



**SUSTAINABLE  
INDUSTRY**

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**COMPETITIVE  
BUSINESS**

## Baxter

"The Large Industry Energy Network offers companies, such as Baxter, the opportunity to share ideas and experiences and also the benchmark themselves against similar energy users."

*Ciaran Geraghty, Plant Manager Ireland Manufacturing, Baxter Healthcare S.A.*



## Astellas

"Astellas have a long relationship with SEAI and have received significant support and assistance from them over the years. Through the Energy Agreements Programme, SEAI supported us in gaining certification to the energy management standard IS393, which we achieved in 2007, and since then have continued to help us through their various initiatives to further improve our energy performance and reduce our operating costs."

*Patricia Quane, Vice President and General Manager, Astellas*



## Musgrave Group



## Merck Millipore Ltd



## Dell EMC

"The commitment we have is a continued engagement in sharing ideas and gaining advantage from those working groups that enable us to be more productive and more energy efficient."

*Ken O'Mahony, Senior Director EMEA, Dell EMC*



## EPS Group

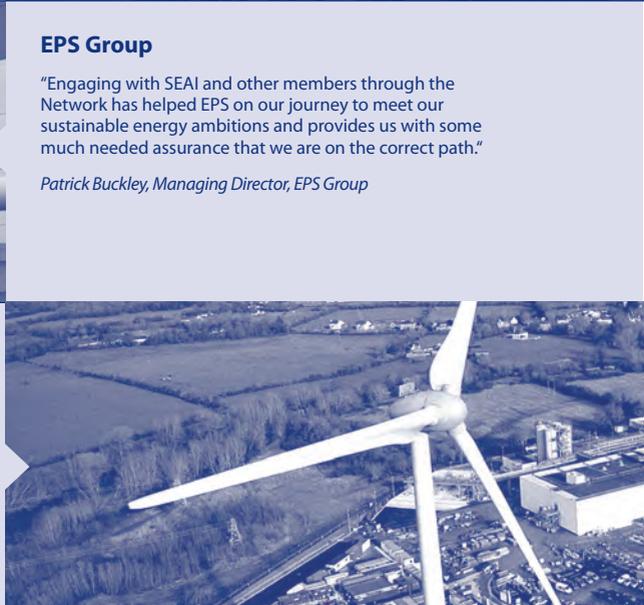
"Engaging with SEAI and other members through the Network has helped EPS on our journey to meet our sustainable energy ambitions and provides us with some much needed assurance that we are on the correct path."

*Patrick Buckley, Managing Director, EPS Group*

## Vision Care

"For us, participation in SEAI's Large Industry Energy Network is very important. It gives us access to a network of people who have the same challenges that we have. We can learn a lot from people who are working in this space already and through LIEN have the ability to talk to those people, meet with those people and visit their plants. Then we can bring back what is applicable to us here in Limerick."

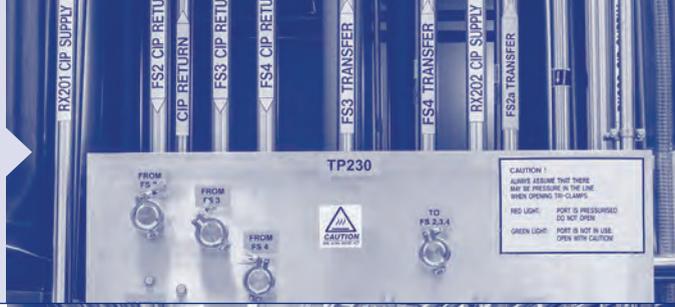
*Barry O'Sullivan, Plant Manager, Johnson & Johnson Vision Care*



## Abbott Ireland

"SEAI's schemes and supports have really helped Abbott Ireland accelerate our energy management programme through benchmarking and collaboration with other partners across Ireland. We have gained significant return from our working relationship with SEAI over the past 20 years and look forward to continuing our partnership in the future."

