



Energy Manager of the Year

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# Meet the 2017 Sustainability Leaders

Luke Nicholls, editor, edie.net

### Welcome to the winners report for the 2017 Sustainability Leaders Awards.

Organised by edie, these awards recognise excellence across the spectrum of sustainable business: from the best efficiency programmes through to product innovation, from stakeholder engagement and CSR initiatives to the people making it happen.

Hundreds of entries were whittled down to 19 category shortlists, from global brands to SMEs, public sector organisations to innovative start ups and established multi-nationals.

In this report you'll find in-depth profiles of each of this year's winners, detailing the people, products and initiatives that have stood out from the crowd, plus exclusive comments from the esteemed judging panel, and links to the finalists' information.

Each featured winner in this report has demonstrated a remarkable commitment to doing business better, so congratulations to all of this year's winners, deserving of the title Sustainability Leader 2017.



While the success of these awards is really down to the quality of the entries and the endeavours of our finalists. there are some people without whom tonight would not be possible.

#### Firstly our 2017 sponsors:









And of course, our judging panel, whose time and rigour ensures the Sustainability Leaders Awards finalists and winners really are just that - the leaders in their categories.

### The judging panel this year is:

#### **Susanne Baker**

Head of programme, environment and compliance

#### **TechUk**

#### **Tim Balcon**

Chief executive **IEMA** 

### Jane Bickerstaffe

Director INCPEN

#### **Claudine Blamev** Chair

**ICRS** 

### **Matthew Farrow**

Executive director **Environmental Industries** Commission

### **Martin Frv**

Consultant Martin R Fry & **Associates** 

### **Richard Gillies**

Director **Business for Social** Responsibility

### **Malcolm Hanna**

Technical director

#### **National Energy Foundation**

#### **Rob Holdway** Co-founder

### **Giraffe Innovation**

**Chris Large** Partner **Global Action Plan** 

### **Anva Ledwith**

Director **ESHCon** 

#### **Peter Maddox**

Director of Government programmes

### WRAP

Linda McKeown Head of PR

BRE

#### Jaz Rabadia

Senior manager of energy and initiatives

### **Starbucks**

### Michael Rea

Chief operating officer

### **Carbon Trust**

### **Paul Scott**

Director

Corporateregister.

#### **Mark Thrower**

Editor

### **EIBI Magazine**

### Sally Uren Chief executive

Forum for the **Future** 

#### **Andrew Watson**

Director

Sim Energy Ltd





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# Energy Institute Energy Manager of the Year

### WINNER

RACHEL WARD, LONDON METROPOLITAN UNIVERSITY

**London Metropolitan University tops the** carbon reduction league table for universities across England and Wales - the educational establishment has reduced energy use by more than 50% since 2010, saving £1.25m based on current energy prices. In terms of actual output, this equates to 6,694,035kWh of electricity and 9,557,580kWh of gas savings.

The University has achieved this great feat under Rachel Ward's guidance. Rachel has helped pioneer an integrated approach to energy management across different departments / teams, and created an effective programme of behaviour change. Over the past six years, a number of efficiency measures have been put in place - these include new boilers and compressors, LED lighting replacements, solar panel installation, upgraded building fabric, occupancy controls on air conditioning, air source heat pump installation, vending machine timers and SKA rating.

An initial no-cost energy-saving model demonstrated some of the early financial benefits, together with bigger savings that could be achieved through targeted investment. Savings resulting through no-cost measures mainly involved alterations to building management systems, which helped reduce emissions by 1,256 tonnes per annum. These savings were ringfenced and reinvested in monitoring equipment to pinpoint further savings.

Business justification documents are created for all energy-saving projects to demonstrate costs, savings, benefits and paybacks. Rachel says it was important to demonstrate not only the financial benefits to senior management, but the wider impact these projects could



have on the University's reputation and on the student experience. For example, a large-scale lighting project in the library demonstrated that not only could energy be reduced by 54%, but that a more attractive environment for students could also be created.

One renewables initiative that generated a lot of interest from staff and students was the installation of 221 solar panels on the roof of the University's Science Centre. The panels are arranged in two arrays, producing a combined total of 60kW. A PC monitor, linked to the panels, was also fitted in the reception area of the building enabling people to see how much electricity they are producing at any given time.

Additional solar panels have been installed in the University's 'E-lympic rings' project - this utilised five repurposed wooden structures made by students for the 2012 Olympics.



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# Energy Institute Energy Manager of the Year

The wooden rings feature seating and built-in photovoltaic panels to allow students and staff to charge up phones, laptops and other devices while having a break in the courtyard. These have proved very popular, whilst also raising awareness of renewable energy.

Ward recognises the importance of engagement, particularly on a wider level. For example, for the library lighting project she invited library staff to choose the LED fitting. Their involvement generated buy-in and their assistance ensured that the installation ran smoothly with minimal disruption. Ward says she also involves students in the majority of energy projects undertaken to give them the opportunity to learn in a living lab, and helps facilitate a 'Green Week' to normalise carbon-conscious behaviour - this includes offering home energy advice for staff and students.

Members of the University's maintenance team are also given a sense of ownership to help drive continuous improvement, acting as trained 'Energy Engineers', as their knowledge of buildings is invaluable in highlighting areas where energy savings can be made. Teamwork has also improved between different departments through increased awareness of energy consumption in refurbishment projects.

The University's energy agenda is underpinned by an externally audited carbon management plan, developed and delivered by Rachel. This sets out a clear strategy to meet carbon reduction targets, and identifies projects for the next three years. Projects are implemented in conjunction with the University's Infrastructure strategy to ensure that any backlog maintenance issues are taken into account when energy projects are undertaken. In addition, a strategy is planned every year for awareness events.

To gauge the effectiveness of overall strategy and specific projects, Rachel has implemented a monitoring and targeting system, funded through revenue budget savings on energy consumption. Various reports are undertaken throughout the year for the University (with energy savings published in the statutory accounts) and community partners such as Islington Sustainable Energy Partnership. Progress is reported on through the University's environmental sustainability board and team meetings.

Going forward, the University is planning to move to one campus and a new carbon management plan, overseen by Rachel, will be drawn up for this. Initial feasibility studies are being undertaken to incorporate a wide range of energy technologies including heating zoning, combined heat and power, rainwater harvesting and green roofs.



### WHAT THE JUDGES SAID:

"An amazing achievement against a challenge of zero initial funding and a long-term aim to educate current and future generations. Rachel started very much from square one and her tenacity and perseverance exemplifies what 'great' looks like in the energy management world."



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## Energy Institute Energy Manager of the Year Finalists:



**Daniel Connor** 

Energy manager at npower Daniel Connor has ensured the energy company is what he describes as a "thought-leader" in energy management; improving energy performance. increasing engagement and supporting customers in the energy management process. npower has challenged itself with a 25% carbon reduction target within a five-year period (2015-2020) and to engage employees on effective energy management throughout the UK. Under Daniel's lead, npower has completed eight refurbishment projects among other initiatives to achieve its ISO 50001 certification, which was awarded to the company in 2013. Daniel endeavours to share the company story with consumers whilst developing products and services to help them improve their energy performance.

Costa's energy and environment manager Oliver Rosevear believes that, to be a successful environmental manager, one must consider and respond to all aspects of the environment. Over the past five years, Costa's environmental approach has evolved from establishing a basic management system to a fully-embedded strategic programme, with progress monitored by a sustainability leadership team. Oliver's approach has helped to deliver a 38% reduction in energy across Costa's store estate as well as a 33% reduction in energy at its roastery. Costa has now set further goals of 155 separate reduction targets by 2020, which Oliver will be overseeing delivery of.



Oliver Rosevear



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# Sustainable Packaging

### WINNER MULTITANK



One of the big challenges around re-usable packaging is logistics - capturing these materials intact then recirculating them back into the supply chain so they can be re-used is often a complex and expensive process. Multitank has hit on a solution with its 400-litre returnable plastic container that can be sent back to the initial user in a convenient and cost-effective way through the company's subsidiary arm, Multitank Lease & Logistics.

Traditionally, similar containers and drums on the market that are designed for carrying liquid or solid products often feature a disposable internal bag or liner, which increases both packaging waste and cost. It's estimated that within the EU, more than 25 million plastic drums have single-use applications and have effectively become packaging waste each year - only around 25% of these containers are recycled or reused, and often as inferior plastic materials.

In 2012, Multitank set out to address this problem. The company noticed there was a gap in the market for a reusable, watertight container that could protect, store and transport food and non-food items in bulk. It decided to create and develop a new packaging design featuring three watertight and airtight lids - the watertight closing mechanism works by utilising half turn polyamide screws and pins. This means the container can also carry any liquid product without the need to use an internal bag or liner.



The design of the Multitank 400 also incorporates a robust body with customised rims. The conical shape enables the containers to be safely stacked and nested, saving up to

75% storage space when empty. When filled with product. the containers can be safely stacked one on top of the other up to three times, taking up just 0.8sq.m of space footprint. There is no need for any additional packaging material like pallets, stripes or stretch film.

Multitank also features an integrated pallet base - this allows the use of mechanical handling equipment, making the transportation of two filled Multitanks easy and safe without the need of extra manpower. In terms of transportation and logistics, Multitank says the container's compact space footprint optimises vehicle fill with loading / unloading times reduced by up to 60%. In terms of warehouse handling, two stacked filled Multitank containers can be safely moved by one forklift.



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# Sustainable Packaging

Due to its reusable attributes, the company estimates that using one Multitank 400 container can save on average 6.000kgCO2, 2.000 litres of oil and 1.000 kg of HDPE (highdensity polyethylene), significantly reducing carbon footprint during a ten-year lifecycle of use. And based on current sales growth, Multitank estimates over the next five years its containers will save around 7.2mtCO2. 1.2 million tonnes of HDPF and 2.4 million tonnes of oil

Part of the reason for this is the product's scaleability as the containers can be employed in a large variety of applications, especially within food and liquid manufacturing. For instance, they can be used for vegetables processed in brine, fruits processed in syrup, and are able to carry any kind of food liquids such as oils, vinegar, wine and fruit pulps. Due to their temperature resistance and hygienic construction, the containers can also carry frozen fruits and vegetables, and pack fish and meat products. An optional aseptic bag is also available for the packaging of dairy products like milk and soft cheese.

The containers are built to be highly durable so they can even be used for the transportation of materials that

require extra safety like expensive automotive parts, high tech parts or military supplies. Multitank offers an easy locking system to guarantee security of the content inside, and due to advanced traceability features the containers can be tracked at any point whilst stationary or in transit. The typical lifespan of the product is ten years, and it comes backed with a two-year guarantee for all parts.

The Multitank 400 aims to be more than just a packaging product for the storage and transportation of goods. It has been designed with end-to-end supply chain management in mind to make the handling of products easier, quicker and more sustainable. The company says its ultimate mission within the packaging and logistics sphere is to solve its customers' problems by eliminating packaging cost and waste, optimising warehousing, utilising maximum capacity in all means of transport, and improving efficiencies along the way.

Additional solar panels have been installed in the University's 'E-lympic rings' project - this utilised five repurposed wooden structures made by students for the 2012 Olympics.



### WHAT THE JUDGES SAID:

"The Multitank packaging solution has been well thought through and its contribution to the system it operates in has been minimised. The solution can be used for a wide range of products and it addresses a real issue about how to deliver products in a more resource-efficient way."



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### Sustainable Packaging Finalists:



### Frugalpac

British packaging technology company Frugalpac has been developing new liquid containers

made from easily-recyclable paper. Frugalpac's first product is the takeaway coffee cup, launched in July 2016. With most day-today coffee containers claiming to be recyclable actually ending up in landfill. Frugalpac has created a packaging solution that is recyclable at standard paper mills. Independent studies have shown that the carbon footprint of a Frugalpac cup is approximately half that of many standard paper cups. The cup is now being trialed by Starbucks and three other sustainable packaging products are being prepared for launch.



#### **Parkside Flexibles**

Parkside has created a range of paper and film barrier lamination films that are fully

compostable. This offers brands a sustainable packaging solution with an alternative to landfilling. The films are suitable for both home and industrial composting - a first for the UK flexible packaging market. The Park2Nature packaging range is made from eucalyptus trees and corn waste, including the adhesive. The packaging is certified as compostable under the EU accreditation Home Scheme. The packaging range has passed a 26-week composting test where 90% of the material must degrade at no more than 28C.



### Simply Cups, Nextek Limited and **AShortWalk**

With 99.75% of paper cups being sent to incineration or landfill, paper cups have become the UK's fastestgrowing waste stream. To solve this, Nextek Limited, AShortWalk and Simply Cups have partnered to develop a new reprocessing method that creates durable resin using both the paper and plastic content of the paper cup. A wide range of products made from this breakthrough material are being manufactured including notebooks. pens and rulers. Additionally, the resin is stronger than most conventional plastics and can be produced at a lower cost, with less energy than the existing paper mill process for recycling cups.



### TIPA

Sustainable packaging firm TIPA has created an innovative ecological and flexible packaging

solution to offer food and beverage brands a feasible plastic packaging alternative. The packaging is capable of biodegrading 100% with no harmful footprint. The packaging provides a flexible and practical sustainable waste management alternative that incorporates a full end-of-life solution. TIPA packaging decomposes in just 180 days as opposed to other commonly-used materials in packaging that can take up to 500 years to decay. The fundamental concept behind TIPA's innovation is to enable consumers to treat flexible packaging exactly how they would with organic waste.



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# Employee Engagement & Behaviour Change

### **WINNER** ROYAL MAIL GROUP



The Royal Mail Group's (RMG) overarching aim is to grow the knowledge of its people and engage them in improving the workplace. The environmental pillar of the group's CSR strategy provides a strong framework for driving improvement initiatives at a local level and supporting RMG's sustainability strategy.

RMG has a tiered internal engagement structure spanning across business senior leaders, unit subject matter experts and local site employees. Behaviour change improvements are sought from key stakeholders, ensuring best-practice is practical across all areas of the business. A focused environmental programme aims to maintain regular communication with internal staff across all levels of the business during initial programme development, but also through regular updates on performance and any issues that may impact sustainability success.

Over the past two years, RMG has amassed 8,000 recycling states across its operations, aiming to increase the amount of waste diverted from landfill. Designated bins have allowed the Group to segregate different types of recyclable waste, with posters developed to support the initiative, involving frontline staff in their design. Engagement with environmental pillar leads has provided RMG staff with a clear rationale; obtaining their input, support and ownership of the final information. This approach not only empowers those involved but also helps to ensure that important information is fully accessible.

Supporting the monitoring of this initiative, RMG's environmental programmes manager has worked with a thirdparty data management and assurance consultant to develop a



monthly waste report, showing the monthly waste performance of individual sites. Local briefings and visual displays of monthly waste reports are also produced to frontline employees to maintain engagement. The results have been extremely positive - by July 2016, 48% of RMG's 837 UK sites had diverted 100% of waste from landfill. Moreover, in 2015/16, the Group diverted 84.6% from landfill, equating to 4.4% above the overall target.

Financial incentives in the form of an annual bonus are linked to business scorecard targets such as cost reduction. completion of environmental improvement schemes and footprint reductions. The Group's sites are recognised with a performance award ranking from 'World Class' through to 'Gold', 'Silver' or 'Bronze'. Clear performance information enables sites to monitor performance versus targets, informing various improvement opportunities.



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# Employee Engagement & Behaviour Change

Employees see how their activities directly influence both local and national waste performance. The annual satisfaction survey showed that employee engagement had increased by 14% over the past four years.

The improved performance has, in turn, led to improved leadership buy-in and awareness of key environmental issues. The company's environmental strategy is overseen by senior leaders who approve strategy, review plans and drive performance. Extra engagement has enabled senior leaders to take ownership of key issues within their functional areas, proactively enhancing environmental management within their strategies.

Environmental pillar leads are empowered through a monthly forum which drives the changes needed to sustain improvements made. This can be seen in additional waste initiatives to continue improving the waste diversion performance, such as on-site LED lighting upgrades, and waste collection and redistribution schemes. Quantifiable improvements have been reported in the Group's latest CSR report; covering all environmental improvements including carbon, waste and water using verified data in its carbon footprint.

RMG's environmental management system aims to embed 'high-performance' as standard, providing opportunities for enhancing employees' training and skills. The system aims to generate a sense of pride and opportunity in the

workplace. Through the system, environment pillar leads are tasked with identifying and driving energy and other environmental efficiencies at site level, with regular reporting on performance. RMG rigorously audits the implementation of schemes across the business to help celebrate the success of all those involved. Achievements and best practices are shared through internal communication channels, including a monthly newspaper. Ownership of improvement workshops is given to members who wish to promote their local best-practice, empowering them to drive change, rather than a "management controlled" environment. The central environment team is developing a task calendar to consolidate all relevant environmental communications for line managers to regularly update frontline staff.

