



Profiting from Sustainability- Opportunities for SMEs in the West Midlands

**A Carbon Footprint Ltd & Ecobusiness WM Seminar
Coventry University**

Tuesday 3 June



Purpose of this Seminar



To promote the Ecobusiness WM Project:

The project is designed to help Small to Medium Enterprises (SMEs) in the West Midlands region to comply with current and future environmental/sustainability legislation, whilst also enabling them to cut costs and achieve significant savings in a number of ways. These include:

- Optimising the use of raw materials, transport, water and energy.
- Rationalising and recycling packaging.
- Reducing the volume and toxicity of waste, used water and air emissions.



Purpose of this Seminar



- Carbon Footprint Ltd- approved consultant under the Ecobusiness project. We are delivering support to SMEs in the West Midlands to help improve their environmental sustainability performance
- Provide SMEs with a flavour of the benefits of signing up to the funding and some examples of types of projects that can be supported
- Encourage larger organisations to discuss with SMEs in their networks and supply chains

Carbon Footprint Ltd

Dedicated Sustainability Company. Helping organisations

- Meet customers' needs & expectations
- Reduce carbon emissions & save money
- Be compliant with legislation and best practice
- Manage their environmental and sustainability impacts
- **Profit from sustainability!**



Agenda

9.00	Welcome: Katie Elmer– Senior Sustainability Consultant – Carbon Footprint Ltd
9.05	Making Sustainability a Key Business Priority: Katie Elmer– Senior Sustainability Consultant – Carbon Footprint Ltd
9.20	Sustainability Projects that make Immediate Impact: Victor Parrilla – Senior Environmental Consultant- Carbon Footprint Ltd
9.45	Sustainability Made Practical: Pat Laughlin - CEO - Midlands Environmental Business Company (MEBC)
10.10	Benefits to Business in Addressing Resilience to Climate Change: Alan Carr- Sustainability Adviser- Sustainability West Midlands
Break	
11.00	Sustainability Funding for SMEs: Sunil Vara – Project Manager – EcoBusiness WM
Q&A, feenetworking and opportunity to register for funding	



Making Sustainability a Key Priority for West Midlands SMEs

**Katie Elmer
Carbon Footprint Ltd**

June 2014

SMEs are Important to our Economy



- SMEs make up around 90% of the UK's trading business
- They contribute around 33% of the UK's Gross Domestic Product
- The Government proposes that 25% of central Government spend is procured with SMEs-Policy makers and politicians believe that procuring from SMEs will- strengthen the economy; regenerate local communities; and generate stakeholder goodwill
- Larger companies are seeing the benefits of doing business with smaller businesses

Sustainability is a Business Issue



Sustainability and Environmental Stewardship- EVERYONE'S RESPONSIBILITY.
Covers areas such as:

- Environmental management e.g. waste, energy, water management.
- Procurement
- Social responsibility and economic sustainability
- Pollution control

Important for business as it helps manage associated costs, legal compliance and reputation (Customers and local community) etc etc!!

SME Attitudes Towards Sustainability are Changing.

2014 Research Results from Lloyds Bank Commercial Banking



IT IS A BUSINESS PRIORITY: A **quarter of SMEs** say sustainability will be one of their **top three priorities this year**, despite the fact many are struggling to move beyond implementing simple green measures.

GAP IN UNDERSTANDING: SMEs are quite comfortable undertaking traditional activities such as energy saving and recycling, a significant number have still yet to adopt a broader range of sustainable business practices.

BUSINESS BENEFITS ARE UNDERSTOOD: Of those businesses that **have implemented** sustainable business practices, most believe there are **clear benefits in doing so**. More than half believe it helps **reduce their costs**, just under a third believe it **increases their profitability**, while more than two-fifths cite that it makes a **positive contribution to the environment**.

SME Attitudes Towards Sustainability are Changing.

2014 Research Results from Lloyds Bank Commercial Banking



Of those businesses that still have no sustainable business practices, 44% say they **will start investing over the next five years.**

The main reasons are to **reduce costs** and **increase profitability** (52%) and make a **positive contribution to the community** (28%).

A third of SMEs expect to **increase their investment in sustainable business practices.** Only a small minority (2%) think they will cut back on spending in this area.



Future Proofing



Funding



Improved Reputation



New Markets

What is really driving the need for SMEs to look at sustainability?



Profits



Work Winning

Employee Retention & Attraction



Stakeholder Engagement



Compliance

Customer Retention



Enhanced Brand Image

Policy and Legislation

- Compliance and taxation is becoming more burdensome for companies of all sizes- e.g. energy related regulation increasingly applicable to smaller companies; costs will rise as taxes likely to replace some carbon legislation
- Managing your environmental impacts cuts risk associated fines (and worse) and reputational damage associated with pollution and other non-compliances.





Sustainability is a Key Supply Chain Issue

The good news is that larger companies and public sector organisations see the benefits in doing business with SMEs: nimble, leaner, innovative, flexible, responsive, local

Sustainability is a key issue to these organisations- and offering opportunities to SMEs helps them meet their corporate social responsibility organisational objectives (e.g. local sourcing; diversity and inclusion)

Sustainability is accepted as standard best practice in business. All market leaders see sustainability as a business priority and want to encourage all businesses they deal with to embrace this. As such large companies & public sector are 'greening' their supply chains

This means that sustainability and resource efficiency needs to be a key business consideration for SMEs when supplying to these organisations- there is a risk of losing a significant amount of business



An Example of Supply Chain Demand

For a very busy procurement manager: **How do you tell if a business is environmentally responsible?** Due Diligence- look around premises?

But if you're a procurement manager, managing hundreds of immediate suppliers and a supply chain of thousands, **a quick solution is needed**

Many procurement teams will simply want to know– ***does the business have ISO 14001?***- the Internationally recognised Environmental Management Standard. This provides immediate assurance- demonstrating that an organisation is managing its environmental and sustainability impacts and is committed to continually improving their performance

Failing this, at the very least they will want to know:

- How is responsibility for environmental management shared across your business?
- How do you monitor environmental performance?
- What improvements have you made to environmental performance over the last year and what are your priorities for the coming year?

Can you demonstrate this?

Sustainability Means Business Success



Companies **improve financial performance** when they publicise their sustainability reporting

Employee attraction and retention- people like ethical employers. Sustainability programmes are designed engage employees. They also encourage work/life balance- promotes more flexible working practices



Competitive advantage and market differentiation- are your competitors looking at this?



Sustainability Means Business Success



Risk minimisation and **compliance**



BIGGER profit margins



Work retention and new work winning

Future proofing (climate change adaptation and opportunities; more ethical consumers)



Bottom line- lower utility and waste costs



Encourages innovation- new markets; re-use of resources and wastes; product design; time saving ideas

Senior buy-in



Money

Confusion



The Biggest Barriers

Time



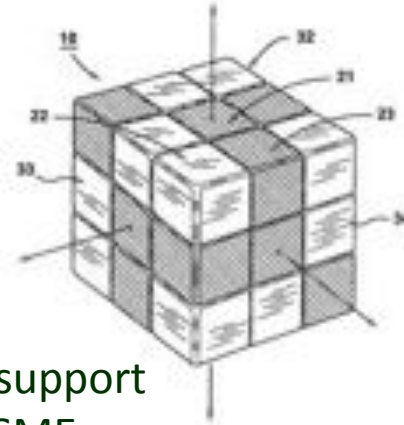
Knowledge

Engaging Employees

The Advantages



Less complicated implementation for SMEs



Funding and support available for SMEs

CAN MAKE QUICK WINS!!

