR colleagues and department heads to identify, develop and drive transformational changes in the business. It is made very clear what capital is needed for carbon reduction initiatives and how the return on investment is achieved.

The judges described B&Q as "an impressive winner who displayed an innovative approach". They felt that the company demonstrated a commitment to change at the "transformational scale" needed to make lasting cuts in carbon emissions.

Going far further to cut carbon

The company has invested a total of £5.1m in double-deck trailers and dual fuel trucks since 2011. With 125 additional double-deckers in its fleet, B&Q now operates a total of 500 double-deck vehicles, each with space to carry 35% more volume than a standard trailer. Consolidating more deliveries allows B&Q to significantly cut road miles.

A high degree of consolidation is also taking place with imported containers, with 27% of these containers now being transported by rail.

50 new dual-fuel trucks have also joined the B&Q fleet, running on 60% landfill-derived methane. Meanwhile, products are being stored in northern and southern warehouses, reducing road miles by avoiding the need to make multiple journeys to and from a central warehouse.

Overall, B&Q's transport CO2 emissions fell by a further 7% in 2012, delivering an absolute reduction of 36% since 2006.

Energy efficiency pilot triggers wider innovation

Heat-saving lobbies were successfully trialed at three stores, with the new energy-efficient design now due to be rolled out to all new stores.

DIY retailer *B&Q* is taking giant strides in cutting its carbon footprint, having reduced its absolute CO2 emissions by 220,000 tonnes since 2006, a reduction of 29%.

Innovation together with the dedication of staff at all levels has played an important role in this success. A series of targeted efficiency measures spanning transport, energy and building design have combined to make substantial carbon reductions.

B&Q's ultimate goal is to cut its absolute carbon footprint by 90% by 2023. This is just one of the goals contained in its One Planet Home sustainability strategy,

An extensive LED lighting project, costing £1.2m, has tested LED systems at six stores. Energy consumption at B&Q's Caerphilly store was reduced by 52%, with the store using 89,105kWh from October to December 2012, compared to 184,934kWh for the same period in 2011.

LED lighting will be installed at B&Q's 300 stores over eight years, saving a 60,000 tonnes of carbon emissions. And the innovation doesn't stop there. In the process of running the LED pilot, B&Q has brought a new LED technology to market and is working with parent company Kingfisher to develop an international LED specification.

Flagship head office leads by example

B&Q is committed to "walking the talk" on sustainability and no-where is this more apparent than at its head office in Southampton. The building holds the prestigious BREAAAM "excellent" accreditation for sustainable building design, and a dedicated on-site team manages all aspects of continuously improving building technologies.

In a bid to improve energy efficiency, B&Q consolidated five offices into one and employed a wide range of measures to cut energy use, including heat recovery, solar shading, evaporative cooling and airtight construction.

Renewable energy is also high on the agenda at B&Q HQ. A 500kW biomass boiler, fuelled by locally sourced, certified pellets, provides heating and water for the building, while 10kW PV panels are helping to meet its energy demand.

The plethora of energy efficiency measures in action have contributed to cutting electricity consumption by 19% and gas use by 47% compared to the original office, resulting in a carbon saving of 520 tonnes per year.

Helping customers tackle their carbon footprints

Under its One Planet Home strategy, B&Q is committed to helping customers tackle their carbon emissions, as well as dramatically reducing its own carbon footprint. The company has more than 4,000 eco products on its shelves, ranging from recycled paint to solar panels. It has also recently doubled its range of energy efficient light bulbs.

With 220,000 tonnes of carbon savings already achieved, B&Q is studying further innovations in its products, services and operations to help it achieve its ambitious 90% carbon reduction goal.

National Grid: decommissioning with zero waste

National Grid faced the challenge of clearing a former gasworks and major liquefied natural gas (LNG) storage site, but wanted to do so causing the least environmental harm possible.

The electricity and gas company set a zero harm target based on a sustainability plan inspired by the Ellen MacArthur Foundation's ambition for a restorative circular economy.

The 53-acre Partington LNG storage and process plant was cleared in just over 12 months - with zero environmental harm and nothing sent to landfill.

This was a significant achievement for a site that contained 5,500 tonnes of specialist metals and materials and vast quantities of other chemicals and gases, including 10,000 litres of oil.

Even before embarking on the goal of zero waste, the safe decommissioning of the plant and storage tanks was a major challenge. National Grid says it had no international comparison to work to and needed to find new ways of reusing and recycling all the materials.

With no such precedent, the team set about finding those new ways. The more it looked, the more it saw that what is waste in one context can be a resource in another.

Paper and printer cartridges went to local schools, for example, kitchen equipment to the British Legion, and furniture to a local day centre.

At the other end of the scale, innovative engineering solutions enabled enough stranded methane gas to be recovered from the site to supply almost 40,000 houses for a day, avoiding harmful methane emissions.

A further significant feat was the production of over a million concrete blocks for the construction industry, reusing the perlite insulation material from storage tanks.

Every aspect of the decommissioning and demolition process was scrutinised to eliminate waste and fully realise environmental and ecological benefits. At the same time National Grid sought additional business value.

Ultimately, 95% of materials were recovered and recycled, including the 5,500 tonnes of metals in the pipeline, plant and equipment.

Further equipment, such as the road tanker loading facilities, diesel generators and diesel-driven firewater pumps, was sold to external companies or relocated to other LNG sites.

Boil-off compressors were returned to the original manufacturer for reconditioning and reuse while concrete materials were crushed and reused as fill material on the site, avoiding vehicle movements and landfill.

Some equipment has been donated to Manchester Museum of Science and Industry for future generations, and the site's fish stock was donated to Warrington Anglers' Association to replenish a number of the region's watercourses.

National Grid says its ambition is to build sustainability into all aspects of its business and seize opportunities for net positive benefits.

The company aims to bring to life the concept of the circular economy, a movement for an industrial economy that is - by design or intent - supportive of materials flows that are either: biological, and reenter the biosphere safely; or technical, and circulate without entering the biosphere.

Reckitt Benckiser smashes product lifecycle targets

A global company behind some of the country's biggest household brands, including Dettol, Clearasil, and Strepsils, has met its 2020 carbon target eight years early.

Reckitt Benckiser was one of the first *Fast Moving Consumer Goods* (FMCG) companies to use a full lifecycle carbon reduction programme. Launched in 2007, its target was to reduce its products' total carbon footprint by 20% per dose by 2020. Instead it achieved it in 2012.

Two thirds of Reckitt Benckiser's greenhouse gas emissions are caused when consumers use its products. So the company decided to focus on redesigning its products for lower impact in the consumer use phase. This was in addition to any reductions in emissions from manufacturing or behaviour change.

To reduce greenhouse gas emissions the company created the *Carbon20 calculator* to help product developers model the full lifecycle impacts and design them out.

The Carbon20 programme as led by the CEO and the corporate sustainability team. It was implemented by a wide team across the business - in particular the global R&D department of more than 1,000 staff.

Members of the R&D team used the Carbon20 calculator to help them make key carbon decisions during the product development process. They were incentivised with carbon-related performance objectives and supported by a network of Carbon20 champions from across the business, who ensured accuracy and timely progress.

Importantly, the Carbon20 programme was implemented within the bounds of normal product development activities rather than as an isolated project. Startup costs included the development of the total carbon footprint measurement system, the Carbon20 calculator and the education and training of its R&D scientists. In addition, there were three full-time staff associated with the programme.

Having now reduced its total lifecycle carbon emissions per dose by 21%, Reckitt Benckiser's is now looking to significantly exceed this. Using what it had learned from Carbon20, the company has committed to reduce its per dose carbon footprint by a further third by 2020.

Its 2020 carbon reduction goal, is accompanied by a new company target to cut its water impact by a third. It has also set a goal of generating a third of its net revenue from more sustainable products.

The company is working with its chief financial officer to develop systems that will measure and manage its impacts more effectively and help boost the business case for sustainability.

The targets will be measured by the company's new Sustainable Innovation calculator, which assesses the product-level impacts of ingredients, packaging, carbon and water.

Carbon20 has taught the company that carbon needs context. Looking at carbon across the lifecycle of a product has highlighted the importance of considering sustainability issues from design onwards.

For example, the company has recently launched a new bathroom cleaner with hydrogen peroxide. This has a one-third lower carbon footprint than the previous active ingredient, and leaves no harsh chemical residue behind.

By reducing carbon in its design phase the company has been able to create a product that met its consumers' need for purity, as well as making commercial sense.

University of Nottingham: a lesson in carbon-cutting

Bikes, cheaper and more frequent buses, a tram extension and making recycling easier are all part of plans by the *University of Nottingham* to cut carbon by a third before 2020.

The university is spending £1m a year on major green schemes encouraging staff and students to leave cars at home and keep rubbish out of landfill.

There are now 4,400 bike parking spaces on Nottingham's five campuses, plus 240 bikes set aside for a bike to work scheme and 230 bikes for students to hire.

Despite new buildings and increasing student numbers, the university is still able to cut its carbon emissions. It has invested £3m in 126 projects.

The university stopped sending waste to landfill in 2011 and spent £42,000 on new recycling bins.

Waste is now taken to a local recovery and reuse centre. The university has increased the amount it recycles or recovers from 30% to 88% by putting mixed recycling, food and landfill bins in student halls of residence and cafes. A student halls competition increased recycling from 8% to 28% and reduced electricity consumption by 3.5%, saving 60 tons of CO₂.

When it began promoting cycling and public transport, the university started charging for car parking on its five campuses, based on salary and vehicle emissions. Car commuting immediately declined. The university is now also insisting carbon measurement is included in business travel reporting.

The cycling initiatives were delivered in partnership with *Sustrans*. A project manager and officer helped provide extensive cycle lanes on all campuses, cycle parking, lockers, drying facilities for cyclists, student bike hire, the bike to work scheme, maps and cycle maintenance.

A free intercampus hopper bus service was expanded so buses are more frequent, boosting journeys from 844,471 to 1,064,033. Students pay just £1 a journey on local bus services through campus, which now run every five minutes. The city's tram is being extended to connect the university with Nottingham city centre.

More than 100 staff and student Environmental Champions promote carbon improvements across the university. The many other carbon-cutting projects include installing and upgrading roof, pipework and cavity wall insulation, commissioning a combined heat and power plant, hibernating 10,012 computers at 8pm every day and installing photovoltaic systems on student halls.

Nottingham's Carbon Management Plan (CMP) established a 2005-6 baseline of 62,036 tCO₂ and set a 34% reduction target by 2020, backed by a £17m programme to reduce

usage and generate energy from renewables. A sustainability directorate was established in 2009 and it made carbon management a high priority. The CMP identified nine main themes for improvement and set aside a £17m budget.

For the past three years, Nottingham has been one of the top two *Green Metric World Universities*. In 2011 it was named the world's greenest campus.

In 2012 the university won the Times Higher Education Outstanding Contribution to Sustainable Development award. University caterers have Fairtrade status and source food, including meat, eggs, fish, from accredited sustainable sources. The main campus has now gained a 10th successive *Green Flag award*.

Jaguar Land Rover: tackling carbon from start to finish

Jaguar Land Rover is cutting carbon emissions on a major scale across its business, with an ambitious goal to reach zero emissions by 2020.

The carmaker aims to be sustainable across all its activities, including product development, manufacturing and logistics, with carbon reduction playing a central role. Its carbon offsetting programme, which is one of the motor industry's largest, has offset 5m tonnes of CO₂ emissions in the past five years.

In developing its products, Jaguar Land Rover scrutinises the environmental impact of every component, from its beginning as a raw material to the end of its life. The company invests heavily in designing cars with lower tailpipe emissions, developing fuel-saving technologies and researching more efficient, sustainable components. Some 85% of the new Range Rover is made from recyclable materials.

A dedicated team identifies ways to improve energy efficiency and cut carbon emissions across the company's manufacturing sites. Through a range of smart energy-saving initiatives, Jaguar Land Rover cut CO₂ emissions by 27,000 tonnes between 2010 and 2012, saving £4m in the process.

Working with its logistics partner *DHL*, Jaguar Land Rover cut carbon emissions from the vehicles transporting its cars and components by 26% in four years. The companies' joint Mission Emissions project included driver training, new ways of filling trailers, introducing speed limiters and reducing the number of journeys made.

Finally, the company is using a far-reaching carbon-offsetting programme to balance the emissions being produced by its production lines and by customers on the road. In all, 5m tonnes of CO₂ emissions have been cut in five years.

All 50 of the offset projects Jaguar Land Rover has invested in either contribute to improving the health and economic wellbeing of people in developing countries or to protecting the environment.

Jaguar Land Rover has reduced its overall impact on the environment by 25% over the past five years.

Veolia: turning rubbish into energy

When it comes to carbon footprint reduction, the UK's leading recycling and waste management company truly leads by example. Between 2008 and 2011 *Veolia Environmental Services* grew its business and reduced its emissions at the same time.

