



## Restoring our natural world: is it time to try something new?

Unlocking Change webinar: Our Natural World | 7 December 2020, 11.00am

### Speakers:

[Caroline Mason, Chief Executive, Esmée Fairbairn](#)

[Gillian Burke, TV Presenter, Producer and Biologist](#)

[Trewin Restorick, CEO and Founder, Hubbub UK](#)

[Jim Airton, Natural Capital Strategy and Planning Manager, United Utilities](#)

[Kené Umeasiegbu, Campaigns Director, Tesco](#)

**Facilitator:** Liam McAleese, Director – Our Natural World

**Q&A:** [After the speakers, the panel answered questions from attendees](#)

LIAM McALEESE: Hello and welcome everyone to this webinar - Restoring our natural world: is it time to try something new? We're delighted that so many of you could join us today. My name is Liam McAleese, I'm the director of the natural world at the Esmée Fairbairn Foundation. I will be facilitating the session this morning.

For the benefit of those listening, we are describing ourselves. I am a tall white man, black hair with increasing bits of grey and brown eyes. I'm sitting in Cumbria in my back room with a white wardrobe behind me. My webcam is strategically placed so you can't see my children's toys.

I'm very grateful that you have taken time to join us today. I'm particularly grateful for our wonderful panellists who will give you a wave when I say their name and introduce them. So, welcome Gillian Burke, TV presenter, producer and biologist. Welcome Trewin Restorick, Chief Executive of Hubbub. Welcome Jim Airton, Natural Capital Strategy and Planning Manager at United Utilities. Welcome Kené Umeasiegbu, Campaigns Director at Tesco's. And Caroline Mason, at Esmée Fairbairn Foundation and also my colleague Luna Dizon, the Communications Manager at Esmée.

This is the third in a series of Unlocking Change webinars, which aim to bring our new strategy to life. We launched our new strategy in October and Caroline will speak a little bit more about that in a minute.

Today we pose the question: Restoring our natural world, is it time to try something new? We ask this because restoring our natural world is a key area of our new strategy and also links to our commitment to addressing the causes and impacts of climate change. We ask this question because of the scale of the climate and nature crisis and its link to injustice and inequality requires a step change in action. This action will involve the scaling up of traditional and tested ways of restoring nature. For example, the brilliant work undertaken by many environmental and conservation NGOs across the UK and we need to see more of this great work. However good it is, is it good enough?

So to unlock change at scale, we believe we require new ways of working – new and unconventional alliances and partnerships ranging from conservation groups, businesses, farmers, fishers, community groups and young people. This discussion aims to give just a few highlights of where this is already happening and to generate discussion as to where we can see this approach at scale.

A few practicalities before we start. Live captioning is available for this session. Please click the closed captioning or the CC button at the bottom of your screen to view these.

We would like to thank Ai-Media for providing the live captions for us today. There will be an opportunity for questions and answers once we have heard from our speakers. Please use the Q&A function where you can submit questions whilst the panellists are speaking, and you can also vote for questions submitted by another participant if you'd really like to see that question asked. You can do that by clicking the thumbs up icon next to that question. My colleague Luna will be helping to curate these questions throughout, and we'll come to her at the end of the discussion to help pose some of them.

I know a lot of you here today will have some specific questions about our strategy and processes and there is quite a lot (on information) online – Luna will put some links online on that and we'll try to answer questions that involve all our panellists first, and then go to more Esmée specific questions. We will try to hang around slightly after the end of the webinar to ask more questions. We will be on Twitter this afternoon, and also have a further seminar planned on 14th January, to answer more specific questions.

We'll be tweeting about this event using the hashtag #RestoringNature so please join us in that and we're also recording this webinar to share on our website along with the transcript.

## **CAROLINE MASON: Esmée's new strategy**

With the housekeeping out of the way, I'm really pleased to introduce Caroline Mason, Chief Executive at Esmée Fairbairn to give a brief introduction to our strategy. Thanks, Caroline.

CAROLINE MASON: Hello everyone. I'm Caroline Mason, thank you for coming and spending I know what is very valuable time with us today. I'm a tall middle-aged white woman with very short tufty hair, which is sadly going grey quicker than I would like. I generally have got quite a smiley face and I'm sitting at my kitchen table at home with my dog at my feet who is keeping my feet warm.

I wanted to start by saying that this is really a new departure, this is a new departure for Esmée. We are starting something new. I think Esmée, over the last 60 years, has done some extraordinary work but our strategy was to be very responsive, to spread our jam, as someone said, very thinly. We were not proactive and didn't have views or goals of our own. That was fine for the times but the times are radically different now. Not only do we have COVID-19, we have the emergency around climate change, the stark growth in inequality. The exposure of real structural racism, and the growth of digital AI, all of which will fundamentally change everything in the future. Our journey has been about trying to understand what it is that in the 21st-century a Foundation like Esmée can - what it should be and what it can be. And, I think, without losing the essence of what it does well.

We did a lot of consultation and spent a lot of time thinking about this, and it breaks down into three areas I would say. One is, the first is, to know our purpose. We have identified where it is that we can contribute most, where we have the most expertise, legitimacy and a real genuine passion. And where we, specifically at Esmée, can make a difference.

Secondly, we need to know our privilege and understand it and use it well. And that isn't just in grant making, it is in our networks, it is in our endowment. It's in our ability to commission, to convene, to broker, and so we are extending the toolkit beyond grant making, in order to deliver against our impact.

And also we know we need to know our place. That is the third thing. And as my daughter very cleverly said to me when I was trying to explain this. – she said 'so you want to be part of the jigsaw rather than part of a pyramid?' And I said yes, that's exactly what I mean. Where is it that we fit? Who can we work with? How can we leverage as much from our partnerships and relationships to generate as much impact as we possibly can?

I won't go into too much detail about what that means in Our Natural World because I think that has been covered separately. But just to say that we are really interested in finding new ways, as well as funding good solid work, we are interested in new, different disruptive ways of making change happen. Thank you very much.

LIAM McALEESE: Thanks Caroline. As we said, there will be further details that will be dropped in with links into the chat as well as opportunities for detailed questions later on.

