

SHARING SUCCESS

Profiting from supply
chain partnerships



“ The enthusiasm of the participating suppliers was impressive and helped to make environmental improvements for their companies become a reality. ”

**Roger Papworth, Envirowise Supply Chain
Programme Manager**

In 2002, Envirowise launched a pilot scheme, working with retailers and their supply chains to improve their environmental performance and maximise profit margins. The results of the pilot scheme were staggering - potential savings in excess of £1.9 million were identified in just a few months and by the end of the first year, £2.34 million had actually been saved.

This was just the beginning. By popular demand, Envirowise relaunched the scheme in 2003 with a personal commendation by Margaret Beckett, the then Secretary of State for the Environment, Food & Rural Affairs. The scheme has continued to evolve, and now in its sixth year*, Envirowise has extended the support to manufacturers and service sector organisations, having helped 37 host organisations and 612 suppliers to integrate resource efficiency into their corporate social responsibility and business strategies. Many of these host organisations have continued to participate year on year.

* At the time of publication.

How does the Supply Chain Partnership Forum work?

The formula for a successful Supply Chain Partnership Forum (the Forum) is simple. Envirowise works with host organisations which invite key suppliers to join them in a partnership to improve business efficiency jointly, through minimising waste and maximising cost savings.

Envirowise provides individually tailored launches for each host and their suppliers - we even supply the speakers. Hosts invite around 50 key suppliers to learn about the benefits of the approach, get practical ideas on how to reduce waste, water and energy and to sign up for the free support available from Envirowise, as a participant of the Forum.

All suppliers are invited to take up the offer of a free company visit. These on-site reviews, conducted by expert advisors, identify ways to improve efficiency, reduce environmental impact and make cost savings. Visits by approved Envirowise advisors are guaranteed to provide impartial and confidential advice.

All suppliers are also invited to attend environmental workshops delivered by specialised trainers. These workshops cover the main environmental and cost drivers facing industry - waste and water, packaging, clean design, energy, green purchasing, transport and logistics, and environmental management systems.

Potential savings in excess of £12.45 million were identified over the five years of the Forum, since 2002, and by the end of 2006, hosts and their suppliers had actually saved £9.19 million.

Feedback is vital. Each host and supplier is contacted six to nine months later, once they have had the opportunity to make changes and measure actual savings and improvements. The impact assessment results have been impressive - in just four years, £9.19 million has actually been saved, with more results to come from last year's Forum 2006 (to be completed in December 2007).

What makes the Forum successful?

Three factors contribute to the continued success of the Forum:

- Envirowise provides an independent, impartial forum for companies to partner with their suppliers, and gives them the knowledge and tools to take action.
- The Forum encourages and equips the host and its suppliers to work together inventively to find solutions to problems.
- Envirowise's continuous support throughout the Forum helps to keep momentum going and stops progress slipping by the wayside.

What additional benefits have the participants gained?

Getting involved is not only relevant to the economics, efficiency and environmental impact of the supply chain, but can also make a great opportunity for promoting your company in a positive light.

- Feature in an Envirowise case study which will demonstrate practical actions and encourage replication within other organisations.
- Dozens of hosts and suppliers have presented their findings, improvements and action plans whilst attending workshops, as part of the Forum, and benefited from the positive ideas and comments from others.

Host Organisations

The host organisations that have been involved over the years include some of the biggest names in the UK:



2002 PIONEERS OF THE PARTNERSHIP APPROACH

Boots the Chemists and Center Parcs Ltd are two of the founder host organisations of the Forum, committing to the programme originally in 2002. Both companies have continued to participate year on year and have seen clear benefits to their suppliers as well as themselves.

Boots is the UK's leading health and beauty retailer, and the largest by sales in Europe, with around 1,400 stores in the UK serving around 8 million customers every week. Managing the supply chain is an important function of the business, as an increasing number of shoppers want to know exactly what they are buying, where it has come from, how it has been made, and whether it is an environmentally responsible choice. Boots branded products are manufactured by approximately 600 supplier companies and the Forum has helped Boots ensure that they are produced in an ethical and environmentally responsible manner. Savings of around £688,000 have been made by the 38 suppliers that took part in the Forum.

Boots recognised that working with Envirowise in the Forum was an excellent way to raise the profile of good environmental practices within its supply base of SMEs. The past five years have certainly proved this.