An environmental observation toolkit allows line managers to positively challenge poor behaviours and identify unsatisfactory conditions. Input for this initiative has been sought from and provided by environment pillar leads. Frontline managers and employees are involved to quickly identify what operational issues and barriers occur, with employee involvement and awareness of the programmes objectives increasing engagement. Clearly-defined objectives and success measures have steered the programme towards success, providing strong foundations for local sites to build upon when they look at additional local improvements. RMG states that the business has now changed to one that is more open, with employees across all levels working together to improve the workplace and reduce environmental impacts.



### **WHAT THE JUDGES SAID:**

"What makes the Royal Mail's employee engagement and behaviour change approach stand out from the crowd is the empowerment it gives to employees - epitomised by the extremely positive results it has delivered in waste reduction across the Group."



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# Employee Engagement & Behaviour Change Finalists:



#### **Amec Foster Wheeler**

In 2013, British multinational consultancy, engineering and project management company Amec Foster

Wheeler developed a new series of strategies, action plans and activities to engage its employees with sustainability and CSR. These initiatives are centred around diversity and inclusion and now represent a core part of the company's global sustainability programme, being actively promoted both internally and externally through a variety of channels. The overall goal is to create genuine diversity of thought to help influence decisionmaking throughout the company. As a result of these strategies, 18% of graduates and 42% of trainees employed by the company are non-British.



#### **Carlson Wagonlit Travel**

Privately-held travel management company Carlson Wagonlit Travel (CWT) actively encourages each

employee to participate in its Living Responsible Business programme. This programme consists of several schemes, projects and activities that fall under the group's Living Responsible Business strategy. Progress updates for the programme are communicated in an annual Responsible Business report. A key focus of the scheme is community involvement; and over the past two years, more than 200 projects have taken place with the express purpose of benefitting local communities. The company aims to make employees find ways in which it wants to help CWT make a difference both at work and within the community.



### **Costa Express and Simply Sustainable**

Costa Express partnered with leading sustainability consultant Simply Sustainable to implement a strategy

to drive employee engagement and behavioural change. Key influencers from across the business comprise the businesses environmental action group which sits at the core of this strategy. The strategy provides a forum to share ideas, actions, inspire, promote and implement sustainable practice. The team has been upskilled with training on climate change, and empowered to consider how they can make better decisions with sustainability in mind. Whilst initially created to achieve ISO 14001, the team's influence has now spread throughout the company. This influence has resulted in insulated boilers on all coffee machines that save roughly 400W per unit every day. Additionally, an average of 80% of waste is now recycled from Costa Express - the highest of any Whitbread-owned business.



#### Llovd's

Global insurance platform Lloyds incorporates global CSR into its eight strategic priorities and, as a result,

has launched its Lloyds Together campaign. The campaign supports its global staff to make their office environments more sustainable and is also reflected in the work of the Environmental Working Group and Lloyd's annual environmental action plan. The campaign has educated staff champions on several aspects of sustainability, including how to perform a waste audit and how to incorporate sustainability into procurement. The aim of this is to focus on sustainability throughout the Lloyd's operations and to be considered what it refers to as "a responsible global corporate citizen" through its ethical principles and practices; sharing of knowledge and expertise and positive contribution to social and environmental issues.



#### **Premier Foods**

launched its Green Matters sustainability programme which focuses on recruiting, training and empowering environmental champions to drive behavioural change. Each Premier Foods manager is given environmental awareness training and uses this knowledge to mentor champions, encouraging them to develop their own energysaving ideas. The sustainability programme pledged to donate money to the Woodland Trust to double carbon savings at its sites. In less than a year, this strategy delivered a reduction of 755tCO2e, which doubled to 1510tCO2e through planting new woodland. A team of 47 champions across nine sites has increased employee engagement by 6% in less

British food manufacturer Premier Foods has

### Travis Perkins®

#### **Travis Perkins**

Builders' merchant and home improvement retailer Travis Perkins undertook analysis of its own waste management operations and found that the company's waste level was too high and not being separated correctly. A targeted employee engagement and behaviour change project raised awareness of correct waste disposal routes, aiming to reduce waste. The campaign was successful, reducing average bin weight significantly (30% in Wickes stores and 17% in Merchant branches per-month). To put that in context,

UNITE

decker bus every month.

#### **Unite Students**

Student accommodation provider Unite Students offers homes for 46,000 students in 28 cities

across the UK each year. Due to its role, the company has a great opportunity to set the next generation in sustainable living habits. Unite Students empowers the employees that work alongside customers as 'sustainability leaders'. These leaders are guided through a workbook of actions and supported by 146 trained student volunteers. This programme has resulted in significant carbon savings and a change to the core of how the company does business. By running calculations based on the actions completed, teams are estimated to have saved 1,192tCO2e and £186,589.

the Wickes bin weight reduction is equivalent to the weight of a double-



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# Sustainable Supply Chains

### WINNER ITRI



For sustainability and CSR professionals, supply chains can be highly complex beasts filled with risk, so enhancing the transparency of supply links that commonly appear hand-in-hand with human rights discrepancies and the financing of war is no small feat. Yet this is precisely what ITRI has been able to achieve through an initiative aimed at reducing links between tin mining in the Democratic of Congo (DRC) and the funding of rebel armed forces in the region.

ITRI's innovative Tin Supply Chain Initiative (ITSCI) has grown from a one-mine pilot in DRC in 2011 to encompass conflict areas across four countries and enable trading prosperity for hundreds of thousands of small-scale miners today. ITSCI works on the ground with local miners in remote areas of Africa, and implores and assists them in meeting international standards for conflict free minerals.

ITSCI has enabled these African communities to stay in business and reap economic benefits, free from the looming presence of armed forces, and the initiative now covers an estimated 95% of tin supply in the region.

Through the initiative, communities have been able to build new infrastructure, while local companies have been able to invest in schools and education. Child labour has fallen considerably and the involvement of armed rebel groups, a common theme in conflict minerals, has been reduced dramatically. ITSCI has essentially made the source of the materials wholly- transparent to big manufacturers now engaged in the projects.



Acting as an industry project, ITSCI includes more than 350 companies, located in the supply chain, across more than 38 countries and provides a great example of how one company can demonstrate leadership across an entire supply chain and pass the emphasis onto others. ITSCI has changed the procurement process across the sector through continuous monitoring across the trading chain that provides the data and metrics that highlight what progress has been shown.

As an industry project, ITSCI has engaged all players in the supply chain and a priority target to maximise the number of companies benefitting from the initiative has reached more than 1,500 across DRC, Burundi, Rwanda and Uganda. Following the successful implementation for the tin sector, tantalum and tungsten metals are now covered in the project to spread its influence and benefits further.



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ITSCI generates reports on any human rights abuses, such as forced or child labour, and has the monitoring and data capabilities to show details of current risks anywhere across the implementation area at any given time. The monitoring is also tailored to ensure that minerals produced from the mines aren't benefitting armed groups; this is enforced with regular visits to ground-level mines. ITSCI is also working with local governments to build capacity and training standards so that work currently performed by members of the initiative can be handed over to the local authorities.

The project has been designed in accordance with the recommendations of the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, guidance which representatives from ITRI also assisted in drafting through a multi-stakeholder process. Commonly, companies that stray from these recommendations are no longer viewed as reliable suppliers and therefore fall from the markets. When necessary, ITSCI will enforce sanctions in order to retain 'conflict free' status.

Companies are able to participate in ITSCI if they commit to the OECD guidance, and they will be helped with improving visibility and traceability in conflict mineral supply chains

and encourage stakeholders to perform upstream audits all the way through to metal smelters, ultimately capturing the entire value chain as a result.

An array of information, including the accomplishments of the project and its members, are all publicly available and the information is designed so that companies within the supply chain are gifted with the framework, and past examples, to perform to a desired level of due diligence.

With supply chains for conflict minerals being as complex as they are, ITSCI uses periodic audits to not only check up on the mines, but also offer flexibility through an adjustment of expectations to companies both large and small to account for different complexities.

Whereas individual business-to-business non-compliance can be difficult to manage, ITSCI's role as an overarching monitoring organisation, free from commercial influence, has provided significant benefits for compliance issues. Through adapting the supply chains rather than imposing stringent requirements, the ITSCI has achieved all of the aforementioned results and more, and ITRI is now using what it has learned to devise a new Code of Conduct to set global industry standards for wider environmental and social issues.



### **WHAT THE JUDGES SAID:**

"In just a few years, ITRI's innovative and wide-reaching Tin Supply Chain Initiative has delivered fantastic results, and it has tremendous potential to go even further, tackling a range of social and environmental issues in supply chains across the world."



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# Sustainable Supply Chains Finalists:



### **BT Group**

scalable sustainability benchmarking and supplier development tool that delivers sustainability awareness, education and engagement. The Better Future Supplier Forum (BFSF) Assessment Tool will provide support and advice to suppliers rather than issue audits and compliance. Its focus on business benefits achieves culture change by moving sustainability away from a risk management and compliance activity to instead focus on business improvement activity, demonstrating how best practice enables organisations to meet their business goals. The Assessment tool reduces costs and provides quality improvement and innovation - as well as delivering significant sustainability results, including 602,000tCO2e of carbon reduction

Telecoms firm BT has launched an online, highly-



throughout its supply chain.

#### **Coca-Cola European Partners**

Coca-Cola European Partners has made a commitment to reduce the carbon footprint of its beverage products by a third by 2020. The group of former enterprise members from Great Britain, France, Benelux, Norway and Sweden

decided to tackle this goal by turning to address water and carbon impacts within its supply chain. Specifically, the company sought to focus on issues within its drink packaging, ingredients, transportation and cold drinks equipment. As a result, the company has seen a 24% reduction in the overall carbon impact of each beverage (29% per case delivered). Additionally, packaging material has been reduced by 22% through this collaborative effort with suppliers.



#### Encirc

UK-based glass producer, bottling and packing solutions firm Encirc has developed a holistic

approach to maintaining an efficient and environmentally responsible supply chain. Its sustainability training strategy, 'Our Sustainable Futures', takes the entire lifecycle of Encirc's containers into account. This has resulted in Encirc products having one of the most ethically responsible route-to-market within the beverage industry. The company cites ongoing improvements in logistics, such as the new, multi-million-pound rail head at Encirc's purpose-built facility at Elton, as having allowed the company to further reduce the carbon footprint of its supply chain by hundreds of thousands of tonnes every year.



#### **McDonald's Restaurants**

McDonald's is one of the biggest customers of UK farming, with more than 16,000 British and

Irish farmers supplying all of the beef used to make burgers in its UK outlets. The fast-food giant has worked in partnership with suppliers and farmers to measure and manage on-farm carbon emissions and share knowledge on how to reduce environmental impacts. In 2016, the partnership reported a 23% reduction in carbon emissions for its core group of 133 farms since the collaborative project started in 2008. Over the past six years, McDonald's has undertaken more than 1,300 Carbon Trust-accredited assessments of on-farm carbon emissions across its 20 beef farmers across the UK and Ireland.



#### **Resolute Forest Products**

Resolute Forest Products, which produces pulp, tissue and wood products, has engaged with

its suppliers, manufacturers, distributors and other supply chain partners to help them deliver on their own sustainability goals and reduce their collective footprint. In engaging with its supply chain, the company hopes to encourage sustainable forest management, support international wood standards, implement chain of custody tracking and reduce Scope 3 emissions. In 2015, the company completed its first year of 100% coal-free operations, surpassed its emissions reduction target of 65% from a 2000 baseline, and reported all Scope 3 emissions to the Carbon Disclosure Project (CDP).



#### **TUCO**

TUCO is a not-for-profit organisation operating in the catering sector. As a purchasing consortium,

TUCO has several supply chains under 17 agreements with 200+ diverse public sector memberships representing education, NHS trusts and councils. TUCO has embedded sustainability within all elements of its supply chains, setting specific targets in accordance to the Courtauld 2025 agreement, of which TUCO is a signatory. TUCO embeds sustainability within business activity, ensuring necessary decisions are made to realise its vision of stimulating economic growth; maximising wellbeing and protecting the environment without affecting the ability of future generations to do the same.



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# Sustainability Reporting

### WINNER **HFINFKFN**



'Let's get Frank'. That's the mantra Heineken adopted when it looked to communicate its sustainability achievements to a wider audience. In a creative twist, the beermaker enlisted the services of Dutch rapper and spoken word artist, Kevin 'Blaxtar' de Randamie, to deliver the organisation's 2015 Sustainability Report via YouTube - Kevin was given full artistic freedom to express the data how he wanted. The result is a stylish short film, which to date has been viewed nearly 16,000 times since being first broadcast in April 2016.

The video serves to highlight the extent to which Heineken is pushing engagement in sustainability to new levels when it comes to presenting what can be quite dry data and factual information around corporate goals. The company says utilising platforms like YouTube, which have a multimillion subscriber outreach, have the potential to generate incredible amounts of attention for CSR reporting.

Heineken's Brewing a Better World CSR strategy incorporates six pillars of commitment (focus areas) to be reached by 2020, and 2015 was a pivotal year in this journey - the company set new milestones for 2018 around its commitments including water stewardship, sustainable sourcing, emissions reductions, responsible consumption, and promoting health & safety. The company intends to report progress towards these 2018 milestones each year in its annual sustainability reports, and has also started to



review its sustainability strategy beyond 2020 based on stakeholder dialogue and materiality analysis, and will share these outcomes

The Brewing a Better World strategy is rolled out through a clearly defined governance approach. For its 2015 sustainability report, Heineken provided information about annual progress against these commitments, and gave an indepth analysis about its three-year milestones (2015 actuals as well as 2018 targets). Like in previous years, the indicators disclosed in the report were audited by an external firm (Deloitte in this case).

The company recognises the importance of honest, inclusive reporting. In its 2015 report, it clearly disclosed the level of progress made against 11 key performance indicators (KPIs),



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# Sustainability Reporting

and gave further context and explanation to these KPIs by providing a broad set of support indicators. It further complemented this with a series of sustainability case studies from all over the world.

To improve readability of the report, Heineken looked to make a clear distinction between the strategy itself and the 2015 performance update. This update included comprehensive information on the company's materiality matrix and related stakeholder engagement activities, including first-time partnerships with the United Nations as well as key retailers.

The company also reported on collaborative initiatives with NGOs such as WWF International and Shift on issues

around global water risk assessments and the human rights agenda. Features on CSR initiatives and a materiality analysis of the Brewing a Better World strategy against the newlyintroduced Sustainable Development Goals rounded off this strategic approach.

Heineken has also made first steps towards integrated reporting by disclosing non-financial KPIs in its annual report, following the decision to gradually merge its sustainability report into its annual report. As an example, a feature highlighting the company's 'From Barley to Bar' cradle-to-cradle value chain approach ran not just in the sustainability report, but also in the annual report for the first time. Going forward, the company's intention is to demonstrate and further strengthen its CSR link with the brand DNA/identity of its portfolio.



### WHAT THE JUDGES SAID:

"What makes Heineken's CSR report really stand out from the crowd is its ability to engage the reader. A perfect balance of text, image and video make the report a pleasure to read, clearly explaining the progress the company has made with its Brewing a Better World mission."



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# Sustainability Reporting Finalists:



#### **Amec Foster Wheeler**

British multinational consultancy, engineering and project management company Amec Foster

Wheeler has been reporting on its sustainability plans and actions since 2001. Through stakeholder engagement, the firm has moved from simple annual reporting to a more dynamic, continually updated and wholly online experience, all delivered by a small in-house team. The online 'Living Site' is an integral part of the company's main website, which reflects the pride and passion of the company's employees when it comes to sustainability and CSR. The sustainability report communications are based on the core principles of amec Foster Wheeler's Resilient World sustainability strategy.

### **ARM**

The world's leading semiconductor intellectual property (IP) supplier ARM Holdings's reporting

showcases joint achievements and challenges across its partner ecosystem. ARM's reporting is transparent to the material interests of stakeholders and gives a balanced view of its approach to responsible business. Additionally, ARM Holdings contributes to the FSTE4Good, the Carbon Disclosure Project (CDP), UN Global Compact and the London Benchmarking Group among others. ARM's CSR philosophy is about partnerships and it aims to continue improving its reporting as the UN Sustainability Development Goals (SDGs) gain momentum. ARM combines narrative and design elements in its report, along with robust data which makes for an interesting read.



### The Home Office

The UK's central government department, the Home Office, has published its fourth sustainability

report, covering 2015 to 2016, and created an interactive PDF solution - the Greening Government Commitments - to demonstrate some of its core progress. The report details how the Home Office embeds sustainability throughout the department and beyond to demonstrate the progress it is making in regards to its priorities. The report details its most material impacts; how it engages with internal and external stakeholders and how it presents its data transparently to the public.



