

CREATIVE BOARDROOM: COLLABORATE 4 CLIMATE

Welcome

Creative Boardroom: Collaborate4Climate is an urgent call to action in the face of one of the most pressing challenges of our time: climate change. In an era defined by unprecedented environmental challenges, this exhibition serves as a platform for exploring how collective action can drive meaningful change.

Funded through Creative Ireland's Climate Action programme, it is a pioneering all-island collaboration between The Institute of Directors Ireland, The Institute of Directors Northern Ireland and Creative Futures Academy.

The programme brings together chartered directors, students, artists, designers, entrepreneurs and innovators with the shared ambition to create actionable solutions for our planet. For many, the scale and complexity of the climate challenge is overwhelming. This exhibition highlights that the climate crisis is not only a challenge; it is an opportunity for transformative change. It demands that we rethink our behaviours and attitudes towards the environment and reframe the climate crisis as an opportunity for people and businesses to thrive in a new green economy.

Central to this dialogue is the voice and perspective of our future generations and the role of boardroom directors and decision-makers. Our key objective is to reshape behaviours and attitudes so that participants feel empowered to promote change within their direct spheres of influence, and beyond their immediate authority, both as leaders and community collaborators.

Creative Boardroom: Collaborate4Climate is a call to action that collectively we will:

Know — Have a common understanding of the urgency for change and the key principles and frameworks associated with sustainability and circular economy.

Act — Feel empowered to act and to practically use design thinking tools to collectively and inclusively approach challenges, and develop new solutions.

Shout — Feel motivated and inspired to spread the word to communities of interest, and lead change locally.

We hope you will feel empowered to become **'Creative Climate Champions'**.

The **Creative Boardroom: Collaborate4Climate** programme is led by a steering group, chaired by Laura Magahy with members Louise Allen, Sheila Byrne, Karen Hennessy and Heather White.

Fáilte

Seomra Boird Cruthaitheach: ComhoibriúDonAeráid treoir phráinneach chun gnímh in aghaidh cheann de na dúshláin is práinní sa lá atá inniu ann: an t-athrú aeráide. I ré atá sainithe ag dúshláin chomhshaoil gan fasach, feidhmíonn an taispeántas seo mar ardán chun iniúchadh a dhéanamh ar conas is féidir le comhghníomh athrú fiúntach a bhaint amach.

Arna mhaoiniú trí chlár Gníomhaíochta Aeráide Éire Ildánach, is comhoibriú ceannródaíoch uile-oileáin é idir Institiúid Stiúrthóirí Éireann, Institiúid Stiúrthóirí Thuaisceart Éireann, agus Acadamh Todhchaíochtaí Cruthaitheachta.

Tugann an clár stiúrthóirí cairte, mic léinn, ealaíontóirí, dearthóirí, fontraithe agus nuálaithe le chéile a bhfuil an uaimhian chomhroinnte acu chun réitigh inchaingne a chruthú dár bpláinéad. Do go leor daoine, tá scála agus castacht dhúshlán na haeráide an-mhór. Léiríonn an taispeántas nach dúshláin amháin í an ghéarchéim aeráide; is deis í le haghaidh athrú claochlaitheach. Éilíonn sí go ndéanaimid athmhachnamh ar ár n-iompar agus dearthaí i leith an chomhshaoil agus go ndéanfaimid athmhachnamh ar an ngéarchéim aeráide mar dheis do dhaoine agus do ghnólachtaí chun bláthú i ngeilleagar glas nua.

Is cuid lárnach den phlé seo guth agus peirspictíocht ár nglúnta atá le teacht agus ról na stiúrthóirí seomra boird agus cinnteoirí. Is é an príomhchuspóir atá againn ná iompar agus dearthaí a athmhúnlú ionas go mothaíonn rannpháirtithe go bhfuil sé de chumhacht acu athrú a chur chun cinn laistigh dá réimsí tionchair dhíreacha, agus lasmuigh dá n-údarás láithreach, mar cheannairí agus comhoibrithe pobail.

Seomra Boird Cruthaitheach: Is treoir chun gnímh é ComhoibriúDonAeráid a dhéanaimid le chéile:

Eolas — Comhthuisceant a bheith againn ar an bpráinn atá le hathrú agus ar na bunphrionsabail agus creataí a bhaineann le hinbhuanaitheacht agus geilleagar ciorclach.

Gníomh — Mothú go bhfuil sé de chumhacht againn gníomhú agus úsáid phraiticiúil a bhaint as uirlisí smaointeoireachta dearaidh chun aghaidh a thabhairt ar dhúshlán i dteannta a chéile agus go cuimsitheach, agus réitigh nua a fhorbairt.

Feasacht — Mothú go bhfuil an spreagadh againn chun an scéal a scaipeadh chuig pobail leasa, agus athrú a threorú go háitiúil.

Tá súil againn go mbraithfidh sibhse cumhachtaithe a bheith ina **'Seaimpíní Aeráide Cruthaitheacha'**.

Tá an clár **Seomra Boird Cruthaitheach: ComhoibriúDonAeráid** á stiúradh ag grúpa stiúrtha, faoi chathaoirleacht Laura Magahy agus na baill Louise Allen, Sheila Byrne, Karen Hennessy agus Heather White.

**Creative
Climate Action**



Clár Éire Ildánach
Creative Ireland
Programme



Rialtas na hÉireann
Government of Ireland



Shared Island
Initiative

ID Institute
of Directors
Ireland

ID Northern Ireland

CFA

Creative Futures
Academy
Saotharlann
na Samhlaíochta

Thank you to the programme participants

Tom Bean Director, Innovation & New Products, ESB.

Peter Carroll Lead Partner, Business Outsourcing Support Services, BDO Ireland.

Jim Frawley Ex-Board Member, Viatris, Mylan Irish, European Operations, and Amgen; Ex-Governor, Rotunda Hospital; Ex-Honorary Treasurer, Rotunda Hospital.

John French Chief Executive, Utility Regulator.

Joanne Grant Managing Director, JCDecaux; Director, France Ireland Chamber of Commerce; Director, Outdoor Media Association.

Michael Hand Non-Executive Director, EirGrid plc; Non-Executive Director, Dublin Port Company; Non-Executive Director, Irish Archaeological Consultancy Ltd; Non-Executive Director, EGIS Engineering Ireland Ltd.

Yvonne Harris Board Member, Threshold; Board Member, Residential Tenancies Board; Ex-Board Member, Uisce Éireann.

Roger Henderson Northern Ireland Electricity Networks.

Ronan Holahan Bank of Ireland.

Miriam Hughes Strategic Business Consultant, Chaptique Consulting.

David Jones Former Director, BEST Menswear; Non-Executive Director, 53 Degrees North.

Geraldine Kelly Director, rXi Ventures.

Mick Long Board Member, An Bord Pleanála.

Cathy McGennis Adjunct Teaching Fellow (MSISS), Trinity College Dublin; Co-Founder & Director, Habaca Ltd.

Declan Mohan Co-Founder, COO, and Executive Director, ProTunesOne.

Maura Moore Board Member and Deputy Chair, Maynooth University Governing Authority; Maynooth University, Standing Committee Chairperson: Finance, Human Resources and Capital Projects; Board Member, Business to Arts.

Derek Mowlds Operations Director, Ireland & Western Europe, PM Group.

Sharon O'Connor Sustainable Energy Authority of Ireland.

Mary Ryan Managing Director, Crédit Agricole Assurances.

Fiona Slevin Director, Irvia.

Deirdre Smith Non-Executive Director, BRE Global Assurance Ireland; Anthropic AI Ireland; Board member, Furthr.

Anthony Staines, Public health academic, Dublin City University; Chair, North Dublin Regional Drugs and Alcohol Task Force; Board Member, ARC Cancer Support Services; Board Member, St. Michael's House.

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Marie Gillet Erasmus programme, BA Graphic Design, NCAD.

Liam Keane MSc User Experience Design, IADT.

Béibhinn O'Brien, BA Graphic Design, NCAD.

Amine Reda Erasmus programme, BA Graphic Design, NCAD.

Mikah Smillie BA Graphic Design, NCAD.

Mark Winters O'Connor BA Illustration, NCAD.



CREATIVE
BOARDROOM:
COLLABORATE
4 CLIMATE

Ireland's Climate Crisis

The climate crisis is the single biggest threat to life as we know it. It is a man-made problem which demands that we radically and urgently change our behaviour from human to planet-centered, from fast to slow, from single-use to circular. While science tells us that climate change is irrefutable, it also tells us that it is not too late to stem the tide. Radical collective action is needed to transform all aspects of society—how we grow food, use land, transport goods, and power our economies.

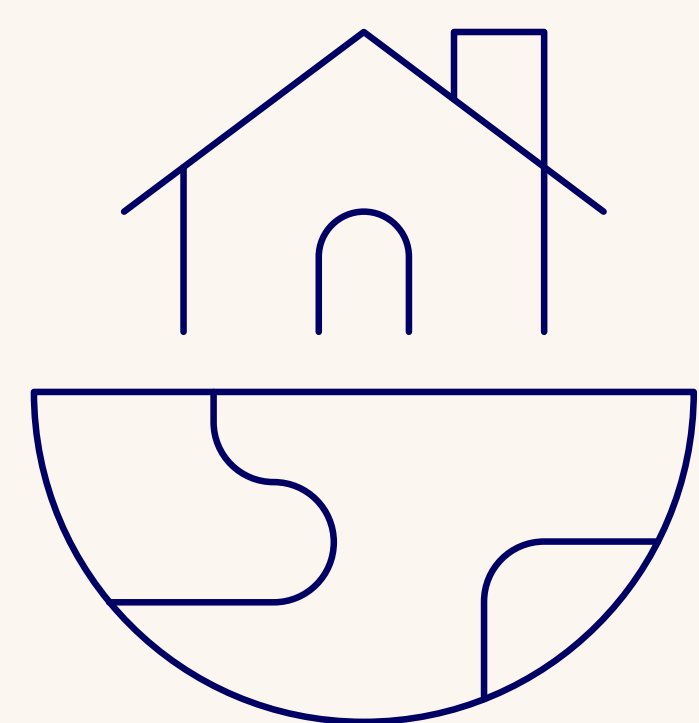
‘Business as usual’ is not an option. In the corporate environment, legislation is driving change. The EU’s Corporate Sustainability Reporting Directive, (CSRD) demands action and greater transparency concerning the social and environmental impact that companies have. However, real, sustainable impact demands behavioural and systems-level change. Achieving this requires ‘climate champions’ who can influence decision-making and accelerate the pace of change across boardrooms and within communities.

Ireland is at a pivotal point; we need to act quickly and decisively. Our government and its agencies have identified key systems that contribute most significantly to our carbon emissions. **Creative Boardroom: Collaborate4Climate** focused on four complex systems—transport and mobility, the built environment, agriculture and food, and textiles. The statistics, sourced from reports published by the Environmental Protection Agency, the Climate Advisory Committee and the Department of the Environment, the Sustainable Energy Authority of Ireland, Climate and Communications, provide a glimpse of where we sit in a European and global context and why we must take action now.

The Built Environment

Ireland's population is growing at almost twice the OECD average

- An estimated 50,000 new homes are needed per annum up to 2040 to accommodate the country's growing population.
- The sector accounts for roughly 37% of national emissions.
- Ireland's built environment treats 3.5 million tonnes of mineral waste: over half (52%) of the total waste treated in Ireland.



Mobility and Transport

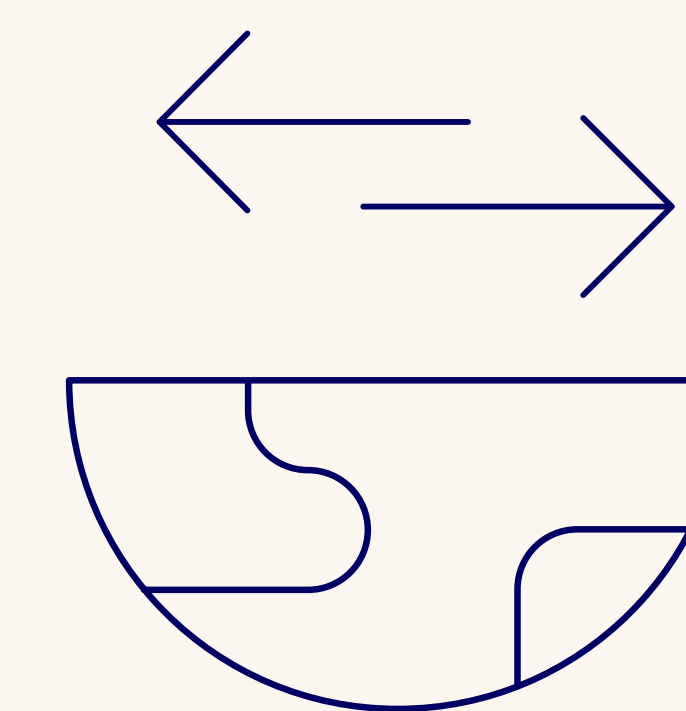
63.7%
Urban

63.7% of Ireland's population lives in an urban area.

34.3%
Rural

34.3% of Ireland's population lives in a rural area.

- The vast majority of transport (96%) is powered by fossil fuels.
- Currently, the majority of journeys (69%) are undertaken by private car.
- Transport is Ireland's second-highest emitting sector, representing approximately 18% of territorial emissions.



Consumables

- We produced 64.6 kilograms of plastic packaging waste per person in 2019—nearly double the figure for 2011.
- Textile waste sits at 170,000 tonnes (2021), or an estimated 53 kilograms of textile waste per person—approximately double the EU average of 26 kilograms.
- 65% of all discarded textiles in Ireland are not separately collected, largely ending up in landfill.

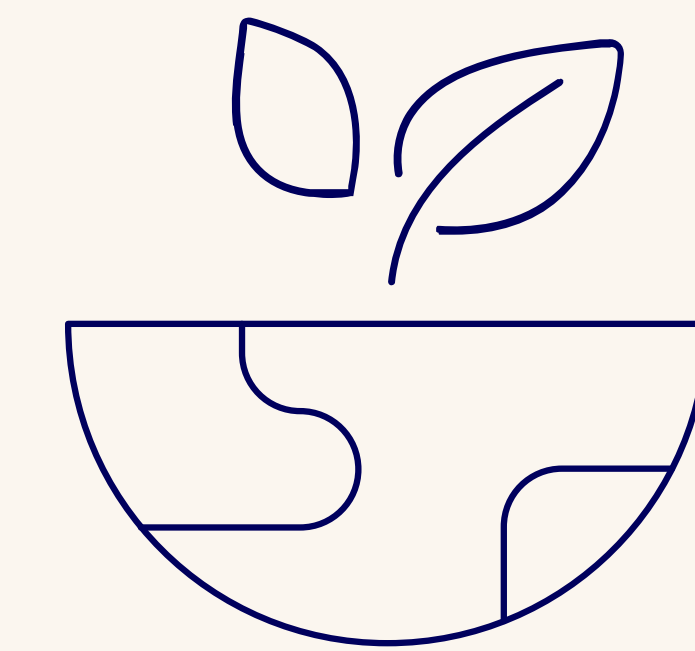


Circle Economy for the Department of the Environment, Climate and Communications, Circularity Gap Report, 2024

Environmental Protection Agency, Ireland's State of the Environment Report, 2024

Agriculture and Food

- Agriculture is Ireland's oldest and largest indigenous exporting sector. It contributes 37% of national greenhouse gas emissions.
- Protein intake (including meat and eggs, but also beans and nuts) exceeds daily recommendations by 90 grams per capita, while fruit and vegetable consumption is too low.
- Ireland generated 750,000 tonnes of food waste in 2022, equivalent to more than one million meals a day.



