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# The Mayor's Business Climate Challenge

# AGENDA

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## Part 1 – Introduction

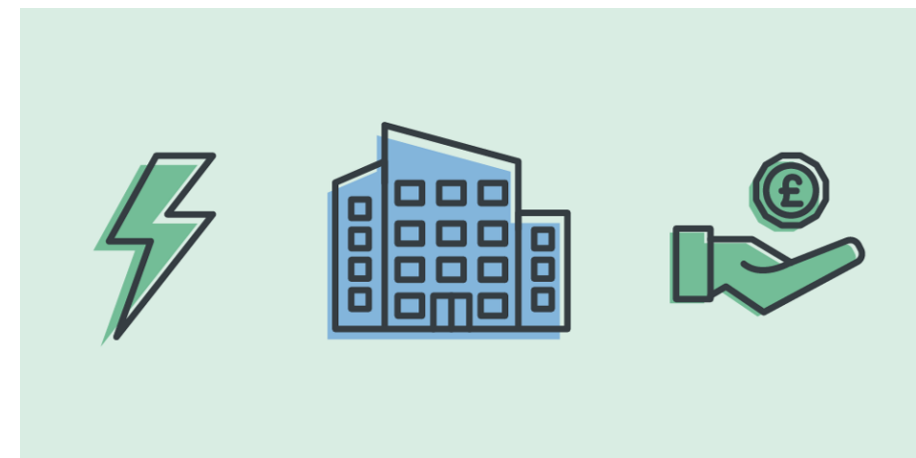
- Introduction to Business Climate Challenge
- How does behaviour impact energy use?
- Behaviour change exercise

## Part 2 – Practical Steps

- Behaviour science – energy in the workplace
- Change management – ADKAR model
- Case studies and practical measures

## Part 3 – Taking action

- Developing an action plan
- Resources
- Q&A



# PRESENTERS

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## Programme Management & Technical support

**Johanna Sutton** Greater London Authority

**Katerina Manika** Turner & Townsend

**Nina Skubala** Turner & Townsend

**Claire Brown** Turner & Townsend

**Clare Harris** Turner & Townsend

**Bobby Brady-Halligan** Turner & Townsend

**Laura Cocker** Turner & Townsend

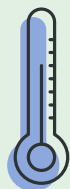
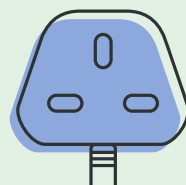
**Victoria Hunt** Turner & Townsend

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# BUSINESS CLIMATE CHALLENGE

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## Part 1: Introduction

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# THE MAYOR'S BUSINESS CLIMATE CHALLENGE

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**To help businesses reduce their energy consumption  
by 10% in a year.**

# PURPOSE OF THE SESSION



Identify employee behaviours that will reduce energy use.



Use change management to introduce and embed energy saving behaviours.



Provide resources and tools to help apply change management to save energy.



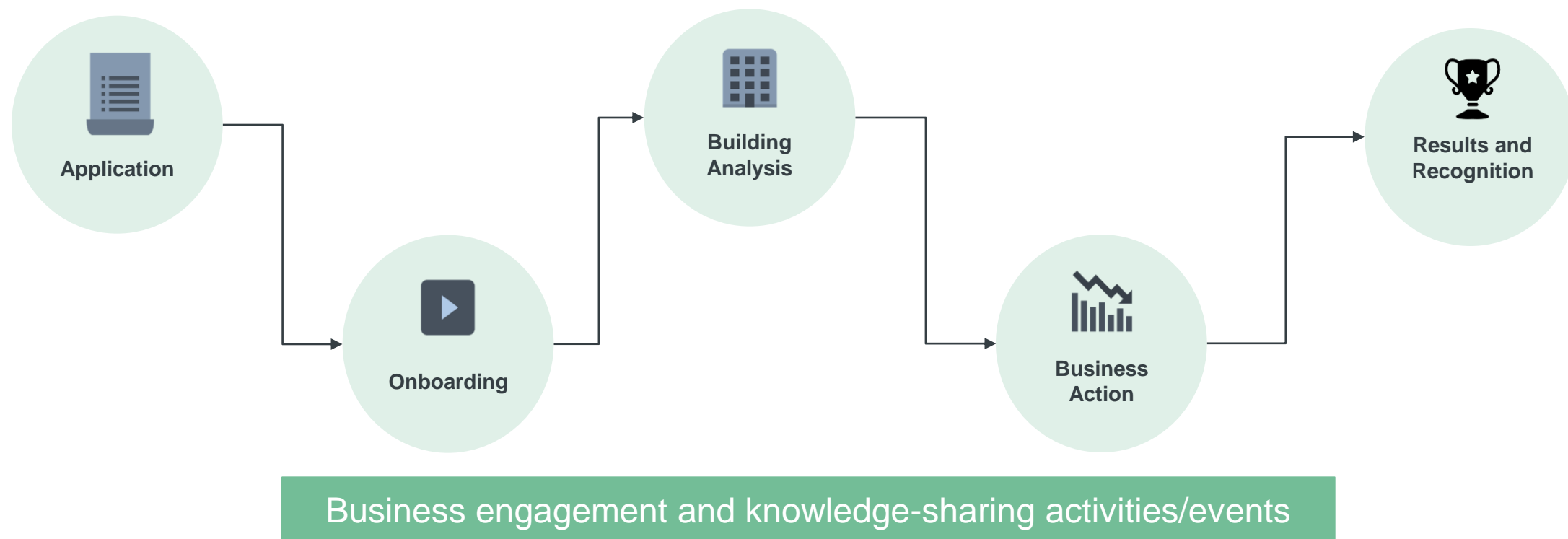
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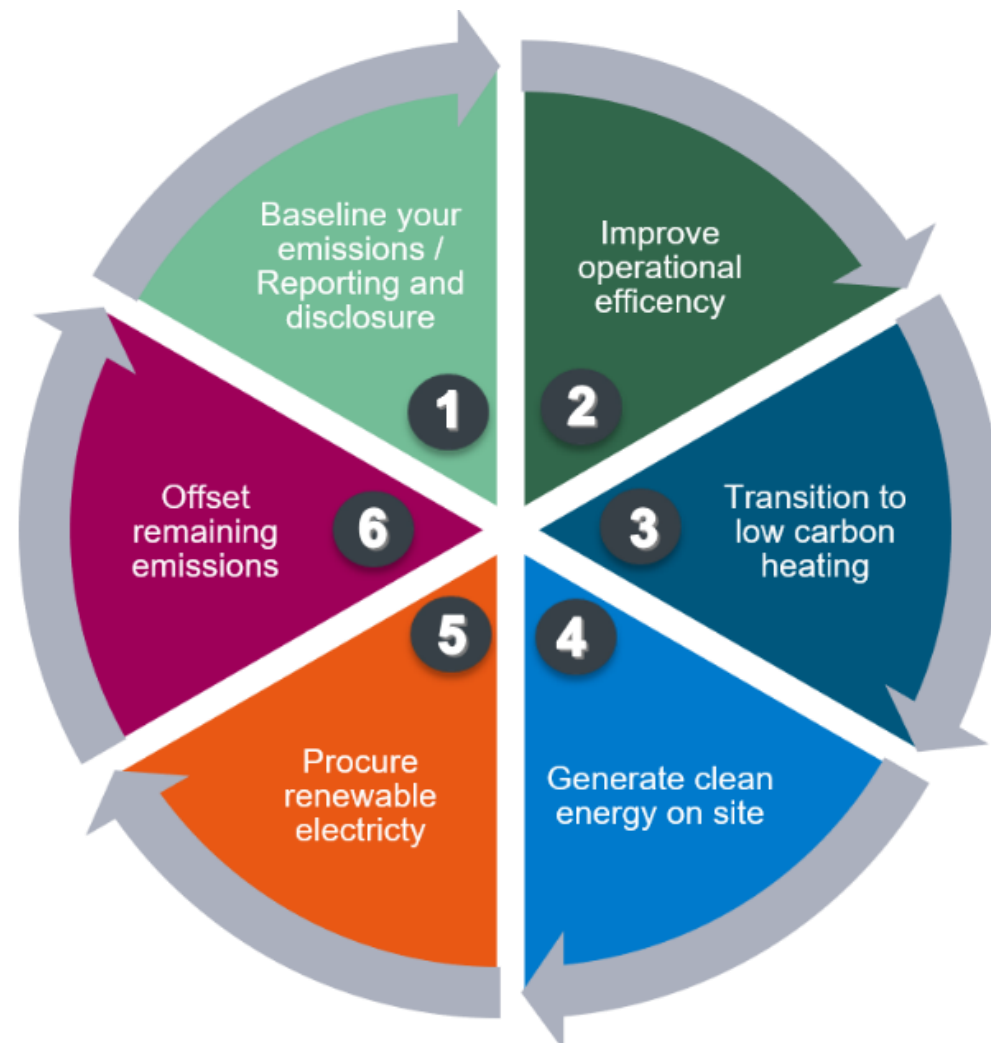
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# THE BUSINESS CLIMATE CHALLENGE JOURNEY



# BUSINESS CLIMATE CHALLENGE SUPPORT

## Energy Audit Recommendation Report



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# BEHAVIOUR CHANGE RECOMMENDATION

Measure	Estimated savings			% energy savings	Lifetime carbon savings	Cost	Payback period
	Energy saving (kWh/yr)	Cost saving (£/year)	Carbon saving (tCO <sub>2</sub> e) (year 1)	% kWh saving	tCO <sub>2</sub> e (over 15 yrs)	£	Years
1. Encourage staff to adopt sustainable energy practices	4,400	£900	0.9	0.6%	5.7	-	Instant
2. Ensure server room cooling temperature setpoint is suitable	Negligible	Negligible	Negligible	Negligible	Negligible	-	Instant
3. Ensure controls are suitably adjusted to office usage patterns (HVAC Controls)	11,400	£2,300	2.3	1.5%	14.2	£1,500	0.6
4. Develop policies to ensure sustainability is considered in all procurement	-	-	-	-	-	-	-
Total	15,800	£3,200	3.1	2.1%	19.9	£1,500	0.6

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# BEHAVIOUR CHANGE RECOMMENDATIONS

