



Sustainability nudge to help organisations embrace their ESG journey

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Introduction to sustainability nudge

Although many companies are aware that [sustainability is increasingly becoming a pressing issue](#) which needs to be addressed, the path may seem daunting and uncertain. The number of Environmental, Social and Governance (ESG) topics such as diversity and inclusion in the workplace, carbon emissions or biodiversity can be overwhelming and are uncharted territories for many organisations. From the unnerving question of where to begin to the financial constraints whispering, “Maybe next year?” and the uneven results of past initiatives, the path to sustainability appears complex.

In this report, we aim to help organisations get started on their ESG journey. BJ Fogg, a leading behavioural scientist who founded the Behavior Design Lab at Stanford University mentions in his famous book titled “Tiny Habits” that **habits need to start tiny to become transformative**¹. In that sense, the “go big or go home” approach is often doomed to fail as new habits often last no longer than a few days or weeks. This is not to say that organisations should not draft ambitious sustainability plans. There is a clear need for immediate action to curb carbon emissions and engage in sustainable business practices. As UN Secretary-General António Guterres said, “the era of global boiling has arrived.”² However, implementation failure and inaction impose a substantial cost on the planet—an expense we can no longer bear. Therefore, we provide actionable small steps to help organisations overcome inaction and improve success rate of sustainability plan implementation.

We leverage Nudge theory from economics to provide practical and actionable examples to help organisations shift towards more sustainable behaviours. The concept of nudge was popularised by Nobel laureates Richard Thaler and Cass Sunstein in their influential book, “Nudge: Improving Decisions About Health, Wealth, and Happiness”³. **Nudges are small scale interventions that shift individual behaviours without specific incentives or disciplinary threats.** Most of human behaviours happen unconsciously in reaction to a range of stimuli.

Therefore, individuals are often not conscious of the presence of the nudge, they simply react to it automatically. For instance, colourful paintings on a staircase make it more appealing and so a higher number of individuals choose to take the stairs over the lift.

This field of research has been growing significantly over the past few years, with many governments or state agencies across the world setting ad hoc Nudge units for policy making purposes. The Organisation for Economic Co-operation and Development (OECD) has been a key player in monitoring the global expansion of Behavioural Insights (BI) (which include the use of nudges), compiling data from over 300 institutions in 63 countries⁴. The proliferation of BI units, with around half emerging in the last five years, underscores the growing acknowledgement of nudge’s effectiveness. Notable examples include the Australian Government’s Behavioural Economics Team (BETA)⁵ and the Behavioural Insights Units in New South Wales⁶ and Victoria⁷.

Nudges also bear great potential for organisations to steer behaviours of their employees, suppliers, customers and other stakeholders. **Our report presents a number of successful nudges that organisations can implement to reduce their energy consumption (and thereby their carbon footprint), water consumption, waste, impact on nature, and workplace inequalities.** These nudges can be a first step in an organisation’s ESG journey before scaling up efforts. Ultimately, it is all about getting started and these small steps can lead to transformative practices.



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¹ Fogg, B. J. (2020). Tiny habits. The Small Changes That change everything. Hardcover.

² [UN chief warns ‘era of global boiling’ has arrived | Reuters](#)

³ Thaler, R. H., & Sunstein, C. R. (2009). Nudge: Improving decisions about health, wealth, and happiness. Penguin.

⁴ [Mapping the global behavioural insights community - Observatory of Public Sector Innovation \(oecd-opsi.org\)](#)

⁵ [Behavioural Economics | Behavioural Economics \(pmc.gov.au\)](#)

⁶ [Behavioural Insights Unit | NSW Government](#)

⁷ [Behavioural Insights Unit | vic.gov.au \(www.vic.gov.au\)](#)

Climate change and sustainability: a rapidly evolving landscape

“We are the first generation to feel the effect of climate change and the last generation who can do something about it.” –President Obama⁸

What is climate change?

Climate change threatens our way of life and our way of life amplifies climate change. The increasing concentration of greenhouse gases (GHG) (carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulphur hexafluoride (SF₆)) in the atmosphere leads to rising temperatures and the problems we are facing now are extreme weather events, heatwaves, bushfires, rising sea levels and water scarcity.

Human activities are responsible for that change and governments, businesses and individuals all have a role to play to reduce GHG emissions. At an international level, the signatory countries of the Climate Agreement at the COP 21 pledged to limit global warming to well below 2°C. In Australia, the Federal Government has pledged to reduce carbon emissions by 43% from 2005 levels by 2030 and achieve net-zero emissions (i.e. “a situation where global GHG emissions from human activity are in balance with emissions reductions”⁹ by 2050). This collective commitment urges organisations to synchronise their efforts seamlessly with these overarching sustainability goals.

