



A TUC Education workbook for trade unionists

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Introduction



Union reps express tremendous enthusiasm for taking on the climate challenge at work. Making workplaces sustainable is the key to making jobs sustainable, and union reps are at the heart of making a difference at work – winning workplace commitment, encouraging reluctant employers and making sure that far-reaching change is fairly negotiated.

Unions are now the real green champions in the workplace. Over 1,300 union reps have reported a remarkable range of union-led initiatives to tackle energy and resource use, recycling and green travel. Hundreds of reps are now working

jointly with employers through environmental committees at work. And training programmes reflect the union commitment to making a difference.

Unions will continue to campaign for green reps to have the right to take time off to be properly trained on energy and environmental issues and time to carry out their functions. This workbook from TUC Education will add an important dimension to our support for workplace reps in tackling climate change by working together.

I hope you find it useful.

Jendan Balle)

Brendan Barber General Secretary



How to use this workbook

This workbook has been designed for use on TUC Education courses.

It can be used as a resource for:

- environment courses
- other trade union education courses where the environment is discussed
- branch and workplace activities.

Each section contains:

- background information
- things to find out to help you review any gaps in your information
- talking points to explore arguments and responses
- follow-up action to help you decide how you are going to implement your ideas
- resources to provide additional support for further action.



The sections in this book are linked to the companion TUC *Go Green at Work* handbook. *Go Green at Work* is also frequently cross-referenced through this publication, and is always mentioned in the resources part of each section.

Jargon

Environmental jargon can sometimes be confusing. You will find a glossary of terms and a jargon buster in *Go Green at Work*, pages 95–98.

Understanding climate change



"Warming of the climate system is unequivocal, as is now evident from observations of increases in global average air and ocean temperatures, widespread melting of snow and ice and rising global average sea level."

Intergovernmental Panel on Climate Change (IPCC) Report 2007

Climate change is leading to higher temperatures and rising sea levels. It is altering rainfall and snow patterns and both the intensity and the frequency of extreme weather events.

More than 2,500 scientists participated in developing the 2007 IPCC report on climate change. The report argued that in order to limit global temperature increases to not more than 2°C, it is necessary to reduce greenhouse gas emissions by between 50 and 85 per cent below 1990 levels by 2050. This target reduction is now considered too conservative – for example, ocean temperature is now known to be rising about 50 per cent more rapidly than predicted.

The facts

- The average temperature of the earth's surface has risen by 0.74°C since the late 1800s. It is expected to increase by another 1.8°C to 4°C by the year 2100 – a rapid and profound change – should the necessary action not be taken. Even if the minimum predicted increase takes place, it will be greater than any century-long trend in the last 10,000 years.
- Eleven out of twelve years between 1995 and 2007 were the warmest since records began.
- Sea levels are rising at the rate of nearly 2mm per year.
- Glaciers, snow cover and permafrost have decreased on both hemispheres.
- Cold days, nights and frosts have become rarer while hot days, hot nights and heat waves have become more frequent.

Source: IPCC Report Climate Change 2007: www.ipcc/ch

New research, new dangers

Since the last IPCC assessment only two years ago, the projected rise in sea level by 2100 has doubled to one metre or more. That would put at risk more than 600 million people currently living in low-lying areas around the globe. "The sea-level rise may well exceed one metre (3.28 feet) by 2100 if we continue on our path of increasing emissions," said Stefan Rahmsdorf, professor at the Potsdam Institute for Climate Impact Research. "Even for a low emission scenario, the best estimate is about one metre." (March 2009)

It takes many years for greenhouse gas emissions to work their way through the ecosystem. The warming we are experiencing now is the result of greenhouse gases emitted up to the 1970s. In other words, there is a 'latency period' similar to many occupational diseases such as mesothelioma caused by asbestos exposure. It means that what is done in the next 10 years is crucial to stand any chance of preventing temperature rises of over 2°C. Many scientists now fear that without immediate action by governments, limiting the increase to 2°C is now impossible and that the likely outcome is a 4°C rise by the end of the century (*Guardian* poll 14/4/09).

What will a rise in temperature mean?

Less than 2°C increase

- Arctic sea icecap disappears, changing the Earth's energy balance dramatically as reflective ice is replaced during the summer months by a darker sea surface. Now expected by 2030 or even earlier.
- Tropical coral reefs suffer severe and repeated bleaching episodes due to hotter ocean waters, killing off most coral and severely impacting on marine biodiversity.
- Droughts spread through the subtropics, accompanied by heat waves and intense wildfires. Worst hit are the Mediterranean, the south-west United States, southern Africa and Australia.

2–3°C increase

- Summer heat waves such as that in Europe in 2003, which killed 30,000 people, become annual events. Extreme heat sees temperatures reaching the low 40s Celsius in southern England.
- The Amazon rainforest crosses a 'tipping point' where extreme heat and lower rainfall makes the forest unviable much of it burns and is replaced by desert and savannah.
- Dissolved CO₂ turns the oceans increasingly acidic, destroying remaining coral reefs and wiping out many species of plankton, which are the basis of the marine food chain.
 Several metres of sea level rise would be inevitable as the Greenland ice sheet disappears.

3-4°C increase

- Glacier and snow-melt in the world's mountain chains depletes freshwater flows to downstream cities and agricultural land. Most affected are California, Peru, Pakistan and China. Global food production is under threat as key breadbaskets in Europe, Asia and the United States suffer drought, and heat waves outstrip the tolerance of crops.
- The Gulf Stream current declines significantly. Cooling in Europe is unlikely due to global warming, but oceanic changes alter weather patterns and lead to higher than average sea level rises in the eastern US and UK.

4–5°C increase

 Another tipping point sees massive amounts of methane (a potent greenhouse gas) released by melting Siberian permafrost, further boosting global warming. Much human habitation in southern Europe, north Africa, the Middle East and other subtropical areas is rendered unviable due to excessive heat and drought. The focus of civilisation moves towards the poles, where temperatures remain cool enough for crops, and rainfall – albeit with severe floods – persists. All sea ice is gone from both poles; mountain glaciers are gone from the Andes, Alps and Rockies.

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5-6°C increase

Global average temperatures are now hotter than for 50 million years. The Arctic region sees temperatures rise much higher than average – up to 20°C – meaning the entire Arctic is now ice-free all year round. Most of the tropics, subtropics and even lower mid-latitudes are too hot to be habitable. Sea level rise is now sufficiently rapid that coastal cities across the world are largely abandoned.

6°C and above

• Danger of 'runaway warming', perhaps spurred by release of oceanic methane hydrates. Could the surface of the Earth become, like Venus, entirely uninhabitable? Most sea life is dead. Human refuges now confined entirely to highland areas and the polar regions. Human population is drastically reduced. Perhaps 90 per cent of species become extinct, rivalling the worst mass extinctions in the Earth's 4.5 billion-year history.

Source: Mark Lynas, author of Six Degrees: Our Future on a Hotter Planet, (2008)

Climate change 'deniers'

There are no serious scientists challenging global warming; only a minority reject the evidence that climate change is man-made and caused by carbon dioxide. Their arguments are examined on the environmentalist website DeSmogBlog. **www.desmogblog.com/**

Talking point

Climate change opinions

A University of the West of England conference held in March 2009 in Bristol called Facing Climate Change suggested that the greatest obstacles to individual action are not technical, economic or political but are the denial strategies we adopt to protect ourselves from unwelcome information.

Nearly 80 per cent of people claim to be concerned about climate change but define it in a way that keeps it at a distance – as a global problem rather than a local one, and for the future rather than today.

60 per cent thought that 'many scientific experts still question whether humans are contributing to climate change'.

30 per cent believe it is 'largely down to natural causes'.

7 per cent deny that the climate is changing at all.

- Do your views reflect any of those above?
- Make a note of any concerns you have about climate change.

The main causes of climate change

Global greenhouse gas (GHG) emissions due to human activities have grown since pre-industrial times, with an increase of 70 per cent between 1970 and 2004. Human activity, particularly the burning of fossil fuels like gas, coal and oil, has made the blanket of greenhouse gases around the earth denser. The resulting increase in global temperatures is changing the complex web of systems that allow life to thrive on earth, such as cloud cover, rainfall, wind patterns, ocean currents and the distribution of plant and animal species.

More of the sun's energy is being trapped in the atmosphere, and much more of the world's carbon (in the form of carbon dioxide) is resting in the air rather than being absorbed in trees, soil subterranean deposits, and the oceans.





Adapting to peak oil

The supply of oil is running out. Peak oil is the point in time when the maximum rate of global petroleum extraction is reached, after which the rate of production enters terminal decline. Predictions vary, but most research suggests that if production hasn't already peaked, it will do so by 2020. The implications of this are huge for industry and for the impact on lifestyles and communities. It means that, regardless of the evidence about climate change, there will need to be a major shift away from a global oil-based economy.

"Peak oil and climate change must be fused as issues – an approach is needed to deal with them as a package."

James Howard, Powerswitch.org.uk

Climate change and global justice

"Global warming almost certainly will be unfair. The industrialised countries of North America and Western Europe, along with a few other states, such as Japan, are responsible for the vast bulk of past and current greenhouse-gas emissions. These emissions are a debt unwittingly incurred for the high standards of living enjoyed by a minority of the world's population. Yet those to suffer most from climate change will be in the developing world. They have fewer resources for coping with storms, with floods, with droughts, with disease outbreaks, and with disruptions to food and water supplies. They are eager for economic development themselves, but may find that this already difficult process has become more difficult because of climate change. The poorer nations of the world have done almost nothing to cause global warming yet are most exposed to its effects."

UN Framework Convention on Climate Change (1994)

Carbon dioxide emissions

"At just **twenty-two weeks** old, an average UK citizen will be responsible for the equivalent emissions of greenhouse gas carbon dioxide to someone in Tanzania over their whole life-time."

Andrew Simms et al (2006), *The UK Interdependence Report*, New Economics Foundation

CO₂ emissions per person in 2004:

	Tonnes per person	Total billion tonnes
Global	4.2	27
USA	20.2	5.9
UK	9.6	0.6
Europe	8.7	4.7
China	3.6	4.7
India	1.0	1.1

Source: Jonathan Neale, Stop Global Warming (2008).

International co-operation on ozone depletion

The **ozone layer** is part of the Earth's atmosphere that contains relatively high concentrations of ozone (O_3) . This layer absorbs 93–99 per cent of the sun's high-frequency ultraviolet (UV) light, which is potentially damaging to life on Earth.

Ozone depletion describes two distinct, but related, observations: a slow, steady decline of about 4 per cent per decade in the total volume of ozone in the Earth's stratosphere (ozone layer) since the late 1970s, and a much larger, but seasonal, decrease in stratospheric ozone over the Earth's polar regions during the same period. The latter phenomenon is commonly referred to as the **ozone hole**.

The main sources of these halogen atoms in the stratosphere is chlorofluorocarbon (CFC) compounds, commonly called freons, and bromofluorocarbon compounds known as halons. CFCs and other contributory substances are commonly referred to as **ozone-depleting substances** (ODSs). The Montreal Protocol banned the production of CFCs and halons as well as related ozone-depleting chemicals such as carbon tetrachloride and trichloroethane. It is suspected that a variety of biological consequences such as increases in skin cancer, damage to plants and reduction of plankton populations in the oceans may result from the increased UV exposure due to ozone depletion.

The Montreal Protocol came into force in 1989 and has been updated, most recently in 1999. It is believed that if the international agreement is adhered to, the ozone layer is expected to recover by 2050. Due to its widespread adoption and implementation it has been hailed as an example of exceptional international co-operation, with the UN Secretary General, Kofi Annan, quoted as saying "...perhaps the single most successful international agreement to date has been the Montreal Protocol."

Follow-up action: Keeping up to date

- How can you keep up to date with information on climate change?
- What sources of information can you use to help you find out about national and international developments?

Check some of the resources overleaf.

Resources

- TUC, Go Green at Work handbook, pages 3–6
- TUC, Greening the Workplace (2005) www.tuc.org.uk
- Intergovernmental Panel on Climate Change (IPCC) Climate Change 2007 Report: www.ipcc.ch
- The UN Framework Convention on Climate Change has excellent background and educational materials: www.unfcc.int/essential_background/items/2877.php
- National newspapers often carry detailed articles about the latest developments in the science of climate change and national and international responses, e.g. www.guardian.co.uk/ environment
- Government websites, e.g. the Department of Energy and Climate Change: www.decc.gov.uk
- Climate Outreach and Information Network (COIN) has information on understanding the arguments on climate change: http://coinet.org.uk
- UNISON and PCS have produced resources for running branch training sessions for members.
- The Prospect *Negotiator's Guide to Greening your Workplace* has a section on 'Obstacles and how to overcome them', pages 19–20: **www.prospect.org.uk**
- There are many commentators on the impact of climate change, e.g. Mark Lynas, author of *Six Degrees: Our Future on a Hotter Planet* (2008): **www.marklynas.org**; Jonathan Neale, author of *Stop Global Warming: Change the World* (2008); and George Monbiot, author of *Heat* (2006).

Activity

Understanding climate change

Aims

To help you:

- think through why people may be reluctant to support environmental initiatives
- develop responses to climate change attitudes, concerns or indifference.

Task

Convincing employers to make any real change in their strategic thinking is possible only if union members are supportive. Discuss any attempts you may have made to raise awareness of climate change in your workplace and anything you feel makes the issue difficult to raise with members and colleagues.

Agree what your group considers to be the THREE main attitudes that present an obstacle to supporting union initiatives. Exchange your paper with another group.

Use the resources available to identify how you might influence each attitude on the paper you have been given. Write up your main points under each attitude.

Report back

Nominate someone to explain each response.

Reference

TUC Go Green at Work handbook, pages 3–6.

The impact of climate change



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"Global warming is a 'modern' problem – complicated, involving the entire world, tangled up with difficult issues such as poverty, economic development and population growth. Dealing with it will not be easy. Ignoring it will be worse."

IPCC Report 2007

The impact of work on climate change

The figures for CO₂ emissions show the following breakdown:

- 46 per cent are due to industrial, commercial and public sector activity
- 29 per cent result from activities in the domestic sector
- 25 per cent relate to road transport.

By adding the work-related nature of road transport, this means that over half of CO₂ emission is due to industrial activity.

The Stern review on the economics of climate change

This government review, published in October 2006, first examined the evidence of the economic impacts of climate change itself, and explored the economics of stabilising greenhouse gases in the atmosphere. The second half of the review considered the policy challenges involved in managing the transition to a low-carbon economy and in ensuring that societies can adapt to the consequences of climate change that can no longer be avoided.

Climate change as a trade union issue

Climate change is a trade union issue because workplaces burn energy, consume resources and generate waste and travel. So, for trade unions:

- Any move to a low-carbon economy has significant implications for jobs.
- There are considerable economic consequences.
- It is linked to union policies on issues like international development.
- It has implications for the working environment.
- It has implications for the overall quality of life.

Collective and strategic responses require trade union involvement. The evidence indicates that many employers are doing very little. Some will have a policy but there is often a failure to implement them. Unions have a pivotal role in:

- providing staff input to environment policies
- monitoring the effectiveness of policies
- obtaining staff support for effective workplace measures.

Gender justice

Climate change is not gender neutral. Women represent the majority of the world's poor and powerless. Their livelihoods are more dependent on natural resources that are being threatened by climate change. For example, women in rural communities in Bangladesh carry out most of the farming activities in the delta areas. These are at a major risk from flooding.

Overlap with other employment issues

Any work process or procedure should take account of the environmental impact and vice versa. For example, green travel plans can offer a range of benefits but may have implications for other terms and conditions of employment. Imposing additional charges for car parking or removing car parks could have a financial consequence for staff. Unions need to carry out an impact assessment of all green measures that are proposed. Working closely with members and all branch reps will help to identify these at an early stage in order to try and ensure that environmental concerns are not at odds with other employee interests.