Easier to communicate



SMEs often have more **freedom** to implement sustainability

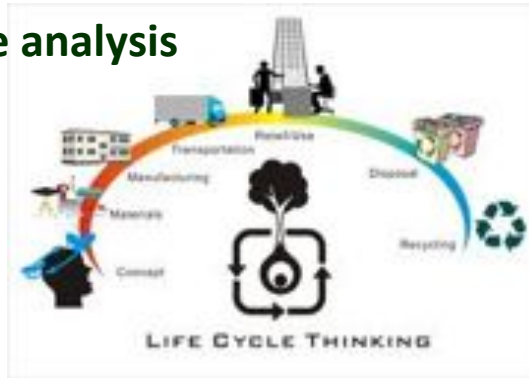




Environmental Management Systems- informal and ISO 14001



Life cycle analysis



Energy, waste and resource audits



Training



Carbon footprint appraisals- identify other projects and savings



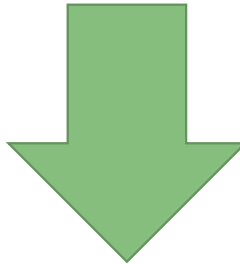
Green marketing

Employee engagement- behavioural change is key

Global Reporting Initiative and CSR

Typical Initiatives

These can all be funded for SMEs in the West Midlands.....



A leading provider of full sustainability services



Opportunity at the end of this seminar to register your interest for EcoBusiness WM Support

**THANK YOU
Questions?**

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Sustainability projects that give you an immediate impact

Victor Parrilla

Senior Environmental Consultant

Carbon Footprint Ltd

Why you need sustainability credentials

- **Sales tenders**
- **Market Differentiation** of products/brands
- **Shareholders**
- **Other stakeholders** – including your staff
- **Operational** – compliance and cost





Big 4 Sustainability Projects

1. Carbon Management
2. ISO 14001
3. Corporate Sustainability Responsibility (CSR) Reporting
4. Life Cycle Assessment (LCA)

These are a few of the most representative sustainability projects that SMEs and Corporate organisations are **undertaking** at the moment.

...Each have different effort/reward profile



Project	Ease to do	Cost effective to do	Potential Return
Carbon Mgt	+++	+++	++
ISO14001	++	++	+++
CSR Reporting	+	+	++
LifeCycle Assessment	++	++	++



1. Carbon Management

Carbon management

is the way an organisation measures and manages its overall greenhouse gas emissions.

Carbon footprint

is a measure of the impact our activities have on the environment in terms of the amount of green house gases produced, measured in units of carbon dioxide equivalents (CO₂e).



1. Carbon Management

The **primary footprint** covers the carbon emissions which an organisation has direct control and responsibility for. These emissions are split into three scopes defined by the greenhouse gas protocol.

GHG Protocol Definition	Origin of Emission
Scope 1	<ul style="list-style-type: none">• Electricity, heat or steam generated on site• Natural gas, oil, LPG or coal use attributable to the company owned facilities• Company owned vehicle travel• Production of any of the 6 GHGs• Refrigeration and Air-conditioning
Scope 2	<ul style="list-style-type: none">• Purchased electricity, heat or steam
Scope 3	<ul style="list-style-type: none">• Employee business travel

1. Carbon Management

The **secondary footprint** covers the carbon emissions which an organisation has indirect responsibility for and usually little control over

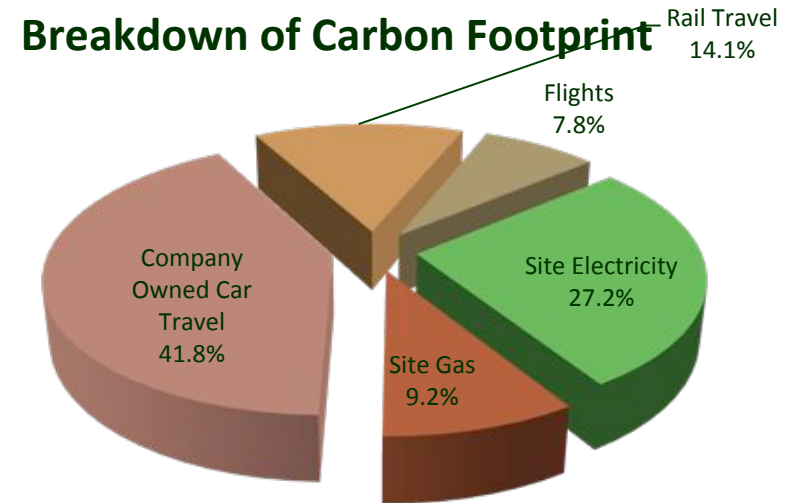
GHG Protocol Definition	Origin of Emission
<p>Scope 3</p>	<ul style="list-style-type: none"> • Employee commuting • Transportation of products, materials or waste by another organisation • Outsourced activities • GHG emissions from waste • GHG emissions from the use and end of life phases of products and services. • GHG emissions arising from the production and distribution of energy products, other than electricity, steam and heat, consumed by the organisation • GHG Emissions from the production of purchased raw or primary materials.

Typically, companies can choose to calculate elements of their secondary footprint as an addition

1. Carbon Management

What is included within a **Carbon Footprint Appraisal**

- A company's primary carbon footprint, as it is the impact the business is directly responsible for and thus has realistic control over in its supply chain
- A figure for your company's total annual carbon emissions – X tonnes of CO₂e
- Forms a baseline emission level for comparisons to be set against in future years
- A breakdown of the company's emissions



Carbon Footprint reports always include additional information.

There are recommending reduction opportunities (an onsite survey can be arranged) and strategies on how to best market your green credentials.

1. Carbon Management

Following the completion of the Carbon Footprint Appraisal, a **Carbon Management Plan** should be implemented, which includes:

- Carbon reduction targets
- Actions that will help the organisation achieve those targets
- A monitoring plan, to check whether the actions are working/being implemented, and if they are not, put in place corrective plan
- A description of the responsibilities and involvement of different staff within the organisation, to meet the action plan
- Sometimes, it can also include cost savings estimations, information on offsetting programmes the organisation is joining, and more



1. Carbon Management

Carbon Offsets compensate for the emissions we produce by funding an equivalent carbon dioxide saving somewhere else.



We encourage companies to reduce their emissions first and only offset the unavoidable emissions

2. Environmental Management System (EMS)



- An EMS is a system for the management of an organisation's environmental programmes
- It provides a framework to:
 - Understand and comply with legal requirements
 - Implement and keep up to date an environmental policy
 - Identify the most relevant environmental impacts of the organisation
 - Set, monitor and review targets against those environmental impacts
 - Engage with senior management and stakeholders
 - Provide relevant training to help the organisation achieve its goals and comply with legislation
 - Audit the system to ensure it works
 - Keep improving the system so that the organisation's environmental performance increases

2. Environmental Management System

- There are various standards, the most recognised one is ISO 14001
 - International Standard
 - All sizes and industries
 - Success depends on commitment from all levels and functions
- There are others, such as EMAS



3. Corporate Sustainability Responsibility (CSR) Reporting



- Sustainability reporting comprises:
 - Environmental reporting (e.g. carbon footprint, energy consumption, waste, water, raw materials, contaminants,...)
 - Social reporting (e.g. impacts on local communities, employees, families, children...)
 - Governance reporting (fraud, abuse of managerial power, equal opportunities, remuneration, corruption...)



