



# ***Australian Packaging Covenant***

## ***Bundaberg Brewed Drinks - 3 Years Strategic Plan***

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## Executive Summary

Bundaberg Brewed Drinks (BBD) is a family owned business exporting to over 40 countries around the world. Our craft beverage has seen the company experience strong year on year growth. Through this growth has seen some teething problems around Covenant compliance. For this reason a three (3) year strategic plan has been developed to demonstrate Bundaberg Brewed Drinks commitment to the Australian Packaging Covenant Goals and Objectives. This plan has been compiled to align with APC targets through placement of high level actions against APC KPI's:

KPI 1 – Bundaberg Brewed Drinks completed the Packaging Assessment Gap Analysis to assist in reviewing current status. Information from the Gap has identified target areas to set new actions to maintain core focus for this KPI.

KPI 3 – Bundaberg Brewed Drinks have a full comprehensive recovery program for recycled products. Unfortunately due to restricted space, cost involved to remove recycled product from site and reliability / flexibility of current recycling contractors has created some challenges over the past 12 months. Metrics have been in place for a period of time with an unfavourable trend in the past 12 months of recycled quantity verse 9L equivalents of product produced. Education and discipline for new and existing employees to comply with current recycling protocol has been identified as a core focus.

KPI 4 – All of Bundaberg Brewed Drinks Primary and Secondary Packaging Suppliers are signatories to the APC. This alignment can create assumption by our business that these businesses are committed to looking at compliance to incorporating recycled content. Unfortunately our alignment with glass supplier has identified an issue with the recovery of cullet with ceramics polluting there recovery stock hence hindering quality outcomes.

Company policies have been updated to support buying recycled packaging however more detail could be explored to breakdown this KPI expectation down in more detail.

KPI 6 – Bundaberg Brewed Drinks pride themselves on maintaining a great relationship with its packaging suppliers. Regular performance discussions are held along with occasional workshops to support design enhancement and or problem solving. Like most actions there could be more focus channelled in this area to deliver greater outcomes.

KPI 7 – This is a KPI that needs to be explored in more detail to understand the true impact on the environment and how this impacts the community. Review of previous Award Winners reports has helped identify potential areas of opportunities.

KPI 8 – Bundaberg Brewed Drinks do have a positive presence in the Bundaberg community however in regards to Litter prevention especially around community activities have seen a heavier focus in the action plan.

Bundaberg Brewed Drinks look forward to working with the APC to achieve timelines and milestones set down in the below action plan. With the business continual growth, shall require a new focus and to do this a new steering committee has been identified, to set platforms for the future. The below actions shall be broken down further in Internal Departmental goals to provide a greater focus.

Performance Goals and KPI's	Actions	Who	Baseline Data	Target	Milestones
<b>1. Design – optimise packaging to achieve resource efficiency and reduce environmental impact.</b>					
<b>KPI 1:</b> Signatories with documented policies and procedures for evaluating and procuring packaging using the SPG's or equivalent.	1.1. SPG already part of the NPD and PPCF process however further development of procedure, checklist, signoff stages / gates and education required.	OPs / Mkt	SPG incorporated into NPD and PPCF process however due to changing environment has lost some focus.	Re-establish checklists, procedures, etc. (linked to process) then implement training to critical stakeholders.	SPG broken down into a series of checks and or procedures to implement when new or changes to existing packaging is implemented. <ul style="list-style-type: none"> <li>- PPCF – 100% reviewed and implemented by June 2017</li> <li>- NPD – 100% review (June 2017) implemented Dec 2017.</li> </ul>
	1.2. Re-evaluate / Rejuvenate APC steering committee focus on SPG.	OPs	Resource constraints have created a decline in focus on SPG's	Committee members to vacate positions and a new team established based around key departments / stakeholders / influence.	<ul style="list-style-type: none"> <li>- New APC steering committee established with key stakeholders from core departments by Dec 2016.</li> <li>- Training of member by 30/06/17</li> </ul>
	1.3. SPG incorporated in company procurement policies however, still opportunities to incorporate in individual contracts.	OPs	New contracts to be negotiated and updated with a commitment to SPG's. Existing contract to be updated to incorporate commitment to SPG's.	To incorporate in contract and to review at quarterly reviews. To incorporate in contract and to review at quarterly reviews.	<ul style="list-style-type: none"> <li>- 100% of new contract to have commitment to SPG in place each year.</li> <li>- 100% of contracts reviewed each year to have commitment to SPG.</li> </ul>
<b>KPI 1:</b> Signatories assessing 100% of new packaging and 50% of existing packaging against the SPG's.	1.4. APC steering committee to establish lower level actions to review existing packaging design.	OPs / Mkt	Currently reviews are limited to primary and secondary packaging, need to incorporate into ingredients packaging	Create a schedule for review process. Identify packaging for ingredients and create schedule to review.	<ul style="list-style-type: none"> <li>- Schedule established by Dec 2016.</li> <li>- 25% review of Packaging of ingredient complete by July 2017.</li> <li>- Ongoing commitment to review OF 25% each year thereafter (recirculating).</li> </ul>
	1.5. APC steering committee to establish lower level actions to review new packaging design prior to release to market.	Ops / Mkt	New packaging currently follows existing models. Revisit this model to ensure alignment still exists with SPG's.	Identify key stakeholders in new design and target APC workshops to build knowledge base, educate	<ul style="list-style-type: none"> <li>- Robust procedure / protocol implemented by July 2017 &amp; continually audited to enhance over time.</li> </ul>

