



BEST: Business Education for Sustainability: Teaching Corporate Social Responsibility and Social Entrepreneurship for Sustainable Local and Regional Development

Information Bulletin

Issue No.3

Dear Reader,

This is the third bulletin issued in the framework of the initiative “Business Education for Sustainability: Teaching Corporate Social Responsibility and Social Entrepreneurship for Sustainable Local and Regional Development”. This initiative is supported and co-financed by the Erasmus+ Program of the European Union.

In a series of electronic editions we present the progress of the initiative’s research and new developments in the areas of corporate social responsibility and social entrepreneurship. In this bulletin, we have highlighted five good practices of Corporate Social Responsibility from five project countries.

We have selected to present socially responsible practices that are integrated with the core business operations of the companies and are thus geared toward creating shared value for both society and the business entity implementing them. These case studies demonstrate that socially responsible behaviour of business can bring about a competitive advantage that outweighs the costs associated with responsibility. They also stress the importance of adapting Corporate Social Responsibility practices to the specific needs of societies and local communities. Finally, the examples also demonstrate that business can contribute to a shift toward an economy that is socially inclusive, just and environmentally sustainable, and that each future business leader can be an agent for change and a force for good.

Yours Sincerely,

The BEST Project Team

GOOD PRACTICES OF CORPORATE SOCIAL RESPONSIBILITY

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TELENOR, BULGARIA

Telenor is a leading telecommunication company that offers a full range of services: mobile, fixed and data, to 3.8 million active subscribers in Bulgaria. Since March 2015, the company's services are available to 99.98% of Bulgaria's population, covering over 99.50% of the country's territory, and Telenor UMTS network covers 99.87% of the population. The company employs over 2,300 qualified professionals. Telenor's products and services are offered at around 370 points of sale throughout the country, including about 230 Telenor stores and 140 stores of the company's official partners Global Net Solutions and Internity. Until November 2014, Telenor operated under the GLOBUL brand. The company is present on the Bulgarian market since 2001. In the first year of its existence, it was proclaimed to be the biggest green-field investment and received the distinction 'Investment of the Year'. In 2008 Telenor invested over half a million lv. in employee training to improve efficiency in customer service and achieve higher level of satisfaction. In the same year the company was the first in Bulgaria to launch long-term environmental strategy which includes a set of initiatives aimed at reducing the environmental footprint, promoting recycling and re-use of mobile phones and accessories, and support of public 'green' projects. In 2011, Telenor celebrated their 10th anniversary by donating 10 ambulances to Bulgaria's Emergency Medical Service Centres. The company was also among the first owners of 100% electric-powered automobile in Bulgaria.

Focus of CSR activities

- Social causes: a) safe and clean environment; b) support for children's education; c) online safety of children;
- Solutions for social needs/deficits: a) support for the development and modernization of Bulgarian schools; b) support for homeless people in view of improving their living

conditions; c) support for amateur sport and widening access to sport;

- Training for students (long-term focus).

CSR Activities:

Environment

@Invoice – with care for our nature.

Telenor's mission is to act responsibly in their use of natural resources. They offer a user-friendly way of tracking monthly usage and charges via email.

"Make your old mobile useful - recycle!"

In the last three months of 2014 every customer had the opportunity to get a discount of up to 250 leva (approximately 130 Euro) on 30 smartphone models in exchange for a returned old mobile phone. The initiative was held for a second consecutive year and addressed a growing demand for affordable phones. It also sent a message that development should happen in a sustainable and environmentally friendly manner. By involving the customers in the environmental protection cause, Telenor are furthering their commitment and engaging society in it. In 2014 Telenor collected 2.7 tons of obsolete devices, batteries and accessories.

Participation in "Earth Hour"

Every year millions of people and organizations around the world switch off their electric appliances and lights for an hour in support of the efforts to fight climate change. For several consecutive years Telenor supports the annual initiative of the World Wildlife Fund (WWF) -The "Earth Hour". At the exact hour the company switches off lights in the administrative buildings as well as advertising signs in stores across the country. For the "Earth Hour", a total of 25 company neon advertisements are switched off in Sofia, Burgas, Varna, Veliko Tarnovo, Pleven, Ruse, Yambol, Dobrich, Plovdiv, Stara Zagora, Haskovo, Blagoevgrad, Kyustendil and Pazardzhik. Only the systems providing the seamless network operation and customer



service remain online. In addition to being a participant, the company is also an ambassador of the initiative. Every year it organizes an awareness campaign among customers, partners, employees and users through social media.

