

TRANSFORM

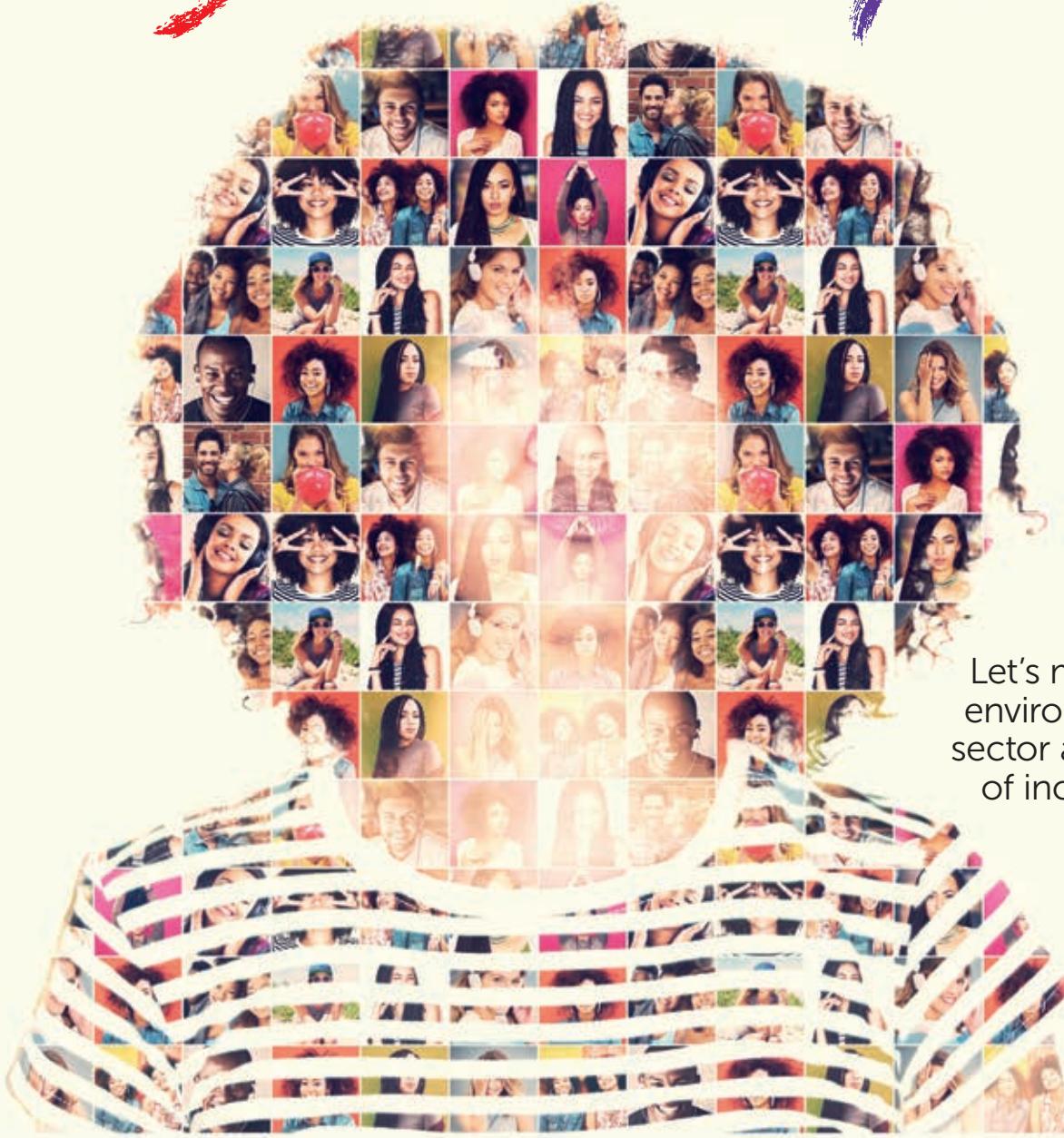
FOR ENVIRONMENT AND SUSTAINABILITY PROFESSIONALS

Environment
Economy
Society

March 2019

www.iema-transform.net

Diversity



Let's make the environmental sector a beacon of inclusivity

PLUS

Climate justice Mary Robinson righting the wrongs of human behaviour

Purple power Employers must step up when it comes to disability

A good yarn Weaving a path through plastic pollution in The Gambia

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MARCH

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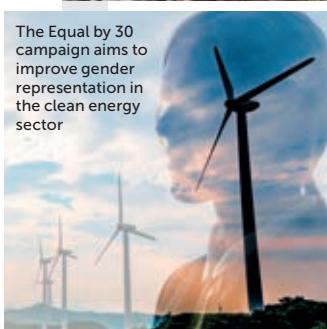
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The Equal by 30 campaign aims to improve gender representation in the clean energy sector



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MARIA TURNBULL-KEMP, IEMA COO

Driving diversity

I am delighted to introduce this month's TRANSFORM with a quote from American women's rights activist Susan B Anthony: "We shall someday be heeded, and everybody will think it was always so, just exactly as many young people think that all the privileges, all the freedom, all the enjoyments which woman now possesses always were hers. They have no idea of how every single inch of ground that she stands upon today has been gained by the hard work of some little handful of women of the past."

The environment profession is one of the least diverse, second only to farming. We know organisations that embrace equality and diversity benefit from better performance, improved customer understanding, find it easier to recruit and retain talent and are more innovative. By proactively addressing the root causes affecting the lack of diversity and equality we can increase our profession's potential to be creative in its mission and authentic in its purpose. To tackle the issue and lead the way in inclusivity, we need to reflect on the world around us and our own individual organisations.

As the leading professional body for those who work in environment and sustainability roles, we will work towards being a fully inclusive profession and reap the rewards that come from that – but in order to achieve that we need to ensure our membership includes everyone who might otherwise be excluded. That's why IEMA is working with key organisations to ensure that inclusivity is a major agenda item and that it is embedded in everything we do as a profession. We want to break down those barriers to entry and lead by example, doing all we can to ensure our membership is made up of a diverse mix of individuals, collaborating for a more sustainable future.

We ended last year by commissioning a report in partnership with the NUS and Equalities Trust to look into diversity within the sustainability sector, culminating in a presentation at the House of Lords, led by Baroness Young of Hornsey. This work will kickstart a campaign to champion inclusivity within the sustainability sector. Watch this space for updates!

Within this issue we welcome initiatives within the sector, such as Rhian Sherrington's Women in Sustainability initiative (page 29) and Caroline Raynor's account of how sustainability was placed front and centre during the archaeological excavation of St James's Gardens in Euston (page 22).

We encourage all members to tackle this challenge head on and use the opportunity for new thinking. It is only by working together that we can begin to embrace diversity and make fundamental changes to become a more inclusive and diverse sector.

"IEMA is working with key organisations to ensure that inclusivity is a major agenda item"



IEMA Transforming the world to sustainability

IEMA is the professional body for everyone working in environment and sustainability. We provide resources and tools, research and knowledge sharing along with high quality formal training and qualifications to meet the real-world needs of our members. We believe that together we're positively changing attitudes to sustainability as a progressive force for good. Together we're transforming the world to sustainability.

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ROUNDUP

ENVIRONMENT &
SUSTAINABILITY
NEWS AND VIEWS

UTILITIES

Energy and utility giants announce diversity pact

CEOs from 32 of the UK's leading energy and utility companies have launched a long-term 'Inclusion Commitment' to attract more diverse talent to an industry dominated by white and male workers.

E.ON, National Grid and Thames Water are among the firms to sign up, recognising that their employees fail to reflect the 65 million people they serve.

The Energy and Utility Skills Group, which convened the partnering companies, revealed that 83% of the sector's workforce is currently male – far more than the 47% found across all other industries. Just 5% are from the BAME (Black, Asian and minority ethnic) community, compared with the national average of 11%, while the under-24s have also traditionally been underrepresented.

The commitment could not come at a better time, with the energy and utilities sector expected to need more than 221,000 new recruits to fill its projected 2027 skills gap.

"This new commitment starts collective action to help the workforce better mirror the communities it serves and secure the unquestionable benefits that result from having vibrant, truly inclusive and diverse teams," said Energy and Utility Skills Group chief executive Nick Ellins.

The companies involved will actively target certain employees to boost gender, BAME and disability workforce representation, and have pledged to measure progress in a transparent way.

The Inclusion Commitment also includes an agreement between the firms to collaborate and challenge each other by sharing best practice and developing sector priorities.

An example of the work done by Thames Water to improve BAME

representation includes its 'Mentoring Circles' events, which were launched in 2017.

These offer face-to-face support, advice and guidance to those in attendance, along with workshops on CV writing and interview skills, with dozens of jobseekers subsequently finding employment in the sector.

Thames Water CEO Steve Robertson said: "Supporting diversity and inclusion is not just something that's clearly the right thing to do, but is vital to ensure the best available talent contributes to our business, and that we reflect the communities we serve."

Find out more about the Inclusion Commitment at bit.ly/2TROJCy



BUSINESSWATCH



Adidas to double production of shoes made from plastic waste

Adidas has announced plans to more than double production of shoes containing recycled plastic waste, increasing from five million last year to 11m in 2019. This comes after it collaborated with environmental organisation Parley for the Oceans to intercept plastic destined for the sea. The salvaged plastic has also been used for a FC Bayern Munich Champions League jersey and Alexander Zverev's outfit for the Australian Open.

bit.ly/2tox4GV



Rabobank awarded top spot in sustainability rankings

Rabobank has topped a sustainability ranking of major banks for the way it applies Environmental Social Governance (ESG). Sustainalytics, which compiled the rankings, said the risk of Rabobank incurring financial damage due to environmental and social policy was "negligible". The Dutch bank was languishing at 62nd place in the rankings just four years ago, but moved into the top 10 two years later before climbing to second position in 2018.

bit.ly/2DA5ZW4

RESOURCES

Oil and gas giants slammed for 'endlessly chasing growth'

Most of the world's largest oil and gas companies are risking their futures by continuing to reward bosses for increasing production and growing reserves. The warning from think-tank Carbon Tracker comes after it forecast fossil fuel demand to peak over the next decade amid rapid growth in renewable energy and clean technologies.

Its latest study reveals that just one of the 40 largest oil and gas companies across North America, Europe and Australia does not provide incentives for growth. US-based Diamondback Energy instead rewards executives for controlling costs and improving financial returns, while most others waste money on unprofitable projects that could destroy value.

The companies with the greatest focus on rewarding volume growth are Anadarko, Cabot Oil & Gas, CNRL

and Oil Search, while Total and Repsol are among those that prioritise this least.

Carbon Tracker highlighted how a 2% excess of supply over demand caused the 2014-16 oil price crash and saw the biggest fossil fuel companies' value plummet by 51%. Moreover, it warns that no more than a third of proven reserves can be burned if the world is to stay below 2°C of global warming.

"Executives should not have pay packets that reward them for chasing ever greater volumes of reserves and output," said senior analyst Andrew Grant.



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BUSINESSWATCH



Ikea to trial renting furniture

Ikea is to trial a new renting scheme for office furniture such as desks and chairs in an attempt to help customers "make the circular economy a reality".

The pilot project is to start in Switzerland, but could be rolled out across other countries and extended to home furniture if it proves popular.

The latest initiative is part of the company's efforts to become a fully circular business by 2030.

bit.ly/2GFxUXR



Walgreens Boots Alliance slashes emissions and waste

The Walgreens Boots Alliance (WBA) cut its global carbon footprint by 9.6% last year and produced 1.3% less waste, 54% of which was recycled. This was largely thanks to Walgreens distribution facilities in the US and Puerto Rico diverting 93% of waste from landfill, and salvaging more than 1,500 tonnes of unused items.

