

# #TrustLeaders

## National #TrustLeaders Network

CEO Strategy Group 3: Environmental Sustainability

- The meeting begins at 9.15am -

ForumStrategy

# #TrustLeaders

## Housekeeping:

- Please stay on **mute** during the session
- If you wish to add a question or contribute, please use the **chat** and we will spot it
- If you are happy to, you can use the chat bar to **connect** with others
- Today's session is being recorded and the chat will be saved for internal purposes
- The session will **end at 10.45am** prompt

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

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# Agenda

**9.15** – Welcome and introduction to the session; *Rachael Gacs, Chair*

**9.20** – Developing and implementing an Environmental Sustainability strategy across a large organisation - *Andy Brown, Head of Sustainability, Anglian Water Services*

**9.50** – Environmental sustainability – what do young people expect from us, and how well are we delivering? - *Jessica Long, Head of Sustainability, Ipsos MORI*

**10.05** – Corporate Social Responsibility and embedding Environmental Sustainability at every level of your organisation - *Mark Topley and Alex Bell, CSR Experts*

**10.40** – Summary & reflections

# Andy Brown

Head of Sustainability, Anglian Water Services

*Developing and implementing an Environmental Sustainability strategy across a large organisation*

# Anglian Water: A journey towards purpose



23 March 2021

**Andy Brown Head of Sustainability**

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# Global perspective



### Global Risks Report

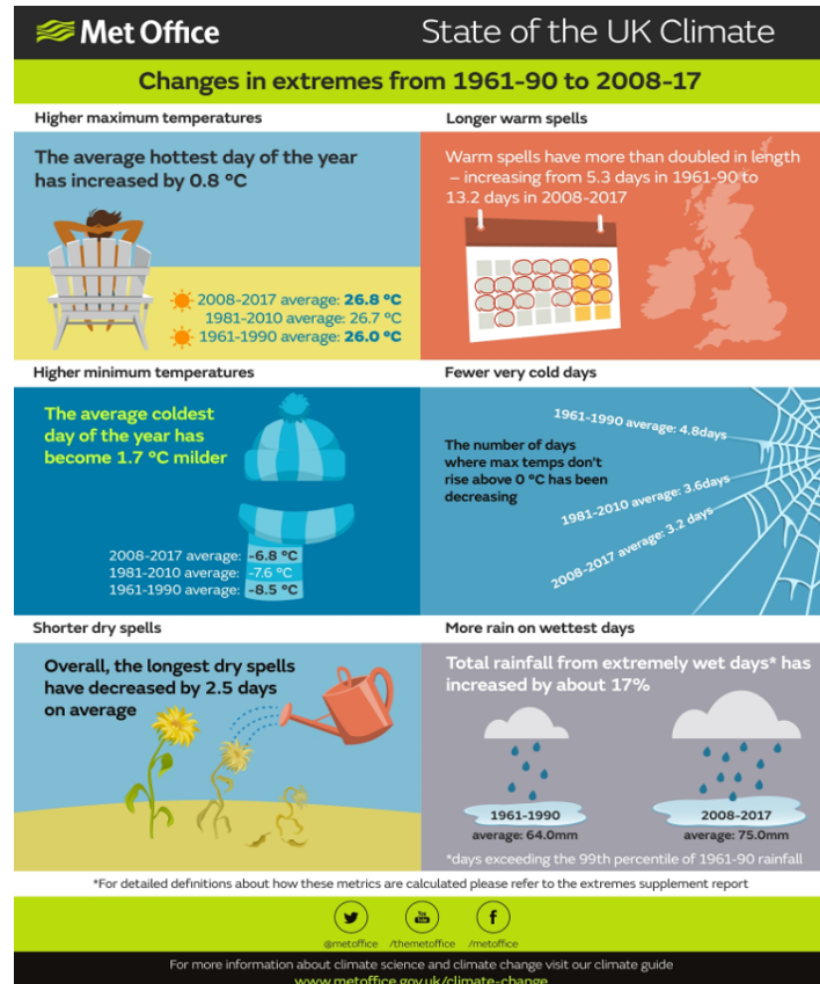
The 5 risks most likely to happen in the next 10 years

	rank
Extreme weather events	1
Natural disasters	2
Cyber attacks	3
Data fraud or theft	4
Failure of climate change mitigation & adaptation	5

Source: Executive Opinion Survey 2017, World Economic Forum

- We've already caused about 1°C of warming
- We're on course for more than 3 °C of warming
- We need to keep global temperatures "well below" 2.0°C above pre-industrial times and "endeavour to limit" them to 1.5°C
- We can't afford to emit any more carbon beyond 2050

# National perspective



## Since 1961-1990

- The hottest days have got hotter by 0.8°C
- The wettest days have got wetter by 17%

## Current Projections

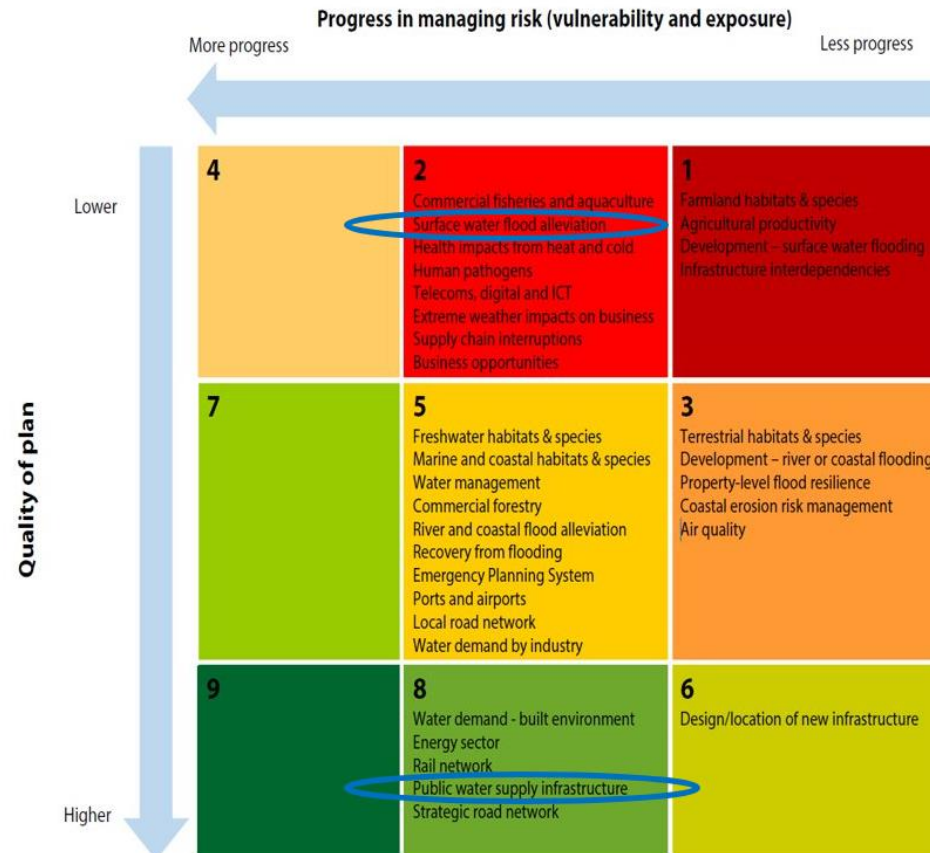
- The chance of a summer as hot as 2018 is around 50 % by 2050
- Summer temperatures could be up to 5.4 °C hotter by 2070, winters could be up to 4.2 °C warmer
- Average summer rainfall could decrease by up to 47 % by 2070, there could be up to 35 % more precipitation in winter
- Sea levels in London could rise by up to 1.15m by 2100