*Conor Murphy, Site Director, Abbott Ireland*



## Rusal Aughanish



## Aurivo Dairy Ingredients



## Dairygold

"A LIEN member for over 20 years, Dairygold have benefited greatly from SEAI's support. As part of the Energy Agreements Programme, we implemented energy management systems to the ISO 50001 standard at a number of our sites. With a more structured approach to energy management we have reduced our costs, improved our overall resource efficiency and lowered our carbon emissions. We continue to work to reduce our environmental impact and hope to collaborate further with SEAI on our ongoing energy journey."

*Dave Fitzgerald, Group Head of Sustainability & Business Continuity, Dairygold*



## Roadstone Wood Group



## LEO Pharma

"LEO Pharma have received significant support from SEAI in implementing our ISO 50001 energy management programme; they have also helped to ensure that we are applying sufficient time and resources to the maintenance of the standard."

*Gerry Gilligan, Operations Director, LEO Pharma*



## Carbery Milk Products Ltd



## A WORD FROM OUR CEO

“The winners will be those who are most agile, those prepared to adapt to disruptive threats and exploit new opportunities as they arise.”



JIM GANNON  
 CEO, Sustainable Energy  
 Authority of Ireland.

**In an era of rapid change, sustainability is no longer an optional extra; it is a major strategic driver for businesses and a key component of competitiveness. A sustainable approach to energy, from the perspective of both efficiency and the use of renewables, often represents the lowest risk and most cost effective investment for companies seeking to increase their environmental performance. With shareholders demanding an optimum return on investment, it is also critically important that the full benefits of a sustainable approach to energy are recognised. In addition to the bottom line cost savings, rapid returns on investment, and quantifiable CSR contributions, strategic approaches to energy management can embed a culture of innovation and continuous improvement.**

It is also recognised that energy management, when implemented as an ongoing process, can keep organisations at the leading edge within their industries, providing sustained competitive advantage. Given the rate of change in energy technology and energy markets, and the impact that this can have on performance, businesses with a strong track record in the area recognise the value of maintaining a strategic focus on energy.

In our experience, businesses who fail to keep pace with the energy agenda can quickly cede competitive advantage to their peers. The winners will be those who are most agile, those prepared to adapt to disruptive

threats and exploit new opportunities as they arise. Those that fail to change will not only find themselves at a cost disadvantage to competitors, but will also be increasingly locked out of key markets as customers demand ever higher sustainability and environmental standards from suppliers.

With Ireland's strong economic performance in 2015, overall energy use increased by almost 5% and related emissions by almost 6%, highlighting that further work is needed to achieve our evolving decarbonisation goals. SEAI's Large Industry Energy Network (LIEN), a voluntary grouping of over 190 of Ireland's largest energy users, shares a common goal to improve energy performance and to apply energy efficiency best practices. It is interesting to see that, in contrast to the national increase in energy use, the energy consumption of the Network actually decreased by 2% in 2015. Members continue to improve their sustainability and become more competitive businesses as a result. We would also note that increasingly, across many organisations, a new goal of decarbonising energy supply is also growing in importance, and this is something we will give more focus to as demand increases for advice and support in this area.

As the needs of the Network grow and change, so must we. With those further along in their energy journey, we will develop a more collegial relationship, facilitating the sharing of best practice and creating platforms and channels to drive further improvement. We will also look outward towards international markets and technologies in order to identify both disruptive risks and opportunities for the members of the LIEN. We will do this alongside the provision of the traditional supports to which the Network has grown accustomed, and which provide significant benefit to companies earlier in their sustainable energy journey.

All large businesses with an interest in pursuing a sustainable and strategic approach to energy should become members of LIEN. The benefits are simply too great to be ignored.