Veolia turns waste into a resource through reuse, recycling and energy recovery using a network of material recovery facilities (MRFs), hazardous waste facilities and energy recovery facilities (ERFs). In 2012 the company opened new facilities in each of these categories, bringing its total number of ERFs to seven.

Energy recovery facilities use leading technology to transform waste into electricity for the *National Grid*. Veolia also converts landfill gas to energy.

The combined energy generated from the company's ERFs and landfill sites is 1.3m MWh, enough to power more than 319,000 homes, boosting UK energy security and reducing fossil fuel usage in the process. Converting landfill gas to energy further reduces carbon

emissions as landfill gas contains a mix of CO₂ and methane, which is 21 times more powerful as a greenhouse gas.

Veolia powers more than 70% of its UK sites with renewable energy. It also invested more than £3m in low-carbon hybrid and CNG vehicles designed to reduce fuel consumption, and introduced a Driving Efficiently and Safely scheme to conserve fuel by 6%. The company's greenhouse gas tracker tool helps it - and customers - measure and reduce their carbon emissions.

This comprehensive approach to carbon reduction is based on cutting-edge technology, powerful customer partnerships and rigorous employee training.

The results are impressive. Between 2008 and 2011 Veolia increased turnover by 2%, while its direct emissions were trending down by more than 15%. Over the same period its avoided emissions were up 27%.

In 2012 Veolia's strategy to reduce its carbon footprint and save natural resources was rewarded with *Business in the Community's Climate Change award*.

Türk Telekom: making the case for a lower-carbon country

Turkey's leading telecommunications group *Türk Telekom* is using the power of technology to lead the fight against climate change.

As a large communications group with sustainability at its heart and one of Turkey's largest employers, the company is promoting the possibilities and advantages of a low-carbon economy for the country.

The move is supported by a campaign called Environment-Friendly Communication, which aims to engage stakeholders ranging from employees and business customers to investors and the public.

But the message starts with the way *Türk Telekom* itself operates. Since 2011 it has introduced a range of carbon reduction measures and become the first Turkish telecoms company to report to the *Carbon Disclosure Project (CDP)*.

Among recent initiatives are: new lower-carbon products and services; striking messages about sustainability directed at the public; training on climate change for 1,200 company directors and online environmental training for *Türk Telekom's* 24,000 employees.

According to its latest CDP report, the company's carbon emission mitigation was equal to a 4,400 hectare forest in 2012. The plan is to equal a 5,400 hectare forest by 2014.

Initiatives include the replacement of 45,296 business flights annually with teleconference meetings and the recycling of 480 tonnes of paper a year, saving 7,680 trees.

The company has also pioneered renewable energy use with the installation of more than 1,000 solar energy panels in 52 cities, generating 2,190 MWh of electricity a year. It estimates a carbon emissions reduction of 1,420,000Kg from this initiative alone.

Taking its practices into the public domain, *Türk Telekom* organised Turkey's first carbon-neutral press conference, broadcasting relevant reports and interviews to more than 11 million people on national TV.

Meanwhile, it is also the first Turkish company to join the *Global e-Sustainability Initiative* - a collaboration of international ICT companies that advocate sustainable business and technology's potential to radically reduce greenhouse gas emissions.

Tesco: every little helps when reducing carbon emissions

Nearly two-thirds of *Tesco's* product emissions are generated by customers and a minority of high-impact products - just 139 out of the 70,000 it sells in the UK.

As Tesco embarked on the monumental task of determining the carbon footprint of each of its products, it came to the stark realisation that emissions were concentrated at the beginning and end of the food chain - on farms and in customers' homes or journeys to the shops.

As part of its goal to cut product emissions by a third by 2020, Tesco combined financial, product and carbon information to come up with a framework it could apply to the sausages, bottles of conditioner or bunches of bananas that fill up supermarket trolleys each week.

Tesco's analysis of each product took six months working with consultants *Best Foot Forward*. The team used BFF's Footprinter tool and tailored it to generate a portfolio footprint, which uses sales and product specifications alongside carbon data from suppliers. The framework produces rigorous results so Tesco can understand each product's carbon impact.

The insight that the portfolio footprint gave Tesco was even more important, allowing it to see just how dominant agricultural inputs and customer use are (generating 38% and 35% of product emissions, respectively) and showing that just five commercial categories generate half total emissions. It also identified the retailer's 139 high-impact products.

Tesco now has hard evidence of where it needs to focus its attention to achieve results. As a consequence, the company plans to make carbon-cutting initiatives with farmers and customers a priority. It intends to continue dairy farm footprinting work and expand it to other livestock. It will also partner with branded suppliers to influence consumers and investigate personalised carbon footprints for customers.

Coca-cola: cutting carbon in factories, fridges and flavourings

The carbon footprint of a can of Coke is shrinking. *Coca-Cola Enterprises (CCE)* is making coolers more efficient, its factories in the UK, France and Belgium are reaching higher energy standards and it is refusing to buy fridges that use hydrofluorocarbons, the super greenhouse gases.

The company has promised to reduce the carbon footprint of a drink by a third by 2020. It is achieving that target through carbon governance that covers every aspect of the business, from fridges to flavourings.

CCE has three separate groups working on the carbon footprint of one of the world's most famous soft drinks. An energy and climate change steering group oversees the task of cutting emissions in factories, transport and refrigeration, another group focuses on packaging and a third on ingredients.

In its factories CCE is on the alert for new energy efficient technologies and using renewable energy sources, like the sun. Cooler teams are fitting doors on units that were previously open-fronted, installing LED lighting, as well as devices to shut off lights and turn down the temperature when a cooler is not being opened regularly. The company is also helping suppliers plan their own carbon reduction strategies.

Over the past few years, CCE has managed to disentangle its carbon emissions from business growth. In 2011, the company cut its carbon footprint by 8.4% on the previous year even though the business grew in volume by 3.5%. Provisional figures for 2012 promise a continuing cut in the carbon footprint.

CCE received the highest ever score of 95% in its *Carbon Trust Standard* assessment in 2011 and was recognised as one of the leading performers in carbon management by The Carbon Trust in 2012. CCE's strong 2012 carbon disclosure saw the company listed for the first time in the 2012 *Carbon Disclosure Project Leadership Index*.

Collaboration

This award went to the project that broke down traditional barriers and saw several partners working together in non-traditional ways towards a goal that delivered truly sustainable outcomes.

intu Chapelfield: retail therapy for prisoners

Winner



Only 5% of prisoners involved in the intu Chapelfield programme reoffended after their release.

PHOTOGRAPH: PETER MACDIARMID/GETTY IMAGES

opportunity to spend up to eight weeks at the shopping centre. They gain skills and experience in a range of jobs including maintenance, customer service, recycling and painting and decorating.

As a prison visitor, Tanner witnessed firsthand its revolving door. All too often prisoners would find themselves on the outside with few job prospects and nowhere to live. It wasn't long before many found themselves back inside.

As general manager of the city's shopping centre, and with a lot of local business contacts, Tanner felt she was in a good position to do something about this. So in 2009 she invited a handful of Norwich prisoners to spend time at the shopping centre to get work experience and training.

From the outset the programme was a success. Many of the serving prisoners ended up gaining experience, as well as a paid job upon leaving prison. Two years on, the programme was extended to prisoners from HM prison Blundeston.

Today, 139 men have been given work experience at the shopping centre, and the project has well and truly bucked the shoplifting trend.

Nationally, three quarters of those leaving prison have no job to go to. The reverse is true with Chapelfield's prisoners. Well over three quarters of the prisoners who have undertaken work experience end up getting a job.

Some of those have been at intu Chapelfield, but importantly the project has worked as a catalyst within Norfolk and Suffolk by encouraging other businesses to consider employing offenders.

Often prisoners get to start a full-time job while still serving their sentences. They are able to keep around 60% of their wages, with the rest going to the prison service for their upkeep.

The result is that many Chapelfield prisoners not only have a job when they leave prison, but some money saved up too. These are both important factors in Chapelfield's exceptionally low reoffending rates.

Only 5% of the work experience prisoners who have been released have reoffended. Nationally, just under 50% of adults prisoner are reconvicted within one year of release.

Shoplifting is big business. Last year, retail crime cost companies more £1.5bn and it doesn't seem to be going away - it was up 15.6% on the previous 12 months. But a shopping centre in Norwich believes it is possible to not only halt, but also reverse the trend.

intu Chapelfield shopping centre's general manager, Davina Tanner, has developed with Norwich prison an innovative work experience programme for serving prisoners.

Prisoners who are considered safe to work in the community are given an

Beyond transforming the lives of the prisoners, the programme has multiple benefits to society including reducing the emotional and financial costs related to crime. In addition, Chapelfield estimates a £5m saving in prison costs due to the low reoffending rates. In comparison, the cost of the scheme is tiny, with an annual project budget of just £13,000.

This budget does not, however, take into account the many hours of time that is donated freely to the project. Part of the reason why the programme has been so successful, is that the prisoners work closely with staff at the shopping centre, who dedicate at least 40 hours a week to the project.

In addition to on-the-job training, prisoners also receive education both on and off-site, with some of it leading to accredited qualifications. The project also recognises the need for practical support to prepare prisoners for life on the outside.

Prisoners are helped with tasks including opening bank accounts, preparing for job interviews and finding accommodation. Norwich prison dedicates a member of staff to the project, who is based at the shopping centre.

The programme offers many social and economic benefits, and also has a significant environmental impact. In the past seven years, Chapelfield has increased its recycling rate from 32% more than 80%, and the work experience prisoners have been a major force in bringing about this change.

Their work in diverting waste from landfill, as well helping with the maintenance of the building, has resulted in considerable financial savings for the shopping centre. This enables Chapelfield to pass savings on to its tenants so they too can see the many benefits of the work experience programme.

The Guardian judges felt that these financial benefits were important to the long-term continuation of the project, which they summed up as "unique, brave and delivered at scale".

Tanner believes the project shows that it is possible to break the cycle of crime by reducing the level of reoffending among prisoners. A benefit not only to the shopping centre, but also to the wider community.

Skanska: working with rivals for the greater good

Construction giant Skanska has founded a 'virtual school' to educate suppliers on sustainability. The company has broken new ground by collaborating with its rivals to establish the Supply Chain Sustainability School, which is the most successful sustainability initiative to date in the construction sector, with more than 2,000 members.

The built environment is responsible for 40% of the UK's carbon footprint, consuming vast amounts of energy and natural resources. An overwhelming majority of suppliers are shared between major construction companies, meaning that improving suppliers' environmental performance has the potential to dramatically enhance the sustainability of the whole sector.

However, the complexity of the supply chain coupled with the competitive nature of the industry has previously made reaching suppliers difficult.

Recognising the importance of addressing this shared challenge, Skanska's CEO committed to establishing a supply chain school and sought the co-operation of competitors Kier, Morgan-Stindall, Willmott-Dixon, Sir Robert McAlpine, Lend Lease and Aggregate Industries.

Setting aside their commercial rivalries, leaders within these companies developed a common approach to tackling environmental and social sustainability issues, investing £1m in the new e-learning initiative. Some 50% of the finance was raised via a partnership with training body CITB Construction Skills, with the partners providing the rest.

The chief aims were to engage more positively with suppliers, establish consistent performance measurement techniques and equip suppliers with the knowledge to improve their sustainability practices.

Suppliers registering with the school are offered free, practical online support. A straightforward self-assessment gauges their level of competence across ten key areas, helping them to analyse their strengths and identify opportunities for improvement.

The school then creates tailored action plans for members with clear targets and priorities, guiding them towards its 500+ online learning resources and providing face-to-face training.

The training is delivered by a third party, Action Sustainability, meaning the information provided by suppliers remains confidential and doesn't reach the ears of their construction clients. Two of the founding members are responsible for ensuring the school's objectives are met, engaging experts to develop and deliver content.

More than 9,200 unique users from 95 countries have received training via the Supply Chain Sustainability School to date. Some 2,000 professionals from more than 1,100 companies are members, with 50% of these being small to medium sized firms. More than 450 suppliers have completed self-assessments, with nearly 600 bespoke action plans developed and 51 companies already demonstrating improved competence.

Through the virtual school, Skanska has also made significant progress on tackling its own environmental footprint. It now diverts 97% of its waste from landfill, while 60% of its projects have moved beyond compliance to meet the company's 'Green' performance standard.

In future, the school will help Skanska on its journey to developing 'Deep Green' construction projects, whereby the construction process and the buildings themselves generate a near zero impact on the environment.

Steelcase 'closes the loop' on textile waste

In 2011 four companies in the furniture textile supply chain worked together to overcome traditional barriers to recycling in their industry. A year later they launched the first upholstery to be produced from a "closed-loop" system that recycles textile waste back into original quality fibre and yarn.

Office furniture company *Steelcase*, materials designer *DesignTex*, textile manufacturer *Victor* and recycled fibre maker *Unifi* had each been creating sustainable product lines for years. But complex logistical problems around waste collection and segregation, and the absence of a recycling infrastructure, had prevented the development of a closed-loop system.