‘This is the decade of change - when we can make the greatest difference to the future for our people and our planet. There can be no complacency as we double down in this Climate Action Plan on what we must continue to do to meet the significant challenge ahead of us if we are to transition to a greener, cleaner future that improves people’s quality of life.’

Department of Environment, Climate and Communications,
Climate Action Plan 2024

‘We must begin to embrace measures that will allow us to meet our personal and societal needs at reduced rates of energy consumption. We need to invest in infrastructure and services that support people to live more energy efficient lifestyles, building a policy environment that paves the way for sustainable circular economy goods and services. We must also be prepared to disincentivise wasteful business and consumer behaviours.’

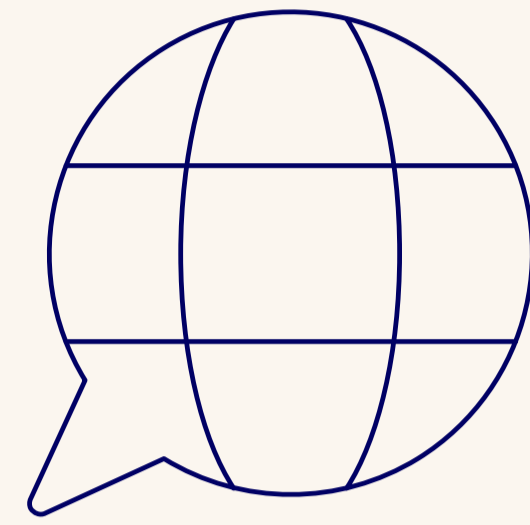
William Walsh, CEO, SEAI (Sustainable Energy Authority of Ireland)
National Energy Projections Report 2024
Climate Action Plan 2024, Department of the Environment, Climate and Communications

Ireland's Environmental Scorecard

01 — Overall climate assessment

Current assessment Poor
Environmental and/or compliance challenges to address.

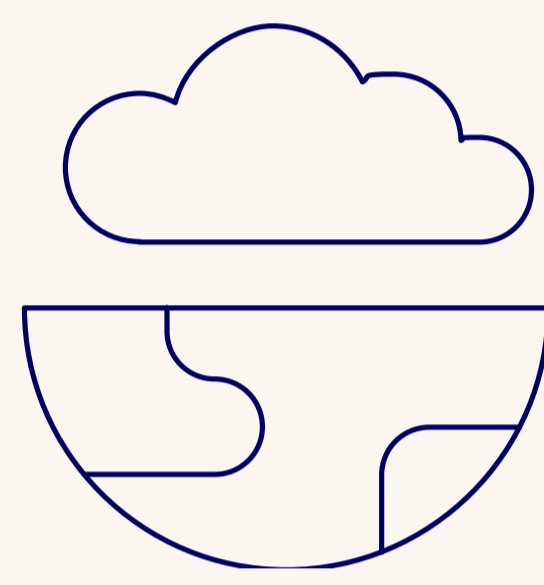
Outlook Very poor
Significant environmental and/or compliance challenges to address.



02 — Overall air assessment

Current assessment Moderate
On track generally/local or occasional challenges to address

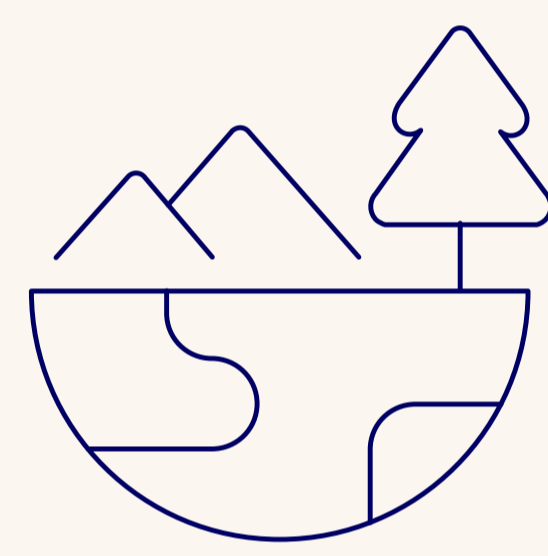
Outlook Moderate
Partially on track to achieving full compliance or measures in place or planned that will improve the situation



03 — Overall nature assessment

Current assessment Very Poor
Significant environmental and/or compliance challenges to address.

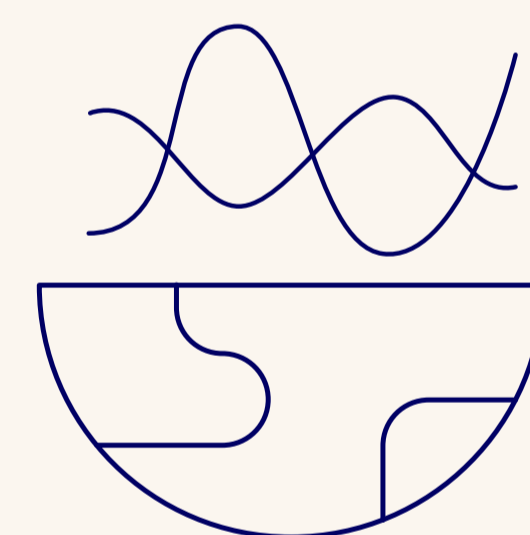
Outlook Very Poor
Largely not on track to meet policy objectives and targets.



04 — Overall water assessment

Current assessment Poor
Environmental and/or compliance challenges to address.

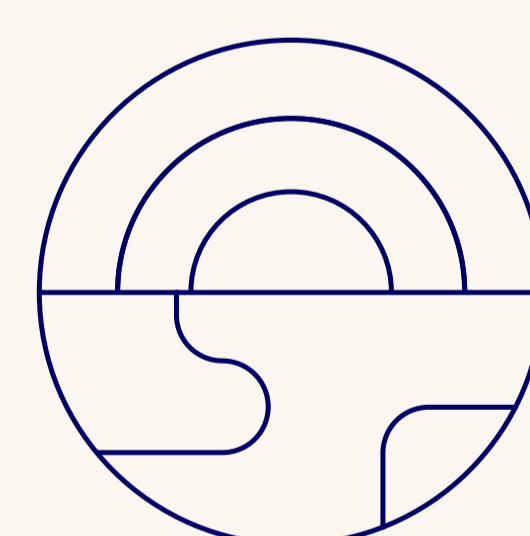
Outlook Moderate
Partially on track to achieving full compliance or measures in place or planned that will improve the situation



05 — Overall circular economy and waste assessment

Current assessment Poor
Environmental and/or compliance challenges to address.

Outlook Moderate
Partially on track to achieving full compliance or measures in place or planned that will improve the situation

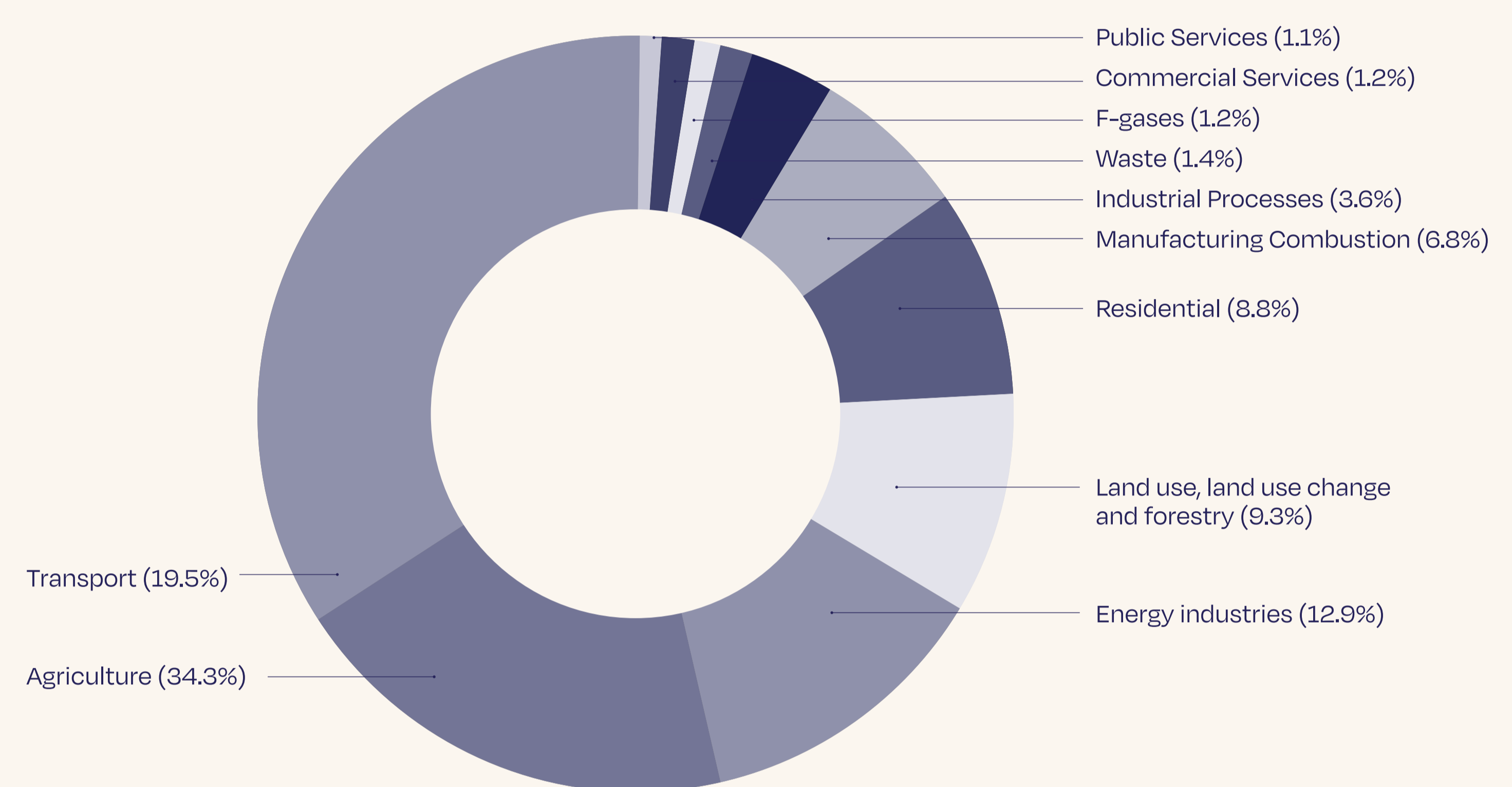


Emissions and Circularity Gap

Transitioning from a linear 'take-make-waste' model to circular production is central to reducing carbon emissions. The chart below shows current emissions by sector and the circular gap; currently, Ireland is 2.7% circular, well below the EU average of 12.8%.

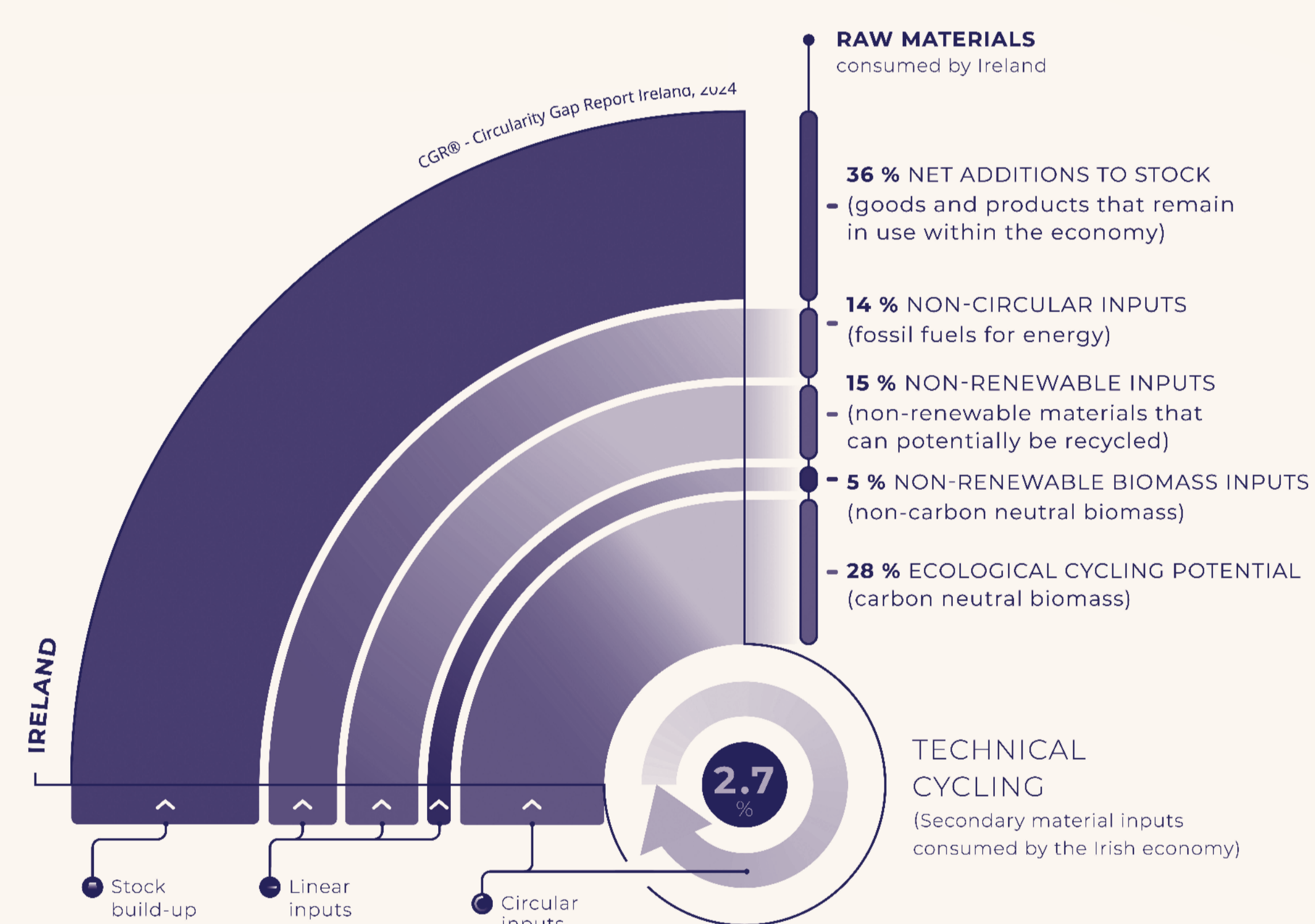
EPA, State of Environment Report, 2024

Greenhouse gas emissions by sector in 2023, including land use, land use change and forestry.



Circularity Gap Report, 2024

Full picture of circular and non-circular materials that make up Ireland's Circularity Gap.



The Design Journey

Creative Boardroom: Collaborate4Climate brought together participants from the Institute of Directors Ireland, the Institute of Directors Northern Ireland, the National College of Art & Design and the Institute of Art Design + Technology, Dun Laoghaire under the auspices of Creative Futures Academy, for a six-month design-led programme.

The 24 Chartered Directors and 20 students who took part in this Shared Island initiative used design and creativity to develop innovations that can address some of the most critical climate challenges facing us.

