People and Skills for a Sustainable Future

Report based on proceedings at the IBM Summit at Start
When one tugs at a single thing in nature, he finds it attached to the rest of the world.

*John Muir, author and naturalist, founder of The Sierra Club*
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Executive summary

Only the most hardened climate change deniers and sustainability sceptics now argue that we can continue indefinitely to live and to consume as we do now. We are heading for deep trouble and possibly for disaster, driven by our historic disregard for the scarcity of resources and the collateral damage our progress has created.

The evidence is increasingly stark and the range of issues is broadening across all social, natural and economic systems. The problems are both massive and systemic; our response must be worthy of that challenge.

More than 120 business, government, community leaders and commentators gave up a Saturday to attend the People & Skills day (day 4) at the Start Summit. They concluded we need to act faster, and work together across industry and country boundaries; they left determined to make change happen. Their debates and comments are noted in this report, but these points were key:

- People are at the heart of the sustainability challenge, both as the cause through escalating population and unsustainable lifestyles, and as the solution
- We need to create a “new normal” in the way we live, the way we work, and in our business models
- In our businesses, we must prioritise the technical, functional, analytical and leadership skills which enable an organisation to become sustainable, in environmental, economic and social terms
- Priority skill areas are complex modelling and systems thinking; maintenance and repair; and developing leaders at all levels with an understanding of sustainability
- Sustainability should be built into existing training programmes, adapting current skills, integrating sustainability into mainstream, not as a “bolt-on” module
- Learning should be delivered to our existing and future workforces, through multi-generational audiences, and should facilitate cross-sector collaboration
- Government must partner with academic and business representatives to deliver the people and skills we need for a sustainable future, and recognize its role in enabling the behaviour change and culture change required to foster the atmosphere in which these skills will be valued, measured and used effectively
What is sustainability?

Sustainability: most people think it’s a good idea, some people are passionate about it, some are truly ambivalent or even hostile to the notion, but everybody has a different definition. It is therefore important that we establish a definition to use as a baseline for this report. Sustainability, simply put, is the capacity to endure

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At a global level: we live on a planet that is a complex, inter-dependent set of eco-systems, and increasingly, socio-technical systems; sustainable behaviour is therefore that which ensures the environmental balance is maintained, allowing human civilisation to continue to survive.

At a regional/national level: we must maintain the economic structure of our society – markets, businesses, profits, infrastructure and jobs; societal stability in turn ensures the long-term demand for, and the sustainable growth of, products and services. Along with progressive social policies on equality and well-being, sustainable markets, businesses and societies aim to create long-term opportunity for all.

These three elements – economic, social, and environmental (also referred to as profit, people, and planet) – form the basis for the Triple-Bottom Line (TBL, figure 1), a simple description of the elements involved. The problem is that for many – particularly those of us charged with delivering hard, short-term results – the social and environmental appear to detract from the economic; they are seen as blockers.

It is this central dichotomy that is often cited as the reason for sustainability being a hard sell in business. But it shouldn’t be; organisations and those leading them want to survive and prosper as much as they ever did. The only issue is to illustrate both the urgency of taking action and the importance of all three factors in ensuring their organisational and individual survival.

We find ourselves at a unique point in our history. Unlike previous generations, we know that we are causing irreparable damage to the planet and that, regardless of arguments about the causes, significant changes in how we live must be achieved.

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Figure 1. One representation of the triple bottom line

We must discover how to deal with the biggest impacts humans make on this planet, including:

- **Population growth.** Population growth is at the core of the sustainability challenge. There were 1.75 billion people on the planet in 1910; today there are 7 billion, and by 2050, the UN estimates that the global population will peak at around 9 billion.

- **Resource depletion.** The development of the ‘Western’ lifestyle over the past 60 years has greatly exacerbated the population problem – a lifestyle based on quantity rather than quality, and on consumption as a validation of our national and individual success. Powered by cheap energy and mechanisation, it’s been easy and we could apparently afford it. But we have taken little notice of the ‘collateral damage’, and as a result we are using up the planet’s resources and damaging ecosystems at an alarming rate.

- **Unaccountable growth and consumption.** The hidden costs (or ‘externalities’) of some of our activities are now recognised – not least the estimates of the cost of climate change brought about by GHG emissions from fossil fuel use over the past century. Lord Stern’s estimate of 2% of GDP (£28bn annually in the UK alone) to counter climate change is dwarfed by estimates of the economic damage in prospect (for example the figure of $20tn annually by 2100 by the German Institute for Economic Research (DIW)).