Talking point

Health and safety and the environment

There may be times when these two crucial aspects of working life can appear to be at odds with one another, e.g. ensuring fire safety standards may be compromised by accumulations of recycled paper in work areas.

- Can you think of any other examples where there may be tension between the two issues?
- For each example, identify the ways in which any tension or conflict could be resolved.

Worker support

Increasing the profile of environmental issues will require the support of members. Some unions have found that increasing their commitment reflects the priorities of workers. It has been a way in which new members can be recruited and activists developed.

A CWU survey of young members found climate change was the second most important issue to them after house prices.

Union support

If workplace reps are to have any impact on workplace environmental performance, they will require support from their union.

Things to find out: Union environmental information

Check your union website:

- Is there an environment page? If yes, list the main resources available.
- Is there a link to an international affiliate like a European Industry Federation? If yes, list any resources available.

Dealing with climate change

Two issues need to be addressed:

- mitigation action that needs to be taken to prevent future climate change
- adaptation action that needs to be taken to deal with the climate change that already exists or is inevitable.

Mitigation: preventing future climate change

As approximately half of carbon emissions are produced by work activity it is clear that what happens at work is key.

A poll for the Carbon Trust in 2007 revealed that more than two-thirds (67 per cent) of workers were keen to help their organisations cut carbon emissions and wanted to know more about how to do it. Less than a fifth (18 per cent) were happy with what their company was doing to cut emissions.

Individual actions, such as turning off computers and photocopiers at night, are worthwhile but are not nearly enough to make the huge changes necessary. Employers must be tasked with the duty to reduce the workplace 'carbon footprint'. As well as asking each staff member to turn their computer off, it makes economic and environmental sense to invest in technology to automate the process.

A study by the Labour Research Department in 2009 found that trade unions are taking the lead in many workplaces in cutting energy consumption and resource usage. The evidence indicates that many employers are doing very little. Unions are best placed to:

- provide staff input to environment policies
- monitor the effectiveness of policies
- obtain staff support for effective workplace measures
- operate within existing structures and procedures
- negotiate and lobby for effective workplace measures.

These issues are taken up in more detail later in this book.

Adaptation: confronting the climate change that exists

There is plenty of evidence to show that the climate is already changing. Mitigation is focused on reducing carbon emissions in order to slow down the rate of change. The rise in greenhouse gases has already led to changes that are having and will increasingly have an impact on the work environment. This would be the case even if all the current reduction targets were met. So we have to adapt to climate change that is already in the system.

Based on the evidence of the Intergovernmental Panel on Climate Change (IPCC), this means we can anticipate:

- higher summer temperatures
- drier summers
- rising sea levels
- flooding
- extreme weather conditions like high winds and torrential rainfall
- milder winter temperatures.

The TUC's report, *Changing Work in a Changing Climate*, found that organisations will have to adapt in two ways – inward and outward. The study found that some employers are looking at outward-facing adaptation, as they begin to assess the impacts of climate change on their business or services. But very few have looked at the impacts on workers and consulted with them to develop measures, like maximum workplace temperatures, that are workable, fair and sustainable (inward-facing adaptation).



UK climate change

Changes already being experienced:

- The growing season for plants in central England has lengthened by about one month in the last century.
- Heat waves have become more frequent in summer, while there are now fewer frosts and winter cold spells, e.g. the 2003 heat wave in the UK and Europe caused 30,000 deaths.
- Winters over the last 200 years have become much wetter relative to summers throughout the UK.
- A larger proportion of winter precipitation now falls on heavy rainfall days than was the case half a century ago, e.g. insurance payouts arising from the UK floods of 2007 were over £3 billion.
- Average sea level around the UK is now about 10 cm higher than it was in 1900.

Expected climate changes:

In future, based on UK Climates Impact Programme data (UKCIP02), we may expect:

- Higher temperatures, with regional and seasonal variation:
 - by the 2020s, annual warming of between 0.5°C and 1.5°C
 - by the 2050s, annual warming of between 0.5°C and 3.0°C
 - greater summer warming in the south-east than the north-west of the UK
 - greater warming in summer and autumn than in winter and spring.
- Changing patterns of rainfall:
 - wetter winters, by up to 15 per cent by the 2020s (up to 25 per cent by the 2050s) for some regions and scenarios
 - possibly drier summers, by up to 20 per cent by the 2020s (up to 40 per cent by the 2050s) for some regions
 - significant decreases in snowfall.
- Changes in extreme events
 - an increase in frequency and intensity of extreme weather conditions, such as very high temperatures, or heavy downpours of rain

Source: UK Climate Impacts Programme (UKCIP) Assessments: www.ukcip.org.uk

Talking point

Risks and opportunities from climate change

- Has your employer introduced any changes to working conditions as a result of adapting to climate change? If yes, what?
- Recent research indicates both public and private sector organisations see more
 opportunities than threats to markets and the demand for services from climate change.

Source: Changing Work in a Changing Climate, TUC 2009

• Do you think that there are any business opportunities from climate change?

Climate change and risk

Some employment sectors will face greater risks than others. Within each sector there will be additional risks according to geographic location. These may include:

- Air pollution projected increases in dry, sunny weather in summer will increase the impact of a range of pollutants.
- Building subsidence the foundations of some structures may be vulnerable, particularly those with drying clay soils. Drier summers could affect the structural integrity of buildings and underground telecommunications cables.
- Other building damage heat stress may affect some buildings and their fixtures and fittings; high winds could cause structural damage.
- Transport disruption severe weather activity could have a major impact on travel to and from work as well as during work.
- Working in high temperatures heat stress and fatigue are serious health risks. There has been a succession of hot summers that have taken temperatures over 30°C in many workplaces. In many urban areas this is compounded by the 'urban heat island effect', which can add a further 5–6° to summer night temperatures. These are found in densely constructed cities where buildings produce and retain heat.
- Working in sunlight outside workers will experience greater exposure to the harmful effects of the sun if heat waves become more common.
- Water shortages climate change could reduce the amount of water available and increase demand in summer. Higher summer temperatures will reduce soil moisture and the chance to replenish groundwater supplies despite more winter rainfall.

- Flooding many areas are at risk from four types of flooding.
 - fluvial where water overflows from river channels
 - pluvial where natural and man-made drainage systems fail to deal with the volume of rainwater
 - groundwater where underground water rises above its natural surface
 - coastal where the sea level rises above the land level.
- Increased spread of diseases and pests mild /hot temperatures can accelerate the spread of infestations like mites and fleas. Increased use of poorly maintained air conditioning units not only pose the risk of legionella but also the circulation of other bacteria that can be harmful to health.
- Crop failure caused by extreme weather events.

Things to find out: The impact of climate change

List any risks in your workplace from:

- milder winter temperatures
- hotter, drier summers
- high winds
- heavy rainfall
- rise in sea levels
- other climate changes.

Managing climate risk – a systematic approach

A systematic approach using risk assessment would take the following shape:

- identifying the risk
- working out who might be harmed
- evaluating existing control measures and deciding if additional measures are needed
- recording the assessment
- monitoring and reviewing the application of the control measures and the assessment.

Union reps need to check that this doesn't become an over-complicated paper exercise. Many reps already take up some of the likely issues that will emerge such as dealing with high workplace temperatures. But a strategic approach is important. Some organisations provide assistance for this; the UKCIP website (see Resources) provides guidance, including an Adaptation Wizard – a tool to guide organisations through the process of completing an assessment. Your workplace may not need something so detailed and the priority is to use a procedure that draws out the key actions needed.

Health and safety and adaptation to climate risks

Many of the risks identified above have clear health and safety implications. It is vital that green reps work closely with health and safety reps in order to agree safe systems of work. In determining how to deal with problems it will be important to use any relevant legislation or other standards.



Energy use and adaptation

One potential benefit is the reduction of winter energy bills: on the other hand, there will be an increase in the demand for cooling, primarily in the summer. Energy for heating in the winter is provided mostly by gas, while traditional air conditioning runs off electricity. The provision of summer cooling could contribute disproportionately to global warming unless other eco-friendly measures like the use of renewable energy are introduced.

Follow-up action: Implementing adaptation policies

- Arrange a meeting with other reps and/or members to identify the priority risks associated with the impacts of climate change.
- Make an assessment of the 'opportunities' presented by climate change. Where any opportunities could result in cost savings, try to quantify the amount as this may be useful in future discussions with management.
- Liaise with health and safety reps to ensure a co-ordinated approach to the implementation of control measures.
- Check whether your employer has carried out any climate change impact assessments. If so, obtain copies of any reports.
- Arrange a meeting with the appropriate manager to discuss the current position on climate change risk assessments.
- Visit the UKCIP website to check the resources and guidance available.
- Evaluate whether the UKCIP 'Adaptation Wizard' is appropriate for the risks associated with your workplace.
- Put 'Climate change adaptation' on the agenda for a future meeting with management.

Action plan

Select any relevant ideas from the list above. Include any others that may not be listed. Add these points to your action plan.

Resources

- TUC Go Green at Work handbook, pages 6–10.
- *Changing Work in a Changing Climate,* TUC publications, 2009. Research conducted by AEA for the TUC.
- UK Climate Impacts Programme (UKCIP), Oxford University Centre for the Environment, Dyson Perrins Building, South Parks Road, Oxford OX1 3QY: **www.ukcip.org.uk**
- UKCP09 will give information on current and projected future climate change for the UK up to 2099. Its name was changed to UK Climate Projections in 2009.
- London's Warming: The Impacts of Climate Change on London, a study commissioned by the London Climate Change Partnership. The report and summary report can be found at: www.ukcip.org.uk/london.html. Check on this site or with your local authority whether impact studies for your area have been published.

Flooding

Check the Environment Agency Flood map to determine the level of risk (low, moderate or significant) or call the Floodline on 0845 9881188.

The agency advises employers at risk to develop a written flood plan, which should include:

- a list of important contacts
- a map showing the location of key areas including service shut-off points
- strategies for protecting property
- information for staff.

The agency website contains a guide to developing a plan: **www.environment-agency.gov.uk**

Activity

The impact of climate change

Aims

To help you:

- decide options for tackling climate change risks
- begin to work systematically.

Task

There are a number of increased risks from changes to the climate. In your group, add any risks not already included in the table below. You will be allocated two or three risks; for each risk identify any control measures which could eliminate or reduce the risk in your workplaces.

Risk	Control measure
Poor air quality	
Building subsidence	
Other building damage	
Transport disruption	
Working in high temperatures	
Working outside in sunlight	
Water shortages	
Flooding	
Increased spread of diseases and pests	
Any other	

Report back

Outline the potential control measures available for the risk(s) chosen by your group. Based on comments received, add any relevant ideas to your report.

Reference

TUC, Changing Work in a Changing Climate.

Climate change policy



"We have to act and we have to act now. We need politicians to realise what a risk it is they are taking on behalf of their constituents, the world's societies and, even future generations. All of the signals from the Earth system and the climate system show we are on a path that will have enormous and unacceptable consequences. The good news is that there's really no excuse for not doing anything now."

Katherine Richardson, Chair of the Copenhagen Scientific Committee, March 2009

Climate change policy has been introduced at international, European, and national levels.

International policies

1994 United Nations Framework Convention on Climate Change (UNFCCC)

Under the Convention, 197 governments have agreed to:

- gather and share information on greenhouse gas emissions, national policies and best practices
- launch national strategies for addressing greenhouse gas emissions and adapting to expected impacts, including the provision of financial and technological support to developing countries
- co-operate in preparing for adaptation to the impacts of climate change.

1997 Kyoto Protocol

This Protocol came into force in 2005 as part of the UNFCCC, which has more powerful and legally binding measures. The Protocol's first commitment period began in 2008 and will end in 2012. Most EU countries signed up to the protocol, which stipulated 8 per cent cuts in their greenhouse gas emissions, compared with 1990 levels, by 2008–2012.

2009 Copenhagen agreement

This will replace the 1997 Kyoto Protocol with a new global agreement that will involve all nations in a shared commitment to tackle global warming.

European Union Emissions Trading Scheme (EU-ETS)

EU-ETS is the world's most advanced example of a market-based scheme under which a cap has been set on the amount of GHG that may be emitted. It requires all companies in the scheme to measure and report on their CO_2 emissions. Companies are issued with permits to emit a certain amount of GHG; any permits they do not use can be sold, while companies that over-run their allotment must buy permits to cover the excess. It covers large industrial producers in the EU, plus airlines from 2012.

But in times of recession, industrial output is cut back and the price of CO_2 permits falls. The danger of using a market price for CO_2 , as opposed, say, to a CO_2 tax, is that companies accumulate permits they don't need and sell them on. The price falls, so cutting the incentive to reduce CO_2 emissions.

EU Environmental Performance of Buildings Directive

This directive, which came into force in 2008, requires public buildings over 1,000 metres square to provide **Display Energy Certificates** (DECs) detailing their CO_2 emissions, and to inspect and assess their cooling systems. The certificates must be displayed publicly. A DEC is always accompanied by an Advisory Report that lists cost-effective measures to improve the energy rating of the building.

UK climate change policy

Climate Change Act 2008

This Act sets a target for the UK to reduce by 2050 the net carbon account to at least 80 per cent below the 1990 level for discharges of CO_2 . Carbon budgets are set over a five-year period starting from 2008–12 to ensure that interim targets lead to the 2050 target being met. The Act introduces a system of annual reporting of UK GHG discharges and gives statutory authority to the Climate Change Committee (CCC). This advises on the level of three five-year budgets that call for a 34 per cent cut by 2020.

Department of Energy and Climate Change (DECC)

The UK Government has also responded by creating this new department. It takes over responsibility for energy policy from the Department for Business, Enterprise and Reform (BERR) and for climate change activity from the Department for the Environment, Food and Rural Affairs (DEFRA). *"The new department reflects the fact that energy policy and climate change are directly linked."* (Ed Miliband, Head of DECC, 2008).

From October 2008 **Energy Performance Certificates** (EPCs) have been required whenever a building is built, sold or rented out. The certificate provides 'A' to 'G' ratings for the building, with A being the most energy efficient and G being the least, with the average up to now being D. Accredited energy assessors produce EPCs alongside an associated report that suggests improvements to make a building more energy efficient.

Talking point

CO, targets

Example 1 – Norway's exports

• Norway's aim to be carbon neutral by 2030 takes account only of domestic emissions, not the much larger amount in its carbon exports to other countries. Should Norway's export of gas and oil be included?

Example 2 – The UK's imports

• The UK demand for manufacturing goods from China has increased Chinese emissions. Should the consumer country take on responsibility for some of these 'producer' emissions?

Climate change agreements

The government has recognised the need for special consideration to be given to the **energy intensive** industries, given their energy usage and their exposure to international competition. Consequently, the government has provided an 80 per cent discount from the Climate Change Levy for those industry sectors that agree challenging targets for improving their energy efficiency or reducing carbon emissions. The mechanism for government and industry to agree targets and for companies to claim the levy reduction are Climate Change Agreements (CCAs).

The Carbon Reduction Commitment

This scheme starts in April 2010 and is designed to tackle CO₂ emissions not already covered by Climate Change Agreements and the EU Emissions Trading Scheme. The scheme will cover 5,000 large public and private sector organisations. These organisations are responsible for approximately 10 per cent of the UK's emissions. Around 20,000 worksites may be affected by the scheme in some way. Organisations are liable for CRC if they (and all their subsidiaries) have at least one half-hourly electricity meter settled on the half-hourly market, and they will qualify as CRC participants if their total half-hourly electricity consumption exceeded 6,000MWh during the qualification period. The qualification period for the introductory phase is the 2008 calendar year. It is estimated that around 5,000 organisations will qualify to participate. These are likely to include supermarkets, water companies, banks, local authorities (including schools) and all central government departments. Organisations qualifying as CRC participants will be legally required to comply with the scheme. Failure to do so will result in penalties including fines.

www.defra.gov.uk/environment/climatechange/uk/business/crc/index.htm

Follow-up action: Your organisation

Do you know if your organisation is covered by any of the three measures described above?