## Recommendation 1: Enable sustainable energy practices

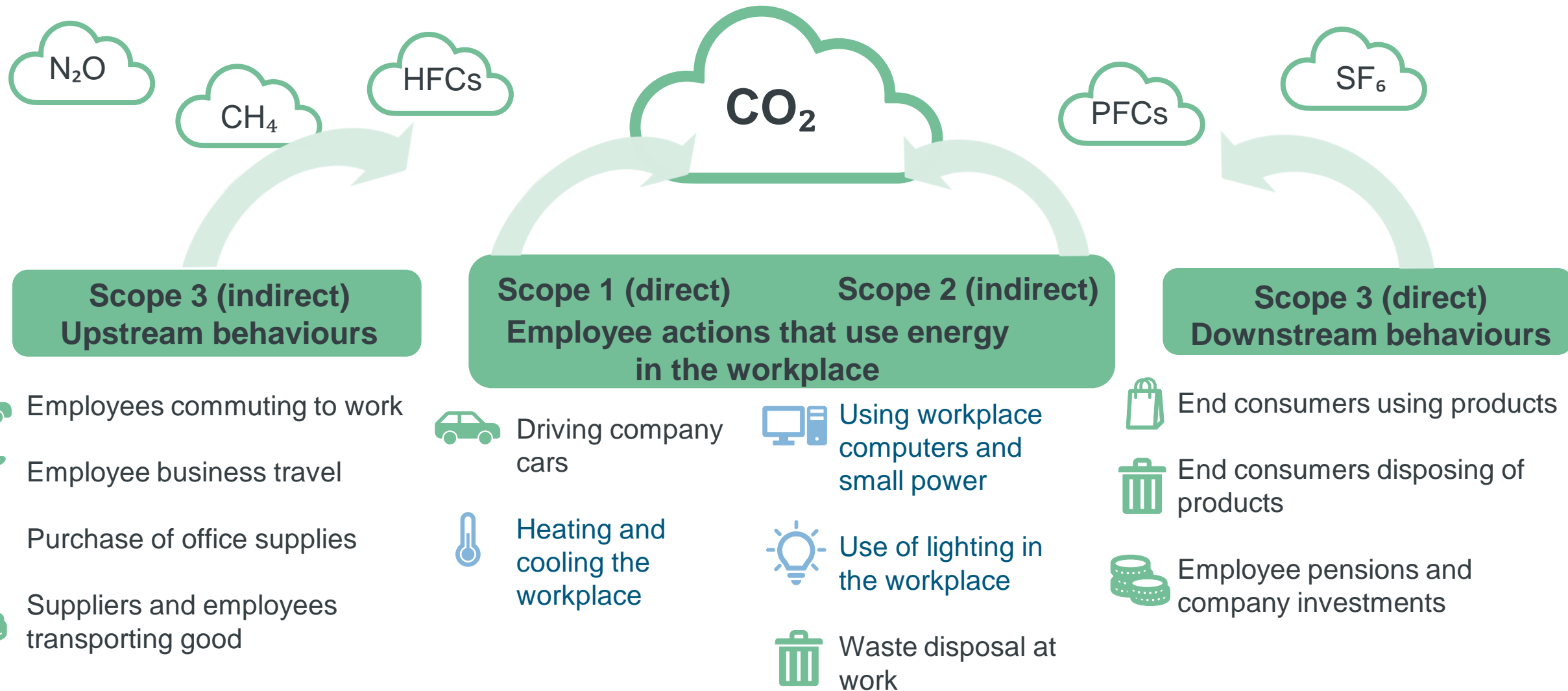
Potential annual savings			Implementation cost	Payback period
4,400 kWh/year	£900 /year	0.9 tonnes CO <sub>2</sub> e/year	-	Instant
Details	<ul style="list-style-type: none"> <li>When staff use the office, they use energy. Whilst electrical equipment such as laptops and monitors are not large energy users, lots of small energy users adds up to a surprising amount.</li> <li>Often people do not notice energy waste until it is brought to their attention. For example, when leaving a meeting room many people will turn off the lights as they present a visual reminder – but it's easy to forget to turn off the air conditioning because you can't see it. Raising awareness of these tendencies can help people to adopt more sustainable practices.</li> <li>It was brought to the auditor's attention that TV screens and computer monitors are all controlled manually and do not have an automatic shut-off or sleep mode activated. This presents the twinned risk of excess use, and human error during shutdown operations.</li> <li>The calculations were based on screens having their sleep functions enabled or brought forward, which would save an estimated 10% of screen time due to the removal of human error.</li> </ul>			
Benefits	<ul style="list-style-type: none"> <li>Reduction in emissions and energy use at zero cost. Enabling sustainable practices is likely to be one of the most cost-effective solutions to reducing energy use and emissions in the office.</li> </ul>			
Risks	<ul style="list-style-type: none"> <li>There is a risk that whilst experimenting with sleep modes, monitors and TV's go to sleep whilst still in use.</li> <li>There is a marginal risk that some members of staff may not be fully engaged with the new practice. However, studies have shown the majority of employees want to assist their employer to be more environmentally friendly.</li> </ul>			
Next Steps	<ul style="list-style-type: none"> <li>Set laptops/PCs TV's and monitors to automatically sleep or hibernate after a certain period. Sleep functions use around 80% less power than normal, and a computer in hibernation uses no power.</li> <li>Install energy consumption monitoring software on incoming electricity supplies and monitor changes to energy use.</li> </ul>			
Energy Saving Calculations	<ul style="list-style-type: none"> <li>It is not uncommon for measures of this nature to reduce energy use by 10% or more. This is the figure that has been estimated in the calculations based on television and monitors alone. The actual saving could be higher once other pieces of</li> </ul>			

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# EMISSIONS FROM WORKPLACE BEHAVIOURS



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# BEHAVIOUR AND ENERGY USE

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Our energy use is shaped by ingrained habits that are hard to change, due to subconscious preferences for the status quo.



Changes in our everyday habits can help to reduce energy bills, lower carbon emissions and ease pressure on the power grid.



Using change management methods can help us reduce energy use by fostering good behaviours.

# TECHNOLOGY AND BEHAVIOUR CHANGE

## No brainers – ease burden on employees

### Lighting

- Sensors
- Timers
- Too much, too little

### Appliances and equipment

- Energy saving mode
- Timers
- Efficient equipment – easy to use

### Energy Management

- Smart meters/Meter reading
- Energy management platforms
- Reporting requirements

### Refrigeration

- Temperature controls/Thermal Comfort

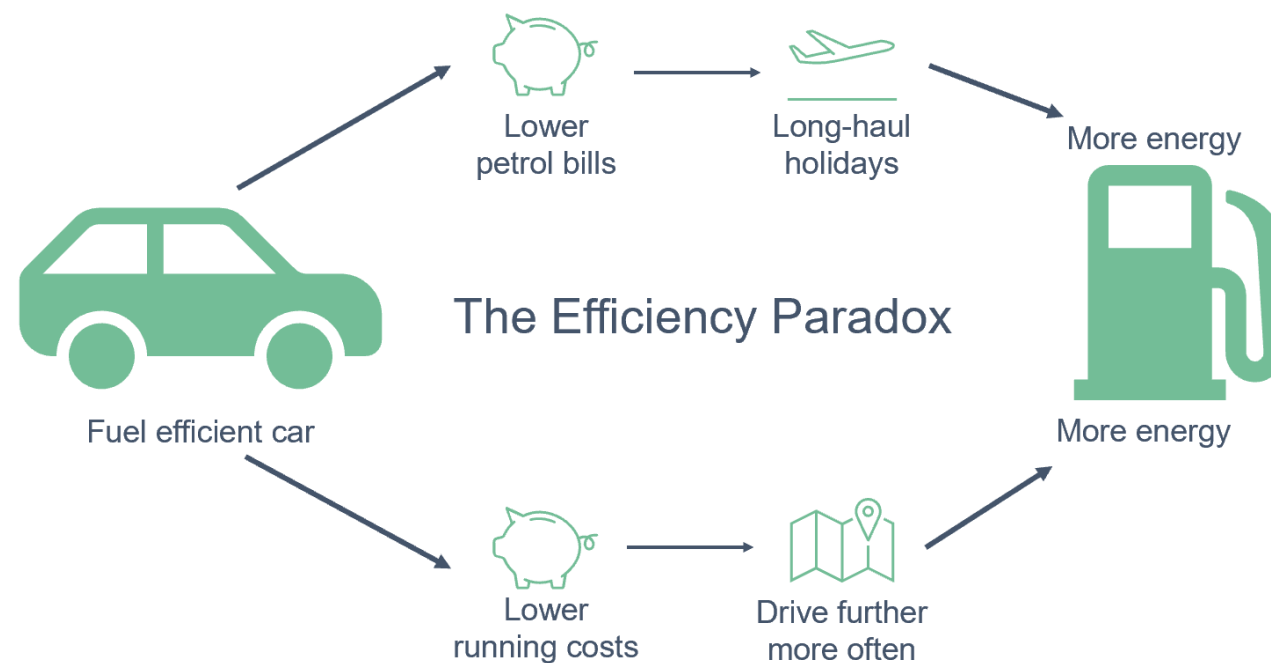
### Heating controls

- Temperature controls
- Timers/On too long/Not enough



# REBOUND EFFECT

The paradoxical outcome of energy use increasing rather than decreasing, in response to improved energy efficiency.



# ACTIVITY: BEHAVIOURS THAT SAVE ENERGY

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# WHAT BEHAVIOURS SAVE ENERGY?

## Appliances and equipment



Switching off when not in use.



Establishing a process with assigned responsibilities, to turn equipment and appliances on and off when closing and opening the building.



Maintaining regular maintenance and servicing.



Including energy efficiency in procurement decisions.



Our workplace already demonstrates this behaviour.



Our workplace could implement this!



# WHAT BEHAVIOURS SAVE ENERGY?

## Bathroom



Taking shorter showers to reduce demand on heating hot water.



Using hand towels rather than hand dryers.



Fixing dripping taps to avoid unnecessary heating of hot water.



Our workplace already demonstrates this behaviour.



Our workplace could implement this!

# WHAT BEHAVIOURS SAVE ENERGY?

## Heating and Cooling



Dressing appropriately for warmer and cooler weather.



Opening windows and doors to cool the building.



Keeping windows and doors closed, when heating and cooling is switched on.



Discouraging the use of personal fans and heaters.



Our workplace already demonstrates this behaviour.



Our workplace could implement this!

# WHAT BEHAVIOURS CAN SAVE ENERGY?

## Heating and Cooling (Cont)



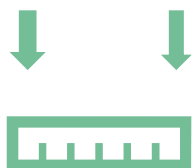
Empowering employees to select warmer or cooler parts of the building to work from, based on their preference.



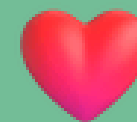
Optimising building occupancy, to limit spaces needing heating and cooling.



Drawing blinds to keep rooms cool in hot weather.



Keeping a gap between the heating and cooling set points, so both systems do not work in competition and discouraging employees from overriding controls.



Our workplace already demonstrates this behaviour.



Our workplace could implement this!

# WHAT BEHAVIOURS SAVE ENERGY?

## Technology



Checking server room temperature settings against manufacturers' guidance. Many server rooms are cooled below manufacturers' recommendations and require less air conditioning.



Switching off computers, printers, scanners at the end of the day.



Using power-save settings and automate turning off.



Reducing the size of email inboxes and attachments to lower processing demands on servers.



Our workplace already demonstrates this behaviour.



Our workplace could implement this!

# WHAT BEHAVIOURS SAVE ENERGY?

## Catering and Kitchens



Operating the dishwasher when full, rather than partially filled. Descaling the dishwasher.



Using lids on pots and pans when cooking.



Turning equipment off between servings. Turning off vending machines or fridges with non-perishable goods when not in use.



Filling kettles to the amount of water needed rather than to the top. Descaling the kettle.



Our workplace already demonstrates this behaviour.



Our workplace could implement this!

# WHAT BEHAVIOURS SAVE ENERGY?

## Catering and Kitchens



Cleaning the condenser coils at the back of the fridge - if dust builds up it can waste up to 30% more energy.



Keeping fridge door closed, to reduce cooling demand and cycling.



Siting fridges and freezers in a cool (but not very cold) position, to reduce cooling demand.



Avoiding overfilling the fridge. Make sure it is no more than three quarters full, allowing cool air to circulate more easily.



Our workplace already demonstrates this behaviour.



Our workplace could implement this!

# WHAT BEHAVIOURS SAVE ENERGY?

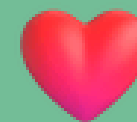
## Lighting



Switching off lights in empty or well-lit rooms. Use stickers to remind employees. Automate where possible with timer switches, occupancy sensors and daylight sensors.



Keeping light fixtures clean, to maximise light output, reducing the need for additional lighting.



Our workplace already demonstrates this behaviour.



Our workplace could implement this!

# ACTIVITY: UNDERSTANDING YOUR CHALLENGES

We would like you to use the chat function to share your biggest challenges with us.

You can submit multiple answers and please use the icons to interact with responses.