Participants shared intergenerational perspectives with each other and heard from more than 20 subject matter experts who translated decades of knowledge and experience, giving the group a shared understanding of, and rich insight into, each interconnected system.

Using these insights the group framed design challenges, converting problems to opportunities by setting out 'how might we' questions, and challenging themselves to develop ideas that have the power to alter behaviours at the pace and scale needed.

What is Design Thinking?

'Design thinking is a human-centered approach to innovation that integrates the needs of people, the possibilities of technology, and the requirements for business success.'

Tim Brown (IDEO), Design Thinking Defined, 2024

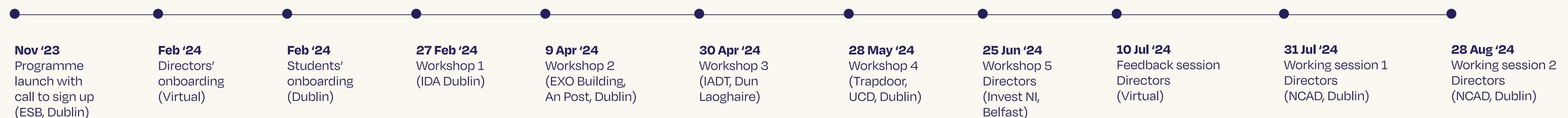
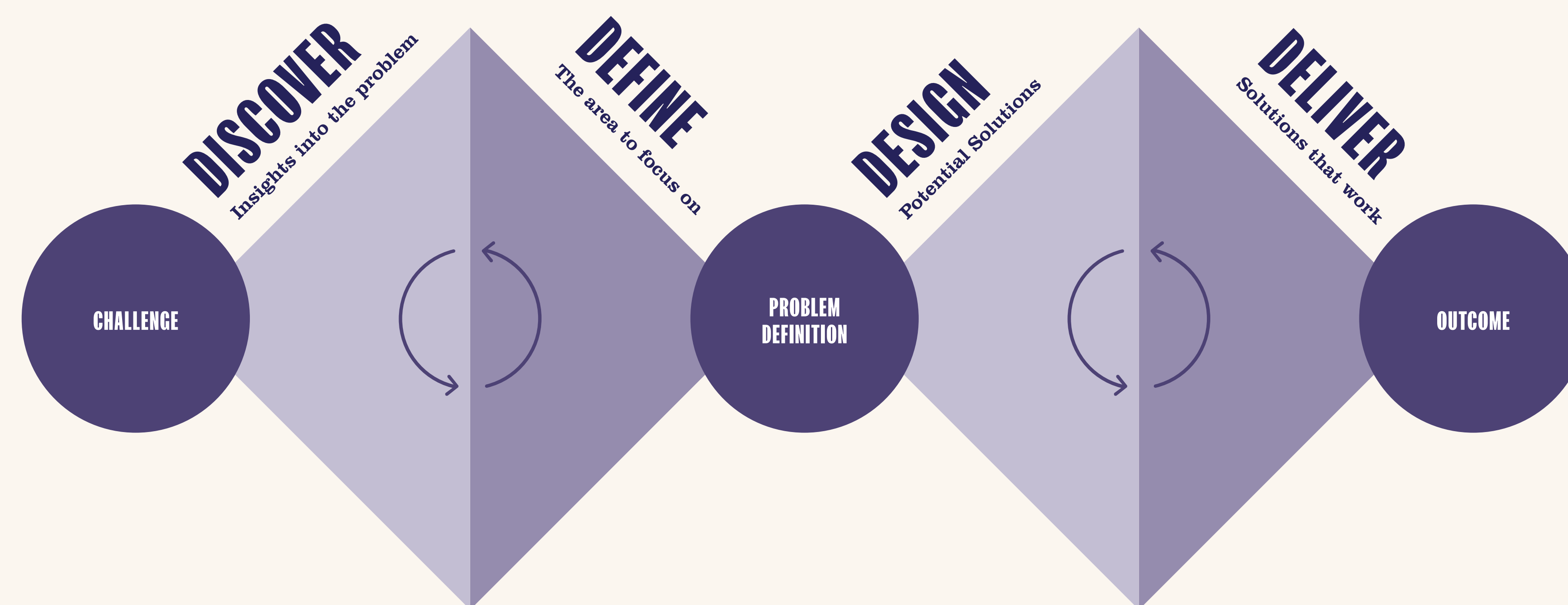
What is Systems Thinking?

'Systems Thinking is an approach to problem-solving that views 'problems' as part of a wider, dynamic system. It is the process of understanding how things influence one another as part of a whole.'

Future Learn, System thinking: an introduction, 2024

The Double Diamond Design Process

Together, participants followed the four design phases—working in an iterative pattern of divergence and convergence to uncover insights, frame challenges, develop ideas and refine solutions.



Based on the (UK) Design Council's Double Diamond, 2005

The **Creative Boardroom: Collaborate4Climate** programme had four main streams of activity:

The Intergenerational Learning Journey

Directors and students learned about four key systems impacting Ireland's climate responsibilities—food, transport, textiles and the built environment—and then worked together to explore positive ways forward.

The Student Journey

Students used their learnings to explore solutions related to their third year Graphic Design coursework. These solutions focused on areas relevant to themselves and their peers.

