



## **Better Business:**

How to go *greener* with staff  
to improve performance



natural  
scotland  
SCOTTISH GOVERNMENT

“If you give people  
the power to act in  
their area and get  
them engaged, they  
will amaze you”  
(BT)

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This practical guide offers help and advice for businesses and other employers who want to reduce their carbon footprint. It's been developed from research with businesses, local authorities, and support agencies – so the advice it offers is based on real-life experience. We hope there's something in here for everyone – for employers who've already taken action and for those who are looking to take the first step.

We know there's a lot of information and advice already out there, but this guide is different because it focuses on people. And, in particular, what the critical success factors are for involving staff to drive change and how staff engagement offers real benefits that are much broader than just carbon savings. Innovating, building staff morale, cost-cutting, and being viewed as leading the pack on sustainability are just some of the key reasons to get involved. But perhaps the most important reason of all is that cutting carbon in a collective way makes great business sense – socially responsible business is something that staff, customers, suppliers, and other employers instinctively recognise and want to buy into. And the good news is that our research has shown that there are lots of simple or no-cost actions that make a big difference.

We would like to extend our gratitude to the case study organisations who took part in this research. They are: Aberdeenshire Council, British Telecom, Coca Cola Enterprises, Commercial Group, EAE, Halcrow, Hilton Edinburgh Grosvenor, InterfaceFLOR Europe, Scottish and Southern Energy, and Wiles Greenworld.

# About the authors of this guide...

This guide has been collaboratively produced by Dr Annette Cox and Catherine Rickard (Institute for Employment Studies) and Andrew Darnton (AD Research & Analysis).

The Institute for Employment Studies is an independent, not-for-profit organisation and registered charity established over 40 years ago. It provides research and evidence-based consultancy in employment, labour market and human resource policy and practice and aims to achieve sustainable improvements in these fields by improving decision-making in policy bodies and employers.

AD Research and Analysis Ltd is an independent social research company founded and headed by Andrew Darnton. It specialises in: using models and theory to provide guidance on behaviour change, carrying out desk research and producing segmentation models. It focuses on priority policy challenges in sustainability and the environment, health, global poverty, education and justice.



Dr Annette Cox



Andrew Darnton



Catherine Rickard

# Why get involved in low carbon activity?

The simple answer is: it's good for business in all kinds of ways. Employers told us that low carbon activity can cut costs and add value through:

## **Efficiency win-wins**

Looking for ways to reduce resources (e.g. energy for heating and lighting, fuel or associated costs for travel) can minimise environmental impacts *and* cut costs significantly.

## **Strengthening customer relationships**

Customers increasingly want to develop relationships with brands showing commitment to environmental action and a sustainable philosophy.

## **Maximising competitiveness**

A focus on environmental dimensions can actually increase business competitiveness. Such a focus helps business look at what it does in a new way, identifying new working practices that might otherwise have been missed.

**“The simple answer is: it's good for business.”**

## **Ensuring compliance with regulations**

Organisations in all sectors are subject to environmental regulations which require some level of low carbon management. Taking early action to get ahead of future regulation often means easier transitions, turning challenges into opportunities.

## **Showing leadership and innovation to build reputation**

Our research suggests that, although there's good work going on already, most workplaces could, relatively easily, do more. In other words, there's a gap in the market for genuinely cutting-edge practice: it just needs an organisation to have a coherent and ambitious plan and then start carrying it out.

“There’s only so much you can do with hardware and bits and pieces. If you don’t reach the people behind it, you’re just wasting your time.”  
(Coca Cola Enterprises)

We found strong evidence that meaningful staff engagement is vital to reducing workplace emissions. And this engagement benefits staff and organisations in lots of other ways too. These are some of the motivations for involving staff that employers told us about:

### **Maximising emission reductions**

Staff behaviours can account for a significant chunk of an organisation’s carbon footprint, so engaging staff in designing and participating in low carbon activities is essential to maximising the potential savings from technical or environmental efficiency improvements.