3. Corporate Sustainability Responsibility (CSR) Reporting



- Transparency
- Report easy to understand by all audiences
- Strong engagement with stakeholders
- Popular frameworks include Global Reporting Initiative (GRI) and Carbon Disclosure Project (CDP)



4. Life Cycle Assessment (LCA)

- Assessment of the environmental impacts
- of a product or service
- during its entire life cycle:

- ✓ Raw materials
- ✓ Manufacture
- ✓ Transport
- ✓ Usage
- ✓ Disposal



4. Life Cycle Assessment (LCA)

- Impacts analysed
 - Several: ozone layer depletion, water pollution, climate change, etc. (ISO 14040 & 14044)
 - One: climate change = **product carbon footprint**
- Stages of life cycle included
 - Cradle to gate approach
 - Excludes usage and disposal
 - Used for supply chain demands
 - Cradle to grave approach
 - Full life cycle
 - Consumer focused
- Data used
 - Primary: obtained specifically for our product
 - Secondary: obtained from an existing database



Any questions welcome...

Thanks

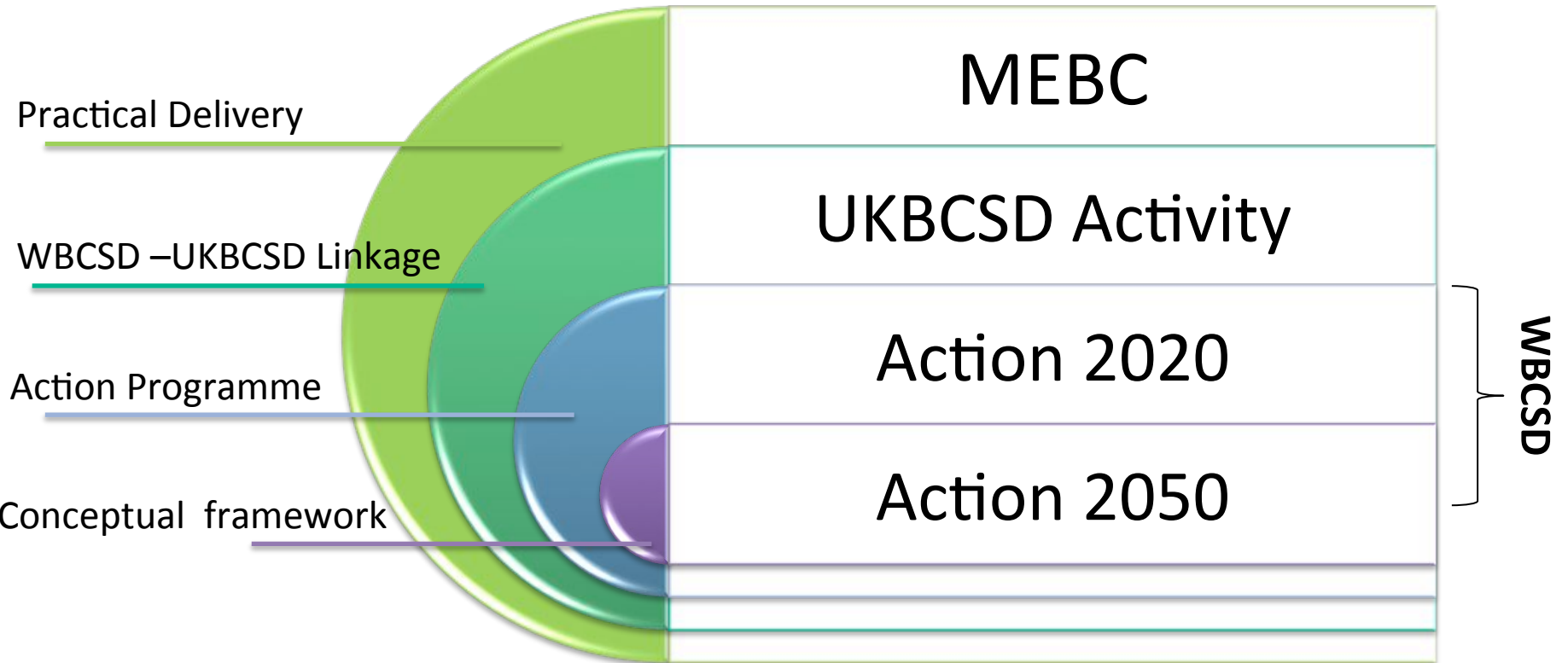
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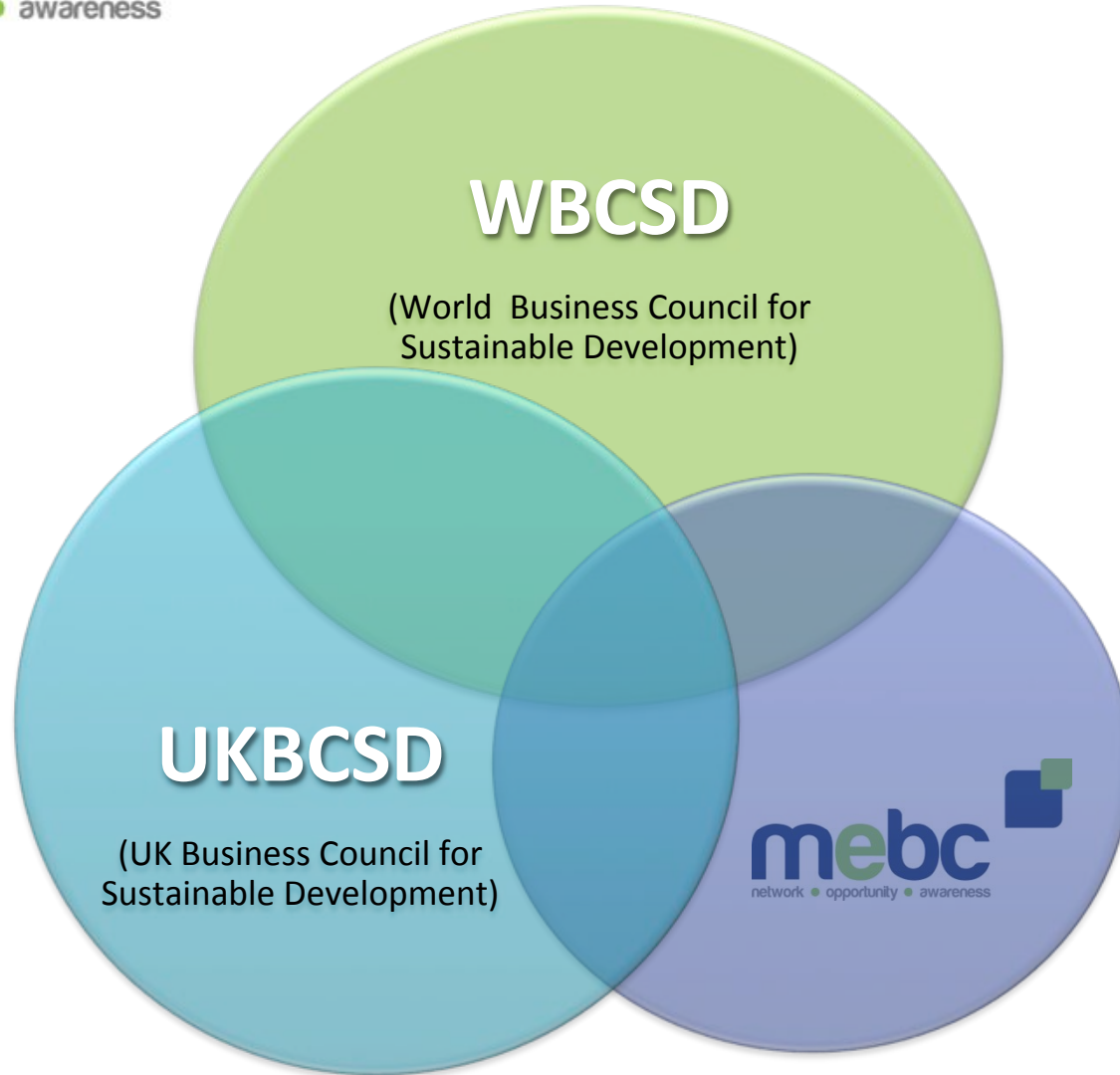


