

Employee Engagement Global Survey

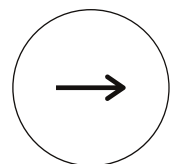
How do organisations engage
the 'human' side of NetZero?

Al Kennedy / Jaime Blakeley-Glover



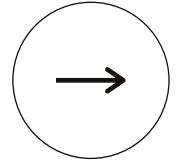
**“NOW THAT THE PHYSICAL
SCIENCE IS CLEAR, THE
FUNDAMENTAL PROBLEM
OF CLIMATE CHANGE IS
PSYCHOLOGICAL”**

(BRICK & VAN DER LINDEN, 2018)

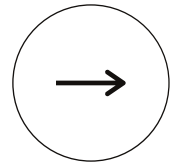


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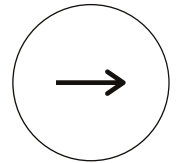
01 Context



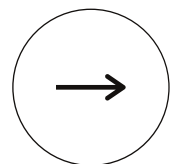
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Context

01

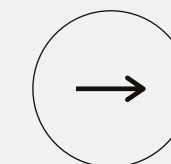
Context

Code Red for Humanity

The science around climate change continues to paint a stark picture with the latest report from the Intergovernmental Panel on Climate Change IPCC warns of increasingly extreme heatwaves, droughts and flooding, and a key temperature limit being broken in just over a decade. It was described by a UN Chief as a '**code red for humanity**'.

The inescapable truth is that despite all the political dialogue of the past decades and the landmark Paris Agreement, the scientific evidence shows that our collective actions are insufficient.

Many sustainability teams working within committed organisations have made some measured progress to deliver reductions in emissions. It could be suggested that varying amounts of low hanging fruit have now been eaten; but what is now urgently required is a more human-scale, fundamental and systemic approach to achieve the radical transformations for a NetZero world.

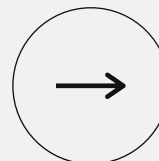


Context

The 'human' side of climate change

This research came out of three key reflections:

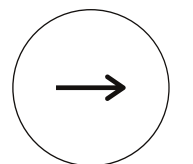
- Firstly, that detailed consideration of the 'human' changes are missing from many climate change or sustainability strategies.
 - Secondly, that whilst some 88% of the population of Bristol, 85% of the UK and 85% of the global populations are concerned about climate change, we didn't see this concern reflected in the activity or engagement within organisations (where responses are often, but not always, the responsibility of specific sustainability teams).
 - Thirdly, the opportunity to provide climate coaching support to empower employees and help organisations toward their Net Zero targets
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“IT IS INCREASINGLY OBVIOUS THAT TRADITIONAL GLOBAL GOVERNANCE TOOLS – FOCUSED ON TOP-DOWN, LEGALISED PROBLEM SOLVING – WILL NOT BRING ABOUT THE ‘RAPID AND FAR-REACHING’ TRANSFORMATIONS NEEDED TO AVOID THE WORST IMPACTS OF CLIMATE CHANGE.

IF GLOBAL GOVERNANCE IS TO BE EFFECTIVE, IT NEEDS TO ENCOURAGE MITIGATION, ADAPTATION AND ACTION BY DIVERSE ACTORS AT MULTIPLE SCALES AND INSPIRE REAL INSTITUTIONAL CHANGE AT THE DOMESTIC LEVEL.”

(JULIA KREIENKAMP, GLOBAL GOVERNANCE INSTITUTE AT UCL)



Global Survey

02

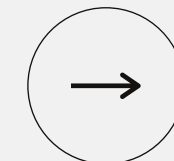
Global Survey

Approach and Methodology

We devised a short survey of 11 questions.

These covered the following topics related to climate change activity within organisations:

- Employee concern
- The strategic approach
- The role of employees in contributing to organisational actions
- The nature of ‘conversations’ or continuous learning around climate change
- The role of business
- The desire of employees to play more of a role within organisations



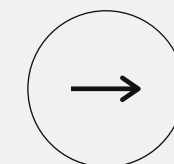
Global Survey

Approach and Methodology

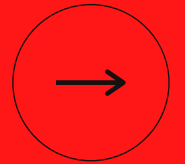
The survey was distributed through our personal, business networks and open for 4 months.