Green Re-Industrialization Forum

In 2014 together with Manager Magazine Telenor organized the fifth consecutive edition of the annual green business forum under the motto "Green Re-Industrialization". Representatives of leading Bulgarian companies, government institutions and media, diplomats and experts discussed green topics such as the possibilities for a circular economy in Bulgaria, returns on investment from green projects, innovations in sustainable development, etc.

Children

"Maria's World" Foundation

At the end of 2014 Telenor and "Maria's World" Foundation received the award for "Best partnership" at the 9th annual Biggest Corporate Donor ceremony organized by the Bulgarian Donors Forum in cooperation with the President of Bulgaria Rosen Plevneliev. The goal of the project, to which Telenor contributed, was to create a better environment for young people with mild to moderate mental difficulties, by providing opportunities for them to improve their skills for independent life, to create new friendships and to work in a team. The day care centre "Worlds" organizes a lot of different activities that offer its members the opportunity to acquire skills in cooking, baking and crafts, and supports them to manage their social contacts and friendships, to develop better skills for teamwork, housework and health maintenance. The support for "Maria's World" cause is also one of the payroll giving options employees have. Christmas, Easter, and 1st of March bazaars are another tradition maintained by Telenor employees and the young people attending the Day Care Center.

Children's safety online

In September 2014 Telenor was the first company to introduce a child sexual abuse filter following the best practice of Telenor Group. The initiative was launched in cooperation with the Bulgarian Interior Ministry. The filter is effective for all users of the operator's mobile data services. In case subscribers try to access a website with child abuse content via the company's mobile network, they will be automatically redirected to a "Stop Page" notifying them that the website they are trying to access is banned. Telenor supports a series of online safety trainings and seminars for pupils from fifth to seventh grade which will be held in five Bulgarian cities – Smolyan, Vidin, Plevan, Shumen and Targovishte. The 'Cyber Scout' program is aimed at raising awareness of students and teachers about the risks on the Internet and ways of overcoming them. The educational initiative is implemented in partnership with the National Safer Internet Centre and the Ministry of Interior. The first training within the campaign took place on 20-21 April at the Regional Directorate of the Interior Ministry in the city of Smolyan. During the two-day workshop, children had the opportunity to acquire knowledge and practical skills about the risks of online communication and learn how to use internet and social media. Trainees also received advices on how to deal with cases of virtual violence and other problems on the Internet. Telenor's educational campaign is part of the company's long-term commitment to provide the safest internet experience possible. Back in 2011 the company supported the launch of the first Bulgarian Online Safety Helpline, which provides consultations on issues related to the safety of young internet users.

Homeless people

"Team of hope"

For a third consecutive year the Bulgarian "Team of Hope" took part in the Homeless World Cup with the support of Telenor. The team is part of the "Homeless World Cup Bulgaria" project, a tournament for



disadvantaged youth that aims at social integration. The tournament is a step in the selection and training of a national team representing Bulgaria at the Homeless World Cup. Almost all players in the Team of Hope have grown up in foster homes which they left at the age of 18. Some of them live in temporary accommodation centres, but every once in a while they find themselves living on the streets, without shelter or food. The social inclusion results of the project are promising. Thanks to the initiative hundreds of young people deprived of homes, family or social opportunities, regain hope and take control of their lives. During the Homeless World Cup in Chile in 2014 the Team of Hope achieved its best results so far - 12th place from 42 participating teams.

Education

I, the engineer

The company was the general sponsor of the first of a kind technological event for young engineers in Sofia: "I, the Engineer". Leading Bulgarian technology companies joined efforts to support the professional development of young people in the country. Within a one day event high-school and university students and technology fans had the opportunity to meet engineers, inventors and business people and to learn about their work and the prospects within the profession. Every company had a workshop and an info desk where they presented their activities and invited visitors to join in solving problems and business cases. Telenor's network renovation program provided career opportunities to 10 young people who joined the company.

Manager for a day

Telenor's CEO Stein-Erik Vellan gave a personal welcome to 5 young people, who spent a day at the company HQ, as part of Junior Achievement Bulgaria's initiative "Manager for a Day". The participants went through a special induction program which familiarized them with the Telenor corporate culture, history, organizational and portfolio structure. The youth met some of the most

experienced company professionals and managers in the fields of law, trade and finance who shared details about their responsibilities and challenges at work.