Regulatory landscape

The regulatory landscape around climate-related disclosure is rapidly changing with the issuance of IFRS S1/S2 at the international level, ESRS E1 as part of the Corporate Sustainability Reporting Directive (CSRD) in the European Union, and the Climate-related disclosure rule that is to be released by the Securities and Exchange Commission (SEC) in the US. In Australia, the Australian Accounting Standard Board (AASB) has issued for consultation a draft standard for disclosure of climate-related financial information¹⁰ that is expected to be finalised in the first half of 2024. The Australian Government is yet to [decide if the standard will be mandatory](#) for a broad range of Australian businesses¹¹.

Besides, regulators are cracking down on businesses that make misleading environmental claims (also commonly referred to as Greenwashing). The Australian Competition & Consumer Commissions (ACCC) issued in December 2023 a guide that reminds businesses that making false or misleading environmental claims contravene with the Australian Consumer Law¹². It highlights 8 principles that businesses should follow when making environmental claims such as making sure that the business has reliable data to substantiate its claims, whether it is about net zero emissions or other sustainability topics.

⁸ <https://obamawhitehouse.archives.gov/the-press-office/2014/09/23/remarks-president-un-climate-change-summit>

⁹ [What does net zero emissions mean and how can we get there? | World Economic Forum \(weforum.org\)](https://www.weforum.org/articles/2015/01/what-does-net-zero-emissions-mean-and-how-can-we-get-there/)

¹⁰ https://www.aasb.gov.au/admin/file/content105/c9/AASBED_SR1_10-23.pdf

¹¹ [Climate-related financial disclosure: exposure draft legislation | Treasury.gov.au](https://www.treasury.gov.au/Climate-related-financial-disclosure-exposure-draft-legislation)

¹² [Making environmental claims - A guide for business | December 2023 \(accc.gov.au\)](https://www.accc.gov.au/making-environmental-claims-a-guide-for-business)



Greenhouse gas emissions

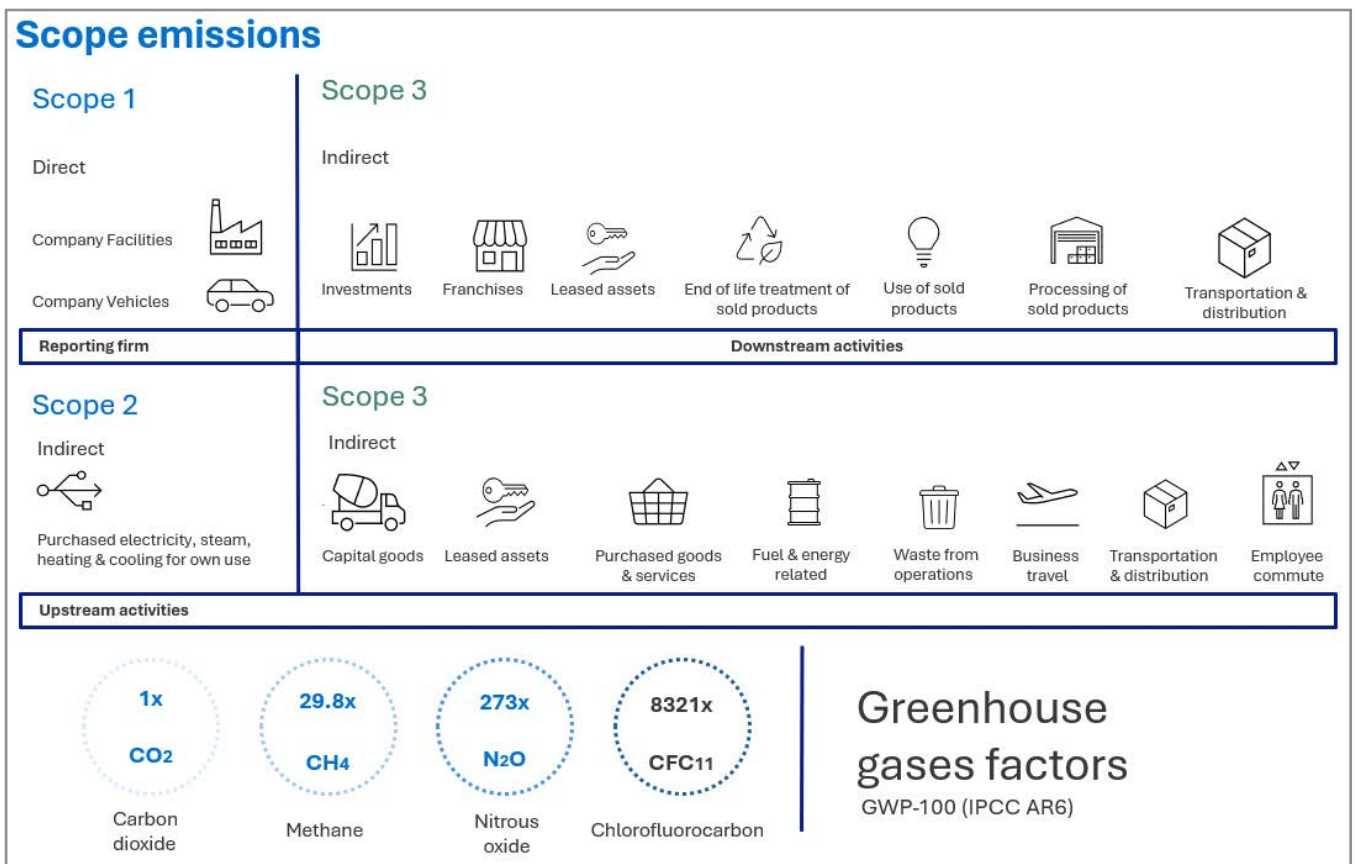
Carbon accounting: The different categories of GHG emissions