The results came from 115 respondents or which:

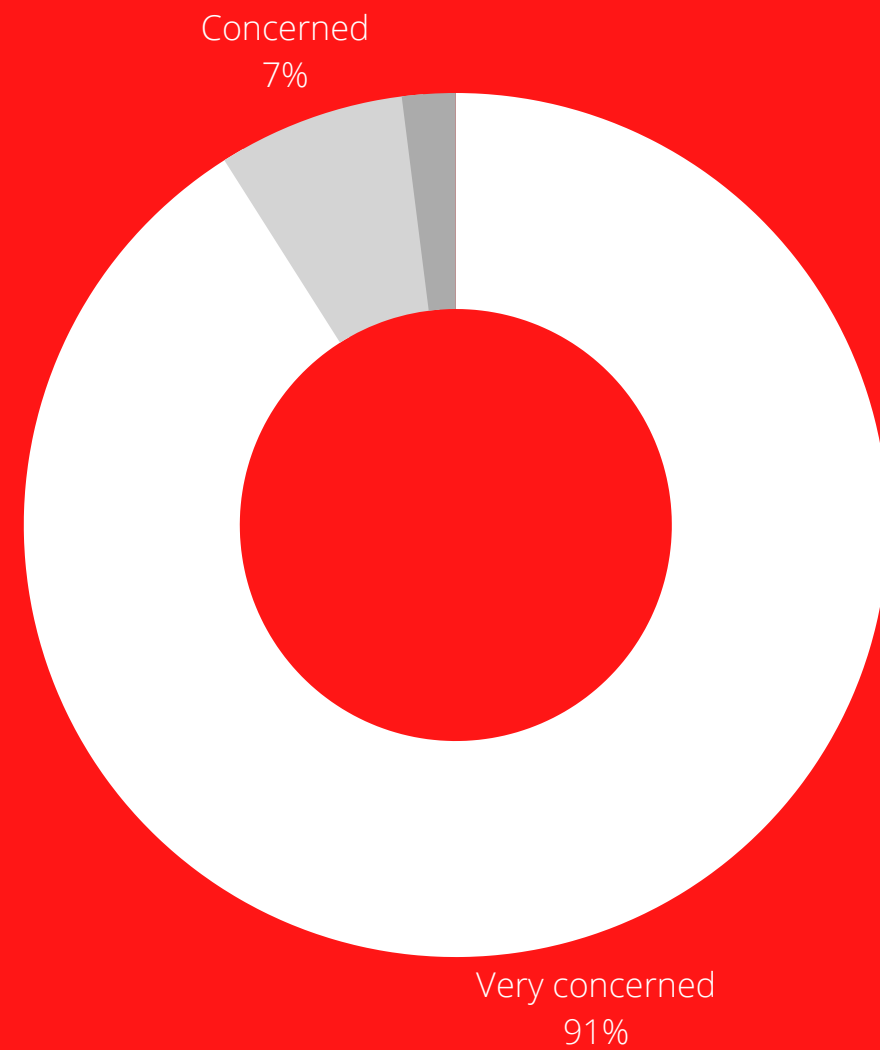
- 45 were based in the UK; 25 based in the EU; 35 based outside the EU; 5 fully remote.
- 79 were from the private sector; 15 from the public sector; 13 from not-for-profit sector; 8 'other'.
- From a variety of sizes of organisations 1-10 employees (36); 10-50 (15); 50-100 (8); 100-500 (13); over 1,000 (13); over 5,000 (29)
- Largest industry was professional services / consultancy (36%) followed by Software / Telecoms (11.4%). After this was a broad response across industries.