Jointly committed to reducing the environmental impact of the textile industry, the companies met in 2011 to find a solution.

Traditionally, cutting waste from furniture production was down-cycled into inferior quality material that would then be used as carpet underlay and backing materials. But the four companies in the collaboration wanted to go beyond down-cycling and produce a first-quality product from recycled textile waste.

To achieve that they gathered together representatives from each stage of the supply chain, from product design and marketing to fabric recycling and workers on the cutting room floor. The project team quickly established what could and couldn't be achieved in textile recycling. They then came up with a plan, which included short and long-term opportunities for recycling waste throughout the supply chain.

The first product to come out of the collaboration was upholstery fabric Loop 2 Loop. Designed by DesignTex and woven by Victor from Unifi yarn, the upholstery is used on Steelcase furniture. Developed in 2012, it went on the market in March 2013.

The development of the closed-loop process was made possible by the four companies joining forces to make the most of advances in technology and capital investments, such as the recycling centre where Unifi produces its recycled fibre REPREVE. The result is a recycled product that equals the quality of the original textile.

What's more, Loop 2 Loop has been designed and manufactured to make sure it can be recycled again and again. Along with all future products slated for development, the fibre will retain the integrity of its raw materials throughout multiple lifetimes. Although made from recycled materials, the products will retain the high qualities of the original fabric.

Most of the cutting waste collected from Steelcase was already post-consumer recycled fabric, made from PET water bottles. Now, the waste is being recycled into the new polyester yarn that goes to make Loop 2 Loop, the first upholstery fabric to be made by recycling already recycled textile waste in a closed-loop system.

The initiative is an example of supply chain collaboration at its best. Combining Steelcase's ability to segregate and accumulate waste with Unifi's unique textile recycling technology, Victor's manufacturing capabilities and Designtex's ability to actively design fabrics for future recyclability, has resulted in a sustainable solution to textile waste that will help reduce environmental impacts within the industry.

Interface: net gains for poor coastal communities

Discarded fishing nets on beaches or in the sea can remain intact for centuries, harming the environment and marine life. The nylon from these nets is often the same as is used to make carpet yarn.

This unlikely connection has led to a unique partnership between global carpet tile manufacturer *Interface* and conservation charity the *Zoological Society of London* (ZSL).

Together they have set up Net-Works, a community-based supply chain for nets, which is improving the livelihood of some of the world's poorest coastal communities, while providing a source of recycled materials for carpet tiles.

The project was piloted on Danajon Bank in the Philippines, where the problem is acute. Working with local NGO *Project Seahorse Foundation for Marine Conservation*, the project involves local people in collecting, aggregating, washing and assuring the nets. These are then brought to a central location for packing and shipping to Interface's supplier.

Initially, just five communities were involved, but collection systems are now being set up in 15 villages, involving more than 280 impoverished households. The aim is to make the model self-financing, with as much of the proceeds as possible being returned to villages.

The goal was to collect 20 tonnes of nets by the end of April 2013. Given that two kilos of nets buys one kilo of rice, Net-Works promises to make a real difference to local people.

Interface will use the nets in its supply chain during 2013 and develop its first products with them. The company and ZSL will also explore where the Net-Works concept can be applied in other parts of the world. A toolkit is being developed to help other groups establish similar supply hubs.

Net-Works is the latest element of Interface's sustainability plan, Mission Zero, to eliminate its environmental impact by 2020. The plan has seen the company source 44% of its raw materials through recycling or bio-based supply.

M&S gives cast-offs a new lease of life

Marks and Spencer is keeping old clothes out of landfill by reselling, reusing or recycling them, in partnership with Oxfam. In doing so, they have created a new phenomenon - "*Shwopping*".

Customers' old clothes, whether they're from M&S or not, are loaded into empty space on lorries and collected from local stores and workplaces by Oxfam teams.

Nothing goes to waste. M&S is using Shwopping to contribute to the idea of creating a "circular economy", where reuse is built into the products we buy.

The company has launched two products: men's and women's coats, made from old garments Shwopped by customers. The coats have a lower environmental impact, are cheaper to produce and are sold at a lower price.

In the UK every five minutes nearly 10,000 items of clothing go to landfill. As the UK's largest clothing retailer, M&S wanted to do something about this. Shwopping puts a value on old clothes by giving them a future use, and all profits help fight poverty.

Shwopping was launched in 2012 when the Old Truman Brewery in London was covered in 9,513 garments to highlight our throwaway culture. TV star Joanna Lumley fronted the campaign. Shwopping has become a new verb, changing customer's perception of shopping in the same way that recycling plastic bottles has become routine.

Since the launch, 3m garments have been Shwopped, raising £2m for Oxfam. More than half of M&S customers say they plan to take part.

There are donation boxes in M&S stores and the scheme is being extended to M&S Simply Food stores. More than 100 workplaces have signed up to Shwop at Work.

The campaign has featured in the press and on TV worldwide. The Shwopping manifesto has been watched 583,000 times online. Social media results showed 4.6m impressions on Facebook and three trending topics on launch day had potential to reach 18.3m in the first month.

Compassion in World Farming: making animal welfare a global priority

A pioneering approach to improving animal welfare, which brings some of the world's most influential food companies on board, is benefiting the lives of billions of chickens, hens, pigs and dairy cattle.

Billions of farm animals are reared for food each year, with the drive for increased productivity reducing animals to commodities rather than sentient beings with welfare needs. *Compassion in World Farming (CIWF)*, the world's leading charity for animal welfare, aims to change this by making animal welfare a key element in the sustainability strategies of food producers and retailers.

In 2007 the organisation set up a *Food Business programme* to work with leading brands that have the biggest impact on the food industry, and which are able to make changes on a large scale.

A small, dedicated team helps companies introduce realistic initiatives that bring tangible benefits to animal welfare throughout their supply chains. Support comes in the form of animal welfare knowledge, industry expertise and scientific research. Prestigious awards reward progress by recognising the efforts companies make and giving them the chance to promote their leadership to peers and customers. All services are free.

One of the team's aims is to shift the market towards higher welfare produce and steer movement towards a more ethical and sustainable food supply.

CIWF's work with *Unilever*, for instance, led to the company sourcing free-range eggs for *Hellmann's mayonnaise*. Many major UK supermarkets then did the same with their own-brand mayonnaise. In Europe, work with Coop Italia and its suppliers created a new demand for higher welfare chicken in the Italian market and paved the way for other businesses to follow suit.

Working collaboratively with the food industry is already benefiting millions of farm animals. By January 2013, CIWF was a third of the way towards meeting its target to improve the lives of 1bn farm animals by 2017.

The Co-operative and Forum for the Future: a new view on renewables

A coalition of some of the UK's most influential - and unlikely - organisations is putting energy in the hands of communities and transforming the national debate about renewables.

One of the main barriers to renewable energy projects is planning opposition. *The Co-operative* believes the solution is community ownership. It reassures communities that projects aren't being foisted upon them, helps the UK meet its energy and climate goals and ensures that profits stay in the community.

In early 2012, The Co-operative joined forces with *Forum for the Future* to form the *Community Energy Coalition*. The Coalition brings together many well-known organisations, including *The National Trust*, *the Women's Institute*, *the Church of England* and the *Campaign to Protect Rural England*. In total, 25 organisations have signed up, with a combined membership of 16 million people.

These are not the usual suspects who champion renewable energy. But they are politically and culturally powerful, and they share the Co-operative's view of community energy.

Together, they're helping to reshape public attitudes and political discourse through membership communications, press activities, energy summits with ministers and collective lobbying. They have also tabled an early day motion and amendments to the energy bill.

Successes include the introduction of the community feed-in tariff, which makes payments to anyone who owns a renewable electricity system; a proposed community energy strategy from the *Department of Energy and Climate Change*; and winning support for community energy in recent energy bill debates from ministers and frontbench MPs from all parties.

Alongside influencing the government, the Coalition is shifting the debate away from whether we should invest in renewables, to focusing on who controls and benefits from them.

It's also encouraging member organisations to get involved with community renewable energy projects. Many of these have support from The Co-operative, which offers practical help and has committed to finance schemes to the tune of £100m.

2degrees helps big business strengthen its supply chains

2degrees, a sustainable business community with 30,000 members, is helping companies including *Asda*, *Tesco* and *GlaxoSmithKline* improve their supply chains by helping them interact with suppliers, customers and colleagues through Enterprise Engagement hubs.

These custom-built online community hubs are proving successful in gathering people together to share knowledge and start projects that quickly help to save energy, waste and water. Importantly, the hubs also help participating companies make major cost savings.

Asda's Sustain and Save hub has helped the retailer and its food suppliers to spot \$1bn (£646m) of savings since 2011. More than 500 people from 220 companies join forces via the hub to work on practical activities that save resources and reduce Asda's impact on the environment.

In the same way, Tesco is making good use of its Knowledge hub to help cut 30% of carbon from its products by 2020. The hub, which is the largest of its kind, unites Tesco's top 1,000 suppliers from 20 countries to discuss common challenges. Some 72% of suppliers report finding useful answers.

2degrees community managers help companies to share ideas and get the best from the hubs, which typically feature webinars, discussion forums and case studies. Once the hub is up and running, companies can also measure the impact of their sustainability projects by adding and monitoring data.

In addition to its Enterprise Engagement hubs, 2degrees runs events, manages forums and shares best practice examples from different companies on tackling pressing environmental and resource challenges. Its services are designed to help sustainable business professionals make positive changes and grow their businesses by interacting with their peers.

BSkyB: getting Britain on its bike

Bradley Wiggins's Tour de France glory marked an even bigger victory for British cycling.

A year ahead of schedule, the triumph also helped partners *BSkyB* and *British Cycling* meet their target of achieving the first British Tour de France win by 2013 and getting a million more Britons on their bikes.

Sky and British Cycling joined forces in 2008 to increase participation in cycling across Britain, using the success of elite athletes to inspire people of all ages and abilities to get on their bikes for fun and fitness.

The partners worked with 49 councils in the UK and Ireland to highlight the sport. They ran 16 SkyRide city events and more than 12,500 *SkyRide* local events, trained a network of people to lead 700 bike rides and established UK-wide social cycling groups to make it easy for people to find rides to suit their abilities.

The broadcaster ran a national marketing campaign featuring elite riders Mark Cavendish, Chris Hoy and Laura Trott to raise awareness among 32 million adults and launched *goskyride.com*, which now has 246,425 registered users.

Sky and British Cycling crossed the line with their "one million more" target when over 322,000 more people started cycling regularly in 2012.

Ian Drake, chief executive of British Cycling, said: "In just four years, we have created an unprecedented shift thanks to our partnerships with Sky, Sport England, local authorities and a national network of trained ride leaders and volunteers."

A key ambition was to create a lasting legacy, in part by enabling councils to build the infrastructure to support cycling in future. And in 2012, membership of British Cycling grew by 48% to more than 60,000.

3

RESOURCES

Waste and recycling - sponsored by Foresight Group

Shifting how business thinks about waste is vital. This award was for projects or products that were at the leading-edge of approaches to waste.

Northumbrian Water: serious about sewage Impact winner



The sewage that ends up down our drains is being turned into renewable energy.

PHOTOGRAPH: ANDREW FOX/
ALAMY

With three million customers Northumbrian Water has to deal with an awful lot of sewage every year. But after investing in leading-edge technology to clean up its waste, the company is now saving more than £6m in electricity costs annually, as well as cutting its carbon footprint by 20%.

Northumbrian Water did this by being the first UK water company to turn 100% of its sewage sludge into renewable energy. In other words, it's turning poo into power.

The company has more than 400 sewage treatment works, all of which produce

sewage sludge as a by-product associated with the cleanup process.

Until 2007, the company's sludge treatment focused on sludge-drying or dewatering with lime stabilisation. While the end product was suitable as an agricultural fertiliser, it came with a high price tag. The method was both highly energy and highly carbon intensive, as well as being expensive.

In 2006, the company made a radical decision. After looking at several different options it decided that moving to an Advanced Anaerobic Digestion (AAD) system would generate significant environmental benefits, together with multimillion pound savings in annual energy costs.

Over a four-year period, Northumbrian Water built two AAD plants costing £75m. The first opened in 2009 at Bran Sands on Teesside, and the second in 2012 at the company's five-acre sewage treatment works at Howdon on Tyneside.

Many water companies use conventional anaerobic digestion to deal with sewage sludge, but it's the "advanced" element of AAD that is key to its high energy efficiency.

Sludge is loaded into pressurised reactors and heated to 165C at 6Bar. By creating extreme conditions, the biological cell structure within the sludge is destroyed, thus releasing more nutrients for energy conversion. This is similar to when a domestic pressure cooker gets to steam.

The sludge is then depressurised and cooled before being fed into large concrete digesters for the bacterial process to start. Methane given off by the bugs digesting the waste will then be collected in biogas storage bags before being used to fuel gas engines to create renewable electricity. Any waste heat is also reused within the AAD process.