## GILLIAN BURKE

I'm going to move us on and introduce our first speaker. So, if I can introduce Gillian Burke. Gillian Burke joined the BBC Springwatch in 2018, having also recently presented Blue Planet – co-presented Blue Planet. Gillian has many roles including a number of wildlife NGOs as a producer, researcher, director, and biologist. Welcome Gillian, we're pleased to have you here today.

GILLIAN BURKE: Hi everyone, just done unmuting myself, trying not to look like an amateur. We have done it for long enough now. Thank you very much Liam, thank you Caroline, thank you everyone – the whole team – for inviting me to speak. For the benefit of audio description, I am a black woman of mixed Asian African descent. I'm sitting in my dining room which has now become

my home office as well, with Haitian artwork, some beetles postcards that my son collects and an all seeing eyes that my daughter painted during the first lockdown. I've given up trying to hide my family life for my Zoom life. It's all here to see – so that's who I am and where I am and what I look like.

I've actually found this a really difficult to talk to prepare for and you know, generally when I find things difficult, I procrastinate. I find everything else better to do than the actual thing I'm meant to be doing. I hope I'm not alone in that. But, you know, I have learnt to knuckle down and really ask myself, what is so difficult? Because it's 7 minutes. In fact, I must start my timer so I don't overrun 7 minutes of talking. What's so difficult? And I realise it is because of this question that's been put to us. Is it time to try something new?

Now, I want to acknowledge that it's an important question, clearly. And I'd also say, with the greatest respect, it is a question that, it just sucks. It does. Because, for me, I know what that immediately makes me think is, OK, what hasn't worked? And it requires a bit of introspection and self-reflection, appraisals, all the stuff I don't really enjoy doing. So, I thought I would maybe do my initial talk, and obviously there might be questions later which I'll be happy to answer if there are any. But I thought I would talk about the things that I feel in my industry – in my line of work, as a science communicator, TV producer and presenter – the things that might not have worked.

So here we go. I began working in natural history TV in the late 90s. I have to just resist that feeling instantly of thinking, wow, that sounds old. I'm going to flip that and say, actually, what it has done is it's given me some perspective and a little bit of experience, hopefully, as well. The natural history film industry in the last few years especially has come under fire for not communicating the scale of the growing environmental crisis – not communicating that to the wider public and there's, I guess you know, claims that there's been too little too late.

I can only tell this story from my perspective, which is that for a long time it felt like audiences weren't ready to hear – at least that's what the numbers told us – because if there was a faintest whiff in our programme making the kind of gloom and doom, as they call it, would have viewers lunging for their remote controls to switch channels and they'd go elsewhere. So the learning for us was it doesn't work to tell people the cold hard facts. Why don't we try something where we just celebrate the natural world and all its wonder and its beauty. The story we told ourselves is something I still hear today actually. Even today, listening to Today programme this morning and they were interviewing the new appointment, the new director of the Natural History Museum and there was talk of, you know, if we educate people and get people to care about the natural world then they'll do more to protect it.

I think there's truth in that. I'm not saying there's no truth in that but it is a story we've been telling ourselves for the last 20, 30 years at least in my sector, my industry in natural history filmmaking. And we've probably added another chapter to this story more recently – particularly this year as I think, to a certain extent, we've all started to really recognise the value and make that connection with having green and blue spaces around us. So, that the natural world isn't something that's just out there that needs protecting – it's something that we need around us. We've certainly felt the benefit of having access to green and blue spaces through lockdowns so we've added this extra kind of chapter to our story, which is that we don't just need to celebrate nature and care for it. It's

actually good for us, it's good for our mental health, our physical well-being, and that if we value it in this way, then we'll actually look after and protect it. However, this is maybe where my science hack comes back on – it's like, we look at the numbers again, the numbers tell us a different story. So across all environmental sectors and I saw indicators, and I don't need to labour the point because I know all of you will be well versed with all the stats, but essentially all environmental indicators show that globally, there's a worsening. Habitat loss, biodiversity loss, soil health, air quality, plastics, you name it, things are getting worse, and the rate is also increasing in terms of the deterioration. The numbers tell us that whatever we're doing hasn't been working. So that's the uncomfortable bit.

So, for me, this is where it's time – at least, you know, my work, in my industry – it's time to look at blind spots. It's time to look at, you know, well what are we missing? What hasn't worked? And this this question is it time to try something new? From a communication point of view, I mean actually in every possible way this year has changed everything. Like the environmental indicators I was talking about. Trust – which is hugely important in pretty much everything we do – actually, trust has also been eroded. The nature of mass communication across all the media platforms that are now available has done a lot, I mean it's done a lot of good and can do a lot of good, but it has also eroded this sense that we have trustworthy sources of information. So trust is at an all-time low or maybe I don't know about an all-time low, but certainly a low point.

I think that the default position for people is to be wary now of proposals and mission statements and public announcements, and one of the questions I now get asked, I used to get asked whenever I gave a talk or you know did any kind of presentation about the environment, the question I get asked is well what can we do? The question, that question, has been superseded recently with a question that I now get asked a lot – particularly after a green proposal or green recovery proposal has been forward is: is this a case of greenwashing? Which suggests to me that we have a lot of work to do in terms of earning trust or restoring trust whichever way you want to look at it. But I do think in terms the contact I have with the audiences that are engaged already with the natural world, with environmental issues, conservation, is that we're craving this sort of integrity. I think even when you look at our storytelling and I guess you know this is where I work from, it's about communicating and telling stories. When we look at our fictional characters, our storytelling, what we want from our heroes is integrity.

I think that sort of leads into our real world as well. What we want from our leaders – whether it's in politics or business or in the conservation/environmental sector – is integrity. We're not trying to second guess the motives behind the words and the deeds. It all sounds very ideological and it's hard to see the kind of real world applications in all of this. And I realise I risk sounding like a big hippie right now. But I know I can say this because one of the really great things about the environmental sector and all of you here today is that if we were to really distil and crunch down why we are all here – it's because we want to make the world a better place, which is a lovely sentiment. It's a beautiful sentiment so hopefully we can keep this at the front and centre, at the heart of what we do as we move forward in working out what hasn't worked or what was working in the past but has stopped working, checking our blind spots and really, really pushing ourselves forward to try something new.

So I'm going to stop there and hand over to Trewin. Hang on a second, I just realised you know what I haven't done is prepared Trewin's introduction – sorry, I'm sure you could do it more beautifully than I could thank you.

LIAM McALEESE: So much thanks Gillian.

