

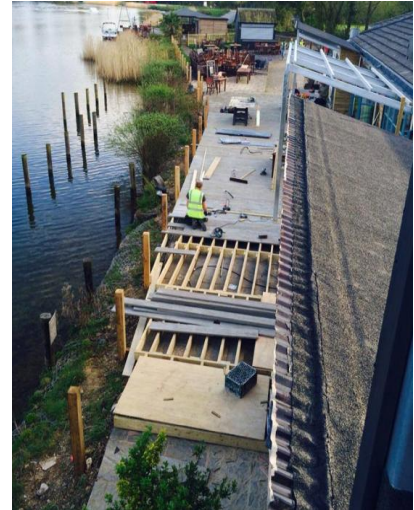
## CASE STUDY: SW BRUCE

### BACKGROUND

SW Bruce is a London based family owned business employing 60 people, with a turnover in excess of £15m. Their core business is in delivering refurbishment, fit-out and maintenance services, together with a growing division offering mechanical and electrical solutions, particularly around energy efficiency and retro-fit. The majority of contracts stem from commercial clients including Santander, RBS, Waterstones and NHS Trusts, with a high percentage of their business also coming through framework contracts with Local Authorities.

Sustainability within SW Bruce is championed by Operations Manager Mervyn Pilley. Mervyn's role is all encompassing and covers standards, accreditations, HR, training, fleet management, procurement as well as sustainability. Mervyn has been in this role for 5 years and is a passionate, self-confessed environmentalist. The company has ISO14001 accreditation and is a Green Achiever, and is now looking at different accreditation scheme to complement the business.

A significant challenge for SW Bruce is that of engaging employees on the sustainability agenda and encouraging them to embed sustainability considerations into their operations, as well as understanding how best to engage and influence a very diverse supply chain.



### INITIAL ENGAGEMENT

SW Bruce first discovered the School in 2012 as a result of an e-newsletter. They signed up as members in 2012, but only started to engage more actively in the School in 2013. To date they have attended some of the School's face to face workshops, completed self-assessments, and accessed several e-learning modules.

### SELF-ASSESSMENT & ACTION PLAN

SW Bruce completed their first self-assessment in 2013 and have since re-assessed twice. Mervyn finds the self-assessment and indeed entire website simple and straightforward to use. He believes the action plans are user friendly and relevant, providing that the self-assessment is completed honestly and not in 'PQQ mode'.

With supplier engagement proving to be an on-going challenge, the support available through the School, as highlighted in the company action plan has proven to be invaluable. The workshop on Sustainable Procurement has had a significant impact - Mervyn attended this workshop in June 2014, was impressed by the quality of the training, and left feeling inspired and equipped with the knowledge to address this within the business.

*'Without the excellent resources and training available from the School we would have not really known how to start the journey on actively upping the sustainability performance of our supply chain'.*

**Mervyn Pilley, Operations Manager, SW Bruce**

### IMPACT

As a result of engaging in the School, SW Bruce has:

- ✓ **Developed a more proactive approach to supplier engagement / sustainable procurement** which includes:
  - **Categorisation of key suppliers**, taking into account trade, sustainability impact and company size.
  - **Review of previous 'one size fits all' supplier environmental questionnaire** which has now been replaced with a more tailored approach, taking into account the trade of size of the supplier.
  - **Development of a supplier newsletter** which aims to communicate the key sustainability priorities of SW Bruce and encourage the supply chain to help them deliver these priorities. The intention is to send this newsletter out to the supply chain on a quarterly basis.
  - **Agreement to aim for all levels of the supply chain to achieve a level of sustainability accreditation considered equivalent to their own.**
  - **Organisation of a Supplier Day** in 2015 which will underline why sustainability is important to SW Bruce, what the big issues are, and what they expect from their supply chain.

- ✓ **Committed to understanding more about timber sustainability** and Chain of Custody with a view to looking into the certification process in 2015.
- ✓ **Used the e-learning modules** on sustainable procurement, environmental management, ethical business and responsible sourcing for internal training purposes.
- ✓ **Achieved the Supply Chain Sustainability School Silver badge**, and plans to promote their engagement with the School via the website and reference their 'silver' membership in the pre-qualification process where applicable.

## BENEFITS

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**Cost savings** - SW Bruce have used several of the e-learning modules as key tools to help upskill employees across the company. The opportunity to access free online training, workshops and e-learning represents significant cost savings to the business.

**Competitive advantage** – Although SW Bruce is relatively new to the School, they hope that their engagement in the School and 'Silver' status will ultimately result in helping them win more business as the School continues to expand, securing more client partners.

**Innovation** - Mervyn firmly believes that the School and its resources have helped drive forward innovation in the business, resulting in more effective and efficient processes, especially in relation to procurement.



**Delivery of personal objectives** – From an individual perspective, Mervyn has personal objectives in relation to sustainability, and believes that the support offered through the School is helping him to ensure that these objectives are being met.

## LESSONS LEARNED

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It is important to **not let failure to implement each of the ten actions from one action plan stop a company from re-assessing**. Re-assessing, even if all of the actions have not been completed will still result in a relevant and updated action plan.

Securing senior level buy in to the agenda, and having employees with personal objectives more linked to sustainability are key changes to be implemented if S W Bruce is to continue to maximise its benefit from belonging to the school.

## THE FUTURE

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In order for SW Bruce to remain engaged in the School it is important to:

- ✓ Continue to value the School's key principles around confidentiality.
- ✓ Continue to keep the resources fresh and up to date.
- ✓ Provide more FM specific sustainability resources.
- ✓ Continue to recognise and reward active members.
- ✓ See evidence of the School's growth and success stories.