The Director Journey

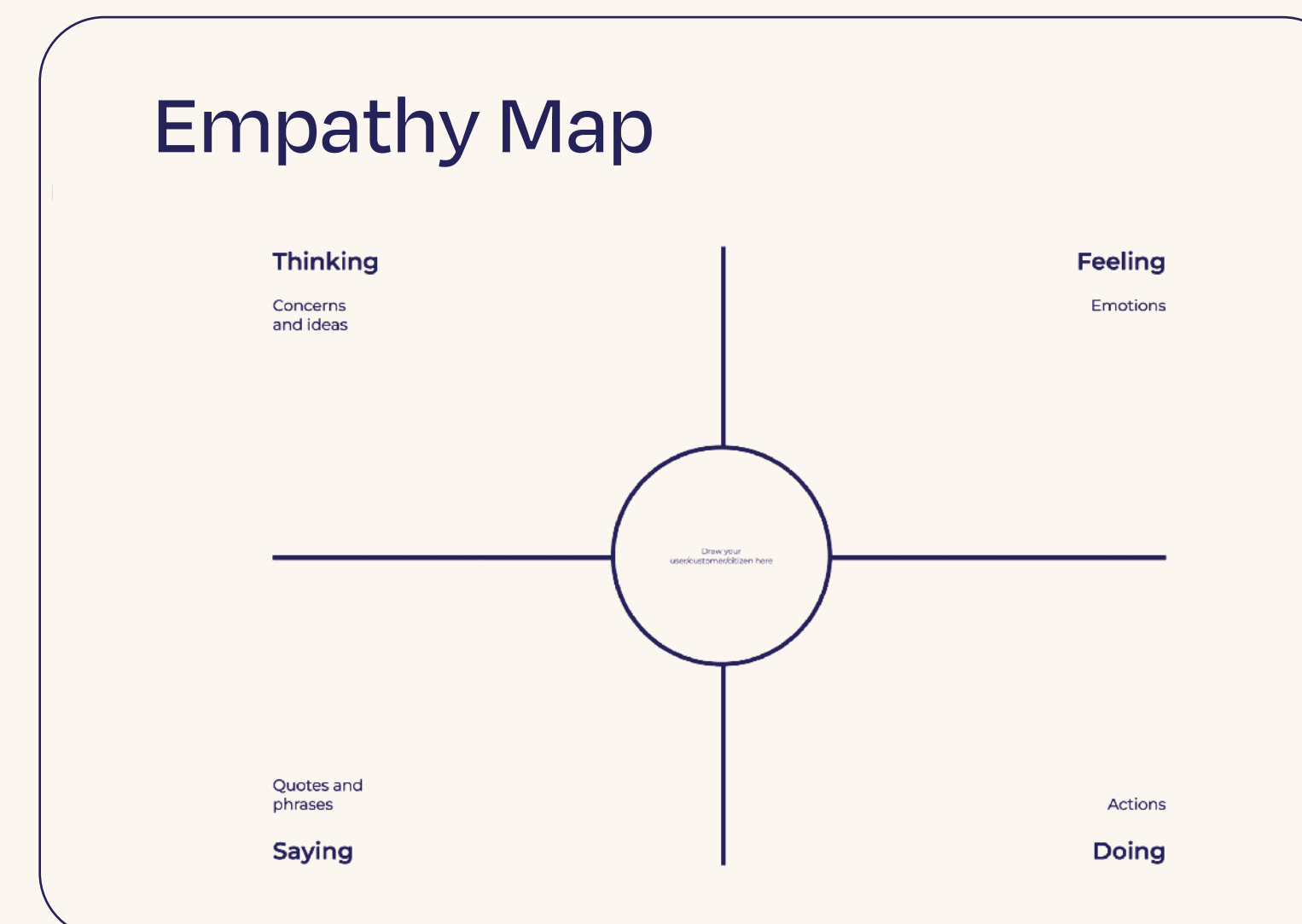
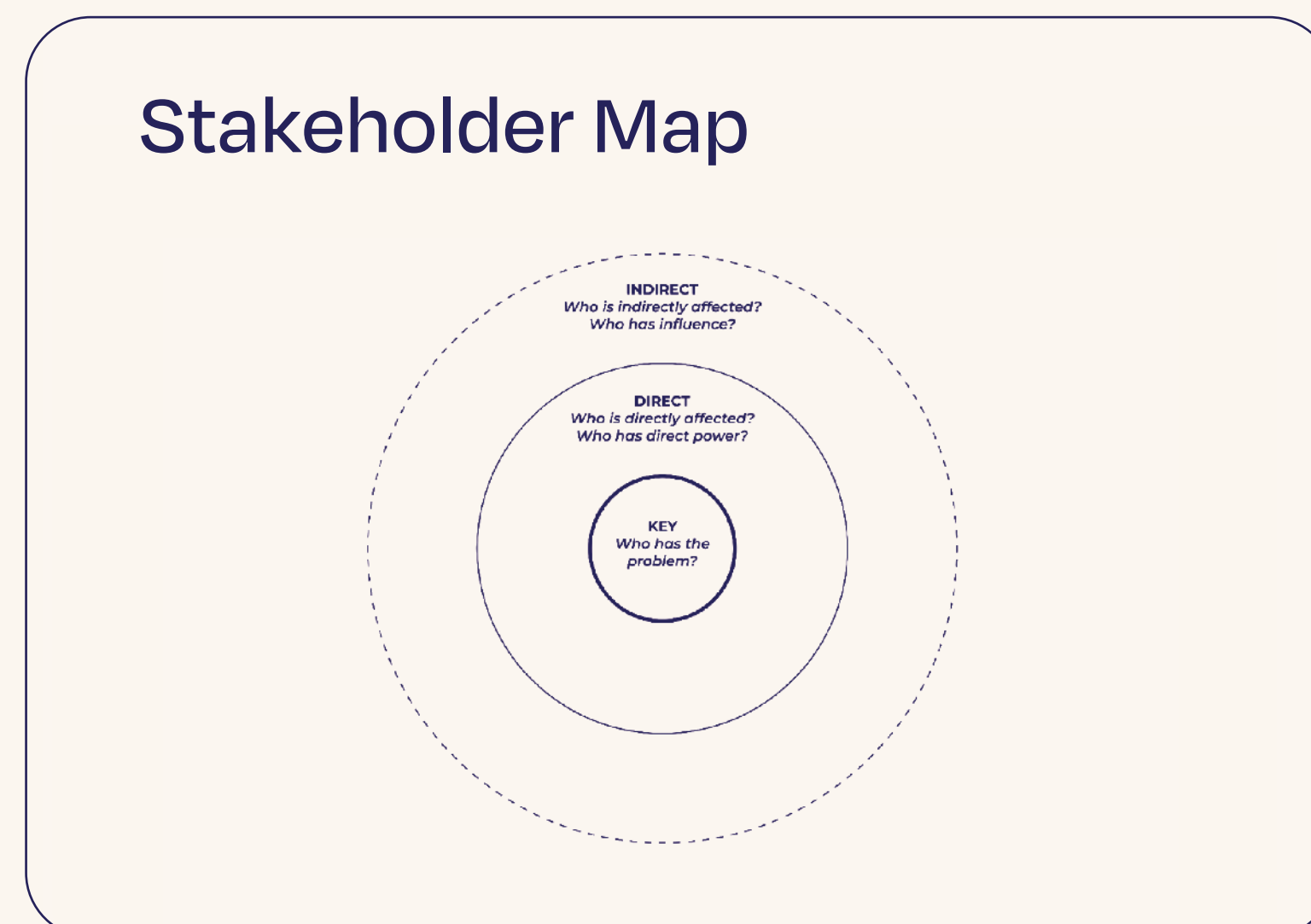
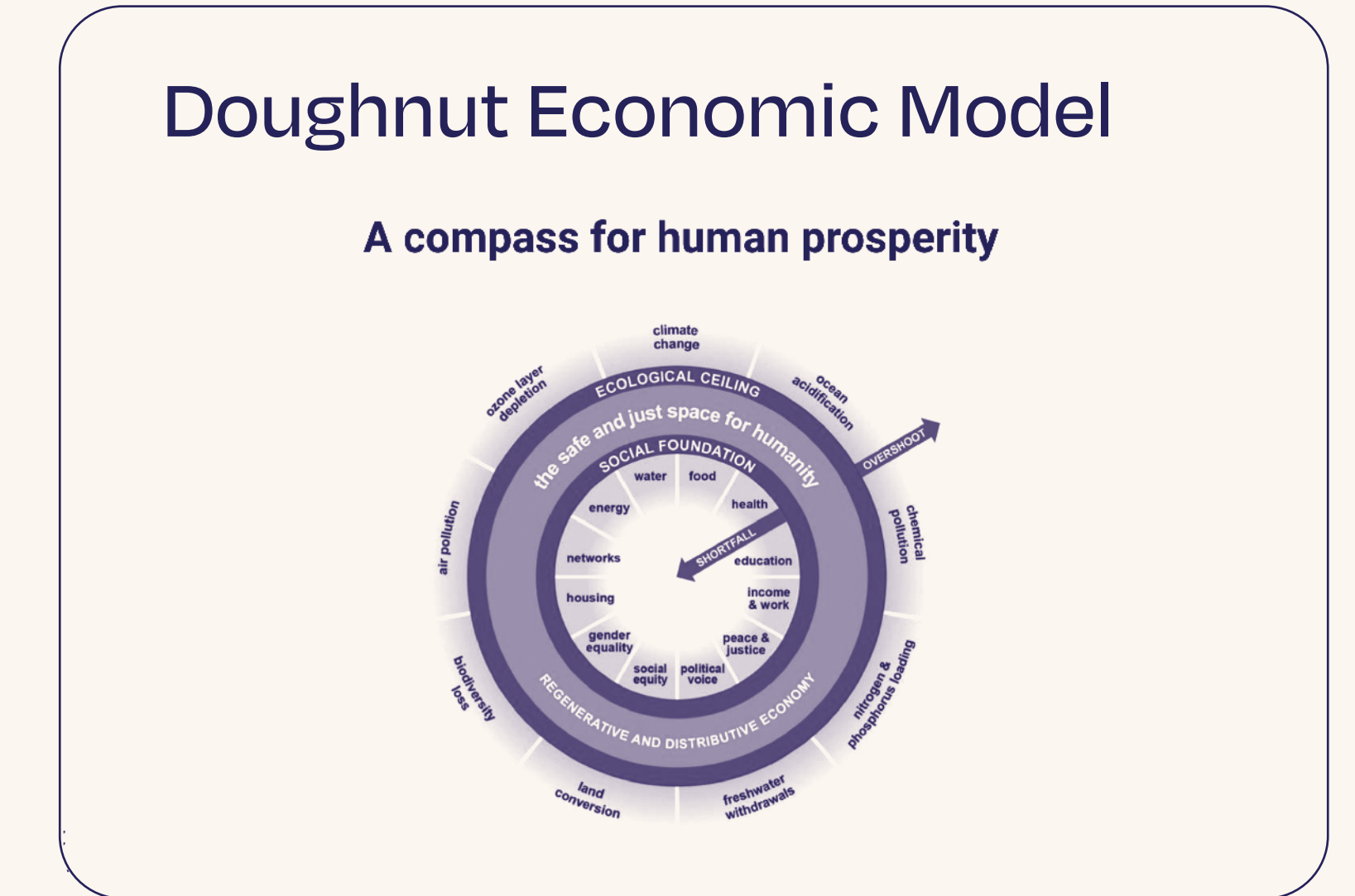
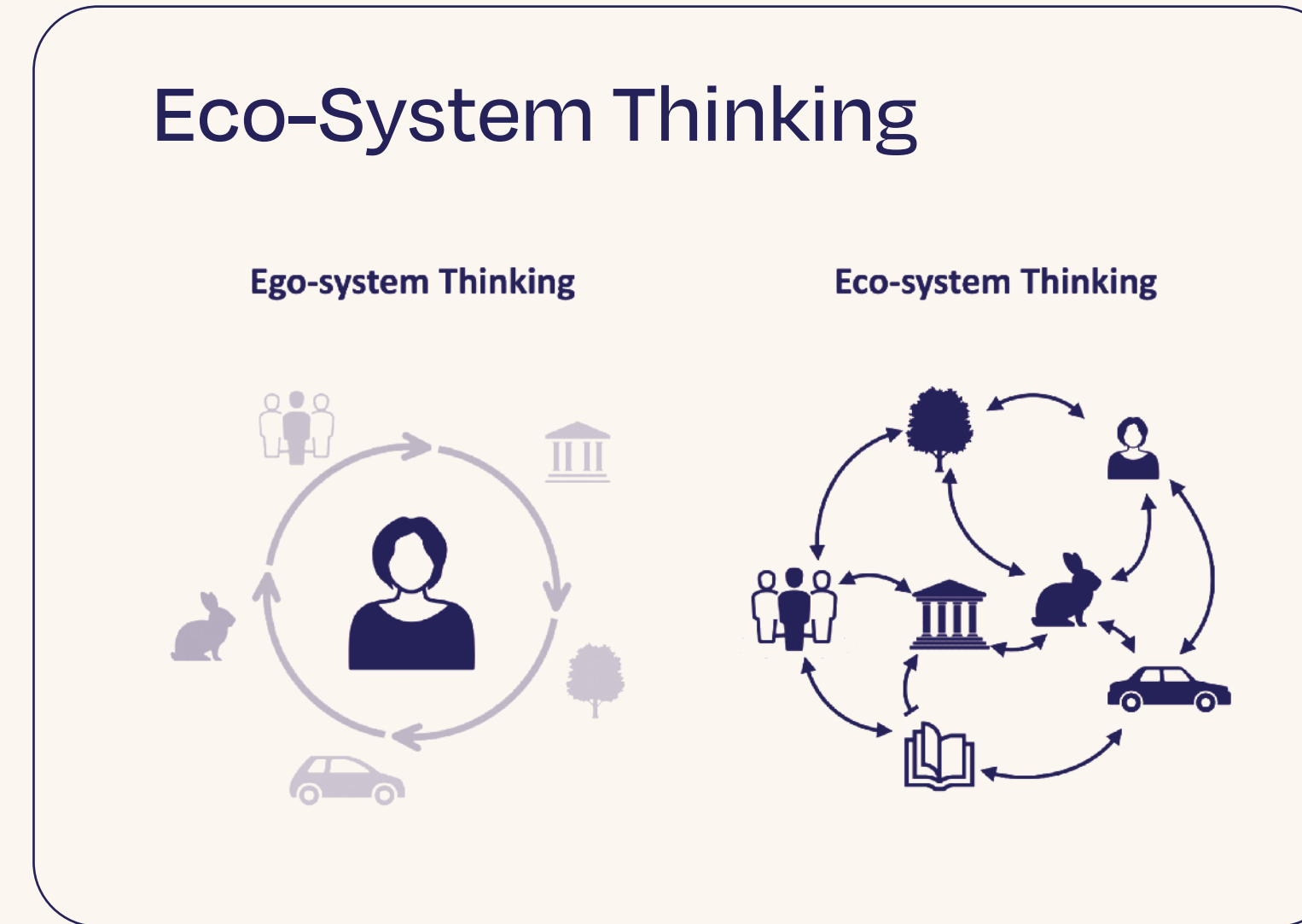
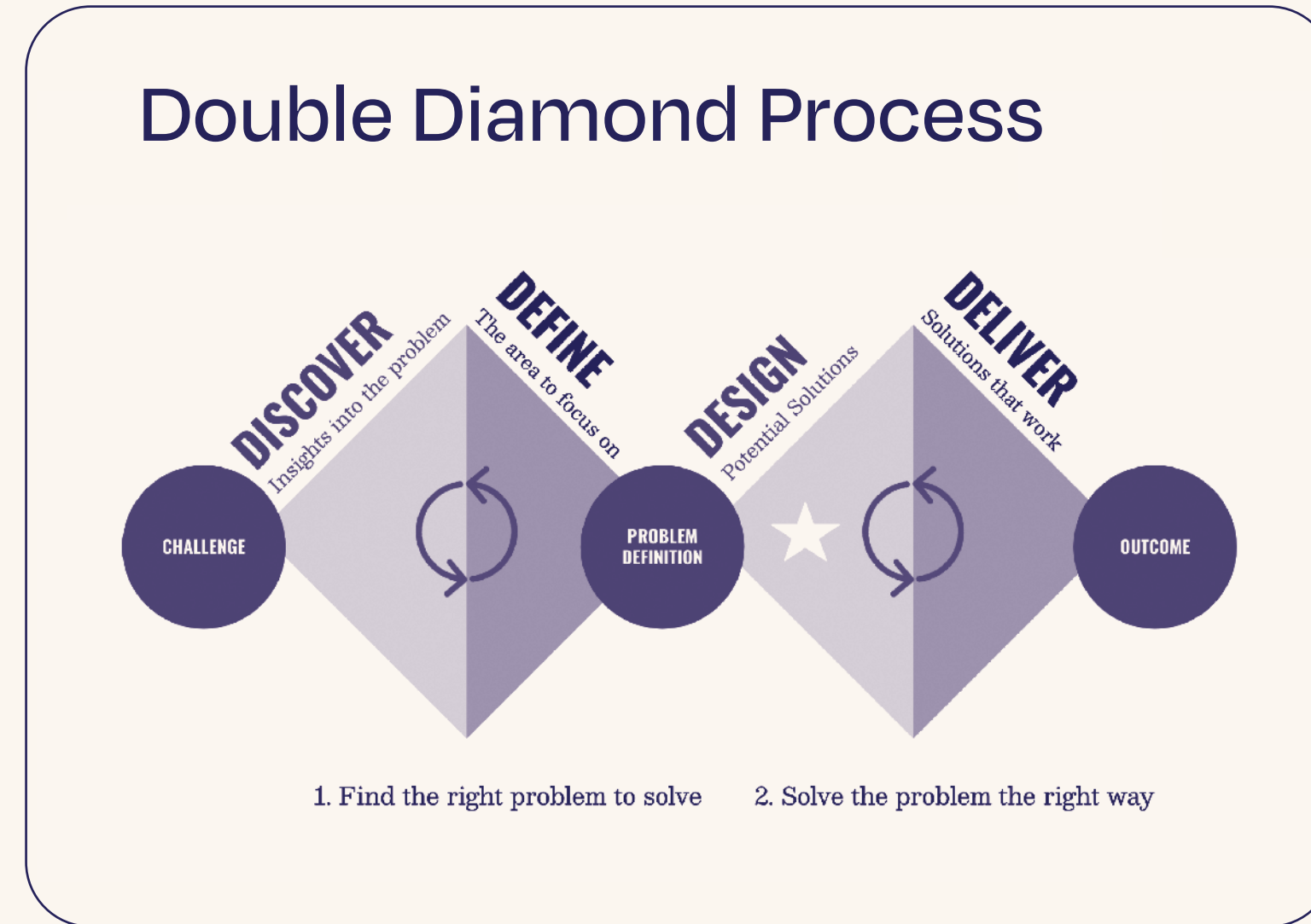
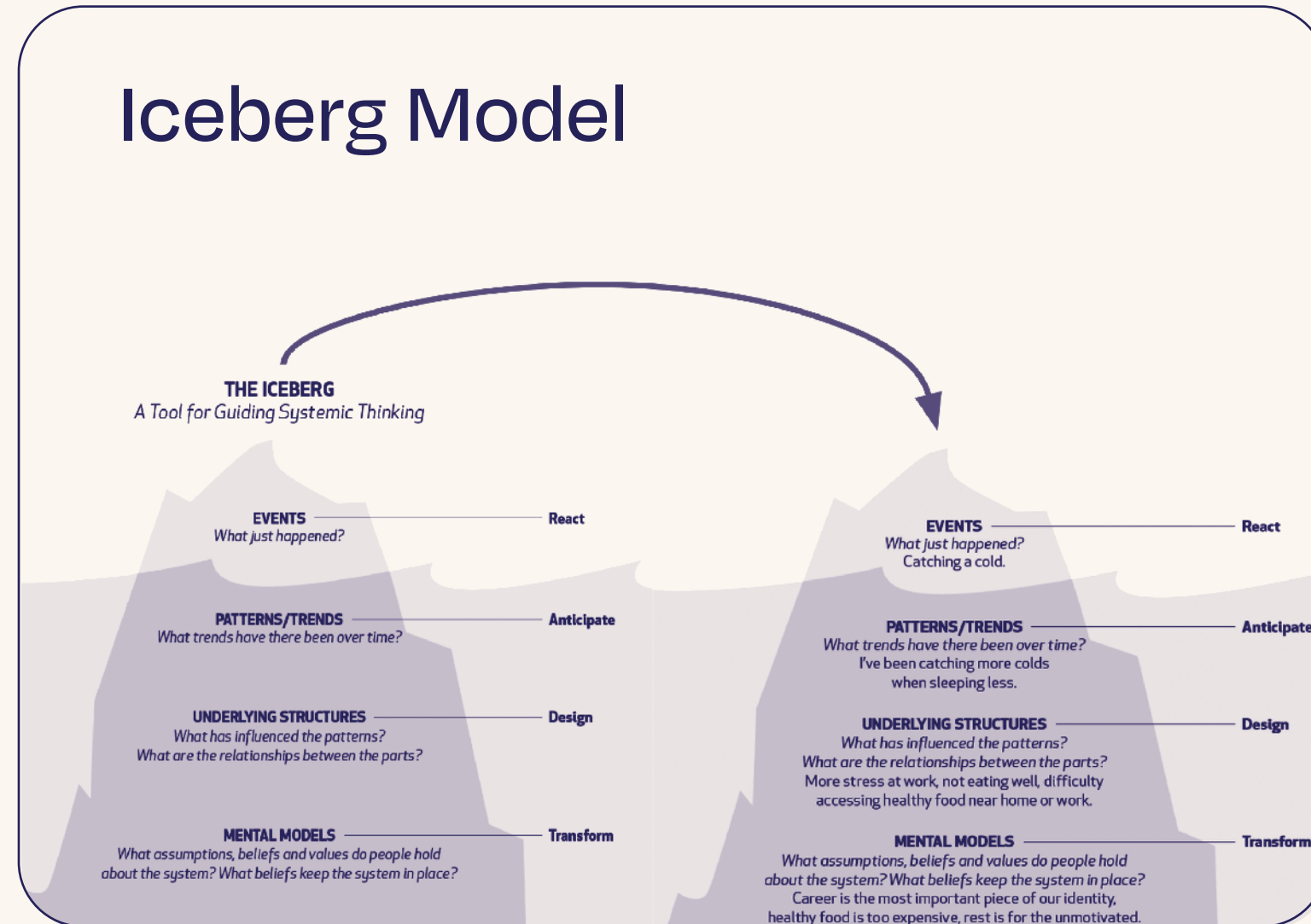
Directors worked together to identify the common barriers blocking change in the boardroom, before developing and proposing impactful solutions.

The North, South Journey

We live on a shared island and while we share a common climate goal, policymakers, oversight bodies, support mechanisms and legislation differ significantly. Directors North and South took time to share their lived experience, challenges and hopes for the future.

Tools and Processes

Design tools and methodologies enabled participants to work within complexity, framing problems as tangible opportunities for disruption and working collaboratively to develop real actions that will help us transition.



How Might We...

'HOW MIGHT WE..?' QUESTIONS

"How might we" questions are the starting point for a brain-storm session. They are written in direct response to an insight. These questions feel optimistic and exciting and help you think of ideas right away.

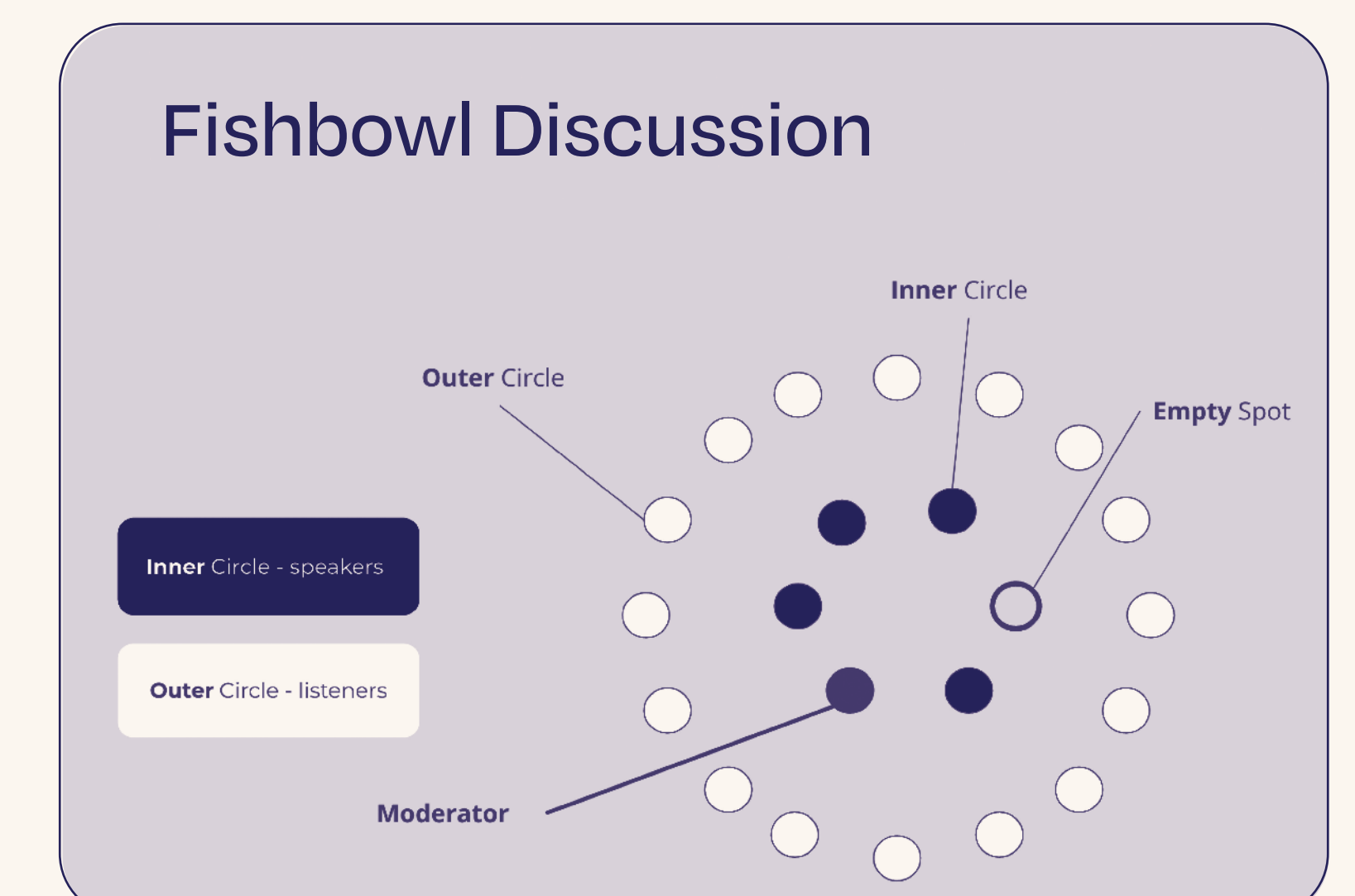
Crazy 6s

How to do this exercise...