The result is that 100% percent of the sludge is used to produce renewable electricity. There is only a small amount left over when the process is complete - a mere 150,000m³ of sewage sludge compared with 2,000,000m³ under the old system.

The remaining sludge "cake that is produced has been turned into a valuable agricultural fertiliser. It is a class A biosolid - a low-odour product containing no detectable levels of pathogens, such as E coli.

By utilising AAD, Northumbrian Water has transformed its sewage treatment process from an energy intensive waste clean-up process, to one that recovers significant quantities of renewable energy. Today, nearly three quarters of the energy required for the company's sewage treatment is met by this source.

Northumbrian is currently the only UK water company to convert 100% of its sewage sludge into renewable energy. This has resulted in the company also having the lowest carbon emissions per customer among the water companies.

One reason it's so successful is the fact that, unlike many other water companies, it has situated its key sewage sludge treatment plants at just two sites. Due to the cost of an advanced anaerobic digestion plant it is only economical for concentrated, large scale use.

The Guardian judges felt that the entry from Northumbrian Water stood out because it used 100% of its sewage sludge for producing electricity. In their words, it is an "initiative that's about the future, a step above the rest".

The company has achieved what it set out to do, which was to significantly cut its carbon footprint by reducing its reliance on fossil fuels, as well reduce its energy costs. However, the initiative has also produced wider sustainability benefits.

For example, the AAD design uses sealed containers. That means methane - which is the most significant of the greenhouse gasses - is captured and not released into the atmosphere.

The solution is also more sustainable from an economic point of view, as the investments acts as a buffer for the company from prices changes that can reflect volatile global energy markets.

Not that Northumbrian Water is happy to rest on its laurels. The company continues to innovate and is currently investigating whether it is possible to generate any further reuse of waste heat from the AAD process.

It is also looking at directly injecting the biogas from its sewage sludge treatment plants into the national gas grid. And finally, it is considering the possibility of using anaerobic digestion to deal with other inputs, such as food waste.

Seacourt: the small firm tackling big challenges

Innovation winner



The company is saving trees through its use of 99.5% recycled paper and vegetable oil-based inks.

PHOTOGRAPH: MARK SADLIER/
ALAMY

Innovation winner *Seacourt* has proved that size is not an issue when it comes to sustainability.

The company has become the world's first printer to achieve zero waste to landfill, showing true determination in pursuing a 10-year journey of recycling innovation.

In addition to dramatically reducing its impact on the environment, the company has experienced distinct commercial benefits through becoming more sustainable, winning new business in a fiercely competitive industry by communicating its Naturally Responsible story.

Printing is the UK's sixth most environmentally damaging industry. It consumes vast quantities of paper, energy and water, and creates highly detrimental waste streams, including plastics and chemicals. It produces significant volumes of carbon, as well as volatile organic compound (VOC) emissions via the ink-drying process.

Seacourt has tackled these sustainability challenges head on, systemically eliminating the barriers to zero waste. From a position of 343,200 litres of waste to landfill in 2001, the company made swift progress to just 114,400 litres in 2008, hitting its goal of zero waste in 2009.

Through a thorough process of analysis, the family-run business has identified and is recycling 18 waste streams, ranging from used printing plates to toner cartridges, aerosols and DVDs. Its last few landfill culprits were found to be aluminium-backed brown paper (used to package printing plates), employee food waste and teabags.

The brown paper waste is now separated and recycled by an accredited recycling company - an existing Seacourt supplier - and the company has established its own on-site wormery to deal with food waste. A family of red tiger worms now happily consumes leftover scraps of food, transforming it into liquid fertiliser and compost, which is then offered to Seacourt's customers and employees.

The Guardian judges described the company's efforts as "very impressive and 'beyond best practice'", and were delighted to see another interesting and inspirational entry from a small company.

Seacourt has applied its innovative sustainability approach to all aspects of its business. Determined that modest resources should not stand in the way of running a sustainable company, the 20-strong team, headed by owner Gareth Dinnage, has achieved significant reductions in energy, water and chemical usage.

To create what the company calls its Naturally Responsible workflow, it has adopted waterless printing technology and recycles pre-press water, substantially reducing its water consumption.

The team switched to renewable energy in 2003 and replaced all halogen bulbs with LED equivalents. Meanwhile, it uses 99.5% recycled paper and vegetable oil-based inks, saving trees and cutting VOC emissions by 98.5%.

Every measure has been achieved by adhering tightly to the ISO 19001 and EU Eco-Management and Audit Scheme (EMAS) standards, while all results have been independently verified by assessment and certification body NQA.

Seacourt was one of the first printing firms to achieve EMAS certification in 1999. It has since progressed to win two prestigious Queen's awards for sustainable development, as well as being recognised as "one of the world's top three environmental printers" by a global printing association.

With a mission to help share knowledge and understanding of sustainability issues beyond its four walls, Seacourt has organised regular seminars at the House of Commons for more than 10 years, providing a valuable forum for environmentalists to debate current and future issues.

On a local level, the Seacourt team donates money received via waste paper recycling to help an RSPB Wildlife Explorers group for children aged seven to 13.

Dinnage and his wife also visited a school in Zanzibar at Christmas to meet the teachers and pupils to whom they had donated education supplies, enabling the school to run art lessons.

With clients spanning corporate, SME, educational, charity and NGOs, Seacourt is expanding its unique brand of sustainable printing into many different sectors, setting the pace for waste and recycling in the global printing industry and setting a high standard for sustainability in action.

Élan Hair Design: salon gets full green treatment

A major green refurbishment transformed Élan Hair Design, in Aberdeenshire, into what is almost certainly the UK's most eco-friendly hair salon - and increased the business's turnover at the same time.

In 2009 the family run salon made a conscious decision to give the green treatment to every conceivable element of the business.

The owners launched a £250,000 project to make the salon as environmentally friendly as possible and develop a template of environmental and commercial benefits that other businesses, in particular hair salons, could follow.

Every aspect of the refurbishment had to meet green standards, using materials made from either sustainable or recycled sources. At the same time the owners started reviewing all aspects of the salon's everyday working environment with a simple mantra - can we make it green?

Indeed they could. Élan is the first British hair salon to compost hair waste, recycle aluminium foils and install carbon-neutral furniture. Recycling aluminium foils and empty colour tubes is important because they are particularly harmful to the environment.

Customers' hair clippings and other biodegradable waste are sent to be used as compost on local farmers' fields, meaning even less waste sent to landfill.

The business makes sure the products it buys are recyclable, such as bottles and packaging made from post-consumer recycled materials. It responsibly disposes of all paper, plastic, glass, cardboard, batteries and WEEE goods.

On top of that, Élan has fitted self-cleaning bacteria-resistant floor tiles made from 40% re-constituted materials, and is using compostable cleaning towels and capes.

As work progressed it soon became clear there were few limits to the environmental improvements the salon could achieve, and the number of green initiatives Élan introduced escalated.

The owners went to great lengths to stock the most eco-friendly products and brought in a host of energy efficient measures. And they made a commitment to minimise waste wherever possible, setting targets well in advance of the requirements set by new Zero Waste Scotland regulations.

Since the refit, Élan's turnover has increased by 14% to £323,398 at its year-end in September 2012.

A key contributor to this growth is the money the business has saved through improved waste management.

Currently working towards recycling 100% of its disposable materials, the company is not far off reaching its long-held objective of zero waste to landfill. It is also well on the way to meeting its target to cut carbon emissions by 90% by 2014.

Élan was always keen to make a difference in the local community, particularly when it came to customers who are concerned about their environmental impact.

A range of eco-friendly measures, including a product refill service, encourages customers to recycle and improve their awareness. And the salon team are all enthused by the owners' passion for making a genuine, day-by-day contribution to the environment.

The firm is also sharing best environmental practices in the community, and helping other businesses source products from sustainable suppliers. Further afield it has linked with a number of UK-wide brands that share the same environmental ethos.

National Grid: from waste to watts

The *National Grid* has teamed up with *E.ON* to use surplus waste heat to power 100,000 new homes. The result is the world's largest multi-site waste heat recycling project. This has enabled the National Grid to cut its carbon emissions by 50% at its Isle of Grain Liquefied Natural Gas (LNG) facility, near London.

The project came about after National Grid realised that just 3km away from its Isle of Grain plant, E.ON was building a new power station that would need to dispose of 600 MWh of surplus heat into the River Medway every day.

By using this heat, Grain LNG has reduced its annual gas usage by 169mcubic metres and its carbon emissions by up to 300,000 tonnes per year. That's the equivalent to taking 60,000 cars off the road.

The company achieved this reduction by using ten large pumps to move up to 5m litres of water through twin pipes across 3km.

This was technically difficult as the pipelines had to run under a public highway, across marshland and around existing pipelines.

In addition, both business have different peak and slack periods, so the companies needed to engineer a system that could accommodate 0%-100% flows at either end.

But the project has not just achieved considerable carbon savings. It also delivers on the National Grid's commitment to the environment as less heated water is pumped into the River Medway, a Site of Special Scientific Interest. This benefits aquatic life as heat reduces oxygen and stimulates excessive algae growth.

Its engineering achievements on this project are also transferable to other power stations internationally.

KFC and Tidy Planet join forces for waste-to-energy venture

All the hot water and 15% of the electricity needed by *KFC's* new green restaurant in Wincanton is generated on-site, from used cooking oil. And it's all down to a chance meeting between *Tidy Planet's* founder and *KFC's* head of construction.

Food waste experts Tidy Planet spent five years developing the CHiP, a small-scale cogeneration system that turns used cooking oil into electricity and hot water on the sites where it is produced.

KFC produce a substantial amount of used cooking oil, which they already turned into biodiesel. But as something of a trailblazer, the fast food outlet was keen to find a better and more sustainable solution.

In April 2012, the two companies teamed up to install the first CHiP as a trial. In September, the second system was installed in the LEED- and BREEAM-certified Wincanton site as part of *KFC's* Green Building Programme.

Each store that adopts the CHiP will save more than 1,000 miles of waste transportation; that reduces transport related CO2 emissions by more than 4,000 tonnes a year.

As the CHiP is 50% more efficient than a power station, replacing fossil fuels with energy produced from its own used cooking oil will further reduce KFC's carbon footprint by 1,800 tonnes of CO₂ per store each year, saving thousands of pounds in energy costs at the same time.

Generating heat and electricity on-site while eliminating the need to transport waste is already helping KFC significantly reduce its carbon footprint with a truly closed loop waste-to-energy solution.

With more than 900 restaurants and plans to roll out the CHiP across the UK, the restaurant chain looks set to make a significant and positive impact on the environment. Meanwhile, Tidy Planet is fine tuning the CHiP to allow supermarkets to turn rotisserie oil waste into energy.

FM Conway means business with ambitious recycling strategy

FM Conway, the infrastructure services company, is setting the standard for recycling and reuse in the highways industry, having recycled 200,000 tonnes of road asphalt from London's roads in 2012.

The company is transforming the recycled roads into new asphalt and other products. This has saved money on raw materials, conserved natural resources and cut its carbon footprint. FM Conway's innovative approach to reusing waste has highlighted the huge potential there is to reuse construction materials from a range of different projects, including *the Olympic Park*.

Using recycled asphalt and aggregates, FM Conway has also developed a set of new materials for its customers, which include 16 London boroughs and *Transport for London*. It supplied 440,000 tonnes of recycled materials to construction projects in 2012, helping to make recycling and reuse "business as usual".

Overall, the company's waste reduction and recycling activities diverted 450,000 tonnes of waste from landfill in 2012, meaning an impressive 98% of its waste was recycled.

Investing £1m in recycling technology has played an important part in FM Conway's recycling success. At its new technically advanced plant, the company reprocesses materials recovered from road construction sites. The new materials are then sent to its own work sites and supplied to other highways companies.

Everyone in the company is involved in maintaining its high recycling standards. About 100 staff work at its aggregate recycling and asphalt plants, and all of its construction workers use recycled materials.

FM Conway's recycling philosophy forms part of its wider commitment to being a sustainable business. By reducing its spend on raw materials, the company keeps costs low for itself and customers, staying competitive in a challenging market. Supplying its recycled products to road-building and construction projects is helping to reduce the impact of vital infrastructure on the environment and introduce a permanent culture of recycling and reuse in the building industry.

John Lewis sets the benchmark for soft plastics waste

The *John Lewis Partnership*, owner of *John Lewis* and *Waitrose*, is eliminating soft plastics waste from its business and giving recycled waste a new life as handy products for its shops and offices.

Working with plastic recycler *Centriforce*, the UK retailer recycled 3,000 tonnes of soft plastics in 2012. The waste, which included everything from warehouse packaging to shopping bags, was transformed into benches for customers visiting larger Waitrose supermarkets.

Spurred on by this success, John Lewis is currently investigating whether it's possible to use recycled plastic as planks, boards and sheeting to build its shops.

