

# Sustainability Culture Indicator



**SCI Report  
University of Tasmania**

**April 2020**

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In March 2020, 793 employees of University of Tasmania (UTAS) completed the Sustainability Culture Indicator (SCI).

The purpose of the survey was to get a better understanding of attitudes toward sustainability, and what factors are both helping and hindering staff to achieve sustainability outcomes within the University.

The survey is built around the enablers of a culture of sustainability, both individual (psychological and attitudinal elements) and organisational (support mechanisms). By assessing the extent to which those enablers are present in UTAS, it is possible to better prioritise and target activities to embed sustainability in the culture.

This is the third time the survey has been conducted, following surveys in 2016 and 2018.

## **Results**

The 2020 results showed an impressive increase from those of 2018. All thirteen enablers of a culture of sustainability increased in 2020 – twelve of these to a statistically significant extent. UTAS also scored above the average for the tertiary sector for eleven of these enablers.

The perception of the university's overall effort towards sustainability also increased significantly from two years ago, showing a steady upward trend over the four years the survey has been undertaken.

Factors which showed particularly strong increases were those relating to perceived support for sustainability. Staff feel like their managers and peers more strongly support sustainable action, and that leaders better walk the talk on sustainability.

In terms of self-reported sustainability-related behaviours, the frequency was slightly lower than in 2018, although generally on a par with other universities.

Written comments were largely encouraging of UTAS's sustainability efforts. There is strong support for continued advocacy for sustainability, including divestment from fossil fuels. Transport is also a strong focus, with many respondents urging the university to take measures to curb transport impact, both locally and on a larger scale.

In summary, almost all aspects of the survey showed a strong upward trend in UTAS's sustainability efforts. Staff in particular feel that leadership and management support for sustainability has improved in recent years. Continued efforts to align the organisation's processes and facilities with sustainability, along with ongoing engagement and education efforts, should see UTAS continue to embed sustainability in the organisational culture.

# Key Findings

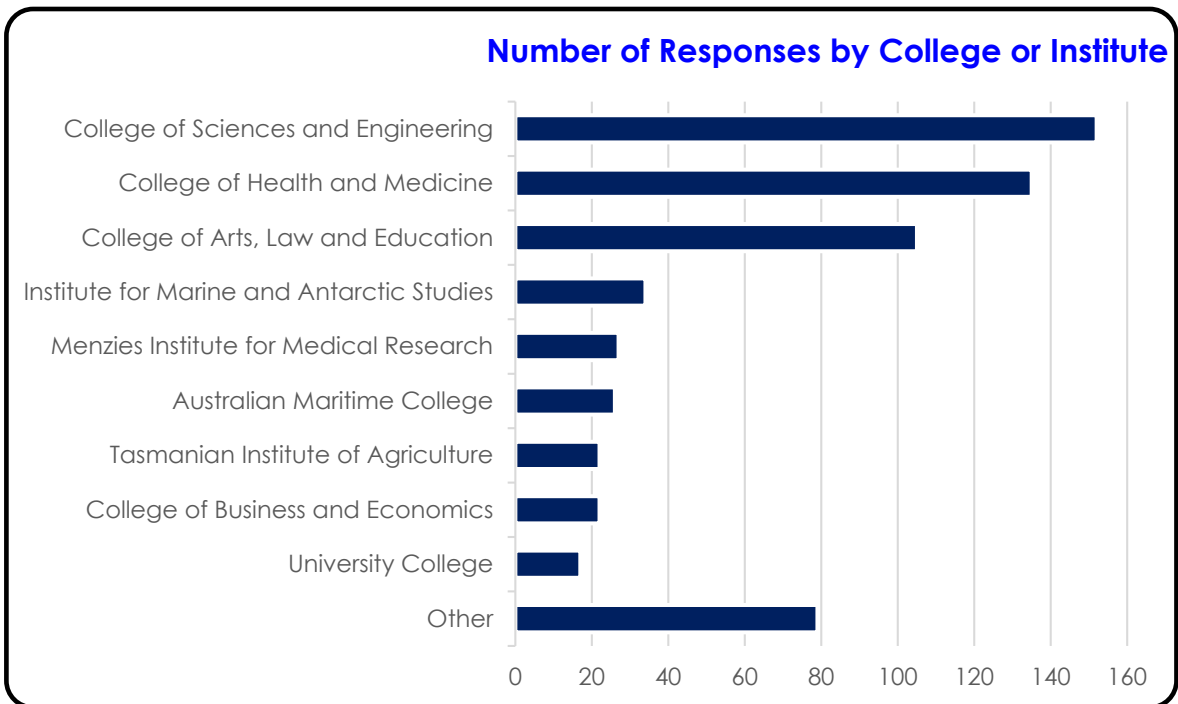
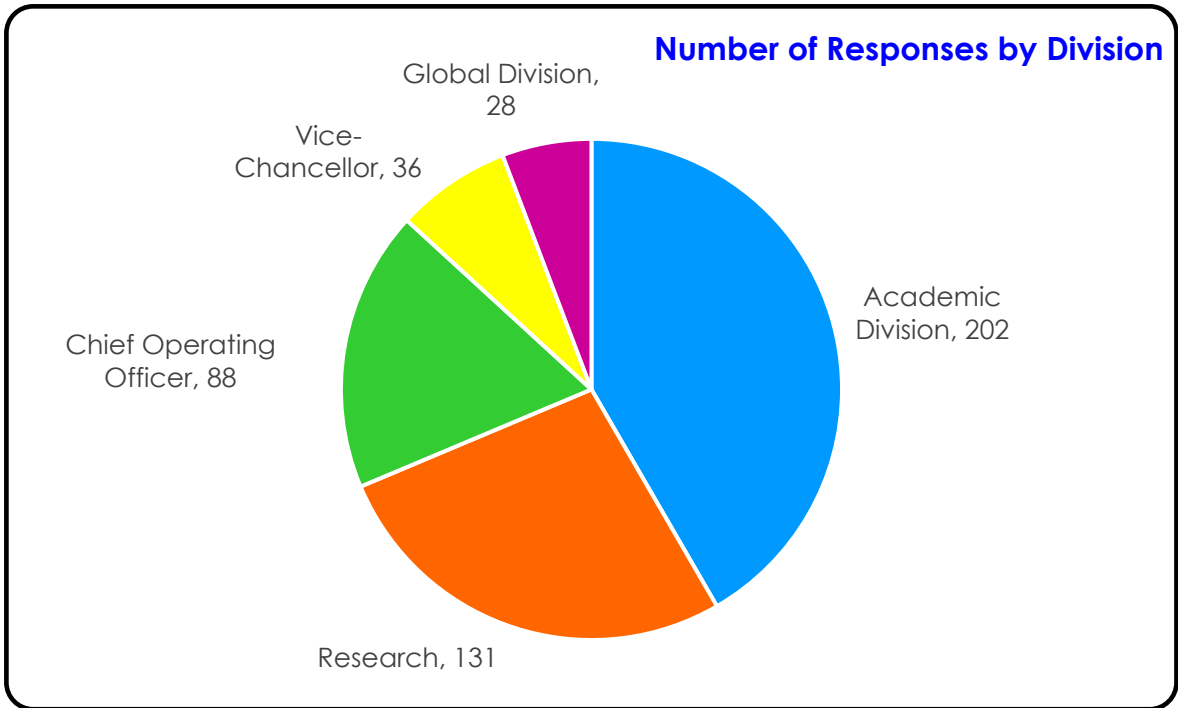
## Highlights

- All enabler items increased compared to the 2018 survey
- Perceived effort towards sustainability significantly increased since 2018
- UTAS exceeds the university average on 11 of the 13 enablers of a culture of sustainability
- Large increases in the extent to which people feel supported by their leaders, managers and peers in sustainability efforts

## Potential areas to address

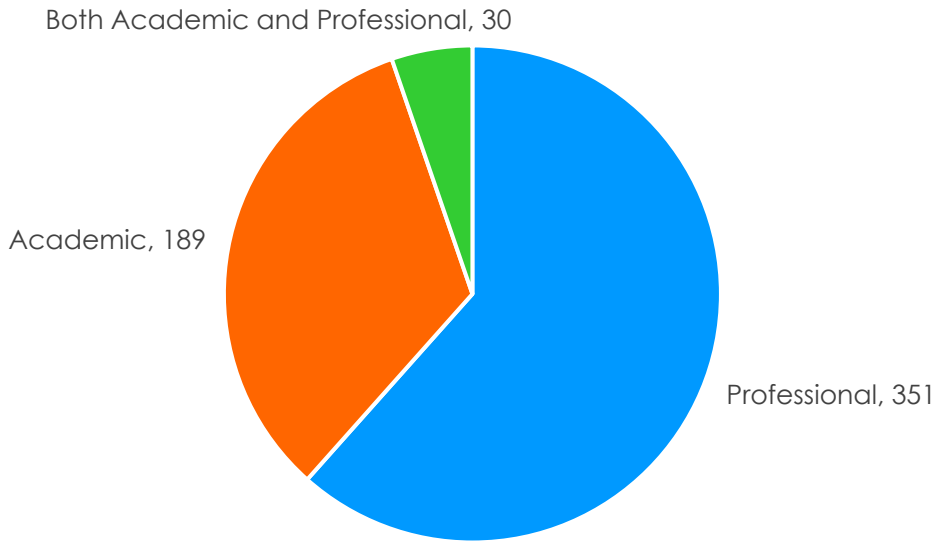
- Frequency of sustainability-related behaviours decreased slightly overall
- The perception of the extent to which facilities support sustainability is below that of other universities
- Making the link between job responsibilities and sustainability is lower than the tertiary comparison group

**Total = 793**

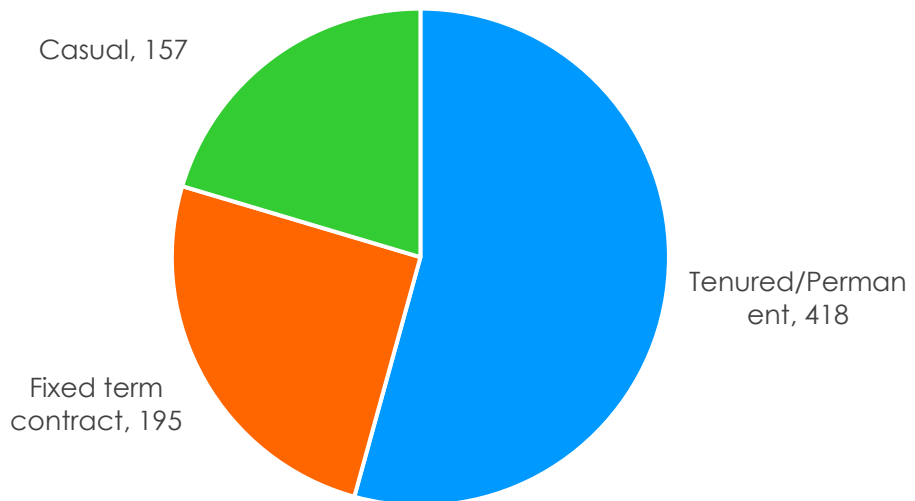


**Total = 793**

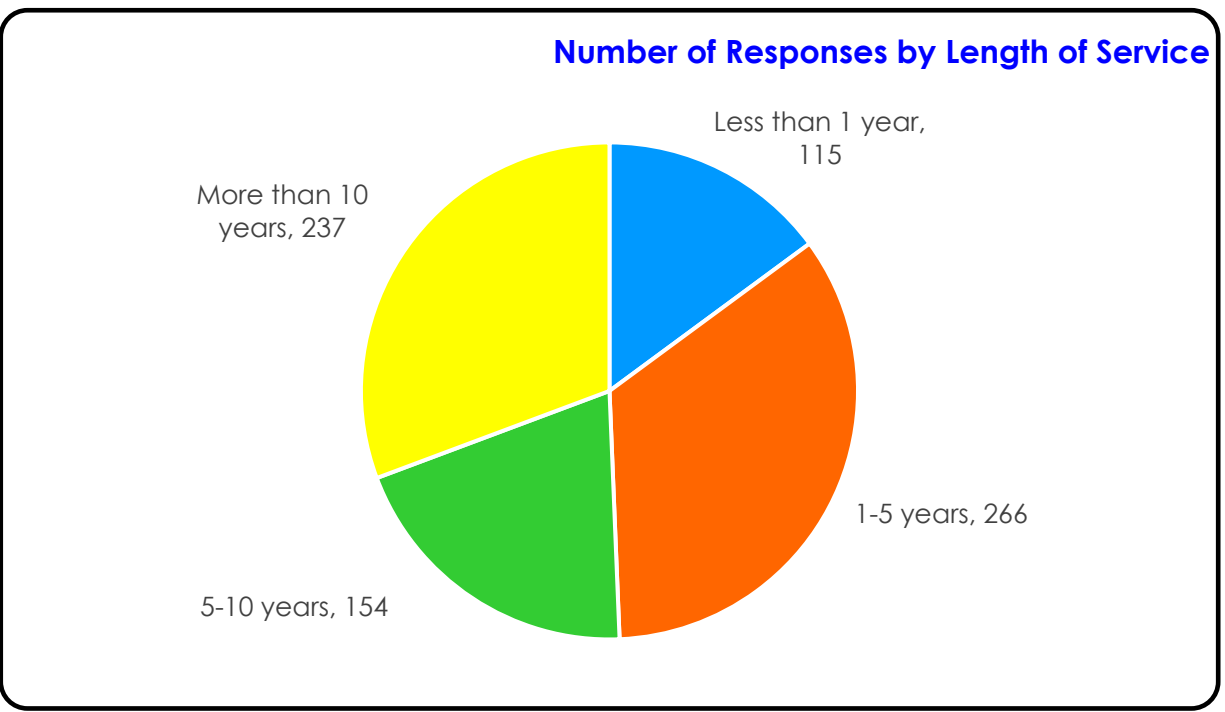
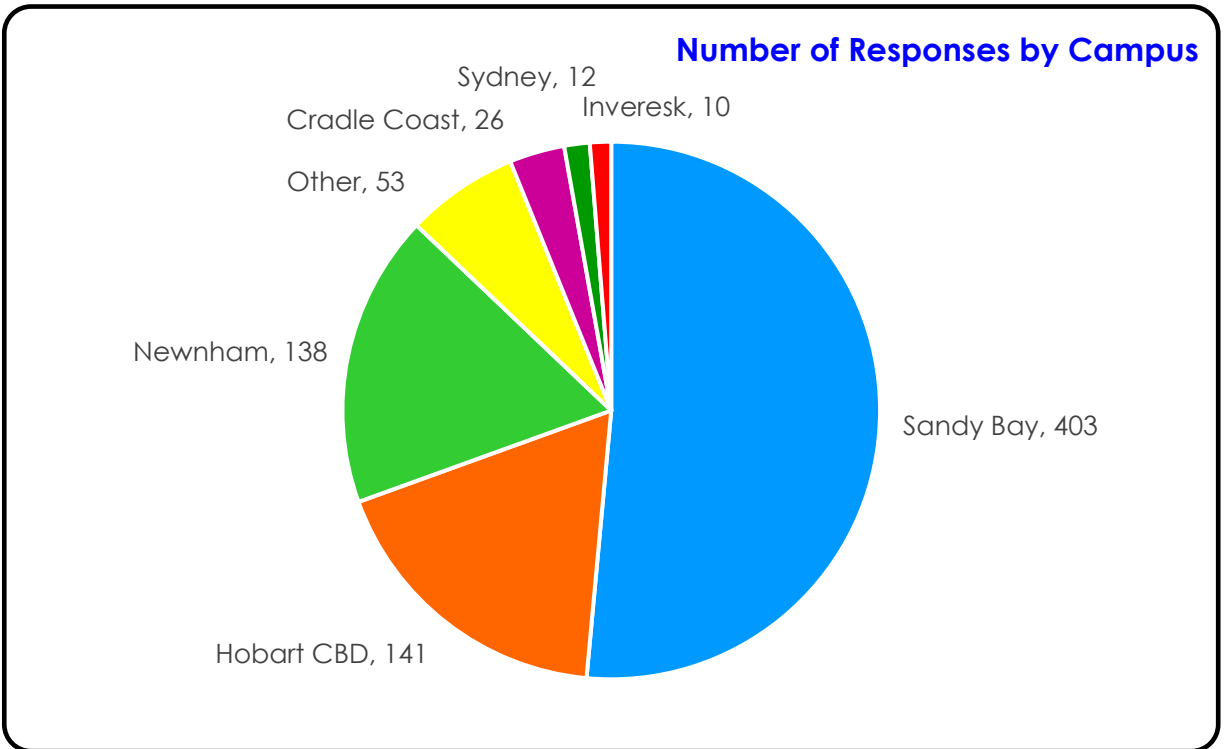
**Number of Responses by Role Type**