- EU-ETS
- Display Energy Certificates/Energy Performance Certificates
- Carbon Reduction Commitment

Other environmental law

Environmental Protection Act (EPA) 1990 and Environment Act 1995

Those industries with the greatest potential to discharge polluting substances to air, land and water (called 'Part A processes') are subject to Integrated Pollution Control (IPC) and are regulated by the Environment Agency in England and Wales and by the Scottish Environmental Protection Agency in Scotland. The Act also establishes a 'duty of care' for those involved in the waste industry chain.

Pollution Prevention and Control Act 1999

This Act implements the EU Integrated Pollution Prevention and Control (IPCC) Directive. It deals with issues such as energy efficiency, vibration, waste minimisation and noise. It introduced a system for managing the environmental impact of pollution, known as Best Available Techniques (BAT). These are technologies, designs and operational procedures that will prevent (or, where that is not practicable, reduce) pollution to land, air and water.

Green new deal

The government called for an international 'green new deal' to boost the environmental sector and help lift the global economy out of recession. Moving the UK to a low-carbon economy will create 400,000 new jobs over the next eight years.

The UK strategy will focus on:

- greater energy efficiency, especially for buildings
- investing in renewables, nuclear power, carbon capture and storage and a 'smart grid'
- · becoming a leader in the development and manufacture of low-carbon vehicles
- skills development

An interactive website has been launched to support the strategy: **www.interactive.berr.gov.uk/lowcarbon/**

This subject is dealt with in more detail in the section 'Beyond the workplace'.

Resources

- TUC Go Green at Work handbook, pages 6–10 and 68–71.
- TUC policy statements www.tuc.org.uk. Follow links to union websites.
- TUC Touchstone pamphlet Unlocking Green Enterprise: A low carbon strategy for the UK economy (2009), £10: www.tuc.org.uk
- DEFRA www.defra.gov.uk
- DECC www.decc.org.uk
- Carbon Trust www.carbontrust.co.uk

Activity

Climate change policy

Aims

To help you:

- assess your union policy on climate change
- assess union responses to government policy.

Task

Working in a union or sector group, review any information that you have obtained or identified from your union that provides a response to government policy on climate change.

List the resources that are available. Include any:

- policy statements
- newsletters
- conference motions
- pamphlets and other publications
- training
- any other relevant policies.

Report back

Prepare a report summarising your union's climate change policy.

Reference

TUC Go Green at Work handbook, pages 6–10.

Union green reps



"Today I saw at first hand the valuable role that union reps are playing. I visited a 'Greening the Workplace' project at the British Museum, where union reps have worked in partnership with management to raise awareness of climate change in the workplace and identify opportunities for carbon savings. I was impressed with the work I saw and with the real commitment and enthusiasm. What is clear is that bottom-up union and employee led action can really make a difference. I hope that you can use these pilots to demonstrate to employers the benefits of working in partnership in this area."

Environment Secretary Hilary Benn's speech to the TUC Climate Change Conference, 16 June 2008

The case for union green reps

The TUC and a number of affiliated unions are campaigning for statutory rights for green reps. Legal recognition for green reps along the lines of health and safety or learning reps would expand and speed up the positive contribution that workplace reps can make to environmental improvement.

The current Advisory Conciliation and Advisory Service (ACAS) Code of Practice (CoP) on Time Off for Trade Union Duties and Activities does not refer to green or environment reps. However, 'the working environment' is listed in the terms and conditions of employment that union reps can count as a trade union duty qualifying for time off and training. This is not clearly defined but in the absence of statutory rights, or even an improvement in the CoP, union reps could use this to support union workplace involvement.

PCS evidence to the ACAS consultation on the draft CoP on time off for trade union duties and activities

"PCS believes that if workplace environmental reps had statutory rights to time off for training and to carry out the role they would be able to assist with raising staff awareness, promoting green workplace initiatives and practices, and carrying out environmental audits.

Most importantly this would enable formal consultations to take place on sustainability issues between the union and the employer. Evidence from our reps and activists suggests that often employers issue policy statements and strategy documents that do not translate into practical action in the workplace and that insufficient attention is paid to securing the engagement of staff. Consequently measures which are introduced are either perceived as 'greenwash' and may even be counterproductive as relevant staff are not consulted on their implementation."

Things to find out: Union policy on green reps

- Has your union a policy on green reps?
- Have any attempts been made to get recognition at local or national level?
Green reps: The Belgian experience

In the Flanders region of Belgium, union safety reps have the legal right to be informed and act on environmental issues. They are also entitled to bring in union officers to support consultations with the employer on environmental performance.

Talking point

Finding green reps

"Until there is a legal right to appoint environment reps we can't do much." "It's hard enough finding people to fill the existing union posts without creating another one."

How can you respond to these arguments?

Mapping union organisation

Finding people to take on the role of green rep requires some planning. A systematic approach will need:

- drawing up a list of any existing reps and members who have expressed an interest
- mapping the key sites and departments that require a union presence
- identifying the existing gaps between activists and locations
- planning an intervention in each of the areas where there is no representation.

This may involve:

- asking workers if there is anyone working in the area who has expressed an interest in environmental issues
- distributing union material asking for volunteers, with a contact point for follow-up
- planning an event to raise interest among that group of staff
- publicising any successes to show the union can make a difference.

Where individuals have expressed an interest there should be a discussion around what they are willing and able to do and arrangements for training and facilities should be discussed. Initially, the person may only want to be a point of contact for the union on environmental issues. This may involve distributing leaflets and reporting any concerns. This role could be expanded over time to include the full range of functions of a green rep.

Things to find out: Recognition for green reps

- Does your employer recognise the role?
- Is it formally recognised in an agreement?

Making the case to the employer

If there is no national or local agreement, unions will need to convince the employer that green reps have a role to play. Things to consider are:

- checking any existing policies or sector documents that make any reference to staff engagement/involvement
- identifying a range of points that could be put to management to illustrate why involving the union is the best way to achieve better standards of environmental management
- highlighting how unions can help the employer to manage risks in relation to:
 - legal requirements there is a large and growing number of statutory requirements plus a growing number of civil judgements
 - economic requirements significant savings can be made if resources are managed effectively
 - community requirements the environment is where we live and work and so the workforce and local communities must be confident employers are fulfilling their obligations to combat climate change and control risks.

Use examples of where improvements have been made following union involvement. If you can't find anything for your industry or company use relevant examples from this book.

Identify someone in management who may be prepared to support the union position and discuss approaches that are more likely to lead to a positive response.

Try to establish some short- and long-term objectives. For example, initially it may be possible to get agreement on involvement on only a few issues. Over a period an extension of the role with facilities and paid release may emerge.

Where there is more than one union, try to get all of them on board in any approach to management.

Start with non-contentious issues where you may make some short-term impact to highlight to staff and management the value of union involvement.

Getting recognition for green reps

Once you have established an environmental presence it may be time to negotiate an agreement. In the absence of statutory rights unions will need to seek agreements at national or local level.

UCU South Thames College Branch recognition agreement on workplace environmental reps

Climate change is a major concern with potentially huge economic consequences. Over half of carbon emissions are work-related and so workplaces have a clear responsibility to implement effective measures. UCU feels that a formal recognition of union environment reps will assist South Thames College (STC) to develop and obtain support for these measures. We therefore request that the following paragraph is adopted and added to the STC Environment Policy:

Workplace Environmental Reps

STC recognises that union reps play a key role in encouraging employee engagement. Union environmental reps can act as a conduit between management and staff, feeding concerns, suggestions and responses in both directions, and working with the workforce and management to develop best environmental practice, particularly in estates and human resource management. They can help review or shape environmental policies and initiatives, and ensure that such policies are properly understood, fit for purpose, and can be put into practical effect at each workplace. UCU Environmental Reps will:

- attend meetings of the STC Environment sub-group and Health, Safety and Environment Committee
- promote environmentally sustainable workplace initiatives and practices
- be consulted on workplace environmental policies and management systems
- participate in environmental risk assessments
- participate in environmental audits
- promote environmental training opportunities within STC curriculum areas
- such other activities that will enhance the contribution STC can make to a sustainable workplace

Source: UCU South Thames College Branch

Follow-up action: Mapping your union organisation

Identify the strengths and weaknesses in your workplace organisation by drawing a map of all sites and departments. Indicate whether there is a green rep/activist or point of contact. Discuss your map with other reps and prepare a plan for how you will identify contacts to fill the gaps.

Recognition

If you already have recognition for green reps, review any recognition arrangements you currently have in the light of the previous activity.

If you do not have an agreement, draft a proposal to present to your employer. A model agreement can be found in *Go Green at Work*, pages 74–9.

Improving union organisation

Identify any improvements that could increase your union's environmental profile under the following headings

- workplace
- branch
- region
- national
- international.

Resources

There is an environment page on the TUC website. The website also has links to affiliated unions that can allow you to compare a range of resources: **www.tuc.org.uk**

- TUC Go Green at Work handbook, pages 10-14.
- LRD pamphlet The Environment and Climate Change, pages 17–19, June 2007.
- Labour Research Department, *Greening the Workplace and Climate Change: a TUC Survey* www.lrd.org.uk
- ACAS Code of Practice 3 on Time Off for Trade Union Duties and Activities: www.acas.org.uk



Activity

Union green reps

Aims

To help you:

- examine the role of the green rep
- develop arguments and counter-arguments to use with employers.

Task

There are currently no legal rights to appoint green reps. In groups discuss:

What could be the main functions of a green rep?

What facilities would you need to carry out these functions?

What are the main arguments you could use to persuade management that these functions are necessary and what counterarguments might be used?

What are the best ways of fitting these functions into your current union organisation? Does your union have a policy on this?

Report back

Put your responses on a flipchart using the following headings:

Environment functions	Facilities needed	Employer arguments against	Union arguments for

References

TUC *Go Green at Work* handbook, pages 10–15 and 21–5, and Appointment form, page 92.

Mapping workplace environmental concerns



Identifying concerns

What an organisation measures may be determined by its legal obligations or its environment management system. As with health and safety, there are a variety of techniques for establishing workplace concerns. Two of the most common are surveys and inspections.

Surveys

The workforce needs to be consulted about the environmental impact of the organisation. Surveys can be general or subject-specific, for example, transport.

Things to find out: Surveys

- Has an environment survey being carried out for your workplace?
- If yes, try to obtain a copy of the survey and the results.

Inspections

These can be used to assess performance and identify new concerns. They can be general, looking at everything in a defined area, or focused on one issue, for example, waste.

Things to find out: Inspections

- Has an environment inspection been carried out for your workplace?
- If yes, try to obtain a copy of the form used and the results.

Both of the above techniques can be carried out in a number of ways:

- jointly with management
- management only, or
- union only.

Make sure that the union side receives a copy of the information gathered and how the results have been used.

An inspection checklist

This checklist below is adapted from the Prospect guide *Negotiator's Guide to Greening your Workplace*.

ENERGY	Yes	No	Comments
Has your organisation signed up to the Carbon Trust's carbon management programme, which helps large public and private sector organisations to reduce energy use?			
If you are in a large workplace, do you have combined heat and power (CHP) generators?			
HEATING AND LIGHTING			
Is your air conditioning programmed to come on ly when the temperature reaches 24°C?			
Does your heating system switch off when it gets above 19°C?			
Are the thermostats in the right places and set to the right temperature?			
Is your cooling equipment regularly maintained?			
Do you have doors or windows open when the heating or air conditioning is on?			
Is your building properly insulated and draught-proofed?			
Can staff individually control heating, cooling and lighting in their workplace?			
Are all bulbs low energy (compact or modern fluorescent)?			
Is lighting on in areas, or at times of day, when there's enough daylight? Why?			
Do you have individual desk lamps?			
Do all staff turn off lights whenever and wherever they're not needed?			
Are motion sensor lights used in low-use areas?			

ENERGY	Yes	No	Comments
Is temperature an issue, either generally or at particular times of day?			
Is heating or cooling left on in areas, or at times of the year/day, when it doesn't need to be – or simultaneously?			
Is heating or ventilation blocked by furniture/ equipment?			
Does your workplace make good use of natural daylight?			
EQUIPMENT			
Is equipment regularly serviced and clearly labelled?			
Is any equipment left on when not in use? Why?			
Are there automatic power-reducing features, e.g. motion sensor lights, timers on water coolers, IT power-downs?			
Are all computer monitors flat screen?			
Are the energy-saving features on your office equipment activated, e.g. PCs, monitors, fax machines and printers?			
Is equipment labelled with the amount of energy it uses?			
Does equipment have an energy monitor?			
Is new equipment installed in a way that makes it easy to use its eco-features?			
Are staff fully trained in its use?			
Do PCs automatically power down after working hours?			
Do you have seven-day timers (which ensure appliances are not left on overnight and at weekends) on shared equipment, e.g. printers, vending machines and water coolers?			

ENERGY	Yes	No	Comments
RECYCLING			
Does your workplace recycle everything possible, e.g.			
Paper			
Plastic			
Cans			
Glass			
All other major waste streams			
Mobile phones			
IT equipment			
Furniture			
Is everything bought recycled where possible?			
PAPER			
Does your workplace use unbleached, off-white 100% recycled paper?			
WATER			
Do all workers have access to clean drinking water, without having to rely on carbon- intensive plastic or glass bottles?			
Are water-saving measures in place?			

Environmental impact mapping

Unions can often get an initial view by carrying out a mapping exercise of the organisation. This is best done with other reps and followed up with inspections and/or surveys to help define the extent of the concern.

Talking point

What are the main activities in your workplace that could have an environmental impact?

Use the worksheet below to break these down into what comes in/what happens inside/ what goes out.

Environment impact assessment

Inputs, processes and outputs			
Inputs (e.g. transport/goods deliveries/packaging)			
Processes (e.g. energy/water/chemicals)			
Outputs (e.g. waste/emissions/products)			

Measuring performance

Organisations will need to establish methods for tracking their environmental performance. A starting point is to set a baseline for the use of resources such as raw materials, energy, water and packaging. Monitoring procedures need to be put in place to ensure that relevant data is collected on a regular basis. This enables a business to track its performance over time and highlight areas for improvement, comparing data with key environmental performance indicators (KEPIs).

For example:

- waste kg of waste disposed of per item manufactured or kg of paper used per member of staff
- energy the wattage used by appliances
- water identify average consumption.

Envirowise has tools and guides that show how to track environmental performance. *Measuring to Manage: A How-To Guide* **www.envirowise.gov.uk/GG707R**

It is crucial that any Environment Management System has clearly defined benchmarks and targets against each environmental concern. Ideas for implementing this for key issues are covered later in this book.

Follow-up action: surveys and inspections

Use the guidance created by the activity below to customise a survey form and inspection checklist for your workplace.

Carry out the survey and record the results.

Carry out the inspection and record the results.

Resources

- TUC Go Green at Work handbook, pages 15–18.
- LRD survey on climate change and the workplace 2009: www.lrd.org.uk/surveys/climate/
- Prospect, Negotiator's Guide to Greening your Workplace, pages 16–17 www.prospect.org.uk

Activity

Mapping workplace environment concerns

Aims

To help you:

- assess environment surveys
- review the use of environment impact mapping.

