



SustainableAdvantage



Who we are

About Sustainable Advantage

Sustainable Advantage is uniquely positioned to help organisations with all aspects of sustainability, resource efficiency and carbon reduction. We supplement our highly skilled consultants with best-in-class specialist suppliers to provide a comprehensive integrated “one-stop-shop” to help your organisation reap the benefits of the Sustainability agenda. We offer a number of unique USPs, from advising across the sustainability chain, to engaging the entire organisation, to clear costing of all recommendations and measurement of results against aims. We work closely with London Green 500, the United Nations and Tesco as well as partnering with the Carbon Trust. We offer a strong working track record with a number of blue chip organisations.

Sustainable Advantage advises organisations on how to embrace sustainability for strategic advantage. These organisations have a variety of aims that include cost reduction, competitive differentiation, enhanced bidding success, meeting client aspirations in this field as well as attracting top talent.

What does a typical client look like?

No two clients are alike and we ensure each client is treated as unique and a solution tailored to their specific situation. There are some common themes with most of our clients, they:

- Have a sizeable utility spend that needs to be reduced, especially in this economic climate
- Have a large number of properties or occupy a small number of large buildings
- Typically a combination of owned and tenanted
- Employ a large number of staff
- Have a number of compliance regulations to meet such as CRC
- Data on things like electricity spend per building per period is patchy and often collated in spread sheets manually with little conversion into useful information
- Have clients that are very aware of sustainability as an issue and expect their suppliers to be able to demonstrate with evidence that they are doing all they can in this area
- Want to differentiate themselves from their competitors and enhance their brand
- Have a diverse range of suppliers that need to support them in turn
- Brand reputation is important – they would like to be noticed for keeping pace with the environmental movement and staying ahead of the curve with progressive business practices

Our dedicated team of experts have years of experience in an array of industries. It's very likely we have dealt with companies with similar needs to yours and we can bring that industry knowledge to each assignment whilst still remembering that each client is unique. Every assignment has a dedicated Account Director with the most relevant experience to ensure the best results.

What issues do they face?

It's important to understand each client's unique issues and their aspirations. These issues and goals vary depending on their size, their client base, number of staff, sophistication of systems and reporting, how long they have focused on sustainability etc. In today's climate much of what we do is focused on cost reduction for our clients. Whilst it's a monetary focus, it does reduce

their carbon footprint and frees up cash to focus on further sustainability opportunities, perhaps which require capex. Other clients work for large international “blue-chips” who were early adopters of the sustainability drive. In order to work for them, prospective suppliers need to have a clear sustainability strategy with evidence to back up progress else they wouldn't even progress past the “Pre-qualification” stage.

Common issues typically faced by our clients include:

- Collating and analysing things like utility spend is difficult given the multitude of properties, different providers, information available etc.
- Having information at hand to challenge staff and suppliers responsible for key areas of sustainability is difficult because of the lack of quality information tailored to each unique user in order to measure progress and make decisions
- Sustainability is such a broad area with specialist skills required. There are many providers out there but most are specialists only looking at one distinct area meaning a company may need to contract with as many as ten different partners to cover all its sustainability needs
- Significant progress can be made on sustainability by changing the way staff behave but this is often seen as “hard to do” and “left till later”
- The current economic climate means most companies are under cost pressure. Obtaining approval for capex from the Board is particularly difficult. Management often need help drafting business cases for such funding and require supporting information about payback periods etc
- Clients are increasingly asking for more information on their sustainability performance. Gathering this data and keeping it up to date is time consuming
- In turn our client's suppliers know they themselves need to support our client's sustainability agenda but often “green wash” their credentials – vetting and auditing their claims is worthwhile but time consuming
- Competition is becoming fiercer. Sustainability is a source of differentiation but it's such a diverse area – where do they start? Few outside parties can advise on all aspects, and most of the specialists out there advise on distinct areas without seeing the bigger picture and taking ownership of delivering the vision
- In-house sustainability experts can be excellent in one area but lacking in knowledge in others
- Sustainability crosses / impacts every department of the firm – who is going to bring it all together?
- Sustainability has entered the era of legal compliance with complicated legislation such as the Carbon Reduction Commitment which could have cost and reputation implications if not dealt with. Legislation by its very nature often changes and can be difficult to keep up with changing requirements

What do we do?

We are different to many of the sustainability consultants in the UK. We believe many advisers consult and then walk away, not seeing their suggestions delivered or being judged on their success. We also believe many advisers are specialists and can only advise companies in one particular area, leaving their clients to find other advisers to solve their sustainability needs with nobody looking at the macro picture.

We are not a consultancy and think of ourselves as a Support Services organisation that fosters long term relationships with our clients to help them embrace sustainability and ultimately:

- Reduce our client's carbon footprint
- Reduce costs
- Engage with staff to educate them and help them embrace sustainability in their everyday tasks
- Be compliant with all applicable legislation
- Enhance bidding success as well as client retention through showcasing our client's sustainability credentials to their clients
- Engage with our client's supply chain to ensure we have aligned objectives and that they play their part in helping our client's achieve their sustainability ambitions

In essence we deliver your sustainability vision in conjunction with your staff and suppliers creating strategic advantage for you

Who have we worked with?



