Sustainable Cultures
Engagement toolkit

Toolkit overview

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➡️ **1. Evaluate**

Understand where you are now and where you want to be

1.1   Access employee attitudes and expectations
1.2   Assess company policies
1.3   Map future initiatives

➡️ **2. Create a roadmap**

Plan your initiatives

2.1   Identify your priorities and long term goals
2.2   Identify opportunities for communication

➡️ **3. Create a communication strategy**

Think about how your initiatives will work together

3.1   Unite your initiatives under one brand
3.2   Make your communications effective
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3.4   Tailor your initiatives

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Put your plans into action

4.1   Remove barriers
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5.1   Re-evaluate
5.2   Keep employees updated

Johnson Controls

START
1. Evaluate
2. Create a roadmap
3. Create a comms strategy
4. Roll-out
5. Re-evaluate and give feedback
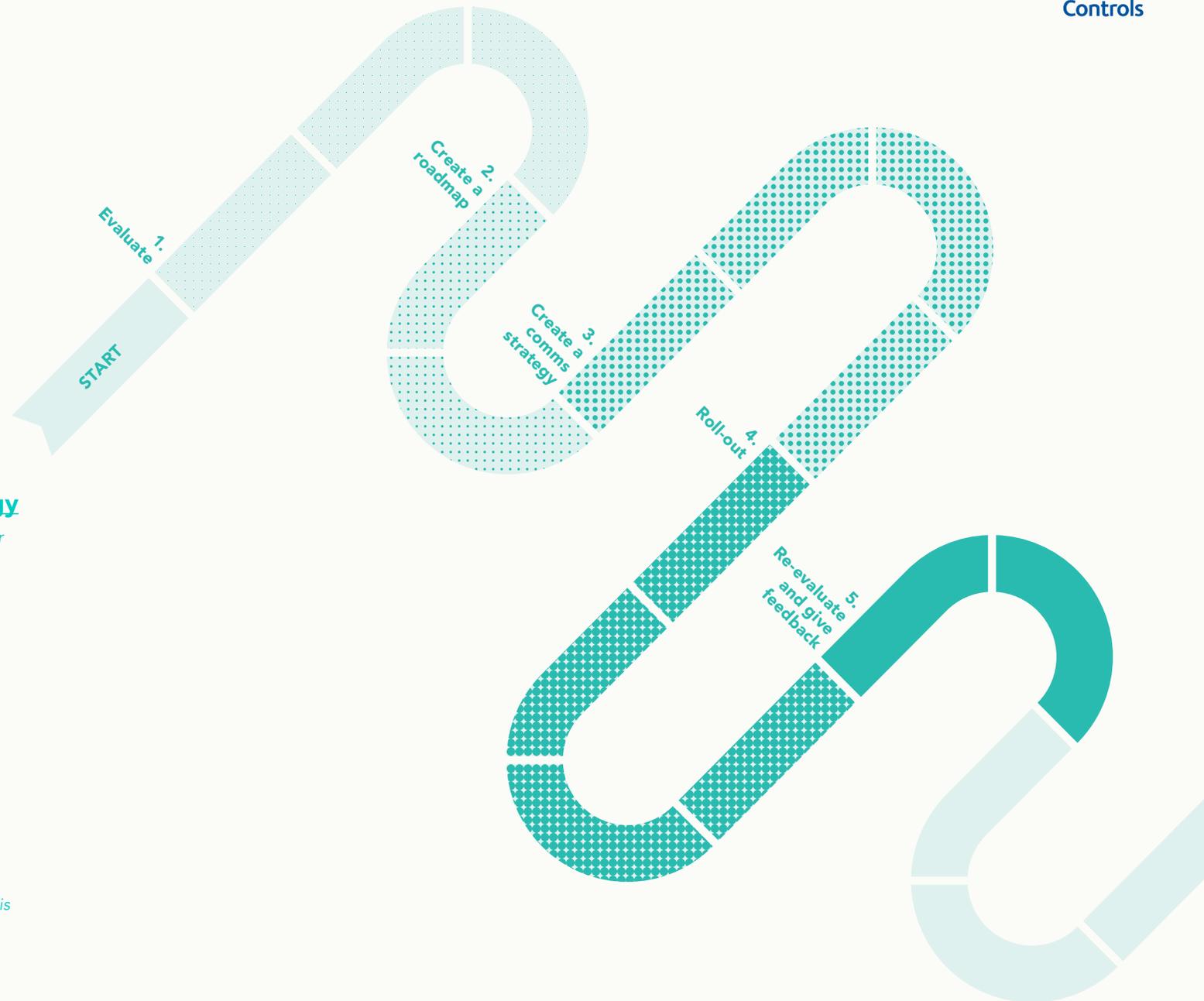
Introduction

While technical solutions have a significant role to play, the way people use and behave in a building can be fundamental to how sustainable it is.

The way we work has major effects on our environment. With consumers demanding sustainability and governments legislating for it, companies are looking for ways to develop a more sustainable culture, often in sporadic and siloed ways:

- looking at how a building can be adapted or retrofitted with **smart technologies**

- focusing on employee **behaviour change** through posters and signs

But both technical solutions and behavior changes are important and should be considered together in a connected, well communicated approach.

This toolkit focuses specifically on environmental sustainability in the workplace and what it means to the people who work there. It brings together a collection of tools and recommendations in a step-by-step approach that considers sustainability within the cultural context of your organisation. By recognising the different attitudes and expectations of the people who work in your organisation it helps you to think about how:

- to **develop an approach to sustainability** that fits with your organisation,

- to **create relevant communications** to support your initiatives.
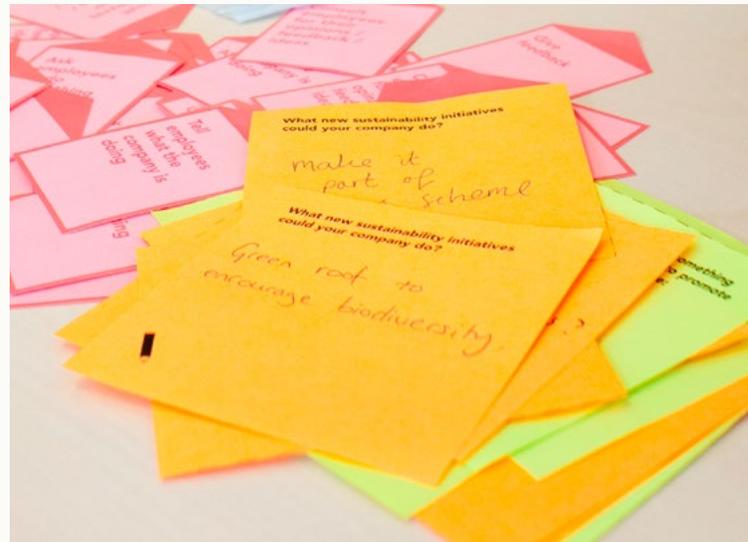
This toolkit provides guidance on developing sustainable initiatives in your workplace and how to talk to your employees about these

What does the toolkit do?

Have you been running green initiatives in your workplace, but had little up-take from employees? Do you put up signs and posters just to find they are ignored? Have you been tasked with engaging employees with sustainability but don't know where to start? Are you looking for new ideas?

This toolkit provides a framework of four different sustainability cultures (Campaigner, Housekeeper, Libertarian, Pragmatist), allowing you to get an understanding of the differing attitudes that exist within your organisation. This insight can then be used to help you develop an appropriate strategy for your internal communications.

In a step-by-step guide this toolkit will help you to develop and implement this strategy, with each step containing useful resources such as recommendations, workshop templates, communication materials and exemplar initiatives.

This toolkit will not provide ready-made solutions because an approach that works in one office or company will not necessarily work so well when adopted in another context. Instead, it will help you understand how you can develop an approach which is right for your organisation.

To start, **evaluate** your employees' attitudes and expectations and assess your company's current approach in order to understand which culture your organisation adheres to now and where you want to be in the future.

Next **create a roadmap** by identifying your priorities, long term goals and identifying opportunities for communication about these with your employees.

Create a communications strategy that will unite all your initiatives under one brand, help you to understand what rewards and benefits to use so that you can tailor your initiatives to the different cultures in your organisation.

Learn how to **rollout** different types of initiatives and understand what communication channels might work best.

The journey to becoming a sustainable organisation is constant and an organisation must continually **re-evaluate** its strategy and **give feedback** on its goals to ensure continual progress. Ultimately success can only be defined by the companies ability to prosper in the future, whilst facing the environmental challenges of climate change, water scarcity and resource use.

Why getting sustainability right matters

Climate change is often talked about as society's biggest challenge, but what does this mean globally? And what does this mean for your business?

The Intergovernmental Panel on Climate Change stated that in order to avoid the worst effects of climate change, carbon emissions need to peak before 2015 and reductions need to be made of between 50–85% on 2000 levels by 2050[1]. However many argue that this doesn't go far enough as it still allows for a 2–2.4°C rise in global temperatures which could still lead to a significant rise in sea-level and would have devastating consequences for low-lying island nations such as the Maldives.

Major cities, recognising the significant risk linked to climate change, are on the frontline of these reductions, setting their own stringent targets. Among them London has committed to a 60% reduction in emissions by 2025[2], Rotterdam to a 50% reduction by 2025, Seoul to 40% by 2030 and Melbourne to a 100% reduction by 2020[3]! In London 44% of these emissions are currently attributed to workplaces[4]. According to Carbon Trust, UK businesses and public bodies could save £500m by engaging staff in cutting energy use, waste and travel.[5]

Efforts to reduce the environmental impact of the workplace are crucial in helping us minimize the impact of global climate change[6] to ensure a viable future for our cities and their businesses. Our workplaces use resources such as energy and water, produce waste and encourage the use of transport for staff and goods, all of which impact on the environment. Beyond the threats posed by climate change to businesses there are many strong arguments for organisations to develop more sustainable approaches, not least rising fuel prices, energy costs, a tough business climate and as a driver for innovation.

[1] IPCC Assessment Report 4, 2007.
[2] Department for Energy and Climate Change, Climate Change Act 2008.
[3] KPMG Carbon Disclosure Project, Global Report on C40 Cities, 2011.
[4] Base Carbon London, A low carbon London: now and beyond, 2012.
[5] Carbon Trust Empower, 2012.
[6] Trade Union Congress and Carbon Trust, Go Green at Work - A handbook for union representatives, 2008.

Johnson Controls has found that the majority of employees aspire to be 'green' and want to work for an organisation that is sustainable[7]. But if we are to dedicate time and investment to support these aspirations we should do it in the most effective way possible. This means considering both technical solutions and behaviour change in a connected and strategic approach. While technical solutions require investment, behaviour change requires people to do things differently. There is no denying this is difficult. While many of us have already made steps towards becoming greener at home, at work complex factors – such as corporate culture, peer pressure, social norms, status and hierarchy – influence our behaviour[8]. Organisations are wasting their efforts on information campaigns that are irrelevant to employees' life at work and the cultures within which they interact.

The guidelines, tools and ideas in this toolkit will help you to:

• Understand these factors

• Understand the culture of your organisation

• Create more sustainable practices that are relevant, connected and therefore meaningful to people's roles.

7   Johnson Controls, Oxygenz report, 2010
8   Moloney, Horne and Fien, Transitioning to low carbon economies – from behavior change to systemic change: Lessons from Australia, 2009.

Our workshop participants showed a strong preference towards investment in sustainability.

Background to the Toolkit

The toolkit is the outcome of a two year research project 'Sustainable Cultures' between the Royal College of Art's Helen Hamlyn Centre for Design and Johnson Controls, bringing together the collective experience of the centre's Work & City lab with the expertise of Johnson Controls in facility management and their increasing focus on environmental sustainability.

The project, through in-depth qualitative research, aimed to get an understanding of what a sustainable workplace means to people in order to explore ways in which they could be supported in creating greener, more sustainable workstyles.

While the project focused on environmental sustainability it did so with the understanding that change must be set within the cultural context of an organisation and therefore social and economic sustainability are implicit in this.

The research process developed case studies with three multinational companies from three different industry sectors (consumer goods, financial services and real estate). This involved interviews and workshops with a selection of their employees chosen from different departments and roles representing a cross-section of each company. Further testing of the main concepts of the toolkit were carried out in workshops with organisations from pharmaceuticals, consumer products and real-estate sectors, as well as experts in the field.

The research process included a series of workshops with white collar office workers.

Four sustainability cultures in the workplace

We all have different attitudes towards environmental sustainability at work. Some of us believe that it is up to the organisation to lead change. Others feel that sustainability requires a bottom-up approach in order to create the momentum to bring about change. However across these different attitudes is a common perception that environmental sustainability bears a cost. People judge sustainability initiatives in their workplace in relation to these costs; whether it holds a cost to themselves and/or whether it holds a cost for their organisation. These costs cover several factors:

Cost of sustainability to the organisation:

- **Investment costs,** e.g. the cost of installing sensor lighting

- **Reduced competitiveness,** e.g. choosing to hold a video-conference rather than take a flight to have a face-to-face meeting

- **Time and commitment,** e.g. senior executive time to develop sustainability strategy

Cost of sustainability to the employee:

- **Inconveniences to their current lifestyle,** e.g. cycling to work instead of driving

- **Money,** e.g. the cost of buying more expensive organic food from the company canteen

- **Time,** e.g. extra time taken on public transport

- **Changes to the workplace standards,** e.g. having to work in an open plan office.

- **Changes to routine,** e.g, having to walk to a central recycling bin

- **Effects on status and associated privileges,** e.g. not being able to have company car.

- **Curtailment of individual choice,** e.g. not being able to turn on the lights

Employees scrutinise sustainability initiatives for these costs weighing up the cost to themselves in relation to the costs incurred by their colleagues and the company. While some people are willing to accept costs, others don't believe that sustainability in the workplace should be their responsibility. The following table outlines four different cultures with different approaches to sustainability based on employee's willingness to accept these costs.

These cultures can represent an individual's personal attitude or the majority opinion within a company, the types of sustainable policies they might consider, and the conditions under which they might implement them. See if you recognise your organisation or any of your colleagues in the following descriptions.
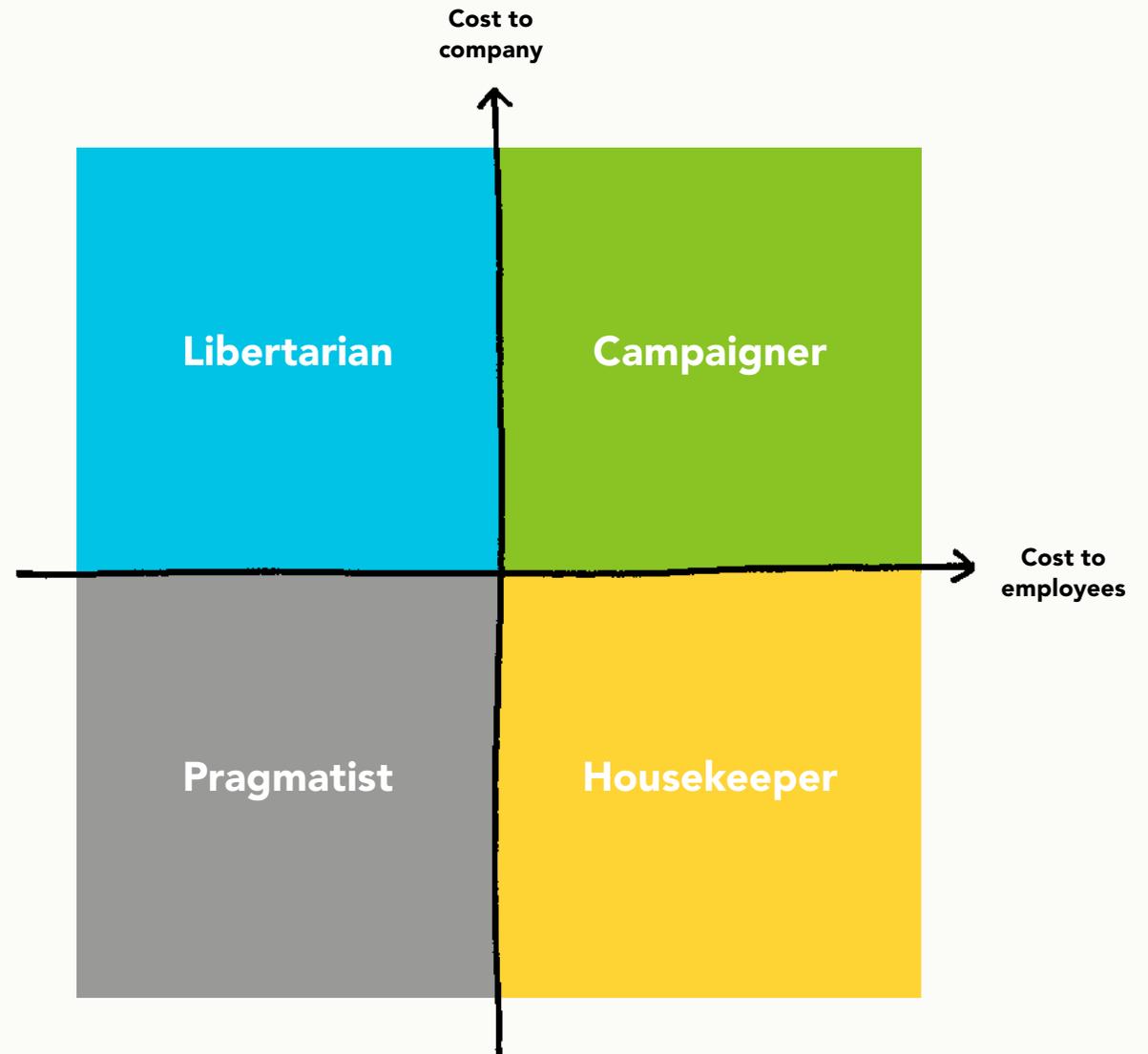
Pragmatist attitudes

Pragmatists believe sustainability should not pose a cost to the employee or the company. Their view is that if an initiative is not beneficial to everyone then it cannot be considered and is unlikely to succeed if put in place. Pragmatists believe that for any action on sustainability to be considered, a strong business case has to be put forward detailing predicted return on investment. Hence Pragmatists are likely to be quite conservative in their approach to sustainability.
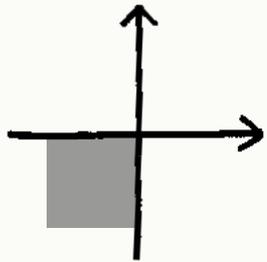
Clive

Clive is the Director of Product Development for a pharmaceutical company and sits on the board. He has worked for the company for 25 years and is close to retirement. Clive finds change difficult to deal with and has been struggling to adapt to the new ways of working. Needing proof before acting on anything, Clive is a known climate sceptic.
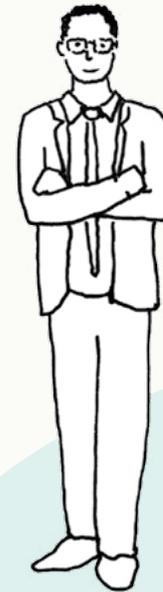
Ron

Ron is the office manager, in charge of managing the office and ensuring the facilities run correctly. Everyone knows Ron and he is a central point of contact for the office. Ron often has to put up posters telling people to recycle or informing them about sustainability week. Ron doesn't really see the point in most of these things and feels they are a distraction from the core business.

Low cost to company
Low cost to employees
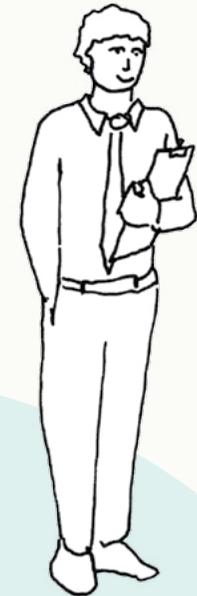
Pragmatist company culture

In a Pragmatist company sustainability policies focus on quick wins – the simple easy things that do not need input from employees or substantial investment from the company.
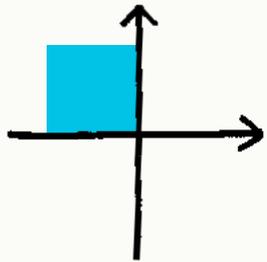
Examples of quick wins:

- To reduce energy consumption Pragmatists might **install energy saving lightbulbs**. This will not impact on employees and will have a quick return on investment.

- To reduce emissions produced during commuting Pragmatists might **introduce a homeworking policy**, giving employees the option to work at home once a week. This is generally a popular policy with employees saving emissions and, if well managed, will also reduce workplace occupancy which will save them money.

Cost to company

Cost to employees
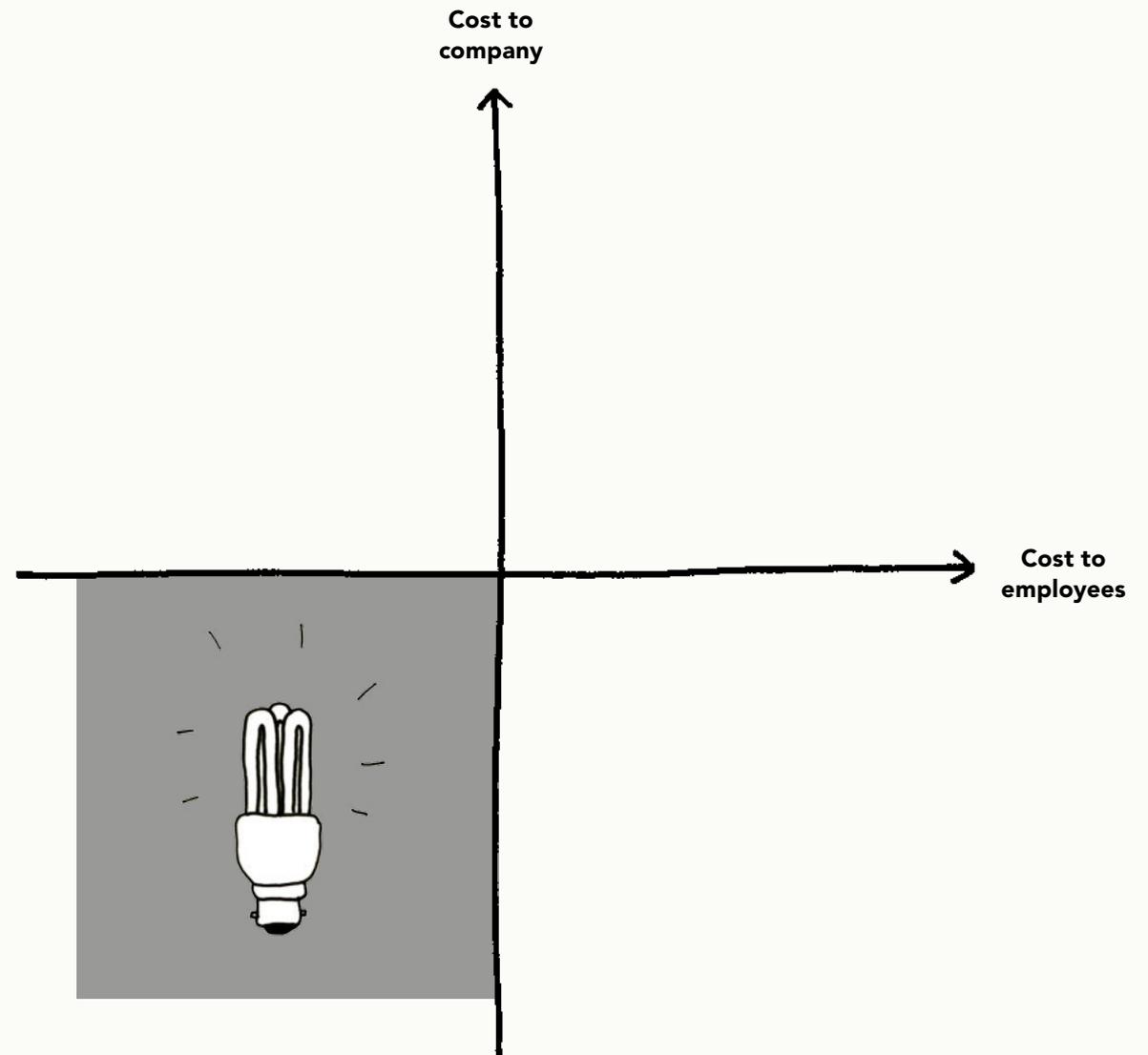
Libertarian attitudes

Libertarians believe sustainability is the responsibility of the company and should require no sacrifices from staff. Libertarians assert that it is their right to have a choice in how they work and they should be allowed to work in the way they work best. They recognise that sustainability is an issue which the company needs to act on but believe that this should be done by side-stepping policies that would effect employees.

Michel

Michel is an auditor in a financial company. A competitive skier, he enjoys the outdoor life and getting away to the slopes in his car at the weekends. He feels he works hard and should be rewarded for his contribution to the company.

Susanna

Susanna manages internal communications for a global management consultancy. On top of her already packed schedule she has been tasked with employee engagement with sustainability. She questions the point of this as she feels most people in her office don't want to be told what to do by the company.

High cost to company
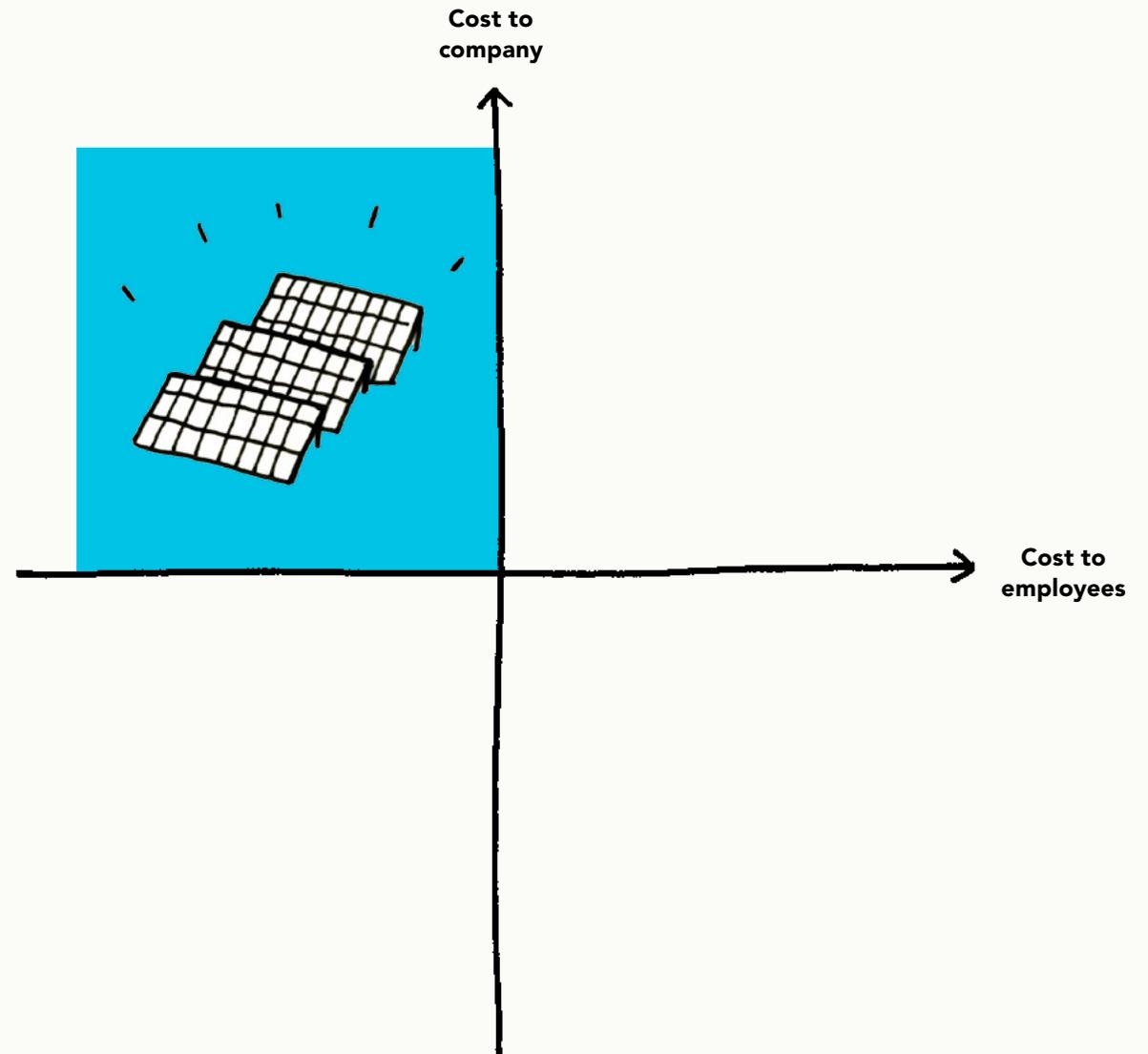**Low cost to employees**

Libertarian company culture

In a Libertarian company sustainability policies focus on company investment which doesn't ask for action from employees but demonstrates to employees and clients alike that the company is taking the issue of sustainability seriously.

Examples of company investment:

- To reduce their carbon emissions Libertarians might **invest in on-site renewables such as solar or wind energy**. This can be installed without effect to employees but will help to reduce their emissions and at the same time is a big gesture that demonstrates the company's commitment to the environment.

- With regard to transport, their approach might be to **subsidise public transport** for employees but retain choice by keeping the car park.

Housekeeper attitudes

Housekeepers believes that responsibility for sustainability lies with employees. A Housekeeper attitude is one of cutting down and making do, typifying the 'waste not, want not' mantra.
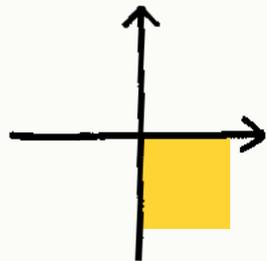
Louisa

Louisa works in the HR department of a financial company. She is involved in employee training and gets fed up with how little responsibility young graduates take towards sustainability. She is very involved in green initiatives at home and through her local community, but finds it difficult to do the same at work as there are very few opportunities for her to make a difference.

Brian

Brian is an accountant in a consumer products company. He is a keen cyclist and likes to make sure he does his bit for the environment and so has volunteered to be part of the sustainability team at work. Brian makes sure he always recycles and likes to remind his colleagues to do the same.

**Low cost to company
High cost to employees**

Housekeeper company culture

In a Housekeeper company sustainability policies focus on employee behaviour change, encouraging employees to do something new or differently such as asking people to turn out the lights, or reuse the back sides of paper, an approach that benefits the company because it saves them money.
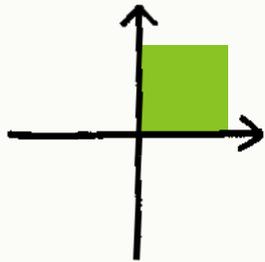
Examples of behaviour change:

- A Housekeeper approach to energy reduction might be to **turn the heating in the workplace down** in the winter and ask employees to dress appropriately for the weather.

- **Carpooling** would be their answer to reducing transport emissions. Carpooling requires employees to change their schedules and gives them less flexibility but costs the company nothing.
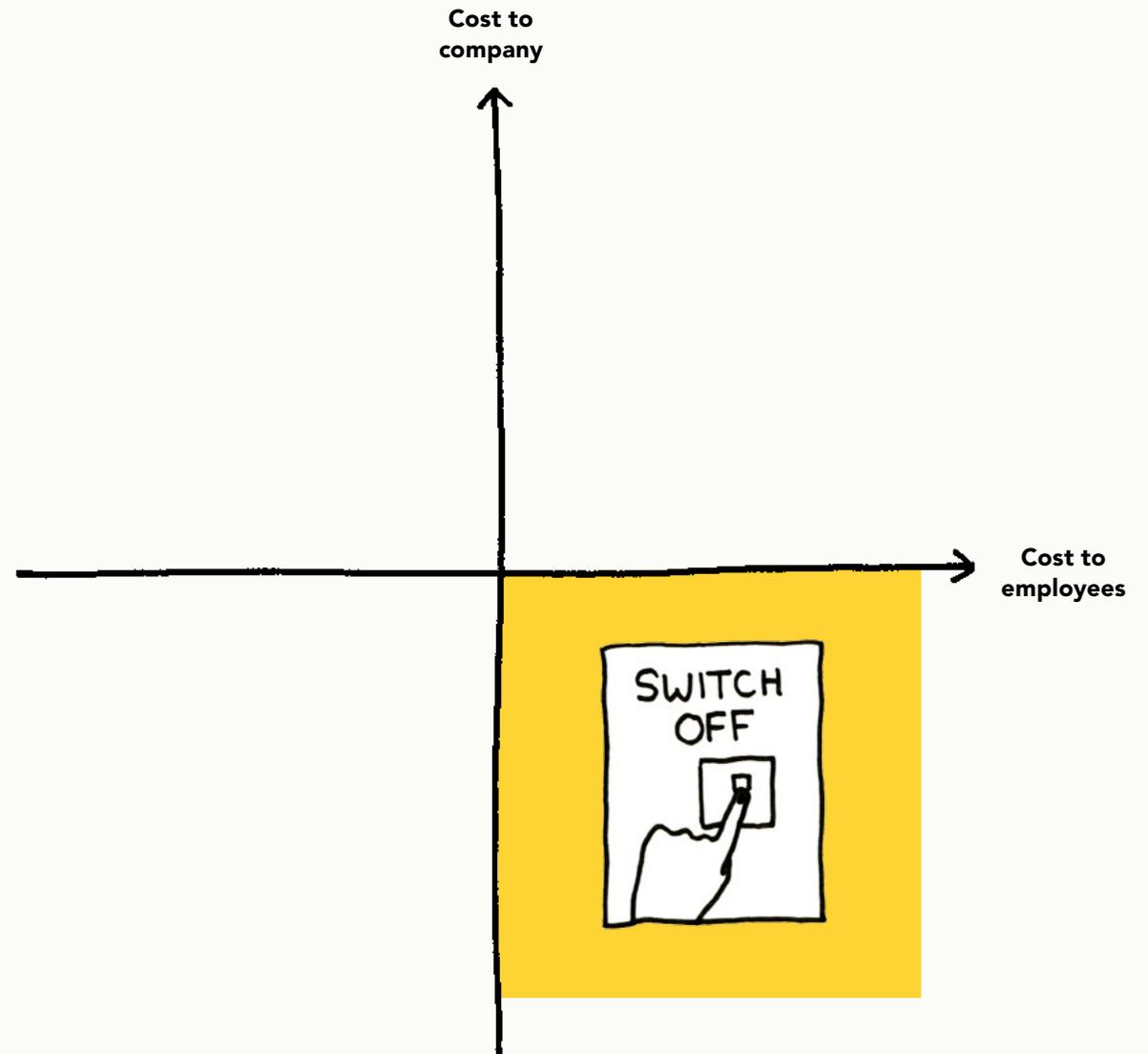
Campaigner attitudes

Campaigners believe that sustainability is a responsibility that everyone must take seriously and therefore should be embedded in everyone's roles and integrated within the company strategy.

