



# AUSTRALIAN PACKAGING COVENANT ACTION PLAN

August 2013 – August 2018





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As a brand owner and user of packaging Norco Co-Operative Limited is committed to ensuring that we manage the impacts of our packaging.

The key commitments in our action plan support our objective to minimise the overall environmental impact of our packaging through the following performance goals:

**Design:** Optimise packaging to achieve resource efficiency and reduced environmental impact without compromising product quality and safety.

**Recycling:** Ensure we efficiently collect and recycle our packaging.

**Product Stewardship:** Norco will demonstrate our commitment to product stewardship in the supply chain and with other signatories.

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Brett Kelly  
Chief Executive Officer  
**Norco Co-operative Limited**





Norco is a co-operative and has been in existence since 1895. Norco's primary activities include dairy manufacture, rural retailing and stockfeed manufacture.

The Co-operative is owned by 291 shareholders who supply milk from 162 farms located in South East Queensland and Northern New South Wales, 365 days a year. This milk is processed by Norco and then sold into the fresh drinking milk market or is value added by the Co-operative, including being utilised to manufacture a range of dairy products. In return, the Co-operative offers a competitive milk price and a commitment to collect every litre produced by our members.

Norco is governed by a Board of Directors which is comprised of six supplier directors, drawn from three separate regions (northern, central and southern) and one independent director. The business is operated by a Senior Management Team, comprised of the Chief Executive Officer and six other senior executives.

The Business Units that make up the Norco business are:

- Norco Foods (Norco Milk, Ice Cream Business Unit and Milk Supply),
- Rural Retail
- Agribusiness
- Corporate and Finance





Norco Foods has three specific production facilities which are ideally located to service several capital cities and ports.

Milk production plants are located at Labrador in South East Queensland and at Raleigh in North East New South Wales. These plants specialise in the production of chilled dairy products including full cream, modified, flavoured and organic milks, creams, custards and also fruit juices.

The Ice Cream Business Unit, located at Lismore in New South Wales, is a contract manufacturer of a wide range of premium, light, low fat and specialty ice creams, sorbet and frozen yoghurt.

Norco Foods also retails the Nimbin Natural cheese range, which is a healthy alternative for cheese connoisseurs.

Norco Foods' ability to respond to customers' requirements in a timely manner is a key attribute of the business.

In addition to our dairy-based operations, Norco operates the Rural Retail Business Unit, with a network of 25 rural stores located across Northern New South Wales and South East Queensland, and an Agribusiness Unit which manufactures quality stockfeed, bird seed and pet food products under the brands Goldmix, Groommaster, Crest and SuperVite.

Total business turnover for the year ended 30 June 2013 was \$367m and Norco currently employs 656 members of staff across its business units.





## **Mission Statement**

Norco is a dairy co-operative owned by our member suppliers who operate Australian dairy farms. We recognise the value that our co-operative structure brings to all of our members and our communities. Norco has been doing business since 1895. We are proud of our heritage and passionate about our future.

## **Norco's Purpose**

Norco's purpose is to build wealth, security and sustainability for our shareholders, business partners and employees.

We achieve this by:

- maintaining a diverse and strong range of businesses;
- being a competitive regional purchaser and supplier of milk; and
- creating integrated solutions for our partners.





## **Norco's Values**

Norco applies a common set of values to everything it does. These values include:

### **RESPECT**

We respect our shareholders, employees, business partners and customers.

We respect a diversity of views and opinions.

We encourage and support people to grow as individuals and contributors to our organisation.

We respect our heritage and legacy.

We respect our natural environment.

### **RESPONSIBLE**

We are responsible for preserving the co-operative principles.

We are responsible for our actions and our performance.

We are responsible for providing a safe work environment.

### **EFFICIENT**

We seek to add value in everything we do.

### **INNOVATION**

We seek to consistently improve through innovation.

### **COMMUNITY**

We seek active involvement in our communities.