**Number of Responses by Employment Type**

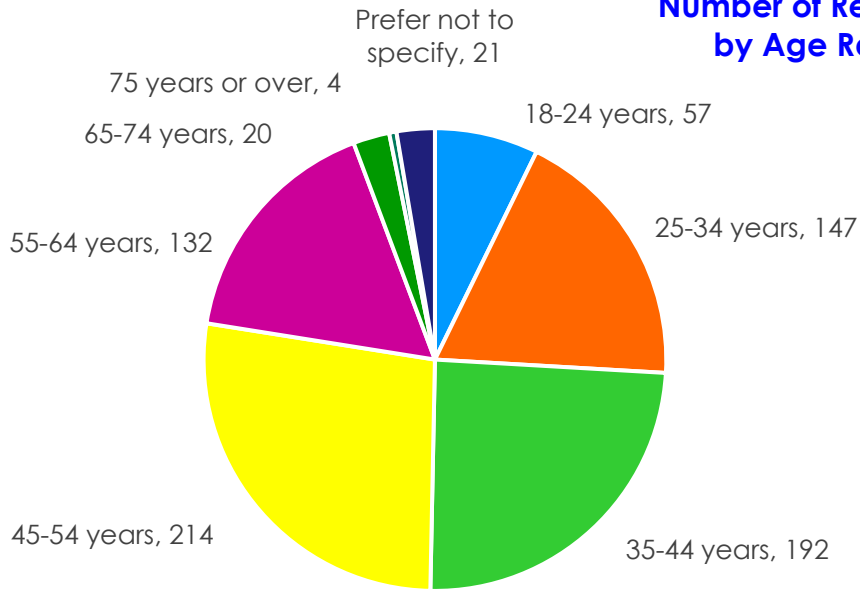


**Total = 793**

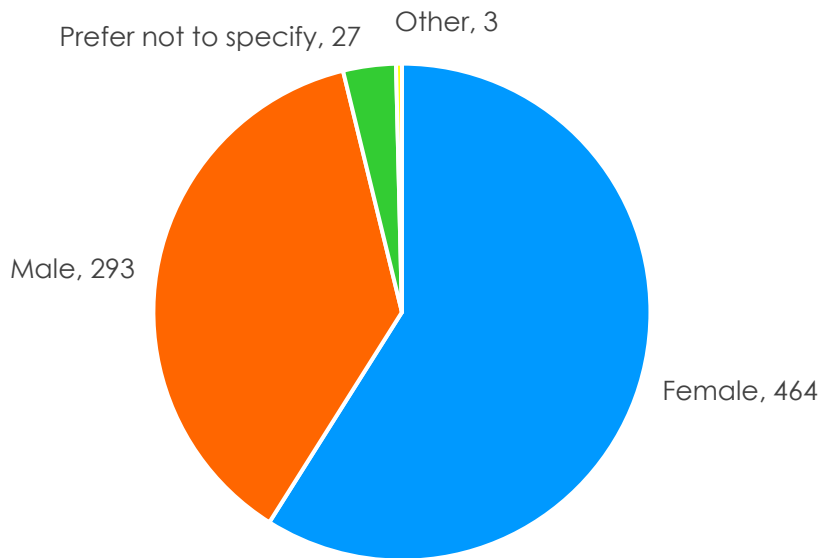


**Total = 793**

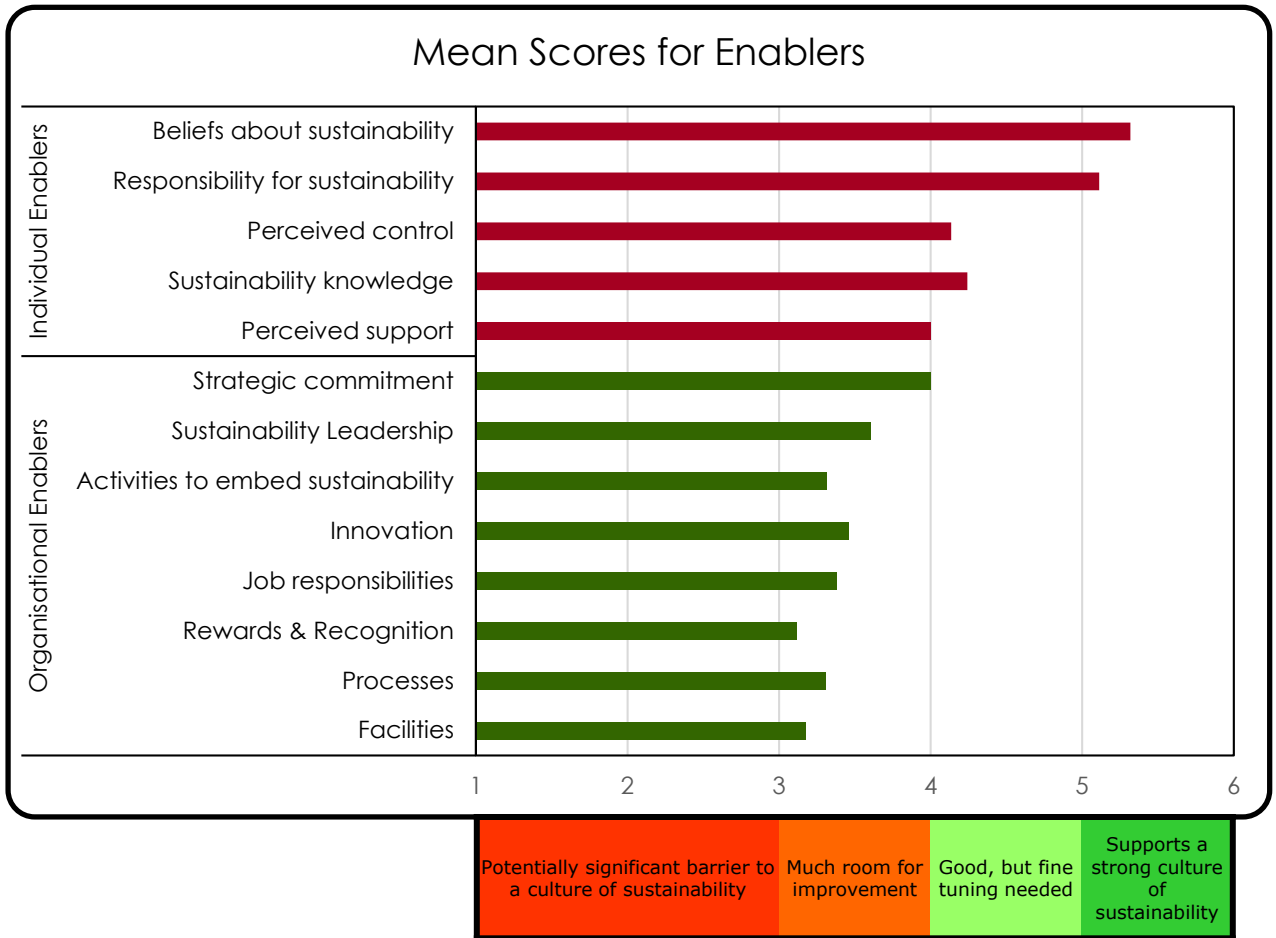
**Number of Responses by Age Range**



**Number of Responses by Gender**





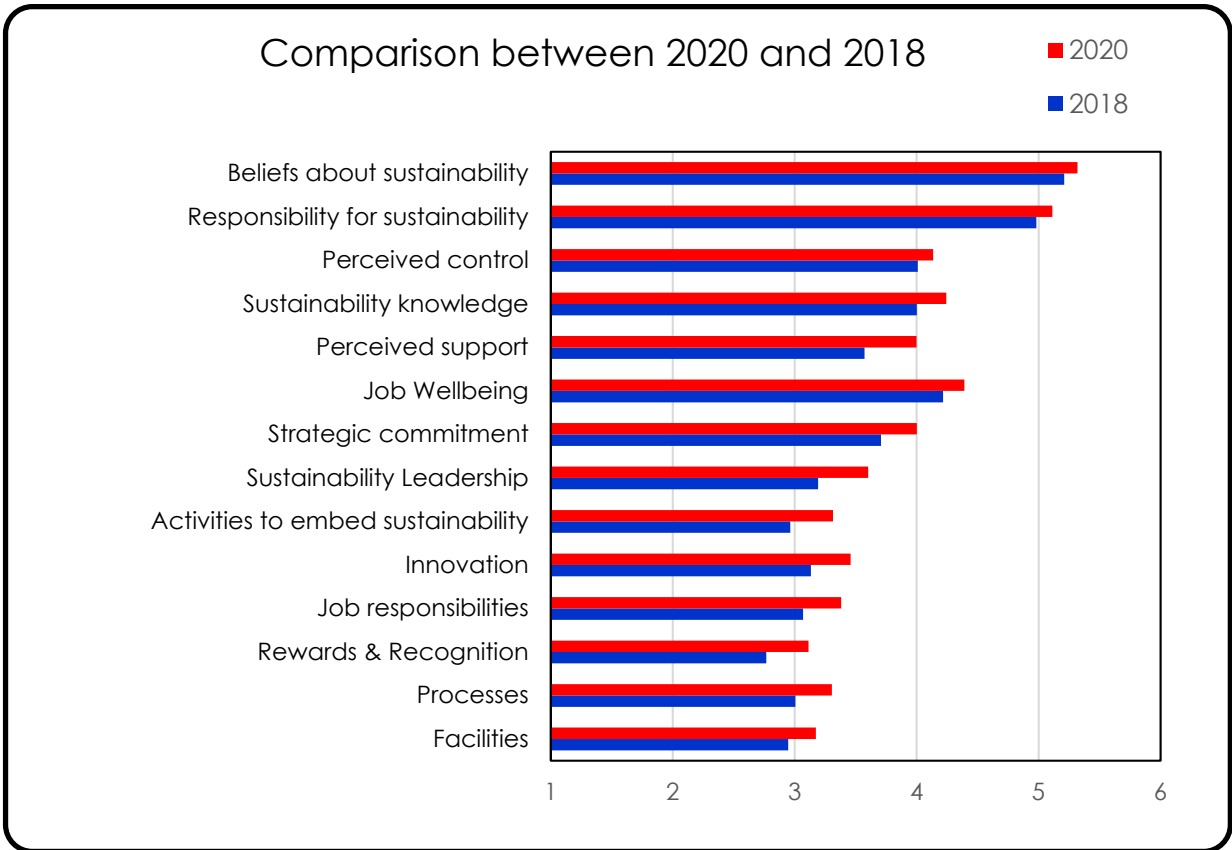


The chart above shows the mean scores for each of the enablers measured in the SCI. Scores can range from 1 to 6.

The **individual enablers** are the psychological and attitudinal factors which need to be in place in order for employees in the organisation to engage in sustainable behaviours. For instance, if people feel strong responsibility towards sustainability, but perceive they have limited control over the sustainability aspects of their job, they are unlikely to engage in pro-sustainability actions.

The **organisational enablers** are those aspects of the organisation which support a culture of sustainability. For instance, if people perceive that the rewards and recognition system fails to reinforce a sustainability focus (e.g. by focusing only on short-term revenue and profit), then this may present a barrier to the organisation’s sustainability vision.

All enablers are broken down in detail on pages 40-52.

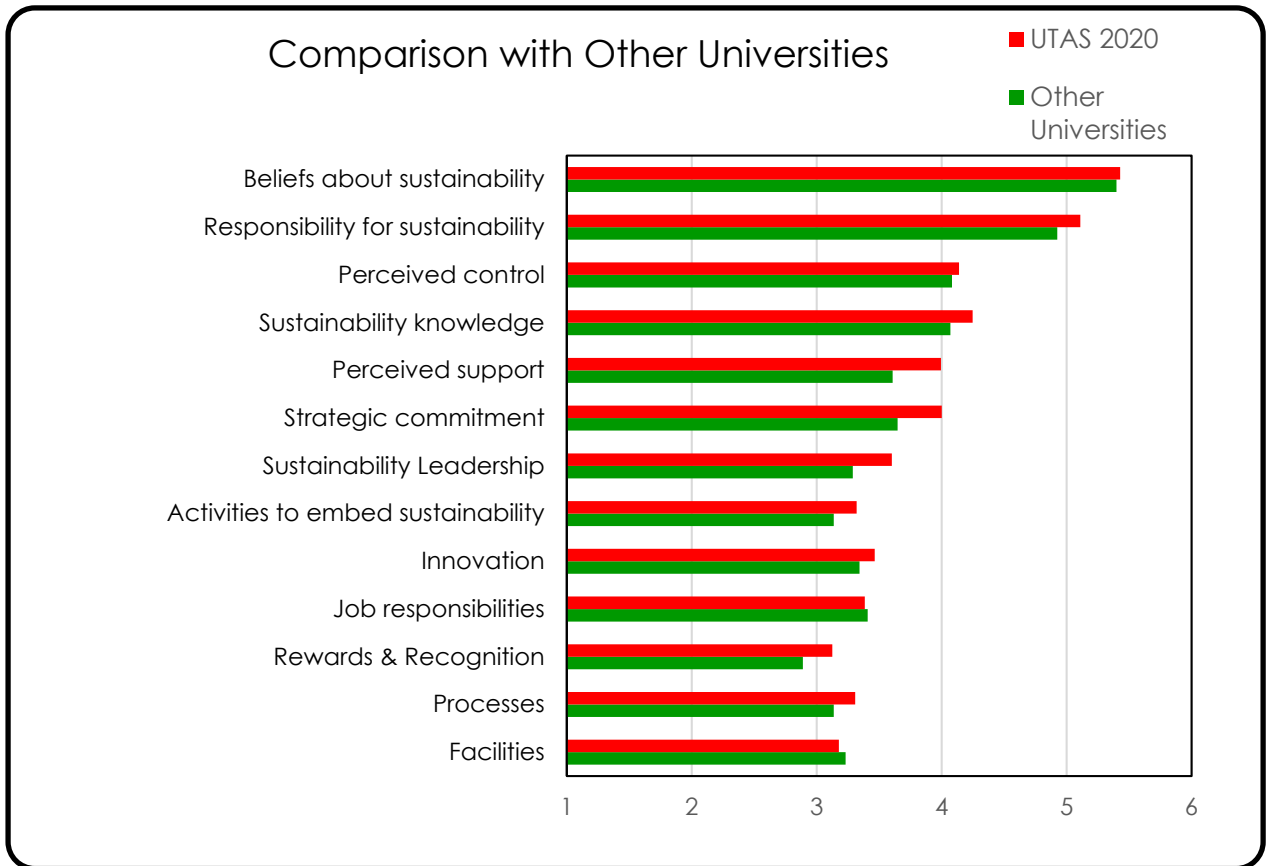


The chart above compares UTAS’s mean enabler scores to those recorded in the exact same survey in 2018.

### About these results

UTAS in 2020 scored higher for all the enablers, compared to 2 years ago. This demonstrates that the university’s efforts are being recognised by staff and resulting in a stronger culture of sustainability being embedded.

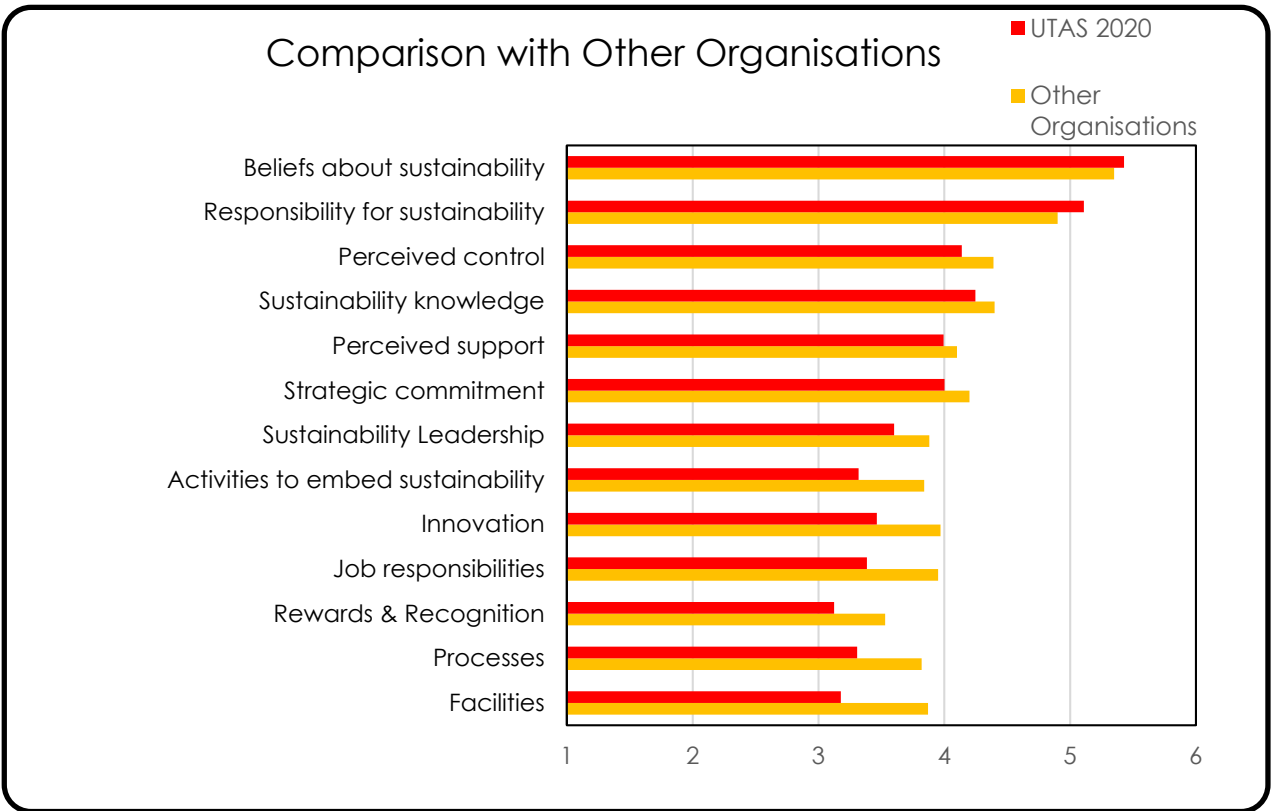
**All these increases are statistically significant ( $p < .01$ ) with the exception of Beliefs About Sustainability.**



The chart above compares UTAS’s mean enabler scores to those of nine other universities who have completed the SCI. It should be noted that the survey items completed by the comparison universities differ slightly in some places, due to ongoing development and customisation of the SCI.

**About these results**

UTAS exceeded the university average on all but two enablers, with the exceptions being Job Responsibilities and Facilities. This indicates that UTAS has embedded sustainability within its culture very favourably compared to other universities, particularly in the areas of leadership and strategic commitment.



The chart above compares UTAS’s mean enabler scores to those of other organisations who have completed the SCI. It should be noted that the survey items completed by the comparison organisations differ slightly in some places, due to ongoing development and customisation of the SCI.

These comparison organisations are a mix of corporations (25%), local government (40%) and universities (35%). Approximately 80% of the organisations are based in Australia-New Zealand, as the SCI was developed in this region.

### About these results

These results show that UTAS scored somewhat below the average of other organisations for each of the enablers, with the exception of Beliefs About Sustainability and Responsibility for Sustainability.

This indicates that sustainability is not quite as well embedded in the culture of UTAS as it is in the other organisations, on average, although the personal orientation of employees towards sustainability is on a par with the comparison group. As an overall observation, tertiary institutions tend to score lower on average than organisations in other sectors.

## Top 5 Increases

	2018	2020	Change
The University's current level of effort with regard to sustainability is (1 - 10 scale)	5.47	5.92	0.45
I feel well supported by my peers to make sustainability a priority at work	3.57	4.01	0.44
Leaders of the University "walk the talk" when it comes to sustainability	3.09	3.52	0.43
Managers behave in a way which encourages staff in the University to embrace sustainability	3.01	3.44	0.43
I feel supported by my immediate manager to adopt sustainability behaviours	3.58	3.99	0.41

## Top 5 Decreases

	2018	2020	Change
I deliberately sort household waste into recyclable and non-recyclable items	5.77	5.71	-0.06
I make food purchasing choices which aim to minimise environmental impact	4.57	4.50	-0.07
I make a conscious effort to minimise the electricity I consume	4.64	4.54	-0.10
I take actions to preserve and improve the natural environment	4.72	4.62	-0.10
When choosing a product, I consider the working conditions of the people who made it	4.15	4.03	-0.12

## Top 5 Items: Individual Enablers

	2018	2020
People should do as much as they possibly can to preserve the environment for future generations	5.47	<b>5.52</b>
I strongly believe that all universities have a responsibility to make sustainability a priority in their decision making, planning and actions	5.38	<b>5.40</b>
This University has a responsibility to be a leader in sustainability	5.29	<b>5.37</b>
Issues relating to sustainability are deeply important to me	5.16	<b>5.29</b>
It is very important to me that I work in a way which minimises environmental impact	5.14	<b>5.26</b>

## Bottom 5 Items : Individual Enablers

	2018	2020
I know what I need to do in my job to operate in a sustainable way	3.96	<b>4.12</b>
I clearly understand sustainability issues relevant to our University	3.74	<b>4.05</b>
I feel well supported by my peers to make sustainability a priority at work	3.57	<b>4.01</b>
I feel supported by my immediate manager to adopt sustainability behaviours	3.58	<b>3.99</b>
I feel like I have a lot of control over the size of the "ecological footprint" that I leave through my work activities	3.20	<b>3.41</b>

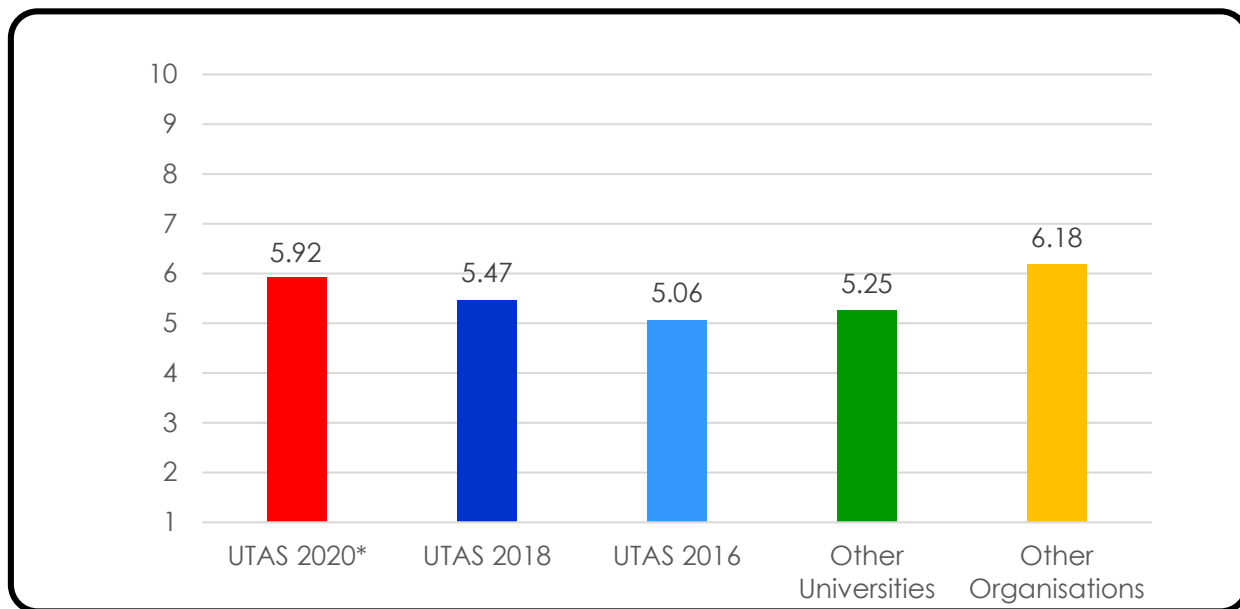
## Top 5 Items: Organisational Enablers

	2018	2020
Our sustainability goals are consistent with other goals of the University	3.95	<b>4.19</b>
The University has a clearly defined commitment to sustainability	3.91	<b>4.17</b>
There is consistent support from senior leadership for the University's sustainability commitments	3.48	<b>3.84</b>
Fresh ideas to make our operations more sustainable are encouraged and supported	3.33	<b>3.70</b>
The University's commitment to sustainability has been clearly communicated	3.26	<b>3.66</b>

## Bottom 5 Items : Organisational Enablers

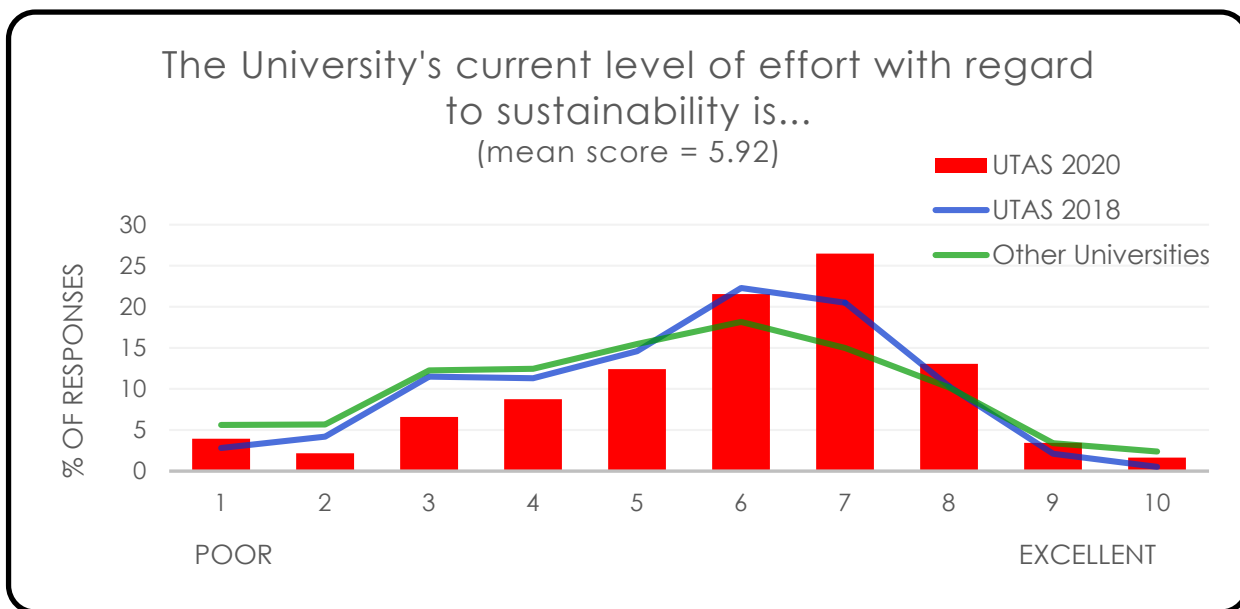
	2018	2020
The facilities in the University are well-equipped to support sustainable behaviours	2.99	<b>3.21</b>
People at the University get fair recognition for the effort they make to reduce their environmental impact	2.80	<b>3.18</b>
I believe my personal sustainability-related behaviours have improved through the University's education and influence	2.78	<b>3.14</b>
The physical/built environment in this University makes it easy to choose sustainable behaviours	2.91	<b>3.14</b>
I feel like we are rewarded at the University for our efforts to adopt sustainable practices	2.73	<b>3.05</b>

“UTAS's current level of effort with regard to sustainability is...”