"Closing the loop" on soft plastics waste helps the retailer to control what happens to its waste materials. Ensuring that waste is treated in the UK and reused in the best way possible is central to the company's goal of preventing waste being sent to landfill sites or shipped abroad.

John Lewis motivated its 87,000 employees to play an active role in recycling soft plastics by developing a robust, easy-to-follow recycling process. The company then tracked the plastics from the bin to the point of storage. All its shops and offices have recycling bins on-site, which are emptied daily.

The waste travels to central warehouses via trucks that are already making the journey there, which avoids any extra carbon emissions through additional road miles. Centriforce then collects the waste for reprocessing.

This project forms part of the John Lewis Partnership's wider plans to tackle waste. It recently cut the number of waste companies it works with from 30 to 5. It also held a big recycling and waste conference to inspire positive ways of working with these suppliers. The partnership is on track to achieve its target of 95% waste diversion from landfill by the end of 2013.

Water

An award for pioneering projects that demonstrated a dedicated approach to water stewardship and holistic management of corporate water risk.

Teccura explores untapped solutions to water leakage

Winner



Teccura's pilot project determined that combined daily water leaks at trial properties could fill 161 Olympic swimming pools each year.

PHOTOGRAPH: GETTY IMAGES

a pressing need for more work to be done in this field.

Through its groundbreaking pilot project, Teccura discovered that each of the leaks at the 20 trial properties had existed for an average of 5.45 years, with one leak at a school having lasted 18 years. All the water wasted was treated and safe to drink, while the combined daily water leaks could have filled 161 Olympic swimming pools for every year they existed.

By stopping the leaks, the company is helping to safeguard precious freshwater supplies, sustaining itself through innovative thinking, and saving its customers money. On average, each customer involved in the pilot saved £32,850 a year.

The Guardian judges felt that Teccura demonstrated a "fantastic example of how to achieve a significant impact with a good idea". By reversing its business model and thinking creatively, Teccura has "commercialised sustainability, rather than making sustainability a part of what they do", the judges added.

Utility leak "detectives" at *Teccura* have identified and fixed water leaks totalling 1.1m litres a day at just 20 commercial properties in the UK.

The company, which specialises in pinpointing hidden water, gas and electricity leaks at commercial properties for utility firms, flipped its business model 180 degrees to explore the untapped potential of solving water leaks for a wide range of other commercial customers.

The results exposed a myriad of issues generating colossal water wastage in different industry sectors, and highlighted

So how does it work? Applying clever mathematics and sophisticated consumption analysis, Teccura takes a scientific approach to the detection of water leaks. Its Complex Consumption Analysis (CCA) software, thought to be the most advanced of its kind, accurately maps utility usage by investigating - in minute detail - the facilities in operation, the demand placed on them and how each facility consumes water or energy.

Taking the example of a hotel swimming pool, Teccura looks at elements such as lighting, air and water heating, water filtering and loss through evaporation.

Moving beyond standard calculations, Teccura builds an intricate picture of water and energy consumption by analysing how demand is influenced by issues including hotel type, events, location, climate, access and typical guest profile. High demand could mean the pool requires more filtering, pumping and back-washing, resulting in higher levels of water usage.

Importantly, all facilities are interrelated, the company says. Hotel swimming pool users could place demand on another water-using facility such as showers, saunas or jacuzzis, for instance, creating a never-ending web of consumption.

And the job doesn't stop there. The Teccura team would then create a database of hotels - it holds consumption analysis data for more than 21,000 UK hotels - and calculate consumption for every property.

The results are cross-referenced with utility firm billing data to identify partially billed properties or excessive water or energy use. A Teccura technician is then despatched to investigate and fix any problems on-site, and the team then helps its client to resolve the billing issue.

Currently, water companies have one primary means of identifying water leaks - a technician lifts valve covers in the street at night, and listens to the supply. A noisy pipe may signal a leak. This approach works well at domestic properties, where water isn't generally used at night. However, commercial properties often use water 24 hours a day.

The leaks at the 20 pilot sites analysed by Teccura had gone undetected by water company technicians who regularly covered these locations. Teccura's exhaustive approach goes much further, the company says, offering the only option to resolve water leaks that can otherwise escape notice indefinitely, trickling millions of litres of safe water down the drain.

The future potential of Teccura's consumption analysis techniques is huge. There are more than 1.5m commercial properties in the UK alone. The Teccura team estimates that by calculating accurate energy and water consumption profiles for just 50% of these properties, we could reduce UK water demand by 300 million litres per day.

What's more, the company says, this can be done extremely cost-effectively, particularly when compared to other resource efficiency projects.

Teccura also operates in Australia, where, astoundingly, there is no similar model in existence to analyse water leakage. This is despite the country experiencing increasingly frequent severe water shortages, droughts and *bouts of extreme weather*.

Similarly, Teccura has no competition in the US, where extended periods of drought ravaged corn crops and sent food prices rocketing in 2012.

With demand for water predicted to outstrip supply by 40% by 2030, now is the time to eliminate unnecessary water and energy wastage. Teccura's Complex Consumption Analysis is a strong example of the kind of innovative thinking needed to resolve this huge challenge.

Coca-Cola Enterprises: working to become a water sustainable operation

Coca-Cola Enterprises' (CCE) business depends on water. It is the main ingredient in the company's products and is also used for cooling, washing and rinsing at its manufacturing plants.

But as the soft drinks giant recognises, water is a precious resource – hence CCE's promise to do all it can to promote good water stewardship.

Making its operations water sustainable is one of seven bold commitments set out in CCE's sustainability plan. In 2012 the company continued to make good headway on this goal, which sets targets in four elements across the full lifecycle of the water CCE uses – protecting, reducing, recycling and replenishing.

CCE measures water efficiency by calculating its water use ratio (the water needed to make one litre of product). In 2012, the company used less water than ever, achieving a ratio of 1.4 litres to make 1 litre of beverage. CCE's factories in France and Great Britain are the most water-efficient Coca-Cola production plants in the world and the company has set a target of 1.2 litres per litre by 2020 across its operations.

A range of new technologies and efficiency programmes have helped CCE reduce its water use ratio by 14.6% since 2007. These include dry and semi-dry lubricants, air rinsers, recycle and reclaim loops, electro-chemically activated water, new bottle washers, adiabatic coolers and rainwater harvesting. Engineering teams work with suppliers to ensure the measures are properly implemented.

The efforts of CCE's employees to save water have played a big part in CCE's success in improving its water-efficiency.

Making sure that Corporate Responsibility and Sustainability (CRS) master plans are in place at each of its manufacturing plants is another important factor. Each site has water use targets. These are overseen by environmental managers who share best practices and train employees on the importance of saving water.

To protect water sources for its operations and communities, CCE developed and/or updated source water protection plans at each of its 17 manufacturing sites. These were based on initial source water vulnerability assessments.

The company already recycles 100% of the waste water from its manufacturing operations, with all of its waste water treated and returned to the environments at standards that support aquatic life. Many of its manufacturing sites have environmental management systems certified to ISO 14001, which helps the company manage its waste water.

To meet its replenishment targets, CCE developed a long-term water replenishment partnership with WWF UK and the Coca-Cola Company to improve water quality and quantity in two river catchments, in Norfolk and South London. Both rivers are directly linked to CCE's business. In Norfolk the partnership teamed with the Norfolk Rivers Trust to improve the local river habitat of the River Nar, and worked with local farmers to enhance local land management practices.

CCE's leadership in measuring, reducing and managing water use was put to the test when the company became one of the first businesses to pilot the new Carbon Trust Water Standard. The company achieved the standard in February 2013.

Corporate Culture tackles fishing industry fears head-on

Every year more than 7m young fish are thrown back into the sea after being accidentally caught in European trawler nets. Many of them do not survive. With no market value, the practice threatens future fish stocks.

Initial attempts to get the fishing industry engaged in devising solutions have met with limited success. A new approach was needed to tackle this wasteful practice and Campaign 50% was launched, funded by Defra and co-ordinated by the *Centre for Environment, Fisheries and Aquaculture Science*.

Corporate Culture was commissioned to carry out in-depth, one-to-one interviews with trawler skippers, boat owners and others working in the fishing industry, to determine what they thought about the problem and to pinpoint possible solutions.

The interviews revealed that a variety of net designs were needed depending on the skippers requirements - one size doesn't fit all. Working with local net-makers, a number of Devon fishermen piloted their own new net designs.

The results far exceeded expectations - average discards were reduced by just over 50%, with the most successful boat achieving a 69% reduction.

Helping restore fishing stocks is just one of a number of high-profile sustainability campaigns that *Corporate Culture* has been involved with. Other successes include Love Food Hate Waste, a WRAP campaign which has saved an estimated 1.1m tonnes of food from going to waste.

Another success was the Keep it Clear project with Anglian Water. The campaign achieved a 59% reduction in sewer blockages in eight priority areas across the region.

The company's successes are based on more than 25 years of working collaboratively with clients, as well as a diverse mix of skills including marketing, strategy and research.

Global Action: helping young people become wise about water

Global Action Plan works with young people to help them create their own sustainable future.

Among its projects is Aqua Innovation, which encourages students to think about how they can use water more wisely.

In 2012 the company worked with Southern Water, recruiting teams of students aged 11-14 in 10 schools to create new solutions to water saving and then pitch them to a panel of industry judges, Dragon's Den-style.

After environmental education from Global Action Plan, the students were let loose on the challenge of encouraging their school community to save water.

From mobile phone apps and advertising to visiting local primary schools and involving family and friends, the 164 young people involved came up with a range of ideas. These resulted in an estimated saving of 1,891,862 litres of water and 1,970kg of carbon.

By the end of the competition the students reported a 40% increase in awareness of the link between water use and the environment and an 83% increase in knowledge of how to save water at home.

Participating students had an overall influence on 6,540 school children and a further 74,500 people through media coverage, family and friends.

The project's success means it now forms an integral part of Southern Water's efficiency programme and is being extended to a further 10 schools in 2013.

Global Action Plan's mission is to inspire and equip people with practical and creative ways to help them live more sustainable lives. Working with young people to provide them with the skills and opportunities to flourish in a low-carbon economy is one of the ways it achieves this.

Its Greenprint vision - designed in collaboration with 4,500 young people - sets out objectives to help people into the green jobs of the future and to root sustainability into the education system.

National Commercial Bank: tapping into water conservation

Measures aimed at conserving water and improving conservation practices across all of *National Commercial Bank's* (NCB) facilities led to savings of roughly 41,000 M³ in 2012.

The measures are part of NCB's five-year environmental plan, which aims to reduce the bank's carbon footprint by setting ambitious medium-term targets for the conservation of electricity, paper and water across its network.

NCB is working to reduce the amount of water used in its facilities, as well as encourage the use of reusable water containers, water coolers and tap water. At the same time the bank is intensifying its efforts to promote environmental awareness and responsibility within its sphere of influence.

For instance, it is encouraging large suppliers to conserve water by including criteria for water consumption in contracts and increasing the use of environmentally friendly cleaning products to reduce the amount of hazardous substances in waste water.

In 2011, the bank installed water-saving nozzles in more than 268 branches. It has also installed water consumption meters in 30 branches, and developed a method for measuring and reporting consumption. This will help with setting water efficiency targets in the coming years.

Once a month, NCB inspects its facilities to detect abnormalities in water usage. In one instance, the inspections revealed a leak in the water tank in the eastern region's main building. After the leak was repaired, the building's consumption was monitored.

When the NCB talent acquisition and recruitment team relocated to the bank's training centre in 2012, NCB offset the increased demand for water by replacing all conventional taps in the building with low-flow auto-sensor faucets.

Together, monthly inspections and the ongoing replacement of traditional taps with those that are more efficient and longer-lasting reduced water consumption throughout the bank's network from 211,000 M³ in 2011 to 169,600 M³ in 2012.

Energy - sponsored by JRP Solutions

Projects that led the way in corporate energy management, going beyond standard practice to radically reduce consumption and stimulate energy independence.

National Trust Wales: king of the eco-castle Winner



The 19th century neo-Norman Penrhyn castle is among many properties owned by National Trust Wales.

PHOTOGRAPH: MATTHEW ANTOBUS/ALAMY

Welsh rain has long served to guarantee the country's water supplies, but now it is being harnessed to serve the energy needs of heritage, tourism and local people.

Water-generated power is one of the most effective tools *National Trust Wales* is developing as part of a strategy that touches its entire estate.

It is a strategy that looks forward as well as back, as, according to National Trust Wales environmental practices adviser Keith Jones, the country's smallest villages used renewable energy technology to generate their own private electricity supply long before most of the big cities.

Jones explains: "In fact, rural Wales has been generating hydro electricity for almost 150 years. Wales was at the cutting edge of hydroelectricity development with a small army of foundries, engineers and dedicated families driving development and innovation."

Now the National Trust is going into partnership with communities to see if that pattern can be repeated with modern technology. The transformational change taking place within National Trust Wales has made it the clear winner in the energy category.