For the purpose of GHG inventorying, all the different GHG gases are converted into CO2 equivalents (CO2e) based on their global warming potential and categorised according to three different scopes.

Scope 1 relates to “direct GHG emissions [that] occur from sources that are owned or controlled by the company, for example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc.”¹³.

Scope 2 includes emissions from the production of electricity (e.g., from the burning of coal) that is purchased and consumed by the company.

Scope 3 includes all other emissions that are “a consequence of the activities of the company, but occur from sources not owned or controlled by the company”¹⁴ such as purchased materials or sold products. Scope 3 includes both upstream and downstream activities as per the figure below.



Adapted from GHG protocol - Corporate Value Chain (Scope 3) Accounting and Reporting Standard¹⁵

¹³ [ghg-protocol-revised.pdf \(ghgprotocol.org\)](#), p. 25

¹⁴ [ghg-protocol-revised.pdf \(ghgprotocol.org\)](#), p. 25

¹⁵ [Corporate-Value-Chain-Accounting-Reporting-Standard_041613_2.pdf \(ghgprotocol.org\)](#)



Using nudge to reduce scope 1 emissions

Organisations that rely on a diverse fleet of vehicles, including light commercial vehicles could use a simple nudge: harnessing the power of real-time feedback. By **providing instantaneous insights** on their fuel consumption to drivers and making this **information “salient”** for the driver, organisations could curtail both fuel consumption and emissions. According to the research by the University of California’s Center for Environmental Research (CERT)¹⁶, implementing this real-time feedback mechanism can lead to noticeable 6% reduction in fuel usage.

Using nudge to reduce scope 2 emissions

Reducing electricity consumption is one way to reduce scope 2 emissions and a variety of nudges have proved to be useful. This includes nudge to set temperature in an energy efficient way or adjusting the graphics of the company website.

Let’s first travel to Japan and witness the transformative influence of cultural nudges through the “CoolBiz” campaign. In this initiative, **leaders at the highest levels**, including the prime minister and Cabinet members, embraced a distinctive cultural norm—loose-fitting, short-sleeved outfits in formal settings¹⁷. This subtle but impactful act not only normalised energy-efficient behaviour, but encouraged the use of **higher temperature in air-conditioning settings** in offices in summer. This also sent a powerful message of leadership commitment. This nudge can easily be replicated by organisations and their senior executives. For instance, setting the temperature at 26 degrees rather than 24 degrees would amount to circa 20% of savings on energy cost¹⁸.

Nudging employees to take the stairs rather than the lift brings not only health benefits but also electricity savings.

For example, Volkswagen in Stockholm transformed ordinary stairs into an interactive piano. These piano stairs led to a 66% increase in stair usage compared to the lifts¹⁹. Organisations with stairs adjacent to elevators can adopt similar strategies, turning stairs into an enjoyable experience. Simple measures such as fun signage in the stairs or even a brief delay in elevator openings can save on electricity.