## Meeting chat



**What do you see as your biggest challenges when implementing the changes needed to reach a 10% reduction in energy consumption?**

Type a new message

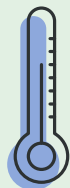
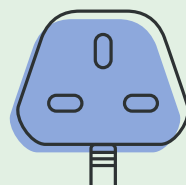




# BARRIERS

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# BUSINESS CLIMATE CHALLENGE

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## Part 2: Practical steps to change behaviours

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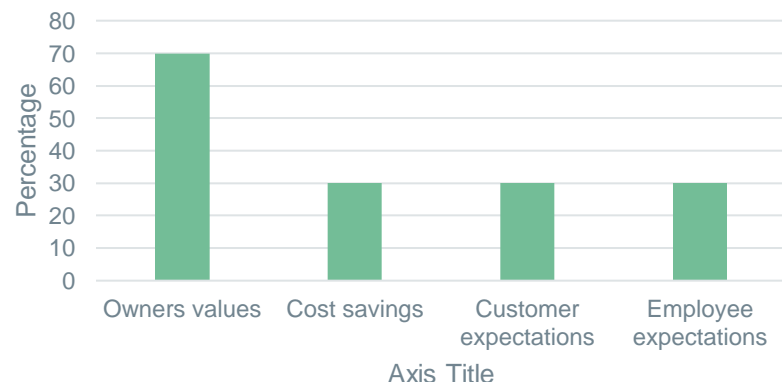


# ORGANISATIONAL MOTIVATION



Smaller businesses account for around half of UK business greenhouse gas emissions.

## Business Drivers



**47%**

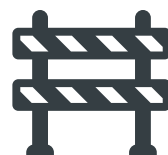
of smaller businesses state carbon reduction is a high or very high priority

**53%**

are not yet ready to prioritise decarbonisation



**58% of SMEs plan to upgrade energy efficiency of their premises and 54% intend to invest in more energy efficient processes.**



The most commonly perceived barriers to action are around cost and feasibility. Rising energy costs and cost of living is a further barrier.

## Sources

[www.british-business-bank.co.uk/research/smaller-businesses-and-the-transition-to-net-zero/](http://www.british-business-bank.co.uk/research/smaller-businesses-and-the-transition-to-net-zero/)  
[www.businesswest.co.uk/blog/businesses-consider-climate-change-core-business-issue-need-resources-act](http://www.businesswest.co.uk/blog/businesses-consider-climate-change-core-business-issue-need-resources-act)  
[www.natwestgroup.com/news-and-insights/latest-stories/economic-analysis/2023/apr/uk-smes-return-to-growth-in-q1-2023.html](http://www.natwestgroup.com/news-and-insights/latest-stories/economic-analysis/2023/apr/uk-smes-return-to-growth-in-q1-2023.html)

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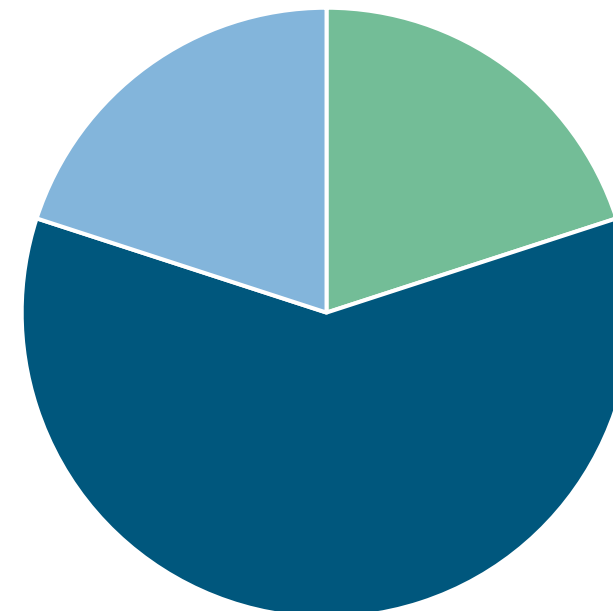
# GROWING FOCUS ON BEHAVIOUR CHANGE

**How high a priority is your organisation placing on the following aspects of energy/sustainability management to support its decarbonisation journey over the next 12 months?** Respondents: 148

NET-ZERO PATHWAY (IN PRIORITY ORDER)	NOT A PRIORITY AT ALL	LOW PRIORITY	MEDIUM PRIORITY	HIGH PRIORITY	BUSINESS-CRITICAL PRIORITY
Efficiency upgrades	4%	8%	26%	45%	17%
Staff behaviour change	5%	8%	38%	33%	16%
Data	5%	15%	30%	35%	15%
Scope 3 emissions	7%	17%	35%	30%	12%
On-site renewables	22%	11%	35%	23%	9%
Low-carbon heating / cooling	9%	22%	29%	34%	6%
Circular economy	10%	28%	28%	22%	11%
Building controls	15%	25%	31%	22%	7%
Zero-emission fleets	17%	26%	24%	25%	8%
Energy storage	35%	38%	18%	9%	1%
Carbon capture	57%	22%	9%	7%	5%

**Source**  
Edie Net zero  
Leaders Club  
Business Barometer

# POWER OF EMPLOYEE BEHAVIOUR



- Enthusiastic energy savers
- Aspiring energy savers
- Energy non-engaged

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# STAKEHOLDER ENGAGEMENT

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## Why should I care?

Think of the big picture  
Cost of living – bring it closer  
to home  
Company culture – it matters  
to us.



## What's In It For Me?

Business impact – securing  
your future  
Developing good habits

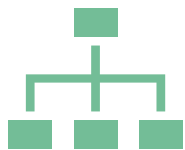


## Will I need to contribute?

Small acts lead to big impact  
Build into KPIs



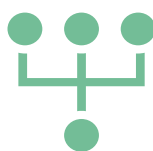
# WHAT IS A CHANGE MANAGEMENT FRAMEWORK?



A Change Management framework is a structured approach to manage organisational changes effectively



When it comes to energy efficiency, using change management frameworks helps the adoption of energy-saving practices throughout the organisation



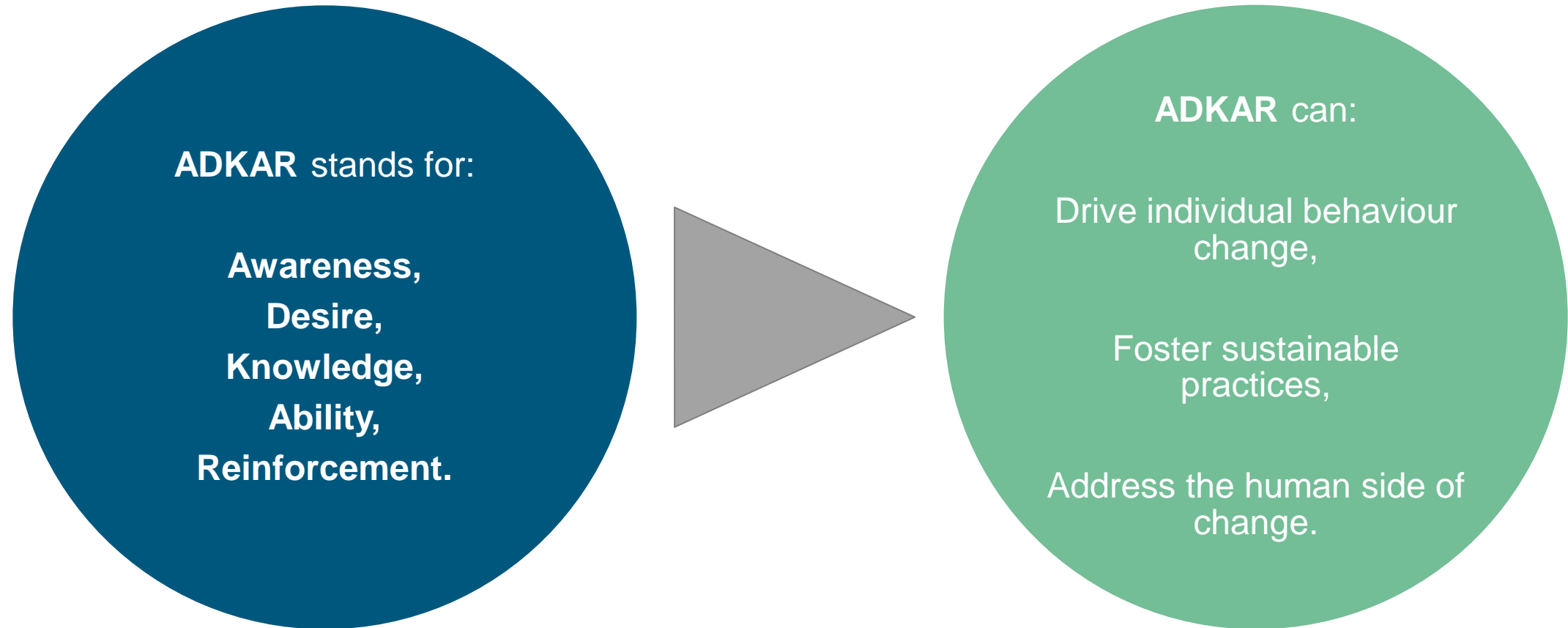
Many change management frameworks are available. We have identified the ADKAR model as a good approach to improve energy efficiency

## ADKAR:

- Provides a holistic and structured approach to implementing energy efficient behaviours
- Engages stakeholders
- Manages resistance, promotes acceptance
- Supports communication
- Facilitates continuous improvement

# ADKAR CHANGE MANAGEMENT MODEL

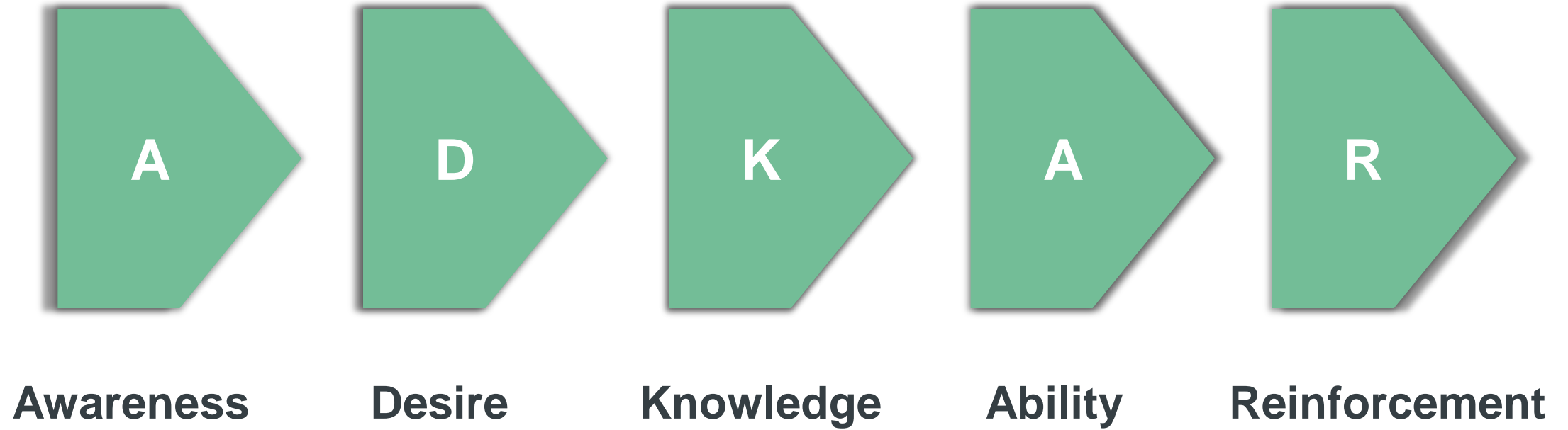
## ADKAR – Theory: Drive Sustainable Individual Behaviour Change





# WHY ADKAR WORKS

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# Awareness

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# AWARENESS

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Do your employees know that the business has a target to reduce energy use?



