



CASE STUDY GKN DRIVELINE

Summary

Needs

- To provide documentary evidence of the company's proactive approach to the environment
- To respond to demands from clients and customers
- To become compliant with the changes in legislation

Benefits

- Improved energy management and £1.5 million saving on energy costs
- Competitive advantage on worldwide market
- Client and staff satisfaction

Background

GKN Driveline Walsall is the largest manufacturer of high speed and premium prop shafts in Europe, with annual sales of £1.7 billion. Based in the West Midlands, GKN Driveline Walsall is part of the GKN group of companies, which employs 21,000 staff at 49 locations in 31 countries. GKN Driveline Walsall supplies products to the automotive, marine and industrial sectors, and has the capacity to produce more than one million units per year. The company employs around 340 people and supplies most of the world's leading car manufacturers, including Rolls Royce, Bentley, Aston Martin and Land Rover.

Customer Needs

GKN was already taking a proactive approach to the environment, having set up its own internal environment management system in the early 1990s. In 1996, one of its biggest customers, Rover, required that GKN and other suppliers achieve ISO 14001 registration – a demand soon followed by other major car manufacturers. Although GKN was already responding to changing legislation, it needed to provide documentary evidence of its environmental performance. GKN decided to realign its existing system with the requirements of ISO 14001, as it was felt that it could not do business without it.

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Benefits

After a process taking 18-24 months, GKN obtained registration in 2001. As a result GKN has saved £1.5 million in energy costs in the last six years. Great 'green' credentials have given it a competitive advantage on a worldwide market. Improved energy management has seen a 34% reduction of energy consumption, a 67% reduction of water consumption, and a 5% reduction in waste generation (as measured against tonnes of products shipped between 2002 and 2005). Implementing ISO 14001 has raised the profile of environmental management generally and seen increased employee 'buy-in' at all levels, including top management. The award demonstrates to stakeholders the company's commitment to continual improvement in performance.

BSI's Role

GKN has already established an excellent working relationship with BSI, who was in the process of assessing the company's Quality Management System standards. GKN's Loss Prevention Manager, Dave Butler, said: "We like the consistency of service from BSI. They know our history and understand our business and approach. We have built up an element of trust and don't want to have to build up another partnership with another certification body from scratch." He added: "BSI gives a good, balanced and constructive audit. I believe that BSI's independent assessment process has helped us tighten up our operations and make them sharper."