¹⁶ [Title \(thebearchitects.com\)](https://thebearchitects.com)

¹⁷ <https://www.bi.team/blogs/sustainability-comms-101-mastering-climate-communications-for-green-behaviour-change/>

¹⁸ [sustainability_facts.pdf \(nsw.gov.au\)](https://www.nsw.gov.au/sustainability-facts.pdf)

¹⁹ <https://www.latimes.com/archives/blogs/money-company-story/2009-10-15/volkswagen-brings-the-fun-giant-piano-stairs-and-other-fun-theory-marketing>

Organisations can also leverage the power of “default” as it is referred to in behavioural economics to reduce electricity consumption. For instance, organisation with lighting system that relies on power-hungry halogens may consider a proactive approach to save substantial money and reduce emissions by incorporating **automatic sensors**. This impact is further amplified when transitioning to **LED lighting**. LEDs not only enhance energy efficiency but also bring additional benefits, including increased durability, brighter illumination, and significantly reduced heat production²⁰.

Another example of leveraging a default option is to optimise the corporate website graphic design by changing **default font settings** or implementing on-demand image loading for instance. Given that **the internet contributes to 3.7% of global emissions**—equivalent to the entire world’s air traffic, organisations should consider shifting to a low impact website²¹.

Organisations can also harness **friendly competition** as a nudge, turning energy conservation into a collective goal. The UK government conducted an **energy saving competition** across its departments. Monthly performance tables showcasing real-time energy consumption fostered a friendly rivalry among buildings, compelling them to outperform each other in energy conservation. The outcome? A remarkable 10% reduction in overall energy consumption within one year²².

What about scope 3 emissions?

Current research in behavioural economics currently provides limited insights on practical nudges to reduce scope 3 emissions. We identified one relevant example of nudge to reduce downstream emissions associated with parcel delivery. Promoting an eco-friendly approach to parcel pickup, the message “It’s better for the environment if you can walk or cycle to pick up your parcels locally” employs a framing technique. This subtle nudge led to a 77% increase in pick-up and collect²³.

We also provide insights on nudges in relation to waste from operations in the section Waste. In the last section of the report, we suggest examples of nudges that could be implemented by organisations to reduce **carbon emissions associated with employee commute**.

²⁰ <https://www.sustainability.vic.gov.au/energy-efficiency-and-reducing-emissions/in-a-business/plant-and-equipment-energy-efficiency/reduce-lighting-costs-in-your-busines>

²¹ [Ready To Launch Your Low-Emissions Website? | Base Design](#)

²² <https://assets.publishing.service.gov.uk/media/5a79cee1ed915d6b1deb37f8/behaviour-change-and-energy-use.pdf>

²³ [Reducing van deliveries in London | The Behavioural Insights Team \(bi.team\)](#)



Nature

Organisations are increasingly being asked to assess and reduce their impacts on nature. For instance, the Task Force for Nature-related Financial Disclosures provides a relevant framework to help organisations report on their dependences and impacts on Nature as well as related risks and opportunities. This framework is voluntary but particularly relevant for some sectors such as mining, construction or agriculture.

In Australia, agriculture represents about 13% of annual greenhouse gas emissions²⁴, signifying a significant environmental footprint. This not only raises concerns about the endangerment of koalas in New South Wales but also brings attention to issues like water contamination, soil degradation, and global food security. Recognising and proactively addressing these challenges within the sector is vital.

Leveraging the power of social networks to increase sustainable behaviours

Getting information on how your peers behave influences your own behaviours. For instance, as part of a land conversion program in China, farmers were provided information on how much agricultural land their neighbour converted into forest or pasture. This simple message actually increased farmer's re-enrolment in the program²⁵, therefore leading to a shift towards practices more respectful of nature.

Organisations could use a similar approach with their suppliers. By providing suppliers with information the environmental practices of other suppliers, organisations could incentivise their suppliers to adopt more sustainable behaviours such as reducing their impacts on nature or their carbon emissions.

Using frequent reminders

Organisations can make use of frequent reminders to drive sustainable behaviours. Research has shown that many farmers often use more fertilisers than necessary²⁶. These chemicals, known for their environmental and health concerns, can adversely impact water quality, soil health, the local environment, and even human health. Pesticides also contribute to declines in bee populations, posing additional ecological challenges.

In Vietnam, a government initiative aimed to shift rice farmer's practices toward lower use of fertilisers and pesticides. A radio program was specifically designed to remind farmers about sustainable farming practices. Farmers who are exposed to more reminders, reduce their usage of pesticides and insecticides up to 60%²⁷. Moreover, the relationship between the amount of fertiliser used and resulting profit remains stable when close to the ideal level. In simpler terms, farmers can reduce fertiliser usage without compromising their finances, especially when already operating close to the optimal amount for maximising profit.