Our clients come in all shapes and sizes from retail giants such as Tesco to the United Nations! We are delighted to work for anyone who wants to embrace sustainability. Each client was unique in terms of their unique characteristics, their challenges and aspirations.

We have supported the Carbon Trust on a number of assignments and are the behavioural change advisor to the London Green 500 (Made up of some of London's largest and most prestigious organisations. Our role is to assist and mentor them through their carbon reduction programmes).

Selected case studies:

Tesco

What was our client trying to achieve?

Tesco are one of the leading companies in the field of energy reduction. Several initiatives had been undertaken over the years mostly involving capex. The next stage and most challenging was that of employee engagement. Tesco wanted its staff to take personal responsibility for reducing its energy use.

What did we do?

Sustainable Advantage was brought in as behavioural change experts in the field of sustainability and specifically energy reduction. We were tasked with identifying which behaviours were contributing the most to energy inefficiency. We were then tasked with creating a behavioural change plan that would engage and educate the employees with a view to changing daily routines and behaviours. Sustainable Advantage delivered this change plan across the entire portfolio across a number of months.

The Results

Five key behaviours were identified as contributing to a significant energy usage, in fact £17.4m! Sustainable Advantage's costs were a fraction of this (what a pity!).

HSBC Private Bank

What was our client trying to achieve?

To understand the relevance of sustainability to the private bank and to align this with what HSBC were doing as a global organisation.

What did we do?

1-to-1 interviews with CEO and senior leaders globally, analysis of findings, facilitated Executive team workshop, development of sustainability 'Roadmap'.

The Results

A sustainability Roadmap that adhered to what HSBC were doing as a group but tailored to the unique characteristics of the private bank. Set in motion by the top team but filtered down and embraced by the entire organisation.

Bayer CropScience

What was our client trying to achieve?

Bayer wanted to assess the status of sustainability performance and aspiration within the organisation. They also wanted to identify critical institutional challenges and have group-wide buy-in as to the recommend way forward creating a Group Sustainability Strategy.

What did we do?

Review of policies and processes, one to-one interviews with CEO and global team, analysis of status and needs, facilitated session with Executive team on challenges and next steps for embedding sustainability. We also ran a two day workshop for the top 100 of Bayer CropScience's global business resulting in wide scale staff engagement and alignment in sustainability strategy. We ran a similar process - Water Workshop for Bayer CropScience.

The Results

Alignment on critical issues and institutional capacities needed to embrace sustainability more holistically. Agreement on next steps for development and delivery of a sustainability 'Roadmap'.

TJX Europe

What was our client trying to achieve?

TJX Europe is the parent company of TK Maxx, and has 250 stores in Europe. They are a leader in their sector for carbon reduction and sustainable business practices. Having completed a number of technical improvements and actions they wished to engage their Managers and Associates (employees) to become fully supportive of the changes and in the process to help reduce the company's energy consumption, waste, water usage and to increase the company's recycling levels.

What did we do?

We were asked by the Carbon Trust to lead this work. Reporting to a steering group of senior managers we researched the organisation, developed and piloted a programme to train Bright Green Team Champions in every location, and through them, engaged with the Associates to make behavioural changes to reduce energy consumption and increase recycling etc. We have produced a DVD, training materials, posters, and stickers and have run teleconferences to support the Champions.

The Results

We are currently on target to help each store to reduce energy consumption and waste by 14%, amounting to a cash saving of an average of £7,500 per store. Once we roll this out across their European business the company will see savings of £1.8 million per year.

Carbon Trust NHS Carbon Management Programme

What was our client trying to achieve?

NHS Trusts were seeking to reduce their carbon footprint and to also reduce the cost of their energy bills. The Carbon Trust wanted to encourage Trusts to have a progressive Carbon Management Plan in place which would be owned by each Trust Board.

What did we do?

We led the change management and engagement programme. Using two of our associates who are former NHS Trust Chief Executives, together with our practice lead we worked both at the Strategic Director level and also facilitated opportunity workshops with representatives from every department and function within the Trust. In addition to coaching and facilitation we acted as programme managers for local energy and facilities managers, through a series of meetings, audits, opportunities workshops and prioritisation sessions. We also help draft and shape each Trust's Carbon Plan to ensure Board level buy in and relevance.

The Results

Each Trust we worked with on average has identified £500,000 of savings together with 4000 tonnes of reduced CO2 emissions. They now all have on-going Carbon Management Strategies and Programmes.

Punch Taverns

What was our client trying to achieve?

Punch Taverns wanted to engage with the tenants of 1000 pubs in the Punch Taverns chain with materials which had been tested and proven to be effective in helping publicans to quickly introduce cost and carbon-saving measures. We worked with the Energy Manager to design, develop and pilot a range of materials.

What did we do?