“ The quality of the expertise and commitment of Envirowise to our suppliers over this period has never failed to impress, consistently delivering results in line with Boots' environmental aims. Envirowise engages with both retailers and suppliers alike in a language which makes sense. The practical application of environmental management and resulting cost savings very quickly become a reality. ”

Holly Garrad-Cole, Supplier Assessor,
Boots



Peri-dent closes the loop with raw materials waste

Peri-dent was one of the first suppliers ever to sign up to the Forum. Based in the Borders, Scotland, the company is a manufacturer of oral dental care products such as dental floss, interdental brushes and breath freshener, and is a supplier to Boots. After the first Forum meeting in 2002, Peri-dent began using posters and staff briefings to raise awareness and educate staff about the benefits of changing practices to reduce waste. Initial savings came from ideas to reduce packaging waste which also led to improved space utilisation throughout the company and sustainable savings. Five years on, the company continues to look for new opportunities to be more efficient whilst also benefitting the environment. Last year, for example, raw materials waste from the manufacturing process was recovered and sold for remanufacture. The valuable polyethylene terephthalate (PET) and polypropylene waste attracts a revenue of around £21,400/year for the company and at the same time reduces landfill waste by 220 tonnes/year.



Center Parcs Ltd revolutionised the holiday market in the UK by offering short-break holidays on a year-round basis. Without doubt, Center Parcs is a flagship within the leisure industry, for its environmental philosophy, policy and practice. As a business, Center Parcs recognises that it has an impact on the environment through day-to-day activities, the development of villages and the extension of its influence into the wider community. This is why Center Parcs scrutinises any impact its suppliers may have when carrying out any business activities on its behalf. As one of the first hosts to sign up to the Forum in 2002, Center Parcs has successfully mentored 52 suppliers, including Inman & Co (see overleaf), with savings of around £914,000.

“ Five years on from the initial Envirowise project Peri-dent now ensures that all waste is considered for recycling and we have increased the percentage of waste that we recycle year on year. During the same period we have increased the revenue from recycled material to a point this year where we are actually recovering more than our costs to send to landfill. We are now considering the environmental aspect when we look to developing new products in line with our customers so that we also create less waste from source. ”

Stuart Scott, Planning and Information Manager,
Peri-dent

“ Through this initiative, we can support and mentor our suppliers to work towards the concept that Center Parcs is a sustainable business within a sustainable environment. We are looking to our suppliers to do the same. ”

Simon Kay, PR Manager,
Center Parcs Ltd

Electrical wholesaler drives down waste and costs

Center Parcs supplier **Inman & Co (Electrical) Ltd** is an electrical wholesaler, and is the sole distributor of Philips Consumer Electronics products in the UK to the independent retailer. Current turnover is around £18 million for 2006-7, with a loyal, dedicated workforce of 90.

Inmans takes environmental management issues seriously. It has carried out an environmental programme in line with business efficiency and has reduced fuel consumption, energy use and waste costs. In April 2005, Inmans received an Envirowise award for Environmental Excellence, in recognition of its achievements.

Fuel consumption of the delivery fleet has improved by over 10% through the introduction of vehicle speed limiters. The maximum speed of vehicles was set at 56 mph, rather than 70 mph. Drivers were initially apprehensive, but operation across the whole fleet confirmed initial findings that the vehicles were not taking significantly longer to complete their runs. Typical fuel consumption has improved from 14 to 16 mpg and there has been an added benefit of fewer accidents. The overall saving is around £15,000/year.

A number of changes have been made to reduce energy use. For example, infrequently occupied areas have light sensors, so they are lit only when a person enters that area. The main open plan office also has a light level detection system, which switches off electric lighting when natural light is sufficient. Timers have been fitted to air-conditioning units and office heating to prevent them being left on overnight and a new radiant heating system has improved the effectiveness of space heating in warehouse areas. Energy costs have been reduced by around 20% - some £5,000/year.

Water consumption has been reduced by the use of push taps, saving 15% of the total water consumption - some £300/year: a small figure, but with a very quick payback. Managing packaging and packaging waste has also seen a number of improvements. Waste collections, and hence the cost, have reduced by around 75% or £6,000/year through recycling and rationalisation, and the waste now provides a small income stream.