#### Interserve

UK-based multinational support services and construction company Interserve's SustainAbilities

progress update brings to life the company's journey delivering sustainability goals and targets. The report provides a summary of impacts; a detailed narrative on actions taken, shares lessons learnt, and provides an insight on the company's upcoming actions. Interserve commissioned PwC to undertake an in-depth independent assessment of reporting on key focus areas. The results were presented publicly in an interactive tool to build trust in information. Interserve uses animations, posters, social media campaigns and an online blog to help the company reach a wider audience and make its CSR reporting more fun and engaging.



### Lloyds Banking Group

2015 was a milestone year for Lloyds Banking Group's sustainability reporting. The Group

transitioned from a single CSR report to an integrated strategic report and a Helping Britain Prosper Plan update, supported by stakeholderspecific publications. Information has been made more readilyaccessible by running a carefully targeted multimedia communication campaign. If audience uptake is a key indicator of effectiveness, then this approach has succeeded as well as being positively received by colleagues across the Group.



### Virgin Media

Virgin Media's sustainability report goes beyond traditional disclosure to further drive stakeholder

engagement. While the report provides a thorough and transparent performance update, Virgin's approach is designed to be relevant and engaging for its widest possible audience. Virgin has achieved this by focusing its reporting on providing digital content which is focused on people. The media company's report stars employees in infographics and videos. Virgin Media also released the world's first 360-degree video that shows - rather than tells - its sustainability update. Every year, Virgin Media conducts a detailed materiality assessment to identify the company's top-10 sustainability focus areas, aligned with its five key 2020 sustainability goals.



#### **Vodafone Group**

Vodafone's sustainable business reporting encompasses its overall strategy, focusing on the

issues that are core to its business and provides context on why these issues matter globally. In 2015 and 2016, the company redefined its approach to sustainability and ensured a closer alignment between the core commercial goals of its business. Vodafone addresses what it believes to be areas of greatest public concern such as women's empowerment, energy innovation and youth skills and jobs. In 2015 and 2016, the company conducted a materiality assessment, identifying the key social, economic, ethical and environmental factors that are of the greatest relevance to the business and society as a whole, using the Global e-Sustainability Initiative's materiality tool to analyse these factors and rank them.



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# **Energy Management**

### WINNER COSTA COFFFE

COSTA

Operating more than 1,200 stores across the UK poses an array of significant energy efficiency challenges. But for Costa Coffee, these challenges are in fact great opportunities, as the Whitbread-owned firm continues to adopt sector-leading approaches to energy management that can be tailored and altered to differing building specifications.

In recent years, Costa's environmental approach has evolved from a basic management system to a fully embedded strategic programme - one which has delivered a more-than 38% reduction in energy use across its store estate from a 2009 baseline

By analysing everything from equipment development and sustainable construction methods through to efficient design and behaviour change approaches, the company has been able to exceed energy reduction targets set for 2017 two years ahead of schedule, in fact achieving reduction levels that are 14% higher than the original goal. A new 15% reduction target for 2020 has now since been put in place and, as of August 2016. Costa has reduced energy use by a further 8.4%.

Early success at a Basingstoke store refurbishment has been key to driving efficiencies further. The store refit delivered a huge 40% improvement in energy usage against other estates. Features implemented in the store's design included LED lights, air conditioning controls and even energy-efficient Ceramic Panini Grills.



And if the Basingstoke store acted as the benchmark for Costa's energy reduction, then behaviour change has been the catalyst across the company. Monthly energy reports and league tables have installed a sense of healthy competition to drive down energy usage. Suppliers are also introduced to these goals and monitoring methods to promote behaviour change alongside product innovation right across the value chain.

Attention-grabbing campaigns such as "Close the Door" have allowed Costa to educate staff on simple wins for energy efficiency while also engaging with customers to highlight the benefits of energy management. Monthly energy reports are provided alongside seasonal energy efficiency campaigns to ignite an interest amongst staff and highlight how further reductions can be made.

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# **Energy Management**

The behaviour change aspect of Costa's overarching energy goal has been supported by the implementation of the ISO 50001 energy management system standard and ISO 14001 environmental management system standard.

One standout success story is that of Costa's £38m, purpose-built Lambeth Roastery which was built to BREEAM "Outstanding" Standards. The site had a 25% energy reduction target, but it has already achieved a 33% energy reduction. Another new, purpose-built roastery will open in 2017 and looks set to further exceed that energy reduction target through a range of innovative design and construction initiatives.

Arguably the most innovative energy management project introduced by Costa is its Ecopod building. While leased estates limit the potential to maximise efficiency, the Ecopod has achieved a zero-energy shell by utilising passive ventilation and on-site renewables, with Costa working closely with the site's landlord to ensure maximum efficiency. In fact, the positive relationship that Costa has with its landlords has been one of the key enablers to meeting and exceeding energy use targets. Costa often attempts to challenge the traditional approach to property management, incorporating "green leases" in the process to drive efficiency and ensure that all parties benefit. These leases are aimed at ensuring that the tenant covers any new equipment purchases.

The introduction of new equipment in Costa stores has also been key to ensuring that energy use is reduced further. Costa collaborates externally with suppliers to

develop bespoke equipment that adopt a fully-lifecycle cost approach. One such area where this is evident is refrigeration. A recent tender in this area has highlighted potential operational cost savings of 54% through enhanced efficiency. Equipment manufacturers have also developed a better understanding of energy efficiency by working with Costa. It's coffee machines are now 27% more efficient than the industry standard after the manufacturers added intelligent controls and an innovative three-boiler system. Much of this equipment has since been released into the open market.

Costa's proactivity doesn't stop there. More than 800 smart metres have recently been installed across the company's estate to monitor energy usage from stores and other operations. The data these monitors collect is shared through monthly reports and made publicly available as part of mandatory reporting. Transparency remains an integral part of Costa's energy efficiency plan and any party is able to view energy use and reporting through web portals and annual CSR reports.

Finally, costa's environmental management team have regularly involved themselves with the aforementioned suppliers, equipment manufacturers, landlords and staff. The team quickly realised that energy efficiency can add real value to the business and established the wider environmental strategy after an independently commissioned consultation that gave a voice to a range of stakeholders. These external communications have allowed Costa to gain an understanding and appreciation of what issues held the most prominence for certain stakeholders.



### **WHAT THE JUDGES SAID:**

"Costa's energy efficiency programme has recognised the need for a 'whole-organisation' approach. A combination of low-carbon technology upgrades, engaging behaviour change schemes and comprehensive data management have delivered excellent results, exceeding already-ambitious energy reduction targets."

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# **Energy Management Finalists:**

London Metropolitan University has revitalised its



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### **London Metropolitan University**

lighting, power and insulation across its three main sites with the installation of 3,170 LEDs, 221 solar PV panels and 914 new windows. The project is being used to brighten up the University; improving light quality, generating renewable energy on-site and making the University more energy-efficient. These projects were implemented as part of both the Transforming Energy Efficiency at Central House (TEECH) project and the Mayor's RE:FIT programme to help make London's non-domestic public buildings and assets more energy-efficient. This project will guarantee 7% energy savings across three of the University's buildings and will build on the success of the University's previous carbon management plan, which is set to reduce carbon emissions by 50%.



### **NG Bailey**

The UK's largest Independent engineering firm NG Bailey has established a 12-month pilot

energy reduction scheme for the UK's largest commercial property development firm Land Securities. This has led to a 9% reduction in energy use across Land Securities' six London properties, exceeding its established 8% energy savings target. This reduction was achieved by identifying and implementing more than 40 different energyreduction initiatives. Due to the project's success, it will be expanded across a further 10 sites. The scheme is part of Land Securities' efforts to become a sustainability leader in UK real estate sector, with aims to reduce energy use across its portfolio by 15% by 2020.



#### **Pladis**

British biscuit and confectionary producer Pladis has committed to reducing greenhouse gas

emissions and supporting efforts to combat global climate change across its three major brands - McVitie's, Godiva and Ulker. McVitie's specifically has seen a 38% reduction in carbon emissions across its operations, with a further goal of reaching a 45% reduction by 2020. This entry is based around the success of Pladis' UK and Europe Energy Charter frameworks and its two-pronged approach of using behaviour change and engineering innovations - including combined heat and power and LED lighting - to deliver significant sustainability improvements.



### **RSA Insurance Group**

insurance groups. RSA is focusing on reducing its energy consumption to meet a carbon reduction target of 12% from a 2015 baseline. With the group's UK operations accounting for 42% of its total emissions, the introduction of an energy management system in accordance with ISO 50001 across its UK offices has identified £81,277 and 356tCO2e of savings. A few of these low-cost energy efficiency measures include replacing office lamps with LED alternatives and undertaking switch-off campaigns as well as largerscale projects such as replacing lighting control systems with more energy efficient options across its UK sites.

As one of the world's leading multinational

### Travis Perkins®

#### **Travis Perkins Group**

Builders' merchant and home improvement firm Travis Perkins has developed a strategic model

that can be applied across the commercial sector to increase the installation of PV on leasehold buildings. The collaborative work demonstrates serious benefits that can be shared between landlord and tenant, overcoming potential tenant-landlord barriers. The pilot project at Wickes' Maidstone store has seen a drop of more than 60% in grid-derived energy consumption through the installation of rooftop PV panels. The group claims the project is a win-win situation for tenant and landlord, whilst also resulting in major carbon reductions for the site.

### **Westfield Europe**

Shopping centre chain Westfield has undertaken several key initiatives to carefully manage energy

at its London and Stratford City branches. These initiatives include implementing demand-response solutions, installing energy monitoring systems and smart technology upgrades - including tiles that generate energy from customer footsteps - and installing 100% LED lighting. These have helped to deliver electricity savings of 4% in 2015 across the two operational centres. Also, both sites reduced heating and cooling usage by 15%. These initiatives were introduced to help achieve the ISO 14001 accreditation at both shopping centres.



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# Waste & Resource Management

### **WINNER** CI FARFI FAU



Anaerobic digestion (AD) treatment specialist Clearfleau has built an innovative new district biogas bio-energy plant at dairy company First Milk's creamery in rural Cumbria. And it is Clearfleau's innovative design that really sets this project apart from other high-rate digestion technologies.

This on-site AD process treats fatty materials in a system designed for liquid residues, diverting them away from sewer discharge to produce biogas for conversion into green energy, with digestate nutrients used for crop fertilisation. As the first on-site digestion plant in Europe to feed biomethane to the gas grid produced by digesting only cheesemaking residues, this system shows how effective industrial digestion can reduce on-site environmental impacts, minimise carbon emissions and reduce related costs.

Unlike many food and dairy-processing sites which rely on energy intensive aerobic treatment for liquid processing residues, Clearfleau's on-site AD system generates lowcost renewable energy. The plant treats 1,650m3/day of process waste and generates around 5MW of thermal energy exclusively by digesting cheese-making residues. The biogas produced is converted into the equivalent of natural gas that is fed to boilers to generate heat for use in the cheese making process - as well as supplying local households. The £10m plant generates 1000m3 of biogas/hour, of which more than 80% is upgraded for injection into the national grid. With more than 95% chemical oxygen demand (COD) removal in the AD stage, the process enables the costeffective discharged of clean water.



Significantly, this AD plant also adds value to dairy processing residues, at a time when prices and margins are under pressure across the EU. The bio-energy technology is producing significant cost-savings and will supply the site with 25% of its energy needs for over 20 years, providing an exemplar for AD in the British and European dairy processing sector. Bio-degradable food production residues have a residual energy content suited to AD. This system enables AD, deployed on food processing sites, to convert liquid or solid process residues into biogas, replacing conventional aerobic plants. The key innovative aspect of this liquid digestion plant is the solids management system, which breaks the link between solid (SRT) and liquid (HRT) retention time, reducing digester capacity and facilitating effective operation with optimal COD removal and biogas production.



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Clearfleau's digestion process is specifically designed for industrial bio-residues, accommodating high-fat, biodegradable liquids, optimising biogas output and delivering an attractive ROI of 20% - quicker than many renewable energy investments. Post-digestion, cleansed water is discharged to the nearby river Ellen and can assist local farmers by replacing fossil-fuel-derived fertilisers with nutrient-rich bio-solids. Residual bio-solids are used to enhance soil nutrition, producing grass on farms that supply the creamery with its milk.

In addition to reducing costs and supplying energy, LDB's plant also saves energy used to process the residual whey, cutting 3,000 truck journeys a year to UK and European processors. The plant replaces fossil fuels and removes 7,000 tonnes of carbon annually from the supply chain. The innovative, AD-based bio-energy system offers a number of wider benefits, such as enhancing the core business, supporting the local economy, and improving resource use through renewable energy supply and recycling by exploiting the bio-energy potential of discarded materials.

The project was implemented in 2015 by Clearfleau's experienced project management team, in two phases. In the first phase, part of the existing aerobic effluent treatment plant was refurbished. The second phase involved building the AD plant, along with the installation of the biogas upgrade/grid injection equipment and combined heat and power (CHP) unit. The AD plant's development was completed in partnership with Lake District Biogas (LDB), a development company which raised external finance to fund the project and supplies an ongoing service to First Milk, working with Clearfleau and other specialist technology suppliers. The success of the external funding concept developed specifically for the plant has resulted in the method now being used for other dairy sector projects.

The project was safely delivered on time, despite having to meet a relatively tight deadline to secure renewable energy finance incentives for the funders. Key challenges overcome by Clearfleau included securing project funding and meeting those tight delivery deadlines. Moreover, construction was completed during a period of very poor weather.

Overall, this initiative has shown that generating on-site renewable energy is a practical illustration of how a more circular approach can enable businesses in the food and drink sector to save costs and generate onsite energy from their biodegradable residues.



### WHAT THE JUDGES SAID:

"This highly innovative AD project is a win-win for business and the environment, taking us a step closer to a world where we power manufacturing plants with renewable energy, with nothing going to waste."



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# Waste & Resource Management Finalists:



#### **Adnams**

UK brewer and distiller Adnams has embraced closed-loop processing to heighten its

sustainable manufacturing pledges. The company is now re-using waste water and heat and repurposing spent grain as either animal feed, fertiliser or as gas to power its fleet through anaerobic digestion (AD). Because of these initiatives, the company achieved zero-waste-to-landfill in 2015. The brewer has also taken a number of smaller steps such as increasing the recyclable content of its cans to 90% - well above the UK average of 64%. Additionally, its bottles are now 38% lighter than in 2007, saving 1,000 tonnes and £20,000 of waste per year.



#### **BaxterStorey**

Contract catering services provider BaxterStorey has developed a programme involving the segregation

and reporting of plate, production and spoilage waste, coupled with robust peer lead training that has reduced its food waste by 36% during the first two years of the programme. This has resulted in vast cost savings of almost £3.5m for both BaxterStorey and its clients. Additionally, this has resulted in reductions of almost 19,000tCO2e - the equivalent of taking 5,000 cars off the road every year.



### **CEMEX UK and Biffa**

Cement supplier CEMEX UK and waste management company Biffa have been

collaborating as part of a unique waste and resource management programme, working with supply chain partners and more than 3,500 employees across 300+ sites to deliver outstanding resource improvements. In just two years, CEMEX's recycling rates have reached 49% and landfill diversion rates reached 80% The targets were achieved on time and within budget due to efficient technical planning and strategic communications. The programme's circular economy approach has saved £57,163 in 2015 through successful employee engagement and education.



#### **Gatwick Airport**

Gatwick Airport's new on-site materials recycling facility, implemented in partnership with DHL, is

looking to lift the Airport's recycling rate from 49% in 2015 to 85% in 2018. The new facility is also the first of its kind that has the ability to process category one airline waste on-site - an issue that presently costs the global aviation sector £500m a year. This and other organic waste is converted at the facility into low-carbon energy to run the onsite operations and will also provide part of the heating supply for Gatwick's North Terminal.



### **ISS Facility Services** in partnership with RBS

A partnership between services provider ISS facility services and RBS is helping the bank achieve zero-waste-tolandfill status by 2020 via the delivery of a sustainable optimisation programme. This project focuses on promoting culture change and operational optimisation amongst the staff and has seen the average percentage of bagged waste being recycled increase from zero to 40%, 1,500 different sites have been optimised, resulting in a 33% reduction in operating costs as well as 25% per year saved from improved segregation and layout across eight of its London sites. ISS facility services will continue to provide better closed-loop solutions for RBS to achieve its zero-waste-to-landfill goals.



#### Mars, Incorporated

Global food manufacturer Mars has devised a new IT recycling scheme. The Mars IT

Asset Recycling programme has been created to ensure that all technology used by the company is either repurposed or disposed of in the safest, most environmentally responsible way across 1,475 of its sites in 78 different countries. Through repurposing old technologies, Mars was able to setup a sustainability fund to internally finance charitable projects, donating to charities such as Red Cross Germany to help buy new equipment that will allow them to respond to emergencies quicker.