Task

In groups complete either:

Surveys

- Look at the Survey on page 86 of *Go Green at Work* or one that you have been provided with.
- Fill in the survey to help you assess how user-friendly it is.
- Identify any additions you would want to make if you were planning to use it at work
- Identify anything you would take out from the survey.
- If you were planning to conduct an environment survey at work, identify measures needed to try to ensure the survey is effective.

or

Environment impact mapping

- Look at the example of the Environment Impact Assessment form (page 47) in this section. How would you need to adapt it to suit your workplace?
- Select a workplace in your group and fill in the inputs, processes and outputs sections.

Report back

The feedback from these tasks will be used to put together guidelines for conducting environmental surveys and impact mapping.

References

TUC Go Green at Work handbook, pages 15–18 and 86–87.

Negotiating on climate change



"..trade unions are vital actors in facilitating the achievement of sustainable development in view of their experience in addressing industrial change, the extremely high priority they give to protection of the working environment and the related natural environment, and their promotion of socially responsible and economic development."

Local Agenda 21 from the 1992 Earth Summit

If, as the research shows, most employers are not doing enough, then unions are key to improving performance. One way is by taking up the issues through negotiation.

Talking point

The financial incentives

- What is the business case for action on climate change?
- Note down the ways in which your organisation may benefit financially from improving its environmental performance.

Drawing up a strategic plan

You need to prepare the ground before meeting management.

Find out what is currently in place. This may include:

- any existing policies or agreements
- current allocation of management responsibilities on the environment
- any existing forums or committees where the issue is discussed; obtain copies of any minutes and agendas.

Use relevant contacts in management to help you with the information above. Consider sounding them out on their views about environmental performance within the organisation.

Include the item on a union committee agenda. Give an initial report and get agreement on making this a priority issue. Ask for ideas on developing the plan.

Liaise with other unions on site to find out their position and if they are interested in a joint plan.

Raise staff awareness through your communication channels and indicate that the union intends to prioritise the issue. Ask for ideas on developing the plan.

Carry out an initial environment inspection to verify concerns raised by staff and identify any new issues.

Draft up a negotiating plan in conjunction with other reps. Involving other unions at your workplace can only strengthen your case.

Establishing a committee

In most cases you will need a forum to meet management. This may be a sub-committee of an existing structure like a Health, Safety and Environment Committee or a separate arrangement.

Either way you will need to consider:

- membership the management side should be represented by a senior manager. It should include roles like the facilities manager, the purchasing officer and any staff with a specific environment management role. The staff side should consist of union reps from recognised unions. Additional involvement may be needed on an ad hoc basis. For example, the HR department or specific staff on particular aspects of policy and implementation.
- conduct establishing procedures on how the committee will function. For example, frequency of meetings, chairing, relationship to other bodies, etc.
- terms of reference this should outline the range of issues to be discussed.

Negotiating an agreement or policy

The *Go Green at Work* handbook contains some tips on the contents of policies on pages 19–20. The agreement or policy should cross reference any other more detailed policies. For example, although the policy should cover the main issues like waste management, the detail, which could include specific targets and action points, may be contained in a separate document.

Targets

Targets have been applied to every sphere of employment. For example, the Health and Safety Executive has set national targets for the reduction of fatalities and injuries at work. There are so many environmental targets it can be confusing.

How useful they are will depend on:

- whether they have been properly researched
- whether they are based on the collection of appropriate evidence
- whether they are properly costed
- whether there is a rigorous procedure for validating the figures.

In some cases the targets may be mandatory: in others they may be voluntary. Either way, green reps have the important task of trying to ensure they are involved in setting targets, reviewing progress and assessing results.

National targets

The national target is an 80 per cent cut in CO_2 emissions by 2050. Three consecutive five-year budgets have been set by the Government to cover the period 2008–2022. These national targets will be adjusted according to developments but they can provide a yardstick for union reps in agreeing a five-year plan with their employer.

European targets

The EU set a range of targets at the end of 2008 called 'EU20/20/20'. All of the following are to be achieved by 2020:

- Provide 20 per cent of EU energy from renewable sources.
- Cut GHG emissions by 20 per cent and by 30 per cent by 2020 if there is a new global climate change agreement by December 2009.
- Cut primary energy use by 20 per cent.

Other targets include the requirement under the Landfill Directive for the UK to reduce the amount of biodegradable waste to landfill (compared to 1995) to:

- 25 per cent by 2010
- 50 per cent by 2013
- 65 per cent by 2020.

Things to find out: Employer targets

Before you start trying to negotiate improvements you need to check whether your employer has already signed up for environmental targets. If they haven't you can still use examples from other companies to indicate the type of target that may be achievable.

B&Q

The home-improvement retailer has set the following targets:

- reduce CO₂ emissions by 90 per cent by 2023 compared to 2006/7, when its emissions were 300,000 tonnes
- all new stores to be zero-carbon by 2012
- reduce emissions from freight transport and business travel by 50 per cent by 2023
- recycle 90 per cent of waste by 2012

Ref: B&Q and its commitment to be a one-planet living business

Whitehall

Government departments have been given a range of targets:

- 12.5 per cent cut in CO₂ by 2010/11 compared to a 1999/2000 baseline
- 15 per cent of energy from combined heat and power (CHP) by 2010
- 15 per cent cut in carbon emissions from government vehicles by 2010/11 compared to a 2005/6 baseline
- 25 per cent cut in water use by 2020 compared to a 2004/5 baseline
- 25 per cent cut in waste by 2020 compared to a 2004/5 baseline.

Permanent secretaries at all departments have had sustainability targets incorporated into their performance agreements.

Ref: Sustainable development in government assessment

Things to find out: Carbon Trust Standard

• Check if your employer is signed up to the Carbon Trust Standard. This scheme aims to show consumers and staff that they are tackling climate change and have made genuine reductions in CO₂ emissions.

To achieve the Carbon Trust Standard your organisation must meet three criteria:

1. Accurately measure its carbon footprint.

- 2. Achieve a year-on-year reduction in its footprint.
- 3. Demonstrate good carbon management.

www.carbontruststandard.com/Default.aspx?tabid=165

For more details on specific environment targets see the later sections of this book.

Follow-up action: plotting your progress

Prospect's *Negotiator's Guide to Greening your Workplace* contains advice called Ten Steps to a Greener Workplace. Use the table below to plot your progress:

Step	Action required	Already achieved	Target date	Date completed	Comments
1	Secure management commitment				
2	Get staff involved				
3	Elect/appoint a committee including union/staff reps, building management, purchasing officer, senior managers with access to all heads of department				
4	Negotiate a framework agreement				
5	Elect green reps				
6	Do an environment audit, discuss results with staff				
7	Draw up an action plan				
8	Devote adequate time and resources				
9	Monitor your progress				
10	Communicate your results				

Resources

- TUC *Go Green at Work* handbook, pages 19–25, and Research and Sources of Further Information, pages 93–4.
- Prospect, Negotiators Guide to Greening your Workplace Pages 5–7: www.prospect.org.uk



Activity

Negotiating on climate change

Aims

To help you:

- examine the content of an environment agreement
- prepare a negotiating brief.

Task Individual

Read the model agreement on page 74 of *Go Green at Work*. Highlight any strengths in the policy and make a note of any points you may want to raise in group discussion.

Task Group

Either

Compare your ideas and make a list of the key headings/points that should be contained in an agreement or policy.

Prepare a negotiating brief based on the table below:

Key feature	Your arguments	Anticipated counter- arguments

or

Use an example of a policy available on the course and evaluate any strengths or weaknesses using the model agreement as a comparison.

Report back

Each group will present one key feature and then deal with any counter-arguments put forward by the other groups.

Reference

TUC Go Green at Work handbook, pages 19–25 and 74–79.

Communication



"Solutions to this vast and serious crisis are often reduced to '20 handy household tips'. We can all do our bit, we are told, so turn off your television standby, boil just enough water for your tea, have a three-minute shower. Worse still, a recent green-living book even calls these steps 'easy peasy' as though speaking to a class of enthusiastic toddlers."

George Marshall, Carbon Detox

Unions need to evaluate the communication and the information provided by the employer.

Talking point

Spreading the word

- How do management communicate environmental issues at your workplace?
- Give examples of the methods used and whether they are successful, e.g. is the subject covered during staff induction?

Companies Act 2006

The director's report must contain a business review. This must include information about environmental matters including the impact of the company's business on the environment: **www.opsi.gov.uk/acts/acts2006**

ISO 14063, Environmental Management – Environmental Communication

This is part of ISO14000 series and aims to help organisations better communicate their environmental performance. It provides all businesses with guidance on the general principles, policy, strategy and activities relating to both internal and external communication: **www.iso.org**

Information sharing: Envirowise

Employers have been told to disclose gas, electricity, water and recycling bills to their staff. Envirowise, the government-backed environmental information service for business, claims that employees will support environmental initiatives more if they are informed about the impact of utility costs.

"Only by ensuring the involvement of all employees can a company successfully integrate environmental improvements into its culture. Without such a shift, businesses risk simply ticking boxes on corporate social responsibility rather than implementing meaningful measures that make a real difference." Envirowise, March 2009

www.envirowise.gov.uk

Union communication

Unions must get their message across in a way that staff can relate to, as clearly and jargon-free as possible. Don't set yourself up as an expert – keep your focus on your role as a union rep. Try not to present it as a doom and gloom issue and stress the real opportunities for pressing for positive changes. Establishing climate action groups can be one way of spreading the responsibility for communicating the message.

Running events

Events should engage with people. Sticking a few posters on the wall is not likely to raise awareness and encourage involvement. As with surveys and inspections, you need to decide whether to organise on a joint basis or union only. For it to be successful, you need to plan in advance. Identify key dates in the calendar that could provide a focus for your activities, for example World Environment Day.

Talk to the Union Learning Rep (ULR) and take up opportunities to link events with training on things like continuous professional development (CPD) programmes.

Talking point

Running an event

- What experience have you had of running an environment event?
- List the things that worked well or that you think could be an effective way of involving staff.

Make the planning and the event itself fun and take this opportunity to involve staff who may not have been active in the union. If you have mapped your potential activists you should involve them at an early stage in the planning. One important outcome should be new union members and activists.

Things to find out: Union communications

• Check your union website and others referred to in Resources. Find out if there are any ideas or material that could be used for raising staff awareness.

Follow-up action

Reflect on the plans for running an event that have been discussed. Draft a presentation for your branch. Make sure you are not over-ambitious as you will need to be clear about your resources and level of support. But still aim high and you may be surprised at how much you can achieve.



Resources

- TUC Go Green at Work handbook, pages 26–7.
- Carbon Trust material for leaflets and posters etc.
- Envirowise has an online resource 'Words to the Wise' offering ideas on communicating the environment message.
- COIN materials for awareness-raising sessions: www.coinnet.org.uk

Films

A film show preceded or followed by a discussion can work well. The films below can all be obtained from commercial outlets or from libraries. Note: If you are giving a public showing you will need copyright clearance first.

- Oxfam, Sisters on the Planet. A series of short DVDs: www.oxfam.org.uk
- An Inconvenient Truth (with Al Gore, running time 93 mins), 2006.
- The 11th Hour (with Leonardo DiCaprio, running time 88 mins), 2007.
- The Age of Stupid (director Franny Armstrong, running time 89 mins), 2009: www.ageofstupid.net

Activity

Running an environment event

Aims

To help you:

- plan a workplace event
- practise presentation skills.

Task

You have been asked by your branch to plan an event for World Environment Day in June. In your group agree an outline proposal to present to the next branch meeting. Think about:

- Duration
- Members of the organising team
- Target audience
- General or specific issues, e.g. transport
- Objective general awareness-raising or more practical
- Content speakers, quiz, film, etc.
- Resources needed money, equipment, leaflets, etc.
- Arrangements rooming, liaison with management.
- Publicity
- Any other

Agree how you will do the presentation to the branch. Allocate roles and prepare your presentation.

Report back

The rest of the group will act as your branch members and you will be asked to role play your presentation to them.

References

TUC *Go Green at Work* handbook, 'Communication', pages 26–27, 'Running a Union Green Event', page 83.

Environment management systems



"Companies will have to adapt their business models in the changing environment. They will need to think about how an Environmental Management System (EMS) links with climate change and resource efficiency, for example, and ensure that their EMS links into the organisation's strategy, products/services and supply chain."

Martin Baxter, IEMA Deputy Chief Executive, 2009

All organisations require some form of environmental management system. Ideally it should be a comprehensive management tool to ensure that all environmental impacts are assessed, monitored and controlled. Some organisations develop their own systems. Many larger organisations are signed up to an externally accredited EMS. In the UK approximately 6,000 organisations have a certified EMS.

What is an EMS?

In the UK you can achieve EMS certification under three accredited standards or schemes:

- The European Union Eco-Management and Audit Scheme (EMAS) established in 1995, it helps organisations devise an environmental policy and set targets for improving their performance: www.emas.org.uk
- ISO14001 the international EMS standard. This is similar to EMAS but not as comprehensive: www.bsi.global.com
- BS855 a British standard for small and medium-sized companies: www.iema.org.uk

Corporate Social Responsibility (CSR)

This was first mentioned at a European level at the Lisbon Summit in 2000. The EU definition is:

"Being socially responsible means not only fulfilling legal expectations, but also going beyond compliance and investing more in human capital, the **environment** and the relations with stakeholders." (Green Paper 2001).

These are voluntary standards covering how organisations can commit themselves to their social responsibilities, including the environment: **www.csreurope.org**

DEFRA and the Environment Agency support the adoption of EMSs in both the public and private sector.

Things to find out: What have you got?

- Do you know how environmental issues are managed in your organisation?
- Is your organisation registered with an accredited EMS?
- Has an environmental audit been carried out?

Audits

Whether or not your organisation is part of an EMS, audits provide an excellent opportunity for unions to influence the environmental performance of an employer.

Audits are concerned with checking that people are doing what they are supposed to be doing and that policies and procedures are working. They can deal with the whole environment management system or particular issues such as waste or energy.

They can be done by internal or external auditors. In small organisations it may be difficult to do internal audits because the auditor needs to be independent of the audited activity. In order to avoid paying outside consultants EMAS guidance suggests arrangements with other organisations to ensure a degree of independence.

What should be audited depends on the type of audit. For example, it could look at compliance with environment legislation or single issues like waste or noise management. It also depends on the type of workplace.

Most workplaces would benefit from auditing areas like:

- energy efficiency
- water usage
- waste minimisation
- transport including transportation of goods
- reduction of emissions
- safe storage.

Other areas will depend on the business but could include:

- product planning
- selection and use of raw materials
- production processes.

What are the benefits?

- ensuring compliance with legislation
- assessing and anticipating problems
- raising staff awareness
- improving operational procedures
- more efficient use of resources.

What are the stages?

The exact content will be determined by the type of audit and management system but the TUC recommends the following steps:

- 1. select a management–union audit team and identify sites
- 2. establish audit parameters
- 3. inform national, regional and site management and unions of time-scale for auditing
- 4. on-site audit commences
- 5. off-site research
- 6. draft environmental audit report with numbered list of recommendations
- 7. discuss draft with site and regional management and unions modify where necessary
- 8. final draft
- 9. management response, acceptance/rejection of recommendations; adopting of timescale
- 10. implementation of recommendations
- 11. closure of the audit once all the recommendations have been implemented or rejected
- 12. final report to management and unions
- 13. communication of the report throughout the organisation
- 14. publicity for the report
- **15.** set a date for the next audit.

Talking point

Audits

Audits are used in a variety of management activities, e.g. quality management systems (ISO 9000), and health and safety (BS 8800).

- What is your experience of audits?
- Do they lead to improvements in performance?