Judges held the organisation up as an example of exactly what they were looking for, saying: "It shows that heritage shouldn't stop sustainability - their approach was challenging and broad ranging - very large energy savings, moving towards energy independence, while preserving national heritage."

National Trust Wales owns properties as diverse as the medieval fortress, Chirk Castle and crofts in Llyn. It encompasses visitor centres and bunkhouses, a Tudor merchant's house and old coastguard cottages, along with the 19th century neo-Norman Penrhyn castle and Tredegar House in south-east Wales, home to the Morgan family for 500 years.

For some time, the charity has connected its stewardship of the country's heritage to its ambition to prove it can insulate even the most sensitive buildings, as well as generate energy in the most protected landscapes. Indeed, it has already nearly halved its energy use and is well on the way to generating all of its energy needs from renewable sources at its Welsh properties.

Investment in 190 separate projects have encompassed groundbreaking technology as varied as modern light bulbs to the UK's first marine source heat pump. It has explored biomass boilers and solar energy, as well as hydro. Thanks to these projects the Trust will provide all the energy it needs by 2015.

Some 350kw of photovoltaic panels installed across its estate already account for 12% of that demand. There are plans for at least 40 more, as well as for nine hydro sites. Three of these are at the final design stage.

Hydro is critically important. About half all the Trust's energy will be generated this way by the end of 2013. In fact, one project alone will supply enough electricity for every mansion and house the Trust manages in Wales.

It is no surprise that their work has captured public interest. Situated on the southern slopes of Snowdon, it uses the overflow from Afon Cwm Llan and channels it through a pipe into a turbine on the National Trust's Hafod y Llan farm.

But hydro is not all the National Trust is discovering, as it focuses on sustainable energy. It is also learning about sustainable buildings such as Pontbremdyr, a 300-year-old cottage in mid-Wales that has all the ingredients of a modern eco-house. It is made of breathable clom (clay and straw), breathable lime paints, has a straw roof and small low heat-loss windows. All the materials used to build it come from a few hundred metres away.

A more futuristic scheme also draws on long-established knowledge that seawater and the ground retain heat. On this basis, the charity is planning what could be the UK's first large-scale marine source heat pump at the 18th century mansion, Plas Newydd. The building is the home of the Marquess of Anglesey on the Menai Strait. A marine-sourced heat pump would mean the Trust no longer has to buy and store the 128,000 litres of heating oil needed to keep this famous attraction going.

The National Trust Wales embarked on the programme, Fit for the Future, to focus on managing resources and reducing its environmental impact. Over the past five years, the programme has incorporated training workshops, energy efficiency and large-scale investment.

Despite adding two new properties to its estate in 2012, which raised energy use by 9.5%, the Trust cut total fossil fuel usage in that year by 33%, compared to 2009. It's also making money from renewable energy - in 2012 revenue amounted to £100,000, complementing cost savings of £350,000. The Trust anticipates savings will rise to £650,000 by 2014.

It has been keen to collaborate. A new LED candle bulb was developed with a partner company, filling a gap in the market and helping the partner business grow. It is filling the gaps in the electric car network by installing charging points in all its car parks in Wales.

An underlying principle of the programme is to share what the Trust has learned and dispel myths that historically significant estates are difficult to treat.

Properties run by National Trust Wales include mansions using 1500 litres of oil a day. Others have 100 year-old heating systems and some of the oldest infrastructure in UK. So its mission to reduce energy use went through several stages. First of all, it had to survey, review and investigate. The next stage was to monitor. It installed smart meters and moved from 99% estimated billing to 99.5% actual. Then it devised plans to calculate the cost of different technologies for every site.

The charity can now carbon budget every large property in Wales and based on 2009-2010 figures, it has cut overall energy use by 41% and carbon production by 46% a year. Its approach to energy has proved so successful that the program has expanded to cover all its resources, even paper clips. Water use and bills have fallen by 42%, winning National Trust Wales the *Waterwise award* for innovation.

The company is hosting local sharing workshops to enable the community to become sustainable in transport and energy. In another innovation, it is forming commercial partnerships with communities on energy projects and working with social housing groups.

Facelift Access Hire: simple innovations for big energy savings

Facelift Access Hire is reaping the benefits of cutting its energy use, having reduced its carbon footprint by 403 tonnes year on year by making a series of simple yet effective changes. These include everything from low carbon vehicles to paperless communications, LED lighting and a new wood-fuelled boiler.

Working in the world of powered access equipment, the Facelift team hires machinery and access platforms to some of the UK's most carbon intensive industries. The company is keen to take responsibility for reducing its impact on the environment, and help its customers to make a positive difference too.

Having carefully scrutinised how energy and resources were being used across every aspect of its business, Facelift introduced hard-hitting measures to generate radical energy savings without breaking the bank. The project was christened Facelift Business Innovation.

Moving first to address its transport fleet, the company upgraded its 26-tonne trucks, investing in more fuel efficient vehicles. This resulted in diesel fuel savings of 4,550 litres per month. Similarly, by opting for lighter Transit vans, Facelift saved a further 960 litres of diesel each month. The managing director also changed his car from a Porsche Cayenne to a Vauxhall Ampera, an extended range electric vehicle, to help save fuel.

The company's future vehicle-sourcing policy will focus on low carbon alternatives where possible, including hybrid, electric and lighter weight vehicles.

Keen to explore renewable energy alternatives, the Facelift team investigated their options and decided to reduce their dependence on fossil fuels by installing a state-of-the-art wood boiler. The wood fuel is sourced from customers - tree surgeons - saving 22,000 litres of diesel oil per year.

The company has also added movement sensors and LED lighting to its depots, ensuring a much tighter control over its lighting and making an annual saving £5,000.

By investing in low carbon equipment, Facelift is also achieving its aim of helping its customers to realise energy and carbon savings. The introduction of its new hybrid self-propelled boom is set to save customers 900 litres of diesel oil per week. This energy-saving opportunity will be communicated via the company's e-newsletter, High Times.

Elsewhere in the business, action is being taken to use water more efficiently and tackle waste. The company has installed waterless urinals, saving 200,000 litres of water per year.

It recycles electronic equipment and printer cartridges, and has switched to a paper-free communications policy (internally and externally), saving 16,000 kilos of paper per year.

Careful management of energy is simply good for business, Facelift says. By reducing its energy consumption and cutting its carbon footprint, the company is simultaneously freeing up cash to invest in future business and sustainability innovations.

British Land: investing in energy efficiency

Over the past three years a leading commercial property company has cut carbon emissions by 24,500 tonnes and saved occupiers more than £3m on energy bills.

British Land owns and manages a portfolio of commercial properties worth over £16bn, specialising in prime location offices. It has achieved reductions in almost all its major UK buildings by working with property teams nationwide across 11.8m square feet.

British Land set itself a three-year target to cut landlord-influenced energy use by 20%. Instead, it achieved a 27% reduction in 2012, compared with 2009. These reductions were made by improving the energy management of its buildings and exclude its new sustainable developments and refurbishments.

Given this success, the company is now looking for a 40% energy reduction by 2015.

Energy savings have gone hand in hand with £1.5m of capital investments and the introduction of leading edge technologies within its buildings.

For example, British Land has introduced a dynamic energy management system, which measures energy use every 15 minutes. It also isolates consumption from different plant and systems. Specialists monitor the data in real time, which enables them to identify opportunities to optimise consumption.

The company has also transformed how it manages its buildings. In the past, its building engineers concentrated almost entirely on comfort. Now, there's been a cultural shift and the focus has switched to energy efficiency. British Land is aware that buildings need constant monitoring, as changes in settings or equipment faults can happen at any time.

The other key area that has contributed to its carbon and energy savings, is the fact that the company has won the confidence of its occupiers. It has done so by quantifying and forecasting savings before expenditure on energy efficiency. This has resulted in British Land funding an energy monitoring service for more than 20 occupiers.

In an independent survey of those occupying its offices, almost 90% said they felt the sustainability initiatives added value to their operations.

Over the past three years the company has achieved reductions in almost all its major UK buildings. It is now pushing for further savings by using environmental action plans at 27 priority assets that represent 83% of its energy consumption.

Having learned so much from this experience, the company is also looking to share this knowledge with other commercial landlords to help raise the overall energy performance of the sector. British Land has attracted a lot of interest after making individual building data available for its largest 33 properties.

The company has been working with the Better Buildings Partnership and others in developing a landlord energy rating certificate. This would help potential occupiers to see how energy efficient a building is.

The company is also driving through sustainable design. For example, the London refurbishment at 199 Bishopsgate is designed to reduce operational energy by 60%.

The company has a *Corporate Responsibility Committee*, which reports to the CEO, with a remit to explore new concepts and trends and, where possible, embed them within the organisation.

BSkyB: turbine powers broadcaster to renewables target

Sky made the news itself in 2012 when it installed London's tallest wind turbine at its broadcasting facility on the west of the capital.

At 55 metres high, the Northwind 100 turbine is expected to provide more than 133MWh per year of clean energy to Sky Studios - enough to meet its annual office lighting requirement. It's estimated the amount of CO₂ offset by the turbine will be equivalent to driving 370,000 miles in a typical petrol-powered car each year.

The imposing turbine provides a visible symbol of the company's commitment to sustainability, and Sky employees have embraced it enthusiastically. An article on the staff website about the turbine received a record 6,000 hits.

The turbine is part of a much bigger sustainability picture at Sky. The company has set itself the target of obtaining 20% of its energy from renewable sources by 2020 across all of its owned sites.

After four years of planning and implementation, Sky's London studios now has a new combined cooling, heat and power plant that supplies up to 40% of energy to the broadcaster's main studio complex. In addition, Sky has also commissioned a biomass boiler at Dunfermline in Scotland.

Together with the turbine, these capital investments account for more than 7,600MWh per year, or 10% of the company's energy requirements.

As a carbon neutral broadcaster Sky is looking to reduce its absolute emissions, improve efficiency across buildings and increase its use of renewables. The company's move to energy independence has resulted in a saving of more than 4,000 tonnes of carbon - equivalent to 1,800 homes-worth of annual energy.

The company's energy manager monitors use on a daily basis. Reports are used to identify target areas for improvement or problems. Sky also has building management systems at all of its sites to monitor the real-time energy use of its buildings.

Tidy Planet's slick approach to oil waste

A fortuitous meeting between *Tidy Planet* founder Simon Webb and *KFC*'s head of construction Richard Darler delivered a new waste-to-energy system to the restaurant chain's green building programme.

Webb had developed the aptly named CHiP, a small cogeneration system, which turns used cooking oil into electricity and hot water on-site. The system eliminates costly waste transportation and feeds the energy produced directly back into the building in which it is used.

KFC produces substantial quantities of used cooking oil and, although this is turned into bio-diesel, Darler was interested in a more sustainable solution.

CHiP was trialled in April 2012 and then installed at KFC's flagship Green restaurant in Wincanton, Somerset, six months later. It's the company's most eco-friendly restaurant yet, using up to 32% less energy through smart equipment, LED lights and daylight harvesting.

The new system provides all the hot water required by the restaurant and up to 15% of the electricity. Not only does this mean significant cost savings, it cuts transport-related CO2 emissions by an estimated 4,000 tonnes a year. And by replacing fossil fuels with the energy from the CHiP, KFC further reduces its carbon footprint by some 1,800 tonnes of CO2 per store each year.

The companies are now negotiating a roll out of the closed-loop waste-to-energy solution for the UK's 900 KFC restaurants.

Food waste experts Tidy Planet started producing its innovative solutions in 2001 with the introduction of a device that turns food waste into compost in 14 days. It is now fine-tuning the CHiP for supermarkets to turn their rotisserie oil waste into energy.

Arup helps PwC build towards a greener future

Global design firm *Arup* has identified more than 70 ways to cut the emissions from *PwC*'s UK properties, which will mean halving the accountancy firm's carbon footprint by 2017.

Arup's initiatives range from small-scale changes in major refurbishments to proposed renewable energy technologies for PwC's entire property portfolio.

Its propositions have emerged from detailed property reviews and energy performance audits, which have identified the long-term potential to cut carbon. Arup is also advising PwC on buildings it is considering buying.

PwC cut the carbon footprint produced by its UK buildings by more than 25% between 2007 and 2012 and aims to make another 25% cut by 2017 - setting itself the ambitious goal to halve carbon emissions in 10 years.

To achieve this target, PwC will have to challenge conventional thinking about energy consumption. Throughout 2012 it has been installing LED lighting and voltage optimisation systems and is focusing efforts on improving its flagship building at 7 More London. PwC will use lessons learned at 7 More London to cut carbon at its Embankment Place offices by 40%.

The partnership with Arup has enabled PwC to adopt a bold strategic approach to energy consumption. Arup's multi-disciplinary team includes specialists in carbon reduction strategies, building performance experts with experience of carbon reduction programmes, quantity surveyors and financial analysts. Arup's tools enable the company to identify buildings with the greatest potential for successful upgrades and conversions.