# UK Preparedness



“England is still not prepared for even a 2°C rise in global temperature, let alone more extreme levels of warming”





# Facing up to long-term challenges

A corporate strategy that recognises the importance of water in everyday life



Love Every Drop strategy, 2010

-  Make the east of England **RESILIENT TO THE RISKS OF DROUGHT AND FLOODING**
-  Enable **SUSTAINABLE ECONOMIC AND HOUSING GROWTH** in the UK's fastest growing region
-  Be a **CARBON-NEUTRAL BUSINESS** by 2050
-  Work with others to achieve **SIGNIFICANT IMPROVEMENT IN ECOLOGICAL QUALITY** across our catchments

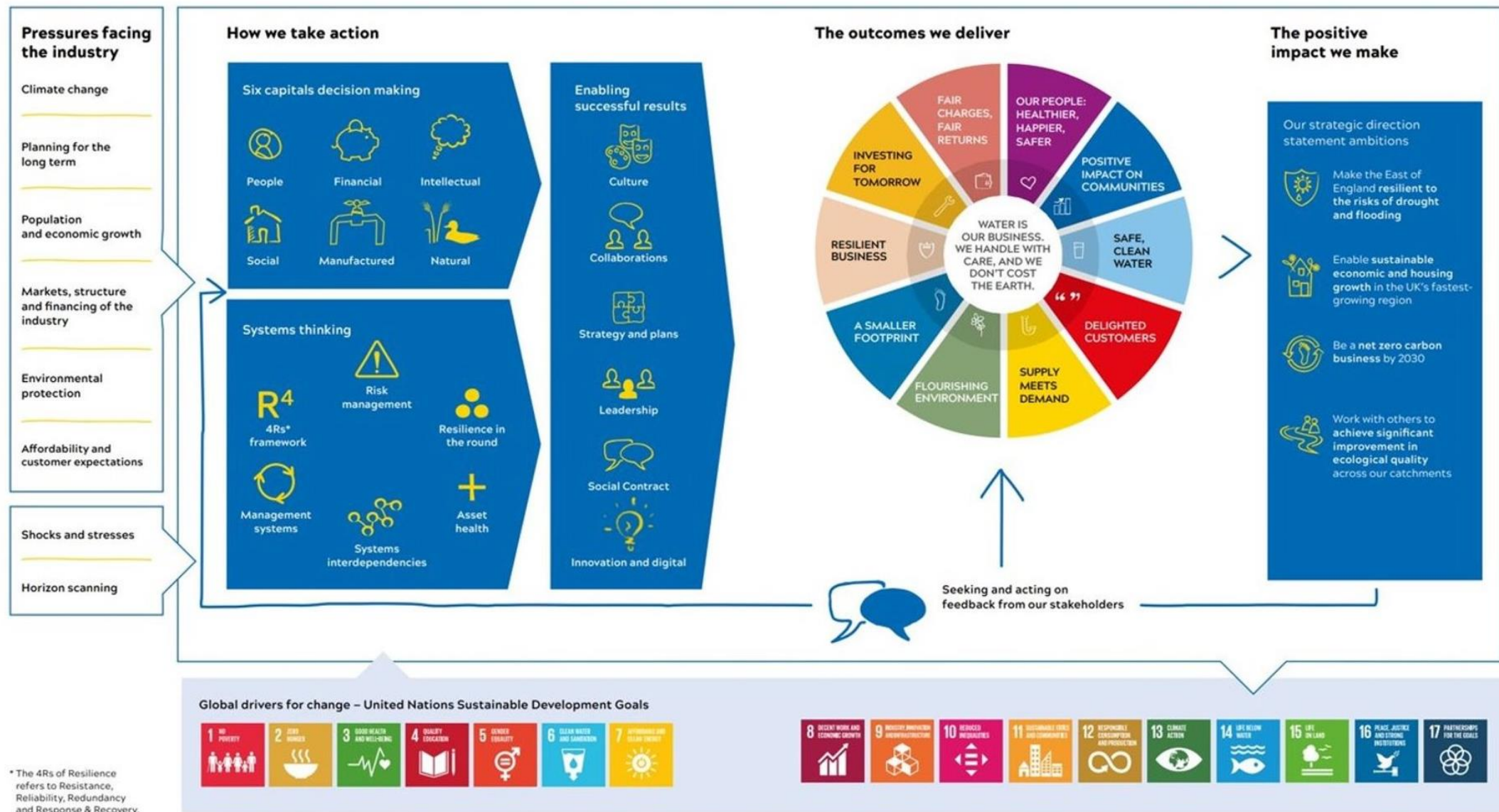
New Strategic Direction Statement, 2017



# Our business model

Creating value for our communities

Our purpose is to bring environmental and social prosperity to our region through our commitment to Love Every Drop. Our business model is structured to create long-term value for customers, employees, investors, business partners and the wider community.



love every drop.  
anglianwater



# Aligning our goals with the United Nations Sustainable Development Goals

We want to demonstrate how we are contributing to wider societal goals by aligning our activities and the outcomes we deliver to the UN Sustainable Development Goals (SDGs). We are working in the spirit of all 17 goals, but we have mapped our work to the 10 where we have the most material impact at the level of the targets. These are currently being reviewed in line with our next five-year Business Plan and we may add additional goals in line with what will be most material for this period of investment.



"We made history in 2017 when we became the first ever public utility to issue a Sterling Green Bond, and we are very proud that all our capital activity meets the strict criteria set for Green Bond investment. It's important to be able to demonstrate that our activities not only contribute to positive outcomes in our region but also play a small part in delivering the international objectives of the UN Sustainable Development Goals."