Sustainability Made Practical - Breakfast Meeting

Pat Laughlin CEO

Tuesday 3 June 2014





*MEBC promotes the **business and economic** benefits and opportunities arising from the implementation of sustainable development principles and the transformation to a sustainable Low Carbon society.*

- Practical delivery for members
 - Networking
 - Awareness – raising
 - Projects (learning or earning)
 - Mentoring and Brokering
 - Business Support
 - Advocacy
- Partnering e.g. SHAP, BiTC, MedilinkWM, Sustainable Construction Hub, ECOBusinessWM
- Policy input & support, e.g. Birmingham Green Commission



UK BCSD Business Charter

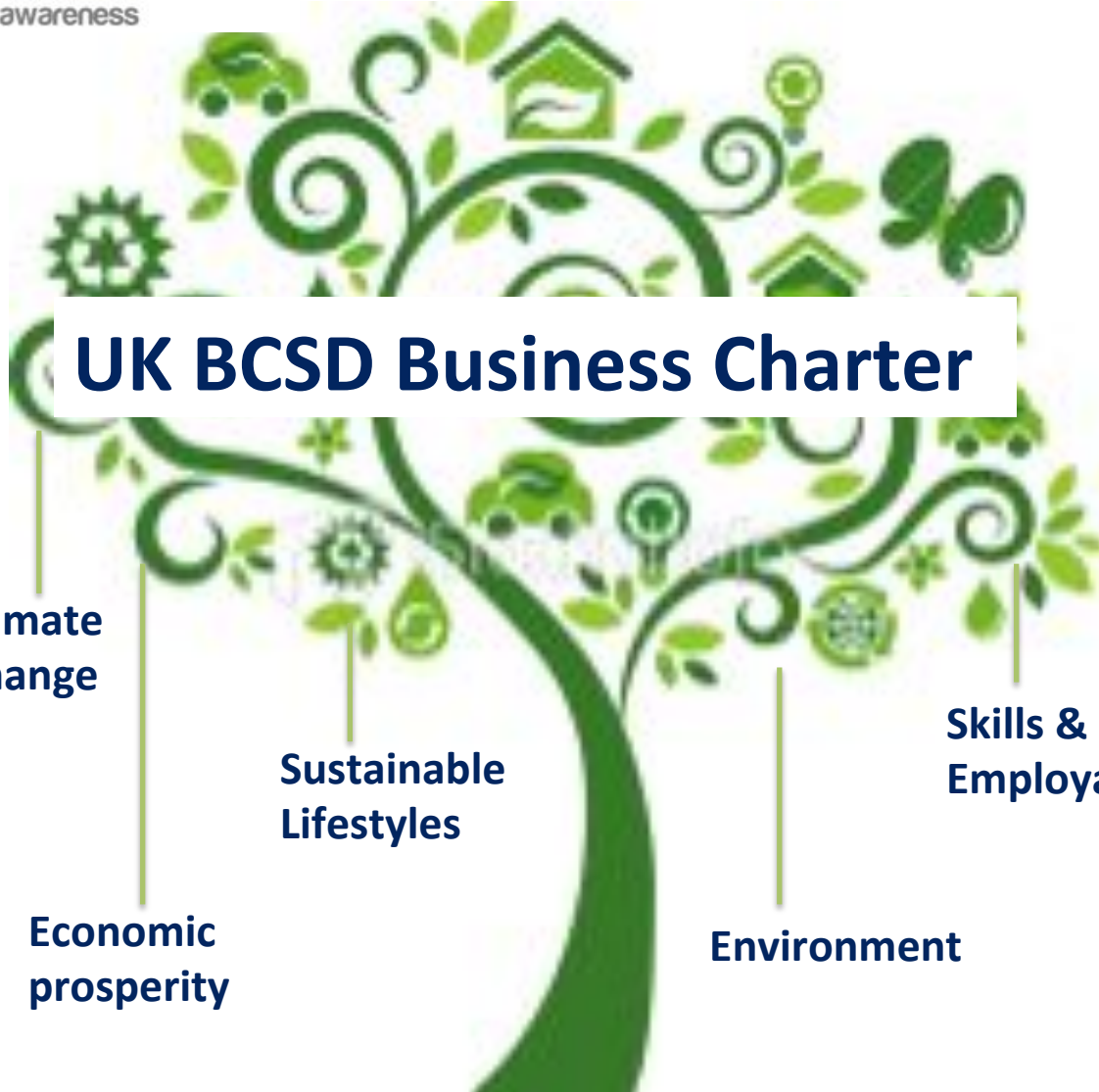
Climate
Change

Sustainable
Lifestyles

Skills &
Employability

Economic
prosperity

Environment



- Improve business performance
- Reduce costs
- Increase competitiveness
- Raise brand aware
- Meet customer demand
- Get more contracts

- Embedding Sustainability – BS8900
- Saving Energy – LED Lighting
- Using Your Waste
- Saving Water
- Meeting Tender Requirements – Are you 14001 Compliant?
- Finding New Customers

Thank you

www.mebc.org.uk

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 [@ MEBC](https://twitter.com/MEBC)

If you are interested in membership get in touch or visit our website.



The Importance of Making Your Business Resilient

Alan Carr
Sustainability West Midlands

03 June 2014

1. To understand why it is important to make your business resilient to severe weather.
2. To learn about the tools available to help you become more resilient.
3. To hear about some case studies of SMEs that have taken action to become more resilient.



The Climate UK network

- 1 Sustainability East
- 2 Climate East Midlands
- 3 London Climate Change Partnership
- 4 Climate NE
- 5 Climate Change Northwest
- 6 Climate South East
- 7 Climate SouthWest
- 8 Sustainability West Midlands
- 9 Your Climate - Climate Change Partnership for Yorkshire and Humber
- 10 Climate Northern Ireland
- 11 Adaptation Scotland
- 12 Welsh Government



www.climateuk.net



Who are SWM?

- **We are the sustainability adviser for the leaders of the West Midlands.**
 - Government recognised ‘sustainability champion body’ for West Midlands.
 - Our Board is private sector led and cross-sector representative.
 - We are a not-for-profit company, that works with our members in the business, public and voluntary sectors.
- **Our role is to act as a catalyst for change through our:**
 - Policy advice to leaders - roadmap 2020.
 - Developing practical cross-sector solutions with our members,
 - Sharing success through our communications.
- **82% of our customers rated us ‘excellent to good’ in the delivery of our mission (2012).**

West Midlands Climate Adaptation Partnership

- **West Midlands Climate Adaptation Partnership**
- The WMCAP is a network of adaptation professionals for the West Midlands who share success, knowledge and run projects across the public, private and voluntary sectors.
- SWM is currently delivering this programme on behalf of Climate UK and the Environment Agency.
- SWM organises meetings of the advisory group, deliver national and regional outreach events for local authorities and businesses and deliver all communications associated with the partnership.

