

Improving the Environmental Performance of Products through Design



FIVE STEPS TO ECO DESIGN

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Introduction

Considering the potential environmental impacts of a product as part of the design process is a relatively new concept for many companies. Addressing this topic can seem like a daunting challenge if you start to explore the complexities of Life Cycle Assessment (LCA) and carbon footprinting, the bewildering array of eco labels and standards currently in use, and the huge variety of environmental issues that you could choose to address.

This *Guide* aims to provide a simple introduction to the topic of eco design. We start with some of the drivers for eco design: these will help you evaluate the business case for investing in this area if you are undecided, or could help you gain wider internal support for eco design initiatives. In Section 2, drawing on our practical experience of helping companies to implement eco design activities and tools, we present some of the challenges organizations often face when starting out in this area. In Section 3, we share five simple and practical tips that can help you and your organization to implement eco design, whether you are a designer, engineer, environmental specialist, or someone involved in the management of product design or development. We then introduce the Granta technology that can be used to support your eco design activities (in Section 4), before summarizing the key points for incorporating environmental sustainability into product design in Section 5.

1. Business Drivers for Eco Design

Whatever stage you and your company are at in considering sustainable design, it is important to be clear on two things: the business drivers for eco design; and the potential value to the company of investing in eco design. The specifics and the overall strength of the business case for eco design will vary from market to market and from company to company so, as you read through the following list of commonly cited drivers for eco design, try to consider whether any are relevant to your company. If so, which are the most important?



A. Product marketing, brand value, and Corporate Social Responsibility

Making claims about the environmental performance of operations or products is a double-edged sword for many companies. Such claims may help to increase sales, share prices, and brand value if they address environmental issues that are: of concern to customers, analysts or Non-Governmental Organizations (NGOs); are based on solid scientific evidence; and can be independently verified by interested third parties. However, if environmental claims fail to meet any of these criteria, then companies risk being accused of 'green washing' (1)—making unsubstantiated environmental claims or using environmental marketing on certain topics to gloss over less flattering environmental issues for the company. The simplest answer would appear to be to make no environmental claims at all. However, this in itself can damage a company's brand or share value due to the rising expectations of investors and other stakeholders in relation to Corporate Social Responsibility (CSR) reporting, increasing scrutiny from NGOs, and pressure from competitors.

If you do choose to report on the environmental performance of your product, there are number of wellrespected eco labels against which you can report (Figure 1). Some, such as the Carbon Trust's product carbon footprint label (2) (measured according to PAS 2050 (3)), require you to calculate and report on the potential environmental impacts of your product, but do not set any minimum performance requirements. (However, applying the Carbon Trust label does at least commit you to reducing that footprint over the next two years). Other standards, such as EPEAT for IT equipment (4) or the EU Blue Angel mark (5), do set minimum performance targets that must be satisfied and verified before you can apply the label. For further guidance on making environmental claims see the guidance notes by the US Federal Trade Commission (6).

Increasing interest in new models of doing business such as the 'circular economy' (7) are evidence of the growing desire to encourage producers to reduce waste and design more sustainable products. Customers expect to see companies acting in a socially responsible way, and this trend seems set to continue. ISO standards introduced in the last five years, such as ISO 14006:2011 (8), exist to provide guidelines for companies to establish, document, and maintain eco design. Companies must align themselves with these goals, or risk becoming ostracized by a discerning public.



Figure 1: Just some of the eco labels available.

B. Legislation on energy and hazardous substances

The introduction of environmental legislation is probably the most common driver for companies to initiate eco design activities. The Integrated Product Policy (9), adopted by the European Union in 2003, has given rise to a number of significant pieces of product-focused environmental legislation that affect many types of product sold within the EU. Table 2 gives other examples from across the US, Asia, and Europe. As well as government laws and regulations, industry associations and NGOs are introducing standards, policies, and substance watch lists in an effort either to influence the regulatory framework, or to help companies keep track of a complex, globalized picture. The challenge is not just one of geographical range—these legislations, regulations, and standards now cover the entire lifecycle of the product, from the substances that go into its manufacture through to the way that it is managed at the end of its useful life.