They believe costs must be accepted by both and demand more investment by the company and more involvement and action from fellow employees.

Sofia

Sofia is the sustainability manager for a bank. She is very energetic and is a passionate environmentalist. Recently she managed to get the bank to switch to a renewable energy supplier for which the bank received wide publicity. She is an active member of green business networks and is a regular speaker at conferences.

Andy

Andy is a marketing executive for a large company. He has a lot of knowledge about sustainability and has lots of ideas for what the company could do to improve on sustainability but hasn't been listened to so far. He finds this very frustrating and has consequently become quite disillusioned with the company.

High cost to company
High cost to employees

Campaigner company culture

The Campaigner culture is the most ambitious model advocating responsible change by company and employees. In a Campaigner company policies combine the approaches of the Libertarian and the Housekeeper to focus on matched effort, encouraging employees to work with the company to create change.

Examples of matched effort:

- With respect to energy reduction, the Campaigner attitude would be to set ambitious reduction targets to be achieved through **a combination of investment in on-site renewable energy and changes to employee's workstyles**, such as only lighting limited parts of the office out of normal business hours.

- Their approach to transport emissions would be through **subsidies for transport** but the Campaigner would go further and **remove car parking facilities** altogether.
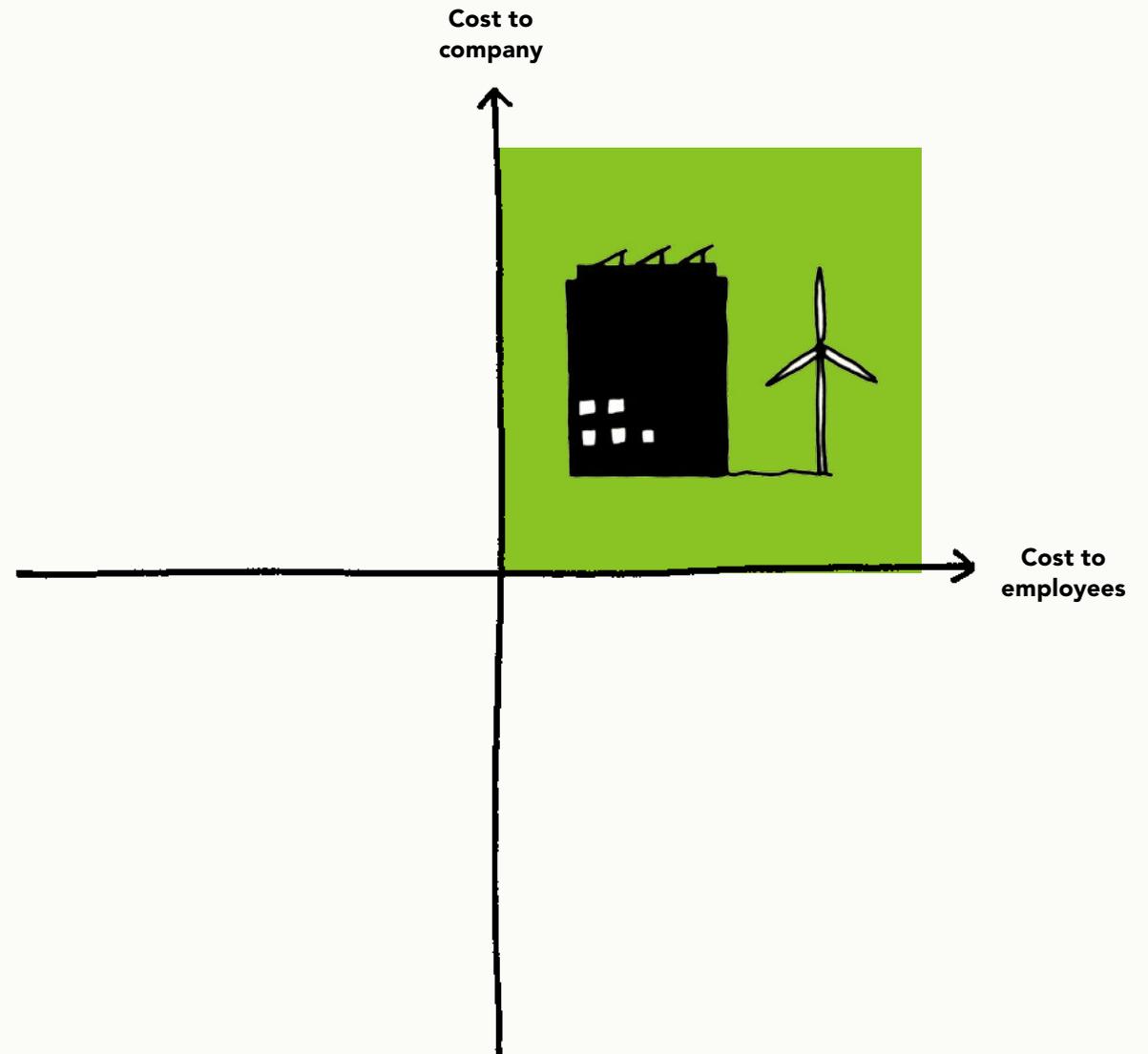
How companies appear on the matrix

Do you recognise your organisation in any of these cultures? It is likely that it is made up of a combination of a few of them as different cultures can be contained within one company as well as in different departments of a company.

Each of the cultures have their benefits. While a Campaigner initiative will ultimately have more benefit to the environment in the long term, a Pragmatist initiative, because it's easier to put in place, may lead to a quicker, wider uptake. Organisations should therefore look to see how they can become more sustainable by growing their activities in each of these quadrants ensuring they have a balanced approach.
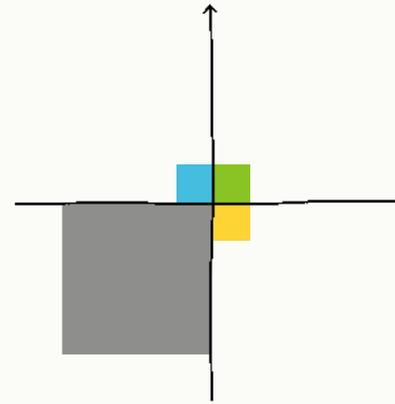
Majority Pragmatist culture:
This company might consider how to expand its activites into the other quadrants, investing more time and money in green initiatives.
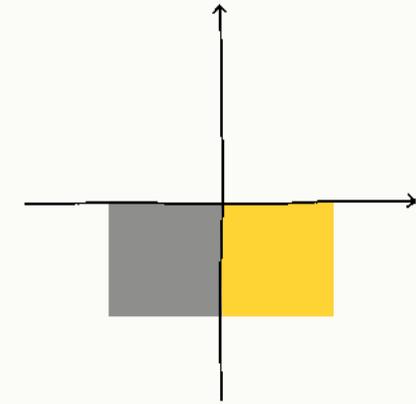
Combination of Housekeeper and Pragmatist culture:
This company needs to consider how to make investments which support thier employees' efforts.
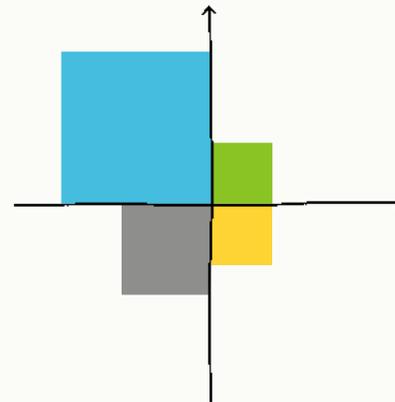
Majority Libertarian culture:
This company sees that they are taking the lead on sustainability by investing in green technology but needs new ways to engage thier employees.
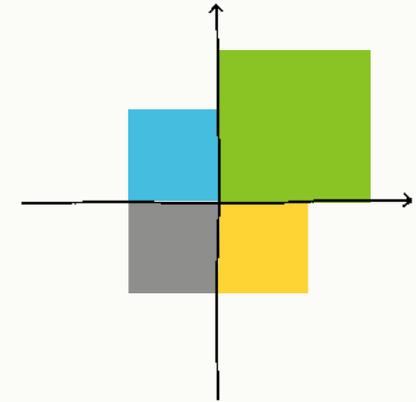
Majority Campaigner culture:
This company has a good spread of other cultures, but focuses it's policies around matched effort between the company and employees.

How these cultures co-exist

As we see, different cultures often occur in one company. This is where tensions often arise between employees whose views adhere to those of different cultures. Tensions may also arise where an employee's views differ to that of the predominant culture of their organisation and their approach to sustainability, for example, a Housekeeper policy of car-pooling will not be popular with a group of Libertarians.

These cultures are not static. Companies as well as employees can evolve from one to the other over time. Individuals may change their views as their circumstances change, for example through a change in job, new role or having a family.
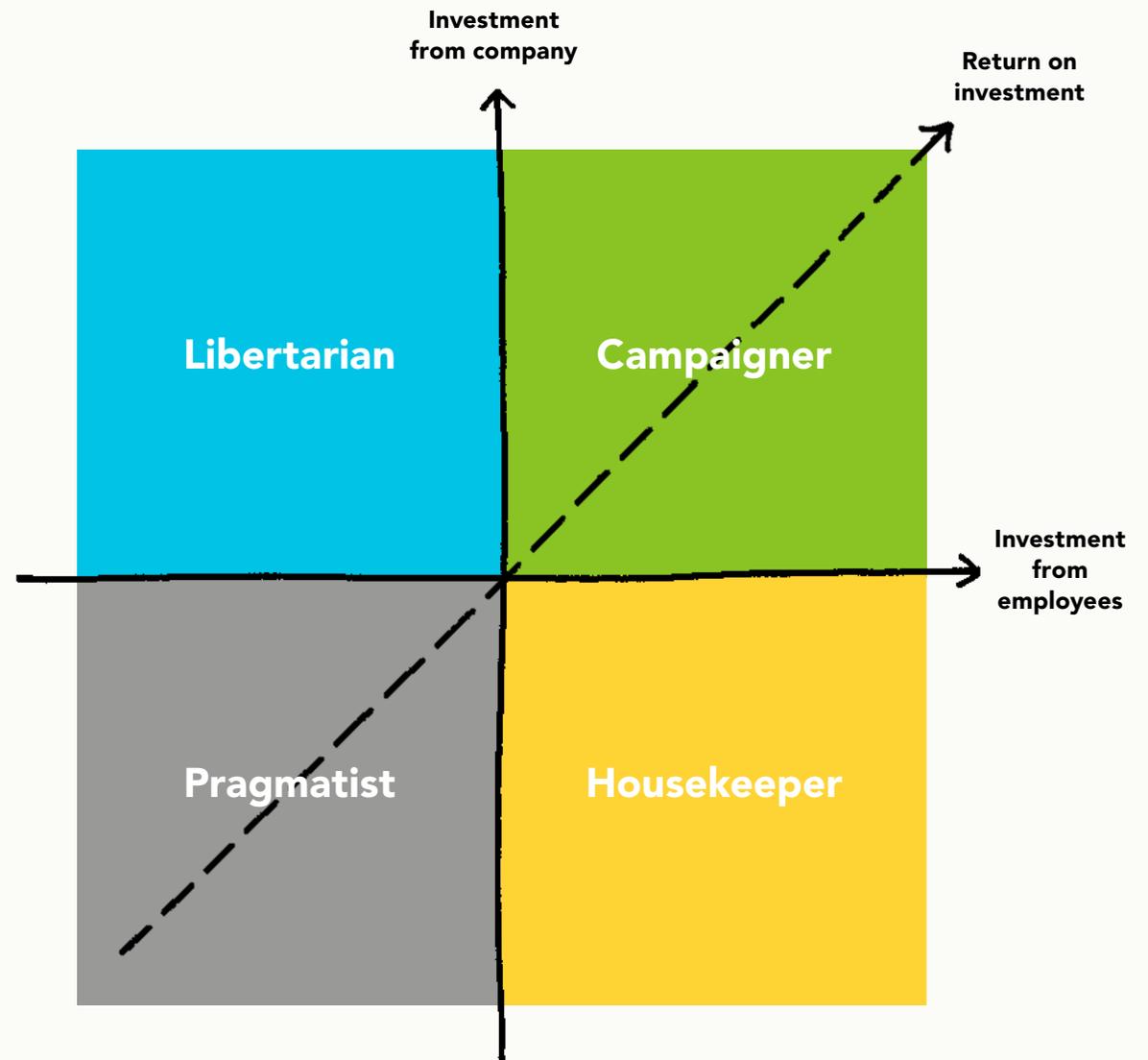
Seeing cost as investment

This model is based on people's perception of sustainability as a cost. But sustainability can also be seen as an investment with short and long-term returns. The higher the investment the greater the potential for return.

As well as environmental benefits investment in sustainability can lead to:

- cost savings
- improved marketing image
- catalyst for innovation
- competitive advantage
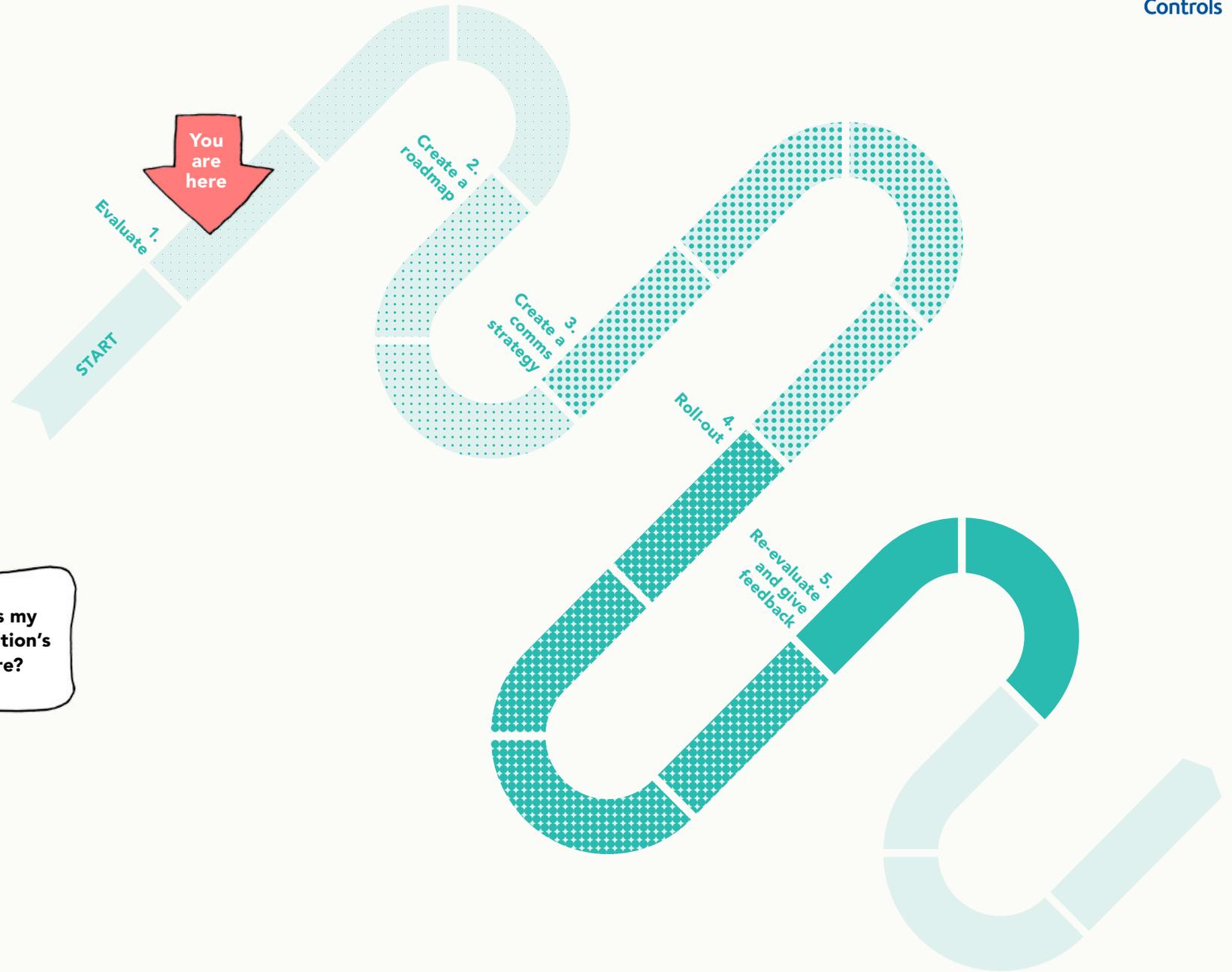- ability to attract and retain talent

We will talk about these benefits and how to use them in more detail in section 3.3 of this toolkit.

Investment from company

Return on investment

Libertarian

Campaigner

Investment from employees

Pragmatist

Housekeeper

1. Evaluate

Understand where you are now
and where you want to be

Toolkit overview

You are here

START

1. Evaluate

2. Create a roadmap

3. Create a comms strategy

4. Roll-out

5. Re-evaluate and give feedback

What is my organisation's culture?

In this section

1.1 Access employee attitudes and expectations

➤ Link to online questionnaire

1.2 Assess your company policies

✎ Facilitator's notes

⬇ Downloads
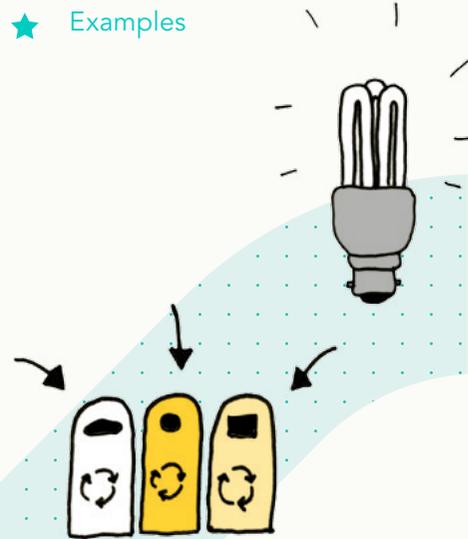
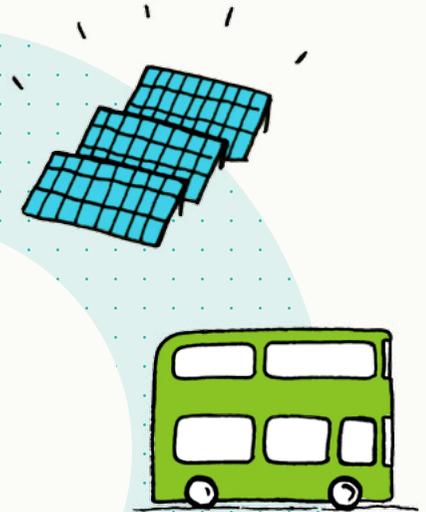★ Examples

1.3 Map future initiatives

✎ Facilitator's notes

⬇ Downloads

★ Examples

1.1 Assess employee attitudes and expectations

This on-line questionnaire will give you understanding of what type of sustain culture your employees aspire to.

How to use it

The link below will take you to the on-line questionn. This can be shared with all your employees and will ta 5 minutes to complete. At the end of the survey emplo will be told what culture they aspire to, what this mear and how their results compare to others who have ta the survey before them.

▶ **Link**

Access the online questionnaire:
www.globalworkplaceinnovation.com

I'm a Campaigner

I'm a Pragmatist
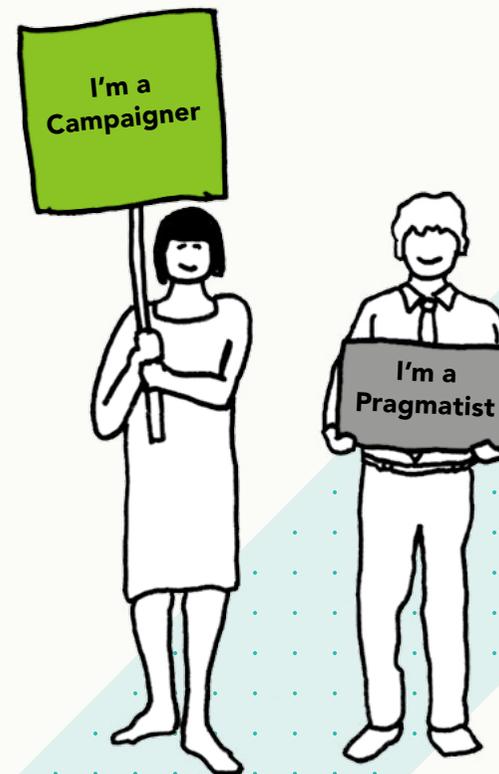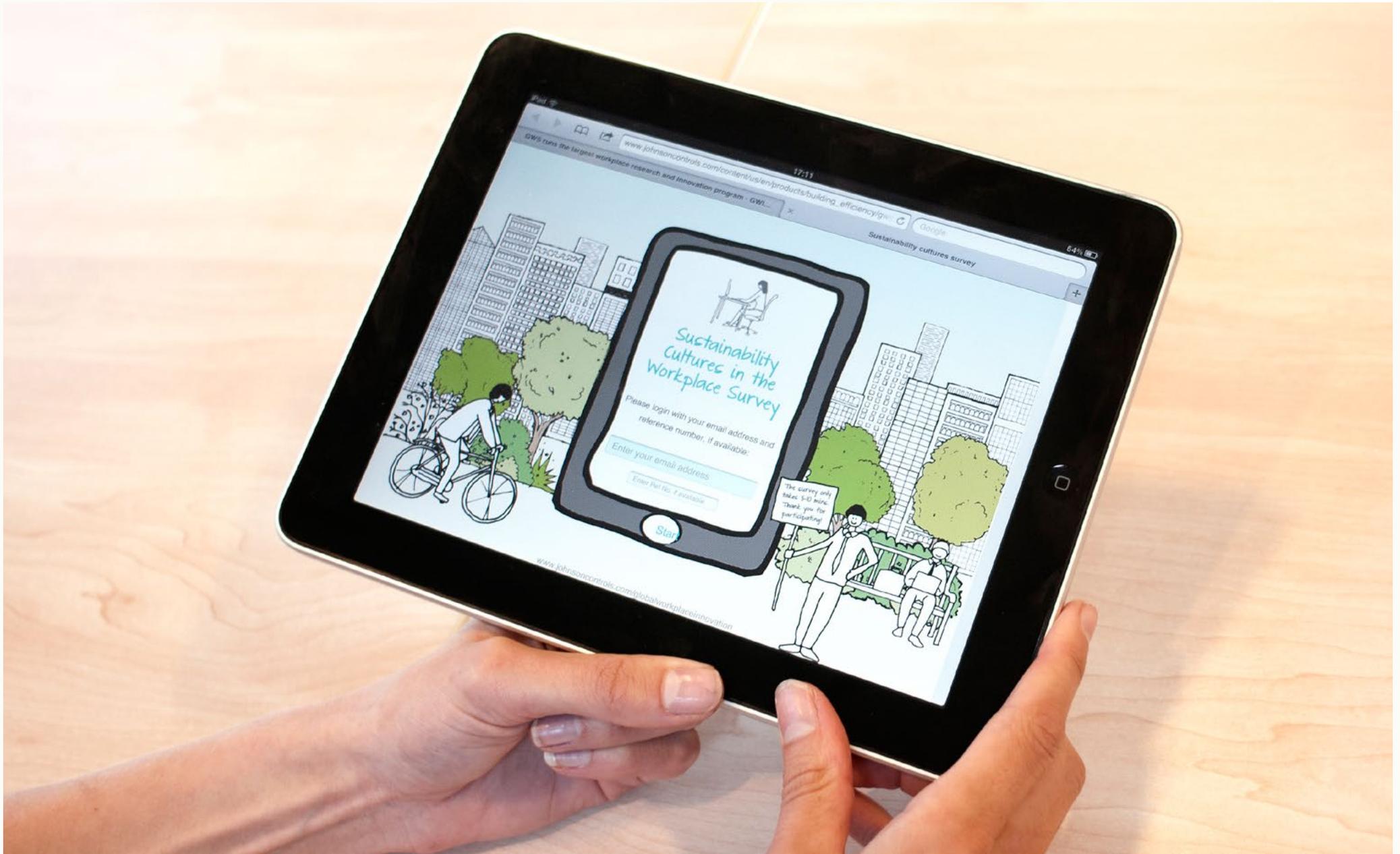
1.2 Assess company policies

This workshop activity will help you evaluate your company policies so that you can understand within which culture your current approach to sustainability sits.

Things to consider

For best results schedule around one hour 30 minutes for this activity.

Who should be involved in the workshop?

- People with responsibility for sustainability
- People with responsibility for facilities
- People with responsibility for communications
- Do you need the knowledge of a particular department or role?
- Does anyone have particular expertise (technical or personal) in this area?
- Who is influential on this issue?
- Who has been involved on this issue in the past?
- It might also be useful to ask the above people who else they think should be involved.

Things to prepare prior to workshop

Find out about the green initiatives that your company has already done. As facilitator, it's useful to have prepared answers to the questions asked in the workshop, in case participants get stuck. It can help to think about these under the headings 'water', 'transport', 'energy' and 'waste & procurement'.

Materials you will need

- **Powerpoint Presentation**
  This presentation can be downloaded and customised in advance. It covers the following:
  – Objectives of the workshop
  – Why getting sustainability right matters
  – Outline of model and explanation of what we mean by cost.
  – Directions for activity
  – Interpreting the results of the activity

- **Notecards**
  These notecards can be printed onto A4 coloured paper and cut up. You'll need about 6 for each person attending the workshop.

- **Sustainability Cultures Diagrams**
  These can be drawn onto a white board or large flip chart or downloaded and printed as A1 posters.

- **Pens and pencils**

- **Blu Tack or sticky tape**

- **A camera** (to document your results)

⬇ **Downloads**

Access materials here:

⬇ **1.2 Workshop Guidance**

⬇ **1.2 Notecards**

⬇ **1.2 Diagrams Successful Initiatives**
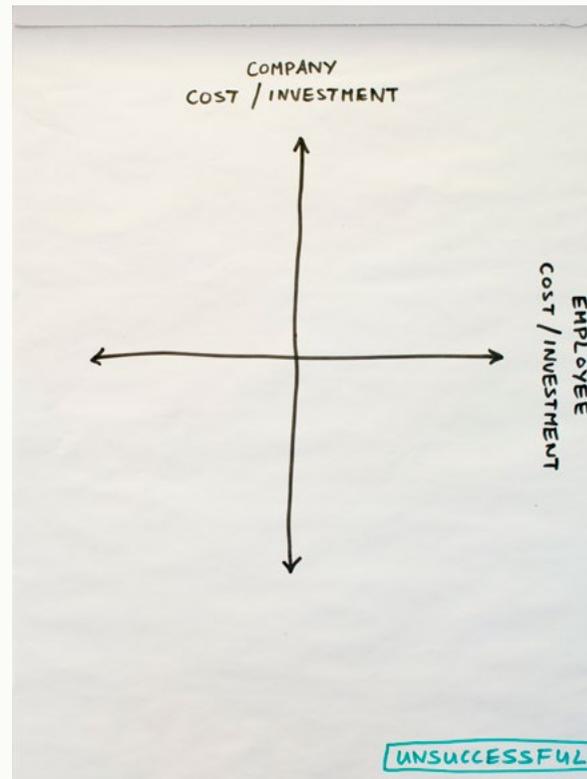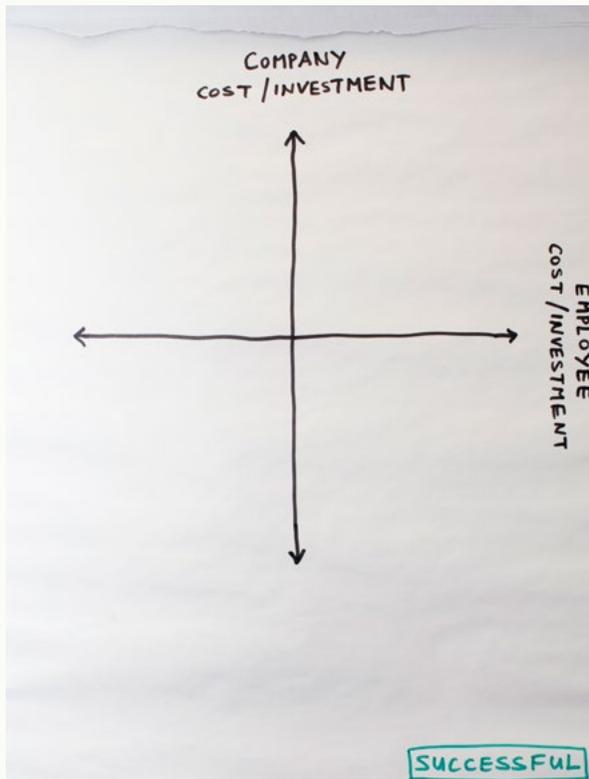
⬇ **1.2 Diagram Unsuccessful Initiatives**
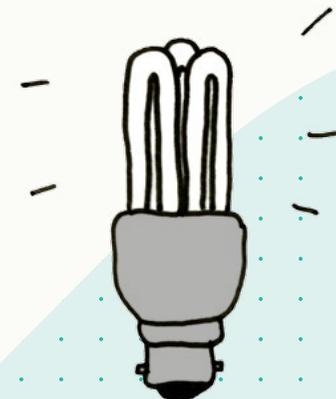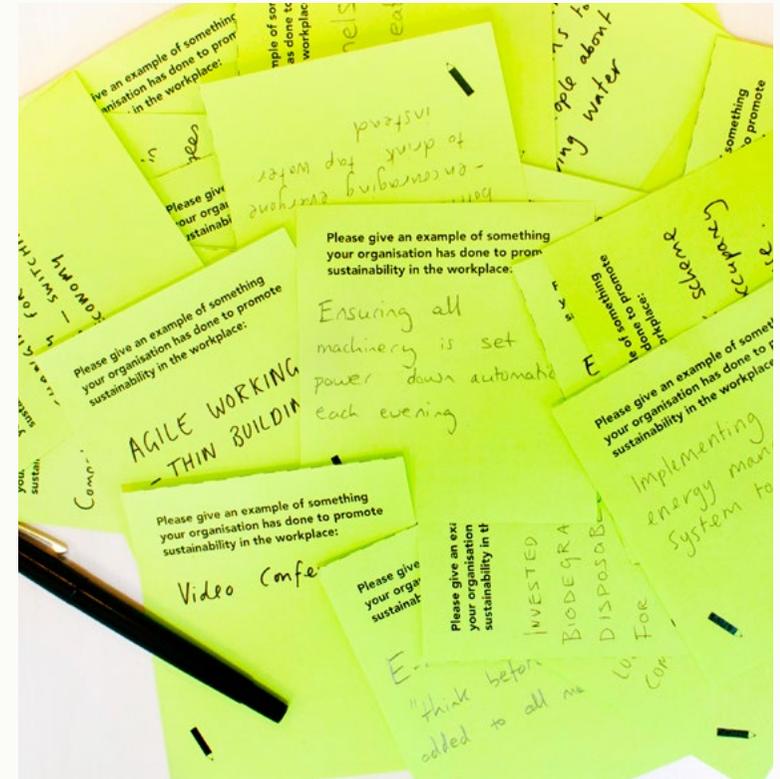
⭐ **Example Workshop set-up**

The notecards work best when printed on brightly coloured paper so they stand out from the white background.

