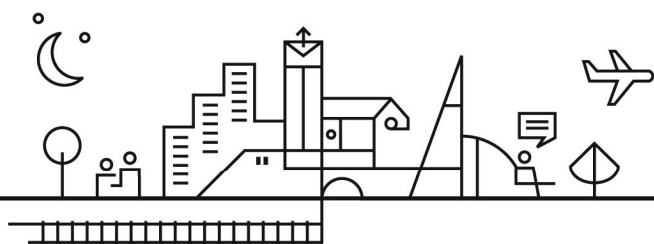


# The Value of Collaboration for Corporate Transcript



**Note: This transcript is for the webinar “The Value of Collaboration for Corporate”. It has been dictated utilizing voice recognition software. Unfortunately, this leads to occasional typographical errors. We apologize in advance if the situation occurs.**

0:04

Good afternoon, everyone.

0:06

Welcome to today's webinar publication Launch on the Value of Collaboration for Corporate Sustainability Outcomes.

0:14

And apologies for the typo on the title of the webinar.

0:20

We are delighted to have with us today some of the representatives of the Fellows Working Group on Collaboration who have helped to develop these documents and some of the case study providers as well.

0:34

Joining us is Andy Whyte, an Environmental and Sustainability Specialist, and chair of the Fellows Working Group on Collaboration for Corporate Sustainability. Also, with us is Louise Stevens, who's head of sustainability strategy and communications, innocent drinks, and sustainability consultants as well.

0:57

And also, with us is Geraldine Boyle and is director of environments Hot muggy. And, as I said, over very much diversity of experience and expertise on sustainability.

1:10

And I will come to just a brief introduction in just a few minutes, but before I do so, I just wanted to provide a quick overview of today's session.

1:19

So, during this particular launch session, we'll be presenting some of the key findings from the publication on the value of collaborations for sustainability. It'll be an opportunity for peer to peer discussion during the Q&A on the challenges of collaborations, the corporate sustainability.

1:37

And, also, we'll be offering some practical recommendations on how collaborative solutions can help to achieve systemic change. And this will also come through in some of the presentations.

1:50

Finally, we'll be presenting some of the case studies, As I explained, the ways Geraldine, Andy, submitted some case study inputs to the document, which is available to download on the web page, as of today. And these particular collaborations are mapped against the US. Gs. In the annex to this guide, really more of a sudden information and communication tool to understand which particular areas, sustainability topics. I suppose, those projects it focused on.

2:28

Now, in terms of the engagement that we've done, as I said, this working group is a collection of

...

2:35

20, or certainly Mathias who joined this particular working group, with very different backgrounds, from the public, to the private sector, all with a lot of insight on this particular topic.

2:48

Terms of collaborations, and this particular project, started quite some, some time ago. Back in December, the engagement that we did was that one of our high level fellows events, where we had a broader discussion on sustainability leadership, and then a further roundtable in March, where we try to go a little bit more in depth on regional cross sector collaboration.

3:18

And then we also had an April working group, an April high level event, where we talked about the key needs, carrying it into the new year, around 20 21 pillars of achieving systemic change for sustainability.

3:36

And the topic of collaboration came back several times.

3:41

And we did some engagement one-on-one and some project research through the working group meetings. And the peer review. This document came about, as I said, it's available to download for free for members.

3:55

Non-members can go to the shop to download it in terms of the evolution of it. Just some some key contextual points.

4:04

The perfect storm the Bail, the Perfect still document that we released back in 20 17 has continued to Obviously to Evolve. Kovac Pandemic has affected us all this year and we've noticed, as part of it, it's been an accelerator ready for the different types of collaborations to make to help make organizations resilient to all this change that we're experiencing. And it's just simply underscored the need for professionals to work together to resolve the sustainability challenge, taking, taking, from beyond the perfect storm guides.

4:44

Now, what are the roundtables that we simply referred to?

4:49

That was one of the outcomes, which alluded to the fact that to achieve best in class, in corporate sustainability, This could only be done via meaningful by producing, Basing ourselves on meaningful outcomes, or outputs that showcase actual transformations to sustainability.

5:08

So, we felt that in order to better reflect this, this particular guidance, that should be based upon case study inputs, from a variety of sectors, and different, showcasing the different types of collaborations that organizations are undertaking within networks. And some of the biggest stumbling blocks that are illustrated in the document and the day will come to in a second.

5:34

Aligned to competitive self-interest, lack of a fully shared purpose, and also shortage of trust, and this document through these perspectives, and recommendations to see how collaborative solutions at the organizational level can help to achieve systemic change for sustainability.

5:54

But that's enough for me for now.

5:55

I just now wanted to quickly introduce our speakers before we get stuck in, and I'll start with Andy. As I mentioned, he's an Environment. And Sustainability Specialist is also a fellow, chair.

6:07

This working group, and also is the chair of the Circular Economy Network steering group, and he's utilized his experience as a proven Sustainability practitioner from the local to the international level in Defra Advisory Groups. And he's a member of the UK Resources Council

amongst other sector organizations, and he represents the manufacturing sector to increase circularity in the UK.

6:35

And he also recently released the bottle on behalf of the Circular Economy Network Steering Group, and this extended Resource Ownership model is available. So, for members to do all the Circular Economy Network webpage or by e-mail, to have a look there, if you can. Next, Geraldine, as a director of the environment group at ..., and she's been doing work and collaborate for over two decades, she's worked on sustainability in business, circular economy, environments, and management, and looking to embed sustainability into boardroom thinking.

7:12

And she's delivered environmental training, as well, as she's a collaborative and influential network, connecting innovation with business opportunities.

7:22

Finally, last but not least, Louise Stevens is an independent sustainability consultant at Stevens.

7:29

And she helps companies to develop a meaningful sustainability vision, strategy, to set the priority actions, fetch the subject areas, circular economy, plastics, and climate change. And she is also part-time head of sustainability strategy, communications innocent drinks, which is a brand company that started in 19 99 with a mission to make drinks that make it easy to do yourself. So, good. So, thank you to all of you for joining us today. As a quick reminder, this particular session is recorded the slides and the recording will be made available to you after two days after the session latest. There'll be a Q&A at the end to get in your questions, as well as the pace type them as we go through during the presentations. And we'll do our best to address these. But before we go any further, I wanted to launch a quick poll to engage your audience.