# Manufacturing Sites (Foods)

8



Labrador – Milk  
Flavoured Milk  
Cream  
Juice

Lismore – Bulk Icecream  
Tubs  
Extruded  
Stick  
Shake  
Sundae

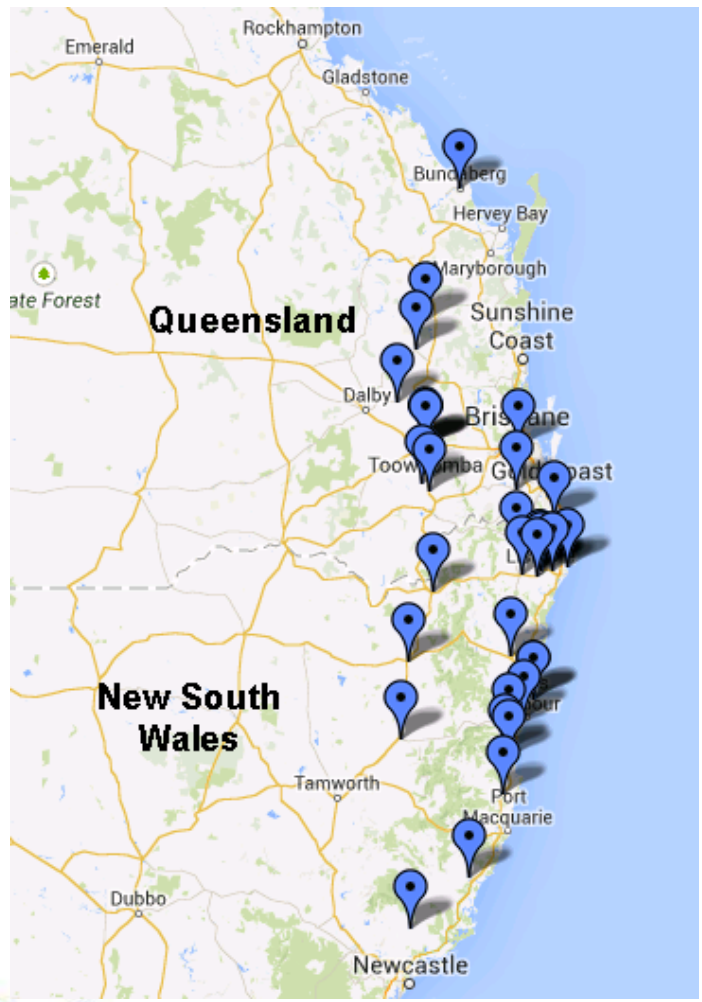
Raleigh – Milk  
Flavoured Milk  
Cream  
Sour Cream  
Custard  
Organics



*An Australian, farmer owned dairy co-operative since 1895.*







## Rural – 25 Rural Stores

- Allora - Norco Bowdlers
- Alstonville
- Armidale
- Beaudesert
- Bellingen
- Bowraville
- Bundaberg
- Casino
- Clifton
- Coffs Harbour
- Dungog
- Glen Innes
- Grafton
- Kempsey
- Kingaroy
- Kyogle
- Lismore
- Macksville
- Murwillumbah
- Taree
- Tenterfield
- Toowoomba - Norco Bowdlers
- Woolgoolga
- Norco Rural Carton Services
- Quinalow - Norco Bowdlers

Agribusiness – Goldmix  
Crest Seeds





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	HDPE	LDPE	PET	PP	Fibre Board	Paper
Norco	X	X			X	X
Funky Monkey	X	X				
Nimbin Cheese		X			X	
Mighty Cool	X	X			X	
Tornado						
Real	X	X				
Lush	X	X				
Family Farm	X	X				
Scenic Rim Springs		X	X		X	
Crest Seeds		X			X	
Gold Mix				X		

- \* HDPE - High Density Polyethylene
- \* LDPE - Low Density Polyethylene
- \* PET - Polyethylene Terephthalate
- \* PP - Polypropylene
- \* Fibre Board - Cardboard Cartons
- \* Paper - Multi Layer Paper Board Cartons





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Over many years Norco has continuously worked on achieving a better environmental outcome with regard to the various types and volume of packing used. This has seen developments in the quantity of packaging sent for recycling as well as the increased inclusion back into secondary packs used within the business.

Norco continues to promote on pack recycling capabilities of our packaging. We also accept returned packaging from consumers and accumulate for recycling in some parts of the business.

Some of the achievements and goals for Norco:

- Separation and recycling of LDPE plastic wrap within factory environments.
- Separation, re-use and recycling of Fibre Board carton within factory environments.
- Return system for used HDPE milk bottle, packaging accumulated and sent for recycling.
- Use of multi trip outer packaging (plastic crates) for dairy products.
- Manufacture of primary packaging on site with direct feed to production – dramatically reducing the need for shippers or outer packaging.
- Sorting and separation of recyclable waste from general waste, dramatic reduction in general waste going to landfill.
- Packaging re-design and review to de-weight packaging where possible.
- Increasing inclusion of recycle material into secondary packaging.
- Trial works on use of recycle components into primary packaging.





Action	Target	Baseline	Who	Milestones
<b>Goal 1</b>	<b>Design</b> - optimise packaging to achieve resource efficiency and reduce environmental impact without compromising product quality or safety			
<b>KPI 1</b>	Proportion of signatories in the supply chain implementing the SPGs for design or procurement of packaging			
Provide APC Awareness training to relevant staff.	To have all Committee Members and R&D attend APC Workshops	2 Committee Members have attended APC Workshops	Committee	40% December 2016 80% December 2017 100% December 2018
Develop relevant sustainable packaging design criteria (in conjunction with key packaging suppliers and customers).	Incorporate a packaging sustainability assessment tool / checklist into current product design and development procedures to facilitate (and record) reviews of new packaging.	Tool has been created and in use.	Operations Support Manager / R&D	Completed
	Design a system to record packaging details as per the Sustainable Packaging Assessment	Not started	Operations Support Manager	December 2016
Apply Norco's sustainable packaging criteria to the packaging of all new products.	Assess all new / proposed packaging for new products or product lines. Completed checklists will demonstrate compliance.		Marketing / Procurement	When new products are developed
Review existing finished product packaging against Norco's sustainable packaging criteria.	Identify packaging types / categories and associated suppliers of packaging.	Packaging Types have been identified	Operations Support Manager	Completed
	Assess each packaging type / category, Foods & Agribusiness	70% completed (Foods) Agribusiness to be started	Marketing	December 2016 Agri – December 2017





