

00:00:06:11 - 00:00:07:08  
Good afternoon.

00:00:07:08 - 00:00:07:24  
Hi, Caitlin

00:00:07:24 - 00:00:09:14  
How you doing?  
-Hi, Sara. How are you?

00:00:09:14 - 00:00:10:11  
Good. Good.

00:00:10:11 - 00:00:13:01  
Wonderful. Hi,  
everyone. It's so great to be here.

00:00:13:08 - 00:00:16:20  
I have to say, I was absolutely thrilled  
when we walked into this room,

00:00:16:20 - 00:00:20:16  
and I saw this this venue,  
because I used to do a lot of theater,

00:00:20:24 - 00:00:22:05  
and this just makes me, like.

00:00:22:05 - 00:00:25:08  
takes me back,  
and I just feel like I'm on stage again.

00:00:25:08 - 00:00:27:11  
So I figured, enjoy this.

00:00:28:17 - 00:00:29:10  
Fabulous.

00:00:29:10 - 00:00:32:20  
So Sara and I took a little bit

00:00:32:20 - 00:00:36:03  
of a different approach  
to this conversation today because

00:00:36:18 - 00:00:40:13  
we've known each other  
for how well a few years now.

00:00:41:10 - 00:00:45:21  
And so we've worked together very closely  
in a lot of different capacities,

00:00:45:21 - 00:00:49:08

but we wanted to take today  
to really be more

00:00:49:10 - 00:00:52:12  
responsive  
to what your guys's interests are.

00:00:52:22 - 00:00:54:14  
So if you don't mind,  
we're going to start with

00:00:54:14 - 00:00:57:15  
just a little bit of polling  
to kind of read the room.

00:00:58:11 - 00:01:03:06  
And we have not structured  
our conversation, so to speak, or prepared

00:01:03:06 - 00:01:07:22  
anything in a very strict way  
because we really want to make sure

00:01:07:22 - 00:01:08:11  
that you guys

00:01:08:11 - 00:01:11:11  
are included in this conversation,  
that we're not starting in the middle.

00:01:11:22 - 00:01:14:01  
So just a couple of quick questions.

00:01:14:01 - 00:01:15:20  
Show of hands.

00:01:15:20 - 00:01:18:05  
How many of you work in an institution?

00:01:19:24 - 00:01:20:06  
Okay.

00:01:20:07 - 00:01:22:02  
I'd say that's a little less than half.

00:01:22:02 - 00:01:24:10  
Maybe somewhere in there  
-Any organization.  
Yeah.

00:01:25:14 - 00:01:28:17  
Large institutions.

00:01:28:17 - 00:01:29:06

Okay.

00:01:29:06 - 00:01:32:01

And small institutions.

00:01:32:01 - 00:01:32:15

Fantastic.

00:01:32:15 - 00:01:35:04

And how many of your independent  
freelance?

00:01:35:08 - 00:01:37:22

No. Institutional association.

00:01:37:22 - 00:01:39:23

Good. Okay,  
so we've got a really nice mix.

00:01:39:24 - 00:01:41:03

Fantastic.

00:01:41:03 - 00:01:45:13

Now, how many of you would say  
that you are actively engaged

00:01:45:13 - 00:01:48:23

in environmental work, in your job?

00:01:50:01 - 00:01:52:05

Meaning maybe you're part of a green team.

00:01:52:05 - 00:01:55:05

Maybe you're just doing really wonderful  
things in your own studio.

00:01:55:20 - 00:01:57:22

That's good to see, I like that.

00:01:57:22 - 00:01:59:24

Okay, fantastic. That's wonderful.

00:02:00:13 - 00:02:02:16

So Sara and I wanted to,

00:02:02:18 - 00:02:04:14

and do you have any other questions  
for audience?

-No, no

00:02:04:14 - 00:02:06:17

Sorry I'm just doing this  
because the lights are a killer.

00:02:06:17 - 00:02:09:05

An absolute killer.

-We can see, I think I'm at a better angle for this.

00:02:09:06 - 00:02:10:11

All right. Fantastic.

00:02:10:11 - 00:02:13:13

So we wanted to take a couple of steps back and start

00:02:13:13 - 00:02:17:02

looking at the context of environmental responsibility

00:02:17:10 - 00:02:22:06

and actually really looking at it within the wider picture of sustainability.

00:02:22:17 - 00:02:24:02

And one of the things that

00:02:25:01 - 00:02:27:03

I find can be

00:02:27:03 - 00:02:29:20

nuanced semantics, whatever you want to call it,

00:02:30:01 - 00:02:33:24

is that a lot of times when people say sustainability or they talk

00:02:33:24 - 00:02:37:09

about environmental responsibility, they use them interchangeably.

00:02:38:09 - 00:02:40:16

But as we know, that's not really the case.

00:02:40:24 - 00:02:41:24

No, that's true.

00:02:41:24 - 00:02:45:08

And I think it also puts people off because we're kind of look

00:02:45:08 - 00:02:48:07

at the investment principles generally and environmental responsibility.

00:02:48:07 - 00:02:49:19

We think or maybe people think

you have to have

00:02:49:19 - 00:02:53:22  
a particular expertise in that space  
and but you don't.

00:02:53:22 - 00:02:54:23  
So I always say this.

00:02:54:23 - 00:02:55:11  
I've worked in lots

00:02:55:11 - 00:02:58:23  
of different organizations,  
local authorities, universities now.

00:02:58:23 - 00:03:00:12  
I mean, sport, how random is that?

00:03:00:12 - 00:03:03:00  
And so I work for another investor,  
I work for another funder.

00:03:03:21 - 00:03:05:02  
But it's very much that

00:03:05:02 - 00:03:07:17  
everyone is an expertise expert  
in their own space.

00:03:07:17 - 00:03:09:12  
They all know their own profession.

00:03:09:12 - 00:03:12:20  
And it's just  
how you put that overlay on top.

00:03:12:20 - 00:03:16:12  
And I think that say in sport,  
sustainability has connotations

00:03:16:12 - 00:03:19:08  
of financial sustainability  
and that turns people off

00:03:19:14 - 00:03:22:05  
and here we called it  
environmental responsibility,

00:03:22:10 - 00:03:25:16  
but also acknowledging  
that actually putting things in boxes

00:03:25:16 - 00:03:27:14

like with the principles  
generally is difficult

00:03:27:14 - 00:03:31:11  
and parts of today was kind of showing  
the interconnections between

00:03:31:18 - 00:03:35:13  
and actually environmental responsibility  
is absolutely tied

00:03:35:19 - 00:03:39:11  
to social responsibility and engagement  
and it's absolutely

00:03:39:11 - 00:03:41:00  
tied to climate justice.

00:03:41:00 - 00:03:43:18  
And it's that idea of kind of people  
thinking

00:03:44:00 - 00:03:47:07  
that environmental responsibility is just  
about measuring your carbon emissions,

00:03:47:13 - 00:03:49:08  
or it's just about reducing waste.

00:03:49:08 - 00:03:52:05  
And actually it's so much more than that,  
which is what I hope

00:03:52:05 - 00:03:53:23  
we're going to kind of explore  
a little bit.

00:03:53:23 - 00:03:54:18  
Yeah, absolutely.

00:03:54:18 - 00:03:58:05  
And I think this is also something  
that's really interesting and that,

00:03:58:05 - 00:04:01:09  
you know, when you're talking  
about sustainability and you're talking

00:04:01:09 - 00:04:04:07  
about these various issues,  
they're all interconnected.

00:04:04:11 - 00:04:06:15  
You really cannot talk about one

without the other.

00:04:06:15 - 00:04:10:11

You can't talk about,  
you know, the burning of the Amazon

00:04:10:11 - 00:04:13:14

without talking about indigenous rights,  
without talking about COVID,

00:04:13:14 - 00:04:16:17

without talking about pollution,  
without talking about Black Lives Matter.

00:04:16:23 - 00:04:18:12

The entire things,

00:04:18:12 - 00:04:22:10

they all interweave together,  
which can be a little bit scary.

00:04:22:14 - 00:04:26:01

And I do have to say, in my experience,  
one of the biggest barriers

00:04:26:01 - 00:04:31:03

to environmental action we'll call it,  
is that it's really overwhelming.

00:04:31:03 - 00:04:33:01

And maybe we don't know where to begin.

00:04:33:01 - 00:04:35:10

Maybe we don't feel  
we have the agency for it.

00:04:35:18 - 00:04:40:06

But actually, at the end of the day,  
culture is a unique platform

00:04:40:10 - 00:04:42:18

because we really have the power.

00:04:42:18 - 00:04:47:04

We are the platform that can catalyze this  
paradigm

00:04:47:04 - 00:04:51:06

shifting change  
that we need for a sustainable future.

00:04:51:17 - 00:04:55:18

So I think what we wanted to kind of  
explore today was a little bit about the

00:04:55:22 - 00:04:59:05  
the how, you know, what does it mean  
to engage, how do we want to do this?

00:04:59:13 - 00:05:01:12  
And then also the opportunities.

00:05:01:12 - 00:05:04:14  
So what does this look like for culture  
to be leaders

00:05:04:14 - 00:05:06:12  
for environmental responsibility?

00:05:06:12 - 00:05:09:04  
Absolutely.  
And regardless of scale as well.

00:05:09:04 - 00:05:12:00  
So I just wanted to chuck in now kind of  
my Amitav Ghosh quote

00:05:12:01 - 00:05:13:24  
because I love that from  
'The Great Derangement'

00:05:13:24 - 00:05:16:11  
or 'The Nutmeg's Curse',  
if you haven't read either I'd recommend it.

00:05:16:20 - 00:05:19:17  
And they kind of talk  
about the climate crisis and he was just

00:05:19:17 - 00:05:22:22  
saying is to ask us to imagine  
other forms of human existence.

00:05:23:02 - 00:05:26:03  
And again for me  
that speaks to that power of culture.

00:05:26:03 - 00:05:30:03  
If we can't imagine other ways of living,  
other ways of,

00:05:30:06 - 00:05:34:06  
you know, existing in a systems that are  
different to the ones that we have created

00:05:34:13 - 00:05:38:07  
because a lot of time pollution or crisis  
or climate crisis,



00:05:38:12 - 00:05:40:13  
wherever you want to call it,  
the biodiversity crisis,

00:05:40:20 - 00:05:42:07  
these are all kind of failures

00:05:42:07 - 00:05:46:11  
of our structures,  
our systems and our decision making.

00:05:46:16 - 00:05:48:11  
So actually  
how do we move outside of that?

00:05:48:11 - 00:05:50:19  
And I think that a huge kind of

00:05:51:16 - 00:05:55:18  
is so common that humans see themselves  
as outside of ecosystems.

00:05:56:00 - 00:05:59:05  
And I think it's really important  
for us to take that step back

00:05:59:11 - 00:06:02:14  
and remember that  
we are part of these natural cycles

00:06:02:14 - 00:06:05:00  
and these natural resistance  
and the we exist within.

00:06:05:05 - 00:06:08:24  
We just layered on top  
these other kind of capitalist structures

00:06:08:24 - 00:06:12:03  
or other forms of decision  
making that have actually meant

00:06:12:03 - 00:06:15:24  
that the two are not imbalances,  
no equilibrium, and actually,

00:06:16:12 - 00:06:16:20  
you know,

00:06:16:20 - 00:06:20:02  
we can see what's happening as a result  
in terms of kind of the suffering

00:06:20:02 - 00:06:21:09  
and things that are going on.

00:06:21:09 - 00:06:25:04  
Yeah, but I think that's so interesting  
because indeed what you're

00:06:25:04 - 00:06:29:01  
talking about with this idea of imagining  
what the future looks like.

00:06:29:01 - 00:06:32:09  
And so often, you know, we look at  
we see movies about the future

00:06:32:09 - 00:06:35:17  
and they're always kind of dystopian  
and it always looks really bleak.

00:06:35:17 - 00:06:39:02  
And of course, you combine that  
with what we see on the news every day

00:06:39:02 - 00:06:42:24  
and the impending crises  
and the continuous natural disasters

00:06:42:24 - 00:06:45:00  
that are happening  
more and more frequently,

00:06:45:00 - 00:06:48:19  
which we're kind of just normalizing,  
which scares me a little bit.

00:06:48:19 - 00:06:49:08  
-Absolutely.

00:06:49:08 - 00:06:52:17  
But if we don't have  
a clear picture in mind, I actually

00:06:53:02 - 00:06:55:20  
so I always compare as sustainable future

00:06:55:20 - 00:06:58:02  
to doing a jigsaw puzzle upside down.

00:06:58:20 - 00:07:00:09  
So you're doing a jigsaw puzzle, right?

00:07:00:09 - 00:07:03:02  
And you have this beautiful picture  
that you're working towards

00:07:03:02 - 00:07:06:23  
and you've been trained  
to match the pieces by color.

00:07:07:05 - 00:07:08:24  
That's how we do it, right?

00:07:08:24 - 00:07:11:02  
But if you flip it upside down  
and all of a sudden

00:07:11:02 - 00:07:14:22  
it's all brown, it's all the same color,  
and you don't know what the picture is

00:07:14:22 - 00:07:17:23  
because you don't have a picture,  
It seems absolutely impossible.

00:07:18:06 - 00:07:22:07  
But I would say that this is why we just  
need to put on our sustainability glasses,

00:07:22:12 - 00:07:23:03  
because it's about

00:07:23:03 - 00:07:27:02  
looking at things in a different way  
and it's about not looking at one aspect,

00:07:27:08 - 00:07:30:12  
but the entire big picture,  
because once again,

00:07:30:12 - 00:07:33:18  
sustainability runs, you know,  
a golden thread through everything.

00:07:34:04 - 00:07:37:01  
So if you start and you think, okay,  
this is completely impossible,

00:07:37:01 - 00:07:40:14  
I can never do it,  
but let's let's at least give this a go.

00:07:40:14 - 00:07:42:18  
So we're going to start  
with the framework, which is,

00:07:42:18 - 00:07:45:11  
you know, the edge pieces  
where we start there anyway, right?

00:07:45:19 - 00:07:47:15

And then if you start  
looking at the pieces

00:07:47:15 - 00:07:51:09

in a little bit of a different light,  
instead of trying to pick them out

00:07:51:09 - 00:07:53:22

by color,  
you start to look at things by shape

00:07:54:09 - 00:07:56:19

before you know it,  
you can start picking out patterns

00:07:56:19 - 00:07:59:19

and see how these two pieces fit  
and these two pieces fit.

00:07:59:19 - 00:08:01:24

And before,  
you know, it's not so overwhelming.

00:08:02:08 - 00:08:04:24

And I think that that's a little bit  
the power of culture

00:08:04:24 - 00:08:08:04

is that we can help  
paint those unknown pictures.

00:08:08:11 - 00:08:12:04

We can come up with  
what is a desirable future

00:08:12:11 - 00:08:18:09

and we can convey that to our audiences  
in an incredibly powerful way that,

00:08:18:15 - 00:08:24:13

you know, science and climate scientists  
and the news just really can't do

00:08:24:13 - 00:08:28:03

because we connect with people  
on an emotional and personal level.

00:08:28:10 - 00:08:31:04

And I love humans,  
but we're not really that rational.

00:08:31:12 - 00:08:32:13

This is very true.

00:08:32:13 - 00:08:34:12

This is very true  
and this is quite interesting.