8:27

The first question Obi.

8:29

Have you participated in more collaborations since the outbreak of 19 pandemic kind of just good launch, this one now?

8:42

So three possible answers, And I'll invite they, the panel to unmute themselves as we, as we look through the survey results.

8:52

So, people are voting, 50% of attendees have voted, so please go ahead and click through, and another six or NaN before we close it out. Unless there are two questions.

9:07

So, let's get through this first and then I'll move on to the second one and it will help inform the panel's presentation.

9:14

So thank you for participating in this. Say 42%, leaning towards yes, 39%, leaning towards no, 75 to set up the way, and I'll just close that in 3, 2, 1.

9:29

I'll share that with the group.

9:36

So, any sort of, Andy, let's turn to you, I suppose any sort of big surprises, I suppose from this, from this post survey.

9:48

And I think it's pretty divided, really, it is more divided than I thought.

9:53

I was going to say, I expected more, yes, because as we're working more and more from home, it's, it is an opportunity to reach out online to other organizations book.

10:03

That does depend whether you've got the links before you started working from home really slick.

10:08

Yeah, interesting.

10:11

OK, correct, Geral de interface any comments on things? Like, I think it's interesting that I was just thinking about this thinking that was kind of surprised by this poll result as well. But in actual fact, I think that there's a lot of companies who are internalizing a lot more. So, I get the fact that people have said no. Because perhaps as individuals and companies who there's been more asked of them but as an internal policy rather than as a calibration external to the organization.

10:40

And obviously in our world of consultancy, there's a lot of collaboration goes on all the time.

10:45

So, the, yes, video is reflective of the audience. In half and half almost felt that the bit that's really surprised me is 18% of never participate to the collaboration at all with an external organization. So, that's, that's really surprising.

11:01

Yeah, definitely. OK, Louise, did you have any comments, or should we move on to the next one?

11:08

I'm going to move on to the next one.

11:10

OK, great, so I'll just hide the results.

11:15

And so the next question is, what's been the most impactful collaborations you've participated in?

11:23

And we've provided you with four ...

11:26

for that particular question, is it a knowledge exchange collaboration bey resource Network expansion collaboration?

11:35

See, financial support collaborations, or de technical collaboration.

11:42

OK, so, 31% have voted and I'm 58% people leaning towards on-site, so, clearly a strong response for knowledge exchange. Technical is technical collaborations, the second with 20%, so very strong preference for the first one, and that's it.

12:05

Pretty consistent. So, I'm just gonna close that out now.

12:10

3, 2, 1, share that with the group!

12:17

So, yeah, again, it sort of any surprises them, I suppose you this time, I am quite surprised me. I feel like when I look at that list and a great collaboration, would ideally touch on all four of those, and that's certainly my experience innocent. But also, because at the point that we kicked off, the collaboration I'll be talking about later, we're still really quite small company, the financial element was critical, and so, I think I was expecting to see that one.

12:51

Yeah, I mean, obviously one thing to bear in mind is that we can't, we can only offer the one answer, but that is clearly that go to go to thing, in terms of the impact. Is stage. Alright, unless day or Geraldine have other comments somehow attempted to move on, that's OK, Let's move on. I'd agree with that.

13:14

That is the That's that's the wreath when oblak to the job 20 years ago. That is exactly why I reached out to the people I didn't have the knowledge.

13:26

Great, Thank you very much. OK, let's do that, Let's move on.

13:29

I'm just gonna come back to my slides, and I'm gonna step, I think we are now on this presentation.

13:37

So, Andy, I'm going to pick the controls. If you just accept control, when you see it pop up on your screen.

13:48

I'll mute myself, and I'll hand over to you for your overview of this work, Thanks again.

13:54

Thank you, Mark. Can you second?

13:59

Going?

14:03

Brilliant, OK.

14:05

Thank you for joining us today.

14:07

As Mark said, my name is Andy Oil, I'm the Chair, privilege chair of the looky group.

14:14

I'm not gonna go volunteer, we should have output. If anybody like to join me on LinkedIn, then feel free, there's an input.

14:23

OK, Collaborations, what does it mean?

14:26

The reason for this, is the action of working with simone's produce something, and it's basically, as I've just said, well, look like the job 20 years ago.

14:39

It's about working with a diverse range of stakeholders, sharing objectives, and developing solutions, and applying them to develop and share best practice.

14:49

Exactly what we've been doing, the same with those working group. An incredible diverse expertise, dedication and passion.

14:56

The ..., the benefits, the organizational co-operation. The fact that co-operated on this about collaborations, is quite mind blowing.

15:04

It comes with a range of case to this from a ceiling, singular engagements, to networking or uncommon objectives, to enable transformational change.

15:14

There are different perspectives, this will touch on this.

15:17

And they may differ, depending on the type of organization, cultural, sanctuary.

15:22

Think Geraldine Louise just said, basically, as consultants, who tend to talk amongst each other anyway, and collaborate quite a lot.

15:31

But deep within the depths of an engineering department, shall we say, that's not always the case.

15:38

The examples of this publication show that collaborations with sustainability can change the way you think and work, whilst meeting both your organizational objectives, uncontained, towards global goals.

15:50

Now, as I said, there is a diverse amount of expertise within the working group.

15:56

That said, the first meeting. I was completely overwhelmed by which expertise and experience is, and hopefully that's recognized by the name. She seemed to be the diverse sectors.

16:07

The represent this organization. So, I'm pretty sure the publication will be of interest to a lot of people, at least some posts we will.

16:15

So, what are the main findings?

16:17

Obviously, being sustainability leader because you to lead and inspire collaboration, co-operation to deliver sustainable innovation. And, again, that ties in with the aim of skills map and requirements from the directives from that.

16:31

Collaborations for Sustainability should look to drive positive, insistent systemic change.

16:37

Do not driving. If you're driving negative and on systemic change, you're probably doing the wrong thing.

16:43

There are four common drivers collaborations identified in the Philippines. Mark said, changing societal expectations. And the need for ethics and purpose driven organizations.

