

Everything you need to know about

Sustainability Training and Education

A comprehensive guide for sustainability teams, learning & development teams, and green networks



The cheat sheet

“ 42% of business leaders said that engaging their staff is the biggest hurdle to implementing their sustainability strategies. As a result, 83% are making staff engagement a top priority this year.

Source: edie's Sustainable Business Tracker survey

Step 1: Build a business case for sustainability

1

The business needs it

75% of sustainability professionals believe all jobs will require green skills by 2050⁽¹⁾

2

It attracts and retains talent

99% of employees say a company's commitment to sustainability is an important factor choosing work⁽²⁾

3

It boosts satisfaction

Being involved and engaged with their company's sustainability boosted satisfaction in 79% of employees⁽³⁾



of employees intend to learn more about sustainability this year⁽³⁾

Step 2: Design your content

Learning goals

1

Tell them what you are working on

96% of employees want to learn more about their company's missions and aims⁽³⁾

2

Make it relevant to different roles

84% of employees want to learn about sustainable practices for their role⁽³⁾

3

Help them be Sustainability Confident

81% of employees want to be able to talk about it with customers or clients⁽³⁾

Learning preferences

When employees learn about sustainability online, here's what they prefer...

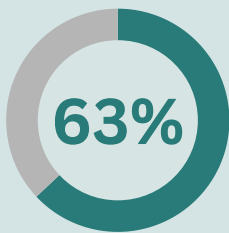
51% of users prefer human content



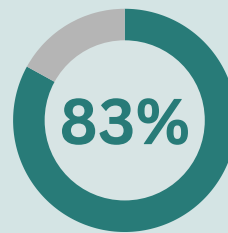
while 11% prefer AI content⁽³⁾

Step 3: Use an engaging style

Current barriers employees are facing



of employees noted a **lack of time** to participate in sustainability training.⁽³⁾



of people believe Tik Tok and Instagram are good places to get advice about how to live sustainably.⁽⁴⁾

How to overcome the barriers?

Make it quick and simple

93% of employees want easy-to-complete training.⁽⁵⁾

Complete at their own pace & time

89% of employees want training available anywhere and anytime and 85% want to choose training times that fit their schedule.⁽⁵⁾

Did you know? People forget 75% of information from workshops and webinars if not applied within 6 days!⁽⁵¹⁾



Role specific and relevant training

91% want their training to be personalised and relevant.⁽⁵⁾



Give credit and provide recognition

Employees are 3x more motivated by accreditation over financial rewards!⁽³⁾

Build an active community of learners



Table of Contents

01	Introduction: bringing sustainability strategy to life	5
02	The business case	6
03	The definition	8
04	The green skills challenge	9
05	The challenge of training	10
06	The psychology of training	12
07	Decision tree	14
08	Measuring success	15
09	Putting it together	16
10	The impact	17
11	References	18
12	About Stickerbook	19

Introduction: bringing sustainability strategy to life

When I first began exploring sustainability engagement and training back in 2014, many of my peers thought I was mad. Why focus on “soft” topics like employee engagement and green skills when issues like environmental strategy and reporting seemed far more pressing?

Fast-forward ten years, and the landscape has transformed. Net Zero targets and sustainability strategies are now central to business operations, and sustainability teams have grown significantly in size and influence. Yet, one critical realisation remains: strategy alone doesn't create change.

While businesses excel at developing sustainability strategies and tracking metrics, the real challenge lies in connecting people to those strategies. Most employees want to work for responsible businesses, and care deeply about sustainability - but engaging them with the strategy itself is often far more difficult.

The reality is that sustainability can feel overwhelming, with all its acronyms and regulations. But for most colleagues, it doesn't have to be complicated. They don't need to master the intricacies of Net Zero flight paths; they simply need to understand what Net Zero means and when your organisation plans to achieve it.

This isn't just a sustainability challenge – it's a business imperative. Research underscores the issue:

- 42% of business leaders say staff engagement is the biggest hurdle in implementing sustainability strategies;⁽⁷⁾
- 83% have made staff engagement a top priority this year;⁽⁷⁾
- Yet only 15% of sustainability professionals feel their companies excel at communicating sustainability internally.⁽⁸⁾

In response to this growing need, a flood of solutions and services has emerged – some credible, many less so. What's often missing is a deep understanding of the challenges businesses face, and practical, tested approaches that truly work.

That's where this report comes in. Drawing on years of experience running sustainability strategies for global businesses, assessing and researching at the University of Cambridge, and winning multiple awards for employee engagement, we've distilled practical, proven insights for building sustainability training programs that succeed.

This report offers actionable advice to help bring your strategy to life, engage your workforce, and drive meaningful behavioural change – ultimately increasing the likelihood of achieving your organisation's ambitions.

We hope you find it valuable, and if you'd like to connect – whether it's to discuss sustainability training or even Westlife – I'd be delighted to chat!

Simon Kelly

simon@stickerbook.tech

The business case

Employees and sustainability

Unlocking sustainability success: why employees are your secret weapon

Implementing strategy is tough – especially when it comes to sustainability (or ESG) programs. In fact, Bain & Co found that 96% of sustainability change initiatives fail to achieve their intended outcomes, with 47% outright failures.⁽⁹⁾ This is not only a waste of time and money but also delays critical climate action.

So how do you increase your chances of success? The answer lies within: **your employees!** They are the key drivers of sustainability in any organisation,⁽⁹⁾⁽¹⁰⁾ acting as the 'doers' who turn strategic goals into reality.⁽¹¹⁾ They are critical and active participants⁽¹²⁾, and without their awareness and buy-in, your mission, whether it's net zero or diversity, will struggle to succeed.

But that's not all! Employees provide vital feedback – the reality check your strategy needs.⁽¹³⁾ Just like Mike Tyson said, "Everyone has a plan until they get punched in the face." Your employees are on the frontlines, offering insights on what's working, where opportunities lie, and how to adjust the plan for greater impact.