Steve Buck  
Chief Financial Officer

	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	6 CLEAN WATER AND SANITATION	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND
Relevance of SDG to our business (proportion of targets that we can directly contribute to)										
Example target of material interest (we have mapped our engagement against the 169 targets under the 17 SDGs)	3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	6.5 By 2030, implement integrated water resources management at all levels	8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation	9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities	12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature	13.2 Integrate climate change measures into national policies, strategies and planning	14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution	15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species
Underlying potential for negative impact	Our operations can cause pollution if we get things wrong	We know we have a future skills gap	Uncoordinated water management can lead to deficits and impacts on the environment	We build and operate a large network of assets and infrastructure that use energy and resources	Without strategic planning the lack of water can be a blocker to growth	We manage large areas of open space to deliver our service	Without knowledge our customers are unable to act sustainably	We are one of the biggest energy users in the East of England and operate in a region that is particularly vulnerable to climate change	Our operations can cause pollution if we get things wrong	Our operations have a large footprint within the natural environment
Examples of current activities that positively support the target	Pollution and Keep It Clear, <a href="#">pages 48–49</a> and <a href="#">58–59</a>	Education and employment, <a href="#">page 71</a>	Supply meets demand, <a href="#">pages 50–51</a>	Innovation, <a href="#">page 55</a>	Planning, innovation and sustainable drainage, <a href="#">pages 51, 55 and 59</a>	Water parks, <a href="#">page 71</a>	Capital carbon, <a href="#">pages 32–35, 38–39, 44–45, 51 and 63</a>	Carbon neutrality, <a href="#">pages 38–39</a> , Climate change adaptation, <a href="#">pages 34–35</a>	Catchment and coastal, <a href="#">pages 48–49</a>	Biodiversity, <a href="#">page 49</a>
How the SDG target aligns to our outcomes	Safe, clean water	Positive impact on communities	Supply meets demand	A smaller footprint	Investing for tomorrow	Positive impact on communities	Positive impact on communities	Investing for tomorrow	Flourishing environment	Flourishing environment

# Building on our Public Interest Commitment

Enshrining our purpose as a water company for the long term

- In July 2019, we became the first water company **to legally enshrine public interest objectives in our company Articles of Association** – a fundamental long-term change which locks in our commitment to doing the right thing for our communities and the environment



*“For years we’ve operated diligently in the background, striving to minimise our impact on the environment while positively contributing to communities where we’ve been able to impact.”*

*“This change marks a new era that codifies that approach and makes it permanent, ensuring all future owners and investors will be obligated to work in the same way, and giving regulators, stakeholders and customers the confidence that this is simply how we work.”*

Peter Simpson  
CEO, Anglian Water

**“Our Purpose is to bring environmental and social prosperity to the region we serve through our commitment to Love Every Drop.”**



# Building on our Public Interest Commitment

## Why change our Articles of Association?

- Our **Articles of Association** sets our company purpose in stone. Our purpose cannot now be changed without a three-quarters majority of shareholders.
- This means we will continue to attract **shareholders who share our values** and focused on the long-term. Those seeking profit alone will likely look elsewhere.
- It will make our business more attractive to other investors. We have now raised £800m+ through **Sterling Green Bond** issues.
- It will permeate through the **culture and values of the organisation**. We have launched a new 'North Star' framework for staff framed by our purpose.
- It will also help us **attract and retain the best talent**.



Anglian Water offers all employees the opportunity to spend at least a day a year volunteering for causes close to their heart through our Love to Help programme. Here a group of RiverCare volunteers is removing debris from one of our region's streams.

**Credibility of the 'purpose' agenda is key**

# Our Purpose

is to bring environmental and social prosperity to the region we serve  
through our commitment to **love every drop.**

## Our values

Together we...



**Do**  **the  
right  
thing**



People



Financial



Intellectual



Social



Manufactured



Natural

# Recognition as a leading responsible business





# Jessica Long

Head of Sustainability, Ipsos MORI

*Environmental sustainability – what do young people expect from us, and how well are we delivering?*



# Environmental sustainability

What do young people expect from us,  
and how well are we delivering?

Jessica Long

Head of Sustainability - IPSOS MORI

# What we're here to chat about today

1

**How relevant is the environment to young people right now?**

2

**What are young people's expectations of leadership?**

3

**How can you best engage young people moving forward?**

# 01 How relevant is environmental sustainability right now?



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**4 in 5**

believe 'we are headed for an environmental disaster'

**#1**

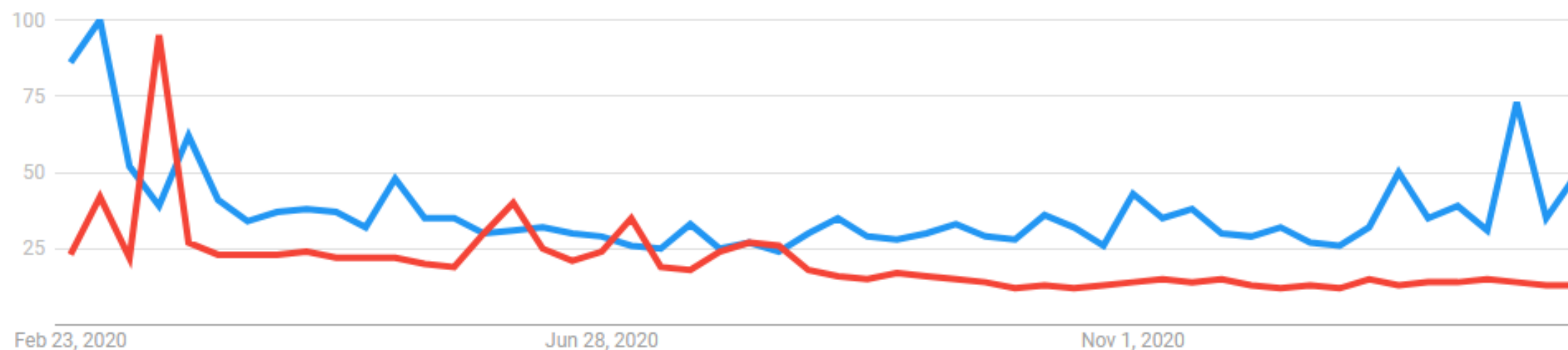
global value that united us all in 2019

**2019**

the year of 'Climate Emergency'