- Reflect on the team challenge you defined this morning as a HMW problem statement.
- You will brainstorm and sketch ideas for each of the 6 items on the sheet.
- Think of it like Pictionary – draw, notate, use icons to explain your idea, try not to write.
- We will ask you to choose one item at a time.
- We will put a 'What if' prompt on the screen.
- Your task is to sketch your idea for the item within the constraints of the what if prompt.
- Otherwise, there are no limits on your ideas!

product	service	system
space / place	organisation	comms / campaign

item + what if = idea sketch



‘Sustainability and the climate crisis is a significant area of academic practice and research in NCAD. As we plan towards a major refurbishment of the NCAD campus to address our spatial needs and carbon footprint, we continue to embed circular and sustainable teaching and learning practices across our schools of design, education, fine art and visual culture for current and future generations of students and practitioners.’

Sarah Glennie
Director, NCAD

‘The nature of the design thinking process, where you go through discovery, learning about initial ideas to brainstorming and developing, is a process that a lot of people could follow and the opportunity to work with different people, who have different experiences to try and come up with creative solutions together.’

Liam Keane,
MSc. User Experience Design, IADT



‘I think all of the directors have found that with the programme questions have been asked of us, how we behave, not just socially but how we behave commercially, how we think, the ways we think and how we address problems. I think all directors have been challenged by that in a very positive way and we will go back to our companies and hopefully do things in a way we haven’t done before.’

David Jones
Chartered Director

‘After an incredible experience with the Creative Boardroom: Collaborate4Climate initiative in Ireland, I’m excited to continue this important work in France with the Artem Workshop. Both projects have strengthened my commitment to designing creative and impactful solutions for climate challenges.’

Amine Reda
Student, NCAD



‘The perspectives that creativity and design thinking bring to implementing change at enterprise level and reimagining behaviours and ways of living within our ecological boundaries, is critical. Creative Ireland champions a holistic creative approach across all levels of society to bring about embedded and sustainable change.’

Tania Banotti
Director, Creative Ireland



‘I find myself challenged in a very engaging way, and am very pleased to be part of Creative Boardroom: Collaborate4Climate. It’s been a truly interesting experience. The design approach from NCAD and IADT was new to me. This has been an open, informative process. It’s been a very valuable process... it’s forced me to think in a way I don’t normally think. It’s forced me to draw in a way I haven’t done since I left school, it’s a fascinating journey.’

Paul Turpin
Chartered Director

Disruptors and Innovators

The transition to new ways of thinking and behaving is challenging, but these Irish companies are making significant strides in driving the green transition, leveraging a combination of cutting-edge technology, innovative entrepreneurship, and circular design principles to lead the charge towards sustainability.

We invited experts, entrepreneurs and innovators who are embracing renewable energy solutions, advancing waste reduction strategies, and integrating circular economy models, to share their stories.

These businesses are not only reducing their environmental impact but also unlocking new growth opportunities. Through investment in smart manufacturing, digital tools, and sustainable product life cycles, many Irish businesses are enhancing their competitiveness while maintaining a strong focus on environmental responsibility. This proactive approach ensures they meet the growing demand for green products, and position themselves as global leaders in the transition to a low-carbon economy.

How might we make more sustainable fashion choices?

Rediscover Fashion

‘Rediscover Fashion is one of four social enterprises based in the Rediscovery Centre, Ireland’s National Centre for the Circular Economy. As well as running the Relove Fashion Competition - a sustainable fashion competition for teenagers, the Rediscover Fashion Team creates innovative designs by breathing new life into old textiles: repairing, restoring, redesigning and upcycling. Through training, interactive workshops and demonstrations on reuse, repair and circular design, our team motivates and enables people to embrace their own repair or repurposing efforts, equipping them with the necessary skills to begin their journey in sustainable fashion.’

Claire Downey

Rediscovery Centre



How might we reduce our built environment emissions?

HTL.tech

‘The COBOD International 3DCP machines create airtight, climate-friendly homes with precision down to 5mm, allowing exact material placement that minimises waste by following a digital model. These homes aren’t just efficient; they’re exceptionally durable, with five times the strength of traditional block-built structures and a lifespan of over 100 years.

Our collaboration with Roadstone Ltd. focuses on significantly lowering the carbon footprint of our materials. Together, we have developed a low-carbon Ready-mix concrete that is among the lowest global carbon footprint for 3DCP, highlighted by the Grange Close project. This technique enables us to achieve carbon efficiency comparable to timber-frame structures while ensuring that the homes we create are airtight, fire-resistant, and highly durable. By optimising our concrete mix and employing precise 3D printing methods, we showcase how additive construction can significantly reduce the carbon footprint of housing projects, paving the way for a more sustainable future in construction. Through this collaboration, we continuously innovate advanced sustainable concrete mixes that position concrete as an environmentally friendly choice for future construction projects.’

Justin Kinsella

MD & Co-Founder, HTL.tech



Arup

‘Arup has been the knowledge partner for the built environment to the Ellen MacArthur Foundation since 2016, advocating the use of Circular Economy principles across our industry. Circularity is about ending the current practice of take, make, use, dispose in the built environment and bringing long-term sustainability to an organisation’s operations.’

Janet Lynch

Arup Ireland Circular Economy
and Resource Efficiency Team

How might we reduce our carbon emissions through our food choices?

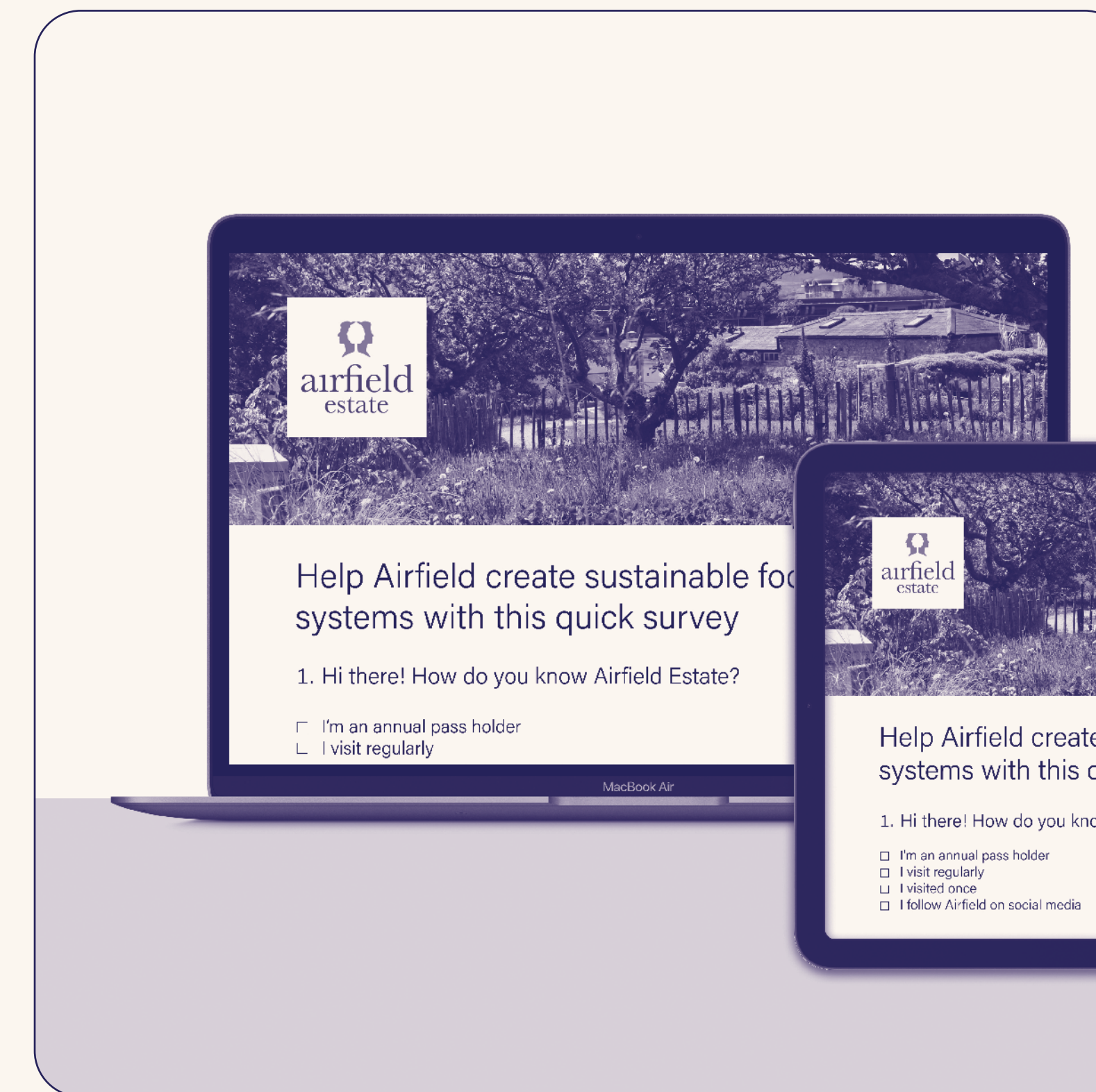
Portion Collaborative

'The food sector is now one of the largest revenue drivers for the economy. It is also one of the most damaging industries to society and the environment, with food systems accounting for a third of the world's greenhouse gas emissions.

With climate, health, and socio-economic challenges ever on the rise, food products and services are becoming precious. Working with organisations big and small, Portion Collaborative is reimagining our broken food system towards a future where food systems are more sustainable, circular, and innovative.'

Lara Hanlon

Founder, Portion Collaborative



Did You Know?



More than 70% of all freshwater sources on Earth are used for agriculture. From dairy and meat production to crop irrigation, farming is the most water intensive industry of all.

Did You Know?



In the future, as populations increase and climate change continues to impact rainfall, water will need to be moved and traded between borders.

How might we reduce the linear cycle and improve circularity?

Arcology System

'Arcology System drives the circular economy in commercial spaces with a patent-pending modular interior construction system that reduces fit-out waste, which contributes up to 30% of commercial landfill. With 80% of buildings already existing, Arcology System offers a flexible, data-driven solution for sustainable workspace design that's easy to finance, lease,

and reconfigure according to usage patterns. Powered by generative software and the Internet of Things (IoT), the system transforms interiors into adaptable assets, minimising waste and maximising value.'

Colette van Jaarsveld
CEO & Co-Founder
Arcology International



Responsible

'RESPONSIBLE is a pioneering tech company at the forefront of circularity, transforming how brands, retailers, and marketplaces engage with resale. Our proprietary technology streamlines the acquisition, processing, and sale of second-hand products at scale, reducing the demand for new items and championing sustainable

consumption. With headquarters in Belfast, Northern Ireland, and a satellite office in New York, RESPONSIBLE is committed to making sustainability the natural choice for both brands and consumers alike.'

Jacques Hill
Managing Director
getresponsible.com

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fast anywhere else.**

How might we improve active mobility to reduce carbon?



ISCycle

'ISCycle is a research project at University of Limerick examining the impact of electric bikes (e-bikes) on transport behaviour, physical activity, and the environment. ISCycle means Inclusive Sustainable Cycling and we aim to promote inclusive ebike uptake and sustainable use. We are researching to understand if e-bike loans lead individuals to substitute car trips for cycling trips, known as a modal shift. We are also studying the potential environmental impacts of increased e-bike use in Ireland. We have received funding for a follow-up project that extends this work to specifically focus on parents and older people living in low-income areas.'

Dr James Green

Associate Professor in Health, Psychology
at University Limerick, Project Lead at ISCycle

Students' Response

From sustainable graphic design to environmentally conscious systems design, a creative approach can support new ways of living that align with the health of the planet. Growing up in an era defined by environmental uncertainty, students are acutely aware of the urgency surrounding climate change. The combination of creative minds across different generations brought together varied perspectives and experiences to examine the challenge of creating urgency around the climate change debate.

What Creative Boardroom points to is the potential for radical and imaginative cross-generational partnerships. This approach can accelerate the development and adoption of solutions, fostering a more dynamic, adaptable, and impactful response to the climate crisis.

Using insights and learnings from the Creative Boardroom sessions, students collaboratively identified key challenges in the food and textile systems and applied their skills to propose and visualise their ideas. What is remarkable about this intergenerational approach is the speed at which students responded with credible and viable solutions to complex challenges. A total of 17 unique projects were created, and a small selection of these are exhibited.

Students were asked to respond to these 'how might we' questions:



How might we help people start constructive climate conversations with their families and peers?



How might we educate the public about food waste?



How might we positively re-energise public discourse around the climate emergency?