Employees who are aware of their organisation energy practices, are more likely to act.



Do your employees know what they are expected to do, to save energy?



Employees who are aware of the expectations to save energy, are more likely act.



Do your employees receive prompts to save energy?



Workplaces with posters and reminders to turn off computers and lights, were more likely to change behaviours.

# AWARENESS

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## How do you make your employees aware?



Visible senior leadership and line management endorsement.



Visibility of energy use and reduction target.  
Posters, intranet, meeting, newsletters.



Dialogue with employees. Harness their views, degree of support, ideas.  
Meetings, roundtables, survey.



Use local and national campaigns to amplify awareness e.g. London Climate Week, Earth day.



Positive communications.

# EFFECTIVE COMMUNICATION

**Stop leaving your  
monitor on!!!**



**Thank you for switching off your  
monitor at the end of the day.**

**95% of our employees switch off  
monitors when not at their desk.**

**Switching off our monitors has saved  
2 tonnes of carbon.**



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# AWARENESS

## Watershed

### The Challenge:

- A cinema, studios and café-bar complex announced a net zero target and wanted to introduce a behaviour change campaign as part of its approach.

### The Action:

- Prior to running the behaviour change training, they surveyed employees to gain an understanding of their base knowledge on climate change, the measures employees were already making to conserve energy at work, their appetite to receive additional training.

### The Result:

- The survey was positively received.
- Carbon reduction target broadly aligned with employee values.
- Generation of ideas generated enthusiasm.



# AWARENESS

## Furniture Manufacturer

### The Challenge:

- Energy audit identified high electricity baseload at night and over the weekend and predicted 16% reduction by daily shutdown.

### The Action:

- Manufacturing team leaders reviewed the energy efficiency recommendation report together.
- Each manager identified all electricity using equipment in their area, and considered when each piece of equipment could be switched on and off.
- Used a spreadsheet to record safe switch on and off times.
- Delegated responsibility and authority to individuals to action the agreed plan.

### The Result:

- Saved 25.4% of energy use and over £100,000 per annum from energy costs with no capital investment cost.



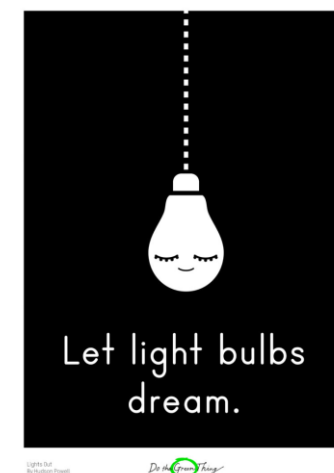
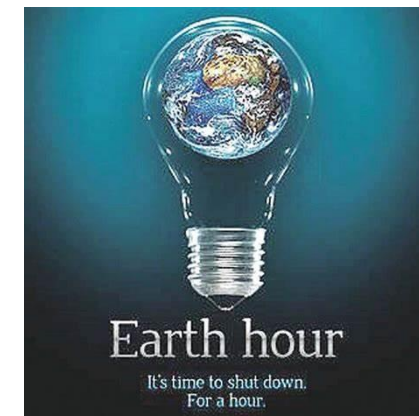
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# Poll



# RESOURCES TO RAISE AWARENESS

- Sample slides to raise awareness of Business Climate Challenge, the 10% energy reduction target and BCC recommendations to employees.
- Sample questions for an employer survey.
- Awareness raising days (e.g. World Environment Day, London Climate Week).
- Chapter Zero Board engagement toolkit.
- WWF: Our Planet: Our Business Climate talks toolkit.
- Do The Green Think Posters.



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# Desire

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# HOW TO CREATE DESIRE

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Incorporate energy/sustainability into job progression, roles and performance measurements.



Incorporate reward into existing reward structures e.g. bonus.



Align to employee values.



Encourage competition e.g. between floors, shifts, departments, buildings.

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# ENABLING DESIRE

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Ensure  
employees  
understand  
their  
contribution



Acknowledge  
feedback



Incorporate  
feedback into  
your change  
design



Follow up!



Continuous  
improvement

# DESIRE

## Hospitality Chain (All Bar One, Toby Carvery, Harvester)

**The Challenge:** Set a target to reduce energy use by 5% without impacting customer experience. Little prior experience of energy efficiency and high staff attrition.

**The Action:**

- Competitions between sites, £25k of prizes e.g. iPads, days out.
- Security and cleaning staff empowered to leave 'treats' for employees who had switched off at the end of their shift.

**The Result:**

- Campaign saved £1m within the first 3 months.



# DESIRE

## John Lewis Partnership

**The Challenge:** To build energy saving knowledge across 29,000 employees.

**The Action:**

- Partnered with the Energy Institute to deliver 'EnergyAware', a digital educational tool focused on reducing energy use and carbon emissions at work and at home.

**The How:**

- Interactive tool can be customised for different work environments e.g. retail, office, manufacturing.
- Employees navigate a virtual workplace to build knowledge.
- No prior knowledge needed, takes 30 minutes to complete.

**Lessons learnt:**

- Knowledge is better absorbed when there is a direct benefit/incentive e.g. help to reduce energy use at home during a cost of living crisis.
- All employees need a level of knowledge.
- Off the shelf engagement tools can be rolled out quickly and inexpensively (approx. £30 per employee).



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# Poll

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# RESOURCES TO GAIN DESIRE

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- Link to green rewards
- Link to energy competition ideas
- Link to energy KPIs



KPI





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# Knowledge

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# WHY KNOWLEDGE IS IMPORTANT

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Knowledge is power.



Knowledge helps employees understand the importance of energy conservation.

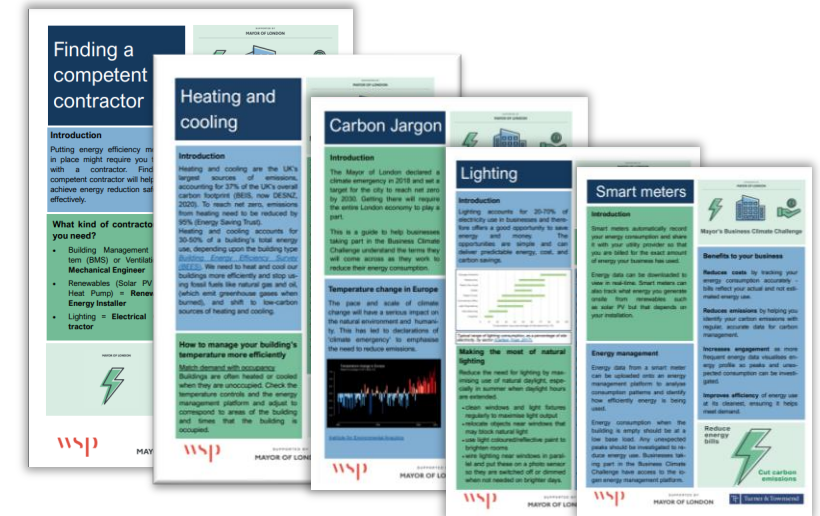


Identifying energy-saving opportunities.



Making informed decisions.

# BUILDING KNOWLEDGE WITH BCC RESOURCES



Linked in



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# KNOWLEDGE

## Kao Corporation (John Frida, Molton Brown)

### The Challenge:

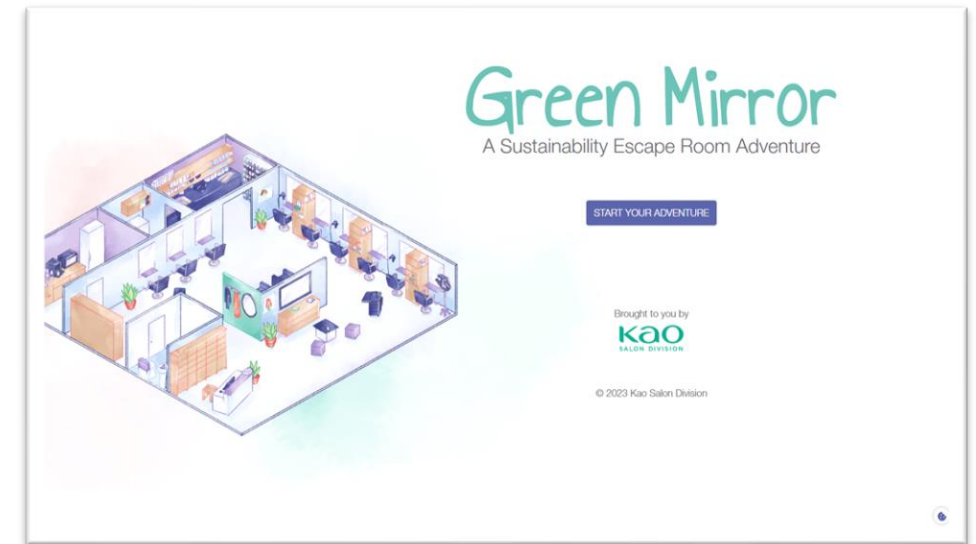
- Build basic knowledge among salon employees on sustainability and energy efficiency.

### The Action:

- Created an 'escape room' game called Green Mirror for salons to play as a team.
- Teams given up to 1.5h to play the game.
- Game encourages conversations among colleagues.
- Information presented in short sections with games to test understanding.

### Lessons learnt:

- Energy saving measures differ between sectors.
- Tailor the knowledge and focus on the measures that will save energy in your business.



# KNOWLEDGE

## Butlins, Haven, Warner Leisure

### The Challenge:

- Target set to reduce energy use by 1% per annum across 54 sites.

### The Action:

- Mandatory annual behaviour change workshop led by the onsite Energy Champion.
- Workshop focuses on shared values, doing the 'right thing' for guests, the team and local communities.
- Training was targeted to the specific site.
- Employees made personal pledges.

### The Result:

- Savings in year 1 were 6.7% on the baseline.
- All savings attributed to behaviour change as no technical measure were implemented in this period.