16:54

Technological developments, techno centric applications in the workplace, regulatory environment, and the growth to sustainable finance.

17:04

Yeah, getting together to make money work and make sure your client network organizations and the response to government efficacy targets that we're trying to achieve.

17:17

Essentially, using this very handily put together diagram of the group who is driving collaboration.

17:24

It could be government investors, clients. Customers could be employees.

17:29

What are the desired N cubes?

17:32

It's going to be teaching, sharing, knowledge.

17:35

innovation.



17:37

Why is collaborations being considered?

17:40

So, it could be for efficiency for business continuity, Clippy, compliance and regulation.

17:46

Critic complete I speak of this personally. Where are the knowledge gaps, and where does the impact need to be targeted?

17:53

Can be technical governments, national, local, global even on how you should do collaborations, we approached sector specific topics specific or just general.

18:04

And importantly, when should be completed by short term and medium-term aspects should be considered.

18:12

Raw stumbling blocks to achieving Systems Transformation through collaborations, competitive self-interest.

18:20

Are you both looking to make money from it? Is someone trying to make more money from you?

18:27

There's a lack of Felicia Pappas, so if you know on the same song sheet, if, you know, working towards the same common ground, It's probably not a good idea.

18:36

And then there's shortage of trust, not being an open transparent organization.

18:41

Working on the dos tends to lead to a lot of mistrust.

18:46

But the case studies highlight some of the key steps to ensure these challenges were overcome.

18:50

And the collaborations successful.

18:53

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

19:01

Honestly, believe them.

19:04

So, on to my particular case study, Just the business environment, sportspeople, telford, or best for short, would it look sustainable resource management and carbon reduction for regional businesses?

19:18

Essentially, what we're trying to address, in the beginning, is a business environmental target achievement, we offset as practitioners, targets, whether from global corporations or local environmental impacts, togs objectives, and then collaborating with people with similar, similar issues, similar targets.

19:36

Hello solution providers to develop solutions, which is zero waste, economy, carbon reduction, ..., and employee engagement.

19:45

The nature of collaborations, this is a sustainable solution.

19:48



So basically, a network initially starting out with coffee morning, which grew more question from that.

19:54

Involving sustainability practitioners and environmental professionals, the development deployment of best practice on the basis, that sustainability is not an issue.

20:04

Fundamentally, working on sustainability by yourself.

20:08

Probably not as effective as working in a group.

20:13

I started roundabout in 2002, we worked, as Rico, we worked with Maxell and Apps, and on some collaborative way stream development.

20:23

And then we created this group, along with the, a few of the members to create past and receive recognition for doing the right thing. We picked up a few words, appeared on a few television programs.

20:34

And between, until 2005, put in 2006, I actually became a resource efficiency network, and we partnered with local authority, because they recognized that we were actually advertising, promoting inward investment area with a sustainability hope that you can invite new companies to join in, so they get the benefit problem as well.

20:55

Said, we officially became an resource efficiency cluster, we then let's start look at helping members become more compliance with the new regulations, such as we enrol early workshops. But we soon realized, through collaborations that, we can visit each of the sites.

21:11

So, pretty cost effective and events, but we could go and see what each of us did best, then share that information with each other. So, we collectively improve.

21:21

We also looked at Carbon Energy reduction workshops, topical tuymans ever since.

21:26

We looked at our first waste mapping workshop to begin our injustice conversation, started the process of understanding where our waste streams were.

21:36

Bizarrely, we joined with the Shropshire Wildlife just as partners, and then you began to look at natural capital development notes called Natural Capital at the time. But, basically, it was, and we started the work on collaborating for that specific projects, Will talk on that later. Looked at environmental management systems.

21:54

Again, we're looking at what the business issues are for practitioners, the new, 14,001 coming in.

22:02

We deploy the businesses, again, listed compliance.

22:06

Can we go around each of these sites and help with help each other set things up? So, bizarrely, GKe and came to see a few of the members sites and created the recycling centre there.

22:17

We promoted what we did.

22:19

Again, this is to understand, the real bottom line benefits, doing this.

22:25

Staff engagement is also important. Worked on that as well. Create a key point for many practitioners, Edge get people involved, get people on board, and doing the things we needed to do.

22:36

We formally started industrial ... workshops for 3 or 4 of those.

22:41

We led to an event away, smashing event, where we had over 860 matches, I think, at the time, because we record, again, we looked at legislation workshops in the workplace who could do that.

22:53

Again, we looked at developing natural capital.

22:56

So, this is targeted Natl Cup, now, working with ..., just to support a, um, but now a red listed species, and its breeding population of pipe flow country was. We brought in a local ...

23:08

ontologies to its targeted, also engaging employees.

23:18

Again, nothing we tackled A helped create a sustainable woodland which had suffered issues with the legacy flight tipping, going back as far as 30 years.

23:28

So, we've used our position in the community to get people involved and also interact with the businesses surrounding the woodland to make sure that we got corrective action in place.

23:40

The latest value was look at the SDGs with a soluble goes workshop, again, now, more and more businesses becoming involved, and begin to understand that they comply with the SDGs in the workplace. But it's really about collaborating with other businesses in that way, to understand how we could do the different levels.

23:59

It's about sharing as well. So, this is the loop rivers program that we developed with the environment, an agency, Structure, Wildlife Trust, local water Authority, the local authority.

24:10

And the friends of community groups, all doing community science to identify source pollution, which is then tackled, the Water Frame Directive, Water Framework Directive.

24:20

And we improve the water quality in our area, to a point where, think we improved a type of 10 root causes. This.

24:28

this model, again, became program shed. We also presented the G seven launch resource efficiency.

24:35

So, sharing our model that, I don't mean that as far as Turkey, should, besides me stumble explaining model of industrial symbiosis.

24:45

Importantly, the collaborations going even further has been used strategically by the government of the sciences and that contributes to the resources from waste strategy to free consultations. I supported him consultations webinars as well.

25:04

So, the learning points are, you're not alone.

25:07

There are other environmental professionals with the same issues you face.

25:10

The reason why I help start this group but 20 years ago, so, collaborate to create better solutions.

25:17

It's a business led network, and so, folks who business environmental issues will support originally would invest. But so, we stayed focused on what the issues were.