**Jim Gannon**  
Chief Executive Officer,  
Sustainable Energy Authority  
of Ireland

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**In contrast to the national increase in energy use, the energy consumption of the Network actually decreased by 2% in 2015.**

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01



# LIEN: SUPPORTING LARGE BUSINESS AND INDUSTRY

ESG  
ECONOMIC  
IMPACT  
PERFORMANCE  
BUILDING  
ACCELERATE  
PROGRESS  
COMPETITIVE CHANGE  
STRUCTURE  
INFORMATION  
EXPERIENCES  
RESOURCES  
NEW THINKING  
TRANSFORMATION  
MATURE  
STIMULATING  
CLEAN ENERGY  
SUSTAINABILITY  
COMMUNICATION  
APPLICATION  
INNOVATION  
RENEWABLE  
PARTNERSHIP  
COLLABORATION  
CAPABILITY  
BUILDING  
SHARING  
CREATING SYNERGIES

**Large businesses face multiple challenges in the current economic climate. Such challenges include the traditional expectation of stakeholders for good margins and profitability, and employee requests for more participation and inclusion in decision making. Added to the mix are increasing demands from investors for action on sustainability and climate change which are associated with responsible investment. For businesses with significant energy costs, energy efficiency and effective energy management are critical opportunities to consider in meeting these challenges.**

Through the Large Industry Energy Network (LIEN) SEAI has been working with industry for over twenty years to provide support and direction to companies in the area of energy management. We aim to inspire large businesses to be energy innovators continuously looking for ways to improve their energy performance.

LIEN brings together almost 200 of Ireland's largest energy users, all at different levels of energy management maturity. Leveraging the experience of so many progressive companies, the Network is recognised as a leading international model for collaboration that results in real change. It continues to evolve in response to the current economic, sustainability and regulatory demands, recognising the need to continuously innovate in order to sustain momentum, constantly moving members forward.

SEAI works in an integrated way with all members of the Network. Fundamental to the Network is sharing and supporting replication of best practice through a variety of mechanisms. Deeper engagement is afforded to interested companies wishing to adopt a structured approach to energy management, including support in implementing and maintaining an energy management system to the ISO 50001 standard. With such engagement members realise greater, more sustained

energy and cost savings and their commitment is matched with increased support from SEAI. This ensures there is a continued impetus to innovate within the Network with new and better ways of doing things constantly being shared across the membership, as well as the wider business community.

There is no doubt that the best companies are thinking long term and are looking for opportunities to meet the demands from investors and customers alike for strong action on sustainability and carbon targets. At the same time they recognise the benefit of the financial savings that can be achieved through energy management, as well as carving out competitive advantage.

We will continue to facilitate collaboration, promote best practice and advocate structured energy management to sustain the Network's progress in the challenging environment in which businesses operate today. At the same time, we will continue to collaborate with our members and together create new ways of sustaining savings, broadening the impact of energy management within large business and industry.

#### LIEN SUPPORTS AND INITIATIVES





# INCREASING COMPETITIVENESS WITH SUSTAINABLE ENERGY

at Johnson & Johnson Vision Care

Johnson & Johnson Vision Care was established in Limerick in 1996 and is one of several Johnson & Johnson (J&J) companies operating in Ireland. Employing approximately 2,500 workers, Vision Care manufactures and markets the ACUVUE® range of soft disposable contact lenses.

Barry O'Sullivan, Plant Manager from J&J Vision Care, a LIEN member since 2005, talks to SEAL about the importance of sustainable energy to their organisation.

“The main benefits for us of strong sustainable actions in the energy space are really around serving our customers’ needs.”



BARRY O'SULLIVAN  
PLANT MANAGER JOHNSON & JOHNSON  
VISION CARE IRELAND

**J&J Vision Care has found that having a defined sustainable energy programme brings benefits to its customers as well as to the bottom line.**

“The main benefits for us of strong sustainable actions in the energy space are really around serving our customers’ needs”, says Plant Manager Barry O’Sullivan. “At Johnson & Johnson Vision Care, we supply customers and patients around the world with contact lenses. We believe the best way to wear a lens is to wear a daily disposable lens and have a fresh sterile lens every day. But to do that we need to have a sustainable product and our customer demographic requires that of us. While we have recyclable packaging and so on, we have a lot of work to do in the manufacturing space to reduce energy and water usage year on year, so that our processes can become more efficient.”