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# Poll

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# RESOURCES TO BUILD KNOWLEDGE

- BCC Audit, Report and Follow-up
- BCC Guides, training
- BCC Energy Management tool
- Business Improvement District
- SME Climate Hub
- Zero Carbon Business
- Heart of the City
- Trade Groups
- Banks



Zero Carbon Business

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# Ability

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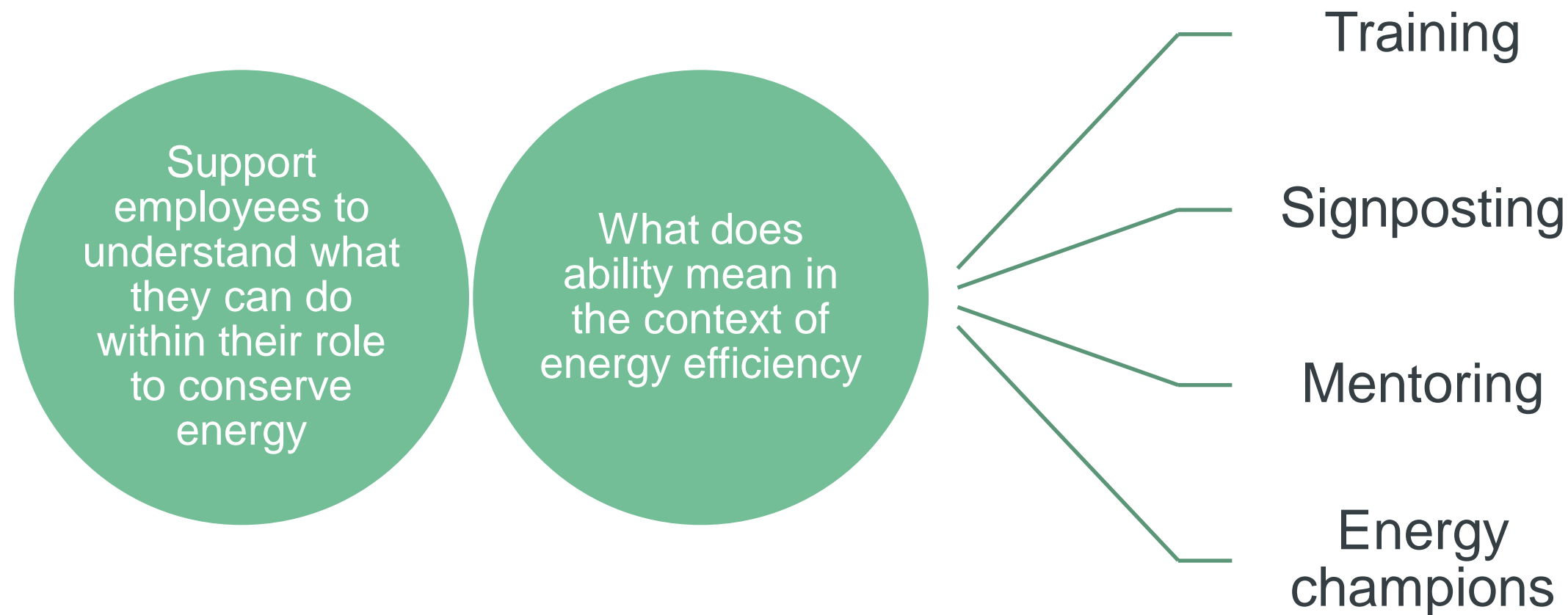


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# ENABLING ABILITY

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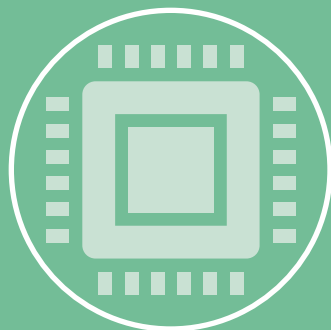


# HOW TO BUILD ABILITY



## Develop

Training programmes on energy efficiency awareness and best practices



## Create

A central resource hub or platform that serves as repository for energy efficiency information



## Establish

A mentoring programme where experienced employees within the organisation can mentor others



## Identify

Enthusiastic individuals to become energy champions



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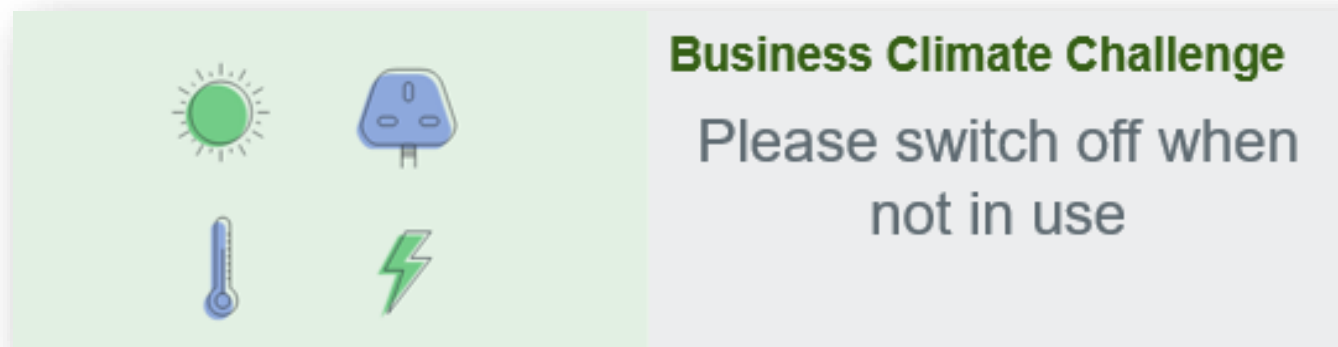


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# PROMPTS TO DEVELOP ABILITY

## Labels

Most people will not take the risk of making the wrong decision and will leave lights and equipment on rather than switching off by mistake. Labelling switches is a no cost, simple solution.



## Checklists

These are prompts to ensure all employees follow the same sequence of tasks at the start or the end of the day. They can help take away the mental load and avoid equipment being left on by accident.

CLOSE DOWN CHECK LIST	COMPLETE Y/N
Display fridge turned off	Y
Coffee machine turned off at wall	Y
Bathroom lights turned off	Y
Fans turned off	Y
Meter reading taken	Y

# FORMING A GREEN TEAM

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If your business's environmental drive needs a turbo boost then you need a green team. A dedicated task force of individuals from across your organisation can work to channel all the ideas and energy you need to deliver real, practical change.

A green team can:

- Take ownership of energy efficiency and waste reduction ideas
- Set achievable, yet ambitious, targets...and see that they're met
- Keep staff on board, and motivated, with regular progress updates
- Keep your business competitive, attractive to customers, ahead of the legislation

**Successful green teams have:**

- **The right people**
- **Senior buy-in**
- **Enthusiasm**
- **Structure and governance**

# CHOICE ARCHITECTURE

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- Directing employees to make better energy choices.
- Energy intensive activity is more inconvenient
- Energy efficiency activity is more desirable/convenient/default

e.g.

Locating desks in well lit areas.

Having a single printer



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# TRAINING

## Training courses



- A day course
- Accredited
- Prompts individual and group action
- Used by over 1200 organisations



- Low cost training platform
- No prior knowledge needed
- Can be tailored to sector
- 30 minute commitment



- A free online training course for SMEs
- 1 hour commitment
- Six modules  
Governance,  
Operations, Supply  
Chain, Design, Finance,  
People, Storytelling.

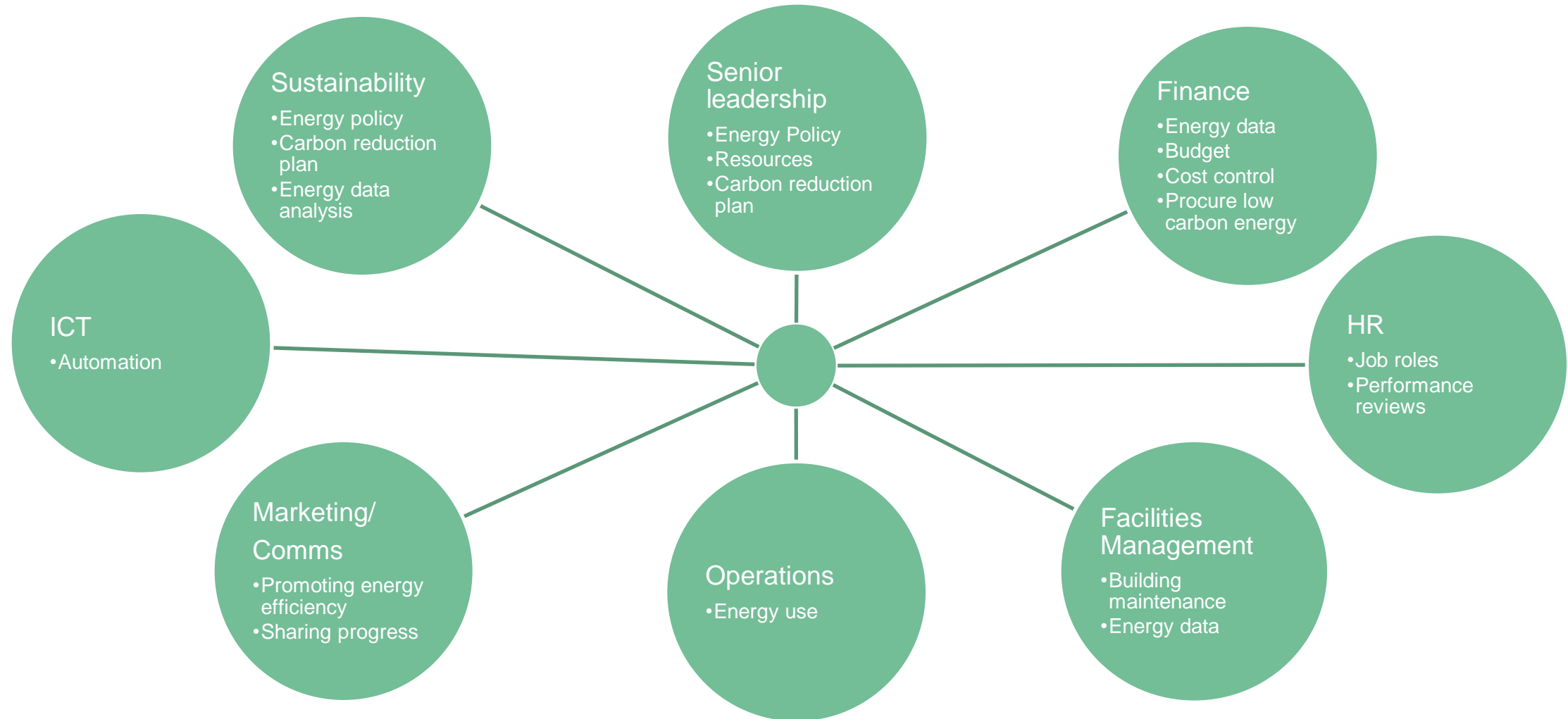
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# THE ABILITY FOR EVERY ROLE TO SAVE ENERGY



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# ABILITY

## Opera North Climate Literacy Training

### The Challenge:

- Opera North is a national opera company in Leeds that has joined the Music Declares Emergency.
- With a switch to a renewable energy provider, it was the springboard for additional carbon savings through behaviour change.

### The Actions:

- Measured carbon footprint and wider environmental impact.
- Developed an environmental policy.
- Invested in LED lighting, PIR sensors and PV installation as part of a £18m renovation.
- Collaborated with Julies Bicycle and Carbon Literacy Project to deliver 1 day of training to all 250, to develop the ability to take action on climate (and energy) within their job and at home.
- Established a green team to keep momentum.

### The Result:

- Data to demonstrate 23% reduction in energy use.

opera  
north



### Lessons Learnt

- Include all employees in the training to embed company culture
- Use an event/change as a catalyst to introduce energy efficiency behaviours
- Collaborate with other organisations

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# ABILITY

## Hospitality Chain (All Bar One, Toby Carvery, Harvester)

### The Challenge:

- Commercial kitchens have the greatest demand on energy use.
- Chef behaviours have the greatest opportunity to reduce energy use.

### The Action:

- Offered specific training for chefs.
- Used data to maintain awareness and reinforce energy efficient behaviours.
- Used competitions to maintain desire and incentive.

### Lessons Learnt:

- Identify significant energy users.
- Prioritise up-skilling these roles.
- Different roles in the business have different influences on behaviours.