Personal view

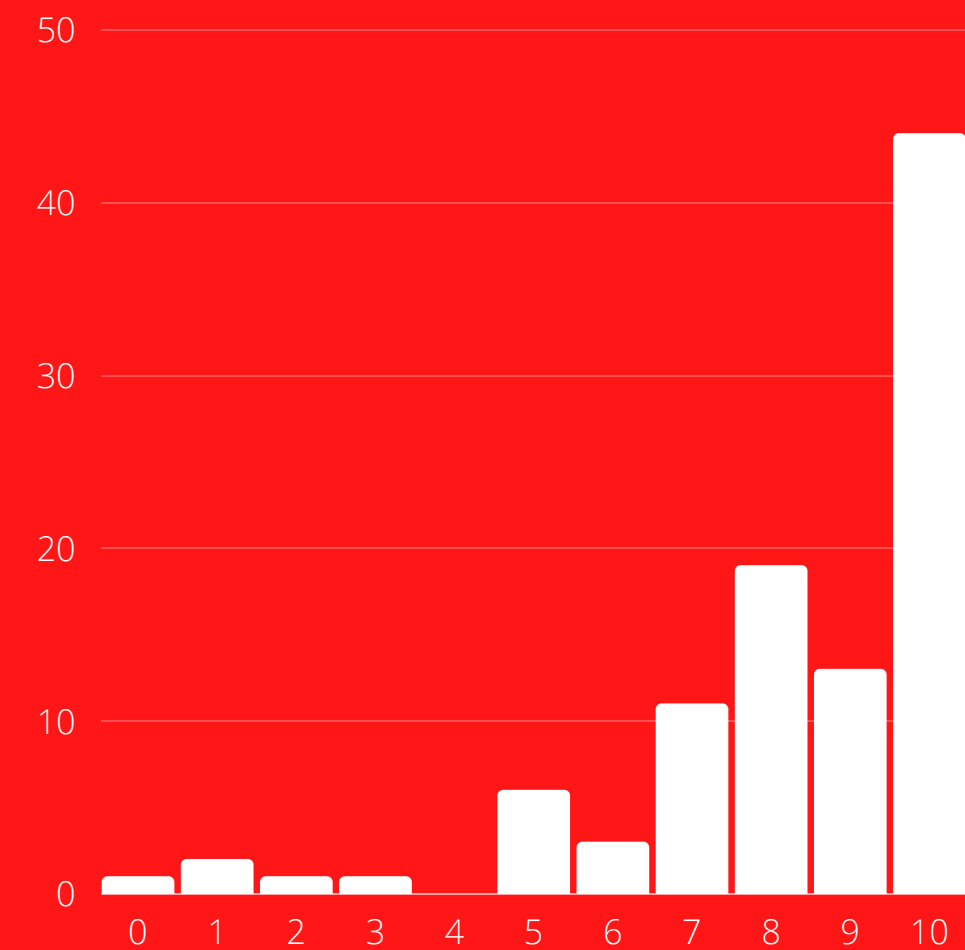


How concerned are you about Climate Change?

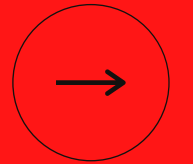


How much do you think business has a role in supporting employees to take positive action to address climate change?

Rating 0-10 (0=Not at all, 10=Absolutely)

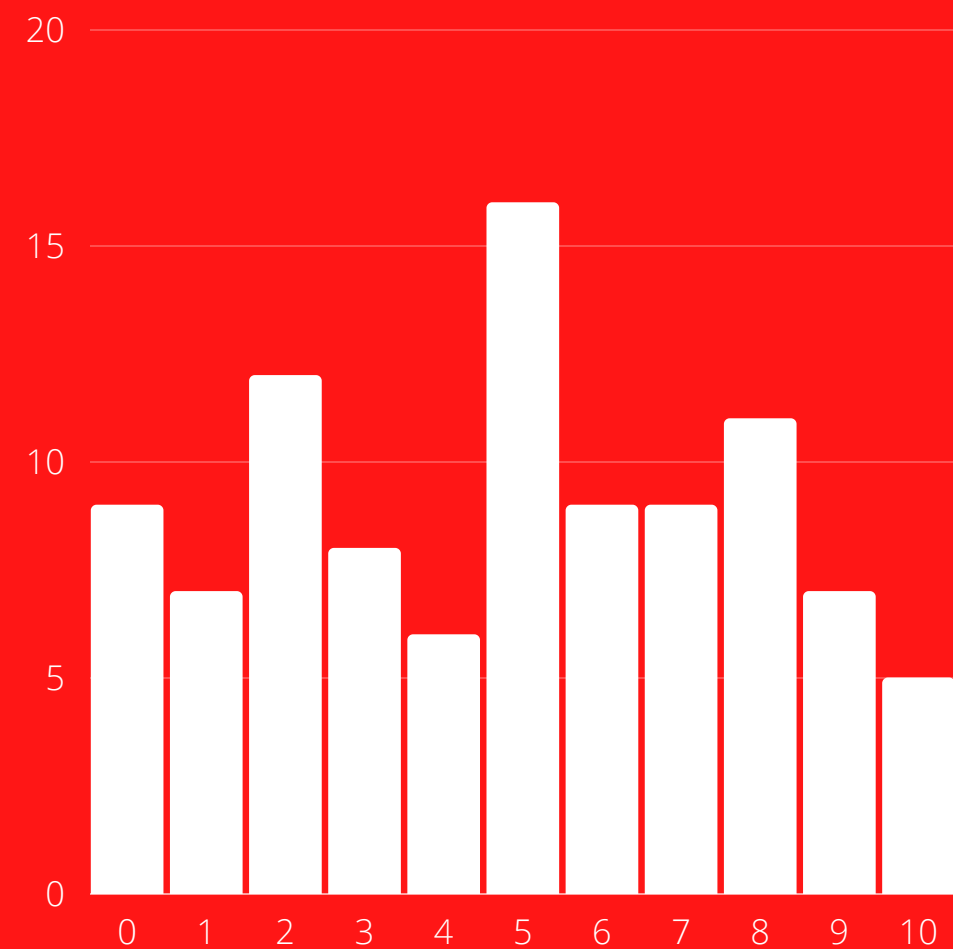


Organisational view



How would you scale your organisation or employer's strategic approach to climate change?