Further guidance

EMAS Toolkit for small and medium-sized businesses can be found at: **www.ec.europa.eu/environment/emas/toolkit**

Benchmarking

This is used in a range of activities and environmental benchmarking can be a useful tool to rank performance and to investigate why there are differences. Organisations can choose to benchmark in the following ways:

- specific areas such as energy use, waste recycling or water usage
- across the whole spectrum of their impacts and management systems
- internally between departments
- externally across their sector
- with one or two selected partners.

Voluntary national schemes

Larger organisations may participate in national systems like the Business in the Community Environment Index. Participants self-assess in the following areas:

- corporate strategy on the environment
- integration of environmental issues into core business processes
- environmental management systems
- environmental performance on climate change and waste plus a choice of one other area
- assurance of the quality of the data and its public disclosure.

See www.bitc.org.uk

Central government

The Sustainable Development Commission produces an annual report of departmental performance in achieving the targets of the Framework for Sustainable Operations on the Government Estate (SOGE). Targets are not being met; for example, nearly two-thirds of government departments are not on track to meet their 12.5 per cent CO_2 reduction target by 2010–11.

See www.sd-commission.org.uk

Local government

The government produced a set of national performance indicators for local authorities in 2008. The ones covering the environment are NI 185-187: www.defra.gov.uk/environment/localgovindicators

Sector schemes: Higher education

HEEPI (Higher Education Environmental Performance Improvement) aims to improve the performance of universities and colleges by developing benchmarking and holding events to share best practice and build networks. It operates a database of energy and water consumption in more than 300 buildings: **www.heepi.org.uk**

Follow-up action

This will be determined by how much you know about your current environment management system.

If the organisation is not signed up to an EMS, evaluate whether you think it should be and what system should be introduced. Seek a meeting with management to obtain its views and prepare a union response.

If it is, check which scheme and ask for copies of the relevant documentation associated with it. Use this information to help you assess whether it is addressing the right issues and whether 'continuous improvement' is taking place.



Resources

- TUC Go Green at Work handbook, pages 27–29.
- ISO 14001: www.bsi.global.com
- EMAS: www.emas.org.uk
- BS8555/Acorn scheme: www.iema.org.uk
- The Institute of Environmental Management and Assessment (IEMA) promotes best practice standards in environmental management, auditing and assessment: **www.iema.net**
- NetRegs provides free environmental guidance for small businesses in the UK: www.netregs.gov.uk/netregs



Activity

Environment management systems

Aims

To help you:

- evaluate your environmental management system
- work systematically.

Task Group

In groups, discuss your experience of the environment management that operates in your organisation. Include:

- type of system; for example, is it an accredited EMS?
- what works well
- what does not work well
- extent of union involvement.

Task Individual

Use the information you have obtained from the group discussion to help you evaluate your environment management system. Use the seven steps to EMAS below to identify any improvements required in the following areas:

Step	Progress to date	Improvements needed
1. Develop an environment policy		
2. Conduct an environmental review		
3. Set up an environment programme		
4. Create a management system		
5. Develop an audit cycle		
6. Produce an annual public statement		
7. External validation of the system		

Report back

Outline how many of the seven steps have been completed in your organisation.

Reference

TUC Go Green at Work handbook, pages 27–29.




"Carbon accounting will become as important as financial accounting."

Environment in Business, April 2009

Energy use in buildings, transport and industry is a major contributor to CO₂ emissions.

There are three ways of saving energy and reducing emissions:

- Energy efficiency using less energy to achieve the same result.
- Change energy use alter the way that some processes are carried out.
- Switch to renewable energy this can be either through generating your own energy, for example, solar energy, or switching to a 'green' supplier.

Talking point

Measuring the carbon footprint

• What information would you need to calculate your organisation's footprint?

Things to find out: Your employer's energy plans

- Does the organisation understand, and explain, its carbon footprint? What key environmental indicators does it publish?
- Has it developed a carbon or environment management system, which should include: a business case for change; calculation of payback times for investment; a plan for delivery; a way of prioritising projects, communicating and monitoring impacts; and a commitment to work with staff and union(s)?
- Has the organisation had a Carbon Trust or other environmental audit?
- Has it implemented the recommendations?
- Who has responsibility for progress (overall, and at operational level)?

Buildings

Buildings consume a huge amount of energy. Any new build or major refurbishment offers an opportunity to try to ensure energy savings are factored in at the earliest stage. Recent research has shown that environmentally friendly buildings cost around 2 per cent more to build than conventional buildings but reduce energy use by an average of 33 per cent. The potential energy savings from a green building more than offset the initial cost premium of construction. When additional benefits related to health and productivity are factored in it is estimated that 90 per cent of buildings pay back an initial investment in five years or less.

The **Energy Performance of Buildings Regulations 2007** require the production of Energy Performance Certificates (EPCs) for commercial buildings. It gives the building a grade ranging from 'A' to 'G', A being very efficient, while G is inefficient. This is sometimes known as the 'asset rating'. It must be accompanied by a report setting out cost-effective measures to improve the asset rating.

EPCs are required on construction and within five days of completion. When a building is sold or rented, the seller/landlord is responsible for ensuring a certificate is available to all prospective buyers/tenants.

Measures in the Energy Act 2008 include:

- a regulatory framework for carbon capture and storage
- provisions to accelerate roll-out of renewable energy sources
- provisions on the decommissioning of energy installations
- the operation of nuclear power stations
- various provisions covering smart meters and renewable heat incentives.

Renewables

The Department for Energy & Climate Change has set a target to increase the UK's proportion of energy sourced from renewables to 15 per cent by 2020 from a current level of 1.8 per cent.

The European Commission has set an overall, EU-wide plan of 20 per cent of all energy from renewable sources (wind power, solar power, wave and tidal energy, hydro-electric power, biomass, etc.) by the same period. The International Energy Agency (IEA) ranked the UK 31st out of 35 countries on green energy performance in 2008. The IEA report points out that UK green power in 2005 cost 30 per cent more than Germany and was only a quarter as effective.

The TUC strongly supports the renewable energy targets, but has criticised the ability of market mechanisms alone to deliver the necessary growth in green energy. There is a need for strong policy framework – both financial and regulatory – to ensure the delivery of green infrastructure projects.

An example is the Carbon Reduction Commitment, which will start in April 2010, requiring large service sector employers to measure, report and reduce their energy use from electricity, gas and oil. It includes an arrangement whereby large and medium-size businesses apply a standardised method of reporting their emissions.

Carbon Trust campaign

UK employers could save at least ± 1 million per day by cutting carbon. Interest-free loans are available to support more energy efficiency. Action in three areas could save up to 20 per cent on energy bills:

- energy management e.g. metering and monitoring, staff awareness and setting board level policies
- improved lighting e.g. installing controls, energy efficient lamps and motion detectors
- efficient heating e.g. upgrading inefficient boilers, installing controls, better insulation and improved maintenance.

Things to find out: Benchmarking

If you are not in one of the sectors or schemes above, check if your employer has a benchmarking option. For further information check the Carbon Trust, which produces best-practice guidance on energy performance and cases studies for comparison in different sectors of employment. It also offers links to energy benchmarking tools: www.carbontrust.co.uk



IT equipment

Most organisations use IT and the manufacture, use and disposal of equipment accounts for around 2 per cent of global CO_2 emissions. Energy consumption from IT increased by more than 70 per cent between 2000 and 2006.

Data centre environment

Larger organisations can make savings through:

- decommissioning unused servers
- powering-down idle servers
- consolidating under-used servers.

The EU has issued a voluntary code of conduct for data centre operators. It is claimed that implementation could cut energy bills by up to 50 per cent.

The Carbon Trust is working with the British Computer Society to develop a simulation software tool to help companies understand the energy use and carbon emissions within data centres.

Desktop environment

As much as 70 per cent of an organisation's power consumption can originate here.

Savings can come from:

- individuals turning off machines at the end of the shift
- installing power-management software to automatically shut down networked PCs
- cutting power to devices on a desktop when they are not in use; master socket plugs can power-down peripherals such as printers, phone chargers, lights and scanners
- using double-sided printing.

Assessing energy use

The Carbon Trust estimates that energy costs can usually be reduced by 10-20 per cent through simple actions that produce quick returns. This can represent significant savings. The advice below is taken from the Carbon Trust free factsheet 'Assessing the energy use in your building'.

What to look for - simple checks and opportunities

The energy no-one is using:

- Out-of-hours tests: take meter readings at the end of the day and at the start of the next. The difference is the energy used while the building is empty. Can you account for this?
- Standby to save money: some equipment will need to remain on during the day for occasional use, such as printers, photocopiers and coffee machines. Check for and enable any energy-saving modes.
- Lights are on but no one is home: lights switched on first thing can remain on all day, especially in winter when people arrive in the dark. Switch off lights when there is sufficient daylight.

- Workstations empty but equipment left on: encourage staff to turn off monitors and desk lighting when leaving their desk for any length of time.
- Ventilation fans running: switch off ventilation fans in unoccupied areas to save fan energy and the need to replace any warm (or cool) air.

Take control

- Provide the right temperature: check thermostat settings are correct and compare with the actual space temperature. Look out for signs of overheating, for example, staff wearing summer clothes in winter or opening windows when the heating is on.
- Get the timing right: check timers are correctly set for building occupancy. A minor adjustment may be required to achieve optimum comfort conditions.
- Check lighting controls: external lighting should be on only when it is dark. If lighting is used as a security measure out of hours, can it be controlled by movement sensors.

Maintain energy-using equipment and reduce the energy your building uses

The building fabric (walls, floors, roof, windows and doors) helps to keep staff comfortable but can contribute to heat loss.

- Reduce air leaks: check around windows, doors, skirtings and eaves for draughts and ask staff to report any discomfort. Fit and routinely check draught stripping for signs of wear or damage.
- Repair any cracks: replace any broken windows and repair any damage to the roof or walls immediately.
- Replace any damaged or damp insulation: check that pipework (especially hot pipes) and accessible roof spaces are insulated. Use removable covers on flanges to encourage replacement after maintenance.
- Stop the drip: check water services including taps, storage facilities and pipework, and ensure all drips are fixed immediately.

Reduce the energy your services use

Building services (heating, hot water, lighting and ventilation) are significant energy users in a business.

- See the light: keep light fittings and glazing clean. Consider replacing old yellow fittings with reflector (mirrored) fittings.
- Keep filters clean: replace them at manufacturer's recommended intervals and do not block grills and fans.
- Spot the difference: ask staff to report any hot or cold spots in the building. When colder areas reach a comfortable temperature, what happens in the hot areas? Your heating may need balancing, or require more controls. Seek advice from a heating technician.

Example of an energy walk-round checklist

This is compiled from a combination of Carbon Trust and Prospect checklists.

ENERGY	Yes	No	Comments
Has your organisation signed up to the Carbon Trust's carbon management programme, which helps large public and private sector organisations reduce energy use?			
If you are in a large workplace, do you have combined heat and power (CHP) generators?			
HEATING AND AIR CONDITIONING			
Have there been any complaints about comfort conditions or reports of over-/under-heating issues?			
Have heaters/boilers been serviced in the last 12 months?			
Are heaters and air conditioning units operating in the same space at the same time?			
Is your air conditioning programmed to come on only when the temperature reaches 24°C?			
Does your heating system switch off when it gets above 19°C?			
Are the thermostats in the right places and set to the right temperature?			
Are filters and grills associated with heating, ventilation and air conditioning systems cleaned at intervals recommended by the supplier?			
Are there any obstructions in front of radiators, heaters and air ducts?			
Are doors or windows closed when the heating or air conditioning is on?			
Is your building properly insulated and draught- proofed?			
Can staff individually control heating and cooling in their workplace?			

ENERGY	Yes	No	Comments
Is air conditioning and heating switched off when it is not required?			
LIGHTING			
Can staff individually control lighting in their workplace?			
Are all bulbs low energy (compact or modern fluorescent)?			
Is lighting switched off in areas, or at times of day, when there's enough daylight?			
Is external lighting switched off during the day?			
Are bulbs, fittings and roof lights clean?			
Are light switches arranged conveniently and labelled?			
Are there individual desk lamps where appropriate?			
Do all staff turn off lights whenever and wherever they're not needed?			
Are motion sensor lights used in low-use areas?			
Does your workplace make good use of natural daylight?			
EQUIPMENT			
Is equipment regularly serviced and clearly labelled?			
Is any equipment left on when not in use? Why?			
Are there automatic power-reducing features, e.g. motion sensor lights, timers on water coolers, vending machines and IT power-downs?			
Are all computer monitors flat screen?			
Are the energy-saving features on your office equipment activated, e.g. PCs, monitors, fax machines and printers?			
Is equipment labelled with the amount of energy it uses?			

ENERGY	Yes	No	Comments
Does equipment have an energy monitor?			
Is new equipment installed in a way that makes it easy to use its eco-features?			
Are staff fully trained in its use?			
Do PCs automatically power-down after working hours?			
Do you have 7-day timers (which ensure appliances are not left on overnight and at weekends) on shared equipment, e.g. printers, vending machines and water coolers?			

Follow-up action

Conduct an energy efficiency inspection at your workplace. Use any guidelines developed from the activity above. Prepare a report summarising the results.

Resources

- TUC Go Green at Work handbook, pages 31–47 and 80–82.
- The International Renewable Energy Agency (IRENA) aims to build the market share of renewables: **www.irena.org**
- Carbon Trust publications can be ordered free of charge. They include fact sheet and sector reviews, for example *Further and Higher Education: Training Colleges and Universities to be Energy Efficient:* www.carbontrust.co.uk/energy

Activity

Energy

Aims

To help you:

- prepare for an energy efficiency inspection
- establish guidelines for a carbon reduction plan.

Task

- Discuss the energy walk-round checklist contained in this section.
- Identify any questions that do not apply to your workplace.
- Identify any questions that should be included to make it relevant to your workplace.
- Fill in as much of the energy checklist as you can.
- Compare the responses to the checklist in your group.
- Outline any guidelines for ensuring that energy inspections are effective. Think about:
 - prior to the inspection
 - during the inspection
 - after the inspection.

Report back

Present your energy management guidelines and the next steps in your carbon reduction plan.

References

TUC Go Green at Work handbook, pages 31–46 and 80–82.

Transport



"Debate on tackling climate change is now a mainstream issue. There is widespread recognition that changing the way we travel will have to be part of the solution."

UNISON guide to bargaining for greener staff travel plans

Transportation is the fastest-growing source of greenhouse gases. According to the UN, the transport sector emits about 13 per cent of global man-made greenhouse gas (GHG) emissions. CO₂ emissions from transport are projected to be about 80 per cent higher than current levels by 2030.

Not all forms of transportation are equally carbon-intensive. The breakdown according to the IPCC is roughly:

Cars	45%
Trucks	25%
Planes	12%
Shipping	10%
Buses	6%
Rail	1%
Two-wheelers	1%

In the UK the transport emissions percentage is higher. Government figures released in April 2009 stated that: "35% of our carbon emissions are caused by domestic transport. Of that 58% are caused by cars" (Geoff Hoon, Secretary of State for Transport, 15/4/09). This does not include aviation, which is responsible for 5.5 per cent and is increasing significantly. Also planes emit their greenhouse gases higher in the atmosphere, which doubles the impact.

Green Travel Plans (GTPs)

For many travelling to and from work is one of the most stressful parts of their working day. It is also a major contributor to GHG emissions. Changing the way we travel to work will have to be addressed if we are to tackle climate change. A LRD survey in 2007 found that three in five employers (61 per cent) have done nothing to promote green travel plans.

Aims of a GTP

The aims of a GTP should include the following:

- To reduce reliance on the car through the reduction in the length and number of motorised journeys, in particular those journeys carried out in single-occupancy vehicles.
- To promote the use of alternative means of travel to and from work, and at work, that are more sustainable and less environmentally damaging.
- To reduce emissions and encourage the purchase of energy-efficient vehicles.
- To encourage work practices that reduce the need for travel.