# 'The Greta Effect' – more popular than Oprah

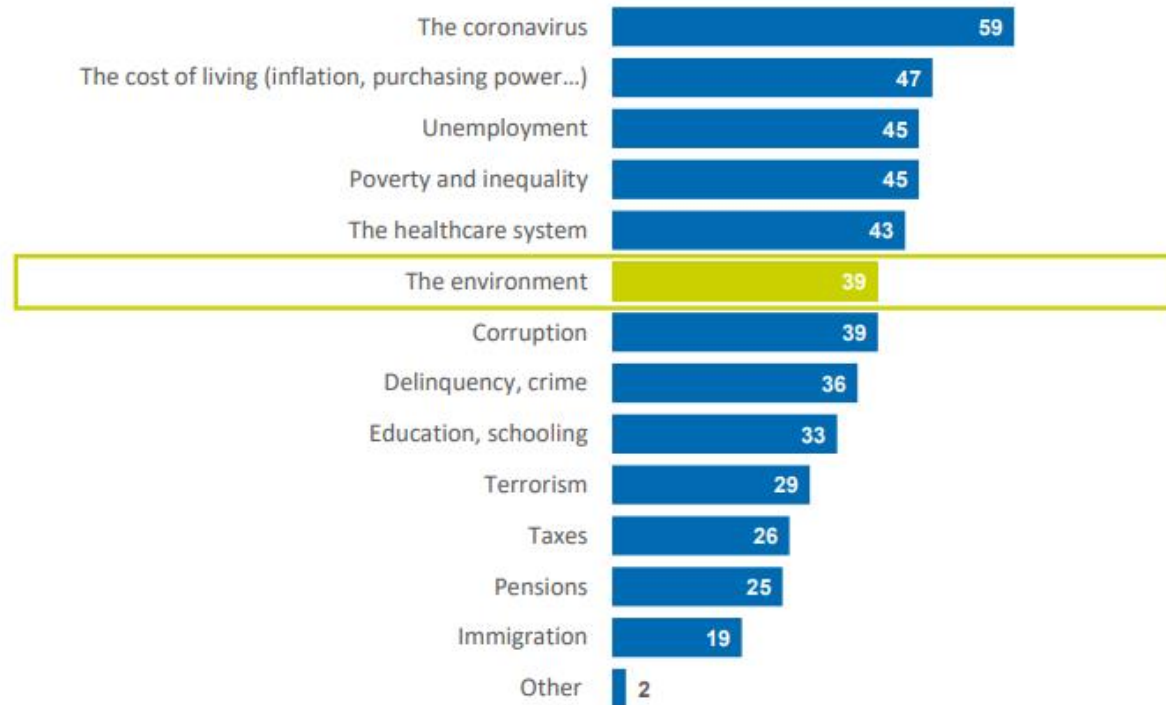
## Interest over time



'Thunberging' up by 230% in 2020



Q. From this list, which topics worry you the most?



# 2020

Pandemic

Recession

Social & Political Unrest



# Everyone is more worried than a year ago

Q. In relation to climate change, would you say that compared to 1 year ago, you are?

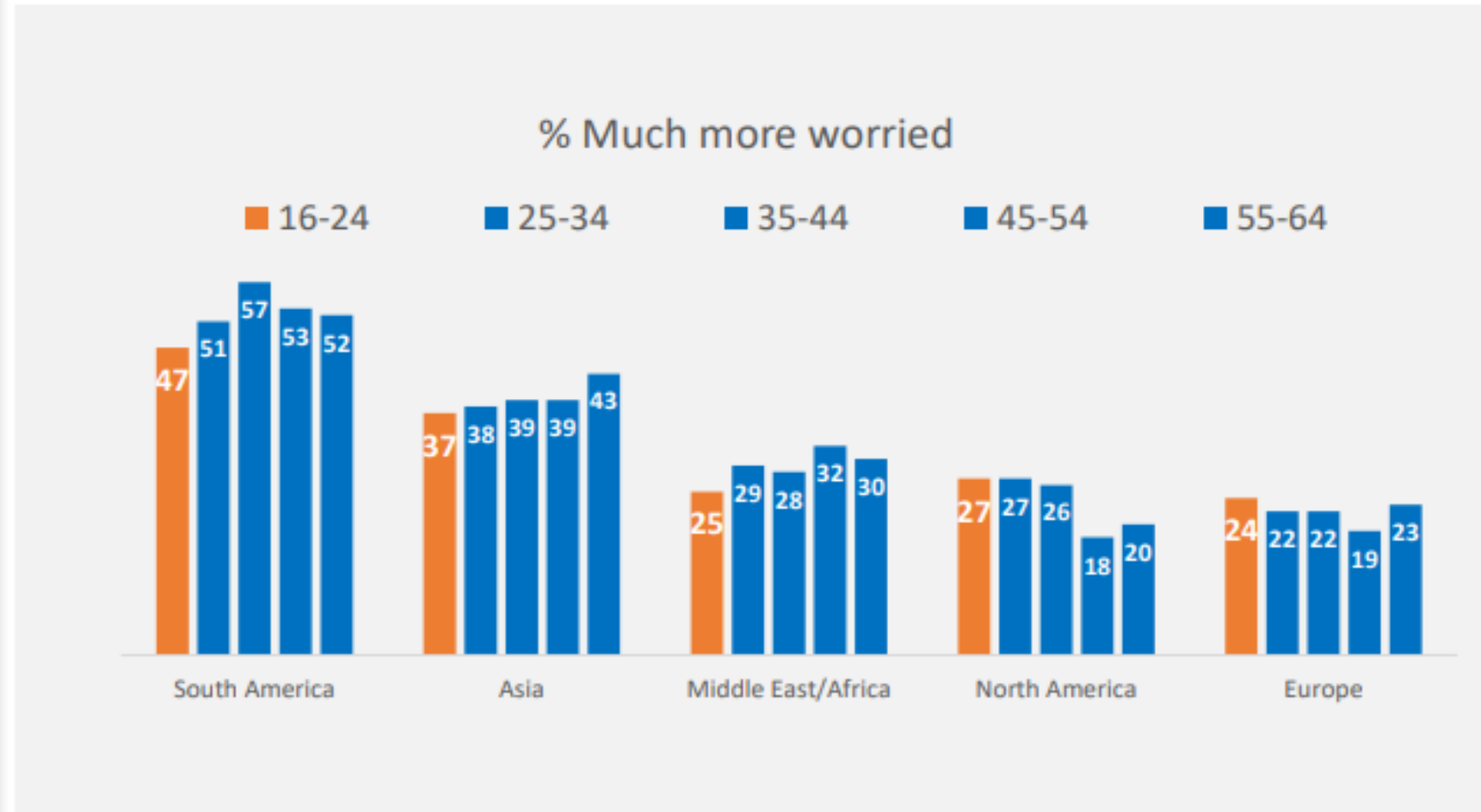


70%

of the world's population claim to be "more worried" than they were a year ago about climate change,

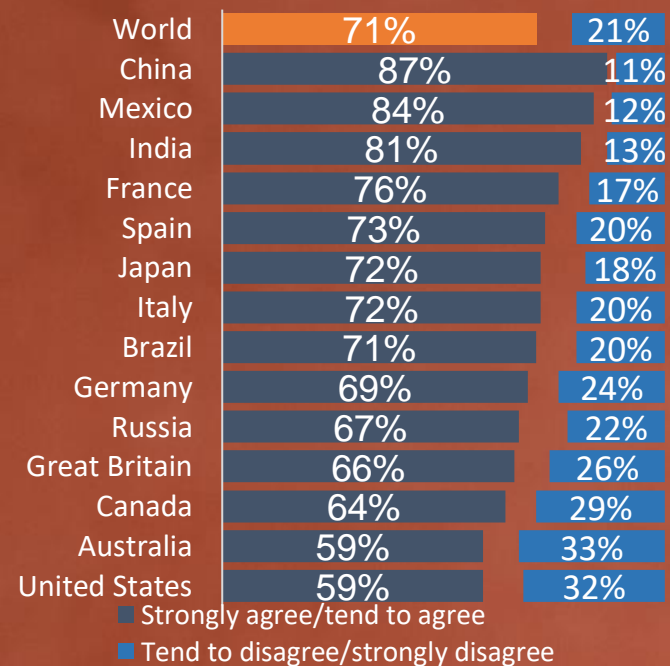
31%

"much more" worried.



