



ARUP

Sustainability Leadership at Arup Cardiff

WeAreDoNation.com



Background

Rosie Cripps is an engineer in Arup's Cardiff office, and she's passionate about climate change. Following the success of the Paris Climate Agreement, she felt motivated to take action herself.

Rosie wanted to open up the conversation on climate change with her colleagues, recognising that although they understood the issues of sustainability - there was often a disconnect between awareness and action.

Rosie, with input from Do Nation, put together a business case to secure internal Arup funding and support to run a Do Nation pledge competition involving Arup's Cardiff office, which includes 334 staff.



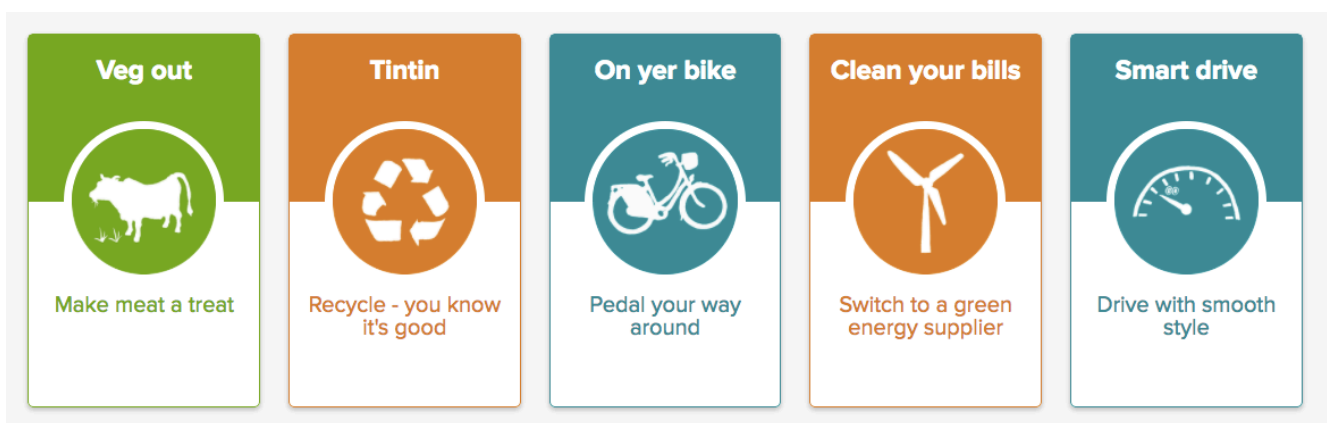
Rosie Cripps, Engineer

“The COP 21 talks were about agreeing targets, but they are not sufficient on their own; the targets won't be met without action from all of us. now.”

Getting set up:

First, Rosie and her team identified the actions they wanted to encourage staff to take. They selected a 46 Do Actions from Do Nation's ready-made list, keeping them relevant but broad enough to offer something for everyone. They picked five priority Do Actions to highlight, shown below.

Next, Rosie recruited a Champion for each of the 12 teams that would compete. They were tasked with promoting the programme on the ground and leading their team to the top of the leaderboard. Campaign pages were created for each team, allowing champions to monitor pledges made and their team's position on the leaderboard.