“ The Envirowise programme provided a useful framework to combine environmental and business sound practice. If you can find a significant environmental benefit, there’s usually a similar business benefit. Staff quickly found that it was not just topical but worthwhile to get involved in these green issues. I recommend every business to get involved in some way with Envirowise to improve their environmental and business performance. ”

Stephan Hollingshead, Deputy Chief Executive,
Inman & Co (Electrical) Ltd



2003 CHAMPIONS OF SUPPLY CHAIN LINKS

Manchester United Ltd is the company behind one of the most famous football clubs and is proud to be working towards environmental sustainability. At Manchester United, being a responsible football club means being part of the community in the widest sense.

The company recognises that not only will its performance be measured by the success on the field of play, or profitability as a business, but also by its impact on the quality of life in the community and on the environment it shares. Manchester United is an enthusiastic supporter of the 54 suppliers it recruited to the Forum and continues to take part year on year. Now in its fifth year as a host organisation, Manchester United has seen suppliers benefit from more than £510,000 of savings from environmental improvements.



“ Manchester United believes it is the right and proper thing to mentor our suppliers as part of our commitment to the local and international community. The Forum has helped us to make this an enjoyable experience and we are pleased and encouraged about how effective it’s been for our select group of suppliers, particularly our smaller suppliers. It’s been a great experience and very worthwhile. ”

Keith McIntosh, Health, Safety and Environment Manager,
Manchester United Ltd



champions

Stepping stone for turf products supplier

Rigby Taylor Limited provides a one-stop-shop for grounds maintenance and weed control products for the sports turf, landscaping and amenity market, including grass seed, fertilisers, pesticides, white-lining materials, top dressings and soil conditioners. The company currently supplies most Premiership football clubs, including Manchester United, and many leading Scottish football clubs. It has 100 employees and an annual turnover of around £17 million.

One of Rigby Taylor's initial actions was to review the back door wastes at its Horwich warehouse. Improved control and compaction of waste packaging saved £2,284/year. Further savings in transportation costs were made following a review of distribution operations. Increasing direct deliveries from Rigby Taylor's suppliers to customers eliminated the need for additional routing and handling by warehouse staff. Combined with optimised delivery rates and the co-ordination of aggregated deliveries, total savings were around £34,150/year. This was just the start for Rigby Taylor, with more ideas generated as the company extended the Forum to involve its own suppliers.



Catering company cuts costs and wasted resources

Althams Catering Butchers was established in 1856 and now, 150 years on, is still owned by family members and has grown considerably in size. It supplies naturally reared and traditionally prepared quality assured meat from local farms within a 70 mile radius of the factory in Morecambe. The company has grown extensively, embracing a delivery area from the North of England to the Midlands.

Althams joined the Forum as a key supplier to Manchester United, and has made considerable efforts to be more efficient with energy use and divert waste materials from landfill through recycling initiatives. All incandescent light bulbs and strip lighting have been replaced with energy efficient bulbs, saving money whilst lasting up to ten times longer. Waste cardboard is baled and recycled, reducing landfilled waste by 32 tonnes. Savings for the site are estimated at around £19,720/year and the company is continuing to look for opportunities to improve resource efficiency even further.

“ We have an excellent relationship with Manchester United. Keith McIntosh has been a great mentor and his enthusiasm has rubbed off positively on our business approach. We want to be successful in what we do - and be environmentally aware with our products and distribution services. ”

Andrew Robinson, Managing Director,
Rigby Taylor Ltd

“ When environmental issues are at the top of everybody's agenda the Forum helped us save both energy and money which kept our customers and Directors happy. As a select supplier to Manchester United we are grateful for the introduction that Keith McIntosh gave us to Envirowise. I would recommend the Forum to any company serious about saving money and reducing energy. ”

Fraser Watson, Environmental Manager,
Althams Catering Butchers

Office supplier reduces environmental footprint



The Danwood Group is the largest independent supplier of office solutions in the UK, including printing, faxing and copying. Since it was established in 1971, Danwood has worked with key partners to ensure its clients can enjoy and benefit from the skills and capabilities that Danwood offers within the print management arena. Joining the Forum as one of Manchester United's suppliers has extended this approach to cover environmental aspects of its business. For example, a *FastTrack* visit by an independent Envirowise advisor highlighted the opportunity to completely eliminate plastic packaging and reduce cardboard packaging associated with different products. Savings in packaging materials were estimated as more than £9,300, with less waste for customers to dispose of or recycle.