If you want your sustainability strategy to thrive, start by engaging the people who will bring it to life.

01

Increases levels of productivity and organisational behaviour

At companies that meet their employees' expectations of how a business should act within society, workers are 49% more likely to be engaged.⁽¹⁴⁾ This is critical, as satisfied and engaged employees have been found to be 22% more productive.⁽¹⁵⁾

02

Increases loyalty and reduces staff turnover intentions

Giving employees the chance to engage in social and environmental initiatives boosts job satisfaction by a ratio of 2:1. Additionally, 70% of employees say they would likely leave their current job for one that invests in development and learning, with 34% citing career growth as the primary reason for leaving their previous role. Investing in purpose and development isn't just good for business; it's essential for retention and morale!⁽¹⁶⁾

The business case

Employees and returns on investment

Employees are key to unlocking a return on investment (ROI) in sustainability.

Beyond just helping your strategy succeed, engaging employees in sustainability initiatives directly drives bottom-line benefits. Companies that actively involve employees – through volunteering, green actions, or other initiatives – see increased satisfaction, loyalty, productivity, and an enhanced brand image.⁽¹⁷⁾⁽¹⁸⁾

A 2021 study found that companies with the highest ROI in sustainability combined their strategy with employee engagement.⁽¹⁹⁾ Simply having a strategy wasn't enough – success comes from empowering employees to be part of the journey.

03

Attracts high quality employees and future-proofs your business

94.4% of individuals claim they would be willing to accept a 5-25% salary cut to work for a company that they deemed more socially responsible.⁽¹⁶⁾ This is particularly true of higher educated employees and millennials, with 45% of students stating that they would take a 15% pay cut to work for a company that makes an environmental or social impact.⁽²⁰⁾

04

Increases trustworthiness of brand and messages

75% of the UK public agrees that they would believe the word of an employee over that of a company brochure or advert regarding a company's contribution to society and the environment⁽²¹⁾, with employees 32% more likely to recommend their company to others if they consider it environmentally responsible.⁽²²⁾

The definition

What are Green Skills?

Definition

The knowledge, abilities, values and attitudes needed to live in, develop, and support a society which reduces the impact of human activity on the environment.⁽²³⁾

How to apply them

You can look at or apply sustainability or green skills in one of two ways:

1

Build a new career

Pivot into a full-time sustainable role or train for future green jobs, like renewable energy engineering or heat pump installation. This pathway leads to acquiring highly specialised skills in a growing sector, positioning you for emerging green/sustainability-focused careers.

2

Green your existing career

Learn and embed new sustainability tips and tools to make your current role, teams, and processes more sustainable. This leads to all colleagues becoming sustainability-aware and confident, practising simple and proven methods to enhance their day-to-day responsibilities.



In practice, you can think of this as a sustainability equivalent of a fire warden or first-aider: people in your team you can go to for day-to-day key information on sustainability in your role

Don't fall behind competitors: 92% of business leaders plan to invest more in employee training to advance sustainability over the next two years. Keep pace by empowering your workforce with the skills they need to drive sustainable growth!⁽²⁴⁾

The green skills challenge

Mind the Skills Gap

On the one hand, it is increasingly evident from government regulation and corporate reporting that there is a push for a more sustainable economy, where ‘all jobs will be green jobs’, and where we understand that changing people’s behaviours is a critical step in achieving our sustainability aims⁽²⁵⁾.

Yet on the other, there is a clear gap in the skills needed to bring about this change. For example, IEMA (working with the UK Government) found that 75% of CSR/sustainability professionals think that all jobs will require ‘green’ skills by 2050 (30% of roles already require them today).⁽¹⁾ And yet the WEF⁽²⁶⁾ found that only 13% of workers currently possess any green skills for their role. What does that mean in real numbers? BCG estimates there is a green skills gap of 7 million workers worldwide.⁽²⁷⁾

Overcoming the Skills Gap

Whilst green skills and more sustainable behaviours are desirable for all concerned, whether it comes to sustainable actions or learning, a gap remains between what we intend to do (e.g. more action and training) and how we act in practice. So how do we overcome this gap? By looking through the lens of the COM-B behaviour change model suggests that there are three levers we can pull:



More capability: we aren’t currently capable to deliver sustainable change. Only 13% of workers possess green skills. **We need to provide more relevant and applicable training.**



More opportunity: there is limited access or opportunity to get engaged or gain green skills at your workplace. 65% of British employees say they don’t have access to green skills training at work⁽¹⁾. **We need to provide greater access to all employees across the organisation.**



More motivation: most employees don’t know how sustainability applies to their role, nor what their organisation is working on. Indeed, only 15% of sustainability professionals feel their company excels in communicating sustainability internally.⁽⁸⁾ **We need a better way to connect with employees.**

The challenge of training

... and existing solutions

57% of sustainability professionals in companies find the lack of a budget and internal interest the most challenging part of their job.⁽²⁸⁾

Sustainability and Learning & Development teams have a lot more in common than you might think. As noted by Erik Thulin, who leads research and development at the Center for Behaviour and the Environment at Rare, 'environmental behavioural challenges aren't fundamentally different from challenges in other domains.'⁽⁵²⁾

In particular, both teams are familiar with the idea of a **intention-action gap** – the concept that we, as humans, don't always act in line with our values. Colleagues have good intentions and want to both act more sustainably and educate themselves, but time after time they struggle to follow through as intended.

This presents a challenge, but at least we're all in it together! **And the good news is, understanding the pros and cons of different training initiatives (how people learn best) can help both sustainability and learning teams bridge the gap for us all.**

The Attraction and Costs of Workshops

Workshops are a popular and highly customisable option, but there are factors to consider. How many people can you engage, and how frequently? Is it a one-off exercise or sustained engagement you seek?

