

GOOD BUSINESS

South Australian Industry Leadership
in Environmental Sustainability



Government of South Australia

Premier's Round Table
on Sustainability

Disclaimer

The purpose of this publication is to provide examples of how some companies have implemented environmentally sustainable practices.

In presenting this information neither the South Australian Government nor the Premier's Round Table on Sustainability are giving official endorsement to the practices cited in the publication, the companies or the companies' products.

The information contained in this report is based on interviews and information received in good faith from the companies in the document and relevant third party personnel for the purpose of this publication.

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Foreword



The Government of South Australia encourages businesses to seek creative solutions to environmental issues and build competitive advantage.

Our clean and green reputation not only contributes to Adelaide rating highly in terms of quality of life indicators, it also adds value to our food and wine industries, tourism, health and biotechnology industries and scientific research.

Good business practice that is good for the environment contributes to all of the objectives of South Australia's Strategic Plan:

- Growing prosperity
- Improving well-being
- Attaining sustainability
- Fostering creativity
- Building communities
- Expanding opportunity.

This publication highlights some of the many examples of how business is responding to the environmental challenge. It also highlights the importance of partnerships – not only between businesses, but also between business and government and between business and the community.

The stories in this publication suggest a strong future for this State, as we demonstrate to the global community our innovative approaches in pursuing our economic, environmental and social directions.



The Hon. Paul Holloway M.L.C.
Minister for Industry and Trade



The Hon. John Hill M.P.
Minister for Environment
and Conservation

Introduction



The Premier's Round Table on Sustainability presents this booklet to illustrate how good business practice in South Australia can benefit individual companies and the environment we all share. Good business of the future will be environmentally sustainable business.

The case studies in this booklet were drawn from work commissioned by the Department of Trade and Economic Development, and the Department for Environment and Heritage's Office of Sustainability on South Australian businesses' attitudes to sustainability opportunities. The project involved interviews with business leaders from 28 companies and industry associations in the automotive, electrical and electronics, resources and food and wine sectors. They were undertaken in order to understand the companies' perceptions of the future importance of environmental and social considerations to South Australian business performance and company value. The interviews explored ways in which South Australian businesses increase profit, manage risk, reduce costs and increase opportunities through environmentally sustainable practices.

Environmental considerations were seen by the companies interviewed to be of increasing importance to the future of their organisations. Most of the businesses and industry associations identified sustainability as a crucial consideration for their overall business performance and company value.

The findings of the study identified five commercial factors, or 'drivers', that influence business to seize economic opportunity in environmental sustainability. These drivers are profiled in detail on the opposite page.

The case studies in this booklet tell the stories of nine successful companies that:

- have focused on one or more of these commercial drivers
- have been able to seize opportunities to strengthen their businesses and
- have reduced their negative impact on the environment.

Each of the featured businesses had different motivations and were all presented with different circumstances. What they have in common is that they have recognised opportunities and they understand that incorporating environmental sustainability into business practice makes good business sense.

We hope this publication encourages more companies to have a close look at where they can make similar advances for themselves and our environment.



Professor Tim Flannery
Chair
Premier's Round Table on Sustainability

Business drivers



These five commercial drivers lead smart businesses to seize economic opportunity in environmental sustainability. Each of the businesses profiled in this publication illustrate how different combinations of these drivers are working to improve the companies' profits while reducing their environmental impact.

Strategic management

This driver relates to a company's capacity to think beyond 'business as usual' – to be innovative and explore new markets and/or products and to reinvent the business's branding/recognition to reflect changing needs or attitudes of society. It is particularly relevant in the resources sector, food and wine sector, advanced manufacturing and the electronics industry.

Supply chain

During the production of any product or service a company frequently calls on a mix of suppliers to provide components. Regardless of the source of the components it is the final product that is judged by the consumer and affects the firm's brand or reputation. Good supply chain management helps avoid risk, minimises costs and is more likely to lead to innovation.



Product stewardship

Taking a more responsible attitude to products – the impact of how they are made and what happens to them when they are no longer useful – enables companies to brand themselves as environmentally sensitive, and better positions them in overseas markets that may have more stringent regulations than Australia's. For example, European regulations have driven redesign to higher standards in the electronics sector in South Australia.

Stakeholder management

Effectively engaging with stakeholders enables companies to build mutually beneficial partnerships and can assist a company to meet stakeholder expectations – be they consumers, government bodies, industry associations, unions, staff, non-government organisations or local communities. In order to remain competitive in markets that continuously grow in complexity, an organisation must build relationships, partnerships and alliances that reinforce mutual trust and credibility. Good examples occur in the resources sector but the concept also extends to relationship management in other sectors such as food and wine.