Green entrepreneurship for sustainable development

As part of the company's continuous efforts to support young people and build a bridge between business and academia, Telenor supported Junior Achievement's new green initiative "Green Entrepreneurship for Sustainable Development". The project was developed jointly with the Norwegian Young Enterprise Sognog Fjordane and aimed at giving students the opportunity to learn how a business can be sustainable, as well as try to create a "green" business themselves. A special video-course was designed.

A Scholarship Program

Traditionally, participants in the program receive a monthly scholarship until obtaining their Bachelor Degrees. In addition, they have the opportunity to gain valuable practical experience by working with a personal tutor and taking part in the company's summer traineeship program. Each scholar will join a different team in the following divisions: Strategic Finance, Legal Affairs, Consumer Segment, Value Creation, Consumer Services, Technology Implementation, Technology Planning, Technology Operations and Technology strategy and network performance.

Telenor scholarship and traineeship programs are the company's most popular youth initiatives. Over 400 students have participated so far. In 2013 Telenor launched a new annual campaign aimed at socially engaged young people. It provides two Bulgarians with the chance to take part in the international Telenor Youth Summit held in Oslo.

Modernization of school environment in Bulgaria

Telenor launches contest for projects aimed at modernization of the school environment in



Bulgarian educational institutions. The goal of the 'Digital Classroom' initiative is to encourage the use of modern technologies and methods which will improve working conditions in schools and will increase the efficiency of the educational process. Telenor contest is open to all public schools. The prize fund of the contest is BGN 200,000 as the selected proposals will receive funding of up to 90% of the total project's cost. The maximum amount that is provided for each winning project is BGN 100,000. Telenor aims at encouraging youth to use modern technologies in order to facilitate their access to information and knowledge. Among the projects which were implemented so far, was the modernization of the Leadership Centre in the 19th Elin Pelin School in Sofia. In end-2014, Telenor donated 107,000 lv. to the school for the renovation process. The Leadership Centre consists of nine labs, including entrepreneurship space, English, German and Norwegian language labs, mathematics, geography and IT labs, as well as a library. Thanks to Telenor's donation, the learning spaces will be equipped with interactive whiteboards, multimedia, laptops and ultrathin energy-efficient personal computers. The high-tech classrooms also feature student response system, which allow students to participate in lectures by submitting responses to interactive questions using the remote clicker devices. Responses

DELTA CAFE, PORTUGAL

Delta Cafés is a company specialized in roasting and marketing of coffee. Delta is a leader in the domestic market and exports to dozens of countries. Ever since the company was founded, in 1961, Delta has based itself on solid values and human principles which are reflected in the creation of a considerate brand based on the authenticity of its relations with all stakeholders. The Guiding Principles of the business are therefore developed to serve as a management tool compliance with which is vital to the

are collected by specially designed software and displayed on the teacher's laptop.

Amateur football

Telenor supports the annual edition of the biggest amateur soccer tournament in Bulgaria. The annual sports initiative attracts thousands of soccer fans and amateur football clubs who have the chance to compete for Bulgaria's National Champion title, to practice their favourite sport and win various prizes. As an official partner of Kamenitza Fan Cup, Telenor provides special prizes for the guests and participants in the event. During the tournament, the company organizes a series of promotional activities and games, in which it gives away 12 Telenor Smart Plus smartphones and various smaller prizes. Telenor supports Kamenitza Fan Cup soccer tournament for several consecutive years, including in 2015 and 2016. In 2014 over 18,000 people took part in it and more than 40 000 fans watched the games. The initiative provides excellent playing conditions, professional equipment and accredited soccer referees. Moreover, participants have the chance to play at the stadiums of their favourite local teams and meet some of Bulgaria's world-famous soccer stars.

development of a healthy and long-lasting relationship with stakeholders.

Focus of CSR activities: Delta Cafés has always maintained that competitiveness depends on economic, social and environmental performance, striving to balance the different needs of stakeholders by means of dialogue. A concern in relation to developing the communities they are active in has always been a priority and is evident in several different forms: investment in infrastructure to meet latent needs, corporate volunteerism, sponsorship and support.

CSR activities

The Foundation CORAÇÃO DELTA ASSOCIATION, the Grupo Nabeiro social solidarity association was created by the company with the aim of developing social projects involving volunteer work and social support in the communities. It is a non-profit organisation that aims to develop activities to support children, families, seniors and disabled people, as well as actions of social and community integration, humanitarian assistance, education and training and of health protection and promotion, namely through the provision of medical curative care and rehabilitation. Assuming moral duty of solidarity and justice amongst the individuals as its engine, the area of operation covers both national and foreign territory. The Coração Delta Association has recently created several facilities and services necessary for the development of communities, such as the Alice Nabeiro

Educational Centre: a support service for children and youths, volunteer work and projects focused on environmental issues and citizenship.