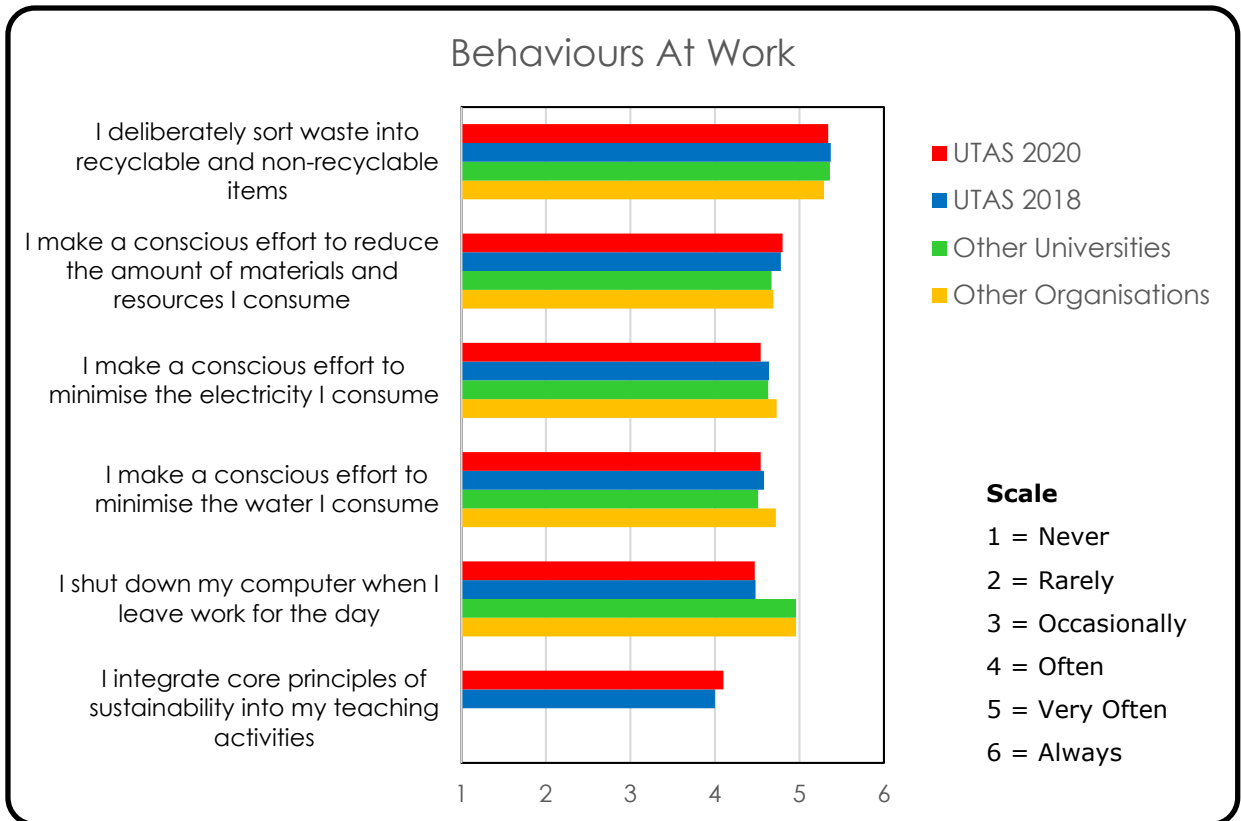


\*statistically significant increase (p<.01) since 2018

Overall, the rating of UTAS’s effort with regard to sustainability has increased to 5.92 out of 10, up from 5.47 in 2018. This easily exceeds the mean for other universities, while still below that for other organisations.

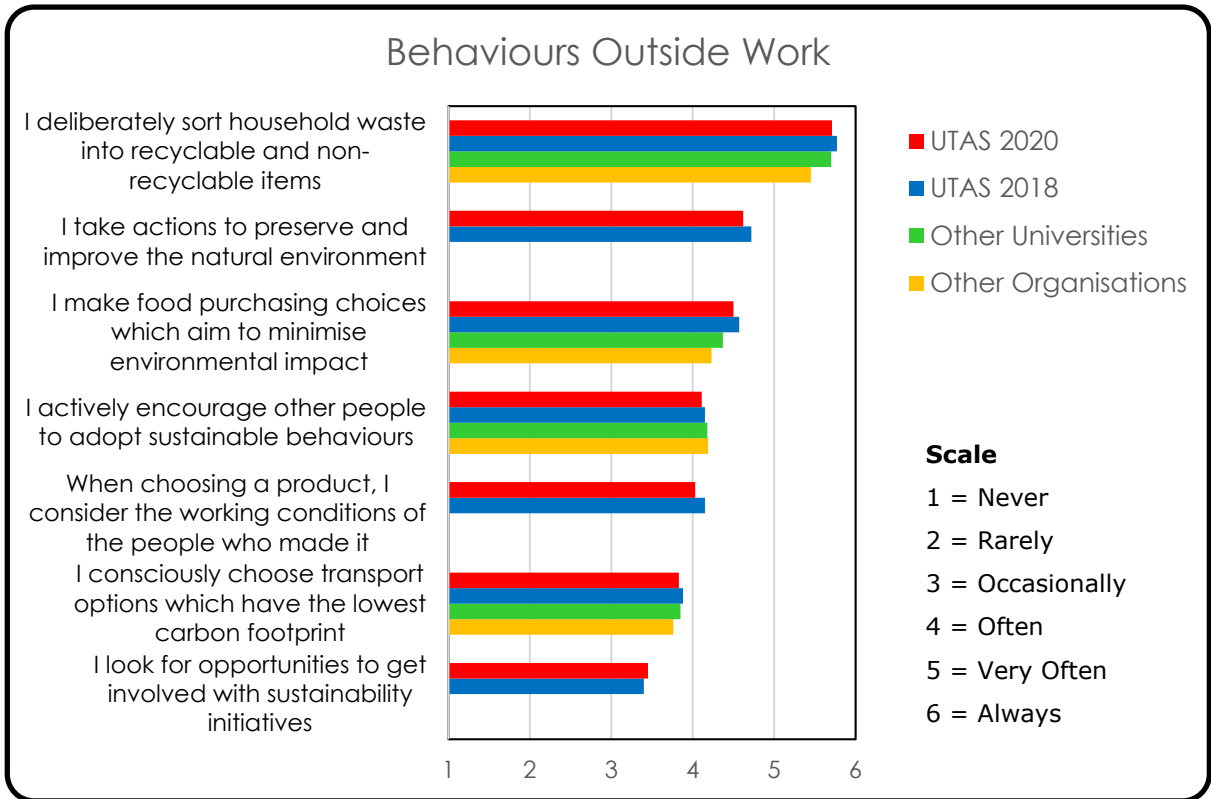






#### About these results

Overall, behaviours at work have stayed steady in comparison to 2018. The reported frequency is similar to those in other universities and organisations, although shutting down of computers continues to lag behind those comparison groups.



**About these results**

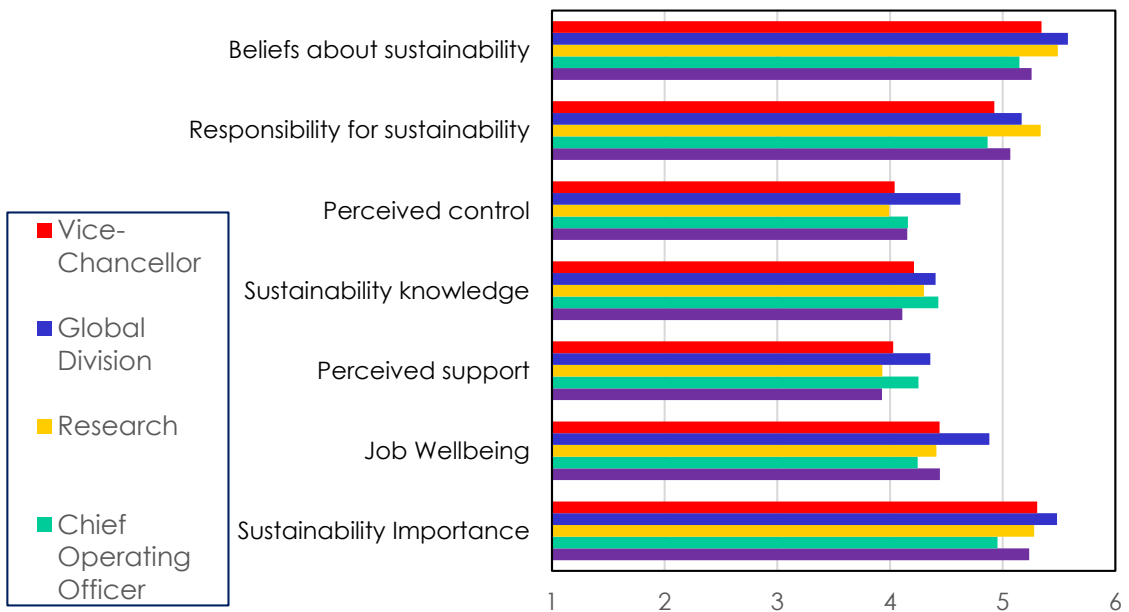
Outside work, people report regular actions relating to waste and conservation in particular, comparing favourably to those in the comparison groups. There was a slight decrease in most behaviours compared to the 2018 survey.

The charts below compare division's mean scores for all of the enablers.

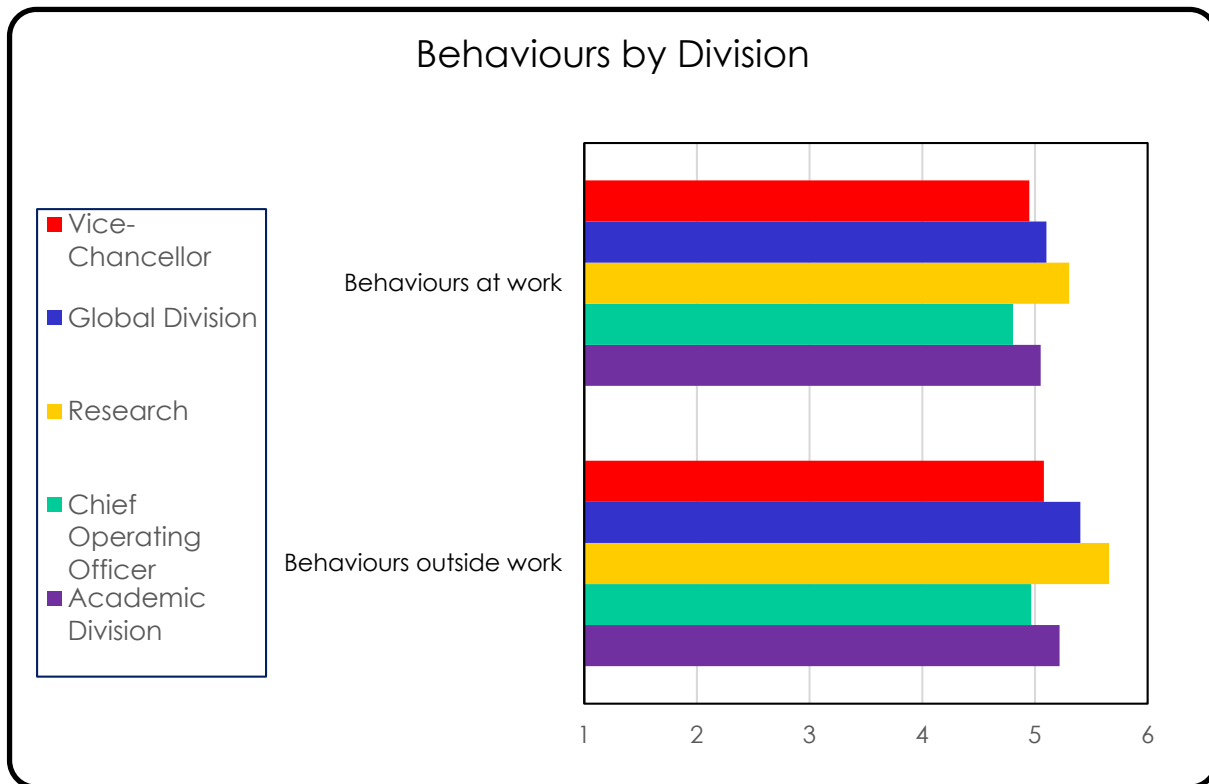
## Organisational Enablers by Division



## Individual Enablers by Division

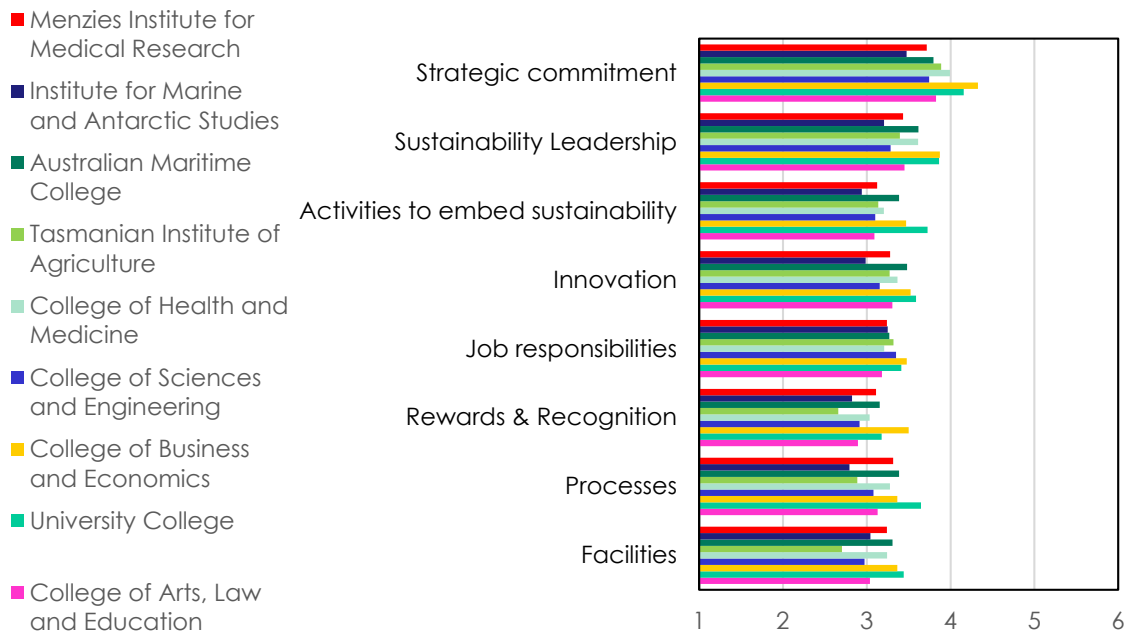


The chart below compares division's mean scores for a composite of all the behaviours.

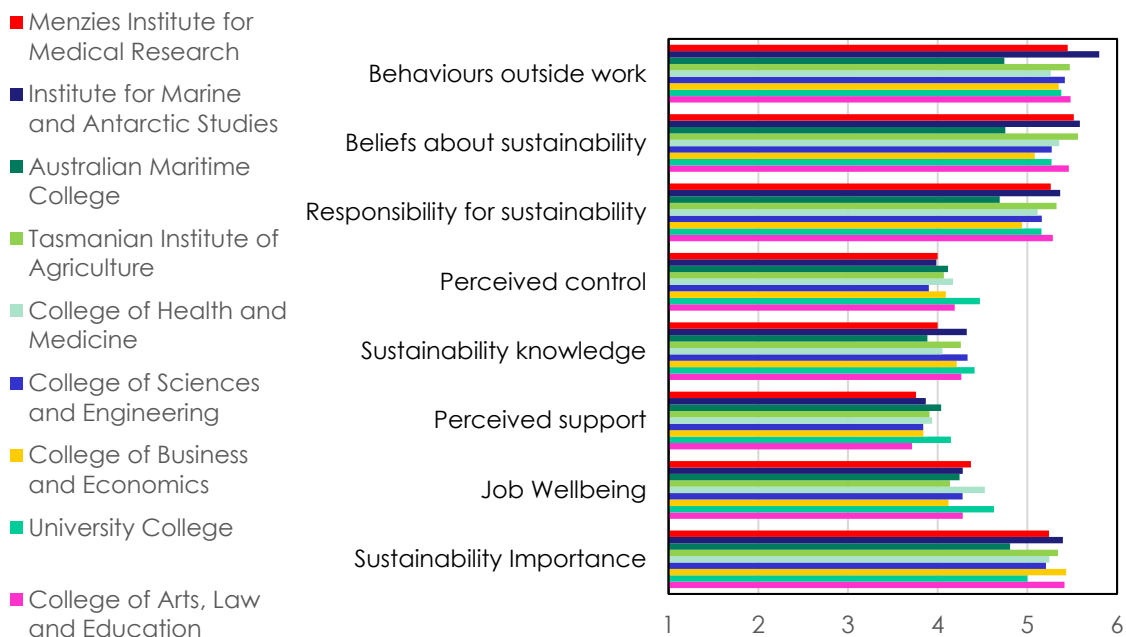


The charts below compare College/Institute mean scores for all of the enablers.

## Organisational Enablers by College/Institute



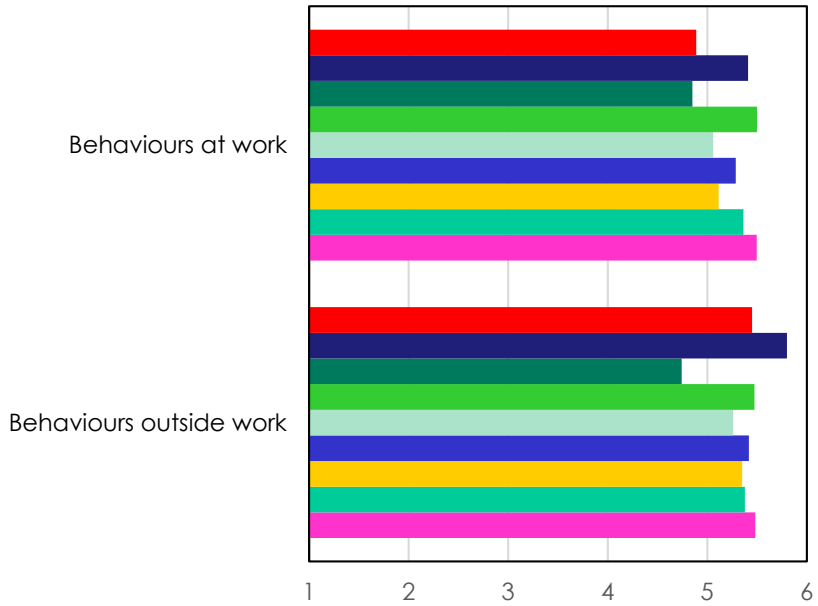
## Individual Enablers by College/Institute



The chart below compares College/Institute mean scores for a composite of all the behaviours.

