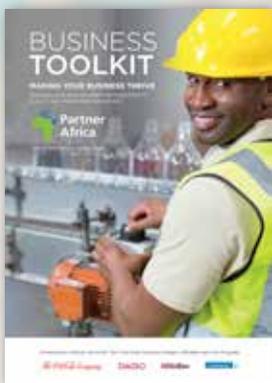


ENVIRONMENT



A CHAPTER FROM THE BUSINESS TOOLKIT

This is only one chapter of the toolkit. You can download the full document or any of the other chapters from the Partner Africa website. www.partnerafrica.org/business-toolkit

WELCOME

This toolkit provides practical assistance on how to improve **Productivity, Quality and Workforce Management – areas which are inextricably linked**. People are a core and valuable asset for every business and in order to have an efficient, productive business, employees need to work in good conditions. Partner Africa, through its extensive auditing, training and consulting work have found that workers who are safe, respected and content in their work are more efficient and productive. For instance, productivity is increased by reducing the need for sick days and constant recruitment and onboarding due to high worker turnover. The connection also flows in the other direction: as productivity and efficiency improves, there are opportunities to improve wages and reduce excessive working hours without impacting price.

Productivity, Quality and Workforce Management are all essential elements to building a lasting business and a strong partnership with purchasing companies into the future.

The group of companies and organisations behind this toolkit want to share best practice and learning across the industry. This toolkit gives suppliers practical assistance on how to improve productivity, quality and workforce management in production sites. It will enable you to understand each issue and why it matters for your business, what is required, what that means in practice and will also enable you to assess your current situation and provide you with practical tools to make the necessary improvements.

Written and produced by Partner Africa

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Produced by Partner Africa for The Coca-Cola Company, Diageo, ABInBev and Aim-Progress



DIAGEO

ABInBev





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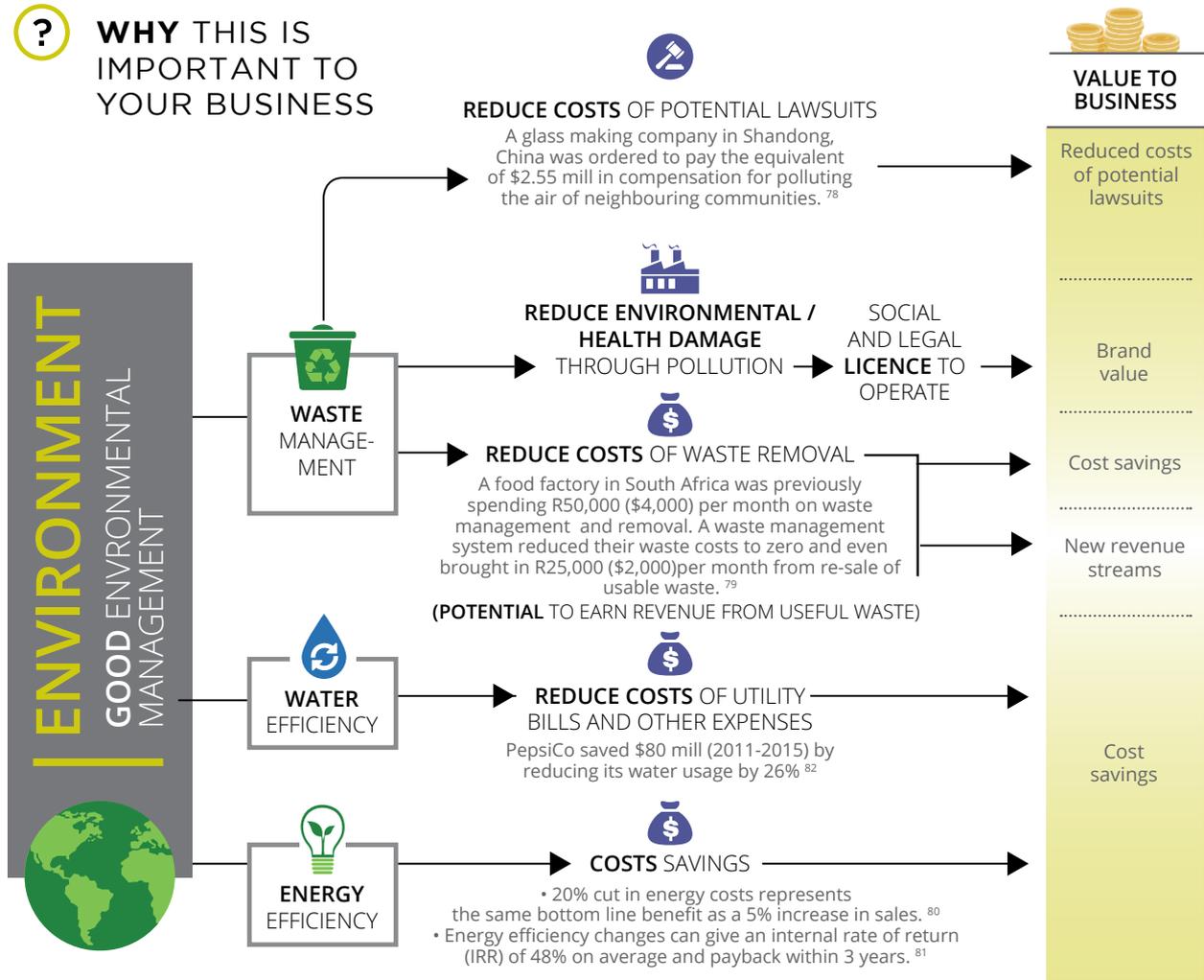
The content of this Toolkit was developed by Partner Africa and consultants, in conjunction with the participating brands. Each company may have additional and/or specific requirements on the topics covered in this document and thus this Toolkit should be utilised as a reference guidance only.