The Alice Nabeiro Educational Centre has set itself the objectives to promote social responsibility attitudes in the younger population, to develop entrepreneurial skills, to encourage the spirit of citizenship and to promote the balance between work and leisure. The Educational Centre Coração Delta is designed to serve community children aged between 3 and 12, and it is capable of sheltering a hundred individuals. It has employees in different areas (kindergarten and primary school teachers, education assistants, socio-cultural animators, music, dramatic expression and sports specialists). The initiative provides opportunity for community children to learn in a different and innovative way.

COOPERATIVE BANK OF THESSALY, GREECE

The Cooperative Bank of Thessaly was founded in the city of Trikala (Region of Thessaly) in 1994, as a Limited Liability Credit Cooperative with the title “Credit and Development Cooperation of Trikala”. It was an initiative of the major business and professional organisations and agencies in the prefecture of Trikala (Chamber of Commerce, commerce associations and other organisations). After accumulating the required capital and obtaining the permission from the Central Bank of Greece to operate regional branches, the Bank was renamed to “Cooperative Bank of Thessaly” in 2007. The Bank, today, operates out of 9 locations in the region of Thessaly and offers to its members/clients all banking services (excluding underwrite), 24-hour ATM service, Internet Banking, credit and debit card services and a wide array of retail banking products and services.

Focus of CSR activities

Increased unemployment and poverty due to the continuing economic crisis have led to a part of the local population having difficulties in accessing basic services (e.g. healthcare). The Bank’s CSR activities are aimed at mitigating this problem.

CSR activities

The Cooperative Banks CSR activities are centered on a thematic area called “People” according to the Bank’s CSR Department. In this context on a yearly basis the Bank publishes Calls inviting organisations and agencies active in the region to submit proposals for actions in the above-mentioned thematic area (e.g. handling poverty issues, enabling access to employment, supporting vulnerable groups, creating support centres for counselling and helping vulnerable groups, promoting gender equality, enabling access to health care services, etc.).

To this end, the Bank collaborates with the Greek Network for Corporate Social Responsibility, which is the main agency for

the promotion and development of CSR in Greece. By implementing these CSR activities, the Bank aims at positively contributing to social issues that are relevant to local communities (as stated by the Banks president).

The Bank has committed to allocating 2% of its net profits, on a yearly basis, as a CSR resource to be used in CSR activities in the region of Thessaly. So far projects that have been financed include:

- Donation of specialized medical equipment to a medical facility in the city of Larisa (60.000€);
- Donation of specialized medical equipment to 2 clinics of the University Hospital of Thessaly (60.000€);
- Donation of a school bus to the 1st kindergarten and elementary school in Trikala;
- Creation of a re-use and recycling Workshop for shoes and clothing (to operate in the Municipality of Pyli).

ŞİŞECAM, TURKEY

Şişecam is a major Turkish glass production company with an 80-year history. It has over 21,000 employees and maintains production facilities in 13 countries. Its products (flat glass, glassware, glass packaging, glass fibre, soda and chrome compounds) are sold in 150 countries. Şişecam is the third largest glassware, fourth largest glass packaging and fifth largest flat glass manufacturer in the world in terms of production capacity. Its CSR projects in Turkey are in the art, culture, environment and sports areas.

Focus of CSR activities

- maximization of education opportunities for the company's own employees and their families;

Benefits for the company

- Increasing trust towards the Bank and creating a sense of common goals;
- Stimulating a positive response in the community;
- Improving the Banks image and reputation;
- Contributing to developing moral values;
- Improving communication and cooperation with local businesses;
- Increasing satisfaction of the shareholders;
- Increasing the Bank's attractiveness to both consumers and employees;
- Providing moral incentives for increased employee efficiency;
- Recognition at local, national and international level.

For its CSR activities the Cooperative Bank of Thessaly was awarded a distinction from the European CSR Awards in Greece (a relatively new institution), recognizing the CSR activities of the Bank as a good practice, responding to the criteria of cooperation, innovation and results.

- promoting the employability of young people and providing professional training opportunities (Turkey is notable for the big share of young people in the population);
- creating both awareness and capacity for glass recycling in Turkey in view of protecting the environment.