Host company **Halfords** is the UK's leading retailer, on the basis of turnover, in each of the key product markets in which it operates: car maintenance, car enhancement and leisure, including cycles and cycle accessories.

The company has more than 400 stores. Halfords' supply chain management team has successfully mentored 23 suppliers, providing encouragement, support and practical solutions to help reduce waste and cost in the supply chain.

“ We've taken steps to enhance our services and products for our customers whilst benefitting the environment – but we haven't stopped there. With a move to our new premises this year, we've built in measures to reduce our own water use, energy and waste, all of which will provide a long-term reduction in overheads and reduce our environmental footprint. ”

Geoff Wray, Group Distribution Manager,
The Danwood Group

“ Halfords has gained an improved understanding of environmental issues, and has helped to join up thinking on these issues across our supply chain. Our suppliers have identified some fantastic results within short timescales. Halfords' commitment to social and environmental improvements is ongoing and we aim to continue learning from Envirowise and other parties involved in the Forum. ”

Chris Hall, Head of Quality and Cost Reduction,
Halfords

Autoglym buys in bulk to reduce waste

Halfords supplier **Autoglym** is based in Hertfordshire and manufactures car polishes and related chemical products. The nature of the business means that many different chemicals are delivered to the company for processing. An initial simple idea, to purchase more chemicals in bulk, has already resulted in fewer waste intermediate bulk containers (IBCs) and drums, saving an estimated £30,000/year.

Savings have been immediately reinvested in much-needed, latest technology filling equipment, which should realise long-term environmental benefits by reducing product waste.



“ The good ideas helped us to reconsider areas of our business with a view to making them better. ”

Paul Phillips, Production Director, Autoglym

‘Fresh pair of eyes’ stimulates packaging health check for Summit Accessories

Summit Accessories Ltd specialises in the automotive aftermarket, and produces replacement parts and car accessories for Halfords and other retailers. As an established business with more than 30 years’ trading, the company had little reason to question the efficiency of its day-to-day operations. With the benefit of a ‘fresh pair of eyes’, the Forum stimulated Summit Accessories to review its product packaging. Ideas to re-use cardboard boxes and reduce the overall amount of disposable packaging purchased saved the company initially £5,500/year. This was just the beginning. Now three years on, the company has completed a health check of its product packaging with a view to reducing environmental impact and saving money. Product packaging has been refined and re-usable boxes only are used for deliveries, saving around £25,000/year. The company is also working with supermarkets on ‘retail ready packaging’ - saving time in product packing for Summit Accessories and unpacking for the supermarket, as the box used for transporting is also used on the shelf, and is recyclable. The next step is to develop a returnable box.

“ As a result of the support and advice from Envirowise, all members of staff are conscious of the cost of waste and the need to recycle whenever they can. Simple things like lights being turned off when not in use and greater care in packing orders to reduce the number of returns are just some of the ways in which we are helping the environment. ”

Dominick Brophy, General Manager,
Summit Accessories Ltd

2004 SHARING THE BENEFITS WITH HOSTS

In 2004, The **Co-operative Group** joined the Forum, now well established and bringing benefits not only to suppliers but also host organisations. The Group operates over 4,500 trading outlets throughout the UK, including food stores, pharmacies, travel branches and funeral homes, and introduced 36 suppliers to participate over a two-year period. The Group's approach acknowledged that there are physical limits to the resources of the Earth, in terms of both generating materials and absorbing wastes, and that any business activity exceeding these limits is, by definition, unsustainable in the medium to long term. Suppliers saved a substantial amount through improved packaging, logistics and energy use, and The Co-operative Group also made simple changes at Head Office to reduce paper, water and energy use in the office environment.

In July 2007, The Co-operative Group and United Co-operatives amalgamated. The new Society, which will be known as The Co-operative, is the world's largest consumer co-operative with a turnover of more than £9 billion, 4.5 million members and 87,500 employees.

From waste to resources

Established in England in 1957, Co-operative Group supplier **Patak's** has grown to become an internationally successful brand and a household name in the UK. It creates authentic Indian food including cooking sauces, curry pastes, chutneys, pickles, naan bread and pappadums. Patak's is also served in over 75% of Britain's 8,000 Indian restaurants. Now part of Associated British Foods, Patak's products are distributed internationally to more than 40 countries including Canada, Japan, Australia, New Zealand, Europe and the United States.