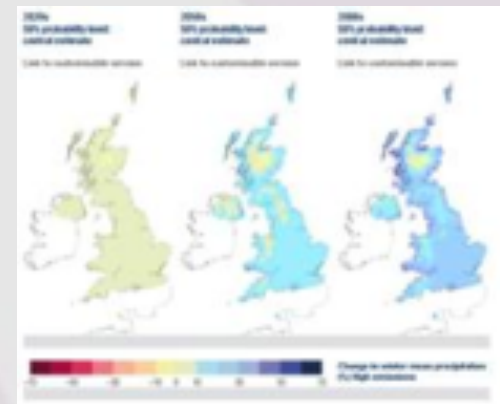


Some Observations...

- 2003 – Record summer temperatures
- 2006 – Record summer temperatures (again)
- 2007 – Record summer flooding
- 2010 – Record cold December
- 2012 – Drought issued in the Midlands...
- 2012 – ...then the Wettest year on record in England.
- 2013 – Coldest March since 1962.
- 2013/14 – Record wet winter.



- **Summary:**
 - More heatwaves
 - Milder winters
 - More droughts
 - More flooding
 - More extreme events (inc. lightning)
- All of these changes could affect local businesses in some form or another.



Setting the Scene 3 – WM Impacts

Results of a 2011 survey showing how WM businesses have been impacted by severe weather:

- **Scale:** 74% of businesses impacted over last 5 years.
- **Cost:** 46% suffered costs of over £200,000.
- **Cause:**
 - 48% workplace related.
 - 47% transport and logistics related.
 - 21% damaged goods and supplies.
- Figures likely to be higher since 2011 too...
- **Benefits:** 29% reported increase in demand for services, e.g. grit, winter tyres, backup generators etc.



Setting the Scene 4 – UK Impacts

- **Heatwave 2003:** Cost UK economy **£500m.**
- **Floods 2007:** Cost UK businesses **£740m.**
- **Floods 2014:** could knock **£13.8bn** off the value of Britain's economy.
- “Estimated that every £1 spent on measures to adapt to climate change represents four times its value in potential damage avoided.”



Setting the Scene 5

Business Impacts 1

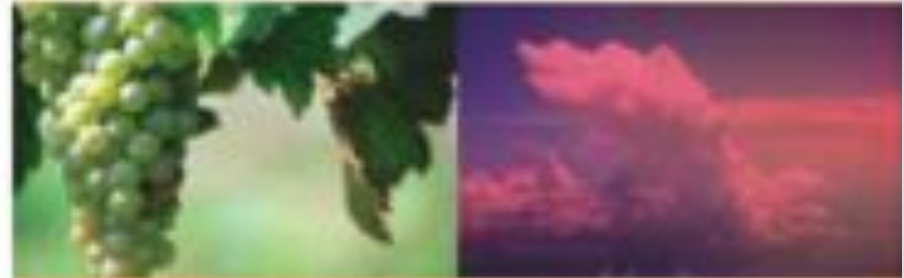
Climate change will bring commercial opportunities as well as threats.

Businesses that have global markets or suppliers could be affected by climate change in other countries.



Some markets will expand and there will be new market opportunities, such as outdoor leisure, summer food, drinks and clothes and flood defence technologies.

Some industrial and agricultural processes and activities could become easier or more economically viable and winter heating costs will be reduced.



Climate impacts on agriculture in other countries could result in market opportunities for UK food production.

Many UK-based companies rely on manufacturing operations in East and South East Asia, where impacts such as an increase in the frequency of tropical storms and water scarcity are expected.

Setting the Scene 6

Business Impacts 2

Logistics

- Supply Chain disruption
- Just in time systems increase vulnerability
- Disruption to power or water supply

Processes

- E.g. food preparation and storage, chemicals, agriculture, server rooms, some industrial processes e.g. waterless printing etc.

People

- Poor (better?) working environment:
 - external: construction, agriculture
 - internal: offices in summer
 - more complaints generally
- Reputation

Premises

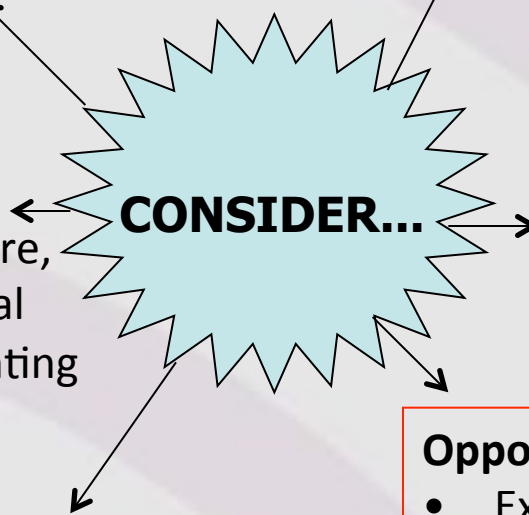
- Damage
- Subsidence
- Internal environment: less winter heating / more summer cooling

Financial

- Insurance issues/premiums
- Investment/future proofing
- Cost of repairs

Opportunities

- Expanding markets, e.g. Flood defences, blinds, clean-up services, permeable surfaces...
- Changing process, e.g. Longer growing season, less cold weather disruption, new products...





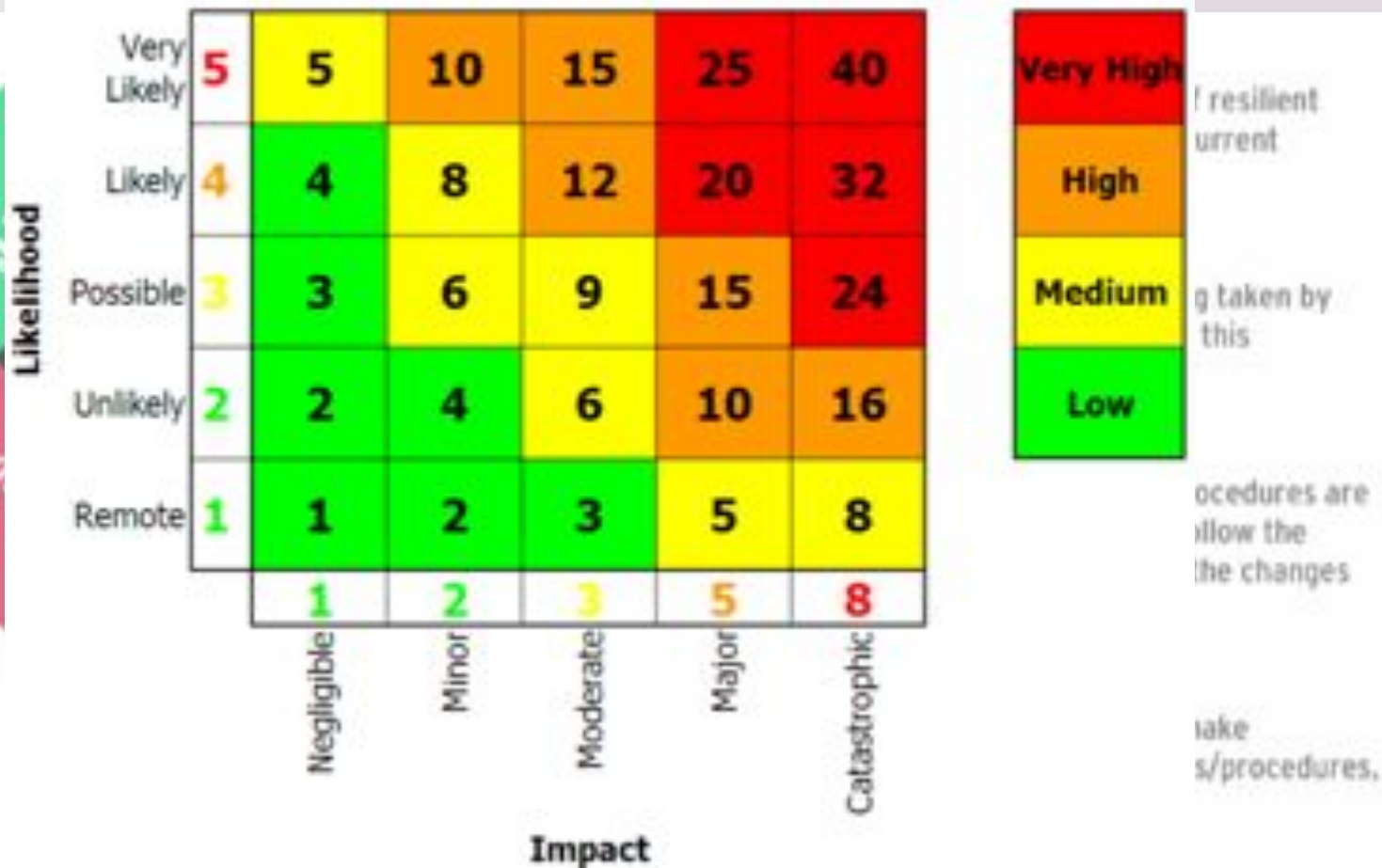
So why bother?

