



CorporateCulture

*MOTIVATING
MILLIONS*

The 2013 Sustainable Behaviour Change
Marketplace Survey

MOTIVATING MILLIONS AT A GLANCE

97%

BELIEVE THAT ORGANISATIONS SHOULD TRY TO INFLUENCE THE BEHAVIOUR OF EMPLOYEES, CUSTOMERS AND SUPPLIERS.

94%

BELIEVE BEHAVIOUR CHANGE IS IMPORTANT IN ACHIEVING LONG-TERM SUCCESS.

79%

SEE BEHAVIOUR CHANGE PRIMARILY AS AN OPPORTUNITY, RATHER THAN A RISK.

75%

ARE ALREADY CONDUCTING OR PLANNING BEHAVIOUR CHANGE ACTIVITIES WITH CUSTOMERS OR THE GENERAL PUBLIC.

39%

BELIEVE THAT OWNERSHIP OF BEHAVIOUR CHANGE LIES WITH THE CEO OR MD.

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Managing Director,
Lloyds Banking Group p5

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ABOUT THE SURVEY

This pioneering new research from Corporate Culture into the early adopters of sustainable behaviour change has revealed the nature and scale of this emerging discipline, and its increasing importance.

The survey was conducted online between 26 March 2013 and 16 May 2013, with invitations to participate disseminated widely and promoted by partners Guardian Sustainable Business, Business in the Community and ComRes - which facilitated the delivery of the survey.

WHO TOOK PART?

Organisation type, sector and location

328 organisations took part in this groundbreaking research. Two-thirds [65%] of respondents are from private companies, 21% are from the public sector and 14% work in the third sector.

A wide variety of industry sectors is represented, including technology and communications; environment and energy; health, sport and lifestyle; FMCG and retail; construction and built environment; and finance and banking.

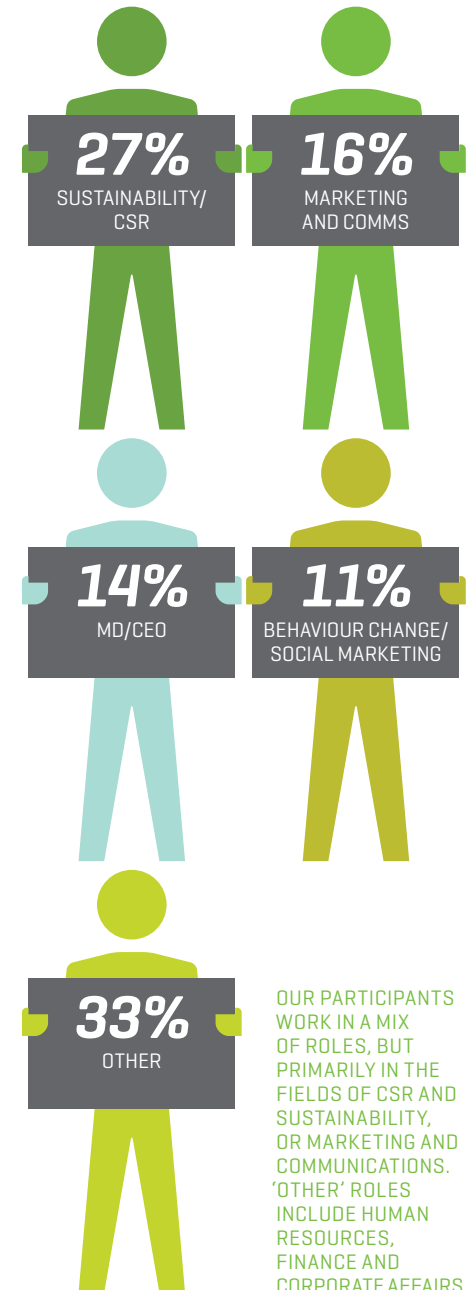
In terms of geography, 47% of organisations operate in the UK only, with 53% operating in Europe or worldwide.

Position and job type

Nearly half of the total sample [46%] is at Director level or above, rising to 56% of those in private companies. Those respondents from the public sector are in mainly managerial positions.

"I am glad to see this report, because the desire for fundamental organisational change depends on the underlying changes in behaviour, attitudes and values that we often take for granted, and need to understand much better."

MATTHEW TAYLOR, CHIEF EXECUTIVE, RSA



CorporateCulture

theguardian
sustainable business

ComRes

BUSINESS
IN THE
COMMUNITY

INTRODUCTION



This research seeks to quantify, for the first time, the priorities, motivations, strategies and challenges of organisations currently acting to achieve sustainable behaviour change.

What do people mean by sustainable behaviour change? What are the external issues that are seen to be key for long-term success? What behaviours are people trying to change, and which strategies are being used? Whose responsibility is it to encourage people to act sustainably?

The research shows that sustainable behaviour change is an important strategy in achieving long-term success. It indicates that leaders see that the only way to achieve real change is through evidence-based strategies.

Engaging at a senior level

But it also shows there is a real need to grow skills in-house for managing sustainable behaviour change at scale. In particular, there is a need to increase understanding of the principles and practices of sustainable behaviour change – especially at a senior level.

We have been fortunate to have the support of Guardian Sustainable Business, ComRes and Business in the Community as active partners in this research. I would like to take this opportunity to thank all of our partners, our research participants, and those who have had early sight of the research. You will find their valuable insight throughout this report.

“...there is a need to increase understanding of the principles and practices of sustainable behaviour change – especially at a senior level.”

A PERSONAL PERSPECTIVE



This research begins to take a coherent look at what must be one of the fundamental elements in creating any sort of change in society – behaviours and attitudes. As the chair of the Chartered Banker: Professional Standards Board, I am closely involved in developing professional standards for bankers in the UK.

“The focus of this research on sustainable behaviour change begins to get at that all-important issue of the place and ultimate responsibility of the individual in society.”

With all of the crises and chaos financial institutions and the financial system have lived through over the last five or six years, and with all of the changes in rules and requirements around capital and compensation and competition, what will actually create a change that can be sustained over the long term is a change in the way every individual banker behaves and feels as they do their job.

I am also deputy chair of Scotland’s 2020 Climate Change Group, a collection of leaders from all sectors in Scotland who are working together to find ways to influence within and across their worlds to help the country move to a greener economy. We’ve been operating for several years but, in the last year, we have increasingly recognised the importance of behaviour change in moving the agenda forwards.

Bringing about change

People have intellectual debates about renewables, and about the low-carbon economy and lifestyle, but those debates alone don’t necessarily lead to real change. It’s a different attitude, behaviour and emotional engagement that bring about change.

Over the years, I’ve sat with various groups looking at lifelong learning, and the relationships between institutions of learning and business. I feel quite strongly, in this and other areas, that it becomes too easy to assume some other part of society, some other sector or organisation, has responsibility for what it is you need to provide in your own organisation.