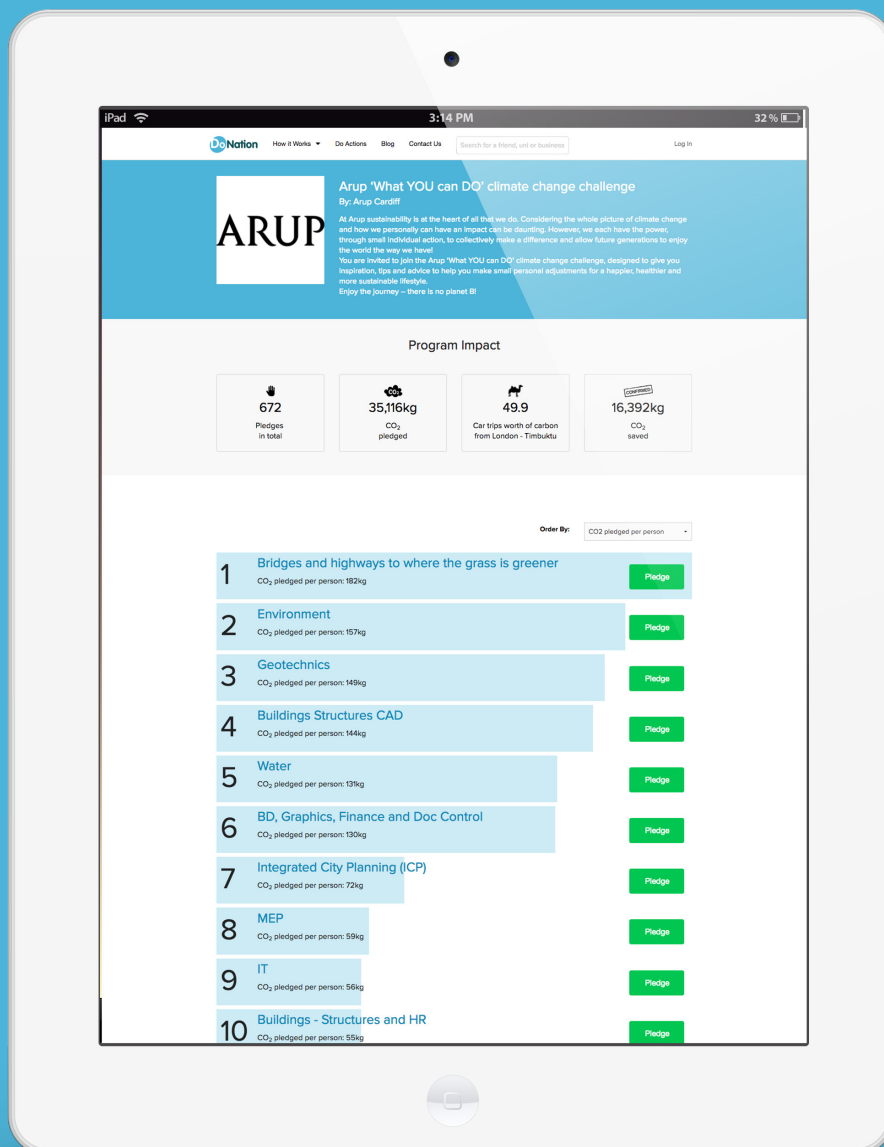
How Arup used Do Nation

A combination of emails, posters, flyers, and presentations were used to launch and promote the competition around the office. Team leaders shared their pledges, leading by example, and got everyone talking about it in their team meetings, sharing stories and playing on team rivalry.

From Arup's leaderboard, staff could record a pledge towards their team's campaign, pushing them up the leaderboard. As with all Do Nation programmes, pledges could be customised and were time bound. The commitment was to try the chosen action for two months – long enough to form habits, but not so long that it scared people off.

"Feel free to give me a sharp dig in the ribs if you see me in the lift :-)"

– Chris Tucker, pledged Step up

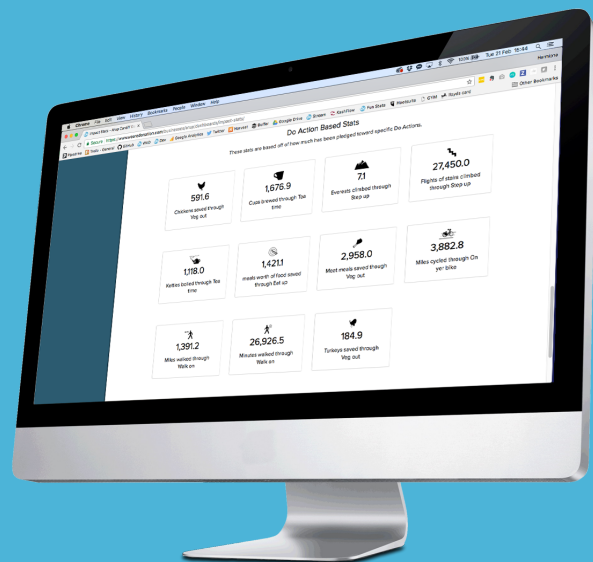


Potential carbon, water and waste savings were calculated through the built-in impact calculator and published on Arup's dashboards.

Throughout the programme Rosie used the impact stats to send encouraging emails to the teams and champions, bringing to life the impact of the pledges. For example: 400 chickens had been saved so far through Veg out, how many more could they save? Or together they'd climbed 6.5 Everests - could they hit 7? And so on.

Staff received a series of curated tips and reminder emails from Do Nation over the course of the two months, after which Do Nation asked them to confirm how they'd got on.

Rosie also sourced and distributed inspirational books and videos to staff to help capitalise on the interest and conversations that the programme triggered.



"Rather than two trips to Belfast we organised the entire team to call Arup Belfast's new offices and used the VC."

– Tom Slater, *Get grounded*

"This gave me the kick I needed to start recycling properly. I'm even doing recycling for other people as well! Definitely going to keep this up."