After attending training workshops, staff at the company's 300-strong Leigh site began to look at alternative ways to handle and dispose of waste. For example, some ingredients such as mangoes, limes and chillies were supplied in barrels which could not be returned for re-use and Patak's was left to dispose of them, paying recyclers £30,000/year. Patak's has now gone into partnership with a recycler, who has supplied a baling machine free of charge that is capable of baling 80 barrels together, and it also now receives payment for the baled barrels, saving £30,000/year on removal and generating an additional £8,500/year revenue.

Within the factory, waste streams are separated at source as this makes waste disposal easier and generates a saleable commodity in most cases. For example, the site currently saves over 400 tonnes of waste packaging from going to landfill from in-house recycling.

“ Our in-house waste recycling initiatives give the whole workforce a ‘feel-good factor’ that we are progressive in our drive to reduce waste generated from our manufacturing activities. Financially it also gives us a green saving from landfill and skip costs of £25,000/year plus £30,000/year in direct revenue from our recyclate. ”

Mike McCarthy, Patak's Foods Ltd



2005 STEPPING STONE TO EXTEND THE PARTNERSHIP APPROACH

As one of the first companies to sign up when Manchester United invited its suppliers to join the Forum two years previously in 2003, Rigby Taylor soon discovered the benefits of the approach. The Forum helped to stimulate ideas and actions in all areas of the company, and in 2005 Rigby Taylor cascaded out the Forum to companies in its own supply chain. Rigby Taylor invited four suppliers to get involved in the Forum, collectively identifying savings of £70,600 through the improved use of raw materials, reduced waste to landfill and lower transport costs.

Linemark and Rigby Taylor make an impact with innovative white-lining product

The impact of the Forum has continued to grow. Following a fledgling discussion during a packaging workshop, **Rigby Taylor** and its paint manufacturer, **Linemark UK**, worked together to develop an innovative line marking system. The new product is a ready-to-use white marking paint which requires no pre-mixing, saving on time and water. The bag-in-the-box outer cardboard packaging can be segregated and recycled, whilst the liner inside has a retractable spout, allowing almost every drop to be transferred from the bag. The benefits are also valuable to Rigby Taylor's customers. It is estimated that the new product could save line marking costs for local authorities by 25-50%, compared with traditional line marking practices.

stepping

“ I do enthuse about what we've done. Our business turned around four years ago and it's more than a coincidence that it was when we got involved in the Forum. It's been a major stepping stone and encouraged us to take a fresh look at our distribution operations and our product design. We are now in an enviable win-win position with both our customers and our suppliers, continuously developing new products and services with the environment at their core. ”

Andrew Robinson, Managing Director, Rigby Taylor Ltd

Not only has waste been considerably reduced, but also product sales have increased from around 5% to 20% of the market share.

With over 18 years' experience, Linemark UK Ltd is a specialist in the manufacture of grass paint and machinery. Work ranges from motor racing Grands Prix to rugby internationals and football matches.

Workshops stimulate water and waste review

PB Kent & Co manufactures and packages specialist fertiliser products for the garden, amenity and agricultural markets. It employs 35 staff at its manufacturing facility in Immingham, north-east Lincolnshire.

As a supplier to Rigby Taylor, PB Kent & Co attended workshops on themed topics, including water and waste. Ideas generated during discussions with delegates cemented the company's focus to reduce water charges and to use innovative ways to reduce landfill. The company began by reviewing historical water use and water invoices, and a discrepancy led to the identification of a water leak on site. The leak was fixed and annual charges reduced by £7,500/year, with an additional rebate of £13,500 from the local water provider. Recycling of waste packaging materials, including card, plastic, wood and polypropylene bags, reduced landfill waste by 200 tonnes, saving £15,000/year.

“ Being able to manufacture this unique product for Rigby Taylor has set us apart from all our competitors. We are very proud at Linemark to make the end-users' job easier and at the same time provide positive environmental benefits. ”

Tony Holt, Director, Linemark UK Limited

“ The workshops helped to draw focus to areas within our business that had potential for improvement. This highlighted significant cost benefit initiatives that also have a real ongoing positive impact on the environment. ”

Darrell Whitton, Operations Manager, PB Kent & Co

2006 HIGH STREET PARTNERSHIPS

3663 First for Foodservice is the UK's leading foodservice wholesale distributor. 3663 is committed to continually improving the environmental performance of its activities and products through a process of pollution prevention and compliance with appropriate environmental legislation.