In terms of education and skills, while there is a central obligation to make these things available and accessible

to as much of the population as possible, there also has to be individual responsibility for taking up the opportunity.

Taking ownership

Indeed, individual responsibility has to be the most important element that complex and mature societies may find themselves ignoring at their peril. Individuals need to be responsible to take matters into their own hands and do something for themselves, alongside the structures that others create.

The focus of this research on sustainable behaviour change begins to get at that all-important issue of the place and ultimate responsibility of the individual in society. Institutions may have a collective responsibility to help build the skills needed to achieve behaviour change. But, at their best, what they do through those skills is help individuals tap into their own values, making it easier for them to act.

This research provides a baseline, a starting point for being able to observe, identify and hopefully prompt both organisational and individual behavioural change. Congratulations for carrying it out.

Lady Susan Rice was previously Chairman and Chief Executive of Lloyds TSB Scotland, the first woman to head a UK clearing bank. She is a non-executive Director and chairs the Remuneration Committee of Scottish and Southern Energy, the UK’s largest generator of power from renewable sources. She also sits on the Court of the Bank of England, where she chairs the Audit & Risk Committee, and is a non-executive with J Sainsbury and Big Society Capital.

WHAT IS SUSTAINABLE BEHAVIOUR CHANGE?

Before we dig into specific attitudes and actions, let's look at what is understood by behaviour change and sustainability. We asked people for their spontaneous definition of behaviour change. The word cloud illustrates the comparative frequencies of keywords across all replies.



HOW DO YOU DEFINE BEHAVIOUR CHANGE?

Naturally, the responses were varied, as is reflected in the quotes on this page. However, the roots of behaviour change were clear in the high frequency of keywords like people, social, individual and benefit.

“Behaviour change means developing a deep understanding of people and their current lives to design interventions that make it as easy as possible for them to choose different, more positive, behaviours.”

“It is about establishing a clear, engaging and compelling [positive] vision for a different future state that resonates with individuals at both a hearts and minds level, and gives them a clear pathway and supporting tools to make the change.”

“It encompasses the understanding of both cognitive and unconscious triggers, the psychology of choice and action [and inaction], and using this knowledge to encourage sustainable behavioural changes.”

“It tries to ‘nudge’ people to do the right thing through targeted communications that have been developed from good audience insight and are evidence-led.”

“It encourages sustainable behaviour of consumers by creating new products/services, or adapting old ones.”

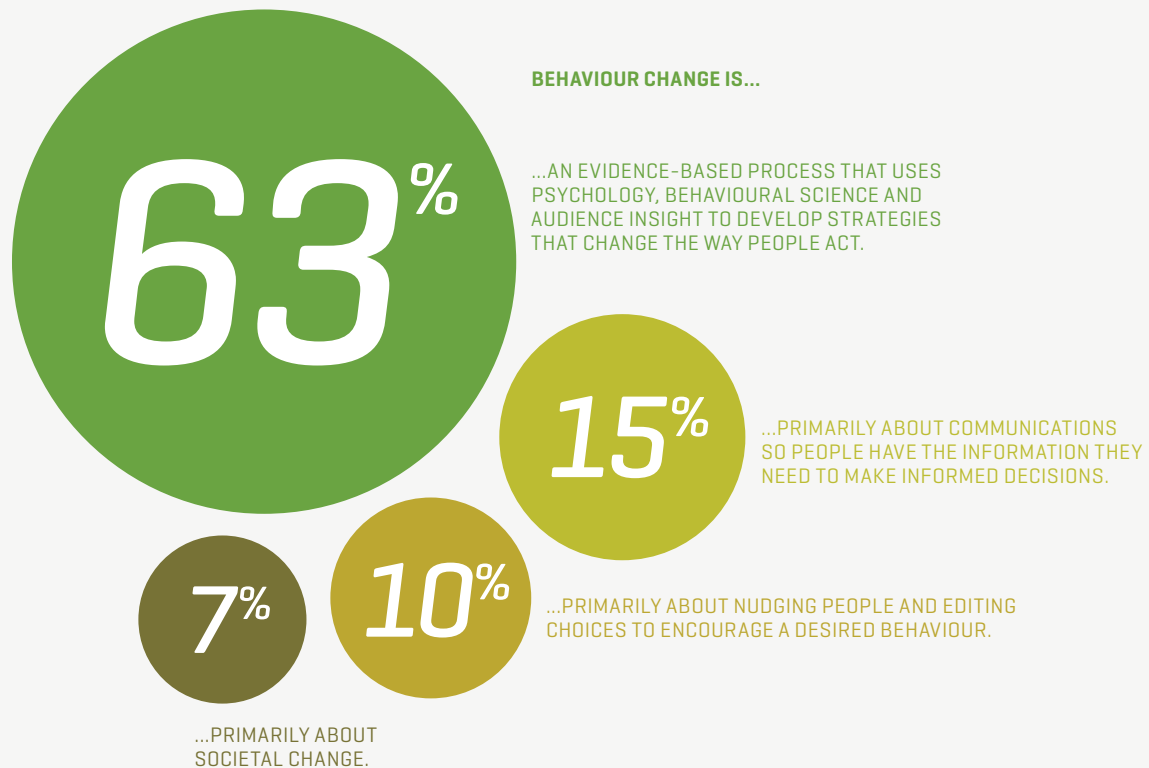
“It comes from listening and being heard, engagement, valuing people and letting them know this through the experience of being appreciated.”

We also prompted respondents to choose which of a range of possible definitions best reflected their view of behaviour change.

A rounded definition, and the one supported by the authors of this report, is that

‘behaviour change is an evidence-based process that uses psychology, behavioural science and audience insight to develop strategies that change the way people act’.

Almost two-thirds (63%) of those surveyed agree with this definition. A significant minority (15%) believe behaviour change is primarily about communications, and one in 10 believe it is primarily about choice architecture and ‘nudging’.



Interestingly, nearly half (44%) of the MDs and CEOs in our survey chose one of the narrower, more communications-led definitions of behaviour change, compared with only one in 10 of those who work in behaviour change/social marketing.

AND SUSTAINABILITY?

When asked to select their preferred option from a range of definitions of sustainability, three-quarters (73%) chose the established ‘Brundtland’ definition: ‘meeting the needs of the present without compromising the ability of future generations to meet their own needs’. Only one in 10 believe sustainability has a purely environmental focus.

DOES BEHAVIOUR CHANGE MATTER?

Behaviour change is seen as bringing a range of benefits essential to business success, and is expected to become increasingly ingrained in future operations.

"Sustainable behaviour change is key to helping organisations develop sustainable marketplaces and communities. Now is the time for business to understand sustainable behaviour change and to take the lead, to redefine and strengthen customer and supplier relationships. It is a must for powerful, engaged brands."