#### Vacherin

Central London catering company Vacherin has become the first foodservice company to

send zero waste-to-landfill. In the company's 2016 sustainability report, Vacherin set two waste management goals for 2018: a zero waste-to-landfill pledge and an 80% recycling rate. After an investigative process and strategic planning with the help of multiple stakeholders, the company revealed that it had achieved its zero-waste-to-landfill target two years earlier than expected. Additionally, the caterer has already achieved a 70% average recycling rate from its 5% baseline.



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# WINNER



Glassmaker O-I has invested £25m in its Harlow plant in Essex to create the UK's most sustainable container glass plant using a radical combination of an gas-oxy-fired furnace and a cullet pre-heater. This is a UK first and only the third combination like it in the world, and makes complete economic and environmental sense for the company.

The investment was driven by O-I's ambitious 10-year sustainability strategy, under which it aims to reduce carbon emissions by 65% from a 2007 baseline. The new furnace has transformed Harlow from one of O-I's poorest environmental performers to most energy and CO2-efficient glass furnace site across its 75 plants in 21 countries around the world. Additional investment in ancillary equipment such as best-in-class compressors and fans means the Harlow plant is the third-most-efficient in the global group.

The investment was centred around the first use of gasoxy furnace technology in UK container glassmaking. Both existing furnaces were removed and a new gas-oxy furnace was installed. This produces more consistent melting at lower temperatures. The plant features the tallest cullet preheater tower across O-I Europe. The technology uses waste heat to heat the recycled glass cullet before it enters the furnace to reduce the energy demand of the melting process. This not only reduces energy use to melt the raw materials by 14% but also increases the capacity of the furnace by 10-15%, because the glass melts more consistently.



O-I was the first to link the two technologies of cullet preheating and oxy furnaces, solving an issue that the first generation of gas-oxy furnaces had because they did not feature any waste-heat-capture technology. Traditional furnaces use natural gas and oxygen found in the air. The gas-oxy furnace at Harlow has its own oxygen plant and uses natural gas and purified oxygen. This reduces direct emissions as less gas energy is needed to heat the furnace, cutting fossil fuel use. Indirect emissions have also been reduced through investment in systems energy, including the best-in-class compressors. These factors, in addition to increased cullet use, result in a superior furnace with reduced energy consumption, carbon emissions, and virtually eliminated NOx emissions. Greater furnace pull means less wasted glass and getting the maximum efficiency from every tonne of glass melted emissions per container are thereby reduced



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The new system is estimated to have reduced Harlow's direct CO2 emissions by 25,000-30,000 tonnes in 2016. Additional reductions were expected in late 2016 when the benefit of the cullet pre-heater becomes apparent. This addition is expected to generate an additional 14% energy reduction. The result has been the complete revitalisation of O-I's Harlow plant - by replacing two old furnaces with one giant new one, the plant is now capable of producing more glass than the previous furnace line-up. The plant has a capacity for 135,000 tonnes a year, meaning that, for the first time ever, the Harlow plant can now supply 500 million beer bottles to the brewing industry.

Latest cold technology helps meet the rigorous demands of the complete supply chain, while alerting operators so they are able to identify and resolve any issues. This reduces late process rejects and helps the plant meet ever-increasing quality demands from customers. Additional green and amber glass capacity at Harlow will help support growing demands from the premium bottled ales sector, which is growing at 10%

a year. It will also meet demands from multinational customers for high volumes of efficiently produced containers from a sustainable source. The investment has already secured new contracts from two multinational brewers. O-I's new product innovation has also seen orders from both within the UK and export markets as diverse as Spain and Norway.

Training was vital for this project's success and O-I has provided more than 2,600 training hours to ensure the 800-plus staff from 36 contractors fully understand the new technology. Every one of these contractors has been given a full induction and safety training. There was not a single Lost Time Injury (LTI) during the project - maintaining Harlow's six-year LTI free safety record. As a result, the project was delivered on time and on budget, with the first glass being produced in May 2015. According to O-I, the scale of the innovation and technological breakthroughs in this project has given staff confidence about the future of the company and has assisted a developing culture of real ownership and pride in the group's sustainability performance.



### **WHAT THE JUDGES SAID:**

"With the development of this glass manufacturing plant in Harlow, O-I has demonstrated that taking a step-change in approach to process innovation can deliver huge bottomline, customer and sustainability benefits."



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## Carbon Management Finalists:



#### WSP | Parsons Brinckerhoff

WSP Parsons Brinckerhoff is an engineering consultancy providing clients with solutions to

minimise the environmental impact of construction projects. WSP has overseen significant carbon reductions in the Great Western Electrification programme - a National Rail initiative that aims to electrify 300+ miles of railway from Maidenhead to Swansea. The firm's design engineers worked closely with sustainability advisors to target carbon hotspots associated with the project's design and create carbon reduction initiatives to mitigate their impact, resulting in 2.910tCO2e savings, with opportunities for further reductions. The project also used the industry's new online Rail Carbon Tool, which allows companies to calculate, assess, analyse, report and reduce their rail project carbon footprints.



### **Suffolk County Council & Carbon Smart**

Over the past three years, Suffolk County Council and sustainability consultancy Carbon Smart

rolled out the Suffolk Carbon Leaders programme. This collaboration assisted more than 150 medium-sized businesses (MSBs) in ensuring cost and carbon savings across their workplace. This county-funded programme has identified more than 22,000tCO2e and £6.2m in environmental and cost savings for MSBs across Suffolk. So far, 150 of these businesses are taking action, with the support of the programme - this represents 40% of MSBs across Suffolk. The programme of practical business support has also contributed significantly to the county's emissions reduction target of 300,000tCO2e and its ambition to become the greenest county in the UK.



#### **Resolute Forrest Products**

In 2015, Resolute Forest Products, which supplies pulp, tissue and wood products,

achieved a 71% reduction in Scope 1 and 2 greenhouse gas emissions in its pulp and paper operations from a year 2000 baseline. More than 50% of this came from reductions in energy consumption, fuel mix improvements and fuel switching, including efforts to switch from coal and heavy-oil powered boilers to lowercarbon-fuels such as natural gas and carbon-neutral biomass. The company also completed its first year of 100% coal-free Scope 1 operations and began reporting all relevant Scope 3 emission categories to the Carbon Discloser Project (CPD), earning a disclosure score of 95/100.



### **TATA Consultancy Services**

London-based TATA Consultancy Services, a global leader in IT services, digital and business

solutions, has introduced a 2020 carbon reduction target which aims for a 50% cut in Scope 1 and 2 emissions from a 2007 baseline. The carbon reduction target has been instated to decouple business growth and carbon footprint. To achieve this, TATA Consultancy aims to invest in green building infrastructure, green IT, operational energy efficiency and the procurement of renewable energy. Also, the firm is now committed to increasing waste emission reductions and upping its recycling commitments.



### **Achilles Information** and Enviro-Mark Solutions

Leading supplier of risk management services Achilles and environmental consultancy firm Enviro-Mark partnered in 2008 to develop CEMARS (Certified Emissions Measurement And Reduction Scheme) in order to add climate change action to Achilles' portfolio of sustainability assessment tools. As of June 2016, the partnership has reduced more than 8mtCO2e - 30% of its basevear footprint. The CEMARS scheme provides a robust framework for participants to manage, measure and reduce carbon emissions and is the first scheme to be accredited to ISO 14064-1.



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# Sustainability Product Innovation: Energy

### WINNER **SMARTESTENERGY**



Large businesses account for almost 60% of the UK's electricity consumption and are facing increasing scrutiny over their renewables commitments in terms of emissions reporting, sourcing, fuel type and mix. Demand is growing for solutions that can offer a level of transparency when it comes to energy certification and labelling - not just to help build customer and stakeholder confidence, but to help push forward an attractive business case for renewables.

Mindful of this, energy supplier SmartestEnergy has developed what it claims is the UK's first certificate-backed renewable electricity product and associated Energy Label. Research by Aldersgate Group suggests that Energy Labels could increase uptake of renewable electricity from 14% to nearly half of the UK's industrial and commercial sector by 2020 - Smartest Energy's says its Energy Label is the first to market and was launched following the removal of Climate Change Levy exemptions for renewable electricity.

SmartestEnergy has worked with the Carbon Trust to deliver a robust, evidence-based tool. Every MWh supplied is backed with an Renewable Energy Guarantee of Origin (REGO) certificate, which is tracked and allocated in an Emissions Factor Model certified by the Carbon Trust to be compliant with the Greenhouse Gas Protocol Product Standard to provide additional credibility for companies wanting to use the outputs in their carbon reporting.

Using the tool, companies can calculate carbon emissions and fuel mix for each product, report zero carbon emissions



on their energy supply, and benefit from a robust audit trail. It ensures total transparency and achieves the required level of traceability to claim zero emissions with no additional effort required by businesses. SmartestEnergy has also created business-specific Energy Labels, which display a business' fuel mix and allocate an A-G rating based on consumption and associated carbon emissions, much like a domestic appliance.

As well as the Carbon Trust, SmartestEnergy liaised with the Aldersgate Group throughout the product development process, given the group's advocacy of Energy Labels. This included a pre-launch review, and the service was also trialled with members of the Aldersgate Group as well as SmartestEnergy customers to gather feedback and further enhance the offering.



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# Sustainability Product Innovation: Energy

In bringing the product to market, SmartestEnergy looked to migrate all of its existing customers to the new, certificatebacked renewable products. Customers can now choose from three product options: a standard product that blends a mixture of 100% renewable sources including wind, thermal, anaerobic digestion and energy-from-waste; a natural product fuel mix, electricity-generated only by wind, sun or water; or a specific, bespoke partnership product, which enables businesses to specify the technology or location. All three come backed with REGO certificates and an A-rated Energy Label.

As the launch took place against a backdrop of market complexity and policy change, SmartestEnergy looked to ensure high levels of customer engagement by explaining the benefits of renewable energy and shifting the perception that buying renewables is expensive. It ran a targeted programme of face-to-face events, webinars and conference speaking opportunities throughout the autumn and winter of 2015.

The company also set itself a 10% sales uplift target within six months of launching the product - it surpassed this, achieving 14%. Part of the reason for this success was that many of SmartestEnergy's existing customers saw the new offering as an opportunity to switch to renewable electricity from a conventional supply. During the first compliance period since launching the product, SmartestEnergy purchased 1.6 million REGOs on behalf of businesses.

Companies using it include Saint-Gobain and Land Securities - both leaders in their sectors when it comes to demonstrating leadership on clean energy. Land Securities chose SmartestEnergy's renewable product to expand its own services to customers and to help realise a wider corporate goal as the first British real estate company to commit to 100% renewable power. The property management company has since featured the renewable supply product and Energy Label in its 2016 Sustainability Report.

Going forward, SmartestEnergy's ambition is to help build the UK's clean energy sector by stimulating and responding to corporate demand to buy renewable power. In March 2016, the company published a thought leadership report 'Business and the Renewables Revolution', outlining how smart companies can make a big impact on the UK's climate change targets and benefit commercially by switching to 100% renewable power.

SmartestEnergy has also embedded an internal communications programme within its own business, including a commitment to be sustainability pioneers. This has involved, among other things, extensive internal training on carbon reporting and a re-launched internal sustainability policy.



### WHAT THE JUDGES SAID:

"SmartestEnergy's renewable electricity product and associated Energy Label are potential game-changers in the world of low-carbon business, achieving high levels of engagement from some of the UK's largest businesses."



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# Sustainability Product Innovation: Energy Finalists:



### **ABB**

ABB's synchronous reluctance (SynRM) electric motor and variable-frequency drive (used to

control motor speed and torque) package combines its SynRM motor's energy-efficient operation with a variable-speed technology and purpose-designed software to ensure optimal efficiency and reliability. Additionally, the SynRM motor is configured to work with ABB's dedicated variable-speed drive for the water industry, allowing companies to achieve 6% better efficiency on ABB's own ACQ810 drive for water. The motor-drive package also comes in maximum-efficiency and maximum-output models, allowing businesses to prioritise one over the other.



#### Halcyan

Halcyan's new water conditioner system offers a solution to limescale build-up in general heating

systems. Build-up of limescale in standard water conditioners decreases equipment life, reduces asset value and potentially increases energy bills. The Halcyan conditioner works effectively in domestic, commercial and industrial systems for 30+ years. The product prevents limescale accumulation; removes existing deposits and creates softer water, without the use of energy or chemicals. The conditioner is designed to be passive, permanent and powerful, with no on-going costs or maintenance required.



#### Minus7

The Minus7 system harnesses solar energy to provide a complete heating, cooling and electric

energy solution for building rooftops. Solar thermal, PV, heat pump and energy storage solutions are integrated into a single hybrid system managed by advanced proprietary control methodologies. The system comprises of a long-life roof composed of solar thermal planks with embedded PV. Minus7 offers a unique renewable power and energy storage solution, enabling systems to operate with minimal grid electricity while providing low-cost energy to residents. The Minus7 system has been installed in 50 properties to date, with a growing business of new projects in residential new-build and retrofit developments.



### **Off Grid Energy**

Hybrid power solution provider Off Grid has developed the 'gridtogo POWERCUBE', a solid-

state energy storage unit that can replace the use of a conventional generator or work alongside to form a hybrid power solution. The small-scale renewable energy generator offers substantial reductions in fuel consumption, carbon output and polluting emissions. When using this system, more than 60% reductions in these areas can be achieved. With most current generators burning fuel, emitting pollution and running constantly, gridtogo can act as an intermediary and can automatically turn the generator on and off depending on load, reducing its run time and making the generator run more effectively when on.



#### **Vickers**

Vickers Energy has designed and manufactured the UK's leading energy management system

(EMS). With installations throughout the UK, Europe and USA, clients are benefitting from average savings of 43% on industrial heating bills. Collectively, Vickers clients have reduced a total of 48.5bn kWh of energy and 9m tCO2e. Estimated savings across the UK from this EMS is around £9.5bn. Vickers has a wide client base throughout manufacturing, logistics, public, retail and transport sectors. On average, Vickers clients achieve savings on their industrial heating consumption of 43%.



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# Sustainability Product Innovation: Resource Efficiency

### **WINNER** INTERNATIONAL SYNERGIES

International Synergies industrial ecology solutions

Advancing resource efficiency in a way that doesn't just deliver cost savings but also improves overall sustainability and reduces supply risks requires good data and crossindustry knowledge. Most software platforms targeting re-use of resources are based on passive waste exchanges - eBay-style tools listing information about available resources - as such, these platforms aren't generally geared towards identifying intelligent reuse opportunities, especially for complex industrial waste streams.

International Synergies saw a gap in the market to develop a software platform, SYNERGie, based on industrial symbiosis, one that would enable users from different industries to identify and assess cross-sectoral collaboration reuse opportunities for their waste streams or by-products. Using this web-based database, expert facilitators can help companies manage these reuse opportunities from concept through to completion.

Companies that have access to the platform through this expert facilitation can input various resource data such as inputs, outputs, waste and underutilised assets like equipment and logistics. SYNERGie uses GIS mapping to assess available reuse opportunities, which companies can then take advantage of. Resources are searched through several avenues, and opportunities are tracked at every stage for impact reporting through embedded data analysis tools.



L-R: Winners International Synergies, presenter Business for Social Responsibility director Richard Gillies and compere Mark Watson

A categorisation system for non-material resources is included to enable the reuse of equipment and other non-waste assets. Bespoke company reports are also created, highlighting specific business opportunities and audit trails can be generated for impacts. In terms of tracking progress, the outcomes of each reuse opportunity can be configured to match specific reuse aims - for instance, a company's reuse objectives might be based around CO2 reduction, increased revenue, cost savings, or job creation.

The first version of the platform, SYNERGie 1.0, launched in 2009 and is now used in 22 countries across six continents.



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# Sustainability Product Innovation: Resource Efficiency

It currently hosts data on 45,000 resources from over 30,000 companies around the world, from large multinationals such as Michelin and Toyota through micro, small, and medium enterprises to the third sector. It has been implemented at both regional and municipal levels as well as nationally in the UK, Finland, Belgium and France. Crossborder opportunities are now being explored with multicountry installations in both Europe and Africa.

Since its launch. SYNERGie 1.0 has saved 60 million tonnes of virgin resource and 73 million tonnes of industrial water in England alone. It has diverted 47 million tonnes of industrial waste from landfill, reduced carbon emissions by 42 million tonnes, and reused 1.8 million tonnes of hazardous waste. In terms of financial benefit, it has helped deliver more than £1bn savings in waste disposal, storage, transport and purchasing costs, plus generated £1bn in new sales.

Its successor SYNERGie 2.0 is now under development through the Horizon 2020 project SHAREBOX, with the aim to make it available for mainstream use. The new platform will enable non-expert users to navigate the system by mapping word descriptions to waste codes and standard industry classifications, allowing them to identify and advance reuse opportunities without having to rely on specialist knowledge.

