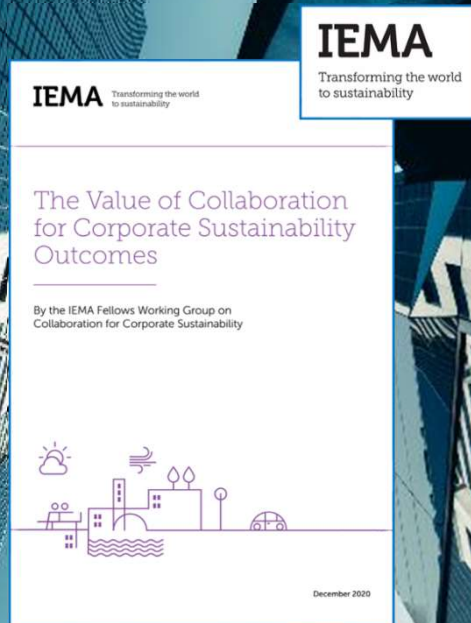


# The Value of Collaboration for Corporate Sustainability

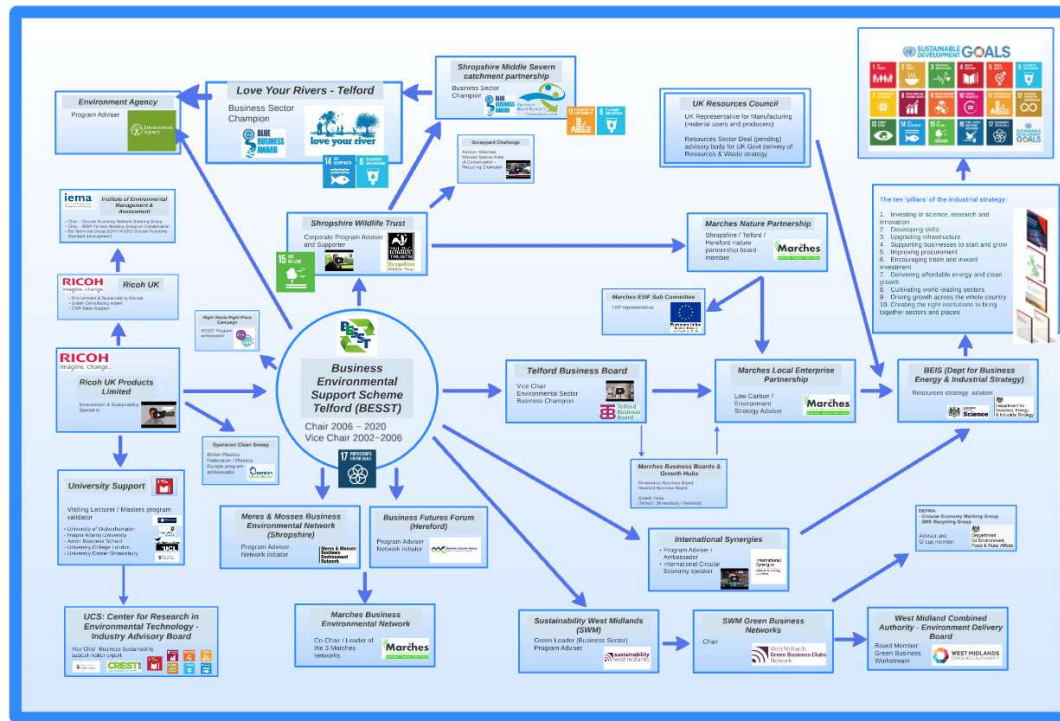
Andy Whyte

Chair: IEMA Fellows Working Group on Collaboration for Corporate Sustainability

<https://www.linkedin.com/in/andywhyte/>



# Collaboration



- Collaboration (/kəlabə'reɪʃn/) noun: the action of working with someone to produce something.
- Stakeholder Network: 20 years working with a diverse range of stakeholders, sharing objectives, developing solutions, and applying them to develop and share best practice
- IEMA Fellows Working Group : diverse expertise, dedication and passion highlights the benefits of organisational collaboration, with a range of case studies from singular engagements to networking on common objectives to enable transformational change
- Perspectives on collaboration may differ depending on the type of organisation, culture or the sector you operate in.
- The examples in this publication show that collaboration for sustainability can change the way you think and work, whilst meeting both your organisation's objectives and contributing towards global goals.