## Behaviours by College

- Menzies Institute for Medical Research
- Institute for Marine and Antarctic Studies
- Australian Maritime College
- Tasmanian Institute of Agriculture
- College of Health and Medicine
- College of Sciences and Engineering
- College of Business and Economics
- University College
- College of Arts, Law and Education

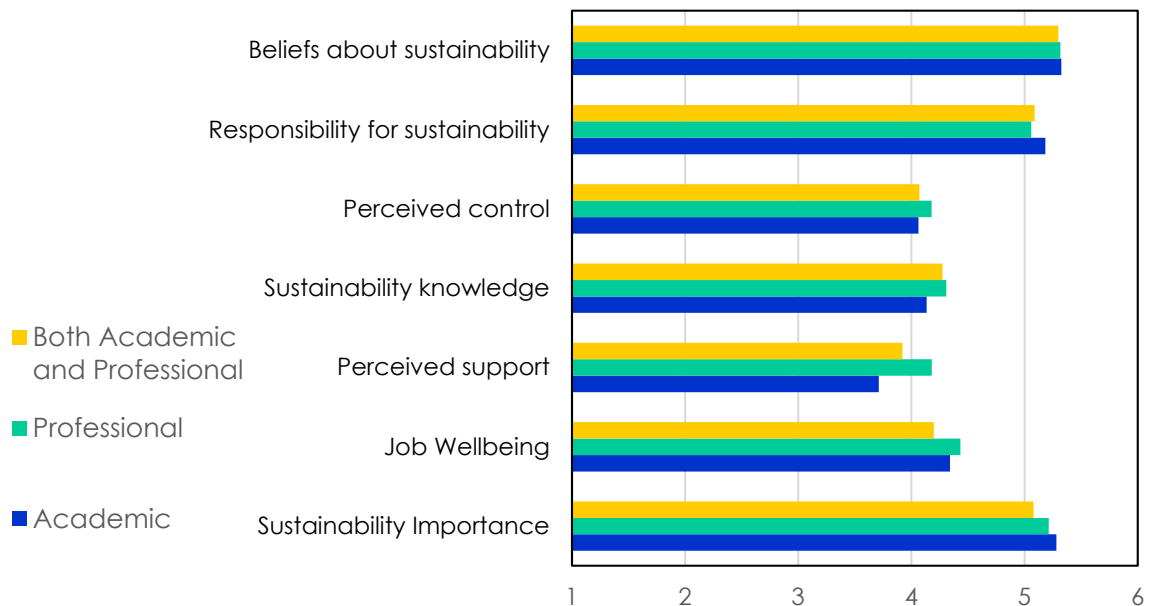


The charts below compare role type mean scores for all of the enablers.

## Organisational Enablers by Role Type

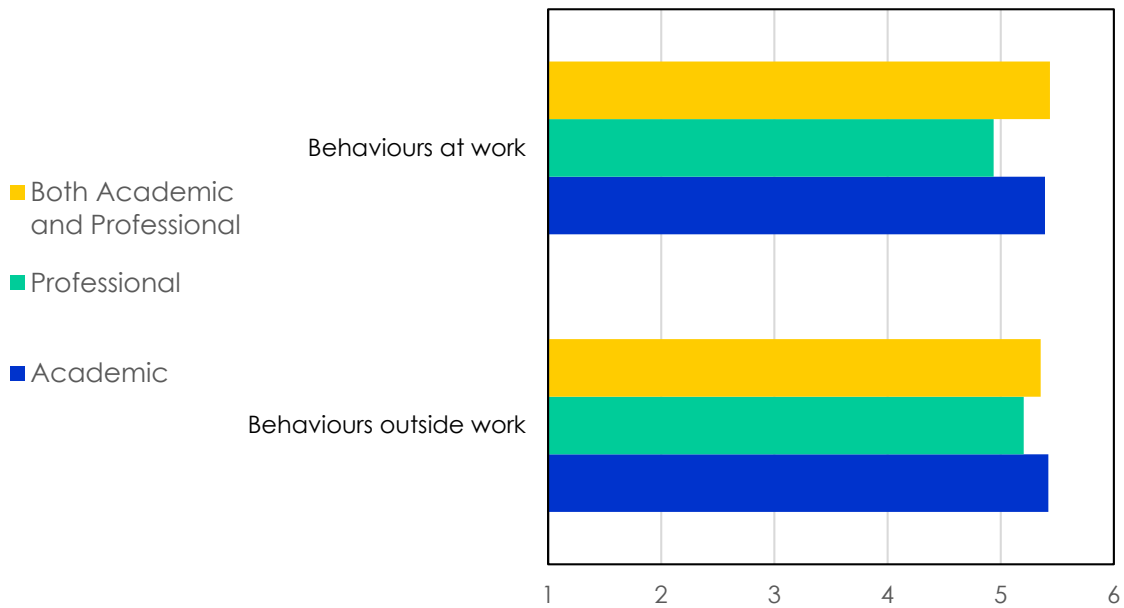


## Individual Enablers by Role Type



The chart below compares role type mean scores for a composite of all the behaviours.

### Behaviours by Role Type



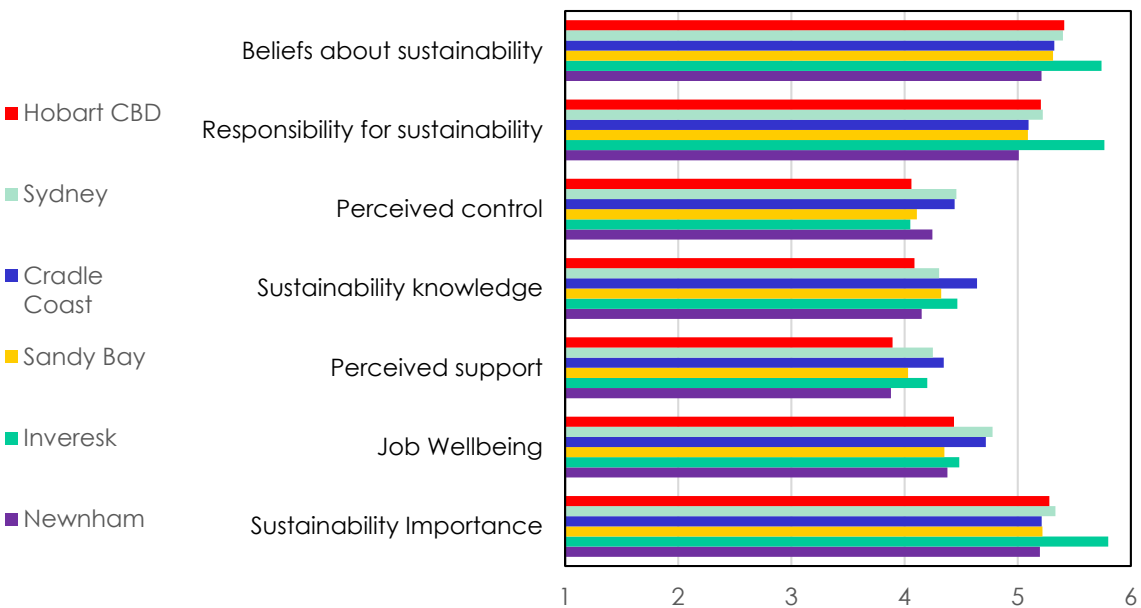


The charts below compare campus mean scores for all of the enablers.

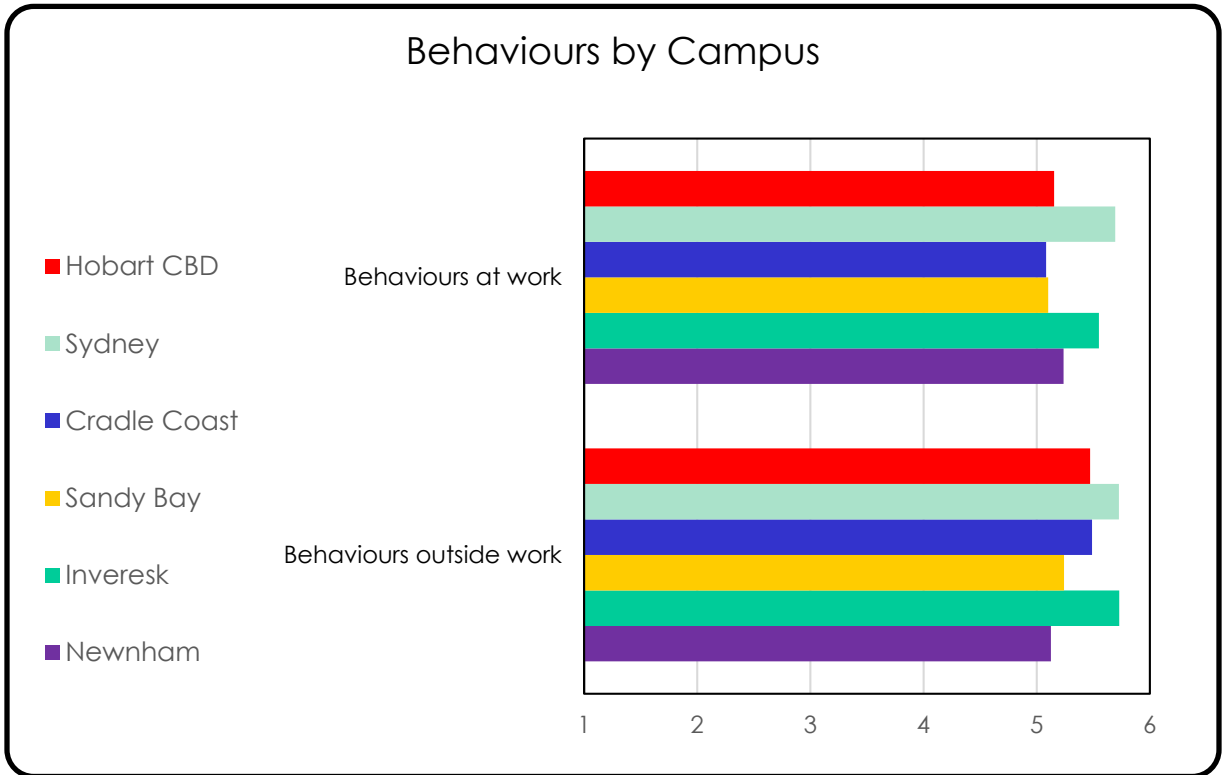
## Organisational Enablers by Campus



## Individual Enablers by Campus



The chart below compares campus mean scores for a composite of all the behaviours.

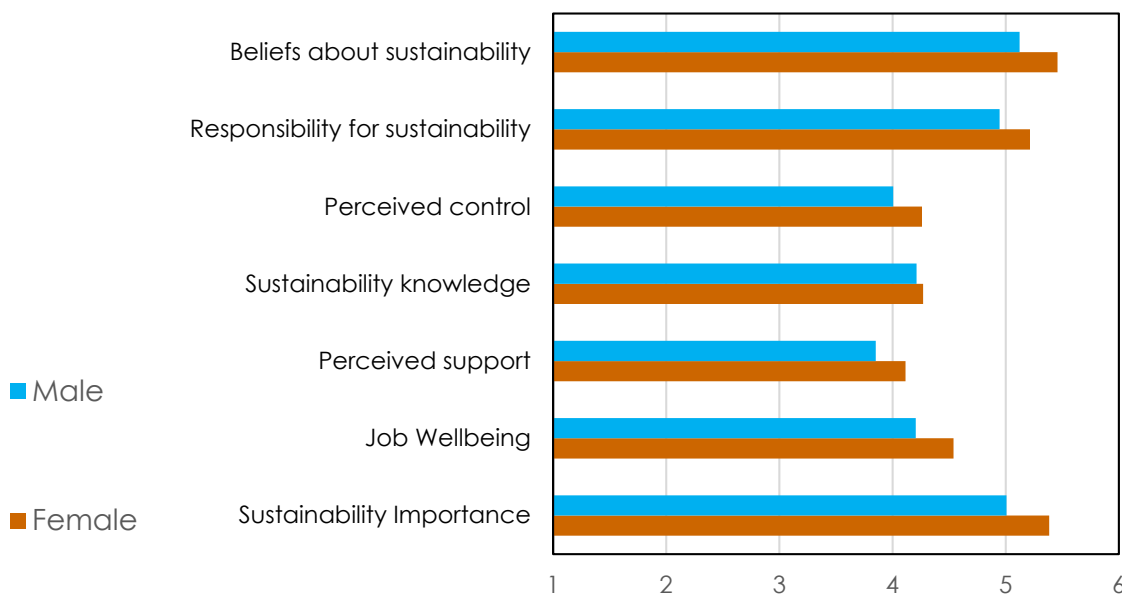


The charts below compare gender mean scores for all of the enablers.

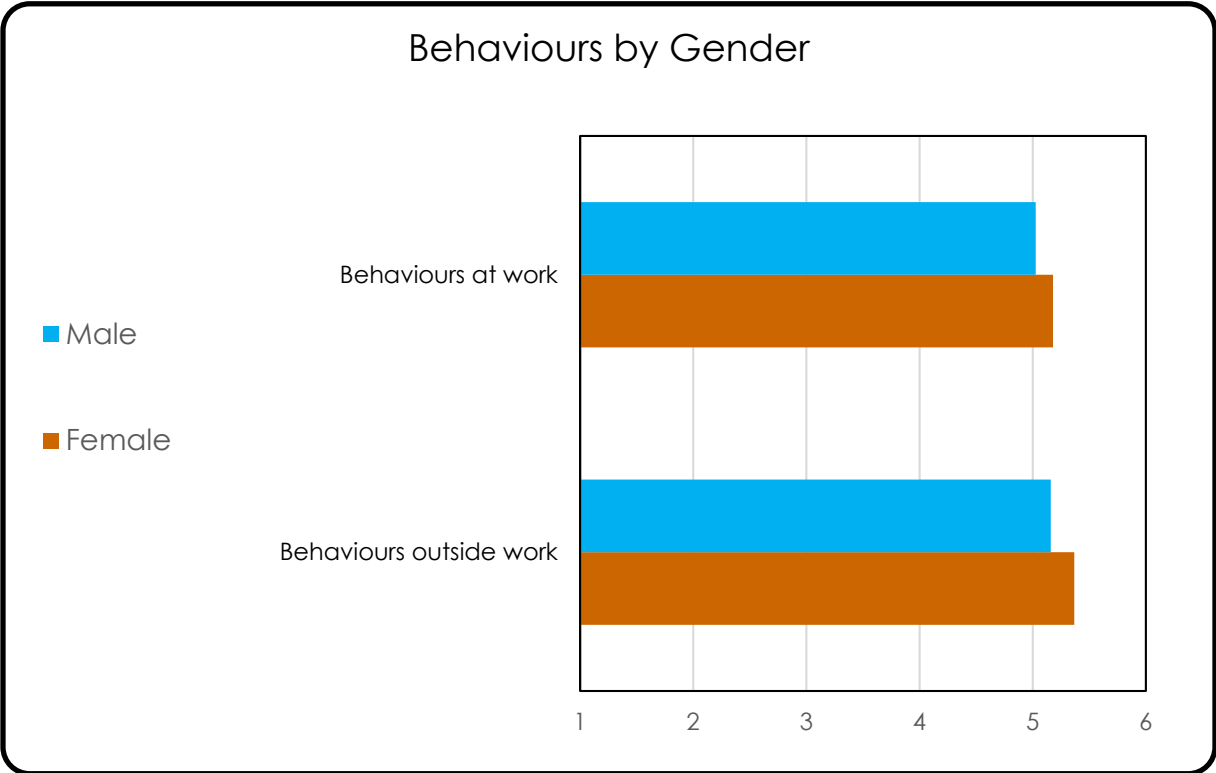
## Organisational Enablers by Gender



## Individual Enablers by Gender



The chart below compares gender mean scores for a composite of all the behaviours.

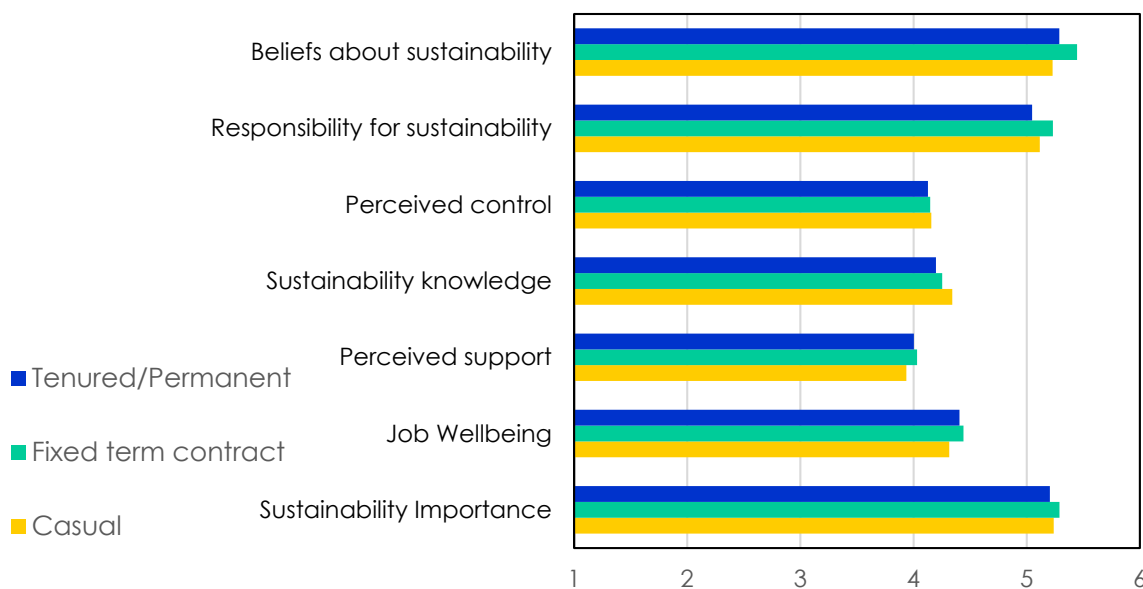


The charts below compare Employment Type mean scores for all of the enablers.

## Organisational Enablers by Employment Type

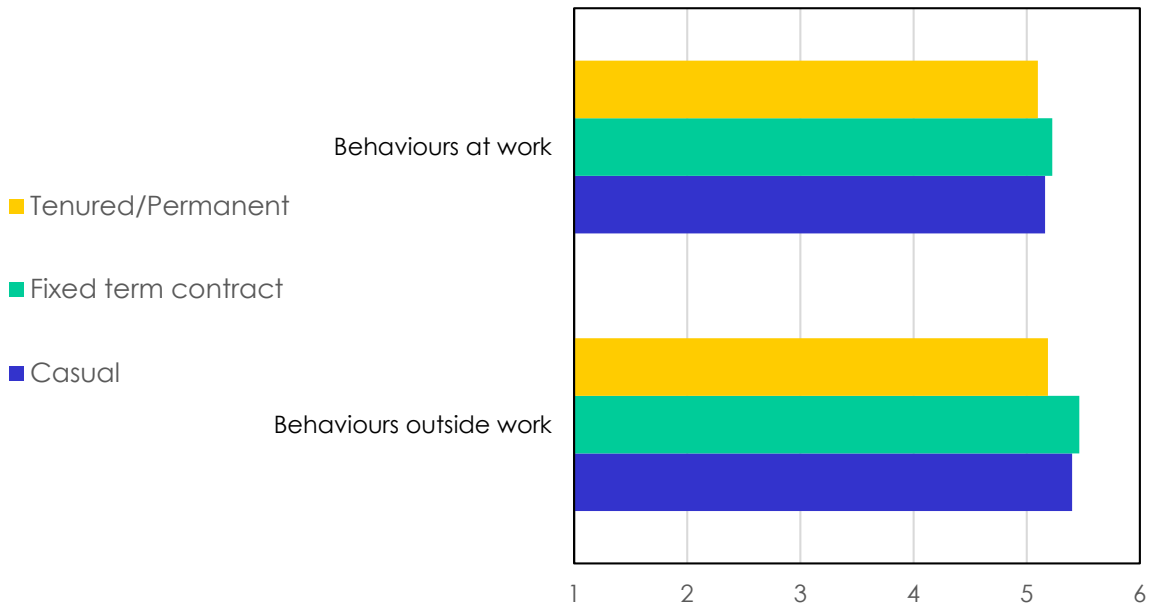


## Individual Enablers by Employment Type



The chart below compares Employment Type mean scores for a composite of all the behaviours.

### Behaviours by Employment Type

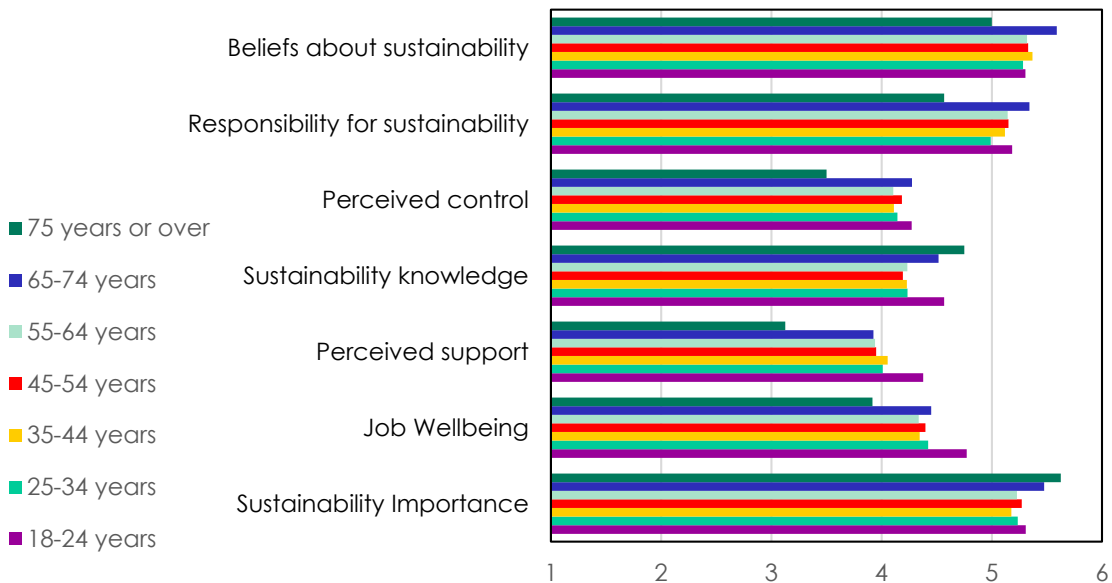


The charts below compare Age Range mean scores for all of the enablers.