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1 The Bathwick Group’s definition, which separates the capacity to endure (surviving) from sustainable development (thriving), which is growth that has at most a neutral social and environmental impact.
Common themes from the Summit

Collaboration is key to progress

There are few challenges within organisations that can be solved by an individual employee or a single department, and few challenges in sustainability that can be addressed by a single organisation operating in isolation. ‘We need to collaborate more’ was a key conclusion of every day of the Summit at Start; collaboration is the key to unlocking creativity, finding new ways of approaching familiar problems, and generating widely-accepted solutions. We know however that few organisations collaborate well, internally or externally. Over the past five years we’ve analysed how and why this is so. Individual and corporate insecurities, unhelpful reward systems and competitive sensitivities are among the issues that combine to inhibit openness and sharing of data and ideas.

Collaboration is about changing the way individuals think and organisations respond, finding more effective business process alignment, and encouraging trust and positive behaviours. Achieving such change is at the heart of finding the efficiencies, technologies, and market models that will define a more sustainable future.

Data and metrics are the basis for finding solutions

We generate enormous quantities of data within our organisations, much of which languishes in silos, unused for lack of capacity, the right tools or skills to process and analyse its meaning. The amount of data, and the number of sources from which it comes, is spiralling upwards every day; we can’t hope to understand either the scale of the challenge we face or the best routes to a solution unless we learn what we know, and how to gain valuable insights from it.

Peter Drucker famously said “If it can’t be measured, it can’t be managed”. In a sustainability context, if you don’t have information on the impact of your operations and your activity, you won’t be able manage that impact down. Worse, you can’t enumerate and report success.

We need to change our behaviour at home and at work

Of all the challenges we face in becoming more sustainable, individual and organisational behaviour will perhaps be the hardest to address. Personal and corporate insecurities, consumption-oriented lifestyles, unhelpful corporate cultures, a focus on the short term, and a lack of awareness (or unwillingness to understand) inhibit our ability to effect change. They make us believe that what we do individually makes little difference, and help us to hide behind competitive sensitivities to justify inaction. Will it be more carrot or a bigger stick that will produce the changes we need? Probably both, and applied without fear or favour, according to delegates at the Summit.

Scottish philosopher David Hume wrote “All plans of government, which suppose great reformation in the manners of mankind, are plainly imaginary”. In other words, good luck with changing human behaviour. In the 250 years since that was written, have we learned enough, and are we optimistic enough, to prove him wrong?

Complexity requires systems thinking

The complexities of organisations and markets are a barrier to understanding and change. The developed world today is a network of inter-dependent socio-technical systems, in which changes of any type have systemic impacts that are hard to foresee in the normal scope of an individual’s role. Few people ever experience more than a small part of the picture, and the decisions they take will only be appropriate within the context of their understanding.

Creating predictive frameworks and more holistic decision support models requires systems thinking – the process of understanding how things influence one another within the whole – which is an unusual set of skills. Few organisations employ such skills, except perhaps in strategy or technical design roles, but in an increasingly connected world systems thinking is becoming important. We would do well to recognise, nurture and value the appropriate skills, as second- and third-level impacts are increasingly coming to define the effectiveness, and therefore the success, of most organisations.
Summary of proceedings

What does sustainability mean to your organisation?

Delegates expressed many different responses to this question during the roundtable debates. The result is a mix of the human, financial, operational, and environmental facets of sustainability:

- **Corporate & economic**
  - Helping companies achieve the right outcomes for all stakeholders
  - Stability & longevity of the organisation
  - Financial security
  - Seeing and planning for the long term
  - Investing in people
  - Enlightened self-interest
  - Creating a more adaptive business model
  - Supporting our competition for business
  - Changing ‘consumer’ preferences

- **Practical & operational**
  - Reducing travel, commuting, supply chain footprint
  - Putting expensive infrastructure into the ‘cloud’
  - Flexible working processes
  - Opportunity for considerable cost cutting
  - Creating sustainable products
  - Sourcing raw materials in a sustainable manner
  - Providing a more informed choice of products for customers

- **Environmental**
  - Clear expression of our corporate responsibility
  - A range of reduction targets – particularly around carbon
  - Improving air quality
  - Reducing the environmental footprint of the organisation and its products

- **Social**
  - Unlocking human potential and value
  - People development and employee engagement
  - Improving human rights in developing countries
  - Enable and empower people
  - Leaving something of greater value to future society
  - Addressing social and economic imbalance
  - Making communities stronger
  - Create future employment in UK
  - Driving more adaptive skills and knowledge

People are at the heart of the sustainability challenge

The activity, behaviour, attitude, skills and aspirations of people lie at the heart of any discussion about sustainability. We are the cause of unsustainable activity on this planet, and some of us have been the beneficiaries. In the UK, we are all part of the problem; our consumption-oriented lifestyle gives us a disproportionate footprint in the world.