00:08:34:12 - 00:08:37:08

So are you thinking about environmental  
responsibility in its broader sense?

00:08:37:08 - 00:08:40:22

So using your power, your platform,  
regardless of what your practices

00:08:40:22 - 00:08:43:20

or whether your independent  
or work in a large organization.

00:08:44:01 - 00:08:47:21

And so but then there's  
also that kind of like operational side of

00:08:47:21 - 00:08:48:20

what could you be doing?

00:08:48:20 - 00:08:53:07

So you've worked a lot with organizations  
across the world and how do you find like

00:08:53:07 - 00:08:58:15

where do people start with deciding  
that actually it's my practice

00:08:58:15 - 00:09:01:00

and I'm going to use my power  
to influence all these people

00:09:01:05 - 00:09:04:00

and kind of, you know,  
show them a different future, or actually

00:09:04:05 - 00:09:07:05

it's my organization  
that I can really work on first.

00:09:07:05 - 00:09:09:15

And then these are the things  
I'm going to do to make a difference.

00:09:09:17 - 00:09:12:06

Well, I think this is such  
an interesting question because

00:09:13:00 - 00:09:16:03

sometimes people think like you can do one without the other.

00:09:16:03 - 00:09:18:09

But the reality is you need to be both.

00:09:18:09 - 00:09:22:14

And this is really the old idiom, you know, leading by example.

00:09:22:19 - 00:09:26:13

It's very difficult to be a leader for sustainability

00:09:26:13 - 00:09:28:13

if we're not practicing what we preach.

00:09:28:13 - 00:09:31:20

So we do have to, you know, we have this amazing opportunity

00:09:31:20 - 00:09:35:14

to influence our audiences, our communities, the public at large.

00:09:35:22 - 00:09:39:14

But we need to be looking at what we're doing and how we're doing what

00:09:39:14 - 00:09:40:09

we're doing.

00:09:40:09 - 00:09:43:04

And this is, of course, something that we're going to delve into a

00:09:43:04 - 00:09:44:12

lot of detail about

00:09:45:17 - 00:09:48:19

coming up apparently right now.

00:09:48:19 - 00:09:50:01

But I think

00:09:50:10 - 00:09:52:23

I think that when it comes to looking

00:09:52:23 - 00:09:55:17

at where we begin, it can be really overwhelming.

00:09:56:01 - 00:09:58:06

And I did just want to very quickly

00:09:58:23 - 00:10:02:12  
sidestep and talk about something  
that I had mentioned to Willow earlier.

00:10:02:12 - 00:10:04:24  
And she said, 'don't tell me this now.  
Remember it for the stage.'

00:10:04:24 - 00:10:08:02  
So I'm remembering,  
which is we're talking about

00:10:08:02 - 00:10:11:08  
Greenwashing, Art Washing and Green Hushing.

00:10:12:03 - 00:10:16:05  
So a lot of institutions  
feel like they can't talk about

00:10:16:05 - 00:10:17:17  
the things that they're doing

00:10:17:17 - 00:10:23:01  
regarding sustainability because they're  
they don't want to be, you know, green washing.

00:10:23:01 - 00:10:26:06  
-Critiqued or they feel like what  
they're doing is not substantial enough.

00:10:27:13 - 00:10:30:21  
So this is greenhushing  
because we all know greenwashing.

00:10:30:21 - 00:10:33:08  
You know, it's  
this whole idea that you're basically

00:10:33:08 - 00:10:36:22  
false advertising, that what you're doing  
is environmentally responsible.

00:10:37:02 - 00:10:39:24  
But then the bigger danger  
is greenhushing.

00:10:39:24 - 00:10:41:17  
Exactly what Sara was saying.

00:10:41:17 - 00:10:43:20  
If people don't feel  
that they're doing enough

00:10:43:20 - 00:10:47:14

or they feel like they're doing really well in one area but not in another,

00:10:47:23 - 00:10:53:07

there's this fear of negative backlash that will impede people

00:10:53:07 - 00:10:57:04

or deter people from wanting to talk about the good things that they're doing.

00:10:57:11 - 00:10:58:24

And that can be even more dangerous

00:10:58:24 - 00:11:01:03

because if we're not learning from each other,

00:11:01:03 - 00:11:05:02

if we're not sharing our practice with each other, if we're not publicizing

00:11:05:02 - 00:11:09:13

to the world that we are doing this, then we're not making any progress.

00:11:09:20 - 00:11:10:11

Absolutely.

00:11:10:11 - 00:11:14:17

And I think there is that kind of there's a lot of duplication that happens also

00:11:14:18 - 00:11:19:05

because everybody is in their pockets doing great work or doing things,

00:11:19:05 - 00:11:21:23

but actually we aren't learning from each other. And that's why

00:11:21:23 - 00:11:24:09

I thought it's really interesting that I'm here as a sport person.

00:11:24:14 - 00:11:26:16

Used to work in the museum, he used to work for the council

00:11:26:22 - 00:11:31:08

and I've been able to bounce around different sectors and just see the work



00:11:31:08 - 00:11:33:03  
that people have done,  
how things have progressed

00:11:33:03 - 00:11:36:21  
in different directions,  
but also that a lot of things aren't

00:11:36:21 - 00:11:37:20  
new.

00:11:37:20 - 00:11:39:11  
A lot of the concepts that we're talking about  
around

00:11:39:11 - 00:11:43:08  
environmental responsibility and  
sustainability and now you have different

00:11:43:08 - 00:11:48:06  
terms of intersectionality and climate  
justice, new ways to articulate ideas,

00:11:48:12 - 00:11:50:01  
but actually 20 years ago

00:11:50:01 - 00:11:52:08  
in local authorities,  
we were trying to do like, you know,

00:11:52:15 - 00:11:56:05  
community retrofit schemes or whatever  
it might be, engagement or whatever.

00:11:56:05 - 00:11:59:22  
So I think there is also a lot  
to learn from, a lot of already exists.

00:11:59:22 - 00:12:01:03  
We don't need to be worried that we need

00:12:01:03 - 00:12:05:11  
to make something new and tailor  
it very particularly to our practice,

00:12:05:11 - 00:12:09:03  
our organization,  
because about 80% of it is already there.

00:12:09:03 - 00:12:10:18  
And that's not being controversial.

00:12:10:18 - 00:12:12:06  
It's just being really honest.

00:12:12:06 - 00:12:16:11

The actually the knowledge and the tools  
and the kind of expertise that we need

00:12:16:17 - 00:12:17:20

already exists.

00:12:17:20 - 00:12:22:07

It's actually how do we get people  
to become agents of change?

00:12:22:11 - 00:12:25:02

How do they kind of like  
how do we catalyze the action?

00:12:25:02 - 00:12:28:09

How do we get everybody in this room  
to go home and think, right, I'm

00:12:28:09 - 00:12:31:18

going to do something in the area  
of environmental responsibility?

00:12:32:03 - 00:12:35:13

And I don't feel the pressure  
that I have to start this from scratch

00:12:35:13 - 00:12:38:04

because actually there's loads of stuff  
out there already.

00:12:38:17 - 00:12:40:22

Yeah. And I think that is indeed  
the issue

00:12:40:22 - 00:12:44:04

We we don't have the time  
to reinvent the wheel,

00:12:44:11 - 00:12:47:23

but as Sara already pointed out,  
the answers are already there.

00:12:48:02 - 00:12:50:01

So it's just about implementing them.

00:12:50:01 - 00:12:52:20

So maybe now we can like switch over

00:12:52:20 - 00:12:56:04

to individual agency  
and actually best practice.

00:12:56:09 - 00:12:59:00

Now, you of course were the head  
of sustainability at the V&A.

00:12:59:20 - 00:13:02:22

Maybe you could lay the groundwork  
a little bit for, you know,

00:13:03:11 - 00:13:06:12

your experience there,  
what kind of things you were working on?

00:13:06:20 - 00:13:10:13

What was working?  
What wasn't working? Staff engagement and

00:13:10:13 - 00:13:11:02

You know  
-Absolutely.

00:13:11:02 - 00:13:14:03

So I think the important thing  
there, I know that it's a large institution

00:13:14:03 - 00:13:16:19

which is very different  
to other organizations.

00:13:16:19 - 00:13:19:14

So I say that like I share my experience  
knowing that.

00:13:19:20 - 00:13:23:11

I'm also a trustee and climate change  
trustee for the Museums Association.

00:13:23:16 - 00:13:26:22

So I work with organizations of all sizes,  
so I have a nice kind of

00:13:26:22 - 00:13:30:01

span of what different people are doing  
and how things are working.

00:13:30:01 - 00:13:34:03

So I'll do a little bit of like  
the large one and then a few other sizes.

00:13:34:03 - 00:13:37:02

But then it was really important  
to articulate

00:13:37:09 - 00:13:39:03

why environmental responsibility

00:13:39:03 - 00:13:42:03  
was important to the very much  
the mission of the museum.

00:13:42:03 - 00:13:45:13  
So V&A's art and design,  
so it's not like we're doing it

00:13:45:13 - 00:13:47:15  
because we think it's important  
to have a net zero target

00:13:47:15 - 00:13:51:09  
or it is actually, How does this connect  
to our collections? What we do

00:13:51:09 - 00:13:55:10  
in terms of learning engagement, the power  
and platform and influence that we have.

00:13:55:17 - 00:14:00:04  
What bits of sustainability  
particularly connects to our mission?

00:14:00:11 - 00:14:04:05  
And then it was just really clearly  
articulating the sections like,

00:14:04:05 - 00:14:04:23  
What are we going to do?

00:14:04:23 - 00:14:07:17  
Because otherwise you're kind of like,  
there's so much you could do

00:14:07:23 - 00:14:08:21  
and it's really confusing.

00:14:08:21 - 00:14:10:21  
Are we going to be focusing on  
biodiversity?

00:14:10:21 - 00:14:13:14  
Is it energy? Is it our public program?  
What are we doing?

00:14:13:14 - 00:14:17:19  
So it was very much looking at the areas  
of: people, place, program,

00:14:18:00 - 00:14:21:02  
and then within each of those  
just deciding on some actions,

00:14:21:09 - 00:14:25:00  
but also acknowledging that, you know,  
we don't need to have a ten year plan.

00:14:25:00 - 00:14:26:23  
It could be a three year plan.

00:14:26:23 - 00:14:27:20  
So what are we going to do

00:14:27:20 - 00:14:30:16  
first in the first six months,  
the first year, the next year?

00:14:30:23 - 00:14:33:18  
And if it doesn't work,  
we're kind of okay with that.

00:14:33:22 - 00:14:36:13  
We'll do something  
else. It's flexible enough to move.

00:14:36:13 - 00:14:37:08  
And that was really interesting.

00:14:37:08 - 00:14:40:19  
So it brought together a museum's  
very much like a village of professions

00:14:40:20 - 00:14:43:06  
as people working,  
you know, security, H.R,

00:14:43:06 - 00:14:46:05  
finance.  
All the way to conservators and curators

00:14:46:10 - 00:14:49:17  
and then how do you kind of appeal  
to all of these different people

00:14:49:23 - 00:14:52:12  
that kind of show  
that they can get involved?

00:14:52:12 - 00:14:55:21  
And it's very much  
that kind of like crowdsourcing hive mind.

00:14:55:21 - 00:14:58:05  
As i said before,  
everyone knows what needs to be done.

00:14:58:13 - 00:15:01:14  
They maybe just don't have the  
the time or the extra

00:15:01:14 - 00:15:05:18  
bit of expertise or the energy  
or the space to make it happen.

00:15:05:24 - 00:15:09:22  
And so is really kind of unlocking  
that potential across the organization.

00:15:10:22 - 00:15:12:09  
And there's loads of  
different examples of things that we did

00:15:12:09 - 00:15:15:09  
in those two years  
and that happened before and after.

00:15:15:09 - 00:15:19:06  
But then also looking at other sizes  
of organizations, I feel, ones that I've seen

00:15:19:06 - 00:15:23:15  
that have done some wonderful things,  
are very connected to their communities.

00:15:23:15 - 00:15:26:19  
And again, the same thing being connected  
to their mission of their organization.

00:15:27:01 - 00:15:27:17  
But you know, there's

00:15:27:17 - 00:15:32:04  
the Museum of Transport in Dundee  
or the Quaker Tapestry Museum in Kendal.

00:15:32:09 - 00:15:35:00  
They've done some great stuff  
using their collections to engage

00:15:35:00 - 00:15:40:11  
their communities in issues of extraction  
of natural resources or flooding.

00:15:40:15 - 00:15:43:13  
And again, it's kind of picking  
what was really relevant

00:15:43:13 - 00:15:46:14  
to their organization  
and and to their community.

00:15:46:19 - 00:15:47:13  
And that's

00:15:47:13 - 00:15:49:06  
what was successful,  
because then once they've done

00:15:49:06 - 00:15:51:11  
a little bit of that, they're like,  
Oh, now we can do something else.

00:15:51:15 - 00:15:52:21  
Or actually now we're going to look at

00:15:52:21 - 00:15:56:22  
can we like, you know, retrofit  
our buildings to be more energy efficient.

00:15:57:01 - 00:16:00:22  
Now we're going to look at doing,  
you know, carbon literacy and across

00:16:01:04 - 00:16:03:05  
all of Scotland's museums or whatever  
it might be.

00:16:03:10 - 00:16:06:24  
And I think you get that kind of nice  
kind of rolling stone effect

00:16:06:24 - 00:16:08:19  
if you try something out.

00:16:08:19 - 00:16:10:14  
But again, it's very tailored.

00:16:10:14 - 00:16:14:03  
You don't feel like obliged to do it  
in the way that you've been told to do it

00:16:14:09 - 00:16:16:11  
or because 'everyone is a net zero target.

00:16:16:11 - 00:16:19:05  
That's what we're going to do.'  
because that doesn't work.

00:16:19:05 - 00:16:20:07  
It's not as meaningful

00:16:20:07 - 00:16:24:13  
as what you've made work  
in your organization or your community.

00:16:24:21 - 00:16:28:07  
So I think this is so important  
and there's a couple of different elements

00:16:28:07 - 00:16:29:13  
I'd like to pick apart here.

00:16:29:13 - 00:16:32:06  
And I think one  
is this idea of motivation.

00:16:32:15 - 00:16:36:09  
And I was watching  
this TEDx talk a couple of weeks ago,

00:16:36:09 - 00:16:40:09  
and it was talking about kind of what  
motivates people today.

00:16:40:17 - 00:16:44:15  
And it was saying that in studies  
done by the London School

00:16:44:15 - 00:16:46:23  
of Economics, in collaboration with,

00:16:47:17 - 00:16:49:23  
it was a government agency  
in the United States,

00:16:50:05 - 00:16:53:14  
they were looking at,  
you know, financial drivers as motivators.

00:16:53:22 - 00:16:58:02  
And apparently that worked  
for jobs that were more

00:16:59:16 - 00:17:01:17  
I don't want to say

00:17:02:17 - 00:17:04:17  
standardized, but it was

00:17:04:17 - 00:17:07:09  
it was jobs, like in a factory  
where it was kind of like,

00:17:07:09 - 00:17:09:11  
you do this  
and then you do this and then you do this.

00:17:09:11 - 00:17:10:07



And so it was like

00:17:10:07 - 00:17:14:09  
a very structured type of position  
where there was very clear instructions.