25:27

Resource Efficiency clusters Provider wants money approach for National Environment Supports Program to improve engagement.

25:33

Given environment structures are vital, we should be deployed effectively to businesses through this type of collaboration network.

25:40

Goodman stretches the gray on a piece of paper, but there has to be a way of deploying them to businesses this. one too many approaches proved very successful.

25:48

It's also scalable, so, we've seen this model used locally, really in Shropshire and Hereford. And then we join to Sustainability, West Midlands, Green Best Business, that works, with the networks that Sherif approaches knowledge on the model is going even further well to the Post the Country. Like to know more, there's a website link there. If you'd like to see more of the examples you've seen here, there is a video on YouTube.

26:13

Thank you, Mark.

26:18

Thanks, Sandy. Pretty good overview of the guide.

26:22

And just a reminder to everyone, please, just make sure that you have a look at the guidance itself, is available as of today, and you find me on the webpage, which is just trying to get her control, provide, have the opportunity to present our case study input, which focuses on the SME approach, collaboration, and the ability to provide capacity building.

26:50

You can create a specific project. Geraldine, over to you, the floor is yours.

26:56

Thank you very much.

26:57

So, this talk is just so it's very much felt like natural capital and the different drivers. This was the main theme behind collaborations, is getting something done.

27:08

So, this is all about trying to make improvements.

27:11

So without trying to engage with the sustainability and agenda, making sure that we're driving forward actions, can quite often, be quite a number of blockers to that, which is why I think this publication is quite timely.

27:23

And so, my case study, actually, I'll take you on a bit of a story.

27:27

But to take you through and looking at getting something done for an SME, small, medium sized enterprise organization, and really kind of there's some kind of key lessons learned, and which will come to the end of it. So this is about, in terms of partnerships, the company we're talking about is a company called Bridge Biotechnology.

27:48

There's Scottish Company that they symptom phone line.

27:51

And they have developed a sustainable alternative to chlorine, and chlorine, which is used for disinfection, for example, in foodstuffs. And as we all know, there's a huge problem with food waste. And it's really important to look at food waste prevention. And this also ties in with another really significant fact, say especially in Scotland, will, leaders for circular economy. So really looking at, how do we make things last? How do we reduce waste and really prevent it? And upfront So there and this system is a chlorine used for this function and it's called E So E S O L electrolytes. Water. So, it's water, salt, and electricity amazing. And so, using easily missed can actually helps keep products fresher for longer and so there's a really good contribution that they can make.

28:39

And so, bridge is still a small enterprise and certainly less than about 50 people. And could be less than 10 people in the team. And this is an example of what it looks like And it looks a bit fuzzy but that's because it is a mess. And the ... is going out into the, into the atmosphere, into the storage of where the products are being stored, helping them to last longer and not go off as quickly. So really key thing. So I've mentioned there are small and medium sized Enterprise and an entitled the slides the SME Woo's because I said that he's Hawks Hope Was he thinking well maybe large companies and corporate suppose as well. And they're just different but the SME was something to learn from you.

29:22

So the problem is and that kind of been a you know the company set up in 20 13 and the first idea came out more than 15 years ago as sometimes and musicians joke. It's like 15 years to become an overnight success.

29:38

So there's a limited resource in small medium size enterprises. You're limited to the team that you've got. You've got limited budgets, perhaps not so much access to finance. And perhaps investment to be able to take the next leap, and really a challenge to kind of, you know, to get the scale to get actually get to market.

29:56

And so it's really can say, how do we route them to solutions?

30:00

Lots of discussions, always out about pseudo as a company, and many SMEs and all of you would be out about and virtual in the virtual world as well. Looking at how do we talk to people about what we're doing as already snippets. And a useful information and the connections, which we can actually bring into our work to be able to help us to progress and get to a solution and get it to market.

30:23

So, luckily, bridge biotechnology involved in an organization called .... And she's a brilliant organization about anything, suits, and biological side of the industry, and they were attending industry, and topics, seminars, conferences, et cetera. And using the coffee breaks it, so we get

less of these days to actually communicate about what the needs are, Meeting different people. It's quite a random process to switch on find, OK, who is it that's out here?

30:54

You can help me.

30:56

This is often something you hear from companies saying, the event there is, kind of, we know that there's something out there, but we've just got to kind of go on this phishing exercise to really try and find out who's got, who's got the help that can help us to, to bridge, just Bridge Biotechnological, bridging between, where we are just now, where we want to try and get to. Because you can have the greatest ideas, you can have innovation in science, technology.

31:22

You can even weirder Woods, bridge biotechnology, won the Vibes Award and Scotland, which is the National Award for Environmental Excellence and in 20 15.

31:31

And it can be delivering environmental improvement stuff, a very clear case study around what you can do, you've got all of those things, but you can't get over that leap to get to market.

31:41

It's a really tricky position to be in, and many SMEs find themselves in a similar position, and it's kind of like this site.

31:48

Why did you tend to next? And you say, well, there's so many different connections, which are the useful ones? How do I know and assess those of a limited time, so I can go through, do lots of research across every single topic?

32:03

So, the solution for this was actually through, and through our Muppets and Greek. So, now, that's one of the framework contractors' for zero waste Scotland for circular economy, as we work with a bit team as well. Subsidiary, Scotland Connection was really key.

32:19

And it was actually our colleagues at ..., the Knowledge Transfer Network, ended up ... Conference and had a conversation with Bridge Biotech, saying, Actually, really useful, because your project is a circular economy project. We can help you to propose the project Tuesday, Scotland, and the team that, and see if your project meets the criteria.

32:40

Then this potential under the AODA funding, and to be able to access some consultancies help and to really get some experts to help you and with what you're trying to do.

32:50

It's very flexible program, by way of been able to match any different skill sets from the team and to what is needed. So very much partnership approach on behalf of the Muppets Fit Group as well.

33:04

So, in linking through, we managed to get this was the first area was getting a successful funding application in.

33:11

We managed to do it. So, zero Scotland funded the support and through the circular economy business support in Scotland. And, the funding award meant that we were able to actually, really tear apart the business plan, look at identifying gaps, look at the carbon assessment, the circular economy, support through it, and really look at engineering support as well. So, some technical input, as well, and then market assessment and relocate introductions to the right people introductions to potential customers.