## TREWIN RESTORICK

LIAM McALEESE: So, Trewin, you've been introduced. Trewin Restorick is Founder and Chief Executive of Hubbub UK, the award-winning charity which transforms the way environmental messages are communicated by bringing people and organisations together as a force for good. Welcome Trewin.

TREWIN RESTORICK: Thanks a lot Liam. I've been asked to introduce myself, which I found incredibly awkward as I'm a late 58-year-old bloke, definitely way ahead of everybody else on the going grey stakes, sitting in a very big jumper because I'm in the roof in my house in Clapham with no heating. So that's who I am.

I'm just going to give you a very quick background to creating change and trying to do something different from a very personal perspective through the charity I set up as a belated midlife crisis, six years ago called Hubbub. The aim of Hubbub is to take environmental messages to a mainstream audience. And actually, I started with a question – things aren't working, the science is looking pretty dire, we need to do something different. So we deliberately set up to do something different and be disruptive. We started with £25,000 much to my wife's fury. 3 months in, we had £500 pounds I thought we've really gone wrong here. But this year, the charity is just about 5 million. 95% of our funding is from corporate funding, we were awarded charity of the year by Charity Times this year. So, I just wanted to go through what happened in that journey in 6 minutes.

The first thing we decided to do was to not frame the environmental debate in the way that other charities were. We talk about things that we think people are directly passionate in their everyday lives, which is the homes they live in, their neighbourhoods, the clothes they wear and the food they eat. We decided not to look like any other environmental charity, which is why we've got a slightly strange name and a very lifestyle-y approach on our website. And we decided to set up like an advertising agency so that we could work with lots of different businesses on lots of different projects all at once, and build close relationships with those businesses. So that was the background to the way the organisation was structured and then we had a set of principles. The first principle was a small environmental charity can't change the world on its own – we need to collaborate, and we were happy to collaborate with big business.

One example of this is we wanted to transform recycling on our high streets. We knew that that needed lots of people to do it and we knew we needed a city council to get involved. We asked 26 businesses to each give us £10,000 and we went to people like Coca-Cola, PepsiCo, Asda, Starbucks, a lot of the retailers. And we've got 27 organisations to give us £270,000. We then went to Leeds City Council and said please can we play in your city, give us the ability to put recycling infrastructure in your city and we tripled the amount of recycling in Leeds within six months. The

corporates that have backed it was so keen to expand it, it's now been expanded to three other cities including Edinburgh, Dublin and Swansea. And we'll be extended again so that's a way we've taken a collaborative approach to businesses where they've got a problem which is too big for one of them to deal with and we act as the facilitator.

The second thing we decided was everything we should do should be built around insight. So, when lockdown hit, we did lots and lots of public polling to assess the mood of the nation and that ability to work out where the public was at helped us to quite quickly transform some of our activities to things that we knew people are really concerned about. With O2, we've launched a campaign called Community Calling, which is asking people to donate their unused smartphones, they're digitally cleaned and then we're going to be giving out 10,000 of those phones to people who are digitally isolated with free data and training provided by O2. That's the way that we're fighting e-waste but also dealing with the social disruption of digital isolation, which is massively important at the moment. Then we also saw people hugely concerned about food waste. So we were able to go to Tesco and say, look it's a great time now to talk to your customers about food waste. We ran a trial campaign with them – we help their customers reduce food waste by over 70%, saving £16 a week. Those campaigns were driven by the insight that we gathered.

We also want to learn fast and fail cheap. So, we persuaded Starbucks to put a 5p charge on their disposable cups in a small number of their restaurants – 36 restaurants just to see what would happen and they gave that 5p donation to us. What happened was it doubled the uptake of reusable cups, they didn't lose any sales and their customer reaction was incredibly positive. So, they then extended that to over 900 stores – again with the donation coming to us and that's enabled us to invest in anti-littering campaigns. We've invested over a million pounds in coffee recycling facilities across the UK and we've been testing re-use schemes as well. Doing something small with the business, proving it works and then going to scale was really important.

Another one of our principles was we didn't care if nobody'd heard of Hubbub. It was the change that was more important. We've been working for four years with Ikea on a campaign to boost the sustainability awareness and knowledge of their customers. Nobody knows it's us doing it but it's had a phenomenal impact. It's being measured by the University of Surrey, so we don't care nobody knows it's us – it's the change that's important. Similarly, we have a network of over 100 community fridges around the UK redistributing food, run by different charities. Again, we don't really care about being associated with that. It's the local charities that have the ability and connections and what we can do is make it happen through providing funding and links to the businesses.

And then the final principle we have was about being entrepreneurial. When we do something that we think works and we can take it to scale, we look to invest in that through a social enterprise which is fully owned by the charity and this is where Caroline's mention of the fact that Esmée Fairbairn has a whole range of ways they can support you comes in so handy because they gave us a £100,000 loan to get that that business started. And thanks to that, that business is now contributing about £300,000 a year to the charity and has a million-pound turnover that would never have happened without some support. Similarly, we're just about to launch a massive campaign in Manchester all around community engagement and climate change. We know we can get the businesses behind that, but we also know it takes time and we went to Esmée Fairbairn and said

look, trust us, we can do this – if you can underwrite the cost of that campaign, we will then pay you back once we get all the corporates aligned that enable us to go ahead and enable us to get the city council involved but crucially gave the businesses confidence that it was going to happen. So think about Esmée as providing a range of support which is way beyond the grant funding.

And just to finally finish, I think our view is that the level of appetite for corporates to get involved in sustainability has never been so high. It's going to grow with COP coming along so there's a real opportunity to get businesses involved. There's a real need, as Gillian has so rightly said, to have trust and authenticity, and partnering with charities is a way for businesses to do that

The final thing is you can do stuff at scale but crucially also working with a business infuses your culture with different types and different ways of working and you can learn so much by talking to different people about their work and their priorities. And that actually has a massive advantage for you as an organisation.

I think that's a minute over, sorry, Liam. That was my mad dash through Hubbub. Thank you very much for your time and for listening.

## JIM AIRTON

LIAM McALEESE: That's great, thanks Trewin. Like Gillian, I can't possibly summarise what you said and do it justice so I'm going to swiftly move on to Jim Airton. He has as worked in the water industry for over 10 years in a range of roles from strategy to operations at United Utilities, the water company in the Northwest of England. Jim, welcome.