7. ENVIRONMENT



WHY THIS IS IMPORTANT TO YOUR BUSINESS



CASE STUDY



PepsiCo saved **\$600 million** overall (2011-2015) through its broader environmental sustainability program, which included water use, energy, packaging and waste reduction initiatives.⁸³



THE EXPECTATIONS

- Conduct business in ways that protect and preserve the environment
- Meet all applicable environmental laws and regulations
- Have a clear and publicly available environmental policy statement that addresses the key impacts of your operations and commits to improvement
- Continually strive to reduce your environmental impacts and manage natural resources efficiently. This includes implementing measures to prevent pollution, minimise the use of energy and production of waste and manage water responsibly



WHO

Who needs to be involved and informed?

Senior management, supervisors, line leaders, SHEQ Manager or officers



WHAT THIS MEANS IN PRACTICE

This section explains the details of what this means in practice and can also be used as a tool to self-assess your site.

Put a if you think that point is in place in your business and put a if it isn't or needs improvement. You can then create an action plan, to assign and follow up an action for every (sample action plans are given at the back of the toolkit).

Management: Know, understand and take action to improve

- Know the full requirements of environmental legislation in your country and region
- Understand the significant environmental impacts of your business
- Take steps to minimise environmental impacts and at a minimum meet all legal requirements.
- Obtain and maintain required environmental permits and registrations. Keep relevant documentation up to date and available for audit including relevant local government environmental certificates/ permits, Business license for Chemical Waste Handling Unit (if applicable), Sewerage Discharge Permission (including gas), Analytical Testing Report (for discharged water/air), Manifest or Bill of Lading (for transportation of waste)

Environmental and health hazards in the workplace

- Provide information to workers on environmental and health issues relating to any hazards
- Ensure workers are trained as appropriate
- Maintain an up to date list of hazardous and non-hazardous substances used on site

Hazardous waste

- Ensure all hazardous waste (including gases, liquids and solids) are properly handled, transported and disposed of and treated where necessary, in accordance with relevant requirements
- Levels of potential toxic chemicals in both water waste and air emissions must be measured, to ensure they are in line with legal requirements
- Take steps to reduce the amount and toxicity of hazardous waste to legal limits or below
- Ensure that any standing water inside or outside the facility drains properly
- Waste transportation has an appropriate, valid license, permit or registration as required by law

Waste

- Measure and commit to reduce the production of non-hazardous solid waste

Energy

- Measure energy usage and carbon emissions and commit to reducing them both in manufacturing operations and transportation of products (including short term climate pollutants such as halons and HFCs) (tips on reducing energy use are given in the Practical Tips section below)

Water

- Understand your water usage in the context of local availability and quality
- Measure, manage and commit to reduce water usage and discharge, to support sustainable water stewardship (tips on reducing water use are given in the Practical Tips section below)

Packaging:

- Collaborate with purchasing companies to identify opportunities to reduce packaging, increase recycled content and make packaging recyclable