The owners of Boots also helped provide over 34m lifesaving vaccinations to children in the developing world.

bit.ly/2BB4UgG

ECONOMY

Delivering Paris Agreement to boost jobs and GDP

Meeting the objectives of the Paris Agreement would raise GDP and employment in Europe by 1.1% and 0.5% respectively in 2030, compared to a business-as-usual scenario.

Latvia would enjoy most growth, according to the findings from EU agency Eurofound, with lower fossil fuel imports and higher investment boosting GDP by close to 6%. Belgium is likely to experience the biggest employment bump, jumping by close to 1% amid increased demand for construction and manufacturing workers. While mining and utilities jobs are forecast to fall by 16.6% and 2.4% respectively, the researchers said there would be "no significant labour market frictions". The labour force is instead projected to adapt to the structural changes.

Globally, China is expected to benefit from the transition to a low-carbon economy, but the US would experience a 3.4% drop in GDP and a 1.6% decline in employment.

RENEWABLES

Energy demand and economic growth to decouple for first time in 2035

Global energy demand will plateau after 2035 despite a strong economic and population expansion, researchers at McKinsey Energy Insights have predicted.

This will be the first time in history that growth in GDP and energy demand decouple, and will come largely because of renewables substituting inefficient fossil fuel-based technologies.

The researchers forecast global GDP growth to double between 2016 and 2050 while primary energy demand increases by just 14%. They predict renewables to be a cheaper energy source than coal after 2035, accounting for more than half of the global power supply, but that a decline in carbon emissions will still not be enough to limit global warming to 2°C by 2050.

Britain is one of the world's biggest manufacturing nations. Almost 3 million people work in our sector and we deliver almost half of all UK exports. Our companies drive over 60% of all UK Research and Development spending.

As a result of that investment, manufacturing as we know it is changing, adapting, and transforming each and every day. We're at the cutting edge of innovation; leading the way in developing skills and driving competitive advantage for the UK.

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Stephen Phipson CBE
Chief Executive
Make UK

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LEGISLATION

Environment Bill pre-legislative scrutiny

Pre-legislative scrutiny of the government's draft Environment (Principles and Governance) Bill is under way, with three parliamentary select committees receiving evidence. IEMA has submitted written evidence to the House of Commons Environment, Food and Rural Affairs and Environmental Audit select committees. In addition, IEMA's chief policy advisor Martin Baxter gave oral evidence before the House of Lords EU Energy and Environment Sub-Committee.

At this point, the draft bill is only the first part of what the prime minister promises will be an ambitious new Environment Act. While attention is given to the government's initial proposals, particularly the proposed powers and duties of the new Office for Environmental Protection and the way that core environmental principles will shape future policy, IEMA has been focusing on broader aspects of the bill. We are pushing for the bill to include:

1. Clear long-term objectives for achieving and maintaining a safe and healthy natural environment and good environmental quality, and effectively managing, using and

improving the natural environment to meet society's needs

2. A process for setting targets, milestone and metrics for meeting those objectives and for that process to be multi-stakeholder and genuinely participative
3. National Environmental Improvement Plans that set out how successive governments will achieve the long-term targets
4. A genuinely independent body to advise parliament on progress towards achieving objectives and targets and for monitoring and enforcing, where necessary, implementation of environmental law by public authorities

5. Proposals for ensuring, at a local level, a single place-based environmental improvement plan which integrates all the current local environmental plans and initiatives into a coherent whole and provides clarity to communities and businesses on what needs to be protected and what needs to be enhanced

6. Policy that, as a whole, coherently and consistently encourages environmentally responsible practices for all types and sizes of business.

PHOTOGRAPH: ISTOCK

**GOVERNMENT REVIEW**

Transparency in supply chains – modern slavery

In the summer of 2018, the government announced an independent review of the Modern Slavery Act 2015. The aim of the review is to report on the operation and effectiveness of, and potential improvements to, provisions in the act. IEMA was invited to make a submission to the inquiry, and following engagement with members and a survey, evidence was submitted in 2018.

The inquiry has published its second interim report, which focuses on transparency in supply chains and the slavery and human trafficking statements that must be made by companies. For each financial year, companies covered by the act must state the steps taken to ensure that slavery and human trafficking is not taking place in their business or their supply chains, or must state they have taken no such steps.

Recommendations in the report, which address a number of points made in IEMA's submission, include improving the quality of Section 54 statement, embedding modern slavery reporting into business culture and increasing transparency.

IEMA will remain engaged and will help share findings from the review when the final report and recommendations are published in spring 2019.

NETWORK NEWS

New Impact Assessment Steering Group members

We would like to take this opportunity to introduce you to the new members of the IEMA Impact Assessment Network Steering Group. The new members are as follows:

- **Clare Richmond (Tower Hamlets Council)**
- **Kyle Welburn (GVA)**
- **Emma Magee (Environment Agency)**
- **Mike Spence (MS Environmental)**
- **Andy Mitchell (Arup)**

We very much look forward to having them on board.

AWARDS

IEMA launches inaugural Awards ceremony for 2019

We know that working in the environmental and sustainability sector doesn't always provide you with the chance to shout about your achievements and their subsequent impact on the organisation you work in. We feel IEMA has an important role to play in making this happen, and that's why we've launched the IEMA Sustainability Impact Awards – to celebrate the work you do and demonstrate the real-world business impact of your team's innovation and expertise.

With 16 awards categories for organisations and three for individuals, there's real scope to make your mark. Organisational categories comprise: Best Team; Workforce Development; Sustainability Campaign; Construction and Infrastructure Project; New Product, Service or Technology; Sustainable Organisation (Public or Private Sector); Consultancy and Collaboration; Innovation in Impact Assessment; Circular Economy; Biodiversity and Environment Net Gain; Energy and Carbon Transition; Climate Resilience and Adaptation; Supply Chain Management; Sustainable Finance; Best Corporate Strategy; Community or Social Value. Individual categories include: Future Sustainability Leader, Sustainability Leader and Best Volunteer Contribution. So, whether your in-house



**Deadline
26 April 2019**

www.iemaawards.net

**#IEMAAwards19
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team has delivered a cross-functional sustainability project in a particularly innovative way, or your work as an IEMA volunteer has made a stand-out contribution, there's real opportunity to boost both your personal and organisational brand profile.

We would encourage all our members to consider taking part. Tell us what you've done and what you have achieved, and together we will celebrate success and innovation – and raise the profile of the profession to inspire the next generation.

The deadline for entries is 26 April, so now is the time to act. Go online to iemaawards.net to read up on category criteria and meet the judging panel.

With the Awards ceremony itself taking place in the historic Brewery venue in the heart of London's East End, the event is not to be missed. Staying true to our ethos, the menu will be wholly sustainable, featuring seasonal, responsibly and locally sourced ingredients. The stage is set for a truly memorable occasion – we do hope you will join us.



Paul Leinster, Chair of the Awards Judging Panel

"Awards provide a great opportunity to demonstrate the effectiveness of individuals, teams and organisations in protecting and improving the environment and delivering sustainable social, environmental and economic benefits.

The IEMA Sustainability Impact Awards are set to provide external recognition of achievements and become an important benchmark of attainment. I would therefore urge individuals, teams and organisations to enter, in celebration of excellence in making a difference"

NEW REGULATIONS

THE LATEST

■ LEGISLATION ■ GUIDANCE ■ CONSULTATION



PENDING

REACH

The Draft REACH etc. (Amendment etc.) (EU Exit) Regulations 2019 aim to make various amendments in order to ensure the UK has an effective system of chemicals regulation after leaving the EU.

➤ cedr.ec/5ql



29 MARCH 2019

Air emissions

The Air Quality (Miscellaneous Amendment and Revocation of Retained Direct EU Legislation) (EU Exit) Regulations 2018 amend various pieces of retained EU legislation in relation to air quality. This is to enable the legislation to operate effectively once the UK leaves the EU.

➤ cedr.ec/5qq



29 MARCH 2019

Environmental Impact Assessment

The Environment, Food and Rural Affairs (Environmental Impact Assessment) (Amendment) (EU Exit) Regulations 2019 amend various pieces of legislation in relation to Environmental Impact Assessments. This is to enable the legislation to operate effectively once the UK leaves the EU.

➤ cedr.ec/5s6



29 MARCH 2019

Energy

The Energy Savings Opportunity Scheme (Amendment) (EU Exit) Regulations 2018 amend the financial qualification thresholds for the ESOS Regulations. Currently the thresholds are stated in euros, the amendment converts this to pounds so that the legislation operates effectively after EU exit day.

➤ cedr.ec/5s7



29 MARCH 2019

Climate change

The Climate Change Agreements (Amendment of Agreements) (EU Exit) Regulations 2018 set out a series of changes to be made to all climate change agreements. They address references to the European Union Emissions Trading Scheme and European guidance which, due to the UK's withdrawal from the EU, will make the agreements ineffective if not amended.

➤ cedr.ec/5qr



31 DECEMBER 2018

Noise

The Environmental Noise (Amendment) Regulations (Northern Ireland) 2018 amend the noise Regulations in order to apply the EU's common noise assessment methods. They replace the methods of assessment previously used and establish the Department of Agriculture, Environment and Rural Affairs as the relevant department for the Regulations.

➤ cedr.ec/5qs



14 JANUARY 2019

Air emissions

The Department for Environment, Food and Rural Affairs has published a new Clean Air Strategy which sets out proposals to tackle all sources of air pollution, make our air healthier to breathe, protect nature and boost the economy.

➤ cedr.ec/5o5



16 JANUARY 2019

Waste

The Welsh government has launched a public consultation related to the search for a suitable site for a Geological Disposal Facility (GDF) for radioactive waste.

➤ cedr.ec/5qt

Toxic waste killed the entire local population of bullhead fish along a 50-metre stretch of water

IN COURT

POLLUTION

Thames Water fined over sewage

Thames Water has been handed large fines over two sewage incidents that occurred in 2013 and 2015. In October 2013, an underground sewer pipe in south-east London became blocked with tree roots, fat, oil and other debris, which caused an overflow of sewage above ground. This flooded a field and two nearby streams, polluting the River Shuttle.

On investigation, the Environment Agency found that raw sewage, which could have been flowing into the river for several days, killed around 20 stickleback fish and hundreds of invertebrates. It also affected the river habitats and quality of water over several miles. Thames Water was ordered to pay £80,000 as a civil sanction to South East Rivers Trust to make improvements to a local river, and pay the Environment Agency's costs of nearly £20,000.

On a second occasion, Thames Water was fined £2m and ordered to pay £80,000 in costs after raw sewage polluted two streams in Oxfordshire, killing around 150 fish and flooding a nearby garden. According to judge Peter Ross, it was a high-end, category three harm offence.



Between 8 and 9 August 2015, numerous failures in the management of a sewage pumping station led to sewage emptying into two brooks leading to the River Evenlode. A backlog of raw sewage was forced into the water from a sewer pipe that couldn't hold it. The Environment Agency discovered that the entire local population of bullhead fish had been killed by the toxic waste along a 50-metre stretch of water.

Investigations discovered that Thames Water was aware of the pumping station failure before the incident. However, the company ignored more than 800 high-priority alarms needing attention within four hours, and another 300 alarms – all of which pointed out failures with the pumping station – were not properly investigated.