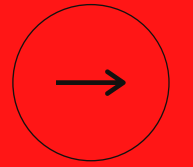
Rating 0-10 (0=Non-existent, 10=Excellent)



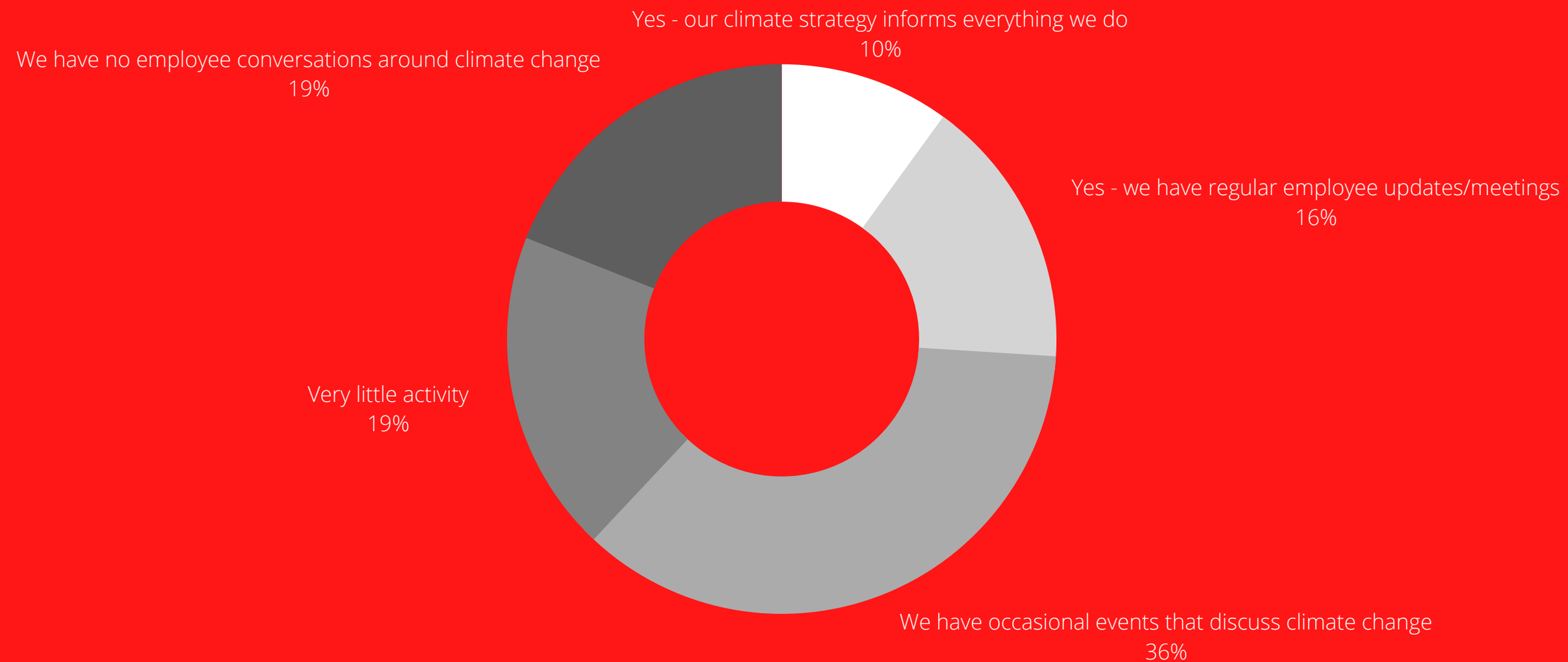
What actions has your organisation committed to in order to respond to climate and ecological emergencies?