> There is no human activity that doesn’t have an effect on the planet.

The Rt Rev James Jones, Bishop of Liverpool

The 20% that enjoy our lifestyle seem disinclined to help the other 80%

Those of us fortunate to enjoy a comfortable lifestyle and who aren’t yet affected by changes in, for example, weather patterns and water availability don’t on the whole feel the urgency of action to live more sustainably. Millions around the world do, but are mostly not in a position to do anything about it.
The government’s chief scientist, Dr David Mackay, pointed out in an interview in 2009 that in cumulative terms, the UK is one of the three highest historic emitters of carbon in the world (along with the US and Germany). It could be argued therefore that we have a responsibility to take a lead and address the issues. We need to do so on three levels: political, community, and personal. We must demonstrate to our political leaders that we are serious in demanding policy changes, we must work in our organisations and our communities to make a difference, and we must take seriously the choices we make as individuals.

Yet there is a history of doing the right thing

The UK does have historic examples of social and corporate responsibility however; perhaps the best known is the Cadbury Village. In 1893, George Cadbury started developing a model village for the company’s workers at Bournville near Birmingham which would ‘alleviate the evils of modern more cramped living conditions’. The village grew to several hundred homes and incorporated green spaces and sports facilities. The Cadburys believed strongly in creating good working conditions, and also pioneered pension and health schemes, works canteens, and even an early form of trade unionism in worker committees.

In the United States, Henry Ford of the eponymous Motor Company also took worker welfare very seriously, as well as employment diversity (in employing ethnic minorities and the handicapped) and union recognition – quite out of step with most other corporations of the time. And IBM’s President Thomas J. Watson wrote a letter in 1953 outlining the company’s equal opportunity policy, well in advance of anti-segregation legislation and a decade before the Civil Rights Act, let alone normal business practice.

We should all consider what might be learned from those examples, and how the lessons might be applied today.

We are only just starting the work

Despite those historical examples and the many examples of good practice today, most companies have barely scratched the surface of what we need to do.

Regardless of all the work we and others have done so far, we are only at the very beginning of the process to bring our resource consumption down below one planet.

Euan Sutherland, CEO, Kingfisher UK

The complexities involved in changing inter-connected systems and processes, and the fact that so few are responsible or accountable for a large enough domain to feel as though they can make a difference, ensure that progress remains hard going. One way to address those issues is to involve and empower the widest range of people within and connected to your organisation, and use their ideas and enthusiasm to create the momentum needed.

We can all start at home

So far the evidence shows that we are much more likely to do what we can at home to live more sustainably than we are at work. Yet the number actively working towards reducing their consumption of resources and energy is still relatively low.

27% of the UK’s carbon emissions comes from our homes, but people in general do not yet understand what sustainability means or how important it is.

Euan Sutherland, CEO, Kingfisher UK

We need to re-connect to the Earth

Several delegates made points about how developed world lifestyles are insulated from the natural world – we’ve spent many decades achieving that level of comfort. But in the process, we’ve become disconnected not only from the natural rhythms and processes of the planet, but from other people too.
When people are connected to their environment, they behave differently.

The Rt Rev James Jones, Bishop of Liverpool

We have created urban environments in which food comes from supermarkets in air-tight packaging, seemingly endless energy powers our heating, support and transport systems, and we probably don’t know who our neighbours are. We live in our own cocoons, and it is hardly surprising that, being insulated from anything and anyone else, we find it hard to make the connection between our personal activities and their effect on the rest of the planet and its occupants.

How can we comfortably call ourselves a ‘consumer’ society?

That disconnection may extend into our psyche further than we think. A very strong point made by the Right Reverend James Jones echoed throughout the day. He pointed out that we seem comfortable to call ourselves ‘consumers’, and yet the definition of the verb ‘consume’ is to destroy, or expend by use; to deplete or exhaust. As the Rt Rev Jones points out, that is an amazing, though accurate, admission to willingly make in labelling ourselves.