Manufacturing efficiency

To remain competitive in global markets companies must continuously review and minimise operating costs. This is particularly relevant in the manufacturing sector where competition from countries such as China continually drives the need for marginal savings in energy, resources and labour/processing costs.

Adelaide Brighton



Drivers: Manufacturing efficiency, Supply chain

Adelaide Brighton has recognised a number of opportunities to move its operations on to a more environmentally sustainable footing while reducing costs, through the re-use of materials, introduction of more energy efficient technology and the use of waste product for fuel.

This has also positioned the company to better respond to increasing stakeholder interest in the environment.

As a result of taking action, Adelaide Brighton has been able to:

- reduce reliance on fossil fuels and other natural materials
- reduce greenhouse gas emissions
- divert material from land fill for re-use
- become more economically competitive.

Action

Adelaide Brighton is using waste and by-products as resources for cement manufacturing. For example, 250,000 tonnes of fly ash, a waste material from coal combustion in power stations, are diverted from landfill and used each year in South Australia.

In 2002 the company identified an alternative fuel source – recycled construction and demolition timber (RCDT) – for its Birkenhead operations. Through a joint venture company, the Alternative Fuel Company Pty Ltd, a suitable quality of timber from waste is sourced and processed into a material that meets the company's alternative fuel specifications.

The Birkenhead operation management aims to substitute up to 25% of its natural gas requirements with 100,000t of demolition timber (biomass) that would displace 90,000t of greenhouse gases otherwise produced by the natural gas at full cycle.

The Special Product plant at Angaston in the Barossa Valley has also increased its use of waste materials. After trials, steel slag, a by-product from the steel smelting industry, has been adopted by the plant as a raw material in the manufacturing process. This has had significant sustainability advantages for the business, including lower annual greenhouse gas emissions (reduced by 9,000 tonnes of CO₂) and conservation of natural resources such as limestone and clay.

Challenges and opportunities

- **Good information to customers, community and employees is essential.** Re-use of waste and alternative materials in manufacturing can be wrongly seen as tainting the product and reducing health and environmental performance, and therefore provision of accurate information on the quality of the product and processes is important.
- **Regulatory support.** Regulation of re-processing does not always keep up with the possibilities available to introduce different materials including the re-use of waste product, and this is essential for further eco-efficiency to be achieved.

Manufacturing in South Australia since 1882, Adelaide Brighton Ltd (Adelaide Brighton) has become a leading producer of lime and integrated construction materials employing over 1400 people Australia-wide. Adelaide Brighton is a member of the S&P ASX200 index with a market capitalisation of over \$1 billion.

www.adbri.com.au

Codan



Drivers: Strategic management, Product stewardship, Supply chain

Codan has taken the opportunity presented by regulatory changes in its international market to improve its waste management practices and increase the company's competitiveness.

With growing customer demands for waste product take-back services, Codan has sought not just to comply with new European requirements, but to use its higher standards as a market differentiator.

Codan recognised that new legislative requirements for waste management are being considered and introduced worldwide and that to remain competitive, companies must plan ahead.

Compliance with the new European requirements has now become a stage gate in the planning of all new engineering designs.

Other benefits for Codan include worker health and safety (through removing use of toxic materials) and more efficient resource utilisation (materials, energy and water efficiency practices).

Action

The European Commission issued a directive in 2003 on Waste Electrical and Electronic Equipment (WEEE) standards that aim to reduce hazardous and non-hazardous waste electrical/electronics products going to landfill.

Codan recognised that it would need to improve its management systems to comply with this directive. Codan used its UK office to act as an information portal into the European Union and engaged a WEEE solution provider to provide up-to-date advice on legislative requirements and recycling logistics. The champions for change were the Codan executive via engineering, manufacturing and materials personnel charged with analysis and process implementation tasks.

Codan also set up new business systems to cope with future reporting requirements in regard to self-regulation and future auditing, so that Codan is able to position itself for future developments in the market.

Challenges and opportunities

- **Staff engagement.** Complying with the European directive was not easy, but Codan believes the outcomes will be worth the expense and effort in the longer term. Codan's personnel are keen to be involved in projects whereby they feel they are helping to conserve the environment and are proud that the company has taken steps towards greener manufacturing.