AMANDA LONG, EXECUTIVE OFFICER MEMBERSHIP,
MARKETING MEDIA, EAST OF ENGLAND CO-OPERATIVE

IS SUSTAINABLE BEHAVIOUR CHANGE IMPORTANT?

94%

BELIEVE BEHAVIOUR CHANGE IS IMPORTANT TO HELP THEIR ORGANISATION IMPROVE ITS IMPACT ON SOCIETY, AND ACHIEVE LONG-TERM SUCCESS.

HELPING CUSTOMERS ADOPT MORE SUSTAINABLE BEHAVIOURS IS IMPORTANT TO HELP MY ORGANISATION IMPROVE ITS IMPACT ON SOCIETY AND ACHIEVE LONG-TERM SUCCESS.



BEHAVIOUR CHANGE IS GOING TO BECOME MORE IMPORTANT TO HOW MY ORGANISATION OPERATES IN THE FUTURE.



BEHAVIOUR CHANGE IS CURRENTLY A KEY STRATEGY IN ACHIEVING MY ORGANISATION'S BUSINESS OBJECTIVES.



■ % AGREE STRONGLY WITH STATEMENT ■ % TEND TO AGREE

IS IT AN OPPORTUNITY OR A RISK?

EIGHT IN 10 BELIEVE BEHAVIOUR CHANGE IS AN OPPORTUNITY.



79% view behaviour change among employees, customers and suppliers primarily as an opportunity for their organisation.

By role, MDs and CEOs are more likely to see behaviour change as an opportunity [85%] than those in sustainability and CSR [76%].

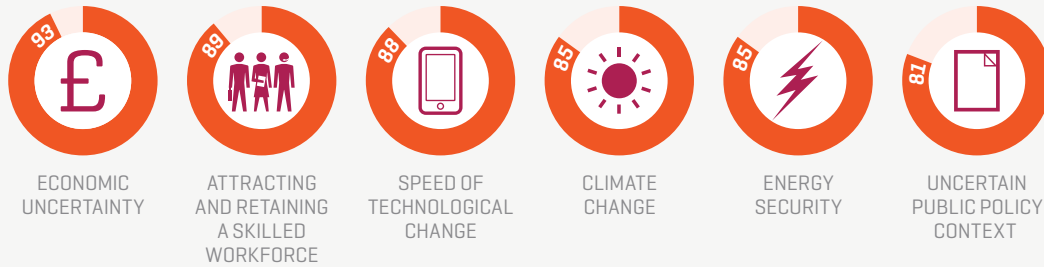
Overall, one in five see failing to act to change behaviours as primarily a risk. This is highest among the public sector [38%], FMCG/retail [38%] and organisations of 5,000+ employees [30%].

“Although some see it as a risk, it is encouraging that the majority see behaviour change as an opportunity. Many businesses are clearly aware of the value that behaviour change can bring, and we expect many more to wake up to the opportunities in the future.”

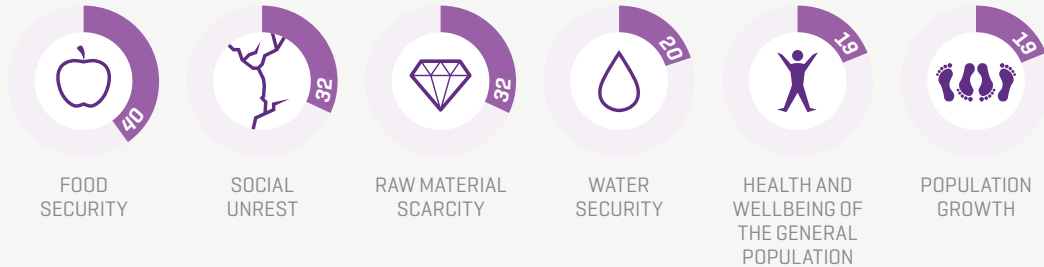
ANDREW HAWKINS, CHAIRMAN, COMRES

WHICH ISSUES MATTER MOST AND LEAST?

THE ISSUES OF MOST IMPORTANCE [% RATED VERY OR FAIRLY IMPORTANT]

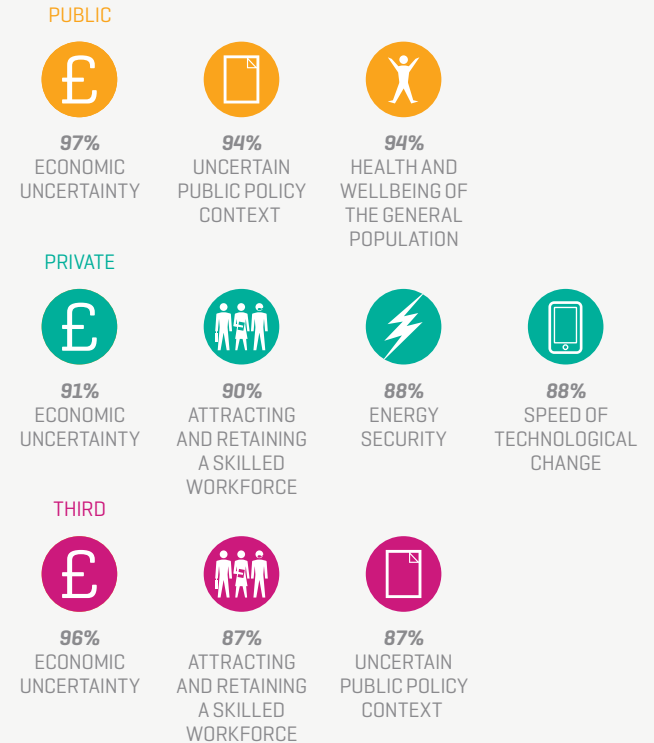


THE ISSUES SEEN AS LESS IMPORTANT [% RATED NOT VERY OR NOT AT ALL IMPORTANT]



Overall, there are few surprises in the top-rated issues facing organisations today. However, the relatively high rating of certain issues seen as being less important [e.g. food security, raw material scarcity and water security] is, perhaps, more surprising.

THE TOP ISSUES BY SECTOR [% RATED VERY OR FAIRLY IMPORTANT]



There is some disparity between the public and private sectors on the relative importance of these issues. The public sector is generally more concerned with the broader issues of uncertain policy context, health and wellbeing, and population growth. The private sector is more concerned with the immediate business priorities of attracting and retaining a skilled workforce and the speed of technological change, as well as energy, water and raw material security.

WHO IS RESPONSIBLE?

Belief in organisation-led stakeholder behaviour change is almost universal. Complexities arise when we ask who is responsible for its delivery.

SHOULD ORGANISATIONS ENCOURAGE BEHAVIOUR CHANGE?

97% BELIEVE THAT ORGANISATIONS SHOULD TRY TO INFLUENCE THE BEHAVIOURS OF THEIR EMPLOYEES, CUSTOMERS AND SUPPLIERS. THERE WAS NO DIFFERENCE BETWEEN THE SECTORS.