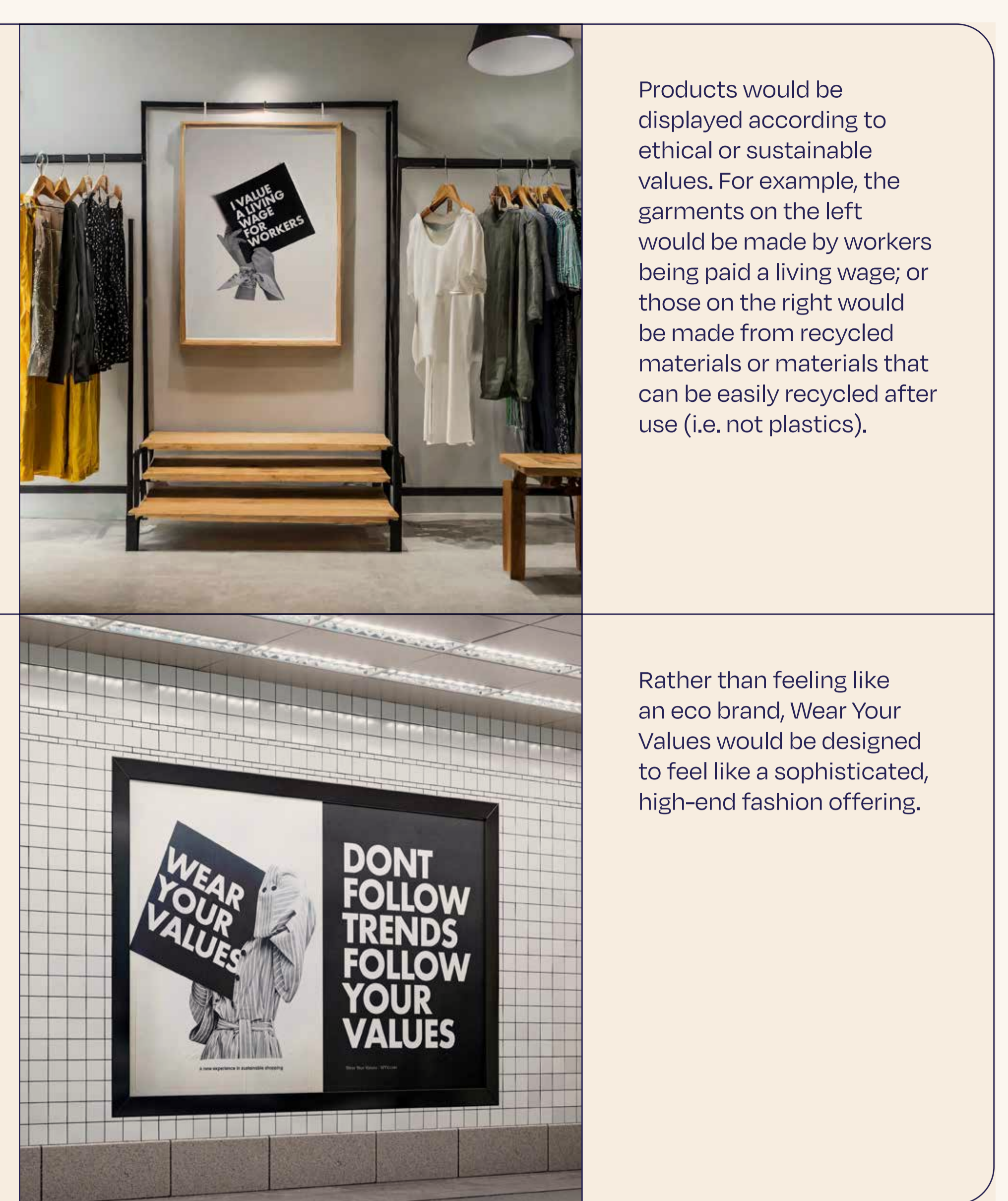


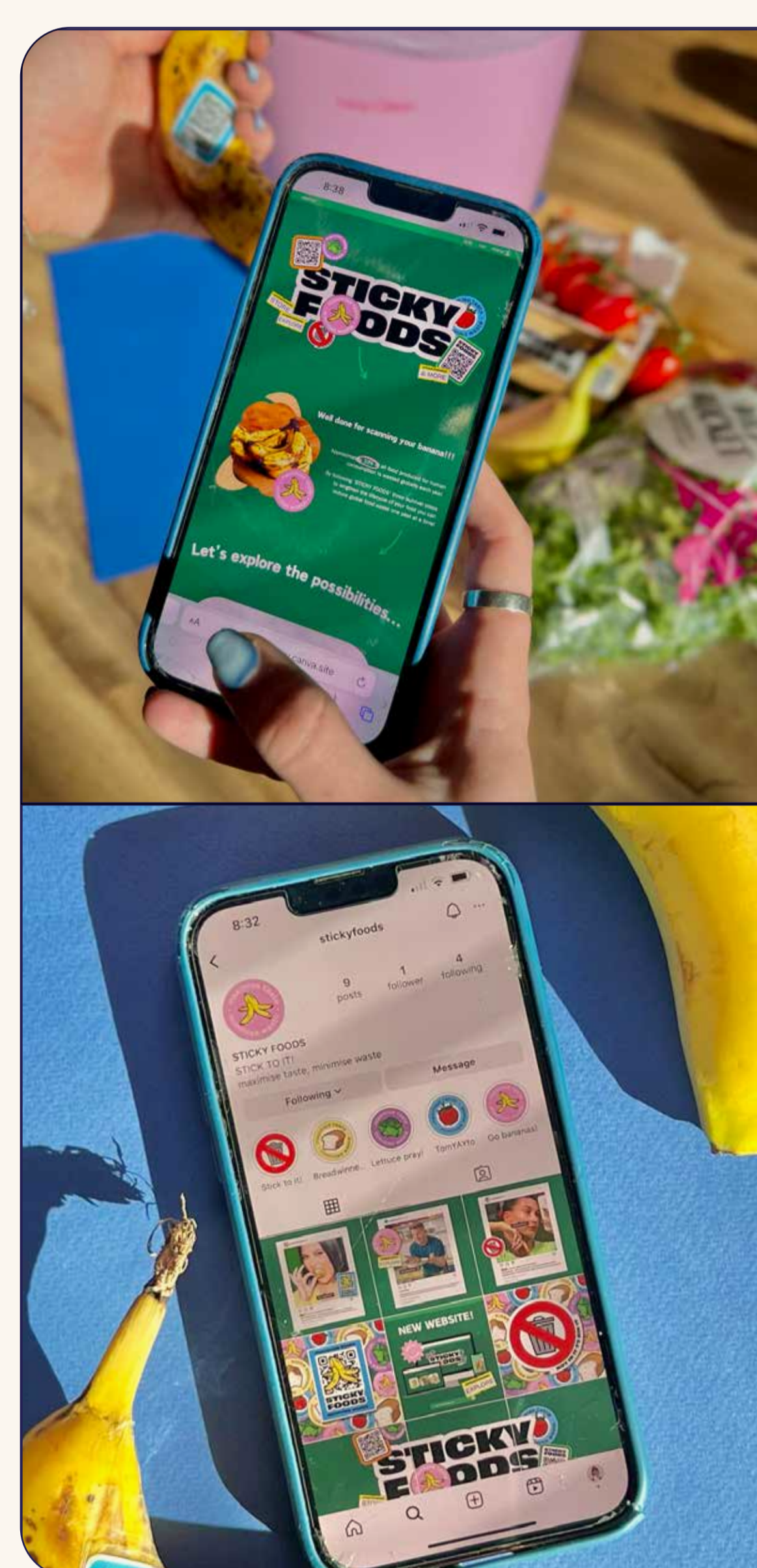

How might we inspire more young people to see upcycling clothing as desirable?

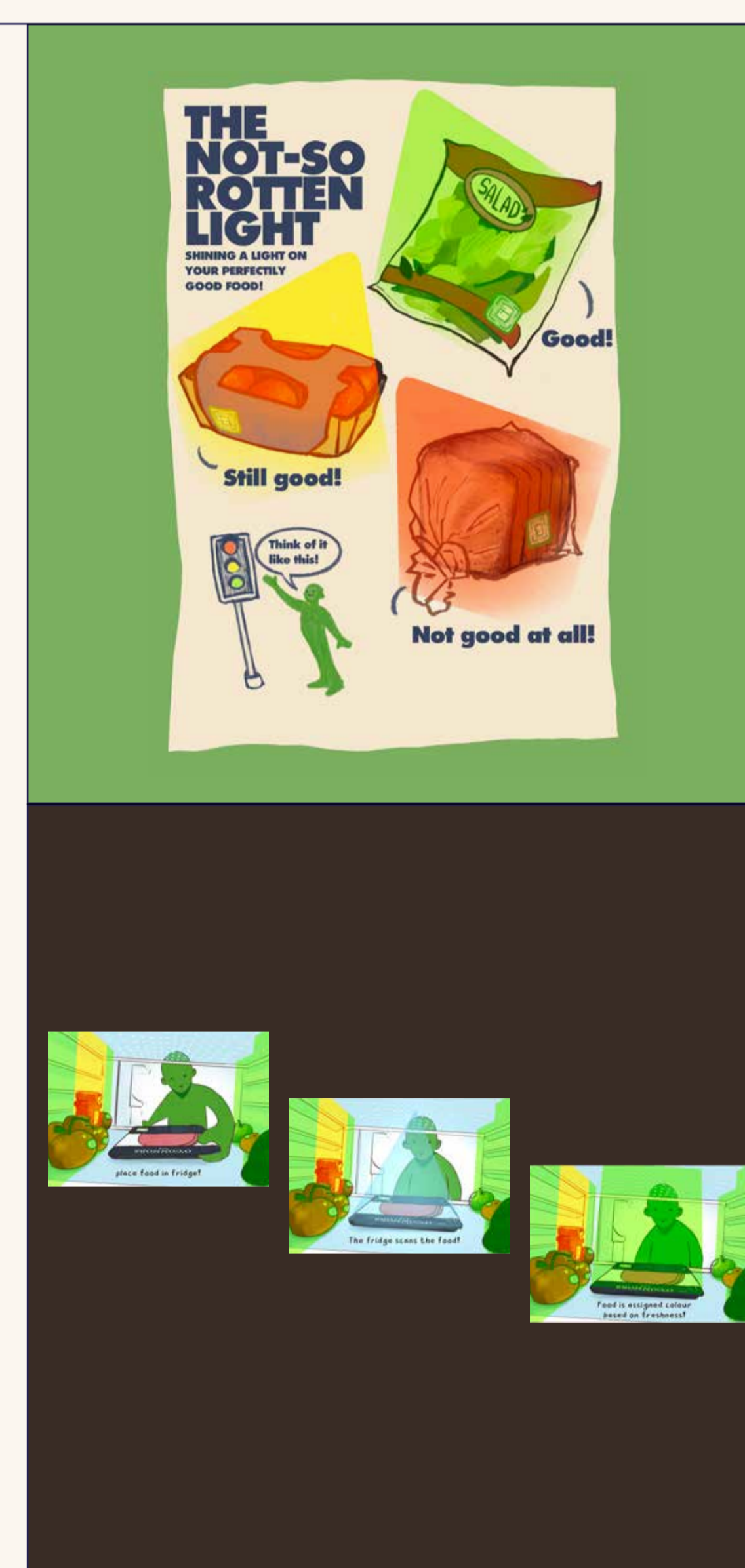


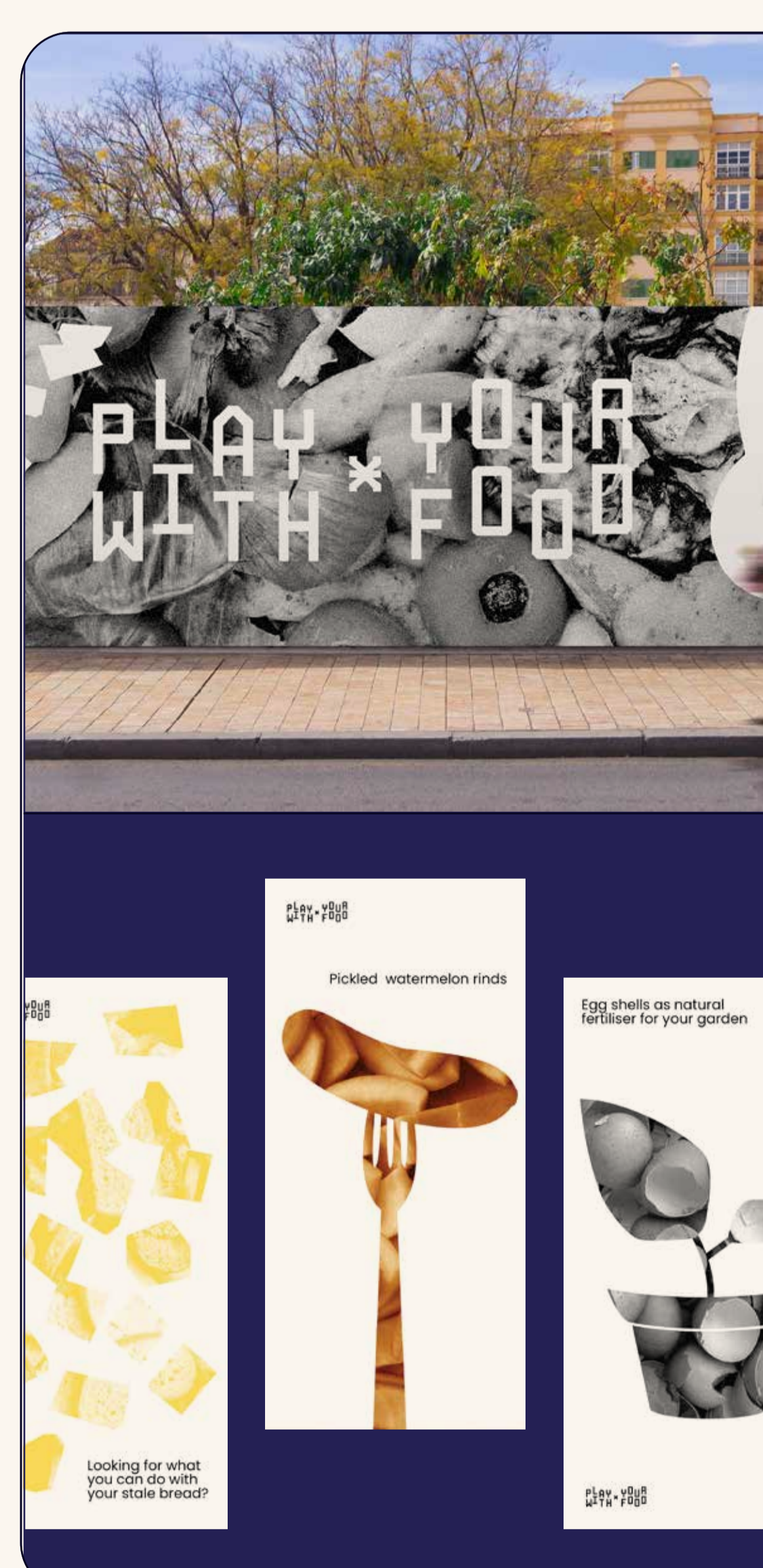

How might we bring more clarity and urgency to the everyday actions citizen can take so that more impact is created?