The company has set ambitious environmental targets over the medium and longer terms. If successful, these targets will see carbon emissions reduced by 20 per cent by 2020 and by 80 per cent by 2050. This is in line with the Johnson & Johnson credo which states “We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.”

O’Sullivan points out that Vision Care’s sustainable energy programme is

a key part of the company’s cost competitiveness “It’s a highly automated capital intensive process with a high energy cost. We’ve done a lot of work on programmes to improve the energy efficiency of the machines but also on all the utilities and on the building.”

He believes the critical success factors for achieving their energy reduction targets are technology and people. “Technology breaks down into two pieces. One is to reduce your demand and the second is to have a more efficient supply. With demand you start with energy efficient motors, looking at the usage of equipment, and so on. We have installed geothermal cooling and a lot of free-air cooling in that space. On the supply side we have put in a CHP plant to give us more efficient generation where we can use waste heat. We’ve also installed a wind turbine.”

Geothermal cooling uses bore well water rather than chillers to cool equipment and has resulted in a saving of 1.3 million kWh per annum and 893 tonnes of CO<sub>2</sub>. The installation of a wind turbine has reduced CO<sub>2</sub> emissions by 1,750 tonnes annually – the equivalent of taking 400 cars off the road.

People are also key to successfully meeting energy targets. Without buy-in from staff, targets can’t be met. It’s important to influence the mind set of the people working together on the site. The scale is bigger but the principles are similar. “It’s really the same as when you

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**The company has set ambitious environmental targets over the medium and longer terms.**

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are at home and looking to save energy,” he says. “We have run a lot of programmes around educating people about usage and newer technologies.”

O’Sullivan values the company’s participation in the SEAI Large Industry Energy Network (LIEN). Access to a network of people who face the same type of challenges is very useful and a lot can be learned from people who are working in the space already. “It is great to be able to talk to those people, visit their plants and bring back what is applicable to us here in Limerick,” he enthuses.

However, he offers two pieces of advice to anybody starting out on the journey of a sustainable energy programme: provide sufficient resources for it and ensure that the programme complies with the ISO 50001 standard. “Allocate somebody to it who has a knowledge and passion for it. The second step is to implement the programme in accordance with the ISO 50001 standard. Then you’ll be able to leverage the Network to help you get to a better place.”

# 03



## **2015 PERFORMANCE** of the Large Industry Energy Network

Each year, Network members report their annual energy usage and performance figures to SEAI. Here we present some of the key figures for the Network based on the information reported to us for 2015.

## Membership

**192** members in 2016



**13** new members joined this year (increasing from 179 last year)

**23** have been members since LIEN's establishment in 1995

**76**

companies are also members of the Energy Agreement Programme

- that means they are actively pursuing or engaged in ISO 50001 certification



- Pharma/Chem
- Food/Drinks
- Healthcare
- Electronics
- Other\*

\* The 'Other' sector is made up of a mix of retail, technology and services industries, and some of the more traditional 'heavy industries', such as cement, manufacturing and refining.

## Energy performance

**1.2%** energy performance improvement for the Network on previous year, 2014\*



**286<sup>GWh</sup>** reduction in primary energy consumption from 2014

**60%**

of companies saw an improvement in energy performance compared to 2014

**PharmaChem** this sector saw the biggest improvement



\* The total change in energy performance is calculated for each member by subtracting the actual energy consumed in the reporting year from the energy that would have been consumed in order to produce the same output assuming the previous year's energy intensity had remained unchanged.