"We hope this prosecution sends a loud and clear message that the Environment Agency will not accept poor operation, management and maintenance of sewage pumping stations," said lead investigator Robert Davis. "Where we have evidence of offending and serious pollution incidents like here, we will take appropriate action to bring polluters to justice."

OTHER NEWS

Prison sentence for dumping 100 tonnes of waste at school

Mr Francis Anthony Heaton from Manchester was jailed for 12 months after pleading guilty to dumping 100 tonnes of pungent processed household waste on the site of the Kingfisher Special School in Oldham. The school had been left with a £22,197 bill for removal.

A school representative stated to the police that the gates were cut open to allow access for the waste to be deposited on the piece of land, which was used for parking. The waste disrupted the education of pupils, some of whom had life-limiting conditions, for two weeks. Fly infestation and risk of disease meant pupils could not use any outdoor education facilities.

The school was helped by Oldham Council to remove the waste from its site, but was left to pay the cost of removal – equivalent to an annual salary of a teaching assistant or the school's annual budget for learning resources.

"This case demonstrates how seriously the Agency takes illegal waste crime," said Mark Easedale, area environment manager for the Environment Agency. "We take robust enforcement action against those who deliberately ignore the law to protect communities and the environment. Heaton put the welfare of the pupils at risk and disrupted their education. This case is particularly disturbing as the Kingfisher Special School were made to pay to clear the waste."

CASE LAW

Claim against Environment Agency dismissed

A challenge to the decision to grant a variation to an environmental permit has been dismissed in the case of R. (on the application of Friends of the Earth Limited) v The Environment Agency v Cuadrilla Bowland Limited.

Cuadrilla was granted an environmental permit relating to shale gas exploration in January 2015, which contained conditions limiting the daily injection of fracturing fluid to 765m³. In June 2017, Cuadrilla applied to vary its environmental permit in five ways, including a proposed variation of this limit so that it became 765m³ per hydraulic fracturing stage.

During the consultation on the proposed variation, the claimant submitted representations regarding the potential increase of flowback fluid produced as a result of the variation, and to argue for the consideration of alternative techniques which would maximise the rate of flowback fluid re-use. In December 2017, the Environment Agency issued a varied permit notice, outlining that the limit variation would not increase risk, but would bring the wording in line with the approved Waste Management Plan.

The claimant challenged this decision on the grounds that: no consideration was given to whether

alternative techniques would constitute best available technique (BAT) for the treatment and re-use of flowback fluid in the varied permit; the Agency did not encourage emerging techniques when granting the variation; and the Agency did not consider the claimant's original representations.

The grounds argued a breach in the Agency's duties, especially regarding whether the Agency had a duty to consider what amounted to BAT for flowback fluid. Mr Justice Supperstone decided that the Agency had not breached its duties. As a result, the claim was dismissed and permission was granted.

Chris Seekings talks to **Mary Robinson** about human rights, climate change, and the crucial role that women are playing in the struggle for a sustainable future

Former president of Ireland, UN high commissioner, human rights champion and climate change warrior, Mary Robinson's journey has been both transformative and inspiring. It has been a "strong sense of justice" that has always guided her path from young lawyer defending women's rights in the 1970s to global stateswoman galvanising climate action among world leaders today.

Now she wants to "connect the dots" by shining a light on the inextricable link between climate change, human rights, female empowerment, equality, #MeToo and other social movements. In recognising the common thread that runs through these struggles, Robinson hopes that a mass awakening will emerge to drive collective action and pave the way towards a sustainable future for the planet.

Climate justice

"It is important for people to understand the human dimension behind climate change, and to have more empathy," Robinson tells me. "Those that are not responsible are having to deal with the shocks – particularly women." It is estimated that, of the 26 million people currently displaced by weather-related disasters, 20 million are women – and they are overwhelmingly from poorer countries.



Connecting the dots **A FEMINIST SOLUTION**

For Robinson, this is an issue of human rights, and the pursuit of 'climate justice' is her *raison d'être* as president of the Mary Robinson Foundation. "Our work has been focused on bringing gender and rights into the climate change discussion using my experience and access to decision-making at the UN level, which we have been able to do."

Her foundation was instrumental in establishing the Troika+ of Women Leaders on Gender and Climate Change at the UN Framework Convention on Climate Change (FCCC) in 2011. This network of female ministers and leaders committed to ensure women's voices are heard in international negotiations around tackling global warming.

The group has since opened up to less high profile women, giving a platform to people who are having to deal with the direct effects of climate change. "That had a huge impact," Robinson explains. "We now have women from the grassroots coming to conferences and having their voices heard. When women such as indigenous leaders speak, their words carry a lot of impact, and it is an important way to bring human rights and a people-centred approach into the process."

But Robinson is keen to highlight how there is still very little climate finance given to the women that play such a "crucial role in changing behaviour". While praising organisations like the Global Fund for Women, and the grassroots Global Greengrants Fund, she says their work only provides "a small trickle in comparison to the money that goes to big projects".

Fighting back

As a former president of Ireland, Robinson has been all over the world talking to inspirational women who are on the ground tackling climate change and extreme weather. She tells me a story of a female saloon owner in Mississippi who helped transform her community after it was devastated by Hurricane Katrina, and another involving a woman in Uganda who was instrumental in rebuilding her village after it was ravaged by floods. "These are the people on the frontline

"It is important for people to understand the human dimension behind climate change, and to have more empathy"

when climate change hits a family or community," she says. "They are the ones who have to manage the impacts, go further for food or fuel, for example, and there is such an extraordinary range of efforts that women are making."

In the West, #MeToo is seen as symbolic of women taking control and female empowerment. It is this desire to fight back against the patriarchy and a "capitalist system that has run rampant and created great inequality" that Robinson wants to harness and use to protect the environment. "We want a feminist solution to climate change – which doesn't exclude men, of course," she continues. "I am keen to try and connect the dots between the women on the frontline of #MeToo, but also Black Lives Matter, and other communities around the world disproportionately impacted by climate change."

It is a new mass movement that Robinson says could make the biggest difference in driving action, citing numerous examples of people who are taking matters into their own hands. She talks glowingly about Swedish teenager Greta Thunberg, who made headlines last year after protesting outside her country's parliament for weeks in order to draw attention to the climate crisis and more recently addressed the COP24 climate summit.

There is also the Urgenda case in the Netherlands, in which citizens won a lawsuit against the Dutch state, forcing it to take more measures against climate change. A similar crowd-funded case against the Irish government opened

in January, while others are expected to start in the US this year. "We need all these pressures, including the divest movement, which has been able to shift \$1.6tn away from fossil fuels," Robinson says. "But more and more we need women's leadership, we need young people, and we need to join the dots of all these movements on this issue because it is in existential threat."

The just transition

The severity of the issue was brought into sharp focus last year, after a landmark report from the Intergovernmental Panel on Climate Change (IPCC) revealed that the world has just 12 years to prevent uncontrollable global warming. Although a 'rulebook' to deliver the Paris Agreement was agreed at the COP24 climate summit last December, Robinson laments the fact that high-emitting countries such as the US, Saudi Arabia and Kuwait struggled to even welcome the IPCC report – she describes this as a "great pity". "You don't always expect wonderful progress at these summits," she says. "We have got the rulebook, and now we move on, and I will continue to encourage the human rights community to take up the mantle and communicate how climate change is having serious negative impacts on rights to food, water, health, safety and life itself."

It is this people-centred approach that Robinson keeps coming back to, and something she says she will raise at a UN high-panel discussion on human rights and the Sustainable Development Goals in Geneva the day after we speak. Part of this, she explains, involves the need for a "just transition" to a low-carbon economy that protects workers in the oil and gas sectors who will be impacted by the switch away from fossil fuels. "We are going to have to move forward as quickly as we can, removing subsidies for fossil fuels and a stronger carbon tax, so we cannot afford to leave anyone behind," she says. "Businesses will be key as they often know what they are doing with their companies 10-20 years in advance, and we need political leaders to raise their horizons."

But she recognises that politicians must be careful about the steps they take, and highlights how policies

Interview

must be framed in a way that avoids repeats of the anger manifested in the *gilets jaunes* movement. "We have learned in a rather bitter way from what happened in France, when president Macron put up a carbon tax, and also removed a tax on the wealthy, that this transition has to be perceived as fair."

A prisoner of hope

With numerous studies suggesting the world is heading towards 3-4°C of global warming, a rising frequency in extreme weather events, and the president of Brazil hinting he could join the US in potentially withdrawing from the Paris Agreement, Robinson admits it is easy to paint a bleak picture.

However, when sharing a panel with Desmond Tutu some years ago, she recalls the former archbishop of Cape Town being particularly enthused by the young audience in attendance. She tells me that, when asked why he was such an optimist, Tutu responded by saying: "Oh no, you are

mistaken, I am not an optimist, but a prisoner of hope."

It is a statement that has stuck with Robinson ever since, and one that she has reflected on a lot, admitting that it is not always easy to be cheerful about progress made amid such a dark situation. "If we are prisoners of hope, we don't see the glass as being half full, but see something in there that we can work on."

You could be forgiven for thinking recent events might have tested her resolve, with Robinson's human rights work seeing her caught in the centre of a much-publicised row involving Dubai's royal family. Although admitting there are times when she might get frustrated, she tells me that she will keep fighting for what she believes to be right for as long as she can. "My father used to say 'it is better to wear out than to rust out', and I very much support that view," she says. "I will continue to wear out for as long as I have my health, and always keep fighting for climate justice." 



Robinson is full of praise for Swedish teen climate activist Greta Thunberg, who made headlines after protesting climate change outside Sweden's parliament

"We have learned from what happened in France that the transition has to be perceived as fair"



A LONG FIGHT FOR HUMAN RIGHTS

1967	Graduates with a degree in law from Trinity College Dublin and is called to the Bar
1969	Appointed Reid Professor of Law at Trinity College Dublin
1969	Elected to the Irish Senate (serves until 1989)
1979	Elected to Dublin City Council (serves until 1983)
1990	Inaugurated President of Ireland (serves until 1997)
1997	Becomes UN High Commissioner for Human Rights (serves until 2002)
1998	Elected Chancellor of Trinity College Dublin
2001	Serves as secretary-general of the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance
2002	Founders Realizing Rights: The Ethical Globalization Initiative
2010	Founders Mary Robinson Foundation
2014	Becomes UN special envoy for Climate Change

Inspired by a remark from Desmond Tutu, Robinson describes herself as a 'prisoner of hope' rather than an optimist





A broad church

Craig Bennett makes the case for truly diverse and representative environmental movement

The environmental crisis has never been more urgent. This is why, as chief executive of Friends of the Earth, I am committed to diversifying the movement: only by all of us working together can we fix this crisis.

We started by looking internally, improving recruitment processes to make sure the agencies we use are genuine about attracting people who the sector historically hasn't done a lot to interest. This means targeted advertising, and for more senior positions, support, encouragement and guidance during the recruitment process. This has led to more equal gender representation at every level, with slightly more women than men overall. We have also increased BAME representation, although we know we still have a way to go before we are fully representative.

The air we breathe, the water we drink and the food we eat are all fundamental elements of life; logically, nobody should feel that the environmental cause is not a movement or sector for them. However, it would be disingenuous to ignore a certain white, middle-class bias within the sector. I don't want to accept this; I want to make the fight for a healthy planet everyone's cause. When I first started in this role, I said the environmental movement needed to engage more fully with the UK's BAME and working-class populations. We've got to make it relevant to people's lives.