### **Increasing morale and loyalty**

Employers with strong environmental policies and values to match often have lower staff turnover, and find it easier to recruit high quality staff.

### **Enabling innovation**

Where staff are centrally involved in leading and driving low carbon activities forward, there is greater potential for new ideas and ways of working to be implemented.

### **Reinforcing the benefits of work activities**

Staff across the organisations we spoke to really valued the fact that they could apply new skills and ideas from cutting carbon at work to their lives at home. The idea that the benefits of carbon cutting are not just for the organisation, or only for staff when they’re at work, but for all areas of life is a powerful one.

What are other businesses doing?

## Tackling energy use

### BT's Energy Saving Campaign

BT ran a pilot Energy Saving Campaign with staff at its HQ in London, a building housing some 3000 employees. The aim was to reduce energy use by 10%. In 3 months, energy consumption was down 17%, equating to cost savings of £200,000.

BT engaged staff by:

- Identifying areas of the business where significant savings could be made and engaging key staff members within them who had the influence to implement changes.
- Recruiting *Energy Champions* (from across all levels of the business) to help to raise awareness about the campaign and reduce energy waste by reporting faults, conducting energy audits and networking to share ideas.

Following the success of the pilot at HQ, BT has rolled out the initiative to 25 of its other buildings and now has over 300 Energy Champions across the UK. This has led to savings of over £800,000 a year for the company.

# What are other businesses doing?

“It’s our corporate social responsibility; companies should be leading by example and people can be involved by just being energy efficient –in that sense everyone can be an energy champion”  
(BT)

## Incentivising energy efficiency at InterfaceFLOR

InterfaceFLOR Europe (a flooring manufacturer) has replaced its output-based bonuses for production line staff with a new scheme which rewards staff for reducing energy consumption and waste. The QUEST (Quality Utilising Employee Suggestions and Teamwork) initiative sets targets for reducing the amount of energy used per metre of flooring produced. Worth up to £800 a year for each worker, the scheme provides a strong incentive to reduce energy consumption through simple actions (e.g. switching off lights and machinery) and also to generate ideas for making the manufacturing process more efficient. For example, workers came up with an idea for reducing waste simply by welding a metal bar across a material cutting machine. This idea has since been taken up by InterfaceFLOR’s other factories across the world.

## Other things businesses are doing to reduce energy use:

- Making good habits the norm – engaging staff to turn off lights and other equipment through the use of reminders and incentives.
- Reducing the standard temperature of the workplace in stages with staff buy-in.
- Embedding energy efficiency behaviours into current systems and processes – e.g. at the Hilton Edinburgh Grosvenor Hotel housekeeping staff are now expected to do a sweep of each room, turning off any lighting/appliances left on by guests, before beginning the cleaning process.
- Using data from energy monitors to identify where new procedures should be introduced and instances where current procedures haven’t been followed – e.g. at Coca Cola’s bottling factory managers can identify when weekend shut-down procedures for machinery have been missed.
- Radically rethinking the use of work spaces (e.g. by shutting off areas that aren’t often used, or by reconsidering whether staff could work at home instead of at an office) means less energy used in heating and lighting the premises.



What are other businesses doing?

## Reducing emissions from travel

**Aberdeenshire Council's Worksmart Programme**

Worksmart is a programme offering staff a variety of working options including fixed working (at a single base), home working, and flexible working (splitting time between a fixed base and home). The aim is to reduce the number of commuting miles taken by staff, as well as reducing the number of offices and workstations required by the council. Over 1000 staff are now participating in the programme, and none of those who have joined have gone back to how they used to work. An employee survey in 2011 found that commuting mileage has been cut by 68%.