Lifecycle energy consumption of the product	EU Energy-related Products (ErP) Directive	
	Grenelle 2 regulations in France	
Use of hazardous/restricted substances	EU Registration Evaluation & Authorisation of Chemicals (REACH) Directive	
	California Green Chemistry Initiative	
	EU Restriction of Hazardous Substances (RoHS) Directive	
	'China RoHS'	
	Norwegian PoHS	
	US Toxic Substances Control Act (TSCA)	
	US Dodd-Frank Act	
Use of batteries	EU Batteries Directive	
End-of-Life strategy for the product	EU Waste Electrical and Electronic Equipment (WEEE) Directive	
	Japanese Household Appliance Recycling Law (HARL)	
	EU End of Life Vehicles (ELV) Directive	

Table 2: Examples of issues now affected by legislation

C. Cost & supply-chain management

Legislation may be forcing you to consider eco design, but there can also be clear cost benefits. By taking an eco design perspective *during the design of a product,* companies often find that they are able to reduce the manufacturing costs because they reduce materials and energy usage, as well as eliminating waste. In addition, assessing the risks associated with critical materials early in design can minimize supply-chain disruptions by allowing designers to design-out risky materials.

When the major environmental impacts of a product are related to a sub-system or component that is designed and manufactured by a supplier, eco design can provide a good opportunity to engage with these suppliers. This may result in a leaner, more cost-effective supply chain. This is certainly an ambition of companies such as Wal-Mart and Procter & Gamble who have extensive supply-chain reporting initiatives (10). These companies are asking suppliers to report on environmental issues such as embodied energy, water footprint, and CO_2 emissions. These data are then used to benchmark supplier performance and identify the environmental hotspots in their supply chain. Thus their eco design actions are reducing costs.

D. Stimulus for innovation

Companies can also discover opportunities for innovation when they consider the potential environmental impact of their products. For instance, Lightweight Medical (11) developed the award-winning LINT transport incubator: the use of carbon-fibers makes it >50% lighter than existing models, enabling easier movement and reductions in associated transport emissions. The Dyson 'Airblade' hand dryer uses high-efficiency electric pumps to force air through specially designed apertures that 'cut' water off the hands of the user as they slowly lift their hands out of the drying chamber. By blowing the water off the hands rather than trying to evaporate the water off as conventional hand-dryers do, Dyson claims that the Airblade requires ~77% less time and uses up to 80% less energy to dry hands (12). So designers and producers can deliver both functional benefits *and* environmental benefits. A simple analysis tool that can help you to identify this type of win-win innovation is the BEC Diagram (13).

2. The Challenge of Implementing Eco Design

Typical responses to eco design drivers

If your company has decided that the business case for eco design is sufficiently strong, the first task is to establish how to respond. To date, many companies have focused on reporting environmental performance and assessing the compliance of products against environmental regulations or standards. Initially, many environmental marketing claims were based on limited evidence, or in some cases were misleading. This resulted in a backlash from environmental NGOs and consumer groups, who demanding greater transparency in these environmental claims.

"To improve the environmental performance of products we must embed practical eco design tools and approaches early in the regular design process."

Guidance is now available on how to conduct a Life Cycle Assessment (LCA) and how to communicate the results: standards such as the ISO 1404X (14) and ISO 1402X (15) series have helped to improve significantly the quality and transparency of environmental claims. Conventional LCA methods and technology, with their focus on very detailed analysis of environmental impacts of existing products, are the best-known class of tools for analyzing environmental impacts. There are many successful examples of LCA – Audi have shared a number of case studies showing the benefit of using lighter metals, such as aluminum in place of steel, when considering the lifecycle CO2 footprint (16). Similarly, the focus in addressing regulations such as REACH has been on reporting the compliance of finished products. The downside of these approaches is that they are aimed at use late-on or after the design process, and are too data- or effort-intensive to be adapted for use in an iterative manner early in design. They are thus of limited use in making practical improvements to the current generation of a product.

The idea of addressing environmental impacts during design is in its infancy. Such assessment is seen as the preserve of dedicated eco specialists or consultants: they often find it hard to engage engineers and designer across the company in improving product sustainably. This Guide is based on the belief that we need to embed practical eco design tools and approaches early in the regular design process.