CSR activities

Work of art collections made of glass:

527 selected valuable antique glass-made works of arts are collected and registered in the İstanbul Archaeological Museum. They are maintained and presented at a special gallery in the Şişecam corporate office. Back in 1985, the Glass Hall of the Bodrum Museum of Underwater Archaeology was opened with Şişecam's sponsorship.

Education

The company provides scholarships for its employees and their children. The company maintains its own a primary school on the Trakya factory site.

Under the terms of the Vocational Education Law, 3-year apprenticeship training has been provided by the company since 1990. Training is implemented at the Denizli Glass Plant. Youths aged 16-21 are thus provided opportunities to gain practical and theoretical knowledge. In addition, Şişecam supports the Vocational Education Improvement Project implemented by the Governorship of Mersin and has constructed the building for the Industrial Vocational High School, complemented by one workshop at the Mersin-Tarsus Organized Industrial Site. The school has been operational since 2014.

The results of these CSR activities are:

- Improved educational opportunities for employees and their families: For example, in 2013, nearly 2 million Turkish Liras were given out in the form of stipends. In the same year, 81 students studied in the corporate primary school and their transportation and food costs were provided by the factory;
- The apprentice program currently has 142 registered students and the company has provided professional training opportunities at the sites of its production facilities;
- Solutions for a better work-life balance of employees have been devised (i.e. the corporate high school on the factory site).

The environment

Glass and Glass Again Campaign:

This is one of the most comprehensive social responsibility projects in Turkey. It was launched by Şişecam Glass Packaging in cooperation with the ÇEVKO Foundation and local public administrations. The campaign aims at:

- creating awareness about glass recycling;

- developing the glass waste collection infrastructure ;

- modernization the glass waste processing facilities.

In the framework of this campaign, Şişecam collaborated with 134 municipalities in 21 Turkish provinces in view of increasing public awareness and improving the infrastructure for cullet collection, and developing facilities for glass recycling. Bottle banks are being positioned in restaurants and hotels located in the municipalities with which the company cooperates. Social awareness has been raised through events to distribute gifts at shopping centers and streets.

Within the scope of the Glass and Glass Again Campaign, 113,000 primary school students have attended lectures about recycling, 5,150 recycling bins have been donated, and 300,000 tons of glass have been recycled. According to the company, the recycling rate in Turkey has increased from 8% to 19%.

Benefits for the company

The developed CSR activities are strongly integrated with the core business of the company and have had a positive impact on its development. Stronger employee motivation and increased satisfaction due to improved work-life balance of employees have positively affected productivity and corporate culture. Early professional training of promising young labour force through apprenticeships has created a large pool of well-qualified future employees of the company.

The company has achieved a leading position with regard to glass recycling in Turkey. Its sustainability strategy has led to major expansion of business. In 2013, the European Bank for Reconstruction and Development supported Şişecam in implementing a glass recycling project in four Turkish municipalities. The project assessed the glass recycling market potential in Turkey, developed glass recycling activities in four cities and devised a glass recycling strategy for Turkey, integrated into a broader packaging waste strategy.

Funding was provided by the Government of Spain. Şişecam has now established its own recycling arm - Şişecam Çevre Sistemleri A.Ş. In 2016, the European Bank for Reconstruction and Development has provided another major loan to Şişecam to develop the glass recycling rate in the country and strengthen the competitiveness of its resource-efficient circular economy. The European Bank for Reconstruction and Development has acquired a minority stake in Şişecam Çevre Sistemleri A.Ş. and extended a

40 million euro loan to finance glass recycling equipment and energy efficiency improvements. It has also secured an additional 2 million euro loan from the Clean Technology Fund. Şişecam Çevre Sistemleri has claimed that the new investments will provide cullet suppliers with sophisticated equipment that they would not be able to procure otherwise and will thus increase suppliers' collection and treatment capacities and strengthen the entire glass recycling supply chain.

SEVERN TRENT WATER (STW), UNITED KINGDOM

STW provides water and waste water treatment to 4.3 million homes through the Midlands and Wales. It employs over 15,000 people throughout the UK and North America, in STW and Severn Trent services.

As of 2012, STW supplied 1.8 giga-litres per day (Gl/day) of drinking water from 126 water treatment works to 4.6 million business and household customers across a 46,000 kilometres (29,000 mi) network of water mains. It likewise collected and treated 1.4 Gl/day of wastewater across a 92,000 kilometres (57,000 mi) sewer network to 1,026 sewage treatment works.