“Working in this way has improved my organisational and planning skills...and this also enables me to have a greater work-life balance as I don't have to spend two hours every day commuting to work”  
(Employee)

“The rising price of fuel has made it easier to persuade employees to avoid work-related journeys and adopt more flexible working and by eliminating the commute, staff have more personal time”  
(Manager)

# What are other businesses doing?

## **Halcrow's combined parking and public transport promotion scheme:**

Halcrow is a multi-national engineering firm which has set up an innovative scheme at its Glasgow office to reduce carbon emissions from commuting. The company has set up arrangements with local bus companies to provide its staff with subsidised fares. These are self-funded from income generated from charging staff £5 per week to use the company car park. Parking spaces in the car park are allocated according to a range of criteria with those who car share, or travel longer distances, given higher priority. Staff are also provided with information about public transport and cycle routes. In 2009, 12,300 subsidised bus journeys were made among the 350 staff, with estimated saving of 6.4 tonnes CO<sub>2</sub>.

## **Other things businesses are doing to reduce emissions from travel:**

- Promoting lift-sharing schemes – raising awareness of car sharing, helping to match up employees interested in sharing lifts, e.g. through links to external websites, and allowing lift sharers preferential use of parking spaces.
- Subsidising public transport – some large companies are working with neighbouring companies to fund dedicated bus services, other smaller workplaces have negotiated with bus companies to subsidise employees' fares.
- Using videoconferencing – avoiding unnecessary business travel by using technology to hold virtual meetings.

“The company gets the environmental benefit of shifting from plane to train and I get the benefit of being able to do more work on the train than on a flight”  
(Employee, Scottish and Southern Energy)

- Training staff in fuel-efficient driving techniques – reducing emissions from fleet vehicles and business travel through more fuel-efficient driving.
- Introducing cycle-to-work schemes – offering employees loans towards the purchase of bikes and equipment, offering free bike servicing, and investing in infrastructure such as cycle racks and showers.
- Restricting staff car parking – reducing the number of spaces and/or the number of days a week each employee can use the staff car park.
- Putting in place policies on business travel – requiring rail travel instead of flying, initiating 'no fly periods', encouraging use of public transport or providing bikes for travel to local meetings.

## Reducing waste and increasing recycling and reuse

### Waste reduction and recycling at Wiles Greenworld

Wiles Greenworld is an office supplies distributor where all 50 staff reduce waste and recycle as a result of environmental education and training, and try to use reusable and recyclable materials at all times in the workplace. The firm also 'nudges' employees towards recycling by making it the easiest option, e.g. by placing lids on general waste bins but not on recycling bins, and by removing waste bins from desks.

In addition to this focus on staff behaviour, the company sells products made from recycled materials and provides free recycling services to customers. Wiles Greenworld ranked number 1 for staff engagement in the *Sunday Times* Best Green Companies 2011 list.

### Other things businesses are doing to reduce waste:

- Informal monitoring and giving staff reminders without 'naming and shaming'.
- Getting front line staff to identify ways of reducing waste in manufacturing processes.
- Selling waste products to recycling companies.
- Providing recycling bins that are easy to access.
- Providing individual recycling boxes at desks.

**“Wiles Greenworld ranked number 1 for staff engagement in the *Sunday Times* Best Green Companies 2011 list.”**

## Introducing more sustainable food practices

### Low carbon kitchen initiatives at the Hilton Edinburgh Grosvenor

The Executive Chef at the Hilton Edinburgh Grosvenor Hotel has introduced measures to reduce the impact of its catering activities. These include:

- Developing a new menu using local food sourced within approximately one hour's journey to Edinburgh. This required flexibility to add new dishes to corporate set menus
- Raising kitchen staff's awareness of the amount of food waste being produced and encouraging them to reduce waste in food preparation
- Creative reuse of leftovers and scraps from food preparation to produce additional menu items
- Recycling food waste through a specialist company. Between 1 and 1.4 tonnes of food waste are now recycled each month, which previously would have gone to landfill.

Since introducing these measures the hotel has been successful in gaining a silver Green Tourism Business Scheme award.

### Other things businesses are doing to reduce emissions relating to food:

- Reconsidering food storage requirements – changing menus and/or ordering processes to reduce refrigerator space needed.