# 71% globally feel climate change is as *serious long-term as COVID*

Q. To what extent do you agree or disagree with the following: In the long term, climate change is as serious a crisis as Covid-19 is



Base: 28,029 online adults aged 16-74: Fieldwork dates: Thursday 16 to Sunday 19 April.



# The blurring of the 'E' and 'S' of ESG

## Environmental, Social & Governance



### Air pollution a cause in girl's death, coroner rules in landmark case

Coroner says failure to reduce pollution levels to legal limits was factor in death of Ella Kissi-Debrah, who had severe asthma



▲ Ella Kissi-Debrah lived within 30 metres of London's South Circular road. Photograph: PA

### UN ruling on climate refugees could be gamechanger for climate action

Published on 29/01/2020, 3:36pm

**Comment:** The latest UN ruling is a step towards improving the lives of those most vulnerable and affected by climate change



'Too white' green sector launches work scheme to be more diverse



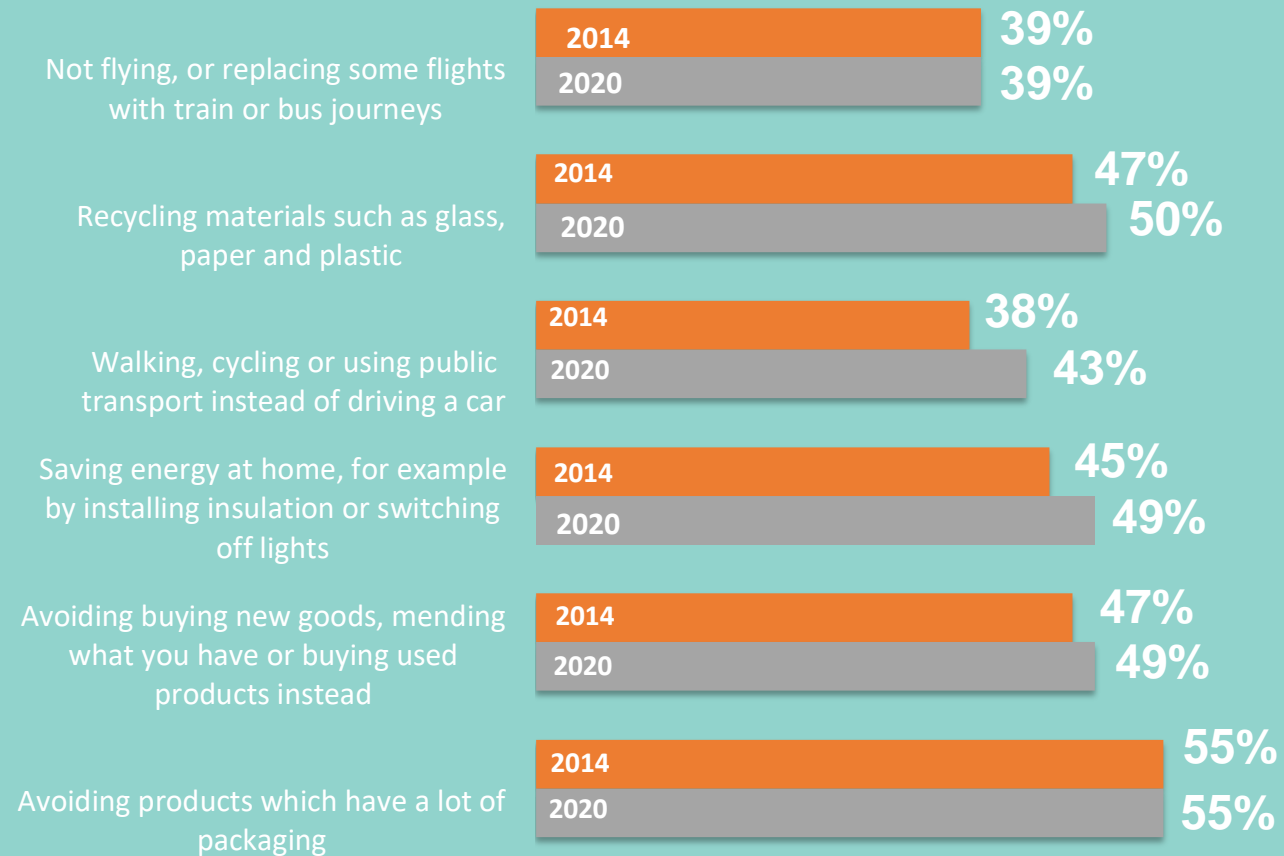
Climate change deepens existing inequalities.



62% globally believe pandemic is linked to our misuse of the environment. Must pursue all three simultaneously – not in silos.