Student Projects

<p>Wear Your Values Mikah Smillie</p> <p>Insight: Although consumers have expressed a strong desire to shop more sustainably, a high percentage say they can't distinguish sustainable products or brands from those that aren't.</p> <p>With this in mind, what if we reimagined the shopping experience in a way that makes finding ethical and sustainable clothing easy and even aspirational?</p>		<p>Wear Your Values is a proposal for a chain of high street fashion stores offering customers sustainable ways to browse and purchase clothing.</p> <p>Each garment would have a Value Passport, either as a swing tag, or sewn in-label, with a QR code telling you about the garment's provenance.</p>	 <p>Products would be displayed according to ethical or sustainable values. For example, the garments on the left would be made by workers being paid a living wage; or those on the right would be made from recycled materials or materials that can be easily recycled after use (i.e. not plastics).</p> <p>Rather than feeling like an eco brand, Wear Your Values would be designed to feel like a sophisticated, high-end fashion offering.</p>
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	<p>Sticky Foods is a youth-focussed educational platform helping your food live longer. It's designed to feel positive and exciting, not preachy.</p>		<p>A nationwide initiative backed by all the major retailers, focussed on the most wasted foods. Branding and QR codes would be designed into packaging.</p>	<p>Sticky Foods Scarlett Butler</p> <p>Insight: In addition to much confusion around 'sell-by' and 'use-by' dates, there is a lack of knowledge around household food storage. People generally do not know the best ways to store their food, or how to upcycle their waste into something new.</p> <p>What if we showed Irish consumers that 'best before' dates are not the end of the road? What if we helped people understand that rather than binning food waste, there's a multitude of things that can still be done?</p>
	<p>Example use case: A banana that looks a little worse for wear. Scan the Sticky Food QR sticker and launch a microsite page.</p>		<p>If we look at the Banana section, there would be content organised by Store, Explore and More, showing how best to store to extend life, recipes for items past their 'sell by' date, and things you can do before binning, including non-food ideas in DIY and beauty.</p>	

<p>The Not-So-Rotten Light Mark Winters O'Connor</p> <p>Insight: 29% of food waste generated in Ireland comes from the household. Despite being around since the early 1900s, fridges have not been subject to much innovation in terms of planning and tracking our food use.</p> <p>With this in mind, what if we explored a new fridge innovation that tracked food freshness and helped eliminate waste?</p>		<p>The Not So Rotten Light: A light system installed in all fridges that helps cut food waste by visualizing freshness. In terms of visual comms, this would fall into the field of speculative design i.e. a solution that's perhaps not feasible yet, but can act as a vision or goal to work towards.</p> <p>As you place your food inside, the fridge scans the labels then uses a traffic light system to rate its freshness. Green = fresh; Orange = use soon; Red = use now.</p>	 <p>This would be a partnership across the food sector with small QR codes or tags on all packaging, designed to look like fridge icon.</p>	<p>Another solution which may be more achievable in the short term, is an accompanying app that could use your phone's camera and Augmented Reality (AR) to highlight the food's current status, and giving you insights around buying and waste patterns.</p>
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	<p>Play With Your Food is a platform of recipes and events aimed at helping people bring their leftovers back from the dead.</p>		<p>Events would help people connect with others to learn traditional preservation techniques. Intergenerational learning sessions act as a way to transfer knowledge and create community.</p> <p>Topics include vegetable broth, pickled rinds, bird feed, garden fertiliser. Booklets would be designed to feel sophisticated, with a modern visual language, making these traditional areas appeal to young people.</p>	<p>Play With Your Food Anna Aleksejeva</p> <p>Insight: It is thought that older generations were more resourceful with their food—eating more parts of an animal or finding more uses for leftovers. Over time, as convenience and abundance have increased, these traditions and skills are being lost.</p> <p>With this in mind, what if we reconnected young people with the skills and knowledge to get more from their food in a way that feeds into identity and creative expression?</p>
	<p>Knowledge can also be shared via considered recipe booklets distributed to university campuses, food markets, cafes and health food shops.</p>			

Directors' Response

‘How might we change the climate in the Boardroom?’ was the key question asked of 24 Chartered Directors, members of the Institute of Directors Ireland and the Institute of Directors Northern Ireland participating in **Creative Boardroom: Collaborate4Climate**. The directors sit on the boards of small and medium enterprises, public sector and multinational organisations in Ireland. Each is committed to enabling positive behavioural change for future generations.

The environment in which directors operate is complex. Awareness and understanding of the need for climate action at corporate levels is growing, as are the regulatory reporting requirements under Corporate Sustainability Reporting Directive (CSRD) rules, however, several roadblocks* remain, including a lack of knowledge, data, or capabilities; an inability to translate ideas into action; poor long-term strategic choices, and inertia or paralysis in decision making.

While it is clear that collective action is needed, the scale of change requires a community of agents for positive climate change among company directors. These ‘Creative Climate Champions’ will be empowered to use design to address systemic challenges, bringing focus to the climate crisis and accelerating the pace of change from within the boardroom.

*BCG-INSEAD, ESG Pulse Check Survey, 2022

Our Approach

Understanding the why, the how, the what and the who is a pre-requisite for effecting change. Design-led activities pushed directors and students out of their comfort zones but served to build trust and generate fresh perspectives. Following the intergenerational workshops, where the focus was on the wider context and framing opportunities for innovation, later workshops honed in on the specific challenges at boardroom level. Moving through an iterative process, directors defined and addressed the following two questions:

“What are the biggest barriers to driving climate action in Boardrooms”?

“How might we tackle these barriers”?

Barriers

Through guided facilitation, directors identified five key barriers to driving climate action in boardrooms:

01

Board members have differing levels of understanding around what the climate emergency means for their organisation. This means there is no common appreciation of the urgency and scale of the issue, nor their responsibilities and accountabilities within that.

02

Sustainability is not always embedded into the strategic planning cycle or the general business of the board. This means sustainability is not thought of in constructive terms such as creating opportunity, impact and value in the short and long term.

03

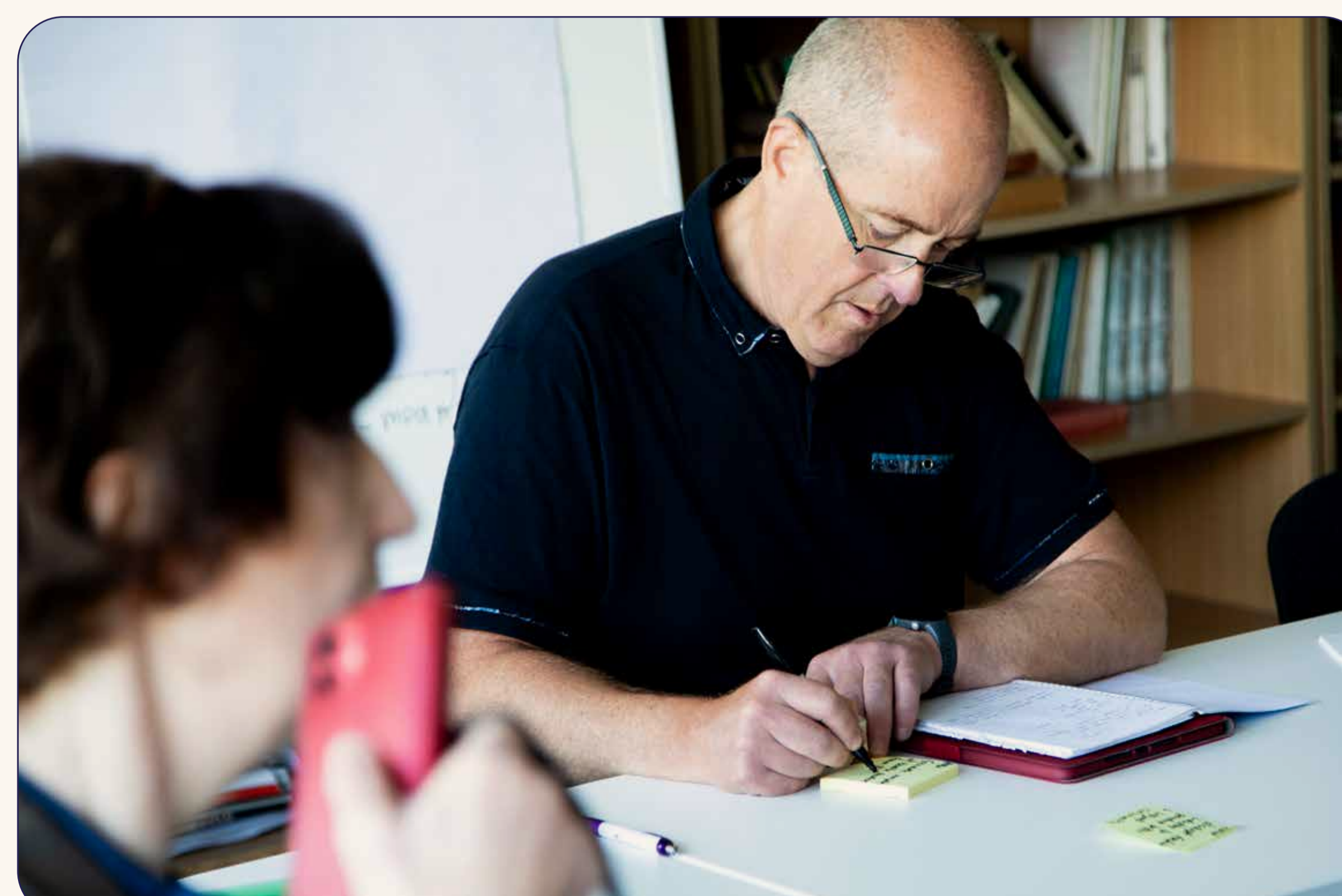
There is a lack of understanding and urgency around the 2030 and Net Zero targets.

04

The lack of knowledge about what baseline data needs to be captured or tracked makes it hard for some boards to benchmark themselves within their sectors and amongst their peers. This makes the scale of challenge and opportunity hard to understand.

05

The lack of a climate champion or owner on the board—someone with the right ambition, permissions and data capability to drive change.



‘I learned a huge amount particularly around the areas of design and systems thinking. I learned about Doughnut Economics and the circular economy. I think there is huge value in this programme for directors and all business people.’

Yvonne Harris
Chartered Director

Recommendations

In response to the five barriers, directors identified a series of recommendations for boards.

01

Build a shared understanding

Winning hearts and minds begins with developing a collective understanding amongst board members of the urgency and scale of the climate crisis. A common foundational understanding of what is a complex landscape (with many targets, stakeholders and resources) will allow board members to connect emotionally with the subject matter, build the desire for meaningful change, and move past inertia.

Actions

Climate Action for Beginners

What if there was an ultimate, trusted guide to climate leadership so that all directors had a common, shared language and understanding to build from?

Mini-Creative Boardroom

What if a circular design programme, based on Creative Boardroom, was offered to board members so that the right design thinking skills are used to help boards implement and drive change?

Signposting success

What if a hub was developed to signpost organisations towards existing resources, supports, targets and tools per sector so that finding the right tailored information was easier to navigate?

02

Show what change looks like

Building on a shared understanding of the climate crisis, boards can benefit from seeing what change looks like, in a practical sense. This means providing achievable, tangible examples of interventions or innovations that are relevant to them, their sector and their business.

Actions

Best Practice Journeys

What if we gave boards best practice examples with a focus on the steps and journeys businesses have taken so that they can benchmark themselves and understand how to fulfill their obligations? This would show, in a relatable way, that real action can be taken.

Good Business

What if we published a curated library of successful case studies so that businesses could see that transitioning to Net Zero can be an opportunity? In-depth case studies would help organisations see that there is a monetary benefit, as well as a moral one.

03

Make our journey public

Challenge boards and organisations to publicly commit to change while being transparent about progress and momentum.

Actions

Annual Evaluation

What if there was an annual invite to a session with an external evaluator who could assist in improving best practice so that boards know where they stand?

Director's Statement

What if individual directors declared a climate crisis and committed to specific climate-focused actions so that awareness is raised amongst peers and change is driven on the board?

Climate (Crisis) Statement

What if all organisations made a climate (crisis) statement that declares what the climate crisis means to them and their organisation so that a public commitment is made, internal drivers and considerations are shared and peers are spurred into action?

04

Give climate a permanent, central role at the table

Using new tools, roles and behaviours, embed climate within business, to develop a new normal. This will maintain momentum and focus so that climate is an organisational priority.

Actions

Climate Awareness Group

What if a Climate Awareness Group for peer-to-peer learning and sharing was established so that successes and wins can be shared from board meetings?

Standing Agenda Item

What if an ESG agenda template was created for use at all board meetings so that climate is always meaningfully addressed among board members, and within business papers?

05

Incentivise and celebrate progress

Incentivise more action around 2030 targets, while celebrating and amplifying progress across different sectors.

Actions

Transition Awards

What if we incentivised organisations by creating an awards mechanism that celebrated best practice? This would allow non-performing organisations to see positive examples to emulate, and winners can promote their achievements, as well as raising awareness and encouraging competition.

‘Effective collaboration will be essential for leaders tackling today’s challenges, especially climate change. Prioritising opportunities to strengthen our collaborative skills within and beyond our organisations is critical. Through the Creative Boardroom: Collaborate4Climate project, we are pleased to see partnerships sparked across sectors, generations and borders.’

John Reynolds, President IoD, Chartered Director
and John Hansen, Chair IoD Northern Ireland

‘Beidh comhboiriú éifeachtach riachtanach do cheannairí atá ag dul i ngleic le dúshlán an lae inniu, go háirithe an t-athrú aeráide. Tá sé ríthábhachtach deiseanna a chur in ord tosaíochta chun ár scileanna comhoibríocha a neartú laistigh agus lasmuigh dár n-eagraíochtaí. Tríd an tionscadal Seomra Boird Cruthaitheach: ComhoibriúDonAeráid, tá áthas orainn comhpháirtíochtaí a fheiceáil ar fud earnálacha, glúnta agus teorainneacha.’

John Reynolds Stiúrthóir Cairte, Uachtarán, Institiúid Stiúrthóirí Éireann
John Hansen, Cathaoirleach, Institiúid Stiúrthóirí Thuaisceart Éireann

Where will Directors make change?

Creative Boardroom: Collaborate4Climate is a call to action that collectively we will:

Know — Have a common understanding of the urgency for change and the key principles and frameworks associated with sustainability and circular economy.

Act — Feel empowered to act and to practically use design thinking tools to collectively and inclusively approach challenges, and develop new solutions.

Shout — Feel motivated and inspired to spread the word to communities of interest, and lead change locally.

Below are actions proposed by directors in response to board-level barriers to change. If you're a company director, put a sticky dot on the ones you feel would have the most impact and that you could adopt in the boardroom, as a 'Creative Climate Champion'.