33:41

And there was also a big barrier around the and sorry. I've got a message saying the web comes been closed. So, apologies about that, and the legislation compliance and paste, which is around biocidal products Directive.

33:58

And so we really needs to do some technical work around that, and as well, so that we were able to support them in which markets they could actually sell into and to do that legally, And of course, with Brexit coming up.

34:10

And then that is an issue as well. So, and so, of course, and in terms of the team, really appreciated the collaboration of the team and that kind of ability to really look outside of the box, to make those connections. And to realize. We've got a solution, but we need to, we need to have the willingness, and we need to have the buy in of all of these, different parties along the, along the road. And they know delighted that that was a really, really good project.

34:38

And there's obviously, there's some of you may have noticed in terms of talks about biocidal. You may be thinking that has got an antivirus application in it. And, of course, it does. It does have antiviral and capability. So here is the part of the applications that they use. They gotta actually bother to show.

34:56

And from Ian Nicolson, who's the Chief Scientific Liaison Officer within Bridge Biotechnology, who's kind enough to let us share this case studies. So, thanks very much to Ian.

35:06

M and the team are bridged Biotechnology.

35:08

And, but they are saying basically in March, the sales of the solid liquid were relatively small.

35:14

But after March, you've now got 200 customers. So, an exponential growth and I've been able to time the market that was actually needing something.

35:23

So, in terms of the actual results and lessons learned, this is the court, which came back at our closeout meeting from the scientific liaison officer, Nick Montgomery, at the time. And he said, we're absolutely delighted with the project, and the success, and the outcomes.

35:41

She said, this type of culture can actually be, it can literally be the difference between companies like ours, actually succeeding or failing. And it is, it really comes home to you realize that some of these connections, it's not just helping somebody move a few steps forward, actually overcoming a chasm, and it's actually there. And it really is a technology which can be scaled.

36:03

And the companies in the process of doing that.

36:05

And it really ties in with the Goal's, responsible consumption, by the action, of course, partnerships for the goals, as well, and in terms of circular economy support. So, it's a really interesting case study of an SME. It's very hard to get companies to share their case studies sometimes because nobody wants to particularly say where the prompts found something difficult or where there's been barriers. But it's something which we can all as environmental professionals really learn from. And so we do really appreciate their openness and letting us share this case study for everybody's benefit on the call.



36:40

The answer, nothing thanks to another section economy and business supporting the wider team, which included Katie and Knowledge Transfer Network and also pale blue dot energy. And our colleagues also spoke with bridge Biotechnology. And so, we shout out to them and obviously survey Scotland and support from LDS and it helps it to happen. So that is the case of a little mini journey and racial past flags to Mark.

37:05

Thank you, Carol Day. And I think that list of acknowledgments at the end, this is a case I found out, well, how much a collaborator, as well, and putting this together. So, thank you, again, for your input on this, and really get out of these tabs, at the sort of a space where you mentioned the S anyways. This sort of the learning points, such that the capacity that you can get through these sorts of collaborative projects. And it sort of the key role, I suppose, that a semi play from an innovation standpoint in achieving that change to sustainability.

37:44

Great.

37:45

So, I'm just gonna pass on the mantle to the ways, and I'm going to give her control surveys. You'll see if you want to unmute yourself, the floor is yours. Salaries is going to be focusing on her international case study with a quick overview, in terms of the inputs of governance structures to keep collaborations on track.

38:09

Luis Rogers?

38:11

Thank you very much, hi, everyone. And as I've already been introduced, my name is Gary Stephens, and I work part-time innocent strength and part-time and say sustainability, consultant.

38:25

Syrups, you're just seeing your, your notes screen, so if you want to go to settings.

38:31

Apologies.

38:32

Perfect packet.

38:34

There we go.

38:36

I knew I was going to do that. Alright. Hi. Yeah, I'm Louis Stevens. And what I'm going to be talking you guys through is the story of how we chose to stay and help with a large issue in our supply chain, and how we did that. I cover eating.

38:53

So, I'm just going to quickly take you through an innocent approach to sustainable agriculture tell you a little bit about the issue that we face, and then move on to sharing our lessons from Columbine.

39:08

And hopefully, most of you will know.

39:14

I'm having a bit of a blow my own car.

39:19

Can we make fresh fruit juices and smoothies?

39:22



I've been going for 21 years and we have a really strong sense of innocent about wanting to channel our company values into using business as a force for good.

39:33

And that's something that's really been there since the business, again, but was then completely consolidated when we said is a B Corp in 2018.

39:43

Um, and in terms of our approach to sustainability, we've got a strategy that runs from now till 20, 23 at the moment, that's got three focal areas, and it's all about becoming climate changes, farming champions, and recycling activists.

39:58

That itself, could be a nice, long presentation, but we're just going to zoom in on farming champions.

40:05

So this is a really cool and that's one of our sustainability work without really well raised front would just be empty bottles on shelves.

40:13

So, the sustainable sourcing our ingredients is critical. We've got work stream. That's focusing on building livelihoods within the farming base and then also around protecting biodiversity.

40:25

But we've got an overarching aim to ensure that we source every single one of our ingredients sustainably, and the program of work that we've used to guide us in that has been using the sustainable agriculture initiative platform.

40:39

It's something that some of you listeners may have come across, but we worked with the ... Platform, closely, is what we love, is that we can use one approach and apply it to every single one of our ingredients.

40:51

So, the case study that we're talking about here relates to some growing that happens in Spain.

40:58

So, we buy a lot of strawberries. We said a lot of maybe these are strawberry banana smoothies.

41:03

And in 2009, we mapped to water footprint of our business. We realized that we had really thirsty strawberries.

41:11

And we grew in Spain.

41:13

And basically, we had an issue we realize the area that we're sourcing or strawberries problem is and it's an area called ....

41:24

And it's home to the ... National Park, which is an amazing UNESCO World Heritage site.

41:29

But on an economic level it's also a really significant region for Spain with the exports of exports and soft fruit with around about a billion euros annually.

41:40

So, for this region to thrive, well managed, efficient water use was absolutely essential. But what we can see from our water footprint research, it was not happening.