It's up to us to find out where support and commonality might lie – because it is there. We've seen success when the environmental movement engages with parts of society that are not traditionally seen as 'greenies': look at Forest Green Rovers, the vegan football team that was promoted to the Football League for the first time in its history in 2017. Why should anyone think football players and supporters won't be interested in issues of sustainability?

Certain blinkered ways of thinking have got to be interrogated, and knowing when you're not personally best placed is why we use agencies, where necessary, to make sure we are reaching the right people. That can be people who haven't always felt included or valued by the movement in the past.

This is especially relevant when it comes to younger people. I first joined Friends of the Earth when I was 14, but back then I was a bit of an exception. That's why I am incredibly proud that we are supporting an ambitious movement to get this generation's voices heard in the current debates around the environment.

My World My Home is part of a programme funded by the Big Lottery Fund and is made up of 31 youth-led projects UK-wide that give young people the skills to improve their local environments. It could be about cutting food waste or tackling marine pollution: the point is to make a tangible change to where you live while learning campaigning skills. Not only are we engaging a new generation to care about the environment, though – they are a more diverse group of people, too. During the past three years, almost as many people from non-white backgrounds have taken part as people from white backgrounds. I don't think tomorrow's leaders will come from traditional avenues into campaigning, and it's this kind of grassroots movement that will lead to meaningful representation.

This ethos carries over to paid staff: one of my key criteria in the selection of the recruitment agency I mentioned was how well it integrated diversity objectives into the process. We added a dedicated researcher to the recruitment process with a remit to undertake searches focused on individuals from under-represented groups. They have committed to provide evidence about who they are speaking to in their search reports and in longlists and shortlists. This cost us a bit more money, but it was the right thing to do to ensure we weren't working in an echo chamber.

Beyond the moral and legal responsibilities that employers have, there is a logical reason: an inclusive environmental movement, with a diverse and representative range of people working together, will lead to better outcomes for the planet. That's what the world needs if we are going to deal with the climate crisis. Only by being more representative can we secure environmental justice for all. **T**

CRAIG BENNETT is chief executive officer of Friends of the Earth



**Tony Summers,
GHG Lead Auditor,
Assurance**

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Levelling the field

Admit it, says **Paul Gosling** – the environmental sector has an ethnic diversity problem

In 2017, the Policy Exchange produced a survey to find out the most and least diverse occupations (bit.ly/2MGCKi9). It saw 202 occupations categorised, and 'environmental professionals' came in at 201st – second only to farming as the least diverse profession in the UK. According to the survey, 96.9% of the people working in the sector were White British.

Look around next time you are at a conference, summit or exhibition. I suspect you will see predominantly white delegates – and this is even more pronounced when talking with senior directors. In a sector that is so reliant on talented individuals, we are not doing enough to attract an ethnically diverse workforce.

According to recent surveys, the gender split is significantly better in terms of numbers, with a slight majority of women. However, the pay gap was still in play, with the average salary for men reported as £8,720 more than women (bit.ly/2HtB0c). It beggars belief that we are still in this situation nearly 50 years after the Equal Pay Act of 1970 – but at least we are aware of the issue, and the recent increase in reporting will hopefully make a difference.

Many articles and management pieces extol the virtues of a diverse workforce – from the benefits that different perspectives can bring, to the importance of businesses looking and feeling like the communities they serve. According to research by management consultancy McKinsey, businesses with a healthy mix of ethnic backgrounds are 35% more likely to outperform their competitors.

WHITE NOISE

There is plenty of scope for the UK sector to improve its representation



What can be done?

The environment and sustainability sector has always been a scavenger of talent from different disciplines. It has traditionally been dominated by engineers and scientists, but there are individuals from a range of other backgrounds who work in various areas, from marketing and communication specialists to finance experts and project managers. Whatever their background, most people come into this space out of a desire for a career that is helping to solve the huge challenges facing our planet, and to improve quality of life for generations to come. So why is it not more diverse?

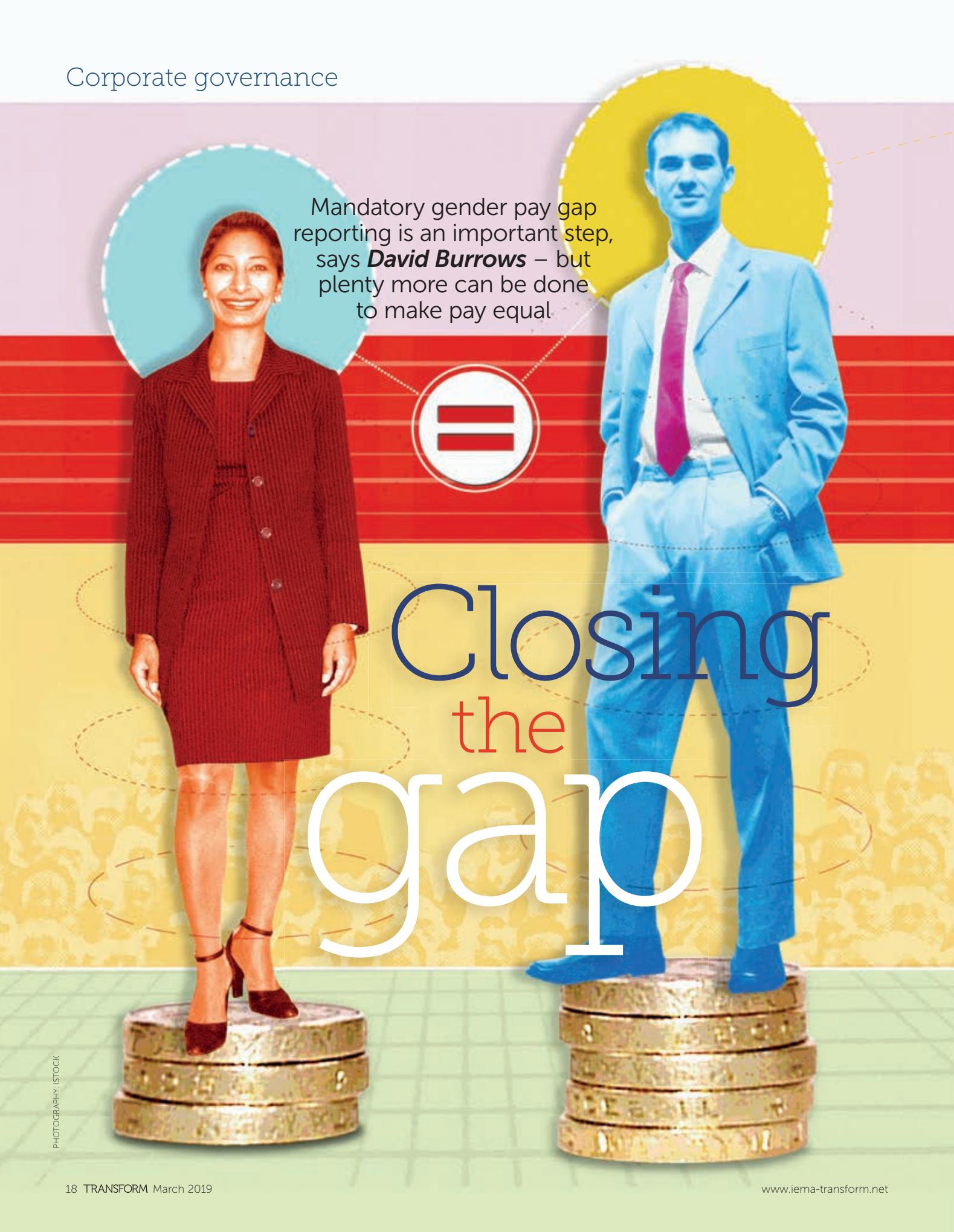
While there has been limited research undertaken into this question in the environment and sustainability sector specifically, I would suggest that we have the same issues as those affecting the wider STEM sector, which suffers from a lack of role models for non-white entrants – engendering a feeling of 'this is not for me'.

This is starting to be addressed, with work being done to increase the numbers of women in engineering through campaigns such as WISE (www.wisecampaign.org.uk), and some excellent work being done by the Royal Society (www.royalsociety.org/topics-policy/diversity-in-science). This needs to continue, and to go further by also recognising and addressing limited ethnic diversity.

On a practical level, we need to be aware that the historical lack of diversity in our sector means there is an element of 'unconscious bias' in recruiting, where hiring managers are most comfortable with 'someone like me'. This exacerbates this issue.

There can be little doubt that most areas of the environment and sustainability market are people businesses, and most of those looking to recruit into this space will tell you that this is a skills-short market. This is compounded at a time when the UK is facing skills shortages due to Brexit, making it even more important to attract talent from as wide a candidate base as possible. We need to be sure that, individually and collectively, we are extolling the benefits of working in the environment and sustainability sector as widely as possible. It's vital that people from all backgrounds recognise what attractive and rewarding work this is. ^T

PAUL GOSLING is founding managing director of Porter Gosling Ltd, a specialist independent recruitment firm focused on providing services to the environment and sustainability sector



Mandatory gender pay gap reporting is an important step, says **David Burrows** – but plenty more can be done to make pay equal

Closing the gap

Dauid Cameron is in danger of having his legacy as prime minister reduced to one word: Brexit. That's hardly fair – he presided over plenty of other failures, too. This is the man who promised the "greenest government ever" but (reportedly) ended up demanding policymakers "cut the green crap". The longer he stays in his cabin, the better.

However, there is one policy we should thank him for. "Today I'm announcing a really big move," he wrote in an article for *The Times* in July 2015. "We will make every single company with 250 employees or more publish the gap between average female earnings and average male earnings."

It was a bold move, not least because it put him in direct conflict with business. The Confederation of British Industry (CBI) claimed the reports could be misleading, nothing but box ticking and compliance when "what we really need is cultural change". But the CBI has been forced to change its tune since mandatory reporting of gender pay gaps got the green light. Many businesses are embracing the changes with open arms. "We found initial signs of quite startling success," says Lesley Rankin, a researcher at the Institute for Public Policy Research (IPPR).

The results of a small poll (32 large businesses, plus 17 focus groups) published by IPPR in November revealed that 81% supported the new reporting rules, while 75% had calculated their gender pay gap for the first time. Critically, 81% have considered or taken further measures (gender-balanced shortlists and changing the wording in adverts, for instance) to reduce inequalities. There was also that rarity in new regulations – 100% compliance. Every one of the 10,528 employers (public and private) within the scope of the new regulations published their gender pay gap figures on the government's website.

Of course, this is not 'job done'. Women in the UK are paid a fraction under 18% less per hour than men on average – which is higher than most advanced countries, according to IPPR. What's more, at the current rate of progress, that gap won't close entirely until 2072. Indeed, there is a long-held argument in sustainability reporting that emphasis is weighted too heavily towards transparency, rather than action. Still, the hope is that mandatory reporting on gender pay has given businesses the initial kick up the backside that voluntary reporting didn't, and that the gap will shrink more quickly as businesses act. With comparable data available to one and all, few will want to be seen as laggards (the official gender pay reporting website had half a million views in March-April 2018).

Righting wrongs

This success (so far) story means there is an appetite for shining the spotlight on other 'protected characteristics', including ethnicity and disability, and even the ratio between CEOs and their staff. The concept of a 'fair pay report', as IPPR has put it, would be radical, but support is snowballing.