Meeting these goals requires active dialogue with all supply chain partners and 3663 works with suppliers to continually improve environmental performance and ensure they operate in a socially and environmentally responsible manner. Working in partnership with participants in the Forum has helped eight suppliers achieve continual improvement in performance and cost-effectiveness, with potential savings of around £570,000.

Training workshop helps Speedibake reduce the impact of energy price increases

Since opening in 1984, **Speedibake** has grown to become one of the leading producers of frozen bakery products in the UK with a range of over 600 products, turnover of around £70m and 500 staff.

As a supplier to 3663, Speedibake attended a training workshop on energy, which inspired the environment team to focus on low energy technology and optimise energy tariffs to partially combat rapidly inflating energy prices. The team of six identified 19 separate initiatives, and an immediate start made quick savings. For example, replacing two cold store condensers with more efficient technology reduced usage by £49,000/year and a simple shut-off procedure ensured that one cold store avoided using electricity at peak tariff rates, with a value of £8,435/year. The payback period on investment was 18 months.



partn

“ 3663's aim is to ensure an environmentally aware supplier network; Envirowise's reputation and support enable us to progress further with this and help to boost supplier interest. At 3663, we recognise our responsibility to protect the environment and appreciate that suppliers can have an important contribution to make. The Forum has shown an excellent track record in helping to identify savings while reducing environmental impact throughout the supply chain. ”

Claire Mellor, Environmental Development Manager,
3663 First for Foodservice

“ From small beginnings and simple ideas, the Forum has helped us to look in more detail at our daily activities and to seek out all opportunities to reduce the unnecessary use of resources, protect the environment - and control our overhead costs. ”

Mark Edwards, Operations Risk Manager,
Speedibake, a division of ABF Grain Products Ltd

Workshops help to generate ideas and future actions

Noble Foods Ltd is the largest free-range egg supplier in the UK, with an annual turnover of £500 million and a workforce of 2,500 people. As part of the Forum, expert speakers ran training workshops covering topics such as waste minimisation, packaging and energy use. Attending the workshops helped the company review its waste management practices and energy use. Recycling cardboard and plastic has saved 600 tonnes of solid waste to landfill and provides savings of up to £50,000/year, which can be used for further investment in environmental improvements. As a major user of energy, the company has focused on optimising energy use and investing in renewable technology to combat energy price increases. Energy savings total £262,700 to date, through investments in a building management system (BMS) to control heat and light and the commitment to build wind turbines to provide green energy.

Home Retail Group is the UK's leading home and general merchandise retailer, with sales of over £5.8 billion in the last financial year. It sells products under two distinctive and complementary retail brands, Argos and Homebase, which are household names in the UK.

Argos is a unique multi-channel retailer and is the UK's leading seller of general merchandise. Homebase is the UK's second-largest home improvement retailer.

Home Retail Group employs approximately 53,000 people, has almost 1,000 stores throughout the UK and Republic of Ireland, and serves over 200 million customers a year. Home Retail Group has successfully mentored 17 suppliers, with savings approaching £250,000.



Partnerships

“ The Forum helped us with technical guidance and skills training. Networking with other companies gave us fresh ideas on where we could focus our attention in the future. ”

Nigel Youd, Group Environmental Manager,
Noble Foods Ltd

“ The idea of getting retailers and their suppliers together in one room for any purpose other than negotiations, can be a challenge in itself. Envirowise has helped us to do this - and encouraged us to develop a partnership with our suppliers to learn from one another. ”

Laurence Singer, Corporate Responsibility Manager,
Home Retail Group plc

partnerships

Henkel meets zero waste to landfill target

Henkel is the world's market leader in adhesives, sealants and surface treatments for consumers, craftsmen and industrial applications. With brand names such as Loctite, Unibond, Solvite and Pritt, Henkel products can be found all over the world. As a supplier to Home Retail Group, Henkel attended Envirowise workshops as part of the Forum and was visited by an Envirowise advisor during a *FastTrack* visit. One of the key opportunities from the visit was to investigate how to recover waste product, which is a valuable commodity. The company is now working with a local supplier which recovers the materials from over-produced stock for re-use or recycling. All cardboard and polythene packaging is recycled. The product, eg Solvite, is repackaged into a bulk container for reprocessing and resale. This has diverted 100% of the product from landfill - the previous practice used by the company.