41:50

The reality was that the wetlands, virtually, annually, we had a dilemma. Do we just bias robots from somewhere else?

41:59

There's a lot of places in Europe when combined strawberries, although the actual flavor profile of these ones was just perfect for our drinks.

42:06

So, do we stay and help with the issue?

42:09

And I guess what I felt like Torres was the issue itself was manageable had boundaries. What wasn't manageable was the scale. We were a small movie company. How are we going to tackle something this huge?

42:24

So, we realized the only way to go was to collaborate.

42:27

We reached out to our main barrier supply there, who process the berries with us.

42:32

They wanted to join in and help tackle this issue. And we also linked up with the University of Cordoba an amazing agricultural and resource centre. There we were taking lots of advice from WWF are very active and actually that is why the charity began in this region of .... In the result of trying to support these.

42:52

Wetlands must be nearly 60 years ago now and then ask them.

42:56

Go on another corporate partner in the way of Unilever and I'm between us and we had a really productive five years and we had a huge focus on measurement lots, and lots of measurement and lots of trailing of different irrigation techniques and technologies.

43:13

Really the results were better than expected and what we obviously wanted to achieve was a way of reducing water use and we'll discuss area.

43:22

Actually, we soon realized that it was possible to achieve better quality fruit and higher yields as well. Soon became a really powerful collaboration among which we realized needed to be scaled up.

43:34

That's when the second phase of the project kicked off. And the great news is, we've been already working quite closely with the ... platform on all of our other agriculture. Where can we realize that they have the capacity to really take this on and scale it up?

43:48

So we remained a co-chair of the project, but the psi platform really went on to lead it. The next phase of the project was called the third anjana collaborations.

43:59

At this point, we bought on a local partner.

44:01

So, it wasn't just us that we're sourcing from this region, brought on extra funding, and we also brought on an advisory board, so suddenly, we had quite large and complex collaborations.

44:12

I guess the thing that we just really emphasized was having a super clear purpose for the collaboration. It was to improve and promote sustainable water use.

44:21

The berry crops grown throughout the while, the region, We had a very clear three pronged approach, which involve working with local administration with industry and with fama's alike.

44:32

So that was the collaboration.

44:34

We learned a lot. By far the biggest thing that we learned was together that you can achieve so much more. I've got a whole page full of stats here, which I'm just gonna pull out a few.

44:46

We improve water efficiency across the whole region by 15%, which was half a billion water, litres of water saved alone, and the last growing cycle.

44:57

And we had a series of showcase farms where we're trialling some really innovative technology.

45:04

And then we also moved onto doing a full season trial, which led to a 60% yield, an improvement whilst using less water. So, starting to see some really exciting results that were bound to then attract even more people to the project, which was what we always want to take.

45:20

We thought of this, our project would have a halo effect across the whole region because you can't just fix one part of a water base, and you really have to tackle the whole thing.

45:31

And then also, what was quite cool towards the end, we managed to get some great PR and coverage of what we were doing, and the project is now recognized as one of the main references for sustainable agriculture in the region.

45:43

So, lots of great stuff happened, and, obviously, a collaboration with that number of people, that diversity of partners comes with issues.

45:53

So, we have a lot of learnings. But I think having spoken to my colleague who, until very recently, has been the co-chair of the of the collaboration, these are really the three biggest themes.

46:05

And it was critical to establish very clear governance, very strong governance who's doing what: agreeing goes, KPIs, timelines upfront, and then all that time acknowledging that diverse group of people, or boat with them, different priorities. And that had to be acknowledged and managed.

46:23

And then that governance had to keep linking back regularly, and clearly and powerfully to the project purpose, making sure everyone was focused on the same thing. But it leads quite neatly into the second pillar around comes rigor.

46:36

Just making sure I can with that number of parties, that you were working on, the right project documents, the most up to date findings, the most up to date hypotheses.

46:47

And just the practicalities of not copying an absolutely everyone on every update, there were various moments in time.

46:52

We only needed a handful of members of the collaborations to be getting involved.

46:57

And then lastly, just having really care scope.

47:00

And so as new topics arise, just making sure that you acknowledge which ones need incorporating in the project as it goes, in which ones need parking, and for subsequent phase of the project.

47:12

And then, one that really causes of, God, I think, at the end, was making sure you, really, exiting the content properly, because for us, this second phase of the collaboration is just ended.

47:21

And that's actually the end of our involvement of innocence, with this, with this region, everyone realized how important it was for them, that this work continued and it was a really strong legacy.

47:33

Save the innocent. We had, our legacy involves a couple of things, we got instantly recognized for our role in getting off the, Initiate the collaboration with a lovely Guardian sustainable business award, But, by far, the biggest thing that was achieved was a second phase of the prototype phase of the project. And that will kick off any day. Now, that has attracted over €2 million of funding.

48:00

And so, the life but Anjana Project is what will continue forward. That will run for the next four years, and it's not just going to expand on that while the region is going to take the learnings to Portugal in France as well.

48:11

So for all of us involved in the collaboration, that legacy has been one of the most powerful elements.

48:17

I hope that gave you a useful insight into our collaboration.

48:23

Cato, a service, really get really, really good overview of your case study. And I just wanted to do, just a quick, quick wrap up, really, before we go into the Q&A segment, whilst on transparency.

48:39

You've really had an arc of different perspectives on collaboration, Eric, first, from Andy, Around, around, see the value of networks today, and obviously, this particular working group, the circular economy network elites. and its local regional sustainability network, best.

48:59

As a case study input today Sky, give you that, gave you sort of an overview professionals coming together to particularly support advanced spent on a specific topic on a continuous basis.

49:13

The ways sorry, Geraldine looked into the SME, have value in terms of advancing sustainability issues, but set of where, where they stop show and what further capacity, particularly collaborations, can, can bring the attempts of completing the projects that they're on.

49:31

Then, finally, the waste from innocent drinks, gave us a void to national or regional case study perspective, in terms of this particular project focusing on water use in Spain. and the level of engagement that they had at that level, required specific governance mechanisms to be put in place. So, just very much different types of collaborations. Different approaches to collaboration.