YES

NO

“As a social marketer valuing the contribution that the private sector can make to behaviour change, I am grateful to have this new research resource and especially inspired by the finding that a major responsibility and role for the private sector to play is to ‘make it easy for customers to act’. I agree!”

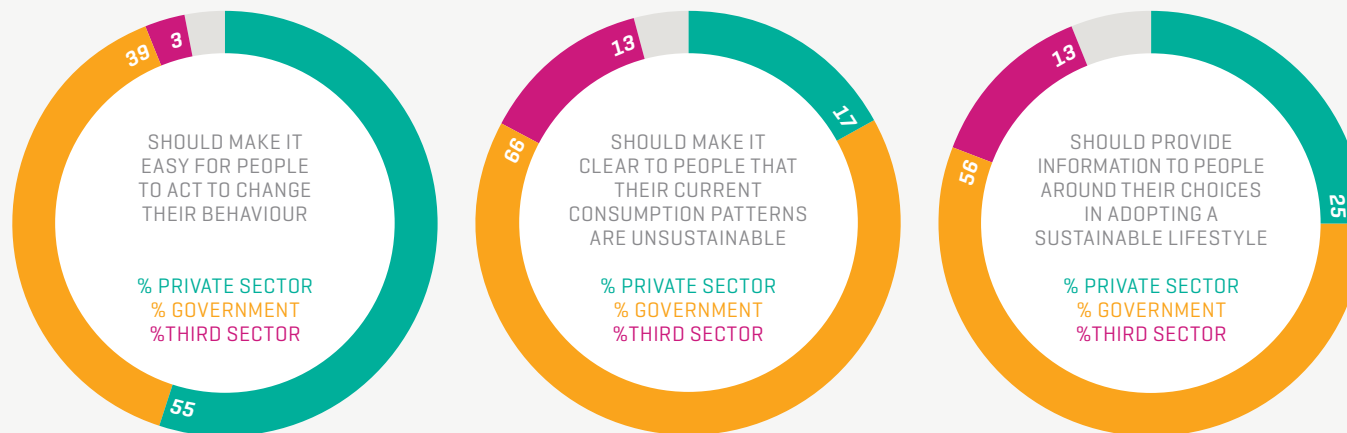
NANCY LEE, PRESIDENT, SOCIAL MARKETING SERVICES, INC.

WHICH SECTORS SHOULD DELIVER IT?

Government is seen as having most responsibility for highlighting that current consumption is unsustainable, and for providing information to promote informed choices.

The private sector is seen as having the most responsibility for making it easy to act. This is driven by businesses themselves, as those in the public sector are [narrowly] more likely to see this as primarily government responsibility.

Notably **the third sector** barely features, as our respondents [even those within the sector] don't believe that it owns the lead role in delivering behaviour change in any area.

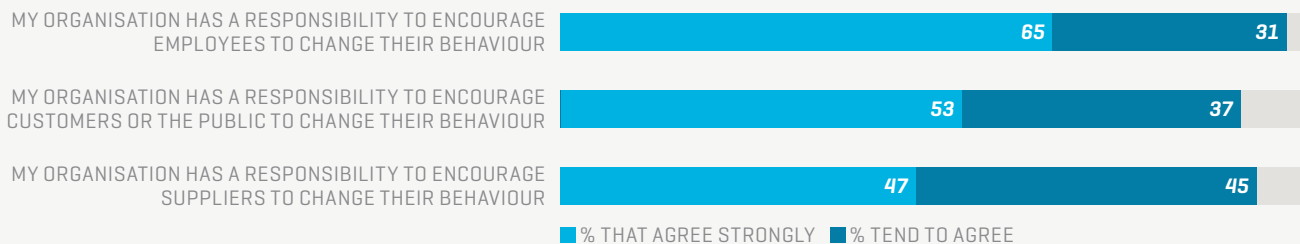


“With the third sector not seeing themselves as having a lead role in this arena, we must do more to empower them to engage in collaboration and leadership to drive change. This is especially important given the high degree of public trust they enjoy.”

Laura K. Lee Dellinger, President, Metropolitan Group

AND WHO IS RESPONSIBLE FOR DRIVING IT?

There is almost universal agreement from participants that their own organisations must shoulder the responsibility for encouraging behaviour change among stakeholders.



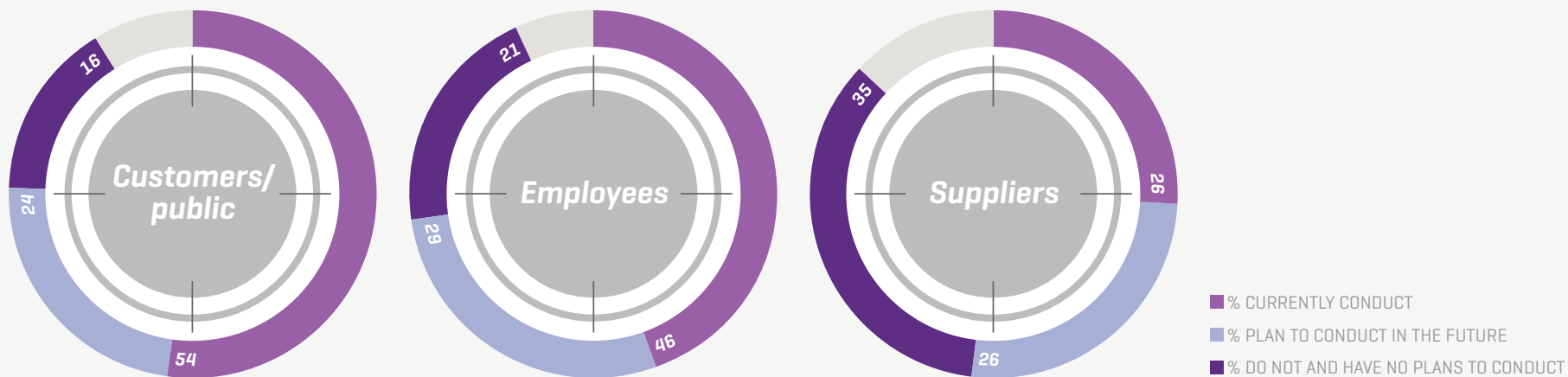
WHO IS ALREADY ACTING?

With near-universal agreement on the importance of behaviour change, we looked at how many organisations are actually acting.

WHO IS IMPLEMENTING BEHAVIOUR CHANGE?

3/4

ALREADY CONDUCT
OR PLAN TO CONDUCT
BEHAVIOUR CHANGE*
PROGRAMMES
AMONG CUSTOMERS
AND EMPLOYEES.



Around half already had initiatives underway for employee and customers/public audiences, with a quarter in the planning stages. Behaviour change activities underway for suppliers are at a markedly lower level [26%].