Keep in mind that workshops are often scheduled for the convenience of the trainer, not the participants—this can hinder willingness to engage. Additionally, workshops are time-intensive: research shows it takes 55–70 hours to prepare a 30-minute instructor-led session⁽²⁹⁾ and we generally underestimate these time demands⁽³⁰⁾. Moreover, unless the content is actionable, 75% of it is typically forgotten within six days.⁽⁶⁾

Traditional and long form learning

Long-form training works well for structured, deeper learning, especially for highly motivated audiences like university students. But to make it work, motivation is key. If people aren't willing to spend money on learning, are they likely to volunteer hours of effort?

For most employees, the answer is no. Traditional learning systems simply aren't user-friendly, which is why only 13% of employees consider them sufficient.⁽³¹⁾ It's clear we need a more engaging and accessible way to deliver training that actually sticks if you want people to engage.

Mandated learning

A simple way to overcome the lack of engagement is simply to mandate it – turn it from an opt-in to a must-do. This may seem appealing if you need confirmation that the workforce at large has engaged with the learning. But realistically, we have to ask ourselves: are we getting people to learn – or just to tick a box saying that they have? The average Terms and Conditions for Instagram is 17 minutes long. We tick we've read them – but have we?

Likewise, if you tell people 3–5 issues are 'must-knows', doesn't that imply the rest of the information isn't that critical? What does that do to your culture of learning?

Perhaps most worryingly of all – it can backfire. Research into mandating training around social issues like diversity & inclusion was found to have the opposite effect, upsetting participants to the point it reduced diversity in hires.⁽³²⁾

The challenge of training

The Attraction of Gamification

Gamification and "nudging" are popular but often misunderstood buzzwords. Why is gamification so appealing? By integrating game mechanics into activities like learning or sustainability, it makes them more engaging, fun, and rewarding, with the potential for lasting behaviour change.⁽³³⁾

However, results can be mixed. While gamification works in some cases, even widely adopted tools like fitness trackers have sceptics.⁽³⁴⁾

Gamified training can outperform other methods, but it must be built around a proven framework (e.g. Octalysis) and aligned with clear strategic goals and incentives.⁽³⁵⁾

The unfulfilled promise of personal action pledges

Personal pledges are a tool encouraging employees to commit to actions like turning off taps or using bamboo toothbrushes, with estimated environmental savings in water, waste, or emissions. While easy to implement and offering quick feedback, there are major issues:

1. **Not Strategic:** Asking employees to reduce *their* footprint shifts focus away from meaningful business actions and risks greenwashing.
2. **Inaccurate:** Savings are based on assumptions and proxies, not accurate emissions data.
3. **Ineffective:** Pledges often remain unfulfilled. What we say we will do is not how we generally act!

For true impact, businesses need actionable, measurable strategies, not just well-meaning promises.



Sustainability – the new business language!

Very simply, think about sustainability as a new business language.

Ask yourself, could you learn French by:

- Doing one single workshop or webinar? Or would you need repetition to become confident?
- Learning Latin? Learning general basics and then having to work out how they apply to modern French isn't much help - just as generic sustainability information doesn't help in the workplace
- Doing rigid and mentally challenging exercises? It sounds good, but in reality, you'll be unlikely to want to go back to the cognitive load. We like things spoon-fed to us.

What does this mean? As a simple rule of thumb, successful sustainability training should be **repetitive, relevant and rewarding**.

The psychology of training

Learning based on science

We've covered the challenges of creating a successful and sustainable training and engagement program. So what next?

This section is your quick-start guide to the latest science on learning. We have identified five core pillars every strategy needs to thrive, as well as some helpful additions to elevate your program and truly make it stand out.

“Always put yourself in others' shoes. If you feel that it hurts you, it probably hurts the other person, too.”
— Rachel Grady

Pillar 1: Simple and accessible

"Life is really simple, but we insist on making it complicated" – attributed to Confucius

Assuming that your aim is to create a community of continually engaged and aware colleagues, then according to the largest ever quantitative study of human behaviour – a synthesis of the results from other behaviour studies⁽³⁶⁾ – access is the key. That means making your learning easily accessible and available to all your workforce, both in terms of reach and ease of access.

In practice: We must ensure training is open to everybody and that it is intuitive. As humans, we are 80% water, and our brains, just like flowing water, prefer the path of least resistance. It must be easy and simple for users to continually access and use.

Is our training really accessible and available to everyone (e.g. new joiners or contractors)?

Pillar 2: Time is critical

Linked to the above – speed is absolutely crucial. One study found that by increasing the waiting time for elevator doors to open by *just 16 seconds*,⁽³⁷⁾ it increased the number of people using the stairs.

In practice: We want the quick option, and we don't want to wait. Make sure your training is as short as it can possibly be to attract the biggest audience.

Every second counts – so think about the barrier of time or friction. Could we make it any quicker or easier to learn?

Pillar 3: Make it relevant and applicable

If we want people to engage and for the information to stick, then the training they receive must be seen as relevant to their role. People need to be able to see how this information applies to their world view for it to be truly useful. Moreover, knowledge on its own is not an effective lever for behaviour change.⁽³⁶⁾ Ideally training should be action-oriented,⁽³⁸⁾ and ask people to apply the information to help from 'habits'.

If an employee's day job is making widgets, then education and engagement should include information about HOW they can make widgets more sustainably. Telling them about the Sustainable Development Goals will have little to no effect on embedding a more sustainable culture – critical for an organisational culture – or one where 'employees do not consider sustainability as a separate compulsory layer but a natural part of their daily operation'.⁽³⁹⁾

In practice: we need to work out which bits of information are most important to different groups of employees, and find ways for them to apply what they are learning.