Caroline Waters, deputy chair at the

"The hope is that mandatory reporting on gender pay has given businesses the kick up the backside that voluntary reporting didn't"

Equality and Human Rights Commission (EHRC), has called for the level of scrutiny and focused action there is on gender to be applied to opportunities for disabled and ethnic minority staff in the workplace. And last year, the House of Commons Business, Energy and Industrial Strategy Committee recommended the government consult on pay gap reporting requirements in respect of disability and ethnicity, and introduce them by 2020.

Is that realistic? It's fair to say it won't be easy. When it comes to gender, people are generally happy to disclose whether they are female or male, and there is a huge dataset with which to work. Widen the net to ethnicity and disability, and disclosure can present new challenges: will the figures show prejudice and racism in our society?

How to report the figures is another headache. Len Shackleton from right-wing think tank the Institute of Economic Affairs has described ethnicity pay gap reporting as a 'Pandora's Box', given that there are "over 100 ethnicities" in the UK. "Forcing businesses to report on pay will result in meaningless statistics because the numbers for particular ethnicities within one firm are likely to be statistically insignificant," he told the *Daily Mail*. Still, the policy path already seems to have been laid, with a consultation having just

Able but not willing

Businesses will often push back on mandatory reporting, but the voluntary approach clearly wasn't working. The Think, Act, Report initiative, launched in 2015, sought to encourage employers voluntarily to report on pay gaps. Nearly 300 firms signed up, but only seven published their gap. A recent EHRC survey found that 77% of employers said ensuring workforce diversity is a priority, but fewer than half collect data on whether employees are disabled or not (44%), or on ethnicity. And only 3% actually analyse the data to explore differences in pay. Compare that to the impact mandatory reporting of gender pay gaps has had. IFF research in 2014 found that only 29% of businesses that weren't already publishing pay data were keen to do so externally. By December 2018, a separate survey of 250 firms conducted by CBI, found that 93% were actively tackling their gender pay gap – a leap of 31 percentage points on the same point the year before.

Corporate governance

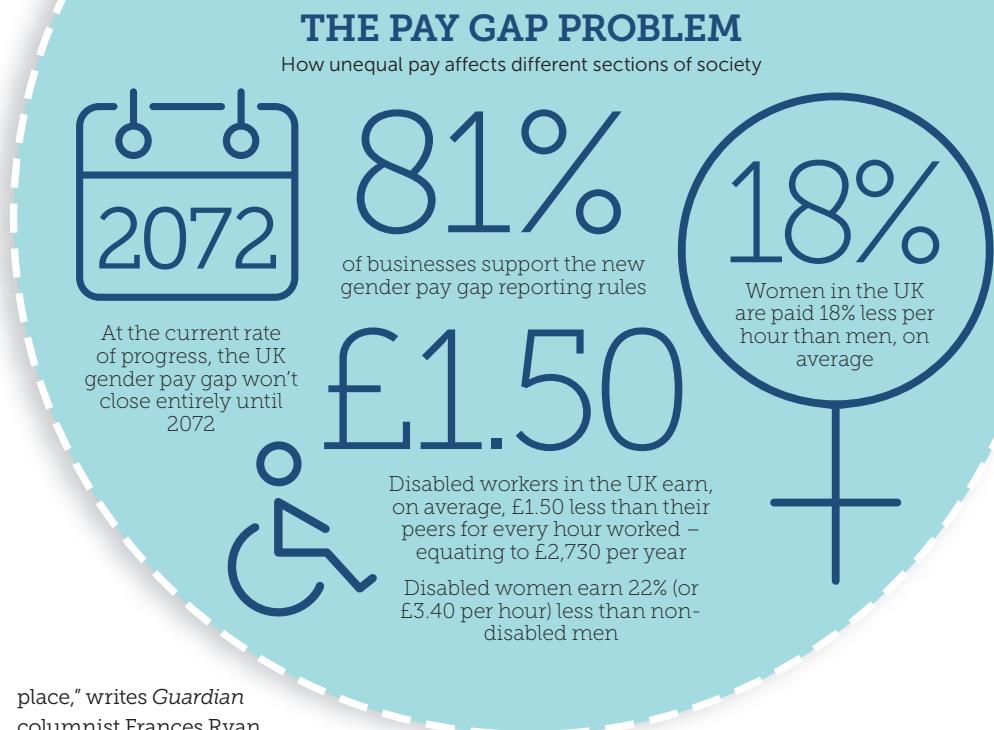
closed on proposals to roll out mandatory reporting for ethnicity pay gaps. This is part of Theresa May's promise to end the "burning injustices" in society. Too often, the prime minister said, ethnic minority employees feel "they're hitting a brick wall" when it comes to career progression. The government wants to force businesses to open up, and so it should – the pay gaps are large and the levels of public disclosure are small (see 'Able but not willing').

In terms of gaps, the one between CEO and average worker always tends to attract headlines: the Equality Trust's pay tracker shows that CEOs in the UK's top 100 companies pocket an average of £5.3m per year each – 386 times the national living wage.

That kind of data has increased investor activism and prompted the government to act. "We understand the anger of workers and shareholders when bosses' pay is out of step with company performance," said business secretary Greg Clark last June, as he announced regulations that will require listed companies to annually publish and justify pay difference between chief executives and their staff. The regulations – which came into force on 1 January 2019 and will bring the first statutory disclosures next year – will "improve transparency and boosting accountability at the highest levels, while helping build a fairer economy that works for everyone", said Clark.

The forgotten workers

Unless you are disabled, it seems. Disabled workers in the UK earn £1.50 less than their peers for every hour worked, according to the TUC, putting the disability pay gap at 15% or £2,730 a year – the highest since the government began publishing comparable data in 2012-13. Disabled women suffer the most: the combined effect of the gender and disability pay gaps results in them earning around 22% (or £3.40 per hour) less than their non-disabled male peers. "We're routinely given fewer responsibilities at work and turned down for promotion, or refused the job in the first

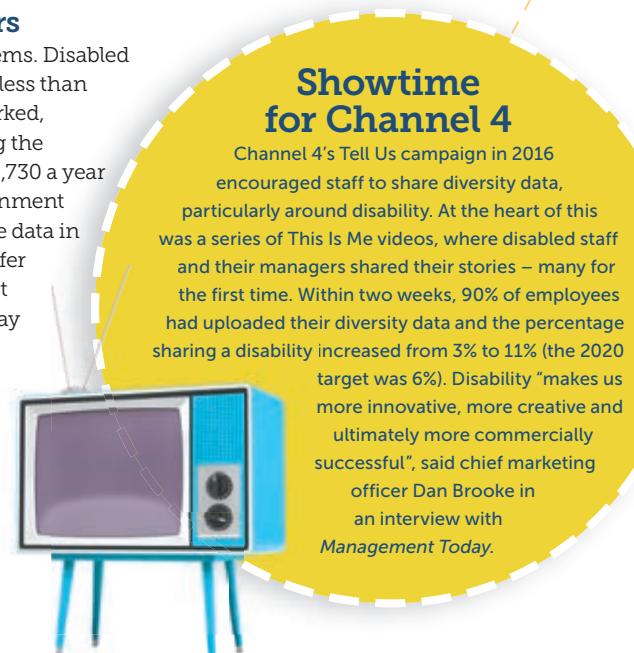


place," writes *Guardian* columnist Frances Ryan.

Judging by the government's recently-published response to the House of Commons Business, Energy and Industrial Strategy Committee, disability pay gap reporting is further away. There is a new framework for voluntary reporting on mental health and disability for large employers, which encourages employers to (a) report the percentage of individuals

who consider themselves to be disabled or have a long-term physical or mental health condition, and (b) provide a narrative setting out what steps they are taking that are aimed at recruiting and retaining people who have a disability.

The government also wants to create a culture that enables staff to disclose any disability or mental health issue without fear of it impacting their career. There are pockets of activity that are proving successful (see 'Showtime for Channel 4') but unless disability, like ethnicity and executive pay, is brought into the suite of mandatory pay gap reporting rules, progress is likely to be slow. "Forcing companies to disclose their gender pay gap has been like pulling back the curtain," noted Ryan. "For the first time, we're seeing the real picture behind the often-secretive world of pay... but disability hasn't been mentioned at all." [T](#)



DAVID BURROWS is a freelance journalist

A little respect

Joanne Lockwood sets out the steps organisations can take in order to be more inclusive for LGBTQ+ employees

Is your business LGBTQ+ inclusive? If not, why not? When I say 'LGBTQ+ inclusive', I don't mean sponsoring a Pride float or hanging a few rainbow flags. LGBTQ+ inclusivity is an ethos that runs through a business, letting employees know they are valued for who they are.

I work with many organisations whose diversity and inclusion goal is to be in the Stonewall Top 100 or head up their sector on the Workplace Equality Index (WEI). To me, though, LGBTQ+ inclusivity is about the journey. Accolades are great for your branding, but often it's about the privileged few patting each other on the back at awards dinners. Let's get back to the journey; here's what your organisation can do right now to be more inclusive.

Create your 'why'

Treating people with respect doesn't always have a financial return, but it pays in other ways. Happy employees are loyal; inclusion creates a sense of belonging, and this drives commitment. We have heard the expression 'bring your whole self to work' – we want employees to be open about who they are, not hide behind a fake persona. This is something shareholders and company boards are starting to realise.

Create your vision

Make sure everyone is focused on the same objectives, embedding KPIs and targets from top to bottom. Don't forget about intersectionality: the way different systems of power (gender, race, sexual orientation, disability, class, and so on)

overlap and affect people in different ways. Diversity and inclusion are all about respecting someone's characteristics holistically, and remembering who holds the privilege. In the West, privileged people are generally cisgender (not transgender), straight, white and male.

Create a culture of respect

When we try to group people, we inevitably oversimplify. Not all heterosexual people are the same – so why do we focus on LGBTQ+ inclusion strategies as if one size fits all? LGBTQ+ people are lesbian, gay, bisexual, trans, queer, northern, southern, black, white, Asian, single, married, young, old, disabled, non-disabled, pregnant, not pregnant... and we haven't even mentioned wealth, education, hobbies and so on. Each person has their own identity. We don't always need to understand exactly what this means – we just need to respect that it is important to them.

Understand that language evolves

Language is important to everyone. 'Queer' was once a slur, but has now been reclaimed by many LGBTQ+ individuals ('I'm queer, get over it!'). On the other hand, words such as 'transsexual', 'transvestite' or 'T-girl', while still used in some circles, now send shivers down many spines.

For trans individuals, language is very important and conveys respect. They may have an 'old' name, from before they transitioned, but that is not your business. Respect their pronouns. If you are confused because the way someone looks doesn't

match your idea of what a man or woman looks like, ask how they prefer to be addressed – don't assume. And let's leave language such as 'sir', 'madam' and 'ladies and gentlemen' in the past – it excludes those who identify as non-binary.

Be an ally and advocate

Ensure you have the knowledge and ability to stand up and support someone. Develop ally programmes, and make this part of your learning and development plans – don't just hand out rainbow lanyards. Allyship lets LGBTQ+ people know that if there is any unpleasant 'office banter', someone will speak up on their behalf to stamp out bullying. Organisations need allies at all levels, especially at board and senior leadership.

A great ally is someone who does this without needing to be recognised – it is not about badge collecting. A great ally takes time to educate themselves and doesn't treat people as encyclopaedias that they can flick through when they feel the need.

Listen to LGBTQ+ people; respect their identities; learn and educate yourself; and act as an advocate, stand up for people when they are unable to. 

JOANNE LOCKWOOD FRSA is founder and CEO of SEE Change Happen, which specialises in providing transgender awareness and support to organisations.





Digging for victory



Archaeological mitigation can all too often be regarded as a preamble to construction activities, rather than a mainstream element.