However, the level of activity varies significantly between the sectors. The public sector leads the way and is most likely to be implementing programmes for all audiences. 87% of public sector respondents are already conducting or planning behaviour change programmes for customers/the public, compared with 78% of third sector respondents, and 70% within the private sector.

Despite these differences, across all three sectors, there is a clear gap between the perceived importance of behaviour change and the extent of current action for each audience, as shown in the table below.

“I was surprised to see behavioural change in the supply chain being given a low priority – for large organisations, this is an opportunity to change behaviour quickly and often profoundly. Supermarkets proved this years ago in relation to sustainable packaging – who will be next?”

JENNIE PRICE, CEO, SPORT ENGLAND

Target audience	Agree “It’s important for my organisation to change behaviour”	Acting now	Gap
Customers/public	95%	54%	41%
Employees	90%	46%	44%
Suppliers	84%	26%	59%

WHAT MOTIVATES LEADERS TO ACT?

There was overall agreement that the principal motivations for carrying out behaviour change are the strengthening of relationships, creating sustainable local communities and markets, and gaining a competitive edge.

However, this could mean that a focus on competitive advantage is slowing engagement in collaborative initiatives to achieve real change.

Motivations among private sector respondents reflect this same hierarchy. However, there are some notable differences among the public and third sector, with those in the latter far more driven by influencing public policy and a desire to show leadership.

It is also worth considering which motivators are seen to be less important. Only a minority are driven by the need for regulatory compliance or to meet stakeholder expectations; instead they are using behaviour change to pro-actively build relationships.

Notably, ensuring resource security is also seen as less important, whereas cutting resource costs is a key motivator for public sector respondents in particular.

“It is encouraging that business sees behaviour change as a way to build relationships with customers, to ensure they have a market in the future and to differentiate themselves. If business can be positive about the potential for behaviour change, so can consumers!”

MIKE BARRY, HEAD OF SUSTAINABLE BUSINESS, MARKS & SPENCER



	Private	Public	Third
Top three motivators	Competitive advantage [48%] Build stronger relationships [47%] Create sustainable communities and markets [33%]	Create sustainable communities and markets [46%] Build stronger relationships [44%] Cut resource costs [43%]	Create sustainable communities and markets [50%] Influence public policy [43%] Show leadership [39%]
Bottom three motivators	Ensure resource security [13%] Meet stakeholder expectations [12%] Regulatory compliance [9%]	Create new revenue streams [10%] Protect or improve reputation [9%] Ensure resource security [9%]	Meet stakeholder expectations [13%] Reduce risk [7%] Regulatory compliance [0%]

WHAT ARE THEY PRIORITISING?

In terms of behaviour change priorities, it is notable that effort is targeted more at employees than customers or the public, with suppliers in last place. The main areas for action across all audiences are reducing waste, recycling more, and saving energy. This may be expected, given the importance of cutting resource costs as a motivator for action.

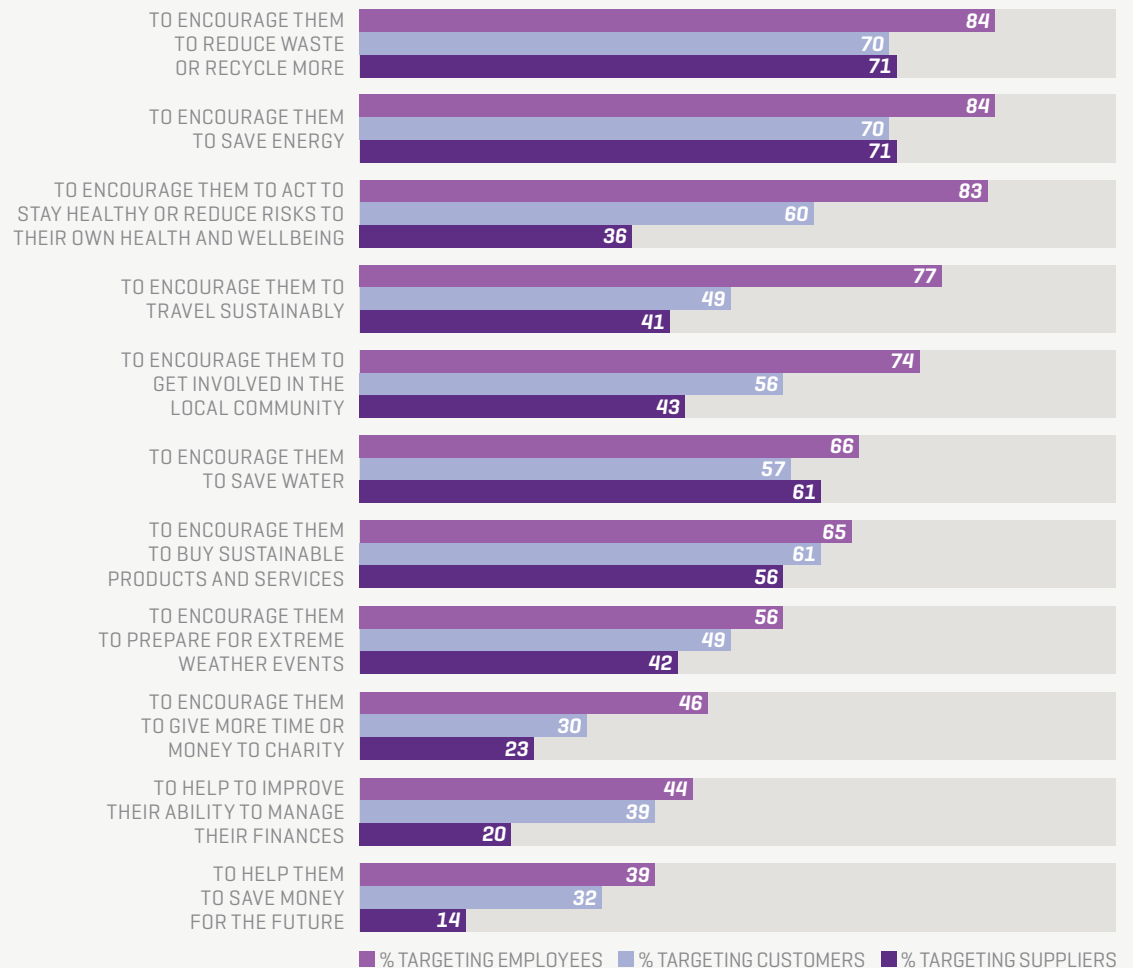
Interestingly, there are very few other parallels between the external issues and motivators seen as most important, and priority behaviour change actions.

Although economic insecurity topped the list of important external issues, encouraging positive financial behaviours – such as saving for the future and improving the ability to manage finances – ranked bottom of the list of priority behaviours for all audiences.

More alignment between sustainable business priorities and sustainable behaviour change priorities might have been expected. However, in our experience, it's still early days in the development of this kind of alignment.

While there are some notable differences in behaviour change priorities by audience, the general focus is on encouraging employees to stay healthy, while encouraging customers to buy sustainable products and services, and suppliers to save water.