This section provides a simple step-by-step approach which organisations can follow to develop low carbon activities with their staff.

The first steps are:

- 1. Build your business case and gain senior management commitment**
- 2. Devise a plan of action**
- 3. Engage colleagues as early as possible**
- 4. Get cracking... and focus on quick wins**
- 5. Once up and running, look to share and develop good practice with others**

## **1. Build your business case and gain senior management commitment**

Being clear about your reasons for getting involved in the low carbon agenda is critical. A more formal business case can be vital for persuading senior management to back the carbon-cutting activity, while being clear in your own mind about the reasons for acting can help you to explain what you're doing to colleagues at all levels. No two organisations are the same, so you should build a business case that's unique to your circumstances – but some of the arguments made at the start of this guide could be helpful.

## 2. Devise a plan of action

It is important to prioritise what to do first. Identify areas of your operations which have potential for environmental and financial 'win win' efficiency savings. Draw on the expertise of colleagues to help you. Also look outside your organisation at what others have done and consider how such schemes could operate in your own business. Remember that the most effective way to reduce your organisation's carbon footprint is to use a mix of measures – to tackle emissions from energy, waste, travel and food – rather than focusing just on one area. Good sources of information on action taken by other businesses are included in the accompanying report and case studies to this guidance:

**[www.scotland.gov.uk/publications](http://www.scotland.gov.uk/publications)**

## 3. Engage colleagues as early as possible

Use your business case to secure support from other colleagues and front line staff. This is critical to ensure sufficient resourcing, exemplary leadership, and widespread acceptance and take-up. In fact, if you can get key influencers to come with you early on, they will develop ownership of the business case and action plans – both of which will be more effective as a result.

## 4. Get cracking...and focus on quick wins

Change can be daunting, but if you've done your planning carefully and have the backing of the right people in the organisation, there is no reason to delay. Make putting your plans into action a priority – and start with an activity which is highly visible and sure to succeed.

## 5. Once up and running, look to share and develop good practice with others

Measure and monitor the impact of what you do so you can track progress. Once you have a successful activity or two under your belt, share news of the impact with staff. Plan your next move carefully, and team up appropriately. Design activities which can build momentum, widen participation, and embed change in the values and culture of the organisation as a whole.

The steps recommended here have worked for organisations that have already begun this journey. Whatever your stage of development, you can join them and reap the benefits of engaging staff on low carbon activities.

The following section outlines in detail the factors to consider when attempting to implement a low carbon workplace initiative.

Why do some initiatives succeed or others fail? Our work has found that influencing individual employees, looking at how people work together in groups and carefully planning the infrastructure of the working environment are all important to the success of low carbon initiatives. The key points discussed in more detail in this section are:

- Having a business-wide plan, which links low carbon management approaches to organisational strategy and introduces policies to shape change;
- Bringing people together through involving staff as individuals or through teams, providing feedback on environmental performance and using key influential staff members to drive change; and
- Providing time for staff to participate in low carbon projects, making the most of times of change which provide natural opportunities to develop new policies and adopt new technology.

## Send out the right signals

### Develop a business-wide plan

Putting a plan together for carbon reduction sends a clear signal of management intent and helps jump-start change. The rationale for the strategy should be clear and communicated to all staff. Ideally, the strategy should be co-designed with staff from across the workplace. A strategy doesn't have to be long and detailed – it's usually better short and focused.

### Case example: InterfaceFLOR's 'Mission Zero'

InterfaceFLOR Europe has set out its commitment to carbon reductions in its 'Mission Zero' promise. The company aims to become "ecologically sustainable by 2020, and ultimately to become restorative in terms of impact on the planet's resources" through its 'War on Waste'. To achieve Mission Zero, it has set out clear goals for 2020 on Seven Fronts – including waste, renewable energy sources, transportation, and the redesign of processes and products.