- Highlights those areas of your business are most at risk from disruption, damage or cost implication...
- ...thus increasing preparedness and reducing costs.
- Allows you to ‘future proof’ – spend to save.
- Allows you to potentially discover and take advantage of opportunities, e.g. new markets and processes.
- Improves reputation and competitive edge – you can deal with the elements when others struggle.
- Make your suppliers aware so that they can keep up!
- **DON'T FORGET BUSINESS CONTINUITY PLANS!**

Tool: Business Resilience Healthcheck

- Step by step processes to assess how resilient you are as a business.
- Seven sections: Premises, Operations, Financial, Insurance, Markets, Staff and Logistics
- Gives advice on what you need to check.
- Simple inputs (multiple choice), useful output.
- Provides a report which you can circulate amongst colleagues, managers and suppliers.
- <http://www.businessresiliencehealthcheck.co.uk>

Tool: Risk Assessments

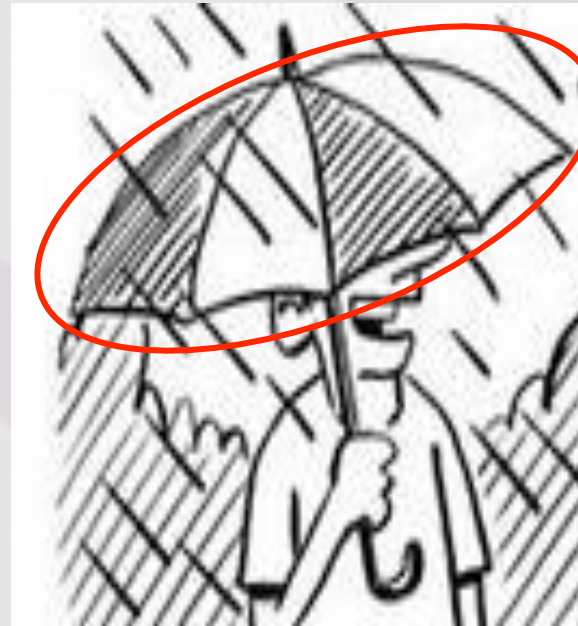
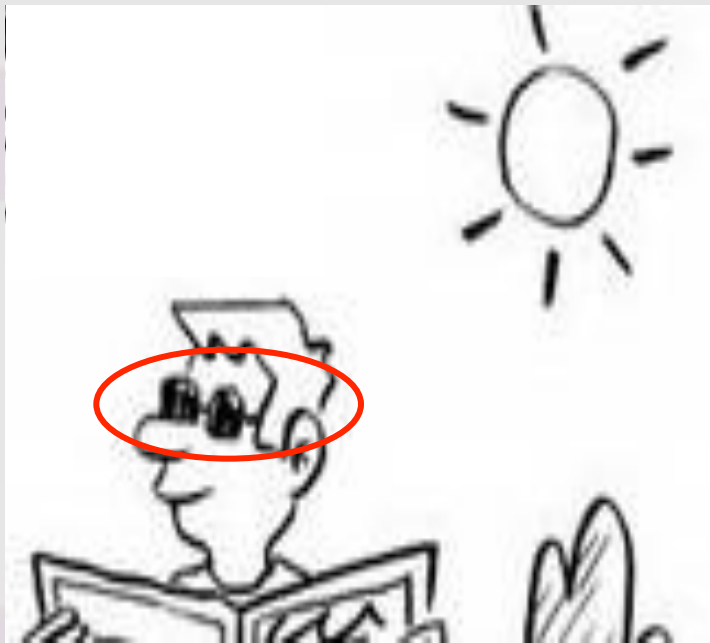


How do we Adapt?

- OK so you know where your risks are... How do we address them?
- Assess where your business is **now**.
- Risk assess where you might be in the near and more distant **future**.
- **Prioritise** these risks.
- **Plan** what you can do about these risks.
- **Implement** responses.
- Take advantage of potential **opportunities!**

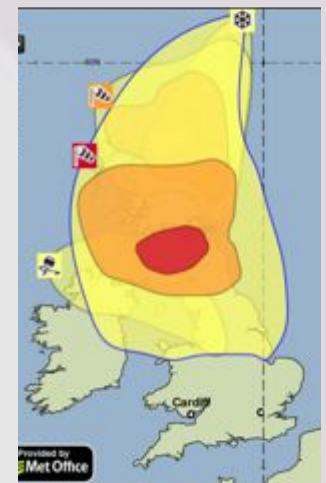


- Keep it simple, especially to start with!



How to Respond 2 Future Proofing

- Met Office / EA warnings
- Moving equipment upstairs
- Health and safety guidance
- Flood defences for premises
- Summer catering assessment
- Insulation
- Grit box and shovels
- Winter clothing



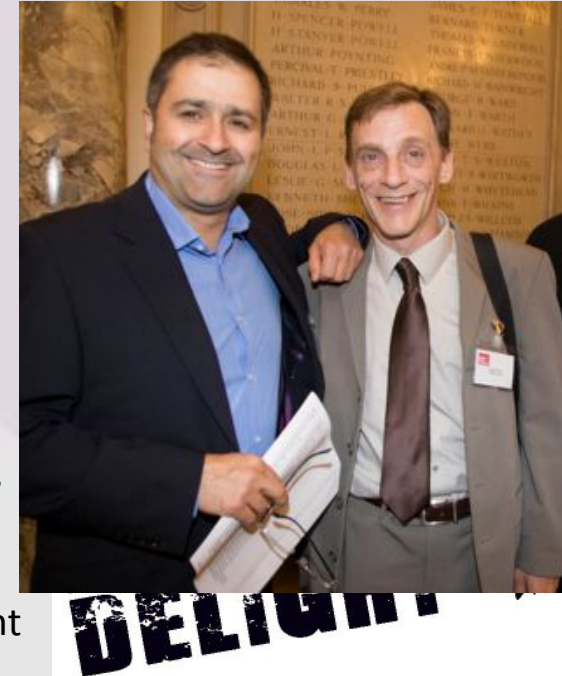
Case Study 1: Cleone Foods

Background:

- SME that manufactures Jamaican product, “Island Delight” brand patties.
- Employ 50 staff who produce over six million products a year at a factory in Hockley, achieving an annual turnover of around £3m.
- Recognised for their Resilience Strategy by BITC and the Environment Agency with a local impact award in 2013:

“We believe that a **responsible** business must also be a resilient business, in order that it can **deliver to its stakeholders and meet business objectives**. We have a **moral obligation** to employees, stakeholders and the local community to provide **continuity of our support** and enablement of their own activities and obligations. Resilience gives the business a **competitive advantage** over competitors not prepared for contingenc

Resilient businesses can adapt and **develop new opportunities** and promote **stability, personal security and long-term values**, as well as **competitiveness**, at organisational and personal levels. Through long-survival and profitable continuity they will achieve **maximum overall return on investment.**”



Case Study 2: F Ball & Co, Cheddleton, Staffordshire

Background:

- F Ball manufacture flooring adhesives and floor preparation products for the contract flooring industry.
- Located near to River Churnet and the Cauldon Canal; history of flooding.