Are we targeting different learning to individuals? And are we asking them to apply their knowledge to encourage habit formation?

82% of people believe TikTok and Instagram are good places to go for sustainability advice.⁽⁴⁾

So imagine the power of delivering your strategy and key information, in a format they enjoy engaging with!

Learning based on science

Pillar 4: People love control

Making training mandatory might seem like the best way to ensure completion – but does it truly work? Research shows 91% of people accept terms and conditions without reading them,⁽⁴⁰⁾ so ticking a box doesn't necessarily mean meaningful engagement.

In fact, mandatory training can backfire. Studies reveal that forcing activities often increases stress (due to lack of control)⁽⁴¹⁾ which makes people less likely to return voluntarily. Researchers have even found that large scale movements such as requiring people to get a vaccine had negligible effects on intended behaviour.⁽³⁶⁾ And worse still, research found that mandating initiatives like diversity and inclusivity training can alienate people, as they feel their personal views are being overridden.⁽³²⁾

People value control. They want to learn on their own terms – not yours. Are you offering them control (or even the illusion of control)?

Pillar 5: Repetition

Repetition is key. I repeat: repetition is key.

Dubbed the *First Principle of All Learning*, repetition matters because it can 'hasten and deepen the engagement process'.⁽⁴²⁾ As learners interact with concepts repeatedly, understanding builds gradually until it clicks.

Why does it work? Repeating tasks helps the brain form new pathways,⁽⁴³⁾ improving retention and performance over time. Studies also show that spaced repetition – reviewing information at increasing intervals – boosts memory and learning outcomes.

For example, start by repeating a concept a few times initially, then revisit it later on, gradually increasing the gaps between reviews. It's a simple yet powerful tool for embedding knowledge that lasts.

You won't learn French from one single workshop – you need to repeat information!

Secondary Factors

The icing on the cake that should be incorporated **ONLY** once the primary factors are built in.

Make it fun. If built around a solid base, building in elements of gamification can be a good way to appeal both intrinsically (through personal goals) and extrinsically (via rewards and recognition). Why not consider the Octalysis framework to help guide you on this?

Make it rewarding. Linked to the above, why not consider giving out rewards and recognition for training? This can be formal certifications, simple badges (or stickers!) or by allowing colleagues to put learning/engagement towards their appraisals. Which also helps embed governance throughout the business as well! This aligns with goal-setting theory, which states that goals direct attention and effort toward goal-relevant activities and away from goal-irrelevant activities.⁽⁴⁴⁾

Make it social. Studies have repeatedly found a key motivator for nudging sustainable action is not to rely on peoples' care for the environment, but rather to show colleagues how other people are acting. Make it clear others are engaging, and they won't be alone if they join in.⁽⁴⁵⁾

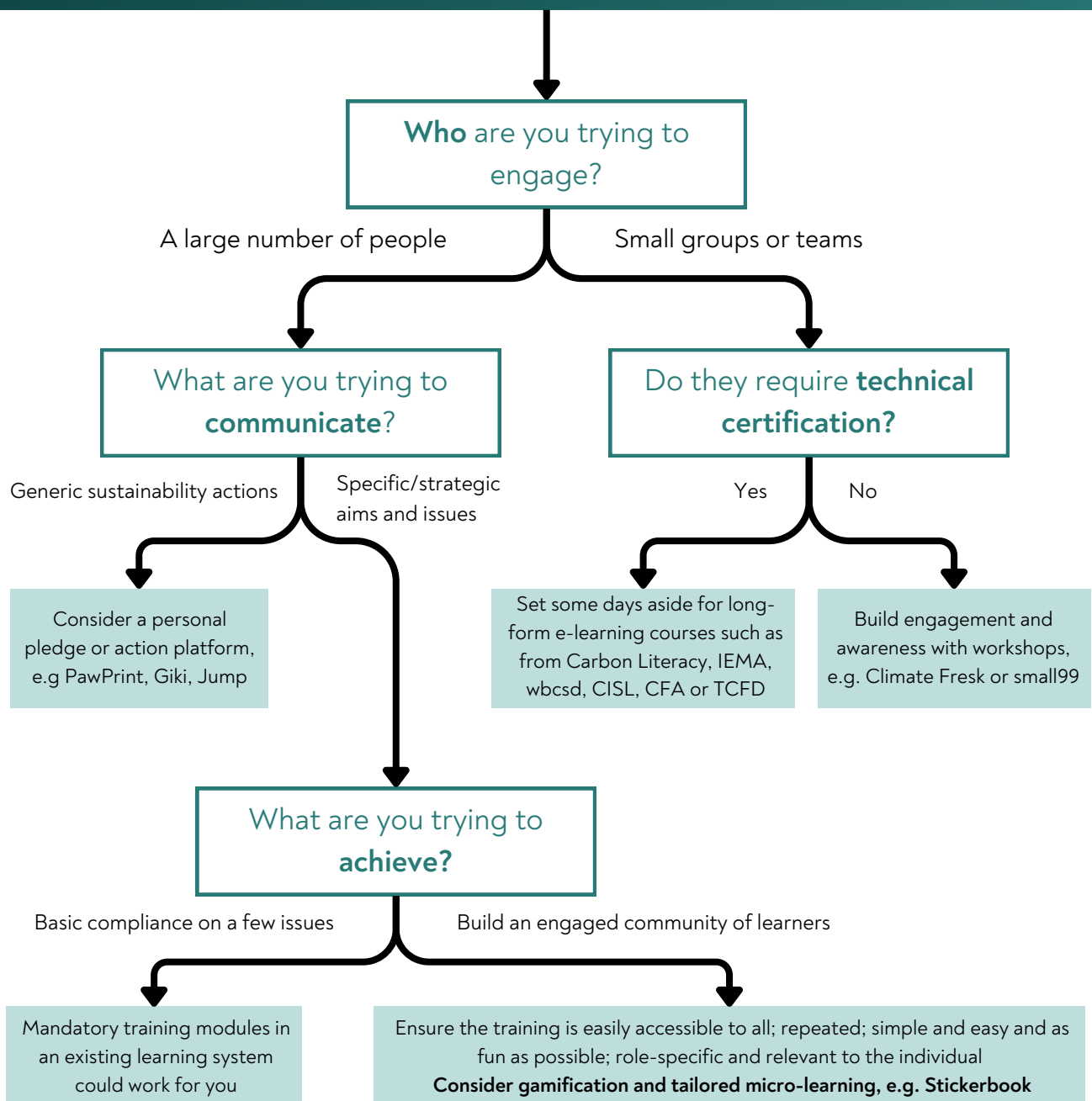
Think about the messenger and put some effort in! There's nothing worse than being asked to do something for another person, when it's clear that person has put in zero effort themselves. This idea of reciprocity is strong in us: if people perceive you have put effort, they will put effort in themselves.⁽⁴⁶⁾ So show your colleagues you have put effort into the training and that you're a part of it in order to help foster engagement.