### Develop new policies to drive change

Policies are key drivers of change. New policies should be co-designed with staff wherever possible. This will give clout to initiatives where employees may initially be reluctant to do things differently, such as limiting work-related travel by car or – for longer trips – by plane.

Make it easy for staff to comply with policies by considering, for example, self-funding subsidies for public transport, and providing equipment to support the uptake of cycling (e.g. discounts, secure bike racks, showers).

Organisations like Halcrow, Scottish and Southern Energy and Aberdeenshire Council have introduced formal policies on car parking, home working, eco-driving and business travel.

**Case example: Scottish and Southern Energy's (SSE) business travel policy**  
SSE has a well-developed business travel policy which is implemented by their internal Travel Desk. The company has introduced two 'no-fly months' – in August and December every year all but essential flights are prohibited. And it's trialled a 12-week 'no-fly period' which had an even greater impact, as staff were less likely to simply postpone flights. The Travel Desk also promotes use of the company's telepresence video-conferencing facilities as an alternative to travelling altogether, and estimates that this has saved over 800,000 travel miles in the past year, based on journeys between Edinburgh and London alone.



### Make change visible

Making concrete changes to the work environment can send a clear signal that things are starting to change. The clearest signal is usually sent by new infrastructure. Even something simple like a secure, dedicated place to lock up bikes can make a difference. The more visible the change, the better.

### Case example: EAE's 'Windy Boy'

The Edinburgh-based leaflet delivery and distribution company, EAE, has found that installing a wind turbine on the premises has, in addition to providing energy, served as a clear symbol of the company's commitment to sustainability, described as a 'tipping point' in the company's sustainability initiatives by one manager. It has also been a focus for engaging staff in thinking about the company's carbon emissions. Employees are made aware of the amount of electricity generated by 'Windy Boy' (as it has been named by staff) which has helped both to encourage a sense of ownership of the turbine and to generate enthusiasm for further green activity in the company. Managers reported that when the turbine was erected, 'the staff were genuinely proud. You could see it'.





**Build a strong low-carbon or green image to help attract and retain customers and staff**

Businesses like Wiles Greenworld say that building a powerful brand based on pro-environmental values helps them attract and retain customers. A strong brand also helps recruit high quality employees, who then go on to reinforce the low carbon culture.

**“Clients are now very environmentally aware, and this is how they’re judging potential contractors and sub-contractors”**  
(Halcrow)

**“the amount of business we win through being green means that there is a commercial incentive to remain interested...staff need to know about environmental issues because customers will ask for recycled versions of products or green alternatives”**  
(Manager, Wiles Greenworld)



**Show leadership and be consistent**

To be genuinely successful, any low carbon initiative needs to be built on solid values. Organisations must genuinely want to tackle emissions and contribute to sustainability – and be able to demonstrate that consistently across the workforce. Otherwise, change could be seen as half-hearted and staff might remain unconvinced.

**“The drive has to absolutely come from the top. The message to everybody from the top needs to be – this low carbon activity is happening.”**  
(Chief Sustainability Officer, Wiles Greenworld)

## Build a culture of staff engagement on green issues

Staff involvement is essential to success because employees are one of the best sources of new ideas for carbon reduction. Engaging staff helps to:

- Make initiatives more successful
- Encourage new suggestions and innovations in working practices
- Prove to employees that their suggestions are valued and acted upon.

### Make staff involvement easy

Make it as easy as possible for staff to get involved. You can do this via online suggestion schemes, team meetings, employee surveys or suggestion cards. Get staff involved early in the process and consider making some initial 'changes' which are easy for staff to take on.

**“I think we’re really lucky that we’ve got different channels for submitting ideas, through the Chief Exec’s blog, through the suggestion scheme, through just speaking to line managers”**  
(Employee, Scottish and Southern Energy)

### Give regular feedback

Giving regular, detailed feedback on how the organisation is doing on cutting carbon helps staff recognise the difference they’re making. It’s worth the effort: organisations with a high involvement culture achieve better organisational performance. The more local the feedback on team, departmental or work group performance, the better.

