



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

DECATHLON

Thea Bombeek
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DECATHLON

- *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”.





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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%)



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Two values



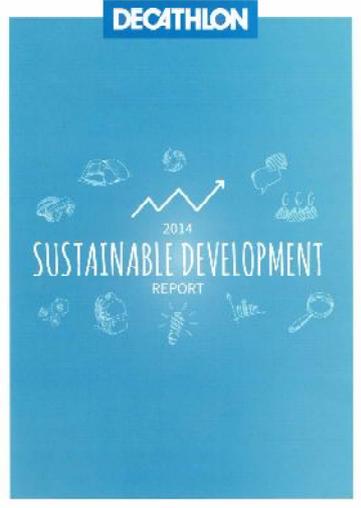
Vitality is Life, intense activity, energy, drive and vigour. Our employees are full of vitality as they have, first and foremost, a positive mindset and are bursting with energy. They are enthusiastic, they love creating and innovating, and relentlessly strive to improve and make things around them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



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



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Ecology and products

Eco-design: Products

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.



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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.

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

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/>



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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



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Ecology in production

Organic cotton



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.

- 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



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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.



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

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



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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



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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.



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Repairing and recycling

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



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



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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.



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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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<http://corporate.decathlon.com/en/our-commitments/sustainable-development/>