PRACTICAL TIPS AND TOOLS FOR IMPROVEMENT



WASTE MANAGEMENT⁸⁴

- **Waste minimisation** is an approach that aims to reduce the production of waste and the potential toxicity of waste through education and the adoption of improved production processes and less wasteful practices.
- **Re-use and recycle** involves processing waste as an input for another process.
- **Recovery** is reclaiming particular materials/ components or using waste as a fuel.
- **Waste processing** is treatment and recovery (use) of materials or energy from waste through thermal, chemical, or biological means.
- **Treatment and disposal** is the 'last resort' in waste management, if none of the other options are possible. This includes processing the waste so its environmental and health impact is reduced, including separating out and destroying toxic components. This must be in accordance with legal requirements.

The Chartered Institute of Purchasing and Supply have produced a booklet on 'How to develop an effective waste management and disposal strategy' and you can access the link in the endnote references⁸⁵. Although it refers to UK legislation, it contains some very helpful guidance and tips that are applicable elsewhere.



WATER MANAGEMENT

The Alliance for Water Efficiency has published some valuable water saving tips for commercial and industrial water use. You can download a designed pdf of their tips at the link given in the endnote references⁸⁷ and here is a summary of a few of their top tips:

1. Conduct a facility audit to **quantify water use**
2. **Reduce the flow** of water where possible
3. **Modify equipment** or install water saving devices
4. Water treatment, **recycling and reuse**
5. **Educate employees** about the important of using less water
6. **Use non-drinking water** for industrial process use eg reused water or collected rainwater
7. **Replace water-cooled equipment** with air-cooled equipment when feasible
8. **Dry sweep surfaces** instead of hose clean where possible
9. **Install water efficient fixtures** in restrooms



ENERGY EFFICIENCY



In the 'Better business guide to energy saving', produced by the Carbon Trust⁸⁶, there are many practical tips on reducing your costs associated with energy use. You can find the link to the full booklet in the endnote references and an outline of their top tips is provided here:

1. **Carry out an energy walk** around your production site, noting down and acting on any maintenance issues and identifying opportunities for energy savings
2. **Review heating and cooling energy use** – is the temperature appropriate and what equipment is being used?
3. **Lighting** - What type of fluorescent tubes are in use? (A more energy efficient option may be available) Are lights switched off when not needed? (It's possible to **reduce your lighting costs by up to 30%** by implementing these measures)
4. **Factory equipment** – Is any equipment left running when it's not being used? Could Higher Efficiency Motors be used?
5. Use bills and meter readings to **investigate energy use**
6. **Make someone responsible** for each improvement and involve staff by raising awareness with posters and leaflets



TACKLING TOUGH SITUATIONS

WHAT DO YOU NOTICE



The facility has a waste water treatment plant that isn't working well so all waste water is just directly discharged into the environment without being treated. The manager says that it's cheaper to pay a government fine than to invest in repairing the waste water treatment plant.



PAUSE



THINK



WHAT NEXT

Each business needs to abide by local laws regarding the environment. This untreated waste water could be causing health issues for the local community as it enters groundwater. It is urgent that the treatment plant is repaired and always used. The direct and indirect costs of not investing in the waste water plant are far greater than fines which the facility may pay.



CASE STUDY

MANAGING WASTE IN A SOUTH AFRICAN PACKAGING COMPANY⁸⁸

Constantia Afripack is a South African packaging supplier that produces consumer flexible packaging and labels for confectionery, beverages, food and personal care products, as well as packaging for industrial applications.

Waste is a challenge for the packaging company since they produce approximately 500 tonnes of waste a month. Mark Liptrot, Sustainability Manager for Constantia Afripack, says "Through increased staff awareness and establishing green teams we have been able to increase our recycling rates by 13% overall and are targeting a 75% diversion from landfill at two major sites in 2017."

Afripack is applying the "reduce, reuse and recycle" principle to reduce waste as well as strategies to reduce water and energy consumption and to reduce their carbon footprint. The company believe that the first step to reducing waste is to monitor and measure waste generation and then track reductions. A common area of waste in packaging plants is trim of film for flexible packaging that is cut off in the process of printing the packaging. Afripack has minimised this waste by using the narrowest reels possible for each job. Some plastic waste is given to local crafters to reuse to produce new items and some waste is sold to be recycled to make plastic coat hangers. Other areas being explored include producing energy from waste plastic as well as uses for multilayer laminates.



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