				others, field questions and network.	
<b>2. Recycling – the efficient collection and recycling of packaging.</b>					
<b>KPI 3:</b> Proportion of signatories with onsite recovery systems for recycling used packaging.	3.1. Review existing recycling and waste systems to identify total waste volumes, total recycling volumes and packaging reused onsite, with the aim of identifying areas for improvement.	QA	Metrics in place however in past 12 month’s levels have trended the wrong direction.	Revisit to understand the root cause of why the existing processes have failed by July 2017. Commit focus with 2.5% improvement / 9L EU over the next 3 year (Set baseline)	<ul style="list-style-type: none"> <li>- Process evaluated with actions implemented by Jan 2017.</li> <li>- System trending in a favourable direction by July 2017.</li> <li>- Achieve 2.5% improvement by July 2019</li> </ul>
	3.2 Review recyclable and or reusable items / packaging currently sent to landfill	QA / Log	Due to space restriction, reduced ownership and lack of auditing has resulted in some items / packaging finding its way to landfill.	Auditing of skip bins to monitor and publicise incorrect behaviour (No Blame just education)	<ul style="list-style-type: none"> <li>- Design and disseminate audit program to visually inspect bins / skips by Dec 2016 (incorporate in GMP)</li> <li>- Discuss with Skip contractor to identify / photograph incorrect items dumped to landfill by Dec 2016.</li> </ul>
				Cost neutral for items / packaging to be removed from site and recycled. This creates a lack of urgency to do the right thing to place in the correct bin / dispenser.	<ul style="list-style-type: none"> <li>- Create a higher focus through education along with creating more availability / access to correct bins / dispenser.</li> <li>- Investigated providers and sessions set around education program for employees – Sessions complete by July 2017.</li> </ul>
				Work with recyclers to explore options to improve pick up intervals by Jul 2017	<ul style="list-style-type: none"> <li>- Contractors engaged and finalised corrective actions for pick up by June 2017.</li> </ul>
		IT	E-waste initiatives introduced and process appears to be functioning well.	Review opportunities to enhance and possibly extend to Home returns?	<ul style="list-style-type: none"> <li>- E-Waste recycling plan established &amp; education program commenced by July 2017.</li> </ul>
<b>KPI 4:</b> Proportion of signatories with a policy to buy products made from recycled packaging or material.	4.1. Develop and document a Buy recycled policy emphasising best environmental outcomes and	OPs	Existing purchasing policy is not detailed enough for consideration to the level for	Review policy by July 2017 for compliance against recovery, reuse and or recycling i.e. packaging,	<ul style="list-style-type: none"> <li>- Identify packaging earmarked for reuse (i.e. IBC, drums, pails,</li> </ul>