# 02 Sustainability: Young people's expectations of leadership

# Despite rising concern, willingness to try to live more sustainably *hasn't changed* in six years



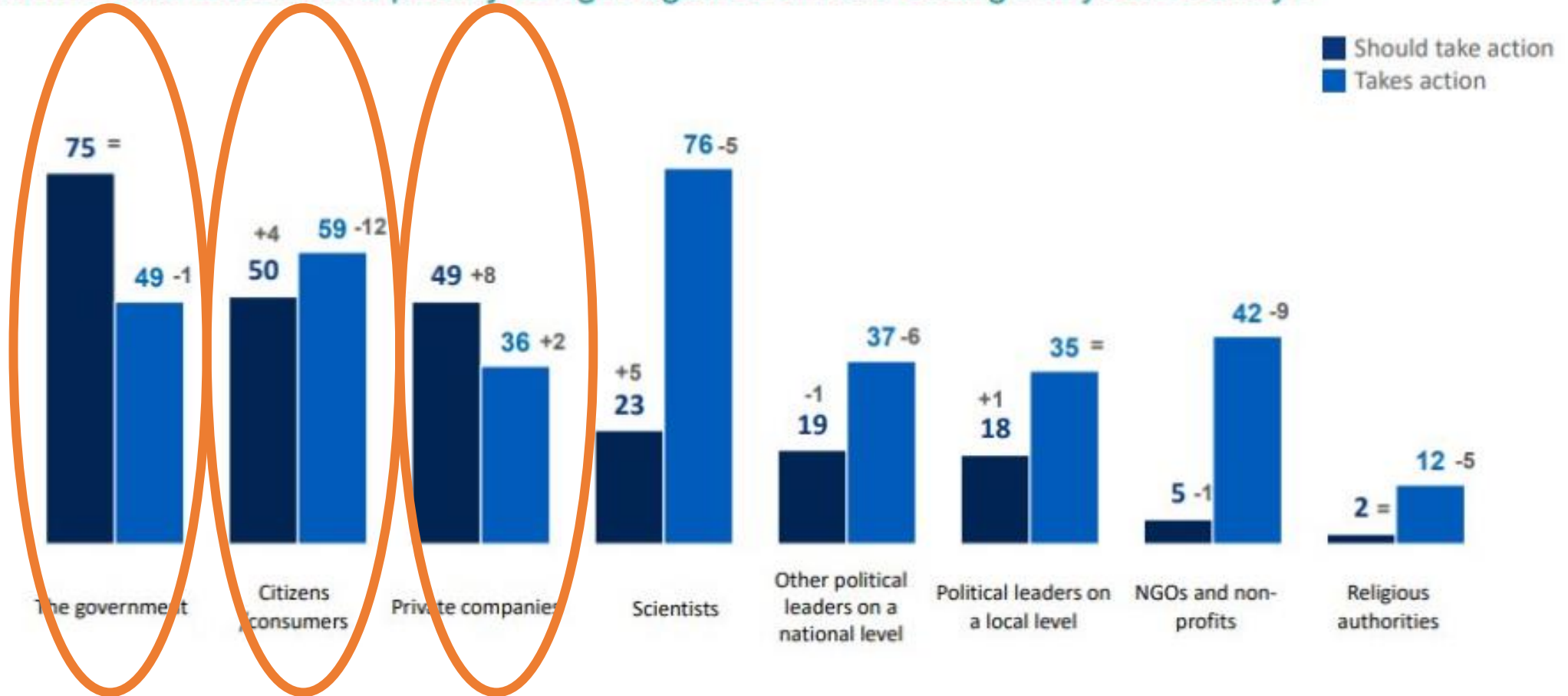
BASE: 10,504 online adults aged 16-74 across 12 countries: Fieldwork dates: Feb 21 to Mar 6, 2020, Sep 26 to Oct 10 2014



Fundamentally, people feel they are already *doing enough in this space*

Older people more likely to assume personal action, young people more likely to demand systemic change

Who should take action as a priority to fight against climate change in your country?





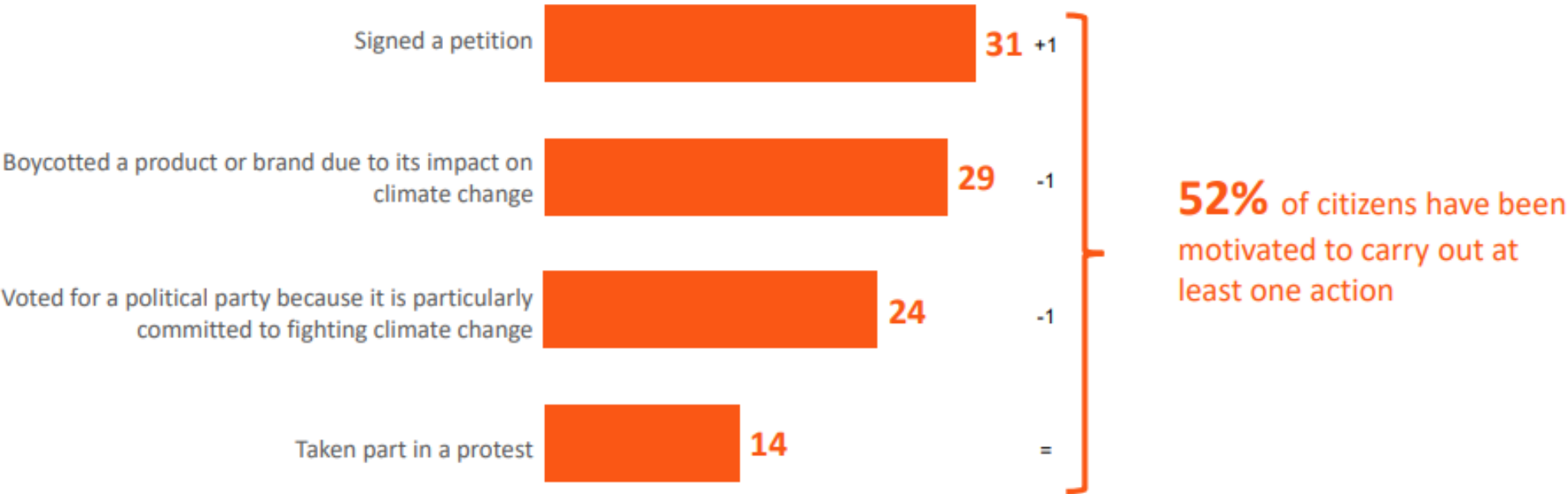
# Younger people want systemic change; evident in their personal behaviour





# More than half globally have taken action in *their own way* – against industry & government

Q. When it comes to fighting climate change, have you personally ever: 'Yes' answers



*Young people more likely to protest than older people*

But even when they want to do well – *it's confusing*

**People default to recycling and pack; because it's the easiest thing to understand.**

**But even this is  
CONFUSING.**

## 87+ eco labels in the UK



## Competing supply chains



## Environment vs animals



It must be the path of least resistance for the consumer – as mentioned, they already feel they're doing enough in this space.