Using the company's own branding guidelines and style, Sustainable Advantage designed and produced materials to engage, entertain and inform. These included a DVD, a fun and interactive Pub Quiz, training worksheets and exercises, posters and specially created 'Tips Jars' which included the collected wisdom of participants to the ½ day programme, run in pubs throughout the country to groups of up to 20 participants.

The Results

The programme encouraged publicans to make technical and behavioural changes to produce average savings of £2,000 per year per pub (representing 15% of their yearly take home proceeds).

Nova Scotia Renewable Energy Strategy

What was our client trying to achieve?

To identify options for meeting 2015 and 2020 renewable energy targets and assess key economic, environmental and social implications for further study.

What did we do?

Scenario planning workshop with multiple (60+) stakeholders including utility companies, environmental and social NGOs, community groups regional government, researchers and Dalhousie School of Business.

The Results

Identification of five technically feasible options for meeting targets and their corresponding key economic, environmental and social implications for further study. This ultimately resulted in policy decision by the Nova Scotia Government.

What can a client expect?

We always tailor each assignment to the client's needs and of course these vary. We employ the best and as such expect the very highest standards of service delivery and innovation. We utilise a proven model whereby each assignment is led by an experienced Account Director, supported by a delivery team, with external experts where needed in some specialist areas. This adds up to a seamless service led by Sustainable Advantage. We tend to work over a relatively long time period to effect change and immerse ourselves in the client's business, opportunities, challenges and ambitions. We can of course also deliver short assignments on specific areas if necessary.

Currently much of our focus is on cost reduction, given the economic climate we are in. As an example of our ability here, we have just completed a pilot program for TKMaxx in 20 of their stores focusing on behavioural change affecting electricity, gas, water and waste. Our original aim was to reduce these individually by 12%. We were proud to save in excess of 14% in each category. The full roll out across Europe will save TKMAXx in excess of £1.8m.

What makes us different?

In most organisations whether they are large or small, the experience a client receives and in turn their view of the organisation is shaped by the front line staff. As such we seek to employ the best talent we possibly can and are always on the lookout for talent.

Aside from our high calibre, experienced staff there is a number of factors that set us apart:

- We have been doing this for some time now and have a ton of experience with early adopters of the sustainability agenda
- We don't just consult but deliver on our recommendations
- We are flexible in our reward structures – fixed fee vs. share of savings to suit our clients
- We have worked with and been a part of the industry leaders in this field such as the Carbon Trust
- Our network of supply partners is very broad and are the best in class meaning our clients receive a “one stop shop” integrated delivery service from one source i.e. Sustainable Advantage is responsible for any project and ensuring its success
- We have delivered a market-leading sustainability portal called Sustainable Performance that manages the entire sustainability process from capturing of data through to interrogation, compliance and communication
- Our results speak for themselves!

Sustainable Performance

Sustainable Performance is Sustainable Advantage's sustainability management tool. Many of our sustainability assignments had common themes:

- Companies had several buildings with energy data in various forms – spread sheets, utility bills, statements from utility companies, smart meters and manual readings
- Data wasn't converted into information tailored to key users / decision makers
- Suppliers were asked to submit their green credentials but often paid lip service and our clients wished there was an easier way to vet them and continually monitor their performance
- Clients were increasingly seeking information of the companies themselves as part of annual processes or for bid documents for new tenders. It was a very time consuming process to gather all the information needed and to make sure it captured everything and was up to date
- Sustainability has now entered the realm of compliance, notably CRC, with the process, forms and calculations complex
- Staff wanted to become more engaged in making changes but were still learning about sustainability and so wanted resources as well as information on how the business was performing and more specifically the areas they were operating in
- Funds were made available for sustainability initiatives but company boards wanted a well-considered investment case with anticipated costs, savings etc. They thereafter want to see clear evidence of enhanced sustainability / energy reduction post investment

Sustainable Performance addresses all of these issues and transforms scattered, inconsistent and incomplete data into complete, useful information that allows the organisation to manage its sustainability performance, communicate this internally, to clients, as well as to engage with its own supply chain to ensure aligned objectives.

- Data is gathered across the entire firm in an array of formats from paper based to live feeds
- Sustainable Performance converts the data into a uniform standard and ensures accuracy and completeness
- Data is converted into relevant, timely information that has been tailored to each individual dependent on their role
- Each individual is capable of setting budgets, monitoring and comparing performance
- Issues and problem areas are automatically flagged up without the need for teams of energy managers
- Budgeting for next month or year's sustainability components such as electricity spend is very easy with a number of scenarios quickly run through the system
- Any new initiatives such as capex projects are evaluated and contrasted against other options with detailed reports available to boards for funding approval
- Communication with suppliers and clients is live and interactive

Sustainable Performance brings sustainability into the heart of the organisation.

Conclusion

Thank you for allowing us to present our credentials to you and for the opportunity of being your sustainability partner.

We have a proven track record of delivering cost effective and long lasting results in our work. We suggest a face to face meeting to discuss this proposal in more detail and look forward to hearing from you shortly.

Best wishes from the Sustainable Advantage team !



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embracing
sustainability
for strategic
advantage

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