M&S is committed to tackling some of the biggest challenges facing its business and our world. In January 2007, M&S launched its Plan A, a five-year, 100-point eco-plan pledging to work with customers and suppliers to combat climate change, reduce waste, safeguard natural resources, trade ethically and build a healthier nation. The retail group has over 500 stores located throughout the UK and, in addition, 250 stores worldwide, operating in 30 countries. The company's top 15 suppliers signed up to participate in the Forum, generating savings in the region of £390,000 through improved resource efficiency.



“ Our experience of the Forum has helped us to generate ideas and practices from being more environmentally aware. ”

David Harrison, Safety, Health, Environment and Quality Manager, Henkel

“ Envirowise has supported 15 of our food suppliers to work with us to combat climate change, reduce waste and safeguard resources as part of our five-year, 100-point plan - Plan A. ”

Mike Barry, Head of CSR, M&S

M&S encourages Princes to reduce waste and safeguard resources

Princes is a £900 million-turnover food and drink company, with a portfolio of leading brands and products that are bought by millions of people every day. Princes also produces thousands of own label food and drink products for major retail and food service customers. As a leading food and drink business and supplier to M&S, Princes is continuously innovating to drive growth and develop brands as well as ensuring ethical and sustainable sourcing of products. This is equally important to Princes' consumers and to its business partner M&S, and an integral part of the latter's Plan A to tackle environmental challenges.

Participating in the Forum spurred Princes to implement a number of different environmental improvements at its largest manufacturing site in Chichester. These included a review of product raw materials, with a view to consolidate them, the fitting of secondary traps in the processing areas to remove solids and improve wastewater quality, and installing water saving devices to domestic facilities to reduce water costs. Together with an awareness campaign to encourage staff to switch off unnecessary lighting and equipment, savings were around £34,900.

“ Environmental issues play a big part in the ethos of Princes and being part of the Supply Chain Partnership with M&S has helped to continue the commitment and drive for better environmental awareness and ownership for the Company. ”

Steve White, Safety, Health and Environmental Manager,
Princes Ltd, Chichester

Avana Bakeries *FastTrack* environmental improvements

Avana Bakeries is part of the Premier Foods Group. The Wern site at Newport, Gwent, produces over 40 product lines of hot and cold desserts and baked and decorated cakes for M&S. Building on initial investigations by the company into reducing water use and effluent, the site requested a *FastTrack* visit by an independent Envirowise advisor to provide a fresh overview of the site operations and identify further areas for potential environmental improvements. The visit highlighted ideas for improved solid waste segregation, increased recycling of different waste streams and compaction of waste to reduce waste management costs. Savings were estimated to be around £11,500/year.



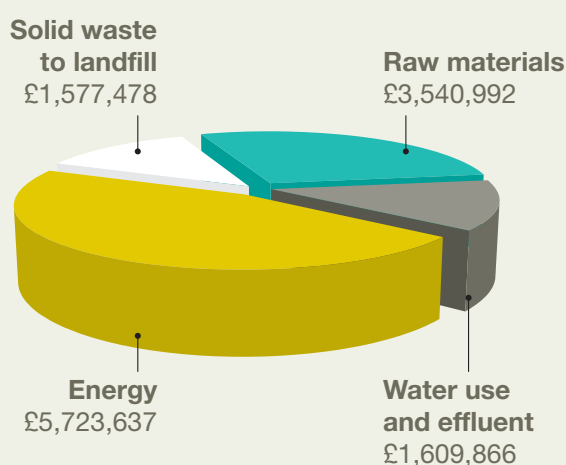
“ The Forum has given me useful contacts, general help and advice. ”

Keith Manson, Projects Director, Avana Bakeries

COST SAVINGS

Results are impressive and are encouraging for any other organisations that are considering playing host. Since the project began, savings of over £12.45 million have been identified (see Table 1), with less than 10% requiring any capital investment at all. The average payback was within just two months.