Defining ourselves as ‘consumers’ is a suicide note.

The Rt Rev James Jones, Bishop of Liverpool

The word ‘consumer’ originally meant ‘one who squanders or wastes’. While accurate, it is likely that we need to change the way we think about how we describe ourselves – it would be a good start to changing our attitude to lifestyle and sustainability.

We need a ‘new normal’ in the way we live and work

Our ‘normal’ existence – the way we live, from measuring our societal position by our ability to consume to the daily commute – is not a recipe for a sustainable future. We all need to challenge our perceptions and expectations and find new and less impactful ways of living. For example, flexible working is an attractive concept – cut office costs, reduce commuting, allow employees flexibility in their hours to accommodate different life pressures – but few companies have the right management processes in place to properly deploy it. Flexible working is not about teleconferencing and email; it’s about performance measurement – being able to measure the outcome of activities, not the amount of time we are at a desk.

Is it possible culturally to create new ways of living and working that have a much lighter footprint? How can our organisations lead such a change? How can changes create new and greater value? Greater sustainability need not mean having or doing less; how can we ensure that it means having more – a better, more productive quality of life?

We need a ‘new normal’ in our business models

Many delegates commented on how current business models are incompatible with sustainability. The retail sector for example depends on ever-increasing consumption to fuel growth, and is in a constant battle to force down prices and compete for share of wallet. One retail CEO discussed the possibility of moving from a purchase model to a rental and/or refurbishment model for many products, becoming a service business in the process. In short, we need to think of entirely new models that do not consume, but repair, refurbish, and recycle.

Use less is useless - we need to build positive plans for closed loop systems, not negative ones for business as usual.

Dame Ellen MacArthur
Up-cycling was also quoted as an example of innovative new value creation. Recycling involves taking end of life products and degrading them into something else – turning tires into playground surfacing for example. Up-cycling involves taking that end-of-life material and creating something of higher value. An example cited by Kingfisher (B&Q) was to turn waste polystyrene packaging into decking. The resulting product is harder-wearing than the wood it replaces, and it requires no maintenance.

**Technology won’t solve the problems we face without people**

The hope is often expressed that technology, having been partially responsible for getting us into the situation we are in today, also holds the promise of a solution. We hope that clean, renewable energy, carbon capture, electric vehicles, climate-adjustment techniques, etc. will solve our problems, despite the untested nature of most of the relevant technologies, their unproven scalability and unknown costs. In order to realise the potential of the new technologies we must adapt our behaviour, and invest in the longer term. Our behaviour and our choices will ultimately define our future; we must have the will to make a difference and the understanding to use available technologies to reach our goals.

> Technological solutions without people who understand why to use them will get us nowhere.
> Graham Wright, IBM

**Nation states are not meeting the challenge – so business must**

The Copenhagen Climate Change Conference in 2009 ended in failure, and most commentators hold out little hope for the deal being negotiated in Mexico to replace the Kyoto Protocol. It is perhaps unsurprising that so many nations, protecting their national interests in a time of global economic disruption, are failing to agree on a course of action. But we can’t afford to wait so, as many delegates noted, businesses, and particularly larger MNCs must step into the breach.

> If nation states can’t achieve change, perhaps it’s time for business.
> The Rt Rev James Jones, Bishop of Liverpool

> Achieving change at a systems level is absolutely dependent on business.
> Dame Ellen MacArthur

Again, there is historical precedent for this. As one delegate noted:

> Business drove the industrial revolution, business drove the digital revolution, and business will drive THIS revolution.
> Summit delegate

> Working together is the key, but that is harder to achieve than we expect

As we have noted elsewhere in this paper, the key to making wholesale changes to complex systems is collaboration. In the majority of cases it simply isn’t possible to change anything in isolation, but many of the delegates at the Summit noted how difficult such collaboration is, even across a single organisation, let alone across whole industry sectors. The Bathwick Group has executed research over the years on the processes of collaboration; some of the key reasons that many initiatives fail relate to the attitudes and insecurities of people and the organisations for which they work. The argument often advanced is that “knowledge is power”. Organisations need to reward those who share knowledge and establish the right governance to allow collaboration with those who are otherwise competitors.
Values must be understood and acted upon from the CEO down

For businesses to meet the challenges of becoming more sustainable, the values that must be embraced should be articulated at the very top of the organisation and be imbued throughout the workforce. Leaders at all levels should be held accountable for the results; in the UK for example, Kingfisher executives are measured on sustainability KPIs and rewarded commensurately.