Talking point

Getting the support of members

Travel plans are often thought to be just about penalising staff who need to bring their cars to work.

- How can you respond to concerns about the introduction of travel plans?
- Identify the safeguards and issues that should be included in a GTP.

Assessing what you've got

The table below is taken from the LRD Transport section of the 2009 environment survey of trade unions. You can use it to make your own survey.

Green transport	No action	Some measures	Comprehensive scheme
Loans for cycling equipment			
Subsidies for cycling equipment			
Secure cycle storage, lockers, showers			
Loans for public transport passes			
Subsidies for public transport use			
Green travel plans			
Car pool/car-sharing schemes			
Purchasing electric, hybrid, dual-fuel fleet vehicles			
Training in eco-driving techniques			
Company transport, e.g. buses			
Tele/video conferencing			
Working from home as a green initiative			

Trade union involvement

It is essential that unions are involved in all stages of the GTP. Experience has shown that some employer initiatives can penalise staff without offering much in the way of benefits. Terms and conditions of employment may be affected, such as allowances, workplace parking and recruitment and relocation packages. Unions can try to address the problems faced by members travelling to work. UNISON has identified the following issues that lend themselves to union involvement:

- costs particularly rising fuel prices
- time costs the amount of time travelling to and from work
- safety associated with travel conditions
- stress brought on by travel conditions
- health impacts exposure to pollutants and lack of physical exercise.
- working time where employers may change working hours that have implications for travel to and from work.

Case study

University of Bristol

UNISON was involved at all the stages of the development of this GTP. There was a phased implementation that provided incentives to encourage alternatives to private car use. There were increased parking charges but these were introduced on the basis that the income was to be used to support travel to work policies. These included:

- £130,000 over four years on improving facilities for walkers, cyclists and motorcyclists
- interest-free credit for bus and train tickets
- discounted bus tickets
- free shuttle buses between sites
- car sharers to get priority allocation of parking
- guaranteed ride home for registered car sharers
- permits allocated on a sliding scale according to salary
- permits allocated on the basis of special needs.

For full details check www.bristol.ac.uk/transportplan/

Things to find out: Green Travel Plans

What is your employer doing to promote green transport? Does your employer have a GTP? If yes, was the union involved in drawing it up?

Targets

Establish targets. These can be quantifiable. The Tyndall Centre for Climate Research has devised a conversion table based on types of transport used. It converts each mile travelled into CO_2 emissions and scores for other pollutants. For example, a target of a 20 per cent reduction in carbased commuting could be worked out using this method:

www.tyndall.ac.uk/research/info_for_researchers/emissions.shtml

IT and transport

A green IT programme can cut down other environmentally damaging activities such as travel. These can include 'virtual reality' conferencing suites and remote working technology.

Green Travel Plan options

When drawing up a GTP, some of the things to consider will include:

Car parking restrictions and charges: The criteria for access should be based on job requirements and transport needs – not seniority. Factors to consider could include: mobility problems; need for a car as part of work; car sharers; carer responsibilities; lack of public transport options. If charges are planned, they should be made more acceptable by measures such as: revenue used to improve other travel options; setting fees on a sliding scale of income; offering travel allowances; providing a one-off income adjustment once charges are introduced.

Tax incentives: Where an employer helps employees to get to and from work, such as by providing fuel or season tickets, these benefits are normally taxable. But there is no tax or NICs to pay if an employer offers:

- free or subsidised work buses
- subsidies to public bus services
- cycles and safety equipment made available for employees
- workplace parking for cycles and motorcycles.

Works buses: Made available to take staff to and from work. These could be organised jointly with other employers in the same area.

Public transport: Employers could pay for a service that stops outside the workplace. Free or low-interest season ticket loans.

Cycles: Incentives could include interest-free loans or subsidies for cycles and equipment. Schemes are in place to support this. Secure and sheltered cycle parking. Facilities for showering and changing clothes. Introducing mileage allowances.

Car sharing: Preferential parking arrangements. Setting up a car-share database. Offering financial incentives. Providing a guaranteed ride home in emergencies.

Flexible and alternative ways of working: This may include home-working and tele-working as well as tele-conferencing. 'Compressed' working time to reduce the number of working days in a month, thereby reducing travel days.

Rewarding green travel: Benefits in the form of vouchers or other cash incentives could be offered to those reducing their car journeys by specified amounts.

Vehicle fleets: Switching to electric or hybrid vehicles. The government has launched a scheme to start in 2011 that will provide cash incentives for purchasing electric cars.

Personalised travel advice: Individual travel plans based on an employee's journey to work and an assessment of the available options.

Source: Adapted from UNISON guide to bargaining for greener staff travel plans: www.unison.org.uk

Follow-up action

Conduct a survey of members using the Transport Review Form in *Go Green at Work*, pages 89–91.

Resources

- TUC Go Green at Work handbook, pages 47–53 and 89–91.
- HMRC's "A Fact Sheet for Employers Setting Up Green Travel Plans". This explains how the tax and national insurance systems encourage employers to set up travel plans for their employees: www.hmrc.go.uk/greentrnsport/travel.plans.htm
- UNISON's "A Guide to Bargaining for Greener Staff Travel Plans" contains useful advice and can be viewed at **www.unison.org.uk**
- Friends of the Earth Scotland, Factsheet 7, "Transport", at www.green-office.org.uk/audit. php?goingto=factsheet7
- The Department for Transport has produced a useful guide, *The Role of Human Resources Staff* and *Trades Union Representatives in Supporting Travel Plans*, that may be useful for those involved in negotiating workplace travel plans: www.dft.gov.uk/sustainable/travelplans/work



Activity

Transport

Aims

To help you:

- review the operation of Green Travel Plans
- assess the benefits and barriers of specific options
- examine how barriers could be reduced or overcome.

Task

In groups, outline the range of issues that could be included in a Green Travel Plan.

Your group will be allocated one of four alternative modes of transport:

- car sharing
- cycling
- walking
- public transport.

Summarise any benefits and barriers to your allocated mode of transport. For each barrier indicate how it might be reduced or overcome. Fill in the box below:

Benefits	Barriers	Solutions

Report back

Each group will present its evaluation of the designated mode of transport.

Reference

TUC Go Green at Work handbook, pages 47–53.





Waste is defined as anything that you discard, intend to discard or are required to discard. This covers more than just objects and substances you have decided to dispose of. Material being recovered (for example, sent for recycling or prepared for reuse) also counts as waste.

Examples of waste will differ widely, depending on your type of business, but might include:

- packaging in a retail business
- paper in an office-based business
- rubble, timber and plasterboard in a construction business
- trade effluent, such as condensate water from compressed-air equipment
- old pieces of electrical equipment.

The EU Waste Framework Directive (2006/12/EC(WFD)) provides the legal basis for the definition.

Hazardous waste

Waste is considered hazardous if it has properties that are harmful either to human health or the natural environment. The term 'hazardous waste' is used to describe this type of waste in England, Wales and Northern Ireland: in Scotland it is called 'special waste'. Examples of hazardous waste include:

- used lead-acid batteries
- fluorescent light tubes
- electrical equipment containing hazardous components, such as cathode ray tubes in televisions
- waste oils
- solvents
- discarded chemicals
- asbestos.

Talking point

Waste policies

The LRD survey found that over a third of employers (35 per cent) have done nothing to reduce waste. Only 6 per cent were minimising resource use comprehensively.

- Does your employer have a comprehensive waste policy?
- Identify some of the measures that could be included in a policy.

Here are some facts about waste:

- Waste costs UK industry approximately £15 billion a year.
- 70 per cent of office waste is recyclable.
- Only 7.5 per cent of office waste reaches a recycling facility.
- The true cost of waste includes wasted raw materials, energy and labour which can be up to 20 times more than the cost of disposal.
- The focus is often on household waste but this accounts for only 9 per cent of the waste stream.

The law on waste

The Environmental Protection Act 1990 brought in a statutory duty of care in relation to waste. Its aim is to ensure that waste producers take responsibility for their waste and prevent it harming human health or the environment. If the waste is subsequently disposed of illegally, by an unauthorised waste carrier, for example, the business that generated the waste could be held responsible and prosecuted. It is the responsibility of the waste producer to check that a waste contractor is authorised to accept and transfer the waste.

Case studies

Penalties for illegal disposal of waste

- A director of a demolition company was fined £20,000 in October 2008 for illegally burning waste from dismantled industrial units. Christopher Fletcher pleaded guilty to two offences under the Environmental Protection Act 1990 for the disposal of controlled waste without a management licence and in a way likely to cause pollution or harm to public health: www.environment-agency.gov.uk/news
- The manager of GD Massey and Sons Ltd, Harvey Gibson, was given a record 32-month prison sentence in October 2008. He masterminded a large-scale illegal transfer of waste into a disused quarry and field.

The Hazardous Waste Regulations 2005 and The List of Waste Regulations 2005 apply to any site that annually produces more than 200kg of hazardous waste if it contains one or more of 14 hazardous properties set out in the EC Directive (91/689/EC). Producers of hazardous waste must register their premises with the Environment Agency. It is the responsibility of waste producers to ensure it is transported by a registered carrier and is transferred to a facility that is authorised to remove that type of waste.

The Hazardous Waste (England and Wales) (Amendment) Regulations 2009 SI507 amends the 2005/894 regulations by increasing from 200kg to 500kg the maximum limit of hazardous waste that can be produced in any year without registering with the regulator. These regulations also clarify parts of the 2005 regulations that were unclear.

Scotland and Northern Ireland have their own legislation.

Reference

What is a Hazardous Waste? A guide to the Hazardous Waste Regulations and List of Waste Regulations: http://publications.environment-agency.gov.uk/

Things to find out: Hazardous waste

- Is your employer registered with the Environment Agency as a producer of hazardous waste?
- If yes, who is responsible for managing the procedure?

Envirowise

Environwise has produced the following guidance for organisations to implement a programme of waste minimisation and resource efficiency:

Resource efficiency

Resource efficiency is not just an environmental initiative; it is also an important business process that could potentially save a lot of money. Waste typically costs businesses up to 4 per cent of their turnover and, by finding ways to reduce waste, an organisation could become more profitable.

Waste minimisation and the waste hierarchy

To make savings in your waste costs and reduce the impact on the environment, following the waste hierarchy helps to identify different options by ranking them in order of environmental impact. Start at the top of the hierarchy to eliminate all waste where possible.

The waste hierarchy

Eliminate

Eliminating waste entirely may not always be possible, but not creating it in the first place reduces costs of raw materials.

Reduce

Reducing the amount of waste you produce can be achieved in a number of ways, including reducing the amount of packing used and off-cuts and rejects, sending information electronically, purchasing material in bulk and using returnable containers.

Re-use

To limit extra spend of buying in items, many can be re-used to reduce waste, for example:

- packaging boxes can be re-used many times
- printer toner cartridges choose a supplier that has a returns policy so that they can be refilled and used again
- paper re-use paper from misprints and drafts as scrap paper in the office
- drums many raw materials are delivered in drums that can be washed and returned to the supplier, or re-used on site as waste containers
- furniture and textiles waste furniture and textiles may be of use to charities or to waste exchange groups.

Recycle

Recycling is an increasing requirement through legislation in order to reduce the impact on the environment. Many items can now be recycled – speak to your local recycling centre or waste management contractor to find out what they are and how they should be segregated.

Disposal

Disposal is the last resort when the other hierarchy options have been exhausted. All producers and handlers of waste need to comply with legal obligations, so it is important that you contact your waste management contractor to discuss options like recycling to make waste disposal more efficient and save money: **www.envirowise.gov.uk**

Waste audits

An important step in instituting a waste minimisation programme is to conduct an audit to measure the usage of consumables, and the types and amount of waste produced. It provides a baseline from which to measure the effectiveness of the programme. This can be very significant in terms of motivation, as many waste minimisation measures seem, on the face of it, to be quite trivial. The results, though, are cumulative and often quite startling. For example, one office found that using both sides of A4 paper would save \pounds 4,000 per year.

The basic role of a waste audit is to identify the what, where and how of waste generation. It should include both the nature and amount of waste, and its cost to the company. As well as providing a benchmark by which to measure the success of waste minimisation procedures, it will identify opportunities for implementing such procedures. A waste audit should:

- identify all points at which waste is generated
- identify the origin of each type of waste
- monitor the waste to identify its quantity and type, and its environmental effects
- establish methods of measuring the waste for monitoring purposes
- identify the costs of the current disposal methods, including treatment, handling, storage and transport; it should also identify any hazardous wastes and consider how they can be separated from the main waste stream, or replaced with a non-hazardous product
- look at opportunities to reduce, recycle or re-use the waste
- set targets for reducing waste.

Follow-up action

Find out if your employer has someone designated to deal with waste management.

Has waste been quantified? Envirowise has a range of tools to enable organisations to measure the amount of waste they produce.

Agree realistic targets for annual reductions in waste.

Resources

- TUC Go Green at Work handbook, pages 54–59.
- *Finding Hidden Profit: 200 Tips for Reducing Waste* (EN030): this 42-page guide presents tips for reducing waste at source and a framework for assessing where your company stands with regard to waste minimisation. It draws on the combined experience of companies and consultants to give practical tips based on industry examples: **www.envirowise.gov.uk**
- The following Envirowise publications also offer practical advice and guidance:
- Measuring to Manage: The Key to Reducing Waste Costs (GG414)
- Tracking Water Use to Cut Costs (GG152R)
- Saving Money through Waste Minimisation: Reducing Water Use (GG26R)

Waste Online provides information and resources on a range of waste management issues: www.wasteonline.org.uk/index.aspx



Activity

Waste

Aims

To help you:

- examine the main waste streams in your organisation
- evaluate the range of potential control measures.

Task

In groups, look at the list of possible sources of waste in the table below. Water and energy have not been included as they are covered in separate sections. Add any other sources of waste that are not included. Put a tick in the box if the source is part of your waste stream.

Select one topic and outline which control measure(s) have been adopted at workplaces represented in your group. Are the measures sufficient?

	Eliminate	Reduce	Re-use	Re-cycle	Dispose
Raw materials					
Packaging					
Paper					
Plastics					
Cans					
Glass					
Chemicals					
Electrical equipment					
Printing equipment					
Furniture					
Any other					

Report back

Choose one workplace and outline the waste control measures in place for the topic you have selected.

Reference

TUC Go Green at Work handbook, pages 54–59.





"The UK has less available water per person than most other European countries. London is drier than Istanbul, and the South East of England has less water available per person than the Sudan and Syria."

Waterwise

Each person in the UK uses 150 litres of water a day, a rise of 1 per cent a year since 1930. This consumption level is not sustainable in the long-term.

The key to water efficiency is reducing waste, not restricting use. About a third of the water each person uses on a daily basis is wasted – it runs straight down the plughole or down the toilet without being used. It is this wastage that needs to be tackled.

Under the terms of The Water Industry Act 1991, water companies are under a "duty to promote the efficient use of water" by their customers.

Water consumption

The 2007 LRD survey found that less than half (43 per cent) of employers have taken action on water conservation.

Talking point

Water consumption

- Has your organisation adopted any measures that have reduced water consumption?
- If yes, what?

Water management checklist

	Yes	No	Don't know
1. Policy and organisation			
Is water management included in your organisation's environment policy?			
Is there at least one designated member of staff responsible for water management?			
Do you know who your water supplier is?			