## Total primary energy requirement (TPER)

31,300<sub>GWh</sub>  
the total primary  
energy requirement  
(TPER) of the Network

19%

percentage of the  
national TPER

55%

percentage of  
industrial TPER

-2%

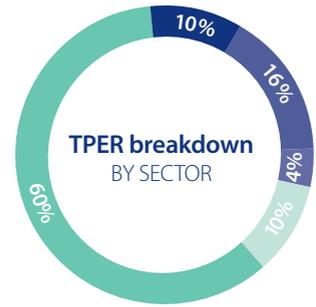
compared to +5%

The Network's TPER decreased by over 2% compared to 2014 while the national TPER actually increased by almost 5% in 2015



'Other' sector

accounts for less than a third of all members but is responsible for just over 60% of the Network's TPER.



- Pharma/Chem
- Food/Drinks
- Healthcare
- Electronics
- Other

## Performance of LIEN-only vs Energy Agreements Programme members

+3%

compared to -1.7%

energy performance gains of Agreements members, as a group, compared to energy performance losses of LIEN-only members, as a group, in 2015.\*



17%

compared to 2%

energy performance gains since 2005 (2005 – 2015) of Agreements members, compared to LIEN-only members.\*\*

Implementing a structured energy management system drives greater energy performance

### Agreements members:

- Commit to implementing and operating an energy management system to the ISO 50001 standard.
- Receive more direct support from SEAI than their LIEN-only counterparts.
- Can take advantage of initiatives such as special investigations and special working groups.
- Typically outperform LIEN-only members, a trend which continued in 2015.

\*It must be noted that a decrease in performance by one particularly large energy consumer, a LIEN-only member, was greatly responsible for the drop in performance of the group as a whole.

\*\* This comparison is based on members who reported in both 2005 and 2015.

## Energy saving projects

**290** GWh  
primary energy savings resulting from projects reported

**40%** of members reported energy saving projects for 2015

**693** GWh  
estimated energy savings achieved by the whole network in 2015 based on energy saving project data reported

**€25M**

estimated energy spend avoided by the whole network in 2015 based on energy saving project data reported



**147,000** tonnes

estimated CO<sub>2</sub> emissions avoided by the whole network in 2015 based on energy saving project data reported

**60%**

percentage of energy savings from 'equipment-related' projects

Over **50%**

percentage of projects where company indicated the main driver for implementing the project was their energy management system

## Output

**7%** average increase in productivity across the Network in 2015



**Pharma/Chem sector**

the greatest increase in output; each company in this sector recorded an average increase of 15%

## Some highlights

The overall improvement in energy performance across the Network was 1.2%

The Network's 2015 TPER decreased by over 2% compared to 2014, in contrast to an increase of almost 5% in the national TPER in the same period

Productivity increased on average by 7.1% across all sectors

76 members are actively pursuing or engaged in ISO 50001 certification (part of EAP)

The energy requirement of the Network as a whole represents approximately 19% of Ireland's national TPER

Membership now stands at 192 companies (up from 179 in 2015)

Estimates based on project data reported indicate that a potential energy spend of approximately €25 million was avoided by the Network in 2015



# SUSTAINABILITY – A SUCCESS STORY

for Dell EMC

Dell EMC provides data storage, information security, analytics, and other data products and services for businesses. The company established its first Irish facility in Cork in 1988, the first EMC manufacturing facility outside of North America. It currently employs 1900 people at the EMC Ireland Centre of Excellence Cork, a cross-functional campus of expertise, knowledge and innovation.

Ken O'Mahony, Senior Director EMEA at Dell EMC, a long standing member of LIEN, talks to SEAI about the importance of sustainable energy to their organisation.

“Sustainability has to be part of how a company behaves and acts. If you're focused on it, you end up with major benefits for the business locally as well as internationally.”



KEN O'MAHONY  
GLOBAL REAL ESTATE & FACILITIES  
(SENIOR DIRECTOR EMEA) Dell EMC

**A world leader in Dell EMC's initiative to develop energy efficient information infrastructure technologies, the Cork facility has achieved considerable energy usage reductions over the past decade as a result of its firm focus on sustainability. This has brought both significant environmental and financial benefits as well as efficiency gains throughout the organisation.**

"Sustainability has to be part of how a company behaves and acts. If you're focused on it, you end up with major benefits for the business locally as well as internationally", says Global Real Estate and Facilities Senior Director Ken O'Mahony.

