

Challenges:

Scopes 1, 2 and 3 carbon-footprint: Saint-Gobain Building Distribution generates 75kT CO2p.a. of Scope 1 and 2 and >1mT CO2p.a Scope 3 emissions. Developing a robust strategy is key to achieving science-based targets and environmental decarbonisation.

Workforce security: To thrive in their industry, Saint-Gobain is working on having a more diverse workforce and offering an inclusive working environment. Addressing this is key to sustaining the company's service business model as experienced colleagues retire and the diversity of their management and teams comes under scrutiny. The business case is further strengthened by Saint-Gobain's increased understanding of the link between strategy, reputation, social licence and talent.



Resource security: Customers are demanding products with more recycled content, less packaging, circularity, and zero waste. The industry's increased understanding of the business case for sustainable consumption, and given that the industry consumes 40-50% of the earth's natural resources, has accentuated the importance of Saint-Gobain rising to this challenge.

Impact:

Benefits & perks: Engaging with the School has been crucial in helping Saint-Gobain address these challenges. The company decided to join as a Partner of the School to ensure they took advantage of all the services and collaboration opportunities afforded to School Partners.

Raised awareness: Partnering with the School has raised awareness internally and externally of Saint-Gobain's commitment to action. A team from the School attended welcome events to launch the partnership with representatives from Saint-Gobain's brands and demonstrate how other Partners use the School. Through the appointment of Brand Managers and Leads in each operating brand, Saint-Gobain has established ownership for embedding the School into the sustainability and L&D plans of each brand. This has kick-started engagement with the School's learning resources.

Bespoke e-learning material: Through Saint-Gobain's Supply Chain Sustainability School project group, the company has established custom learning pathways, once again guided and assisted by a team from the School. These have been introduced to learners in key departments, job roles or functions using resource lists and approaches provided by the School. The subjects covered by these custom pathways focus on Saint-Gobain's main challenges and are selected for relevance to the colleagues in the functions most involved in impacting these challenges.

Staff training: Independently, some staff from Saint-Gobain have enrolled in webinars and Lunch 'n' Learns to upgrade their knowledge further, listen to case studies from other businesses, and engage with customers and suppliers in areas of common interest.

Fact box



Company

Saint-Gobain Building Distribution Ltd

No of employees

10,000

HQ

Coventry, UK

Website

www.saint-gobain.co.uk

Main contact

Andy Boileau
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Services

Delivery and collection of building materials

About

A collection of brands serving a diverse set of customer segments with the supply of building materials through a network of over 600 branches nationwide.

Collaboration: In addressing these challenges, Saint-Gobain needs to collaborate across the value chain. Working with other Partners in the Offsite, Construction and Homes leadership groups is helping to shape the company's strategy and build networks and coalitions for action on common aims.

Benchmarking Knowledge: Saint-Gobain has focused on guiding colleagues and brands toward undertaking personal and company assessments. These have achieved the initial aim of providing a bespoke action plan of resources based on the person's level of knowledge of the business.

Guidance: These bespoke action plans have benefited Saint-Gobain by directing the Brand Leads and Managers appointed to lead the School rollout in each SGBD brand. These resources have been fed into customised learning pathways so that appropriate colleagues can access the proper learning to move the company forward. In the first instance, Saint-Gobain has focused on the 'Sustainability' assessment to get every business area an action plan that the Brand Lead and Manager must pursue.

Increased Knowledge: Saint-Gobain Building Distribution has >200 colleagues in key job roles and 'early adopters' registered with the School, with an active engagement rate (% colleagues accessing a resource in the last 100 days) of 41%. The company's medium-term target is an active engagement rate of over 50%. Staff have accessed 642 resources since October 2021.

The impact this has had on Saint-Gobain is a more informed workforce in key job roles, particularly those facing the company's largest customers and suppliers. Saint-Gobain's staff have noted increased confidence and perceived integrity from being a Supply Chain Sustainability School Partner and the technical knowledge gained from the learning resources. Customers, in particular, have noted that Saint-Gobain is perceived as a business that 'knows what they are talking about' and that 'walks the talk'.

Value gained:

The value and benefits Saint-Gobain has gained from the School are detailed in the following areas:

Enhanced reputation: Saint-Gobain is perceived by many of its largest customers and suppliers as a serious player, established in the field of sustainable construction and playing an active part.

Competitive advantage: Saint-Gobain's largest customers increasingly demand active participation in the School; the company wants to be proactive partners in leading that participation to remain a supplier of choice.

Better understanding of client sustainability drivers: Through involvement in the School leadership groups and attendance at events, Saint-Gobain remains informed about their customers' main drivers, allowing them to adjust and develop their plans to align with their customers.

Technical and subject matter knowledge and expertise: To achieve Saint-Gobain's company goal of leadership in light and sustainable construction, the company must upskill its colleagues in many areas of knowledge. The School provides the primary pillar in this upskilling strategy.

Future proofing:

Saint-Gobain plans to deepen its association with the School by maximising its participation in the leadership groups.

The company also plans to leverage the School's learning resources by continuing to build upon their job- and function-specific learning pathways with new content. Saint-Gobain has agreed to engage with the School on creating content specific to the company's merchant and distribution sector. This will involve Saint-Gobain contributing resources from their online learning catalogue and collaborating with other School Partners to agree on priorities for content development. The company also wants to maximise the opportunity provided by the School platform to engage with new and existing customers in many different ways.