Lead from the top. Linked to the above it can be very helpful to get business leaders to engage with the training – we are all moved by authority (authority bias), as it shows it matters to the business and leaders are leading. But be careful eulogising their inclusion too much, as colleagues can be sceptical of business leaders' true intentions when it comes to living and practising sustainability.

Decision tree

Find the best solutions for you

This is intended as a straightforward decision-making tool designed to help teams identify the best training solutions for their needs. It's a quick and practical guide, recognising that teams may have multiple objectives and may wish to incorporate various training approaches. Use this tool to identify the most suitable solutions – or combination of solutions – for your team.



Measuring success

Setting metrics to track impact and returns

When launching a training or education initiative, it's vital to define impact metrics upfront to track meaningful change.

These metrics – used by us and our partners – have helped teams report progress, engage Boards, and win international awards for green skills and engagement.



Objective metrics

Engagement numbers, retention and strategic alignment

1. **Network effect:** How many people are voluntarily engaging? If participants enjoy the training, they'll recommend it, leading to organic growth in numbers.
2. **Stickiness:** Are participants returning? Track how often people revisit the program or materials to ensure long-term impact.
3. **Learning time:** Measure the total hours of training delivered. Align this with strategic goals, such as SDG 3 (Good Health and Wellbeing), to show how your training contributes to broader objectives.



Subjective metrics

Engagement depth, confidence, practical application, and workplace satisfaction

1. **Involvement:** Do participants feel more connected to, and aware of your sustainability strategy?
2. **Fluency:** Are they more confident discussing sustainability with colleagues, customers, or clients?
3. **Capability:** Do they feel better equipped to apply sustainability or green skills in their daily roles?
4. **Satisfaction:** Assuming colleagues value working for a responsible organisation, has their sustainability learning made them more satisfied at work? It should!

Getting the best feedback to evaluate success

When?

Don't rush it.

Feedback is essential for tracking a program's success,⁽⁴⁷⁾ but **delayed evaluation is best practice.**⁽⁴⁸⁾

Waiting a few weeks provides a more reliable measure of whether knowledge has been **retained and applied** effectively.

How?

Be specific.

Don't just ask, "Do they understand?" Instead, check, "**What do they know?**"

A Harvard Business Review study found that while 84% of staff claimed to **understand their organisation's top priorities**, fewer than one-third could name even one.⁽⁴⁹⁾

What?

Beware of pledges.

It can be tempting to ask what **actions learners are changing?**

Beware of the intention-action gap (we are unlikely to fulfil our pledges) and be very careful about praising or rewarding people for their **sustainable intentions** (e.g. badges) as this can lead to moral self-licensing of **unsustainable actions.**⁽⁵⁰⁾

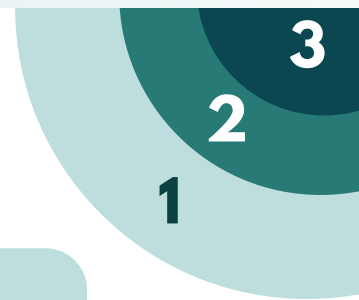
Putting it together

Understanding an award-winning engagement and education strategy

This case study demonstrates how the insights from this report can be applied practically to create an engaged, award-winning community of green champions. By using the right strategies, this successfully brought together over 10,000 people across a multinational business, driving sustainable change and growth. **Let's see how they did it.**

The company realised that one size never fits all, and built a three-level strategy.

Level 1 reaches out to people who are **interested but busy** – sustainability matters to them, but they don't have hours to spare out of their day. **Level 2** talks to the **champions** – dedicated individuals ready to volunteer their time and energy. And lastly, **Level 3** is directed at the **leaders** – that's high-level decision makers, Board members, and the most active Green Ambassadors.



Level 1: Engagement at Scale

- Drivers**
- Relevance
 - Time
 - Autonomy
 - Seeing others act
 - Rewards

- Actions**
- By piloting Cambridge Enterprise's **Stickerbook learning platform**, the company enabled teams to:
- **Target specific learning** to different roles
 - Upskill **independently and quickly**
 - Create stickers showcasing the **teams' particular services and goals**
 - Drive learning through **social competition and encouragement**
 - Use sticker collection as 'currency' in **employee appraisals** (greater governance)
 - Use platform analytics to **align future workshops with popular topics**

Level 2: Engagement in Depth

- Drivers**
- Community
 - Deep work
 - Recognition
 - Empowerment

- Actions**
- The company developed employee networks such as the **Green Champions Network** (the 'All Greens') or the Women's Network to create **sites for community and connection**. These communities ran regular strategic events (e.g., "What Are Green Leases?" and "How to Run Green Volunteering Days") as well as sustainability themed 'volunteering' events. Meanwhile, monthly Ambassador Newsletters allowed champions to repeatedly **share impact** and **recognise colleagues for any contributions**.