# IEMA Fellows Working Group on Collaboration for Sustainability Outcomes - Members



- Marc Jourdan (IEMA)
- Andy Whyte (Ricoh UK Products / S-AW)
- Emma Knight Strong (Green Arch Consulting)
- Gillian Gibson (Gibson Consulting and Training)
- Geraldine Boylan (Mabbett)
- Inder Poonaji (SixButterflies Ltd)
- Stacey Ann Medar (Workspace Group)
- Joanne Holden (Peel L&P) Geoff Mackey (BASF)
- Bekir Andrews (Balfour Beatty)
- Kirit Patel (DHL Supply Chain)
- Chris Harrop (Marshalls)
- Neal Barker (WSP)
- David Symons (WSP)
- Robert Spencer (AECOM)
- Greg Chant-Hall (Square Gain)
- Liz Holford (Supply Chain Development Ltd)
- Andrew Griffiths (Nestle)
- Simon Colvin (Weightmans)
- Richard Smith (BBC) Allen Creedy (Ethical Partnership)
- Nick Blyth (IEMA)

# Main Findings



- Being a sustainability leader requires you to lead and inspire collaboration and cooperation to deliver sustainable innovation (IEMA Skills Map)
- Collaborations for sustainability should look to drive positive and systemic change
- There are four common drivers of collaboration identified in the thought piece.
  1. Changing societal expectations and the need for ethics and purpose driven organisations
  2. Technological developments,
  3. Regulatory environment and the growth of sustainable finance,
  4. Network organisations and the response to government efficacy