When built SYNERGie 2.0 will come with a number of new features. These include an easy and attractive user interface, efficient data entry that is protected from errors,

automatic suggestions of reuse opportunities based on the resource, industry sector and preferences, notifications about new ideas for reuse, bespoke user profiles built over time based on responses, and impacts reporting that is compatible with corporate systems, stock management systems such as SAP, and requirements like the Greenhouse Gas Protocol. The new system will be fully mobile-device enabled to allow data entry and searching from any tier of business - for example, from the factory floor, waste handling centre or recycling station.

As part of the product development process, market research and extensive interviews with industry across Europe are being undertaken to understand the key barriers to reuse and required future functionality of the platform. SYNERGie 2.0 is currently being tested in four countries across a number of different market sectors and company sizes/types.

For the wider market, International Synergies believes its enhanced platform will provide an accessible, easy-touse tool that will enable the average industrial company to not only incorporate resource efficiency into their production processes, but to quantify the economic and environmental benefits. By providing expert support to mainstream industry users, it is intended that many more customers will have direct access to the system. Going forward, International Synergies says this should support the business case within companies to invest in sustainable production processes.



### WHAT THE JUDGES SAID:

"International Synergies has seen a gap in the market and come up with an excellent idea here, using industrial symbiosis to deliver a software platform that is having a positive impact on the resource efficiency of organisations across the world."



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# Sustainability Product Innovation Resource Efficiency Finalists:



#### **Cranfield University**

Cranfield University recently announced The Shoe Lab - an easy-to-assemble-and-disassemble trainer

following circular economy principles. The product is designed and produced through an additive manufacturing (3d printing) process. The user's feet are scanned to design and adapt shoes to the user's feet. The shoe allows users to change damaged parts without the need of disposing of the entire product. The project is a multi-disciplinary collaboration with Cisco. The Clearing and Cranfield University. The lab was designed by Borough Trainer MDes Innovation and Creativity in Industry student, Oscar Ponte.



#### **Ecosurety**

Ecosurety has released its new Circularety platform. Circularity aims to put transparency back into the

increasingly maligned Packaging Recovery Note (PRN) system and show producers where PRN money goes. Additionally, Circularety also encourages PRN price stability, showing exactly where money is invested by packaging reprocessors. Producers are partnered with reprocessors who enable them to choose what they want to invest in and how much. Circularety can be accessed by any UK-obligated producer or accredited reprocessor who has signed up to the scheme.



#### Frank Green Limited (UK)

Frank Green has designed, developed and manufactured the SmartCup, a product that has

"revolutionised" the re-usable product market by fusing a patented, award-winning cup design with CafePay, a propriety contactless payment, loyalty and rewards app. The SmartCup provides customers with an easy-to-use, re-usable, push-button-activated coffee cup with an integrated CafePay system that allows either the cup or your phone to be read to make secure, cashless payments using value stored in your pre-paid digital wallet.



#### Romonet

Romonet has helped companies save large amounts of energy and power in their data centres. Now, it

is tackling water consumption. Romonet's predictive analysis platform provides executives, stakeholders and data centre managers with the data and insight to manage and control data centre water consumption in existing and future facilities. This improves data centre efficiency, reduces hardware and running costs and saves natural resources - all with an accuracy that would be difficult to achieve manually.



#### Saathi

Saathi has manufactured a biodegradable sanitary pad made from banana tree fibre. By 2020, the use of conventional pads in India will generate 48,000 tonnes of plastic waste and 280,000tCO2e annually. Saathi has created new possibilities for the waste, allowing sanitary pads to be used for feed, compost and biogas systems. This new biodegradable solution is made from banana fibre which is an agriwaste that will degrade within six months. The material for the pads is locally sourced in India and its processing technique converts agricultural waste product into a powerful absorbent.



#### Samsung Electronics

Samsung's new SUHD TV has a 10-bit, cadmiumfree, quantum-dot display which provides enhanced

energy efficiency. The model has improved brightness efficiencies by 26% compared with its previous 2015 equivalents. Samsung's SUHD televisions are a more sustainable alternative to HDTVs using industry standard cadmium. Additionally, the television is snap-assembled, making it the industry's first television with screws eliminated from its rear cover, which eases disassembly for repair and recycling. Cadmium is a toxic heavy metal with well-documented impacts on the environment.



### **Schneider Electric Energy** and Sustainability Services

Global energy management and automation specialist Schneider Electric has developed Resource Advisor, a new sustainable data management software. Resource Advisor allows organisations to efficiently track and manage energy and sustainability programmes on one centralised platform, increasing the speed and accuracy of data collection and reporting. Schneider Electric claims that Resource Advisor is the only available tool being developed equally across the three domains of energy supply, energy demand and sustainability, to help firms reduce costs, consumption and impact.



#### Waterscan

Waterscan's latest project aims to develop its water re-use systems through component innovation and

design to make the technology more feasible for clients in terms of payback, installation and reliability. The Waterscan system now offers design flexibility, a smaller footprint, triple redundancy and low-energy components. The system can produce one cubic metre of water using only 1.5kW/h, saving on both energy consumption and cost.



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# Sustainable Building of the Year

### WINNER GROSVENOR



**Property giant Grosvenor aims to make** a lasting contribution to the multitude of communities that it is active in, placing the environment at the heart of this ethos. Nowhere is that ethos more evident than with 119 Ebury Street - a building project that saw a listed, heritage building transformed into a BREEAM 'Outstanding' array of residential duplexes, utilising a range of low-carbon technologies that significantly reduce the site's environmental footprint.

Grosvenor targeted the building to be the first residential refurbishment of a Grade II-listed building in the UK to achieve the Outstanding rating, which it did in March 2015. The property, which has been refurbished from an old hotel into three residential duplexes, now offers tenants a 46% lower energy bill per annum and a 58% reduced carbon footprint that saves 6.1 tonnes of CO2 each year.

119 Ebury Street now uses 32% less water - equating to 12,000 litres - and sources 10% of its energy from on-site solar photovoltaics, solar thermal generation and a combined heat and power system. An upgraded ventilation systems also provide tenants with improved comfort and health with continuous access to fresh air, while zero toxic materials such as low VOC paints were used during the retrofit.

Selected in a collaboration with Westminster City Council and Historic Building, the project aimed to go beyond existing good practice and was designed to reduce carbon emissions by more than 75% from the property's pre-development stage.



This target is 34 years ahead of the national 80% emissions reduction target established for 2050.

The building was initially selected by Grosvenor to be a research and development project due to the similarities it shares with the nearby 125 Ebury Street building. The development allowed for a direct comparison between the two building performances to truly highlight the benefits of the sustainable retrofit.

The complexity of retrofitting a listed building has seen Grosvenor balance new technologies with existing period features, which have been preserved and enhanced. And the list of built-in sustainability credentials just goes on and on. The building also now incorporates rainwater harvesting and grey water recycling systems that store water at the front of the building, to be pumped into the three apartments.



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Insulation and double-glazed extensions are designed to capture and retain heat during the winter, while shading and ventilation keeps the apartments from overheating in the summer. Mechanical heat ventilation and recovery (MVHR) systems also aid in this aspect.

Certain parts of the building have even been fitted with secondary and triple glazing as well as secondary vacuum glazing. A fully integrated building management system and solar array systems on the roof also boost efficiency. Grosvenor also selected specific waste contractors to arrange twice-weekly food waste collections, which the company hopes to rollout across its estate in the future.

Originally, 119 Ebury Street was in a very poor condition and in dire need of renovation. That Grosvenor and its project partners - which includes David Morley Architects, Grangewood Builders, Thompson Cole, Eight Associates and Perfect Integration amongst others - could bring this into the 21st Century should act as a benchmark for further retrofits and construction projects.

119 Ebury Street was a six-year project, handled with the upmost care by Grosvenor. Sustainability workshops were held throughout the development process to ensure the project was progressing in-line with Grosvenor's sustainability aims. These workshops, alongside tours with leading industry organisations

including the Better Buildings Partnership, UK Green Building Council and the Urban Land Institute, have enabled the retrofit to enhance the specifications of the building, as contractors gained a greater understanding of building management.

A new mansard fourth storey and a rear extension to the ground and lower floors have increased the overall floor space of the building. Pollinator-friendly planting on the balconies and terraces in the garden have also enhanced the biodiversity of the project.

The building will now be subjected to a two-year monitoring period against the similar 125 Ebury Street to allow Grosvenor to obtain and better understand the cost-saving benefits. Due to its role as a research initiative, costs were 30% above the basic specification, but the trial aspect of the project has enabled Grosvenor to realise what technologies can deliver the greatest impact on historic buildings.

119 Ebury Street forms an integral part of the company's energy plan, which aims to reduce carbon emissions by 50% across all directly-managed London estate buildings by 2023, against a 2012 baseline. And it's important to remember that this project is just one of a growing number of green retrofits being overseen by Grosvenor: since 2013, the company has retrofitted 300 homes, saving 1,932 tonnes of carbon equivalent in the process.



### **WHAT THE JUDGES SAID:**

"Grosvenor's 119 Ebury Street retrofit project is a shining example of just how far Grosvenor is willing to go in the name of sustainability, overcoming the complexity of retrofitting a listed property to deliver one of the greenest buildings in the UK."



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# Sustainable Building of the Year Finalists:



### **Canary Wharf Group**

Canary Wharf Group's newest commercial address. One & Five Bank Street is the

largest building of its kind in Europe to achieve a BREEAM 2014 'Outstanding' rating at its design stage - scoring 87.1%. Despite boasting 1,247,761 sq.ft of floor space, the building aims to achieve an A-rated EPC: a 39% reduction in heating/cooling demand and a 55% reduction in water consumption. The building aims to set a precedent for other commercial buildings of similar size by integrating design and sustainability in a positive collaboration between the design team. Canary Wharf and future tenants.

### Honeywell

### **Honeywell Building Solutions**

Peterborough City Council's regional pool - previously the Council's largest energy-

consuming building - has addressed several issues within the facility to improve the pool's energy rating significantly without the need for upfront capital investment. With no major upgrades since the pool's construction in the late 1970's, facilities issues have been addressed within an energy efficiency framework, delivered by Honeywell, and several planned retrofit improvements, the cost of which will be more than covered by the energy savings.



### **Medway Council with Hydrostat**

Energy and environment consultancy Hydrostat has been working with Medway Council to

improve the energy efficiency of all of its operation properties. The Council's flagship Gun Wharf office has seen electricity consumption fall by more than 20% - saving £80,000 a year through the collaborative effort. Initiatives include the installation of a 130kW solar PV array, voltage-reduction devices, LED lighting and staff behaviour change programmes to ensure the building runs more sustainably.



### Wienerberger

The world's largest producer of bricks, Wienerberger, has developed the e4 brick - a

complete housing solution that puts energy and environment at its core - alongside global engineering firm ARUP. It has been designed to support the transition to a low-carbon future whilst meeting the needs of modern life. The concept is a blueprint for sustainable housing and is set to deliver a 60% improvement in the average Dwelling Emissions Rate.

### XCO<sub>2</sub> XC<sub>Q2</sub>

Engineering and environmental specialist firm XCO2 has designed a sustainable schooling

solution for the Himalayas. The Shambhunath Institute Ladakh building is a new school for young Buddhist monks and was designed to have a net-zero impact on global warming in day-today operations. To help achieve this, XCO2 developed a sustainable source for heat and comfort, with solar-generated electricity, hot water and solar stack-driven composite toilets. XCO2 met the challenge of modernising a traditional site whilst keeping the sustainable and cultural lifestyles of those who will utilise the building in mind from stage one of development.





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# Sustainable Transport and Travel

### WINNER VIRGIN ATLANTIC AIRWAYS



From steelworks to aerospace - Virgin Atlantic's five-year partnership with technology provider LanzaTech is about to take off with the production of the world's first batch of low-carbon iet fuel sourced from the industrial waste gases of steel mills. A unique alternative to oft-criticised biofuels, LanzaTech's process converts waste carbon monoxide (CO) gases from heavy industry to produce a sustainable fuel that could deliver at least a 65% reduction in greenhouse gas emissions compared with conventional aviation fuels.

The first batch of fuel produced by LanzaTech amounts to around 1,500 US gallons and brings commercialisation of the process a step closer to reality. The technology works by capturing the CO emissions generated by steel production that would usually be flared into the atmosphere as CO2, or used much less efficiently for heat or power. Once captured, the CO is used to produce low carbon ethanol (or Lanzanol).

This ethanol is then processed through a second stage conversion into a jet fuel that can be used without any changes to aviation infrastructure. Each gallon of ethanol can be converted to produce 0.5 gallons of aviation fuel. The fuel is designed to be freely exchangeable with regular fossil kerosene, so that the same fuel systems and aircraft can be used. This is essential in the aviation industry where infrastructure is shared across various stakeholders.

It is estimated that 1.7 billion metric tonnes of steel is produced globally every year - so LanzaTech's technology



has huge potential. And because the fuel is made of an affordable, plentiful waste stream, it can also be competitively priced. In terms of scaling up the technology. LanzaTech believe its process could be installed on 65% of the world's steel mills, offering potential to provide just under 19% of the world's current fuel demand. Globally, LanzaTech is also working with partners who want to recycle the waste gases from refineries, chemicals plants and other industrial facilities where similar waste feedstocks are available.

Extensive research and development has been undertaken to prove the fuel's viability for commercial use. From 2008 to 2012, LanzaTech ran a pilot facility in New Zealand to validate the process at a throughput rate equivalent to 15,000 US gallons of ethanol per annum. Since 2011, the technology provider has operated three demonstration facilities, two of these producing the equivalent of 100,000 US gallons a year.



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# Sustainable Transport and Travel

In 2014, HSBC joined the partnership and funded the next phase - the conversion of ethanol to jet fuel, producing 1,500 US gallons of Lanzanol-derived jet fuel, and another 2,500 US gallons of jet fuel from purchased ethanol.

Any new aviation fuels must undergo safety and performance testing. The new fuel has passed all initial fit-for-purpose tests, and is now undergoing additional testing with aircraft and engine manufacturers before approval for use in a commercial aircraft. Assuming approval is given, the jet fuel could be used in a non-commercial 'proving flight' in 2017, before going on to be used for routine commercial flights. All data from these testing phases must submitted to the ASTM International committee to obtain the necessary approvals required. Ultimately, LanzaTech hopes to build a commercial jet fuel plant, producing a product that can be sold to airlines.

The project has wider carbon benefits too. By recycling carbon for a second use, this technology reduces the need for drawing more fossil fuels from the ground. And as the process can be

fitted to existing industrial sites, it does not present any land or food competition issues, unlike biofuels. China's Shougang demo plant where LanzaTech's Lanzanol was produced earned Roundtable on Sustainable Biomaterials (RSB) sustainability certification in 2013 - the gold standard independent sustainability scheme for biofuels - and was re-certified in 2015.

As an airline operator, Virgin Atlantic says its number one environmental issue is carbon. It has already established a multi-billion-pound efficient fleet renewal programme and has implemented a number of operational procedures across the business to ensure it is flying as efficiently as possible. The airline believes that low carbon fuels represent the next step-change in carbon reductions for the aviation industry, and as such, many of the company's teams are involved in the LanzaTech fuel development process. The project forms a key part of Virgin's 'Change is in the Air' sustainability programme, demonstrating to staff and stakeholders how the company is taking action to innovate and move forward with its carbon efficiency plans.



## WHAT THE JUDGES SAID:

"The development of low-carbon jet fuel is a highly ambitious and innovative project by Virgin Atlantic. This project has already hit a number of key milestones and it has the potential to have a hugely positive impact on an extremely difficult area of transport emissions."



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# Sustainable Transport and Travel Finalists:



### Elior UK

As one of the UK's leading contract caterers, Elior UK operates more than 650 sites and requires

more than 1,000 deliveries each week between them. Over the past eight years, the company has worked with two key suppliers, Bidvest Foodservice and waste collection provider Olleco to drastically reduce the CO2 emissions created by Elior's operations across the country. Elior reduced the number of deliveries by 10.8% a year on average by introducing multi-temperature trucks after working with Bidvest, allowing frozen, chilled and ambient products to be transported in one truck. The catering company also donates its waste cooking oil to Olleco, to repurpose it as sustainable biofuel. This ongoing commitment has helped the business reduce its carbon footprint by 59% since 2009, saving more than 2,000tCO2e.



### Fleetdrive Electric

Ultra-low emission vehicle (ULEV) leasing firm Fleetdrive Electric has been championing

the uptake of EVs since 2011 for new and existing clients. The introduction of the company's brand new EV Flexi-Lease service has enabled organisations to trial EV's; testing and monitoring them to ensure suitability without long-term financial commitments, as well as providing crucial short-term mobility solutions. The new Flexi-Lease fleet is saving £61,000 and 30.9tCO2e per year and has resulted in numerous companies adopting EV as part of their fleets. This Flexi-Lease programme provides organisations, both public and private sector, with an affordable introduction to ultra-low carbon transport.