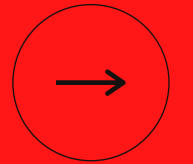
Organisational view



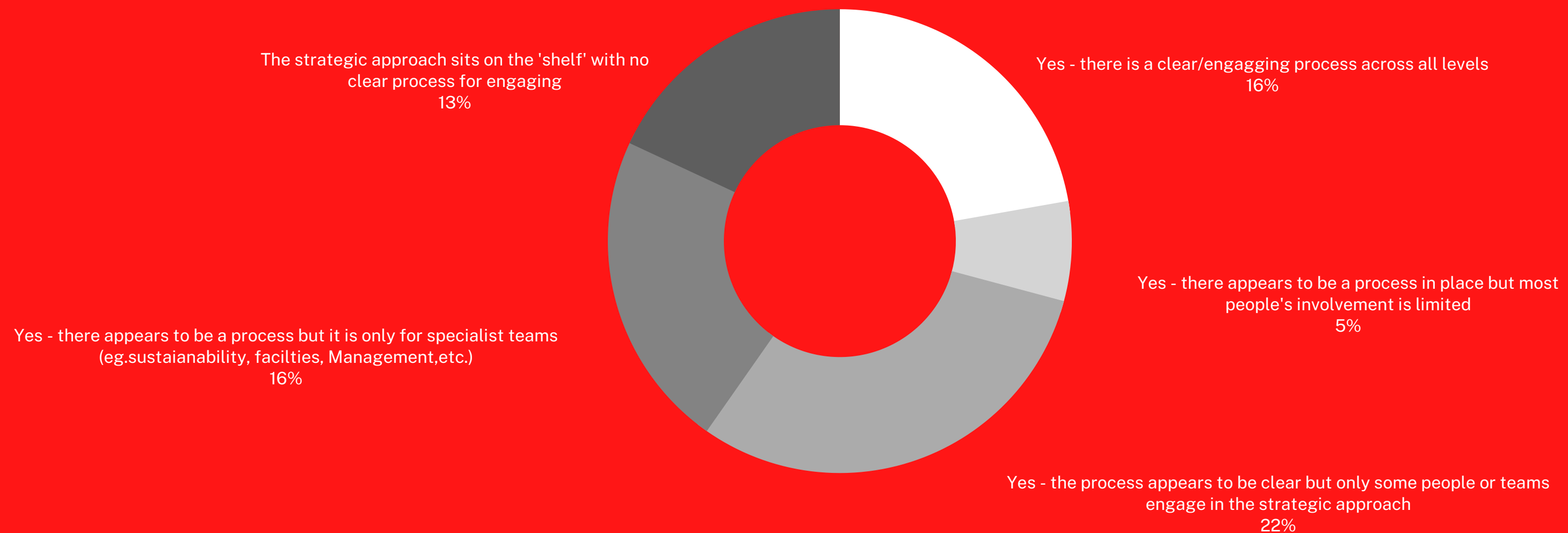
Are there any conversations about climate change within your organisation?



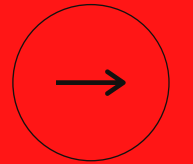
Role of the employee



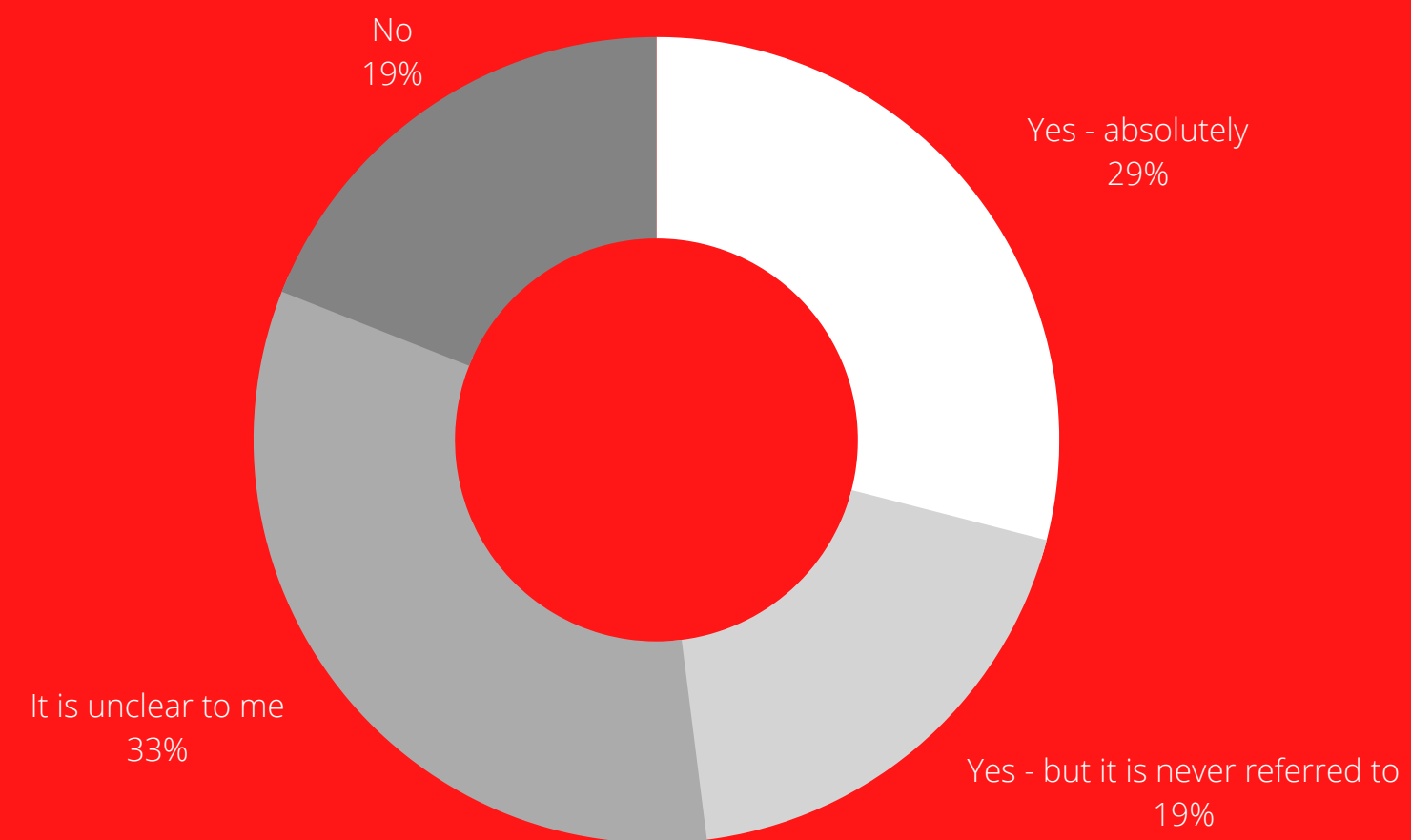
As an employee do you feel engaged in the strategic approach?