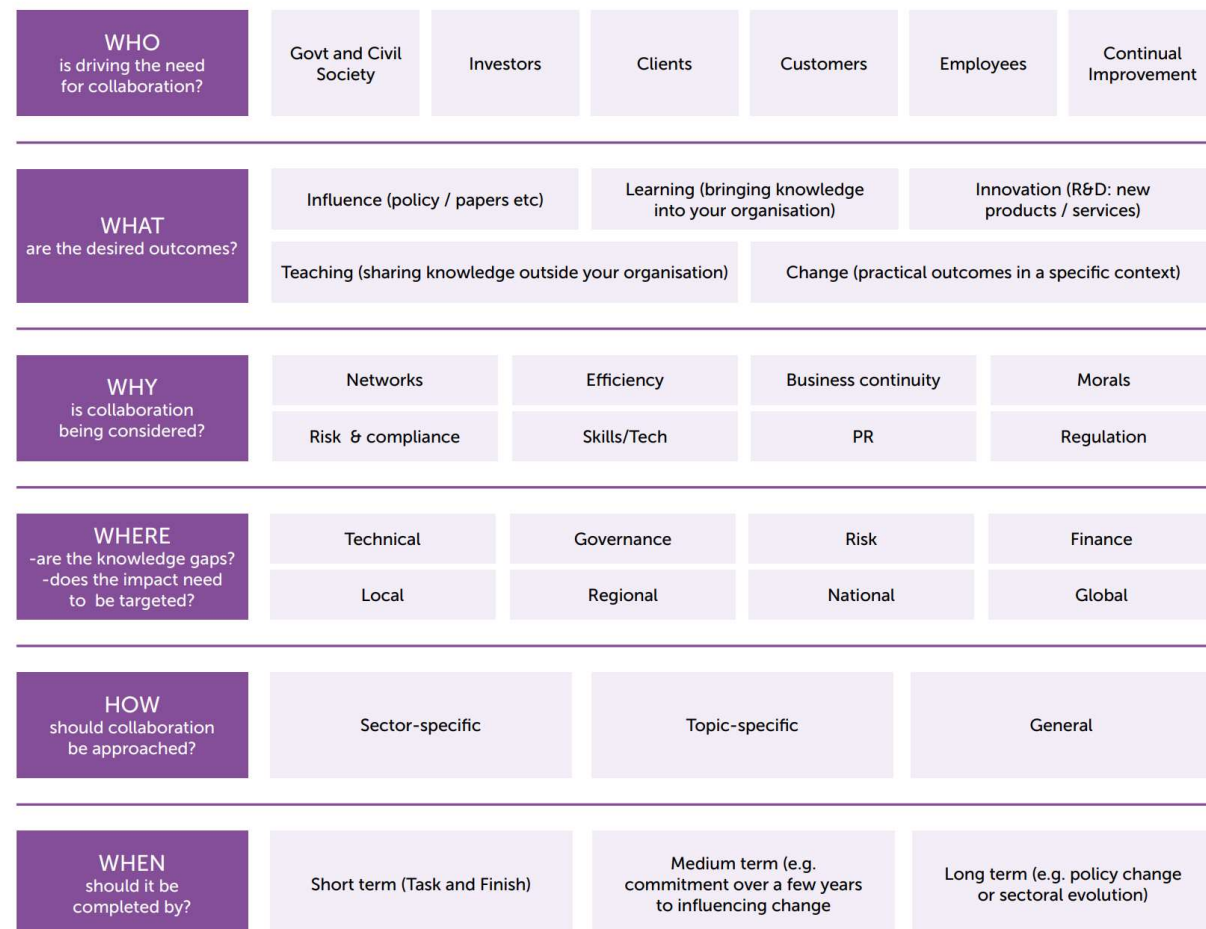


# Main Findings



Figure 1: Collaboration Decision Diagram

- **Who** is driving the collaboration;
- **What** are the desired outcomes;
- **Why** is collaboration being considered;
- **Where** are the knowledge gaps and where does the impact need to be targeted;
- **How** should the collaboration be approached,
- **When** should it be completed by.



# Main Findings

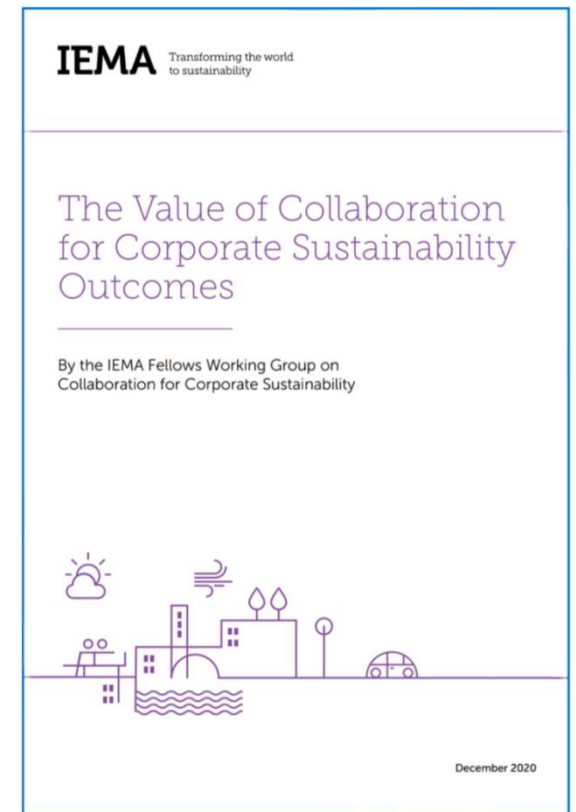


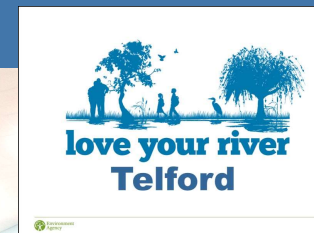
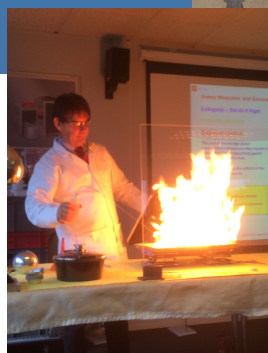
Stumbling blocks to achieving systems transformations through collaboration:

- competitive self-interest,
- lack of a fully shared purpose,
- shortage of trust.

The Case Studies highlight some of the key steps to ensure these challenges are overcome and the collaboration is successful.

Given the complexity and interconnected nature of sustainability, collaboration remains vital both now and in the future.