In the age of austerity it may be of particular concern that encouraging people to give more time or money to charity is ranked close to the bottom of the hierarchy of behaviour change priorities. Notably, this behaviour is of markedly lower priority among respondents from the public sector.

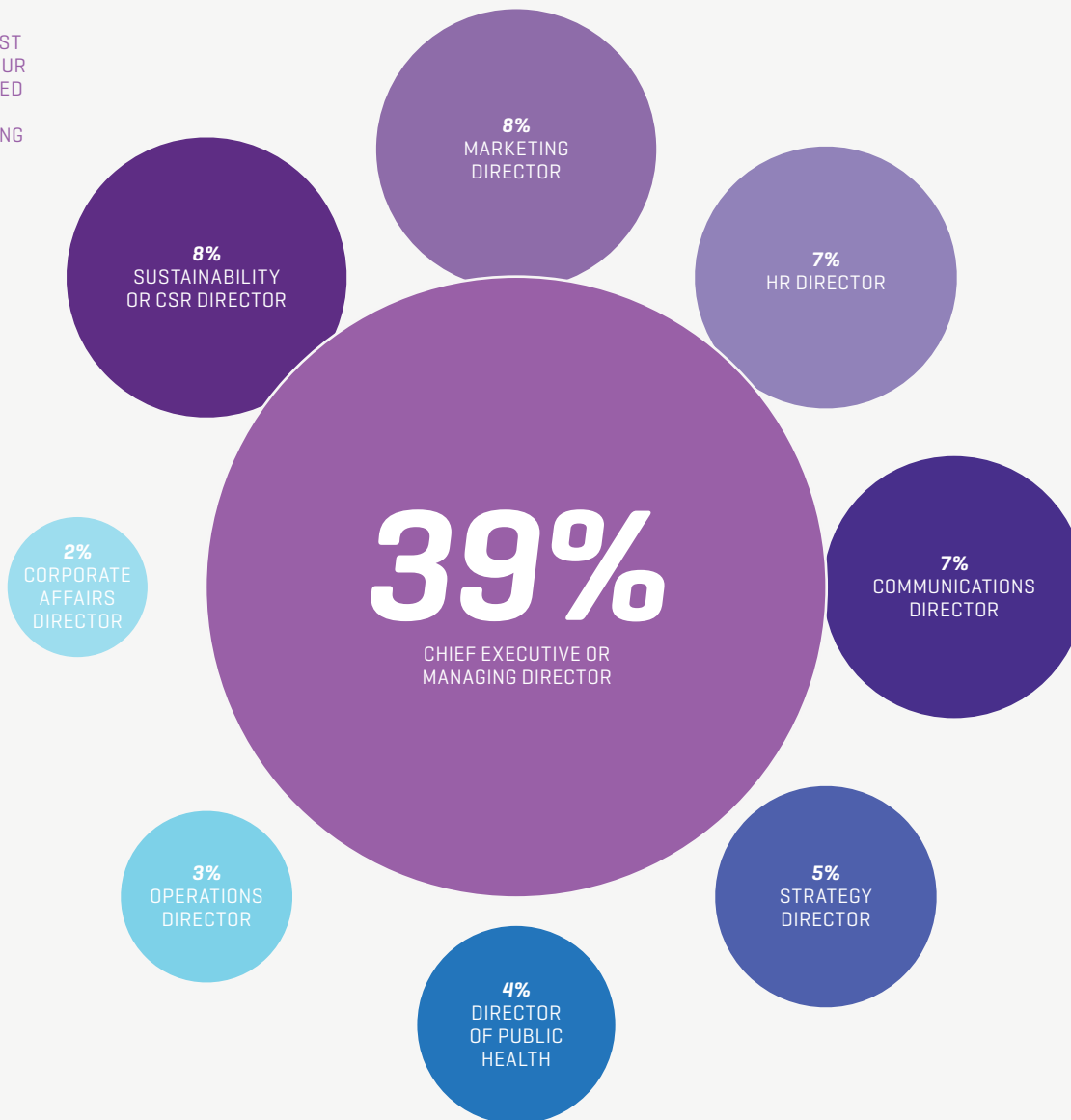


“It is good news that the top priorities for behaviour change, if addressed, can have a profound effect both on the immediate and the less immediate concerns identified. I would single out saving energy and waste, and recycling. These actions must, however, be sold first on the personal benefits, not the global.”

SIR TONY HAWKHEAD, CHIEF EXECUTIVE, GROUNDWORK UK

WHO OWNS THE PROCESS?

THE CHIEF EXECUTIVE OR MD'S OFFICE HAS MOST OWNERSHIP OF BEHAVIOUR CHANGE (39%), FOLLOWED BY SUSTAINABILITY/CSR DIRECTOR AND MARKETING DIRECTOR ROLES (8%).



Managing directors and CEOs are clearly the key roles when it comes to driving forward behaviour change as part of wider business transformation.

But while that's where the ownership of behaviour change mostly lies, these positions tend to have a narrower definition of behaviour change. Lack of senior level engagement is also seen as one of the top two barriers to progress (read more on page 19). This might indicate a need to increase the knowledge and engagement of senior colleagues if real change is to be achieved.

“Any organisation engaged in behaviour change instinctively understands that it’s a leadership issue, so this report is a wake-up call for CEOs and other leaders.”

JENNIE PRICE, CEO, SPORT ENGLAND

WHAT ARE THE BARRIERS?

IMPORTANT BARRIERS TO CARRYING OUT BEHAVIOUR CHANGE AMONG DESIRED AUDIENCES [% OF RESPONDENTS]



There are a number of barriers to the effective implementation of behaviour change activities. Chief among these is the lack of funding. Just beneath – and an issue for nearly 40% of our respondents – is a lack of engagement at the senior level.

The top three barriers are consistent across sectors, with varying degrees of importance. Lack of funding is the main barrier for over half of respondents in the public and third sectors, compared to just over a third of private sector respondents.

Not surprisingly, barriers are also felt differently depending on the stage of the behaviour change journey. The key barrier for those who do not conduct behaviour change and have no plans to do so is a lack of senior engagement [56%], whereas those in the planning stages are most likely to be held back by lack of funding [45%].