49:58

And it's giving you a flavour of what's in the guy. Gonna go into detail about the different chapters of the guy. I just encourage you to visit that. I'd also remind you that this should be read in parallel with other guides on sustainability, including the change management guide on sustainable development, which provides individuals, rather organizational perspectives, individuals, with some real tips and guidance as to how to, how to collaborate, how to support change making within your organization as well. So, I think that's enough for me. I've seen some questions come

in already. So I'm gonna try to get to those as quickly as I can. Say, if you bear with me one second, I'll go up the list before I tend to question those comments from.

50:52

just going up from Alex, who said, came back to the server that we're talking about.

50:59

What might if people have done more collaborations since 19?

51:04

And the answer's been no, 39% said no.

51:09

He was saying, that's possibly.

51:11

In terms of more collaborations, ..., it could be that people have continued with collaborations.

51:21

So, it's still an inquiry as sort of a good level of collaborations taking place. But it's just more specific to the question itself, is fixed.

51:33

So, I just thought I'd share that with the panel, because that contributed to that discussion. So, moving into the question, the first one is to two groups.

51:43

one is from Raj Ban. Rush Bay is asking if you have any advice for students and apps participate in sustainability activities, assuming he assumes household generates lots of waste, do we have any programs tackle those wastes and engaged?

52:02

What equals common people in reduction of overall waste?

52:06

And then, back up is asking, what would you advise to the early sustainability, career consultants, and how to reach and collaborate with experienced experts' space, That's more the individual level. So, that's that, that group of the junior level professionals and graduates. And then, I'll read off another question from.

52:33

So, you're saying, Geraldine, how did you kick off, such an extensive collaboration?

52:42

All right, I'll leave it as three questions. So, I'll open it up, Geraldine. I don't know if you wanted to.

52:50

To tackle that one is quite specific one. And then I'll give algae and the eastern time to think about the other two questions.

52:58

Great, yeah, sure.

52:59

So, and in response to Alex's comment, that you're just talking about landmark, and, think, it's a really valid point. And that's, kinda reflect, Fred spoke about, let's say, I'm really surprised that 20%, almost 20%, haven't actually, and engaged in a conversation.

53:14

But it also means, obviously, on the flip side, of the 80% do, so I was kind of almost expecting that almost everybody would. So that was kind of my perspective on it, but I completely appreciate, that could be some quite extensive collaborations, which, you know, cause a part of normal business and we constantly using subcontractors supply chain, et cetera, to you, and others

will be the same science. So, I think was that Skimmers comment about, and how did we get started on that collaboration?

53:42

It just is, it takes 22 years to be an overnight success. Didn't think probably, it's, you've got to be constantly on and constantly kind of looking for those opportunities, looking for how you can engage. And, you know, there's, there's, so many companies, There's, so many SMEs are the backbone of the UK. And in terms of companies. And it is a minefield because it's so hard to really actually kind of understand, what is the network? And how do I actually access these opportunities?

54:09

And each region, each nation, kind of has its own, its own schemes, its own programs. And so, I would just say, I really encourage, and all those early, early career individuals who are on the call as well, giving, you should networks, you know, talk to people.

54:25

Sounds so simple, talk to people, but just try to constantly be thinking, OK, is there a route for me in the, and, you know, how? How will that connect, the objectives of this program? Can I, can I help those objectives? Is there anything I can do to kind of help, kind of, and operationalize an idea? And it could be volunteer groups that could be, you know, a whole range of different things on Andy's group that he talked about getting a regional focus going. And so, how did we get started on that? Joe said, twice a year, overnight success.

54:57

As a consultancy, we built our expertise. So that we're able to engage with these larger frameworks and programs.

55:04

So, within Margaret, we've, we've been on the national programs for many years, in terms of different and public sector and frameworks. And that's kind of how you get started. But with, even though maybe 50 people, and we've got engineers and scientists, people who are experts in legal and chemistry, and all sorts of different things, we do not have a monopoly on everything. We have to partner with others to be able to get really kind of bring the bigger message forward. So by partnering with others, we were able to kind of have an offering, which we're able to offer to serious Scotland and then our guys are out and about talking to other people and brigade opportunities. The way that framework was set up was that we have an option to do what's called Bring Your Own and Bring Your Own is: Here's an idea: Somebody that we've mapped out the marketplace. or bring this idea Tuesday with Scotland and say, assess it, and if it's good enough then book, you will be able to get the funding for the project.

55:59

OK, Sheldon can have a go OK, because they know.

56:09

Yes, Go ahead on that.

56:12

Alright, thank you, Mark.

56:14

From the student involvement question, that's a really good one.

56:19

I literally just been contacted this morning by two students, and he came from, first of all, the electorate.

56:26

So, it's a good idea to find out if your lecturers' member by e-mail because there really should be.



56:34

There's also, if you have a guest lecturer as well, when I'm on the Roses for Content remains a guest lecturer Assembly and help to the students.

56:43

There's also The Ima networks, I work in, such as the ... Economy Network, for example, being part of that.

56:51

Been involved with that, does give you direct access to versus practitioners, who can give you support from that.

56:58

There's my old favourite LinkedIn, as well. The message on LinkedIn and connectivity and a few questions asked I'd say that nothing, nothing ventured nothing gained.

57:08

Don't be shy.

57:09

Um, lots of people feel vulnerable.

57:12

They've taken the first step again unengaged and there's also the Do I look for code? Can electro somebody Yeah unless you make the first step and get out there?

57:24

The answer can only be no So why not you know doesn't hurt to ask?

57:30

Ask for the early consultant's job and advice on that because I've just become a consultant 45 minutes ago.

57:38

Any advice would be appreciated?

57:42

Hmm.

57:43

And for me, I think, for me, I think an advice definitely to the students, is also just write to companies in the same way the ... suggested.

57:55

And, you know, especially if you can find a company where you're pretty confident that sustainability is something they really care about, we've had so many students right towards the innocent. And we've had, lots of them come in and do projects.

58:06

Because at any one moment in time, a company is likely to have an issue in their supply chain, but they need to do a bit of research first, to understand what it says, how they can tackle isn't viable, and that's, that's perfect material. That's a great moment for students come in and help them with that.