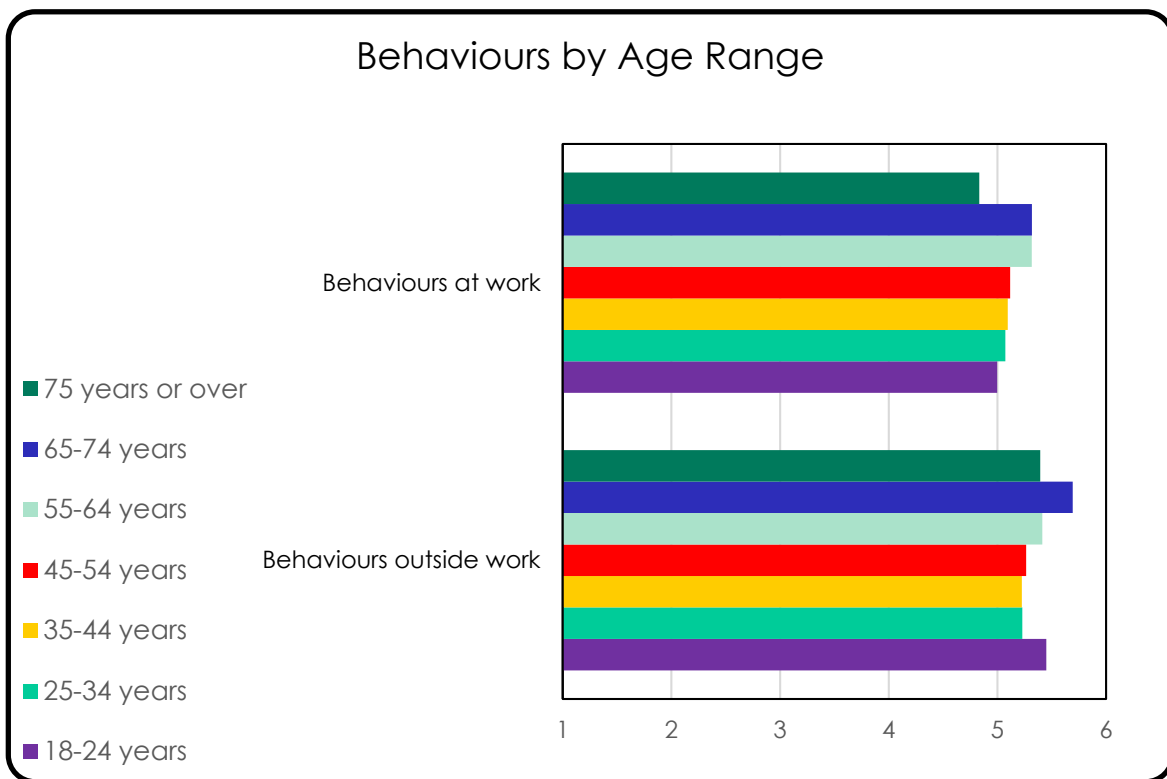
## Organisational Enablers by Age Range



## Individual Enablers by Age Range



The chart below compares Age Range mean scores for a composite of all the behaviours.



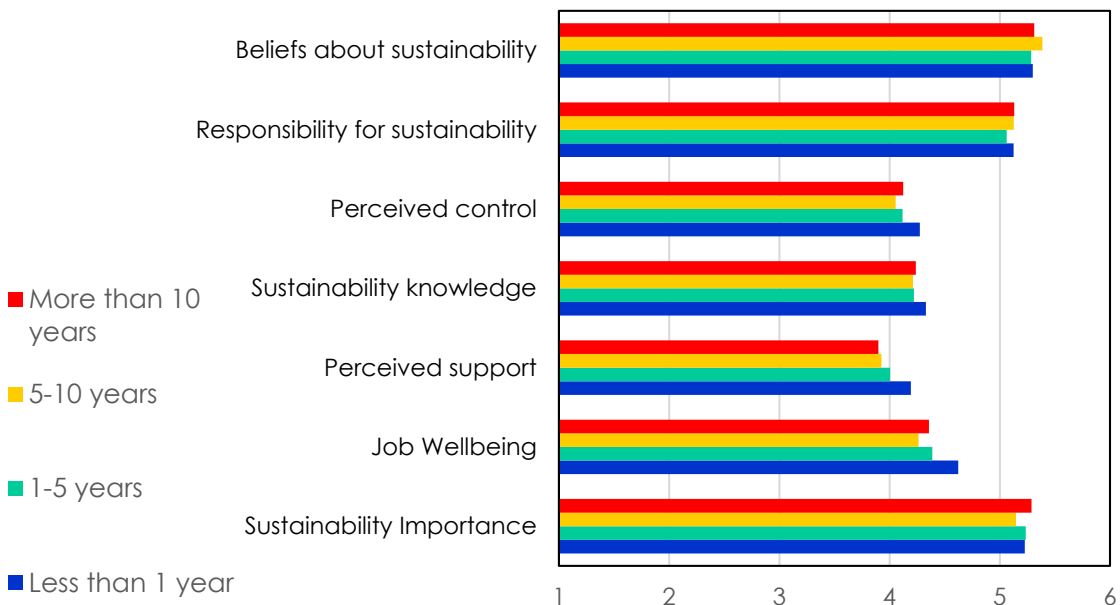


The charts below compare Length of Service mean scores for all the enablers.

## Organisational Enablers by Length of Service

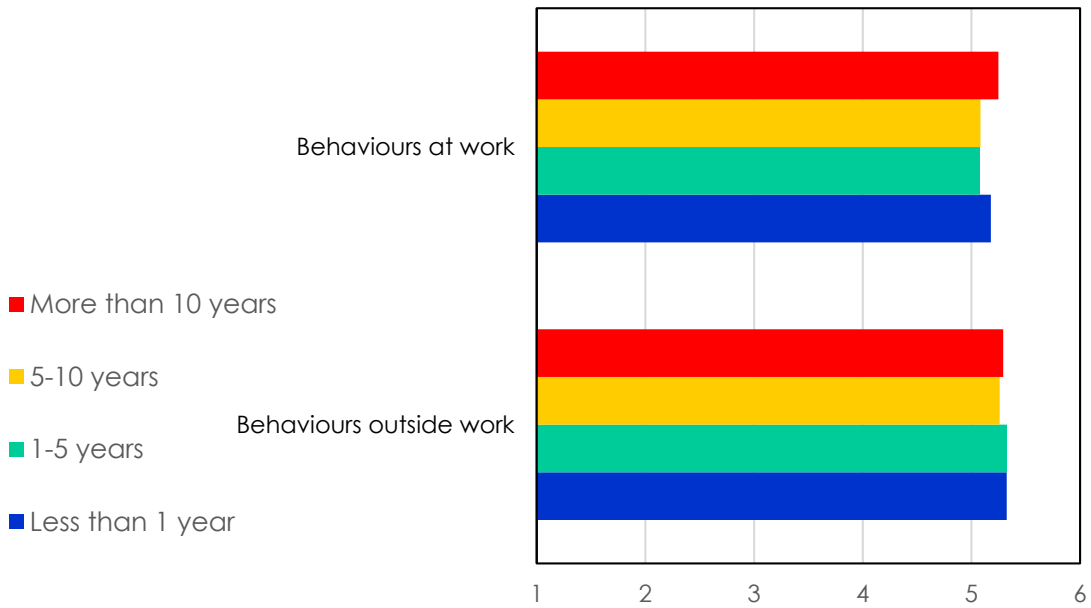


## Individual Enablers by Length of Service



The chart below compares Length of Service mean scores for a composite of all the behaviours.

### Behaviours by Length of Service



Enabler	Behaviours at work	Behaviours outside work
Responsibility for sustainability	.447**	.688**
Sustainability knowledge	.347**	.443**
Beliefs about sustainability	.342**	.515**
Perceived control	.267**	.249**
Job responsibilities	.190**	.176**
Perceived support	.156**	.147**
Rewards & Recognition	.123**	.052
Activities to embed sustainability	.111**	.062
Strategic commitment	.107**	.084*
Facilities	.088*	.049
Sustainability Leadership	.082*	.027
Innovation	.078*	.037
Processes	.078*	0.03

\*\* statistically significant (p<.01)

\* statistically significant (p<.05)

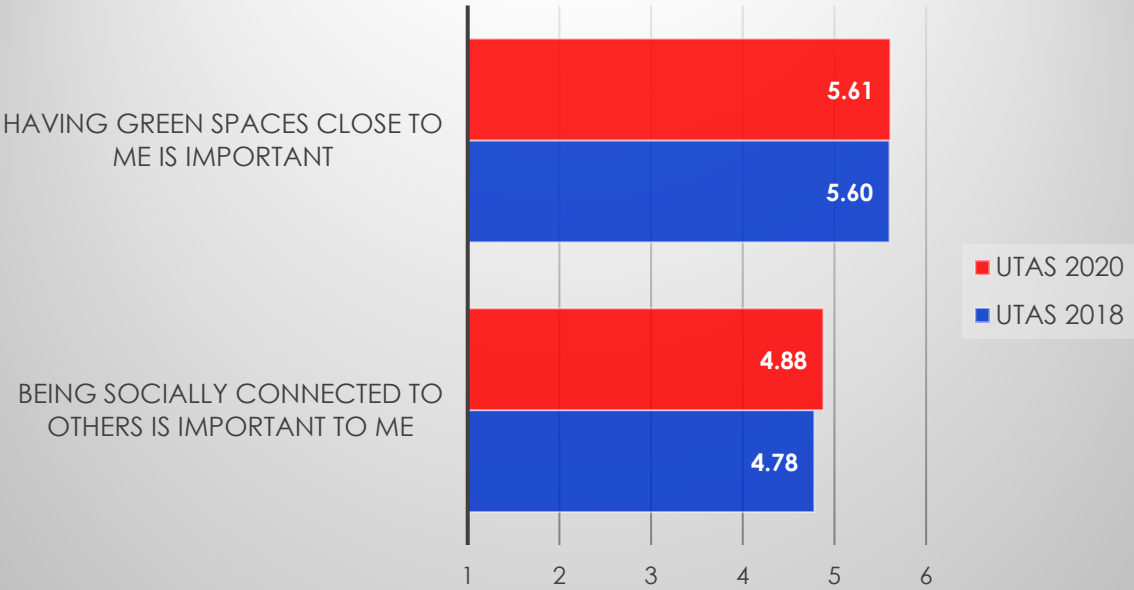
### About these results

The table above shows the relationship between behaviours and enablers, ranked by strength of the correlation. Enablers with a high correlation are strongly related to behaviours, although not necessarily causal.

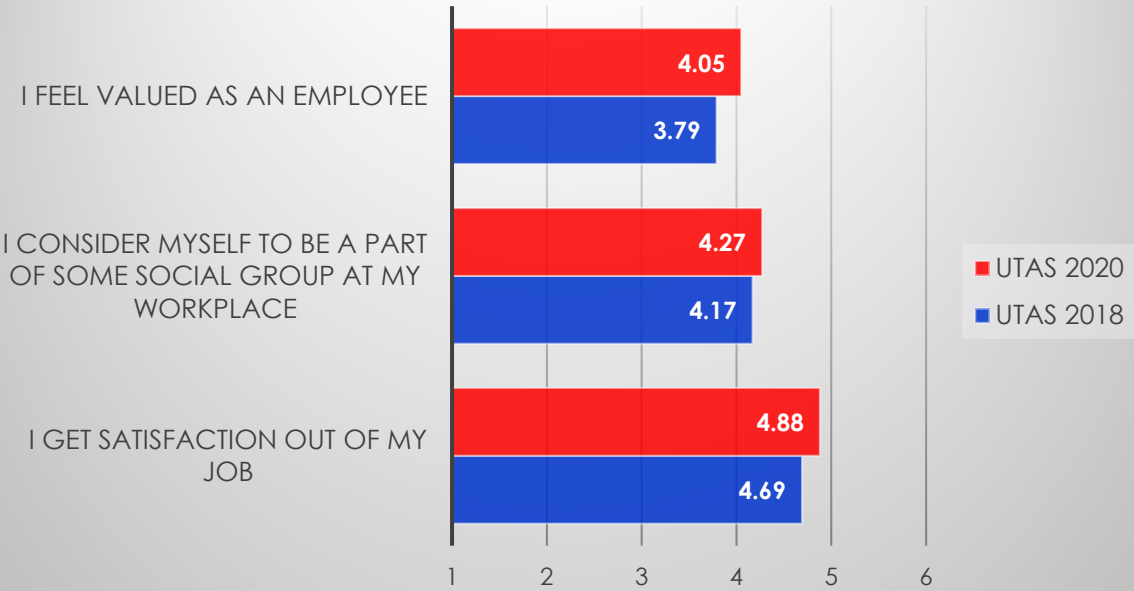
The results show that the key correlates of sustainability-related behaviours are the individual enablers of the SCI, along with being clear about how job responsibilities relate to sustainability. Overall, all of the enablers had a significant relationship with behaviours at work.

These findings suggest that efforts to further embed sustainability in the culture of UTAS will benefit from continuing to demonstrate to people how their actions make a difference, and supporting and encouraging them to make sustainability a priority consideration in decisions and actions.

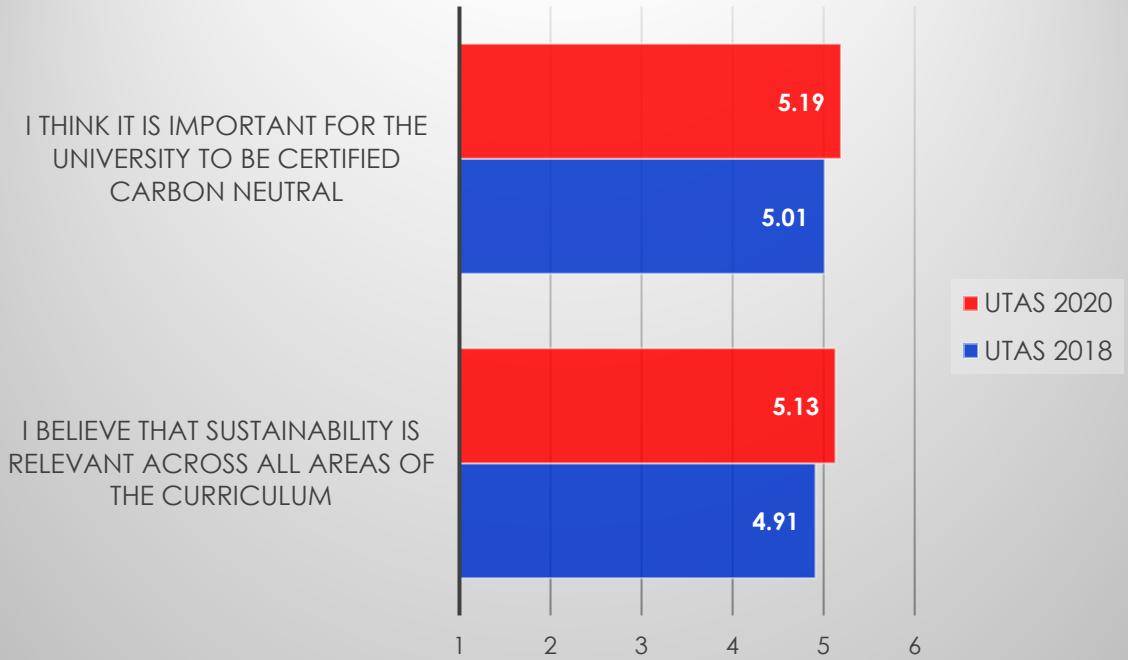
### Sustainability Importance items

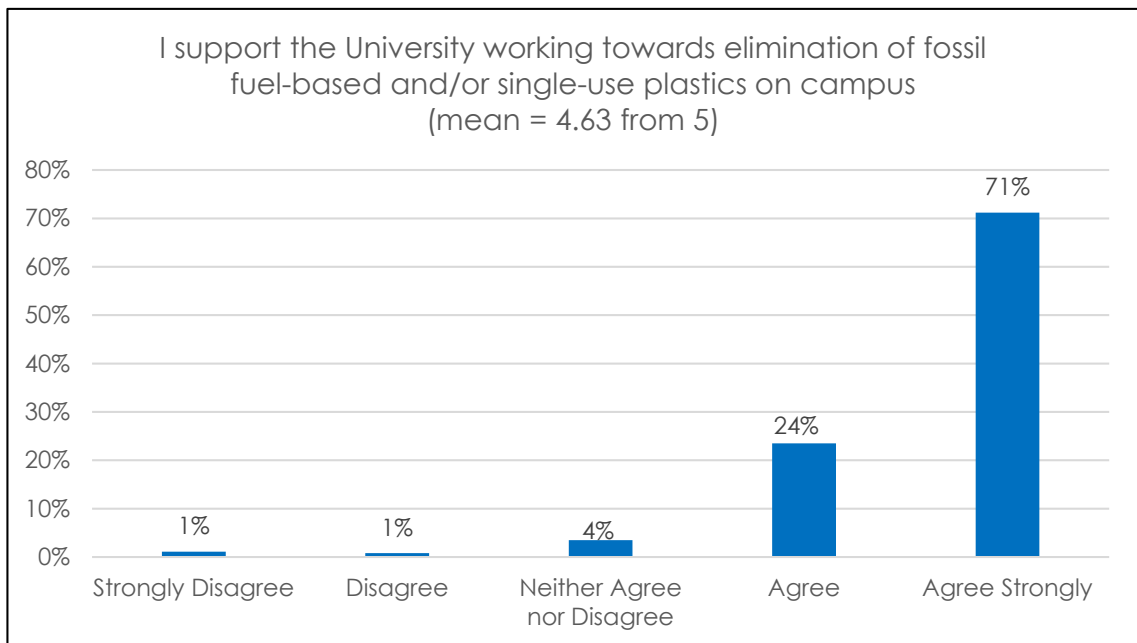
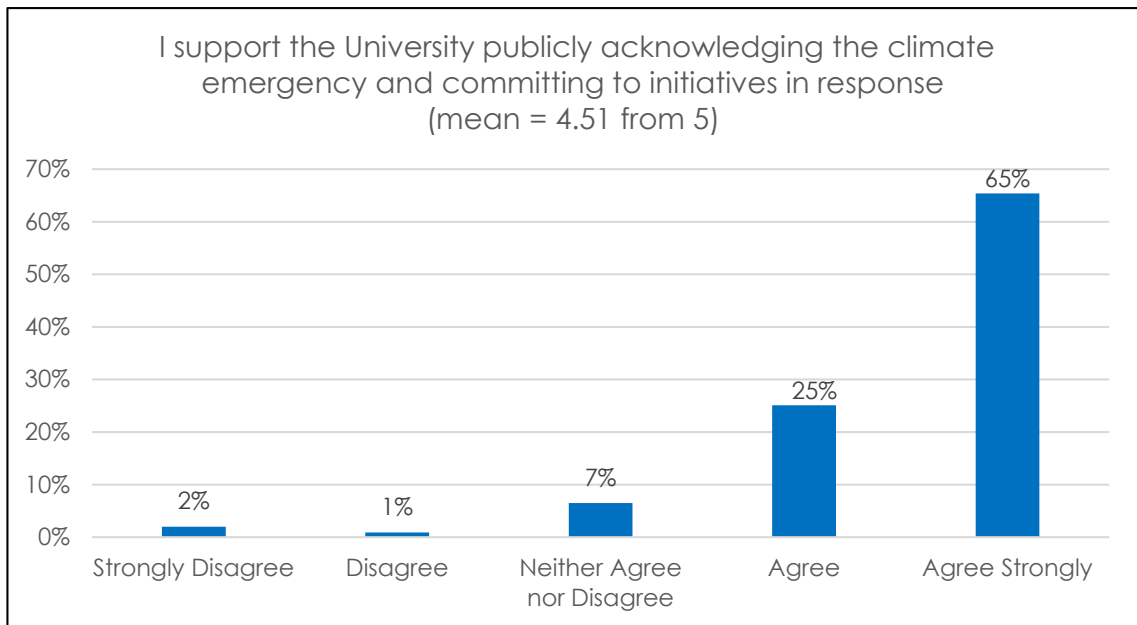