COMPANY
COST / INVESTMENT

EMPLOYEE
COST / INVESTMENT

SUCCESSFUL

COMPANY
COST / INVESTMENT

EMPLOYEE
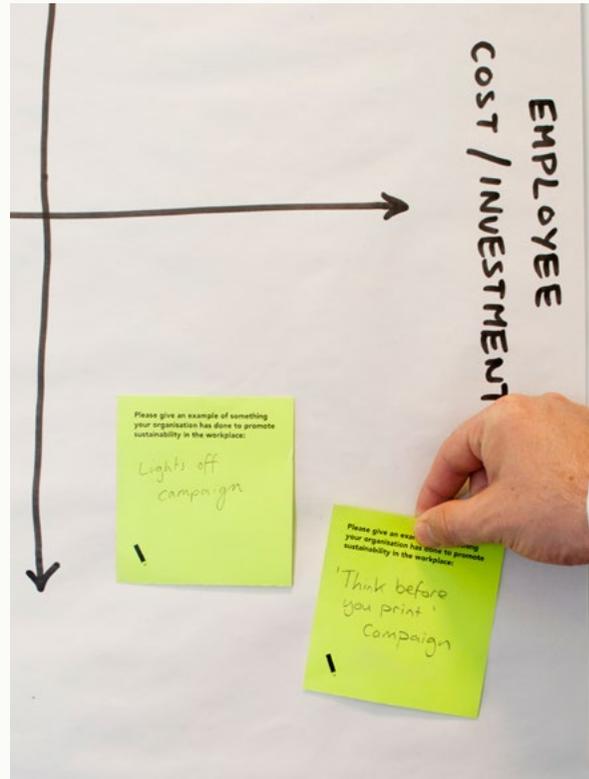COST / INVESTMENT

UNSUCCESSFUL

Setting up

1. Draw the two versions of the sustainable cultures diagrams onto a white board or flip chart, labelling one as "successful" the other as "unsuccessful", as shown oposite. Alternatively place the A1 printouts on the wall side by side.

   Lay out a handful of notecards for each each participant.

Conducting the workshop

2. Talk the group through the powerpoint presentation

3. Ask the group to think about policies that your company has already put in place, noting these down on the cards they each have been given.

4. Collect the notecards and plot them on the diagram by deciding as a group:
   – Whether the initiative was successful or not, this will tell you on which diagram (successful / unsuccessful) the notecard should be placed
   – Whether the initiative had a high/low cost to the company and a high/low cost to the employee – this will tell you in which quadrant of the matrix the initiative should be placed.

Use the questions and examples supplied in the presentation (slide no. 11) to help the group think about these things.
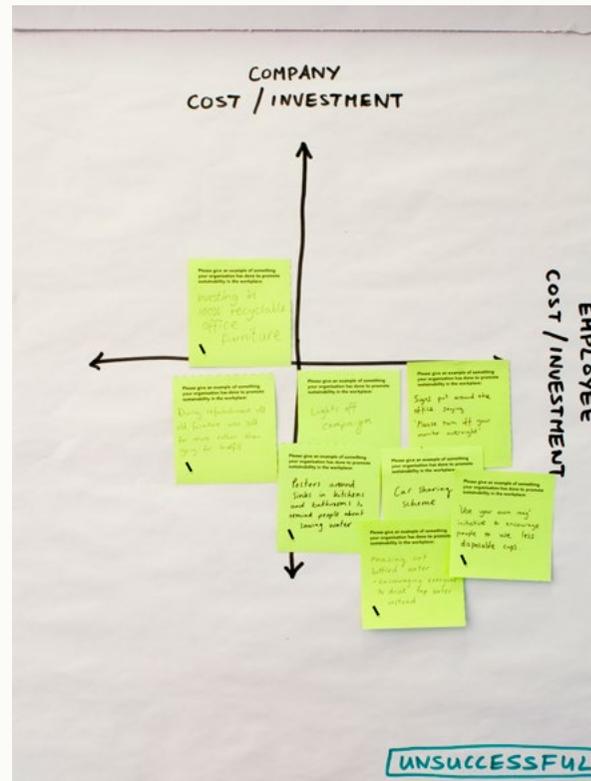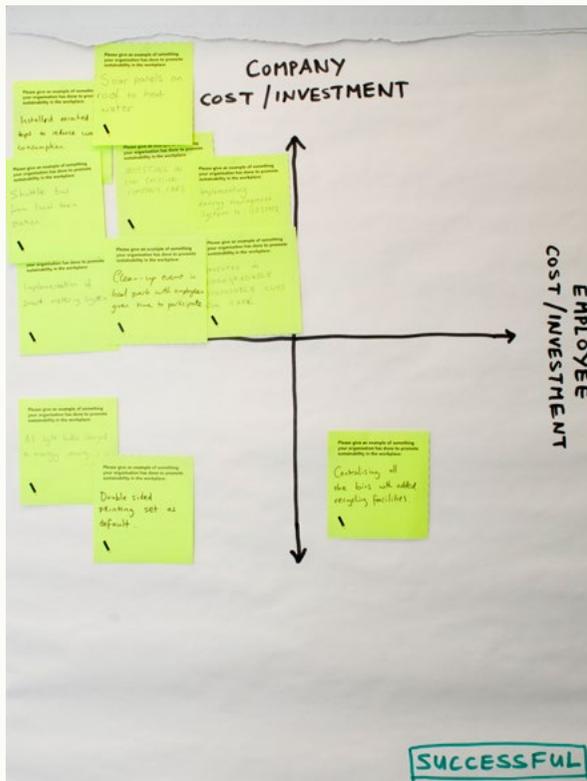
SUCCESSFUL
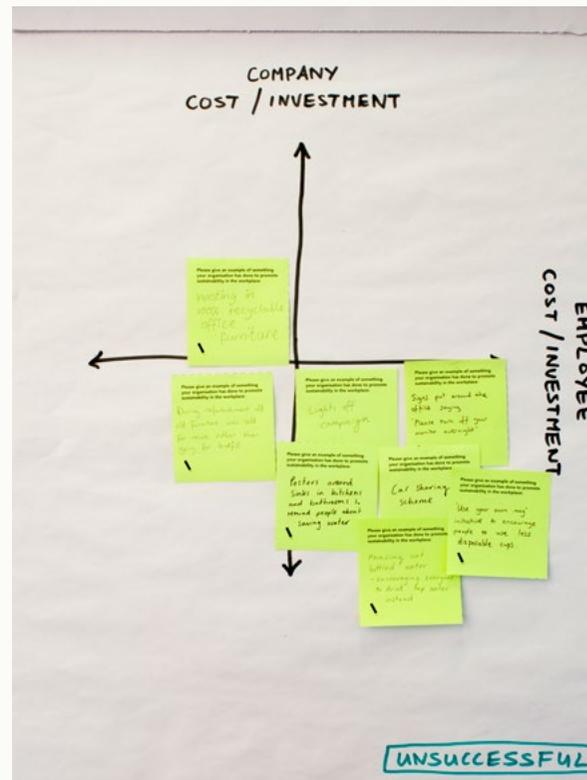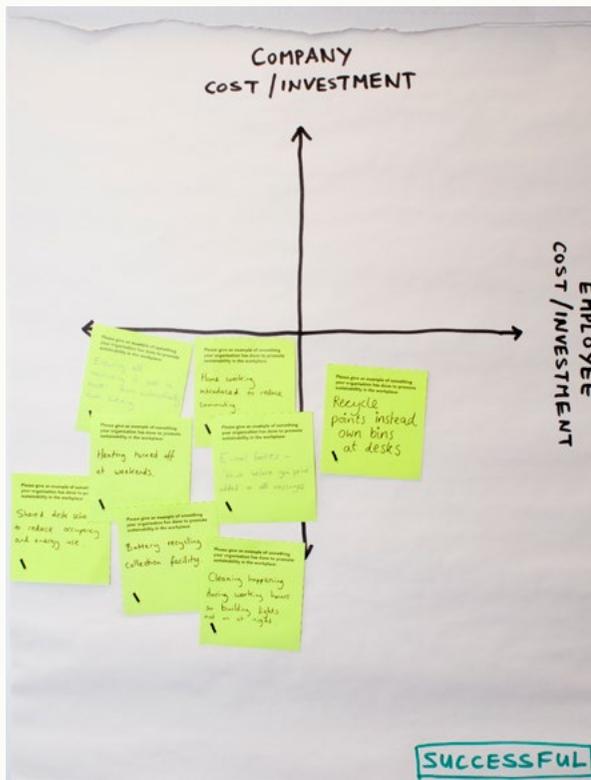
UNSUCCESSFUL

5. Once you have plotted all of your notecards, discuss as a group what conclusions you can draw from the spread of notecards.
   – On each diagram, do the majority of notecards sit in one quadrant? For example, if on the successful diagram, the majority of your notecards sit in the bottom left hand corner, it might be fair to conclude that at the moment you are taking a pragmatic approach to sustainability.
   – In which quadrant do the majority of unsuccessful initiatives lie? If the notecards mostly sit in the bottom right quadrant, you might be putting too much emphasis on employee behaviour change.
   – If available, look at the results from the employee survey (activity 1.1). How does the majority of employee expectations differ from that of your current approach? If so, this might offer an explanation as to why your initiatives failed.

   Slides 12 and 13 of the powerpoint presentation contain guidance to help you interpret these results.

6. Take pictures of each of the diagrams, you might like to circulate these to participants after the workshop.

Example outcomes

Example 1: Majority successful Libertarian/ unsuccessful Housekeeper policies.

This company probably has a Libertarian culture and consequently it's Housekeeper initiatives have not been well received by staff. The company needs to try a different approach towards implementing it's Housekeeper policies ensuring better success in future.

SUCCESSFUL
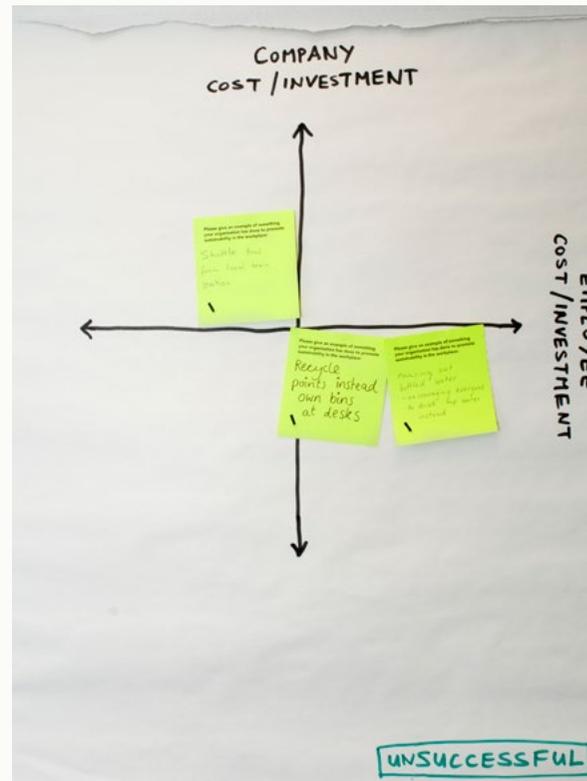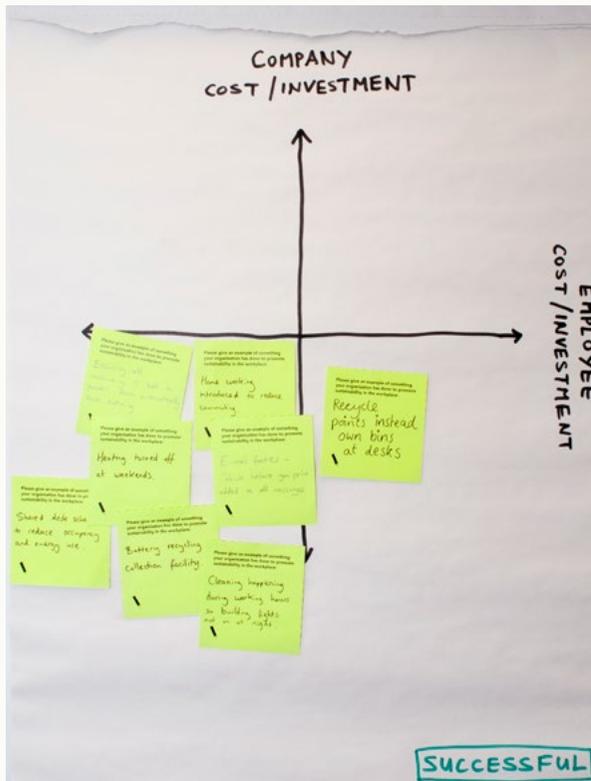
UNSUCCESSFUL

Example 2: Majority successful Pragmatist

This company has implemented a majority of Pragmatist initiatives that require little or no cost / investment. It should consider what initiatives it could develop in other quadrants of the matrix.

See powerpoint presentation for further examples.

1.3 Map future initiatives

Now you have an understanding of your employee's expectations and where your company policies currently sit, the next thing for you to do is to think what future initiatives you would like to undertake.

Things to consider

This activity will take approximately an hour to complete and leads on from the previous activity 1.2. For best results, involve those who took part previously.

Materials you will need

- **Powerpoint Presentation**
  This presentation can be downloaded and customised in advance. It covers the following:
  – Objectives of the workshop
  – Our biggest environmental impacts
  – Outline of model and explanation of what we mean by cost.
  – Directions for activity
  – Interpreting the results of the activity

- **Notecards**
  These notecards can be printed onto A4 coloured paper and cut up. You'll need about 6 for each person attending the workshop.

- **Sustainability Cultures Diagram**
  This can be drawn onto a white board or large flip chart or downloaded and printed as A1 posters.

- **Pens and pencils**

- **A camera** (to document your results)

⬇ Downloads

Access materials here:

⬇ **1.3 Workshop Guidance**

⬇ **1.3 Notecards**

⬇ **1.3 Diagram Future Initiatives**
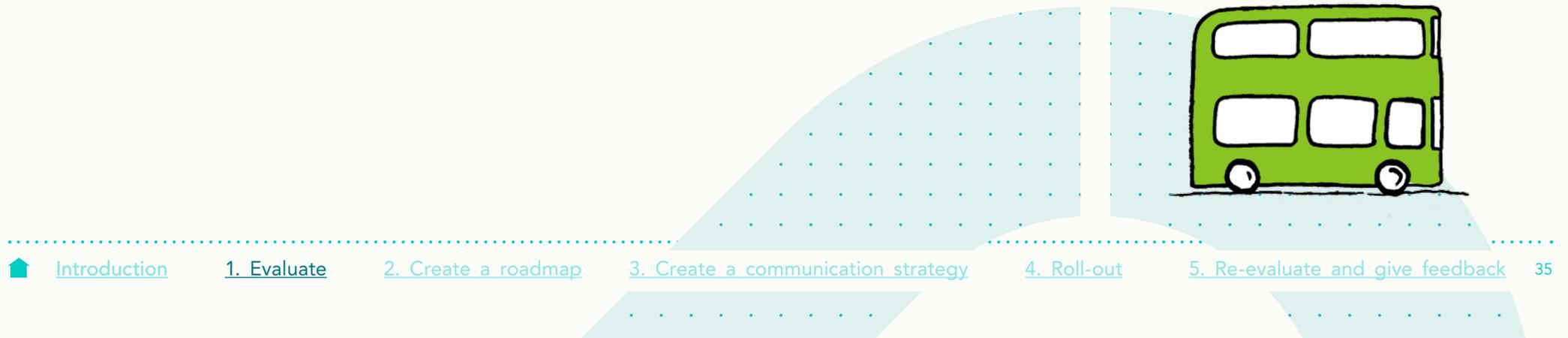
Things to prepare prior to workshop

Prior to this activity it is a good idea to ask participants to come with ideas of what new initiatives they would like to put in place in the future. These can be small initiatives for a particular team or department easily implemented in the short term or more ambitious ideas for the whole company that take a more long term view; ask people to think of what is achievable now as well as what they aspire to be doing in 10 years.

Before you start on this process it is helpful to understand the environmental impacts of your workplace, so you know where you need to improve performance or make reductions. Most offices will have this data already, but if you don't, you could try the following:

- Site walk-round and observations
- Employee surveys or interviews
- Looking at documentation such as utility bills, policies and procedures, licences and permits, invoices, purchasing records, amongst others.

Look closely at the following areas:

Energy

- How much energy is used each year?
- What are the areas in the workplace that consume the most energy?
- What are the areas that waste the most energy?
- Which devices/appliances consume most energy?

Water

- How much water is used each year?
- What are the areas in the workplace that consume most water?
- What type of wastewater is discharged into the drains and sewers?

Waste

- How much waste is produced each year?
- What are the areas in the workplace that produce most waste?
- What types of materials are disposed?
- Which percentage of materials that are disposed each year could be recycled or recovered?

Transport

- What forms of transport do employees use to travel to and from work?
- How many air miles does the company generate each year?
- How many miles are driven per employee each year?
- How many employees travel alone by car when commuting to and from work?
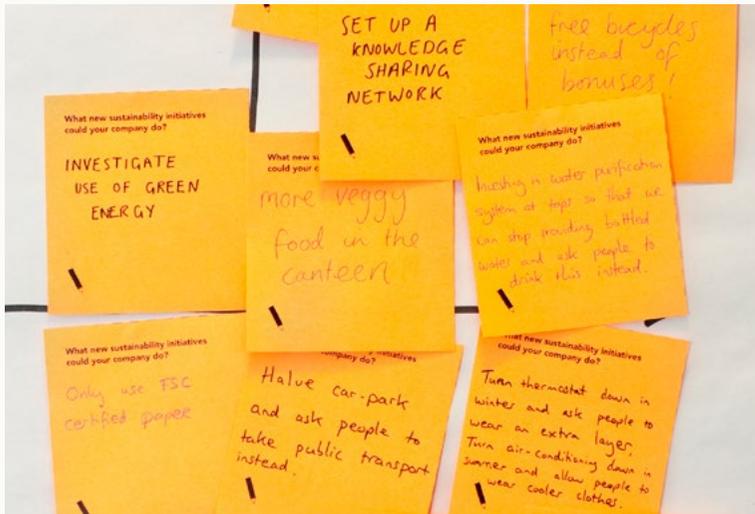
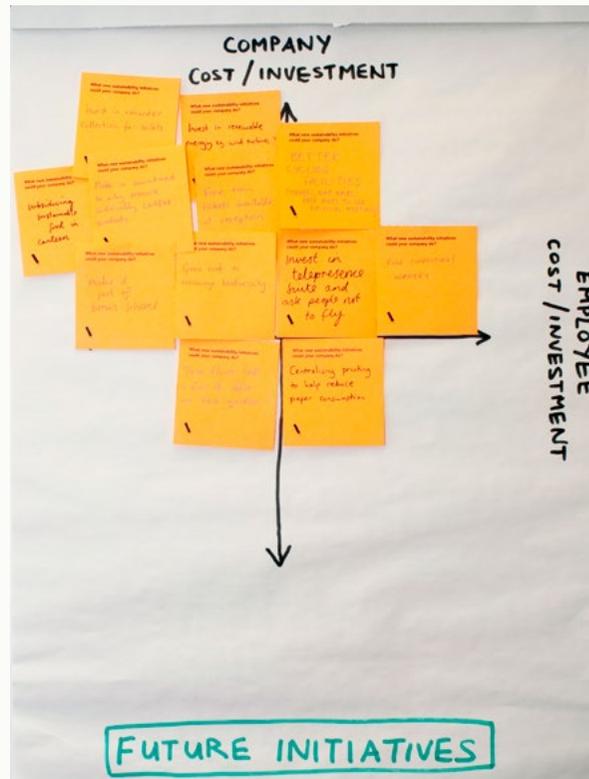For this activity, choose a different colour paper for your notecards – this will help distinguish the two when they are used again in the next activity.

FUTURE INITIATIVES

SUCCESSFUL

Setting up

1. Draw the sustainable cultures diagrams, shown on the left, onto a white board or flip chart. Alternatively place the A1 printout on the wall.

   Lay out a handful of notecards for each participant.

Conducting the workshop

2. Talk the group though the powerpoint presentation

3. Looking at the results from activity 1.2 discuss as a group where you might expand your activities to include more 'quick wins', 'company investment', 'behaviour change' or 'matched effort' ensuring a more balanced approach? This will help you define your 'future opportunity areas'. Use the examples provided on slide 11 of the powerpoint to help you think about this.

4. Hand about 6 notecards to each participant. Referring to the diagram on the wall ask participants to think of ideas for new initiatives that fit within the identified 'future opportunity areas'. Use the prompts contained within the presentation (slide no. 12) to help participants think of these.

5. Collect the notecards and, together with the participants, map them onto the 'future opportunity areas' according to whether the initiative has a high/low cost to the company or a high/low cost to the employee.

6. Document the results of the workshop using a camera. You might like to circulate these to participants after the workshop.
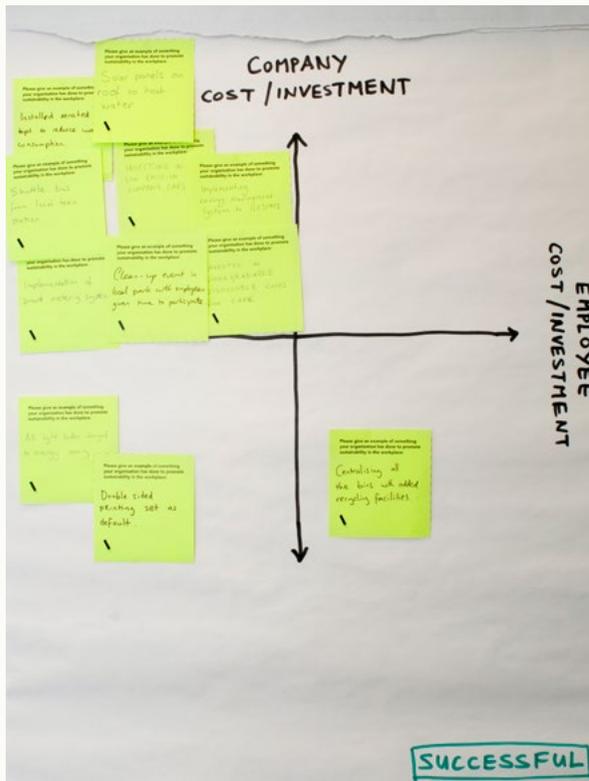
SUCCESSFUL

FUTURE INITIATIVES

Example outcomes

Example 1: Future opportunity areas
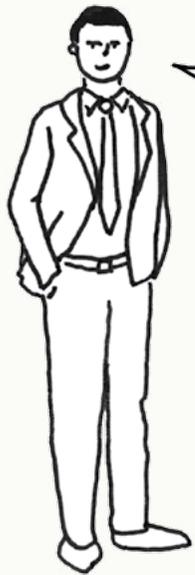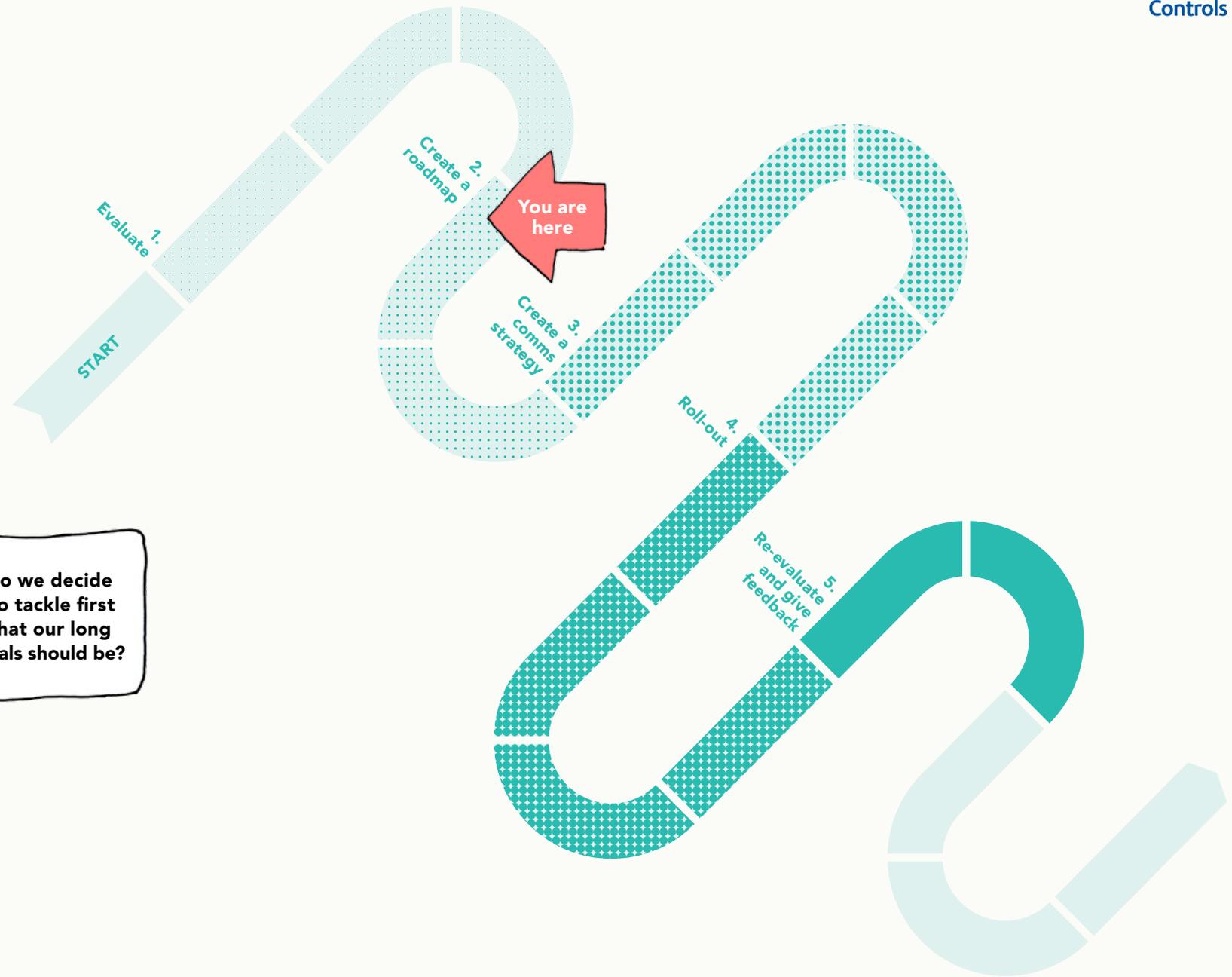– Campaigner and Housekeeper.

This company identified that most of its current activities were Libertarian and it's 'Future Opportunity Areas' should be a combination of Campaigner and Housekeeper initiatives matching the aspirations of it's staff who completed the survey.

SUCCESSFUL

FUTURE INITIATIVES

Example 2: Future opportunity areas
– Libertarian and Campaigner

This company realised that most of it's current activities were Pragmatist. They decided that their sustainability initiatives needed more investment and hope that this will lead to more staff engagement.

2. Create a roadmap

Plan your initiatives

Toolkit overview

START

1. Evaluate

2. Create a roadmap

You are here

3. Create a comms strategy

4. Roll-out

5. Re-evaluate and give feedback

How do we decide what to tackle first and what our long term goals should be?

Johnson Controls

In this section
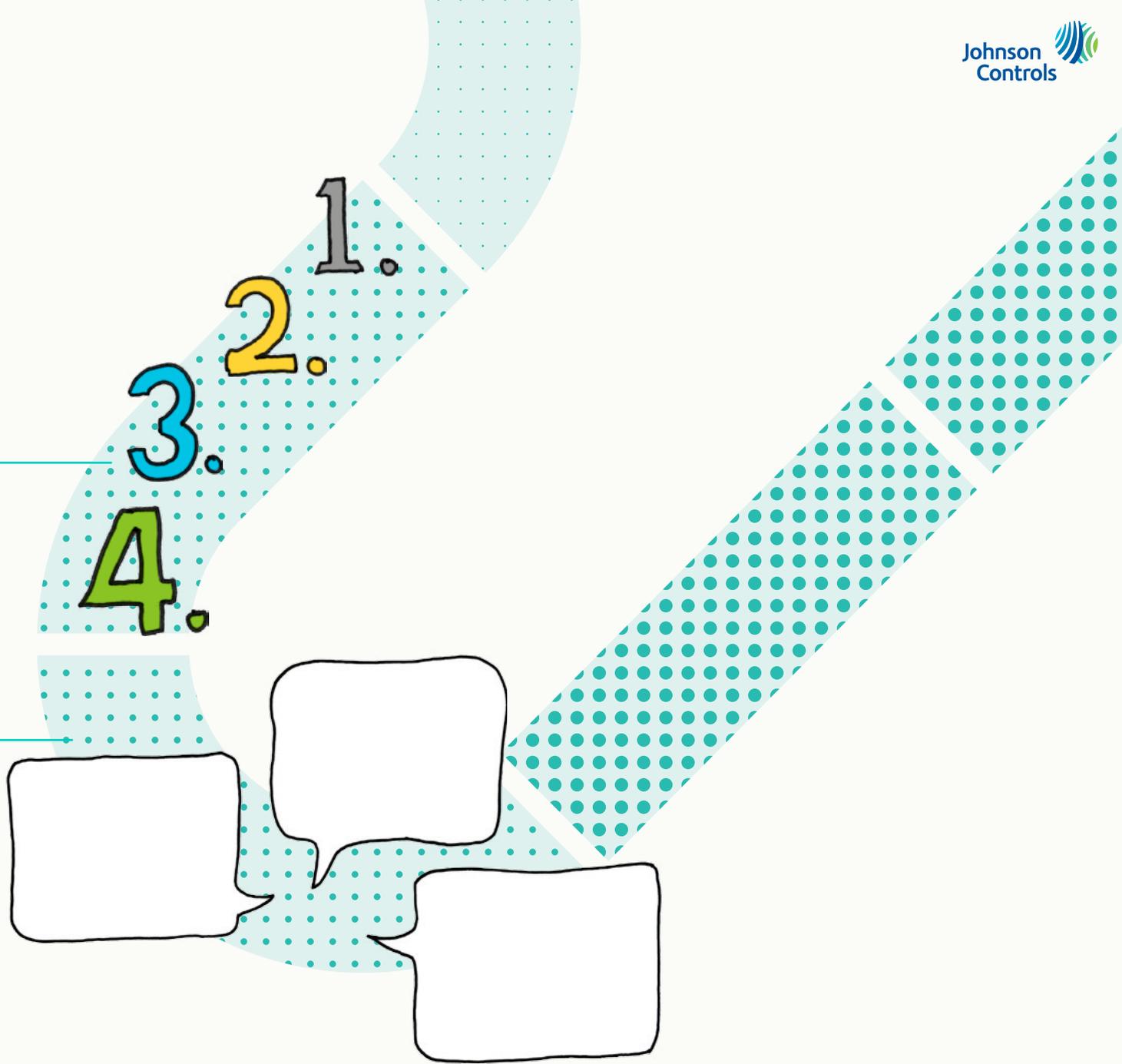
2.1 Identify your priorities and long term goals

This workshop activity allows you to plan the order in which you tackle your future initiatives – it will help you decide where to start and what you are working towards.

Things to consider

This activity follows on from the activities in the previous section so it is best to run the workshop with the same group of people. You may also like to invite those who will be involved in putting your plans into action, this might include communications managers and facilities managers. For best results schedule a half-day for this workshop.

Things to prepare prior to workshop

You will need to bring the completed notecards from the mapping activities 1.2 and 1.3. If you have not yet run this workshop, begin the session by asking participants to fill these out. See section 1.3 on guidance for doing this.

Materials you will need

- **Roadmap diagram**
  If you don't have the facilities to print this A1 poster it can be drawn onto a white board or large flip chart.

- **Notecards**
  These notecards can be printed onto A4 coloured paper and cut up. You'll need about 6 for each person attending the workshop.