Encouraging competition between teams or areas (e.g. which team can save the most carbon from travel over three months) can also be a great way to get people interested. Setting targets at team and workplace level can also be helpful.

### Case example: Fuel-efficient driving at Coca Cola Enterprises (CCE)

At CCE’s East Kilbride site HGV drivers have been trained in fuel-efficient driving techniques. Monitoring fuel usage and feeding this information back to staff has been a useful way to encourage drivers to use these techniques daily. Doing so took advantage of existing competitive attitudes between the drivers and depots, and drivers are now keen to see who can achieve the best fuel economy.

### Embed values through education

Staff can sometimes find it hard to connect their own day-to-day work with high-level carbon reduction targets, but good quality education and training can help with this.

Making learning fun can be a powerful way to engage employees. Use educational activities to introduce environmental values into work routines. Organisations like Commercial Group and Wiles Greenworld show environmental documentaries, and have quizzes and competitions to educate and involve staff.



### Be clear about: What's in it for staff?

Employers in our research said it was important to find out about staff motivations to take part – the 'what's in it for me' question – and to communicate these benefits widely.

At Aberdeenshire Council, staff strongly identified with cutting costs to meet reduced budgets, so promoting financial savings from less business travel through flexible working was an effective motivator. Both staff and the organisation benefited.

**“...if you take a three-hour commute out of a staff day, they will happily work longer for you when needed. It's a win-win situation as happier staff are more productive staff”**  
(Manager, Aberdeenshire Council)

Staff at Coca Cola and BT benefited from fuel efficient driving training, and valued the money they were saving from using these techniques outside work. A manager at Coca Cola reported that the bonus scheme offered to mobile sales staff based on fuel efficient driving could yield big rewards.

**“some of them were getting enough money back to fill their tank, which got them almost free travel back and forward to work if they drove the fuel efficient way.”**  
(Manager, Coca Cola)

Research shows that staff will accept policies that seem to be 'bad news' – for example, replacing flying with the train – providing they understand the rationale for the policy, that it supports the sustainability values of the organisation and that it's implemented fairly.

### Identify key influencers

It's vital that senior staff are seen to 'walk the talk': senior managers need to make a commitment to taking action on carbon reduction.

**“Leadership from the top is important. Senior staff have got to believe in it and be seen to be doing it.”**  
(Manager, BT)

Other key players are also important. Identify staff members who can make significant change or have influence over particular staff groups: these could be middle managers, line managers, premises or HR staff.

### Communicate effectively

Talking face to face is important – it gives employees opportunities to voice concerns, make suggestions, seek reassurance and get answers to questions. Supplement this with information customised to suit the activity, using a range of methods such as web-based material, posters, newsletters and emails. Communications can be simple but should look clear, professional and attractive.



### Spread the message using individual champions or teams

Formal or informal champions or teams who have benefited from engaging in low carbon projects are powerful role models for change. Organisations like BT, Commercial Group and InterfaceFLOR use employee-led teams with a mix of staff from different grades and work areas to gather and implement ideas for cutting carbon emissions. Changing team members regularly helps to generate new ideas, and staff should have as much responsibility as possible for driving change forward.

Alternatively, individual employees who have taken part in projects but are not naturally 'green and keen' can be strong advocates for change amongst other disengaged employees.

### Case example: Commercial Group's 'Green Angels':

The office supplies distributor Commercial Group has had success engaging staff through its 'Green Angels' initiative. The Green Angels team is made up of staff members who undertake a project of their own choice. Projects are backed by management and the board but entirely controlled by the employees. To avoid the initiative going stale, a new Green Angels team is selected every six months. Activities organised by the Green Angels have engaged staff in a fun and enjoyable way, e.g. raising awareness of recycling through a waste sorting race. A staff survey found that more than three quarters of Commercial employees feel themselves to be 'totally engaged' with the company's sustainability programme – and in large part this is thanks to the elements of fun and employee ownership that the Green Angels initiative brings.