The challenges

Before considering how to achieve this goal: why is eco design not already integral to the design process?

Limited time

Environmental impacts are just one of many constraints a designer must consider during product development. Designers are constantly battling to balance often conflicting project requirements such as functional performance, cost, aesthetics, regulatory compliance, and lead-time. Eco design adds yet another issue to consider and so, generally, only a limited amount of time and effort is spent on it.

Poor integration with design activity

When eco design activities are treated as a separate stream, distinct from mainstream product development activities, they struggle to gain acceptance and quickly become marginalized. This is compounded by the fact that companies often employ environmental experts, either as consultants or as part of an Environment, Health & Safety (or similar) team, to consider environmental performance and undertake environmental assessments. If the environmental expert is not in regular contact with the design team the results of their analysis can often be ignored, either because the analysis is not presented in a way that is accessible and useful for designers, or because there is little follow-up to ensure that the analysis leads to design improvements.

Increasingly complex and rapidly developing legislation

As we saw in Section 1B, product-focused legislation, regulations, and standards are becoming increasingly complex and demanding. Simply keeping track of their potential implications is a major information technology challenge that most companies have not begun to address. Take two examples:

- •The Energy-related Products Directive, which provides a framework for setting eco design targets for products such as HD televisions, is a requirement for CE-marking in the EU. But the range of products affected is expanding and the 'implementing measures' set targets that become more stringent over time how do product development projects keep up-to-date?
- •The REACH Directive's list of Substances of Very High Concern (SVHC) currently contains 155 substances. But this list will be updated roughly every six months, with around 25 substances being added each year. These substances may be present, or used in the processing of, thousands of materials and coatings. As the list develops, how do companies gather substance declarations from suppliers and continually assess the risk across its product portfolio?

Designers' requirements not considered

To improve the environmental performance of a product you first need to understand when and where the environmental impacts occur across the product lifecycle. The primary tool for building this understanding is Life Cycle Assessment (LCA). Unfortunately, many of the commercially available software packages that enable LCA studies have been developed with LCA practitioners in mind, requiring an expert knowledge of the LCA methodology to conduct the analysis and interpret the results. Most designers and engineers do not possess this knowledge, which creates a major barrier to implementing eco design. Furthermore, LCA software is unsuitable for use during the early stages of the design process because it often requires detailed information about how the product is manufactured and used, and the input of data that is unfamiliar or unavailable to designers.

Lack of commitment / fear of cost

Design teams are sometimes reluctant to begin eco design activities because of concerns about the true level of commitment behind their company's rhetoric about wanting to improve a product's environmental performance. This may be because, until recently, companies have perceived eco design as a 'nice to have' capability. As they begin to investigate the manner in which eco design is typically implemented in today's manufacturing organizations, they are overwhelmed and quick to dismiss it as being an unnecessary and costly activity.

3. Five steps to get you started

In the remainder of this *Guide*, we provide five simple tips that aim to help you to overcome these challenges and enable you to introduce eco design activities within your existing design process in a cost-effective and manageable manner. These are drawn from our experiences (17) and from study of other publications offering advice on how to implement eco design activities (see, for example (16), (18), (19), and (20)).

The top tip for *everyone* involved in eco design



Three tips for designers, engineers, and materials engineers



Engineers and designers, used to the precision with which physical properties are measured, can be disconcerted by the imprecision of ecodata where values are, at best, known to within 10% (22). However, it is important to realise that this does not prevent good decision-making, especially when the environmental impact of a particular life-phase dominates.

For example, when selecting materials, the difference in values of embodied energy or CO_2 footprint can often be a factor of 1000 or more, so the imprecision still allows firm distinctions to be drawn (Figure 3). When the material-phase differences are small, other factors such as the recycle content of the material, its durability (and thus life-time), and the ability to recover and recycle scrap at end of life are more significant in making the selection.





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Consider the entire product system

Environmental performance is often significantly affected by how the user interacts with a product, how it is maintained, the operating environment, and whether it is indeed the correct product for the user's needs. Creativity methods such as the 9-Windows diagram (13) can promote thinking about the wider system in which a product will be used, optimizing the eco design for the product's final use.