Figures show PwC is making steady progress. The carbon intensity of its UK estate went down from 208kgCO₂/m²/yr in 2007 to 151 in 2011. In 2012 carbon was cut again by 9% to 138kgCO₂/m²/yr, winning the firm *Carbon Trust Accreditation* and the BSI 50001 standard for energy management.

And PwC's blueprint for a greener business is achieving results in other areas too. In 2012, for example, none of its buildings dispatched waste to landfill.

Tesco cuts energy use with 24-hour monitoring system

Continuous monitoring of energy use in all its UK stores is helping *Tesco* identify energy spikes and fix them quickly, resulting in huge carbon reductions.

One of Tesco's three carbon reduction targets is to reduce emissions from its stores by 50% between 2006 and 2020. The company recognised that meeting its energy targets would not come from investments in infrastructure alone; it would also need to find ways to improve energy efficiency on a day-to-day basis.

In response, the retailer introduced a state-of-the-art energy management system that connects each of its 2,700-plus stores to its data analysis facility, the *Hindustan Service Centre (HSC)*.

A team of 13 analysts tracks data from electricity meters in all UK stores, monitoring categories such as lighting, refrigeration, heating and cooling.

Half-hourly reports on energy consumption allow the team to immediately identify hotspots or irregularities in consumption and notify Tesco's maintenance team. Noticing that lights were on all night at Cradley Heath Extra, for instance, prompted a response from the maintenance team that saved the store £4,554.

The success of the system has allowed Tesco to increase store space by more than 10m square feet over the past five years, without increasing electricity consumption from the grid.

It has also led to the HSC team taking on more in-depth analytical work, such as assessing the performance of capital investments and the underlying causes of trends in energy consumption.

This level of control, insight and intelligence helps Tesco develop new energy efficient measures. One example is an improved freezer door that cuts the amount of energy used to keep fridges and freezers at the right temperature. Fitting the doors in all new Express stores is saving an estimated 30-50% in energy use. This is just one of the fixes helping Tesco meet its energy targets, and which saw it cut £3.9m from its bills in 2012.

Culford school's switch to bioenergy is a hot topic for pupils

Culford school has made a pioneering switch to biomass heating, cutting its annual energy bill by 25% and becoming one of the UK's first schools to opt for bioenergy.

What's more, it's only paying for the heat used. Its project partner, the green startup, *GG Eco Solutions*, takes care of the rest.

Energy had previously been the school's biggest cost, with 18 ageing, inefficient boilers using 400,000 litres of heating oil a year to heat its beautiful historic buildings. As some of these buildings are listed and date back to the 16th century, the move to renewable energy was a real challenge.

With the help of GG Eco Solutions, Culford successfully moved to a single biomass boiler in March 2012, using local woodchip for fuel. The boiler generates 100% of the heat required by Culford's existing radiators and hot water system, via an underground network of pipes. The woodchip comes from nearby Thetford forest, where the woodland is sustainably managed.

In addition to making big energy savings and reducing the school's carbon emissions by 90%, Culford's new heating system has lots of other advantages.

By abandoning the use of heating oil, the school is conserving natural resources and supporting local rural jobs. It is also inspiring pupils to learn about the importance of low-carbon energy, with the biomass project incorporated directly into the curriculum.

Using financial backing from its established private network, GG Eco Solutions designed, funded, installed and now runs the system, with the school only paying for the heat used via a meter.

Partnerships of this kind are relatively new to the UK, but well-established in other European countries, including Sweden. The Culford school project is being promoted to other UK schools as a shining example of biomass heating in action.

Built environment - sponsored by Aecom

This award was for innovative projects that adopted a sensitive approach to the impact buildings have on people and the environment.

M&S: proud to be the biggest - and the greenest Winner



Cheshire Oaks is not only the biggest store M&S has ever built from scratch, it is also its greenest

PHOTOGRAPH: M&S

sustainability on several fronts at once: water, carbon, waste and biodiversity, along with community, materials, travel and access.

The result is a store packed with sustainable technologies including a biomass boiler and heat reclamation from refrigeration units, which are predicted to provide 70% of the store's heating. An 80,000 litre tank below ground collects rainwater from the roof of the store to water the green walls and flush the toilets.

Displacement ventilation provides the building with free cool air. Designed to be 30% more energy efficient and 25% more water efficient than a peer M&S store, the building is currently performing as 50% more energy efficient. In keeping with one of the company's key Plan A targets, no operational waste is sent to landfill.

Determined to create its greenest store ever M&S incorporated an array of features that were responsibly sourced and which are resilient to climate change.

These include hemp-clad walls, which provide superb insulation and absorb carbon from the atmosphere; a roof constructed from FSC-certified gulam, an engineered soft timber that's as strong as steel, but requires a fraction of the carbon to produce; and a 100% recycled reflective roof.

The store also boasts a *sustainable urban drainage system (SUDS)*, mature trees and a green wall designed to provide a natural habitat for biodiversity, including nectar for bees, seeds for birds and habitat for butterflies. Earth bundling around the perimeter of the building provides insulation.

There are nine swift boxes above the service yard entrance, and the 30 different plant species that make up its living walls are watered automatically through a rainwater harvesting system. It is set to be 35% more carbon efficient than a comparable store. *Cheshire Oaks* is not only the biggest store M&S has ever built from scratch, it is also its greenest.

Sustainable construction is a key element of *Marks & Spencer's Plan A*. The company set sustainable objectives for every stage of the store design and build, and beyond.

The aim was to build a store that addressed

To encourage the use of sustainable transport to get to and from Cheshire Oaks, M&S sponsored local bus services as well as providing electric car charging points and facilities for bicycles. And the company benefited the local community by contributing £1m to town centre remodelling works and £5m towards highway development.

Working closely with its construction partner, *Simons*, M&S employed a range of consultants to help inform the design. Studies were conducted on biodiversity, lifecycle assessment, and making the best use of daylight, wind and the building envelope.

Simons played a pivotal role in educating its wider supply chain and employing a dedicated Plan A site champion, who took responsibility for the environmental impact and management on-site.

Cheshire Oaks is in the middle of an established community, so it was vital that M&S managed expectations and kept people informed of what was going on. To foster good relations and encourage the community to get involved in the scheme, the company used interactive mediums such as Facebook and Twitter.

Crucially, the work didn't stop when the store opened. Backed by M&S's Technology Strategy board, the store and its operations are part of a rigorous building performance evaluation that will provide important insights into the store's performance. The most successful features will then work their way into the retailer's core specification for new buildings, as well as its existing estate.

The Guardian judges were impressed both by the innovative nature of the building, and the results it is producing. Selected as an exemplar project by the Green Construction board, Cheshire Oaks was awarded a BREEAM excellent rating, with a score of 74.64%. It also achieved a *Considerable Constructors* score of 38/40 during the fit-out.

For M&S, Cheshire Oaks encapsulates the very best of Plan A under one roof. The company's sustainability programme sets out 180 commitments to achieve by 2015. Having experimented and learned many lessons along the way, M&S is now benefiting from the significant difference Plan A is making to the way the company builds and operates its stores and offices.

A Sustainable Construction Manual helps keep M&S' supply chain informed and make sure suppliers are clear on the part they need to play to deliver against Plan A commitments.

But M&S is keen to make sure it keeps developing its understanding of sustainable construction and launching Sustainable Learning stores such as Cheshire Oaks helps the company to continually evolve, using innovative techniques and materials to lessen its impact on the planet.

Importantly, the retailer has found that building sustainably can be profitable. New energy efficiency initiatives save costs as well as carbon, and the lean use of materials means the company uses less, wastes less and spends less.

URS: how to build a big building with a small footprint

A building that breathes and stores sunlight for use in the winter is the idea behind URS' design of Network Rail's new national centre. The design has not only challenged conventional thinking about sustainable design but it has also earned the building a rare BREEAM score of Excellent.

Working to a brief that everything should have a purpose, URS engineers designed the Quadrant:MK as a physical embodiment of Network Rail's organisational philosophy and sustainability strategy.

Rather than take the bolt-on renewable technologies approach typically applied to large-scale office developments, URS chose to embed sustainability in the building's DNA.

The company achieved this by adopting innovative passive design techniques, using the orientation of the building to harness prevailing winds and the sun's warmth.

Making use of natural ventilation also eliminates the need for energy-hungry air conditioning systems, while carefully designed glazing, shading and internal features reduce energy consumption.

Crucially, the building brings together 3,000 employees in a single location, encouraging collaborative working in flexible spaces and helping staff adapt their working practices to suit their evolving needs and those of the environment - the very behaviours Network Rail is keen to promote.

URS worked closely with Network Rail, blending engineering and architecture to develop an unusual building that incorporated sustainable design features and energy performance metrics from the outset.

The resulting building uses 75% less energy and 70% less water than offices of a similar size. It scores the highest Energy Performance Certificate (EPC) 'A' rating, extremely hard for a large scale corporate building to achieve.

Similarly rare for a building of this size, type and purpose is its BREEAM assessment rating of Excellent. URS also succeeded in getting the local low-carbon district heating and power network widened to include the building, reducing the use of high-carbon grid electricity.

How does it work? The atria act as lungs that allow the building to breathe fresh air naturally all year round. In summer the building draws in cool air overnight, which is then used the following day to provide a comfortable working environment.

The sun's warmth is captured and stored in winter. Intelligent light fittings respond to occupancy and daylight levels. Harvested rainwater is used to flush the toilets, green roofs enhance biodiversity and meals in the restaurant are made from produce grown on site. There are on site electric car charging points, too.

Network Rail sees the Quadrant:MK as a catalyst for positive change, its design ethos allowing employees to shape their office environment. Carbon dashboards throughout the building show energy consumption, raising awareness and putting staff in a position to improve the building's energy performance.

The building reflects the fit between URS and Network Rail. Network Rail is committed to adapting its infrastructure to address the challenges posed by climate change, reducing the carbon footprint of the energy it procures, and improving diversity and inclusion in its workforce.

URS is recognised worldwide for its expertise in green building design. Working together to push the boundaries of sustainable design, they developed a building that works now and can be adapted to future environmental and workforce challenges.

The Co-operative: landmark HQ designed with environment in mind

The Co-operative's "outstanding" new headquarters in Manchester has been built for a sustainable future.

Now in the final stages of completion, the £115m flagship head office will operate with at least an 80% reduction in carbon emissions, a 50% reduction in energy consumption and a £500,000 annual saving in utility bills, compared to the Co-op's current headquarters.

Highly commended in the built environment category, it was designed and built to aggressive environmental targets from the outset. As a result, the property at 1 Angel Square, positioned The Co-operative "at the cutting edge of driving sustainability forward", said the Guardian judges.

The existing headquarters for the member-owned family of businesses - a network of historic and listed buildings in Manchester city centre - was deemed no longer appropriate for today's Co-operative.

It was decided that investing in a purpose-built, single office that would help to kickstart the regeneration of the city centre's northern gateway was both a sound financial and environmental decision.

Achievement of *BREEAM Outstanding*, Energy Performance Certification (EPC) A+ and Display Energy Certificate (DEC) A ratings were at the core of the design strategy. This has influenced all aspects of the project. In fact, 1 Angel Square is the first building in the UK to achieve all three environmental accreditations at this level.

The building's design started in 2009, guided by the main targets to reduce emissions radically and achieve the coveted BREEAM rating, introduced in 2008 to establish a new standard in exemplary sustainable development.

First, cooling and ventilation systems were designed around the results of a *UKCIP* climate change assessment for projected 2050 and 2080 temperature levels. Secondly, the site choice features excellent public transport links to reduce staff travel-related emissions.

Construction began in late 2010 and local opinion was taken into account from day one. Regular events with the immediate community have been held on-site and an investment made in a local park.

In terms of building works, materials selection focused on sourcing concrete from suppliers with BRE standard and BES 6001 certification, as well as certified environmental management systems.

Along the way, waste management initiatives included saving 120 skips by creating a unit-built facade to avoid installation waste. A temporary roof over the main atrium prevented water damage waste.

More than 4,000 people have been employed on-site. The focus has been on local job creation and on offering training and development opportunities. This means 8% of the workforce are apprentices; 54% are locals; and more than 40 have been either unemployed or are from disadvantaged backgrounds. In all, 108 site contracts have been awarded to Greater Manchester firms.

The building will be powered by a pure plant oil fed Combined Heat and Power (CHP) system and will use rapeseed oil grown on The Co-operative's own farmland. Use of space and technology in the new building will encourage flexible working and improved work-life balance for staff.

The results speak for themselves. BREEAM Outstanding accreditation was achieved at design stage and a final score of 94% is expected on completion - the highest rating ever for a large commercial building in the UK.

Kebony: hardwood alternative that's soft on the environment

An award-winning alternative to tropical hardwood has been used as the building material for a new arts venue in the heart of Oslo harbour.