Codan Ltd (Codan) is a leading manufacturer of remote communications equipment from High Frequency (HF) Radio and Satellite to Microwave Links products, distributing to over 150 countries worldwide.

www.codan.com.au

Coopers Brewery



Drivers: Strategic management, Stakeholder management, Manufacturing efficiency

Coopers has invested, along with AGL, in a co-generation facility to produce the electricity and heat energy needed to operate the brewery.

This project is reducing costs, increasing security of Coopers' energy supply, and augmenting the company's reputation as a responsible corporate citizen by demonstrating leadership in reducing greenhouse gas emissions.

Action

Coopers and AGL cooperated to build a \$6.2 million 4.4-megawatt co-generation plant, using natural gas to create electricity and useful heat. This supplied the brewery with all its energy needs while also adding to the State's capacity to generate electricity. The co-generation facility consists of a low emissions gas turbine/generator set and a waste heat recovery boiler. Steam is generated from the exhaust heat of the gas turbine, which is significantly more fuel-efficient than conventional power plant operations.

Annual brewery operations require approximately 6,000 megawatt hours (MWh) of electricity produced by the co-generation facility, while the remaining 18,000 MWh is available to be sold to the electricity grid, providing enough power to supply 3,000 houses each year.

The co-generation plant reduces carbon dioxide emissions by up to 15,000 tonnes a year, or the equivalent to taking 3,200 standard vehicles off the road each year.

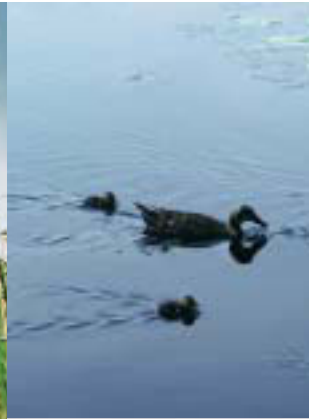
Challenges and opportunities

- **Partnership.** The co-generation facility project was the first to be installed by AGL and necessitated significant research, including overseas visits, to gain an understanding of the best possible approach.
- **Leadership.** The leadership of Coopers' Managing Director was essential.
- **Training.** A considerable amount of training was required for staff at the co-generation facility. Coopers subsequently developed an extensive training model with TAFE to upgrade employees' skills.

Coopers Brewery Ltd (Coopers), Australia's sole remaining family-owned brewery, was founded in 1862. Coopers outgrew its original site at Leabrook and, at the end of 2001, relocated to Regency Park. Coopers is wholly Australian owned and aims to provide high quality natural beers brewed without preservatives or additives.

www.coopers.com.au

Michell



Drivers: Stakeholder management, Manufacturing efficiency

Michell has reduced its impact on the environment through a series of initiatives for reducing its total water consumption, reducing its mains water use, cleaning up its waste water and re-using wool waste.

Until recently, the company was the fourth largest user of mains water in Adelaide. It sent approximately 15,000 tonnes of waste grease, topsoil and vegetable matter to landfill each year, and discharged excess solids, grease and salt from wool waste to sewer.

The actions undertaken by the company have saved the company money through:

- reducing waste and increasing efficiency
- ensuring compliance with its Trade Waste Agreement with SA Water
- contributing to enhancing Michell's reputation as a company that values environmental sustainability.

Action

Michell took the opportunity presented by the wetlands partnership project with the City of Salisbury and Parafield Airport to largely replace mains water with recycled storm water. Not only does this benefit the environment through reducing draw down on our precious water supplies, but the quality of the recycled water is better than mains as it does not need to be softened – a process which increases salinity. As a result, the salinity of water discharged to sewer has decreased by 10%.

After commissioning of the waste water treatment plant upgrade in 2002 the amount of solids and grease discharged to sewer was reduced by 25%. This has resulted in extra materials being recovered for composting while complying with the conditions of the Trade Waste Agreement with SA Water.

Michell no longer sends wool waste to landfill, and more than 50% of wool waste recovered from raw wool is composted to produce Nitramulch. This product is predominantly applied to grapevines and provides significant benefits to vineyard operators. CSIRO research has shown the product to reduce water loss through evaporation by up to 30%. The product also assists in building carbon levels in soils, which is important in maintaining healthy and productive soils.

Challenges and opportunities

- **Company culture.** Instilling a philosophy of 'environmental waste means economic waste' within the company, from senior management to shop-floor level, has been essential to the company's success.
- **Using research.** The development of the Nitramulch product took two years of trials involving composting and agricultural applications.
- **Facilitating relationships.** Engaging all stakeholders requires patience and a 'whole of system' approach to understanding the true nature of the problem and possible solutions. Closer cooperation with local authorities has achieved triple bottom line outcomes for the company and its geographic community.