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# Poll

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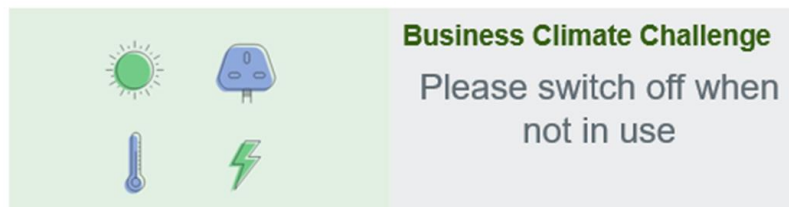


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# RESOURCES

## Ability

- Training
  - Carbon Literacy Project
  - Climate Fit
  - Energy Aware
- Links to Green Team
- Links to Energy Treasure Hunt
- Sticker templates



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# Reinforcement

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# WHY REINFORCEMENT IS IMPORTANT

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## **Sustain**

Sustain energy-saving behaviours



## **Overcome**

Overcome resistance



## **Build**

Build a culture of energy efficiency



## **Motivate and engage**

Motivate and engage employees



## **Track and evaluate**

Track and evaluate progress

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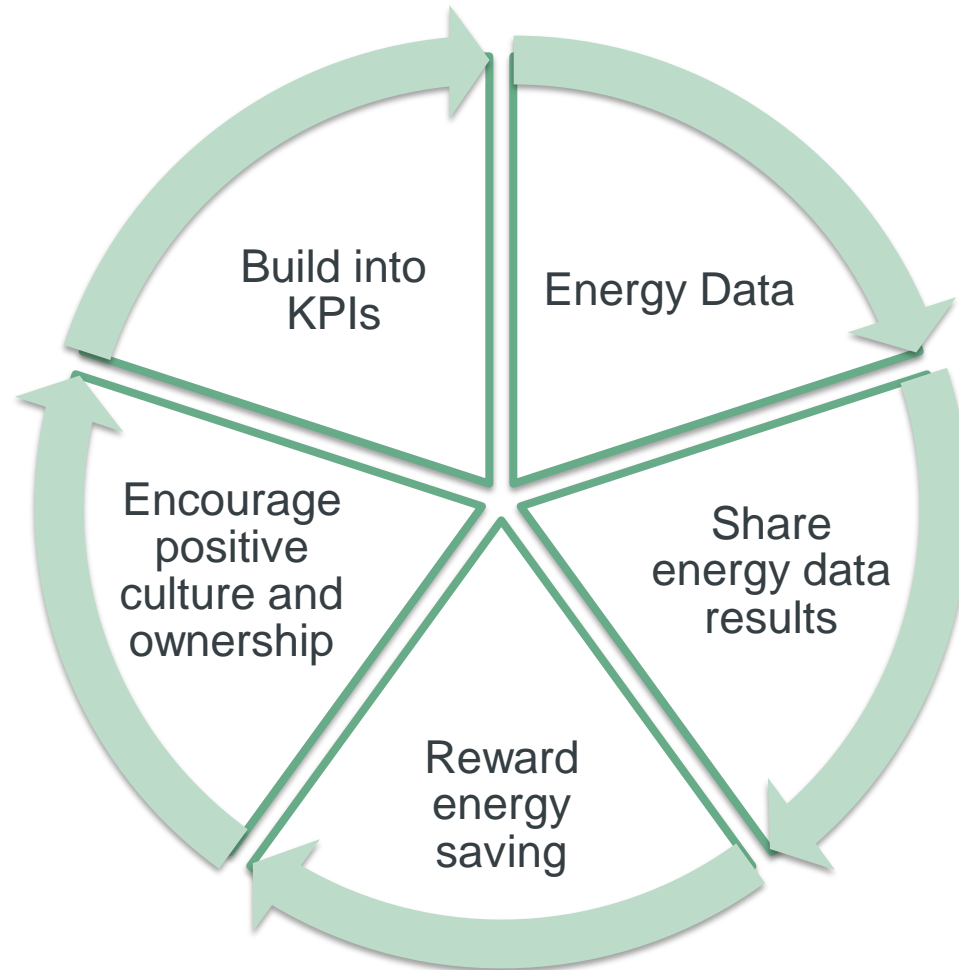
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# HOW TO DELIVER REINFORCEMENT



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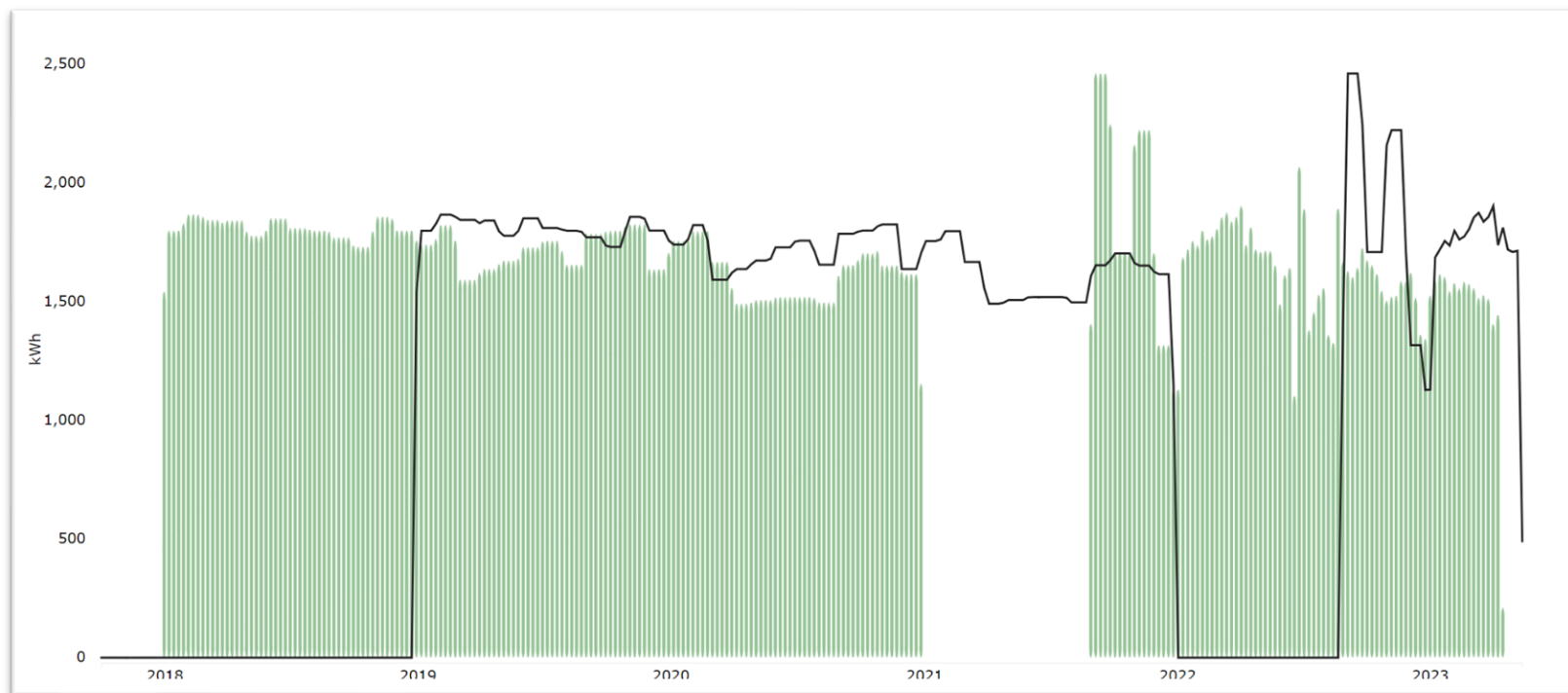
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# USING DATA TO REINFORCE BEHAVIOUR

## io-gen platform – Energy profile



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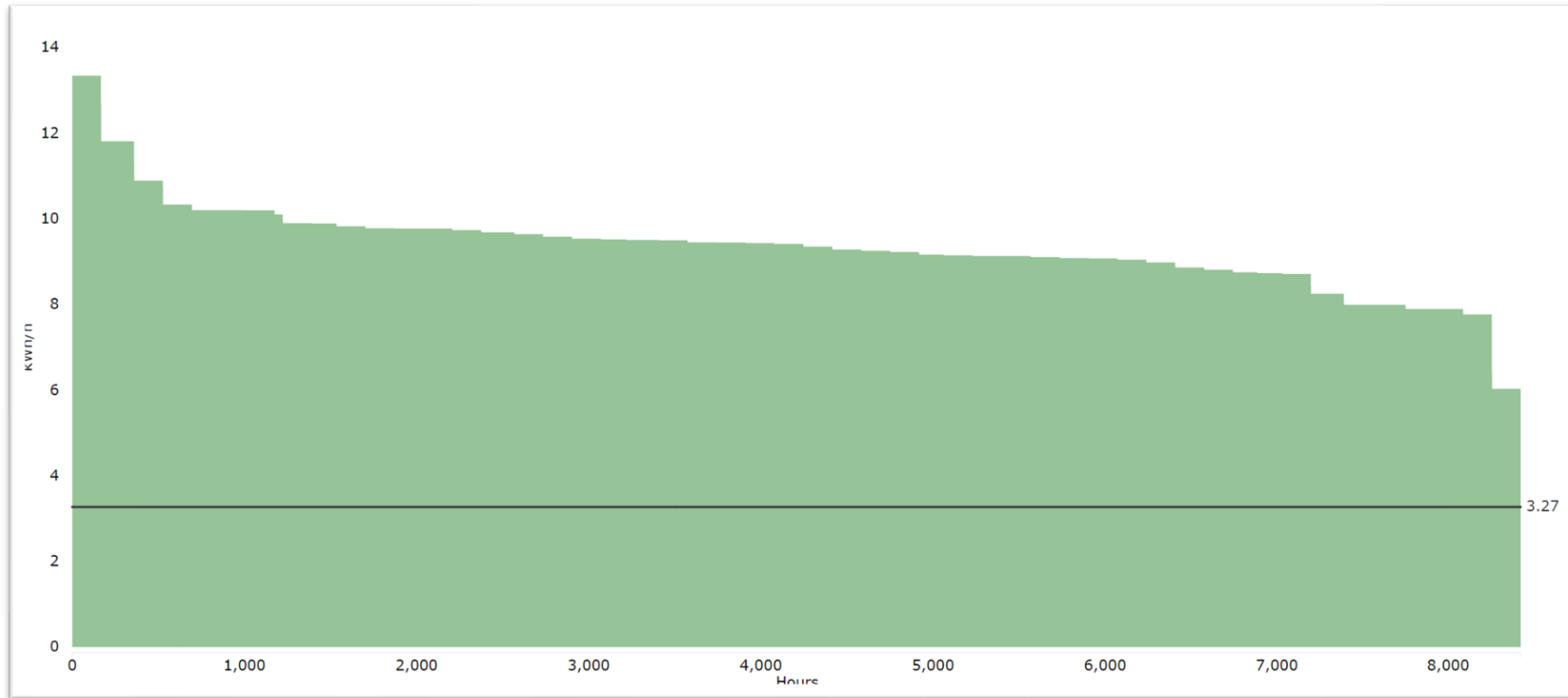
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# USING DATA TO REINFORCE BEHAVIOUR