00:17:14:19 - 00:17:18:02  
But a lot of what we do today  
and of course, being in a room

00:17:18:02 - 00:17:21:17  
full of creatives,  
jobs are no longer just, you know,

00:17:22:02 - 00:17:25:18  
put A and B and C, it's  
very much coming up with out of the box

00:17:25:18 - 00:17:29:22  
thinking it's about coming up with new  
creative ways of approaching things.

00:17:29:22 - 00:17:32:24  
It's a lot more mind

00:17:32:24 - 00:17:35:15  
stretching and imagination implementation.

00:17:35:23 - 00:17:39:18  
And it was really interesting  
because the study was showing that

00:17:40:03 - 00:17:44:19  
if you increase the salary for job type A  
that increased the output,

00:17:45:03 - 00:17:50:12  
but actually job type B,  
the motivating factor was not financial,

00:17:50:20 - 00:17:53:21  
it was about the

00:17:53:22 - 00:17:57:05  
like personal reward  
you got for what you do.

00:17:57:10 - 00:18:00:12  
And I think that this is very much  
about sustainability as well.

00:18:00:12 - 00:18:01:22  
When you're approaching sustainable.

00:18:01:22 - 00:18:05:16

As we mentioned, you know, it's  
it can feel overwhelming because there are

00:18:05:16 - 00:18:07:12

so many different components to it.

00:18:07:12 - 00:18:11:09

But in a way that is so exciting  
because it gives you the opportunity

00:18:11:13 - 00:18:14:10

to connect with someone else  
about what matters to them.

00:18:14:21 - 00:18:17:23

So maybe I'm really passionate  
about the climate, which I am,

00:18:18:09 - 00:18:23:19

and maybe you're very passionate  
about community engagement, which she is.

00:18:24:00 - 00:18:28:13

But instead of me coming to you  
and with my agenda and just saying, okay,

00:18:28:17 - 00:18:31:21

'you have to stop using plastic straws

00:18:31:21 - 00:18:35:05

because it's ruining the turtles  
and you're a horrible person.'

00:18:35:05 - 00:18:37:05

If you don't care about the turtles.

00:18:37:20 - 00:18:40:05

I'm going to come to you and I'm  
going to meet you where you are and say,

00:18:40:05 - 00:18:44:13

'Okay, it's will be really interesting  
to see if we can combine these things.

00:18:44:13 - 00:18:48:21

Maybe we can do like a community  
engagement program to educate,

00:18:48:21 - 00:18:53:12

you know, elementary schoolchildren  
about the impacts of plastic on the sea.'

00:18:53:17 - 00:18:55:10

And so that's interesting to you.

00:18:55:10 - 00:18:56:20

It's interesting for me,

00:18:56:20 - 00:18:59:23

and it makes us both feel good  
because it reaches to our passions.

00:19:00:09 - 00:19:01:05

But the other part

00:19:01:05 - 00:19:05:06

you mentioned that I think is so important  
is this idea of the snowball effect.

00:19:05:06 - 00:19:07:08

And I call it,  
you know, building on success.

00:19:07:20 - 00:19:12:09

And a lot of times we are already doing  
things that are considered sustainable

00:19:12:09 - 00:19:15:21

or that are environmentally responsible,  
but we're not pointing them out.

00:19:16:06 - 00:19:19:22

And so we have a missed opportunity there  
for celebrating something great

00:19:20:02 - 00:19:23:15

and for building of the awareness  
that we are already acting.

00:19:23:21 - 00:19:27:15

Because that's another big barrier  
I've noticed in my experience is that

00:19:28:05 - 00:19:31:13

sometimes when you talk to people  
about environmental responsibility

00:19:31:13 - 00:19:35:20

and they say they get defensive  
or they are not engaged, it's

00:19:36:00 - 00:19:38:21

a lot of times simply  
because they find it overwhelming or

00:19:38:21 - 00:19:41:19

maybe they don't feel good about the fact

that they're not doing enough.

00:19:42:17 - 00:19:46:14  
I talked to a lot of people  
who are very conscientious

00:19:46:14 - 00:19:49:03  
about their travel,  
for example, and the impact,

00:19:49:03 - 00:19:51:12  
but they feel like  
they can't make any changes.

00:19:52:00 - 00:19:54:02  
So if you - go ahead.

00:19:54:02 - 00:19:56:00  
I was going to say this is absolutely  
a thing that happens in sport.

00:19:56:00 - 00:19:57:12  
Athletes travel for their job.

00:19:57:12 - 00:20:00:10  
-Yeah,  
And they find it really difficult  
to kind of use

00:20:00:10 - 00:20:02:04  
their platform to talk  
about other sustainability

00:20:02:04 - 00:20:04:05  
or environmental issues  
because they're worried,

00:20:04:12 - 00:20:06:05  
whereas actually they could say,  
-greenhushing

00:20:06:05 - 00:20:10:01  
yeah, they could actually have like  
a huge influence still and you could do

00:20:10:01 - 00:20:13:20  
things like think about systems change,  
so let's change competition calendars.

00:20:13:23 - 00:20:15:22  
Why are you flying people  
around the world?

00:20:15:22 - 00:20:19:08

Actually, Could you then influence all the international federations of your sport

00:20:19:14 - 00:20:23:00

to make sure that all the competitions are held in one place rather than flying people

00:20:23:06 - 00:20:24:19

between in the space of one year?

00:20:24:19 - 00:20:28:15

So there's lots of like different ways of thinking about your influence

00:20:28:15 - 00:20:33:10

and your impact rather than feeling you have to be the perfect paragon of virtue.

00:20:33:10 - 00:20:35:23

-Yes

if you're taking any kind of action in the space.

00:20:35:23 - 00:20:38:01

And that's actually another really interesting point,

00:20:38:01 - 00:20:41:07

is that so many people expect, like sustainability is black and white.

00:20:41:07 - 00:20:43:24

It's either you're perfect at it or you're not or you're not doing anything.

00:20:44:06 - 00:20:46:12

And sustainability is 100% a journey.

00:20:46:18 - 00:20:48:23

You know, it's taking steps, it's being transparent

00:20:48:23 - 00:20:51:04

about what you're doing well, what you're not doing well.

00:20:51:18 - 00:20:53:24

I travel a lot.

00:20:53:24 - 00:20:56:07

I do everything within the European

00:20:57:00 - 00:21:00:05

continent by train,

but sometimes I have to fly.

00:21:00:09 - 00:21:03:18

You know, I'm going to Tunisia later this year and I will have to fly there

00:21:03:18 - 00:21:07:07

because actually the ferry across is even worse than the plane.

00:21:07:07 - 00:21:08:04

So there's a whole thing.

00:21:08:04 - 00:21:11:22

But, you know, it's it's just about being transparent about it

00:21:11:22 - 00:21:14:01

and doing the best you can when you can.

00:21:14:07 - 00:21:18:00

So making the choice to come here from Amsterdam by train

00:21:18:00 - 00:21:22:17

rather than flying, and then also using that as a learning opportunity for people.

00:21:22:22 - 00:21:28:14

But I think even kind of circling back, looking at how you can not only celebrate

00:21:28:14 - 00:21:33:06

your own successes, but also point out the successes of your colleagues.

00:21:33:13 - 00:21:37:05

So, you know, if someone brings a reusable water bottle to an event

00:21:37:05 - 00:21:40:15

like this, you can point that out and say, 'oh, look how sustainable of you'.

00:21:40:15 - 00:21:43:23

And they might not even think that they're doing something sustainably.

00:21:43:23 - 00:21:45:24

-But then eventually it becomes normal.

00:21:46:11 - 00:21:47:16

And then eventually

00:21:47:16 - 00:21:48:05  
it becomes normal.

00:21:48:05 - 00:21:50:17  
That's where it gets  
to you, where the habits become normal,

00:21:50:17 - 00:21:53:20  
where you don't have like,  
you know, a particular commission

00:21:53:20 - 00:21:58:12  
or a particular exhibition  
that has an environmental kind of subject

00:21:58:12 - 00:22:03:11  
or topic or what I see a lot is people  
put a lot of effort into making

00:22:03:12 - 00:22:04:08  
the topic,

00:22:04:08 - 00:22:06:02  
the subject is something environmental.

00:22:06:02 - 00:22:08:06  
So then they'll think about the operation  
of that.

00:22:08:06 - 00:22:11:04  
Let's do an embodied carbon report,  
let's see where the materials coming from,

00:22:11:10 - 00:22:14:07  
let's see the transport, all of that,  
but only for that one,

00:22:14:11 - 00:22:17:22  
not for all the work that they commission  
or not for all of their practice.

00:22:17:22 - 00:22:20:19  
And where I'd like it to get to  
is that eventually.

00:22:20:19 - 00:22:23:12  
So we've done all the celebrating,  
we've highlighted this great stuff.

00:22:23:12 - 00:22:25:12  
We've got that kind of like, you know,

00:22:25:12 - 00:22:28:13  
not the consensus, but we've got that

motivation and that movement.

00:22:28:21 - 00:22:31:17

But then it just becomes  
part of what you do because actually

00:22:31:17 - 00:22:35:08

environmental responsibility  
and sustainability is an enabler

00:22:35:15 - 00:22:37:11

and it shouldn't be seen as a separate.

00:22:37:11 - 00:22:41:01

And we spoke this morning about boxes  
and things being put in boxes and like,

00:22:41:01 - 00:22:44:04

you know, this equity over here  
and this over there and actually

00:22:44:10 - 00:22:49:09

it all threads together and it does  
all kind of enable other things to happen.

00:22:49:16 - 00:22:52:13

And that's kind of where we should get to  
with environmental responsibility.

00:22:52:13 - 00:22:57:07

It's actually helping you to do your work  
in a better way to reach the communities

00:22:57:07 - 00:23:00:02

you want to kind of like,  
you know, to deliver your creative vision.

00:23:00:07 - 00:23:02:21

But it's not an add on.

00:23:02:21 - 00:23:04:17

Like I've always said,  
I would love it to be kind of,

00:23:04:17 - 00:23:07:21

you know, when people financial decisions  
so things

00:23:07:21 - 00:23:11:03

are made on financial decisions,  
do we have the money to do this thing?

00:23:11:12 - 00:23:15:06

Actually, do we have the planetary



resources to do this thing?

00:23:16:00 - 00:23:18:13  
So are we willing to take  
on the extra energy consumption

00:23:18:13 - 00:23:19:19  
of building that new wing?

00:23:19:19 - 00:23:20:18  
And and then

00:23:20:18 - 00:23:24:14  
how does that balance against community  
benefit building that extension will bring

00:23:24:21 - 00:23:27:17  
and do we actually have  
those more nuanced conversations?

00:23:27:17 - 00:23:30:18  
Because people are able  
to hold many thoughts in their heads.

00:23:30:24 - 00:23:33:23  
And I think that's another thing  
about sustainability and responsibility.

00:23:33:23 - 00:23:35:04  
Everyone thinks it's either this

00:23:35:04 - 00:23:38:07  
or that like so black or white,  
and actually you can hold multiple

00:23:38:07 - 00:23:41:02  
concepts  
and ideas together and work them through.

00:23:41:09 - 00:23:43:04  
But do we think about the idea

00:23:43:04 - 00:23:46:23  
of planetary boundaries and you know,  
do you think we could do less?

00:23:47:22 - 00:23:49:15  
I was going to ask you the same question.

00:23:49:15 - 00:23:52:21  
So a couple of quick points  
before we jump into this hyper

00:23:52:21 - 00:23:56:08

productivity and lack of resources,  
because I have so much to say about that.

00:23:57:04 - 00:24:00:03  
But you're talking about,  
you know, sustainability

00:24:00:06 - 00:24:02:22  
being normalized  
and that's so incredibly important

00:24:02:22 - 00:24:05:13  
and not just environmental,  
but social like the entire thing.

00:24:05:13 - 00:24:06:15  
I mean, you know,

00:24:06:15 - 00:24:10:09  
we know that we have to have a major  
re hall of like our entire systems.

00:24:10:14 - 00:24:12:20  
So it is a little bit scary,  
but we will get there.

00:24:12:20 - 00:24:16:17  
I have total faith in us,  
but it's it's. Normalizing

00:24:16:17 - 00:24:21:05  
It is not just about action,  
but it's also about conversation.

00:24:21:16 - 00:24:23:03  
And Vice President

00:24:23:03 - 00:24:26:13  
Al Gore always says 'The best thing you can do  
for the planet is talk about it'.

00:24:27:04 - 00:24:30:09  
There was a study done  
by the Yale Climate Connection

00:24:30:18 - 00:24:35:17  
that they found that it was like 90%  
of adults in the United States don't talk

00:24:35:17 - 00:24:41:14  
about climate change, but it was something  
like 95% were worried about it.

00:24:41:22 - 00:24:42:07

It was

00:24:42:07 - 00:24:44:16

I mean, don't quote me on those numbers because I don't have them in front of me.

00:24:44:16 - 00:24:48:09

But it was really impressive that it was just something that people

00:24:48:09 - 00:24:52:13

were kind of holding on to, as is the fear, but not discussing it.

00:24:52:17 - 00:24:53:20

And if we can normalize

00:24:53:20 - 00:24:58:04

that in conversations, that's already a really impressive first step.

00:24:58:11 - 00:25:02:11

And maybe I'll just give a quick example of this, because I always I always find

00:25:02:11 - 00:25:06:09

it really helpful to it's something called action based storytelling.

00:25:06:09 - 00:25:09:00

But, you know, you see it in action and then you can

00:25:09:02 - 00:25:10:23

you can think like, oh, that's something I can do.

00:25:12:09 - 00:25:15:02

So when I was a student studying art conservation,

00:25:15:02 - 00:25:17:19

as was mentioned, I'm a stone conservator by training,

00:25:19:11 - 00:25:22:05

you know, we would go to our tea breaks

00:25:22:12 - 00:25:25:19

and it used to drive me absolutely up a wall because we'd have,

00:25:25:19 - 00:25:28:19

you know, the coffee machine

with hot water and everything.

00:25:28:24 - 00:25:32:01

And then you'd have the glass mugs here.

00:25:32:01 - 00:25:34:08

And then right next to  
them would be the paper cups.

00:25:34:20 - 00:25:37:15

And we were  
we weren't not even leaving the hallway.

00:25:37:15 - 00:25:39:17

And people  
would just pick up the paper cup

00:25:39:17 - 00:25:41:10

and they would use it  
and then they'd throw,

00:25:41:10 - 00:25:43:11

they'd drink it  
and then they'd throw it away.

00:25:43:11 - 00:25:46:22

And I was just like,  
Why are we not using the reusable ones?

00:25:46:22 - 00:25:49:01

Why is everyone going  
for the disposable ones?

00:25:49:09 - 00:25:53:00

So I tried a couple of different things  
and it was really interesting to me

00:25:53:00 - 00:25:56:04

because the first thing I tried  
was like hiding the paper cups

00:25:56:10 - 00:25:59:14

and then nobody was using them  
because they were not convenient.