Michell Pty Ltd (Michell) is a family-owned company with a 135 year history in the wool industry. It is the largest exporter and processor of wool in Australia, employs 150 people in Adelaide, and is involved in several overseas joint ventures. The Adelaide plant was opened in 1973 and is one of the largest processing operations under the one roof in the southern hemisphere.

www.michell.com.au



Origin Energy



Drivers: Strategic management, Product stewardship

Origin has recognised that there is increasing consumer interest in green energy products and has moved to establish itself as a leader in environmentally sustainable energy production and distribution.

The company has been able to position itself successfully within the market as an outstanding retailer of renewable energy – more customers now purchase green power from Origin than from any other retailer in Australia. Origin is also the manufacturer and exporter of SLIVER®, an award-winning new technology for solar power (photovoltaic) cells.

Action

Origin Energy has developed a range of products aimed at offering its customers choice in purchasing electricity generated from renewable sources, or offsetting greenhouse gas emissions from gas. The GreenEarth program allows the consumer to purchase green electricity from renewable sources such as hydro, wind and solar power. 62,500 customers are currently contracted to GreenEarth and other alternative electricity products.

GreenEarth Gas, which is the first product of its type in Australia, means that the greenhouse gas emissions from the production, distribution and use of gas are offset by Origin financing emissions reduction projects. The program has received extremely positive response from the marketplace.

In the year following the launch of its Green Power products in South Australia in 2003, 35% of electricity customers who chose Origin Energy as their retailer elected to purchase the zero emission products. Origin has also built a \$20 million solar photovoltaic (PV) manufacturing plant in Regency Park. The new plant is manufacturing solar PV panels to demonstrate Origin Energy's revolutionary SLIVER® technology developed by the Australian National University's Centre for Sustainable Energy Systems.

This technology has won the company a number of national awards, including Australia's leading environmental prize: a 2005 National Banksia Environment Award and an Australian Institute of Energy – Excellence in Energy Award. SLIVER® was also recognised with a Global Eco-Tech 100 Award at the 2005 World Exposition in Aichi, Japan, as one of 100 global environmental technologies that contributes significantly to the resolution of global environmental problems and to the creation of a sustainable future.

Challenges and opportunities

- **Information provision.** Because GreenEarth is a challenging concept to communicate, educational campaigns needed to be developed so customers understood how GreenEarth works.
- **Credibility.** Credibility is critical to green marketing – one of the keys is product accreditation. Origin Energy's GreenEarth Electricity products are accredited under the National Green Power Accreditation Program.
- **Price challenge.** The price difference between GreenEarth and coal-generated power needed to be at a price point consumers were willing to accept.

Origin Energy Ltd (Origin) is a leading Australian energy company, which supplies natural gas, electricity and LP gas to more than two million business and residential customers in Australia, New Zealand the Pacific. Listed on the Australian Stock Exchange in 2000, Origin Energy has more than 3,000 employees and more than 140 years experience in providing energy services. The company is engaged across most areas of the energy supply chain, including exploration and production (gas and oil), power generation, energy retailing and network management services.

www.originenergy.com.au

Santos



Drivers: Strategic management, Stakeholder management

Santos has worked to build a reputation for having a proactive and responsible attitude to environmental, social and community issues by adopting sustainability principles within its organisation. An example of this is the successful negotiations that led to the establishment of a National Park at Coongie Lakes.

The success of the Coongie Lakes project largely hinges on the partnerships established between Santos and the conservation groups, an achievement thought impossible 10 years ago.

John Ellice-Flint, Managing Director, Santos

Action

In 2001, Santos played a leading role in an initiative to protect the Coongie Lakes wetlands, which were formerly part of the Innamincka Regional Reserve. The area is now declared a National Park with grazing and resources activities prohibited. Although Santos held exploration rights to this area, the company recognised its social and environmental responsibilities to protect the area and worked with conservation groups to develop a Memorandum of Understanding, recommending that the South Australian Government protect the Coongie Lakes by expanding the Control Zone to prohibit resource activities.

Santos has also worked hard to incorporate sustainability into its business practice, seeing sustainability as a framework that links the company's financial and operating targets with its responsibilities to other stakeholders, such as employees, shareholders, business partners and the wider community.