# Case Study

## Business Environment Support Scheme

### Telford

Sustainable Resource Management and carbon reduction for regional businesses

# Main Findings

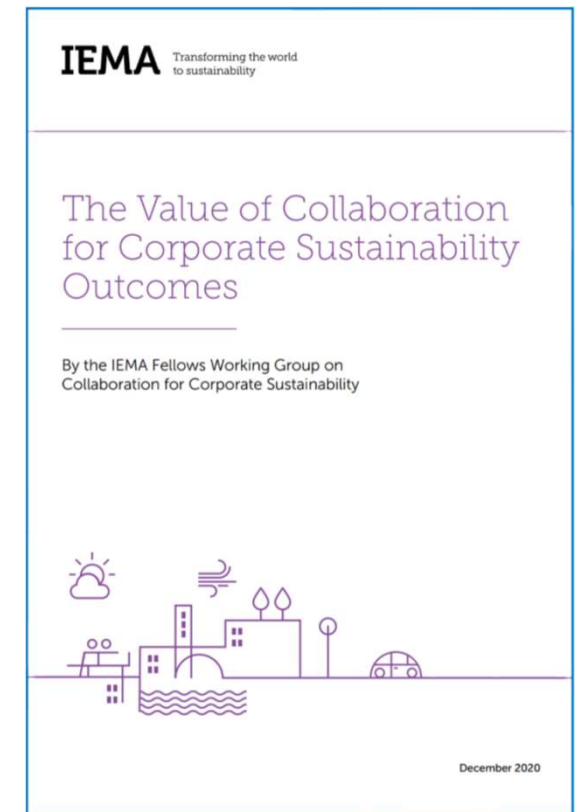


## Core challenge being addressed

Business Environmental Target Achievement. Discussing common objectives then collaborating with other members and solution providers to develop solutions (e.g. Zero waste / Circular Economy, Carbon Reduction, Pollution prevention, natural capital support, Employee engagement).

## Nature of the collaboration

Sustainability solutions hub, involving sustainability practitioners/environmental professionals, for the development and deployment of best practice on the basis that sustainability is not a competitive issue.

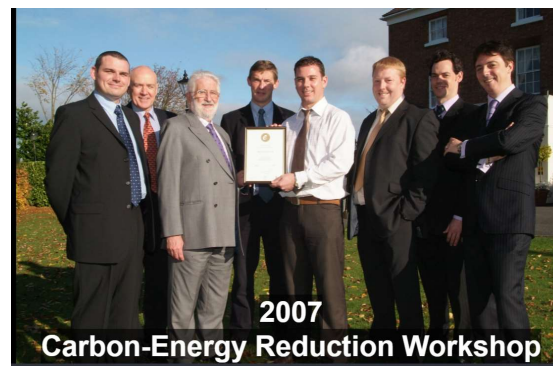






**2002-2005: Working on Zero Waste, partnering with Maxell & Epson, to create BESST and receiving recognition for 'doing the right thing' through Business in The Community awards (featured in The Telegraph and on BBC's Working Lunch)**

# Activities





# Activities



Shropshire Wildlife Trust partners with BESST



Environmental management systems workshop



Legislative Compliance workshop



Opening GKN's Recycling Centre



Staff Engagement workshop



# Activities





# Sharing



# Learning points for success



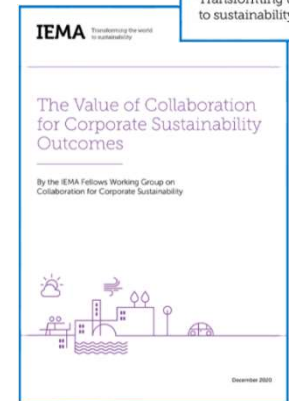
- **You're not alone!** There are other environmental professionals with the same issues you face, so collaborate to create better solutions.
- BESST is a **business led network**, and so focusses on business environmental issues whilst supporting regional inward investment
- **Resource Efficiency Clusters** provide a 'one to many' approach for national environment support programs to improve engagement efficiency. Govt environmental strategies are vital, but should be deployed effectively to businesses through this type of collaborative network.
- **Scalability:** The success of BESST's open and collaborative approach led to it becoming a model for others to follow (e.g. Shropshire and Hereford). These then joined the Sustainability West Midlands – Green Business Networks to share approaches and knowledge

<http://www.telfordbesst.co.uk/>

<https://youtu.be/SGY-87VFoD4>



**IEMA**  
Transforming the world  
to sustainability



See a  
Difference.