JIM AIRTON: Thanks Liam. And just for the purposes of description, I'm a white male in my mid-ish thirties with brown hair and a truly ridiculous moustache that I started growing at the beginning of the first lockdown with no idea how long all of this was going to be going on for. I'm currently sat in my spare bedroom at home surrounded by boxes because we're doing some decorating but hopefully the camera is at a sufficient angle that people can't see.

As Liam said, I'm Natural Capital Strategy and Planning Manager for United Utilities. We've got a real focus on how we can change the way that we deliver our investments, to look at putting a focus on improvements in natural capital, and how we can use nature-based solutions and delivering through partnership working with NGOs, local authorities and other businesses we see as being a really key element in how we can achieve our goals. We've got a long history of working in catchments with our sustainable catchment management plan which was very focused on how we could deliver raw water quality improvements and use the kind of savings of investing in our upland catchments to offset costs at our downstream treatment works. And by doing that, we're able to deliver a lot greater benefit in terms of things like biodiversity and peat and restoration and all those sorts of activities.

We kind of realised though that that wasn't the whole picture of our involvement with catchments and we therefore wanted to really look at how our full service chain from our waste water treatment side to our clean water to our bio resources all impacted on those catchments. And how,

if we thought about that whole system, we could use a catchment systems thinking approach to actually identify better interventions that could deliver greater benefits in the long-term, and aligning those needs beyond United Utilities requirements but also picking up the needs of all of the other players within those catchments to really deliver in a truly joined up way right across the full catchment.

Engaging other partners is absolutely key to that. The Environment Agency's recent Challenges and Choices consultation stated that in the context of WFD, the Water Framework Directive, our current rate of progress, it's going to take us about 200 years to meet the challenge that we set ourselves of achieving 75% of rivers at good ecological status. 200 years is nowhere near good enough. Working in the same way will never get us there quicker – we need to think differently and engage other partners in how we can really provide a step change in that kind of environmental improvement. No industry can do it alone, we need to work as a partnership to really make that happen.

A couple of key examples we've got of where we've tried to use different approaches to take a different view of how we can do things – one key one is in the petrol catchment in Cumbria up in the Eden around kind of Penrith, Carlisle where we had a challenge to deliver phosphorous improvements on some very small treatment works. We didn't believe it was going to be best value for our customers to do that so by thinking about the catchment on the whole and that full picture, we identified that actually there were other challenges going on in that catchment agriculture was having a big impact. And we felt we could deliver better benefits by actually working with the agricultural community to see how we could remove some of that pollution at source rather than treating it at the back end through our treatment works, delivered a more efficient option for our customers and was better aligned to the needs of the catchment and supported the local economy as well. Through that process, we also identified how we could potentially align the work we were doing with other organisations.

Nestlé were also delivering investment in the same area. They wanted to achieve very different things to us but we were able to actually align what we were trying to achieve because we were all fundamentally investing in the same natural assets within those catchments and therefore our investments were delivering co-benefits to them. Theirs were delivering co-benefits to us. So without actually increasing the spend we were putting in, we were delivering far greater results and really driving that benefit for our customers. And delivering that through a market-based approach also was really key in trying to create a viable revenue stream for farmers and landowners to be trying to access so they weren't just focused on how they could drive greater food production but actually how they could deliver in a more sustainable way creating revenue into their businesses for delivering water quality improvement.

We're still at the early stages of starting that market process but we're really keen to keep that driving as we keep going. We do recognise though that all catchments are different and what works in one won't necessarily work right across all of the catchments. So, we're also working in the Wyre catchment in the file to look at how the specific needs of that catchment could potentially be delivered in a similar way but particularly tailored into what what's required there. The big challenge, there is flooding with significant communities that have had large elements of flooding over the last

many years. And one of the things we identified was that whilst there was interventions that could be delivered to alleviate that, the benefits never really stacked up for any one organisation to deliver that on their own. So, we worked with companies that do flood insurance, with the Environment Agency, ourselves the local authorities, with the support of the Rivers Trust and funding coming from Esmée Fairbairn to help facilitate all of this activity to really understand what the benefits case was for the different organisations and how we could potentially use a different funding model to try to make those benefits be delivered.

We prioritised what needed to be done in terms of natural flood management and what we could achieve through doing that. And we're just in the place now of getting the beneficiaries of that to agree to a payments-for-outcomes method. So, committing that, once those interventions are delivered based on what is achieved from them, they will then deliver payment and based on that kind of ongoing and sustainable revenue stream, it then allows the Rivers Trust through a special purpose vehicle to actually draw in commercial investment, to provide the upfront capital to make those intentions happen.

It's a very different approach to how we do it and there are some beneficiaries that really do want to go to the traditional upfront investment. And that's great because it's a really efficient way to do it from a delivery point of view. But actually, to really get that overall money flowing in a more effective way and allow that step change in delivery, we need to look at how we can blend those financial models, getting that upfront investment in where appropriate. But looking at sustainable long-term revenue streams to allow commercial investment to get the delivery actually happening on the ground - it's a very different approach to how we kind of manage that risk process. But by thinking about things in that way we believe there's a really good opportunity to draw in multiple partners, multiple beneficiaries and really provide a step change in delivery.

Thanks Liam, I think that covers most of what we wanted to say.

## **KENÉ UMEASIEGBU**

LIAM McALEESE: Great, thank you very much, Jim. Lots of points that we want to pick up there. I'm going to move us swiftly on and introduce, last but not least, our final speaker: Kené Umeasiegbu. Kené is Campaigns Director at Tesco and responsible for leading the company's stakeholder engagement and position development on key issues including environment packaging, sourcing and food waste. Welcome, Kené.

KENÉ UMEASIEGBU: Thank you. Hi everyone. So, to start with introducing myself, I'm a black man, six feet two tall. I often kind of wonder where time went - I turned 46 this year and I still can't believe it. I live in North London, looking out my window into the foggy outline of London in the distance. I always envy people who can start their talk with a very nice joke. I've tried so many times to find an appropriate joke and I'm completely pathetic at it so I've just decided that environmental sustainability is no laughing matter so no jokes from me, so I'll go straight into it.