Challenges and opportunities

- **Demystifying the concept of sustainability.**
The company found one challenge was to communicate throughout the organisation the concept of sustainability and explain how the Coongie Lakes project improves the company's sustainability both economically and through its position in the community.
- **Reputation management.** For a major resource company, developing a reputation for being environmentally responsible is recognised as being likely to reduce lead time for project approvals, assist community engagement, sourcing of staff and support for infrastructure.

Santos Ltd (Santos) is a leading Australian oil and gas exploration and production company, with activities and operations in every major petroleum region in Australia, the United States, Indonesia, Kyrgyzstan, Papua New Guinea and Egypt. Santos has one of the largest oil and gas exploration portfolios in Australia and is our largest onshore producer of gas, supplying gas throughout mainland Australia and overseas. In 2004 Santos had a market capitalisation of approximately \$5 billion, making it one of Australia's Top ASX50 listed companies.

www.santos.com

SA Water



Drivers: Strategic management, Stakeholder management

In line with growing stakeholder expectations for sustainable practices, and for sound business reasons, SA Water has recently increased efforts to optimise its social, environmental and economic outcomes.

SA Water is highly responsive to increasing community concern about water availability and the environment.

Sustainability is now entrenched in SA Water's vision: Water for growth, development and quality of life for all South Australians, and within its strategic plan.

Action

Recognising the importance of sustainability in a business context, SA Water established in 2003 a Sustainability Advisory Group to advise the SA Water Board on emerging sustainability issues and appropriate responses.

Since 2003, two Sustainability Reports have been produced, SA Water's role in the Greenhouse Challenge has been cemented, significant revegetation projects have been launched and SA Water has taken a lead role in the development of Water Proofing Adelaide – a comprehensive strategy to secure Adelaide's water supply for the future.

In late 2003 and 2004 SA Water benchmarked its sustainability performance by undertaking a Dow Jones Sustainability Index (DJSI) assessment. This measured SA Water's performance across economic, environmental and social indicators, enabling the Corporation to compare its sustainability performance against national and international utilities.

Dow Jones results have provided valuable information to guide SA Water in identifying gaps in its performance and opportunities for improvement. In its new strategic plan SA Water now has the achievement of a leadership position in the DJSI as a target – a move that is helping drive sustainability performance across the Corporation at all levels.

The assessments have spurred the development of key strategies to help the organisation move further towards sustainability, including:

- sustainability Policy Suite, with commitments to social responsibility, economic sustainability and environmental sustainability
- new capital expenditure decision making process to engage stakeholders at early stages of capital project design and implementation

- staff sustainability communication plan, including the development of a comprehensive Sustainability Intranet site
- sustainability training for managers through Australian National University
- dedicated Chief Executive's Sustainability Steering Committee.

Challenges and opportunities

- **Culture change.** Embedding the language, concepts and approaches of sustainability into day-to-day practice and ensuring employees recognise the significance of the DJSI in identifying opportunities for innovation.
- **Short-term versus long-term thinking.** Balancing short-term business activities with longer term objectives.
- **Rapidly changing operational environment.** The rapidly changing expectations of stakeholders reflects a growing level of knowledge and awareness of environmental, social and economic issues – as well as a growing awareness of the complex connections between these factors. The pace of this change poses a challenge for the Corporation.

SA Water Corporation (SA Water) is a water utility wholly owned by the Government of SA for the people of South Australia, delivering water and waste water services to almost 1.4 million people across the State. SA Water has an annual turnover of about \$750 million, assets of more than \$6 billion and more than 1300 staff.

www.sawater.com.au

Temple Bruer



Drivers: Strategic management, Stakeholder management, Product stewardship

Temple Bruer, as an organic winery, has positioned itself for success nationally and internationally by meeting higher environmental standards than currently demanded by regulation, and by clearly publicising its green credentials.

Temple Bruer has invested in research and development to improve resource efficiency (water and energy efficiency and waste reduction) which combine to save the company money, maintain its organic status and enhance its environmental reputation. As a result of the significant and measurable success of the research supported so far, Temple Bruer intends to allocate more funding to continue academic research for technological development in the organic wine industry.

Action

Temple Bruer is a prominent member of the certified organics industry, and through the implementation of best environment practice in their winery and vineyards, the company has established itself as a leader in the Australian wine industry. Recognising that European markets in particular are likely to require increasingly higher environmental standards for all wine producers, Temple Bruer expects to position itself to be highly competitive internationally.