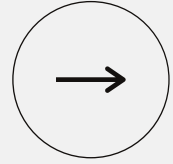
Role of the employee



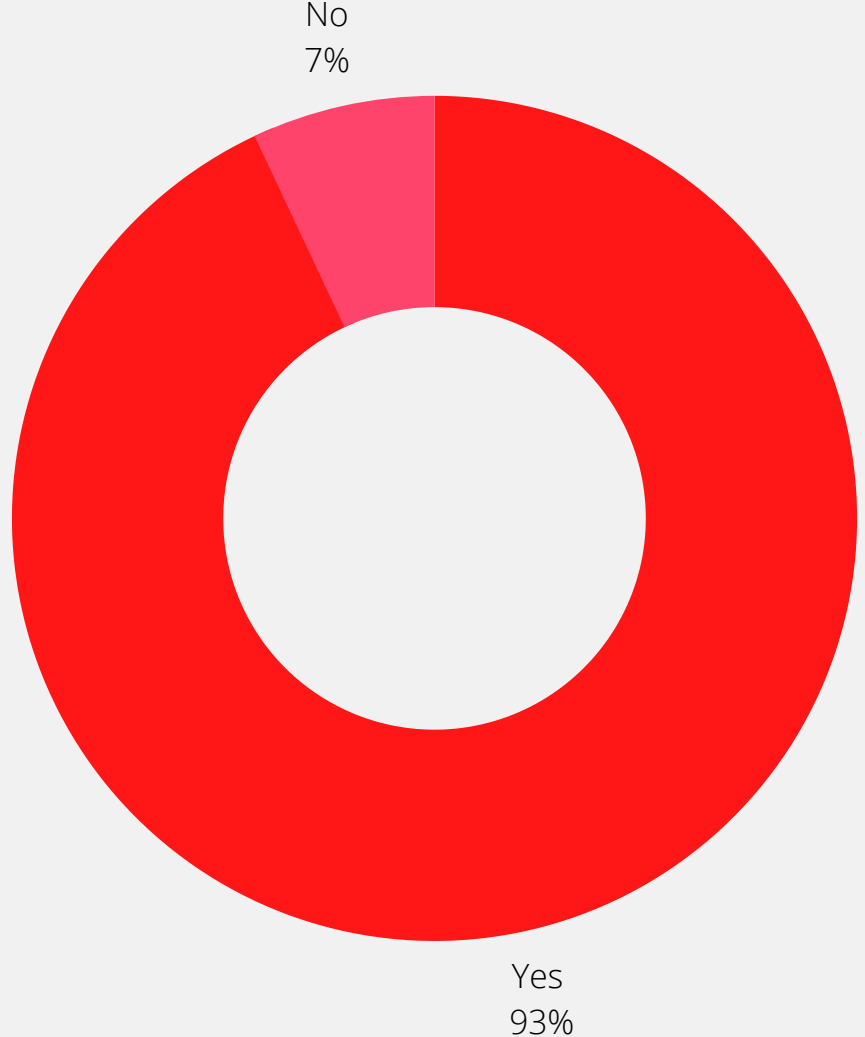
As an employee do you understand your role in delivering actions your organisation has committed to on climate change?