## Partnerships – SME Case Study

# Mabbett®

Safety | Environment | Engineering

Geraldine Boylan, FIEMA, CEnv  
*Webinar: 4 December 2020*





## IEMA Partnerships, Bridge Biotechnology





## SME “Woes”

### The problem

- SME company (c.2013)
- Limited resource
- Limited budgets
- Challenge to get to market and scale

### Routing to solutions

- Lots of discussions!
- Attending industry and topic seminars and conferences
- Communicating on needs

A great idea

Science and technology innovation

Winning awards

Delivering environmental  
improvements

## Using Partnerships to Overcome Challenges



## Using Partnerships to Overcome Challenges

- ✓ Linking to the funding opportunity through Zero Waste Scotland **Circular Economy Business Support**.
- ✓ Win the funding award for the project work:
  1. Identifying business plan gaps.
  2. Carbon assessment and circular economy support.
  3. Engineering support.
  4. Market assessment and introductions to potential customers.
  5. Legislation compliance specialized help around the EU Biocidal Products Directive

## Covid-19 and new applications





## Results & Lessons Learned

*“we are absolutely delighted with the project, the process and the outcomes.  
This type of partnership support can literally be the difference between  
companies like ours succeeding or failing”*

*-Scientific Liaison Officer*



See a  
Difference.

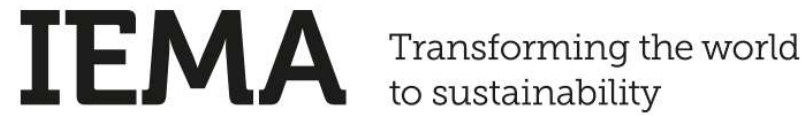
Geraldine Boylan, FIEMA, CEnv



Linkedin: Mabbett, Ltd

[www.mabbett.eu](http://www.mabbett.eu)

*Noting thanks to the Mabbett Circular Economy Business Support Team,  
Zero Waste Scotland and Bridge Biotechnology Ltd*



Should we stay or should we go?

Louise Stevens

Head of Sustainability Strategy & Communications  
innocent drinks / [stevens.earth](https://stevens.earth)





an innocent approach to sustainable agriculture

the rain in Spain

lessons from collaborating



becoming a B



 **innocent**



using business as a force for good



# good all round for people and planet 2023



## farming champions

bringing people and nature together to always source our ingredients the right way



## climate changers

protecting our climate and inspiring wider change by going carbon neutral by 2030



## recycling activists

proving that plastic isn't rubbish by collecting and recycling every bottle by 2030