00:25:59:14 - 00:26:00:09

And there

00:26:00:09 - 00:26:02:12

but then it actually  
what was so interesting about this

00:26:02:13 - 00:26:06:03

is it sparked a conversation

and before I know it,

00:26:06:21 - 00:26:10:10  
sustainability was like  
the topic of our tea breaks

00:26:10:14 - 00:26:13:16  
and we would sit around and debate  
whether it was more

00:26:13:16 - 00:26:16:19  
environmentally responsible  
to use a paper cup

00:26:16:23 - 00:26:20:21  
that was lined with plastic that could be  
recycled - they can't be recycled-

00:26:21:03 - 00:26:25:14  
but that was a different discussion,  
or whether we were using the glass cups,

00:26:25:14 - 00:26:30:11  
which then you had to wash and the energy  
from the heating of the water

00:26:30:11 - 00:26:32:04  
and then the surfactants

00:26:32:04 - 00:26:36:00  
from the detergent that you were using  
and contaminating the water.

00:26:36:05 - 00:26:39:21  
But it was so amazing to me  
that, like, this was actually

00:26:39:21 - 00:26:41:13  
the topic of conversation now.

00:26:41:13 - 00:26:45:22  
And it got people thinking and I really,  
truly believe, like we all are

00:26:45:22 - 00:26:49:23  
really smart and if we are armed  
with those critical thinking skills,

00:26:49:23 - 00:26:54:14  
if we start putting that into  
not only our daily context

00:26:54:14 - 00:26:57:24  
but our daily practice,

we'll come up with unbelievable solutions.

00:26:58:08 - 00:26:58:23

Absolutely.

00:26:58:23 - 00:27:00:15

I always think I would say  
when people are talking

00:27:00:15 - 00:27:02:19

about sustainability  
or environmental issues

00:27:02:19 - 00:27:05:20

Is be curious.

-Yes, I love that  
ask that question.

00:27:05:22 - 00:27:07:22

Be curious and then be bold.

00:27:07:22 - 00:27:09:19

Like, you know, take the big steps.

00:27:09:19 - 00:27:11:02

We don't actually have that much time

00:27:11:02 - 00:27:14:07

to be fiddling around the edges like,  
you know, there's not that much time.

00:27:14:13 - 00:27:18:03

So do the big things and you'll be  
surprised how many allies you find

00:27:18:11 - 00:27:21:14

once you start having those conversations,  
once you start being curious

00:27:21:14 - 00:27:25:03

and questioning why things are done  
the way that they're done.

00:27:25:11 - 00:27:27:06

And then the other thing  
was just bringing in other people.

00:27:27:06 - 00:27:29:22

So we mentioned before about like,  
you know, meeting people where they are,

00:27:30:03 - 00:27:34:07

but that power of bringing partners and  
collaboration is such an overused word,

00:27:34:14 - 00:27:36:03  
but it is really interesting

00:27:36:03 - 00:27:38:20  
that when you get people together  
who are like or not like

00:27:39:03 - 00:27:42:12  
and just the interest  
because I find like in some sectors

00:27:42:12 - 00:27:43:11  
people are like very much.

00:27:43:11 - 00:27:45:00  
We work with people  
who are from our sector

00:27:45:00 - 00:27:47:16  
and get what we do, whereas  
you can actually learn so much

00:27:47:16 - 00:27:50:08  
from other sectors  
or other types of organizations

00:27:50:08 - 00:27:53:18  
and we are finding now  
that we're in a space where lots of people

00:27:53:18 - 00:27:57:06  
have aligned kind of objectives  
around environmental sustainability.

00:27:57:06 - 00:28:01:05  
So it's not like when I started working  
the field like 15 years ago, you'd be like

00:28:01:11 - 00:28:04:14  
trying to get space like or like,  
you know, in an induction

00:28:04:14 - 00:28:05:16  
or talk to the finance sector.

00:28:05:16 - 00:28:07:11  
It's now people are coming and asking,

00:28:07:11 - 00:28:09:20  
'What are we doing on this  
and why are we not be more ambitious?'

00:28:09:20 - 00:28:13:04

So actually the doors are open  
and it's not like a thing

00:28:13:04 - 00:28:17:23  
you have to battle to talk about anymore,  
but you do have to kind of fight

00:28:17:23 - 00:28:21:00  
to make it meaningful  
and actually bring it

00:28:21:00 - 00:28:23:24  
into everything that you do,  
rather it be in that kind of token,

00:28:24:03 - 00:28:24:17  
'Okay, Well,

00:28:24:17 - 00:28:28:17  
we'll think about environmental  
responsibility for one of our projects or

00:28:28:21 - 00:28:31:21  
one of the things that we're working  
on', rather than all the questions,

00:28:31:21 - 00:28:34:06  
because also there'll be different  
things for different-

00:28:34:12 - 00:28:38:01  
It doesn't have to be equal  
in the kind of the scale

00:28:38:01 - 00:28:40:02  
of what you do across all of your work.

00:28:40:02 - 00:28:44:05  
You might do one thing on one project,  
but loads on another.

00:28:44:05 - 00:28:45:18  
But it's different and it's tailored

00:28:45:18 - 00:28:48:20  
to where you have the most impact  
and where you have the most influence.

00:28:49:10 - 00:28:51:22  
Yeah,  
and just picking up on your first point

00:28:51:22 - 00:28:55:01  
about asking the question, this is



something that I tell people all the time.

00:28:55:11 - 00:28:58:06

It is not your responsibility to be

00:28:58:06 - 00:29:00:20

the expert on everything  
when it comes to sustainability.

00:29:01:11 - 00:29:03:19

You do not have to know  
all of the answers.

00:29:04:05 - 00:29:06:24

That is my job. That is Sara's job.

00:29:06:24 - 00:29:09:14

But that is all of your partners  
and your allies job.

00:29:09:20 - 00:29:12:04

This is something  
that we have to do together.

00:29:12:15 - 00:29:15:09

But what you can do,  
what is your responsibility,

00:29:15:09 - 00:29:18:12

what is your role, is to ask the questions.

00:29:18:19 - 00:29:21:20

You know, go up to your director and say,  
what are we doing about

00:29:21:20 - 00:29:24:02

environmental responsibility  
in our institution?

00:29:24:12 - 00:29:25:16

Ask your curator.

00:29:25:16 - 00:29:28:17

You know, have you thought about  
doing an exhibition on climate change?

00:29:29:04 - 00:29:31:14

Climate control? I have a slip there.

00:29:31:14 - 00:29:35:01

I've been doing a lot with climate control  
lately, so if anyone's from a museum

00:29:35:01 - 00:29:37:17

and wants to talk about climate control,  
please do come up and talk to.

00:29:38:18 - 00:29:42:04  
But, you know, there's it's  
just about asking the right questions.

00:29:42:04 - 00:29:44:10  
And once again,  
you don't have to have the answers.

00:29:44:10 - 00:29:46:23  
And sometimes it does  
take a little bit of courage

00:29:47:04 - 00:29:49:20  
to ask a question  
that you don't know the answer to.

00:29:50:03 - 00:29:51:19  
But it's totally okay to do that

00:29:51:19 - 00:29:55:17  
because this is how we find the solutions  
and find the solutions together.

00:29:55:17 - 00:29:57:15  
And this is how we find our partners.

00:29:57:15 - 00:30:00:12  
Not about knowing, it's about asking.

00:30:00:21 - 00:30:03:14  
But I wanted to go back  
because you were talking about

00:30:03:14 - 00:30:06:05  
asking the tough questions  
and you brought this up

00:30:06:05 - 00:30:08:17  
a little bit earlier,  
and I would love to delve into the really,

00:30:08:17 - 00:30:12:09  
really tough question here,  
which is why we're doing what we're doing.

00:30:12:14 - 00:30:13:11  
What are we doing?

00:30:13:11 - 00:30:15:14  
How are we doing it?  
Who are we doing it for?

00:30:15:16 - 00:30:17:21  
But most importantly, can we do less?

00:30:17:21 - 00:30:18:22  
Yes, can we do less?

00:30:18:22 - 00:30:22:09  
So I'm kind of quite interested  
in this idea of planetary boundaries.

00:30:22:09 - 00:30:23:24  
And this, do we do-

00:30:23:24 - 00:30:26:03  
Do we have to keep doing so much?

00:30:26:03 - 00:30:27:00  
Can we do less?

00:30:27:00 - 00:30:28:08  
Can we do it better?

00:30:28:08 - 00:30:30:05  
Can we do it in a more considered way?

00:30:30:05 - 00:30:33:16  
This kind of hamster wheel we're on of  
constant production, whatever your sector

00:30:33:16 - 00:30:38:01  
or field is, I'm really intrigued by  
and we have a slight conversation

00:30:38:01 - 00:30:42:01  
we're talking in the museum sector of do  
we need to do so many exhibitions?

00:30:42:09 - 00:30:43:08  
Could we do less?

00:30:43:08 - 00:30:46:08  
Could we do them using our objects  
from our existing collection?

00:30:46:15 - 00:30:51:24  
Are there different ways of still engaging  
our audiences and sparking creativity

00:30:51:24 - 00:30:55:08  
and doing all the things we want to do  
but in a different way?

00:30:55:24 - 00:30:56:16

I'd like to know your opinion on that

00:30:56:16 - 00:30:58:19

That I have a very strong opinion on that.

00:31:01:02 - 00:31:03:14

So one of the biggest I

00:31:03:22 - 00:31:06:16

I've talked a lot about barriers  
to sustainability,

00:31:06:16 - 00:31:09:11

but it's always about lack

00:31:09:16 - 00:31:12:16

and that really upsets me  
in a lot of different ways.

00:31:12:16 - 00:31:16:04

But most of the time when I'm talking  
with cultural professionals, they say,

00:31:16:04 - 00:31:19:05

'I can't,  
I can't do this or I can't do that.'

00:31:19:05 - 00:31:21:11

And then, okay, well,  
why can't you do that?

00:31:21:11 - 00:31:25:01

'Well, usually it has to do with  
I don't have enough time,

00:31:25:23 - 00:31:28:20

I don't have the decision making power.

00:31:28:20 - 00:31:30:15

I'm just a conservator.'

00:31:30:15 - 00:31:36:05

But it's so frustrating to me  
that we're spending so much more time

00:31:36:05 - 00:31:41:01

and energy, producing so much more that  
we're actually just burning ourselves out.

00:31:41:10 - 00:31:44:23

It's this idea of professionalism comes

00:31:44:23 - 00:31:48:15

from production,

comes from just mass consumption.

00:31:48:15 - 00:31:53:21

I mean, you know, it's why does a museum need to put on 12 exhibits a year?

00:31:54:02 - 00:31:55:14

What is the value there?

00:31:55:14 - 00:31:58:08

Is it- if you're trying to argue this from

00:31:58:18 - 00:32:01:20

a single bottom  
line points or just financial budget,

00:32:03:03 - 00:32:03:21

are you really

00:32:03:21 - 00:32:07:11

selling 12 times more tickets  
if you have 12 exhibitions

00:32:07:17 - 00:32:09:15

or are you selling  
the same amount of tickets,

00:32:09:15 - 00:32:12:20

you just have 12 times more production  
that you need to put into it?

00:32:13:02 - 00:32:16:15

And I'm sorry,  
but I cannot like fathom as a curator

00:32:16:15 - 00:32:21:18

or as an artist how it must feel  
to put so much time and energy

00:32:21:18 - 00:32:26:02

into something that you're so proud of  
and have it go up and show for six months

00:32:26:02 - 00:32:29:16

and then have it  
literally be thrown in the trash can like,

00:32:32:12 - 00:32:33:06

Yeah.

00:32:33:11 - 00:32:34:10

Thank you so much.

00:32:34:10 - 00:32:38:03

My comment is directly relating to  
'Can we do less?'

00:32:38:03 - 00:32:39:23

And I thought  
that was a really good point.

00:32:39:23 - 00:32:41:13

I keeping thinking about that.

00:32:41:13 - 00:32:45:24

But the reality is for independent artists  
who are project funded, like

00:32:46:05 - 00:32:49:03

not every, many of people in this room

00:32:49:03 - 00:32:52:00

are operating as project funded companies,

00:32:52:05 - 00:32:55:20

and it's a system that they have to apply  
for projects after projects.

00:32:55:20 - 00:32:59:11

And if they don't do the next project,  
they won't just automatically get paid.

00:32:59:21 - 00:33:03:09

So that is maybe one of many reasons why

00:33:07:05 - 00:33:09:16

some people can't do less.

00:33:09:16 - 00:33:13:09

(applause)

00:33:14:11 - 00:33:17:23

I think it's really interesting  
to untangle those systems that are making

00:33:17:23 - 00:33:21:00

are putting us in this position  
and putting people in that position.

00:33:21:09 - 00:33:24:07

Yeah, this is I  
thank you so much for bringing that up

00:33:24:07 - 00:33:28:16

because that's actually like really  
the foundation about why we're in this

00:33:29:08 - 00:33:32:21

constant circular, hyper  
productivity stress

00:33:33:00 - 00:33:35:13  
because we're stressed about our jobs,  
because guess what?

00:33:35:13 - 00:33:38:04  
The cultural sector  
is financially unsustainable.

00:33:39:01 - 00:33:41:23  
So it's very difficult to be economically  
or it's very difficult

00:33:41:23 - 00:33:43:11  
to be environmentally sustainable

00:33:43:11 - 00:33:46:06  
or socially sustainable  
if you're not financially sustainable.

00:33:46:14 - 00:33:48:19  
And I cannot tell you I have so many

00:33:48:19 - 00:33:50:07  
Problems

00:33:50:08 - 00:33:54:11  
With the way that we are reliant

00:33:54:11 - 00:33:58:06  
on funding streams that tend to be

00:34:00:13 - 00:34:01:20  
what's the word I'm looking for?

00:34:02:19 - 00:34:04:21  
Yeah, this short term thinking,

00:34:04:21 - 00:34:08:10  
it's like, you know, if you're really  
pressured from project to project,

00:34:08:10 - 00:34:12:15  
if you're reliant on your next grant  
or your next funding, then

00:34:13:03 - 00:34:16:18  
of course you're going to be overwhelmed  
and you have to be hyper productive

00:34:16:18 - 00:34:20:04  
because you're only getting

X amount of money for X amount of months.

00:34:20:04 - 00:34:22:21

And so then you're already constantly thinking about the next thing.

00:34:23:06 - 00:34:29:07

And it's really, really challenging to be able to get break out of that cycle.

00:34:29:12 - 00:34:32:15

And I think that ultimately it's maybe

00:34:32:15 - 00:34:36:01

not even a question about hyper productivity and can we do less?

00:34:36:08 - 00:34:38:21

It's about  
can we do more with what we have?

00:34:39:06 - 00:34:42:04

And actually what you're talking about with with,

00:34:42:15 - 00:34:44:03

you know, environmental boundaries.

00:34:44:03 - 00:34:48:00

It's also about social boundaries and it's about our own wellbeing

00:34:48:09 - 00:34:52:24

and I think that, you know, I think that we need a really massive redistribution

00:34:53:00 - 00:34:56:19

of our resources  
because the truth of the matter is,

00:34:56:19 - 00:35:00:03

is that we do have enough on this planet to sustain life.

00:35:00:13 - 00:35:03:04

The problem is,  
is that the way that we're consuming,

00:35:03:04 - 00:35:06:09

the way that we're using is very, very wasteful.

00:35:06:18 - 00:35:08:05

And that goes from, you know,



00:35:08:05 - 00:35:12:10  
what is the percentage of food waste  
every year in the UK.

00:35:12:13 - 00:35:15:24  
I know it for other countries,  
but it's yeah, it's pretty intense

00:35:16:17 - 00:35:20:21  
to the way that we are  
budgeting our institutions or even the way

00:35:20:21 - 00:35:25:01  
that we function as independent curators,  
conservators, workers.