The opportunity...



Would you welcome the opportunity to be more involved to help your organisation play its part in mitigating its impact on climate change?



References

1. Climate change: IPCC report is 'code red for humanity'

<https://www.ipcc.ch/assessment-report/ar6/>

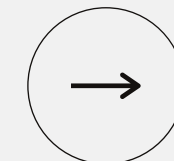
2. Global Climate Change Governance: Driving Systemic Change?

<https://www.ucl.ac.uk/global-governance/news/2020/jan/global-climate-change-governance-driving-systemic-change>

3. Concern about Climate Change and Its Consequences

By Bruce Stokes, Richard Wike & Jill Carle

<https://www.pewresearch.org/global/2015/11/05/1-concern-about-climate-change-and-its-consequences>



Analysis

03

The overwhelming picture is one of personal concern around climate change and the need for businesses to play a prominent role

Concern

91.3% employees are very concerned.

91.3% of people who reported concern around climate change is not a dissimilar level to that their local city of Bristol 88% and the UK (80%).

Business Action

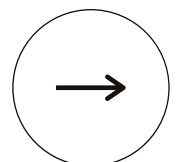
41% rated business need to have play a prominent role as 10/10

And 87% rated it above 7/10.

Intention to action 'gap'

Employee concern and organisational action on climate action are disconnected.

Support and engagement are not playing through into the way organisations function on a day-to-day basis and their culture.



There is a latent motivation and potential to do more from the workforce

Conversations

75% of employees reported either 'no', 'little' or 'only occasional' conversations about climate change.

Road to Net Zero

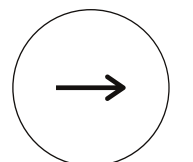
Almost a third (27.8%) surveyed, reported no strategic approach to climate change.

Only 15.7% highlighted a clear strategic approach that engages everyone.

Engagement

85% of respondents highlighted that there isn't an overarching approach to engaging employees.

Less than 10% highlighted that climate change is considered as a systemic issue relating to everything the company does.



Coaching innovation and leadership

Support

93% of people said they would be welcome the opportunity to play a more active role.

This broadly aligns with level of high concern at an individual level and the organisational challenge in how to unlock this potential.

Leadership

52% of employees not clear on the role they are expected to play.

A further 20% stated that climate change is never referred to. Underlining the fact that roles are not clearly understood or embedded as part of the day-to-day functioning of the business.

Climate Coaching

70% saw a potential role for coaching to support employees

Providing support to empower them to help their organisations in achieving ambitious Net Zero targets.



What support do employees need?

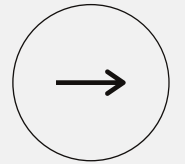
Key themes that emerged from an open comments:

- **Permission**, a clear mission; consistent leadership and commitment from the senior executive.
 - **Clarity**, a clear statement of the science and the issue; to take ownership of the challenges.
 - **Resources** and allocated budgets.
 - **Time**, time, and more time.
 - **Support**, to work out individual employee roles to encourage feedback on impacts/metrics.
 - **Action**, with clear accountability and validation.
 - **Training**, practical knowledge and ongoing education.
 - **Engagement**, embedding sustainability and climate change in projects/initiatives.
 - **Connection**, peer support and 'spaces' for moral support.
 - **Coaching**, adoption of new behaviours; mindsets; engagement to support 'intrapreneurialism'.
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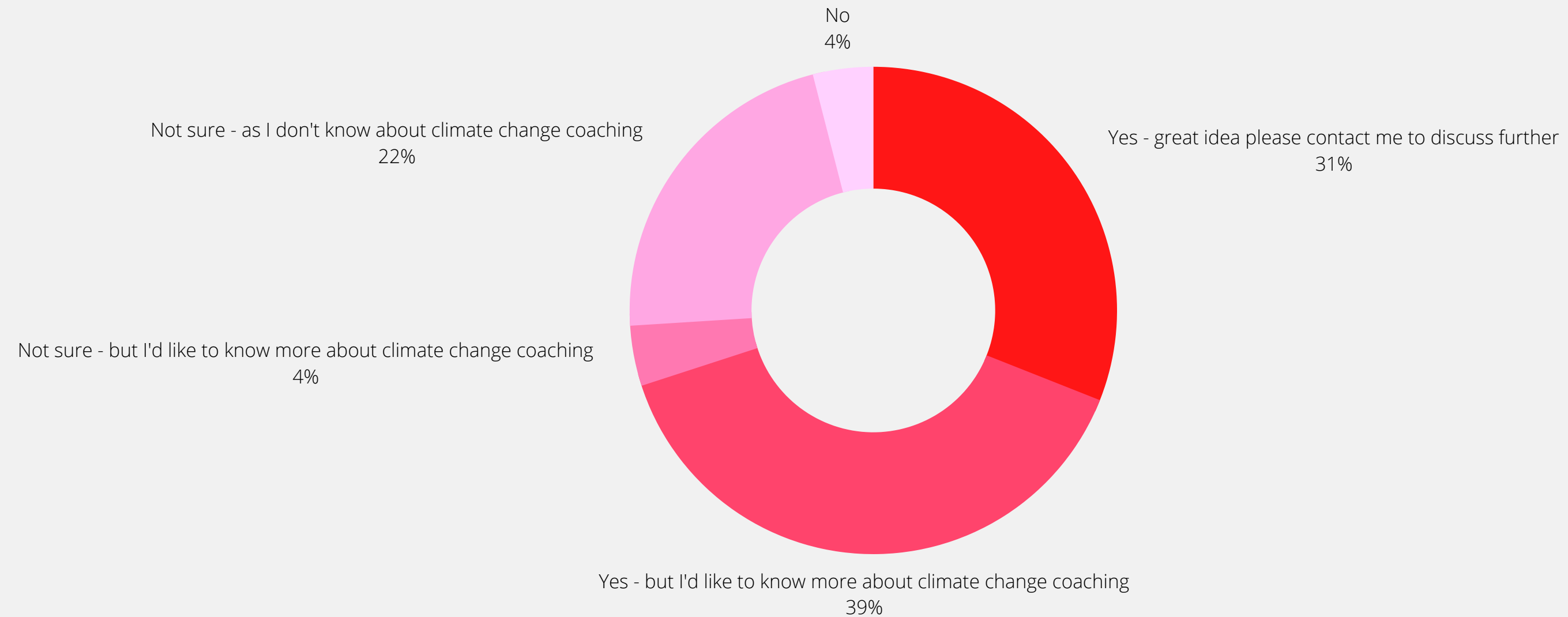
Climate Coaching Programme

04

Climate Coaching



Could you see a role for professional coaching to help employers & employees discuss taking actions around climate change?



How can Climate Coaching help?

Supporting the 'human side' of climate change

The climate crisis is not a scientific challenge; we know the physical data - this is now a psychological challenge - a human behaviour challenge.

Data shows that 85% of business' strategies on climate fail to engage workforces. Where this happens, the strategy is not owned; it is not baked into the culture; employees do not know their role... and subsequently the strategy fails to deliver on its ambitious pledges and personal commitments.

Organisations need to deploy a tool that is capable of unlocking latent potential in the 93% of employees who would want to support a climate strategy if they had the opportunity.

Coaching is proven as a tool for developing people across organisations in a wide variety of settings and roles. It has huge potential to catalyse individual and collective action on climate change. It develops climate ownership and innovation within the workforce. **We call this, 'climate coaching'.**

(Benefits of coaching include; "80% of people who receive coaching report increased self-confidence... over 70% benefit from improved work performance, relationships, and more effective communication skills." (source: ICF 2009).)



Climate Coaching towards NetZero

01	Provide support and 'safe' spaces to start the 'difficult' conversations
02	Give permission and create psychological safety within the organisation
03	Focus time on employees engagement and positive action
04	Nurture a 'coaching culture' and climate leadership across the organisation
05	Support innovative ideas and unlock employee action toward Net Zero ambitions

Climate Coaching

Next steps: Engagement & Action

We activate a coaching and design process on a 'human scale' to support organisations and empower employees in the transition journey to NetZero. To move from intent to action by adopting a coaching approach and applying a systemic design framework to catalyse change.

Take a defined first step towards unlocking the potential of your workforce.

We support organisations through a three stage process.

01: **Discover**

02: **Connect & Engage**

03: **Co-Create & Lead**

We are coaches, facilitators and change-makers. Our mission is to support leaders, organisations and local communities to adapt and consciously respond to the current socio-economic, environmental and ecological crises.

“Climate change is, simply, the greatest collective challenge we face as a human family.”
— Ban Ki-Moon

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