#### **HM Revenue & Customs**

HM Revenue & Customs (HMRC) has realised a substantial reduction in its carbon emissions

through promoting more sustainable travel and non-travel initiatives amongst its staff. Over the past six years, HMRC has cut business travel emissions by 35% and business flights by 33%. 1.5 million audio/video conference calls have replaced face-to-face meetings. This project has focused on reducing business travel undertaken by the company's 58,000 employees and travel behaviours associated with delivery of information to customers. The initiative's objectives were to focus on employee emissions and management targets for travel, as well as to reduce paper fleet emissions by maximising e-correspondence for customer communications.



#### Martin Brower UK

The UK's dedicated distribution partner for McDonald's, Martin Brower UK - along with

Olleco, the UK's leading collector of organic waste - has created a recycling initiative that provides a circular solution to its reliance on fossil transport fuel and tackles issues surrounding its treatment of organic waste. The partnership has generated innovative solutions in waste management and manufacturing to create a model for efficiently recycling used cooking oil (UCO) as biodiesel to power its fleets, using no fossil fuel throughout the process. Because of this initiative, the company's UCO feedstock show savings of 88% greenhouse gas emissions versus fossil fuel for every litre of biodiesel. On top of this, Olleco is helping to develop a food wasteto-heat and power solution which brings the savings to 97%.



## **National Express**

Leading transport provider National Express has partnered with sustainable software

company Ecometrica to significantly reduce the carbon intensity of the public transport services it offers. This has been achieved through a combination of cultural commitment to improvement, capital investment and research into new technology taken across National Express's global fleet of more than 27,000 vehicles in seven countries. The company saw reductions of 30,000tCO2e in 2015. In the longer term, National Express aims to set new Science Based Targets to further tackle overall carbon emissions in its transport services.



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# CSR, Charity & Community Initiative

## WINNER CITY HARVEST LONDON



One of the biggest challenges with edible food waste is ensuring its effective redistribution. Getting the right food to the right people at the right time is essential, requiring extensive planning and logistical capability. This is something that City Harvest recognises - its surplus food redistribution model has delivered food for 520,000 meals free of charge to more than 100 community programmes across London, including homeless shelters, soup kitchens and children's schemes.

While London is home to some of the wealthiest people in the world, it is estimated that 27% of the population lives in poverty and faces concerns about hunger, relying on a patchy network of community programmes that often don't have the necessary funding to provide adequate meals.

The impact that City Harvest delivers for such schemes is significant and quantifiable. To date, the charity has saved 224 tonnes of food from landfill, preventing 400tC02e. It has also generated cost savings for the community programmes it delivers food to by £620,000 since its inception in 2014 - money that can be redirected into other essential services such as medical care or job training. One recipient that feeds 250 people each day states that City Harvest delivers more than 20% of the food it requires.

Stakeholder engagement has been key to success - building effective relationships with both food donors and charity recipients is central to City Harvest's approach. Engagement with those organisations who donate food is often driven through staff motivation programmes. For instance, Nando's has implemented



a 'Don't Chuck the Chicken' initiative, enabling City Harvest to collect unsold cooked chickens from many of its restaurants.

Meanwhile, Selfridge's gathers unsold fruits and vegetables from its restaurants and food outlets, and tasks its staff to creatively cook these ingredients into soups and puddings for City Harvest to distribute. The charity also works with food donors through volunteering programmes such as Marks & Spencer's (M&S) 'Spark Something Good' initiative - under this scheme. M&S staff volunteer at City Harvest, which also helps increase their understanding of the importance of food donation.

Recently, the findings of a trial undertaken by City Harvest and M&S, enabling unsold fresh ready meals, meat and fish to be frozen between store closure and midnight to ensure they wouldn't go to waste, were picked up by the Food Standards Agency and other food redistribution experts.



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# CSR, Charity & Community Initiative

The pilot was successful in proving that chilled foods can be safely frozen for redistribution, and in turn, this led to improvements in food safety labelling for such items, helping to increase the volume of surplus fresh food donated and used by the voluntary sector. City Harvest is now imparting this knowledge to other retailers.

The charity believes it has a proven solution for surplus food redistribution. It carried out extensive data mapping to identify its potential reach before officially launching. The charity spent a year identifying and researching every organisation in London that serves meals to vulnerable people, determining the frequency of meals each week, the number of people for each meal and any specific venue dietary requirements. The network map it developed as a result features 500 organisations across the capital.

This research also enabled City Harvest to find ways to deal with the challenges facing food donors such as cultural resistance to donation, concerns about safe food handling, limited storage space for unsold food and restrictive pickup schedules. The charity says that its focus on food safety has become a key

competitive differentiator, and has allowed it to work with various corporate partners including major food retailers.

City Harvest's social values are embedded into its business model, one example being staff recruitment. The charity's co-ordinator slept rough for nine months in London and ate meals at several of the organisations to which the charity now delivers. Another staff member was homeless with four small children and lived in some of the homeless shelters which City Harvest now assists. There are veterans on the team who have had a tough time re-integrating into civilian life. Meanwhile, drivers are often accompanied by ex-offender volunteers to gain work experience required by an ex-offender driving programme the charity supports.

The charity is facing growing demand for its services both within the UK and abroad, and there are now potential plans to launch in Stockholm and Chicago. As City Harvest continues to develop systems to increase the efficiency of its operation, it plans to share this knowledge with food rescue organisations around the world.



## **WHAT THE JUDGES SAID:**

"City Harvest has delivered a highly transferable initiative with validated success. The work that the charity has done to tackle food waste in the capital is incredible - as underlined by the growing demand for its services internationally."



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# CSR, Charity & Community Initiative Finalists:

## **ARM**

The world's leading semiconductor intellectual property supplier ARM has embraced the UN Sustainable

Development Goals, scaling up its impact through 175 different CSR partners. Throughout 2015, ARM estimates that it had a positive impact on more than 300,000 people via its sustainable development partnerships. The business continues to look for innovative organisations that reach the world's poorest communities, specifically by improving access to healthcare and education. Flagship partnerships covered in this project include the Global STEM Alliance, UNICEF, Literacy Bridge, The Princes Trust and Simprints. ARM recently achieved 74% in the Dow Jones Sustainability Index, demonstrating the strength of its CSR approach.

# living water

### **Northumbrian Water Group**

Durham-based Northumbrian Water Group has set up the Branch Out fund in direct response to how

it would help build resilience and adapt to the effects of a changing climate whilst bringing benefits to water, wildlife and communities. The Branch Out fund is open to organisations, community groups and individuals from the public, private, voluntary and education sectors. To date, £253,000 has been awarded to 58 projects, leveraging 12 times that amount in additional grant money for extra support. The success of Branch Out has led the group to be the only water company in the world to be listed by Ethisphere as one of the world's most ethical companies retaining its position on the list in 2016 for the sixth year running.



In December 2014 SITA established an initiative called the 'SITA Air Transport Community

Foundation'. The project brings IT equipment and education opportunities to young people in Africa. In started in Ethiopia, Uganda and South Africa in 2015, and was extended to include Zimbabwe in 2016. So far it have helped around 10,000 students (from primary to tertiary learning, as well as young entrepreneurs) with access to IT and education, implemented 36 computer suites and fitted 6 with solar power, supported teachers with essential training and skills, and most importantly made a real difference in young lives.



## **Total Gas & Power**

Leading energy supplier to commercial customers Total Gas and Power has forged a partnership with

the newly-formed charity BECSLink and the Tim Henman Foundation. The partnership aims to help young people who have been excluded from society to raise their aspirations, learn new skills and uncover their talents. This programme is delivering better outcomes at lower costs, ultimately having a large impact on the lives of deserving young people nationwide. For Total Gas and Power, the partnership with BECSLink builds on its long association with charities that are dedicated to supporting the next generation through education.



### **VINCI Facilities**

UK facilities management and building maintenance provider VINCI Facilities entered a landmark, 10-year contract to provide facility management services to Peabody's housing estates across London. This represents the largest social initiative VINCI has ever undertaken, investing more than £150,000 over three years into developing its new Reading From The Start (RTFS) programme - an early intervention literacy programme designed to stop illiteracy in its tracks. As of 2016, the programme has helped more than 400 children and 320 parents over the past three years. RTFS provides young children with a free book every month and encourages participating families to join interactive book club sessions and activities at its estates.



### Willmott Dixon

Independent construction and property services firm Willmott Dixon Group has used the Willmott

Dixon Foundation to set the direction for community activities within the Group. The Foundation will monitor, measure and report the company's performance and promote community cohesion, focusing specifically on young people. The total value of its 2015 community services equates to £2.5m. The Group exceeded its initial 14% target to enhance the life-chances of 30,000 young people. Wilmott Dixon's community investment work is building the business whilst making a positive difference to people's lives, improving relationships, raising reputation and engaging employees.



### **Yorkshire Water Services**

In 2013, Yorkshire Water signed a five-year partnership with WaterAid to raise £1m in support

of 20 towns in Ethiopia. The water supplier's Big Wish for Ethiopia campaign strives to deliver safer water, sanitation and hygiene education to those less fortunate. The strategic focus highlights customers, education, fundraising, volunteering, influencing and capacity building. In this collaborative effort, Yorkshire Water aims to influence change in the political arena; up-skill water practitioners in developing countries and raise awareness of water poverty. The campaign will also focus on educating customers and influencing stakeholders on the challenges faced by millions.



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# Sustainability/CSR Manager of the Year

## WINNER KRISTINA JACKSON, ISS FACILITY SERVICES

At just 25 years of age, Kristina Jackson is a rising star on the sustainability circuit. She has been working on one of the most environmentally-focused projects in the banking sector, the ISS Royal Bank of Scotland (RBS) contract, where she manages resources across 2,156 of the bank's UK sites as part of focused push to achieve zero waste to landfill by 2020.

Kristina's role is unique as she works for ISS, but sits within the RBS sustainability team. This means RBS employees see Kristina as a colleague before a contractor, enabling more effective collaboration and knowledge sharing. She works closely with the target lead for waste within RBS, working on a variety of projects to reduce waste.

Given the vast size of the RBS estate. Kristina undertook some initial data mapping and developed a strategy that identified existing waste streams, their collection/disposal method, together with plans to improve segregation so that more materials could be recycled. All projects were based on cost saving opportunities that would benefit the bank. Specific data-driven measures were put in place. These included strengthening supply partner relationships, improving loading bay spaces for waste segregation and effective waste management through the use or removal of compactors.

Big data is held on every waste container and is utilised by the team to identify project progress and forecasts of cost savings. Regular monitoring and reporting has been crucial for Kristina to show the benefit of the projects implemented - for example, recording the carbon miles for compactors



and deliveries, and how this has changed with their removal. At present, ISS estimates it has helped RBS remove 1.7 tonnes of carbon from a reduction of 4.000km.

All projects implemented take into account the lifecycle of waste - who generates it, how it is moved around, and where it is disposed. This ensures the best environmental option is realised for all waste streams in terms of moving up the waste hierarchy.

Health and safety has been a key focus. Four waste compactors were removed to reduce the risk of harm caused by machinery on site. Waste collections and containers were optimised to reduce the number of vehicles on site and in loading bay areas - as part of this. Kristina worked with waste contractors to shift waste collections. to out of work hours. Employee wellbeing is factored in wherever possible.



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Kristina spotted an opportunity that resulted in a 'triple win' by providing reusable water bottles to staff. This not only reduced the use of disposable cups, but encouraged employees to hydrate more.

Making a difference at local level has also been critical. At the bank's smaller sites, organic waste disposal is up and running, helping to foster a culture of self-sufficiency. By installing composting bins in unused green spaces, this has transformed barren land into a vibrant area for growing herbs and other plants that can be used by on-site chefs. It also enables staff to engage with a fully circular process from disposal back to the plate.

Kristina is mindful of the importance of stakeholder engagement at a strategic level. For example, publishing figures on tonnes of carbon saved is meaningless until placed in the relatable context of kettles boiled for tea. Using tactics like this has been invaluable, as has using comparison information to show how projects have been successfully implemented before. This helps prove what activities are possible.

In working hard to gain the trust and interest of stakeholders, both internal and external. Kristina has been able to build on these relationships. Through partnering with start-up businesses, environmental enterprises and waste contractors, she has established a robust and resilient supply chain that supports the RBS portfolio. Strong supplier backing means Kristina is able implement sustainability projects more efficiently and effectively on the contract.

Sharing information to raise awareness and effect meaningful behaviour change has been championed as a key contributor towards meeting RBS' sustainability objectives. An example here has been educating staff about the negative environmental impact of hand towels in washrooms - this has encouraged greater use of the hand dryers. As RBS looks to replace more hand towels with dryers in its washroom facilities, it's estimated this could remove 315 tonnes of waste each year from the estate.

Kristina's impact has been nothing short of remarkable, and can be illustrated by the fact that she won the RBS 'Top Banana' high-achiever award for her contribution to improving efficiencies across the bank's entire portfolio.



## WHAT THE JUDGES SAID:

"Kristina's positive impact in such a relatively short space of time has been truly remarkable. She has demonstrated that taking a big-picture approach to sustainability can help to drive engagement, deliver clear results and achieve social good."



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# Sustainability/CSR Manager of the Year Finalists:



**Helene Carpentier** ISS Facility Services

Helene Carpentier is a passionate and talented ISS sustainability manager at Heathrow Airport who has been instrumental in delivering a world-class sustainability project at the Queen's Terminal. Focused on the implementation of a best-in-class sustainability strategy, Helene helped to increase the recycling rate of Heathrow's Terminal 2 up to 75%. Her efforts were not only recognised within ISS as exemplary, but Helen is now considered a crucial element of Heathrow recently achieving four Carbon Trust Standards, making it the first airport - and only the fifth business ever - to hold these accreditations. Helene's efforts have been instrumental in helping Heathrow in its bid to become a world class green transport hub.

James McMorrow is the Senior HSEQS manager for the Angelia Route Collaboration, (ARC), a joint Network Rail and VolkerFitzpatrick framework delivering a portfolio of rail renewals and multi-discipline enhancements in the Angelia Region for the five-year period 2014-2019. During this period, James has been developing an all-encompassing sustainability package that has evolved from the collaboration's everyday reportable objectives to also capture other medium and long-term goals that can be measured and improved. Under the collective banner of LIFE (Lead-Innovate-Futureproof-Evolve), this new initiative is already reaping rewards that have been adopted.



**James McMorrow** 





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# Water Management

## **WINNER ADNAMS**



## As a brewer and distiller, Suffolk-based Adnams is heavily reliant on water, which is at the forefront of the firm's resilience planning.

In May 2016, Adnams became the first UK brewer to complete a full lifecycle analysis of its water use, consumption and depletion of its bottled beers. This analysis stretched from growing the grain through to washing the glass. As a result, water quantity and quality focus points can be identified across the supply and demand chains to create more sustainable products. The project was completed with consultancy help from local institution University of East Anglia. The work therefore involved collaboration and commitment from both sides, with Adnams' environmental manager committing significant time to the project. Prior research involved mapping out the specific lifecycle stages of the product and understanding how these differ for different products and product types. Adnams also undertook an extensive exercise to calculate a mass balance of resource use across the manufacturing process.

This project follows on from a similar carbon lifecycle assessment undertaken by Adnams in 2013 which enabled the company to save more than 1,000tCO2e with a payback of less than one year, while improving brand reputation. Neither lifecycle assessment project was able to articulate the likely savings in advance, but Adnams' approach to environmental management and results in these areas gave the company enough confidence to embark on new, more ambitious projects. As a forward-thinking, familyrun business, Adnams is able to look beyond short-term financial paybacks - the company has set no minimum



payback threshold and looks beyond financial savings to include environmental and social benefits that come with investment. This has, in turn, created quality products, consumer loyalty and business resilience.

With the water analysis, Adnams followed ISO's new 14046 guidelines, meaning it identified numerous impact values, including water use, consumption, depletion and quality. This was supported by several explanatory briefings and "what-if" discussions. Crucially, Adnams realised that, unlike carbon, water use isn't necessarily detrimental: it all really depends on how much is used; where and when it is used, and in what location and condition it is returned. This is why the company looked at three different types of quantitative impact to give a full picture to work with.



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# Water Management

The project was delivered on time and on budget. The outcomes of the project are now being used to further business resilience against water scarcity and water quality impacts. Adnams has already identified the trends to prioritise for further investigation. Some of the results were as expected, such as the manufacturing of the glass bottle as the most intense water user (at over 50%.) This owes to the use of soda ash in glass production and was the same as within the group's carbon lifecycle work. From these investigations, Adnams has already gone through a second round of light-weighting glass beer bottles, making the firm a market-leader in this area and generating significant and comprehensive environmental improvements.