Organisations could use frequent reminders to drive sustainable behaviours of their employees but also suppliers and customers.

²⁴ [Agriculture's contribution to Australia's greenhouse gas emissions | Climate Council](#)

²⁵ <https://www.bi.team/publications/behavior-change-for-nature-a-behavioral-science-toolkit-for-practitioners/>

²⁶ [Nudging Farmers to Lower Nitrogen Pollution | GEMS \(umn.edu\)](#)

²⁷ [\(PDF\) Entertainment-education: Storytelling for the greater, greener good \(researchgate.net\)](#)



Waste

Waste poses a global challenge, transcending borders and manifesting in various forms. Chemicals seep into soils and rivers, infiltrating the broader environment. Plastic, notorious for its recycling challenges, has been found even in the Mariana Trench's Ocean depths²⁸. A colossal expanse of floating garbage, known as The Great Pacific Garbage Patch, spans three times the size of France²⁹. In Australia alone, an annual influx of over 130,000 tonnes of plastic into the ocean³⁰ exacts a detrimental toll on the environment. Moreover, from 2020 to 2021, Australia generated a staggering 75 million tonnes of waste, equating to nearly 3 tonnes per person³¹. This underscores the urgent need for comprehensive waste management strategies to address the multifaceted impact of waste on our planet.

Using sensory experiences to improve waste collection and sorting

Imagine a waste disposal experience transformed into a joyful activity with the Disco Bin³². This innovative bin lights up and plays vibrant music, turning the act of discarding waste into a playful and attractive experience. The visual and auditory feedback highlights the consequences of our actions, making individuals more willing to dispose of waste responsibly. This could potentially improve waste sorting as well. Similarly, the Ballot Bin³³ in designated smoking areas transforms cigarette disposal into an interactive experience by enabling individuals to vote with their cigarette ends. Featuring questions with two answers displayed above separate chutes, this visual engagement encourages smokers to choose a side and properly dispose of their cigarette. The transparent front of the bin reveals which side is winning, adding an element of competition. This not only reduces litter but also fosters a playful, community-driven approach to responsible disposal, turning a routine task into an engaging and environmentally conscious activity. Organisations could get inspirations from these examples to improve waste collection and sorting.

Spotlight effect to improve waste sorting

Another successful way to improve waste sorting is the addition of whimsical elements such as **googly eyes above the recycling bins**. According to an experiment conducted on the campus of a University in the UK, this simple addition led to a reduction of sorting errors by 7%³⁴. This nudge leverages the psychological impact of human nature, where the presence of eyes subconsciously prompts us to behave in a more attentive manner. By infusing this into routine tasks, this approach demonstrates how organisations can boost sustainability efforts within their operations.

Leveraging the power of default to increase waste collection

Many businesses implement company uniforms for employees, yet the responsibility for handling uniforms when they are no longer needed, damaged, or outdated often falls into a grey area. Considering the significant environmental impact of the fashion industry, responsible uniform management is crucial. One suggestion for organisations is to make it a default practice for employees to return their uniforms in exchange for new ones. This ensures proper disposal methods, preventing old uniforms from ending up in landfills. Recycling uniforms helps reduce textile waste and lessens the need for new production, contributing to a more sustainable approach.

Overall, these innovative ideas showcase how organisations can infuse creativity into sustainability initiatives. By adopting such ideas, organisations can contribute to a positive environmental impact while fostering a culture of responsibility and innovation within their workplace.

²⁸ <https://www.bbc.com/news/science-environment-48230157>

²⁹ <https://theoceancleanup.com/great-pacific-garbage-patch/>

³⁰ <https://www.cleanup.org.au/clean-up-our-waste>

³¹ <https://minister.dcceew.gov.au/plibersek/media-releases/australias-latest-waste-figures-new-report>

³² [Neat Streets BCP | Impact Report 2021 | Hubbub by HUBBUB - Issuu](#)

³³ <https://ballotbin.co.uk/>

³⁴ [Improving recycling sorting behaviour with human eye nudges | Scientific Reports \(nature.com\)](#)

Human capital

Human Resources (HR) plays a pivotal role in driving sustainability within organisations, with a specific focus on addressing social aspects. Fostering gender pay equity, cultivating an inclusive work environment, championing diversity, ensuring equal opportunities are all important issues that enable organisations to retain a talented workforce and ensure sustainable commercial success.