– Annie Jenkins, *pledged Tintin*

"Will be comparing mpg notes with Tom Slater in team MEP on this! Apparently he's the pro when it comes to being smooth (or so he says)."

– Allan Pitt, *pledged Smart drive*

The Results

Over the first month, 54% of staff in the Arup Cardiff office staff signed up to make a pledge, together recording 672 pledges – an average of almost 4 pledges per person.

7 in 10 people said that they knew their action was a good thing to do, they just hadn't got around to doing it yet. Their pledge had given them the nudge to get on with it.

Some teams were far more active than others, providing solid data on who could be Arup's next sustainability champions and conversely which colleagues needed more encouragement and training.

The social and competitive nature of the programme helped to win some reluctant environmentalists around – where they'd initially said it 'wasn't their thing' and they didn't feel like it was their responsibility to contribute, they were motivated to take part when they saw how low their team was on the leader board.

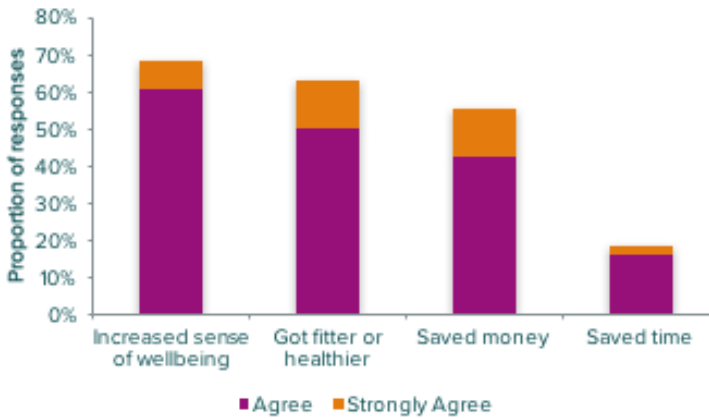
62% of the pledges were confirmed to have been successful, leading to annual savings of 85 tonnes carbon and 156,000 litres of water.

Perhaps most significant were the indirect impacts of improving health, wellbeing, and saving money (see chart on following page). It's these more personal benefits of behaviour change that make it such a powerful route to making sustainability mainstream.

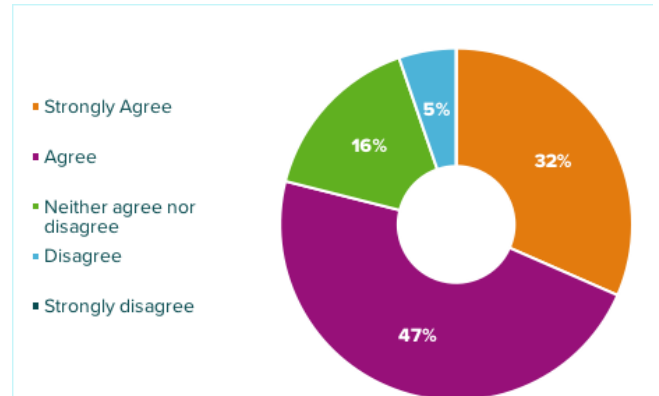


The impact

Personal impacts of pledges



Do Nation made me more proud that Arup is involved in tackling sustainability



82%



Just as Rosie had hoped, people felt empowered by the programme: 82% of participants said it had made them **feel part of a community** who were making a difference together.

It got conversations started – on average, people talked to 7 others about sustainability after their pledge, sharing other examples of good practice that was already going on within Arup and helping to normalise the behaviours.

All this led to **79% of staff feeling increased pride** in what Arup was doing to address sustainability.

The challenge has acted as a **springboard for other projects** – from a “bake a low carbon cake” competition and creation of a sustainability champions group, to the Water team working on implementing a carbon accounting procedure based on PAS2080.

"Always knew Arup is very keen on sustainability but I liked the fact that it's not just in design but also in the employees' lifestyles"
- Vianney

"I am impressed Arup would encourage such an office wide effort to promote sustainability"
- Ben

Leadership development



“Running our Do Nation programme almost felt like a personal training course in sustainability and leadership. It gave me a chance to experiment with different engagement skills and techniques, to see what worked for different people.

I learnt that I needed to work on my influencing and communication skills and have enrolled on a course to do just that. They're important skills not only for engaging and influencing colleagues, but also our clients.

I'll definitely be adding it to my CV!”

- *Rosie Cripps, Engineer, leader of Do Nation programme at Arup Cardiff*



Arup Cardiff Cycle Challenge,
Photo credit: Paul Carr

Want more?

If you have any questions or want to know more about Do Nation, drop us a line:

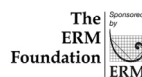
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