# 03 How can you best engage young people moving forward

# Say-Do Gap is real, but it's also scape goat of inaction

Knowledge

Awareness

Trust

Misinformation

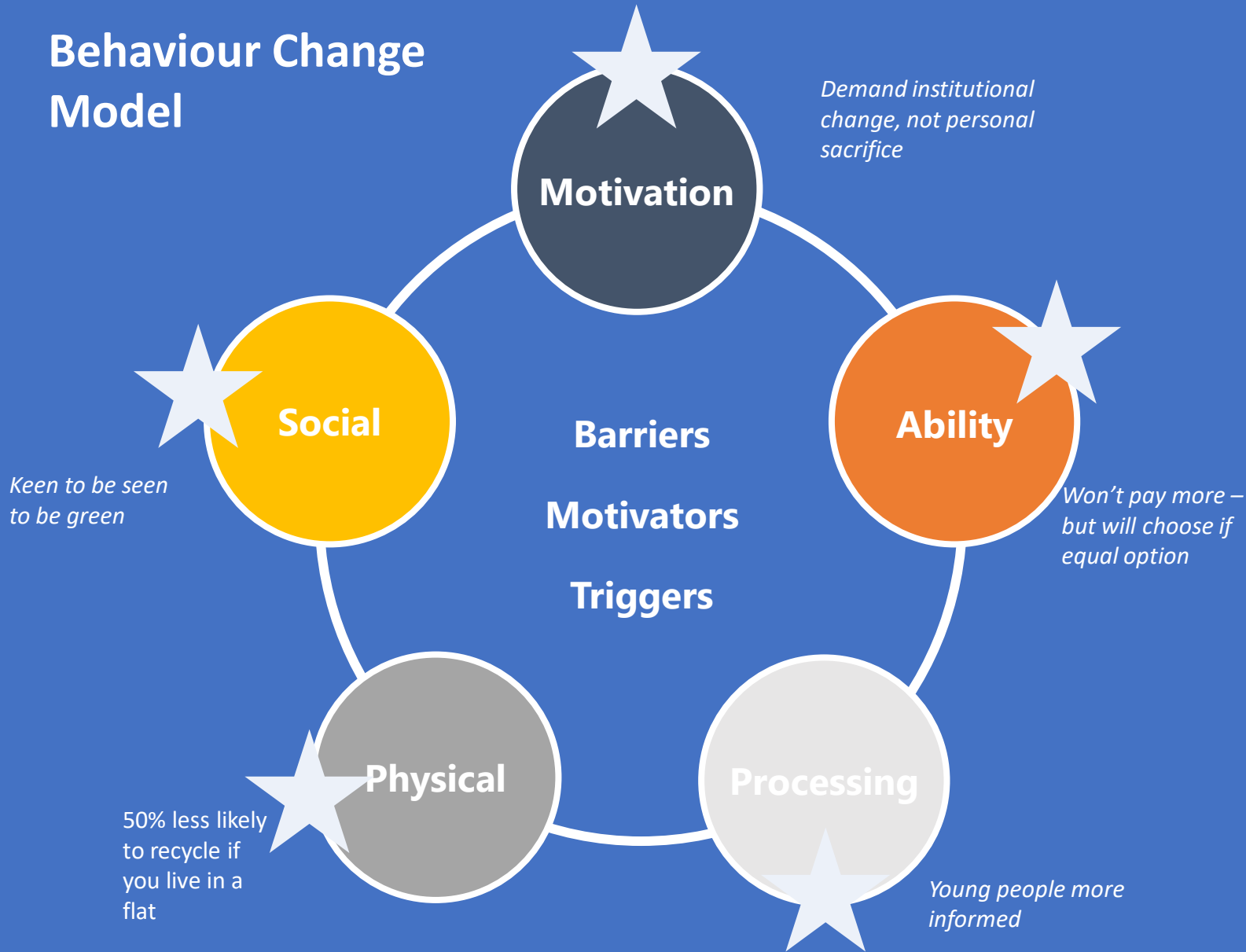
Agency

Paradox of Choice

Need to pursue the path of least trade-offs  
for consumers to effectively engage



## Behaviour Change Model



## Addressing the intention vs behaviour gap

Must be path of least possible trade offs for young people. You do not need permission to act.

**Mistakes are okay,**  
so long as you own them and  
shout about what you'll do  
differently



# SUMMARY

1

Sustainability is the new business imperative – not a question of *should* but *how to act*

2

Young people feel they're doing enough in this space, they demand industry lead

3

Pursue path of least trade-offs for young people to engage; you do not need permission to act

4

Pursue shields and swords consistently – always changing. If you make a mistake – own it.





# Mark Topley & Alex Bell

CSR Experts

***Corporate Social Responsibility and embedding  
Environmental Sustainability at every level of your  
organisation***

# Collective Sustainability & Responsibility (CSR) for Education

Alex Bell FRSA FCCT & Mark  
Topley FICRS BEd (Hons)

for Forum Strategy March 2021

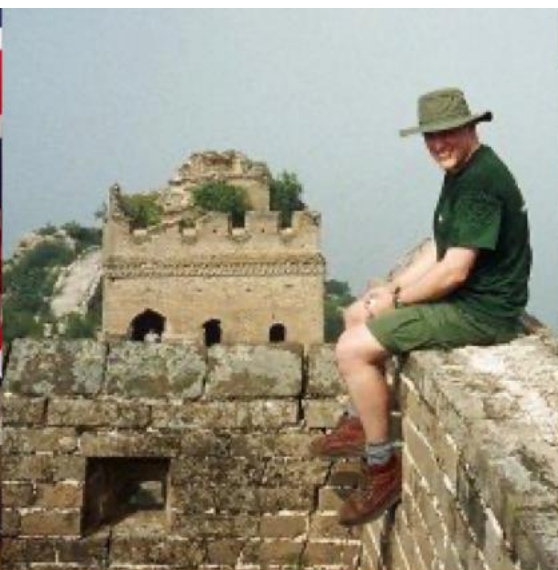
[www.widerpurpose.uk](http://www.widerpurpose.uk)



**...WIDER PURPOSE...**

WORLD CHANGING LEADERSHIP







## Alex Bell FRSA FCCT

- 2,500 Hours Education Leadership & Innovation Coaching - mostly UK schools
- Top 100 Education Innovators Globally 2020 & 2021 - Forbes/HundrEd.org
- Co-founder of two global youth voice platforms - [Xtalks.org](https://xtalks.org) & [linkonlinelearners.org](https://linkonlinelearners.org)
- Co-founder - [Leadership-Lemonade.com](https://Leadership-Lemonade.com)
- Co-founder - Eden Project Changemakers
- <https://linktr.ee/AlexBell>





