Good practice of developing ecological consciousness in an organisation: the inspiring case of

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- Is a network of innovative retail chains and brands providing enjoyment for all sports people
- Mission: “to make the pleasure and benefits of sport accessible to all”.
Key figures

In 2015:

- 70,000 employees
- Represented in 27 countries
- 1038 Stores
- Turnover: 9.1 billion
- 3% of the wage is invested in training

(>= legal minimum = 1.6%)

Two values

**Vitality** is Life, intense activity, energy, drive and vigour. Our employees are full of vitality as they have, first and foremost, a positive mindset and are bursting with energy. They are enthusiastic, they love creating and innovating, and relentlessly strive to improve and make things around them change.

**Being responsible** is about making decisions and making sure they are acted upon. Our employees are fully responsible for their decisions, both in terms of their team and their customers. Responsibility is also about anticipating the challenges facing society and orienting our actions towards sustainable development. And it is also our responsibility to guarantee the safety of our customers and employees all over the world.
Ways to sustainable development

- Sustainable Development Governance
- Products and services
- Transport and stores
- Responsibility in production
- Decathlon Foundation

Sustainable Development Governance

Way to create ecological consciousness in the organisation is inbedded in the HR approach

- Dedicated sustainable development team
- Decision making system: enables each employee to take responsibility for their own area of activity. Each employee makes decisions whilst being finely attuned to the consequences of these.
- Internal communication

Sustainable development special magazine
HR approach to develop ecological consciousness

“People are at the heart of Decathlon projects, values and culture. Together, they live, innovate and share a value creation management system.”

- Be conscious about doing business in a responsible way
- Keep it (internet tool): a place for sharing ideas, best practices, training and learning
- Values & intentions

Ecological consciousness through dialogue with external parties

Decathlon dialogues with organisations on several levels:
- regional, European and international.

- ALLIANCES NETWORK
- PERIFEM (Technical Association for the Commerce and Distribution sector)
- Federation of Commerce and Distribution
- ADEME = Environment Agency and Energy Control
- OEF = Organisation Environmental Footprint
- OCDE = Organisation for Economic Cooperation and Development
Ecology and products

**Eco-design: Products**

- Forclaz 50 fleece:
  Quechua uses recycled polyester.
  Developed internally, this component is made from recycled plastic bottles (65%) and yarn waste (35%).

*How many recycled bottles go into 1 fleece?*
- seven 1 litre bottles are recycled to make a man’s fleece
- in terms of manufacturing waste, that’s a reduction of 6 tonnes for every 100,000 fleeces made

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Ecology and products

**Eco-design: Products**

- **ATHLETEE T-SHIRT**
  Made from 100% organic cotton.

- **AMC ELIOFEEL T-SHIRT**
  The main component is made from 80% recycled fibres.

- **BIDARTE PALM**
  - Available in various colours
  - main component is made entirely from recycled materials
Eco-design: Products

Ecology and products

Eco-design: Products

This is the first Tribord towel made from recycled cotton

products made from recycled cotton:
• reducing water consumption by 25%
• limiting the use of virgin cotton.

incorporate lime powder
found in oyster shells
into the soles,
replacing lime mined
from quarries.

• Made from 25% recycled components
• weighing less than 800 grams,

the aim of the innovation
• reducing environmental impacts (making the product lighter)
• using recycled materials,
• and harnessing low impact assembly processes.
Environmental labelling

Environmental labelling is a large-scale project
The aim is to give customers the keys enabling them to apply an environmental criterion when making a purchase.

The rating on a particular product (going from A to E) is designed to inform our customers about its environmental performance, making it possible to compare products sharing the same typology.

Since 2014 pictograms in store are used to distinguish products designed with environmental concerns in mind.
In December 2014, environmental impacts were calculated for 49% of Decathlon’s Passion products; in other words, over 1,900 Products.

Eco-design online

Some Passion brands offer an “eco-design” sorting filter on their online retail website, to help customers find the products with the smallest environmental impact.
http://www.domyos.fr/
http://www.quechua.fr/
Respecting the environment

Eco-design: packaging

Stackable scooter boxes
Result: boxes are now more compact and take up less space during transit.

Saving made (per 130,000 items):
- 36 fewer tonnes of CO2 equivalent
- 180,000 fewer kWh of energy used
- 112m3 less water used

Ecology in production

Organic cotton

- In 2014, Decathlon excelled itself by becoming one of the top 5 businesses in the world using organic cotton. Domyos and Quechua used 4,271 tonnes of organic cotton which is 613 tonnes more than in 2013.

Using organic cotton helps to preserve the soil and water resources and encourages biodiversity. As it is grown without using either chemical fertilisers or pesticides.
**Ecologic perspective in production**

**COLOURING WITHOUT DYEING**

- **Process:**
  mixing a coloured fibre with a neutral fibre. With no need for water, production times are shorter, the fabric is stronger and the cost is cheaper.

- One square metre of fabric uses 75% less water. Saving: 130 million tonnes of water (equivalent to 44 Olympic swimming pools!)

*The spool of thread is solution-dyed without using water.*

**Ecology and social justice**

**Charter for subcontractors**

- no children on site
- no abusive disciplinary practices
- no forced labour
- respect for working hours
- a safe and healthy working environment
- respect for employees
- no discrimination
- internal HR management key in terms of compliance with charter of organisation
Working with communities

- Decathlon Foundation: promoting sports for all
  - 257 projects
  - 435 employees involved in 21 countries
  - benefitting 130,000 people

Bikes for girls (Marocco)
- 200 young girls from the Tiznit region
- To enable young girls to obtain their Bachelor by giving them a bike so they can get to school
- 90 girls passed their exam in 2012.

Reparing and recycling

- Trocathlon: second hand items sector
- Reparing service in the stores

*Our Workshop technicians place customers at the very heart of their strategy, responding to 100% of all comments posted.*
Improving Energy consumption management

- Decathlon is implementing an international strategy to manage energy in its stores. This global strategy operates at local level to ensure optimum effectiveness. This means that the involvement of all the teams worldwide is enabling them to improve the energy efficiency of the stores.

- Managing energy consumption in real time

- Use of renewable energies

-Decathlon Belgium fits out its stores with photovoltaic panels. Five stores have installed this technology, with the panels generating between 20 and 25% of a store’s energy requirements.

Conclusion

The case of Decathlon illustrates how an organization can choose for sustainable development from a deep ecological perspective through:

- An HR approach based on responsible business and social justice

- Eco design and eco labelling

- Repairing and recycling products

- Improving energy consumption management

- Working with communities
any questions?

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