As well as embracing and expressing the values, people must be given the opportunity and the permission to change how they work and, where necessary, how their organisation operates. One company gives their employees a “personal carbon budget” and rewards them each month with plus or minus 5% of salary, depending on how well they manage their carbon budget to their personal target.

Give employees the tools they need to do the work

In addition to giving employees the space to think and act more sustainably they must also be given the tools to do the job, particularly if they are expected to come up with new approaches and solutions for the organisation. What is the best way for your organisation to support people to create new ideas and approaches? Ideas expressed during the Summit included providing an innovation room where ideas can be shared and development collaboratively, and designating a number of hours each month for work on sustainability-related projects (much as some companies give employees time for volunteering).

Staff review and appraisal should include sustainability issues

Several delegates at the Summit noted the importance of including sustainability criteria in appraisal and reward mechanisms. We should be measuring not just how well people respond to the challenges presented to them, but how they are contributing to the ongoing survival and success of their employer. For those employees that are enthusiastic about making a difference, the recognition is important; for those that are less interested, being measured on something is the main motivator to get, and stay, involved.

We need to change the language of sustainability

The language of sustainability has been too negative and uninspiring. There is too much that is ‘worthy’ and not enough positive imagery of a sustainable future; too much doom-mongering and not enough hope. How can we paint an exciting picture of a healthier, more sustainable future and inspire people to make it happen?

Similarly, changing the language around how we live today could help to nudge perceptions in the right direction. We have already noted the issue of our self-image as ‘consumers’; what other parts of the common lexicon should change to alter how we think about ourselves, the planet, and our future?

Shaping young people through experience

Experiences shape attitudes and behaviours. There is not enough cross-over between the academic and the vocational or practical. How can schools interface with organisations to bring real world experience into the classroom, and fresh thinking into the boardroom? How can we close that gap? Dame Ellen McArthur asked companies to consider introducing a “youth board” to work with the senior team and focus on sustainability issues.

Young people are future customers – we should be listening to them as well as helping them understand more about the world around them.

Summit delegate

We must capture and harness the imagination of young people – they will be around to witness the consequences of our actions long after we are gone; they have a vested interest.
We need to place sustainability at the heart of further education

Equally important is the moulding of the next generation of organisational leaders. Higher education programmes (including MBA courses) are beginning to address sustainability, some have only added a stand-alone module as yet, but others are moving to embed sustainability across every element of their syllabus. Sustainability is not something that can be considered separately from any aspect of business or society, and we must engender thinking that places sustainability at the heart of the design a process or a product, not as something considered as a postscript.

Professional/trade bodies must embed sustainability in qualifications and standards

As a first step toward integrating sustainability into standards and certifications we need professional and trade bodies to act as both repositories of best practice and as leaders in providing advice and assistance to their members’ organisations. Some organisations are already incorporating sustainability into their competency standards. For example, the recent amendments to the Skills Framework for the Information Age address “green IT” across the relevant fields.

We have thousands of health & safety advisors, but we don’t yet have many sustainability advisors.

Summit delegate

Trade bodies might fulfil this role by adopting sustainability criteria throughout their qualifications and specifications, or by offering training for advisors and consultants in their field.

Sustainability is not a one time activity – it is a journey

It is a truism, but one still worth pointing out, that sustainability, like so many other commercial objectives – quality, productivity, or efficiency for example – is not something that can be achieved. The search for a more sustainable modus operandi is never over – it is an ongoing process of steady improvement.

Plan for tomorrow and start today.

Euan Sutherland, B&Q

It is a process, however, that cannot be left to an indeterminate time in the future. The need is pressing, and change will inevitably be slow; it’s important to start as soon as possible.

Organisations, and leaders, must identify their priorities

The first step in that journey is to establish priorities. What are the most critical objectives for your organisation? Where and how could you make a difference in your organisation? How will you engage the enthusiasm, harness or develop the skills and experience of your employees to address sustainability? How will your people’s efforts make the most positive difference and create the most value?