- **Presentation**
  This presentation can be downloaded and c... in advance. It covers the following:
  – Objectives of the workshop
  – Explanation of the model and the different...
    of initiatives
  – Directions for activity
  – Examples
  – Thinking about your targets

- **Pens and pencils**

- **Blu Tack or sticky tape**

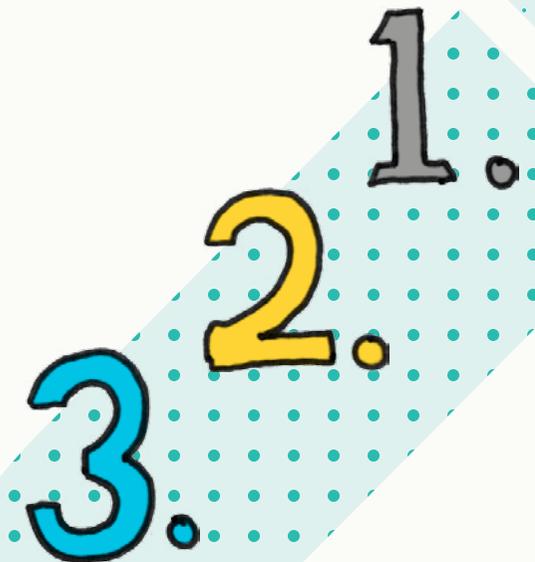- **A camera** (to document your results)
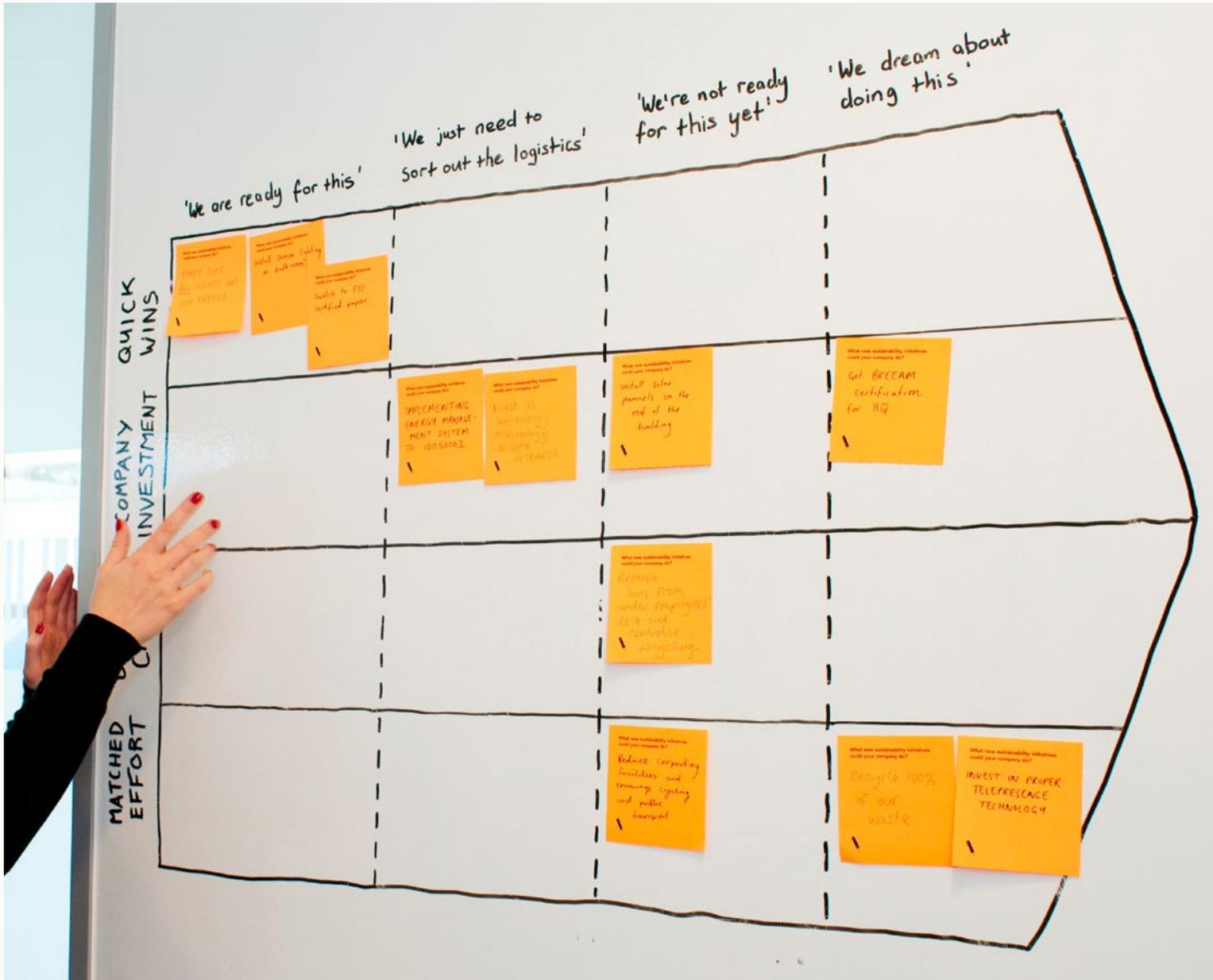
Downloads

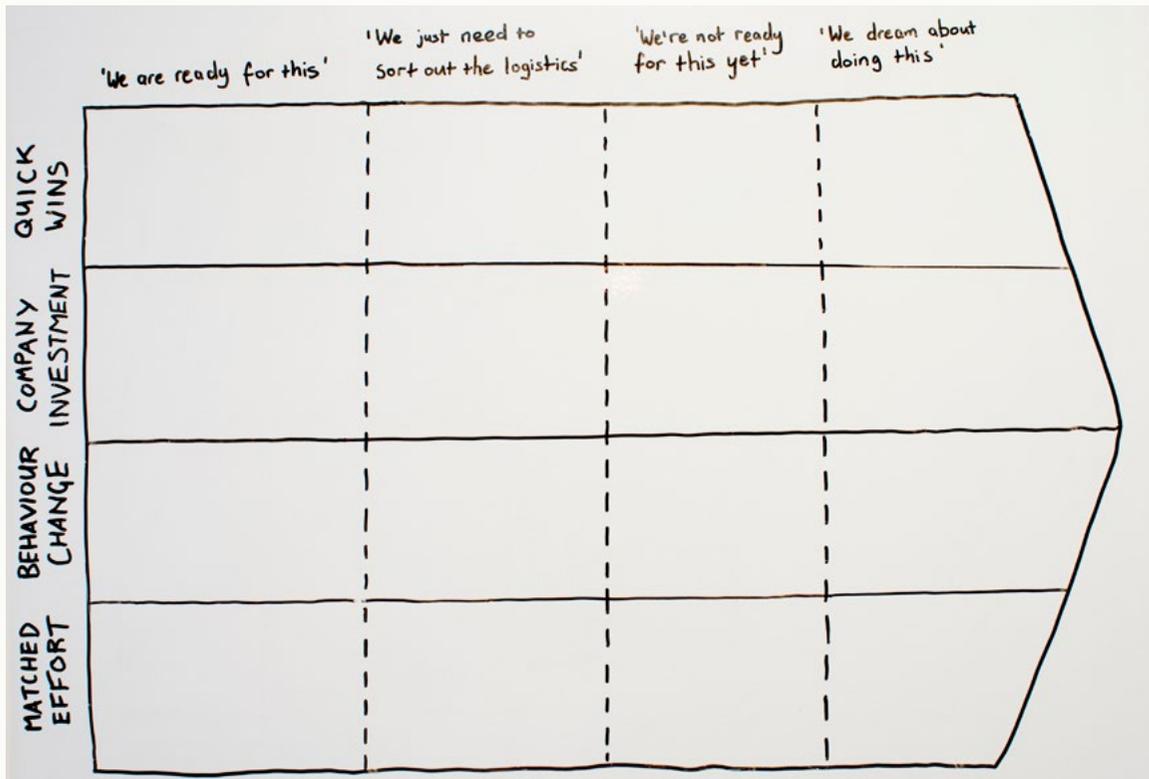**Access materials here:**

[2.1 Workshop Guidance](#)

[2.1 Roadmap](#)

The whiteboard is organized into a matrix. The columns (left to right) are labeled:
- 'We are ready for this'
- 'We just need to sort out the logistics'
- 'We're not ready for this yet!'
- 'We dream about doing this'

The rows (top to bottom) are labeled:
- QUICK WINS
- COMPANY INVESTMENT
- MATCHED EFFORT

⭐ **Example Workshop set-up**

You will need the notecards from the previous activies for this workshop.

Setting up

1. Draw the road map on a whiteboard, as pictured here. Or, if you are using a large scale print out, place this on a wall or table where all the group can see it.

   Set out the piles of note cards from activities 1.2 and 1.3.

Conducting the workshop

2. Talk the group through the powerpoint presentation.

3. Looking at the notecards (completed in activity 1.2) which describe your current initiatives, discuss with the group which of these you plan to continue or relaunch and add them to the notecards which outline your future initiatives. Consider the following:
   – Were any of the initiatives successful but poorly communicated to employees?
   – Were any of the initiatives unsuccessful because they were tried at the wrong time or took the wrong approach (for example, taking a Housekeeper approach in a Libertarian company).

   You now have a stack of notecards outlining lots of ideas for initiatives to take forward.

4. The following headings appear on the roadmap. Use them to help you decide which initiatives are achievable in the short term and which are long term goals. Describe each of these to the group.

"We are ready for this" – These initiatives can easily be implemented right away, without the need to secure new funds, or change the attitudes of employees.

"We just need to sort out the logistics" – These initiatives might need a little more time to put in place, they might require additional budget approval, or there might be aspects that need further research or planning.

"We're not ready for this just yet" – There are some substantial barriers which need to be overcome before these initiatives can be put in place. You may need to win support from senior management to secure more funding, or it may be too big a change for your employees to take on at this stage. These initiatives may become more viable once you have made a business case for sustainability, or once you have started to win the support and enthusiasm of your workforce.

"We dream about doing this" – These are the big initiatives which you would really like to achieve in the future. Sustainability requires ambitious long-term thinking and these initiatives help you create a vision which you can work towards. Having an idea of where you see yourself as a company in 5 or 10 years can help make all the smaller steps along the way seem more worthwhile.
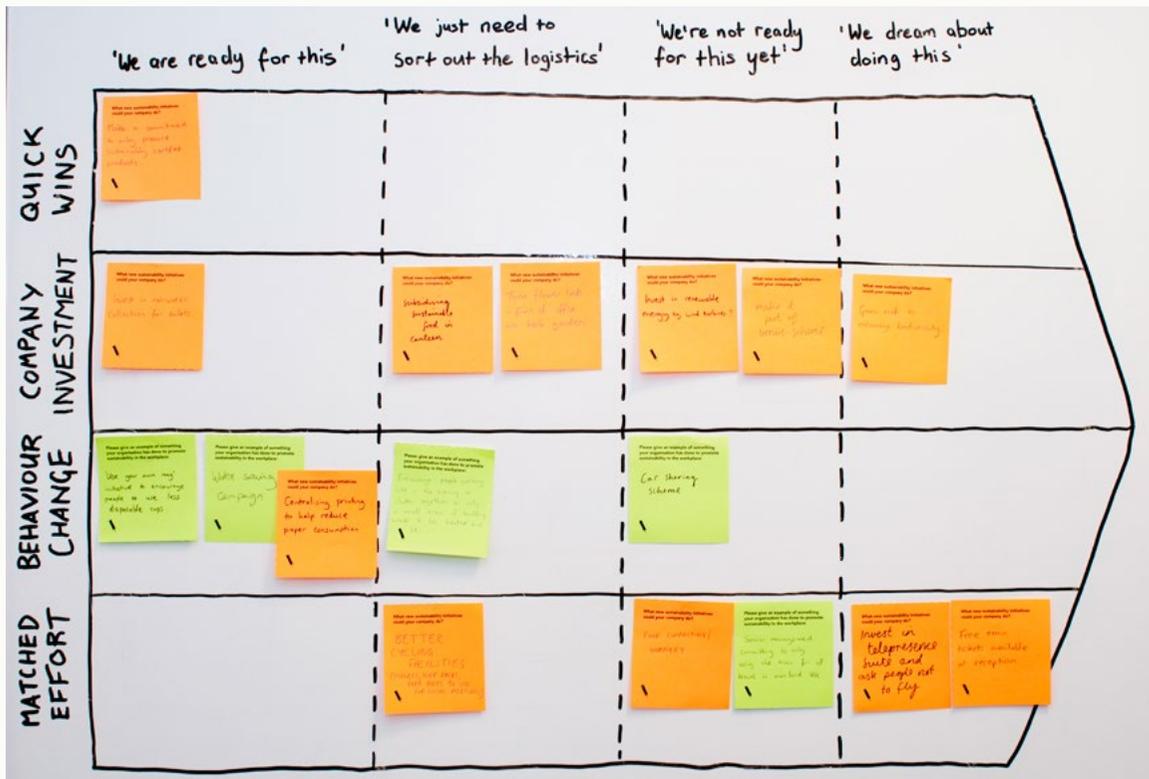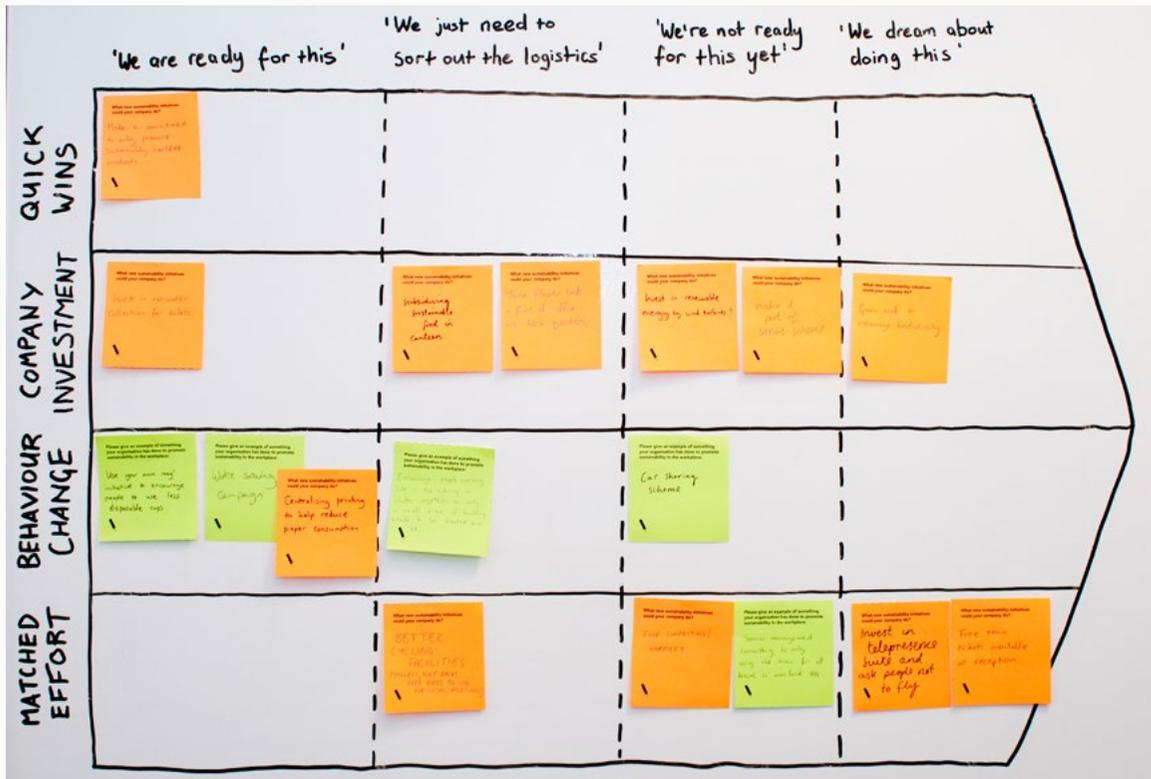
5. Looking at the roadmap, discuss under which heading each notecard should be placed and attach them to the relevant section.

6. Once everything is plotted, discuss whether you think this works as a suitable roadmap. Consider the following:
   – Are there any conflicts or duplications? For example, is it necessary to start with a "switch it off" campaign, if later you plan on installing sensor lighting?
   – Could any of the initiatives work together as part of a larger campaign? For example, do you have several initiatives which could be grouped under one heading such as "increasing energy efficiency"?
   – What kind of initiative are you starting with, and how does this relate to the next? Are you jumping from an easy quick-win to a really ambitious matched effort? Alternatively, are you starting with a very large project, when there are smaller things you should do first?

7. When you are happy with your roadmap discuss whether you want to add specific timeframes or targets. These are useful for setting short-term goals in which both company and employees can engage with.

8. Document the result of the workshop using a camera.

Example outcomes

Example 1: Tackling company investment and employee behaviour change together.

This company identified that it's current policies were a majority of Housekeeper 'behaviour change'. They have decided to continue to pursue a few of these but to introduce a range of other policies requiring 'company investment' and 'matched effort'.
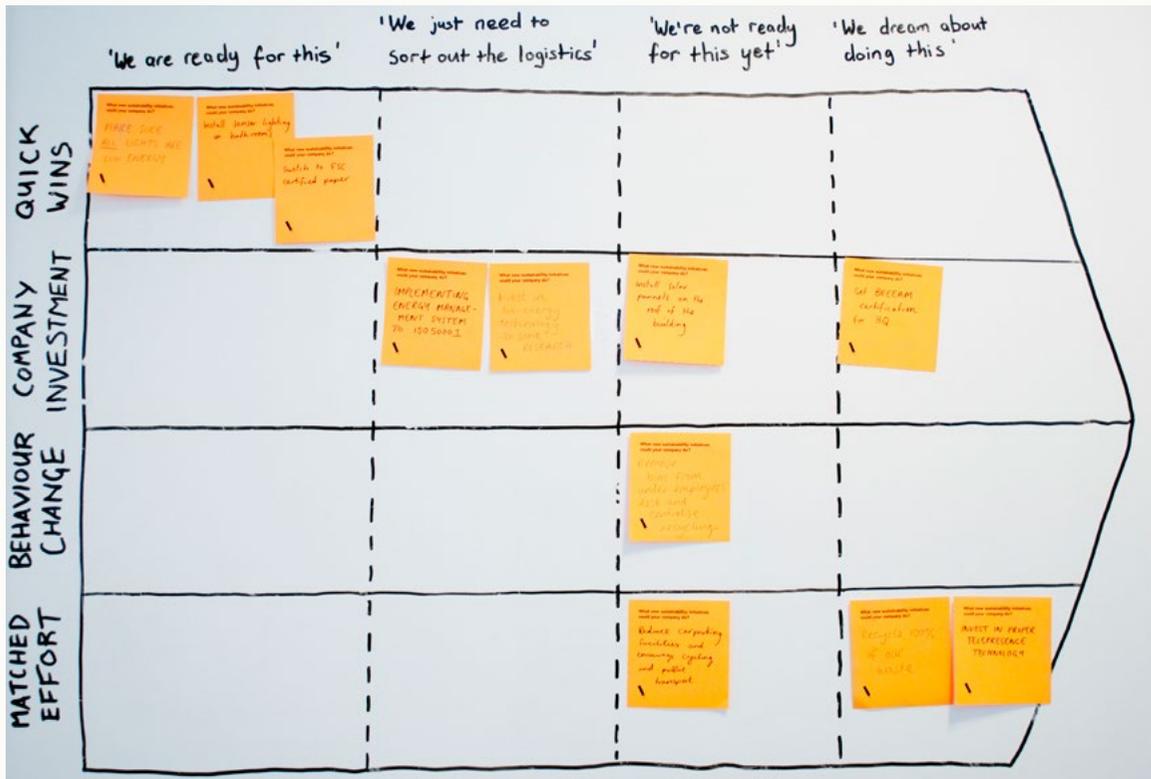
Example 2: Starting with Pragmatist 'Quick Wins'

Until now this company had not been very active with regards to sustainability. So they have decided to start with Pragmatist 'quick wins' in order to create a business case for 'company investment'. They hope this in turn will lead to staff support for 'behaviour change' and 'matched effort'.

2.2 Identify opportunities for communications

A follow-on from the previous activity which will help you plan how and when you talk to your employees about your initiatives..

Things to consider

This activity should be done in conjunction with the previous workshop. It is a quick brainstorm exercise and should only take about half an hour.

**Materials you will need**

- **Communications opportunities labels**
  These can be printed onto A4 coloured paper and cut up.

- **Presentation**
  This presentation can be downloaded and customised in advance. It covers the following:
  – Objectives of the workshop
  – Directions for activity
  – Examples

- **Completed roadmap from the previous activity.**

- **Blu Tack or sticky tape**
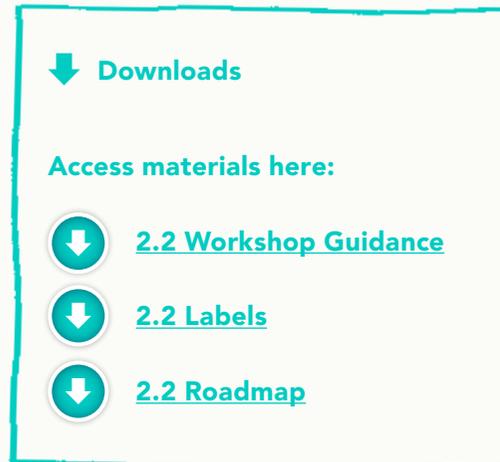
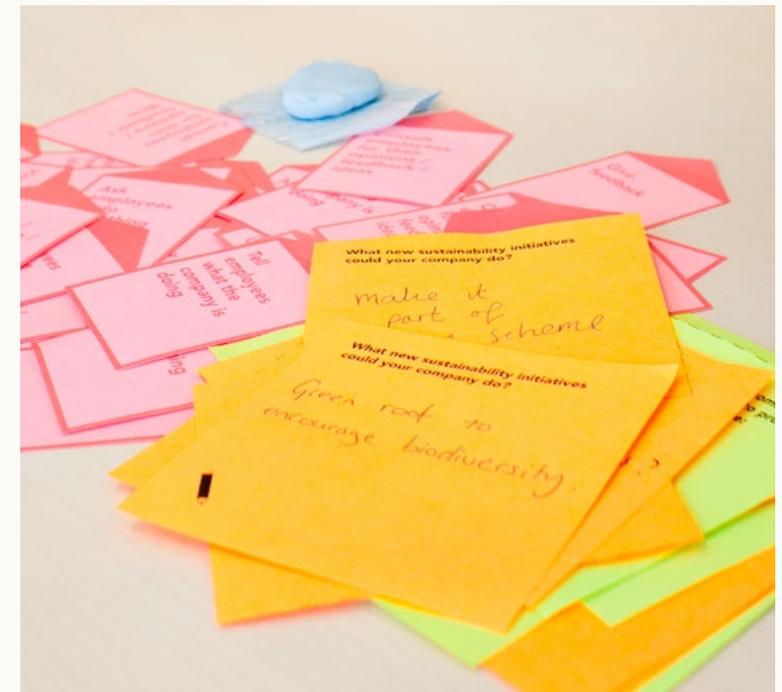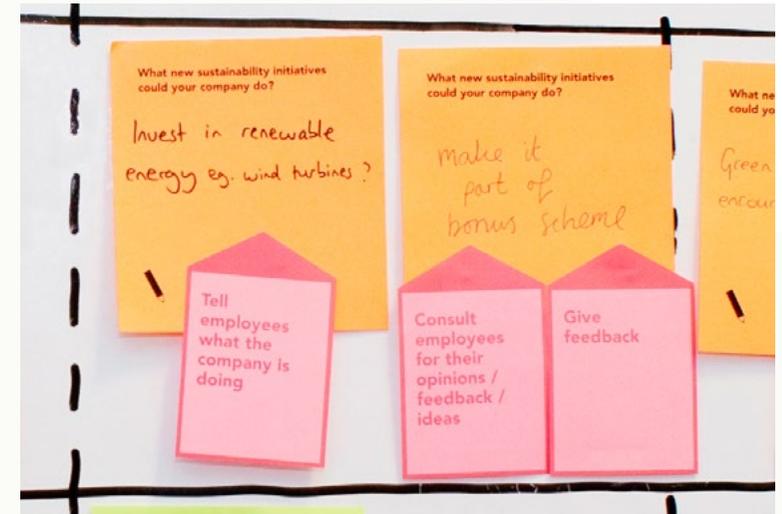⬇ **Downloads**

Access materials here:

⬇ **2.2 Workshop Guidance**

⬇ **2.2 Labels**

⬇ **2.2 Roadmap**
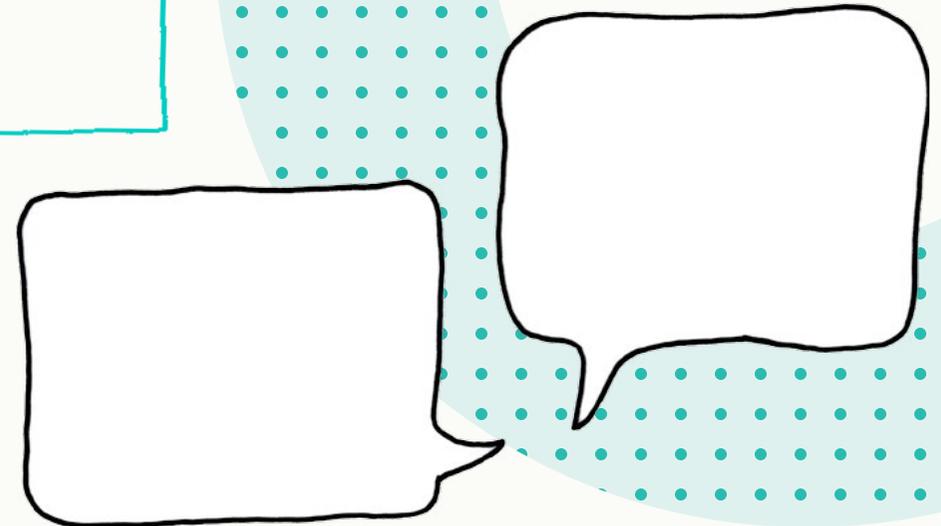
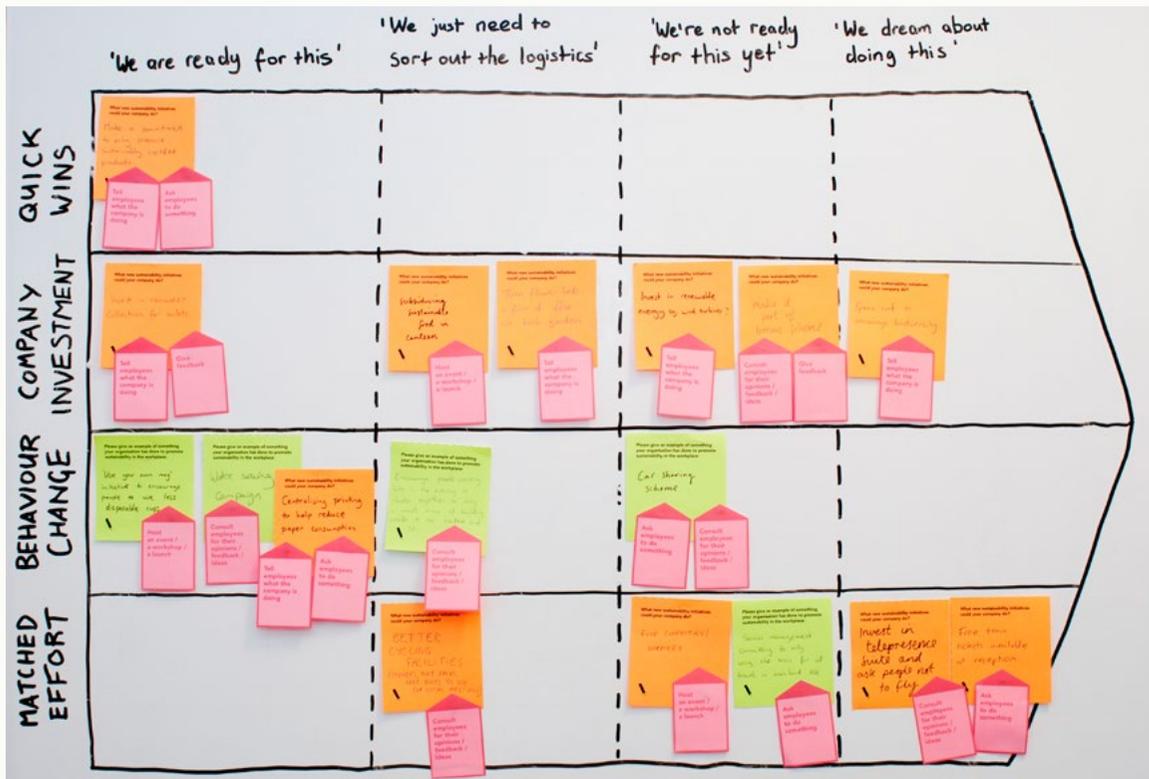⭐ **Example Workshop set-up**

Printing the notecards and labels on different coloured paper will help distinguish them from one another.

Conducting the workshop

For each of the initiatives plotted on your roadmap, think about which of the following communications might be appropriate and why. Add the appropriate label to each initiative:

- **Tell employees what the company is doing** – an opportunity to communicate about the initiatives that don't require employee input such as quick wins and company investments.

- **Ask employees to do something** – change the way they behave or do something differently.

- **Host an event, workshop or launch**

- **Give people information** – educate or provide information.

- **Consult employees** – ask for their opinions, feedback or ideas.

- **Give feedback** – tell employees how well an initiative has gone or what progress has been made.

3. Create a communication strategy

Think about how your initiatives will work together

Toolkit overview

1. Evaluate

2. Create a roadmap

3. Create a comms strategy

You are here

4. Roll-out

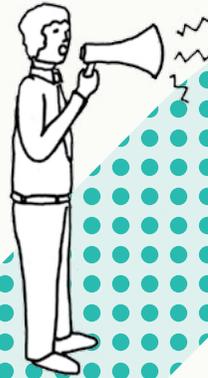5. Re-evaluate and give feedback

START
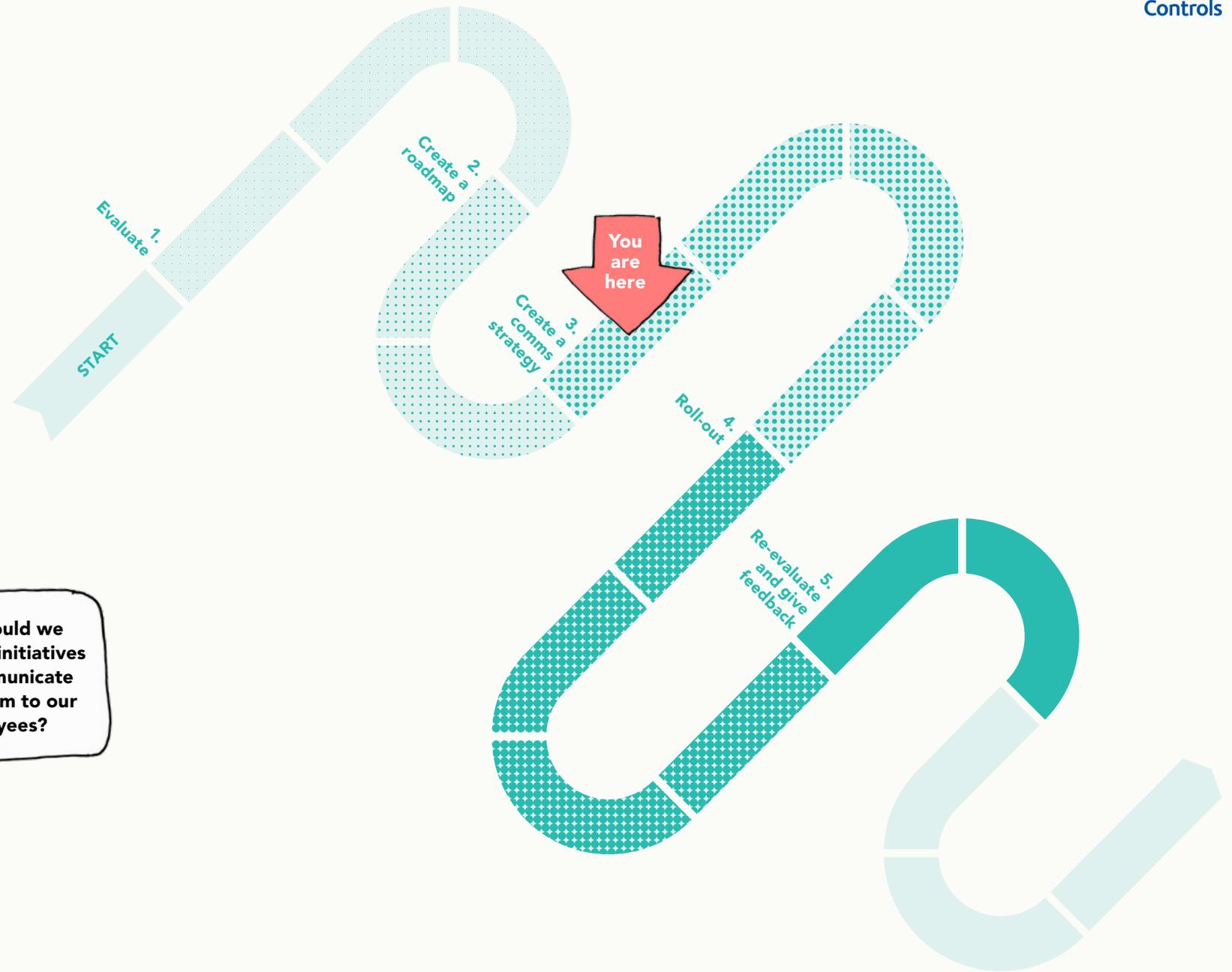
How should we brand our initiatives and communicate about them to our employees?