## io-gen platform – load duration curve



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# USING DATA TO REINFORCE BEHAVIOUR

io-gen platform – heat map



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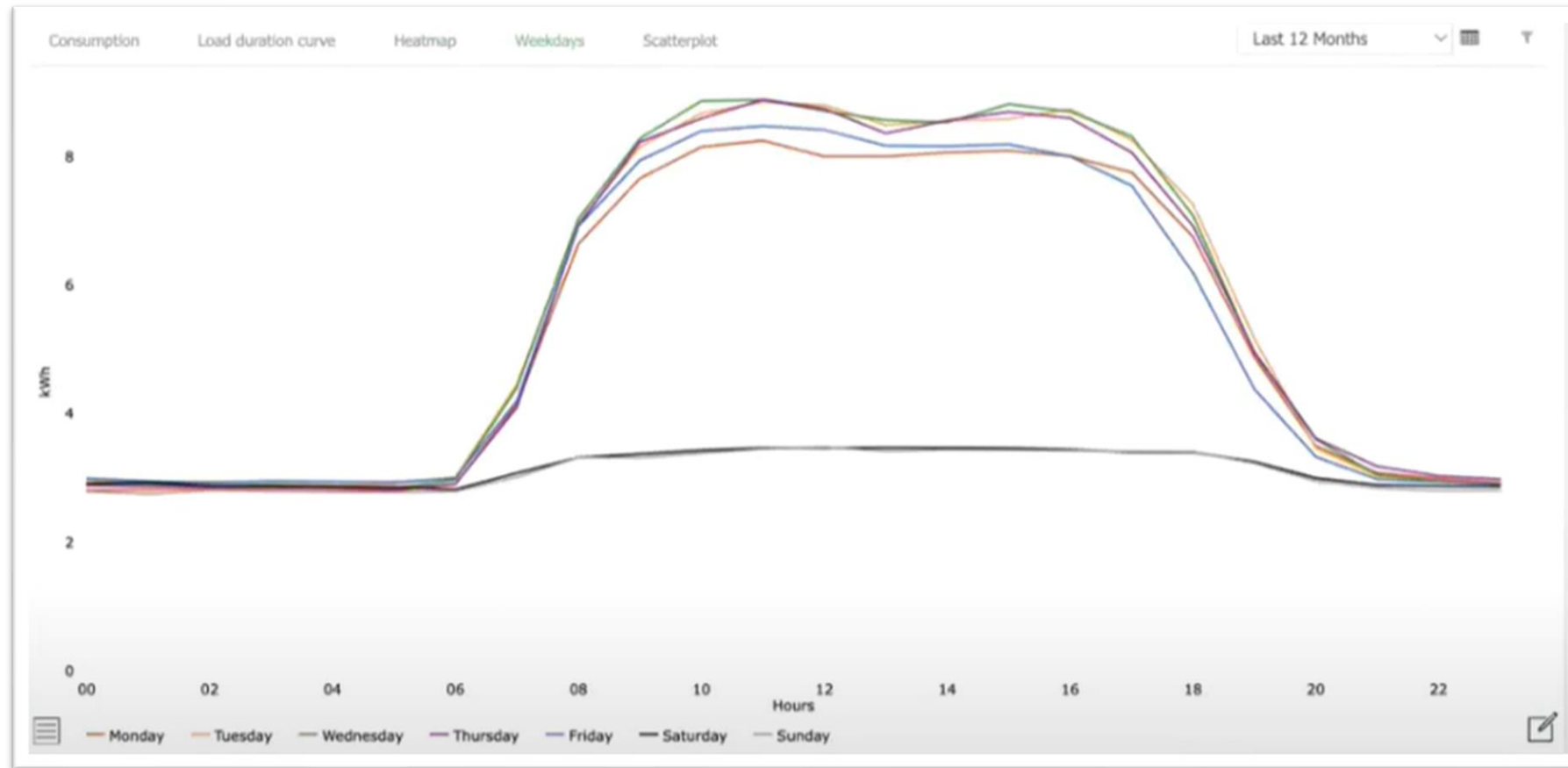
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# USING DATA TO REINFORCE BEHAVIOUR

## io-gen platform – weekday analysis



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# REINFORCEMENT

## University of London – Reduce the Juice campaign

### The challenge:

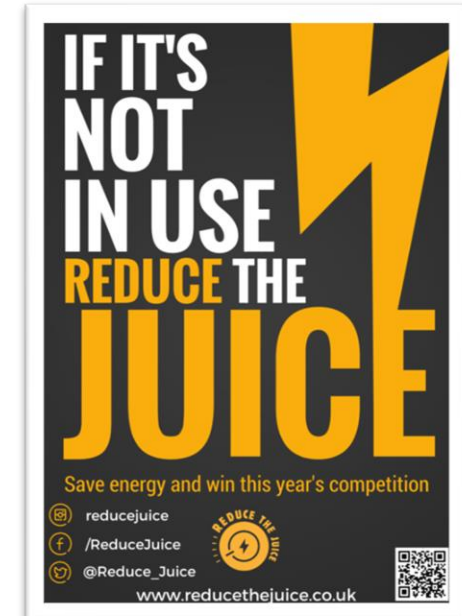
- To reward residents in halls of residence for reducing their energy use to encourage continued and sustained effort.

### How:

- Energy use data shared with each hall.
- Energy reduction performance shown compared to other halls.
- Halls with the largest energy win a 'pizza party' for all residents
- Students encouraged to generate carbon saving ideas.

### Result:

- Campaign cost £5k but saved £18k in its first year.
- Carbon saving ideas taken forward, resulting in chefs receiving training on preparing vegan meals



# REINFORCEMENT

## Fuel efficiency – Airline pilots

### The challenge:

- A fuel reduction trial to test how targets and competition influence airline pilots.

### How:

- Fuel consumption measured across groups of pilots where some could view their performance and the performance of their peers, others had targets and received feedback, some were able to donate their savings to charity and a control group.

### Result:

- All groups apart from the control group reduced fuel use. The groups with targets reduced the most fuel.

### Added Value:

Each group, except the control group, had a greater level of job satisfaction and 81% wanted to know more about ways to increase fuel efficiency.



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# Poll

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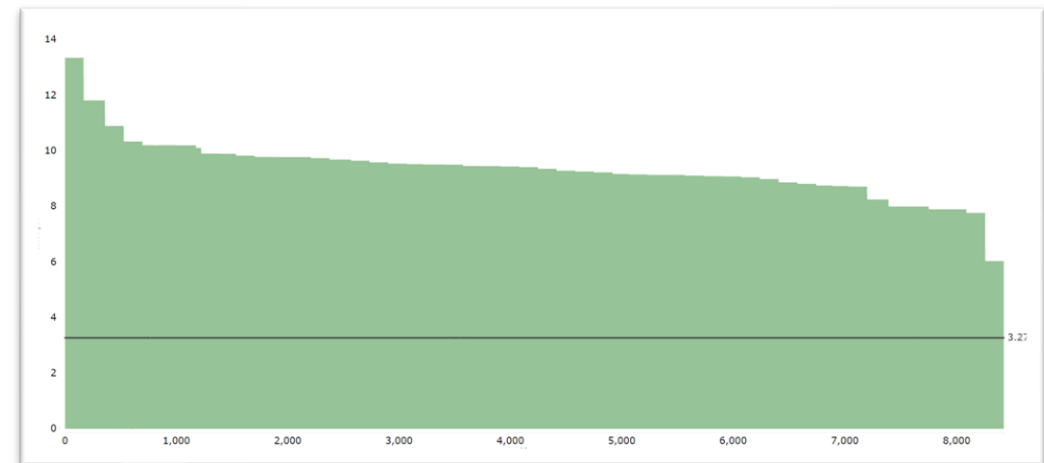
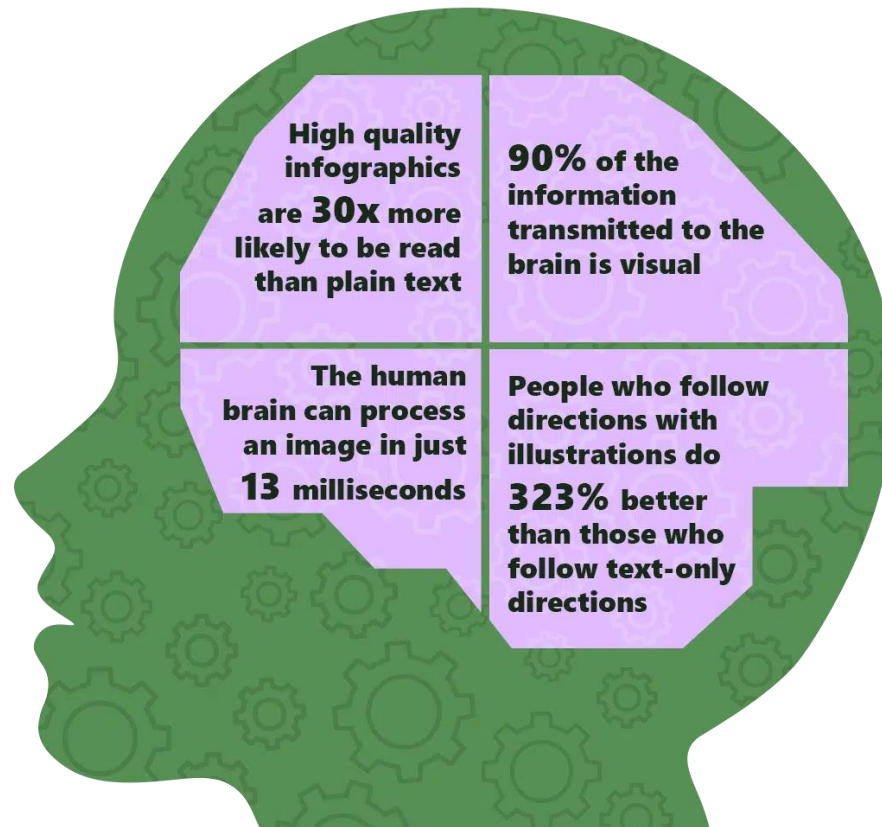
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# RESOURCES TO REINFORCE BEHAVIOURS

## ■ Energy Data



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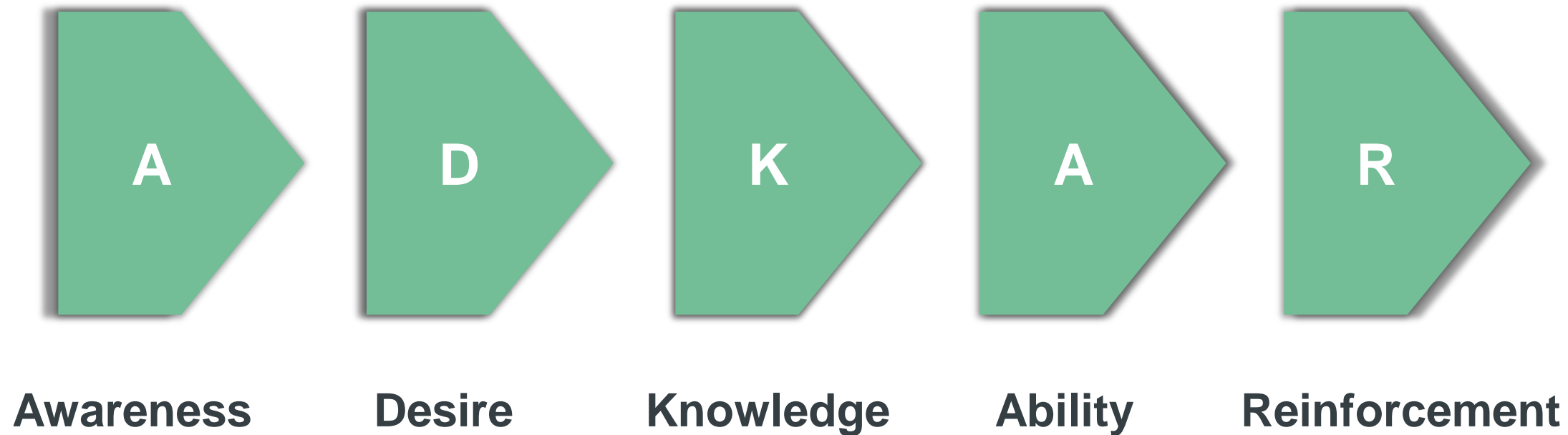
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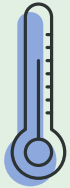
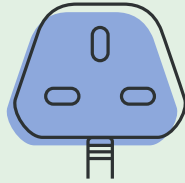


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# CONCLUSIONS

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# BUSINESS CLIMATE CHALLENGE

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**Part 3: Taking behaviour change back  
into your business**