One example of such thinking is to ensure that the design process considers the environmental impact of all phases of a product's life - material, manufacture, transport, use, and disposal (Figure 4). This encourages designers to invest greatest effort in improving the environmental sustainability of the phases that carry the highest demand for energy or generate the most CO₂. Doing this in the early stages of design will yield the maximum return on investment.



Figure 4: Environmental impact can be assessed for each life-stage of a product (Tip 3). Materials and process selection play an important role in determining environmental impacts and can be used in many eco design strategies (Tip 4.)

Tip 4

Materials and process decisions are critical to environmental impact and eco design

Material and process decisions play a very important role in determining the environmental impacts of a product across the lifecycle:

- Extraction & processing of raw materials carries significant environmental impact
- Materials choice determines feasible manufacturing processes and associated energy and material efficiency
- Material mass can greatly influence energy consumption and CO₂ emissions in transport and use phases
- The substances used in materials and their recyclability / reusability characteristics determine toxicity, restricted substance impacts, and the impact of a product at the end of its life

Some key strategies for minimizing environmental impact of each life-stage are shown in Figure 4: many relate directly to materials characteristics. A critical point is that you cannot base "eco materials selection" simply on the "eco properties" of the constituent materials, such as embodied CO₂, recycled content, or toxicity. You need to assess these properties in combination with mechanical, physical, thermal, and electrical properties.

For example, when reducing CO₂ emissions, it may be better to make a vehicle body out of a lightweight material such as a carbon fiber composite even if this raises the CO₂ emissions associated with the material production and manufacturing phases: the lower mass is likely to lead to a large reduction in use phase CO₂ emissions and hence an overall improvement.

The top tip for those involved in managing product design and development



Companies that have successfully implemented eco design often have long-term, corporate-level targets for improving environmental performance. For instance, in 2010, Philips (23) set a range of corporate-level, environmental goals to be achieved by 2015. These include:

- Improve energy efficiency of Philips products by 50% compared to 2009
- Double global collection, recycling, and recycled materials in products in the same period

Setting this type of target has two effects: it demonstrates the company's long-term commitment to environmental performance and it establishes a framework within which targets can be set at the project level. Some companies have found it effective to 'cascade' these targets to the project level by including environmental impact reduction targets within product requirements specifications. This is because designers use product requirements to focus their design effort and assign design time.

Defining targets helps to develop the right behavior in an organization. But delivering on those targets requires the right information. Consider the challenges of legislation raised in section 2. Meeting these requires an organization to track the effect of regulations, laws, and standards on its products. In the light of our Tip 4, this often means ensuring access to up-to-date information on the restricted substance or other environmental impacts of specific materials and process choices. Executives should not only set targets, but ask "what systems do we have in place to enable informed materials and process decisions?"

4. How Granta technology can support your eco design activities

Granta's core expertise in materials and process selection and materials information management, together with our understanding of the challenges of eco design (24), has allowed us to develop a range of practical eco design software tools complete with supporting materials and environmental data. They are designed to be used during the early stages of design—where changing the material and process choices costs least but matters most (Figure 5).

A	 Assessing potential environmental impacts and product risk
В	 Improving environmental performance
C	Materials and environmental data
D	 Managing material, process, and substance data
E	 Integration with engineering and business software



Figure 5: Granta's Eco Design tools meet the need for assessing environmental impact during design

Table 3: How Granta's software can support your eco design

A. Assess environmental impacts and product risk for designs and products

Granta provides tools that enable you to get a fast, integrated view of various risk factors relating to environmental performance and regulation. For product designers, the GRANTA MI:Product IntelligenceTM Package offers a fast and simple tool for assessing the potential eco risk of a product directly from its Bill of Materials (BoM), allowing key environmental indicators to be compared in an integrated fashion alongside functional performance. Within this package, an easy-to-use web app, MI:BoM AnalyzerTM, lets you build or import a BoM, add materials and process data, and quickly run reports on product risks, including restricted substances and supply chain risks due to critical materials. With a small amount of additional user input, lifecycle energy usage and CO_2 footprint can be calculated, through the application of the Granta Eco AuditTM Methodology.