00:35:25:01 - 00:35:30:21  
It's the system's  
basically designed to be reliant on this

00:35:32:01 - 00:35:34:00  
hyper production or more is better,

00:35:34:00 - 00:35:37:08  
whereas actually if we re-imagine it  
and once again

00:35:37:08 - 00:35:40:23  
this is where culture comes into play  
because what would it look like?

00:35:41:14 - 00:35:42:18  
We don't know.

00:35:42:18 - 00:35:44:02  
Huge questions. We don't know.

00:35:44:02 - 00:35:47:00  
But I did want to ask you, actually,  
because you had mentioned a few times

00:35:47:00 - 00:35:48:17  
about kind of working  
in different countries

00:35:48:17 - 00:35:50:09  
in the kind of global perspective.

00:35:50:09 - 00:35:51:09  
Yeah, I think that's pretty interesting.

00:35:51:09 - 00:35:53:13  
So we had like in the breakout

tables earlier,

00:35:53:13 - 00:35:56:16

we were talking about Arts Council England  
and what are we doing in England.

00:35:56:22 - 00:36:01:16

And I spoke before about how, you know,  
we do need to take ideas from other places

00:36:01:16 - 00:36:05:01

and examples and understand  
that we're all kind of interconnected.

00:36:05:07 - 00:36:08:07

So you have like kind of  
what your examples of interesting things

00:36:08:07 - 00:36:11:16

you've seen in other countries  
because it's all kind of, again,

00:36:11:16 - 00:36:15:18

that entanglement of, you know,  
climate and colonialism and resource

00:36:15:18 - 00:36:19:20

extraction and, you know, who has power,  
all these things are all connected.

00:36:19:20 - 00:36:23:24

But in terms of the practical things  
that different creative and cultural

00:36:23:24 - 00:36:27:06

organizations are doing  
in other places that you could bring here.

00:36:28:11 - 00:36:29:11

Where do you want to start?

00:36:29:11 - 00:36:31:20

I have so many.  
-Sorry, that's really big

00:36:31:20 - 00:36:33:14

Big questions.

00:36:33:14 - 00:36:36:16

I'm still a little bit thinking about this  
hyper productivity thing.

00:36:36:16 - 00:36:40:11

And I think that really for me,

what's really interesting

00:36:40:11 - 00:36:45:04  
is exploring the idea  
of what is a sustainable museum and

00:36:46:04 - 00:36:50:03  
the best examples  
that I've seen are primarily in Africa,

00:36:50:16 - 00:36:54:12  
and we work very closely with the National  
Museum of Lagos in Nigeria,

00:36:54:13 - 00:36:56:06  
as well as several museums

00:36:56:06 - 00:36:59:02  
in Mozambique and in Kenya  
and other parts of the continent.

00:36:59:12 - 00:37:03:06  
And I have been so inspired by the way

00:37:03:06 - 00:37:06:04  
that African museums  
have really been able to

00:37:07:06 - 00:37:09:09  
tap into their local communities

00:37:09:09 - 00:37:12:16  
and they're much more community  
facing than a lot of institutions.

00:37:12:16 - 00:37:16:00  
I find in I not the global North,

00:37:16:00 - 00:37:19:03  
but in Europe and in North America.

00:37:19:17 - 00:37:22:10  
And I think that there's a lot of lessons  
to be learned there.

00:37:22:14 - 00:37:26:16  
And but it just goes back to back  
to like reassessing what our values are

00:37:27:00 - 00:37:30:10  
and, you know, what the purpose is,  
what our mission is, what we're trying

00:37:30:10 - 00:37:31:05

to fulfill.

00:37:32:16 - 00:37:35:06

And one of  
the conversations I had with a colleague

00:37:35:06 - 00:37:37:11

a couple of days ago,  
and I will not mention the museum

00:37:37:11 - 00:37:41:05

that this colleague works at,  
but we were talking about the distributed.

00:37:41:05 - 00:37:41:18

Once again, I'm

00:37:41:18 - 00:37:42:19

going back to the distribution

00:37:42:19 - 00:37:46:15

of resources and I was talking about  
this issue of climate control.

00:37:47:01 - 00:37:51:15

And as we know in museums, climate control  
is one of the most carbon intensive

00:37:51:15 - 00:37:57:02

and the most energy intensive systems,  
and it's really, really not necessary.

00:37:57:02 - 00:37:58:14

And once again, I am a conservator.

00:37:58:14 - 00:38:01:04

Please come talk to me  
if you want to get into the whole thing.

00:38:01:04 - 00:38:02:22

But we don't have time for that right now.

00:38:02:22 - 00:38:07:17

But what we do have time for is to look  
at, okay, so why are we doing this?

00:38:07:17 - 00:38:09:21

And then how do we make change?

00:38:09:21 - 00:38:12:18

And so many people say, well,  
we can't make change because of loan

00:38:12:18 - 00:38:13:17

agreements.

00:38:13:17 - 00:38:19:07

And so if we don't adhere to X museums standards of loan

00:38:19:07 - 00:38:23:07

agreements, then, you know, we can't borrow objects from them.

00:38:23:07 - 00:38:24:02

And then, you know,

00:38:24:02 - 00:38:28:14

we're going to be losing our credibility or we're going to be losing our prestige.

00:38:28:14 - 00:38:30:12

And we can't, you know, draw people in.

00:38:30:12 - 00:38:33:06

And so we're going to go bankrupt and it's going to be disastrous.

00:38:33:15 - 00:38:36:09

But what was interesting to me as I was having lunch

00:38:36:09 - 00:38:38:01

with a woman who works at one of

00:38:38:01 - 00:38:41:19

the more prominent museums, and she was saying, well, actually,

00:38:41:19 - 00:38:45:09

and there was an article that came out in The New York Times

00:38:45:09 - 00:38:47:16

about a month ago that talks about this issue,

00:38:47:22 - 00:38:51:15

and it gives the Guggenheim Bilbao as an example.

00:38:51:15 - 00:38:53:10

And what the Guggenheim Bilbao did is

00:38:53:10 - 00:38:55:16

they changed their climate control conditions.

00:38:55:23 - 00:38:56:21

But then that means,

00:38:56:21 - 00:38:59:22

of course, that they have to call  
all of the other organizations

00:38:59:22 - 00:39:03:03

that they have loan agreements  
with for the next however many years

00:39:03:09 - 00:39:06:02

and say, listen, we've changed  
our climate control conditions.

00:39:06:07 - 00:39:08:21

This is the updated  
clause in the loan agreement.

00:39:09:03 - 00:39:10:15

Are you guys cool with that?

00:39:10:15 - 00:39:14:23

And everyone came back, except for one, saying,  
that's totally fine, no problem.

00:39:15:05 - 00:39:18:13

And then the one that came back  
said, Let let us talk about it

00:39:18:13 - 00:39:19:15

and we'll get back to you.

00:39:19:15 - 00:39:22:24

So there were no flat out nos,  
which I think is really inspiring.

00:39:23:04 - 00:39:26:04

But what was so interesting  
about this conversation with my colleague

00:39:26:04 - 00:39:28:10

was that she was saying,  
Yeah, that's fine and all,

00:39:28:10 - 00:39:32:04

but you know how much time  
it takes to call all of those people.

00:39:33:10 - 00:39:34:18

And I thought

00:39:34:18 - 00:39:38:10

that, okay, well then, you know,

you're saving so much money

00:39:38:10 - 00:39:43:14  
from your energy bill  
because you can save between 24 and 82%,

00:39:43:14 - 00:39:48:11  
82% of your energy bill by changing  
your climate control conditions.

00:39:49:02 - 00:39:49:12  
I mean,

00:39:49:12 - 00:39:53:03  
and with the energy crisis right now, like  
that seems like such a no brainer.

00:39:53:08 - 00:39:55:15  
And I'm like, well,  
just take the money that you have

00:39:55:15 - 00:39:59:17  
from your energy bill and put it  
into hiring another staff member.

00:39:59:21 - 00:40:02:15  
And then you have a person dedicated  
just to do that.

00:40:02:22 - 00:40:06:01  
And a no, we can't do that  
because we have, you know, expenses

00:40:06:01 - 00:40:10:00  
and we have staff and those are very set  
and, you know, so consequently

00:40:10:00 - 00:40:12:10  
we cannot take money from here,  
put it over here.

00:40:13:10 - 00:40:15:21  
I get tired of  
hearing. I can't. Well, then

00:40:16:20 - 00:40:17:15  
we're going back.

00:40:17:15 - 00:40:20:04  
And I said, Well, okay, well,  
maybe what we can do is, you know,

00:40:20:07 - 00:40:24:01  
so my company, 'Ki Culture',

we basically our entire existence

00:40:24:01 - 00:40:27:12

is to help people  
make sustainability accessible and easy.

00:40:27:12 - 00:40:28:17

So this is what we do.

00:40:28:17 - 00:40:30:19

So I'm always about trying  
to find solutions.

00:40:30:19 - 00:40:31:15

So I said, okay, cool.

00:40:31:15 - 00:40:34:23

Well, maybe you guys can hire us  
and then you can put it

00:40:34:23 - 00:40:36:12

in the expense part of things.

00:40:36:12 - 00:40:40:24

But then one of our staff members can  
actually do that so that you can still.

00:40:40:24 - 00:40:42:21

And so she was like, That's a great idea.

00:40:42:21 - 00:40:44:22

And I was like,  
okay, I'm glad we came up with a solution.

00:40:44:22 - 00:40:47:15

But it's amazing to me  
that we have these stringent lines.

00:40:49:17 - 00:40:53:04

That's also an example of untangling a thing  
-There we go  
and that thing of being curious.

00:40:53:04 - 00:40:56:13

So there's and that's like  
on a major scale for giant museums,

00:40:56:13 - 00:41:00:09

but there's loads of other like, you know,  
other examples in all kinds of sectors

00:41:00:09 - 00:41:03:12

where you just pull at the thread  
and you'll be like, But why?



00:41:03:13 - 00:41:06:07

And some will be like,  
Oh, because of X, Y or Z, but Y,

00:41:06:07 - 00:41:08:16

and then you bring in your partners,  
you bring in somebody else.

00:41:08:23 - 00:41:10:23

As you said, Find these solutions.

00:41:10:23 - 00:41:12:24

And I think that's why  
they're trying to bring in

00:41:12:24 - 00:41:16:01

so definitely kind of education here  
in schools, for example,

00:41:16:07 - 00:41:20:04

the idea of critical  
thinking and curiosity are actual

00:41:20:06 - 00:41:24:00

kind of like environmental skills  
because that's what you've got to do.

00:41:24:00 - 00:41:26:07

You've got to kind of untangle  
and then be quite tenacious.

00:41:26:07 - 00:41:29:21

You have to be quite persistent  
to kind of follow all those leads and then

00:41:29:21 - 00:41:33:11

kind of be like, but why but why but why  
and now this is what we're going to do.

00:41:33:16 - 00:41:35:07

But then, as you say,  
you have that example

00:41:35:07 - 00:41:38:14

that others can then pick up from them  
because it's interconnected

00:41:38:14 - 00:41:42:01

and everyone looks everyone else  
and it's got to be easy as well.

00:41:42:01 - 00:41:46:03

So if you do find a way to make it easy,

people are more likely to get involved

00:41:46:03 - 00:41:47:15

because there's like a spectrum of,

00:41:48:17 - 00:41:50:12

can't remember what it's called,  
but the people that really passionate

00:41:50:12 - 00:41:53:23

about environmental issues, the people  
that really don't want to hear about it,

00:41:54:05 - 00:41:57:04

but then there's this mass in between  
who are really quite ambivalent.

00:41:57:04 - 00:41:58:10

They don't really care either way.

00:41:58:10 - 00:42:02:18

So they're the people to work on to  
persuade, because they're the ones that,

00:42:02:19 - 00:42:05:22

you know, if I'm talking about, say,  
spectators of sports games or like,

00:42:05:22 - 00:42:09:00

you know, consumers of culture  
where people attend events or

00:42:09:00 - 00:42:12:11

like participate in things  
that are the mass that can be swayed

00:42:13:00 - 00:42:16:00

and that's where you have that power  
and influence to sway those people.

00:42:16:08 - 00:42:20:13

So I, I this is exactly what I like  
to tell- the why and,

00:42:20:13 - 00:42:21:18

you know, just keep asking why?

00:42:21:18 - 00:42:24:08

Why are we doing what we're doing? And,  
you know, pulling it back.

00:42:24:14 - 00:42:26:11

So I had I have a thought

00:42:26:11 - 00:42:29:01  
and this is going back to the question  
about hyper productivity.

00:42:29:23 - 00:42:32:23  
We also have to really think  
very seriously about

00:42:32:23 - 00:42:35:18  
where our biggest impact is.

00:42:35:18 - 00:42:40:13  
So as a large scale institution  
that is producing 12 exhibits a year

00:42:40:13 - 00:42:43:15  
unnecessarily and maybe some of those  
go in the trash, maybe some of them don't,

00:42:45:11 - 00:42:48:18  
this is maybe the scale where scaling back

00:42:48:24 - 00:42:52:11  
can be really impactful  
and also making a statement about it.

00:42:52:20 - 00:42:54:24  
But maybe  
if you're an independent curator,

00:42:54:24 - 00:42:58:24  
if you're an independent artist,  
then it's not about scaling back.

00:42:58:24 - 00:43:01:01  
It's about using your outputs

00:43:01:01 - 00:43:03:18  
to be educating  
and connecting people with the issues.

00:43:04:01 - 00:43:07:21  
So I really think and I think  
that this is something really important

00:43:07:21 - 00:43:12:06  
for us all to take into consideration is  
where can we have the biggest influence?

00:43:12:16 - 00:43:15:06  
And this is one of the issues  
that actually when we

00:43:15:10 - 00:43:18:21

when I started this whole nexus  
of sustainability culture,

00:43:19:02 - 00:43:21:09

I would talk to people at museums  
that would say, 'Yeah,

00:43:21:09 - 00:43:24:21

but we're such a small piece of the pie  
that it doesn't matter.'

00:43:25:12 - 00:43:28:19

And so but, you know,  
that's no longer an excuse, especially

00:43:28:19 - 00:43:32:20

as we learn more about the actual  
environmental impact of museums.

00:43:33:00 - 00:43:36:14

But I'm thinking a little bit more like,  
okay, because we work, of course, my

00:43:37:02 - 00:43:39:15

organization  
we work with large institutions

00:43:39:15 - 00:43:43:07

and organizations, but we also work  
with a lot of independent professionals.

00:43:43:17 - 00:43:46:20

And so it is  
that question of like as an individual,

00:43:47:10 - 00:43:49:14

what is your biggest impact?

00:43:49:22 - 00:43:52:23

And, you know, I think that it's  
really important for once again,

00:43:52:23 - 00:43:55:20

going back to this idea of sustainability  
not being black and white

00:43:56:00 - 00:43:59:07

and it being a journey  
and maybe it is a situation

00:43:59:07 - 00:44:03:18

where you can't change the number  
of artist commissions that you're getting

00:44:03:18 - 00:44:06:16  
and you don't want to because  
that's your income and that's great.

00:44:06:24 - 00:44:10:21  
And we you know,  
but maybe what we're looking at

00:44:11:03 - 00:44:13:08  
is the materials that you're using.