The Behavioral Insights Team (BIT) has developed a useful workplace equity guide that details successful nudges to improve inclusion of specific groups, including women, Indigenous peoples, people with disabilities, and members of visible minorities. Below we highlight a few examples of nudges that are relevant for organisations.

Using priming to foster workplace equity

Some organisations are male dominated and are willing have a more diverse workforce. However, they may struggle to attract female candidates when recruiting. One effective way to increase the number of female applicants is to use priming to provide cues that the job position is relevant for women. Research found that using words such as **leader or competitive in the job ads may discourage women** from applying as women assume that the role is in a male-dominated team in which they are unlikely to fit³⁵. Removing any biased language from job ads can help increase gender diversity in the workplace.

Similarly, stating **flexible working arrangements** in job ads and presenting experience in terms of years rather than specific dates, contributes to reducing potential biases and improving workplace equity.

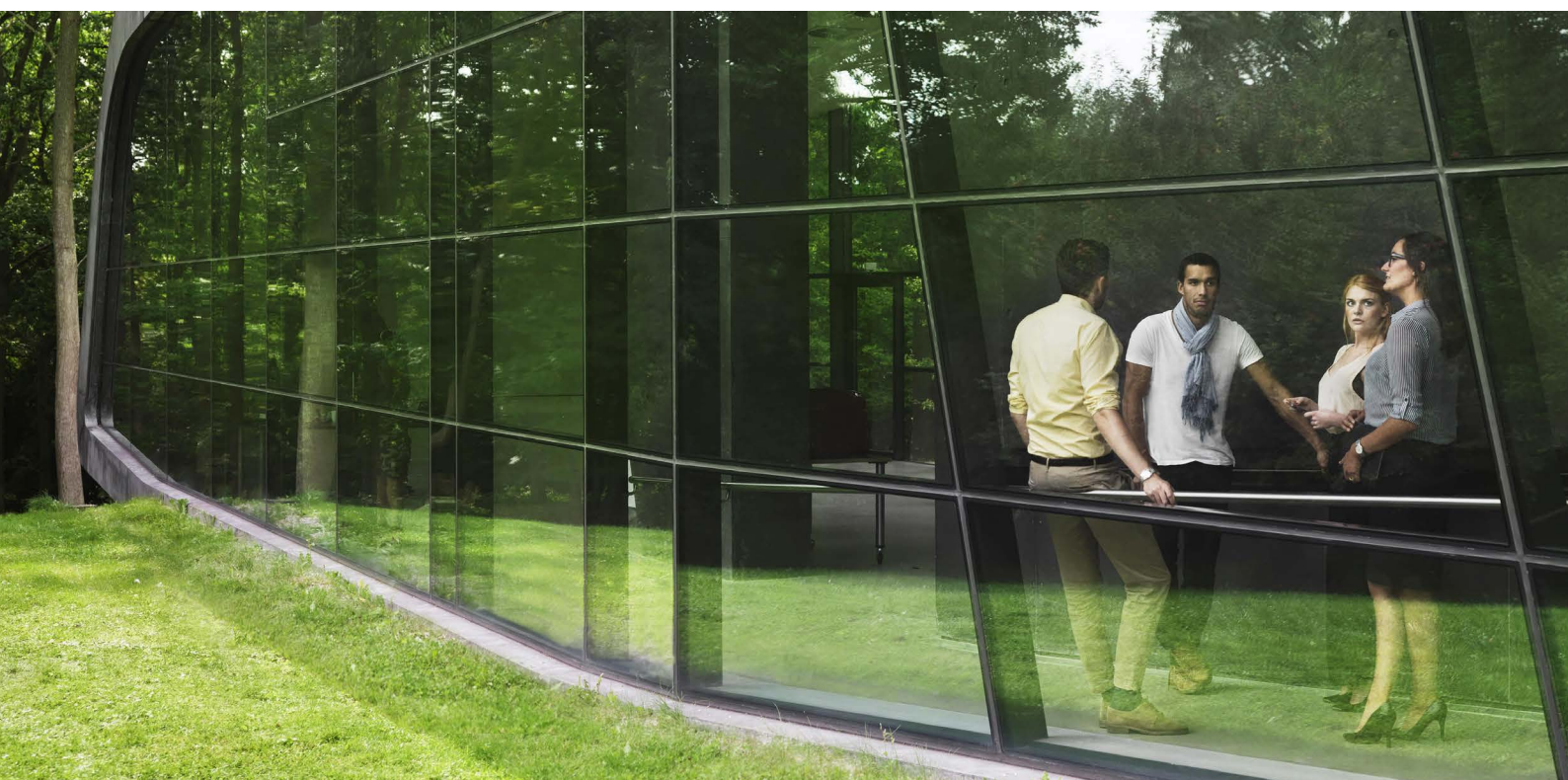
Framing decision-making differently to remove biases