This has been further exacerbated by the fact that archaeological works no longer fall under Construction Design Management Regulations 2015 in the UK.

At the HS2 Enabling Works in Area South (Euston Station to Colne Valley), the Costain-Skanska Joint Venture Construction team is seeking to unify construction and archaeological processes in order to maximise learning, innovation and environmental impact management.

A huge programme of archaeological work is under way at St James's Gardens, Euston. This former cemetery site was in use between 1789-1853 and closed as a result of the Metropolitan Burials Act of 1852. Although only in use as a burial ground for 64 years, the site is believed to have received around 61,000 burials. An extensive programme of archaeological investigation will generate a large number of artefacts and human skeletons, which will be assessed and studied by a team of osteologists.

The St James's Gardens Engineering and Construction team has identified a number of ways to ensure that the site is safer and more sustainable while assisting the archaeological works, supporting the archaeological subcontractor and helping to change perceptions of how archaeological work can be carried out. The key mandate is to ensure the works are carried out with care, dignity and respect for those interred.

All works are being carried out beneath a bespoke 11,000m² encapsulation structure that fulfils a number of functions, the foremost of which is legal compliance with requirements set out in the High Speed Rail Act (London-West Midlands) 2017 and the undertakings and assurances linked to the act.

Sustainable structures

A collaborative approach when optioneering the design allowed the team to identify a number of sustainability benefits. The erection of the structure using Systems Scaffold, rather than

Caroline Raynor outlines how sustainability was placed front and centre during the archaeological excavation of St James's Gardens in Euston

a modular building made of bespoke components, allows for flexibility in design. The structure can be broken down into its component parts and reused, allowing the materials to be returned to market quickly and simply.

A birdcage scaffold was constructed on site and the roof structure was erected using two working platforms and a winch. This cut the number of person-

hours spent working at height and mitigated the need to bring a crane to site, reducing plant and pedestrian interface, emissions and the number of large pieces of construction plant being brought into a busy area. It also provided reassurance to Network Rail, with whom there is a shared site boundary.

Ballast used to support the construction of the 15 tent towers will be removed during the excavation process and recycled for use on haul roads and within a gabion wall being constructed along the site boundary.

The structure encloses the site to ensure that the works can be carried out with dignity, in line with the legal requirements and expectations of the Church of England and Historic England. The 110m x 90m canopy protects the site from adverse weather and reduces flood risk by channelling rainwater into 11 bespoke 25,000-litre attenuation tanks, where water is harvested for use elsewhere on site or allowed to flow at a controlled rate into the nominated discharge point via three 100ml connections, which control the flow and mitigate the need for a flow metre.

The structure is designed with a number of key features that support the archaeological excavation, including lifting equipment (reducing the number of pieces of plant required) and LED lighting (to permit working during winter months and provide the correct lumen levels for shadowless archaeological photography). The exterior of the tent is made of Monoflex and Kingspan, which act as insulation and provide an acoustic baffle.

Within the structure, archaeological works are taking place in compact London Clay. A huge volume of material (around 29,000m³) will be excavated as part of the process. Around 10% of the site was contaminated with Japanese knotweed; careful mitigation measures, on-site training and a watching



brief by an ecologist had a positive impact, proactively managing this invasive species and reducing the amount of contaminated material being removed from site. All materials generated by the archaeological excavation are screened to ensure that only London Clay leaves the site, and this material is put through extensive sampling to ensure it can be repurposed for a number of functions within the works.

Innovation and integration

In support of the archaeological works, it has been key to provide user-friendly and environmentally sound plant and equipment to manage spoil removal. The team has deployed six mini electric tracked dumpers and six electric wheelbarrows with ruggedised wheels to improve stability. These have saved time and money, as well as reducing the impacts of manual handling as they replace traditional small hand barrows. There is also a two-tonne electric dumper, a five-tonne electric telehandler and a 20-tonne hybrid excavator. The latter operates on battery power while



 Innovative plant and equipment is used to lessen the environmental impact of the project's archaeological mitigation

"The team is seeking to unify construction and archeological processes"

slewing to load muck-shift wagons, reducing emissions and fuel consumption by 40% in comparison to a standard 20-tonne 360°-tracked diesel excavator. The environmental focus of the encapsulation structure at the design stage allowed for charging points at key locations across the site to allow plant to be charged on a nightly basis without needing to be moved off site.

The bespoke archaeological research facility and lab that supports the off-site works was designed by the Costain-Skanska team to exacting EPC specifications (EPC B-rated) with insulation, PIR lighting and specialist flooring, implementing lean and ergonomic design. All vehicles involved in the delivery and construction of the facilities were Euro 6-compliant. The team has even gone to great lengths to integrate new members of a more sustainable

supply chain for contracts such as sanitary waste disposal, by choosing a new self-managed sustainable waste system. This has reduced the number of vehicle movements by 104 per year to St James's Gardens alone.

An integrated approach and a passion for innovation is driving this unique project. The benefits are clear and measurable: improved working conditions for the team and greater control over the way archaeological mitigation is carried out ensures that the impacts on the environment are greatly reduced. 

CAROLINE RAYNOR is principal archaeologist for Costain-Skanska Joint Venture and work package manager on the archaeological programme at Euston for HS2 Enabling Works

A MAMMOTH ENDEAVOUR

How the project's numbers stack up

29,000m³

Volume of material to be excavated



61,000

Estimated burials on the cemetery site



40%

Reduction in emissions and fuel consumption by using a hybrid excavator



In a nutshell, what is the business case for companies increasing their number of disabled workers? Our charity is focused on getting businesses to understand disability and the potential value of disabled people to their organisations. That could be partly driven by corporate responsibility, but also by the £249bn 'purple pound' – the consumer spending power of disabled people and their families in the UK per annum. On the other side of that, we know that disabled people are the most loyal in terms of brand loyalty, so our argument is that good businesses will have a widening consumer base and be more sustainable if those customers are reflected in the workforce.

What is stopping them? We did some research among hiring managers, and something like 45% were concerned that employing disabled people meant that the job they wanted doing couldn't be done – so that is instantly your first barrier. But it is not so much about prejudice any more, it is people being worried about the right language and etiquette, not wanting to say the wrong thing. The default position becomes swerving the conversation all together. There is still an issue around what I call the 'first conversation'.



Around one in five people have disability rights; Mike Adams and Purple are working to ensure that they are able to participate in the workforce

A rising purple tide

Mike Adams OBE, CEO of Purple, talks to Chris Seekings about the vast pool of untapped talent available to businesses that actively seek to employ workers with disabilities

"There is a huge talent pool of disabled people out there that will add value to your business"

How do you get businesses to have that conversation? We have a package of support that provides customer service training, first conversation training, and then we work specifically with HR departments on their policies and practices in relation to the attraction and retainment of disabled people. The solutions are quite straightforward.

What practical steps can businesses take to attract disabled workers? One example I always give is around websites: most people apply for jobs online, but if you have a disability and that website is not accessible, then you probably won't access that organisation. There is a 'click away pound' regarding poor customer service and inaccessible websites that is costing the UK economy around £11.6bn a year and rising. For example, screen readers, used by many blind people, will view capital letters as acronyms – so if you write in caps, it will take 10 minutes to read a sentence. If you are going to use visuals like red or green, then have the words there too – there are three million people with colour blindness who might not necessarily be able to understand the navigation of your site. We have had these fascinating conversations with web developers that are worried that they will have to make a boring site for it to be accessible, but it's nothing like that. If you are going to have visuals, just have an alternative too, for example. These are really simple steps that are absolutely changeable overnight.

And what about retainment? Businesses need to create a sustainable culture and environment where people with additional needs feel open to disclose those needs, so that a reasonable adjustment that would make them more productive can be put in place. Around one in five of us – 13 million people –

have disability rights, so this is not a marginal issue; of those, about four in five have hidden impairments. Businesses must give out information and positive statements about what they do for people with disabilities, and encourage people to disclose their impairments. But we know that less than 10% of businesses have a marketing strategy targeting the disability market. We also know there are some people that are still worried they won't even get short-listed for a job if they click the disabled box when they are applying. And if you look at the statistics, no business is near having one in five disabled workers, and one reason is hidden impairments that people do not disclose. Businesses need board or senior management buy-in on this issue. We wrote a comprehensive guide with KPMG last May, *Leading from the front*, about what boards need to help line managers and frontline staff support people with disabilities.

What are your thoughts on disability quotas? I actually believe that people need to be appointed on merit, and if you are not careful you create an environment where disabled people are seen as 'second class' or subsidised because of the need to hit quotas. There is a huge talent pool of disabled people out there that will add value to your business, and Purple has been successful by getting companies to see disabilities as a commercial opportunity. However, I think there are short-term measures that might need to be put in place for businesses to get traction. If an organisation has got a disclosure rate of 3% for disabled workers, we know it should be at least 10%; I think metrics focus the mind and I am not against quotas if used as a short-term solution to drive change.

Tell us about your online disability employment agency. It is unique because it targets disabled candidates, but is a networking platform as well as a recruitment platform. Rather than your traditional job board, it is more akin to LinkedIn. We know that many disabled people won't disclose their disability, or acquire their disability in life – particularly if it is mental health or a long-term health condition – so there is a need for networks for people who are new to this and need to talk freely. Our vision is to marry talented disabled candidates with organisations that have a public commitment to disability, as well as providing a networking platform.

Have you seen a big shift in attitudes in recent years? I have seen some social shifts, and there are two big things around disability that will be mentioned when the history of the 21st century is written. One will be the 2012 Paralympics in London, and the other, for a certain generation and some people, was Lost Voice Guy winning *Britain's Got Talent* in 2018. He brought disability into the homes of 20m people, and he won because he was funny.

And among businesses? I don't think there has been a seismic shift – we are on a slow journey. But we recently had Purple Tuesday, which was a call to action around the value of the purple pound and the need to improve accessibility. You can go on purpletuesday.org.uk and see all the businesses that participated, and I would say that retail is leading the charge. I think people are starting to accept the Purple argument that disability is a value, and an opportunity for businesses that doesn't simply fit within a corporate social responsibility role. We are working with a wide range of businesses across all sectors and sizes, who are starting to get it and want to do it for a variety of reasons. [①](#)

Further reading

- ② Find out more about Purple at wearepurple.org.uk
- ③ Read the KPMG report at bit.ly/2WIKpHD

Although the issue has only really penetrated the West's consciousness in recent years, Isatou Ceesay has been at the forefront of tackling plastic pollution in The Gambia for decades. She has become something of a local hero in her village of N'Jau, helping to clean up the environment while lifting thousands of women out of poverty. Here, The Gambia's recycling queen sheds light on the ingenious way she has turned plastic into a force for good – and transformed her community against all odds.

An uphill struggle

Ceesay's story begins back in 1997, when she founded the N'Jau Women's Group in order to educate her fellow villagers about the need to reclaim and recycle plastic. At times, she says, it was like talking to a brick wall. "I informed the whole community, but only five women answered my call," she tells me. "I was talking about waste, but they didn't understand the problem." She was subjected to ridicule, too, with others left bemused by her stance on plastic pollution and labelling her efforts "a waste of time".