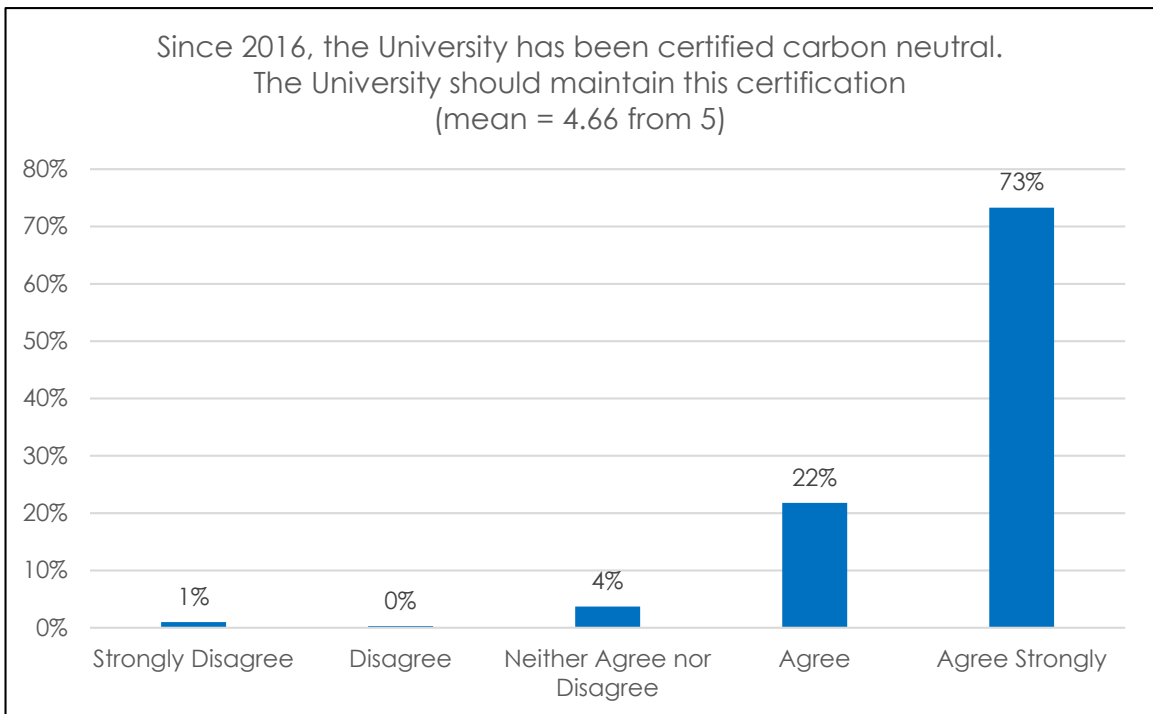
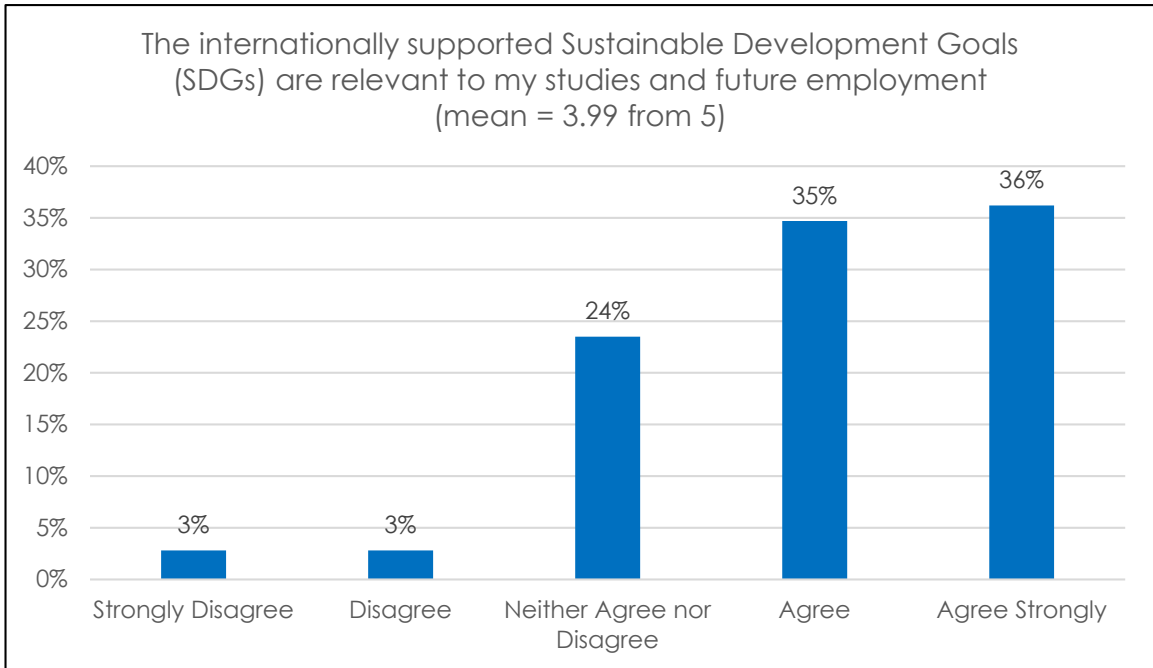
### Job Wellbeing items

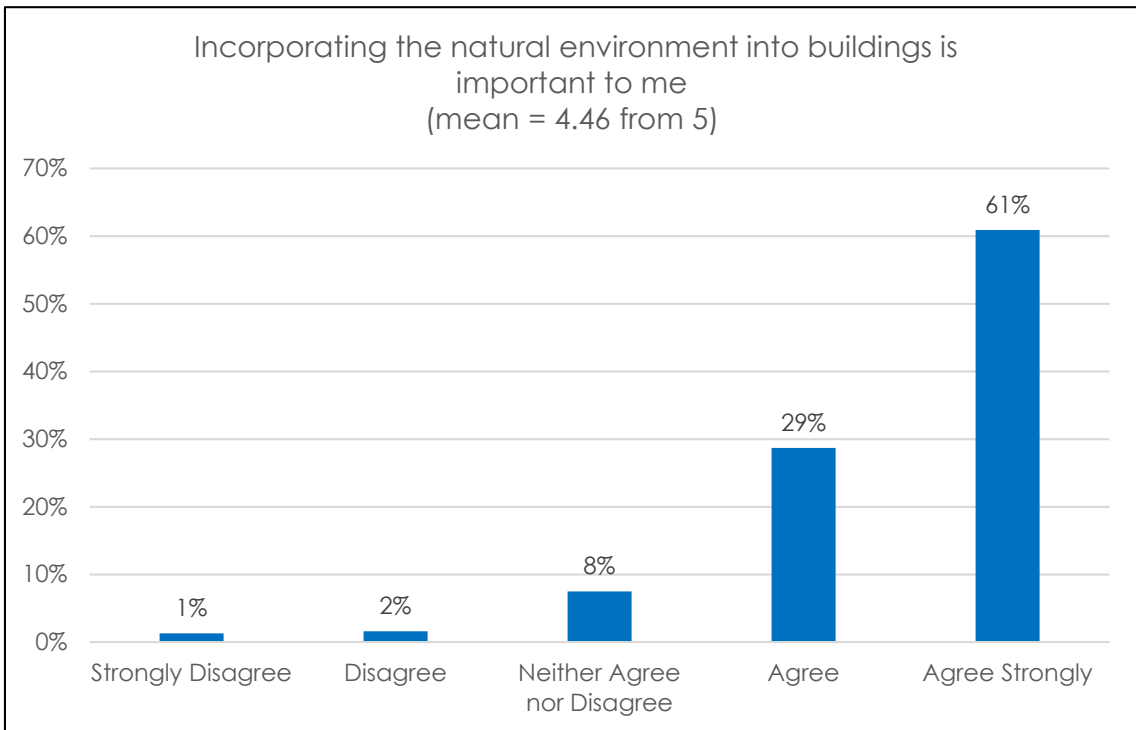
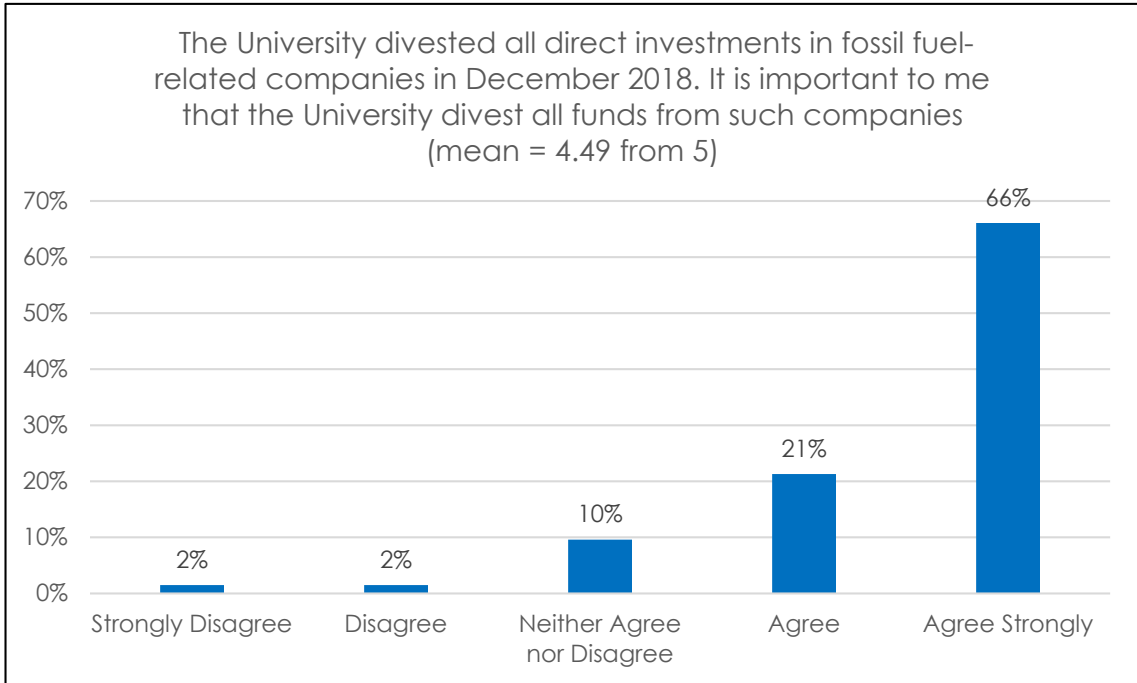


### Carbon Neutrality & Curriculum items

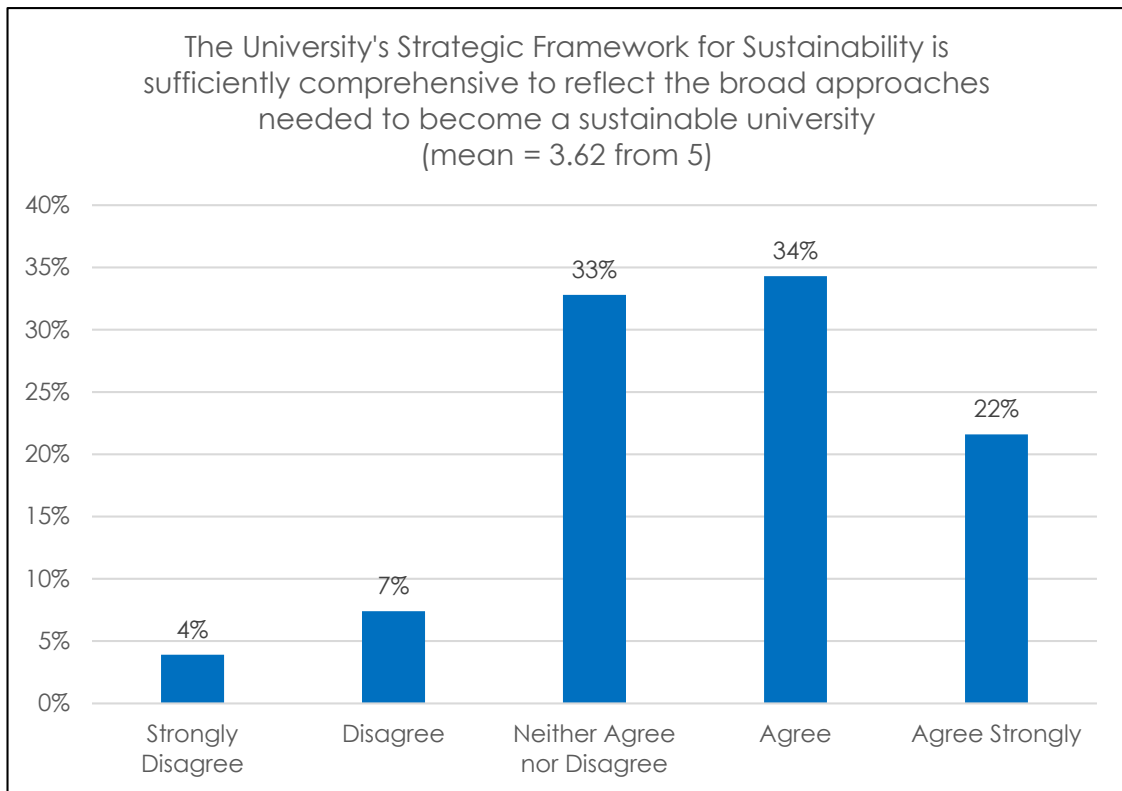




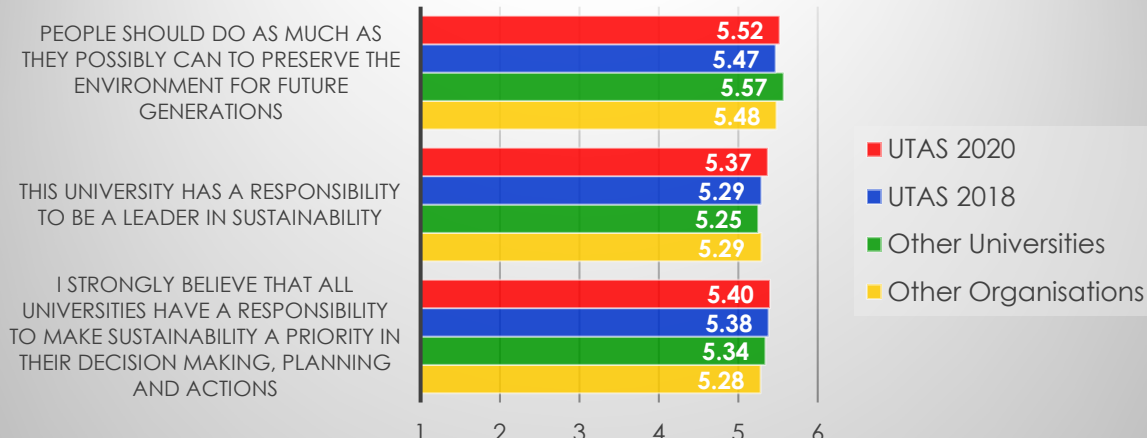








## Beliefs about sustainability items



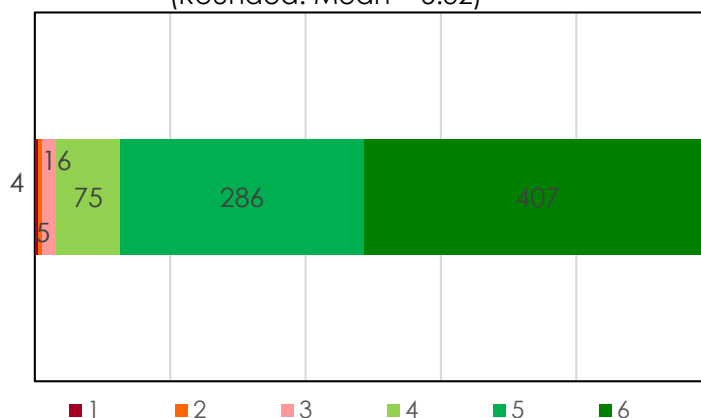
### Definition

People's beliefs about the importance of sustainability and the priority which organisations should give it.

For more resources for this enabler, including research findings and strategies for improvement, go to

[www.awake.com.au/beliefs](http://www.awake.com.au/beliefs)

Range of Responses: Beliefs about sustainability  
(Rounded: Mean = 5.32)



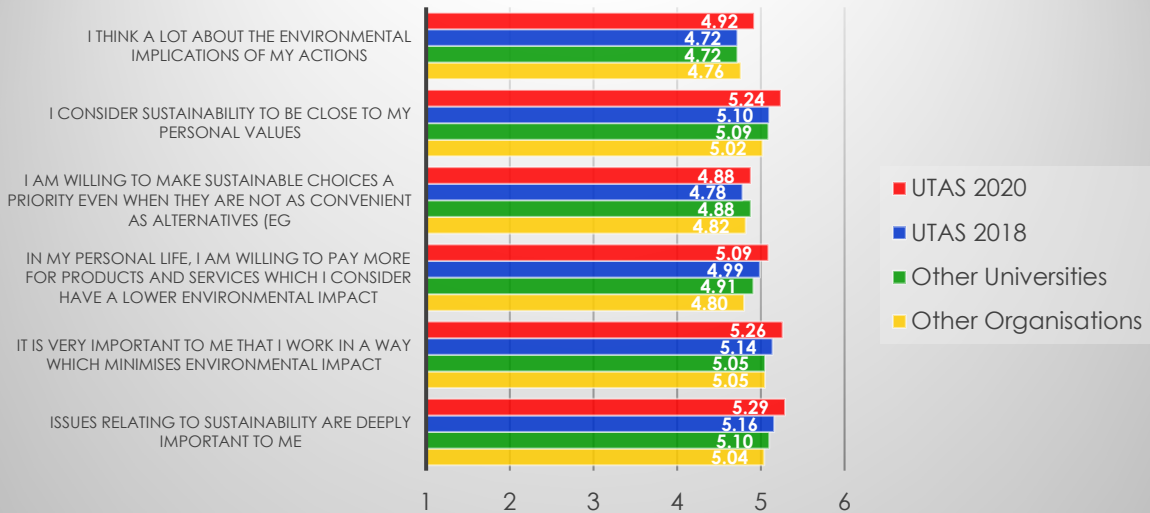
### Importance Of This Factor

If people believe that sustainability is important, and should be made a priority by individuals and organisations, they are more likely to engage in and support sustainable behaviours.

### Your Organisation's Results

These results show that staff continue to hold the belief that sustainability is something that UTAS should invest in and should make a priority. This belief is more prevalent than in 2018.

## Responsibility for Sustainability items



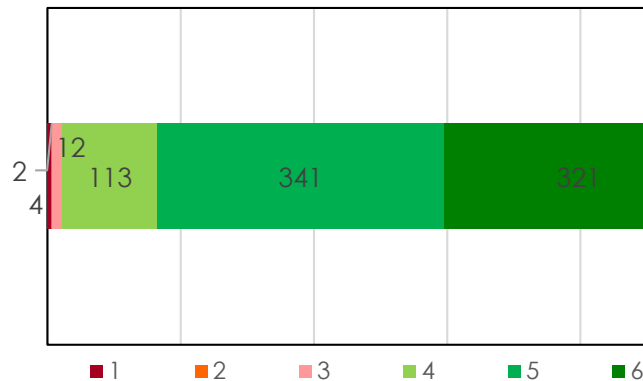
### Definition

The level of ownership which people have for sustainability personally, and the priority which they are willing to give it.

For more resources for this enabler, including research findings and strategies for improvement, go to

[www.awake.com.au/responsibility](http://www.awake.com.au/responsibility)

Range of Responses: Responsibility for sustainability (Rounded: Mean = 5.11)



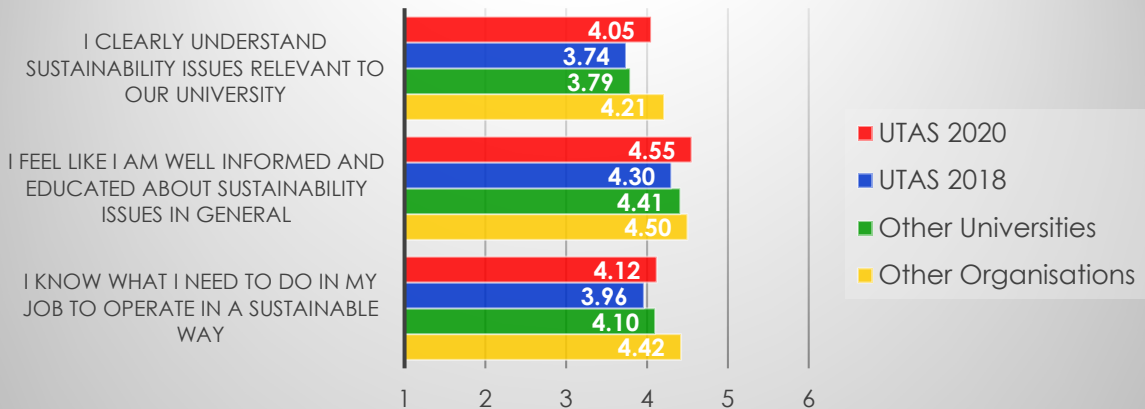
### Importance Of This Factor

Feeling like sustainability is important to them personally, and being willing to make it a priority in their actions, is an essential determinant of people engaging in sustainable behaviours.

### Your Organisation's Results

The results show that there has been a sizeable increase in the extent to which UTAS staff feel a strong responsibility for sustainability, and the mean for these items is now comfortably above the average for the comparison groups.