Level 3: Engagement for Impact

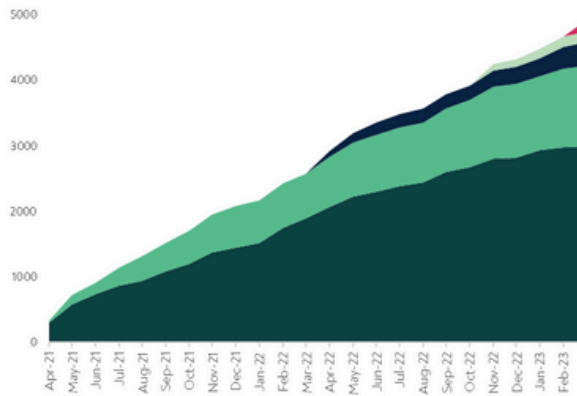
- Drivers**
- Exclusivity
 - Impact focus
 - Competition
 - Attainment

- Actions**
- To drive sustainability at the highest levels, the company needed to activate its highest achievers, drawing on their hunger for **excellence and competition**. Having established a **strong business case** for sustainability in terms of both **opportunities and efficiencies**, they partnered with the Cambridge Institute for Sustainability Leadership to offer 100+ top leaders an **exclusive 8-week business-focused course**. They also partnered with IEMA to provide 200 free Affiliate memberships to **Operational Green Champions across the company**.

The impact

As of January 2023

Colleagues engaging with the Green Network



Key has been anonymised

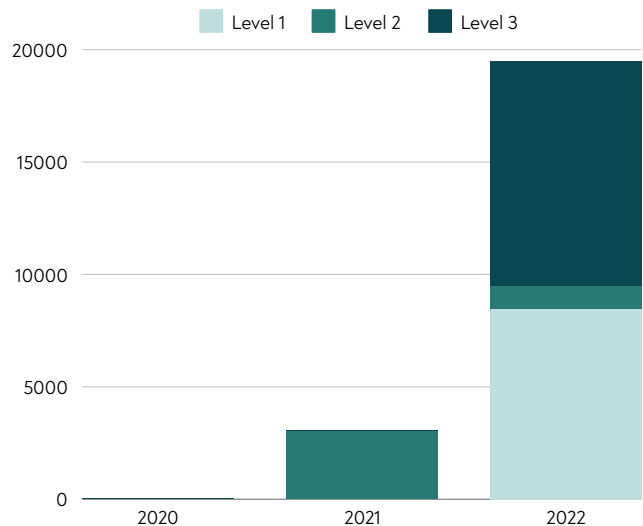
Level 1: Engagement at Scale

- 98% of colleagues felt **more aware and involved** in our sustainability initiatives
- 92% of colleagues reported learning **skills or terms they could apply** in their roles, improving client conversations

Awards for Level 1 Strategy



Total hours of learning by level



Figures are rounded/estimates based on exact figures for anonymity

Level 2: Engagement in Depth

- 79% of All Greens members would **recommend the network** to others, creating continuous growth

Awards for Level 2 Strategy



It stood out for its broad scale of engagement and its board-to-intern reach across the business.

Judge's response to CBRE's 2021 Best Engagement and Behaviour Change edie Award



edie Award Winners

CBRE is proud to have been awarded the edie award for Employee Engagement & Behaviour Change Initiative of the Year for our hugely successful Stickerbook campaign.

Our ESG team along with the All Greens staff network developed an action-led strategy that used clever gamification techniques to drive high levels of employee engagement and sustainability learning across the business.

Source: CBRE Ltd 2023 ESG report

Authors

Simon Kelly

Co-Founder, Stickerbook

Simon is Co-Founder and Chief Product Officer at Stickerbook, a platform inspired by his University of Cambridge research on gamification and behaviour change. Formerly Director of Sustainability Engagement at CBRE, he led award-winning global strategies, earning edie's Sustainability Leaders' Awards in 2021 and 2023. A Chartered Environmentalist and IEMA Full Member, Simon holds degrees in Geography and Environmental Management (Durham) and Sustainability Leadership (Cambridge).

Nick Siepman

Head of Content, Stickerbook

As Head of Content at Stickerbook, Nick brings a multi-disciplinary skillset to the team. With a degree in English from the University of Oxford, training in audio engineering and coding, and more than a decade spent as a graphic designer, Nick covers much of the technical side of Stickerbook.

Alessia Cheng,

Manny Xu & Zoe Collins

Students from King's College, London

Alessia, Manny and Zoe all supported with data gathering and drafting early versions of this report as part of their internship while studying at King's College, London in 2024.