In this section

3.1 Unite your initiatives under one brand

✓ Recommendations

★ Examples

3.2 Make your communications effective

✓ Recommendations

3.3 Motivate your employees

✓ Recommendations

3.4 Tailor your initiatives

✓ Recommendations

★ Examples

3.1 Unite your initiatives under one brand

Your sustainable initiatives will have far more impact if they are communicated as a connected programme of activities. Small initiatives will appear trivial to employees if they are not seen as part of a coherent environmental strategy.

The easiest and best way to do this is to create a brand (or identity) that acts as an umbrella over all of your organisations environmental initiatives. Creating an identity for sustainability within your workplace will also help your initiatives stand out from other internal communication pieces.

Brands are more than just a logo, they are whole systems for use of colour, imagery and tone of voice and can be used to communicate a particular set of values, or create a particular mood or feeling.

✓ **Consider your brand values**

If creating a new brand for your sustainable initiatives, think about the values you want to get across. Are you dynamic and innovative (like Apple), or friendly and open (like Innocent). The most appropriate values will be determined by the culture of your organisation. Think about whether you want to create a brand that reflects where you are today or where you want to be in the future. The latter creates a sense of aspiration, where the former may feel more genuine.

The mood-boards on the following pages give examples different brands values and appropriate choices of imagery, each appealing to a different company culture

Creating your own mood board will help you think about how you will develop your own brand. Include key messages and words which you feel sum up the approach you want to take, and the values you want to align your brand with.

Appeals to: Pragmatist culture

Appeals to: Housekeeper culture

Appeals to: Libertarian culture

Appeals to: Campaigner culture

3.2 Make your communications effective

Each of your initiatives will need its own communication 'piece' to sit under your over-arching brand. These may take very different approaches, some might be big, others very small, some may ask people to do something, others tell people what has been done. To help make these communications as effective as possible it is worth considering the following recommendations:

✓ **Ensure your communications make sense together**

Think about how your communications for each initiative could work together so one communication piece follows logically on from another and avoids contradictions. For example, it would be pointless to run a switch-off campaign before sensor lighting is introduced. Activity 2.2 will help you plan this.

✓ **Focus on employees' life at work**

Focus on initiatives that relate to employee's life and role at work. Few people like to be told by their employer what to do outside of work. Communications relating to people's behaviour at home may appear hypocritical if employees feel there are things the organisation first needs to sort out at work.

✓ **Be relevant**

Ensure your communications are relevant to the specific location in which employees work. Avoid making claims that people might find questionable in their particular context, such as talking about cutting edge technology when their workplace has none.

✓ **Have clear objectives for what you want to do**

Have a clear aim for each communication piece. Campaigns with loose aims may come across as greenwash. There is a justifiable cynicism about messages around 'saving the planet' and an increased distrust of phrases like 'carbon neutral' which can be viewed as meaningless objectives that can rely on off-setting as opposed to real action.

If you are looking to change your employees' behaviour, look for smaller near-term objectives, as opposed to larger long term goals. Start with simple actions which are easy enough for anyone to take part in and which can be measured and reported on.

'Carbon neutral' means nothing, we need real targets

✓ **Give better information**

Employees want information to be as clear and as specific as possible. In some cases more information is better, for example, a sign that clearly outlines what can and cannot be recycled will be far more effective than one that says 'Don't bin it! Recycle it!'. Employees may also question how the waste is being recycled and how this will help the environment, so it is better to be honest and direct even if this means highlighting problems as well.

✓ **Ensure your motivations are sincere**

Employees want to know that their company's motivations for engaging in sustainability are sincere. Employees often suspect other motives behind their company's interest in sustainability. For example, employees might suspect changes in the workplace, sold to them as a sustainable initiative, are in fact motivated by company cost cutting. This undermines employees' belief in the sincerity of their company's commitment towards sustainability and results in reduced employee engagement and co-operation.

3.3 Motivate your employees

Different people are motivated by different things so think carefully about what benefits you are offering to employees.

✓ **Choose appropriate incentives**

Housekeepers and Campaigners are more likely to already see the value in sustainability, and will respond better to messages which refer to the inherent environmental benefits of an initiative, e.g. knowing that their actions will make a difference by reducing pollution or helping prevent climate change.

Pragmatists and Libertarians are less likely to be motivated by these factors, and may respond better to rewards, such as getting a bonus or winning a prize. However such incentives only work when asking people to take small actions and may only last as long as the rewards are in place.

For more significant and long term changes in behaviour, such as giving up your car or flying less, the effort required often outweighs such rewards. In order to motivate people to make these bigger changes, pro-environmental behaviour needs to be made to appear more attractive and socially acceptable to the majority of people than the more detrimental alternatives (Steg et al., 2006, Garling & Loukopoulos, 2007).

This is difficult but think about how you can attach recognition and social status to particular actions. As people are more likely to do something if their peers do, it is better to appeal to a group rather than an individual. If a few key people believe it is unacceptable to fly to another continent for a meeting then this will have an effect on how other people perceive this activity and they may consider alternatives (Guy, S., 2006).

Pragmatists are motivated by:

- **Financial rewards:** Saving money e.g. being subsidised to sign up for a 'cycle to work' scheme
- **Privileges:** Gain an advantage or a benefit above others e.g. having access to the car park
- **Social norms:** Being seen to 'fit in' with other people e.g. not being the only one who leaves their computer monitor on at night
- **Achievement:** Meeting targets e.g. being seen to meet their team's waste reduction targets

Libertarians are motivated by:

- **Financial rewards:** Getting a bonus e.g. being given a cash reward for taking less business flights
- **Privileges:** Gaining an advantage or a benefit above others e.g. being awarded a team dress-down day
- **Status:** Being seen as a successful and important part of their community e.g. winning an industry award for sustainability
- **Achievement:** Being seen to exceed targets e.g. working in the most energy efficient office in the company
- **Autonomy:** The urge to direct their own lives e.g. being given the time to pursue their own ideas

Housekeepers are motivated by:

- **Environmental benefits:** Making a positive difference to the natural environment e.g. knowing that they are not sending waste to landfill
- **Purpose:** Feeling like they are contributing to a shared goal e.g. being part of a company initiative to reduce printing
- **Community feeling:** Being part of a team or community e.g. being part of the sustainable champions programme
- **Achievement:** Knowing they have made a positive impact e.g. being part of the most energy efficient team in your office
- **Values:** Doing what they believe in e.g. cycling to work because they know it will reduce your carbon emissions
- **Sense of identity:** Wanting to be seen to be a good person e.g. volunteering to take part in a community gardening scheme

Campaigners are motivated by:

- **Environmental benefits:** Making a positive difference to the natural environment e.g. knowing that they've chosen the least polluting option
- **Purpose:** Being part of something important e.g. working towards an ambitious company target, such as becoming carbon neutral
- **Values:** Doing what they believe in e.g. becoming vegetarian for ethical reasons
- **Affiliation:** Feeling like they are part of a proactive community or network e.g. being part of a knowledge sharing network about sustainability at work
- **Achievement:** Feeling like they are doing something radical e.g. reducing dependence on cars by setting up a successful car-pool
- **Sense of identity:** being seen to act in accordance with their values e.g. not flying for environmental reasons

3.4 Tailor your initiatives

The next pages detail the four kinds of initiatives and suggestions for how you might communicate about them to Pragmatists, Libertarians, Housekeepers and Campaigners.

Each type of initiative presents different opportunities for communicating to employees. Some will require employees to do something new or differently and thus require you to communicate about this to them. Others will offer opportunities for you to tell people what you are doing. These opportunities are outlined here alongside the problems to watch out for.

Quick wins

These are the simple, easy things that do not need input from employees or substantial investment from the company. They are in line with Pragmatist thinking.
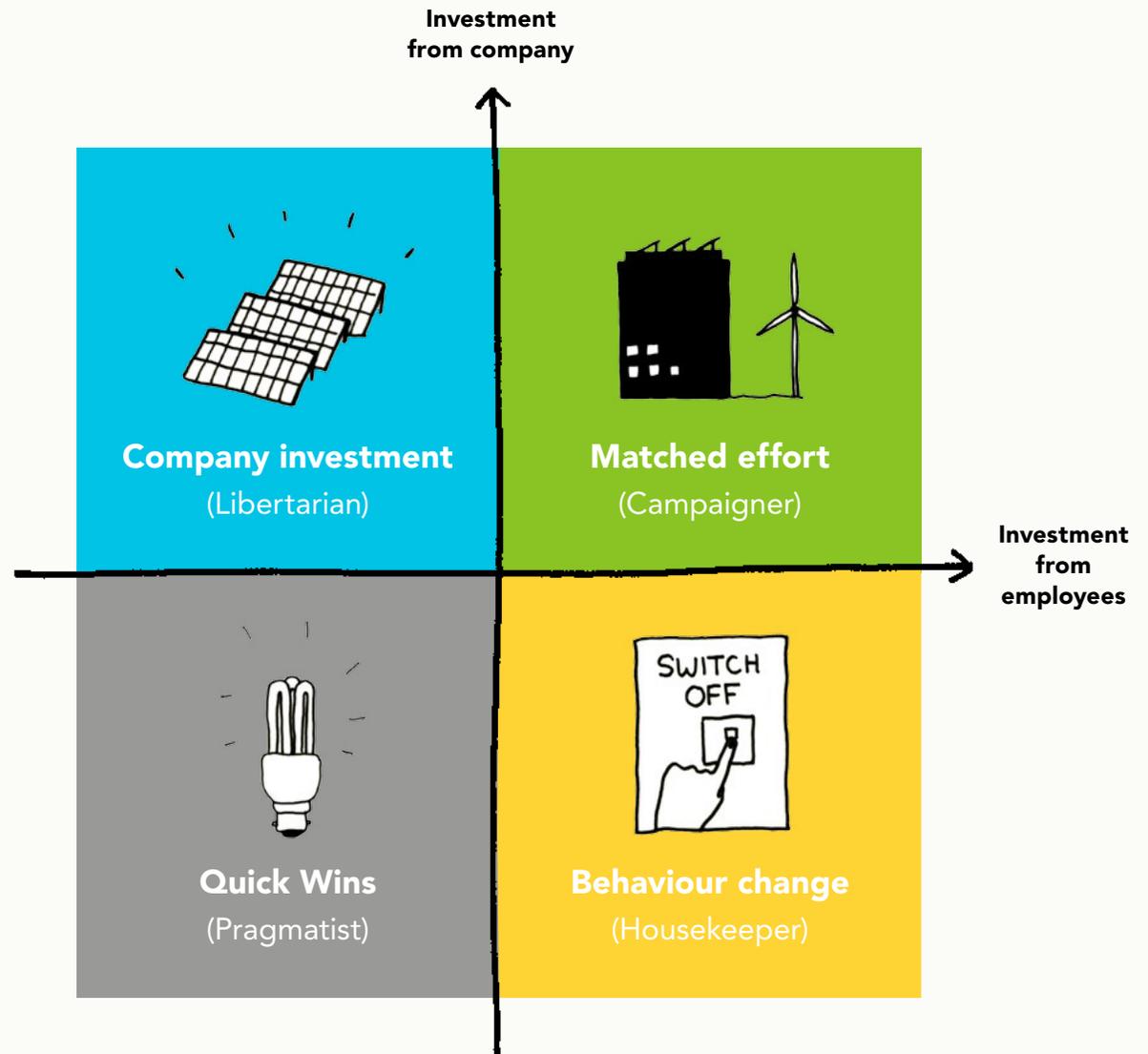
Company investment

These are policies that focus on company investment without asking for action from employees. They appeal to Libertarian attitudes.

Behaviour change

These policies focus on employee behaviour change, encouraging employees to do something new or differently. They require little investment from the company and are in line with Housekeeper attitudes.

Matched effort

These policies require action and investment by both company and employees. They are in line with Campaigner thinking.

Investment from company

Investment from employees

Company investment (Libertarian)

Matched effort (Campaigner)

Quick Wins (Pragmatist)

Behaviour change (Housekeeper)

Johnson Controls

Pragmatist:

Compatibility: Perfect

Key message:
"This stuff just makes sense"

An opportunity to:
- Introduce sustainability to people who have never thought about the issue before.
- Show that sustainability is often just the most sensible thing to do.
- Talk about the benefits, such as increased efficiency and improved workplace standards.

Be aware that:
- These first steps will not necessarily lead to more active engagement.
- Too much emphasis on these initiatives as cheap and easy can make it harder to sell more difficult, costlier initiatives later on.

★ *Example on following page*

Libertarian:

Compatibility: Good

Key message:
"We're getting up to speed on sustainability"

An opportunity to:
- Show that your company is keeping up-to-date with sustainability – that your offices aren't wasteful and inefficient.
- Talk about the benefits, such as increased efficiency and improved workplace standards.

Be aware that:
- Only talking about cost savings may lead employees to doubt your motives.
- Bombarding Libertarians with lots of messages will be seen as irritating, time wasting and petty.

Housekeeper:

Compatibility: Good

Key message:
"We're getting our house in order"

An opportunity to:
- Show that your company is getting the day-to-day basics of running a greener office right.
- Make employees feel that their efforts are worthwhile, and that the company shares their values.

Be aware that:
- Business-led arguments will seem less sincere to Housekeepers.

Campaigner:

Compatibility: Poor

Key message:
"Sometimes we have to start small"

An opportunity to:
- Show that your company is getting the sensible basic things right.
- Talk about what else your company might do and ask for suggestions from employees.

Be aware that:
- Campaigners will ask whether these quick wins are enough. Changing a few light bulbs won't solve climate change by itself and to avoid seeming tokenistic, such an initiative will need to be shown to be part of a larger plan.

★ *Example on following page*

⭐ **Example**

Telling Pragmatists about Quick Wins

A company finds that the majority of waste generated within their offices is paper. To reduce this they ask the IT department to change the settings on all their office printers to print double-sided as default and add a 'Think before you print' message to the signature of all company emails. They put up signs by the printers explaining the reasons for these changes.

⭐ **Example**

Telling Campaigners about Quick Wins

A summertime local hosepipe ban means that a company can no longer use sprinklers on the grounds surrounding their headquarters. As a result they replace the flowerbeds with plants which need little irrigation. They invite employees to meet the gardener, so he can explain what they are doing and how this will reduce their water usage.

✓ **Telling your employees about Company Investments**
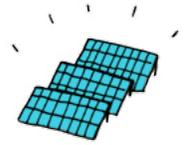
Pragmatist:

Compatibility: Poor

Key message:
"Here's the business case…"

An opportunity to:
- Highlight the returns and benefits the company will get on their investment such as better business practices or improved public image.
- Show how these initiatives will help your company comply with legislation and gain environmental certification.
- Show how you benchmark against your competitors.

Be aware that:
- Pragmatists may see this investment as a waste of money, especially if other more immediate challenges are apparent within your company.

Libertarian:

Compatibility: Perfect

Key message:
"We're leading on sustainability"

An opportunity to:
- Celebrate success stories, for example the difference you have made in environmental terms or any certifications you have achieved.
- Show how your company is getting ahead of its competitors.

Be aware that:
- Leading by example won't necessarily follow with employees adopting greener behaviours. Instead it may lead employees to see sustainability as purely a company issue.

★ *Example on following page*
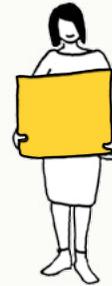
Housekeeper:

Compatibility: Poor

Key message:
"We're doing our bit"

An opportunity to:
- Show that your company is taking sustainability seriously too.
- Talk about the difference made in environmental terms.

Be aware that:
- Automating things such as lights and air conditioning takes control away from employees, meaning they may feel less empowered.
- Employees need to have a good understanding of any smart systems you put in place and how their behaviour effects how these work.

Campaigner:

Compatibility: OK

Key message:
"We're taking sustainability seriously"

An opportunity to:
- Show that your company is committed to lowering its environmental impact.
- Show that you share their values and see the importance of these issues.

Be aware that:
- Campaigners will be the most critical of policies which might be perceived as greenwash – be honest about your achievements, and talk about the challenges you still face. Ask for their feedback and ideas.

Telling Libertarians about Company Investments

A company moves part of its operations to a new site with impressive energy-saving technology – the most innovative of which is lift technology with regenerative drives that allow energy from descending lifts to be fed into the building's electricity supply. It tells employees about these as part of a 'talking buildings' initiative which celebrates good practice from across the business.

I was really proud to hear that we have the most sustainable office building in the US

These lifts collect the energy they make on the way down to top up the building's electricity supply

✓ **Engaging your employees with Behaviour Change**
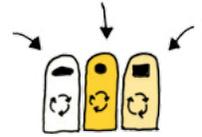
Pragmatist:

Compatibility: Poor

Key message:
"Here's what's in it for you…"

An opportunity to:
- Talk about the benefits, such as increased efficiency and better use of resources.
- Do something fun and memorable to increase participation.
- Reward employees for participation.

Be aware that:
- Rewards only work for small things and are unlikely to work if they are outwieghed by the effort required.
- Rewards don't always lead to long term change as people often revert to old habits once the reward is taken way.

★ *Example on following pages*

Libertarian:

Compatibility: Poor

Key message:
"Be the best"

An opportunity to:
- Harness their competitive nature by turning the activity into a competition.
- Give feedback on progress and show the difference they are making.

Be aware that:
- Interest may flag over time. Spot prizes and clearly defined goals can help to keep people motivated.
- Like rewards, competitions don't guarantee long term change. Celebrate success and encourage people to see the value in keeping up new behaviours.

★ *Example on following pages*

Housekeeper:

Compatibility: Good

Key message:
"Individual actions all add up"

An opportunity to:
- Celebrate what individuals are already doing.
- Build on their willingness to get involved, show them what else they can do and the difference it will make.

Be aware that:
- To make the most of Housekeepers' willingness to act you need to make sure initiatives are meaningful and deliver real environmental benefits.
- Awareness campaigns that are not attached to actions people can do are a missed opportunity.

★ *Example on following pages*

Campaigner:

Compatibility: OK

Key message:
"Everything counts"

An opportunity to:
- Make the most of their willingness to act and knowledge.
- Show how these actions add up and are part of the bigger picture.
- Find out what Campaigners are already doing or want to do, and share ideas and best practice.

Be aware that:
- If there is anything misguided about your initiative, Campaigners are the most likely to spot it.
- Shifting responsibility to employees will be criticised so show how these initiatives are part of a bigger plan.
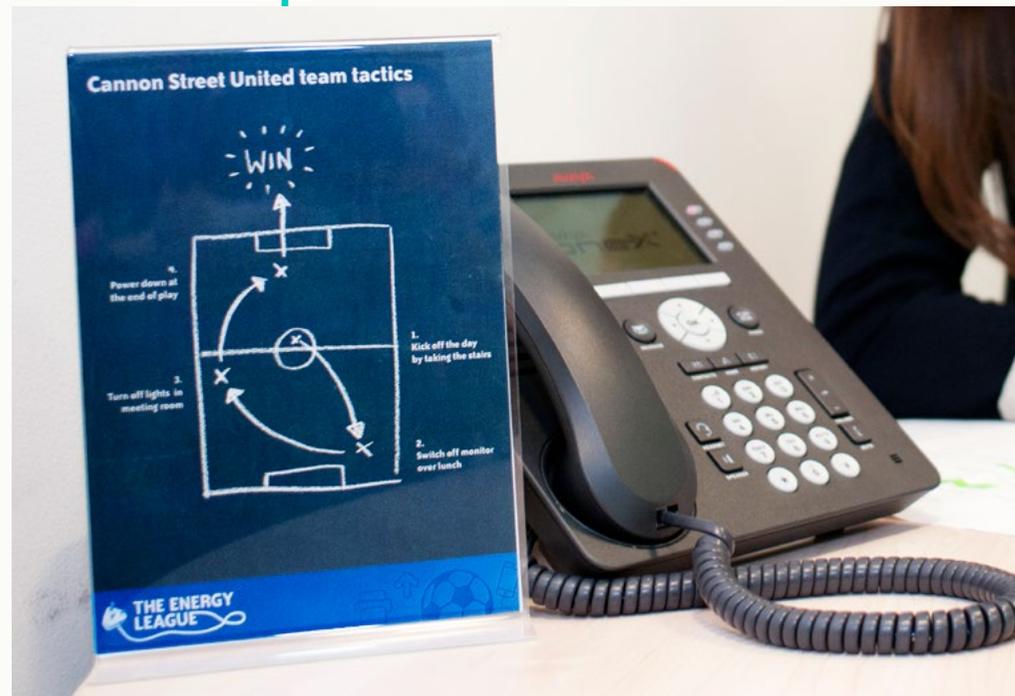
⭐ **Example**

Engaging Pragmatisits with Behaviour Change

A facilities manager has been collecting data about his office's energy use and found that they are wasting a significant amount by leaving monitors on at night, using desk lamps on sunny days and propping open doors in air conditioned rooms.

He tries publishing information in their employee bulletin, but most employees don't understand the data and take little notice of his energy saving tips. He notices that the fantasy football league in the office is really popular. To grab their attention, he creates an energy-saving league, encouraging teams to compete to be the most energy-efficient. Small signs are placed around the office showing employees opportunities to save energy and score goals.

He also puts regular updates on the information screen in the building foyer so teams are able to track their progress. Prizes such as a crate of beer on a Friday are given to the best team.

Engaging Housekeepers with Behaviour Change

An office manager notices that whilst they are recycling all they can in their office, they are still generating a lot of waste, such as food packaging and stationery, that can only go to landfill or incineration. To help reduce this, she organises an educational trip to the local Mixed Recycling Facility. Through a tour round the facility and a presentation given by the plant's operations manager, employees learn about the materials and resources they use and get an insight into whether the things they buy to use in the workplace can be reused or recycled.

Engaging Libertarians with Behaviour Change

The sustainability manager in a city centre office wants to encourage more of her colleagues to cycle to work. A lot of people seem interested but lack the motivation to get started. She knows her colleagues are highly competitive and thinks that this might be the way in. She finds a smartphone app which uses GPS to map a person's daily cycle commute against famous cycle races, such as the Tour de France, and compete against their colleagues. As well as the promise of a big prize for the person who finished the circuit first, she awards spot prizes when people do things like cycle on rainy days.

Pragmatist:

Compatibility: Poor

Key message:
"Help us create a smarter workplace"

An opportunity to:
- Show that you can create workplaces that are better for everyone and better for the environment.
- Highlight the benefits the company will get on their investment in sustainability such as better business practices or improved public image.
- Show how these initiatives will help compliance with legislation and gain environmental certification.

Be aware that:
- Moralistic statements will be seen as condescending.
- Pragmatists will need to see measurable progress.

★ *Example on following pages*

Libertarian:

Compatibility: Poor

Key message:
"We're tackling our biggest challenges"

An opportunity to:
- Show how embedding sustainable practices is part of what it means to be a forward-thinking business.
- Talk about what the company is doing and show what opportunities there are for employees to be part of this.
- Show that the Senior Management are actively supporting this initiative and expect others to do likewise.

Be aware that:
- Employees need to see that their contributions and opinions matter so don't over emphasise a top-down approach.

Housekeeper:

Compatibility: Good

Key message:
"We're all in this together"

An opportunity to:
- Inspire housekeepers to be more active.
- Support your employees and make suggestions
- Empower people to put forward their own ideas for changes they would like to make.

Be aware that:
- Housekeepers are happy with 'cutting down' and 'making do', but avoid being too austere.

Campaigner:

Compatibility: Perfect

Key message:
"Help us put sustainability at the heart our business"

An opportunity to:
- Work with employees to develop sustainable initiatives.
- Show the bigger picture allowing employees feel like they are part of something that will make a real difference.

Be aware that:
- 'Hippy' messaging may come across as greenwash and alienate those with more tempered views.
- Your grand vision might draw cynicism, don't be afraid to highlight what's still to be done, and encourage open debate.

★ *Example on following pages*

⭐ **Example**

Engaging Pragmatists through Matched Effort

A company is downsizing and refurbishing its office to allow for a smaller footprint and more flexible ways of working. It needs to make its employees comfortable with some quite radical changes. It creates a campaign focused around the benefits of this for employees and the company explaining how it will save them money and resources whilst creating pleasant working environments which will better meet employees' needs.
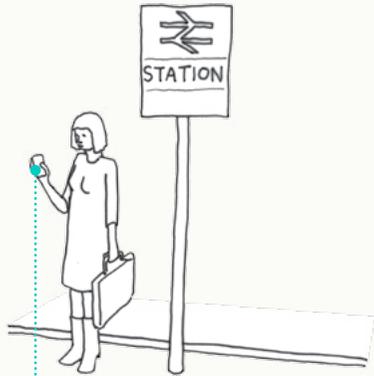
Engaging Housekeepers through Matched Effort

A communications company, with several large out-of-town offices, wants to encourage employees to change their commuting habits away from individuals driving their own cars every day and plans to reduce the amount of car parking spaces on offer by 75% over the next 2 years.

Its HQ is situated half way between two train stations from which it ran a scheduled shuttle bus service, however this often ran empty and as a result was scrapped. A few employees started offering to pick up their colleagues from the train station on the way in their cars. This proved successful, but was hard to coordinate.

An enthusiastic programmer came up with an idea for an app which would allow employees to match those looking for lifts with those driving into work, and pitched his idea to the team responsible for transport.

Seeing the opportunity to link this with a change in car parking facilities, the programmer was given the time and support to build and trial his idea. Under the new scheme, employees who want to drive into work, would have to co-ordinate with a colleague who needs a lift from the local area, and then as a reward, would be granted a space in the car park.

4. Roll-out

Putting your plans into action

Toolkit overview

START

1. Evaluate

2. Create a roadmap

3. Create a comms strategy

4. Roll-out

You are here

5. Re-evaluate and give feedback
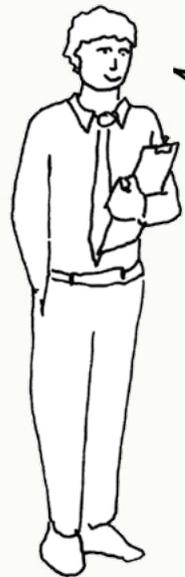
When is it best to use social media to publicise an initiative and when will a poster work better?
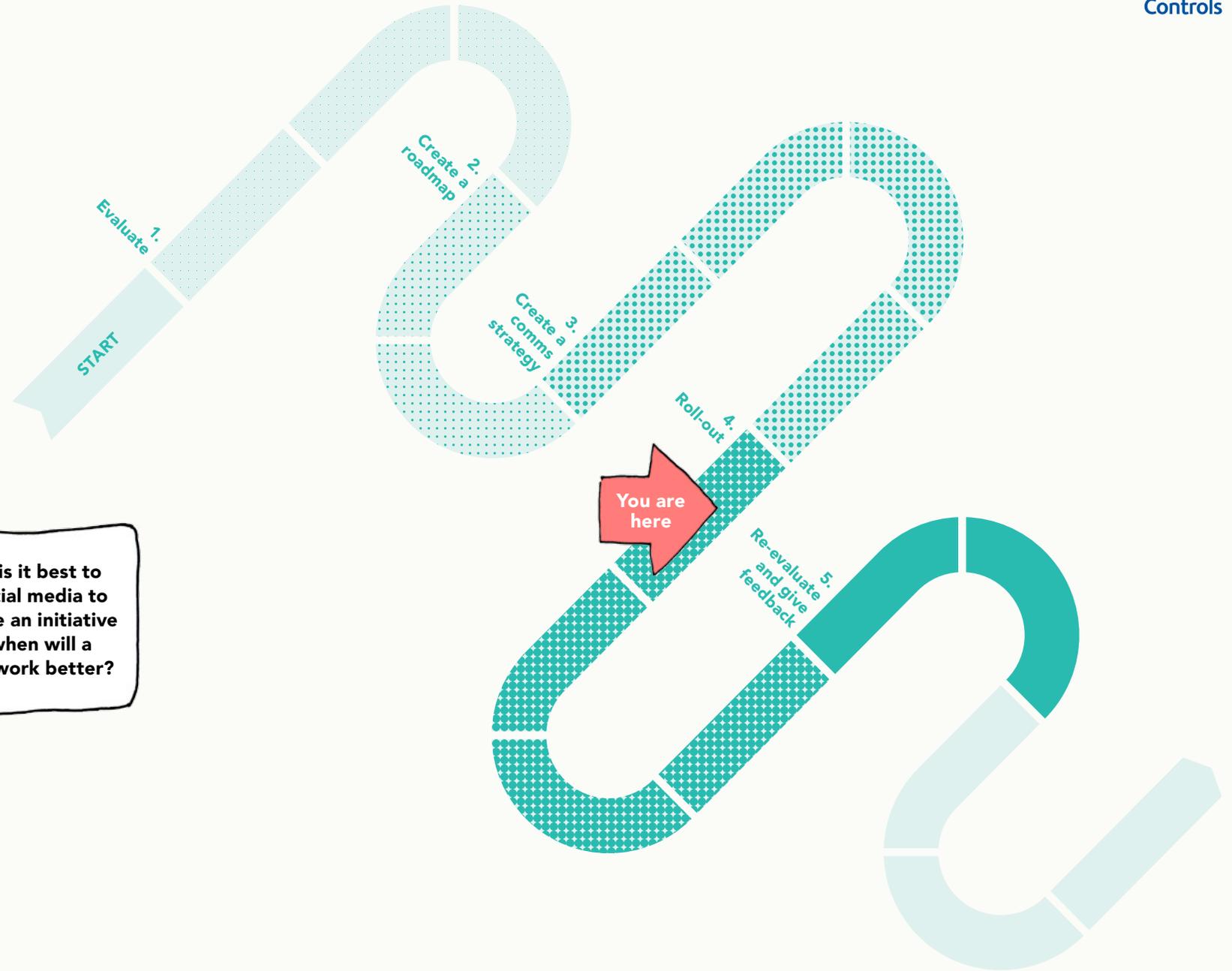
In this section

4.1 Remove barriers

✓ Recommendations
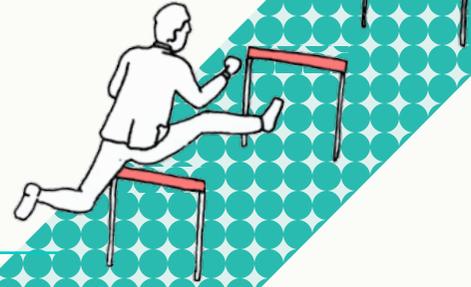
★ Examples

4.2 Involve employees

✓ Recommendations

★ Examples

4.3 Choose your communication channels

✓ Recommendations

★ Examples
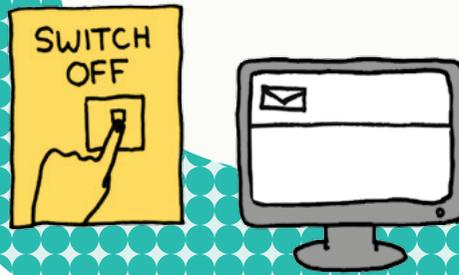
4.4 Get it noticed

✓ Recommendations

LAUNCH

SWITCH OFF

Johnson Controls

4.1 Remove barriers

The previous section dealt with how to motivate your employees. However this is only one part of the engagement process. As well as making sure your employees have the motivation, you also need to assure they have the ability to act. No incentive or argument will persuade people to do something if the barriers are too great. These barriers might include a person not having enough time or not having the right facilities. It could also be that they don't have the necessary knowledge or understanding.

✓ **Give people the time**

Some activities, such as researching green suppliers, require extra time on top of employees' existing work load. Allowing employees more time to do these things needs buy-in from management, and so these people may need to be brought on board before you roll-out such initiatives. Work out what extra time your initiative might take and get the managers' approval prior to asking people to participate.