Figure 1 Cost savings for the Forum highlighting the benefits over five years



Environmental benefits

Cost savings are an important measure of the success of the partnership approach, but the wider benefits have led to improved use of resources through:

| BENEFIT |
|---|
| Reduced raw materials use |
| Improved process control |
| Reduced water use and effluent volume |
| Increased environmental awareness |
| Reduced energy consumption |
| Improved health and safety in the workplace |
| Reduced solid waste |
| Improved waste segregation |
| Lower costs |
| Improved recycling |

savings

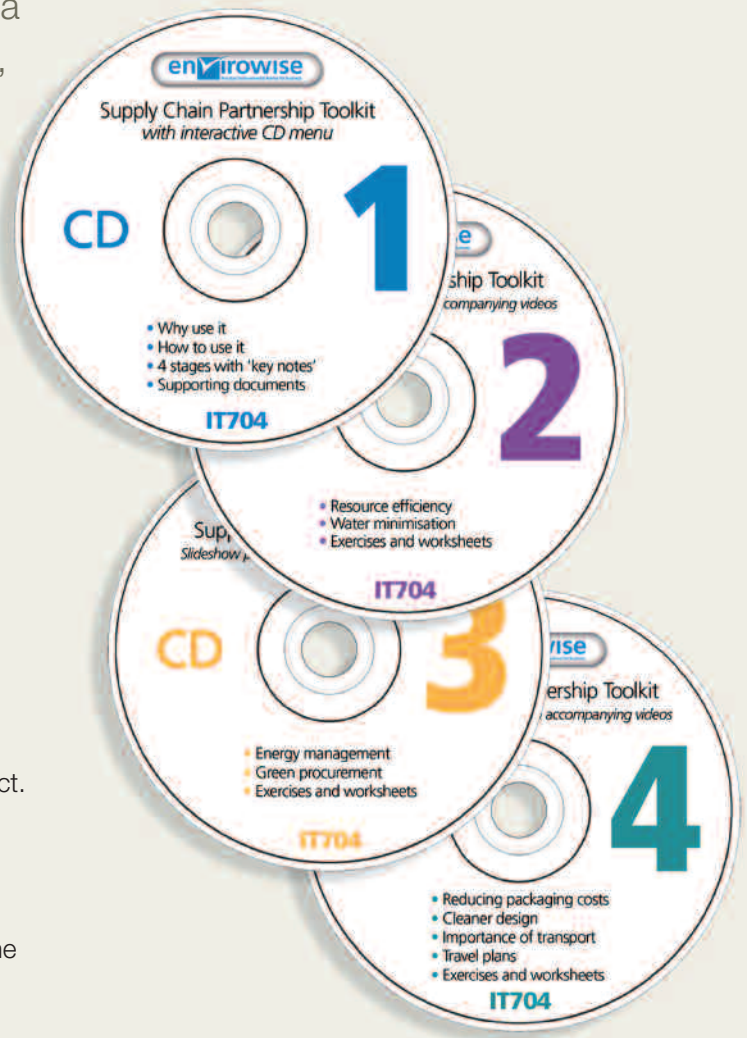
Table 1 Summary of cost benefits resulting from the Forum

| INITIATIVE | SAVINGS (£) | CAPITAL COSTS (£) | PAYBACK (MONTHS) |
|-------------------------|--------------------|-------------------|------------------|
| Raw materials use | £3,540,992 | £441,420 | 1-2 |
| Water use and effluent | £1,609,866 | £389,880 | 2-3 |
| Energy consumption | £5,723,637 | £229,036 | Less than 1 |
| Solid waste to landfill | £1,577,478 | £169,737 | 1-2 |
| Total | £12,451,973 | £1,230,073 | |

If you want to try out the benefits of a supply chain partnership for yourself, Envirowise has produced the *Supply Chain Partnership Toolkit* to help you. The toolkit is a set of four CDs containing everything you need to create, manage and deliver an effective supply chain partnership project that will successfully reduce waste, unlock hidden profits and improve environmental performance for you and your suppliers.

The toolkit will guide you through the stages you need to take to ensure you make the biggest impact. Each stage includes a video presentation, key tips, templates and exercises.

For your free copy of the Toolkit, contact the Envirowise Advice Line on **0800 585794** or visit the website at www.envirowise.gov.uk



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Envirowise offers a range of free services including:

- **Free advice from Envirowise experts through the Envirowise Advice Line.**
- **A variety of publications that provide up-to-date information on resource efficiency issues, methods and successes.**
- **Best practice seminars and practical workshops that offer an ideal way to examine resource efficiency issues and discuss opportunities and methodologies.**

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