Granta's Eco Audit Methodology provides a quick and interactive means to estimate both embodied energy and CO_2 footprint of your product. The CO_2 footprint is the CO_2 -equivalent mass of greenhouse gases (kg CO_2e), in kg, produced and released into the atmosphere as a consequence of the lifecycle of your product. This is a measure of the global warming potential of your product. By providing a quantitative estimate of these potential environmental risks, the Eco Audit tools allow development teams to make materials and process choices that minimize this impact.

This rapid assessment helps engineers and designers to focus their efforts on the phases in the product lifecycle likely to have the highest environmental impact. They can experiment with 'what-if' scenarios during the early stages of design, before time has been spent and funds have been committed (see Tip 1).

Thanks to Granta's GRANTA MI:Materials Gateway[™] technology, this reporting capability is also available directly within many leading CAD and PLM software packages, making it even easier to quickly assess product risk in the design phase (see Section E).

The same Eco Audit tools can be accessed within CES Selector[™], Granta's decision support software for materials experts. Again, users input a simple Bill of Materials for a product, plus information on its transport and use, and predict environmental impacts for each phase of the life cycle of the product (see Tip 3). They can clearly identify the effects of material and process decisions (Tip 4) and then go on to use the in-depth material selection features of CES Selector to identify solutions (see Section B).

Each of the different ways to perform BoM analyses produces reports of the key indicators, viewable in graph or tabular form. The focus is on ease-of-use and speed. Accuracy is sufficient to drive key design decisions – e.g., substituting materials to reduce weight, or to cut embodied energy (see Tip 2).



Figure 6: MI:BoM Analyzer can produce a product risk report directly from a Bill of Materials.

B. Material selection and substitution

Granta have long provided powerful tools for in-depth analysis of material selection and substitution decisions through the PC-based CES Selector[™] software. Engineers and designers can search and browse materials data, including economic and environmental properties, and then combine and use that data to enable rational materials selection (Tip 4) through tools such as material property charts (also known as Ashby charts). These tools help users to ascertain which materials meet the constraints of their application, rank materials against design objectives, and investigate tradeoffs (25). If these tools suggest new material and process options, the Eco Audit methodology makes it easy to test the environmental impact of those changes.



C. Materials and environmental data

Figure 7: Ashby diagram showing embodied energy aqainst Youna's modulus

The tools described above all require the right data. Granta not only embeds this data within its eco assessment, materials selection, and restricted substance software, it also provides it as a unique series of reference data modules (Table 4) enabling users to search and browse to find specific information. All data is compiled and reviewed by subject experts from some of the best sources available – details of data sources are provided within the data modules, providing full traceability.

Data module	Content summary	Attributes and properties
MaterialUniverse Eco Data	Generic property data on 3,900+ engineering materials and 240 processes – complete and normalized allowing comparison and selection for metals, ceramics, polymers, composites, and natural materials	For each material: sixty engineering properties, 25 eco properties (e.g., energies, emissions, end-of-life), plus cost data
Restricted Substances	Covers 7,000 substances and over 60 national and international regulations, legislation lists, and industry standards that impact those substances	Substance records provide property information and links to relevant regulations. Legislation record describes the regulation and links to records for affected substances
Coatings	Describes 140+ coatings and surface treatments – helps decisions, particularly relating to restricted substances	Over sixty attributes per coating: e.g., mechanical properties, restricted substances, cost, substitution
Critical Materials	Identify and understand materials supply risk based on factors such as geopolitical risk, physical scarcity, co- production risk, conflict mineral risk, and price volatility	Supply risk data for 67 key elements, including rare earths. Elements are linked to any of around 3,500 materials in which they can be found, enabling you to identify at-risk materials
ecoinvent Key Materials Indicators	Key materials indicators and background information from ecoinvent, enabling the environmental impacts of materials, chemicals, and processes to be assessed and compared in Granta software	Four environmental impact indicators alongside background information for each material or process, as provided by the ecoinvent v2.2 database from the Swiss Centre for Life Cycle Inventories

Table 4: Granta's Eco Data Series, providing up-to-date material, process, economic, and environmental reference data

D. Managing materials, substance, and process data

In addition to this reference data, the GRANTA MI system allows you to manage your own company data on materials, processes, substances, specifications, and coatings for use in environmental risk analysis. For more in-depth risk reporting, Granta's restricted substances solution allows this data to be linked to Granta's reference data on restricted substance regulations, enabling you to minimize risk in your materials and product portfolios. This detailed information management system is beyond the scope of this paper, but more information can be found at: www.grantadesign.com/products/mi/restricted/.