Hiring decisions are often subject to unconscious biases and changing the decision process may actually remove bias. Rather than making a yes / no decision right after finishing an interview with a candidate, organisations may want to wait a bit longer. Research has shown that making **hiring decisions about applicants in batches improves the overall fairness** of the hiring process. Comparing applicants enables a focus on skills and qualifications rather than on whether the applicant fits the ideal image (e.g., male for male dominated team) that the recruiter has in mind³⁶.

Hiring, performance assessment, promotion, compensation are all areas prone to a range of biases and organisations could benefit from leveraging some of these simple nudges to create a more diverse and inclusive workplace.

³⁵ [How-to-Improve-Workplace-Equity.pdf \(bi.team\)](#)

³⁶ [How-to-Improve-Workplace-Equity.pdf \(bi.team\)](#)



Guide to design and implement sustainability nudge

Here we present two complementary behavioural economics frameworks useful to introduce nudges within your organisation and illustrate how they can be used to address a specific sustainability issue: the reduction of carbon emissions related to employee commute.

The Behavioral Economics Team of the Australian Government (BETA) has proposed a framework for managing behavioural insights projects called 4Ds (Discover, Diagnose, Design, Deliver)³⁷.

1. **Discover.** Organisations need to identify specific sustainability issues they would like to tackle. For instance, an organisation wants to reduce its carbon emissions from employees commuting to work (scope 3). The behaviours to be influenced are the commuting habits of employees.
2. **Diagnose.** Organisations need to understand the current behaviours and the context in which they occur. For example, by conducting an anonymous **employees commute survey**, the organisation can gather information on how employees are currently commuting (cars, public transport, walk, etc.), the length (e.g. 15 km return) and the frequency of commute (e.g., 3 days per week for instance). It is then possible to map employees commute habits and associated carbon emissions for each subgroup of employees. From that analysis, it may appear that the employee group contributing the highest amount to the organisation's carbon emissions consists of those who commute to the office four days a week using a diesel car for a round trip of less than 10 kilometres.

To be the most effective, the nudge should focus on this category of employees. And so, the organisation should push the diagnostic further to understand the underlying reasons that drives those employees commuting behaviours. Did employees consider alternative commuting options? Could they take public transportation or cycle to work? What are the **challenges currently preventing them from using alternative options?** Interviews or focus groups could be used to explore those behaviours and gather fruitful insights to design an effective nudge.

3. **Design.** Organisations need to design an intervention that will address the behavioural problem identified. In our scenario, the aim is to encourage employees residing less than 5 kilometres from the office to refrain from using their diesel vehicles and opt for low-pollution alternatives. At that stage, the EAST Framework provides 4 useful principles to design effective nudges³⁸. Effective nudges usually follow one or several of these principles:
 - a) **Easy.** Individuals tend to go for the effortless option so the nudge should make the preferred behaviour easy to adopt. In our case, choosing an office easily accessible by public transportation could be an effective nudge. Similarly, having shower facilities in the office could make it easier for employees to cycle to work. Alternatively, organisations could make the problematic behaviour more challenging. For instance, an effective nudge could be the introduction of a free parking permit that needs to be renewed every single day as mentioned in the Little Book of Green Nudges³⁹. However, nudges that add hassle can also be unpopular so organisations may want to carefully consider the implications of introducing such nudges.
 - b) **Attractive.** If a message or an action attracts more attention, it is more likely to be effective. For example, receiving a personalised email asking “How did you come to work today?” and providing some facts about car pollution might resonate well with some employees and change their use of car for commute. **Gamification** is another way to make the preferred behaviour attractive. For instance, as part of its net zero commitment, Forvis Mazars has developed a carbon footprint application to enable employees to track their personal carbon footprint.