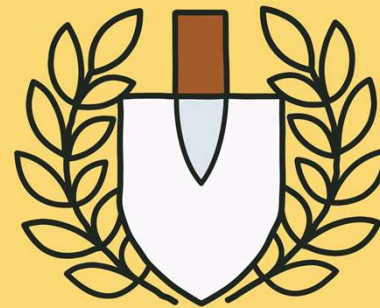


recycle  
your bottle





Sourcing  
Sustainably



farming  
champions



Building  
Livelihoods



Protecting  
Biodiversity





an innocent approach to sustainable agriculture

the rain in Spain

lessons from collaborating

Thirsty strawl



thirsty strawberries





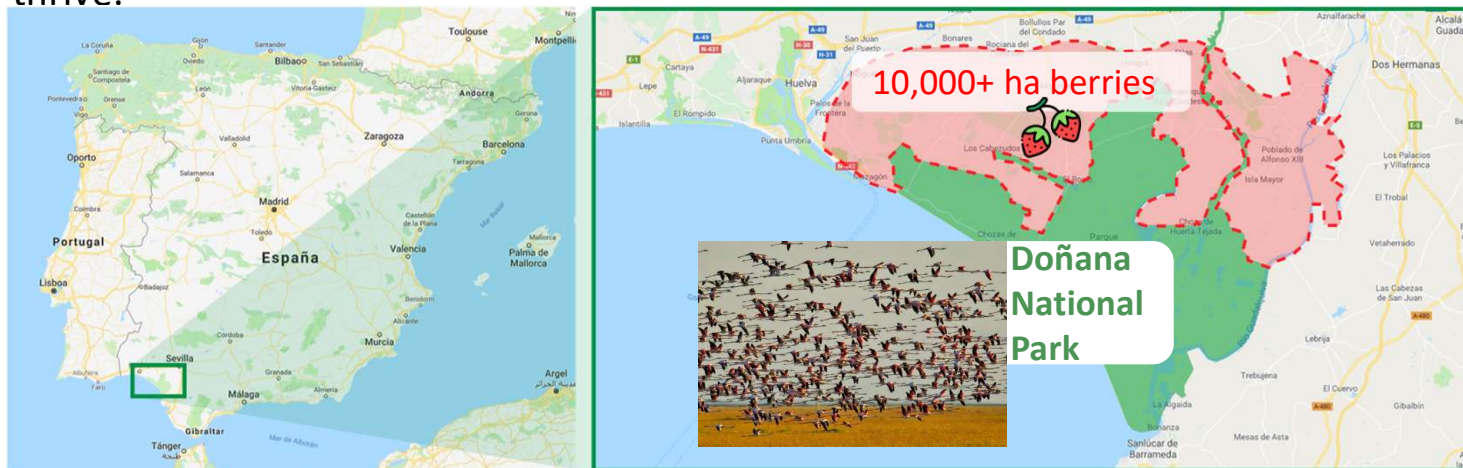
should we stay or should we go?



Huelva is home to the Doñana national park which supports more than 6 million migratory birds and is a protected UNESCO World Heritage site.

Huelva is also the heart of Spain's soft fruit production, with exports worth ~ €1 billion.

Well managed, efficient water use is essential to allow both business and nature to thrive.





UNIVERSIDAD DE CORDOBA





## phase 2: the Ferdoñana Collaboration



**Local Implementation**



**Project Strategy & Engagement**



**Manage Project & Budget**



**Project members & sponsors**  
(buy c.10% of the region's strawberry production)



**Grant funding**



**Project advisors**  
(Advisory Board & Technical Committee – full membership not shown)



### Administration

**Engagement** with the regional and national administration to promote the compliance of a legal water and land use framework in the region.



### Industry

Development of a **common approach** to ensure effective legal compliance on water and land use and environmental laws, as well as **promotion of sustainability standards** and protocols.



### Farmers

**Engage and support farmers** for improving agricultural practices and promoting water saving techniques.

**Project Purpose: to improve and promote sustainable water use for berry crops grown throughout Huelva**



an innocent approach to sustainable agriculture

the rain in Spain

lessons from collaborating

together, you can achieve so much more

---



- Average **Water Use Efficiency improvement of 15.6%** across 77 growers (2018/19 v. 2017/18)
  - This accounts for nearly **half a billion litres of water saved (499.7m)**
  - Covering a total area of 1,016ha in the Huelva region (**c.10% of the cropped land**)
- **3 showcase farms** each demonstrating a different commercially viable solution (irrigation scheduling system) which can be used to improve farm water use efficiency
- Conducted a full season trial at an ADESVA trial site and **achieved industry leading production** results
  - +60% yield with less water used per kg of class1 fruit. This sets a target level for the industry & represents €34k benefit to the average grower.
- Project has engaged 36 grower orgs (**represent 58% of the soft fruit production** area)
- Prepared & shared case studies for growers, and gained regional & **national media** traction
  - Example: <https://youtu.be/QeAYmrcRZRY>
  - Project is recognised as one of the main references for sustainable agriculture in the region



## Strong governance

- Who is doing what
- Document all decisions taken
- Agree up front goals, KPIs, timelines and keep referring back to them.
- In doing so, acknowledge everyone has different priorities



## Comms rigour

- Version control and storage of critical project documents.
- Appropriate comms structure (i.e. don't send emails to everyone every time, need to work out who is involved in each aspect).



## Clear scope

- As new topics arise, can these be incorporated into future phases of the project, rather than distracting from immediate delivery?
- Allocate resource to planning your exit – how far do you want to go with this?







**IEMA**

Transforming the world  
to sustainability

thank you for listening

[louise@stevens.earth](mailto:louise@stevens.earth)