## Sustainability knowledge items



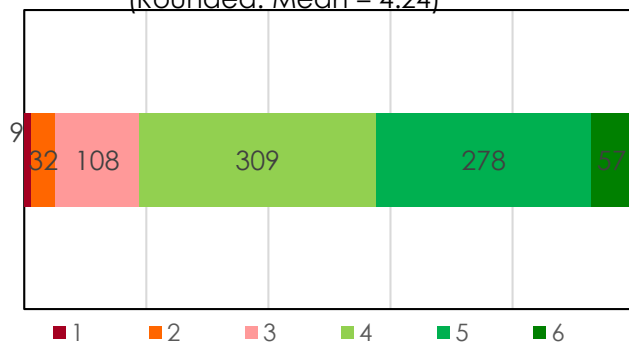
### Definition

The degree to which people feel they have sufficient knowledge of sustainability issues relevant to the organisation and their job.

For more resources for this enabler, including research findings and strategies for improvement, go to

[www.awake.com.au/knowledge](http://www.awake.com.au/knowledge)

Range of Responses: Sustainability knowledge  
(Rounded: Mean = 4.24)

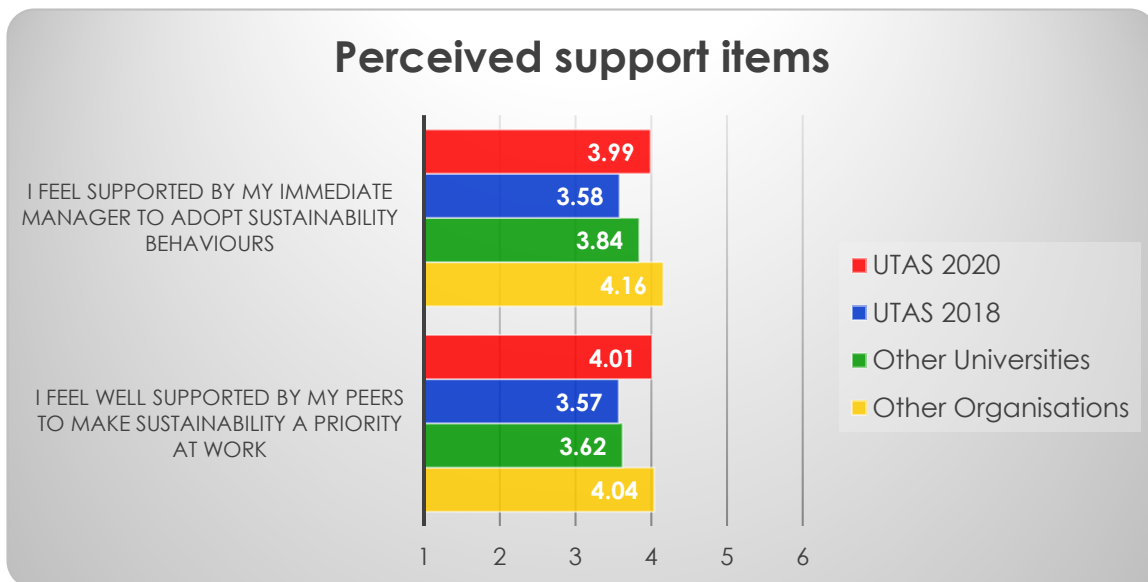


### Importance Of This Factor

If people do not have good awareness of the sustainability issues relevant to their organisation and their job, it is difficult for them to engage in, and contribute to, the organisation’s sustainability objectives. Research repeatedly reveals that knowledge of sustainability issues is an essential precursor to pro-environmental behaviour, while a recent study of organisations found that internal awareness-raising campaigns were among the most effective ways of encouraging employees to adopt green behaviours.

### Your Organisation’s Results

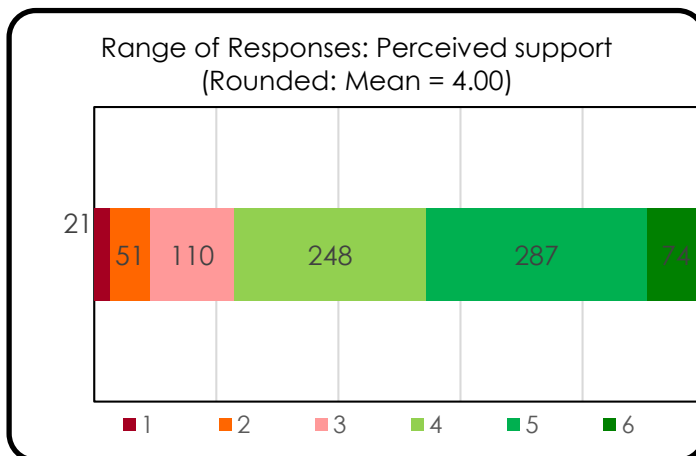
Sustainability knowledge has risen since 2018 and compares favourably to the average for the comparison groups. The scores still suggest there is room for improvement in education and awareness-raising around sustainability, a sentiment which was reinforced by the written comments.



**Definition**

The level of support people feel they have to act sustainably, from their peers and manager.

**For more resources for this enabler, including research findings and strategies for improvement, go to [www.awake.com.au/support](http://www.awake.com.au/support)**



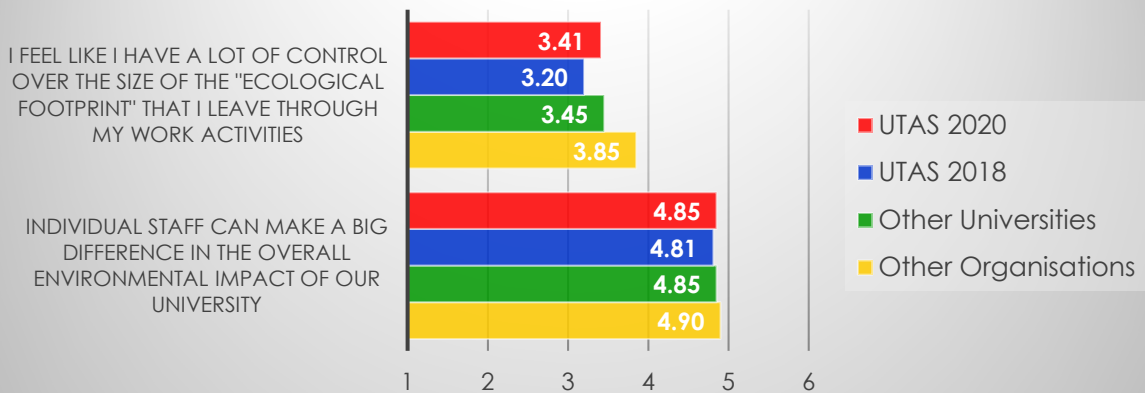
### Importance Of This Factor

If people feel that there is strong support from those around them to make sustainability a priority, they are more likely to do so, and feel like they can innovate and take risks in doing so.

### Your Organisation's Results

Support items enjoyed among the biggest increases in 2018 and show that people feel they are reinforced for sustainability more strongly than in previous years. This consistency of support would appear a strong contributor to the overall sense that sustainability is becoming more strongly embedded in the organisational culture.

## Perceived control items



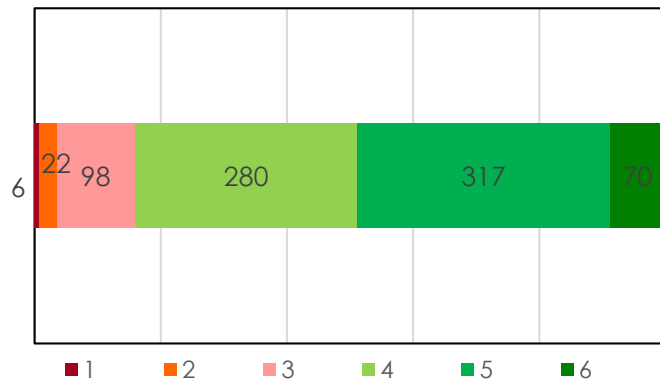
### Definition

The extent to which people feel they have control over their level of sustainability, and the sense that their actions can make a difference.

For more resources for this enabler, including research findings and strategies for improvement, go to

[www.awake.com.au/control](http://www.awake.com.au/control)

Range of Responses: Perceived control  
(Rounded: Mean = 4.14)



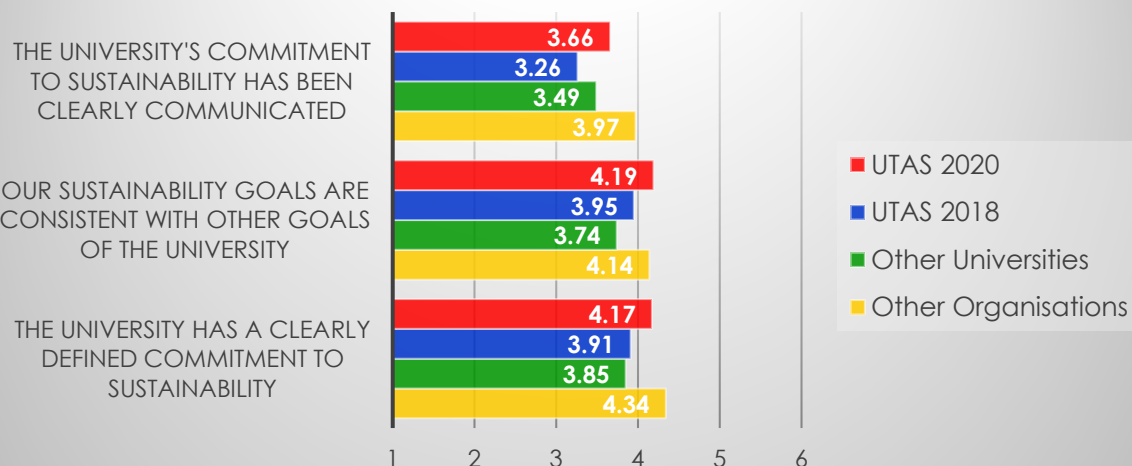
### Importance Of This Factor

A strong precursor to sustainable behaviour is the perception that we have some control over our actions, and that those actions will have a beneficial outcome.

### Your Organisation's Results

People are feeling a stronger sense of control about sustainability. Although the mean for the top item above is low (which is normal for most organisations), increments in the sense of empowerment should have an influence on the adoption of sustainability efforts.

## Strategic Commitment items



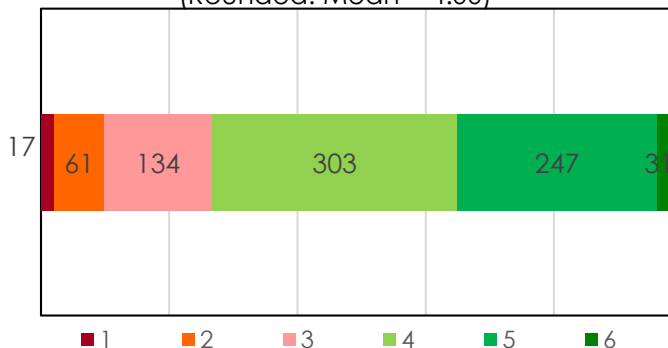
### Definition

The extent to which people feel the organisation has clarified and communicated its sustainability commitments.

For more resources for this enabler, including research findings and strategies for improvement, go to

[www.awake.com.au/strategic-commitment](http://www.awake.com.au/strategic-commitment)

Range of Responses: Strategic Commitment  
(Rounded: Mean = 4.00)



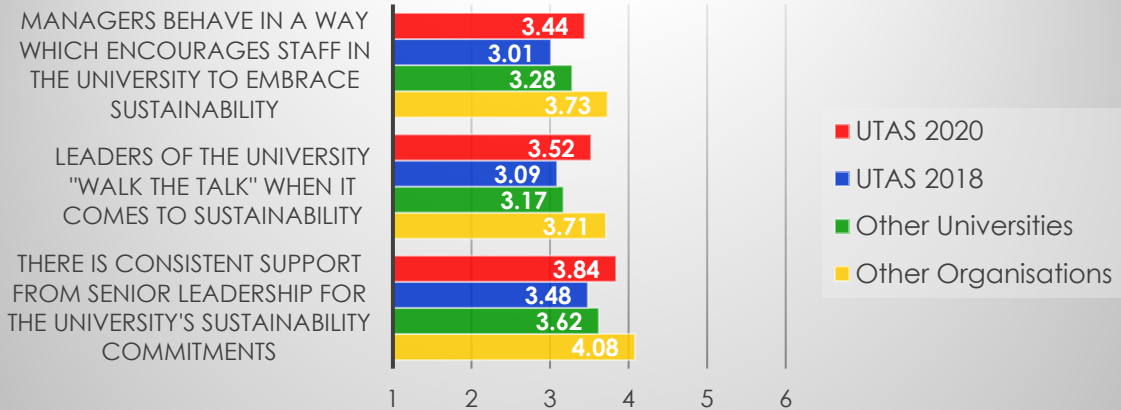
### Importance Of This Factor

An organisation which makes a clear commitment to sustainability and communicates it strongly provides the clarity and confidence people need in order to make it a priority in their decisions and actions.

### Your Organisation's Results

Strategic commitment was the highest scoring organisational enabler and well above 2018. This points to a continuing sense that UTAS is leading the way in sustainability and in turn should translate to stronger employee commitment. There is still room for improvement in communicating of these commitments. Several written comments expressed pleasant surprise in hearing about the initiatives UTAS has undertaken, such as committing to carbon neutrality.

## Sustainability Leadership items



### Definition

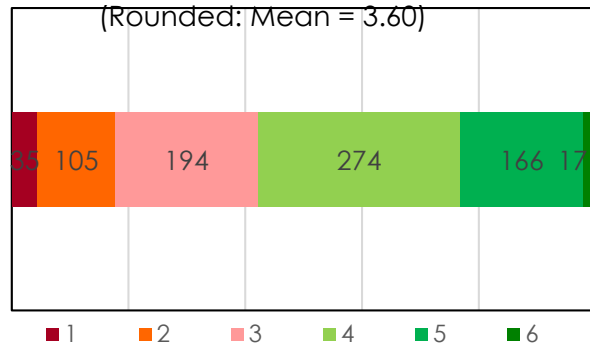
The extent to which the leadership and management behaviours in the organisation support a culture of sustainability.

For more resources for this enabler, including research findings and strategies for improvement, go to

[www.awake.com.au/sustainability\\_leadership](http://www.awake.com.au/sustainability_leadership)

### Range of Responses: Sustainability Leadership

(Rounded: Mean = 3.60)



### Importance Of This Factor

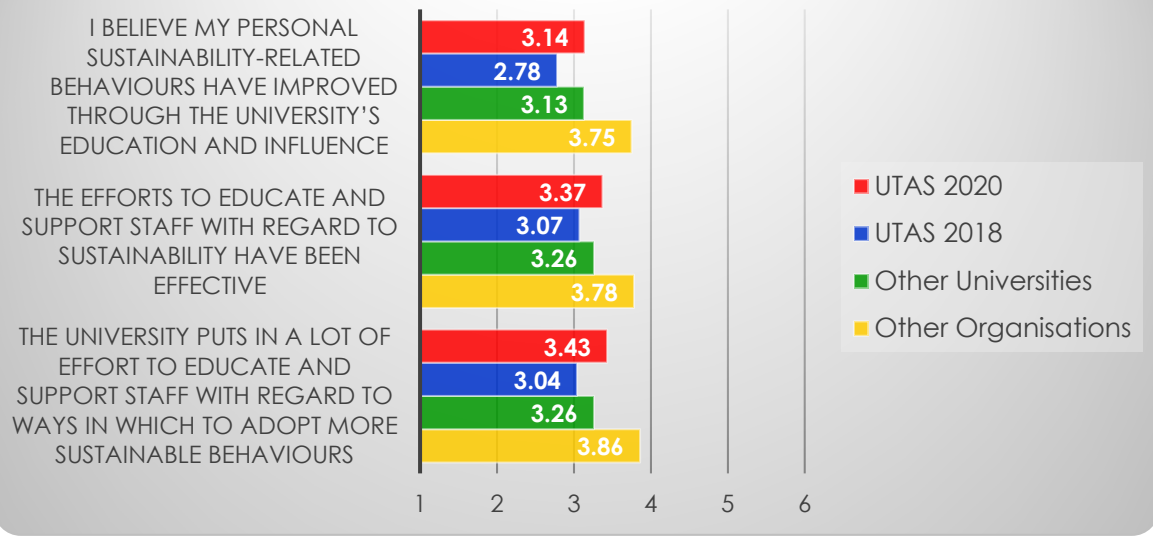
All aspects of culture are driven from above, including sustainability. If people feel that there is strong leadership commitment, and the behaviours of the leaders and managers are consistent with this commitment, then a culture of sustainability is more likely to be created. This is supported by research findings, which reveal that the best sustainability-focused organisations are typified by strong leadership in the area.

### Your Organisation's Results

Sustainability Leadership increased significantly since 2018. Staff feel that UTAS leaders are more clearly demonstrating a commitment to sustainability with the mean now above the university average on all items. There is room for improvement, especially in managers role modelling sustainability.

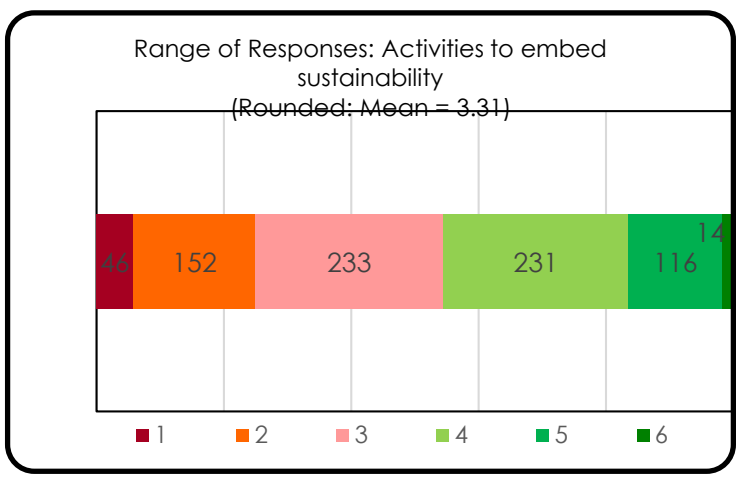


## Activities to embed sustainability items



**Definition**  
 The perceived effectiveness of the organisation's efforts to embed and promote sustainability in the culture.

**For more resources for this enabler, including research findings and strategies for improvement, go to [www.awake.com.au/activities](http://www.awake.com.au/activities)**

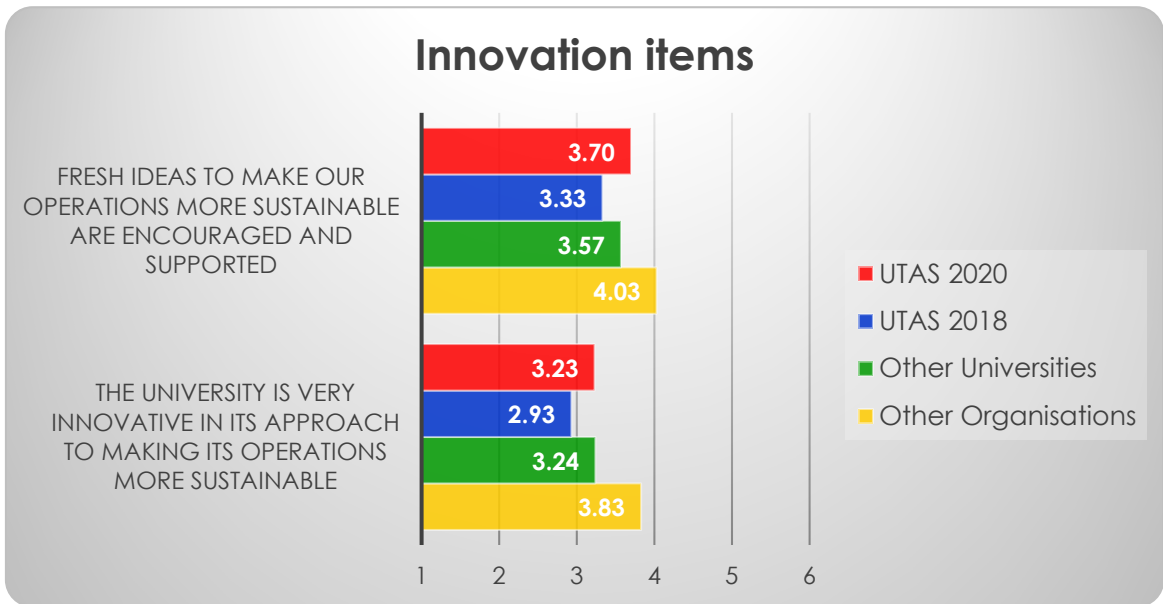


### Importance Of This Factor

Organisations with a strong culture of sustainability are those that promote and encourage it. The extent to which this has been prevalent and effective has a big impact on the success of efforts to embed sustainability in the culture.