Notes and sources

1. Deloitte & IEMA (2022) *A Blueprint for Green workforce Transformation* - <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/consultancy/deloitte-uk-a-blueprint-for-green-workforce-transformation.pdf>
2. Mercer Global Talent Trends (2022) *Rise of the reliable organization* <https://www.mercer.com/content/dam/mercer/attachments/private/global-talent-trends/2022/gt-2022-global-talent-trends-report-eng.pdf>
3. Stickerbook's 2024 *User Feedback Study*, conducted in collaboration with King's College, London (KCL)
4. BIT (2023) *How can influencers encourage sustainable behaviours?* <https://www.bi.team/blogs/how-can-influencers-encourage-sustainable-behaviours/>
5. Lorman (2021) *39 Statistics that Prove the Value of Employee Training* <https://www.lorman.com/blog/post/39-statistics-that-prove-the-value-of-employee-training>
6. Glaveski, S (2019) *Where Companies go Wrong with Learning and Development*; Harvard Business Review; <https://hbr.org/2019/10/where-companies-go-wrong-with-learning-and-development>
7. edie's 2024 *Sustainable Business Tracker*
8. The Pulse Business (2022) *ESG Sustainability Trends Tracker 2022*
9. Balčiūnaitienė, A & Petkevičiūtė, N (2020) 'INCREASING EMPLOYEES' UNDERSTANDING ABOUT SUSTAINABILITY IN ORGANIZATIONS', *Public Security and Public Order*
10. Manninen, K & Huiskonen, J (2022) 'Factors influencing the implementation of an integrated corporate sustainability and business strategy', *Journal of Cleaner Production*, Vol 343
11. Kaliannan, M., & Adjovu, S. N. (2015). 'Effective Employee Engagement and Organizational Success: A Case Study'. *Procedia—Social and Behavioral Sciences*, 172, 161-168
12. Engert, S & J. Baumgartner, R (2016) 'Corporate sustainability strategy – bridging the gap between formulation and implementation', *Journal of Cleaner Production*, Volume 113,
13. Hamdan, A (2020) 'Involvement of Low Level Employees in Organization Strategy Planning and Implementation'. *Open Journal of Business and Management*, 08(05)
14. *Sirota Survey Intelligence* (2007) quoted from *CSR boosts employee engagement. Social responsibility boosts employee engagement* 09 May, Amble, B.
15. Baldoni, J. (2013) *Employee Engagement Does More than Boost Productivity*, HBR.
16. Net Impact (2012) *Talent Report: What Workers Want in 2012*, prepared for Net Impact by the John J. Heldrich Center for Workforce Development at Rutgers University
17. Johannsdottir, L., Olafsson, S. (2015). 'The Role of Employees in Implementing CSR Strategies'. In: O'Riordan, L., Zmuda, P., Heinemann, S. (eds) *New Perspectives on Corporate Social Responsibility*, FOM-Edition. Springer Gabler, Wiesbaden.
18. Nwachukwu, C.A., Chladkova, H., & Olatunji, F (2018) 'The Relationship between Employee Commitment to Strategy Implementation and Employee Satisfaction', *Trends Economics and Management* 31(1):45-56
19. Welch, K & Yoon, A (2020) *The Need for Employee Buy-in for ESG to Work*, Columbia Law School Blog on Corporations and the Capital Markets
20. Meister, J. (2012) *The Future of Work: Corporate Social Responsibility Attracts Top Talent*, Forbes.
21. Ipsos MORI (2006) *Engaging employees through corporate responsibility*, edited by Ipsos MORI, London, U.K.: Ipsos MORI.
22. Ditlev-Simonsen, C., and Brogger, B. (2013). *CSR and Employee Motivation*
23. Simmonds, P & Lally, C (2024) *Green Skills for Education and Employment*, UK Parliament: <https://researchbriefings.files.parliament.uk/documents/POST-PN-0711/POST-PN-0711.pdf>
24. Segal, M (2023) *ESG Today; IBM Launches Free Courses to Help Address Green Economy Skills Gap*
25. Carmichael, R (2019) *Behaviour Change, Public Engagement and Net Zero; A report for the Committee on Climate Change*
26. World Economic Forum (2023) *The Future of Jobs Report 2023*; <https://www.weforum.org/publications/the-future-of-jobs-report-2023/>
27. BCG (2023) *Will a Green Skills Gap of 7 Million Workers Put Climate Goals at Risk?* <https://www.bcg.com/publications/2023/will-a-green-skills-gap-put-climate-goals-at-risk>
28. *What Impact Report* (2023) <https://pressreleases.responsesource.com/news/104553/of-sustainability-professionals-in-companies-find-the-lack-of-a/?export=pdf>
29. Association for Talent Development (2021) *How Long Does it Take to Develop Training? New Questions, New Answers* <https://www.td.org/content/atd-blog/how-long-does-it-take-to-develop-training-new-question-new-answers>
30. Piltat, D & Krastev, S, *The Planning Fallacy Explained; Why do we underestimate how long it will take to complete a task?*; <https://thedeisionlab.com/biases/planning-fallacy>
31. HRMagazine (2019) *UK Employees Bored with L&D*; <https://www.hrmagazine.co.uk/content/news/uk-employees-bored-with-l-d>
32. Dobbin, F & Kalev, A (2018) *Why Doesn't Diversity Training Work. Uncommon Sense*; <https://scholar.harvard.edu/files/dobbin/files/an2018.pdf>
33. Charkova, D.A (2024). 'Utilizing gamification to promote pro-sustainable behavior among information technology students'. *Discov Educ* 3, 21
34. The Washington Post (2023) *Will an Apple Watch or Fitbit make you lose weight? Don't count on it.*; <https://www.washingtonpost.com/technology/2023/02/07/fitness-tracker-weight-loss/>
35. Harvard Business Review (2023) *Does Gamified Training Get Results?* <https://hbr.org/2023/03/does-gamified-training-get-results>
36. Albarracín, D., Fayaz-Farkhad, B. & Granados Samayoa, J.A. (2024) 'Determinants of behaviour and their efficacy as targets of behavioural change interventions.' *Nat Rev Psychol* 3, 377-392
37. Van Houten, R, Nau, P & Merrihan, M. (1981) 'Reducing Elevator Energy Use: A Comparison of Posted Feedback and Reduced Elevator Convenience'. *Journal of Applied Behaviour Analysis* 14, 4.
38. Schroder, S, Wiek, A, Farny, S & Luthardt, P (2022) 'Toward holistic corporate sustainability—Developing employees' action competence for sustainability in small and medium-sized enterprises through training.' *Business Strategy and the Environment* Volume 32, Issue 4
39. Manninen, K & Huiskonen, J (2022) 'Factors influencing the implementation of an integrated corporate sustainability and business strategy', *Journal of Cleaner Production*, Volume 343
40. Berkeley ischool (2021) *Do we actually agree to these terms and conditions?* <https://blogs.ischool.berkeley.edu/w231/2021/07/09/do-we-actually-agree-to-these-terms-and-conditions/>
41. Piltat, D & Krastev, S, *The Illusion of Control Explained; Why do we think we have more control over the world than we do?*; <https://thedeisionlab.com/biases/illusion-of-control>
42. Bruner, R (2001) *Repetition is the First Principle of All Learning*
43. CPD UK (2022) *Importance of repetition in learning*; <https://cpduk.co.uk/news/importance-of-repetition-in-learning>
44. E.A. Locke, G.P. Latham (2002) 'Building a practically useful theory of goal setting and task motivation: a 35-year odyssey' *Am. Psychol.*, 57 (9)
45. Scientific American, *What makes people act on climate change according to behavioural science* <https://www.scientificamerican.com/article/what-makes-people-act-on-climate-change-according-to-behavioral-science/>
46. University of Southern California (2015) *To earn gratitude, put some effort into it*; <https://www.sciencedaily.com/releases/2015/12/151207100047.htm>
47. Oludeyi, O.S. (2018) *The Importance of Feedback System in Training Programmes: An Empirical Investigation*
48. CDC.gov Training Development. *Evaluate Training: Measuring Effectiveness*; <https://www.cdc.gov/training-development/php/about/evaluate-training-measuring-effectiveness.html>
49. Sull, D, Homkes, R, & Sull, C (2015) *Why Strategy Execution Unravels - and What to Do About It*. Harvard Business Review.
50. Illingworth, P (2023) *Tackling Moral Self-Licensing*, Stanford Social Innovation Review; https://ssir.org/books/excerpts/entry/tackling_moral_self_licensing
51. Ebbinghaus, Hermann (1913). *Memory: A Contribution to Experimental Psychology*. Translated by Ruger, Henry; Bussenius, Clara. New York city, Teachers college, Columbia university.
52. Koroknai, L (2024). *Green Decisions: Sustainability & Behavioral Science* <https://medium.com/behavior-design-hub/green-decisions-sustainability-behavioral-science-1a75c20acfd4>