The initial drive for an energy usage reduction programme came from within O'Mahony's own department, but it was quickly understood that it had to encompass the whole organisation.

"You soon realise that it isn't enough for just one department to be involved, it has to be the whole ecosystem", he says. "What we've done is set up a high energy user network inside the Ovens site and shared best practice across the departments. The high energy users became aware of what change looks like and what impact they could have. Sustainability was the driver that brought us all together; it was the glue."

The results have been impressive with annual energy demand at the site reducing from as high as 60GW in 2008 down to 37.5GW last year.

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## You become conscious of the impact you're having; of the responsibilities that a corporate body has.

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O'Mahony takes a holistic view of this achievement pointing out that while the obvious benefits are financial, they result from an overall culture approach within the organisation. "The clear benefit that comes from a sustainable approach to business is that you save money. You use less energy than you would have done if you weren't conscious of sustainability. You become conscious of the impact you're having; of the responsibilities that a corporate body has. When a company goes on that road it drives a behaviour that's oriented around best practice and about standards. When you build that into the ecosystem of a company, you get profitability and you also get efficiencies."

Having started with accreditation to the Irish energy management standard, IS393, the Cork facility is now the only site in Dell EMC with an ISO50001 certified energy management system. "That differentiates us from everybody else and it also enables us to teach everybody else how to get there. The sustainability achievements have had a huge impact on our national and

international success as a company. In fact, some of the initiatives that have originated here in Ovens have been transferred globally. It also helps us compete both internally and externally. Sustainability isn't our 'secret sauce' but it is part of what success looks like."

The SEAL LIEN programme has played a very important role in this. "Our participation in the SEAL programmes is vital. We've been an active member for a number of years now, and it has formed the basis on which we have focused our attention on capital investment and associated energy reductions. We are committed to sharing ideas and gaining advantage from the programme working groups that enable us to be more productive and energy efficient."

O'Mahony advises other firms starting out on the sustainability journey to take a similar holistic approach. "It has to be a leading component of your ecosystem. It is vital for success with customers, staff and the society in which we live. For hiring staff, for the retention of staff, and for the attraction of customers, sustainability is probably one of the top three most important things. People today ask what they are leaving behind them, do they have a legacy, what's their story going to be? If it isn't a story associated with bettering the world, then it's a bad story. Everyone needs to be clear that sustainability is of paramount importance to success – both in life and in business."



# LOOKING FORWARD

Energy efficiency is a constant opportunity to reduce costs and increase competitiveness. With increasing demands for organisations to deliver on sustainability goals, a key delivery pillar is energy. This is the case whether viewing it from an environmental, resource efficiency or community engagement perspective. SEAI will continue to collaborate with the members of the Large Industry Energy Network to ensure this opportunity is leveraged through our full range of supports, engagement and networking activities.

“We look forward to continued and productive engagement.”

SEAI constantly explores ways to best facilitate access to information and best practice for members. Our online resource and networking tools will be further enhanced to support this. But there is no substitute for face to face interaction with peers facing similar challenges so SEAI will continue to run a range of workshop and seminar based events throughout the year focussed on specific topics of interest to the Network.

The very backbone of the Network is structured energy management. Many members have already achieved certification to ISO 50001. As energy management in an organisation matures, the new challenges become more about deriving additional value from the system and driving more extensive action. In 2017 we will continue our work on energy management maturity, in collaboration with network members, to develop capability and capacity around this topic.

The Network continues to present new possibilities to co-create innovative solutions to shared problems. These are leveraged through our special working groups, a recent example of which is the work on the energy efficient design methodology.

This has now culminated in the development of the EXEED certified program. Organisations that follow the process ensure that they are achieving optimum energy performance in design and operation and also have it externally validated and visible through the achievement of the EXEED badge.