The striking Oslo Boathouse is made from *Kebony* - a sustainably sourced softwood that has undergone specialist treatment. This is to turn it into a non-toxic, durable wood with all the hallmarks of a tropical hardwood but without the environmental implications.

Norwegian architectural students have used the processed wood to build a 21st century re-interpretation of a boathouse, which will be used as an intimate community arts venue for up-and-coming artists. The project is the third collaboration between the company, Kebony and the students.

It was designed following the annual not-for-profit architectural TreStykker workshop run by and for architectural students. The boathouse was constructed in just 14 days and was funded through in-kind sponsorship worth more than £200,000.

Kebonization is a patented process that transforms and enhances sustainable wood. This environmentally friendly process involves softwoods being injected with a formula that includes Furfuryl alcohol, a waste by-product of sugar cane production. The wood is then hardened under pressure and heat. The liquid reacts with the wood's cell walls and is permanently strengthened.

The end result is a product that resembles teak and other tropical varieties of wood. It also has a long lifespan that can withstand harsh climates - ideal for a harbourside Norwegian building. Over time, the dark wood will acquire a silver-grey patina.

Kebony has achieved numerous environmental awards including the official Nordic swan eco-label. The company also made it into the 2010 and 2011 list for the *Guardian's Global Cleantech 100*.

Royal Mail: LED lights the way to energy savings

An innovative LED lighting system is improving energy performance at *Royal Mail's* Daventry depot and creating a better working environment for staff.

The national distribution centre at Daventry employs 700 people and handles 40% of the UK's mail. During discussions about a small refurbishment at the depot, engineers highlighted problems with the lighting in the sorting hall.

Royal Mail partnered with *Philips Lighting* and *Romec-BBTS* to find a solution that would be sensitive to the operational needs of the building, significantly reduce energy use and costs and improve working conditions by providing better quality lighting.

The new scheme delivers all three. Royal Mail has a goal to be carbon neutral by 2015 and is always on the lookout for ways to cut emissions. The new lighting scheme saves £9,000 in energy costs and reduces CO2 emissions by 61,712kg, compared with traditional fittings.

The project replaced 350 traditional fluorescent fittings with 139 LED high bay fittings, the first of its kind to be used as a direct replacement for 400w fittings. Although the system uses fewer fittings, light levels have increased from below 150 lux to 300 lux.

This improves the working environment, making it safer to work in with fewer shadows across the floor and a reduction in eyestrain. As LED fittings have a long lifetime it also means less waste going to landfill and a reduction in maintenance costs. The old system meant that specialist lifts were regularly deployed to replace lamps.

The project is an example of Philips' commitment to investing in the development of green products that help customers reduce energy consumption and waste, and deliver valuable social benefits.

Following the success of the scheme, Royal Mail is considering using LED lighting across its estate to improve environment performance.

Hastoe Group lays the blueprint for sustainable communities

Housing association *Hastoe Group* is blazing a trail in the design and building of affordable, sustainable housing with its new low-energy homes in Ditchingham, Norfolk.

The 14 new homes are set to cut fuel bills and carbon emissions by 90%, compared to the average UK home. This will result in big savings for residents and will help reduce the community's environmental impact. Three of the homes have been sold under the UK government's shared ownership scheme and 11 are being rented.

The houses have been developed in line with the *Passivhaus (Passive House)* standard, a pioneering blueprint for the creation of comfortable, well-ventilated, low-energy buildings. They also meet the government's code for sustainable homes level 4.

Passivhaus buildings save energy primarily through sophisticated insulation and top-notch mechanical ventilation, meaning air leaks are kept to a minimum and residents enjoy exceptional air quality. Hastoe's Ditchingham homes also feature solar panels, recycling facilities and are specially designed to help residents use less water.

Design played an important role in the success of the Ditchingham development. Hastoe joined forces with architects *Parsons and Whitley* and construction consultants *Davis Langdon* to get the project off the ground, as well as with local councillors and members of the community. The houses were built by local builders using traditional, low-carbon techniques and sustainably sourced materials, wherever possible.

The all-important funding for the £1.7m development was made possible through a grant from the UK's *Homes and Communities Agency*, together with Hastoe's own finances. *The Technology Strategy Board* is also contributing to the monitoring of residents' energy use.

The Hastoe Group specialises in creating practical, low-cost homes for rural communities in England. It plans to build new sustainable housing in Essex using straw bales for insulation. This technique is expected to reduce carbon emissions by 60%, compared to the average UK home.

4

SPECIAL AWARDS

Consultancy of the year

Judges rewarded a consultancy that has delivered multiple outstanding projects that have enabled clients to drive innovation and impact in their sustainability initiatives.

MADE-BY: providing a model for sustainable fashion

Winner



MADE-BY supports high street chains, as well as big fashion houses.

PHOTOGRAPH: PHILIPPE WOJAZER/REUTERS

Clothing is a basic human need. But with "fast fashion" dominating the high streets, the environmental and social costs are huge.

In fact, the textile industry is the third largest consumer of water worldwide, the use of pesticides and chemicals in clothing production is commonplace and the industry is labour-intensive - marked by poor wages and working conditions.

MADE-BY is a not-for-profit organisation with a mission to improve environmental and social conditions in the fashion industry. It uses the motto: "fashion with

respect for people and planet", and aims to make sustainable fashion common practice.

Founded by *Solidaridad*, a leading Dutch international NGO with a strong track record in fair trade, it was formed in response to rising consumer concern over sustainability issues in the fashion world.

MADE-BY works with a variety of organisations and NGOs. This allows it to offer services that are relevant and effective for a variety of brands. The aim is to drive change across their businesses and to help them do so transparently.

The team takes a consultative approach, working with brands of varying sizes and scope. It supports them in developing sustainability strategies to improve conditions across the entire supply chain, from raw materials to finished products.

To do this, MADE-BY deploys publicly available benchmarking resources to increase the knowledge of industry players and provide a catalyst for positive change.

In addition, it engages with the public, national governments and a variety of stakeholder groups, and provides sustainability measurement tools. MADE-BY also aims to influence legislation and hosts workshops to spread best practice in the industry.

As a not-for-profit organisation, MADE-BY is able to offer support to brands of all sizes. In addition, the UK office is supported by EU funding. This has enabled it to build experience and engage more brands and the public in the full range of industry issues.

MADE-BY says it undertakes a range of consultancy projects with fashion brands that are tailored to their specific needs, whether in long-term partnership, or on an ad-hoc basis.

This flexibility enables it to work with small and medium-sized fashion house partners, as well as large retailers - such as H&M and Tesco.

The UK office has a team of 10 full-time staff, with backgrounds ranging from management consultancy and product development to sustainability and chemistry.

MADE-BY is also able to offer on-the-ground supply chain improvement programmes through founding partner Solidaridad, which has offices in key manufacturing countries and is involved in the development of sustainable cotton farming initiatives.

Central to its services and expertise are a set of benchmarks that support brands in making the right choices in line with their business needs. Tools such as MADE-BY's fibre benchmark have been used by retailers such as H&M to inform their sustainability strategies.

Additional tools support clothing brands on their way to better practice, notably MADE-BY's annually published Scorecards.

In the last reporting year, these revealed that 18% of fibres of partner brand collections were sourced with sustainable materials - nearly 1.7m units. Of these, 1.4m were organic cotton garments. This commitment to sourcing organic cotton prevented the application of 1,000kg of synthetic pesticides, claims MADE-BY, and reduced the CO2 impact of their sourcing by approximately 1.3m kg CO2.

These positive impacts were in fact made by relatively small MADE-BY partner brands, demonstrating how collective action can make a significant difference. Having forged partnerships with larger brands, the consultancy hopes to be able to quantify greater change next year.

To communicate their commitment, partner brands can show consumers they are working with MADE-BY by using the Blue Button Label, once there is evidence of sustainability within the supply chain.

MADE-BY describes its work as holistic. It says that a combination of industry expertise and unique benchmarks is what makes it stand out. The team and its partners work across a global network, enabling brands to address critical issues, such as working conditions, pesticides usage and water consumption in dye houses.

Offering workshops on topics such as materials, wet processing, strategy, corporate communications and supply chain management, MADE-BY is able to teach designers and buyers to source in a socially and environmentally conscientious way. Collectively, that can add up to progressive change in the industry.

For the judges, the company's work stood out. They were particularly impressed that such a small concern had tackled the massive industry of fashion - and had a highly effective impact on the ground.

Sustainable business leader of the year - sponsored by URS

This award was voted for by Guardian Sustainable Business readers to recognise the business leader who has shown dedication and bravery in progressing the sustainable business agenda, both within their own organisation and in the sector as a whole.

David Jones: Guardian Sustainable business leader of the year

Winner



David Jones: winner of the 2013 Guardian Sustainable Business Leader of the Year.

PHOTOGRAPH: GUARDIAN.CO.UK

David Jones, global CEO at Havas, is considered one of the world's most influential advertising figures, overseeing the movements of the global communications company across 75 countries.

David is an advocate for the role of business in creating sustainable change, believing that brands have an important part to play in encouraging consumers to make more sustainable choices. Aiding business in this journey is advertising, an industry in which David has had an impressive impact over the last decade.

The Havas chief has been arguing that social media plays a critical role in making leaders, corporations and governments more socially responsible and transparent.

"People have basically been empowered by digital and social media to hold businesses and leaders accountable and in the future in my view, the most successful businesses will be those that are the most socially responsible," he said in a *recent interview*.

Recognising an empowered younger generation, David believes that *the digital revolution has put power into the hands of young people*. In 2009 he co-founded One Young World, a non-profit organisation that provides talented young people with a global platform through which to effect positive change.

In an interview with Jo Confino in 2011, David said: "The young generation is unique: there has not been another time in history when the youngest people understood the most about what is going on in the world.

"It is also the most socially responsible generation we have ever seen. They are not the same as the rebellious teenagers of the past; they are not saying: 'Why does business have to make money and capitalism is evil?' They get the fact that business can make money but in the right way."

David was the driving force behind Kofi Annan's *TckTckTck* campaign, which Havas describes as "one of the most successful ever social media movements in history". The global petition saw 18 million people sign up and become "climate allies", calling for action on climate change.

Judges

The projects featured in this collection are the winners and runners-up from the 2013 Guardian Sustainable Business Awards. All projects demonstrate elements of genuine innovation and impact, sit within a comprehensive sustainability strategy and go above and beyond standard sustainability practice.

Guardian Sustainable Business would like to thank the sponsors and partners for their support and the wordworks network for producing the case studies.

Entries to the 2014 Guardian Sustainable Business Awards will open in November 2013 www.guardian.co.uk/gsbawards

Will Andrews Tipper, head of sustainable business, Green Alliance

Hayley Baines-Buffery, head of sustainable business, BioRegional

Mike Burton, director, building engineering, AECOM

Damian Carrington, environment editor, the Guardian

Jo Confino, executive editor, Guardian and chair, Guardian Sustainable Business

Polly Courtice, director, University of Cambridge Programme for Sustainability Leadership

Simon Cox, first vice president project management and UK sustainability officer at Prologis

Diane Coyle, author, The Economics of Enough

Professor Paul Ekins, professor of resources and environment policy, UCL

Paul Foster, senior director, creative content, Getty Images

Liz Goodwin, CEO, WRAP

Lynda Gratton, professor of management practice, London Business School

David Grayson, chair of corporate responsibility and director of the Doughty Centre for Corporate Responsibility, Cranfield

Oliver Greenfield, convenor, Green Economy Coalition

Andrew Horton, trading director, Oxfam GB

Stephen Howard, chief executive, Business in the Community

Mark Kenber, CEO, The Climate Group

Paul King, chief executive, UK Green Building Council

Professor Malcolm Kirkup, director, The One Planet MBA, University of Exeter Business School

Claire Lea, director of membership strategy and development, Institute of Environmental Management and Assessment (IEMA)

Peggy Liu, chairperson, JUCCE

Karin Mortensen Laljani, managing director, Corporate Citizenship

David North, executive director, Sustainable Consumption Institute

David Nussbaum, chief executive, WWF-UK

Andrew Page, partner, Foresight Group

Jonathon Porritt, co-founder, Forum for the Future

Trewin Restorick, CEO, Global Action Plan

George Richards, sales and marketing manager, JRP Solutions

John Sauven, executive director, Greenpeace UK

Paul Simpson, CEO, Carbon Disclosure Project

Peter Skinner, managing director, environment and planning sector, UK & Ireland, URS

Richard Spencer, head of sustainability, ICAEW

Robert Spencer, business line director, sustainability, URS

Dr Camilla Toulmin, director, International Institute for Environment and Development

Solitaire Townsend, CEO, Futerra

Paula Tsung, head of workplace and sustainability, Guardian News and Media

Sally Uren, deputy chief executive, Forum for the Future

Paul Williams, asset management director, Derwent London plc

Nigel Winser, executive vice president, Earthwatch

Martin Wright, editor-in-chief, Green Futures

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