Some of the other results of this project were not as expected, including the minimal water use, consumption and depletion from the barley growing phase (though they pose water quality issues). It was also identified that the Adnams brewery itself accounts for less than 1% of the total water footprint because of the re-use system that has been set up and Adnams' ability to provide spent grain as animal feed. This is testament to the company's previous work in this area and underlines the importance of supply chain relationships.

The successful light-weighting of the glass beer bottles, which was identified as a priority for both the carbon and water lifecycle work, is now being followed across the brewing industry. With the first round of light-weighting undertaken in 2007, Adnams created the industry-leading 500ml branded glass bottle, which was the first under 300g. From this, the rest of the industry seemingly followed suit moving to a similar lightweight bottle. The second round of light-weighting brought the weight down to just 280g, to once again become the lightest 500ml branded premium ale bottle, which Adnams hopes will further influence the rest of the industry once more.

In a broader context, the brewer has consistently had a production ratio of around three pints of water being used for every pint of beer produced. This has been industry leading for many years now, and Adnams strives to improve it further every year. Adnams has invited other brewers to make use of its carbon footprinting methodology and the same will be true of the water project once it has concluded.



## WHAT THE JUDGES SAID:

"Adnams is a sustainability leader through and through, and with this project the brewer has proved that resource efficiency can have a huge impact on a company's direct and indirect operations, and can often generate some surprising additional results."



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# Water Management Finalists:



### **Global Action Plan**

Independent environmental charity Global Action Plan has launched Water Explorer, a

web-based education programme inspiring eight to 14-year-olds to learn about water issues and develop the confidence to act on them. Funded by a grant from the HSBC Water programme, Water Explorer is available in 11 countries making it a uniquely largescale, collaborative education initiative. Children are encouraged to consider their relationship with water at home, school and abroad through completing a series of online challenges. To date, the programme has been accessed by 46,000 children, educating and promoting them to actively tackle a pressing global issue.



### **Heathrow Airport**

management programme, which has included collecting two billion litres of water per year to be released into local waterways. Whilst being reliant on large quantities of water across its operations, Heathrow has introduced many innovative measures

Heathrow has conducted a holistic water

to effectively manage its water use. These measures include sourcing water from boreholes underneath the Airport, installing real-time water monitoring systems and introducing a closed-loop integrated technology that treats de-icer from the airport and removes seven million tonnes of organic pollution per day for re-use. The amount of water recovered from this process equates to serving 130,000 customers a day.



### Honeywell

Commercial and consumer product manufacturer Honeywell has turned to tackling water pollution in the state of Telangana, India - home to one of the company's global technological centres and more than 900

employees. Honeywell reports that 70% of the region's surface water is currently contaminated. Honeywell Hometown Solutions. the company's corporate citizenship initiative, has engaged with NGO Safe Water Network India to quickly mobilise a safe-waterdelivery strategy for the region. Results have included funding 25 'iJal' stations (water purification, skills training, remote monitoring and distribution centres) that supply safe water to more than 94,000 people in the region.



## **Northumbrian Water Group**

Water provider Northumbrian Water has launched Every Drop Counts, its largest water-

savings campaign which operates across the UK. The campaign offers customers a chance to participate in various water-saving initiatives taking place within their regions. The provider uses targeted advertising and community-based marketing to ensure maximum participation. In 2016, the water company has contacted 25,000 domestic and 1,700 non-domestic customers as part of its water savings campaign. On average, the 7,794 participating households are saving 20.5 litres per year and businesses are saving a total of 10.9 million litres per year.



#### Southern Water

Southern Water is pursuing collaborative efforts to raise awareness regarding water efficiency

- educating future customers about water and the environment. Southern Water has worked closely with schools and local authorities to teach students about water efficiency. One of the projects involved asking students to record household water use in their own homes and report back ways in which they could reduce water consumption. The company is also now working with the Green Alliance, a charity that works with leaders in business, politics and NGOs to stimulate debate on environmental policy.



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# SME Consultancy of the Year

## WINNER SIMPLY SUSTAINABLE



Being told you're a pleasure to work with not only increases the chance of repeat business, but often secures new business through word-of-mouth. No surprise then that 'Be a pleasure to work with' is one of Simply Sustainable's values differentiators - a value that has undoubtedly helped it become the one of the UK's fastest growing sustainability consultancies.

According to Simply Sustainable, 100% of its clients not only would recommend them to a colleague, but continue to engage with them year after year. The company puts this down its dependable yet agile results-drive approach - being a smaller consultancy means it is able to adapt quickly, not only to client demands but to changing market trends and dynamics.

The Hertfordshire-based company works with various large corporations on a long-term basis, including EE, Costa Express and Manchester Airport Group. Projects include achieving the ISO14001 sustainability standard for Costa Express - when the project began in 2012, there was no environment strategy nor related targets embedded within the company. Measures were applied across the whole business and Costa were awarded certification in August 2016.

With EE, Simply Sustainable helped the mobile network operator implement a framework for improving sustainability, underpinned by robust CSR governance structures, following a low score in a private benchmarking exercise. Two years later, when EE undertook the benchmarking exercise again, it came out as a leader in its sector.



And over the past four years, the consultancy has been working with Manchester Airport Group to make its CSR reporting more accessible and transparent. The client says Simply Sustainable has not only helped to improve the effectiveness and focus of its sustainability reports, but helped it improve transparency by more clearly defining its material issues. Over time, this approach led to Manchester Airport Group being one of three companies in the UK to publish its gender pay gap.

Simply Sustainable places great emphasis on going beyond best practice, and employs creative problem-solving by identify solutions from outside of its profession. It also has close links with the University of East Anglia and Exeter University, where it can gain insight into the latest thinking. Keeping abreast of megatrends and disruptive technologies, for example, can result in transferable ideas and enables the company to challenge



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# SME Consultancy of the Year

its clients in beneficial ways, to spark opportunities around innovation. This level of innovation extends to the third sector as well. Recognising that many charities need to do more to be accountable to their stakeholders, the company is working with various organisations to develop a responsible charity benchmark. This benchmark will offer a guarantee to donors that the charity is a responsible organisation that can withhold any external scrutiny and does its best for the causes it supports.

Outside of its immediate client base, Simply Sustainable is involved in extensive knowledge-sharing. It founded a northern CSR Club, offering support to its Northern peers. The purpose of the network is to foster high level dialogue and share innovative thinking through topical bi-monthly breakfast meetings covering issues such as modern slavery, the Sustainable Development Goals, and Brexit. Attendees have expressed that the club has plugged a gap which had been missing in the region.

Gender and equality issues are an importance focus for the consultancy, which is a certified Women Owned Enterprise. Chief executive Nicola Stopps is a passionate supporter of

women within the industry and regularly hosts networking events to support career development. She also runs an 'Empowering Women into Energy and Environment' networking group in London and was chosen to be part of Dell's Women's Entrepreneur Network Summit in Cape Town in 2016, where she shared her knowledge of sustainability to an international audience.

Stopps has also developed an alternative internal operational model, whereby the company is built around a virtual office to ensure carbon footprint is kept at a minimum. All staff contracts are based around flexible working, specifying a number of hours per week rather than specific working hours. This level of remote working means employees don't need commute into an office, and the wider impact of not using a large central office space involving lighting, heating and other facilities means the company saves an estimated 1,319 kg CO2 per year.

As the business grows, the aspiration is to develop a network of Simply Sustainable consultants who are field-based and only travel for meetings. The ethos of the company is not just to go the extra mile for its customers, but to have a healthy work-life balance.



## **WHAT THE JUDGES SAID:**

"Simply Sustainable is a rising star of the consultancy world, always going the extra mile for its clients, as exemplified by its impressive levels of repeat business."



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# SME Consultancy of the Year Finalists:



### Almach Energy

Almach Energy is the first UK energy consultancy to buy exclusively 100% renewable energy. The company

has successfully migrated more than 670 sites to renewable energy supply contracts during 2016, reducing 8,633tCO2e across its clients. The consultancy has had a wealth of experience in commodities-buying and wants to apply this knowledge to develop smarter procurement strategies to offset the higher cost of renewable energy. The firm's aim is to move as many businesses as possible into renewable energy contracts, helping create demand for renewables, support the development of new technologies and enhance its client's purchasing power.



#### **Carbon Clear**

Carbon Clear is a provider of carbon management, sustainability. CSR and energy support services.

The company provides this comprehensive range of services to measure, report, manage and reduce environmental impacts. With operations in London, USA, Spain, Turkey and India, the firm prides itself on driving commercial benefit from management of carbon and overall sustainability. Carbon Clear's role is to design, build and operate intelligent sustainability solutions to address business challenges, and this process involves designing programmes and building and operating systems to reduce impacts and communicate objectives and achievements to stakeholders. Carbon Clear works with 13 of the FTSE 100 and a further 10 Global 500 and Fortune 500 companies, giving it a broad insight into the sustainability challenges faced by some of the world's largest businesses.



## **Eight Associates**

Eight Associates has provided BREEAM certifications for more than 500 buildings over the past eight

vears, including the UK's first 'Outstanding' listed building, 119 Ebury Street. Other projects include designing an innovative, tailor-made assessment system for an international premium retail brand, launching new 'building physics' services to help clients achieve and surpass energy goals, and increasing industry awareness and standards by creating free sustainability tools - including an ecological survey calendar, U-value calculator and a tree root protection area calculator.



### **Energise**

Bedfordshire-based energy efficiency and carbon compliance service provider Energise has been

built from the ground up, supporting clients as a partner in achieving energy and carbon goals. The firm has acted as a partner to its clients to support them through a myriad of energy conservation and carbon compliance challenges. Energise takes a customer-focused approach, making many of its solutions bespoke to its clients and setting standards high, driving towards best practice. Because of this, Energise has achieved a 100% pass rate from around 50 external compliance or assurance audits, and has gained ISO 50001 and EN16247.



### **Epi Consulting**

Epi Consulting supports supply chain transformation by demonstrating that sustainability delivers quantifiable bottom-line business benefits

as well as sustainability results. Its case-study-based approach is delivered via innovative, online and highly-scalable sustainability benchmarking and supplier development tools. It's Sustainability Assessor tool aims to engage suppliers on best practice, delivering benchmark assessment and providing an action plan for improvement. The firm achieves lasting change within suppliers as it moves supply chain sustainability from a risk management and compliance activity to a business improvement activity, demonstrating how best practice sustainability enables organisations to meet their business goals.



### **Greengage Environmental**

Greengage Environmental is an environmental consultancy firm that basis its work on a deep

understanding of built, natural and social environments. Greengage works in partnership with its clients which range from charities to real estate investors in an innovative, cost-effective and no-nonsense approach. The consultancy offers CIBSE assessments, BREEAM and LEED accredited professionals and consultation regarding general CSR and ecological standards. It offers high quality, relevant, timely and best practice advice to its clients on integrating sustainability in their businesses and has helped them meet a range of drivers. demonstrating improved efficiency, resilience and value.



## Syzygy Renewables Limited

Syzygy provides commercial property owners and occupiers with specialist advice on generating

embedded renewable energy, as well as managing the delivery of bespoke projects across a range of industry sectors and technologies. Syzyay believes that embedded generation is the crucial next stage in renewable energy development and reducing the carbon footprint of the property sector. Syzygy has advised clients on more than 2,000 real estate assets; advised Northern Rail on generating renewable energy across 500+ stations; managed the installation of a 2.5MW solar array at Southend Airport; and project-managed more than 130 generation schemes.



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# Large Consultancy of the Year

## WINNER **AMFRESCO**



**Energy management challenges always come** with a degree of risk, but Ameresco's approach as an energy consultancy is to share that risk with its clients, and offer support throughout the lifetime of a project. The performancerelated contracts it offers customers means that Ameresco has an active stake in any energy investment made, and will strive to meet and exceed any stated service-related goals.

Ameresco not only takes a supplier-neutral approach, but regularly tests manufacturers' claims to ensure they are correct by undertaking live technical trials on different solutions such as refrigeration controllers and condenser coatings. The company also places a lot of emphasis on innovation to maximise any opportunity for sustainable improvement.

It worked, for instance, with a national retailer to devise a waste heat reclaim system from development through implementation to continuous measurement. By integrating various processes and technologies, significant amounts of waste energy were recovered for use in the store's heating system. This not only reduced annual gas consumption by 92%, but saved 174 tonnes of CO2, Ameresco also ensured that the solution could be easily replicated across the retailer's other stores with no disruption to trading.

Having expertise across a wide range of technologies means Ameresco has built up extensive knowledge of energy markets, enabling it deliver services that exceed client expectations. The results are impressive. Working with three separate international retailers, the company rolled out a



series of lighting and air conditioning incremental upgrades across more than 400 stores, resulting in a reduction of 80,000tCO2e a year.

Client buy-in is also essential. At a prime manufacturing location for a NASDAQ 100 food and beverage firm, Ameresco instigated a five-day brainstorming 'Energy Focus' course to educate and engage a cross-section of staff to source ideas for implementation. This inclusive exercise enabled the client to develop 75 projects which are all being progressed and have the potential to save 4,909tCO2e annually. The model is now being rolled out across other UK and international sites.

Increasingly, the company recognises the importance of taking an integrated approach and has diversified its service offering to reflect that.



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It recently helped a client in the water sector negotiate a 20-year Power Services Agreement, integrating renewable on-site generation and demand-side response into procurement. Given the complexity of these type of contracts, only a handful have been successfully negotiated in the industry to date.

Given that many of Ameresco's clients are multi-nationals involving multiple stakeholders, the level of decision-making can be complex and multi-tiered. The company looks to understand the culture of each client it works with to offer a tailored approach, presenting opportunities in a way that makes the business case easy to understand.

With a mission to be the 'trusted sustainability partner', Ameresco looks to set the industry bar in terms of standards and best practice. It was the first energy consultancy to become a member of the Institute of Customer Service (ICS) and achieved an overall score of 89.2 out of 100 in an ICS survey, which represents a world class service to customers. The company is now working towards obtaining the ICS Service Mark accreditation for excellence in customer service.

It is also one of a select group of consultancies involved in the Carbon and Energy Fund Framework, helping to preserve learnings from Energy Performance Contract

(EPC)-type projects and large-scale procurement activities which would otherwise be lost, and one of only two energy consultancies to have submitted a voluntary notification of compliance for the UK Government's Energy Savings Opportunity Scheme (ESOS). Subject to an internal review, it is aiming to use the results of the ESOS audit as part of its energy reduction strategy.

Internally, the company is working hard to minimise its own environmental impacts. As a services-based specialist, a large proportion of carbon footprint relates to travel. At Ameresco's central London office, none of the staff commute by car. When travel is necessary, use of public transport is prioritised and if car hire is necessary, the company's policy is to use only the most fuel-efficient vehicle available and factor this into the costs.

The company's sustainability committee is also closely involved in developing a corporation-wide energy reduction strategy. Under this, all offices will be required to report their energy consumption to a central energy portal on a monthly basis. The best-performing sites will be highlighted and benchmarked for other sites that still have room for improvement. The appointment of a rolling monthly energy champion, tasked with beating last month's performance, will help support this at ground level.



## **WHAT THE JUDGES SAID:**

"Ameresco represents everything a business needs in a consultant to help develop and deliver comprehensive sustainability strategies. And the organisation is leading by example, having worked hard to minimise its own environmental impacts as well as others."



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# Large Consultancy of the Year Finalists:

# **AECOM**

### **AECOM**

American multinational engineering firm AECOM aims to provide solutions, deliver infrastructure

and design cities that can flourish in a world constrained by land availability, resources and capital. AECOM's recent projects highlight a shift towards a circular economy approach, limiting drawdown on vital natural resources and helping clients work with nature and valuing the natural capital on which society and economies depend. AECOM designs for resilience against a changing climate through low-carbon development, better water stewardship and energy efficiency. AECOM works at many levels in organisations and across all stages of project life-cycles: advising on corporate strategy and public policy as well as engaging in engineering design, through to end-of-life and re-purposing assets.



## **Corporate Citizenship**

Corporate Citizenship is a global management consultancy specialising in sustainability and

corporate responsibility. Following rapid expansion in recent years, the firm now has locations in London, Melbourne, New York, San Fransisco, Santiago and Singapore. Corporate Citizenship works with clients at both a global and local level to achieve their commitments to responsible business practices. The firm offers 20+ years of experience and a team of more than 45 people, each with their own expertise and many with in-house experience. Corporate Citizenship boasts a high customer satisfaction score, with 40% of its current clients being with the firm for three years or more.