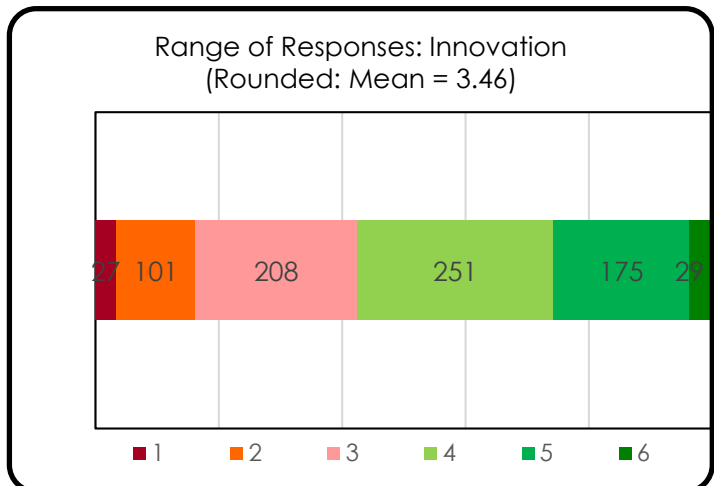
### Your Organisation's Results

The increase in these items suggest that staff are seeing more visible efforts to promote sustainability. The written comments urge continued efforts in this regard, in order to further reinforce the importance of sustainability.



**Definition**  
 The level of support people feel they have to try new ideas to enhance sustainability.

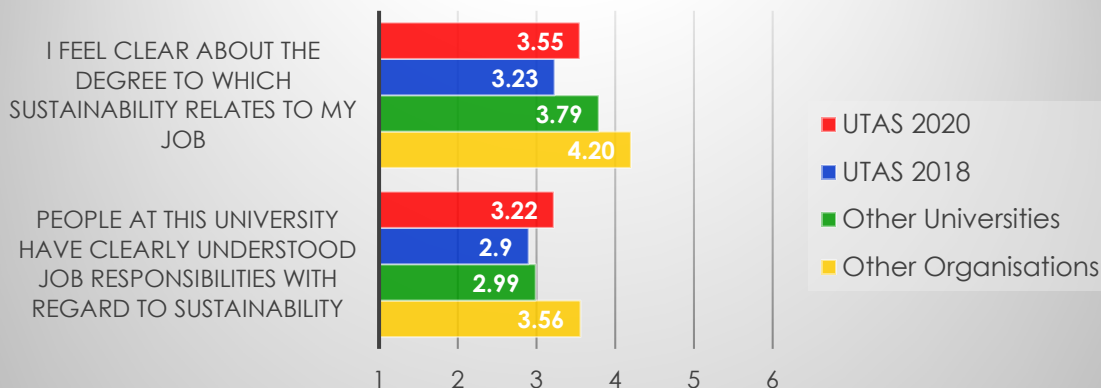
**For more resources for this enabler, including research findings and strategies for improvement, go to [www.awake.com.au/innovation](http://www.awake.com.au/innovation)**



**Importance Of This Factor**  
 Sustainability is strongly linked to innovation, given that it requires new ideas and ways of doing business. An organisation with a strong culture of innovation is in a better position to embrace the opportunities presented by the greater emphasis placed on sustainability by business and communities.

**Your Organisation’s Results**  
 Innovation is another enabler which rose above the university average in 2020. Ensuring that new ideas for sustainability are encouraged and supported can be a great driver for both efficiency and staff engagement.

## Job responsibilities items



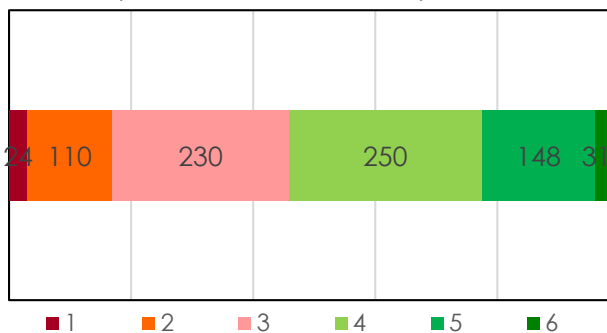
### Definition

The level of clarity people have regarding the way in which sustainability relates to their job.

For more resources for this enabler, including research findings and strategies for improvement, go to

[www.awake.com.au/job-responsibilities](http://www.awake.com.au/job-responsibilities)

Range of Responses: Job responsibilities (Rounded: Mean = 3.38)



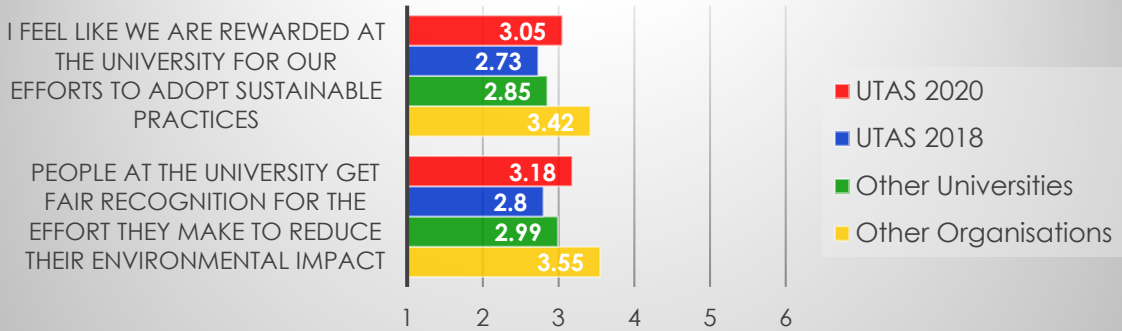
### Importance Of This Factor

People need to be clear about the degree to which sustainability is related to their job. If they believe it is the role of the environment department or green team, it is unlikely that sustainability will be strongly embedded in the culture.

### Your Organisation's Results

Staff feel clearer about sustainability as it relates to their role, although there is still plenty of room for improvement. Those who scored highly on these items were more likely to report frequent sustainability-related behaviours (see Correlations p33). Action could be further encouraged through job specification design, discussions at performance reviews, and opportunities to review sustainability as it relates to individuals.

### Rewards & Recognition items



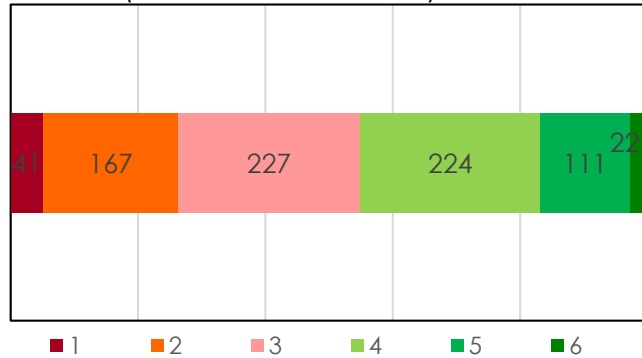
#### Definition

The degree to which people feel they are rewarded and recognised for sustainable behaviours.

For more resources for this enabler, including research findings and strategies for improvement, go to

[www.awake.com.au/rewards-recognition](http://www.awake.com.au/rewards-recognition)

Range of Responses: Rewards & Recognition  
(Rounded: Mean = 3.11)



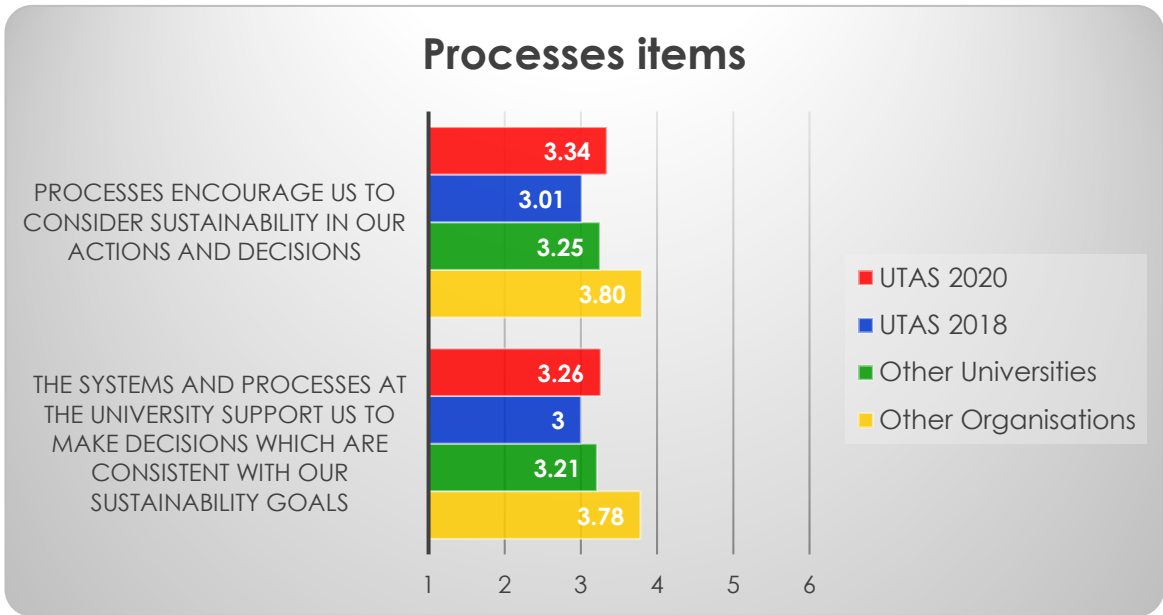
#### Importance Of This Factor

Rewards and recognition systems need to be designed in such a way that the desired behaviour is encouraged. If people are rewarded for sustainable behaviours, it is more likely that they will undertake them – the opposite is also true.

#### Your Organisation’s Results

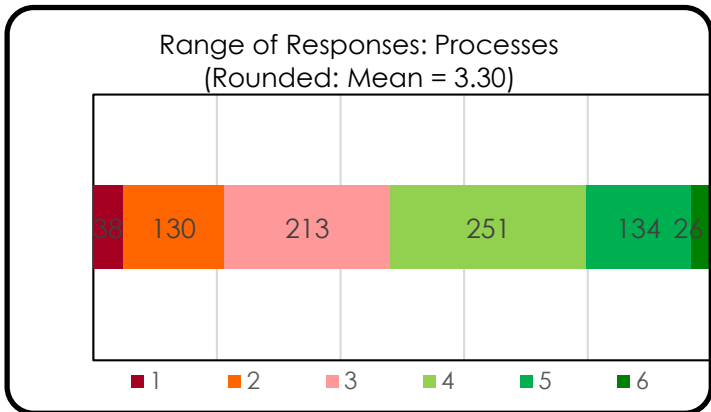
Rewards and recognition scored lowest among the enablers, which is not an unusual result – very few organisations have sustainability aligned strongly in this regard. The scores for UTAS rose above both the university average and 2018 result.

This enabler was also correlated highly with sustainability-related behaviours (see Correlations p33), indicating that people who feel they are rewarded for actions are more likely to take them.



**Definition**  
 The degree to which people feel the systems and processes are aligned with sustainability.

**For more resources for this enabler, including research findings and strategies for improvement, go to [www.awake.com.au/processes](http://www.awake.com.au/processes)**

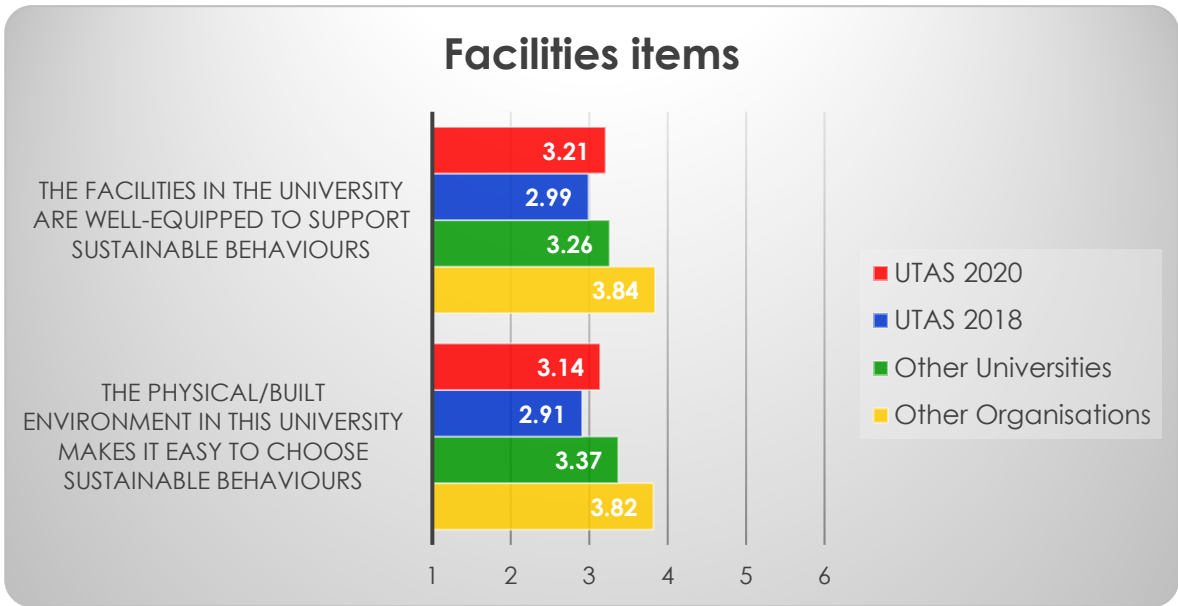


### Importance Of This Factor

When systems and processes are aligned with sustainability goals, it is more likely that these goals will be achieved. This provides clarity and certainty for people, and make it easy to do the right thing.

### Your Organisation’s Results

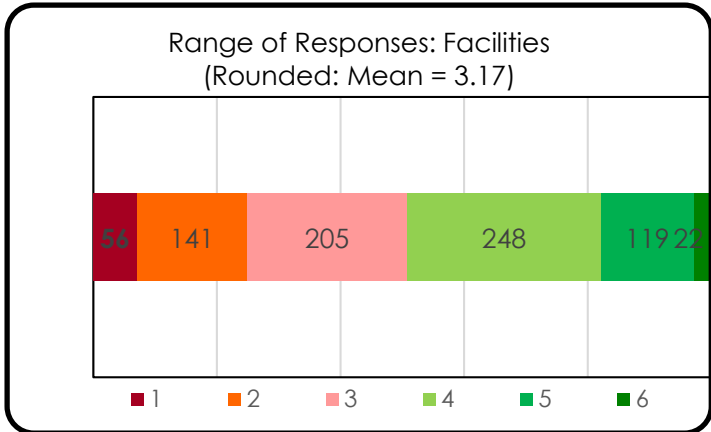
Processes at UTAS showed an increase from 2018 and rose above the university average. Written responses suggested that people see room for improvement in aligning processes with sustainability goals, especially with regard to paperless systems and teaching policies.



**Definition**

The degree to which people feel the physical environment and facilities in the workplace support sustainable behaviours.

For more resources for this enabler, including research findings and strategies for improvement, go to [www.awake.com.au/facilities](http://www.awake.com.au/facilities)



### Importance Of This Factor

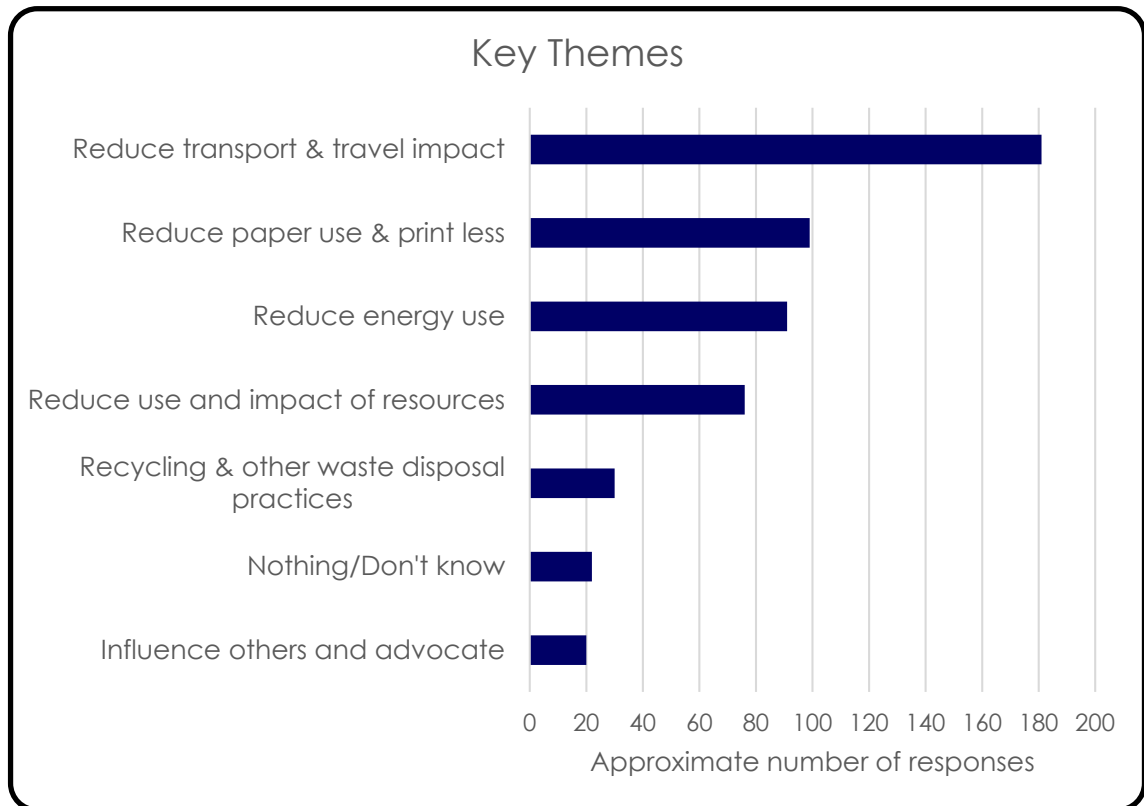
Behaviour is strongly influenced by one’s physical surroundings. If a workplace is designed in such a way as to make sustainable behaviours easy and unsustainable behaviours difficult, the former are more likely to prevail. This includes making sustainable options the default (e.g. double-sided printing), and clear directions for sustainable behaviours (e.g. waste disposal)

### Your Organisation’s Results

The score for this enabler increased since 2018. Many written comments refer to the energy efficiency of buildings and the provision of transport services as key ways in which sustainability could be better supported in the physical infrastructure.

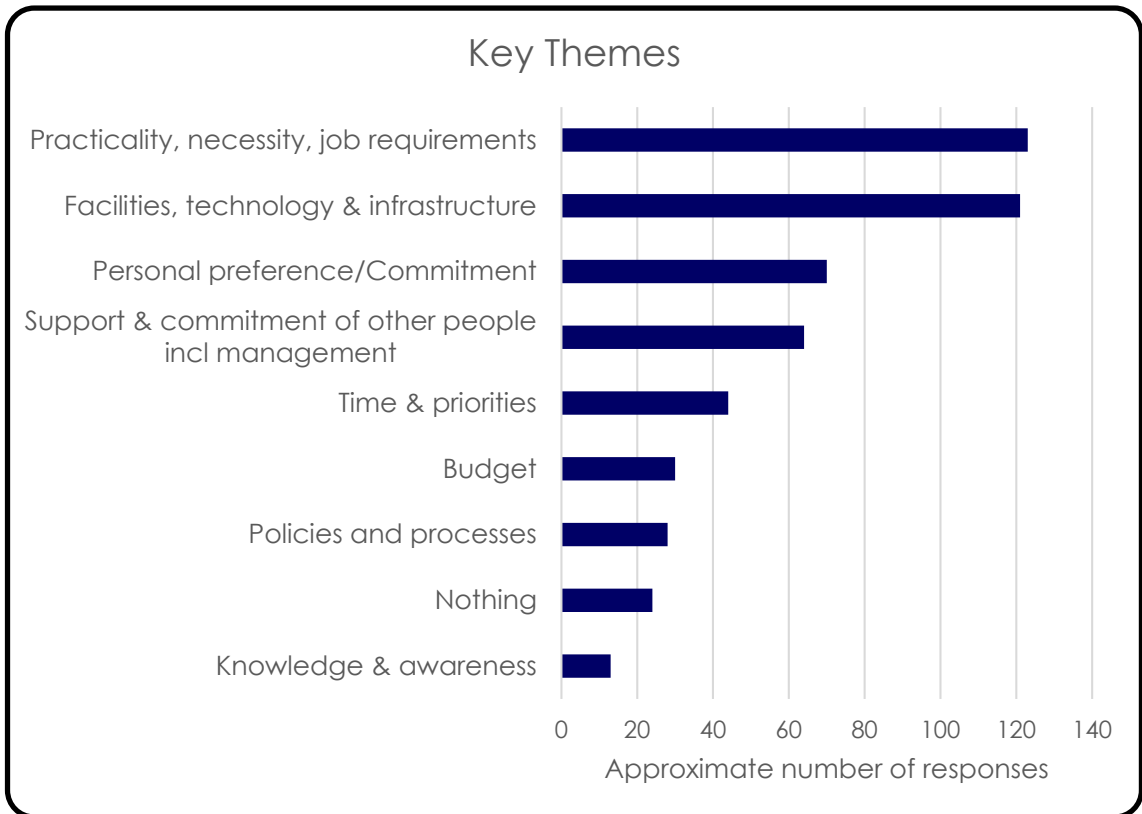
*What is the biggest change you could PERSONALLY make in order to decrease the environmental impact of your direct work activities?*

*(see appendix document "All written comments" for full comments)*



*"What is the main thing stopping you from taking that action?"*

*(see appendix document "All written comments" for full comments)*





*"What is the most important change the University could make in order to operate in a more sustainable way?"*

*(see appendix document "All written comments" for full comments)*