<p>Climate Action for Beginners A trusted guide to climate leadership</p>	<p>Signposting Success A hub of tools for every sector</p>	<p>Mini-Creative Boardroom A circular design programme for board members</p>	<p>Best Practice Journeys Sharing the steps to change</p>
<p>Good Business A library of case studies on transition</p>	<p>Annual Evaluation External benchmarking to improve practices</p>	<p>Climate (Crisis) Statement A public commitment by organisations</p>	<p>Director's Statement A climate crisis declaration</p>
<p>Climate Awareness Group For peer-to-peer learning and sharing</p>	<p>Standing Agenda Item Making time for climate</p>	<p>Transition Awards Celebrating best practice</p>	

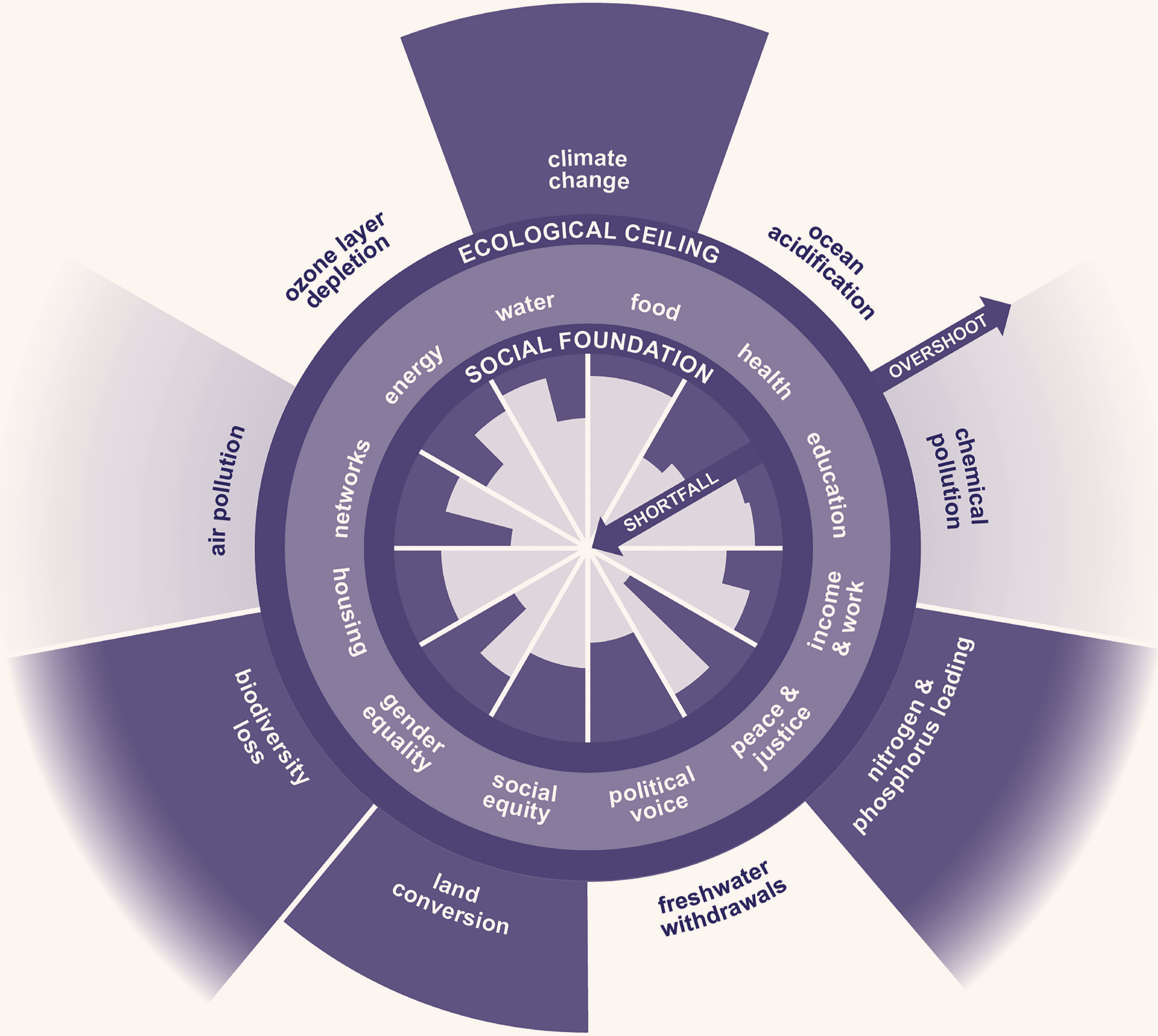
‘Ireland’s economy consumes 111 million tonnes of virgin materials—metal ores, non-metallic minerals, biomass and fossil fuels—each year, equivalent to 22 tonnes per capita — well above the EU average of 17 tonnes per capita. Importantly, this figure is nearly three times the estimated ‘sustainable’ level of consumption: eight tonnes per capita.’

Circle Economy for the Department of the Environment, Climate and Communications
Circularity Gap Report (2024)

What is the Doughnut?

‘Think of it as a compass for human prosperity in the 21st century, with the aim of meeting the needs of all people within the means of the living planet. The Doughnut consists of two concentric rings: a social foundation, to ensure that no one is left falling short on life’s essentials, and an ecological ceiling, to ensure that humanity does not collectively overshoot the planetary boundaries that protect Earth’s life-supporting systems. Between these two sets of boundaries lies a doughnut-shaped space that is both ecologically safe and socially just: a space in which humanity can thrive.’ Six of these nine planetary boundaries have been crossed.

Doughnut Economics Action Lab, 2020



Kate Raworth, The Doughnut of Social and Planetary Boundaries, 2017

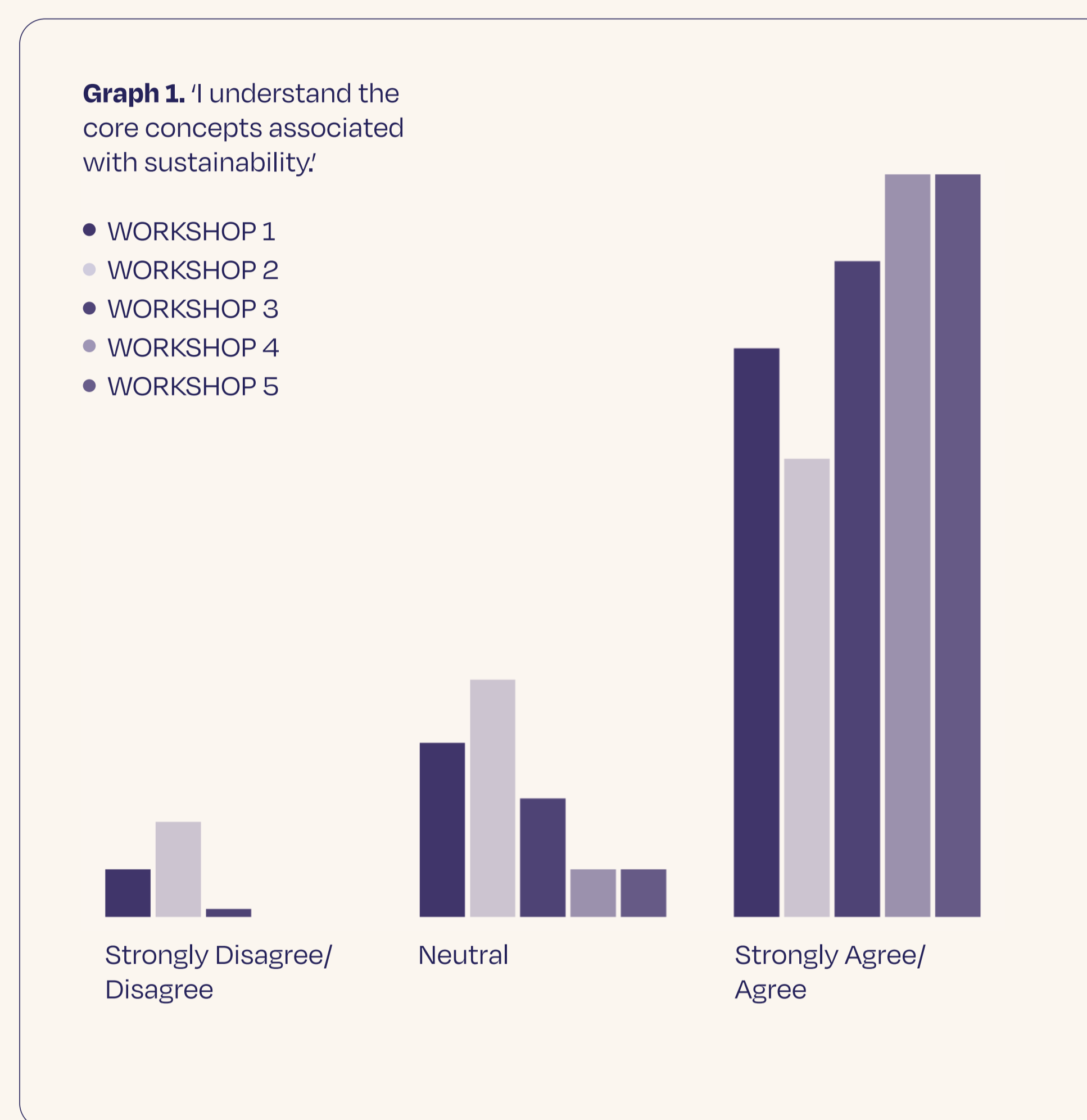
Changing Minds

Behavioural change in corporate boardrooms is crucial for driving sustainable business practices and addressing the broader environmental and social challenges of our time.

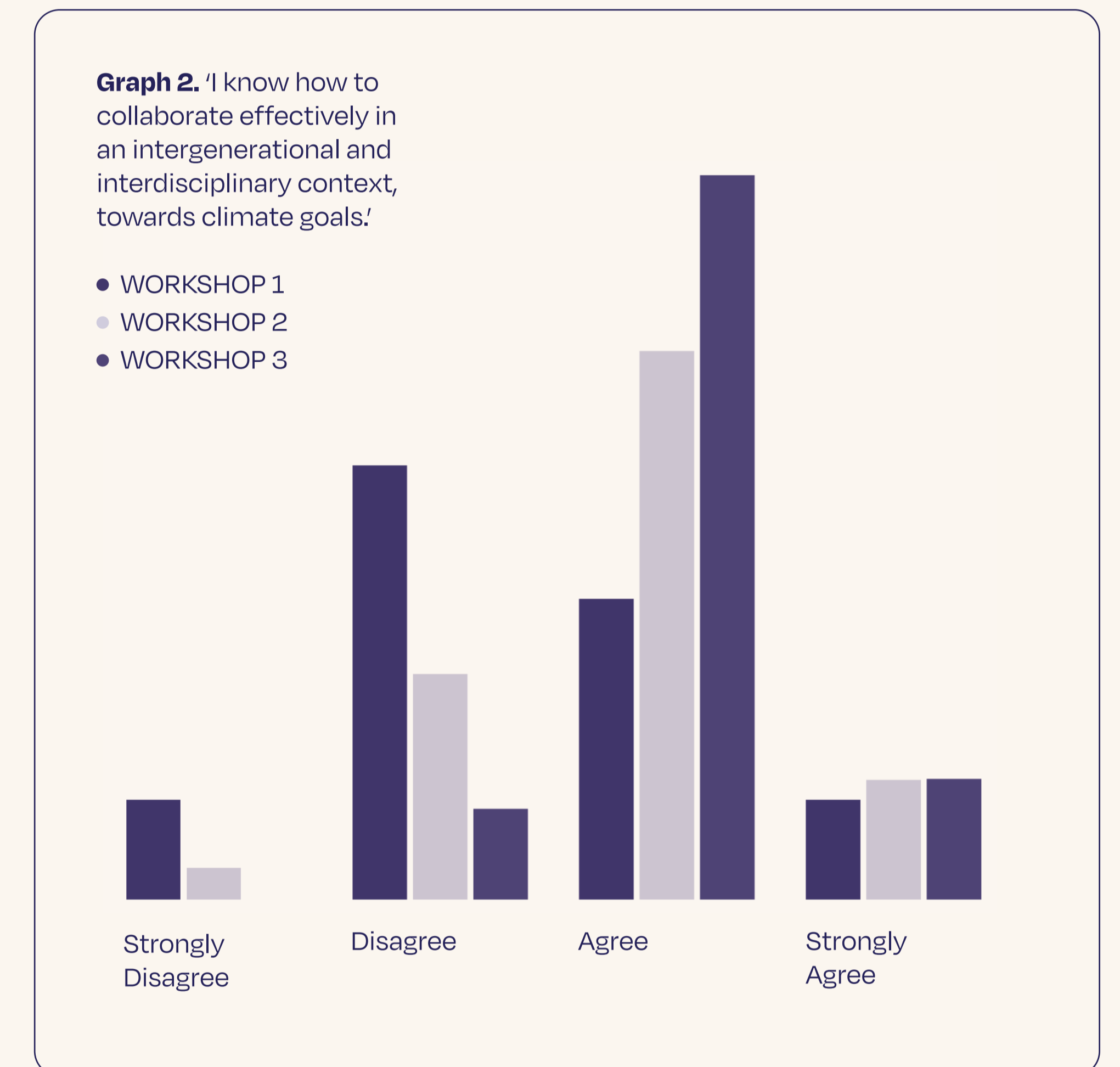
A key role for directors is to reshape decision-making processes to prioritise long-term planet centred values over short-term gains. At the heart of this transformation lies empathy and a deep understanding of the climate emergency. Empathy allows leaders to appreciate the impact of their actions on communities, ecosystems, and future generations, while a thorough grasp of the climate crisis empowers boards to take bold, informed steps that integrate long-term resilience and planetary wellbeing into their core business strategies.

Findings from the interim evaluation of **Creative Boardroom: Collaborate4Climate** underscore the programme's effectiveness in advancing participants' understanding of and commitment to climate action. The observed behavioural and attitudinal shifts reflect a readiness for climate-related responsibilities amongst participating directors and a significant shift in awareness and understanding for both student and director groups.

28% of participants expressed little or neutral understanding of core concepts associated with sustainability in Workshop 1. This reduced to 6% over the course of the five main workshops, with overall knowledge increasing to 94%.



'The programme has highlighted the absolute urgency for change and changed my own personal habits and choices considerably.'




Understanding Design Thinking and Systems Thinking

Understanding amongst director and student participants on how to apply systems and design thinking methods to investigate and think creatively about environmental and social challenges, grew from 50% after Workshop 1 (Discover), to 94% after Workshop 3 (Design).

After the third intergenerational workshop (Design), participants' knowledge of how to ideate, develop and evaluate innovative and impactful ideas, concepts and solutions in line with circular principles, grew from 45% to 87%.

After the director-focused workshops, 100% of respondents said they felt connected to a community of like-minded peers and experts, and felt motivated to drive climate action within their spheres of influence and beyond.

'I found the How Might We and having to frame a problem in a positive way without including a proposed solution in the question a very useful and thought provoking technique to reframe problems into opportunities.'



‘One pair of jeans consumes
about 3,781 litres of water
and produces around
33.4kg of carbon during
its lifetime!’

United Nations environment programme,
Cleaning up couture: what's in your jeans?, 2018

Where will you make change?

In Ireland, our behaviours affect our climate. Become a 'Creative Climate Champion' and place a sticky dot on changes you're committed to making.

21% of people buy clothes on a weekly basis	In 2022, there were 88% more primary school children commuting by bicycle than in 2016	Irish households waste over 220,000 tonnes of food every year—the equivalent of each household throwing away €700	48% of Ireland's existing dwellings, have a building energy rating of 'D' or lower on a scale of A-G
It's estimated that in 2020, 61% of all energy used in households was for space heating	Just 1% (over 10,000 tonnes) of the packaging placed on the Irish market in 2021 was reusable	We discard around 110,000 tonnes of textiles as waste every year and nearly all are processed via waste-to-energy plants or landfill	If each of the 4.26 billion email users (2022) refrained from sending one unnecessary email per day, the reduction in carbon emissions would amount to approximately 852 tonnes—equivalent to 2,939 direct return flights from London Heathrow to Berlin
In 2022, almost seven in 10 (69%) trips in Ireland were made by car	If the production of clothing completely stopped, there would be enough to clothe the entire world for ten years	82% of people did not consider buying second hand for their last purchase	Skipping one serving of beef every Monday for a year saves the equivalent emissions to driving 348 miles in a car
Fruit is the most common food item thrown out by Irish households	In 2012, the sale of SUVs made up 16% of new private vehicle sales. That figure grew to 59% in 2022	Heat pumps were installed in 88% of dwellings completed during the period 2020 to 2023	Although 43% of people are aware of clothing rental services, only 5% have used one

Sources: Environmental Protection Agency, Central Statistics Office, Sustainable Energy Authority Ireland, National Transport Authority, Amárach Research, Dr. Parva Chhantyal, and research published in Nature Food.

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Partners

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Institute of Directors Northern Ireland (IoD NI)
Creative Futures Academy (CFA)
National College of Art and Design (NCAD)
Institute of Art Technology + Design, Dun Laoghaire (IADT)
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 Creative Climate Action

 Ciar Éire Éidmách
Creative Ireland Programme

 Rialtas na hÉireann
Government of Ireland

 Shared Island Initiative

 Institute of Directors Ireland

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