And the question was: is it time to try something new? I think in asking that question, we kind of know the answer - a simple answer is absolutely yes but then the difficulty of trying something new

is that there's a multitude of options of what new can be whereas we all know what the old is so we can just do it because it's safe. I just wanted to start with a kind of a reflection of what I've observed in my time in environment, in sustainability overall and it is that actually we're beginning to see some of the results of the work that people like Gillian and David Attenborough and so many others have done in raising our awareness and our passion, our interest in this subject of sustainability, that I think there are lots of people who are more conscious about this subject and who have made the decision as individuals to never be part of the problem.

This is quite an important turning point for society - that for the first time, you can argue a significant, potentially majority, of the population, at least in the UK, have made a conscious decision that they want to know what their footprint is. They want to know what their impact is and they want to not be part of the problem. And this is something to celebrate. This is something to never lose sight of. However, because of the time - where in the generation we've got to and the states of the world - not wanting to be part of the problem is no longer enough. We need enough people - it doesn't have to be everyone - but we need enough people who are actually passionate and keen to be part of the solution so not to be in a neutral place. But you know I saw lots of young people marching during the Black Lives Matter protest and some of them have placards saying it's not enough to be non-racist you have to be anti-racist. This is something similar to that.

Now I see that in the journey that a number of companies are making as well. At Tesco about six seven years ago, our overarching environmental sustainability ambition was to reduce our impact on the environment. Today, our sustainability ambition is to lead the industry in addressing the sustainability challenges that we all face. So, something going from 'I don't want to be part of the problem' to actually 'I want to be part of solving the problem'. And being who we are as a company, we want to be leading that conversation - not simply waiting to respond to nudges from others. In order to achieve that, we set out for ourselves a three-pronged approach of how we act on environmental, indeed on all sustainability as a business.

It's a three-step approach to improve, to transform and to advocate. To improve is the starting point and it's still where many organisations and many individuals are that we do a little bit better than we did last year, we do better than our peers, we do better than our competitors and we drive incremental change. Now that's important and it's an important starting point. It creates inspiration for action, it creates case studies, it creates examples of change. But I'm afraid where we are today, improvement - especially incremental improvement - is not going to be enough. It's important, yes. But it's not going to be enough and that's why we have the next stage, which is to transform. There are aspects in which we need transformational changes. As examples - for many years as an organisation at Tesco, we focused our climate change strategy on energy efficiency, on changing light bulbs to energy efficient ones and putting alarm systems on doors of our freezers in stores on, putting light sensors and so on and so forth. Those were important. They saved us lots of money, made hundreds of millions of pounds in electricity bill a year.

But we want to be on track to meet what the science said that we needed to do in order to fight climate change - in order to be on a 2- or 3-degree trajectory, never mind 1.5 degree trajectory. When we mapped that, we saw, actually, we needed to transform where we sourced our energy so that yes important to do all the energy efficiency work, but we also needed to switch our energy

sources from fossil fuels to renewables and that's why we made that switch. The same with vehicles, which is why we made the move to electric vehicles and also doing the same for customers installing charging points for them. The same with food, you know, doing everything we can to make sure that the food we sell is free from deforestation, switching to zero deforestation, soy as is in our plan. But you know what we're seeing is that the rates of consumption, at the rates of food waste, we're not going to be able to do that just by improving what we have now, hence why we announced a few months ago a 300% target to increase plant-based meat alternatives. Because you need both the improvement, but you also need the transformation.

And then to the third point. We actually often can't achieve the level of transformation that's needed without others going on that journey with us. Without Government setting a level playing field - because in the end, we're a business and we want to not be at a disadvantage because then the change that we want to drive will not be sustainable and sometimes it needs us to use our voice to influence, to lobby, to ask the Government to set a level playing field. So, we use that voice to call on the Government to set the due diligence requirements to avoid deforestation abroad and hence why the Government - it wasn't the only reason - but I'd like to think that our voice was one of those that encouraged the Government to introduce the consultation on forest protection due diligence and now it's making its way through law. It's not as far as we'd like. It focuses only on illegal deforestation. We wanted to focus on zero deforestation, and we continue to call for that and we also are using our voice to ask the Government to introduce a consistent, national recycling infrastructure so that when we put recyclable packaging in the market, it actually gets collected and gets recycled. Because if what Lambeth collects is different from what the what another council in Manchester collects, then even if your products are all in recyclable packaging, they don't get collected they don't get recycled and the aim is defeated.

I think the same also applies to a number of non-profit organisations, environmental charities, I've seen lots of them who want to make a difference in the life of the whale, in the life of one elephant, in the life of this patch of land. And that's important. It's very important we keep the hope alive, we keep examples going. Obviously, it's not going to be enough. We need to get to the stage where we're changing the system in which we are operating, and those case studies can be the basis on which we say what would it take to scale things up. How do we introduce, for instance, into policy some of the learnings that we're learning in food waste reduction at home, in water catchment improvement around the country. How can we feed that into Government policy, that it becomes the basis from which everything is done.

And if, amongst the things we've learned this year in the lockdown, in the COVID, and the debates is actually we start to understand how humans tend to behave when something is inconvenient. When Al Gore called his movie An Inconvenient Truth, it was kind of difficult for me at least the insight I got into that was deepened by the way people reacted to COVID. Simply because something is inconvenient, we can choose to ignore the science even at the risk of ill health for ourselves and our loved ones. That gives you a sense of the mammoth task we have to go through in saving or protecting the natural world. When you're telling people that you know the climate might change irrevocably in the next hundred years and next 50 years, if you imagine that they wouldn't wear a cloth covering on their face for one week, why would they change their life so radically just out of personal choice to save the planet in 50 years' time. That gives you the scale of the challenge.

One of the things that, I think, if I end on this, that the one thing that I think needs to change is that a lot of us - we're in this situation where everyone who cares about sustainability is saying to themselves and to all around them somebody has to get up and do something. Someone has to get up and do something a little bit like when you want everyone to be quiet and everyone goes 'shh...' and then everyone is making a noise, and nobody shuts their mouth. I think we have a lot of people who can talk about sustainability, who can do minor case studies around the world and that these are all important. What we don't have enough of are people who know how to roll up their sleeves and get to work, who know how to create a new reality dealing with the world as we know it, not expecting a world of angels, a world of saints, no. But dealing with the world with the limitations it has right now, and that's the area that I think we need to do differently.