About Stickerbook

Stickerbook turns the often complex world of sustainability into bitesize, gamified learning – perfect for busy people. Our aim is to educate and engage over 5 million people in sustainability.

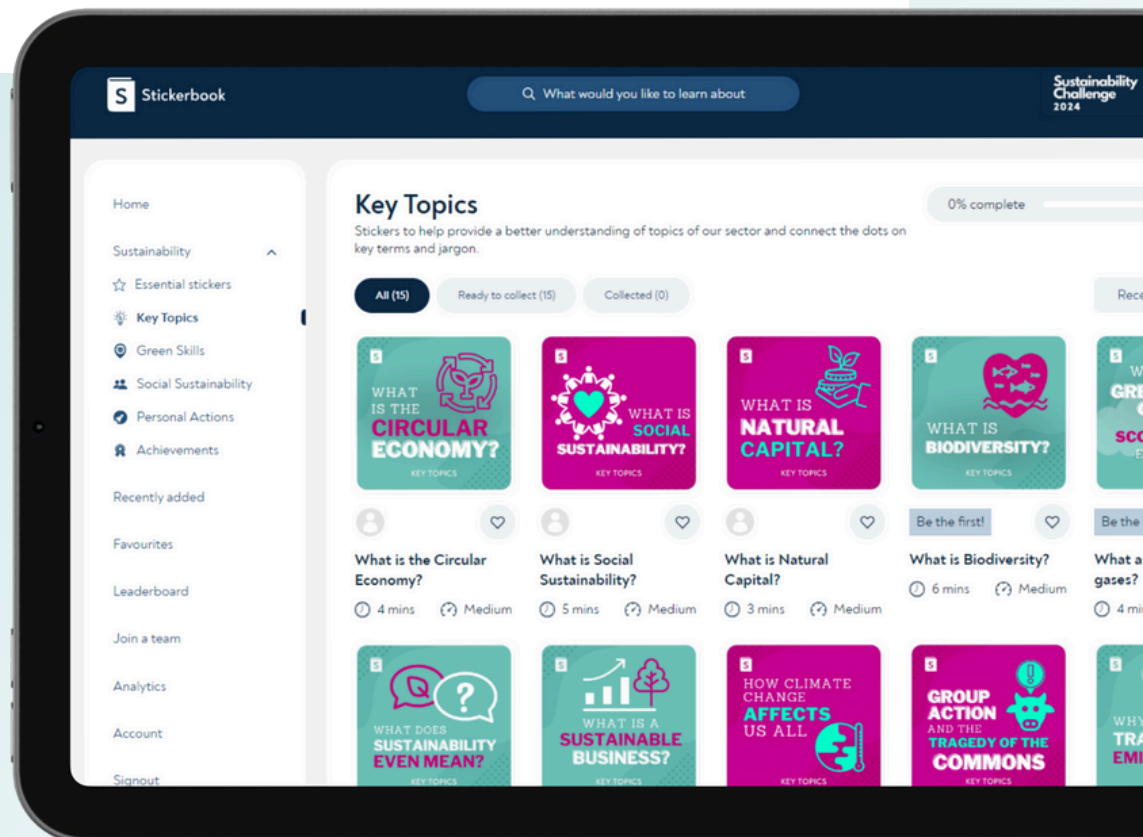
How it works

Stickerbook makes sustainability easy to understand by breaking down the complex world of sustainability into bitesize stickers.

Grow your collection, knowledge, and impact in minutes with short videos, simple actions, and team competitions.

Learn what matters to you, when it suits you – in the time it takes to make a cup of tea!

CEA The Corporate Engagement Awards 2021



Over 200,000 stickers collected across 33 countries. Get in touch for a chat at simon@stickerbook.tech.