“Sharing ways of cutting carbon emissions with clients and at networking events in your sector can spark inspiration and help solve problems.”

### Use ideas and expertise from internal and external networks

Sharing ways of cutting carbon emissions with clients and at networking events in your sector can spark inspiration and help solve problems.

Organisations like Scottish and Southern Energy and Halcrow wanted to help staff use carbon-friendly commuting methods and found that working with other local companies could help persuade public transport providers to provide more convenient schedules.

Specialist advisory organisations also offer support – see 'Sources of further advice and support' at the end of this guide.

## Time and Trigger Points

### Make the most of major 'moments of change'

It's often easiest to introduce new ways of working when workplaces are making other major changes. Halcrow and EAE used office moves to adopt more energy-efficient power supplies and improve recycling facilities. Scottish and Southern Energy reviewed its travel to work policies when the company car park became full.

Organisations facing financial pressures may be able to cut costs and carbon emissions at the same time. Times of financial turbulence can offer positive opportunities for rethinking and redesigning work space and working times – being flexible about the resources you have, and asking hard questions about whether you need them. Aberdeenshire Council is undertaking a radical rationalisation of its estate and offices through introducing a flexible home working policy, which has so far saved over 33,000 tonnes of CO<sub>2</sub> and over £46,000 in business mileage.

### Give employees time to get fully involved

Making some time available in working hours for individual champions to run low carbon projects helps sustain success and is a good way of developing staff leadership skills. Where you can, build low carbon activities into work schedules and consider the timing of project activities to enable staff in different roles to take part.

Organisations like Coca Cola, Hilton and Wiles Greenworld have successfully introduced low carbon activities that took up little additional time in daily work schedules. These include:

- recycling glass bottles rather than throwing them away,
- hotel staff turning off lights and appliances left on by guests,
- assessing which power sources can be turned off completely over weekends, and
- including a regular slot on low carbon projects within staff meetings.



## Moving to the next stage

### Using low carbon technologies helps establish positive work cultures

Cutting carbon emissions can be low-cost but for organisations that are prepared to invest some money, low carbon technology can lead to considerable savings on fuel and energy costs. Investing in lower emission vehicles, motion sensitive lighting or renewable energy generation sources are all ways of achieving this.

Technology is also important in supporting changes to travel behaviours, e.g. through video – or tele-conferencing instead of travelling to meetings.

Businesses told us that one of the cheapest and most useful technologies is an energy-use monitor which helps to spot high levels of consumption, track performance over time and provide feedback to staff on how their effort contributes to carbon reduction.

### Case example: Energy monitoring at Coca Cola Enterprises

Coca Cola Enterprises has (with support from the Carbon Trust) put in place monitoring systems which measure how much energy is being used, where, and by which machines in its bottling factory. The monitors now produce reports automatically and managers have been able to use this information to save thousands of pounds by identifying which machines could be shut down at weekends, and instances where shut-down routines have not been followed. By monitoring energy usage, managers have also discovered higher than expected energy use when agency staff are brought in during times of high production. This awareness has led the company to work closely with agency staff to deal with this problem.

“Some employers are already doing a lot of good. But whatever your stage of development, you can join them and reap the benefits of engaging staff on low carbon activities.”

## **Last word**

Doing good business can also mean, simply, doing good. Carbon emissions are driving climate change and are unsustainable, at current levels. Future generations – actually current generations, because many changes are not that far off – are relying on us to do more to limit the damage these emissions are causing. Some employers are already doing a lot of good. But whatever your stage of development, you can join them and reap the benefits of engaging staff on low carbon activities. Here’s a reminder of the key steps for moving forward.

1. Build your business case and gain senior management commitment
2. Devise a plan of action
3. Engage colleagues as early as possible
4. Get cracking...and focus on quick wins
5. Once up and running, look to share and develop good practice with others

Let us know how you get on...