We need to be asking ourselves how do we scale what we have and how do we create more practitioners to complement the educators and the storytellers that we have amongst us? So, I'll end there for now. But, yes, the answer to the question is – yes, we need to do something differently and what we need to do differently is more action to complement the talk - not less talk but more action to match the talk. Thank you.

## Q&A

LIAM McALEESE: Thank you. Kené. Wow, what fantastic insights that we've got this morning from our panel. We've heard about the importance of trust and integrity and storytelling. Trewin's view that there's been no time stronger than now to get corporate interest and develop entrepreneurial ways of dealing with these critical issues. Jim's point around different finance models and some practical examples of where partners are coming together because we can't wait 200 years for our rivers to get better. And Kené, your powerful call to action for more actions and moving individuals from not wanting to be part of the problem to be actually part of the solution, I think, is a very positive note to open up to discussions now.

We've had loads of questions flying in. I'm going to use my facilitator's prerogative just to ask Caroline a brief question to touch on investment. There are a lot of people we could have on the panel ranging from farmers to community groups and fishers. One group not represented are investors. I wonder whether, Caroline, whether you could say a few words about the increasing role for investors and investment in driving some of these changes.

CAROLINE MASON: I would, thanks, Liam. Just very quickly, I would say that five years ago even the idea that the investment community or investment finance would be a key player in this was absurd. You know the finance industry was way behind and in fact it still is but there is beginning to be a real awareness of the investment isn't neutral. When money is invested, it gets invested into organisations and organisations do things and they have customers. And so, this everything is part of a circle. If we don't want wet wipes, we need to stop buying wet wipes because if we keep on buying them the companies that make them, keep on making profits out of them and therefore investors will invest in them. So, we have to tackle this from all angles including our pensions, our investments, our savings. We can have a voice through that and at Esmée, we can also challenge the investment community to think differently about impact. But I'd just like to quickly ask Kené whether he thinks shareholder activism or shareholder pressure is helpful for organisations like Tesco's to be able to

push slightly harder internally or externally?

KENÉ UMEASIEGBU: Oh yeah, I mean absolutely. Two examples on that actually - I mean maybe I start by saying that yes, it's helpful. It's not enough, it also is important that there are those internally within the organisation who are working to answer to those calls but of course definitely questions from investors can strengthen the argument on these issues. Two examples that come to mind - it was an investor group, I think, it was ShareAction who asked a question at an AGM at Tesco and that was the final nudge over the line for an already advanced stage development of our renewable electricity strategy. Asking that question placed it you know short-circuited it and placed it on the Chairman and CEO's radar. And so, everything else would work behind the scenes that was still making its way up the organisation got pulled forward and we could get to a decision very quickly. Of course, I think earlier this year, Blackrock wrote, which is one of the biggest investors of many organisations, wrote a very passionate, very strongly worded call to action to companies including ours on climate change, asking us to take action and so on. That again enabled a lot of initiatives to move forward and for those who hadn't started it must have been a call to get going on this. So absolutely, investors asking questions and indicating where the future lies plays a strong role.

CAROLINE MASON: Thank you.

LIAM McALEESE: I'm going to ask Luna Dizon to help curate some of the questions. The questions are flying in and there's some really good ones so if any do capture some of the panelists attention and you want to reply separately in chat please do so. Luna, can you perhaps give the first question please?

LUNA DIZON: There's a few questions just around how we think about partnerships -particularly across different sectors - so trying to bring those altogether, it would be great to hear from the panel what they think the main opportunities and the new approaches are around partnership. But also, where it doesn't work so well because there's a lack of trust, how can that be addressed and whether – there's somebody who has asked about whether - there needs to be some kind of forum or something that could help organisations to build that trust.

LIAM McALEESE: Okay, that's great, I'm going to ask Trewin to go for that. Trewin, you were very confident about opportunities for collaboration - where do you see the main opportunities and anything on trust would be good.

TREWIN RESTORICK: I think on opportunities, I think where the NGO sector has a real role to play is being that first sort of facilitator and catalyst. So what we're always looking for are environmental challenges which are too big for one business to deal with on its own. How can you bring unusual suspects together which usually involves getting businesses from across different supply chains, across different sectors? And actually, businesses aren't very good at that in many cases so where you can point to something where you know lots of organised businesses have a common concern but haven't got enough resource or reach to do it themselves, I think that's where we see the opportunity. And you as a charity can act as the honest broker between all those businesses, but also the local authorities that probably need to get involved, and crucially citizens. How you can help citizens believe the messages from all those organisations and I think the

advantage of collaboration is it's not owned by one brand. It's owned by a whole variety, so you don't get it sort of the greenwash thing. You get a group of organisations coming together. But I think with all of these things, it takes a lot of time to build trust between each other and between the different sectors. So, you know, it's not something you do quickly. You have to do a lot of listening. You have to do a lot of co-creation but if you get it right, it's something that is financially viable for the NGO but the impact it can have both in shifting policy and getting citizens and local authorities involved is absolutely significant.

LIAM McALEESE: Thanks very much, Trewin. I don't know whether or not Jim or Kené have anything further to add on that?

JIM AIRTON: I'd probably just say to that that I think picking up on what Trewin said around a long time is a key point. I think some of the partnership works we've done, we've found it can take two to three years before you really can get that effective working between multiple organisations. So, one of the key things we're looking at is actually how you can start to drive more strategic long-term sustainable partnerships rather than, I think, sometimes the more opportunistic kind of ones that have come up in the past. We're obviously very focused around water quality and how that works in catchment system operation is something we're very keen on and drawing the right partners together with NGOs, all of those key stakeholders, to really be thinking in the long-term about what the strategy is, that we would like to achieve and therefore actually going through funding and delivery options in that really joined up way. And that helps to actually build that long-term trust between those organisations and get those things moving more effectively. So that's, I think, a really key point in how you can drive greater partnership - is really focusing on that that long-term sustainability and strategic drivers.

LIAM McALEESE: Thanks, Jim. Kené, anything to add? Luna do you want to move us to our next question, please?

LUNA DIZON: Just following on from Kené talking about what they were doing to use their voice to lobby government around the changes that need to happen, there are a few people who are also asking about, you know, what policy changes need to happen and I guess it would be really also useful to get from Gillian what she feels we could do to be reaching out to more people to also then lobby government?