Our aspiration is to collaborate with members, to support the adoption of a strategic approach to energy management, to be at the cutting edge of developments in sustainable energy management and together to create new approaches and methodologies to deliver on that aspiration. We look forward to a positive and productive year in 2017.

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**The Network continues to present new possibilities to co-create innovative solutions to shared problems.**

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# 2016

# LIEN MEMBERS LIST

## A-Z

### Newly joined members

#### Members

##### A

Abbott Ireland Diagnostics Division  
Abbott Ireland Ltd (Cootehill)  
Abbott Ireland Ltd (Longford)  
Abbott Vascular Devices Ireland Ltd  
AbbVie (Fournier Laboratories Ireland Ltd)  
AbbVie Ireland  
Abbvie Ireland (Ballytivan)  
ABP Food Group  
AIB Bank Centre  
Alkermes Pharma Ireland Ltd  
Allergan Pharmaceuticals Ltd  
Amgen Technology (Ireland)  
Amneal Pharmaceutical  
Analog Devices BV  
Apple  
Arigna Fuels  
Arkil Ltd  
Arrabawn Co-op  
Arvato Digital Services Ireland  
Aryzta Ireland  
Astellas Ireland Co Ltd (Dublin)  
Astellas Ireland Co Ltd (Kerry)  
Aurivo Dairy Ingredients  
Autolaunch Ltd  
Aviva Stadium

##### B

Bank of Ireland  
BASF Ireland Ltd  
Bausch & Lomb Ireland Ltd  
Baxter Healthcare SA  
BD Medical  
Becton Dickinson & Company Ltd  
Biomarin  
Boliden Tara Mines Limited  
Boston Scientific Ireland Ltd (Clonmel)  
Boston Scientific Ireland Ltd (Cork)  
Boston Scientific Ireland Ltd (Galway)  
Bristol-Myers Squibb (Cruiserath)  
Bristol-Myers Squibb (Swords)  
BT  
Bulmers Ltd

##### C

Calor  
Cara Partners  
Carbery Milk Products Ltd  
Castlecool  
Celtic Linen  
CG Power Systems  
Charleville Foods  
CITADEL 100 Datacentres Ltd (now Keppel DC Ireland)  
Citi (Citibank NA Ireland Ltd)  
College Proteins Group  
Collen Construction  
Connolly's Red Mills

#### Members

Cook Medical  
Corman Miloko  
Creganna

##### D

Dairygold Food Ingredients (Mallow)  
Dairygold Food Ingredients (Mitchelstown)  
Dairygold Food Ingredients (Mogeely)  
Danone, Macroom  
Dawn Meadow Meats  
Dawn Meats (Grannagh)  
Dawn Meats Ltd (Ballyhaunis)  
Depuy (Ireland) Ltd  
Diageo Bailey's Global Supply  
Diageo Ireland (St James's Gate)  
Dunnes Stores

##### E

eBay Inc  
Edenderry Power Ltd  
eir  
Electrical & Pump Services Ltd  
Element Six Ltd  
Eli Lilly SA  
EMC Information Systems International (Dell EMC)

##### F

Forest Laboratories  
Foyle Foods Donegal

##### G

GE Healthcare Ireland  
Genzyme Ireland Ltd  
Glan Agua Ltd  
Glanbia Consumer Foods (Ballitore)  
Glanbia Consumer Foods (Drogheda)  
Glanbia Ingredients Ireland (Ballyragget)  
Glanbia Ingredients Ireland (Belview)  
Glanbia Ingredients Ltd (Virginia)  
GlaxoSmithKline (Sligo)  
GlaxoSmithKline Ltd (Cork)  
GlaxoSmithKline Ltd (Dungarvan)  
Glen Dimplex  
Google Ireland  
Green Isle Foods (Gurteen)  
Green Isle Foods (Longford)  
Green Isle Foods (Naas)  
Green Isle Foods (Portumna)  
Guerbet (Mulhuddart)  
Gypsum Industries Ltd