58:23

And so, definitely clerk on and with time.

58:26

And, I think, as Jodi said, as well, there are so many great networks feature plugin to, And also, for me, really, useful thing that I find is just the e-mail bulletins that you get this. You just don't know what's going to land in your inbox from the likes of ...

58:40

EDI.

58:41



Yeah, there's loads of great publications that you could just get wind of a collaboration or the starts of a project that might actually be something really exciting to latch onto.

58:52

If I just want, one more thing to that book is, is if you want, if you want your collaboration and cause a student to be successful and find out what the business issue is for the company or the organization, you work in it, just come in and straight and saying, oh, yeah. I'm a student and I can do some work.

59:09

His wonderful book in case I can help you with your circularity materials on focusing on this.

59:16

I believe your company's needs this, trying to identify the business need, and then we'll say, Oh, thank you, If you come and help me write report on, that, you welcome. I'll give you a desk.

59:25

Sit over there of ego wander around the company when it'd be like come back with any points of help is not going to cost me anything very little end of the day. You're more likely to get your offer across the line.

59:37

Back here and say I know that time is running out. So we're going to do a couple more questions and then what I'm suggesting to the panellists is that I circulated a list of unanswered questions and we've done that before. People, our panellists to us offer us a line or two onset we uploaded with the presentations. So now the questions that you guys have put forward today is the audience is lost, but I wanted to answer, so, 50, some, some questions that have come in from Andrew and another question from Robert.

1:00:13

So, Andrew is asking, any thoughts from the panel on collaborating with competitors on sustainability challenges, and how to avoid future competitive challenges?

1:00:25

Then there's a question from Robert, which is, what is the greatest difficulty to put so many subjects together to work in a specific objective goal?

1:00:35

So, what is the greatest difficulty to put so many subjects together to work towards a specific goal?

1:00:42

That's obviously the ongoing considerations of space for sustainability professionals.

1:00:48

I've seen a question for you is about your collaboration in Spain. And basically, asking for Mitch it. has there been consideration of climate change, IE, can the improvements be sustained? So, I'll leave it at those three questions, and I'll open it up to you guys.

1:01:08

Hopefully, we can, we can get through those and close and, say five minutes.

1:01:16

Really?

1:01:17

Sorry.

1:01:20

I said it well. And then working with others and the cut the competitors.

1:01:27

So, very briefly, we as a consultancy we work with, and we compete.

1:01:35

But we also work with our competition sometimes.

1:01:39

And a dear friend of mine calls that thing, Frenemies.

1:01:45

Database at the same time.

1:01:47

And the way that you can do that is huffing, whatever your agreement is, of, how you're working together, very clear about that, and being fair, and I'm building a relationship.

1:02:01

And it's, that is really kind of, key part of it is possible to do it. We do it, and so, you know, some months, we'll be partnering, and the other months will be competing against somebody. So But sometimes you've got to look and say, Well, what's the point is the opportunity?

1:02:15

What's the best way to get the most out of that? And it's not always about getting 100% out of supply.

1:02:20

Sometimes saying, we will accept getting a slice of that because we see that there's a: there's a greater good, and getting the project over the line, and by taking a bit of a step back and certain areas. So, that's the other thing I would say.

1:02:33

Yeah, there's no.

1:02:34

I mean, when we began two years goes to Japanese companies, making Office products quite similar, it could be competitive, it should have been compared to. But what we focus on the package of both, got waste streams. Similar way streams and we worked together to provide a solution for that. We both win.

1:02:50

We have an effect, each of these businesses, we've improved our sustainability, 2, two.

1:02:59

OK, Louise, can I jump in on the climate change one?

1:03:03

Please, Thank you.

1:03:05

Yeah.

1:03:07

I've not been involved personally in the most recent phases of the project. And I know that this is something that was, you know, within the discussions throughout the 11 year history of the project, and I guess what we're looking for, absolute improvements and efficiencies and we want to use that no matter what. We're going to move forward positively.

1:03:28

And I think the next phase of the project is taking more of a focus onto considering climate change as well. And but yeah.

1:03:38

I think that the main thing that we were really zoning in on was just finding that absolutely optimal irrigation techniques that continue to sustain agriculture for the long term.

1:03:53

OK, sorry, promised question.

1:03:59

Robert's question was actually really important because there wasn't.

1:04:02

There wasn't a version of best back in the nineties but imploded because if you could try to focus on too much, it's really good topics within subgroup after subgroup of Subgroup.

1:04:14

It worked in itself book.

1:04:16

The benefit of being business led is it typically tends to be business focused.

1:04:20

You take common flavours of the month, could be carbon reduction, for example, and you build into like a management review. So, the beginning of the years. you say it could be pollution prevention this year. We look at circularity, carbon reduction. And then you have events program.

1:04:35

Me collaborate on that particular subject, because it could be common issues, commonality of issues, environmental objectives that you should be working on together. And then you tend to come together with different solutions.

1:04:47

You get to say it's like almost like a treasure trove that can pick from the end of the day.

1:04:53

OK, so, I'm gonna have to cut the conversation show, I'm afraid, because we're running out of time. But thanks, again, for all your inputs today, for this application launch. As I said, the guide is available online to download, so please go ahead and do so. And if you've got any further questions, feel free to e-mail me.

1:05:15

My e-mail address, that they oversee it, the PowerPoint, and the list of questions that we haven't answered will be circulated with the answers on the webpage, so you can go to that to revisit some of the materials presented today.

1:05:32

Just wanted to extend thanks again to you guys as an audience, but also to our panellists for presenting, and for supporting the development of this document, And also, a big shout out to our working group of Fellows who helped put this together. More specifically referenced on the guide, with that case studies that testimonials. And also, my colleague, Nick, who oversee it because it is an S corp and sustainability for I e-mail, So, thanks everyone. If I've missed anyone out of my list of, it spreads, I'm sorry, but, you know, your own reference now on the guide, and I really hope we can continue this engagement is important.

1:06:17

Thanks again for joining today. I do look out for other webinars and go to the ..., and Networks pages. if he wants to connect with us, connect with, and they also mean that. I look forward to catching you again soon on another session.

1:06:33

Thanks, everyone.

1:06:35

Goodbye.