<b>Goal 2 Recycling</b> - the efficient collection and recycling of packaging.				
<b>KPI 3</b> Proportion of signatories with on-site recovery systems for recycling used packaging.				
Action	Target	Baseline	Who	Milestones
Develop a formal system to record and report both the amount of material collected for recycling and the amount of material sent to landfill.	Maintain current reporting system with a view to increase recycled waste by 5% year on year	Results are maintained on a monthly basis.	Operations Support Manager	Reported annually
	Reduce general waste to landfill by 5%	Results are maintained on a monthly basis. Currently only reporting on Food Division	Operations Support Manager	Reported annually
	Report on Agribusiness Recycled Waste	To be started	Operations Support Manager	December 2016
<b>KPI 4</b> Proportion of signatories with a policy to buy products made from recycled packaging. All Covenant signatories will have a formal, documented policy of buying recycled products or materials				
Develop a Sustainable Purchasing Policy.	Preferentially purchase from suppliers who use recycled packaging / materials, without compromising product quality or safety.	Buy Recycled Policy completed and approved by the Board. Is reviewed each year before the AGM	Procurement Manager	Completed
	Investigate/Implement the use of a Recycled Content Purchasing and Reporting Tool	Baseline for paper purchase started at 2 sites/ 4 sites still to be implemented	Operations Support Manager	20% December 2016 50% December 2017 100% December 2018
Work with packaging suppliers to determine if recycled packaging or material can be used in the manufacture of primary or secondary packaging used within our business.	Establish baseline for current packaging regarding recycling and how our suppliers can assist with reducing waste.	No Started	Procurement/Operations Support Manager + relevant packaging supplier	20% December 2016 60% December 2017 80% December 2018





<b>Goal 3</b> <b>Product Stewardship</b> - demonstrated commitment to product stewardship				
<b>KPI 6</b> Proportion of signatories that have formal processes for working with others to improve design and recycling of packaging				
Action	Target	Baseline	Who	Milestones
Develop a formal Sustainable Supply Chain Management Policy	Formal policy in place.	Draft created. APC Team to review	Procurement Manager	December 2016
Develop formal process for working with suppliers to promote and support the Sustainable Packaging Guidelines.	Amend current New Supplier Policy & Supplier Assessment to include requirements to Norco's Sustainable Packaging Guidelines	Current Policy and Assessment require sections to be added	Procurement Manager/ Operations Support Manager	December 2016
Gather base data on supplier awareness of and compliance to, Sustainable Packaging Guidelines.	Develop a supplier self assessment tool / questionnaire.	Supplier Self Assessment Tool has been created and in use	APC Team + Procurement Manager	Completed
	Provide all suppliers of packaged goods with the self assessment tool / questionnaire.	Supplier Self Assessment Tool has been issued and returned	APC Team + Purchasing Staff	Completed
	Design a system to record responses from Suppliers to the SPG Self Assessment Tool	Not started	Operations Support Manager	December 2017







KPI 7 Proportion of signatories demonstrating other product stewardship outcomes				
Action	Target	Baseline	Who	Milestones
Promote good recycling practices and use of recycled materials.	All labels and/or specifications for Norco products to contain information on amount of recycled material in packaging and appropriate recycling/disposal options.	All labels now carry the Tidyman Logo and the Recycle Logo	APC Team	Completed
	Commits to maintaining the inclusion of relevant litter and recycling communications on packaging.	Started	Marketing	Annual review of labels
Explore opportunities for resource efficiencies across Norco manufacturing sites.	Quantify and reduce packaging: <ul style="list-style-type: none"> <li>▪ from suppliers, and</li> <li>▪ to customers.</li> </ul>	Not Started	APC Team	December 2018
	Gather baseline data on Energy/Water/Gas usage at Manufacturing Sites	Not Started	Operations Support Manager	50% December 2016 100% December 2017
	Maintain data retrieval year on year reporting on improvements	Ongoing once baseline data has been collected	Operations Support Manager	Ongoing Reporting
KPI 8 Reduction in the number of packaging items in litter				
Educate the general community and staff regarding the APC and other environmental issues and activities.	Include Norco's contribution to / involvement with the APC: <ul style="list-style-type: none"> <li>▪ on its website</li> <li>▪ staff inductions.</li> </ul>	Staff Inductions include a section on the Packaging Covenant. The Action Plan has been loaded to the intranet and on our Norco Website.	Operations Support Manager	Completed
	Investigate alternate on-pack recycling messages.	Not Started	Marketing Manager	Ongoing with Label reviews
	Explore opportunities for on-site cleanups and signage that encourages responsible disposal.	Not Started	Operations Support Manager	50% December 2016 100% December 2017