E. Integration with engineering and business software

A key concept throughout this *Guide* has been embedding environmental considerations into the routine design process, as early as possible. One obvious way to do this is to provide practical eco design tools within routine engineering and business software—for example, within CAD systems. The GRANTA MI:Materials Gateway technology enables this. It allows Granta to integrate tools into third party software, with those tools able to connect to and use materials, process, and environmental data stored in a database hosted by the GRANTA MI system on a corporate network or the Internet. In principle, this

allows all of the tools and data described in sections 4A-4C to be provided within the user's favored design environment.



Figure 9: The MI:Materials Gateway tool delivers the Eco Audit technology within the Creo CAD software, offering a simple, graphical view of potential risks

MI:Materials Gateway is available for a number of leading CAD and PLM systems: Autodesk Inventor[®], CATIA[®], NX[®], Creo[®], Teamcenter[®], and Windchill[®]. Eco Materials Adviser[™] is a special version shipped with every copy of Autodesk Inventor that accesses a cloud-hosted database to provide Eco Auditing to all Inventor users. Users of all of these CAD systems can instantly generate reports using the eco impact dashboard, providing a simple and effective way of predicting the eco impact of a design. The effect of changes to models (in CAD) or materials assignments can then be explored interactively, allowing eco assessment to guide decisions made early in design.

5. Summary

This guide has provided an introduction to the topic of eco design. We began by discussing some of the commonly cited drivers for eco design: it is crucial to develop a sound business case by identifying which of these drivers are relevant for your company. Having acknowledged the challenges commonly encountered, we went on to offer five simple tips to help you achieve your eco design goals (Figure 8).



Figure 80: Granta's tips giving you the Five Steps to Eco Design

Granta provides a series of eco design tools to help you to implement these tips. These tools are:

- Practical, simple, and quick to use
- Integrated into the environment of the people who need them (e.g., designers)
- Connected to and leveraging corporate materials, process, and substance information
- Able to help users optimize material and process selection
- Designed for rapid iteration and exploration of "what-if" scenarios
- A complement to full LCA approaches

Figure summarizes how our tips and tools help to meet the challenges identified in Section 2:

Limited Time	 Considering eco design early in your design process (Tip 1) will save you time and cost later - Granta tools can help! Uncertain data can guide good decisions (Tip 2) - early in design, the appropriate data and tools can provide useful guidance without excessive effort
Poor Integration	 Materials and process decisions are central to environmental impact (Tip 4) so eco design must be considered right alongside cost and function as you make these decisions Granta provides eco design tools within routine engineering workflows, and integrated with materials and process selection technology
Legislation	 You need the right information systems to meet environmental targets (Tip 5) Granta's restricted substances and critical materials solutions provide up-to- date data on regulated substances, materials supply risks, and the materials they impact. This can be applied to inform product decisions
Designer's Needs	 Granta provides data and tools focused on the needs of engineers and designers The eco audit technology provides a simple method for estimating impact across the product lifecycle - a step towards considering the entire product system (Tip 3) The focus is on guiding decisions, not complete life cycle assessment
Commitment	 It helps to set corporate and project-level environmental targets (Tip 5) Executives should ask "what systems do we have in place to enable informed materials and process decisions?" Granta provides information systems and tools that can address this need

Figure 11: How our tips and tools can meet the challenges of eco design identified in Section 2.

With suitable processes and tools in place, you can not only begin to deliver on eco design, but can actually enhance innovation and reduce costs. If you would like further information on any of the eco design solutions discussed here, please contact us for more information: <u>info@grantadesign.com</u>

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About Granta

Granta Design is a spin-off from the University of Cambridge. Founded in 1994, Granta has grown to be the world leader in materials information technology, with customers in hundreds of top engineering enterprises and universities. Granta co-founder Professor Mike Ashby is a world authority on eco design, following many years of active research in the area, including the recent publication of the book **Materials and the Environment - Eco-Informed Materials Choice** (24).

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