	embed into existing purchasing procedures.		buying recycled goods / content.	material, system, maintenance, Ingredient PIF's.	chemical, juices) by June 2017. - Current Policy reviewed & reworded by Dec 2016
		OPs	Explore opportunities to purchase recycled content products for Office, Factory, Cleaning, Carparks / grounds, Maintenance fitouts and Kitchen across all sites.	Initiate investigation for new projects.	- Cross reference documentation & Signatories commitment by June 2018.
				Explore better purchasing initiatives with office stationery and associated equipment.	- Source suppliers & establish business costs to transfer across to recycled content by Dec 2017 - Increase range of materials being sourced from recycled materials or portion of recycled materials.
				Revisit cleaning practices to commit to recycled content.	- Draft recommendation completed by June 2017.
<b>3. Product Stewardship – a demonstrated commitment to product stewardship by the supply chain and other signatories.</b>					
<b>KPI 6:</b> Proportion of signatories that have formal processes for working with others to improve design and recycling of packaging.	6.1. Build and embed internal supply chain management system that increases sustainability requirements of all packaging and work in partnership with stakeholders to implement.	PPP / Mkt / Eng	Existing packaging purchasing system and non-formal communications with suppliers.	Sustainable packaging design criteria developed with supplier input for all packaging By Jul 2019 to review proportionate of products made from recycled content.	- 1 primary packaging reviewed with supplier against SPG's per year. - Efficient capital equipment reviewed (or mods to existing) around packaging enhancements, efficiency, energy savings and or waste reduction.
			Structure value stream maps for Supply Chain against sustainability.  Structure regular discussions session around packaging improvement.	Vendor engagement strategy developed (Vendor assurance Strategy) including mechanism to build supplier capability and implement.	- Approved Supplier program implemented by July 2017 Incorporating SPG requirements & formal review.
		Int OPs	Existing and new Toll packers to align / commit to SPG's.	Explore Toll packers are signatories and that	- Added to contract template for setting up of

				policies and practices align with SPG's.	<ul style="list-style-type: none"> <li>- new Toll Packers by Dec 2016.</li> <li>- Updated on existing Toll packer contract by July 2019.</li> </ul>
<b>KPI 7:</b> Proportion of signatories demonstrating other product stewardship outcomes.	7.1. Determine reduction of energy & water & local compliance (emissions).	Eng	Not measuring energy or water as environmental metrics.	Develop new baseline metrics & measurement systems.	<ul style="list-style-type: none"> <li>- 3 Year Plan established for Environmental initiatives around introduction of New Kit, cleaning &amp; Trade Waste.</li> <li>- Establish recording protocol &amp; reporting metrics by Jun 17</li> <li>- Create Incremental improvements for the 3 year term of plan</li> </ul>
	7.2 Sound environmental program with verification via audits.	QA	Current Environmental program and checklists lacking auditing for validity and compliance.	Comprehensive program that is consistent which future achievement of ISO14001	<ul style="list-style-type: none"> <li>- Company Environmental Plan reviewed and corrective actions complete by July 2017.</li> <li>- Environmental audits setup quarterly reviews (incl Litter, Contamination, etc.).</li> </ul>
	7.3 Implement Just-In-Time purchasing systems for viable products to reduce the production of packaging waste through only ordering and receiving needed quantities.	Ops	Redundant packaging as a result of excess stock holdings.	Reduction in damaged, aged & or redundant packaging materials.	<ul style="list-style-type: none"> <li>- Improved scheduling practices to facilitate a JIT protocol by Jun18.</li> <li>- All new Marketing initiatives coordinated to allow stock absorption before implementation by Dec 17.</li> </ul>
<b>KPI 8:</b> Reduction in the number of packaging items in litter / litter stream.	8.1. Investigate options to reduce number of separable packaging items intended to be consumed away from home and develop plan to implement identified methods.	Ops / Mkt	Review requirements for disposal information on packaging.	Review and actions complete by June 17	<ul style="list-style-type: none"> <li>- Packaging artwork procedures reviewed to ensure clear instructions are in place for consumer by Dec 16.</li> </ul>

			Implement a Home recycling and Litter prevention initiative	Develop an informative strategy to rollout by June 2017	<ul style="list-style-type: none"> <li>- Handouts with payslips</li> <li>- Slogans and poster / banners.</li> <li>- Emails and or multimedia posts.</li> <li>- Initiatives support by APC</li> </ul>
			Community engagement strategies not fully developed.	Align BBD litter prevention activities with community activities by Dec 2017.	<ul style="list-style-type: none"> <li>- Implement yearly company initiative with Clean Up Australia Day. Explore avenues to obtain itinerary and or dates for other environmental community activities (i.e. Landcare, Waterways?</li> <li>- BBD Team attend large events to review litter arrangements &amp; recycling options to implement support measures.</li> </ul>