# A word on strategy



## STUDENT AGENCY IS A VITAL PIECE OF THE JIGSAW

**78%** “Looking after the global environment is important to me” (OECD)

**44% students** “I can do something about climate change”(OECD)

**1 in 6** struggling with mental health (NHS)

**AimHi.co**



**HundrED.org**



**Xtalks.org**



**EdenProject.com**

**eden project**

**Fit - Commit - Manage - Connect**





# Environment

Carbon Footprint

Reduce & Recycle

Ethical Supply Chain

Biodiversity

Communication





**POWER - TRAVEL**

**CARBON FOOTPRINT**



**PLANT - SUPPORT**

**BIODIVERSITY**



**PREVENT - SEPARATE -  
FACILITATE**

**RECYCLE**



**FAIR TRADE SUPPLY**

**ETHICS**



**PRINT - MONITOR - REDUCE**

**REDUCE**



**SHOW - ENCOURAGE**

**COMMUNICATION**



**SWAP - STOP - ENCOURAGE**

**PLASTICS**



**CHAMPION - MONITOR**

**MANAGEMENT**




# **Overcoming the challenges**

Leadership Vision & Authority

Clarity, simplicity

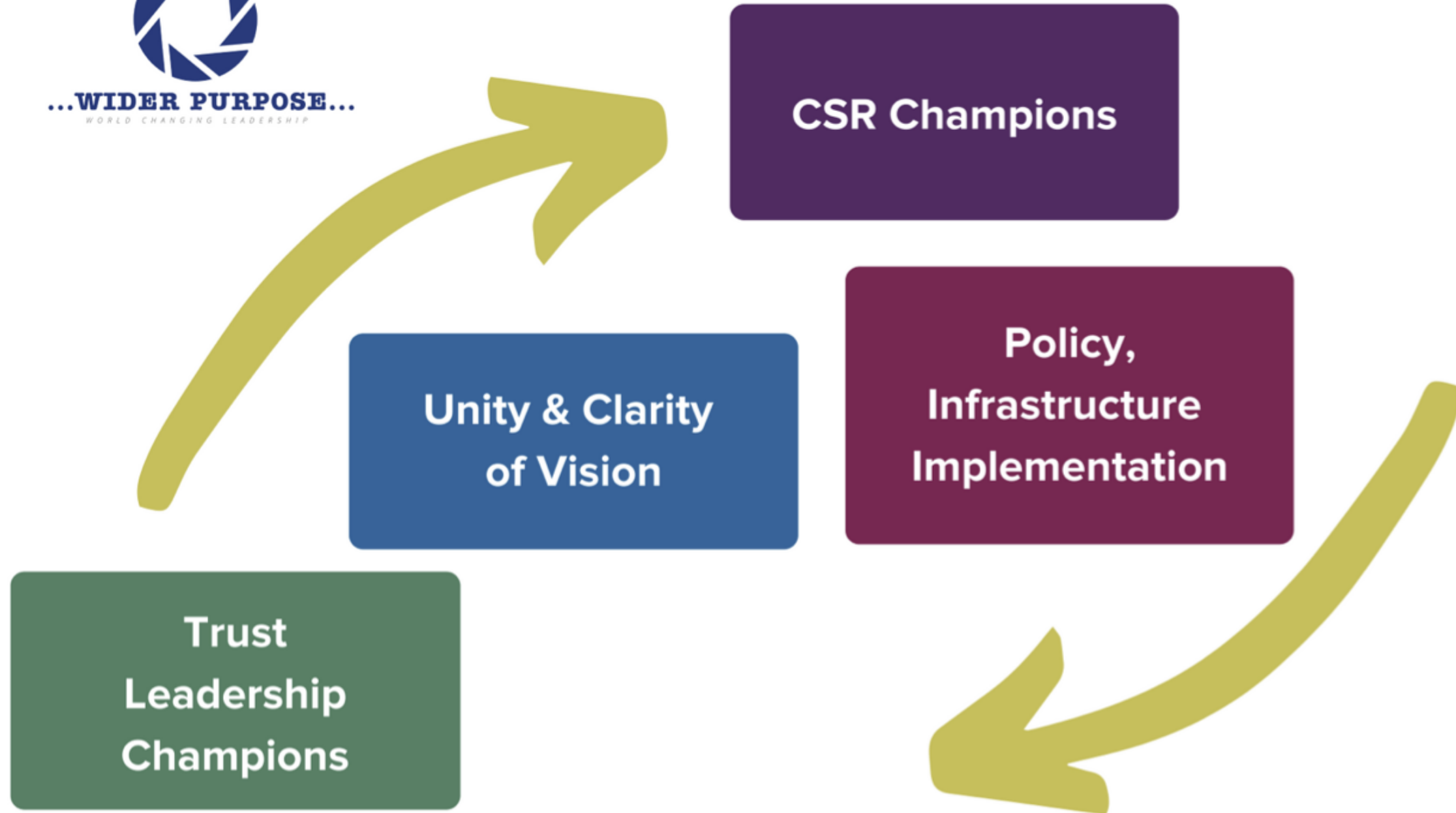
Momentum & Change Management & Communications

Delegation, decentralisation and empowerment

A woman with short brown hair and glasses is working on a clay bust of a man's head. She is using a tool to shape the top of the head. The bust is on a pedestal. The background shows a window with blinds and a wooden cabinet.

**“Process saves us from the poverty of our intentions.”**

Elizabeth King



# Collective Sustainability & Responsibility (CSR) Champions

- ◉ Accelerating the development of future leaders
- ◉ Creating effective collective sustainability & responsibility (CSR) advocates
- ◉ Decentralising and empowering for sustainability change

A Wider Purpose Programme delivered by Alex Bell FRSA FCCT & Mark Topley FICRS BEd (Hons)

# **COVID-19 - Schools are more than just places of learning**

- social justice
- community health & wellbeing
- communicator of global issues at a local level



## CSR Champions Programme

- Accelerates the development of our future leaders
- Responds to the challenges of COVID-19
- Ambitious yet manageable, impactful and sustainable
- Establishes a sector-wide standard in CSR



# What's in it for you & your school?

- An energised, more confident leader
- Collaborative whole-school impacts
- A strengthened long-term community partnership
- An internationally recognised CSR qualification



## What is it?

1. Six clear milestones
2. Highly achievable professional goals
3. Clearly supported leader development
4. Quality assured programme with regular reporting to SLT & Trust Leaders

# Three aims & six milestones

Aim 1: Development of future leaders

Aim 2: Advancement of collective sustainability & responsibility in Schools as a core value

Aim 3: Progression to school CSR Accreditation award

## Three aims, six milestones & three levels of accomplishment

Each Champion will:

**Milestone 1:** Work with SLT to research, plan and communicate a CSR briefing

**Milestone 2:** Consult, plan and deliver a CSR action at or beyond a class-based action

**Milestone 3:** Undertake University of Pennsylvania/EdX.org qualification - just 4 hours spread over 6 weeks

= One Milestone per half-term



**Milestone 4:** Consult, plan and coordinate a whole school initiative, linked to one or more of the CSR goals (People/Environment/Community).

**Milestone 5:** Research and exchange ideas with one or more community partners to tangibly extend or establish CSR partnerships beyond the school.

**Milestone 6:** Plan and coordinate a successful 'Big Lunch' or equivalent event.

= One Milestone per half-term



## Leadership Development

This programme develops your future leaders through:

1. Clear skills progression aligned with your Assessment Centre
2. Cumulative milestones building leadership influence from individual to global
3. Bespoke leadership coaching, toolkit and reflective journaling



# CSR Development

This programme develops your CSR through:

1. Implementation of six Milestone CSR actions in each school.
2. Each milestone can be implemented at one of three levels depending on the skills, disposition and circumstances of the Champion.

# A framework of 2 - 4 - 6

- **2nd week of each half-term:** Champions Development session
- **4th week of each half-term:** 1:1 Leadership Coaching Sessions
- **6th week of each half-term:** Completion of each milestone
- Accountability report/check-in by end of half term.

# Outcomes

- CSR Champions - competent, confident, rounded leaders ready for the next step
- Six CSR legacy achievements
- CSR Accreditation & ICRS membership





# Added value

Global connections

Connection to policy influencers and global advocates

Links to the Institute of Corporate Sustainability & Responsibility

Micro-credentialing from world class universities

Access to networks, link making and enhanced opportunities

The first wave - a beacon of expertise





**...WIDER PURPOSE...**

*WORLD CHANGING LEADERSHIP*

[Download the Wider Purpose  
Champions White Paper](#)

[widerpurpose.uk](http://widerpurpose.uk)

# Summary & Close.