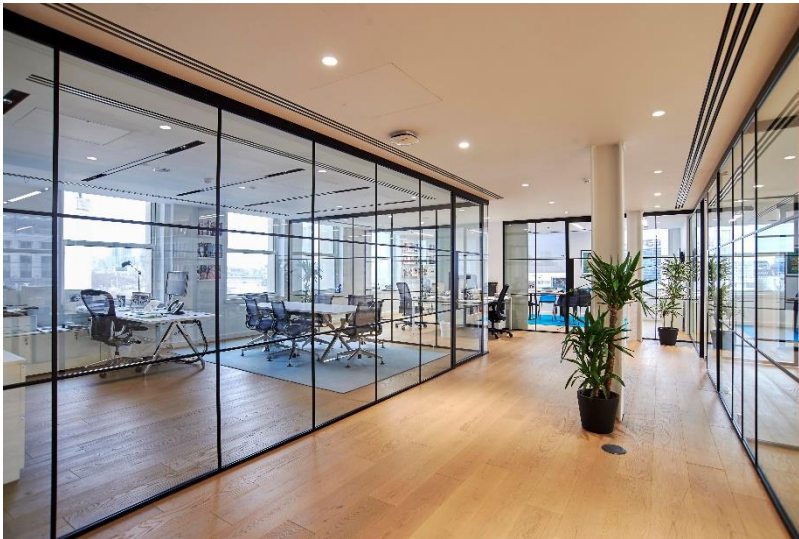


CASE STUDY: OPTIMA

BACKGROUND



Employing 260 people in the UK and with a turnover of over £55m, Optima specialises in the design and installation of high quality demountable glazed partitions, working closely with leading architects and contractors in the interior fit-out market.

Members of the Supply Chain School since 2012, Optima have long standing relationships with many of the School's Partners, including Overbury, Sir Robert McAlpine, ISG and Lendlease.

Sustainability is of key importance throughout the organisation and, since 2015, Optima has been delivering projects to BREEAM, LEED, SKA assessments and more recently the WELL Building standard. Optima also operates an UKAS accredited ISO 14001:2015 Environmental Management System.

SELF-ASSESSMENT & ACTION PLAN

Optima completed their first self-assessment in 2012 and have benefitted from a bespoke, tailored, ten-point action plan highlighting priority areas of sustainability for improvement.

This action plan was found to be particularly beneficial because it identified new areas of opportunity for improving sustainability awareness and coverage throughout the business.

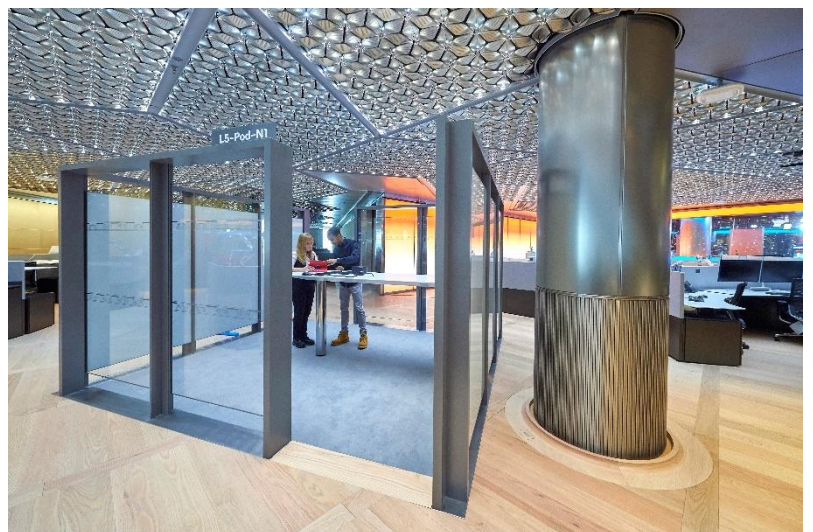
Paul Gooden, Optima's Environmental and Sustainability Lead, works to promote and embed sustainability-first thinking throughout the organisation. Using the Action Plan to identify priorities, the school's learning resources are promoted to staff helping to raise awareness and knowledge of key sustainability issues of relevance and benefit to the business.

Regular 6-monthly re-assessments allows Optima to continually refocus opportunities after previous actions are completed, ensuring topics are kept fresh and momentum is maintained.

IMPACT

As a result of engaging with the School, Optima has:

- ✓ **Committed to reducing waste** by reusing packaging and protection materials both on and off site
- ✓ **Secured accreditation to ISO 14001:2015** and has objectives to increase the number of their suppliers who are also compliant with this
- ✓ **Implemented a new company procurement strategy** that includes environmental credentials which the supply chain can use to differentiate themselves on tenders
- ✓ **Gained an insight into the importance of supply chain collaboration**; and committed to working with any take-back schemes from third party suppliers to further reduce waste on site
- ✓ **Reflected on their current approach to sustainability**, and used the School's resources to help articulate the business case to senior management to implement positive change within the organisation



- ✓ **Actively promoted the School and their membership** status both internally and externally; as well as publishing their membership status on their website
- ✓ **Created a link between the company's EMS Objectives and Sustainability Objectives** by using the assessment tool as a guide to convert their biggest challenges into sustainability goals
- ✓ **Adopted an FSC® only policy** to ensure client expectations are met as well as sourcing timber from responsibly managed forests. Optima's product manufacturing facility has recently become FSC® certified providing full chain of custody information on manufactured products containing timber.
- ✓ **Committed to providing SEATS - CITB training** to all project and site managers to raise Site Environmental Awareness

BENEFITS

Improved waste management practice – As a result of accessing the resources on the Supply Chain Sustainability School, Optima have developed an innovative new reusable Door Stillage Trolley for deliveries, greatly reducing the number of single-use timber pallets. Procedures have also been introduced to enable the collection and re-use of most of the products' packaging by returning to the manufacturing facility.

Reduction in carbon emissions – This new Door Stillage Trolley system additionally enables more doors to be transported in a smaller footprint, meaning greater numbers of doors can be delivered at once, reducing the total number of deliveries to site and resultant transport carbon emissions are lowered.

Giving excess products a "second life" and reducing waste on site – Optima developed an internal tool to record any surplus products / materials on site and seeks to reallocate this waste as a material resource to be used elsewhere. This information is automatically shared with Project Managers and Site Managers and they can arrange for appropriate items to be collected and transferred to other projects, limiting the amount of waste disposal on site and demonstrating a commitment to resource efficiency.

A more sustainable supply chain – Through evaluating their approach to sustainability issues, Optima have developed a new procurement strategy which includes environmental credentials and targets to enable them to work with the most sustainable supply chain possible and to encourage their suppliers to focus more on sustainability.



Insight into client priorities – Attendance at events and access to online resources recommended by their customers have helped Optima gain a better understanding of the sustainability drivers of the industry, enabling them to develop a closer relationship with their clients and continuously meet their expectations

Cost savings – Optima have benefited from 48+ hours of free face to face training, a significant cost saving to the business in terms of staff development

Increased competitive advantage – As a result of engaging with the School and working through their action plan, Optima have achieved Gold status with the School. They intend to use their Gold badge in their company literature, on their website, and in their tenders and discussions with customers. With the growing number of main contractors and client Partners to the School, Optima see this as helping to increase their competitive advantage.

THE FUTURE

In order for Optima to remain engaged in the School it is important that the School:

- ✓ Continue to support collaboration across the supply chain
- ✓ Encourage the School's Partners to mandate membership to their supply chain
- ✓ Ensure the resources available on the website and within the Action Plans are up to date, relevant and of practical use to the construction industry