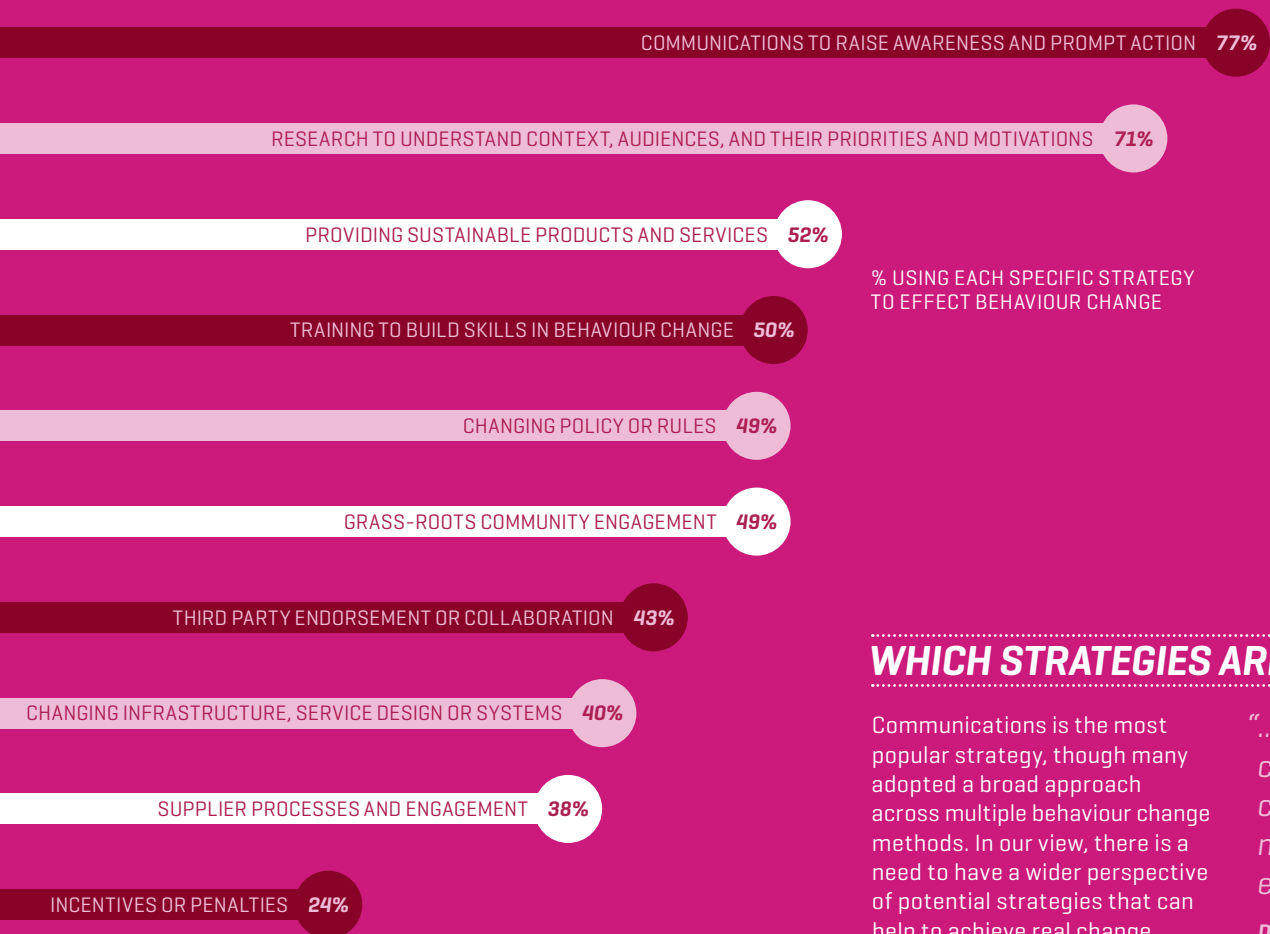
“The tipping point of real behavioural change should be reached with government, the private sector and individuals each fully realising our own roles. Individuals absolutely need to do more in making responsible personal choices, but must be supported by a marketplace that empowers and motivates. This is where business can realise the power and influence of our brands to incentivise positive change. As well as investing in sustainable product innovation, there will also be times when it will be necessary to take bold and brave decisions on the place our products have in a sustainable future. These tough commercial decisions can only be made, however, when sustainable leadership is embedded and advocated at the most senior level of the business.”

JEREMY BEADLES, CORPORATE RELATIONS DIRECTOR, HEINEKEN UK

Top three barriers to behaviour change by sector

Private	Public	Third
Lack of senior buy-in [42%]	Lack of funding [53%]	Lack of funding [52%]
Lack of funding [35%]	Lack of skills or knowledge [37%]	Lack of senior buy-in [33%]
Lack of skills or knowledge [34%]	Lack of senior buy-in [35%]	Lack of skills or knowledge [30%]

HOW ARE THEY *DOING IT?*



% USING EACH SPECIFIC STRATEGY TO EFFECT BEHAVIOUR CHANGE

The choice of strategies for planning and conducting behaviour change programmes should be evidence-based. So which approaches are leaders using, and are their choices informed by research?

These insights will enable us to track how different strategies emerge over time.

WHICH STRATEGIES ARE BEING USED?

Communications is the most popular strategy, though many adopted a broad approach across multiple behaviour change methods. In our view, there is a need to have a wider perspective of potential strategies that can help to achieve real change.

“...how businesses engage and inspire their customers on the choices they need to make to create a more sustainable economy is key... the most important finding was the role of employee engagement as part of the chain of communication.”

DR ALAN KNIGHT OBE, SUSTAINABILITY DIRECTOR, BUSINESS IN THE COMMUNITY

Many organisations are using research to best understand the context of their behaviour change challenge, and to gain insight into the priorities and motivations of their target audiences. However, only half of our organisations invest in behaviour change training and capacity building, and less than a quarter currently use incentives or disincentives to prompt action.

Once again, supplier engagement is one of the lower priorities.

Public sector respondents tended to use a broader range of methods. In addition to communications and research, they were more likely to focus on changing policy or rules [57%], grass roots community engagement [57%], changing infrastructure or service design [48%], and incentives or penalties [34%]. Conversely, the private sector is most likely to focus on providing sustainable products and services [57%].