✓ **Make it easy**

Think about how you can make the greenest option the easiest or most intuitive option. This might be setting your printers to print double-sided as default or repositioning the bins in your office kitchenette so that the compost bin is next to where you make tea.
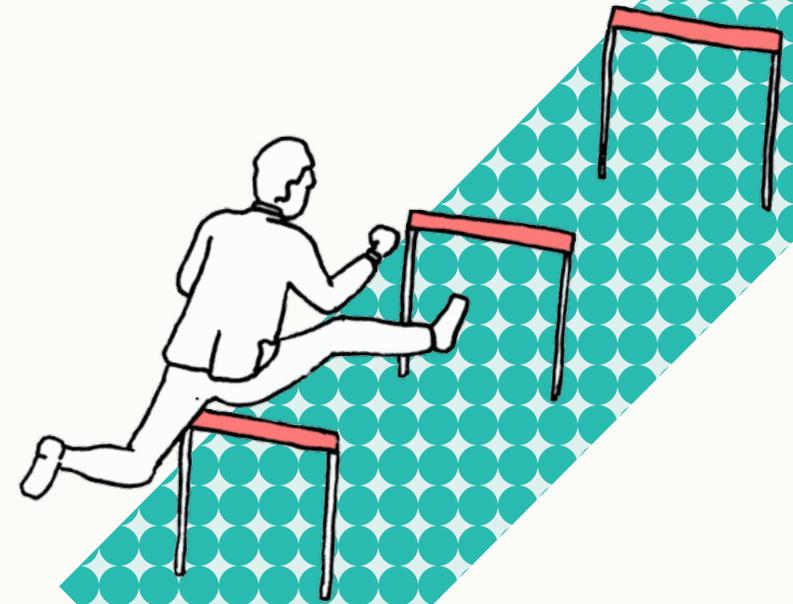
⭐ **Example**

Make it easy

A company is refurbishing its kitchen. In line with its green agenda commitments the kitchen is designed to make waste reduction as easy as possible. The kitchen clearly identifies what is recyclable, reusable, and compostable by dedicating separate areas to each and placing everything that relates to that action in that area.
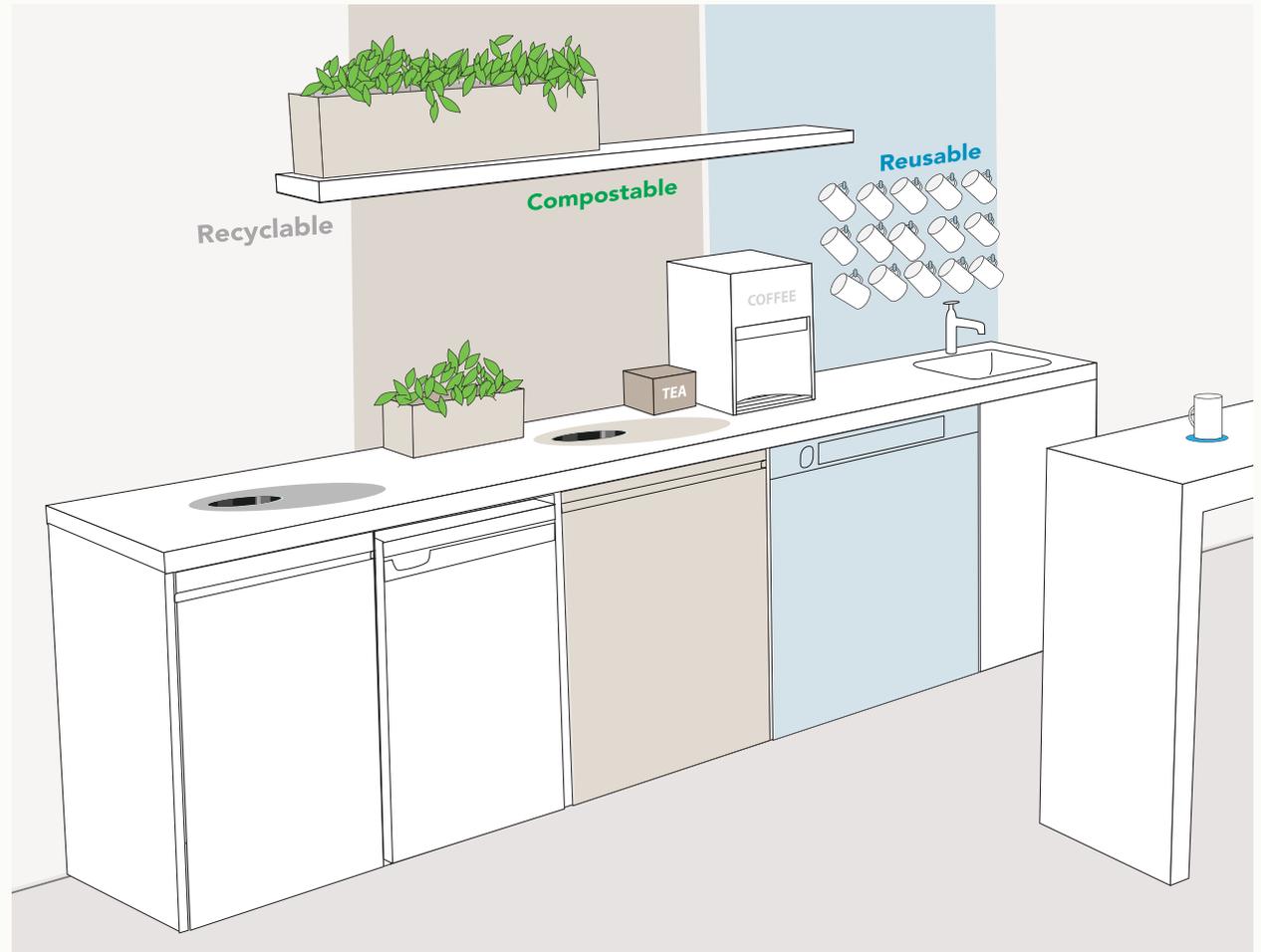
✓ **Make it a more pleasant experience**

Doing something differently can often be a difficult or frustrating experience and you will need to make the process as positive an experience as possible. Think about how this new action can offer greater flexibility or personal control. For example, if you are asking employees to take the train instead of short-haul flights, having a policy of buying open rail tickets for business travel will allow your employees a greater sense of freedom in managing their own time.
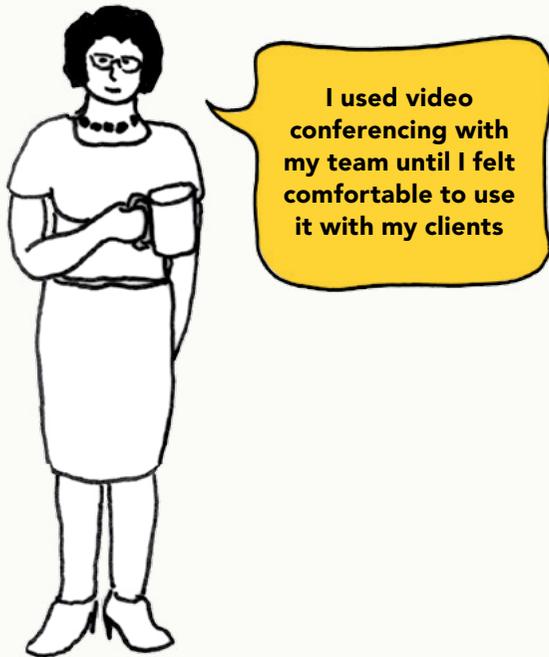
✓ **Ensure the correct facilities are in place**

Any action you ask your employees to do needs to be facilitated by your company. For example, if you are asking people to use video-conferencing it is important to make sure everyone has access to the right technology and the knowledge required to use it.

✓ **Take a step-by-step approach**

When encouraging employees to do something new or differently, start with very simple achievable actions which will allow employees to feel like they are making progress. For example, to reduce the amount of business travel your employees make to client meetings, you might start by introducing video conferencing between offices within your organisation, or between those working remotely. Then once people are comfortable with this, you can encourage them to use this technology for more important client meetings.

> **Video conferencing is difficult, I need training in how to use it**

> **I used video conferencing with my team until I felt comfortable to use it with my clients**
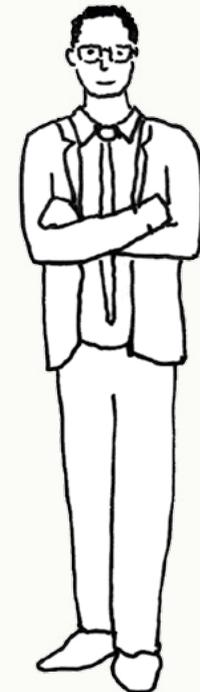
✓ **Give people the right information**

A lack of understanding can either prevent people from acting, or prevent them from acting in the right way. For example, if the recycling system is confusing or ambiguous, people are likely to get it wrong. Too little information might mean people don't know which bin to put something in, whereas too much information might seem overwhelming. The ideal situation is to give employees enough of an understanding that they begin by making conscious decisions which can then inform their habitual behavior.

⭐ **Example**

Getting the right waste in the right bin

An office manager gets tired of taking banana skins and drink cans out of the paper recycling bin. He changes the signage on each bin so that it provides more specific information. To get everyone familiar with the new system he organises a game during the lunch break. Competitors are each given a bag of different types of rubbish and asked to 'bin-them' against the clock with the fastest and most accurate person winning!

4.2 Involve employees

It is important to not only tell employees what you are doing but also to let them know how they can contribute and to listen to their feedback. Employees may have valuable ideas and specific experiences to contribute to your sustainability plans. Asking people for their ideas at the beginning and including them in the development of your plans will help them to feel part of the process and increase the likelihood of their participation. Sustainability can be a contentious issue and creating opportunities for people to raise questions, concerns and complaints will help your plans gain acceptance and commitment.

✓ **Building a sense of community**

Your sustainability initiative will be more successful if you can create a sense of community around it. As people, we want to feel part of a winning group and if we think that the majority of people are involved or associated with something we are more likely to get involved too.

✓ **Making it relevant to employee's role**

Empower employees to think about what changes they could make in the capacity of their particular role in the company. They will have a deeper understanding of what alterations could be made and best placed to carry them out. For example, someone in a marketing role might be able to ensure only food sourced locally is used at events while someone in a communications role might have the idea to change to using vegetable based printing inks.

✓ **Making 'consultation' useful**

Developing a sustainable policy requires an understanding of the whole system in which that particular action or behavior takes place so that you can see how it might effect other parts of that system. So it is not surprising that just asking people for 'ideas' often results in people contributing ideas that are misplaced or unsuitable. Therefore think about how you can ask for ideas around a specific problem so that people are able to focus their responses around that problem.

✓ **Opting in**

It is important that people feel that they are choosing to do something. If people feel that decisions effecting them are being made without them they are more likely to resent them. Encouraging people to opt in to do something can be an effective way of gaining people's commitment and increases the likelihood that they will actually do it. Getting them to do this publicly will be even more successful as people will want to appear to be consistent with their public promises.

⭐ **Example**

Changing travel habits

A company wants to change its travel policy to reduce carbon emissions by reducing the number of short-haul flights employees take to meetings. But getting employees' support is vital and so they run a consultation using posters in the foyer. The posters describe the alternatives and give people the opportunity to say which they would commit to. If employees find none of the alternatives feasible there is space for employees to say why they couldn't do it and what they would need in place in order to be able to choose an alternative.

⭐ **Example**

Giving up paper cups

A sustainability manager has realised that nearly 20% of their waste is coming from disposable cups. These cannot go into the office's current paper recycling steam due to the wax film on the inside of the cup. He does some research and finds out that changing to either ceramic cups or biodegradable cups would tackle this problem but, in order to make a difference, everyone would need to take part. He arranges a consultation in the building foyer to ask employees which they would do and what other suggestions they might have.

> I suggested that if we get proper mugs we should also invest in a low energy dishwasher.

Every day in this office we use **over 700** of these paper cups...

but they are lined with plastic and so **can't be recycled**

20% of the waste we send to **landfill** is paper cups

So what should we do?

Change to real mugs

Change to compostable cups

✓ No waste to deal with
✓ Tea's nicer from a proper mug
✗ Energy intensive to produce. We will only make a carbon saving if everyone takes part

✓ No waste to landfill
✓ Opportunity to compost other food-waste
✗ Needs a new system of bins and attention to what goes where

Have your say

Change to real mugs

Change to compostable cups

I'm sold! If the company provided mugs, I'd use and return them.

Sure, I'm happy to sort my cups and tea bags from paper and plastic.

Tick to vote:

Tick to vote:

Add your comments and suggestions below:

✓ Recognise individual's contribution

Ensure employees feel that their contributions have been recognised. This can be as simple as thanking someone for an idea they submitted. Even better, give employees feedback on their suggestions so that they understand why their idea is or isn't suitable or show how their contribution has influenced a decision. Someone who contributes an idea, yet hears nothing about whether it was any good will be less likely to get involved again.
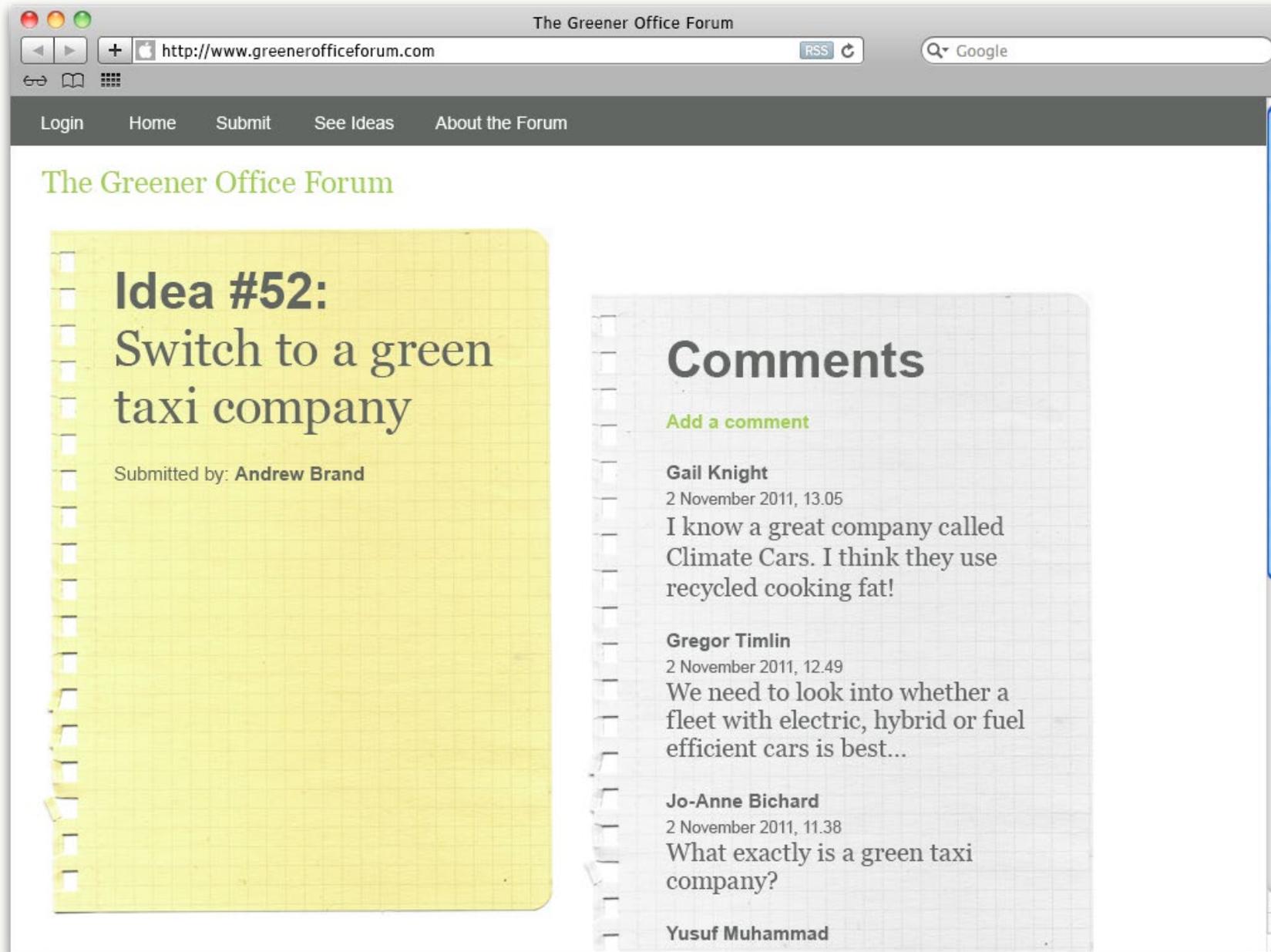
✓ Sharing knowledge

Encourage a culture which allows people to share their knowledge and experiences. People may have specialist knowledge, experiences or access to particular facilities or networks that could be of use to others. Different departments may have tried something and be able to provide advice or contacts to others trying to do the same. Think about how you can support this culture by creating a dedicated place where people can share their ideas. This could be an online space such as a forum or intranet or a physical place in the office such as a noticeboard.

⭐ Example

The Greener Office Forum

The Greener Office Forum allows people to submit an idea for an initiative. People are then able to comment on and add their support. The more support an idea gains the more people appear around it on the screen therefore allowing people to collaboratively develop the ideas into feasible actions.
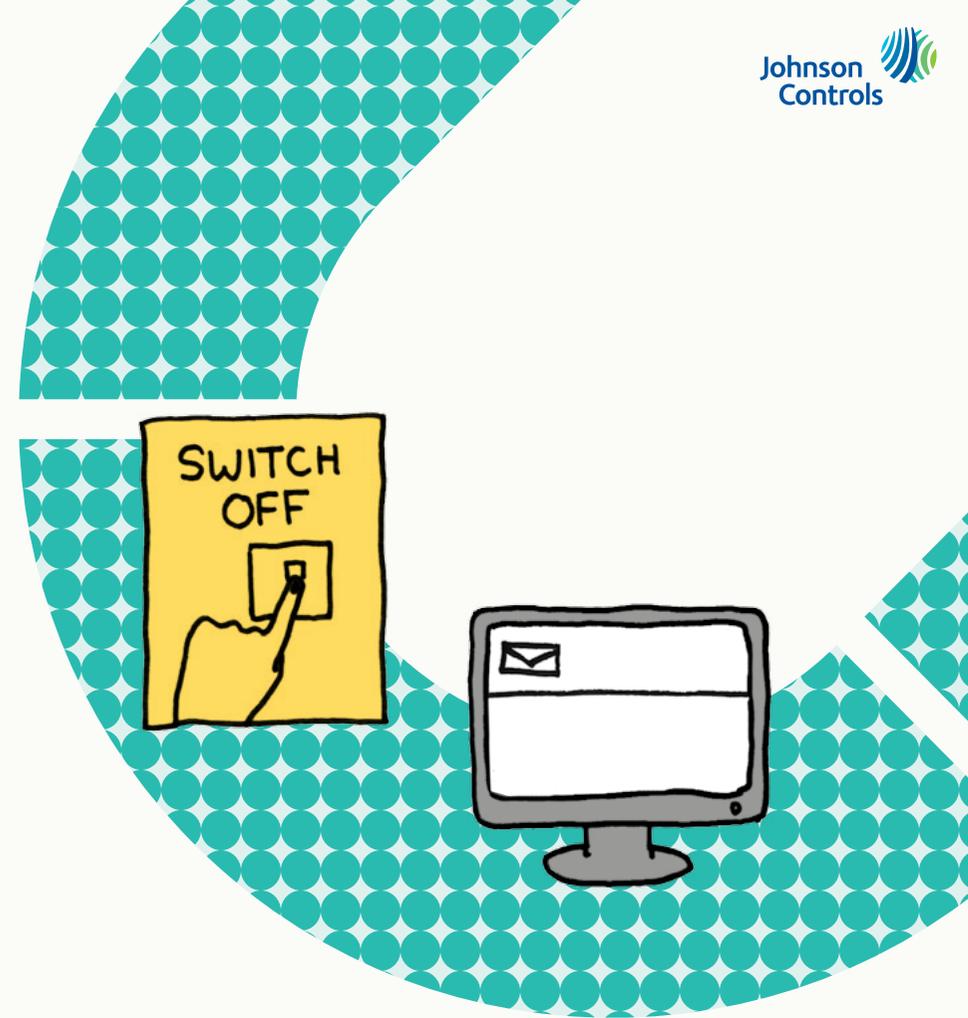
Login   Home   Submit   See Ideas   About the Forum

The Greener Office Forum

Idea #52:
Switch to a green taxi company

Submitted by: **Andrew Brand**

Comments

Add a comment

Gail Knight
2 November 2011, 13.05
I know a great company called Climate Cars. I think they use recycled cooking fat!

Gregor Timlin
2 November 2011, 12.49
We need to look into whether a fleet with electric, hybrid or fuel efficient cars is best...

Jo-Anne Bichard
2 November 2011, 11.38
What exactly is a green taxi company?

Yusuf Muhammad

4.3 Choose your communication channels

This section helps you to think about what media and touchpoints to use to communicate your initiative.

✓ **Using touch points**

A touchpoint is the time and place where people come across the message you want to communicate. Think about the different audiences you are trying to reach and the best places to reach them. It can be helpful to think of people's routines and where you are most likely to catch them. For example, a group of desk-based employees might be best reached through signs in the photocopier area, or the kitchen. A group of mobile workers might be best reached through devices such as their mobile phone or their laptop.

It is better to give people information at the point where they are able to make most use of the information. For example, an initiative asking people to turn the lights off is best communicated at the door of each room while a campaign about food waste is best communicated at the points where food is consumed or disposed.

★ **Example**

Suggestions of touchpoints you can use around the building:

lockers

kitchen

break-out area

bin area

cafe table

toilet door

cafe check-out

noticeboard

foyer

lift

desk

staircase

meeting room

service area
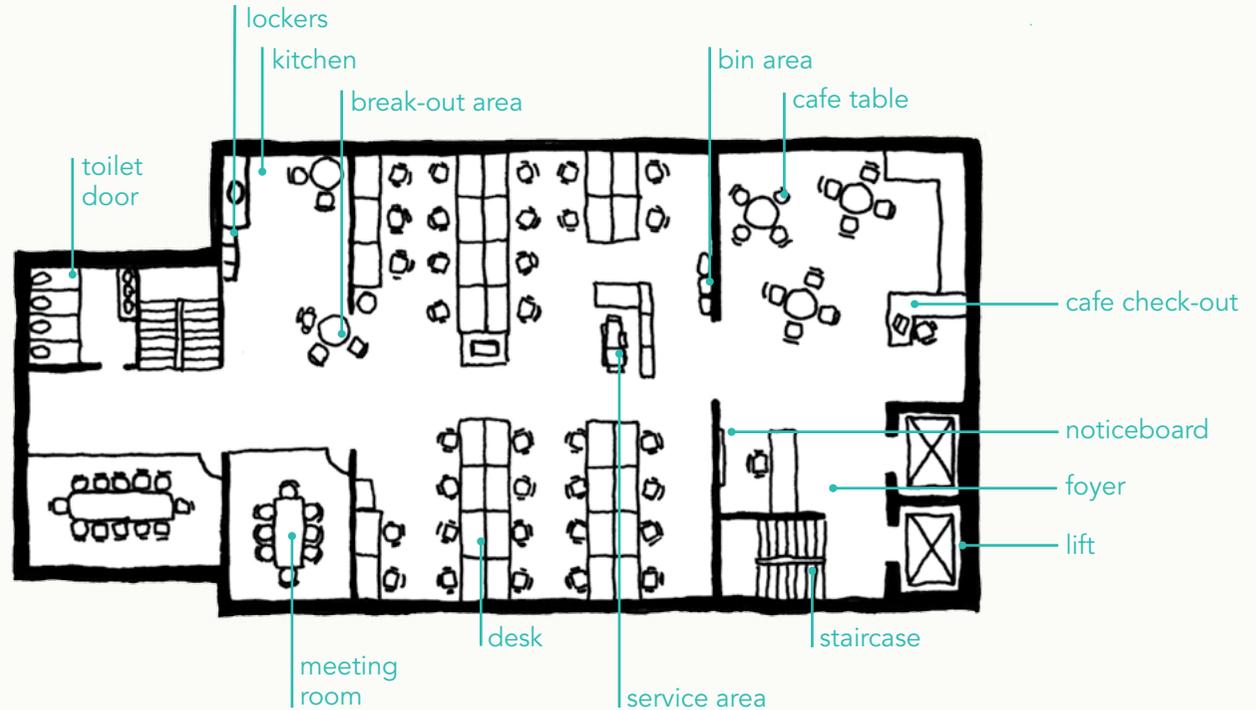
✓ Making the most of key people

Receiving information from someone face-to-face is probably the most effective way of communicating about something and there are some key people in your organisation who could help you.

Think of the people who are involved in the areas relating to your initiative and how you can involve them. For example, for an initiative to reduce the amount of take-away food packaging, the person working at the canteen till may be key to ensuring people know about this. Other useful people might include the office manager, café staff, green volunteers, security staff or the cleaners.

Think also about how you can use the occasions where your employees receive information for example employee training, team meetings or health and safety briefings.
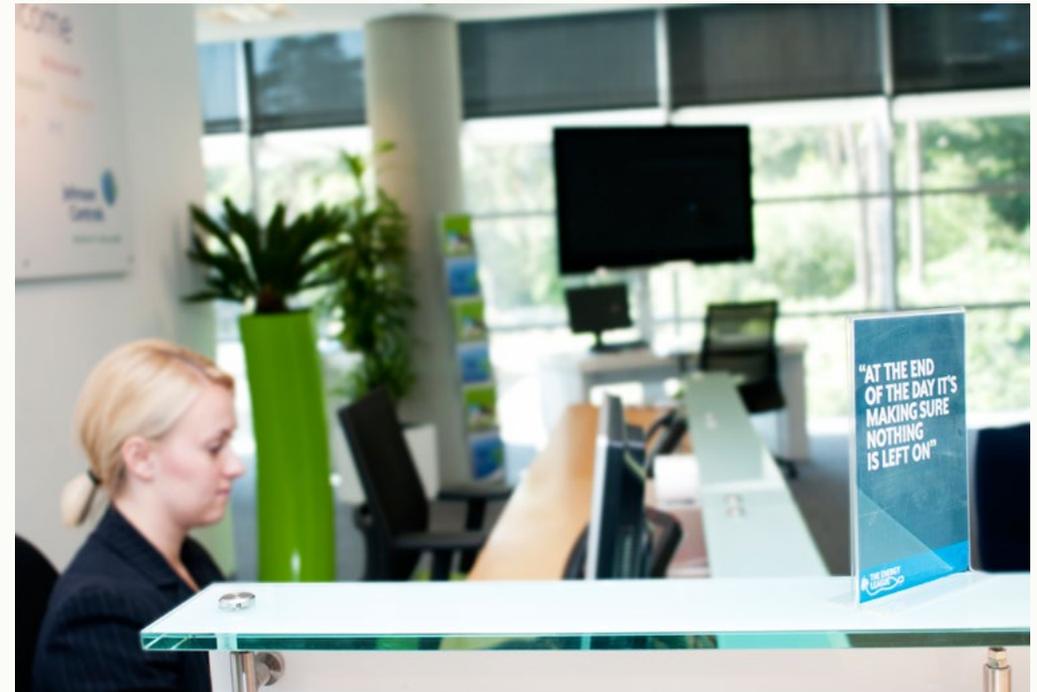
As someone who has daily contact with the people who use your building, your receptionist or office manager has the potential to be a key ambassador for your campaigns.

Download

Access materials here:

⬇ **4.3 Day in the life**

Day in the life mapping tool

To help you think about what touchpoints and media to use to target your audience it is useful to map their typical day – their journeys, their interactions and the spaces they use. This will enable you to see the times and places which would be most appropriate an opportunity for you to communicate with them.

8.00 Bike park

8.30 shower room noticeboard

9.00 desk / computer

8.55 outside lift

8.50 receptionist desk

10.00 meeting room

11.00 kitchen

11.15 desk / computer

13.30 meeting room

12.30 canteen queue

17.30 gym
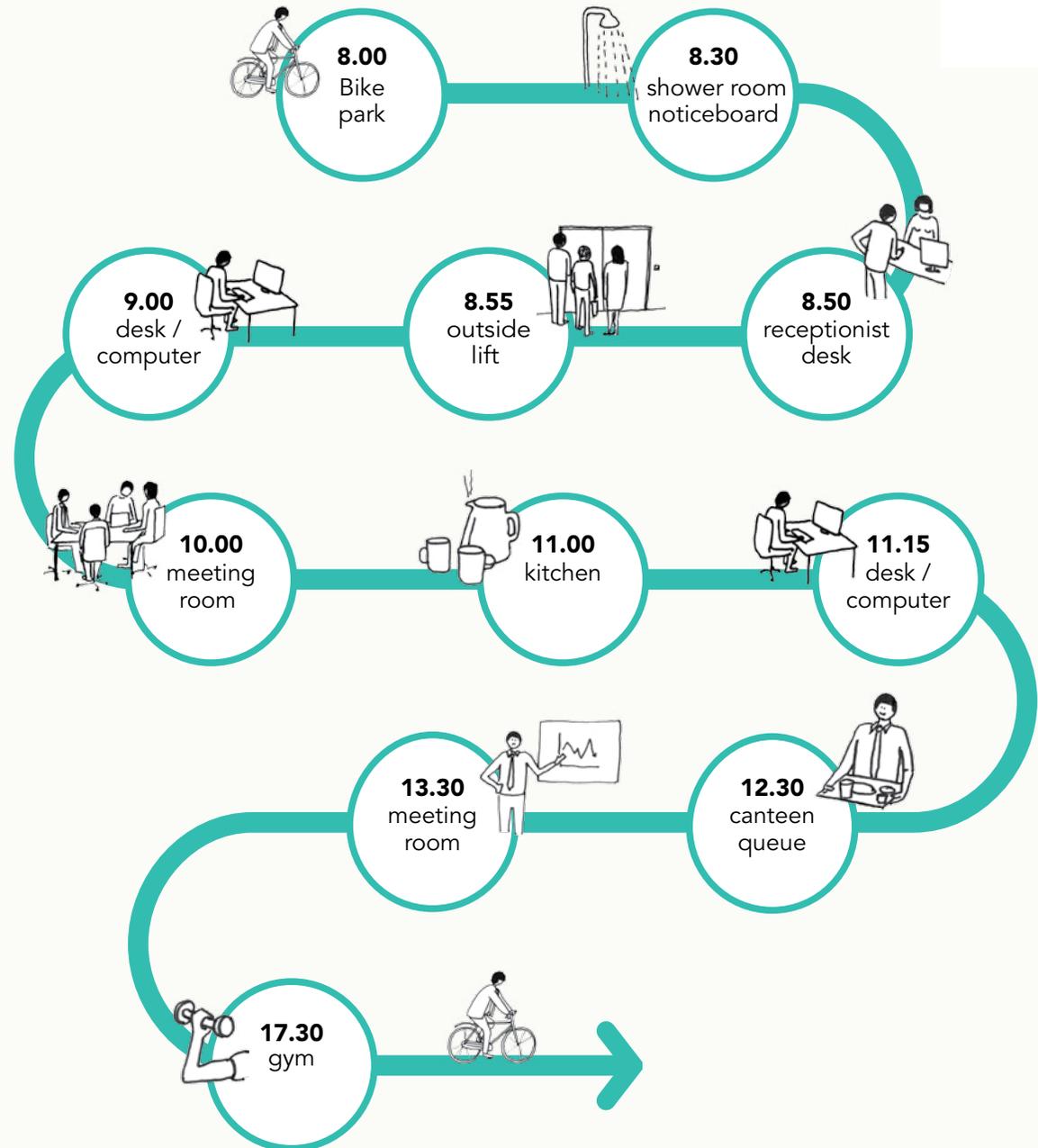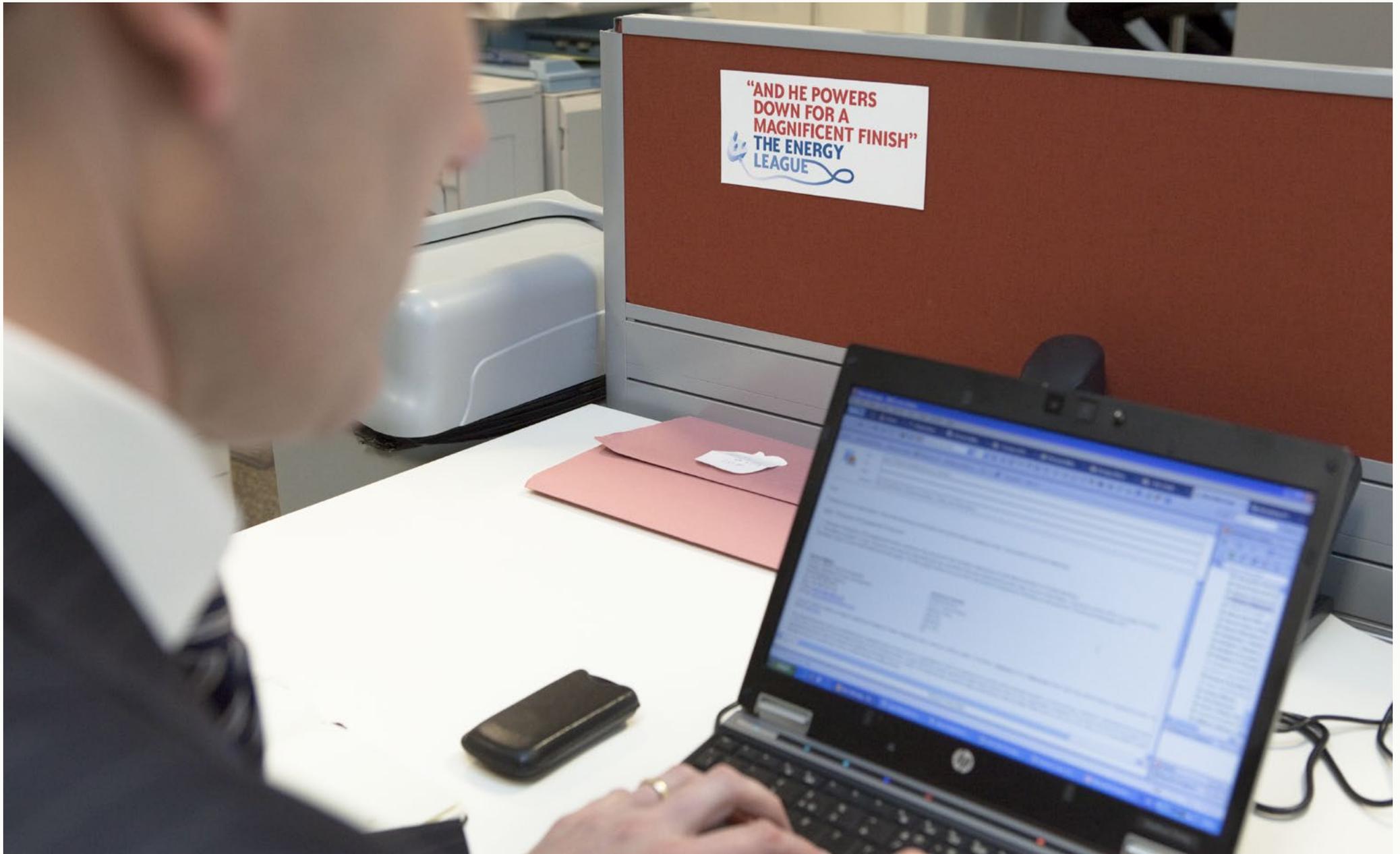
✓ Choosing your medium

Think about what communication media you want to use to communicate your initiative. Many workplaces make the mistake of using as many different communication channels as they can with the result that people either ignore them or become irritated. So be strategic and use channels that will be easiest for people to access. There is no point in spending time and effort creating a new app if no one is able to use it because they don't have the right phone.

