

## PACKAGING AND RAW MATERIALS

Area of business	Contacted	Interviewee	Date
SOURCES OF RAW MATERIALS PACKAGING			
Questions	Response	Action YES/NO?	
How are raw materials sourced and ordered to minimise waste?			
How are supplies packaged? What happens to the packaging? How much do you pay for it?			
Do you ask your suppliers to: Minimise packaging supplied? Offer alternative packaging types e.g. cardboard pallets? Ensure recycling / reuse as much as they can?			
Do you know whether your clients would value: Less packaging (& a lower price)? Return used packaging to you for re-use? (What would this mean for you if they did?)			
Could you sell 'waste' packaging?			
Are there alternative suitable raw materials available which would help you reduce wastes?			

## PRODUCT AND PROCESS

Area of business	Contacted	Interviewee	Date
PRODUCT & PROCESS	Designers Production staff Buyers Regulators		
Questions	Response	Action YES/NO?	
Is the product(s) designed to: Minimise waste? If yes, how? If no, why not?			
Does specification influence the levels of waste? If so, how?			
Do you understand how your production process(es) operate as far as waste production is concerned?			
How do you measure process efficiency? Is waste an unavoidable output from the process?			
Where are wastes created in the process and how are they disposed of?			
Could any wastes produced be sold at a profit or given away?			
What opportunities exist to prevent or reduce waste?			
How could you improve the product and process to significantly reduce waste?			
Have you talked to any of these outside organisations for help and advice: – customers? – regulators? – trade associations? – green business clubs?			

# SITE MANAGEMENT

Area of business	Contacted	Interviewee	Date
SITE MANAGEMENT	Site supervisor Health & Safety officer Store manager Regulators		
Questions	Response		Action YES/NO?
What are the basic activities on the site? How do they interrelate?			
What are the wastes: – received? – produced? – stored? – disposed of?			
Are records of waste kept? What form are they in? Why are they produced and who for? Where does waste show up in these records?			
How are materials stored on site? Does poor storage generate waste?			
What is disposed of? Where did it come from? Why is it disposed of? How is it disposed of? Where does it go?			
Do you/can you discuss your waste issues with the regulators?			
What help could the regulators provide? How could you best engage their help?			

## UTILITIES

Area of business	Contacted	Interviewee	Date
<b>UTILITIES</b> Water Energy – electricity, gas & oil	Production manager Technical staff Site supervisor Utility companies		
Questions	Response		Action YES/NO?
<b>WATER</b>			
How much water do you use? How much does it cost? What are the disposal charges?			
What trade effluents do you produce? How much does disposal cost?			
How could you reduce - Water use? Effluent produced? How do/could you monitor these?			
<b>ENERGY</b>			
What is your energy mix? Where is it used? When is it wasted? Where is it wasted?			
How do you measure and monitor energy usage?			
What preventative measures are already in place to save energy?			
What investments could you make to minimise energy usage? How much would the investment cost? What is the estimated payback?			
Where could energy used be minimised, recovered or reused? How could you do this?			

## EMISSIONS AND DISCHARGES

Area of business	Contacted	Interviewee	Date
EMISSIONS AND DISCHARGES	Plant manager Production manager Regulators		
Questions	Response	Action YES/NO?	
What emissions and discharges does your business produce? To air? To water? To land?			
How are they created? When are they created? Where do they go? Are they all controlled?			
How are emissions monitored? Who does the monitoring? How are records kept and communicated to relevant staff?			
Do you know and understand your legal requirements? Do you meet them?			
Could you reduce emissions: – easily? – where? – with changes to production practices? – when? – with investment?			
What would the payback period be? What would be the effect on production? What is essential action to stay legal?			
What help do the regulators give? How could you involve them more?			

# PAPER

Area of business	Contacted	Interviewee	Date
<p><b>PAPER</b></p> <p>Office paper</p> <p>Packaging paper</p>	<p>Buyer</p> <p>Designer</p> <p>Staff</p> <p>Sales</p> <p>Customers</p>		
Questions	Response	Action YES/NO?	
<p>How much paper do you use?</p> <p>– volume</p> <p>– type</p>			
<p>Where is it used?</p> <p>Where is it wasted?</p> <p>How do you monitor paper use?</p>			
<p>How much is waste?</p> <p>– total</p> <p>– as % of volume purchased</p>			
<p>What systems do you have for reusing and recycling?</p>			
<p>How could you change systems and procedures to reduce paper?</p> <p>– communication?</p> <p>– use of electronics?</p> <p>– better housekeeping?</p>			

## PEOPLE

Area of business	Contacted	Interviewee	Date
PEOPLE	Training manager Personnel officer Suppliers/Buyers/Plant supervisors		
Questions	Response	Action YES/NO?	
Which staff are directly involved in: – waste management? – waste handling?			
Are they trained in: – waste handling procedures? – waste minimisation? – legal compliance?			
What staff are 'indirectly' involved in waste management? (e.g. production, design, buyers etc)			
Are new staff briefed to develop their understanding of waste management issues?			
How are suppliers briefed to ensure their compliance with your needs?			
How is ongoing commitment to waste management communicated to staff? – briefings? – works meetings? – notices? – newsletters? Is this effective?			
Do you have a waste policy? Do staff know about it? Do you report to staff on performance against policy objectives?			
How are staff involved in waste management? – incentive schemes? – suggestion schemes?			

## TRANSPORT AND DISTRIBUTION

Area of business	Contacted	Interviewee	Date
TRANSPORT AND DISTRIBUTION	Transport manager Distribution manager Suppliers/customers Trade associations		
Questions	Response	Action YES/NO?	
How do you organise your transport of goods and services? – your own vehicles? – contractors?			
How much does transport cost you?			
How is distribution organised? How does this match up with the production process? How could it be improved?			
How do you involve suppliers and customers in scheduling deliveries?			
In which areas could you make savings: – easily? – with some investment of time? – with some investment of money? What would the payback be?			
How are transport staff trained in economical (less wasteful & safer) driving techniques?			
How could you make savings on energy and fuel?			
How are vehicles maintained and cleaned? Is there room for improving the systems?			