Temple Bruer has also recognised the benefits of investing in applied research as high accreditation standards to maintain supply to a growing organics consumer market have led to the need to develop innovative and often untested technologies. The technologies respond to the need to integrate environmental considerations within mainstream viticulture and winery practices. Temple Bruer is a key proponent in the research and development of South Australian-based sustainable viticulture practices and technologies. The company has funded several PhD and post-doctoral research projects in collaboration with the State's leading universities. For example, Temple Bruer assisted with the development of a milk whey fungicide that eliminates the use of sulphur fungicides, which in future will be restricted from organic farming in the EU and Australia.

Challenges and opportunities

- **Partnerships.** Temple Bruer's employees and management strongly support the funding of research into alternative organic farming technologies. Strong relationships with academic institutions and research bodies leading in viticulture research and development – in particular the University of Adelaide (Waite Campus), Flinders University, and CSIRO – offer long term opportunities for rapid innovation and commercialisation of organic farming technologies for local and export markets.
- **Product differentiation.** Organic grapes have shown a resilience to fluctuations in grape price due to their differentiation from standard wine grapes and the growth in organic customer demand.

Located in the Langhorne Creek district of South Australia, Temple Bruer Winery Pty Ltd (Temple Bruer) employs a total of ten permanent staff. The Temple Bruer range includes award-winning wines produced in accordance with Temple Bruer's strict organic philosophy. The winery is irrigated in winter by rainfall flooding controlled by the river Angas, and in summer by drip irrigation from an underground bore.

www.templebruer.com.au



Yalumba



Drivers: Strategic management, Manufacturing efficiency, Supply chain

The Yalumba Wine Company has undertaken a process of greening its supply chain through an alliance with its suppliers. Eco-efficiency changes to production have seen suppliers' savings exceed \$85,000 per annum and Yalumba has realised savings of \$30,000 per annum.

The process has also enhanced Yalumba's reputation as a company that is striving for environmental sustainability in its practices.

Yalumba has shown initiative by being the first Australian wine company to participate in the Greenhouse Challenge scheme and the first SA company to join the National Packaging Covenant. Yalumba is the first Australian company recognised by the Australian Greenhouse Office as a 'leader' in greenhouse management.

Action

Yalumba was chosen by the South Australian Environment Protection Agency to take a leadership role in the Greener Business Alliance (GBA) program. The program committed Yalumba and ten of its suppliers to an eco-efficiency improvement process and the implementation of an action plan to reduce the negative environmental and social effects of their business activities.

Yalumba implemented the program through a strategic review of its purpose and values.

The changes were implemented through considered and measured decisions by the Board – in other words, through effective and reflective corporate governance. The key implementation decisions were made at all levels within the company – at corporate governance level (the Board of Directors), at the department level (individual managers, supervisors and team leaders) and at the 'shop-floor' level (the individual staff).

The project has strengthened relationships between Yalumba and its suppliers and their roles in the environmental management action plan. Improved communication, trust and cooperation have yielded many intangible benefits that have improved Yalumba's performance.

Challenges and opportunities

- **Partnership.** The Yalumba story is a prime example of the power of partnerships in getting best value from eco-efficiency – working through the supply chain was far more effective than just working within one company.
- **Communication.** Initial communication links across the supply chain required development and facilitation. Yalumba has since worked to maintain frank and honest dialogue across the supply chain. Part of the process was to clarify what 'sustainability' is to Yalumba and its stakeholders.
- **Triple Bottom Line balance.** It was vital to come to agreement on the right mix of environmental, social and economic considerations for the project.
- **Leadership.** Yalumba is now acutely aware of the need for constancy of purpose and consistency of approach, courage and determination to succeed, and the imperative of dedicated leadership throughout the company's activities.
- **Strategic planning.** Recognising that its success is intrinsically linked to the land, Yalumba is aware of how its presence effects the environment. Looking to the future, Yalumba has put into place a whole-of-business environmental management plan in which environmental practice is integrated into everyday activities

Established in 1849 in the heart of the Barossa, The Yalumba Wine Company (Yalumba) is Australia's oldest family-owned winery and has been making wines that reflect the best of their region for more than 150 years.

www.yalumba.com

Further information

Sustainable Business Unit, Office of Sustainability, Department for Environment and Heritage

<http://www.sustainablebusiness.sa.gov.au>

Department of Trade and Economic Development

<http://www.southaustralia.biz>

Premier's Round Table on Sustainability

<http://www.environment.sa.gov.au/sustainability/roundtable.html>