IBM is planning a range of ongoing projects and work to help answer some of those questions, and many others. Some of the initiatives are outlined in the Next Steps section below, along with information on how to get involved.
Next steps: developing the themes

Harnessing the momentum of the Summit
Among the projects already identified are:

Establish an on-line community forum
IBM has already established the “People & Skills for a Sustainable Future” community on the professional Linked-In network. This enables delegates, and others who are interested in this topic, to continue their discussions, share ideas and support each other as each of us try to make our organisations work in a more sustainable way.

Establish an on-line learning library to share best practices in sustainability
This initiative is being led by the Sustainability Task Force of “Business in the Community” and will provide resources to member organisations to help them to educate their employees about sustainability and encourage all to take action.

Develop a framework for a multi-generational “Sustainability Board”
IBM have created a reference framework for a multi-generational “Sustainability Board” to guide and support their UK leadership team to identify how we can become a more sustainable business in economic, social and environmental terms. B&Q have recently announced their plans to create a Junior Board to advise on sustainable products.

The Start Innovation Jam
The IBM Summit at Start was “one of the most significant events of its kind that has ever taken place in this country” according to Charles Hendry, the Minister of State for Energy & Climate Change. The Summit brought together key stakeholders from many communities, and created a momentum amongst attendees to do something to make a difference. The journey towards a sustainable economy will be a long one, and the Summit was always intended to be the start of a process rather than a single, albeit impressive, event. As a continuation of that process, IBM has announced that it will be hosting a ‘Start Innovation Jam’ in April of 2011.

An Innovation Jam is an online text-based discussion forum for conducting a large-scale brainstorming event. Diverse groups of individuals are connected via a web browser to discuss and develop actionable ideas for business-critical or urgent societal issues. The key word is ‘actionable’. The purpose of this Jam is to take what was learned from the Summit, and turn it into a bank of actionable ideas. This is about how – the Summit identified a number of urgent needs to which we need to find solutions: we need to encourage collaboration between differing constituencies, but how do we make it happen? How do we start to change individual and corporate behaviours? How do we engage with younger people and how do we act NOW to make a difference? The Jam aims to answer these questions and in doing so kick off hundreds of projects that will generate real solutions and provide inspiration for a thousand more.

The Jam will be facilitated by IBM in conjunction with the Start organisation and many of the other Start partners. They will be inviting everyone who attended the 2010 Summit, their partners and clients, and many others who wish to join them on the journey.
People and Skills for a Sustainable Future

The IBM Summit at Start

Start is an initiative established by HRH The Prince of Wales, that aims to create a vision of a more sustainable future, and seeks to promote sustainability through simple, positive and aspirational messages.

IBM is one of the founding partners, and is the exclusive partner for Business to Business engagement. In September 2010 IBM led a Business Summit – nine invitation-only days that covered key topics on the sustainability agenda for business. Its starting point was simple: “ask not what you can do for sustainability – ask what sustainability can do for you”.

Business engagement in the broad sustainability agenda is crucial if we are to make progress. Business led the industrial revolution, it led the digital revolution and all the signs are that it will drive the sustainability revolution too. Each day of the summit saw senior business leaders, public sector officials, NGOs, academics and commentators come together in London’s Lancaster House to make a difference to how sustainability is perceived and positioned in the UK. Over 1,000 of the UK’s most influential people joined forces with some of IBM’s global experts to create a new constituency around economic, social and environmental sustainability.

Charles Hendry, the UK Minister of State for Energy and Climate Change said that the IBM Summit at Start was “one of the most significant events of its kind that has ever taken place in this country”; this document, written by The Bathwick Group, reports the output from the summit, with a specific focus on Day 4, ‘People and Skills for a Sustainable Future’.

![IBM Summit at Start](image-url)
About The Bathwick Group

The Bathwick Group is a research-based consulting company that helps clients address their most pressing needs in strategic planning and go-to-market execution.

**Sustainability & the future economy:**
Defining the future – risks and opportunities; strategic modelling and benchmarking, future-proofing to mitigate strategic risks, and identification of new market opportunities

**The future of business & organisational performance:**
Focused on collaboration and disruptive platforms; solving client challenges rapidly by combining external experts and IP protection mechanisms to expedite solutions to important challenges

**The application and future of information technologies:**
Focused on infrastructure (futures and cloud computing) and interaction (including social media) in business. Future-proofing strategy and effectiveness audits for enterprise IT leaders, cloud assessments, data audits, and benchmarking

**IT industry futures:**
Marketing strategy, customer analysis and deep research, sales acceleration and business partner enablement solutions

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