LIAM McALEESE: Okay, Gillian do you want to kick us off on that? How we can tell some of the stories build trust and help broaden the interest and coalition for change?

GILLIAN BURKE: I'm listening to everyone else on the panel and I feel like I'm not the best person to talk about operational changes and issues because it's not really my experience. I've been a sort of, you know, loan operator, self-employed for pretty much my whole working life so working in big organisations isn't really something I do a lot of. I dip in and out basically. However, something that I have been asked to do more of this year, which is probably, you know, the other side of the same coin is looking at diversity and inclusion and being asked to speak in from everywhere from school assemblies to organisations and panels much like this one. And again, for me, I guess there are many sort of operational things we can do. We can sit down, we can have surveys, and you know monitor

and record and chart progress. But one of the things that I wonder about - and I've put this forward to people when I've been asked to talk about being actively anti-racist or doing anti-racist work as Kené referred to earlier in the talk, is I usually ask the audience, whoever is listening, to ask themselves a question - they don't need to answer it out loud, they never need to answer the question outside of themselves, in their sight, in their minds - which is do you really want things to change?

Because even looking at the comments, particularly to some of the things I said. The reason why I felt like I needed to start my contribution today looking at the things I don't think I have personally got right or necessarily the industry, is that's the uncomfortable bit. And that's the bit I think personally before we get into the operational changes, or alongside because we don't have a lot of time, is to really ask ourselves this question. Do we really think we need to change? Do things need to change? Is everything just great the way it is? I mean, clearly, from an environmental point of view, I think most of us are convinced it's not great. But I find it interesting that it's a question that I'm just flipping back into sort of anti-racist work - that not everyone is going to answer yes. I think things need to change and so usually I'll say you know do you want things to change or do you think things are fine the way they are. And if everyone said I think things are fine the way they are, I'll go right, okay, well I'm not here to change your mind about that but you know this process is going to happen and are you prepared to keep one corner of your mind open to the possibility that as you go through the process, you may feel differently about it? So, for me, when it comes to organisations wanting to be more inclusive, involve more people in the conversation, get more people on board, make space around the table, all the kind of lovely analogies we use about that. I've heard trust come up a lot today and I think one of the things is - it's just being honest with ourselves about how much do we really want things to change? And are we willing to embrace that - the uncomfortable parts where actually okay this is why I think it needs to change. That's as much as I can offer because I really feel that you can put operational things into place but until you really deal with you know hearts and minds - that uncomfortable bit - I don't know how much traction you get and how much trust you get.

LIAM McALEESE: Thanks Gillian. So we're at 12 o'clock now which is our end point. I know some people do have to go. I'm going to ask the panel a very last quick-fire question and then those who need to leave can disappear. Certainly, Caroline and I and my colleagues will be staying on for about 15 minutes to pick off any of the specific questions to Esmée and do join us for that if you can. The final quickfire question I was going to ask - we've heard a lot about working with different sectors and different organisations - what would be the one piece of advice that you give to others on working across sectors?

KENÉ UMEASIEGBU: Thank you. I think in working across sectors, reaching out to unlikely allies, it's always important to keep your values and your philosophies in mind but don't make it stop you from building partnerships. Again, remember we have to engage with the world as it is in order to create the one we want to see. If you're looking to work with saints and angels, you might not find a lot of them that have any influence to change anything. But keeping your values and your ultimate goal in mind. The partner I'm reaching out to, are they institutionally blind? Are they willing to change? Are they able to change? This should be the measures rather than I don't want to be seen with this

partner. Otherwise, you end up speaking into your echo chamber.

LIAM McALEESE: Thanks, Kené

TREWIN RESTORICK: I think Kené's got it spot on. I think being prepared to listen, being sort of humble, being open-minded about who you will work with - all of those things are important. And then I think it's about being brave. You know, we work with companies that I know a lot of the environmental sector sort of thinks as the devil. But I think where we feel we have strong values and a strong rationale; you have to be able to stand up and say we're doing it for these reasons. You might disagree but we think as an organisation and our role in society, this is important for us. You must be able to defend that. You can't hide the relationships if they look a bit awkward on the outside.

LIAM McALEESE: Jim?

JIM AIRTON: I think I'd say, be focused on the demand for change and really be key on what outcomes people are trying to achieve and therefore how we can align those to deliver more effectively. It's too easy to kind of end up with a wish list that we really struggle to deliver. Focus on that outcome and where that alignment is can really help to actually build those partnerships and through delivery.

LIAM McALEESE: Thanks very much, Jim. Last but not least, Gillian.

GILLIAN BURKE: My possibly final thought is about being prepared to work with people who don't necessarily believe exactly what you think or agree with exactly the way you see things and the kind of future that you want. I saw behind Luna there, was a sign saying 'Community is kindness'. And I think that's wonderful when it is. But I live in a small town in Cornwall and I would say that what I've learned about here is that community is actually being able to work together for a common aim even when we don't all see eye to eye and agree on everything. And that's when it feels really good.

LIAM McALEESE: Thanks, Gillian. I'm just going to pause so people who need to go can go and then to ask a couple more questions and we will end by 12.15.

LUNA DIZON: I might just go ahead and people can leave us say as they wish. But we'll get on with them. I wanted to ask the panel a question from Dan because we've been focusing on new ways and new ideas so he says, they say, 'we shouldn't seek novelty for novelty's sake and aren't lots of the solutions already out there - just not evenly distributed. So it would be great to just have the panel's thoughts on that.

LIAM McALEESE: Who wants to go first on that?

TREWIN RESTORICK: I'll go quickly. I mean there are loads of great, great things happening out there. But quite a lot of them are pilots and you know you get pilot scheme after pilot or test scheme after test scheme. And I think it goes back to the point that Jim made about longevity and scale and Kené's point as well which is, you know, when you embark on these partnerships and

these campaigns, you need to think about what the long-term aim is. And on most of them, there'll be a policy element involved so I think there's some great initiatives out there but I think we have to get through the pilot phase without a long-term, really bold ambition to achieve the structural change that Kené was referring to.

LIAM McALEESE: Anyone else wants to come in on that?