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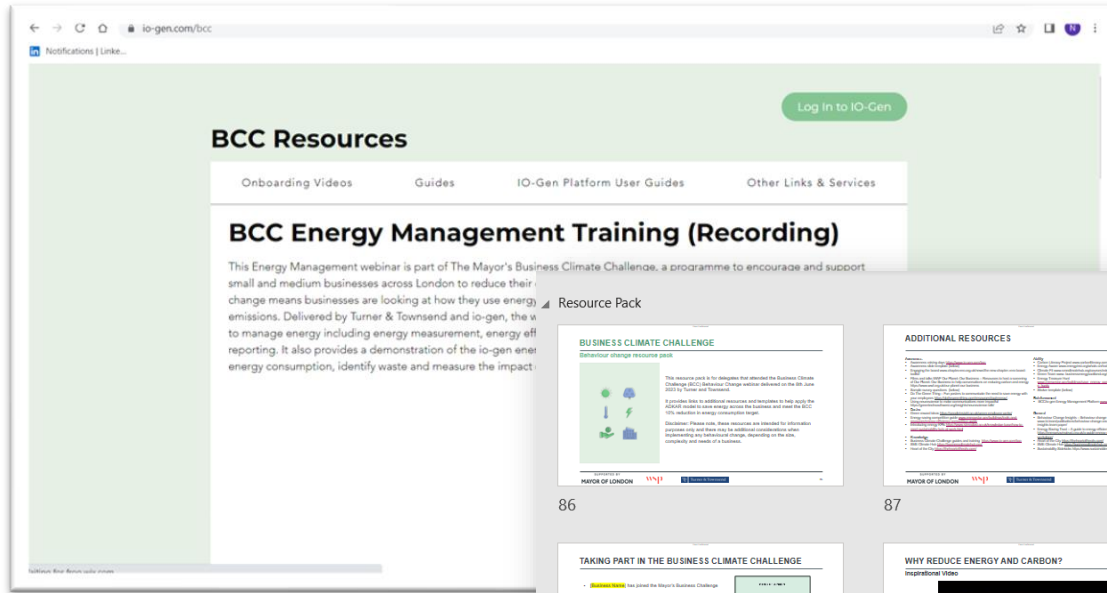


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## RESOURCES

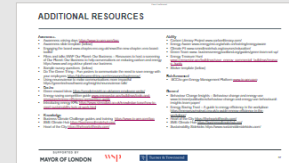
[www.io-gen.com/bcc](http://www.io-gen.com/bcc)



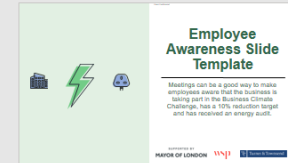
▲ Resource Pack



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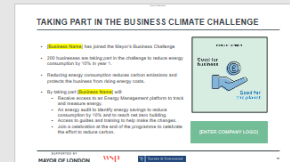
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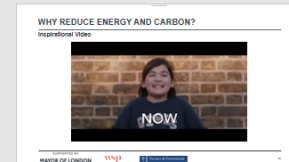
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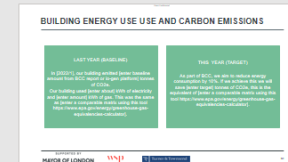
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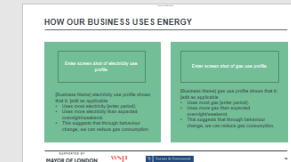
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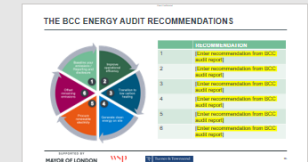
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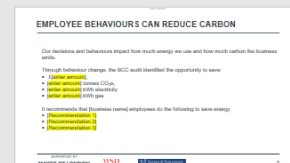
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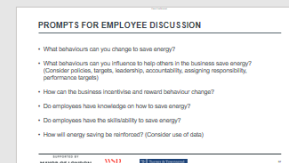
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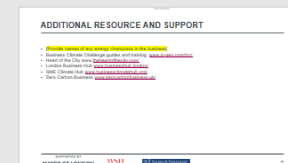
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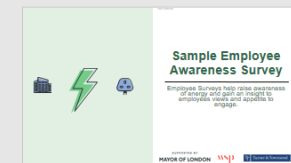
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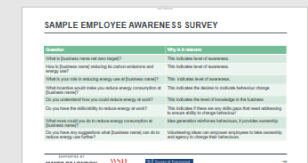
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
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## NEXT STEPS: ACTION PLAN


- Revisit BCC Recommendation Report
- Does the recommendation require any behaviour change?
- What behaviours require changing?
- Who will need to change behaviours?
- Is this behaviour change measurable?
- Does the person have the knowledge?
- Does the person have the skills needed?


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# Business Climate Challenge

Action Plan Template - How to guide

v1.0 published 8th June 2023



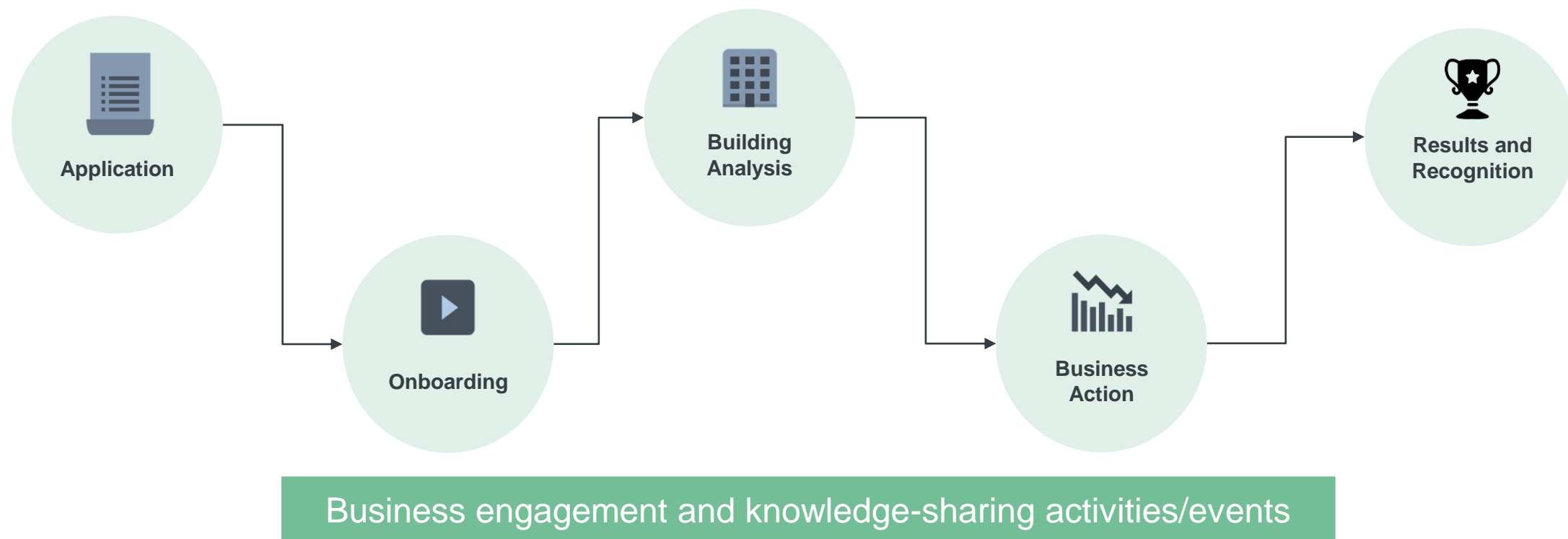
This action plan template has been provided as part of a resource pack to support delivery of the GLA's Business Climate Challenge Behaviour Change Webinar, delivered on the 8th June 2023 by Turner and Townsend. Set out below is a short explanation of the layout of the template, and how this should be completed to support you in your journey to achieving a 10% reduction in energy consumption.

Disclaimer: Please note, this template is intended as a guide and there may be additional considerations when implementing any behavioural change, depending on the size, complexity and needs of a business.

Action Plan template headings	How to complete
Reference	Use this column to assign each measure recommended by the BCC audit a unique reference. For example: 001, 002, 003 etc. This will be used to track progress and ensure all measures are completed.
How to guide	
Action Plan	

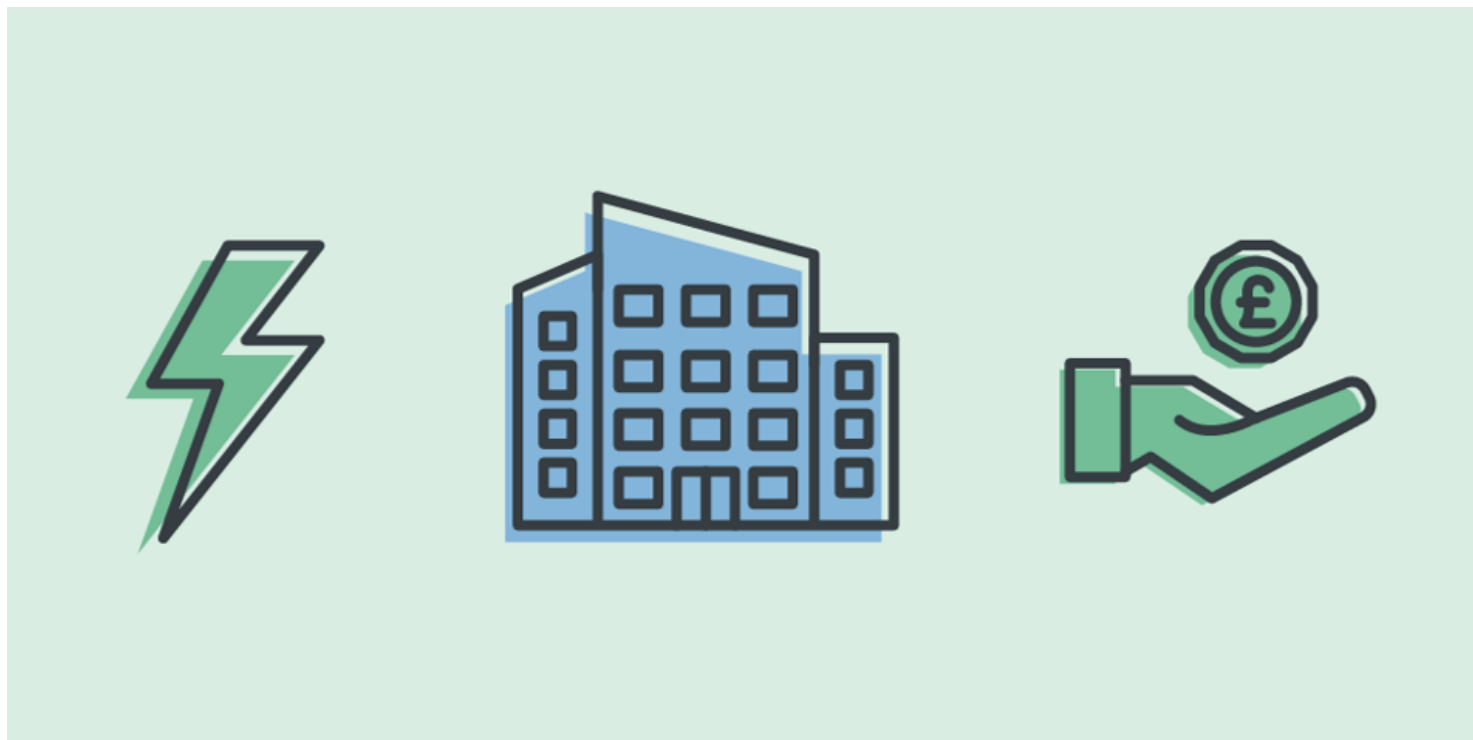
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# THE BUSINESS CLIMATE CHALLENGE JOURNEY



# THANK YOU FOR JOINING

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