

SUSTAINABILITY MANAGEMENT BEYOND THE CORPORATE BOUNDARIES



TNO innovation
for life

Businesses are driven to extend their sustainability efforts beyond their own operations not only by legal, stakeholders' and customers' demands and by environmental and social pressure groups, but also for competitive advantage and because of reputational risk. Nowadays, frontrunners see an improvement in sustainability in their supply chains as a business case and as a means of achieving their business goals and protecting their brand image.

RESEARCH AND CO-FUNDED PROJECTS

TNO undertakes applied research and provides guidance for businesses and governments in the field of sustainability integration within the supply chain. We co-operate with companies on innovation, knowledge creation and project implementation in projects co-funded by TNO, the Dutch government and the EU.

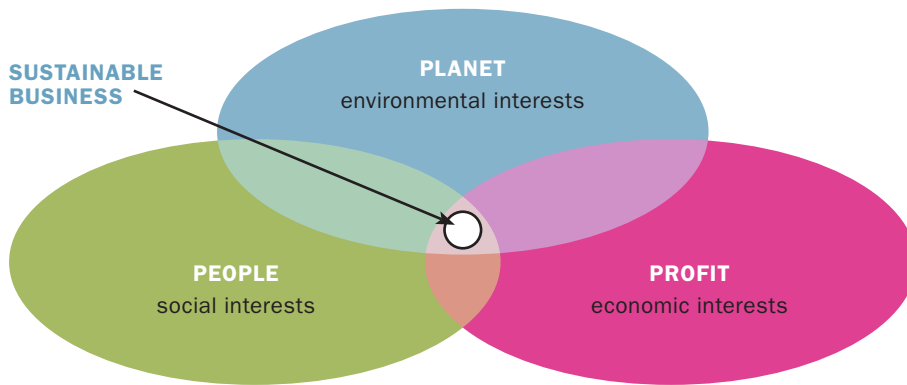
[Sustainability Management Beyond Corporate Boundaries](#)

This research was performed in order to understand the drivers, processes and instruments through which focal actors implement sustainability within their supply chains. The knowledge we have developed can be applied to assist companies in improving their sustainability performance. The research encompasses a literature review, a documentary analysis of the external public documents

of 21 companies and case studies of five frontrunners (focal companies) in the field of sustainability. These companies are Philips, IKEA, Unilever, Procter & Gamble (P&G) and Ahold.

[Promoting Occupational Safety and Health in Supply Chains](#)

The outsourcing trend and the growing importance of supply chains have implications for the working conditions and health and safety of workers in supplier and contracting companies. At the request of the European Agency for Safety and Health at Work (EU-OSHA), TNO has performed research which sheds light on occupational safety and health (OSH) within these complex supply chain networks. Based on a review of the literature and policy and case studies, the research gives an overview of how OSH can be managed and promoted throughout the supply chain, and of the drivers, incentives and instru-



ments which exist for companies to encourage good OSH practices among their suppliers and contractors.

METHODS TO RAISE PARTICIPATION AND AWARENESS AND TO ENSURE INPUT FROM SUPPLY CHAIN ACTORS AND STAKEHOLDERS

Communication is a paramount structural characteristic and the main supporting factor for implementing innovations and sustainability improvements in an organisation and its supply chain. Other supporting factors are management systems, the training and education of purchasing employees and suppliers, and integration into the corporate policy. Increasing transparency and gaining better understanding of the supply chain are also considered success factors.

TNO is developing tools and guidelines for supply chain communication and integration, the mapping of the supply chain, dialogue between stakeholders in the supply chain and collective learning.

Supply Chain Simulation is a method of analysing the supply chain in order to define success and failure factors, solutions and plans of action, with the final goal being to improve the chain communication.

Sustainability Strategic Dialogue is a successful instrument in the process of sustainability integration within companies and in the supply chain. It enables the integration and development of shared visions on a (strategic) topic, and facilitates the connection of people, ideas, thoughts and knowledge.

Sustainable Supply Chain Management Game is a serious gaming instrument for sustainability training, sustainable learning and communication in the supply chain.

OUR SUSTAINABILITY SERVICES AND EXPERTISE

- Developing strategies and action plans to address sustainability issues in line with business objectives.
- Fully integrating sustainability into all aspects of an organisation's activities and working practices and throughout its supply chain.
- Effective communication and interactive methods to engage employees, supply chain members and stakeholders in sustainability initiatives.
- Developing TNO Sustainability Tools.
- Research and guidance for organisations, supply chains and networks towards safer, healthier and/or more sustainable operations.

OUR STRENGTHS

- We work with and for companies, which strengthens the link between research and advice. We link our multidisciplinary projects to your strategy via co-creation.
- We are active in different industrial sectors, and our knowledge of industry-specific issues allows us to formulate appropriate and realistic solutions in order to achieve your company's ambitions.
- By encouraging the effective interplay of our different disciplines, we strive for innovative solutions adapted to the complexity of today's global issues.
- We know that business growth is also a result of the use of financial tools, and we provide you with a series of opportunities for projects co-funded by TNO, the Dutch government and the EU.

We invite you to learn more about our sustainability supply chain management projects, services and co-funded opportunities. For further information contact:

Albert Hollander PhD,
E albert.hollander@tno.nl,
T +31 88 866 51 72

Erika Ustailieva MSc,
E erika.ustailieva@tno.nl,
T + 31 88 866 26 44

TNO.NL

HEALTHY LIVING

TNO initiates technological and societal innovation for healthy living and a dynamic society.

TNO
Polaris Avenue 151
2132 JJ Hoofddorp
The Netherlands

T + 31 88 866 61 00
F + 31 88 866 87 95
E info-arbeid@tno.nl