KENÉ UMEASIEGBU: I completely agree with Trewin. I think there's a question which is that's a fair point - do we need to do something new or do we need to do something different? So it might be that the idea is an old idea that is relevant, you know, but the way we go about it is completely wrong. I often think about innovation when I talk to people about innovation the thing that excites them the most are the new ideas that has just been invented in some garage in Oxford or Cambridge that has never gone anywhere. That's what everyone gets excited about. But actually there are thousands of innovations that we are used to because they're not that new anymore. But it hasn't been deployed to any great extent. I mean to think that how many years later after the invention of renewable electricity, it's still novel, we still haven't deployed it at scale. I think that there are those individuals and small-scale organisations who have a big contribution to making discovering something new and then there are the role of those other more established organisations such as ourselves who have a role to play to scale them up when they're proven to work. I think the new approach I'm thinking about is not whether we abandon renewable electricity as an example, for instance, or rather try something new. It's not enough to put it on the cover page of your magazine, on your website. The goal is to give it scale to make it mainstream - that's where we haven't quite succeeded as a society. Not just our company - as a society - we chase after new stuff and don't try to bed them down.

LIAM McALEESE: Thank you. Gillian you wanted to say something?

GILLIAN BURKE: I lean towards natural climate solutions and also natural solutions in terms of habitat restoration. I would say I'm a real believer in putting more faith in natural solutions in terms of restoring habitat than coming up with innovation. So, yes, definitely there are solutions available and also just to kind of tap into something that Kené said right at the beginning of his talk about having more practitioners, people willing to roll up their sleeves and actually know how to make these changes. I couldn't agree more with that. I'm definitely in the storyteller camp rather the practitioner camp but there are some really interesting examples of that particularly with natural habitat restoration and natural climate solutions. I'm thinking specifically of Derek Gow who many people will be familiar with his story in terms of the beaver introductions and the work that he did. A lot of what he did was being quite radical and a renegade in some ways. His book is, a plug for his book, but his book is a great testament to how he went about that and having to navigate where he could get around policy and legislation and places where he just thought I'm gonna have to blow past this to make changes happen. I think that's a really inspiring story so just want to put out there in case you know anyone out there hasn't heard of Derek.

LIAM McALEESE: Thanks Gillian. Luna, shall we have a final question?

LUNA DIZON: Yes, so just one for us really from Ewan Evans - the new strategy looks to be quite

focused on land management, restoration of habitats, reducing flood risk etc. Is there still space for organisations or projects which are more focused on engaging, educating and inspiring people about nature conservation and sustainability?

LIAM McALEESE: Good question. I don't know whether Caroline wants to have a go at that first?

CAROLINE MASON:

Yes, definitely. We funded the -

LIAM McALEESE: Citizen's Assembly.

CAROLINE MASON: Yes, thank you, the Citizen's Assembly work [with Involve]. We're also looking at the role of people as investors to organisations like ShareAction. But also, all of our work, we hope will link to engaging communities and people so even though it's about natural flood management, obviously the communities that are based there need to be part of that conversation. So, yes definitely. Liam do you want to add anything else?

LIAM McALEESE: Our three impact areas are restoring Our Natural World, Fairer Futures, and Creative, Confident Communities. And the great stuff happens at the intersection between all three. So, short answer is yes.

Luna, dare I squeeze in one more quick question?

LUNA DIZON: Yes, we've got one here from Sarah - she asks how do we ensure these aren't urban versus rural-centric conversations? There is a conceit that suggests this is educated people in the cities telling those in rural communities how to do it, though she says that's not what she thinks.

LIAM McALEESE: That's a good question, it's a hard one. I'm going to ask the panel to have a go. Anyone want to make a start on that?

GILLIAN BURKE: So sorry, Liam, I had a bit of freezing so I didn't catch what the question was.

LUNA DIZON: It was: how do we ensure these are not urban versus rural-centric conversations?

LIAM McALEESE: Any comments on that?

CAROLINE MASON: Can I make a comment, Liam? I just wanted to refer back to a point I think that Kené made - different solutions work in different places. I think we know that. And again, making sure that the people within the places where this work is happening are fundamentally involved in the process whether that's urban or rural - I think they are very different - - and we need to make sure that we don't try and skew things either way. I don't think there's a single model here. I think we have to be cognizant that different solutions will work in different places.

JIM AIRTON: I think that's a really important point and I think one of the key elements to me is that true partnership isn't about me encouraging other people to do things that I need to happen. It's

about actually really working together to understand what the right way to deliver mutual goals is. And I think if you approach it in that way - working with people. Because I think reading the comment, there was kind of an element that came through that it felt a bit like urban people telling rural people how they should be managing land and those sorts of concerns. It can't be about that. It's got to be about how we can work together and when we're looking at how we can create markets, it's about saying how can we, as a community, really reward people for the societal benefits that can be delivered from landscapes rather than just small elements of what that is. So not telling people this is how land should be managed. Actually, creating the mechanisms that society really truly values, what those landscapes are delivering and is able to reward people for helping to deliver those.

TREWYN RESTORICK: Can I just build on that? We've got to have confidence in what our core message is here. I mean our core message is we want to create a better environment where people can thrive and flourish and enjoy life. That hangs true wherever you are in whatever part of society. And I think we make it so complicated, this discussion and this debate. We make it so hard for people to relate to it because we use a language and an approach which is just a barrier to a lot of people's basic emotional connections. I think one of the things we could really all learn is how do we make this relevant and authentic and believable to people? Because at the end of the day, what we're trying to achieve is what everybody would like to see, which is a better place to live.

LIAM McALEESE: I think that is a really nice point to end. Not least because it's 1215 now. Can I thank all the panelists for their insights and their time today. I've really enjoyed it, really valued your contributions. Can I thank all of our attendees for joining us this morning and all the wonderful questions you've asked. We've only skimmed the surface of this. We could be here all day, I'm sure.

A couple of reminders: there will be a video and transcript of this webinar on our website soon. The recordings of our first two webinars on a Fairer Future and Creative, Confident Communities are also on our website. We have another seminar planned on 14th of January, details on our website. That will do the nuts and bolts of our process and strategy so there'd be further information, a real deep guide for those organisations wanting to work with us. And we'll be on Twitter this afternoon from two o'clock, answering further specific questions.

I think that all that remains is for me to thank you all for your engagement and input. We've had a really rich conversation this morning with some practical examples and appetite for change to do more of the good stuff, more action, and a greater range of partners. Thank you for engaging and joining us and we look forward to working with you in the coming years. Thank you very much.