Chris Seekings talks to **Isatou Ceesay** about recycling plastic in The Gambia, and her mission to protect the environment while driving female economic empowerment

Weaving a brighter future

 Ceesay has been educating Gambians on the danger of plastic pollution since 1997



PHOTOGRAPH © LUKE DUGGLEBY/CLIMATE HEROES/REDUX

An estimated 75% of people in The Gambia do not have access to a proper education. Before Ceesay began spreading awareness in the neighbourhood, locals would let plastic bags and other waste pile up in the streets or behind their houses, and would even use it to start fires for cooking. "My mother used to do this too, when I was very young," Ceesay says. "It was only when I went to secondary school that I learnt burning plastic is hazardous, so I relayed that back to my community and family. That was my first step in educating people about the dangers of plastic."

Up to 95% of the world's ocean plastic pollution is thought to come from Africa or Asia, but with such limited resources and access to education, Ceesay says it an uphill battle to tackle the problem at its source. "The reason I started working in this area is because I am from a rural area, and I saw that it was lagging behind so many others around the world when it comes to pollution. I knew I had to take responsibility and educate them about the side effects on an environment that does not properly manage its waste. It's a challenge I have given to myself."

One plastic bag

Things started to change for Ceesay after she met a US Peace Corps volunteer who explained that discarded plastic bags could be salvaged and reused as yarn to make other products. "My sister had trained me to weave with yarn, so I was then able to use plastic instead," she explains. "We started making purses, but now make pen and pencil holders, balls, necklaces – there are so many different items we have been able to make thanks to recycling."

You only have to type Ceesay's name into YouTube to see the impressive speed and skill with which she can turn supermarket bags into fashionable purses. She is able to produce two and half purses everyday, and believes that doing so has helped saved numerous lives in her village. "If you leave it in the environment, people will burn it to light fires and get cancer and other incurable diseases," she tells me. "Donkeys and cows will also eat the plastic and die because they cannot digest it."

"We tell women how to price their products, how to add value, how to do marketing, and everything in between"

But it is not just cleaning up the environment and improving health that Ceesay has managed to achieve through her innovative approach to recycling. The items that she and countless other women in N'Jau fashion out of plastic waste have given them opportunity to make their own money for the first time. In 2009, she co-founded the Gambian Women's Initiative, which at last count had more than 11,900 members – a far cry from the five women she started this journey with more than 20 years ago.

Taking back control

The initiative aims to support poor women in The Gambia by increasing their income and improving the standard of living for their families and communities. "It can be very, very difficult for women," Ceesay says. "So few go to school. They do gardening, work in the fields, and so many other activities, but at the end of the day they have no say on their pay – the middle men will just give them whatever prices they want for their goods."

Her initiative aims to correct this by providing women with the training, funding and capacity they need for their projects, and offers to help them with their business ideas. "We tell them how to price their products, how to add value, how to do marketing, and everything in between."

Just a day before our interview, Ceesay was giving a training session in a nearby village to women who had sold soap for many years. The first question she asked was how many of them had seen any profit from their endeavours. The answer: none. "We calculated their expenditure, the number of products they make and the amount of money they could get, and they were all so excited," she tells me. "Now they have that business model forever, and the ability to stand on their own two feet independently, with their own money and a say in how they sell their products."

The Gambian Women's Initiative asks its beneficiaries to consider their

Recycling

social responsibilities once they start to have success. "We tell these very, very small businesses to divide their profits up into two parts when they are making their calculations – one for salaries, and one to help tackle future problems in their communities."

A global target

Ceesay says that her work has helped The Gambia move ahead of many other African countries when it comes to awareness around plastic pollution and female empowerment. However, that does not stop her fearing for those that are still suffering from the side effects of a poorly managed environment. It is estimated that plastic pollution represents at least 20% of all waste in the country. "I still wake up in the middle of the night worrying about the impact plastic is having," she says. "I will keep trying to educate people as best I can."

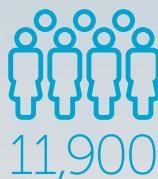
"I still wake up in the middle of the night worrying about the impact plastic is having"

Although Ceesay's focus has thus far been on Africa, she has the wider world in her sights. "Whatever country we are in, it is so important to spread the word," she says. "This is a big global problem, and by connecting with similar people across the world I believe we can together make a lot of changes to help the situation we are in – the sky's the limit."

WasteAid UK has offered support for The Gambian Women's Initiative, and Ceesay says it is helping to communicate her message far and wide. "I know that everyone working in sustainability is doing an amazing job, and if just 100 people read this I hope that maybe 25 can take away some benefit from what I am saying. This is my job, this is what I do, anyone that wants hear my advice is welcome – the more the better. I am so excited about the change we are all making together." 

PLASTIC TO FANTASTIC

Tackling both poverty and pollution through recycling



The Gambian Women's Initiative has more than 11,900 members



An estimated 75% of people in The Gambia do not have access to a proper education



Plastic pollution represents at least 20% of all waste in The Gambia



Up to 95% of the world's ocean plastic pollution is thought to come from Africa or Asia



➤ The Women in Sustainability Network brings women in the sector together so that they can share ideas, develop skills and access mutual support

Would women working across the sustainability sector see the value in coming together to explore challenges and share solutions, in a way that encouraged authentic connection?

This was the question I posed as founder of the Women in Sustainability (WINS) Network in 2014. When more than 80 women turned up at a café in Bristol to discuss the idea, the answer was clear.

Women enjoy a different type of conversation when men are not in the room, creating a great opportunity to access new perspectives and support. Equality is about appreciating the value in diversity; for many women, this is not their experience – gender bias is having a negative impact.

WINS operates an event programme from five Network Hub locations – Bristol, London, Oxford, Manchester and Newcastle. It is based on a licence model: in return for an annual licence fee, each Hub lead is given everything needed to build a community and run value-packed events.

Forging links

After attending the inaugural WINS London event in November 2017, Thalia Carr became the first licence holder. "Starting the Oxford Hub of WINS was a no-brainer," she says. "My focus is on helping people to be confident, to avoid being overwhelmed and to enjoy their work. There are many committed women in the sustainability sector. It's vital they don't burn out or leave the profession. Our events provide a space for women to develop as resilient leaders, grow their network and flourish."

Dr Jenny Davison is senior lecturer, leader development and organisation futures at Newcastle University Business School; she co-leads the WINS Newcastle Hub with Anne Macdonald. "Throughout

"WINS is fantastic for meeting like-minded women in the sector"



Nurturing passion and purpose

Rhian Sherrington describes the work of Women in Sustainability, encouraging women to follow their calling through community and collaboration

my career I have always created networks to support me. We are building a community in the Newcastle Hub which offers a safe space for individuals to discuss topics that are important to them."

To date, WINS has brought together more than 2,500 women at nearly 50 events. One example of how it is having an impact can be seen in Eve Nelson's story. Eve attended a WINS Oxford event after finishing her BA in Biological Sciences at Oxford University. Networking there led to relevant work experience, and encouraged her to seek further specific advice. This helped Eve successfully apply to UCL, becoming its sustainability projects officer.

"WINS is fantastic for meeting like-minded women in the sustainability sector and hearing their career stories, while developing skills," Eve says. She has organised for WINS London to meet at UCL on 18 June, helping to design that event.

Further projects

WINS promotes the work of Catalyse Change, a social enterprise that helps young women build their knowledge, skills and resilience so they can realise change.

It delivers a summer camp and mentoring programme for women aged 14–24; for 2019, WINS will fund a bursary place to ensure that those from disadvantaged backgrounds can access both.

This spring sees the launch of the WINS Online Community Hub. This online learning platform offers expert-led master classes and access to the discussions and topics explored within the live events.

We have grown WINS in a collaborative and organic manner. I'd like to see that continue with more partnerships with organisations that share our values. Our latest survey showed demand for more Hubs, so we'll be looking to issue more licences. My vision is for WINS to become a truly international network – and the next few years will be very exciting indeed. ☺

Further reading

- Find out more about the Women in Sustainability Network at womeninsustainability.net
- Read about Catalyse Change at catalysechange.com

RHIAN SHERRINGTON MSc ACC is founder, Women in Sustainability Network



What role should quotas play in promoting diversity in the workplace?



DAN ROBERTSON

Director, vercidaconsulting.com

"Who wants to feel they have been given a job due to their gender or ethnicity?"

I've never been a fan of diversity quotas in hiring. Who wants to feel they have been given a job due to their gender, ethnicity, or any other factor other than talent and merit? Certainly not me. However, the issue of bias still remains.

Hiring managers suffer from affinity bias – the tendency to hire people with a similar culture, background or personality to them. Another bias is what Daniel Kahneman calls the 'halo effect' – where we find one attribute really attractive in a job candidate, colouring our view of the candidate's total skills and competencies.

Many organisations are banning all-male or all-white shortlists. The question remains, though – how do we address the social and structural biases within hiring? Drawing on behavioural science principles, here are three things organisations can do:

Job design: Use tools such as Textio to naturalise biased language within job descriptions and person specifications

Candidate attraction: Set clear expectations and use a 'comply or explain' model when engaging recruitment agencies

Interviewing: Use a scoring system and aggregating scores before debriefing. This helps to mitigate biases by focusing on evidenced-based information.



DR MEIR SHEMLA

Associate professor of organisational behaviour, Rotterdam School of Management

"Gender quotas perpetuate negative stereotypes of women"

Quotas are not the key to creating organisations that utilise diverse views, beliefs and perspectives.

Gender quotas in boards have no significant impact on diversifying organisations in the long run. The expected trickle-down effect received no empirical support. In fact, gender quotas perpetuate negative stereotypes against women and reduce support for them in cases of real discrimination. In addition, gender quotas push away high-talent men and women. In a series of experiments, we found that publicising diversity quotas deters high-performing female and minority candidates from applying.

There are two cases where quotas may play a role. First, when persistent systematic discrimination does not allow some groups to realise their potential. Organisations should not use quotas for the sake of promoting equal representation, but rather for the elimination of discrimination.

Second, quotas should be promoted if increasing the representation of a certain group will contribute to organisational core purpose. For instance, since the underrepresentation of male teachers in schools has an impact on boys' inability to realise their potential at school, so quotas may prove effective there.



SARAH KAPLAN

Distinguished professor and director, Institute for Gender and the Economy (GATE), Rotman School of Management, University of Toronto

"Quotas have been shown to increase quality"

Progress towards equality has been slow. Far too many companies still have no women on their boards. The gender wage gap in most developed economies is stuck at about 88 cents. Women still pay a 'motherhood penalty' at work.

We need stronger tools, and quotas should be one of those tools – but people are afraid to implement them. Everywhere quotas have been studied, they have been shown to increase average quality, not decrease it. Their net effect is that talented and qualified women who are overlooked in current systems get the opportunity to participate. This comes at the cost of the lower quality men who have been getting chances they should not have had, thanks to their male privilege.

We cling to the notion that our current systems are meritocratic. The evidence indicates that this supposed meritocracy has gender biases built into it (for example, our notions of what a 'leader' looks like devalue women). Concerns about quality are misplaced and reinforce inequalities – ironically producing lower quality outcomes. Quotas can promote true meritocracy by ensuring everyone gets the right amount of scrutiny when being evaluated. They are an effective corrective to systemic biases and can increase overall quality.

Connect

Why did you become an environment/sustainability professional? I have always had a passion for the environment and the outdoors, and studied environmental science and geography at the University of Bradford.

What was your first job in this field? My first 'proper' job was working with Keighley Business Forum in Keighley, West Yorkshire. It gave me some fantastic opportunities to work with small and medium-sized businesses, large blue-chip companies, and universities.

How did you get your first role? Luck! My academic sponsor at the university was approached by one of his former colleagues, who was recruiting.