³⁷ [The 4Ds: A framework for managing behavioural insights projects \(pmc.gov.au\)](https://www.pmc.gov.au/4ds)

³⁸ [BIT-Publication-EAST_FA_WEB.pdf](#)

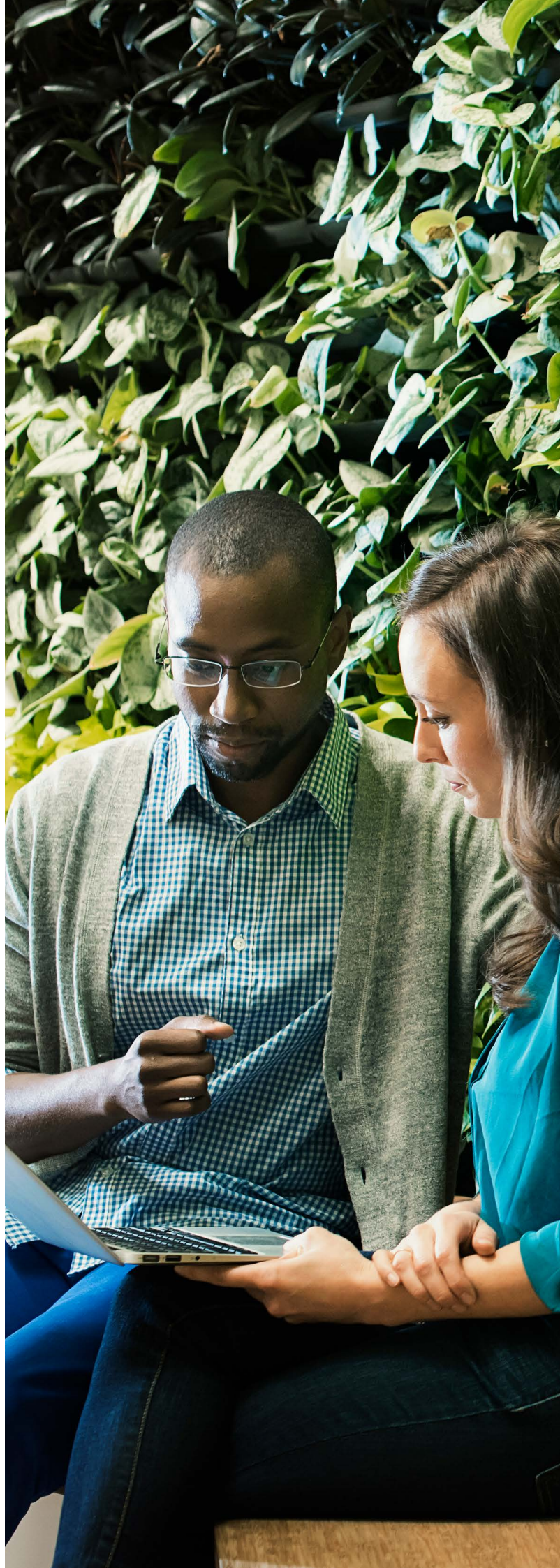
³⁹ [LBGN-2.pdf \(bi.team\)](#)

- c) **Social.** Leveraging network and social norms is another way to make the nudge effective. For example, senior executives cycling to work and showing up with their **cycling helmet in the open space** may inspire other employees to adopt a similar behaviour. Public commitments also work well. Stepathlon, a corporate wellness platform, enables employees to form teams of 5 with the objective for each team member to achieve at least **10,000 steps** every day. This is a good example of a public commitment leveraging peer pressure within the team for maximal effectiveness. This could encourage some employees to leave their car at home to achieve their daily step objective.
- d) **Timely.** The timing or frequency of the intervention needs also to be considered. The previous example of receiving a personalised email asking, “How did you come to work today?” requires consideration of the timing of when it is sent. The message might resonate more if employees receive it in the morning after they arrived at work than at the end of the day. Similarly, frequency needs to be considered. Once a year probably won't have any effects as regular reminders are usually needed to shift behaviours. However, weekly emails may become a source of annoyance and become counterproductive, so it is a matter of striking the right balance.

Following that design intervention phase, the 4Ds framework recommends designing an evaluation to test the effectiveness of the intervention. It is important to consider data that would be relevant to gather as well as Key Performance Indicators (KPIs) that would measure the outcomes. For instance, regular surveys of employees commuting habits enable to estimate carbon emissions associated with employees commute and measure changes before and after the intervention.

4. **Deliver.** Last, it is about implementing the intervention and collecting data to assess effectiveness. At that stage, organisations may consider using a small pilot first before scaling up the intervention.

Overall, in this report, we highlighted several successful nudges and made suggestions on how organisations could use them to reduce their carbon emissions, water consumption, waste, impact on nature, and workplace inequalities. We also provided a step-by-step methodology to successfully implement sustainability nudges within an organisation. Are you ready to nudge?



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