First action – Risk Assessment:

- A detailed flood risk assessment was undertaken identifying any point through which water could enter the property including pipes and drains.

Business Benefits:

- ✓ Flood awareness raised on site
- ✓ Prevention of damage to buildings/items at risk to flooding
- ✓ More reliable/efficient flood management systems



Your business does not need to do this in isolation!

- Work with other businesses and organisations in the room today and elsewhere.
- Speak to the Environment Agency and today's speakers.
- Speak to SWM.



Your business does not need to do this in isolation!

- Business Resilience Healthcheck.
- Weathering the Storm.
- Example risk assessments.
- Environment Agency (Gov.uk) website
- Climate UK / SWM websites
- Workshops...

The logo for 'Business Resilience Healthcheck' consists of an orange silhouette of a city skyline with a factory chimney. Below the skyline, the text 'Business Resilience Healthcheck' is written in white on an orange rectangular background.

**Business Resilience
Healthcheck**



Comments from previous workshops:

“Useful information gained for implementation into our business plan going forward.”

"I understand the issues and actions much better!"

“I can now approach the process with some useful signposts on the key issues.”

Feedback from Morris Site Machinery who attended a similar business resilience event in early 2013 and went on to host one of the events earlier this year:

“Having been previously flooded, attending the sben Business Resilience event in 2013 was a great opportunity to review our systems and procedures. We used the Business Resilience toolkit to produce what we feel is a robust Business Resilience Plan which now covers all sorts of eventualities, not just flooding.”

Alan Carr

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Eco Business West Midlands

Sunil Vara



Grants to support consultancy
advice & capital expenditure



EUROPEAN UNION
Investing in Your Future
European Regional
Development Fund 2007-13



How can the project help my business?

Eco Business can help **Small to Medium Enterprises** in the **West Midlands** on:

- ✓ **Reducing energy bills**
- ✓ **Reducing carbon emissions**
- ✓ **Eco marketing & product development**
- ✓ **Reducing waste creation & to landfill**
- ✓ **Buying energy efficient equipment**



Grants to support consultancy
advice & capital expenditure



EUROPEAN UNION
Investing in Your Future
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What can the Eco Business West Midlands project offer me?

- Follow on or separate **Capital/Revenue grants of £2400** on £7000+ spend
- **50% of up to 6 days consultancy** (capped at £500 per day or as tendered)



Grants to support consultancy
advice & capital expenditure



What type of projects can be supported?

- ✓ **Energy & water efficiency**
- ✓ The optimisation of raw materials
- ✓ Transport
- ✓ Packaging design and re-use
- ✓ Improving **waste management**
- ✓ **ISO14001** & EMAS accreditation
- ✓ Reduce **carbon** footprint
- ✓ Reduce material costs
- ✓ Improve emissions
- ✓ Reduce **recycling costs**
- ✓ **Grant** funding for **capital or revenue** expenditure

Am I an eligible business?

To qualify for support you need to:

- Have less than 250 employees (FTEs)
- Turnover of less than €50 million & or a
- Balance sheet of € 43 million or less
- Not in the excluded business sectors

Eco Business: Lessons Learned

- Businesses knowing about support available
- Supporting businesses needing money for new or more efficient machinery or equipment
- Supporting businesses who need specialist advice and guidance
- Making the application easy as possible



Grants to support consultancy
advice & capital expenditure

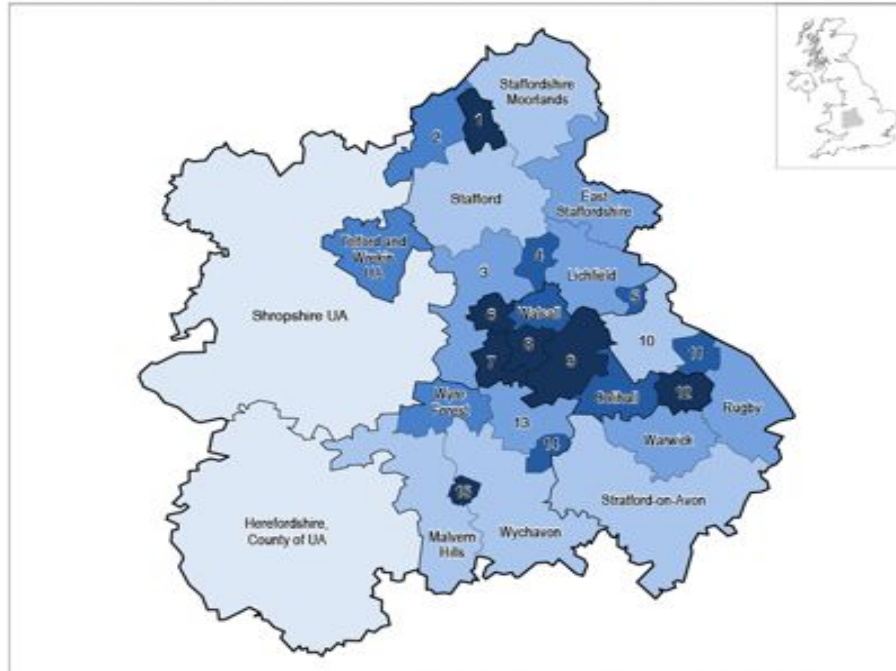


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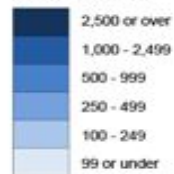
What areas can be covered?

