

Case Studies

Northern Rail

Northern Rail asked M4C to help them engage their staff so they can achieve their stretching environmental targets. We worked with them to identify the required behaviour change and, based on this, developed an environmental employee engagement strategy.



Part of our approach was to encourage their employees to see how they could help Northern tackle their environmental challenges. We did this via a highly successful Dragons' Den style programme. The uptake was impressive, particularly when you consider their employees access to ICT.



The result was even more impressive – impassioned employees demonstrating how they can save the business money whilst helping to protect the environment. All the successful applicants are now working with identified mentors to develop a comprehensive business case. Northern anticipate seeing return on their investment within 12 months.

“I just wanted to say a big thanks, both in the organisation of the event and the delivery. I thought it all went really well”

Karen Booth, Head of Sustainability

Keele University

Keele University's current recycling rate is 44% - they are keen to improve to 66% in 2013 and have asked M4C to help. M4C have developed and are helping to implement an engagement strategy which uses a range of behaviour change techniques:



- We linked to the values of staff and students by demonstrating financial savings and reputational opportunities as well as the environmental impact
- We made it clear what needs to be done with posters on bins, guidance notes for cleaners and fridge magnets in halls
- We made it easy by repositioning the bins
- We are using an inter-hall competition to engage those with a more competitive streak
- We made it normal by showing examples of students and staff doing the required behaviour



Through this programme Keele University will save over £14,000/year, will improve their green league ranking and will divert 230 tonnes of waste from landfill.

“From M4C we got excellent project management and attention to detail ... They were full of new ideas whilst also being realistic on targets and produced excellent results that met my expectations”

Huw Evans, Environmental Manager

SABMiller

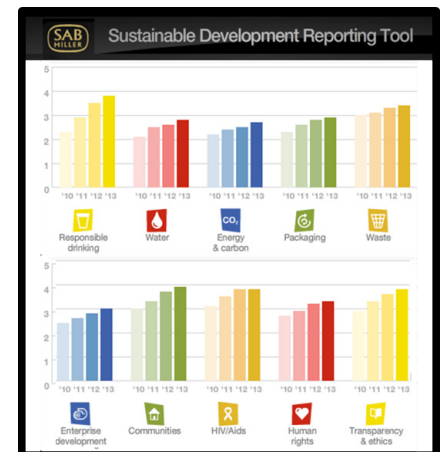
M4C has developed a performance management tool to help SABMiller ensure they have a consistent approach to managing their sustainable development performance. This Sustainability Assessment Matrix (SAM) not only collects key performance indicator data, it is also used to drive continual improvement via an innovative level assessment process.

For each sustainability priority users assess their performance against a set of criteria from below minimum to leading edge and give evidence to support their claim. Users can also see data entered by others so can easily identify examples of 'outstanding' work and best practice and can find and contact colleagues who have tackled similar challenges.

The process makes use of a range of behaviour change techniques to drive improvement:

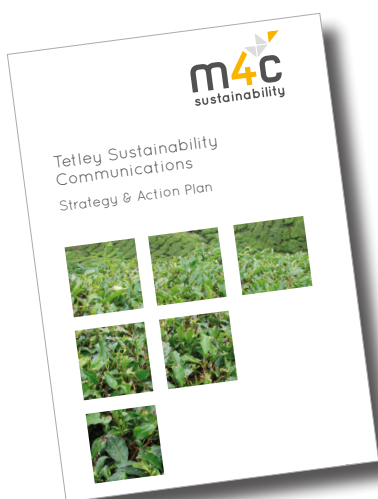
- Competition - both with themselves and other breweries
- Make it easy - employees can easily see what they need to do to achieve the next level
- Peer-to-peer sharing - users can see how others are performing and what they have done to achieve their scores
- Feedback - those who enter data get instant feedback on their performance

SAM has been recognised as a flagship system for innovation by CBI and Ethical Corporation and has been a huge success with year on year improvements across all ten sustainable development priorities.



“The system gives us a clear picture of operational and group performance, and individual operations can also benchmark themselves against their peers. [It] has been an important investment, giving us consistent performance data to inform future action plans.”

Graham Mackay, CEO, and Robert Fellowes, Senior Non-Executive Director



Tetley Tea

We worked with Tetley Tea, part of Tata Global Beverages, to develop a communications strategy to drive behavioural change in order to help them meet their sustainability targets and celebrate the great work that the business is already doing.

“M4C had a friendly and knowledgeable approach and understood what we were trying to achieve ... The strategy encompassed tools and techniques delivering sustainable results.”

Lee Scott, Technical Engineer