## General advice

### The Carbon Trust

[www.carbontrust.co.uk](http://www.carbontrust.co.uk)

Specialist support for UK public and private sector businesses. Web resources include carbon calculators, communications materials, and publications. Also offers in-depth advisory services.

### Business in the Community

[www.bitc.org.uk](http://www.bitc.org.uk)

### Scottish Business in the Community

[www.sbcscot.com](http://www.sbcscot.com)

Cross-sectoral partnerships offering information and advice. The Envirowheel interactive guidance tool is available on Scottish Business in the Community website.

### The Princes' Mayday Network

[www.maydaynetwork.com](http://www.maydaynetwork.com)

Includes 'Mayday Journey' tool for members throughout the UK to calculate their environmental impact, develop strategies for reducing it and track their progress online.

### Scotland's Business Gateway

[www.business.scotland.gov.uk](http://www.business.scotland.gov.uk)

Environment and efficiency pages offer practical information on environmental legislation and carbon reduction.

### Energy Saving Trust Scotland

[www.energysavingtrust.org.uk/scotland/Business-services](http://www.energysavingtrust.org.uk/scotland/Business-services)

### Energy Saving Trust UK

[www.energysavingtrust.org.uk](http://www.energysavingtrust.org.uk)

Provides services for smaller businesses including an advisory service, free energy audits and loans for carbon reduction and renewable energy infrastructure.

## Green Business Partnership

[www.greenbusinesspartnership.org.uk](http://www.greenbusinesspartnership.org.uk)

Offers free and subsidised assistance to SMEs in Scotland. Members benefit from free events, training, discounts and more. Non-member online resources include useful FAQ.

## Forum for the Future

[www.forumforthefuture.org](http://www.forumforthefuture.org)

This not-for-profit organisation works globally with businesses to find new opportunities to increase sustainability.

## Global Action Plan

[www.globalactionplan.org.uk](http://www.globalactionplan.org.uk)

International charity whose services include guiding large organisations in employee engagement, strategic advice on lowering carbon footprints, training and communications.

## Transport advice

### Choose Another Way

[www.chooseanotherway.com](http://www.chooseanotherway.com)

Scottish initiative to help businesses cut their emissions from transport. Includes a guide to developing a travel plan, carbon calculator and resources for conducting travel surveys.

### Ways 2 Work

[ways2work.bitc.org.uk](http://ways2work.bitc.org.uk)

Also provides practical guidance in promoting sustainable travel for businesses, targeted towards businesses in England and Wales. Includes guidance on travel planning and cycle to work schemes.

## Waste advice

### Zero Waste Scotland

[www.zerowastescotland.org.uk](http://www.zerowastescotland.org.uk)

Online resources include directory of local reuse and recycling services in Scotland, and a dedicated section for SMEs.

### WRAP (Waste & Resources Action Programme)

[www.wrap.org.uk](http://www.wrap.org.uk)

Includes a UK-wide recycling services directory, downloadable workplace posters, info and advice on waste management.

### Changeworks

[www.changeworks.org.uk](http://www.changeworks.org.uk)

Changeworks also offer free advisory services to Scottish businesses, recycling collections and training as well as online info on reducing carbon.

## Awards

### Vibes Awards

[www.vibes.org.uk](http://www.vibes.org.uk)

### Guardian Sustainable Business Awards

[www.guardian.co.uk/sustainable-business/gsb-awards](http://www.guardian.co.uk/sustainable-business/gsb-awards)

### UK Awards for Excellence

[www.sbcscot.com/what-we-do/awards](http://www.sbcscot.com/what-we-do/awards)





This guidance is based on evidence from a research project funded by the Scottish Government, Defra and the 2020 Climate Group. The research drew on interviews with practitioners and 10 case studies in organisations around the UK. The full report and case studies are now available on the Scottish Government's website

[www.scotland.gov.uk](http://www.scotland.gov.uk)



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