West Midlands population density: by local or unitary authority, 2010

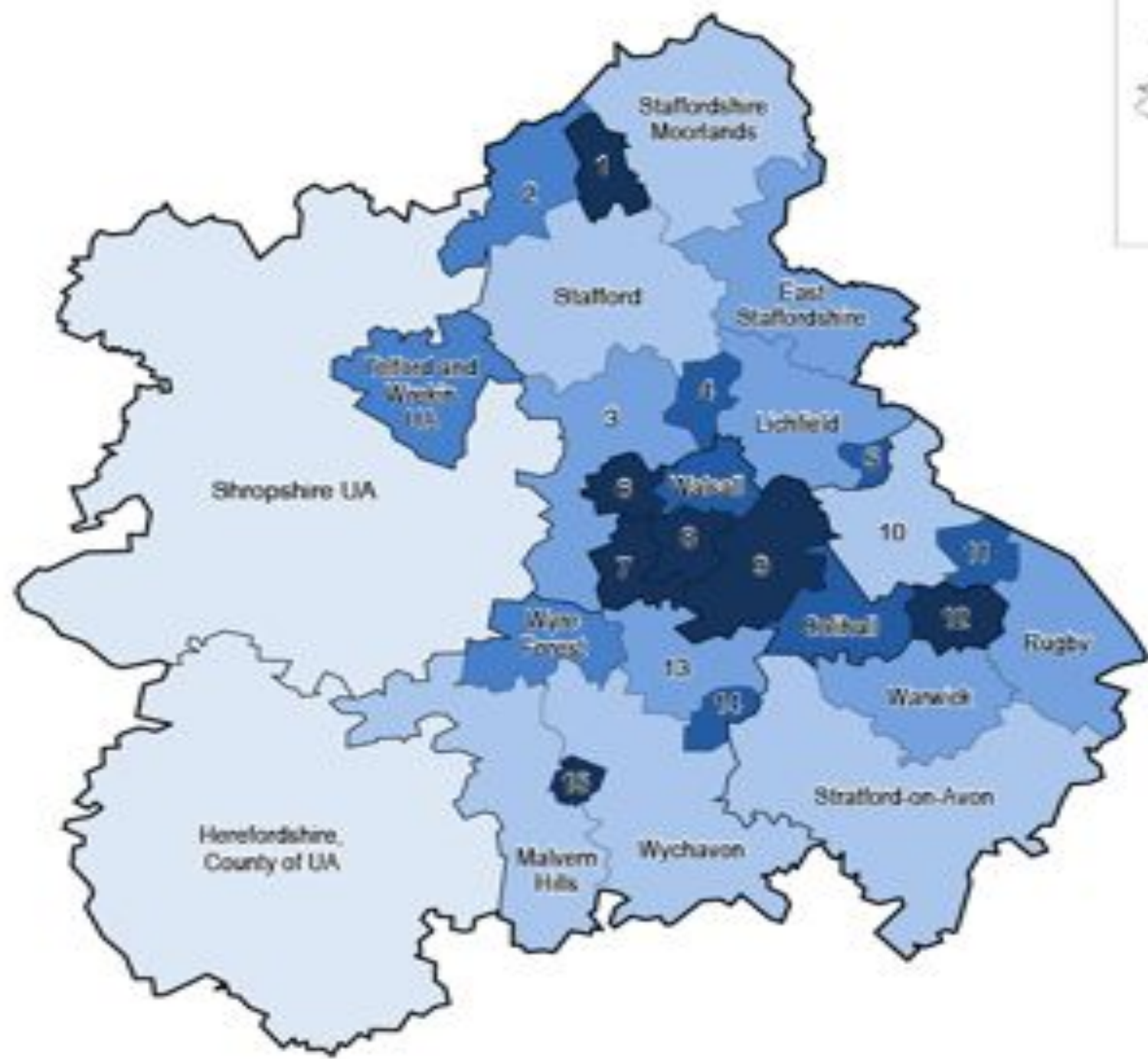


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Population density, 2010
(people per sq km)



- | | |
|------------------------|--------------------------|
| 1 Stoke-on-Trent UA | 9 Birmingham |
| 2 Newcastle-under-Lyme | 10 North Warwickshire |
| 3 South Staffordshire | 11 Nuneaton and Bedworth |
| 4 Cannock Chase | 12 Coventry |
| 5 Tamworth | 13 Bromsgrove |
| 6 Wolverhampton | 14 Redditch |
| 7 Dudley | 15 Worcester |
| 8 Sandwell | |

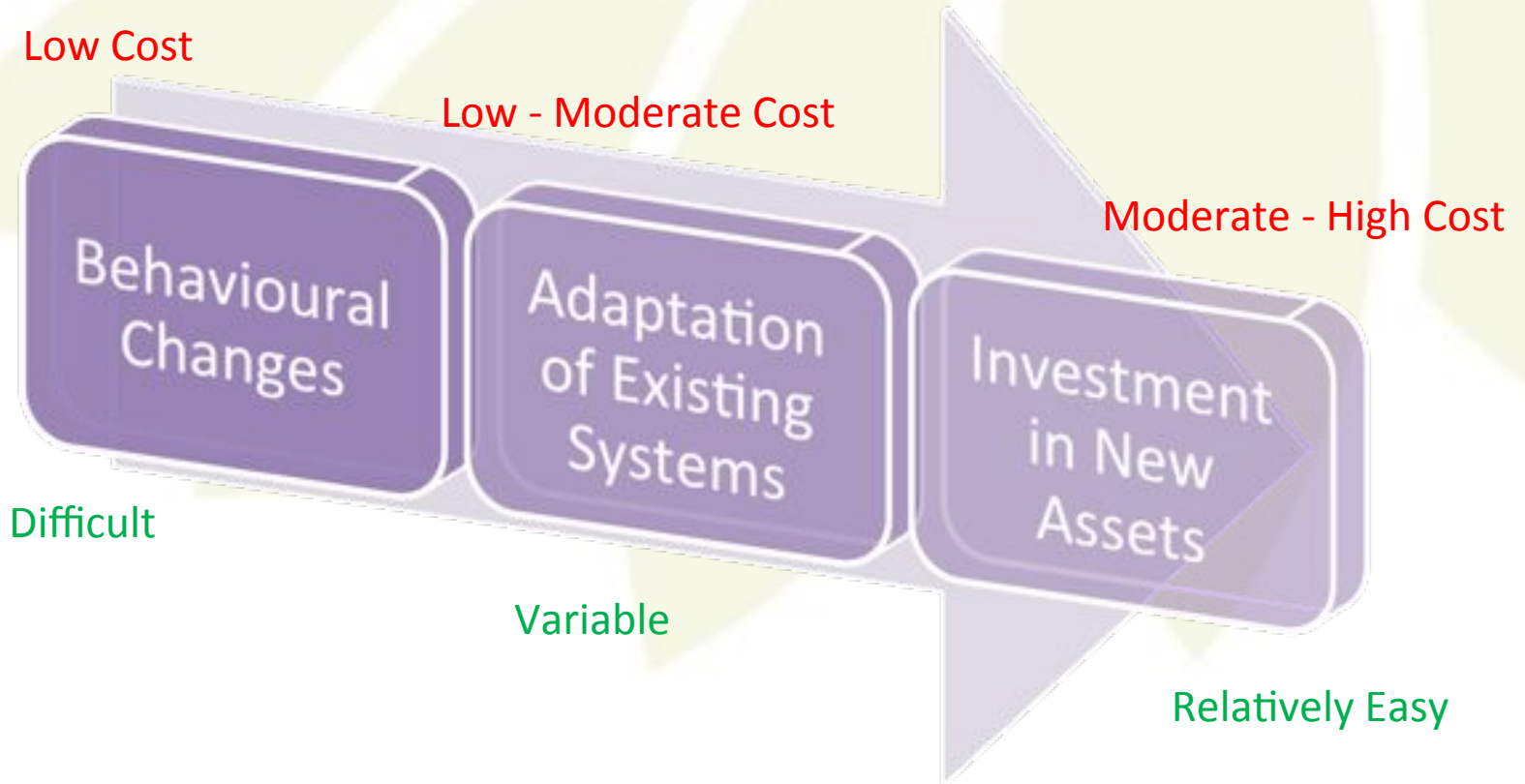


Competitive Advantage: 4 Key Stages

1. Improve your own environmental performance
2. Improve the environmental performance of your products and services
3. Implement an Environmental Management System (EMS)
4. Promote your environmental/sustainability credentials

Use these 4 key stages as a road map or as a pick list depending on your current position

Costs & Ease of Implementation



Potential in the UK

*“Organisations across the UK have the potential to **save up to £23 billion** a year by using resources such as water, energy and raw materials more efficiently”*

WRAP



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Any questions?



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