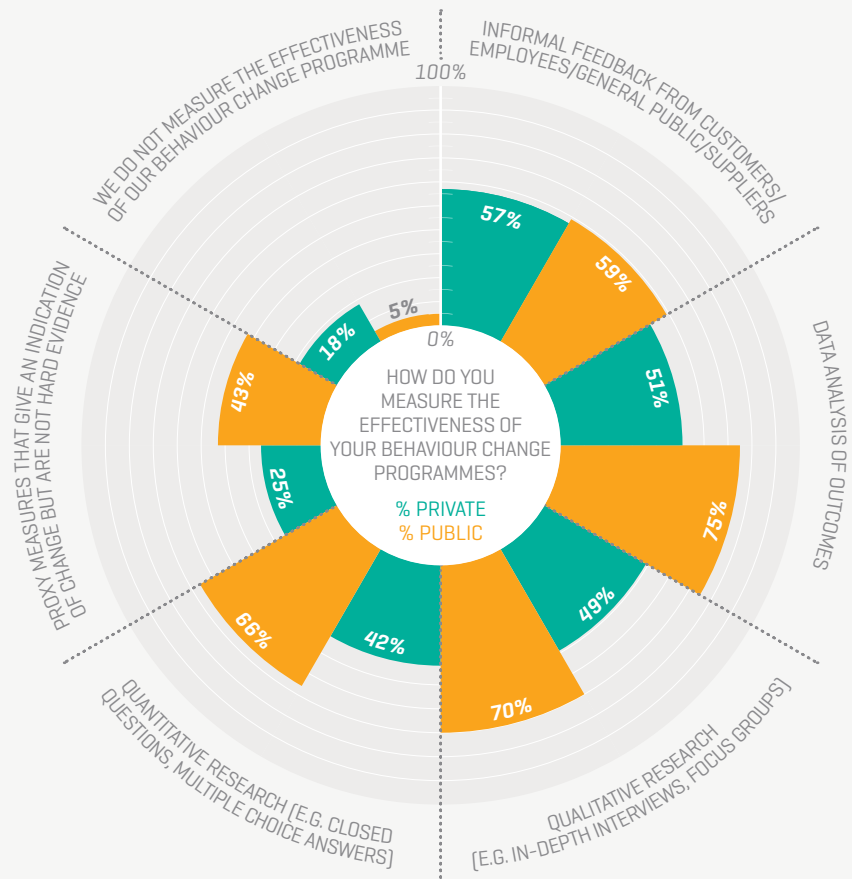
HOW IS SUCCESS BEING MEASURED?

Public sector organisations lead the way in measuring the impacts of their behaviour change programmes. They are the most likely to use data analysis and both qualitative and quantitative research.

Perhaps surprisingly, private sector respondents score the lowest against all measurement strategies. Of most concern is that nearly a fifth [18%] of private companies do not measure

effectiveness at all, compared to just 5% of public sector organisations. This represents a clear business risk.

Future research might investigate the reasons behind this lag in private sector businesses measuring the effectiveness of their behaviour change programmes.



“Kudos to the public sector for its emphasis on utilising quantitative and qualitative research to assess outcomes. However, the private sector lag is a bit of a surprise.”

LAURA K. LEE DELLINGER, PRESIDENT, METROPOLITAN GROUP

CONCLUSIONS

This unique body of research has delivered rare insight into the current state of sustainable behaviour change and the attitudes of a significant cross-section of organisations from the public, private and third sectors.

The findings highlight a set of powerful conclusions, which are particularly relevant to leaders:

- 1** There is almost universal agreement about the importance of sustainable behaviour change.
- 2** It is seen as critical to helping organisations achieve future success.
- 3** It is also seen as much more of an opportunity than a risk.
- 4** Around half are already delivering behaviour change programmes; another quarter are in the planning stages.
- 5** There is a clear gap in knowledge, understanding and buy-in among the most senior colleagues.
- 6** Sustainable behaviour change is predominantly owned at the CEO/MD level.
- 7** There isn't always alignment between the key external issues that could affect future success and an organisation's behaviour change priorities.
- 8** There is still a relatively narrow band of strategies being used to achieve real change, and these are dominated by communications.
- 9** A surprisingly large percentage of private sector companies don't measure the effectiveness of their behaviour change programmes.
- 10** Governments are seen to have a key role in making it clear to consumers that current consumption behaviours are unsustainable.

MAINTAINING MOMENTUM



In our view, there are 10 key actions leaders can take to maintain momentum:

- 1** Leaders actively champion sustainable behaviour change and encourage peers to use it as a key strategy to achieve long-term success.
- 2** Organisations identify the major issues they need to act on to achieve long-term success and directly align this analysis to sustainable behaviour change priorities.
- 3** Leaders work together to agree a national competencies framework in sustainable behaviour change.
- 4** Leaders raise their own skills in sustainable behaviour change and the capability of their organisations.
- 5** Organisations use research and insight to inform strategies to achieve real change.
- 6** Organisations extend and tailor the range of methods and behaviour change tools they use to maximise impact.
- 7** Organisations invest more in measuring effectiveness to inform continuous improvement.
- 8** All organisations actively collaborate to achieve behaviour change at scale.
- 9** Third-sector leaders consider their key role as a catalyst for this agenda.
- 10** Governments actively engage citizens on the need for sustainable living in order to protect their lives and lifestyles.

TAKING A BETTER PATH



The world's social and environmental footprint is a cumulative reflection of the many hundreds of decisions we make each day. What we buy, what we eat, how we travel, how we save, how we exercise right through to whether we hold the door for a rushing stranger.

None of these impacts is, on its own, big, but replicated hundreds of times by billions of people each and every day of the year, we are left with the unsustainable use of the world's resources and the blight of poverty and inequality.

Thinking differently

A sustainable way of life will not emerge because a few boffins invent a huge geo-engineering solution. Instead, it depends on billions of us thinking and behaving differently in all the many things we do in our busy lives.

Now this is not to pass the buck to the individual consumer and citizen, the unspoken message, it's all your fault, sort it out! Far from it. The billions of small changes need to be inspired by business and government taking the first steps and putting in place the infrastructure, business models and incentives to encourage behaviour change.

Changing together

To me, the equation is simple. Our collective way of life is unsustainable and a failure to act will lead to significant social and environmental dislocation. There is a pathway to a better, more sustainable future based on collective behaviour change. Individuals need business and government to inspire and ease this shift.

Mike was part of the team that developed Marks & Spencer's ground-breaking Plan A: a 100-point, five-year plan to address a wide range of environmental and social issues, and ensure a leading approach to sustainability across the company. In May 2011, Mike was named the Guardian's inaugural Sustainable Business Innovator of the Year. He sits on the board of the World Environment Center and Business in the Community's Environment Leadership Team.

"There is a pathway to a better, more sustainable future based on collective behaviour change. Individuals need business and government to inspire and ease this shift."

NEXT STEPS

This research is just one step in establishing sustainable behaviour change as a discipline. What is already proven is that evidence-based strategies can and do change behaviour at scale.

OUR GOALS

To drive this forwards, Corporate Culture intends to:

- **conduct** this research once every two years
- **produce** a biennial report which draws on this research to detail best practice in sustainable behaviour change
- **refresh and expand** our [Social Marketing Network](#) of like-minded people, sharing and learning from what works [and what doesn't]
- **deliver** our Social Marketing Academy courses in sustainable behaviour change.

LET'S TALK

If you would like to collaborate, or discuss how we can help you achieve your sustainable behaviour change goals, please contact:

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If you want to talk further about sustainable behaviour change or anything in this report, please contact us or our key partners:

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*“This is a significant piece
of research underlining the
increasing importance of
sustainable behaviour change.
Its findings may well challenge
accepted views as to who
is really responsible for
delivering such change.”*

PHILIP SELLWOOD, CHIEF EXECUTIVE, ENERGY SAVING TRUST

MOTIVATING MILLIONS

The 2013 Sustainable Behaviour Change Marketplace Survey