It is helpful to think about what you want people to do with the information. For example, if you want people to share or reply to information it might be better to use a medium such as Twitter or Facebook whereas if you want people to debate an issue you might be better using an online forum or by creating an area for comments in your workplace.

Make sure the medium is appropriate to the message. A campaign that asks people to stop printing will come across as very insincere if it is communicated through lots of printed posters.

Suggestions of communication media you could use:

Physical:

- Posters
- Suggestion box / wall
- Leaflets
- Newsletter

Digital:

- Intranet
- Website
- Forum
- App
- E-mail
- Twitter
- Facebook
- Lotus notes
- Newsletter
- Digital notice board
- SMS

I always delete e-mails that aren't sent directly to me

⭐ Example

As part of an effort to reduce waste, a loyalty card scheme is introduced to encourage mobile workers to use less disposable take away cups. Through partnering with a café chain the company is able to offer employees a free refill if they have their tea or coffee in rather than take-out.

⭐ Example

For this smarter kitchen campaign, each employee is given a mug and coaster promoting the initiative.

4.4 Get it noticed

If you have worked your way through this tool kit, you should now be ready to start rolling out your initiatives! To get these noticed, and to tie the whole programme together, it is worth considering having a launch. This is an opportunity to introduce people to your sustainability brand, tell people about what you have planned and give a sense of your overall ambition.

✓ **Holding a launch event**

Think about what would be appropriate for your company culture. In your organisation is sustainability driven from the top down or the bottom up? If you want to show that there is real management buy-in, you might choose to host a large event or create a big splash with an installation in the foyer of your building. If sustainability is driven from the grassroots you might run a more low-key lunch debate asking people to come and offer their views.

Make sure to host your event during a time when people will be able to attend. What opportunities are there within your company? Do people tend to stay around for drinks on a Friday? Or would a lunch-time event be more practical for people with children? Is there a company away day or a summer party which you could make the most of?

Whatever you do, try to make it fun, interesting and relevant to people roles. Make sure your event reflects the values of what you are trying to achieve, employees will have a right to be cynical if you hold a party serving air-freighted food on disposable plates!

A launch can also be an opportunity to announce what you are doing to those external to the company. If done well, publicising what you are doing can demonstrate that you are serious about it and confident that what you are doing will hold up to public scrutiny. Look for opportunities to affiliate with other networks or events such as the 'Sustainable Business Network', 'Business in the Community' and 'Sustainable Brands' which will lend credibility to your campaign. However, be mindful that employees will doubt your intentions if they feel you are only doing this as a marketing exercise.

Ideas:

- A debate series
- A party
- A conference
- A webinar
- Team away day
- A stand in the foyer
- A competition
- A launch or a new energy efficient piece of kit, eg. sustainable heating and cooling.
- Statement from CEO

An event is an opportunity to get people together from different areas of your business to share ideas and best practice around sustainability.

5. Re-evaluate and give feedback

Assess what has been done and what more there is to do

Toolkit overview

START

1. Evaluate

2. Create a roadmap

3. Create a comms strategy

4. Roll-out

5. Re-evaluate and give feedback

You are here
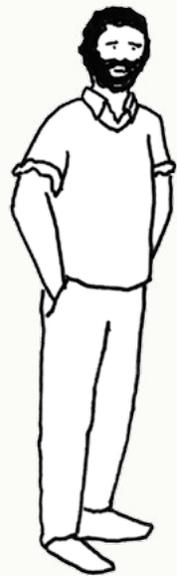
What progress have we made and what can we do to improve our approach?
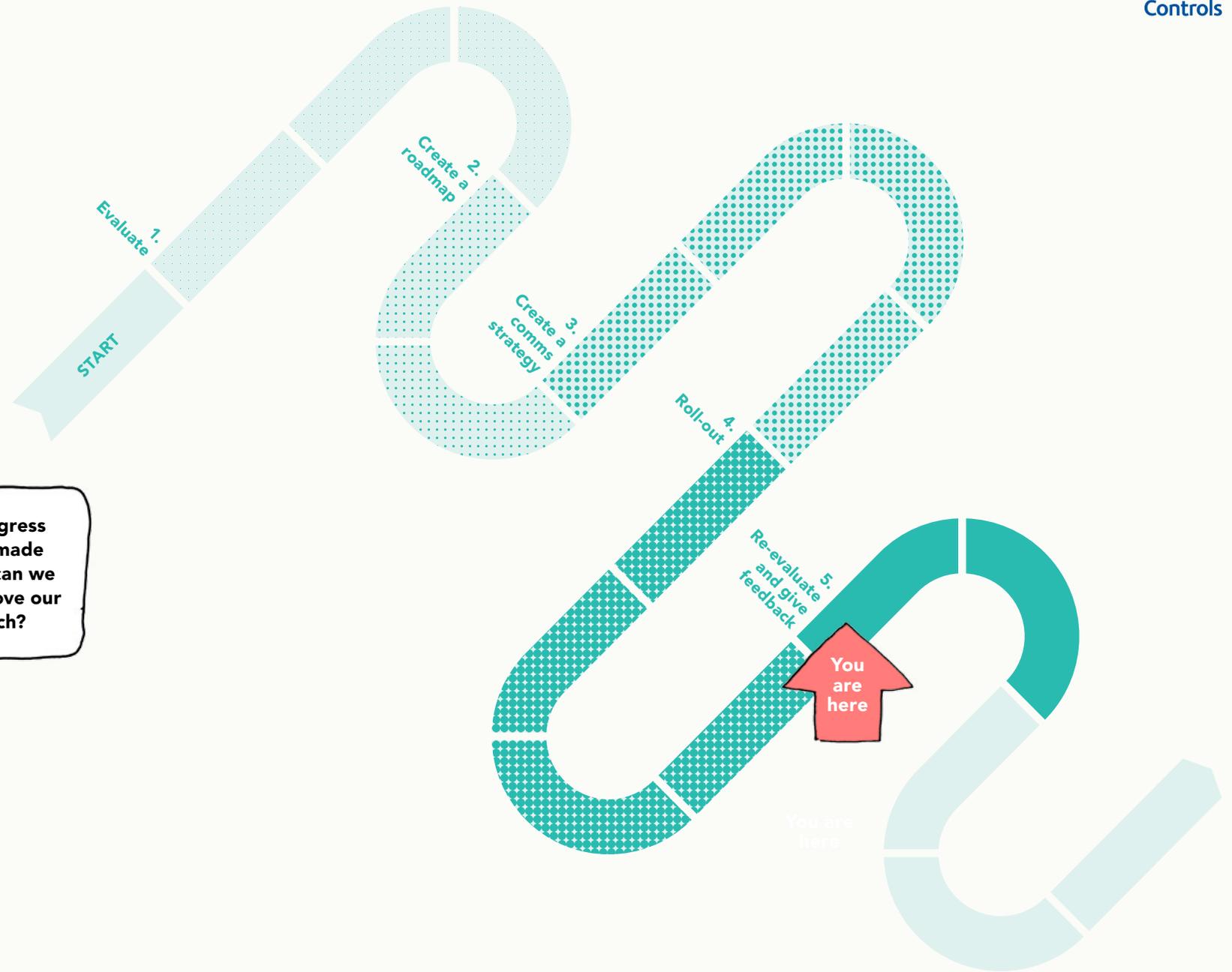
In this section

5.1 Re-evaluate
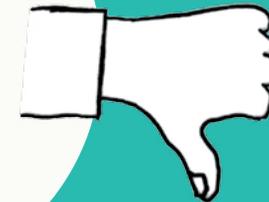
Re-evaluate brings you back to start of this journey. It is important that, as you progress through your roadmap, you take time to reflect on your approach, the impact its had and what improvements could be made. This is an opportunity to evolve your approach in response to any feedback you may have had or unexpected barriers you have come across.

✓ Re-assess employee attitudes

To get an understanding of the influence your policies have had on employees, ask them to complete the online questionnaire in activity 1.1 again.

- How do your results compare?
- Have employee aspirations for their culture changed?

✓ Re-assess your company policies

To understand how your company approach has evolved, use the workshop activities in section 1.2 to map out your policies and compare them with your previous results from this activity.

- In what quadrant do the majority of your initiatives appear?
- Were they successful or unsuccessful?
- Do they reflect more closely your employee's aspirations?

This also provides an opportunity for people to contribute new ideas they might have had during this process. Use activity 1.3 to ensure you incorporate these.

- What new ideas do people have?
- In what quadrant do they appear?

✓ Update your roadmap

To ensure your roadmap is on track and you have the right priorities re-visit your roadmap created in activity 2.1 and 2.2 and update it.

- In light of the experiences you have had, how would you change it?
- Is your roadmap too ambitious? Is it not ambitious enough?
- Is there a better narrative that you could tell that would help to join up your initiatives?
- What new targets would you like to add?
- What new opportunities are there for communications?

✓ Refresh your communications

Your campaigns will lose impact over time. Think about how you can re-invigorate them with new messaging or introducing a different approach such as competition or consultation. Think about what other touch points or mediums could be used. Refer back to sections 3 and 4 for new ideas.

> **We did the survey again a year later and got a stronger response, people seemed much more engaged.**

5.2 Give feedback

It is important to give regular feedback to let people know what progress has been made. Employees will want to know what difference the initiatives have made in order to assess their success or failure. If you have sustainability targets or are using assessments such as BREEAM or LEED make sure you communicate these to your employees and your progress against them.

✓ **Communicate goals reached**

If your initiative uses different levels or has mid-term goals, letting people know that the first stage has gone well will give people confidence to continue to the next stage. If people see that the initiative was widely supported they are also more likely to get further involved.
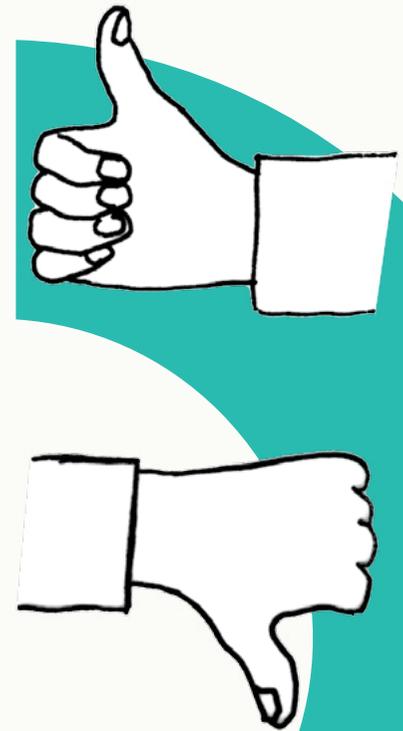
⭐ **Example**

A company wants to lower its carbon footprint by reducing the amount of meat and dairy eaten in its canteen by 50% in 6 months. They try out a new selection of vegetarian options, and after these prove popular, they relaunch their entire menu with many more vegetarian and dairy free options. Employees are kept updated as milestone targets are met.

THANKS!

You've helped us reduce the amount of meat and dairy consumed in this canteen by 20%

We hope you've enjoyed the new menu.

Well done!

Uptake for our vegetarian menu has been greater than we expected.

We've managed to reduce our meat and dairy consumption by 50% in 6 months!
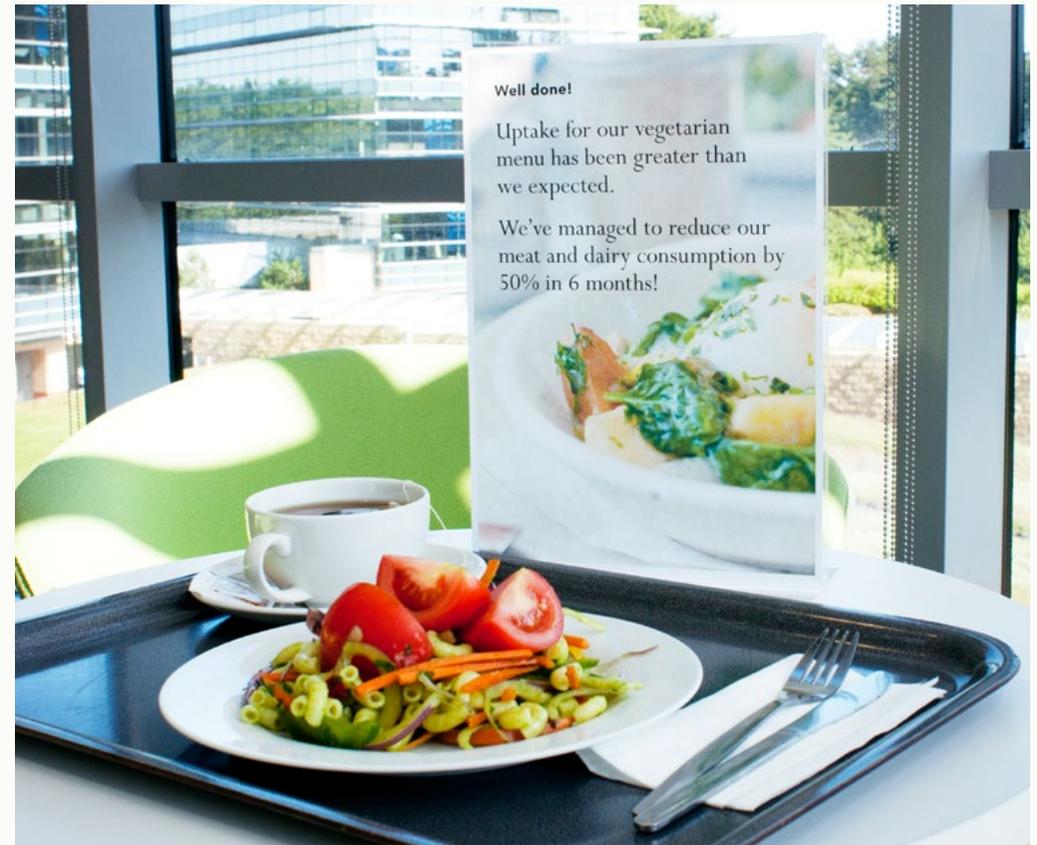
Compare your office

The real estate manager of a large company wants to create more awareness around the amount of waste their buildings produce in order to encourage people to recycle or reuse more. As it is quite a competitive environment he decides to create a weekly monitor to compare the waste of different buildings in the region. Placed in the lifts, it becomes a talking point amongst staff and everyone notes when the building with the worst waste record makes a huge improvement.
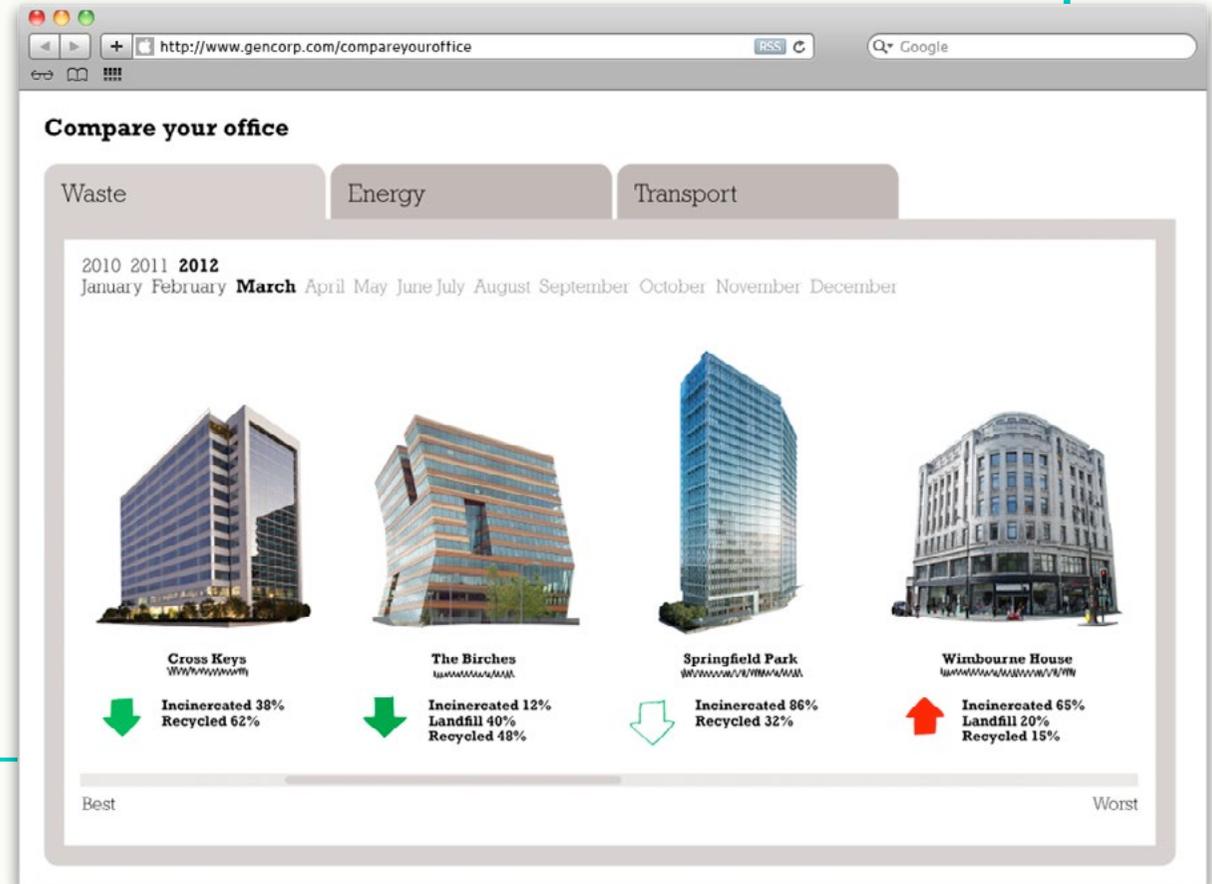
✓ **Use comparisons**

How we feel we compare with others can be a powerful motivator for our actions. Giving feedback on an initiative that compares employee's progress in relation to their colleagues progress or compares a team in relation to other teams can help to raise participation and consequently the results of the initiative.

✓ Visualise Feedback

There is a lot of research that shows that providing people with real-time feedback on a change in their behaviour can encourage that behaviour further. This is called eco-feedback and a common example of its use is the screen in cars which provides drivers with visual feedback on their fuel consumption. Many drivers see this information as an incentive to drive as economically as possible. An example of eco-feedback applied to the workplace is the use of an energy counter to display real-time feedback on energy use encouraging occupants to adjust their behaviour accordingly.

However think about how you can make this feedback as visual as possible. Employees may not have the time or inclination to read complex data and finding a way to communicate data visually can be a much more compelling way for people to receive it and people may be more likely to respond.

✓ Small goals / improvements

Don't forget to communicate the small achievements even if you think that they are less important. Being told that something is being achieved is better than thinking that nothing is happening. Such communications may offer opportunities to talk about other things, for example: asking people to contribute their own ideas.
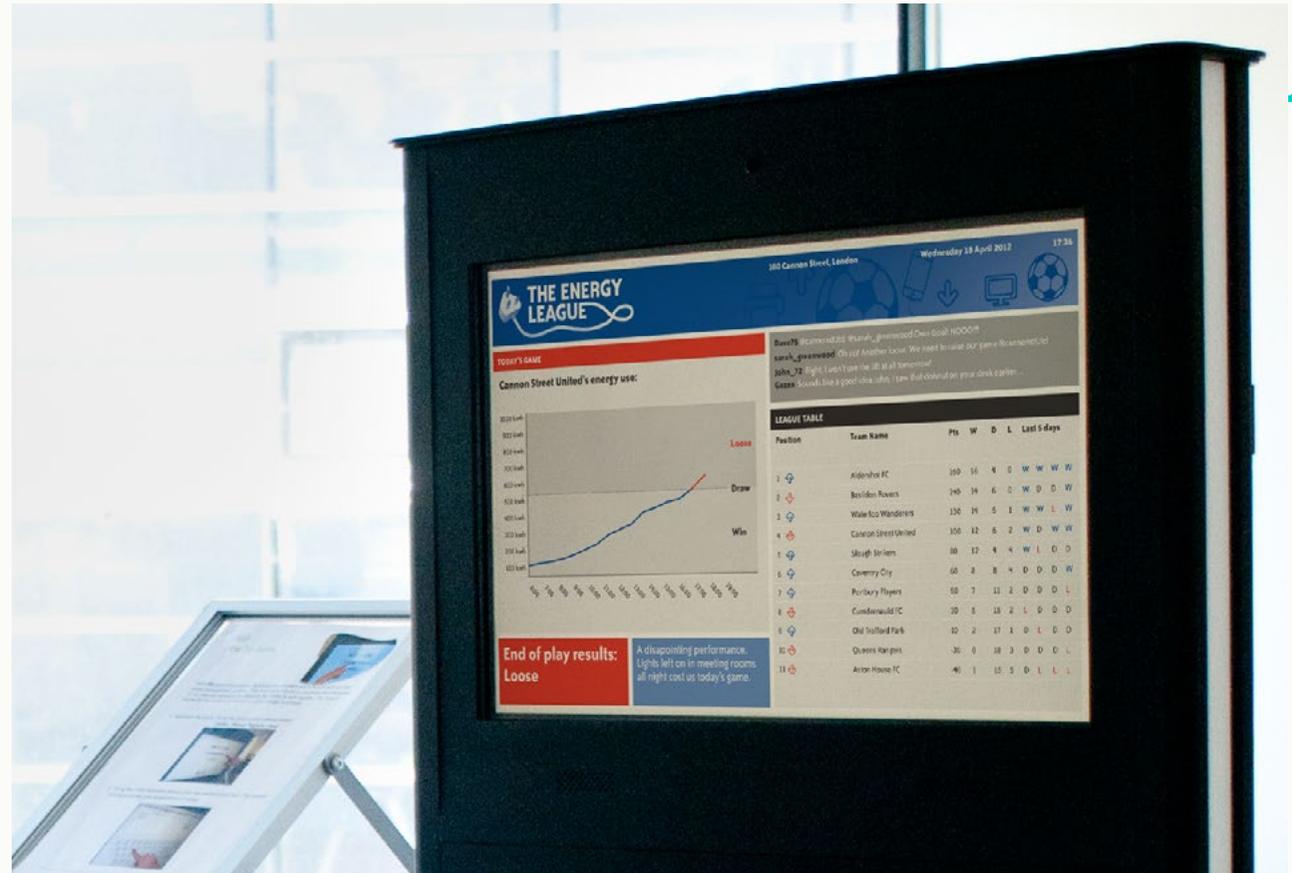
⭐ Example

Desktop energy audit

A facility manager wants to encourage people to remember to turn off appliances around the office. He installs a screen in the break-out area to provide real-time energy updates to employees using the metaphor of a football league as a visual cue that everyone is familiar with.

Feedback signs

In a survey of employee concerns around sustainability a facility manager realises that employees are not aware that many of the recent changes in the building have been made with sustainability in mind. He creates signs to highlight these changes and places them at the relevant locations for employees to see.

Further information

Further reading

- Cabinet Office (2011), [Behaviour change and energy use](#)

- Defra (2008), [A Framework for pro-environmental behaviours](#).

- Erhardt-Martinez, K., Donnelly, K.A. and Laitner, J.A. (2010). [Advanced metering initiatives and residential feedback programs: a meta-review for household energy-saving opportunities](#)

- Jackson, T., (2005) [Motivating sustainable consumption, a review of evidence on consumer behaviour and behavioural change](#)

- Moloney, S., Horne, R., Fien, J., (2009) [Transitioning to low carbon economies - from behaviour change to systemic change: lessons from australia](#)

- Steg, L., Vlek, C., (2009) Encouraging pro-environmental behaviour: An integrative review and research agenda. Journal of Environmental Psychology 29, pp 309-317

- Vansteenkiste, M., W. Lens, and E.L. Deci (2006) [Intrinsic versus extrinsic goal contents in self-determination theory: another look at the quality of academic motivation](#). Educational Psychologist 41, 19-31.

- Wever, R., Van Kuijk, J., Boks, C., (2008) User-centred design for sustainable behaviour. International Journal of Sustainable Engineering Vol. 1, No. 1

- World Wildlife Fund (2008), [Weathercocks and signposts: the environment movement at a crossroads](#)
- World Wildlife Fund (2011), [Think of me as evil? opening up the ethical debates in advertising](#)

- 2Degrees (2012), [Sustainability essentials delivering building energy efficiency through behavior change](#)

Acknowledgements
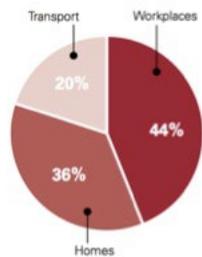
Why getting sustainability right matters?

'In order to avoid the worst effects of climate change carbon emissions need to peak before 2015 and reductions made of between 50% - 85% on 2000 levels by 2050.' *Intergovernmental Panel on Climate Change*
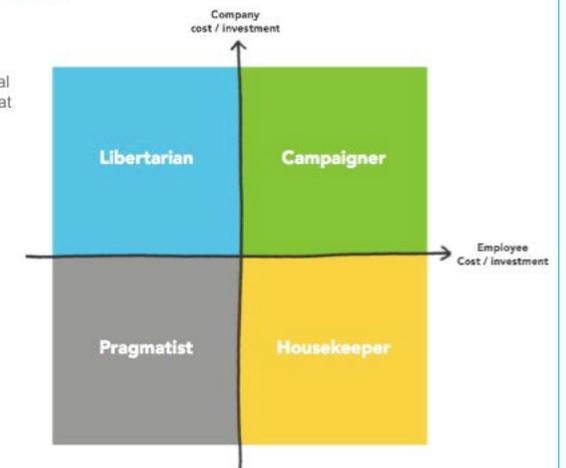
London's carbon emissions 2012

- Cities are at the frontline of these reductions with London committed to a 60% reduction in emissions by 2025. *Base Carbon London, 2012*
- 44% of London's emissions currently attributed to the workplace
- Uk businesses could save £500 million by engaging staff in cutting energy use, waste and travel. *Carbon Trust, 2012*
- The majority of employees aspire to be green and want to work for an organisation that is sustainable. *Johnson Controls Oxygenz Report, 2012*

Transport — Workplaces
20% — 44%
36%
Homes

Sustainable cultures toolkit — Activity 1.2 — Johnson Controls

Four sustainability cultures in the workplace

There are different attitudes towards environmental sustainability at work but a common perception that environmental sustainability bears a cost.

People judge sustainability initiatives in their workplace in relation to these costs;

- whether it holds a cost to themselves
- whether it holds a cost for their organisation

Company cost / investment

Libertarian — Campaigner

Employee Cost / investment

Pragmatist — Housekeeper

Sustainable cultures toolkit — Activity 1.2 — Johnson Controls

These costs include the following:

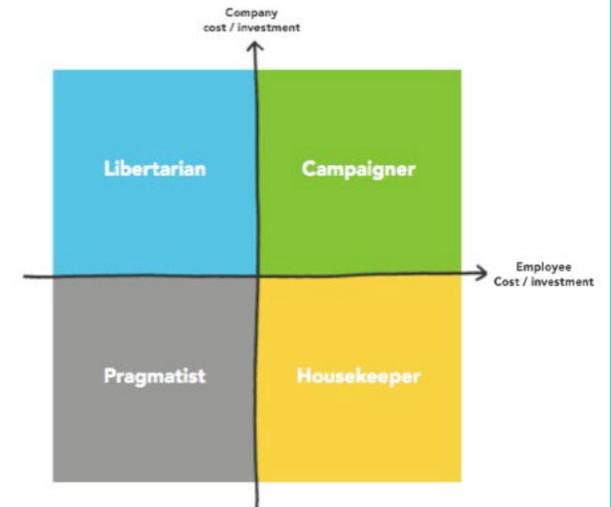**Whether it demands cost / investment from their organisation:**

- **Investment costs,** e.g. the cost of installing sensor lighting
- **Reduced competitiveness,** e.g. choosing to hold a video-conference rather than take a flight to have a face-to-face meeting
- **Time and commitment,** e.g. time to develop sustainability strategy

Whether it demands cost / investment to employees:

- **Inconveniences to their current lifestyle,** e.g. cycling to work instead of driving
- **Money,** e.g. the cost of buying more expensive organic food from the company canteen
- **Time,** e.g. extra time taken on public transport
- **Changes to the workplace standards,** e.g. having to work in an open plan office.
- **Changes to routine,** e.g, having to walk to a central recycling bin
- **Effects on status and associated privileges,** e.g. not being able to have company car.
- **Curtailment of individual choice,** e.g. not being able to turn the lights on

Sustainable cultures toolkit   Activity 1.2   Johnson Controls

Four sustainability cultures

Four different approaches to sustainability based on employee's willingness to accept these costs

Sustainable cultures toolkit   Activity 1.2   Johnson Controls

1.2 Workshop Guidance Presentation

X Close

Activity

Directions for activity

1. Fill in the notecards with any sustainable policies that you are aware of in your company. It can be helpful to think about these under the headings 'water', 'transport', 'energy' and 'waste & procurement'.

2. Use the questions on the next slide to help you decide where to place the notecards on the matrices.
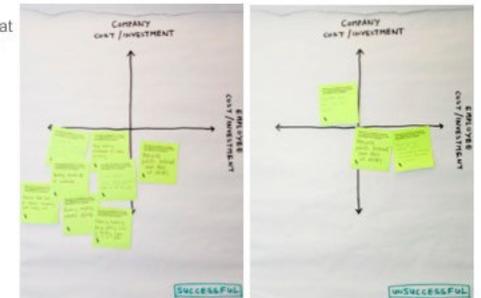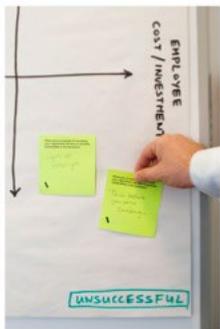
Questions to help you map the notecards onto the matrices

Was the initiative successful or not?

Did the initiative require a **high / low** cost or investment to the **company**?

Did the initiative require a **high / low** cost or investment to the **employee**?
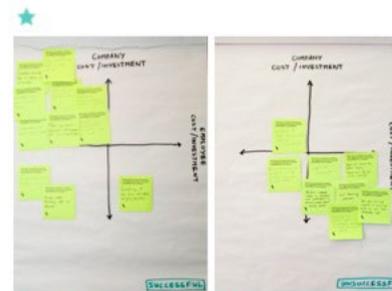
★ Example of a successful initiative:
In order to increase recycling a company has centralised their recycling bins and removed individual bins from the desks. Employees found the new system easy to use and after six months the company was able to estimate that they had diverted 20% of their rubbish from landfill.

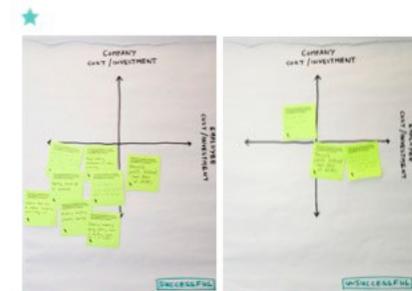★ Example of an unsuccessful initiative:
A company introduced a cycle to work scheme by partnering with a local bicycle shop and securing discounts for their staff. However after 6 months they are disappointed with the slow uptake. When they consult employees they find out that insufficient shower facilities has led to long queues preventing many people from participating.