##### H

Helsinn Birex Pharmaceuticals Ltd  
Hewlett-Packard (Manufacturing) Ltd  
Hollister ULC  
Honeywell Turbo Technologies

## Members

### I

IBM  
Intel Ireland Ltd  
Interxion Ireland Ltd  
Irish Cement Ltd  
Irish Country Meats (Camolin)  
Irish Country Meats (Navan)  
Irish Packaging Recycling Ltd (Panda)  
Irish Pride (Taghmon)

### J

Janssen Bio  
Janssen Pharmaceutical Ltd  
Johnston Mooney & O'Brien

### K

Keelings Food Central  
Kepak  
Kerry Foods Ltd (Carrickmacross)  
Kerry Foods Ltd (Shillelagh)  
Kerry Ingredients & Flavours (Charleville)  
Kerry Ingredients & Flavours (Listowel)  
Kilsaran International (Brownstown)  
Kostal Ireland GmbH

### L

Lakeland Dairies (Baileiboro)  
Largo Foods Ltd  
LEO Pharma  
Lidl Ireland  
Liebherr Container Cranes Ltd  
Liffey Meats Ltd  
Lufthansa Technik Shannon Limited

### M

Masonite Ireland  
Medite Europe Limited  
Medtronic (Athlone)  
Merck Millipore Ltd  
Micro-Bio Ireland Ltd  
Microsoft  
Microsoft Datacentre (Grangecastle)  
Molex Ireland  
Monaghan Mushrooms Ltd  
Mondelez Ireland Production Ltd (Dublin)  
Mondelez Ireland Production Ltd (Kerry)  
MSD Ireland (Ballydine)  
MSD Ireland (Brinny)  
MSD Ireland (Carlow)  
MSD Ireland (Rathdrum)  
MSD Ireland (Swords)  
Musgrave Group

### N

Novartis Ringaskiddy Ltd  
Nutricia Ireland Ltd  
Nypro

### O

Organic Lens Manufacturing

### P

P&G Manufacturing Ireland Ltd (Newbridge)  
P&G Manufacturing Ireland Ltd (Nenagh)

## Members

Paypal  
Pfizer (Newbridge)  
Pfizer Biotechnology (Grange Castle)  
Pfizer Ireland Pharmaceuticals (Little Island)  
Pfizer Ireland Pharmaceuticals (Ringaskiddy)  
Phillips 66 Whitegate Refinery Ltd  
Premier Periclast Ltd

### Q

Queally Group Naas  
Quinn Cement Ltd

### R

Recordati  
Rednut Ltd  
Roadstone Wood Group  
Roche Ireland Ltd  
Rosderra Irish Meats (Edenderry)  
Rosderra Irish Meats (Roscrea)  
RUSAL Aughinish

### S

Sanmina-SCI  
Servier (Ireland) Industries Limited  
Silver Hill Foods  
Slaney Foods  
Stryker Neurovascular  
Stryker Orthopaedics

### T

Taconic International Ltd  
Takeda Ireland Ltd (Bray)  
Takeda Ireland Ltd (Grange Castle)  
Tech Group Europe Ltd (Dublin)  
Tegral Building Products  
Temmler Ireland Ltd  
Tesco Ireland Ltd  
Teva Pharmaceuticals Ireland  
The Authentic Food Company  
Thermo King Europe  
Transitions Optical Ltd

### U

UCB Manufacturing Ltd Ireland (now Avara Manufacturing)  
United Fish Industries Ltd

### V

Vision Care  
Valeo Vision Systems  
Vodafone

### W

Weener Plastics Ltd  
Wellman International Ltd  
Western Proteins  
Wexford Creamery  
William Grant & Sons  
Wyeth Nutritionals Ireland

### X

Xerox (Europe) Ltd

More information including company-specific results, case studies, video interviews and details on LIEN activities can be found here: [www.seai.ie/LIEN-Report/](http://www.seai.ie/LIEN-Report/)



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