00:44:14:02 - 00:44:16:21  
Maybe we can start thinking  
about end of life cycles.

00:44:16:21 - 00:44:20:06  
So what's actually happening to the stuff  
that you're making after it's

00:44:20:06 - 00:44:23:02  
done with its exhibition  
or after it's done?

00:44:23:09 - 00:44:27:06  
Maybe we're thinking about  
how it's being toured so we can look at,

00:44:27:06 - 00:44:30:04  
you know, more environmentally  
responsible shipping.

00:44:30:21 - 00:44:34:05  
Maybe we can just start thinking  
about how we use our voice as an artist

00:44:34:05 - 00:44:38:01  
or as a curator to talk about issues  
are important to us in our communities.

00:44:38:10 - 00:44:42:06  
So once again, it's not about,  
you know, completely

00:44:42:06 - 00:44:45:20  
and totally saying that  
what we're doing is bad because it's not.

00:44:45:20 - 00:44:47:01  
And this is this is actually

00:44:47:01 - 00:44:50:16  
what was really interesting for me  
and one of my forays into sustainability,

00:44:50:16 - 00:44:55:00  
because as an art conservator, I knew that  
what I was doing was a wonderful thing.

00:44:55:15 - 00:44:58:24  
I became an art conservator  
because I was fortunate enough to have the

00:44:58:24 - 00:45:02:02  
experience of going to different museums  
when I was a little girl

00:45:02:10 - 00:45:06:22  
and seeing these magnificent artworks  
that really connected with me.

00:45:07:06 - 00:45:11:09  
And I wanted to preserve that experience  
for another little girl down, you know, in

00:45:11:09 - 00:45:14:09  
a hundred years to have that same profound,

00:45:14:09 - 00:45:17:10  
emotional, 'wow' moment.

00:45:18:06 - 00:45:22:05  
But the way that I was doing  
it was really negatively,

00:45:22:13 - 00:45:24:15  
negatively impactful in so many ways.

00:45:24:15 - 00:45:28:09  
Conservation is not only responsible  
for the whole climate control

00:45:28:09 - 00:45:30:13  
and energy consumption conversation,

00:45:30:13 - 00:45:34:11  
but we use a lot of toxic chemicals,  
we produce a lot of waste.

00:45:34:11 - 00:45:37:23  
We are just obsessed  
with plastics and actually,

00:45:38:01 - 00:45:43:07  
can we do what we want to do,  
but not in a harmful way?

00:45:43:11 - 00:45:46:11  
And it was really interesting for me

because, you know, sustainability

00:45:46:11 - 00:45:50:13  
in its current  
definition is something that meets the

00:45:51:07 - 00:45:53:24  
needs of the present without compromising  
the needs of the future.

00:45:54:07 - 00:45:56:17  
And there of course, different  
definitions, different contexts.

00:45:56:17 - 00:45:58:17  
We know it means different things  
to different people.

00:45:58:17 - 00:46:01:11  
But for me it was my friend  
Henry McGee who said

00:46:01:18 - 00:46:04:20  
that 'sustainability is doing  
good without doing harm',

00:46:06:01 - 00:46:08:01  
and I just completely resonated with that.

00:46:08:01 - 00:46:08:10  
And I was like,

00:46:08:10 - 00:46:11:20  
That is why I have a problem  
with my day job, because I know

00:46:11:20 - 00:46:15:02  
what I'm doing is a good thing,  
but the way I'm doing it is harmful.

00:46:15:14 - 00:46:16:18  
I think that's so interesting.

00:46:16:18 - 00:46:20:01  
So that idea of a lot of time people think  
about environmental responsibility

00:46:20:01 - 00:46:24:15  
as reducing negative impacts, but actually  
what is a net positive impact?

00:46:24:24 - 00:46:26:15  
So again, you're finding like,  
you know, this is

00:46:26:15 - 00:46:28:00

like a  
-regeneration

00:46:28:00 - 00:46:30:01

Yeah, it's a positive thing that we want to do.

00:46:30:08 - 00:46:31:22

And so I always find that when I talk

00:46:31:22 - 00:46:34:17

about environmental responsibility,  
not always talking about

00:46:34:23 - 00:46:37:11

we will reduce our negative impact  
because actually

00:46:37:17 - 00:46:40:06

there's so much net positive stuff  
you could be doing.

00:46:40:12 - 00:46:44:02

And are we focusing on that  
and remembering that side of things

00:46:44:02 - 00:46:48:21

because actually if you talk in terms  
of like hope, that resonates with people

00:46:48:21 - 00:46:52:05

more as we will know, than the doom  
and gloom of like, you know,

00:46:52:05 - 00:46:54:00

we're all going to burn or whatever  
it might be,

00:46:54:00 - 00:46:57:16

and that you get in a lot of scientific  
or kind of like mainstream media.

00:46:57:16 - 00:46:58:23

But actually if it's talking more

00:46:58:23 - 00:47:02:23

that kind of a hopeful solutions  
type manner, that makes a big difference.

00:47:02:23 - 00:47:05:11

Are we in time for questions?  
And if that brings us onto



00:47:06:15 - 00:47:09:00  
space for questions, unless you wanted to-?  
-I have one very

00:47:09:13 - 00:47:11:19  
last thought,  
and then we can we can open up.

00:47:12:23 - 00:47:16:24  
So we're talking a lot about  
sustainability today and a lot of people

00:47:16:24 - 00:47:21:14  
in the sustainability circle  
that I run in don't really like that word.

00:47:21:24 - 00:47:24:00  
And what I think is really interesting

00:47:24:00 - 00:47:27:01  
and this is something that I feel  
is expressly applicable

00:47:27:01 - 00:47:30:00  
to the cultural sector,  
is actually the idea of regeneration.

00:47:31:01 - 00:47:34:08  
So we can think about our output  
in terms of

00:47:34:08 - 00:47:37:13  
not only like taking stuff  
and putting things out,

00:47:37:19 - 00:47:42:12  
but what is the contribution, what we get,  
what would a society get back from it?

00:47:42:12 - 00:47:43:02  
-Its regenerative purpose  
Exactly.

00:47:43:02 - 00:47:46:01  
It's quite an ecological,  
ecological concept. To

00:47:46:01 - 00:47:48:13  
- Very much  
and I think is this is always the same thing

00:47:48:17 - 00:47:51:18  
where all the sustainability managers  
get together well, we hate our job titles.

00:47:51:24 - 00:47:52:15  
Should it be this,

00:47:52:15 - 00:47:55:11  
should it be that?  
But then I think the biggest things

00:47:55:11 - 00:47:57:11  
takeaway  
is just to get on and do something.

00:47:57:11 - 00:47:59:14  
So take action and do something.

00:47:59:14 - 00:48:04:10  
Just start from somewhere regardless  
what you call or what box it goes in,

00:48:04:12 - 00:48:09:22  
what box a funder or organization puts it  
in, it's just get on and do something.

00:48:09:22 - 00:48:11:10  
So make a start.

00:48:11:10 - 00:48:12:13  
100%. Questions.

00:48:13:05 - 00:48:14:09  
Thank you.

00:48:15:15 - 00:48:16:10  
Thanks so much-

00:48:16:10 - 00:48:17:18  
Oh, God. Hello-

00:48:18:12 - 00:48:19:19  
Thanks so much, everyone.

00:48:19:19 - 00:48:22:18  
Everyone. You guys. Sorry. Oh,

00:48:22:18 - 00:48:24:17  
I really resonate  
with what you guys are saying

00:48:24:17 - 00:48:28:14  
about overwhelm  
being like a massive barrier to action.

00:48:28:20 - 00:48:30:10  
And also I was thinking

about environmental

00:48:30:10 - 00:48:33:12  
responsibilities, individualized  
rather than like a collective effort.

00:48:34:08 - 00:48:36:10  
But I did think- and also  
what you were saying

00:48:36:10 - 00:48:38:09  
About 80% of the resources already exists.

00:48:38:09 - 00:48:39:15  
That's already been done.

00:48:39:15 - 00:48:43:05  
But I actually think about working small  
arts organizations has really been

00:48:43:15 - 00:48:47:18  
there is so many resources out there  
that's so overwhelming in itself.

00:48:47:18 - 00:48:49:22  
It's contributing to the overwhelm.

00:48:49:22 - 00:48:53:05  
So I wonder if you have advice for kind  
of smaller arts organizations, freelancers

00:48:53:05 - 00:48:56:14  
for navigating that space and finding  
what's relevant to them.

00:48:57:09 - 00:48:59:19  
So interesting, this is something  
that I say at work all the time.

00:48:59:19 - 00:49:02:10  
We have too many resources.  
Let's not create more resources.

00:49:02:17 - 00:49:06:00  
I think almost you need somebody,  
I would say

00:49:06:06 - 00:49:10:13  
so your if you're part of a network  
or a collective

00:49:10:13 - 00:49:14:22  
or an association or an organization  
that almost does that curation for you.

00:49:15:04 - 00:49:18:01  
So just as an example,  
like for the sports that we fund,

00:49:18:07 - 00:49:20:12  
I will say, look,  
these are the top three things.

00:49:20:12 - 00:49:23:12  
So read this,  
fill out this and start with this.

00:49:24:06 - 00:49:26:01  
And that takes away  
some of that overwhelm.

00:49:26:01 - 00:49:29:07  
So you've had somebody who's done  
that curation piece for you.

00:49:29:07 - 00:49:30:15  
I mean, I know you have a really

00:49:30:15 - 00:49:34:08  
like diversity of sector in terms of size  
of organization and type of practice.

00:49:34:08 - 00:49:35:05  
But I think

00:49:35:05 - 00:49:36:13  
and I don't know who the person would

00:49:36:13 - 00:49:40:06  
be to do this for or the freelancers  
or the individual artists.

00:49:40:06 - 00:49:43:20  
But I think the role of organizations,  
maybe it's an Arts Council thing,

00:49:43:20 - 00:49:48:12  
I don't know, but is to do that  
curation and go through like 'Julie's

00:49:48:12 - 00:49:52:14  
Bicycle' is like a massive set of resources  
is just so much.

00:49:52:14 - 00:49:55:17  
But actually here are the top  
three things that you can start with.

00:49:55:24 - 00:49:58:05

And then if you want to come back for more, you can.

00:49:58:05 - 00:49:59:15

So it feels like

00:49:59:15 - 00:50:03:06

there must be some umbrella organizations or the funders or whoever it is, it's

00:50:03:06 - 00:50:07:08

their responsibility to respond to the need of particular types of audiences.

00:50:07:08 - 00:50:11:13

So I will deal with my smaller sports with three numbers, three members of staff

00:50:11:13 - 00:50:15:06

differently to the bigger sports that have 50 to 100 members of staff.

00:50:15:24 - 00:50:18:10

And that's my responsibility as a funder to do that.

00:50:18:10 - 00:50:20:01

So I think that there are

00:50:20:01 - 00:50:23:22

umbrella organizations or other networks that can do that curation piece

00:50:24:03 - 00:50:28:12

and cut through that overwhelm with like resource fatigue.

00:50:29:15 - 00:50:30:03

Thank you.

00:50:30:03 - 00:50:32:13

We've got a question further up. Oh, yeah.

00:50:33:18 - 00:50:36:23

So first of all, thank you for

00:50:36:23 - 00:50:40:16

giving that talk and completely forgot what my question was now...  
(laughter)

00:50:42:13 - 00:50:43:06

Oh yeah.

00:50:43:21 - 00:50:46:24

So you give the example  
of some of the museums

00:50:46:24 - 00:50:49:16

and galleries that exist in Africa  
and what they're doing

00:50:50:13 - 00:50:52:17

to reduce their carbon footprint.

00:50:53:11 - 00:50:55:17

Is that anything else other than just

00:50:56:19 - 00:51:01:05

sort of getting rid of paper cups and um,  
so like smaller things

00:51:01:05 - 00:51:06:00

but bigger things that organizations  
can do to really be climate conscious and

00:51:07:06 - 00:51:10:18

build it into their CSR report  
when that when they're looking at programs

00:51:10:18 - 00:51:13:15

and things that they're doing,  
is there things that they can sort of

00:51:13:15 - 00:51:16:16

Envision  
what they'd like to do in the future

00:51:16:22 - 00:51:19:11

in terms of being more climate focused and

00:51:20:13 - 00:51:22:01

having an awareness of the environment?

00:51:22:01 - 00:51:24:02

Which obviously organizations  
should do anyway.

00:51:24:07 - 00:51:27:00

But how do you build it  
into an organization's culture

00:51:27:00 - 00:51:30:00

so that it trickles down  
with everyone present

00:51:30:00 - 00:51:33:09

um, on how they can be more climate focused?

00:51:35:09 - 00:51:37:20

I can start with a little bit and then you can continue.

00:51:37:20 - 00:51:40:04

So you have some like top tips that you need to share anyway.

00:51:40:04 - 00:51:42:09

But I think literacy is a massive thing.

00:51:42:09 - 00:51:45:08

So sustainability or carbon literacy is massive.

00:51:45:08 - 00:51:49:01

So carbon literacy is kind of based on climate

00:51:49:01 - 00:51:50:06

and obviously there's lots of other issues,

00:51:50:06 - 00:51:51:18

which is why I said sustainability as well.

00:51:51:18 - 00:51:56:11

But it's kind of giving yourself that base level of kind of knowledge

00:51:56:11 - 00:51:59:18

and confidence to talk about climate and ask the right questions.

00:51:59:18 - 00:52:02:09

And that's like an externally certified qualification.

00:52:02:09 - 00:52:03:15

So we did this a lot with V&A,

00:52:03:15 - 00:52:05:18

We're doing it in sports sector now,

00:52:05:18 - 00:52:08:13

and you have kind of focus toolkits depending on your sector.

00:52:08:13 - 00:52:09:15

So I know there's like a

00:52:09:15 - 00:52:13:03  
an arts museums one as well,  
but it's everyone becoming literate

00:52:13:16 - 00:52:17:05  
and that really helps because it doesn't matter  
where you are in an organization

00:52:17:05 - 00:52:19:02  
or if you're by yourself  
or where you work,

00:52:19:02 - 00:52:22:08  
you can ask your partners and the people  
that you work with and other departments

00:52:22:15 - 00:52:23:12  
the right questions.

00:52:23:12 - 00:52:26:11  
So I think the literacy thing  
is an absolutely massive piece.

00:52:27:05 - 00:52:30:06  
And then things that we did at  
the V&A were around

00:52:30:14 - 00:52:32:03  
kind of catering to what people wanted.

00:52:32:03 - 00:52:33:21  
If they wanted to know more  
about procurement

00:52:33:21 - 00:52:35:23  
or if they wanted to know more  
about biodiversity,

00:52:35:23 - 00:52:38:00  
we put on those training sessions  
for them.

00:52:38:04 - 00:52:40:04  
So again,  
they could just feel a bit more confident

00:52:40:04 - 00:52:42:19  
and knowledgeable  
and have a space to ask the questions

00:52:43:01 - 00:52:45:01  
they don't feel  
they can ask anywhere else.



00:52:45:08 - 00:52:46:16  
And that really helped.

00:52:46:16 - 00:52:50:18  
And I think my last thing was  
really around and finance and investments.