	Yes	No	Don't know
2. Measuring and monitoring			
Are water meters installed covering all water usage?			
Are readings taken regularly to check patterns of usage and ensure that the water company figures are correct?			
Does the meter register no usage during factory/office closure (if not, it could be an indication of a leak)?			
Is the amount of water used measured?			
Is the amount of water used costed?			
Are there targets for reducing the amount of water used?			
Is water usage benchmarked with other comparators, e.g. water use against production output for manufacturing or against staff numbers? (If you are not metered the water company will make an allowance for water used per person per day. For a commercial property with only offices then 50–60 litres per person per day is typical.)			
3. Drinking water			
Do all staff have access to clean drinking water?			
Has the use of bottled water been eliminated?			
4. Leaks			
Have all leaks been fixed?			
Do staff know how to report leaks?			
5. Washing facilities			
Are percussion taps (that turn off after a set period) used?			
Are spray inserts in well-used taps (that reduce the amount of water used without sacrificing water efficiency) used?			
Are water and energy-efficient washing machines and dishwashers with an 'A' rating used?			
Are extended trigger handles for taps (ideal for kitchens as they reduce water use during food preparation and cleaning) fitted to tap points?			

	Yes	No	Don't know
6. Toilet facilities			
Are water savers like 'hippos' fitted to reduce the amount of water used each time it is flushed?			
7. Pipe work			
Are water pipes well insulated to protect against frost damage?			
8. Alternative sources of water			
Do you harvest rainwater? This can be everything from rainwater butts through to comprehensive roof collection measures			
Do you re-use 'greywater' water from sinks, showers etc?			
9. Staff awareness			
Are staff fully aware of the importance of water minimisation?			
Are employees trained in how to use water efficiently?			

Envirowise money-saving tips

- In companies where the urinals operate without a flush control, saving of over £3,800 per year in water and sewerage costs can be achieved by installing passive infrared (PIR) sensors at a cost of about £350 and with a payback period of five weeks.
- Spray taps can reduce water use by 60–70 per cent compared with conventional taps.
- Tap aerators and flow restrictors can save money. Considering that a tap is being used 20 times a day for a time period of 15 seconds, by fitting a tap aerator, at a cost of £5 per tap, the water and sewerage cost savings would be about £13 per tap per year.
- When purchasing new equipment, take its water efficiency into account. It may be more expensive to buy water-efficient equipment, but it may have a short payback period due to the water savings achieved.
- A 5mm drip from a single tap can cost more than £900 per year in water and wastewater treatment costs.
- The Enhanced Capital Allowance Scheme (ECA) is part of DEFRA and enables businesses to claim 100 per cent first year capital allowances on investments in technologies and products that encourage sustainable water use. Businesses are now able to write off the whole cost of their investment against their taxable profits of the period during which they make the investment: **www.eca-water.gov.uk**

Things to find out: Water consumption

Ask your employer for information on the quarterly bills from your water company.

- In particular:
- amount of water used
- costs, including standing and volume charges

Water pollution

The principal pollutants of water courses are solvents, pesticides and oil. Employers are under legal duties to ensure that water systems are protected.

The **Water Framework Directive 2000** aims are to promote sustainable water consumption, prevent further deterioration of water catchment areas, and protect and enhance the status of aquatic ecosystems and associated wetlands. The directive does not come fully into force until 2015 but will have implications for many sectors.

The Environmental Protection Act 1990 and The Environmental Protection (Duty of Care) Regulations 1991 concern the transfer, treatment and disposal of controlled wastes. The producer of a controlled waste remains responsible for that waste during its transfer and ultimate disposal, even if carried out by a third party.

The Pollution Prevention and Control (PPC) Act 2000 regulates pollution from certain industrial activities. Since 2008 it has been brought within the framework of The Environmental Permitting Regulations 2007.

The Water Resources Act 1991 is the principal legislation in England and Wales covering water resource management, water abstraction licences, fisheries, flood defences and the protection of surface waters and groundwater. In Scotland, the protection of surface waters is covered in **The Control of Pollution Act 1974** and is enforced by the Scottish Environment Protection Agency.

Talking point

Water pollution

- Does your organisation use any polluting substances that could be released to water?
- If yes, identify them.

Drainage

A workplace may have two types of drainage system:

- a surface water system (SWS) designed to carry clean water from roofs, roadways and hard standings
- a foul water system (FWS) designed to carry dirty or contaminated water to a sewage treatment works; methods of disposal of wastewater effluent will depend on a number of factors such as composition, strength and quantity of the effluent.

A drainage plan should be in place that covers:

- Identification of drains. These should normally be colour-coded (SWS blue; FWS red).
- Provision of bunding, if required. This is often the main method of storing bulk chemicals and oil. The capacity of the bund should be the whole capacity of the storage tank plus 10 per cent.
- Pipework should be above ground where possible, and vulnerable pipework protected.
- Drum storage should be in locked compounds and in a bunded area.
- Deliveries areas should be isolated SWS drains in case of spillage.
- Oil-water separators these are interceptors that separate oil and water and should be located in risk areas like oil storage and handling, vehicle maintenance and large car parks.
- Spill kits used in emergencies and containing gloves, absorbent materials, shovels, etc.

Follow-up action

Check whether your organisation has a water management policy.

If it has, review it in the light of points covered in this section.

If it hasn't, identify the key points you would like to see included in a policy.

Resources

TUC Go Green at Work handbook, pages 59–62.

Envirowise water tools

Envirowise provides five free online tools to help you understand your water use and compare it with other businesses in your sector. It has developed initiatives for England (The Rippleffect) and Scotland (The BigSplash). These provide structured information and support to businesses in England to help them achieve water efficiency savings. It can help you to:

- understand how much water your company uses
- identify simple ways to start saving water and money
- measure the water and cost savings that you have made.



Activity

Water

Aims

To help you:

- evaluate the quality of your water management policy
- examine ways in which employer's policies can be improved.

Task Individual

Fill in the water management checklist in this section.

Task Group

- Compare your results.
- Select a workplace that has poor water management standards.
- Draft up an action plan to improve workplace standards. Use the box below to structure your plan.

Priority water management measure	Action required

Report back

Present the action plan from your group.

Reference

TUC Go Green at Work handbook, pages 59–62.

Finance



"There is a growing recognition among policy makers and stakeholders in the UK that the economic power wielded by institutional investors ought to be harnessed to meet social and environmental needs through the wider integration of ESG (environmental, social and governance) considerations into investment decision making".

Report for the United Nations Environment Programme, by law firm Freshfields Bruckhaus Deringer, 2005

"There is no reason in law why trustees cannot consider social and moral criteria in addition to their usual criteria of financial returns, security and diversification. This applies to trustees of all pension schemes".

Lord McKenzie, Pensions Minister, 2008

Organisations should consider their environmental strategy in terms of both their investment in other organisations and attracting investment into their organisation.

Case study

Attracting investment

Bradford and Bingley has prioritised environmental measures in the last five years. In this time its score on the Business in the Community Environmental Index increased from 30 per cent to 97 per cent. From 2007 it has been certified as Carbon Neutral. It identified two major environmental impacts:

- Energy use: it switched to 100 per cent renewable energy by using a mix of wind, biomass and solar sources. Energy meters were installed in every branch.
- Paper waste: in 2 years it reduced its total waste by 48 per cent. For example, toilet paper and towels are recycled from its confidential waste.

Benefits have included attracting investment from a number of environmentally friendly investment funds – nearly 20 per cent of shares are owned by ethical investment funds.

Responsible investment (RI)

The term 'responsible investment' covers a variety of approaches to investment in which environmental, social and governance (ESG) considerations are taken into account in the way investments are managed: for instance in the selection, retention and realisation of investments and the responsible use of rights (such as voting rights) attached to investments.
Ethical investment

Ethical investment is one type of responsible investment. Ethical investment can take a number of forms but the most common are:

- when investors choose not to invest in certain sectors (common ones include tobacco or arms) or certain companies, for ethical or moral reasons. This is known as 'negative screening'.
- when investors actively choose to invest in certain sectors for ethical reasons (such as renewable energy). This is called 'positive screening'.

Engagement and other approaches to responsible investment

Other approaches to responsible investment don't involve excluding certain companies or sectors, but mean investors exercising their rights as shareholders to engage with companies about their activity on ESG issues. This includes dialogue with the company management and other routes such as using the voting rights that come with owning shares to influence and engage with the companies in which they are invested.

Talking point

Campaigning on investment decisions

The student organisation People and Planet has been campaigning against investments in RBS/NatWest because of their investment in fossil fuel projects around the world.

• What are the implications for the government target of an 80 per cent reduction in emissions by 2050, especially now that RBS/NatWest is now 70 per cent in public ownership?

www.peopleandplanet.org

Talking point

Your pension fund

- Do you know the investment policy of your pension fund?
- If yes, outline some of the main features.
- If no, how would you obtain the information?

Things to find out: Checking your investment policy

Some organisations provide advice about standards to look out for in how your pension fund operates on environmental issues.

FairPensions, a charity that campaigns on responsible investment, has published a report examining the track record of fund managers on environmental, social and governance (ESG) issues. The report confirmed a lack of attention to social and environmental issues. Most asset managers were unable to provide any evidence of action on the following questions:

- Did the fund manager attend company meetings on environmental and social issues during the last quarter? If so, how many?
- What evidence is there that the manager is seeking specific changes in environmental and social corporate behaviour?
- What evidence is there that the manager has achieved specific changes in environmental and social corporate behaviour?

FairPensions report Investor Responsibility? Performance and Accountability on 'Extra Financial' Risks by UK Fund Managers, July 2008 www.fairpensions.org.uk

People and Planet publishes an annual league table of environmental performance in the higher education sector. It is based on responses to a questionnaire that includes the following questions on ethical investment policies:

- Does the Institution have a publicly available ethical investment policy published in the last five years?
- Does the Institution have a publicly available ethical investment policy which is reported on annually and/or there are ongoing opportunities for staff, students and other stakeholders to engage with the policy.
- Has the Institution, on ethical grounds: a) divested, b) invested or c) engaged with companies as a shareholder?
- Does the ethical investment policy or other investment documents make specific reference to taking action due to environmental considerations?

People and Planet Green League Table: www.peopleandplanet.org.uk

The Co-operative Bank sample policy

The introduction to the policy reads:

"The policy is based on extensive consultation with our customers and reflects their ethical concerns about who their money will and will not finance. It also informs our choice of partners and suppliers.

Ecological Impact

We will not finance any business whose core activity contributes to:

- global climate change, via the extraction or production of fossil fuels (oil, coal and gas), with an extension to the distribution of those fuels
- that have a higher global warming impact (e.g. tar sands and certain biofuels)
- the manufacture of chemicals that are persistent in the environment, bioaccumulative in nature or linked to long term health concerns
- the unsustainable harvest of natural resources, including timber and fish
- the development of genetically modified organisms where there is evidence of uncontrolled release into the environment, negative impacts on developing countries, or patenting e.g. of indigenous knowledge
- the development of nanotechnology in circumstances that risk damaging the environment or compromising human health.

Furthermore, we will seek to support:

• businesses involved in recycling and sustainable waste management, renewable energy and energy efficiency, sustainable natural products and services (including timber and organic produce), and the pursuit of ecological sustainability".

The policy also has sections on:

- human rights
- international development
- animal welfare
- social enterprise
- customer consultation.

Since 1992, The Co-operative Bank has withheld over £1 billion of their customers' money from businesses whose activities conflict with the policy, including:

- over £465 million of loans to businesses that conflicted with customers' environmental concerns
- over £210 million to businesses that conflicted with customers' ethical concerns for animal welfare
- over £300 million of loans to businesses that conflicted with customers' concerns for human rights and international development.

See more at www.smile.co.uk



Follow-up action

Find out the names of your pension fund trustees.

Contact them to check what your pension fund is doing on responsible investment.

What other investments are made by your organisation?

Find out who deals with these matters within the organisation. By law all pension schemes must state whether they have a socially responsible investment strategy in their Statement of Investment Principles. Check your organisation's annual report for additional information.

Resources

- TUC Go Green at Work handbook, pages 63–66.
- TUC Trustee guide *Engaged Investment*. This guide is designed to be used to support pension fund trustees in their activity as engaged and responsible investors. It gives a brief introduction to what engaged investment is, why it is important and what trustees can do to make their own scheme a more engaged and responsible investor: www.tuc.org.uk/pensions/ tuc-16060-f0.cfm
- The Carbon Trust has produced an Investor Guide to Climate Change: www.carbontrust.co.uk/ climatechange/investors/introductory+guide.htm
- FairPensions has produced a range of guidance on responsible investment: www.fairpensions.org.uk
- The Institutional Investors Group on Climate Change provides advice and joint initiatives for pension funds who want to understand how climate change and investment affect each other: **www.iigcc.org**

Activity

Finance

Aims

To help you:

- develop arguments in support of responsible investment
- evaluate the content of a responsible investment policy
- practise the skills of promoting union involvement.

Task

In groups discuss the statement below:

"It is impossible to make any difference to investment decisions on environmental or social grounds. There are too many powerful interest groups who are only interested in financial returns on investment"

What arguments can you use to challenge this view?

Choose a workplace in your group where there is no responsible or ethical investment policy.

Discuss the examples of policies in this section. Identify some guidelines for union involvement in establishing a responsible investment policy. Think about the:

- content of the policy, and
- the procedure for trying to get it adopted.

Prepare a presentation that could be given to a union meeting to get support for your approach. Include:

- the arguments supporting the adoption of a policy
- what the policy should cover
- strategies for getting it adopted.

Report back

Your group will be asked to role play your presentation to the rest of the course members.

Reference

TUC Go Green at Work handbook, pages 63–66.

Procurement



The LRD 2007 survey showed that less than half (48 per cent) of employers have introduced green purchasing.

Sustainable procurement has raced up the agenda in the last few years. It is an important part of your organisation's move towards being more sustainable.

A government report *Procuring the Future – Sustainable Procurement National Action Plan: Recommendations from the Sustainable Procurement Task Force*, was published in June 2006. The report makes recommendations for the future of public sector procurement, which calls on public sector organisations to have procedures in place by 2009.

Talking point

Assessing your goods or services

Can you think of any examples of goods or services used in your organisation that do not meet any of the requirements listed below? Do they:

- endanger health?
- cause significant damage to the environment (e.g. by buying products that are not biodegradable or contain CFCs etc)?
- consume a disproportionate amount of energy (e.g. a battery requires 500 per cent more energy to produce than it will ever give out in its lifetime)?
- cause unnecessary waste?
- use materials derived from threatened species or environments (e.g. tropical hardwoods)?
- involve the unnecessary use of or cruelty to animals?
- adversely affect other countries?

Checklist for environmentally friendly goods

The following is a checklist that can be used to assess environmentally friendlier purchasing arrangements:

- Is it essential that the product is bought?
- How efficiently will the product use resources during its lifetime and have the operating costs been taken into consideration before purchase?
- How durable is the product? Is it rechargeable, repairable, refillable or reusable?
- Can the product be recycled at the end of its useful life?
- Are recycled materials used in the product?
- Is the product made from properly managed, renewable resources?
- Is the product likely to emit toxic or polluting substances during its production, use or disposal?
- Is the product over packaged? Is the packaging made from recycled materials? Can the packaging be recycled after use or re-used?
- Have the 'whole life' costs and impacts been considered when assessing equipment for purchase?
- Can suppliers who can demonstrate that they are committed to environmental improvements be favoured?
- Where items are of similar costs, can preference be given to those that are manufactured with a high recycled content?

Source: University of Hull, *Purchasing and the Environment Policy*: www.eauc.org.uk/file_uploads/university_of_hull_-_policy_1.pdf

Guidance on developing a sustainable procurement policy

Real long-term gains can be made only if policies are developed and implemented that support the principles of sustainability. Developing a policy for procurement (or any other aspect of an organisation's operations) requires commitment from all levels of management, some basic information and a good working relationship with suppliers.