#### **DNV GL**

DNV GL is a world-leading classification society. In order to advance its goal of transitioning to a safe and sustainable future, it invests 5% of

its annual revenue into research and innovation, all in areas related to the transition to a global sustainable economy. DNV GL seeks to create social, environmental and economic value for its clients over the long-term. DNV GL is looking for smarter solutions that can help to improve customers' businesses and their impacts on society. A consortium of the DNV was appointed by the nowdefunct Department of Energy and Climate Change (DECC) and Department for Business, Innovation and Skills (BIS) to produce a decarbonisation and energy efficiency roadmap for each highenergy intensity UK sector.



#### Mott MacDonald

Mott MacDonald is a global engineering, management and development consultancy firm

that is committed to opening opportunities through connected thinking. This includes committing to sustainable development and providing value for the communities in which the company works. The firm has worked to achieve both internal and external commitments to sustainability, focusing on smart technologies, climate resilience, urbanisation, low-carbon solutions and technology to be connected. The expertise within the company allows each project to be tailored to client requirements, allowing them to be sure that they are getting the best-in-class on issues they identify as key.





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# Sustainable Business of the Year

## WINNER **INTERFACE**

**Interface**®

Global carpet tile manufacturer Interface was one of the earlier adopters of the CSR movement. The company agreed to a public commitment in 1994 to become wholly sustainable by 2020 through Mission Zero - an initiative that has become revered among the sustainability community.

With just four years left to run on Mission Zero, Interface has delivered a series of truly ground-breaking initiatives, ranging from the collaborative Net-Works supply chain project to training around 150 employees on sustainable business practices. Recent achievements include operating with 94% renewable energy; reducing greenhouse gas emissions in its European manufacturing facilities by 98% against a 1996 baseline; cutting water use by 98% and achieving zero-waste to landfill in those European facilities.

Mission Zero has seemingly inspired every aspect of the organisation, embedding itself at the heart of all corporate decisions that now consider the environment alongside people, process, products, places and profits. Since Mission Zero's inception, Interface has served to highlight the business case for sustainability time and time again, generating annual net savings of €7.6m across EMEA operations thanks to a huge range of low-carbon, resourceefficient improvements.

A proactive approach to sustainability has seen Interface overhaul its sourcing of raw materials, revamp design processes to account for Life Cycle Assessments (LCA)



and introduce new measures to manage the end-of-life of Interface products. Since 2000, Interface has been using LCAs to measure product impact on the environment, which has led to the introduction of some of the company's most celebrated innovations - among which is Net-Works.

Established in 2012 in partnership with the Zoological Society London (ZSL), Net-Works has placed 14 discarded fishing net collection hubs across the Philippines and Cameroon to create an ongoing supply of 100% recycled yarn to be used in Interface's carpet tiles. Net-Works supports more than 55,000 local people and has collected 100,000kg of nets no longer wasting away in oceans. The products deriving from these nets also have a substantially lower carbon footprint. In 1996, the average CO2 footprint for an Interface product was around 20kg/m2. Today, these footprints have shrunk to 6.8kg.



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# Sustainable Business of the Year

Last year, the company introduced Microsfera, which has produced the smallest carbon footprint of any carpet tile in the world at 3kg/m2. The Microsfera was created using LCAs and Environmental Product Declarations (EPDs) as key methods to benchmark the products impact. These initiatives have been key to Interface creating a truly restorative loop in which sustainable business is the strategy.

Sustainability is embedded at Interface to the point where the global innovation and sustainability teams now lead the measuring and reporting processes conducted by each department. This centralised leadership from the sustainability team has seen engineers source new solutions to produce less waste in the Netherlands, contributing to the zero-waste achievement.

So, what's next for a company that is already doing so much in the sustainability space? Having led the business-driven sustainability movement for some time, Interface is now introducing even more bold and ambitious steps to ramp-up its commitment to environmental protection - the company recently announced its Climate Take Back scheme, with the daring aim "to reverse climate change".

Climate Take Back encompasses four key objectives to have a zero impact on the world; change attitudes towards carbon and sequester the molecule positively; utilise Biomimicry to run factories as forests; and re-write how businesses collaborate across supply chains and industries. The ambitious plan reflects Interface's willingness to continuously push boundaries. The company will spend

the next year consulting with experts and sustainability leaders to create metrics, targets and timetables for each of the four commitments.

Climate Take Back will cascade well-beyond Interface's operations, and the company has made moves to engage with suppliers early on. All of Interface's suppliers have been challenged to create circular, alternative materials with 100% recycled or bio-based content. Currently, Interface's portfolio contains 50% recycled or bio-based components.

The new commitment will see Interface reach-out to other companies to share its knowledge as a sustainability leader. The company has constructed an array of networking platforms that connect like-minded global leaders who are striving to implement solutions tailored towards sustainability.

Interface's EMEA chief executive Rob Boogaard has made his presence known, acting as president or member across numerous advocacy groups including the Clinton Global Initiative (CGI) and the Prince Charles Corporate Leaders Group.

The fact that the company's chief executive is engaging on this subject with such passion further strengthens Interface's ability to get new sustainability initiatives into the boardroom. With key management on-board, Interface had been able to ignite the belief of staff members, who are in turn encouraged to share insight across academia lectures and industry events.



## WHAT THE JUDGES SAID:

"Interface would be forgiven for resting on its laurels when it comes to sustainable business, but with Climate Take Back the manufacturer has taken the concept of CSR to a whole new level, demonstrating that there is no obstacle too great to tackle the global challenge of climate change."



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# Sustainable Business of the Year Finalists:



### **AccorHotels**

AccorHotels' PLANET 21 sustainable development strategy has helped the hotel chain achieve

numerous sustainability targets over the years, from water and energy consumption reductions to global reforestation projects. In April 2016, the group refreshed its commitments for the period up to 2020. These new targets will see the group strive for even greater engagement from its employees, guests, suppliers and partners to realise a wide range of goals including reducing food waste by 30%. Targets already achieved include an 8.4% reduction in water consumption: a 5.3% reduction in energy consumption, and a 6.2% reduction in CO2 emissions.



#### **Adnams**

UK-based brewer Adnams has incorporated sustainability into its core operations, aiming to

innovate and drive down energy and water use, despite both being crucial to its business. The brewer considers carbon, water, waste, biodiversity and the full lifecycle of its products - from growing barely to washing glasses in its business. The company has conducted full carbon and water lifecycle assessments of all of its beers and has introduced an electric van fleet to minimise transport emissions. These commitments have led to impressive results, including recycling 90% of materials used in its cans.



## **Anglia Ruskin University**

Anglia Ruskin University has introduced both staff and student education schemes that focus on

bringing a better understanding of sustainable values and how to apply them throughout their current and future lives. The University has established four programmes to manage and promote sustainability in its research, teaching, estates and students. Also, the University has maintained its ISO 14001 standard, cut emissions expenditure by 33% as part of its carbon reduction commitment, introduced a new combined heat and power scheme and rolled out LED lighting across the campus. Additionally, Anglia Ruskin has saved more than £250,000 annually from energy savings and procurement.



#### Interserve

Construction, equipment and facility solutions firm Interserve has been acting on a broad range of issues

from improving wellbeing to waste diversion as part of its businesswide SustainAbilities programme over the past three years. Interserve has reduced its overall fuel use by 10% by investing in energy efficiency and other innovative techniques and has cut a total of 45,000 tonnes of construction waste. Over the past year, Interserve also supported 7.000 young people on apprenticeship programmes and assisted 16,000 people into sustained employment. The company has aimed to incorporate sustainability into the core of its operations in a move that Interserve now refers to as its "business-as-usual" approach.



## John Hogg Operational

John Hogg Operational (JHO) has established a new ambitious action plan. Over the past few years.

JHO has invested £1.2m in energy management, energy efficiency and on-site renewable energy generation; achieved 100% renewable heat and electricity provision, cut more than 2,300tCO2e per year and started staff sustainability training initiatives. Additionally, the financial savings from sustainable technology and energy management solutions have laid the groundwork for further cost reductions, business growth and energy management projects going forward. The company is also looking to reduce risk perception in the future and set a standard to inspire other businesses to follow in its footsteps.



### **Larkfleet Group**

Lincolnshire-based building, investment and developer group Larkfleet has undergone a new

corporate mission to produce high-quality sustainable developments using innovative technology and construction methods to exceed customer expectations. The Group is investing heavily in research and development in areas such as sustainable building design and construction and the development of renewable energy sources. These new developments include a prototype sustainable housing solution and a solar PV car port. Larkfleet is also aiming to expand its corporate mission to tackle social, economic and community issues.



#### McNicholas Construction Services

McNicholas Construction Services' new sustainability programme. Our World, aims to make sustainability

more communicable, human and accessible to everyone. The programme is focusing on educating at a team-level rather than an executive-level. McNicholas is working on developing toolkits, online platforms, training programmes and workshops to help push the sustainability agenda throughout its operations. New sustainability targets have been set, including the goal of reducing 100gCO2/km from company fleets by 2020. This year has also seen McNicholas awarded with a CEMARS gold certificate to recognise emissions reductions over six years and the introduction of several external community projects, including working with Groundwork UK to open a new country park and raising money for local charities.



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# Sustainability Leader

# WINNER JAMES THORNTON, CLIENTEARTH

Sustainability is rapidly transforming from an ideal to a standard among the business community, and ClientEarth is among the organisations that are leading the change. Under James Thornton's guidance, ClientEarth brings together lawyers, scientists and policy experts as Europe's first and leading public environmental law group.

The not-for-profit organisation is dedicated to driving the sustainability agenda of governments and businesses in the right direction, and James' willingness to lead on both the environment and corporate strategies has helped to deliver some truly remarkable systemic change.

James quickly recognised that by incorporating the law, climate change - and other crucial challenges that the planet is faced with - can be combatted through real and workable solutions. This has been evident across the globe over the past couple of years, with ClientEarth winning a landmark legal case in the UK, drafting laws to help forest communities in Africa and transforming how shareholders from oil giants Shell and BP view climate risk.

It was the recent victory over the UK Government at the Supreme Court regarding a lack of action on air quality that epitomised James and ClientEarth's outstanding dedication to using the law as a mechanism for justice. The five-year legal battle to protect public health required all of James' expertise as a former Wall Street lawyer (a career stint which saw him bring 80 environmental cases against the Reagan administration, winning them all).



As the founder of ClientEarth, James has acted to transform the organisation from one man sat at his kitchen table to an inspired team of nearly 100, with offices strategically located in London, Brussels, Warsaw and New York.

While ClientEarth has become well-known for its litigation and legal battles, James is fully aware that this is a last resort for his organisation, which is also focused on collaboration and engagement. As well as working with the University of Oxford's Smith School of Enterprise and the Environment and The Prince of Wales's Accounting for Sustainability Project to establish the Commonwealth Climate and Law Initiative (CCLI), James oversaw the co-founding of the Sustainable Seafood Coalition (SSC), which brings UK businesses such as Tesco, Sainsbury's and Waitrose together to establish a framework for sustainable sourcing of seafood.

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James' willingness to bring multiple people from different sectors together under the same initiative has enabled ClientEarth to shine. He was heavily involved in the crucial COP21 talks, presenting the Caring for Climate forum in Paris and spearheading a nature campaign that inspired more than 500,000 people to call on the European Union to protect and strengthen wildlife areas.

As a member of the bars of California. New York and the Supreme Court of the United States, and as a solicitor of England and Wales, James can use is legal expertise to facilitate and inspire change in the sphere of sustainability. He was labelled as one of London's most influential people in 2016, and has been named as one of the 10 people most likely to change the world by the New Statesman. To put this into context, Barack Obama was also listed by the publication in 2005.

Under James' guidance, ClientEarth has acted as a key catalyst for numerous climate mitigation landmarks. As well as that historic ruling against the UK Government in the Supreme Court. ClientEarth also stakes claim to helping to prevent the annual release of 64 million tonnes of CO2 by fighting unlawful coal power expansions in Poland. The organisation's air quality battle will also extend from the UK to other European countries, with cases set to commence in Brno, Prague and Brussels in 2017.

ClientEarth has constantly delivered far-reaching impacts that don't just involve James and his legal expertise but also sparks a change in attitude. While the high-profile court rulings have increased public awareness towards air quality, James' ninevear-old company has also facilitated shareholder resolutions in an extremely resilient and stubborn fossil fuel sector.

By working with investors on climate change, oil majors such as Shell and BP and mining giants such as Anglo American, Glencore and Rio Tinto have been set legallybinding challenges to report on climate change risk as a means to inform investor confidence. That ClientEarth can alter traditional operating models in the fossil fuel sector is testament to James and the team's ability to present sustainability as a smart and sensible business choice.

The accomplishments of ClientEarth haven't gone unnoticed, with similar campaigns recently being introduced by other organisations looking to build on the momentum that the company has created. But these organisations will have to work hard to match the unprecedented work by ClientEarth, which is now branching out to inspire change in China, Spain and Africa in the near future. Impressively, these new ventures - and all of James' work to date - have been funded entirely through contributors who share his vision for environmental action and change.



## **WHAT THE JUDGES SAID:**

"James is a leader in every sense of the word. Using legislation as a lever, the ClientEarth chief executive has successfully brought about a change that will be long-lasting across a very broad geographical and technical area."

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# Sustainability Leader Finalists:



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**Mark Bristow** Randgold Resources

Dr Mark Bristow is the founder and chief executive of Randgold Resources, an Africafocused gold mining and exploration company which marked its 20th anniversary last year. Under Mark's leadership, the company has grown into a FTSE 100 company, operating five mines in Mali. Cote d'Ivoire and the Democratic Republic of Congo. Mark has been noted for putting sustainability at the heart of Randgold's strategy - being one of only two mining executives on the Harvard business review top 50 CEOs last year, due partly to earning high scores in environmental, social and governance (ESG) factors. Under Mark, the company has set ambitious targets for reducing greenhouse gas emissions and water recycling and has overseen the creation of more than 20,000 jobs.



Fiona Dalv has spearheaded some truly groundbreaking sustainability initiatives within the NHS. In a vast organisation where new ideas need testing before rolling-out at scale, the climate is not best-suited to promote sustainable business. Under Fiona's leadership however, Barts Health NHS Trust has experienced many 'firsts', including its first large-scale, energy-saving behaviour change programme and the first partnership with a local authority on air pollution. Fiona's impact is far-reaching, having embedded long-term change and saving the Trust £9.2m through sustainability. From Fiona's first-ever NHS Sustainability Day in 2010, she has inspired a movement of more than 300 trusts and healthcare organisations who, taking her lead, are now working hard to achieve a more sustainable future.



Paul Dobson Premier Foods

Paul Dobson is the technical, health, safety & environmental director for Premier Foods. From taking over environmental governance in June 2014, Paul has led Premier Foods from a position of little-to-no environmental strategy to one where sustainability is embedded in the company's core values. Setting bold targets for the first five years, the strategy is already showing dividends; having put champions on the factory floor as well as through management levels, up to the board itself. Paul is also responsible for the creation of Premier Foods' sustainability awareness programmes; the development of renewable energy projects, partnerships with environmental charities, the delivery of ISO 14001 and inter-site cooperation on CSR schemes



Arabesque

Georg Kell is the vice chariman of Arabesque, an asset management firm that integrates environmental, social and governance information with quantitative strategies. He has overseen the conception and launch of various global sustainability initiatives including Principles for Responsible Investment (PRI). Principles for Responsible Management Education (PRME) and Sustainable Stock Exchanges (SSE). Georg has driven the sustainability agenda at a global level by recognising the need for companies worldwide to adopt sustainable strategies. He has achieved this by incorporating the 10 principles of the United Nations Global Compact into the company's policies and procedures in his role as founding Executive Director of the Compact.



**Gabrielle Giner** 

Gabrielle Giner has given BT a clear business case for sustainability and has ensured that the Group is meeting its ambitious 2020 sustainability targets. Gabrielle's focus on a collaborative sustainability strategy has set BT on course for delivering the company's key goals, including the transition to 100% renewable energy and to end the company's carbon footprint by 2020. Gabrielle also serves as chair of the Climate Change Committee for the Global e-Sustainability Initiative. As head of sustainable business policy with BT, Gabrielle has been integral in developing and implementing BT's sustainability strategy, spearheading the Delivering our Purpose report that outlines BT's 2020 climate targets and ongoing programmes that is helping the company realise these goals.



James Piper Ecosurety

James Piper has offered industry-leading guidance to Ecosurety's high-profile business members, including The Co-operative, Bosch, Virgin Media and Innocent Drinks. As a sustainability leader, he has evolved Ecosurety into one of the UK's leading resource efficiency specialists, developed new projects to minimise wasteful practices and worked towards a circular economy. In this role, James has also lobbied on industry issues, engaged key stakeholders, employees and the community at large to improve the local, UK and international environment. Additionally, James has promoted the belief that profitability and sustainability can co-exist, guiding Ecosurety to attract clients with similar values, who are interested about going beyond just environmental compliance.