00:52:50:18 - 00:52:54:14  
So in terms of making impact,  
anything from pensions

00:52:54:14 - 00:52:57:15  
to any kind of investment,  
that's where you can make a massive impact

00:52:57:22 - 00:53:00:16  
when it comes to climate  
and actually thinking about

00:53:00:21 - 00:53:03:09  
where these funds are kind of put.

00:53:04:07 - 00:53:07:05  
Yeah, I would agree with Sara  
in terms of education is key.

00:53:07:12 - 00:53:11:18  
I think, especially when it comes  
to creating cultures of sustainability

00:53:11:18 - 00:53:15:01  
within organizations,  
everyone needs to feel part of it.

00:53:15:07 - 00:53:18:20  
It is not effective if you just go to  
someone and just say, okay, you now

00:53:18:20 - 00:53:21:23  
have to do it this way  
because we have this senior level policy

00:53:22:01 - 00:53:24:08  
and it's changing your job  
and you have no say in it.

00:53:24:13 - 00:53:28:11  
It's much, much easier to invite people  
to be part of the conversation,

00:53:28:20 - 00:53:31:23  
give them a sense of ownership,  
make sure that they're a part of it,

00:53:31:23 - 00:53:36:00  
because then once motivation factor,  
we've learned it's much

00:53:36:15 - 00:53:41:01  
more impactful to be able to have  
people be proud of what they're doing

00:53:41:01 - 00:53:43:01  
rather than just  
going through the motions.

00:53:43:01 - 00:53:45:00  
So I think education is hugely key.

00:53:45:00 - 00:53:48:03  
As I mentioned before,  
you know, we if we have the critical

00:53:48:03 - 00:53:51:11  
thinking skills, then that will be able  
to actually implement them.

00:53:51:11 - 00:53:54:12  
I don't think there's anyone I've ever met  
in the cultural sector who says,

00:53:54:12 - 00:53:57:23  
I don't care about the planet  
and I'm just here, you know, because

00:53:58:14 - 00:54:00:22  
I want to and I'm not interested in

00:54:01:06 - 00:54:03:15  
doing anything differently  
if that has a better impact.

00:54:03:23 - 00:54:08:01  
So it's really easy  
for us to be able to empower people

00:54:08:01 - 00:54:09:21  
by giving them the tools and resources.

00:54:09:21 - 00:54:12:14  
We're talking about resource overload,  
but we'll just call it the knowledge

00:54:13:11 - 00:54:14:24  
to be able to make the right decisions.

00:54:16:01 - 00:54:17:16

Yeah, and I think the second part,

00:54:17:16 - 00:54:19:22  
the first part of your question  
rather, in terms of,

00:54:20:19 - 00:54:25:05  
you know, what institutions can do,  
it does depend on the institution

00:54:25:05 - 00:54:27:17  
and what and you have to kind of see  
what their impact is.

00:54:27:17 - 00:54:31:22  
But everything from looking  
at your climate control

00:54:31:22 - 00:54:34:23  
to looking at your procurement strategy,  
that's a huge one.

00:54:35:14 - 00:54:38:23  
Also your accessibility aspects in terms  
of where your visitors are

00:54:38:23 - 00:54:41:17  
coming from, how they're getting there, is  
it, you know,

00:54:41:24 - 00:54:45:05  
your institution  
accessible by public transport.

00:54:46:12 - 00:54:49:10  
You know, there's  
there's a lot of different entry levels.

00:54:49:10 - 00:54:51:24  
So it's always a lot of

00:54:52:23 - 00:54:55:21  
a lot of the time it's really helpful  
to start with like a carbon audit.

00:54:56:01 - 00:55:00:19  
And I have to be very wary of this  
because I'm obviously very much pro

00:55:00:20 - 00:55:03:09  
doing carbon calculations,  
but I don't want you to spend

00:55:03:09 - 00:55:06:09

too much time there  
because that's actually a means to an end.

00:55:06:09 - 00:55:08:15  
It's just a tool. It's not the end result.

00:55:08:15 - 00:55:11:00  
I think that's very dangerous  
because a lot of institutions

00:55:11:01 - 00:55:14:10  
spend so much time and money  
measuring every little detail

00:55:14:14 - 00:55:17:19  
and then they go look at our beautiful  
carbon report and it's like,

00:55:17:19 - 00:55:20:16  
Cool, what are we going to do with that?

00:55:20:22 - 00:55:24:24  
So it's actually like it should be, here's  
our carbon, here's our baseline.

00:55:25:02 - 00:55:28:02  
Now here are the things that we have  
the opportunity to improve on

00:55:28:02 - 00:55:30:18  
and look how fabulous we're doing  
now. Look at the before and after.

00:55:30:18 - 00:55:35:04  
It's not about the before  
being the the ends to the end point. So

00:55:36:13 - 00:55:38:23  
start with the carbon calculation,  
but a simple one.

00:55:38:23 - 00:55:40:18  
Can I just- on that

00:55:40:18 - 00:55:43:10  
because I think that question  
was a grounding one in a sense.

00:55:43:10 - 00:55:46:17  
Perhaps I can ask you guys  
if you could answer succinctly,

00:55:48:11 - 00:55:50:07  
have you experienced taking

00:55:50:07 - 00:55:52:18  
a difficult resistant organization

00:55:53:06 - 00:55:55:14  
towards being environmentally responsible

00:55:55:23 - 00:55:58:04  
and what did you do to turn them around?

00:55:59:17 - 00:56:00:14  
Absolutely

00:56:00:14 - 00:56:02:22  
I wouldn't say it's organizations  
necessarily.

00:56:02:22 - 00:56:05:11  
I would say departments almost.

00:56:06:07 - 00:56:09:08  
I worked at the University of East  
London years ago, many years ago-

00:56:09:09 - 00:56:13:23  
awesome crazy place- and the -universities  
are, especially ones in East London-

00:56:13:23 - 00:56:17:16  
but it was,  
there was departments that very much

00:56:17:18 - 00:56:18:23  
there was a maintenance department.

00:56:18:23 - 00:56:22:17  
So very much, 'no, we don't do that  
because A we don't know how to

00:56:22:17 - 00:56:25:01  
and that's too much work  
and we're not going to'.

00:56:25:05 - 00:56:27:17  
And it was just something really basic  
like LED lighting.

00:56:27:17 - 00:56:28:20  
This was like back in the day.

00:56:28:20 - 00:56:31:20  
Things have moved on from that,  
but it was just something really simple

00:56:32:01 - 00:56:35:04  
and it was well, actually what Caitlin  
said is making people feel it was part of

00:56:35:04 - 00:56:38:14  
their idea  
is actually what then made them advocates.

00:56:38:24 - 00:56:40:23  
And after doing that initial projects,

00:56:40:23 - 00:56:43:12  
they were then coming to me  
with other ideas and other projects.

00:56:43:12 - 00:56:45:03  
They could do this other great energy

00:56:45:03 - 00:56:47:01  
efficiency stuff  
and actually why aren't we doing more?

00:56:47:01 - 00:56:49:00  
And we could do this  
and we could ask the money for this.

00:56:49:00 - 00:56:53:01  
And so again, it was that and making them  
feel like it's part of their

00:56:53:13 - 00:56:56:10  
that part of their idea, making it easy.

00:56:56:10 - 00:56:58:19  
So I'll do all your business bids for you.

00:56:58:19 - 00:57:01:06  
But then it was that success.

00:57:01:06 - 00:57:03:04  
They'd had a success  
and it made them feel good

00:57:03:04 - 00:57:06:16  
and it was actually a better outcome  
in terms of maintaining said lights

00:57:06:16 - 00:57:07:11  
because they weren't up and down so much.

00:57:07:11 - 00:57:11:04  
That is so and you know,  
it was all those kind of co-benefits

00:57:11:13 - 00:57:13:12  
then made them just really get involved.

00:57:13:12 - 00:57:17:10  
And that was like a a micro example  
of a department within an organization.

00:57:17:15 - 00:57:19:19  
But I think the principles follow.

00:57:19:19 - 00:57:22:14  
I yes,  
I've had a lot of experience working with

00:57:23:17 - 00:57:24:23  
trying to get over hurdles.

00:57:24:23 - 00:57:28:00  
And I would say I would agree with Sara  
in terms of

00:57:28:18 - 00:57:33:03  
it's about creating that ownership  
and it's also just about meeting people

00:57:33:03 - 00:57:36:01  
where they are, especially in terms  
of like figuring out what their agenda is.

00:57:36:08 - 00:57:37:14  
And I do a lot of

00:57:37:14 - 00:57:41:04  
training and work with people in terms  
of like sustainability, communication

00:57:41:11 - 00:57:44:02  
and how to talk about sustainability  
with your colleagues,

00:57:44:02 - 00:57:46:01  
your peers,  
but also your upper management.

00:57:46:01 - 00:57:49:01  
And so times  
I get people who come to me and say, like,

00:57:49:05 - 00:57:52:16  
'I had this great idea for this project,  
but upper management won't buy in'.

00:57:53:00 - 00:57:56:13  
And you know, then I say, Well, what is

upper management's agenda right now?

00:57:57:00 - 00:58:01:01

Are they focused on the financial bottom line, in which case you need to make

00:58:01:01 - 00:58:04:05

basically a business case for this or talk about how it's going to save money.

00:58:04:10 - 00:58:06:12

By the way, this is something I wanted to mention earlier.

00:58:06:12 - 00:58:08:22

You said succinct, I'll stop talking after this.

00:58:10:10 - 00:58:11:11

Sustainability is

00:58:11:11 - 00:58:14:14

always, always, always more financially interesting.

00:58:15:05 - 00:58:18:10

It may be that it takes little bit of time like upfront investment,

00:58:18:10 - 00:58:19:22

but it will pay off in the end,

00:58:19:22 - 00:58:23:19

especially when it comes to how much money are we spending on disaster relief.

00:58:24:01 - 00:58:28:06

So always that is a good but it is about finding out

00:58:28:06 - 00:58:32:15

what people's agenda is and are and how you can align it.

00:58:32:15 - 00:58:35:15

So seeing like, okay, if you're interested in the financial aspect,

00:58:35:22 - 00:58:39:00

I'm going to come at this with you as like a business case

00:58:39:00 - 00:58:42:02

or if you're interested



in upping our numbers of visitors,

00:58:42:02 - 00:58:43:16

I'm going to come at you  
with this project,

00:58:43:16 - 00:58:47:06

but I'm going to say that, you know, it's  
going to increase our traffic.

00:58:47:06 - 00:58:50:16

So it's about finding  
where people's interests are

00:58:50:16 - 00:58:52:23

and then aligning your agenda  
to their agenda.

00:58:53:18 - 00:58:54:21

Thank you.

00:58:54:21 - 00:58:59:09

Another and then we have a question  
also on this side.

00:58:59:11 - 00:59:00:03

Few rows down

00:59:01:05 - 00:59:04:12

Hi. I'm  
going to hopefully not take too much time,

00:59:04:12 - 00:59:08:08

but I've got two questions if I may  
and one is around

00:59:09:00 - 00:59:13:05

We did a carbon footprint measurement  
and actually we're a small organization.

00:59:13:05 - 00:59:17:23

We don't do lots of kind of shipping,  
We don't have any climate control.

00:59:18:07 - 00:59:21:09

And our biggest carbon footprint  
is actually our audiences travel.

00:59:22:03 - 00:59:26:15

And as a kind of post-COVID,  
when we did the kind of level,

00:59:27:09 - 00:59:30:08

figures were quite low

and they're getting bigger and therefore

00:59:30:12 - 00:59:31:18  
the impact on carbon

00:59:31:18 - 00:59:35:19  
is actually increasing as our  
audience figures kind of grow back up.

00:59:36:09 - 00:59:40:02  
So that's, if you have any ideas about  
how to kind of deal with audience figures.

00:59:40:14 - 00:59:43:23  
And then the second one was  
just we're hoping to get some expertise

00:59:43:23 - 00:59:48:23  
on our trustee around environmentalism  
and environmental sustainability,

00:59:49:11 - 00:59:53:00  
and we just haven't found anyone really  
that's kind of coming forward.

00:59:53:00 - 00:59:56:19  
So any ideas about where  
to find kind of trustees that would be

00:59:56:19 - 00:59:58:09  
really helpful on a board.

01:00:00:18 - 01:00:02:05  
Trustees...

01:00:02:05 - 01:00:05:04  
So I don't live in the UK,  
so I'll answer one and you answer two.

01:00:05:04 - 01:00:06:13  
That works.

01:00:06:13 - 01:00:09:22  
And I find this a lot actually, because  
I get asked to be a trustee of lot places

01:00:10:04 - 01:00:12:24  
and because you're a bit of a unicorn  
working in sustainability

01:00:12:24 - 01:00:14:07  
but also not being white,

01:00:14:07 - 01:00:16:03

they always check on like,  
is it because I'm increasing

01:00:16:03 - 01:00:18:00  
the diversity of your board  
or you want my expertise

01:00:18:00 - 01:00:19:16  
people? Just going to put that out there.

01:00:19:16 - 01:00:23:10  
But I think the way to ask  
is a lot of people don't know

01:00:23:11 - 01:00:24:21  
that they could be a trustee.

01:00:24:21 - 01:00:29:01  
And I think it's. I used to work in engineering  
and there's lots of awesome

01:00:29:01 - 01:00:29:22  
sustainability people

01:00:29:22 - 01:00:32:20  
who work in loads of engineering  
consultancies like around the country.

01:00:33:00 - 01:00:36:02  
And I think it's almost  
there isn't like a broker space,

01:00:36:02 - 01:00:39:17  
but it's always advertising in spaces  
that maybe you wouldn't think.

01:00:40:00 - 01:00:43:13  
And to try and get these sustainability  
professionals say

01:00:43:14 - 01:00:47:06  
there are like organizations like IEMA,  
Institute of environmental management

01:00:47:06 - 01:00:50:04  
professionals,  
advertising those kind of spaces.

01:00:50:10 - 01:00:53:24  
And but- sorry I wanted to give  
a more practical response than that.

01:00:54:03 - 01:00:55:19  
But yeah, there's IEMA

which is a good place

01:00:55:19 - 01:00:58:11  
to kind of advertise,  
but just even just getting it out

01:00:58:11 - 01:01:01:11  
like a lot of word of mouth  
and finding people on LinkedIn

01:01:01:11 - 01:01:02:12  
that have kind of sustainability,

01:01:02:12 - 01:01:04:18  
there's lots of networks,  
you know, there's a,

01:01:05:02 - 01:01:08:07  
a network of sustainability professionals  
in higher education.

01:01:08:18 - 01:01:12:02  
That's a whole pool of trustees, there's loads of  
sustainability people in that network,

01:01:12:06 - 01:01:14:01  
it's the same network  
for local authorities.

01:01:14:01 - 01:01:16:12  
There's like all these people do exist.

01:01:16:12 - 01:01:19:14  
And I guess it's  
just how you maybe cleverly

01:01:19:14 - 01:01:23:11  
use your social media or use email  
or do some direct approaches.

01:01:23:11 - 01:01:25:05  
That's another thing that can work.

01:01:25:05 - 01:01:27:22  
I think people that just see general  
like sustainability searches

01:01:28:05 - 01:01:31:16  
and then just ask because a lot of people  
I know definitely doing

01:01:31:16 - 01:01:35:01  
trustee stuff in different places  
over a different number of years

01:01:35:09 - 01:01:37:14  
don't think that they can do that role.

01:01:37:14 - 01:01:41:10  
They see it as a really big and accessible  
thing or something they don't have time for

01:01:41:16 - 01:01:42:14  
or expertise for.