The area of discussion in this case study is that of renewable energies / green energies. This is an area in which STW have been extremely proactive within and they have focused part of their operation on addressing the issue of burning of fossil fuels (non-renewable) to provide heat and power.

This particular area has been of world-wide concern in relation to global warming due to the destruction of the protective ozone layer, mainly through the buildup of carbon dioxide (CO₂) in the atmosphere. Global concern in this area led to the historic summit at Kyoto in 1997. An outcome of this conference was that the UK government were set targets to supply 10% of all energy used from "green" sources by the year 2010.

CSR Activities

Combined Heat and Power (CHP) engines used on all digestion sites, take methane produced in the digestion process to produce energy that heats the digesters. Excess energy is provided to the energy grid for general use. This reduces power use through STW sites and provides a green energy source for the UK (Biomass sludge's are produced as part of the sewage treatment process. These require treatment to stop contamination of land and water bodies, Mesophilic Anaerobic Digestion (MAD) reduce volume through biomass destruction and also treats the sludge so that it is safe for use on land, reducing the pathogenic organisms contained within.)

The introduction of the "climate change levy" in 2001 saw a new tax on the use of fossil fuels. In 2002 New Electricity Trading Arrangements (NETA) were announced. These provided incentives for companies to invest in and provide renewable energy. This was achieved by:

- Allowing a premium value to be charged for the sale of "green energy" i.e. power which has been produced from non-fossil fuels (e.g. digester gas).
- Setting green energy targets on electricity suppliers in the UK of up to 10%.
- Ensuring that all relevant processes were registered to ensure that generating equipment complies with regulatory (OFGEM)

requirements. (This includes metering all digester gas used by the CHP equipment). The Renewable Obligation Certificates (ROC's) guaranteed the premium which could be charged above this standard electricity selling price.

These incentives triggered a business case for investment by Severn Trent and between 2003 and 2007 the number of digestion sites equipped with CHP rose from 4 to 38 representing a total investment of £24M. Since 2008 investment has continued with additional engines, upsizing engines and general refurbishment.

STW are currently researching, and installing, Thermal Hydrolysis Plants (THP) as a way of improving the MAD process. These are an extra step prior to traditional MAD that breaks down the sludge releasing larger amounts of biological material tied up within the sludge to create better gas production during MAD. It is predicted to increase biogas yield by a third. It also creates an enhanced product (better pathogen kill) that can be used in more locations including farm land. The reduction in 'cake' (digested and treated sludge) volume also reduces vehicle movements to transport the treated product.

There are key benefits to all STW stakeholders, for example STW customers received a reduction in bills for direct customers, paying for less energy costs to treat the sewage. From an environmental perspective STW processes lead to an increase in green energy and a reduction in fossil fuels used to heat and provide energy to homes in the UK. The company benefit from financial rewards in reduction of energy costs. Furthermore, a significant benefit is the environmental credentials for the company. STW emerges as essentially an environmental company protecting the environment from abstraction to discharge.

STW aim to produce all energy for digestion sites through bio gas production and to increase biogas yield by 30% through implementing THP at suitable MAD sites.

"Water Company Severn Trent has built the UK's largest energy crop anaerobic digestion plant to help meet 30% of its electricity needs from renewable sources by 2015. The plant is converting 37,000 tonnes of maize silage each year into 15GWh of electricity (enough to supply 4000 homes), using maize grown on contaminated land not suitable for food production. A biogas-to-grid plant will come online in 2014. Severn Trent has come a long way since 2002, when it generated just 5% from renewable sources. It now produces 24% of its energy needs in a sustainable way, delivering a 212GWh reduction in fossil fuel imports annually, equating to a yearly carbon saving of over 100,000 tonnes of CO₂."

Some of the challenges that STW has experienced include ensuring the correct conditions to allow MAD to work, for example the temperature: sludge mixture. Furthermore, normal operation has always been a priority over digestion that was considered a secondary process. To ensure good biogas yield the importance of digestion within the process and in creating a product needed to be communicated. Considerable investment in telemetry was required to monitor and control the works to ensure future performance of these processes.

STW continue to further investment in research each AMP to improve the processes year on year. It is a key measurable for all waste and water companies in the UK. The process is sustainable but would most likely be discontinued as more efficient processes are designed. These would be phased in as the old works are decommissioned in later years. Sludge / sewage treatment will only become slicker and more cost effective, creating a better quality product in the future.