

SUSTAINABILITY

- An Integrated Approach for Improving Performance on People, Planet, Profit and Product



By Karin Elsebeth Hansen, Senior Engineering Consultant, ALECTIA A/S

Sustainability is high on the agenda of many industries, governments and organizations. Focus is not “only” on how to ensure high quality, safe products, a good working environment, and how to reduce the environmental impact of the factory.

Now focus is increasingly concentrating on how the business performs as a whole, and how it operates from principles concerning people, planet and profit - and how a positive development is ensured in the long term indicating that sustainability is a long-term strategic process for which individual solutions are needed.

For the food and dairy industry there are a number of common elements that are relevant to focus on. The “People, Planet, Profit” concept is therefore expanded with “Product” and examples of focus areas are given in the fact box.

Within the dairy industry, some companies have come a long way in developing policies within these “People, Planet, Profit and Product”

areas and have turned these into essential elements of their overall business strategy, often by combining health and safety, environment, food safety and social responsibility in core business objectives and strategies.

Getting started

A sustainability policy and strategy is not developed overnight, but is based on the values of the company, its market and ideas along the path to where the company wishes to be in the future.

People: At a strategic level you need to have skilled and competent employees and to retain them, by providing a safe working environment, continuous education and training and being able to attract new employees through collaboration with local educational institutions. For this you need targets on incidents, accidents and absence, but also on employee turnover and training days per year.

Planet: Efficient usage of resources can be obtained in many ways either through objectives and

targets on energy and CO₂ reductions, allocation for environmental investments within the annual CAPEX investment pool or through calculation of carbon or water footprint of products manufactured at the production facility. Design of the manufacturing building should also be taken into consideration both concerning climate as well as building materials. Further, proactive collaboration with suppliers of process equipment and ingredients should be part of the sustainability strategy. For example

PEOPLE, PLANET, PROFIT AND PRODUCT

People:

- Competent staff, including training and retention of skills
- Safe and healthy workplace which prevents illness and attrition
- Provide working conditions such as leisure facilities, childcare and medical support

Planet:

- Minimize the usage of non-renewable resources
- Reduce the environmental impact of the business
- Utilisation of existing resources – raw materials and equipment
- Building design and materials

Profit:

- Capacity of the existing plant
- Efficiency of utilities
- Focus on and reduction of waste
- Supply chain efficiency

Product:

- Product safety
- Good ingredients
- Sound and sufficient packaging

ALECTIA has facilitated sustainability workshops with international clients prior to large capital projects such as planning and design of green-field manufacturing sites.



Five Divisions in ALECTIA

- Leadership, Health and Safety
- Water, Energy and Environment
- Building
- Process (Brew, Dairy, Food, Business Consult)
- International

purchase of a new homogenizer with lower noise level and less energy usage or supply of ingredients sourced from sustainable manufacturers and producers.

Profit: An efficient plant and supply chain is an essential part of a sustainability strategy. Production audits and LEAN programs are some of many methods to identify and optimise the capacity of the production equipment. Business structure analyses may help optimizing supply chain activities in general.

Product: For the food and dairy industry efficient usage of raw materials is a must, ensuring that healthy and safe products are developed, manufactured and distributed to customers and consumers. Packaging must be sound and sufficient both for protecting the products throughout their storage life and disposal/recycling of the packaging material.

For all aspects it is important that initiatives are not only initiated from own interest of the company, but also from being in dialogue with external stakeholders, e.g. consumers, customers, authorities and suppliers, and to jointly work towards long-term sustainable solutions to the benefit of People, Planet, Profit and Product.

Managing a sustainability strategy

To make a difference the sustainability strategy must be transformed to actions and results - it must become operational at all levels within the organisation so each division, business unit or department can contribute to and drive the overall strategy. For each area specific indicators must be

ALECTIA 100 years

- 1912: The engineering company Birch & Krogboe is founded
Since 2005 11 strategic acquisitions have been completed
2005: Danbrew
2006: "Dansk Arbejdsmiljø" og "Byggeriets Arbejdsmiljøcenter Danmark"
2007: JobLiv Danmark
2007: Watertech
2007: MA Project
2008: Penborn Technical Services Ltd
2009: Maersk Constructions
2009: Tano FoodCon Group
2011: LOGISYS
2011: Healthy Company

In 2008 the company name was changed to ALECTIA. ALECTIA has 700 employees in offices in Denmark and UK. In addition we have agents worldwide and we also establish temporary project offices in the countries where we perform large capital projects for our international clients.

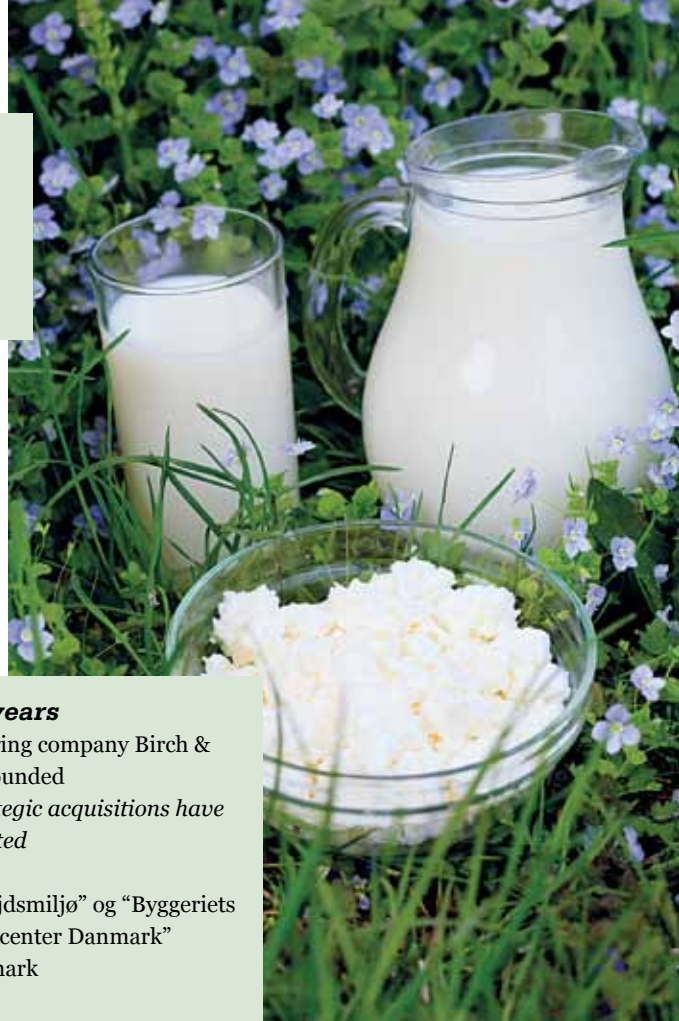
agreed and targets must be set for actions and initiatives.

ALECTIA can assist you in preparing both a business specific sustainability strategy and objectives - and also in making the strategy operational in the day to day work.

We have also facilitated sustainability workshops with international clients prior to large capital projects such as planning and design of green-

field manufacturing sites - ensuring that these projects both represent the sustainability policy of the business, but more importantly also becomes highly efficient production sites.

Our approach to sustainability is based on the interdisciplinary character from our five divisions as well as extensive experience with clients from the food and dairy industry. ■



The sustainability focus has extended to how the business performs as a whole, and how it operates from principles concerning people, planet, profit, and product.