Sustainable cultures toolkit   Activity 1.2   Johnson Controls

Interpreting the results

Example 1: Majority successful Libertarian / unsuccessful Housekeeper policies.

This company probably has a Libertarian culture and consequently it's Housekeeper initiatives have not been well received by staff. The company needs to try a different approach towards implementing it's Housekeeper policies ensuring better success in future.
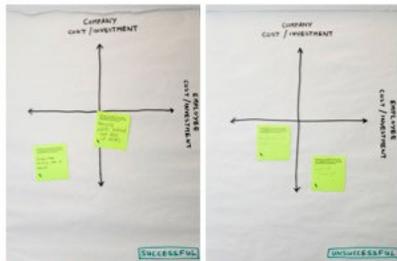
Example 2: Majority successful Pragmatist

This company has implemented a majority of Pragmatist initiatives that require little or no cost / investment. It should consider what initiatives it could develop in other quadrants of the matrix.

Sustainable cultures toolkit   Activity 1.2   Johnson Controls

Interpreting the results

Example 3: Small number of initiatives mapped.

Either this company has very few sustainability initiatives or those that it has are badly communicated and people are unaware of them. It should consider how to either increase it's activities or improve the way it communicates about them.

Example 4: Wide spread of successful polices

This company has a good spread of polices which shows a balanced and inclusive approach.

Sustainable cultures toolkit   Activity 1.2

Johnson Controls

Please give an example of something your organisation has done to promote sustainability in the workplace:

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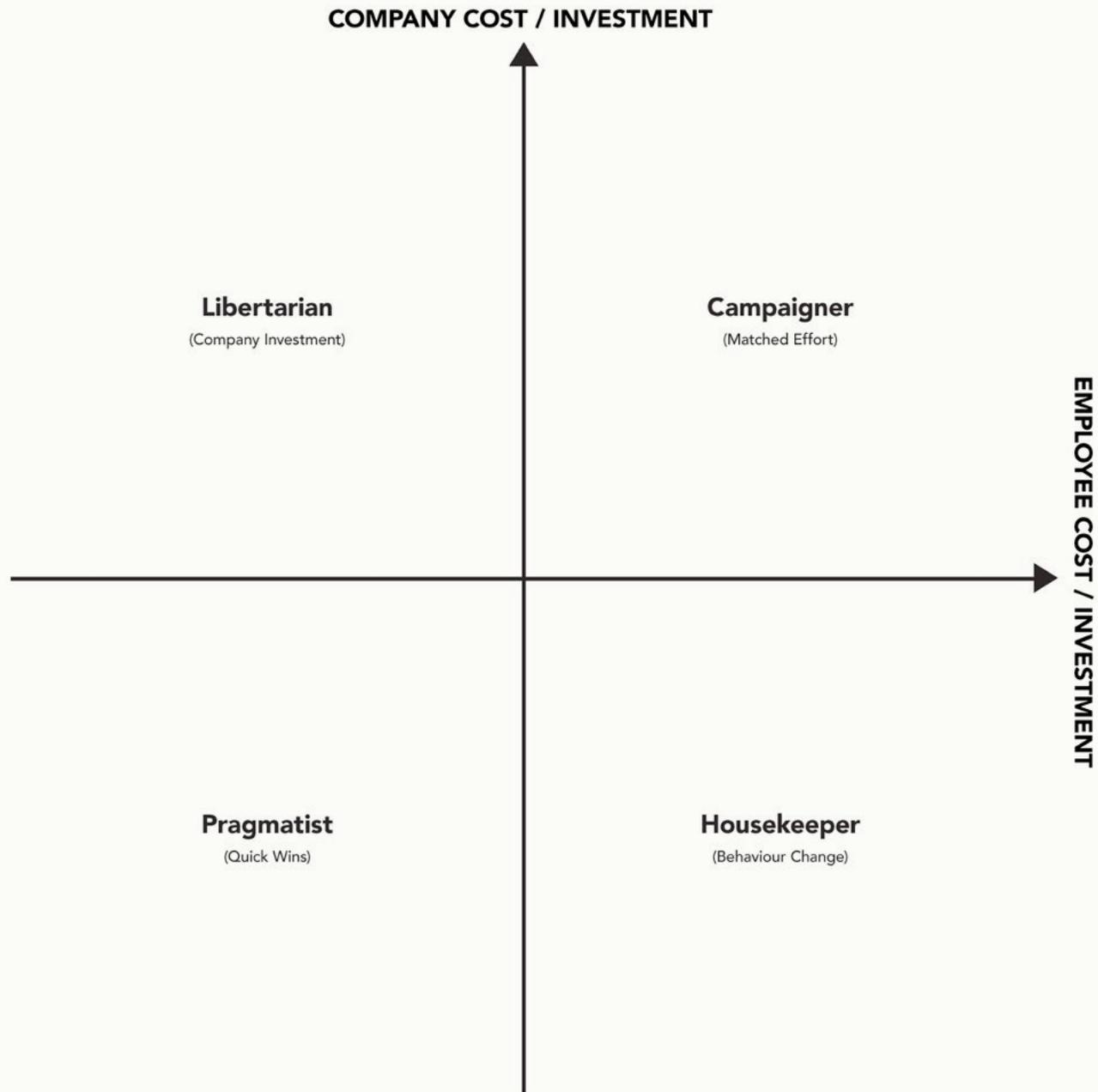Please give an example of something your organisation has done to promote sustainability in the workplace:
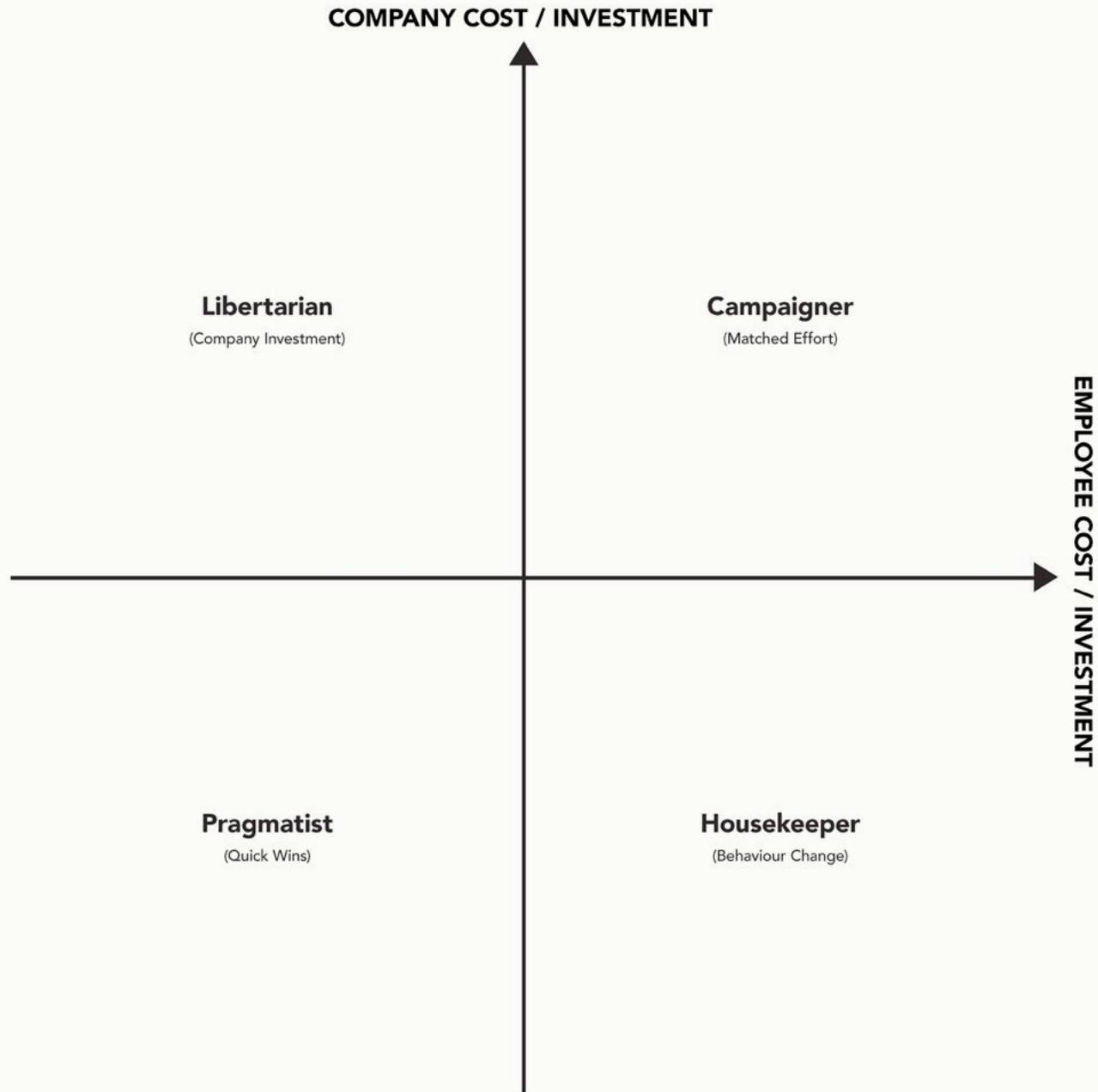
COMPANY COST / INVESTMENT

Libertarian
(Company Investment)

Campaigner
(Matched Effort)

EMPLOYEE COST / INVESTMENT

Pragmatist
(Quick Wins)

Housekeeper
(Behaviour Change)

COMPANY COST / INVESTMENT

Libertarian
(Company Investment)

Campaigner
(Matched Effort)

EMPLOYEE COST / INVESTMENT

Pragmatist
(Quick Wins)

Housekeeper
(Behaviour Change)

1.3 Workshop Guidance Presentation

Our biggest impacts

Energy
Workplaces are often over-heated or over-chilled and waste lots of energy due to poor insolation or inadequate thermostats, timers and controls. Leaving light or equipment on over night or during weekends also wastes energy.

Water
Between 30 and 50 per cent savings can be achieved by investing in no- and low-cost water reduction techniques and technologies.

Waste & Procurement
A responsible purchasing strategy can help to save energy and resources and reduce waste. This should include buying environmentally friendly products - e.g. stationary, food, materials, which can be recycled/re-used where possible, certified, or longer-lasting, better-made or refillable.

Transport
It is estimated that a third of car emissions are due to commuting and business trips*. A good workplace travel plan can reduce this significantly through initiatives such as commuting by bus, train, cycling and walking, as well as car-sharing and restricting the parking place for employees.
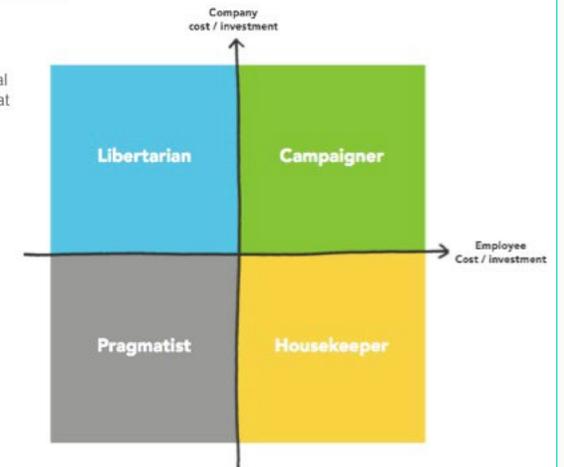
*UK Department for Transport, 2009

Sustainable cultures toolkit   Activity 1.3   Johnson Controls

Four sustainability cultures in the workplace

There are different attitudes towards environmental sustainability at work but a common perception that environmental sustainability bears a cost.

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* whether it holds a cost to themselves
* whether it holds a cost for their organisation

Sustainable cultures toolkit   Activity 1.3   Johnson Controls

These costs include the following:

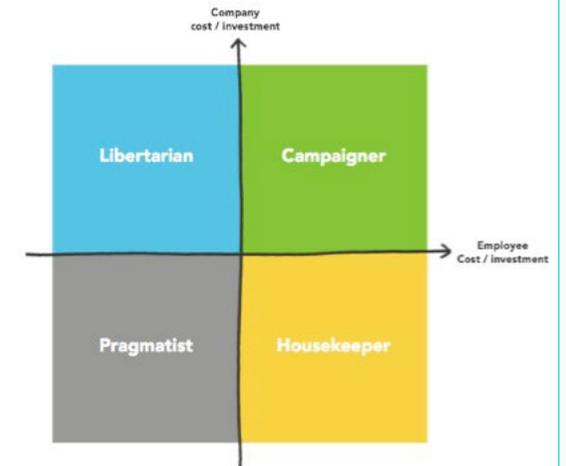**Whether it demands cost / investment from their organisation:**

* **Investment costs,** e.g. the cost of installing sensor lighting

* **Reduced competitiveness,** e.g. choosing **to** hold a video-conference rather than take a flight to have a face-to-face meeting

* **Time and commitment,** e.g. time to develop sustainability strategy

Whether it demands cost / investment to employees:

* **Inconveniences to their current lifestyle,** e.g. cycling to work instead of driving

* **Money,** e.g. the cost of buying more expensive organic food from the company canteen

* **Time,** e.g. extra time taken on public transport

* **Changes to the workplace standards,** e.g. having to work in an open plan office.

* **Changes to routine,** e.g. having to walk to a central recycling bin

* **Effects on status and associated privileges,** e.g. not being able to have company car.

* **Curtailment of individual choice,** e.g. not being able to turn the lights on

Sustainable cultures toolkit   Activity 1.3   Johnson Controls

Four sustainability cultures

Four different approaches to sustainability based on employee's willingness to accept these costs

Company cost / investment

Libertarian   Campaigner

Employee Cost / investment

Pragmatist   Housekeeper

Sustainable cultures toolkit   Activity 1.3   Johnson Controls

Activity

Sustainable cultures toolkit   Activity 1.3   Johnson Controls

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Directions

1. Identify your 'future opportunity areas'.
Looking at the results of the previous workshop, how should you expand your sustainable activities to include more 'quick wins', 'company investment', 'behaviour change' or 'matched effort' ensuring a more balanced approach?
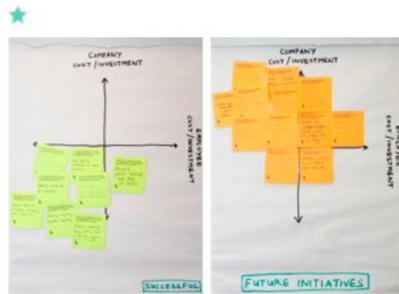
Insert picture of results from activity 1.2

Sustainable cultures toolkit   Activity 1.3   Johnson Controls
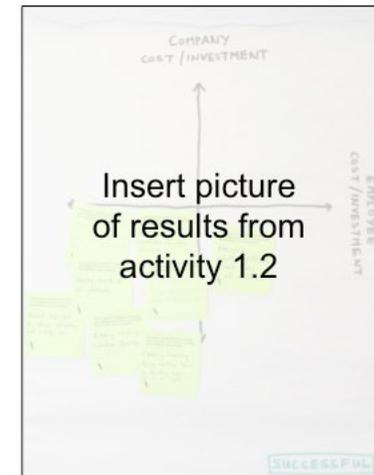
Examples

★

★

Example 1: Future opportunity areas - Campaigner and Housekeeper.

This company identified that most of its current activities were Libertarian and it's 'Future Opportunity Areas' should be a combination of Campaigner and Housekeeper initiatives matching the aspirations of it's staff who completed the survey.
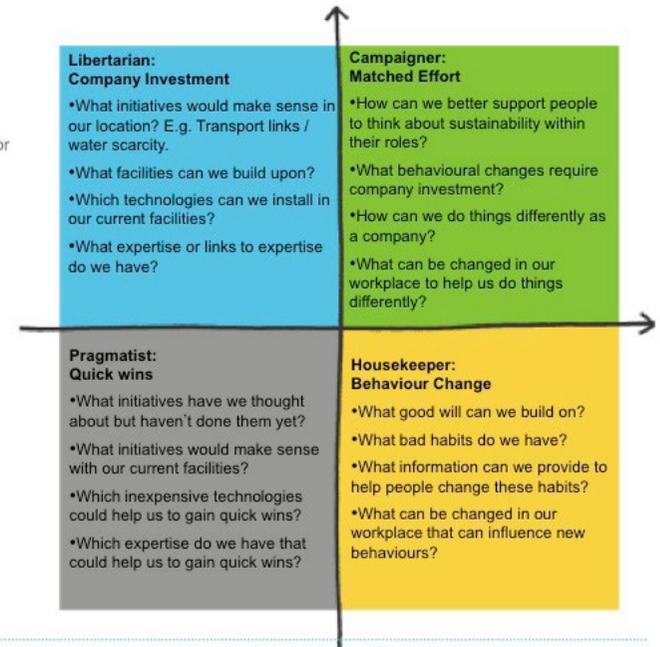
Example 2: Future opportunity areas - Libertarian and Campaigner

This company realised that most of it's current activities were Pragmatist. They decided that their sustainability initiatives needed more investment and hope that this will lead to more staff engagement.

Sustainable cultures toolkit   Activity 1.3   Johnson Controls

Directions

2. Fill in the notecards with ideas for new initiatives that fit within the 'future opportunity areas' you have identified. Use these prompts to help you.

Libertarian:
Company Investment

•What initiatives would make sense in our location? E.g. Transport links / water scarcity.

•What facilities can we build upon?

•Which technologies can we install in our current facilities?

•What expertise or links to expertise do we have?

Campaigner:
Matched Effort

•How can we better support people to think about sustainability within their roles?

•What behavioural changes require company investment?

•How can we do things differently as a company?

•What can be changed in our workplace to help us do things differently?

Pragmatist:
Quick wins

•What initiatives have we thought about but haven't done them yet?

•What initiatives would make sense with our current facilities?

•Which inexpensive technologies could help us to gain quick wins?

•Which expertise do we have that could help us to gain quick wins?

Housekeeper:
Behaviour Change

•What good will can we build on?

•What bad habits do we have?

•What information can we provide to help people change these habits?

•What can be changed in our workplace that can influence new behaviours?

Sustainable cultures toolkit   Activity 1.3   Johnson Controls

What new sustainability initiatives could your company do?

What new sustainability initiatives could your company do?

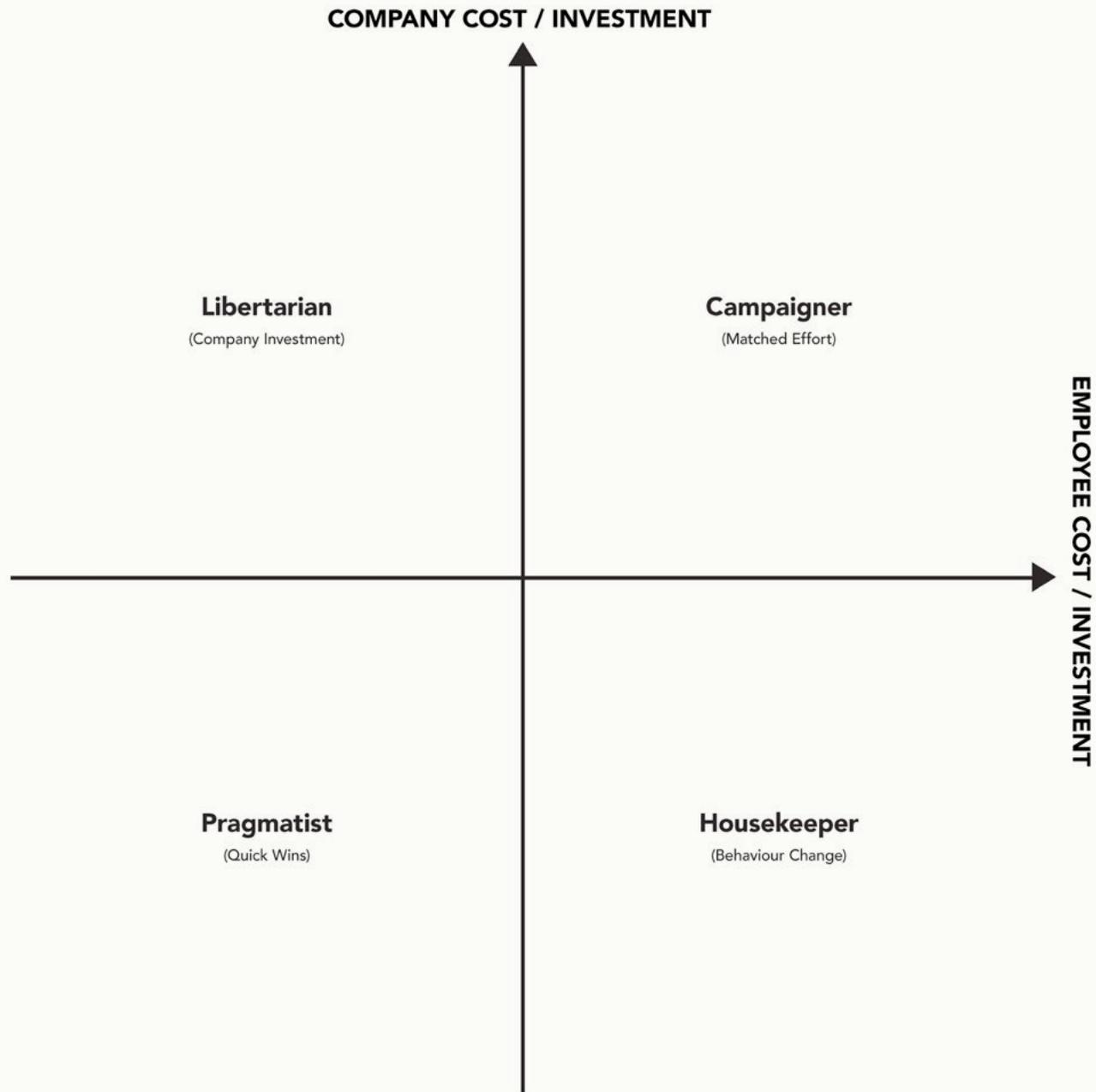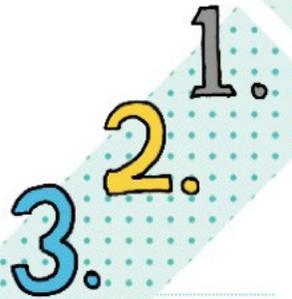What new sustainability initiatives could your company do?

What new sustainability initiatives could your company do?

What new sustainability initiatives could your company do?

What new sustainability initiatives could your company do?

COMPANY COST / INVESTMENT

Libertarian
(Company Investment)

Campaigner
(Matched Effort)

EMPLOYEE COST / INVESTMENT

Pragmatist
(Quick Wins)

Housekeeper
(Behaviour Change)

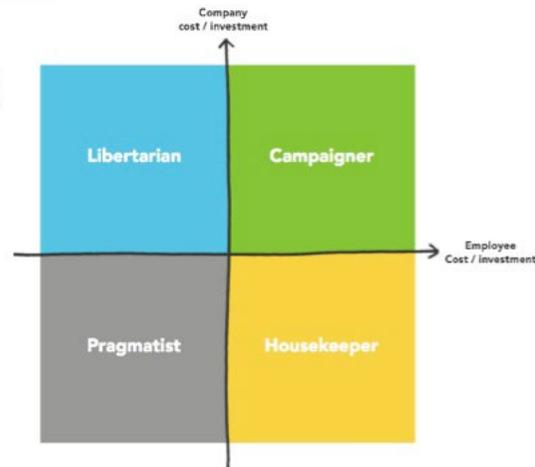## Slide 1

Four sustainability cultures in the workplace

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* whether it holds a cost to themselves
* whether it holds a cost for their organisation

Libertarian | Campaigner
Pragmatist | Housekeeper

(Axes: Company cost / investment — vertical; Employee Cost / investment — horizontal)

Sustainable cultures toolkit   Activity 2.1

Johnson Controls

Slide 2

These costs include the following:

Whether it demands cost / investment from their organisation:

* **Investment costs,** e.g. the cost of installing sensor lighting
* **Reduced competitiveness,** e.g. choosing to hold a video-conference rather than take a flight to have a face-to-face meeting
* **Time and commitment,** e.g. time to develop sustainability strategy
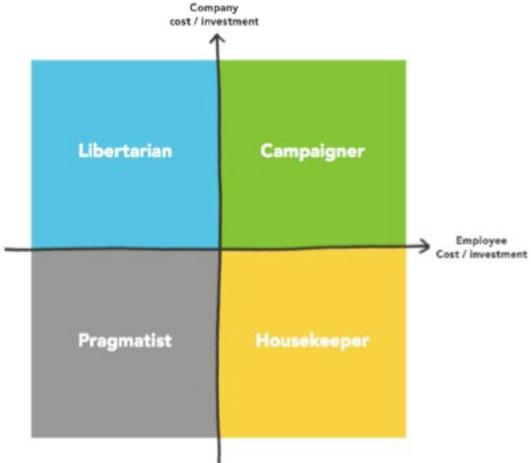
Whether it demands cost / investment to employees:

* **Inconveniences to their current lifestyle,** e.g. cycling to work instead of driving
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* **Curtailment of individual choice,** e.g. not being able to turn the lights on

Sustainable cultures toolkit   Activity 2.1

Johnson Controls

Four sustainability cultures

Four different approaches to sustainability based on employee's willingness to accept these costs

Company cost / investment

Libertarian — Campaigner

Pragmatist — Housekeeper

Employee Cost / investment

Sustainable cultures toolkit   Activity 2.1   Johnson Controls

Four sustainability cultures

Sustainability shouldn't cost employees or the company anything

Sustainability is the company's responsibility

Sustainability is employees responsibility

Sustainability should be up to everyone - both company and employees

Pragmatist   Libertarian   Housekeeper   Campaigner

Sustainable cultures toolkit   Activity 2.1   Johnson Controls
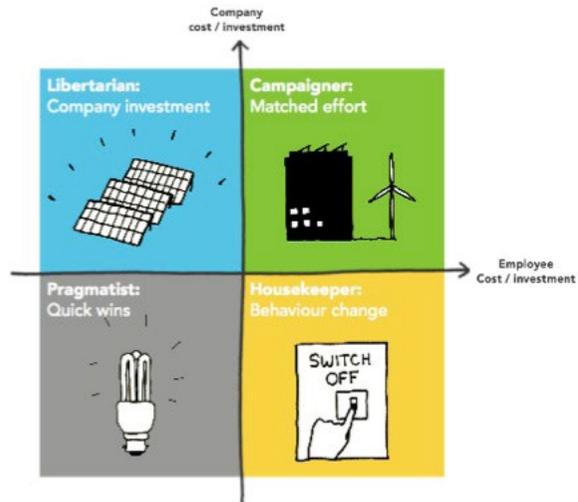
Directions

1. Looking at the notecards completed in activity 1.2. Which of these should we plan to continue or relaunch. Consider the following questions:

* Were any of the initiatives successful but poorly communicated to employees?

* Were any of the initiatives unsuccessful because they were tried at the wrong time or took the wrong approach?

* Add any of these you wish to continue or to relaunch to the pile of notecards describing 'future initiatives' (results activity 1.3) so you can map them on the roadmap.

Map any current initiatives you wish to continue + future initiatives onto the roadmap.

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Mapping the notecards onto the roadmap

2. The following headings appear on the roadmap. Use them to help you decide which initiatives are achievable in the short term and which are long term goals.

"We are ready for this" – initiatives that can easily be implemented right away, without the need to secure new funds, or change employee attitudes.

"We just need to sort out the logistics" – initiatives that might need a little more time to put in place, requiring additional budget approval, further research or planning.

"We're not ready for this just yet" – there are some substantial barriers which need to be overcome before these initiatives can be put in place. They may need support from senior management or require too big a change for employees to take on at this stage. These initiatives may become more viable once a business case for sustainability has been made, or once we have started to win employee support.
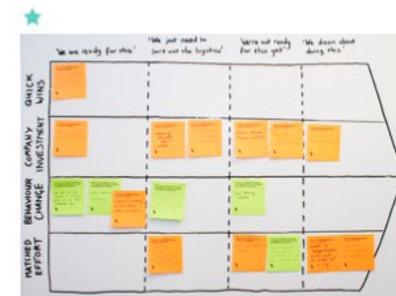
"We dream about doing this" – big initiatives which we would really like to achieve in the future. Sustainability requires ambitious long-term thinking and these initiatives help create a vision to work towards. Having an idea of where we see ourselves as a company in 5 or 10 years can help make all the smaller steps along the way seem more worthwhile.

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2.1 Workshop Guidance Presentation
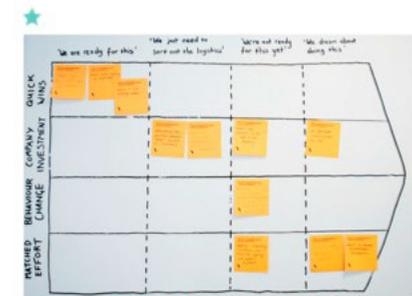
Does it work as a suitable roadmap?

* Are there any conflicts or duplications? E.g. starting with a "switch it off" campaign and planning to install sensor lighting later?

* Could any of the initiatives work together as part of a larger campaign? E.g. do you have several initiatives which could be grouped under one heading such as "increasing energy efficiency"?

* What kind of initiative are you starting with, and does this relate to the next? Are you jumping from an easy quick-win to a really ambitious matched effort? Alternatively, are you starting with a very large project, when there are smaller things you should do first?

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Examples

Example 1: Tackling company investment and employee behaviour change together.

This company identified that it's current policies were a majority of Housekeeper 'behaviour change'. They have decided to continue to pursue a few of these but to introduce a range of other policies requiring 'company investment' and 'matched effort'.

Example 2: Starting with Pragmatist 'Quick Wins'

Until now this company had not been very active with regards to sustainability. So they have decided to start with Pragmatist 'quick wins' in order to create a business case for 'company investment'. They hope this in turn will lead to staff support for 'behaviour change' and 'matched effort'.

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What targets should we use?

Setting targets can help to:
* Set short-term goals
* Make cost savings
* Improve productivity
* Comply with legislation
* Make your business more attractive to stakeholders
* Increase employee engagement by giving them feedback on their actions

Some questions to think about when setting your targets.
* Which of the initiatives on your roadmap have the potential to add targets?
* Do you want to use non-numeric targets such as increase / decrease or to quantify your targets with a numeric value e.g. reduce by 20% the amount of waste produced at the canteen that goes to landfill?
* What is more appropriate for the particular initiative - to set targets for the whole company, a single department of the company or individual targets?
* What deadline do you want to use?
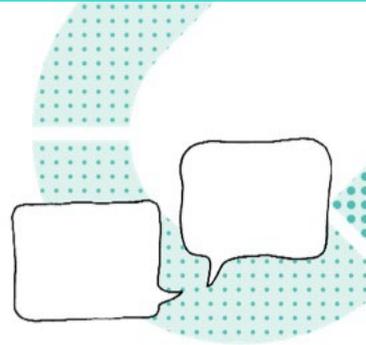* Is this target realistic?
* Is this timeframe realistic?

Sustainable cultures toolkit   Activity 2.1

Johnson Controls

	"We are ready for this"	"We just need to sort out the logistics"	"We're not ready for this yet"	"We dream about doing this"
QUICK WINS				
COMPANY INVESTMENT				
BEHAVIOUR CHANGE				
MATCHED EFFORT				

Activity

Sustainable cultures toolkit   Activity 2.2   Johnson Controls

Directions

Look at each of the initiatives on the roadmap and discuss which of the following communications might be appropriate and add the relevant label to each.
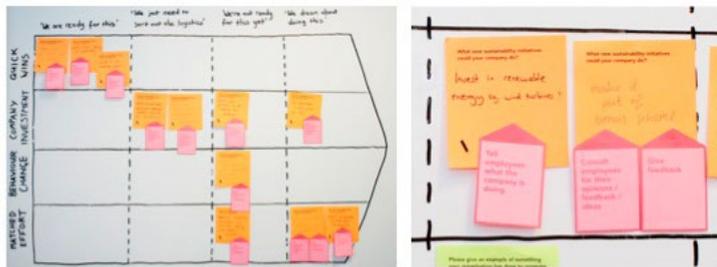
- Tell employees what the company is doing (communicate about the initiatives that don't require employee input such as quick-wins and company investments).

- Ask employees to do something (change the way they behave or do something differently)

- Host an event, workshop or launch

- Give people information (educate or provide information)

- Consult employees (ask for opinions, feedback or ideas)

- Give feedback (tell people how well an initiative has gone or what progress has been made)

Sustainable cultures toolkit   Activity 2.2   Johnson Controls

	"We are ready for this"	"We just need to sort out the logistics"	"We're not ready for this yet"	"We dream about doing this"
QUICK WINS				
COMPANY INVESTMENT				
BEHAVIOUR CHANGE				
MATCHED EFFORT				

2.2 Labels