What does your current role involve? My job is part of a University Estate Office managing our campuses and facilities. Specific responsibilities include our energy procurement and carbon management programme, waste contracts and transport-related activity. I also have responsibility for estate masterplanning, space management and the university's farm, and communication and engagement is increasingly important.

How has your role changed/progressed over the past few years? The big difference has been the amount of time I now invest in strategic initiatives. My work is increasingly corporate in its nature, working with colleagues across the institution on things such as fossil fuel divestment and plastics reduction.

What's the best part of your work? Working with the academic community to support their research and teaching. We do some amazing things at the university and my job is to help us do that core business without losing sight of our corporate



CAREER PROFILE

Andy Nolan

Director of sustainability, University of Nottingham

sustainability objectives. This has led me to being involved in everything from ultra-low emission and autonomous vehicles to methane capture from slurry tanks.

What's the hardest part of your job?

Managing expectations. Every day there are competing pressures for resources, and shaping consensus can be challenging.

What was the last development event you attended? I attended a session called Clarity and Impact. It really helped me understand how to improve written communications so that issues are better understood and better decisions are made.

What did you bring back to your job? I was so impressed with the course that I sent five members of my team on it, and they all came back with new ideas. Their reports are clearer, their recommendations are understood and they've found it easier to write technical reports in a way that helps decision-makers.

What is/are the most important skill(s) for your job?

Listening. There's usually someone with more expertise on an issue than me within the university. Listening to their views, synthesising them and coming up with a clear plan of action



Visit www.iema-transform.net for more member profiles

is an effective way to take our key stakeholders with us.

Where do you see the profession going?

The days of having to persuade the board that environmental issues are important are fading. Most boards accept they have a duty to do the right thing. This has helped the profession become well established. Successful sustainability professionals are effective at helping business understand the benefits of a broader social, economic and environmental approach. Risk management has established itself as a core area, but adding value to a business is where the emphasis will be placed.

Where would you like to be in five years' time? If I can continue to make a difference, I'll be happy.

What advice would you give to someone entering the profession?

Focus on your employer's objectives and work with them to show how you can add value – be strategic in your approach, but don't be afraid to be opportunistic.

How do you use the IEMA Skills Map?

I refer to it when reviewing my own personal development and that of my team. It's been a useful prompt to give some structure to their development.

If you had to describe yourself in three words, what would they be? Optimistic, collaborative, fun.

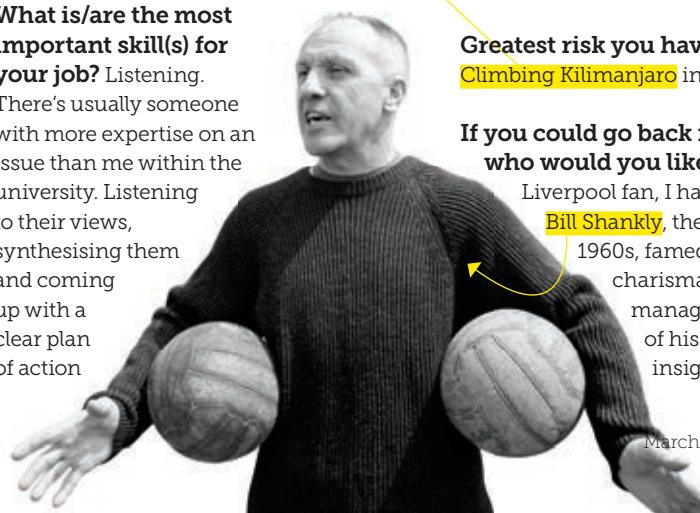
What motivates you? Developing others and making a difference.

What would be your personal motto? Do the right thing.

Greatest risk you have ever taken?

Climbing Kilimanjaro in 2005.

If you could go back in history, who would you like to meet? As a Liverpool fan, I have read a lot about Bill Shankly, their manager of the 1960s, famed for his vision, charisma and people management. An hour of his time would be insightful. ☺



CONNECT

SOCIAL AND COMMUNITY NEWS FROM IEMA



IEMA FUTURES

Brexit: What does it mean for the environment?

Michael Simpson reports on IEMA Futures' recent event, focusing on the effect of Brexit on the UK's environment

The timely nature of IEMA Futures' 'Brexit: What does it mean for the environment?' event, chaired by IEMA's chief policy advisor Martin Baxter, made for an engaging and thought-provoking discussion.

On a windy February day

in London, we were joined by aspiring students and young professionals from across the spectrum of the sustainability sector. As part of an interactive workshop, participants were able to look at a range of scenarios from air pollution to climate change through the eyes of stakeholders such as businesses, the general public, education and research and NGOs.

Generally, participants felt that environmental and sustainability issues have been overshadowed by the politically charged nature of Brexit, and that there was a risk of the government not delivering on promises to uphold (and better) the environmental commitments that are currently in place. This feeling was strengthened by the prospect of potential trade deals which, some have speculated, would require the UK to relax environmental standards.



Environmental students and young sustainability professionals discussed the potential pitfalls and opportunities presented by the UK's exit from the EU

However, what was clear was the potential for Brexit Britain to seize the opportunities granted by being an 'independent' nation. A post-Brexit Britain, whatever form that may take, has the potential to drive its own sustainability and environmental agenda, taking the chance to go even further than current EU legislation and be truly world leading in terms of carbon reduction, renewable energy, a more circular economy and the handling of waste. Therefore, it is up to us, as champions for sustainability and custodians for the built and natural environment, to make government, industry, and the public aware of this potential and the connection everybody has to the environment – whether they realise it or not.

Watch out for a full report on the discussion in next month's TRANSFORM

Kicking off the @IEMAfutures "Brexit and the Environment - have your say" scenario session!

Lots of energy in the room so it'll definitely be fun

MARTIN BAXTER
IEMA chief policy advisor



How can we stop #greenwashing becoming more common? Our Head of #SustainableBusiness Mark Hilton spoke to @envirobuz on why it is easy for businesses to mistakenly think that their products meet sustainable criteria -find out more at @IEMA_Transform here: [@EUNOMIA_RANDC](http://bit.ly/2Bnoahk)

Great article in @IEMA_Transform this month with @NickMolho on the work of @AldersgateGru in putting forward the business case for strong environmental regulation @LAKEPIG

I am absolutely delighted to see that @iemanet is running a Sustainability Awards scheme in 2019, with all sorts of categories. I always hoped IEMA/we would do this and now it's a reality! All sorts of categories and a low entry fee at £125 so get applying by 26th April... @MAREKBIDWELL



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Hooray!!
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WHAT'S ON THIS MONTH

iema.net/events

CONFERENCE

FUTUREBUILD 2019

⌚ 5-7 March 2019 **IEMA Stand D148**

This conference showcases the latest innovations, products and materials, and shares insights to help you tackle the biggest challenges facing our industry – and beyond.

⌚ To register: bit.ly/FUTBUILD_IEMA

SITE VISIT

Highways England's Smart Motorways Programme

⌚ 15 March 2019

The event will allow attendees to gain a better understanding of what a smart motorway is and how they work. Attendees will also learn about how the environmental impacts of smart motorways are assessed and managed, from both a designer and delivery partner perspective.

⌚ To register: bit.ly/2SRfhGI_Smartmotorways

WEBINAR

Faith and sustainability: understanding and creating personal and collective action through shared values

⌚ 26 March 2019

Faith can provide a shared identity and values around which we can build compelling narratives of personal and collective action. In this webinar, we'll explore the role that the faith community plays in promoting sustainability, and the role language plays in communicating sustainability with people of faith.

⌚ To register: bit.ly/2WZgBXr_FAITH

WEBINAR

IEMA Book Club: *The Invisible Killer* by Gary Fuller

⌚ 4 April 2019

Far from a modern-day problem, scientists were aware of the impact of air pollution as far back as the 17th century. Now that more of us live in cities, we are closer than ever to pollution sources, and the impact on the environment and our health has reached crisis point. Join us for the next IEMA Book Club where we'll discuss the significant environmental and health impacts of air pollution – and possible solutions.

⌚ To register: bit.ly/2SuOe50_Bookclub

IEMA FUTURES

Designing for dementia

Laura Archer sets out how design can help people with dementia – something Newcastle University's NU-Age module is encouraging students to think about

There are roughly 850,000 people living with dementia in the UK. This is only set to increase: Alzheimer's Society research predicts there will be one million people with dementia in the UK by 2021, and two million by 2051.

Design and location of housing for people with dementia must be carefully considered. Step-free apartments, plenty of lighting, signage and helpful aids such as handrails can have a huge impact. Those with dementia can be sensitive to noise, so this should be a factor when deciding on the location of the housing. Ensure that appropriate soundproofing is taken throughout the living space.

Attention to colour choice also has positive implications. Contrasting colours on doors, stairs and handrails draw attention to the feature, making it easier for someone with dementia to get around and build confidence.

It is vital that places are well signed and only a short walk away. Signage should be simple and frequent to ensure it is easily followed. Landmarks, architectural features and even benches can also aid with navigation.

Open space should be well designed with good lighting, benches and toilets, and should be located where noise levels are minimal. It can also be incorporated into housing developments – for those who can't leave the house, connecting with nature through viewpoints and windows can be beneficial.

It is important that people are taught about dementia so that mitigating elements can be incorporated into future developments. Newcastle University offers the option to study a cross-faculty module about ageing: Newcastle Ageing Generations Education (NU-AGE). The aims of the module include:

- Demonstrating the relevance of ageing in the modern world
- Emphasising positive concepts relating to ageing
- Facilitating interaction between students and older people
- Raising awareness of the ageing-related research being undertaken at Newcastle University.

Students are joined in lectures by older people, who offer their views on and experiences with ageing. Bringing education and intergenerational engagement together is a unique and brilliant concept, which other universities should consider adopting.

⌚ To find out more about the module, visit bit.ly/2TNdEal
To read an expanded version of this article, go to bit.ly/NU-Age



The NU-AGE module promotes understanding of aspects of the ageing process, including dementia

IEMA Sustainability Impact Awards 2019

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Now is the time to celebrate the work of visionary leaders, outstanding individuals, and organisations for their contributions to the protection of the environment and the promotion of sustainable development.

**ENTER
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Deadline
26 April 2019

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Showcasing the achievements of organisations striving to meet IEMA's global sustainability standards.

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- 2 • Workforce Development**
- 3 • Sustainability Campaign**
- 4 • Construction and Infrastructure Project**
- 5 • New Product, Service or Technology**
- 6 • Sustainable Organisation**
- 7 • Consultancy and Collaboration**
- 8 • Innovation in Impact Assessment**
- 9 • Circular Economy**
- 10 • Biodiversity and Environment Net Gain**
- 11 • Energy and Carbon Transition**
- 12 • Climate Resilience and Adaptation**
- 13 • Supply Chain Management**
- 14 • Sustainable Finance**
- 15 • Best Corporate Strategy**
- 16 • Community or Social Value**

INDIVIDUAL AWARDS

- 17 • Future Sustainability Leader**
- 18 • Sustainability Leader**
- 19 • Best Volunteer Contribution**

The IEMA Sustainability Impact Awards comprise 16 categories for organisations and three categories for individuals. Organisations of all sizes and from all sectors are eligible to enter - from sole traders to multinationals, from private enterprise to public sector.

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- 2 Download your entry form(s)**



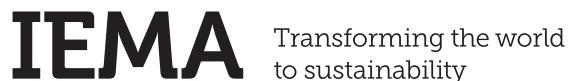
- 3 Prepare your business case(s) and supporting information to help you compile your entry/ies**



- 4 Upload your entry form, supporting document PDF and photographs**



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