01:01:42:14 - 01:01:46:12  
So it's almost like that two way thing of  
you want their environmental expertise,

01:01:46:16 - 01:01:49:23  
but you also want them  
feel that they're capable

01:01:49:23 - 01:01:53:07  
of contributing and kind of laying out how  
and why they could.

01:01:53:07 - 01:01:56:09  
So I think, yeah, contact  
like the profession that works for IEMA.

01:01:56:15 - 01:01:59:18  
But then you see social media  
and find people with sustainability

01:01:59:18 - 01:02:02:01  
or environment and their job titles.  
And if they're interested,

01:02:02:10 - 01:02:03:02  
just ask.

01:02:04:12 - 01:02:07:16  
And I will answer your first question,

01:02:07:16 - 01:02:09:23  
and that's a great question  
and a very difficult one.

01:02:10:13 - 01:02:12:24  
A lot of cultural institutions,  
their biggest carbon

01:02:12:24 - 01:02:17:00  
footprint is their audience,  
because of course you can't control

01:02:17:00 - 01:02:19:24

where people are coming from  
or how they got there.

01:02:20:04 - 01:02:23:11  
And you don't want to say, I'm sorry,  
you can't come unless you came by train.

01:02:24:09 - 01:02:25:23  
Although I did have a museum once

01:02:25:23 - 01:02:27:09  
tell me they were going do that.

01:02:27:09 - 01:02:29:08  
But then of course,  
that's like not accessible.

01:02:29:08 - 01:02:31:14  
So anyway, that doesn't work, right?

01:02:31:20 - 01:02:34:15  
So how do we make sure  
that our doors are open

01:02:34:15 - 01:02:38:09  
to everyone who wants to come  
and we are being accessible and inclusive?

01:02:38:09 - 01:02:42:06  
And I could get into a whole discussion  
about inclusivity versus belonging, but

01:02:42:06 - 01:02:43:02  
we don't have time for that.

01:02:44:08 - 01:02:45:13  
But we

01:02:45:13 - 01:02:48:09  
but also,  
course, look at your carbon footprint.

01:02:48:09 - 01:02:51:18  
And I think that there's there's basically  
two things that you need to do here.

01:02:51:24 - 01:02:53:13  
Well, maybe three.

01:02:53:13 - 01:02:55:14  
One is transparency.

01:02:55:14 - 01:02:58:15  
A lot of people don't really think about

01:02:59:04 - 01:03:02:07  
their carbon footprint of their mobility  
or their travel.

01:03:02:13 - 01:03:05:01  
So is this a great learning opportunity.

01:03:05:07 - 01:03:08:16  
And you can,  
you know, talk, have something

01:03:08:16 - 01:03:13:04  
in your entry way that talks about  
did you get here by foot?

01:03:13:04 - 01:03:15:06  
You know, then it's zero carbon footprint.

01:03:15:06 - 01:03:18:21  
Did you get here by bike then it's this,  
did you get here by car then it's this.

01:03:18:21 - 01:03:20:15  
Did you get here by bus or train?

01:03:20:15 - 01:03:21:24  
Did you get here by plane?

01:03:21:24 - 01:03:24:08  
So it's an educational moment  
for your visitors

01:03:25:16 - 01:03:30:09  
and of course, the next step of this  
would be offer, like trying to curb that.

01:03:30:09 - 01:03:31:23  
So you could provide, for example,

01:03:31:23 - 01:03:35:04  
incentives for people who come by bike  
or public transport.

01:03:35:22 - 01:03:40:22  
You can also make sure that you are  
accessible by public transport.

01:03:40:22 - 01:03:45:08  
I know that can be difficult sometimes,  
but there's definitely at least lobbying

01:03:45:12 - 01:03:48:04  
you could do if there's changing

a bus route, for example.

01:03:48:23 - 01:03:49:15

And then of course,

01:03:49:15 - 01:03:54:01

this brings up the whole conversation of  
and I'm using air quotes here, offsetting.

01:03:55:10 - 01:03:55:23

Basically

01:03:55:23 - 01:03:58:05

right now how a lot of organizations

01:03:59:00 - 01:04:03:00

cope with these issues  
that they don't really have control over,

01:04:03:00 - 01:04:06:21

it's usually called scope  
three, is by offsetting

01:04:06:21 - 01:04:10:10

their carbon emissions which basically  
means taking a bunch of money

01:04:10:10 - 01:04:15:00

and putting it into a program  
that will offset or balance out the carbon.

01:04:15:00 - 01:04:18:04

And how this tends to work  
is that you say like, okay, I'm

01:04:18:04 - 01:04:20:24

going to put it into this program,  
which is going to plant trees in Indonesia

01:04:21:05 - 01:04:22:24

and voila, we're good.

01:04:22:24 - 01:04:25:09

There are so many problems  
with offsetting.

01:04:25:09 - 01:04:28:15

I'm not going to get into those because  
that's a whole other conversation.

01:04:28:15 - 01:04:30:16

And I don't-  
I want to hear your guys's questions



01:04:31:05 - 01:04:33:24  
if you want to  
if you want to learn more about it.

01:04:33:24 - 01:04:37:08  
John Oliver did a really fabulous  
exposé on carbon offsetting.

01:04:37:08 - 01:04:39:24  
So just find the YouTube video.  
It's like 23 minutes.

01:04:40:05 - 01:04:41:01  
Really excellent.

01:04:41:01 - 01:04:44:19  
And also a great educational tool  
for people who don't know about it.

01:04:44:23 - 01:04:46:05  
So share it with your friends.

01:04:47:08 - 01:04:49:03  
But basically the the

01:04:49:03 - 01:04:54:00  
short term solution for this is there  
are things called strategic climate funds,

01:04:54:12 - 01:04:57:00  
and those are more or less

01:04:57:02 - 01:05:01:16  
pre vetted funds that have  
immediate impact within the seven year

01:05:01:16 - 01:05:05:00  
framework that we have to tackle  
and curb this issue.

01:05:05:10 - 01:05:08:01  
Because one of the big problems  
we have with carbon offsetting is

01:05:08:01 - 01:05:11:02  
that, you know, if you plant a tree  
then it takes ten years for the

01:05:11:02 - 01:05:14:16  
tree to actually sequester the carbon  
that you emitted in the first place.

01:05:14:23 - 01:05:17:10  
And by that time

that tree is probably already cut down.

01:05:17:16 - 01:05:18:21

So it doesn't work.

01:05:18:21 - 01:05:22:11

But there are projects and programs that are absolutely amazing

01:05:22:11 - 01:05:24:09

that have immediate.

01:05:24:09 - 01:05:27:10

My personal favorite is one called Art To Acres.

01:05:27:22 - 01:05:28:22

It's an organization.

01:05:28:22 - 01:05:33:06

They're based in the United States, but they take money

01:05:33:06 - 01:05:38:07

and buy at risk land in primarily South America and Central America.

01:05:38:14 - 01:05:42:21

So if there's land that has been earmarked for being turned into agricultural farm land,

01:05:43:13 - 01:05:44:23

which we know is one of the biggest

01:05:44:23 - 01:05:48:08

carbon issues or actually greenhouse gas issues in the world,

01:05:48:18 - 01:05:52:23

they will buy it up and then donate it to indigenous people or to governments.

01:05:52:23 - 01:05:56:07

So it's actually a way to have a huge, huge impact immediately.

01:05:57:00 - 01:06:00:09

The Gallery Climate Coalition has a whole list of strategic

01:06:00:09 - 01:06:03:18

climate funds as well as some information around communicating about them.

01:06:04:00 - 01:06:06:07

And once again,  
this is a great opportunity

01:06:06:07 - 01:06:09:21

to build awareness with your audiences  
by showcasing what you're doing

01:06:09:21 - 01:06:14:08

and teaching them about strategic  
climate funds, as well as how

01:06:14:08 - 01:06:17:04

you guys are grappling with offset  
are not offset, offsetting,

01:06:17:20 - 01:06:19:13

grappling with your carbon footprint.

01:06:21:10 - 01:06:22:14

Another question, please.

01:06:22:14 - 01:06:23:09

Thank you.

01:06:24:22 - 01:06:27:01

Hello, I'm Rowan from Wild Rumpus

01:06:27:01 - 01:06:29:16

and our work is all about nature  
connectedness,

01:06:29:16 - 01:06:32:10

so I'm aware that I might be living  
in a bit of an echo chamber

01:06:32:14 - 01:06:33:24

when it comes to this conversation.

01:06:33:24 - 01:06:37:16

But I guess my question is about  
how we balance as a sector

01:06:37:20 - 01:06:40:07

the fact that lots of people,  
lots of organizations in this room

01:06:40:07 - 01:06:44:16

and the wider sector are really deep in  
this work and are kind of leading the way

01:06:44:16 - 01:06:46:11

and our best practice,

01:06:46:11 - 01:06:48:20  
alongside organizations  
who are earlier in their journey.

01:06:48:20 - 01:06:50:14  
There's been a lot of talk today  
about kind of starting

01:06:50:14 - 01:06:54:12  
points, barriers to start,  
and it feels like we're way past starting.

01:06:54:12 - 01:06:58:05  
So it feels a little bit about  
how can we have this conversation in an

01:06:58:05 - 01:07:02:06  
inclusive way whilst honoring the real  
like quality, deep work that's happening?

01:07:04:21 - 01:07:07:14  
Oh, I think communication is key.

01:07:07:14 - 01:07:10:24  
I think one of the biggest problems  
we have in the sector is that there

01:07:10:24 - 01:07:13:23  
is so much amazing work going on there  
and people don't know about.

01:07:14:20 - 01:07:19:14  
I firmly, firmly believe  
that the best chance we have at succeeding

01:07:19:14 - 01:07:23:02  
in this transformation to a sustainable  
future is by working together

01:07:23:07 - 01:07:26:04  
and by peer to peer knowledge  
exchange and,

01:07:26:04 - 01:07:30:00  
you know, inspiring each other  
through through active storytelling.

01:07:30:06 - 01:07:34:13  
So if you're doing amazing things,  
showcase it, tell people about it,

01:07:34:17 - 01:07:36:10  
go to conferences and speak about it,

01:07:36:10 - 01:07:39:00  
put it on your social media,  
put it on your website,

01:07:39:16 - 01:07:42:03  
tell as many allies as you can  
about what you're doing

01:07:42:03 - 01:07:43:07  
so that you can inspire them to

01:07:43:07 - 01:07:44:08  
do the same thing.

01:07:44:08 - 01:07:46:01  
Because that is one of the biggest  
problems,

01:07:46:01 - 01:07:50:03  
is that people don't know  
who is leading the way in this and and,

01:07:50:03 - 01:07:53:04  
you know, consequently  
aren't doing it themselves.

01:07:53:24 - 01:07:55:19  
I absolutely get that  
because it can be really hard

01:07:55:19 - 01:07:58:05  
when you have a very diverse sector  
where you've got

01:07:58:20 - 01:08:02:07  
some people who are just starting out  
and do need that initial how do we start?

01:08:02:07 - 01:08:06:17  
But it feels for others that the same  
conversation they had that years ago

01:08:06:17 - 01:08:08:15  
and they're way past that  
and they need something else.

01:08:08:15 - 01:08:10:11  
And I think there is something to be said

01:08:10:11 - 01:08:14:07  
for clustering organizations  
and finding like-minded organizations

01:08:14:07 - 01:08:18:08

who are kind of like where you are to  
then say, well, what could we do next?

01:08:18:08 - 01:08:21:12

How are we going to challenge ourselves  
and push ourselves to do the next thing?

01:08:21:12 - 01:08:25:08

Because we are beyond the basics  
and we've kind of done that now and again,

01:08:25:08 - 01:08:26:22

It's that how everything-

01:08:26:22 - 01:08:28:10

everything needs to be tailored  
to be meaningful

01:08:28:10 - 01:08:30:03

and it is very difficult to do that.

01:08:30:03 - 01:08:33:15

But I think there is something  
about finding your circle

01:08:33:15 - 01:08:36:12

or group of organizations  
who are in a similar space

01:08:36:20 - 01:08:40:10

and then challenging each other,  
but then also, yeah, telling

01:08:40:10 - 01:08:41:13

people about what you've done.

01:08:41:13 - 01:08:44:13

But is there a way to kind of mentor  
those a little bit further behind

01:08:44:19 - 01:08:48:14

and to bring them along so that everyone  
comes up to the level quicker?

01:08:48:19 - 01:08:49:05

As we said

01:08:49:05 - 01:08:53:01

there isn't that much time for us  
to be having the basics conversation,

01:08:53:01 - 01:08:55:05

which are kind of conscious  
that some of what we've talked about

01:08:55:10 - 01:08:59:19  
is the starting out stuff, whereas  
actually it needs to be embedded faster

01:09:00:02 - 01:09:03:21  
and but those that have done  
it can bring everyone along faster.

01:09:04:17 - 01:09:08:07  
Hi, Natalie from Trigger.  
We make large scale outdoor

01:09:08:12 - 01:09:11:18  
public work that's often attended  
by tens of thousands of people.

01:09:12:14 - 01:09:15:15  
And we've got two projects  
where we've created them and they're

01:09:15:15 - 01:09:18:12  
down to two shipping containers  
and 20 people on the road.

01:09:18:21 - 01:09:22:21  
PoliNations is now eight people  
on the road less shipping containers.

01:09:22:21 - 01:09:25:17  
And now we're working towards  
creating a conceptual piece of work

01:09:25:17 - 01:09:29:21  
which is no people on the road  
and just a piece of paper basically,

01:09:29:21 - 01:09:31:23  
that tells them  
how to make in their location.

01:09:32:07 - 01:09:35:23  
And I was interested to hear from you,  
Sara, when you were saying,

01:09:35:23 - 01:09:37:14  
how can we do more for less?

01:09:37:14 - 01:09:40:11  
And I just wondered  
if you could talk about any new approaches

01:09:40:11 - 01:09:43:14  
where you're seeing other arts

and cultural organizations

01:09:43:14 - 01:09:48:06  
doing more for less and any kind of good  
examples that we can look to?

01:09:49:09 - 01:09:50:04  
That's a good one.

01:09:50:04 - 01:09:51:20  
I feel like I've been in sport for a year.

01:09:51:20 - 01:09:55:19  
so I haven't been embedded in like culture  
for a while- well that bit of culture-

01:09:55:19 - 01:09:57:05  
Sport is culture, I need to always remember

01:09:57:05 - 01:09:59:16  
that. sport is culture,  
that it's no division.

01:09:59:16 - 01:10:01:22  
What I mean is kind of art and design.

01:10:02:03 - 01:10:06:01  
And I think we had a lot around  
virtual careering, but it sounds like

01:10:06:01 - 01:10:10:04  
you've kind of tackled that stuff already  
where it was all kind of done online.

01:10:10:05 - 01:10:12:11  
I think that's the kind of biggest thing  
I could think of

01:10:12:11 - 01:10:15:16  
It was the reducing the number of people  
that were being shipped around

01:10:16:00 - 01:10:17:22  
with the thing, or whatever

01:10:17:22 - 01:10:19:18  
the artwork is. I don't know  
if you've come across anything

01:10:19:18 - 01:10:21:13  
that more exciting more recently.

01:10:21:13 - 01:10:23:23  
I will be at the



event tonight. Come find me.