The following are the key steps to developing a policy in your organisation.

Gather support for the policy

Gaining executive-level support for a policy is essential, particularly if there are financial implications. Strong support must be forthcoming from the CEO, executive and key directors such as finance, asset management or corporate services.

People responsible for implementing the policy must be engaged early. This includes procurement officers, store-persons, personal assistants, administration officers and others who deal with day to-day purchasing within an organisation. These people will provide invaluable input into how realistic the policy is and whether or not it can be implemented.

Suppliers may be apprehensive about the impact of the policy on their business and should be engaged as early as possible.

Analyse purchasing practices

Before developing a sustainable procurement policy, current purchasing practices need to be understood as well as key stakeholders, legal and policy frameworks and types of products purchased.

Key considerations include:

- Centralised versus decentralised purchasing: implementation strategies may vary depending on whether purchasing is centralised or done through multiple small units.
- Use of government supply contracts: a wide range of sustainable products is available on government supply contracts. Agencies may need to work with suppliers to source 'green' goods or services not available on contract.
- Stand-alone contracts: appropriate sustainability specifications need to be incorporated into contracts for the supply of specific products not available on government supply contracts or for particularly large projects such as capital works.
- Outsourcing of services: sustainable procurement requirements need to be incorporated into contracts for outsourced services. This is particularly important when dealing with major projects, e.g. construction.
- Existing procurement policies and practices that support sustainability need to be identified and acknowledged.

Target a few products initially

Sustainable procurement initiatives may take a while to fully bed-down, so getting some quick wins is essential to demonstrate that the policy works. Focus on a couple of products initially to gain support and win over the sceptics. Strategies to get the initiative off to a good start include:

- Focus on products with a high potential or actual impact on the environment. Such products may make up small quantities of overall purchases but have significant impacts, e.g. pesticides, toxic cleaning products, large electrical appliances and vehicles.
- Identify the largest purchases by volume and by money spent and their resulting potential to benefit the environment. These products will have a higher profile and be used more commonly by staff.
- Tackle products where sustainable alternatives are readily available (e.g. recycled-content paper, energy-saving products).
- Identify strategic products that could be of particular concern to your organisation (e.g. oldgrowth forest products, imports from countries with a poor environmental record, toxic materials hazardous to staff and others).

A broader range of products can be addressed once the policy has been successfully trialled and has delivered some tangible outcomes.

The guidance above is adapted from a resource tool on the EAUC website: **www.eauc.org.uk/ file_uploads/developing_a_policy_-_guidance_1.pdf**

IT and procurement

IT buyers can source energy-efficient technology. In many workplaces equipment capacity to word process and web surf is sufficient. Large energy savings can be made by choosing lower-capacity models with lower processing requirements.

Offsetting

Does your organisation participate in carbon offsetting schemes?

A carbon offset is defined as the use of carbon credits to cancel out the carbon released by a work activity. For example, the carbon emissions from taking a flight can be carbon-costed, and the equivalent amount used to buy a credit for an approved project like the development of renewable energy. Carbon credits used to offset must represent a genuine additional carbon saving.

The Quality Assurance Scheme for Carbon Offsetting aims to increase consumers' understanding of the role of offsetting in tackling climate change and help them to make informed purchases of good-quality offsets. The Scheme is the responsibility of the Department of Energy and Climate Change (DECC) and provides a quality mark for participating organisations to use.

Approval of offsets under this Scheme is voluntary. Offset providers choose whether or not to seek approval for the offsets they sell: www.direct.gov.uk/en/Environmentandgreenerliving/ Thewiderenvironment/DG_070060

Things to find out: Offsetting

• If your organisation has adopted carbon offsetting, does it use organisations that have the DECC Quality Mark?

http://offsetting.defra.gov.uk/cms/assets/Uploads/NewFolder-2/ Scheme-Requirements-version-02-Mar-091.1.pdf

For more on offsetting read Go Green at Work pages 45-47.

Follow-up action: procurement policies

Either

If you have a written procurement policy, evaluate it using the information contained in this section.

If any changes are required, draw up a plan for how you will try and implement the improvements.

Or

If you haven't a written procurement policy, prepare a proposal to put to your employer in order to establish one.



Resources

- TUC Go Green at Work handbook, pages 67–68.
- Office of Government Commerce, Buy Green and Make a Difference: How to Address Environmental Issues in Public Procurement (2008): www.ogc.gov.uk/documents/ Environmental_Issues.pdf
- The Environmental Association for Universities and Colleges (EAUC) has a range of tools and resources on sustainable procurement: **www.eauc.org.uk/tools_resources**



Activity

Procurement

Aims

To help you:

- identify 'green procurement' good practice
- evaluate a sample procurement policy.

Task

In groups, compare your experiences of trying to 'green' the purchasing strategy of your organisation.

Use the resources in this section and *Go Green at Work* to identify some of the key principles and measures that should be included in a 'green procurement policy'.

Use the ideas you come up with to assess the example of the draft policy below for any strengths or weaknesses.

Draft procurement policy: ensuring that improvements, purchases and developments (including new build) are sustainable and environmentally sound.

- Develop a procurement policy that requires that the environmental impact of services or goods being sought is a mandatory consideration.
- Seek and act upon professional advice in order to minimise the adverse environmental impact of any new developments that exceed government regulatory requirements. This includes efficient heating and water systems, appropriate space for recycling, and the use of recycled and/or sustainable building materials where possible.
- Purchase recycled resources where these are both suitable and available.
- Purchase food that has been produced and delivered with minimal impact on the environment. This includes buying locally produced, organic and free-range food wherever possible.

Report back

Present a report outlining your assessment of the sample policy.

Reference

TUC Go Green at Work handbook, pages 67–68.

Beyond the workplace



"These economic, energy and environmental crises are not isolated events. They are the inevitable consequence of the high octane, deregulated, free market fundamentalism that has dominated our politics for the past three decades. A brutal ideology that has left us staring into the abyss. What we need now is real change."

Frances O'Grady, TUC Deputy General Secretary, TUC Green Growth Conference. April 2009

Inequalities and climate change

Beyond the workplace the trade union movement has a wider role to play in ensuring a 'just transition' to a low carbon future. The TUC's wider interest in energy and climate change policy has been taken forward by the Trade Union Sustainable Development Committee (TUSDAC), a joint TUC/Government advisory body which provides a national input into government policy, and a forum for national unions under the umbrella of the TUC. The TUC has strongly supported the notion of a just transition: it includes consultation between governments, employers and unions; investment in green and decent jobs and new green technology; and support for new skills and training programmes for a low carbon economy (see also the TUC's report, *A Green and Fair Future*).

Just transition is an approach that also aims to protect the most vulnerable people in developing countries. Poor health is closely correlated with the uneven distribution of wealth and resources. This includes wide disparities in quality of housing, levels of crime, educational achievements and wealth. Such inequalities mean that the adverse health impacts of climate change will be felt disproportionately by those who are already worse off. So a fair transition also means new development funding for those countries on the climate change frontline.

Some groups will suffer from a 'triple-injustice' because of climate change:

- They contribute proportionally less to greenhouse gas emissions.
- They are more vulnerable to climate impacts in terms of both levels of exposure and sensitivity.
- They have less capacity to adapt to risks.

This is particularly true of those living in developing countries.

Environmental action in a recession

The majority of people accept that global warming causes climate change and that action is required; differences start to emerge on the question of priorities and what type of action. During a recession there will be pressure to focus on other priorities like saving jobs and cutting expenditure. There is an argument that the recession will slow down growth and that will in turn cause a reduction in CO_2 emissions anyway. But according to the Government's Stern Review (2006), failure to act on climate change could have severe costs – it could reduce global income by between 5% and 20% as the cost of inaction mounts up.

The case for action needs to be made in workplaces but also in strategic economic policy decisions. Different measures will have a range of economic and climate benefits.

Opportunities that are too good to miss

We are facing two global crises, one economic and one planetary. We cannot afford to choose to focus on one but not the other: we can act effectively and simultaneously on both fronts. Governments can commit over the next few months to public spending plans that make sound economic sense, both by stimulating economic recovery and by laying the foundations for sustainable low-carbon growth. These are the big growth opportunities of the next two or three decades. They are too good to miss."

The quote above, which appeared in *The Guardian* on 24 February 2009, was made by Nicholas Stern and Alex Bowen of the Grantham Research Institute on Climate Change and the Environment at the London School of Economics. Lord Stern led the government's Stern Review on the Economics of Climate Change, published in 2006. The full version of *An Outline of the Case for a 'Green' Stimulus* is available online (see Resources).

Below is a summary of the comparison between economic and climate benefits for a range of eco-measures.

Measure	Economic Benefit (/12)	Climate Benefit (/6)	Total
Best			
Residential home energy efficiency	12	5	17
Public building energy efficiency	12	5	17
Boiler replacement programme	12	5	17
Light and appliance replacement	12	5	17
Fuel efficient new cars	10	6	16
Renewable heat generation	10	5	15
Renewable energy development	9	6	15
Vehicle tyre pressure checks	11	4	15
Reducing deforestation	10	5	15
Least good			
Domestic renewable energy	7	5	12
Encouraging energy R and D	6	6	12
Connected urban transport	6	6	12
Advanced battery development	5	6	11
Carbon capture and storage projects	6	4	10

How the proposals score

Note: The measures were assessed against four economic factors - speed of impact, job creation, length of funding needed and use of available resources - and two climate factors - cuts in greenhouse gases and progress toward low-carbon economy. Other measures considered that fall between the highest and lowest scores above include smart electricity grid and meters, industrial energy efficiency, nuclear power, car fleet renewal, improved railway efficiency, and mass transit schemes.

Source: An outline of the case for a 'green' stimulus by A.Bowen, S Fankhauser. N.Stern and D Zenghelis

The global green economy was worth \$548 billion in 2004 and could be as much as \$800 billion by 2015. In the UK there are only 7,000 jobs in renewable energy compared to half a million in Germany.

Defining the green economy

The UK Centre for Economic and Environmental Development (UK CEED) defines environmental goods and services (EGS) as the following sectors and services:

- air pollution control
- cleaner technologies and processes
- decommissioning/decontamination of nuclear sites
- environmental consultancy
- environmental monitoring, instrumentation and analysis
- energy management/efficiency
- marine pollution control
- noise and vibration control
- remediation and reclamation of land
- renewable energy
- waste management, recovery and recycling
- water supply and wastewater treatment

Source: Emerging Markets in the Environmental Industries Sector (Selwyn, 2006)

Green jobs must be safe jobs

The International Trade Union Confederation (ITUC) commissioned a global study of green jobs in 2008, entitled *Green Jobs: Towards Decent Work in a Sustainable, Low-Carbon World*. It says efforts to tackle climate change could result in the creation of millions of new 'green jobs' in the coming decades. The report was funded and commissioned by the UN Environment Programme (UNEP) under a joint Green Jobs Initiative with the International Labour Office (ILO), and the International Trade Union Confederation (ITUC) and the International Organization of Employers (IOE).

Though the report is generally optimistic about the creation of new jobs to address climate change, it also warns that many of these new jobs can be "dirty, dangerous and difficult". Sectors of concern, especially but not exclusively in developing economies, include agriculture and recycling where all too often low pay, insecure employment contracts and exposure to health-hazardous materials needs to change fast: www.unep.org/labour_environment/features/greenjobs-initiative.asp

Green jobs and the workplace

The campaign for green jobs can begin in the workplace.

Case study

Lucas Aerospace

Faced with closure and redundancy, the Combine Shop Stewards Committee at Lucas Aerospace launched its 'alternative corporate plan' in 1976. It promoted energy saving and the development of products like heat pumps, kidney machines and a road/rail vehicles. The plan was not supported by the employer or the government.

Talking point

The root of the problem

"Climate change is the biggest market failure in human history." Stern Report, 2006

- What do you think is meant by this statement?
- Do you think the policies referred to in this section are capable of dealing with this market failure?

Action in the community

The Sustainable Communities Act 2007 gives an opportunity for councils and communities to present new thinking on how to meet the challenges of sustainability and local well-being. It starts from the principle that local people know best what needs to be done to promote the sustainability of their area, but that sometimes they need central government action to enable them to do so. It provides a channel for local people and the councils that represent them to ask central government to take such action.



What is your local authority doing about sustainable development and climate change?

Contact your local authority to obtain a copy of their Policy and Environmental Action Plan.

Check their response to the Sustainable Communities Act (SCA). Have they 'opted in' to the process?

- If your local authority has, it should set up 'citizens panels' involving all sections of the community. Find out if there is any trade union representation on the panel.
- If your local authority has not, contact your local councillor to find out why.

Local Works is a campaign to implement the SCA. You can get advice from: **www.localworks.org** or **www.unlockdemocracy.org.uk**

Campaign in the community

Union branches can forge links with a wide range of organisations that support environmental action. Trade union members are also members of their local community and many union reps are community leaders – local councillors, school governors, active in local voluntary organisations etc.

Green action shouldn't stop outside the workplace. Linking up with others may also give inspiration for initiatives back at work. Check the Resources section to identify those organisations that can help to support community initiatives.

Some organisations tend to focus on individual action. There is a debate about how effective this approach is.

Talking point

Individual action versus political action

"The most important changes needed to deal with climate change can't come from individual consumer behaviour."

• Do you agree or disagree with this statement? Give your reasons.

Follow-up action: local campaign groups

Draw up a list of campaign groups that are active in your area.

Find out when they meet and the activities they are involved in.

Find out if your trades union council is active on green issues. Investigate the potential for setting up a local climate action group that could bring trade union activists together.

Resources

- TUC Go Green at Work handbook, pages 68–71.
- Unlocking Green Enterprise: A Low Carbon Strategy for the UK Economy www.tuc.org.uk/ touchstone/greenenterprise/unlockinggreenenterprise.pdf
- ITUC Trade union statement to COP14, United Nations Framework Convention on Climate Change (December 2008).
- United Nations Environment Programme: www.unep.org/newscentre/default.asp
- Government 'Green Deal' proposals an interactive website has been launched to support the strategy: **www.interactive.berr.gov.uk/lowcarbon**
- Nicholas Stern, An Outline of the Case for a Green Stimulus: www.lse.ac.uk/collections/ granthaminstitute/publications
- The Trade Union Sustainable Development Committee (TUSDAC) provides a national input into government policy and a forum for national unions under the umbrella of the TUC: **www.tuc.org.uk**
- Campaign against Climate Change a number of unions are affiliated to the trade union section that organises an annual conference and other events: **www.campaigncc.org/unions.shtml**
- Greenpeace has a useful link to a large number of environmental campaigning groups. The organisations are listed on an A–Z basis: **www.greenpeace.org.uk/organisations**
- Friends of the Earth has a network of local branches campaigning on a wide range of environmental issues: **www.foe.co.uk**
- The Transition Town Network aims to bring communities together to deal with the challenges of peak oil and climate change: **www.transitiontowns.org**

Activity

Beyond the workplace

Aims

To help you:

- examine how a 'green new deal' could impact on your employment sector
- evaluate any current campaigns and the potential for campaign opportunities.

Task 1 Green growth opportunities

In your group discuss what you think is meant by a 'green job'.

Identify any opportunities that exist in your sector of employment for 'green growth'. Use any information available from your union website and other resources provided to consider:

- new 'green jobs'
- making existing jobs 'greener'
- green skills opportunities for training and re-skilling
- green products and industries opportunities to develop alternative products or services.

Task 2 Union campaigns

Is your union involved in any campaigns related to climate change?

Compare any initiatives at local, national or international level that you are aware of.

Do you know of any campaigns that you think your union should be involved with?

Report back

Summarise the main points and conclusions.

Reference

TUC Go Green at Work handbook, pages 68–71.



Notes

