

WE INVITE
YOU TO

THE BUSINESS SCHOOL AND THE
SYDNEY NETWORK ON CLIMATE
CHANGE AND SOCIETY



SYMPOSIUM ON

CLIMATE CHANGE:
GENERATING BUSINESS
AND ORGANISATIONAL
RESPONSES

PROGRAM – Day 1

WEDNESDAY MARCH 20TH

6.00PM – 7.30PM

VENUE: THE UNIVERSITY OF SYDNEY, LAW SCHOOL (FOYER), Eastern Avenue, Camperdown Campus

Free and open to all with registration requested: [Click here to register online for Keynote](http://whatson.sydney.edu.au/events/published/sydney-ideas-social-sciences-and-climate-change) or go to <http://whatson.sydney.edu.au/events/published/sydney-ideas-social-sciences-and-climate-change>

KEYNOTE - THE SOCIAL SCIENCES AND CLIMATE CHANGE: STRUCTURING THE SOURCES OF DISTRUST

Professor Andy Hoffman, Stephen M. Ross School of Business and School of Natural Resources & Environment, University of Michigan

In spite of widespread scientific consensus, physical scientists have not been able to seize the final word in the public debate on climate change. There is a constituency that understands and assesses the science of climate change far beyond its technical merits and scientific models. Beliefs about God, the role of government, trust in the market, the value of nature and faith in science are just some of the deeply held beliefs, worldviews and values that social scientists can examine to understand the current response to climate change.

***Andy Hoffman** is the Holcim (US) Professor of Sustainable Enterprise at the University of Michigan. Within this role, Andy also serves as Director of the Frederick A. and Barbara M. Erb Institute for Global Sustainable Enterprise.*

Professor Hoffman has written extensively about corporate responses to climate change; how the interconnected networks of NGOs and corporations influence change processes; and the underlying cultural values that are engaged when these barriers are overcome. His research uses a sociological perspective to understand the cultural and institutional aspects of environmental issues for organizations.

He has published over a dozen books, which have been translated into five languages. His work has been covered in numerous media outlets, including the New York Times, Scientific American, Time, the Wall Street Journal and National Public Radio. He has served on research committees for the National Academies of Science, the Johnson Foundation, the Climate Group, the China Council for International Cooperation on Environment and Development and the Environmental Defense Fund.

PROGRAM – Day 2

THURSDAY 21ST MARCH

8.30AM-5.00PM

VENUE: UNIVERSITY OF SYDNEY, HOLME BUILDING (MACCALMAN CULLEN ROOM),
SCIENCE ROAD, CAMPERDOWN CAMPUS

Free. Separate registration required - please contact Michelle St Anne via michelle.stanne@sydney.edu.au

8.30 - 9.00

REGISTRATION, TEA AND COFFEE

9.00 - 10.45

SESSION 1: MACRO/SYSTEM LEVEL PERSPECTIVES

Chair: **David Schlosberg, The University of Sydney**

John Dryzek, Australian National University,
“Deliberative governance in the public and private sectors”

Stephan Lewandowsky, University of Western Australia,
“The psychology of climate change denial”

Greg Bourne, Australian Renewable Energy Agency,
“Climate change and business: why, how, when, and if to act?”

10.45 – 11.15

MORNING TEA

11.15- 12.45

SESSION 2: CORPORATE PERSPECTIVES

Chair: **Matthew Bell E&Y**

Tim Nelson, AGL
“Renewable energy, AGL and the importance of policy certainty”

Emma Herd, Westpac Institutional Bank
“Climate change and Financial Services”

Tony Coleman, Lonergan Edwards & Associates Ltd,
“Low Carbon Australia - Reflections”

12.45 - 2.00

LUNCH

2.00- 3.30

SESSION 3: ORGANISATIONAL AND PERSONAL LEVEL PERSPECTIVES

Chair: **Maurizio Floris, The University of Sydney**

Christopher Wright, The University of Sydney
“Corporate environmentalism, emotions, identity and climate change”

Susan Benn & Ken Tann, UTS Business School
“Organisational learning and sensemaking: Understanding responses to climate change”

Sally Russell, Griffin University
““What about me?": Engaging employees in climate change responses”

3.30 – 4.00

AFTERNOON TEA

4.00 – 5.00

PANEL DISCUSSION

Chair: **Andy Hoffman, University of Michigan,**
Panel includes some of today's speakers, as well as Giles Parkinson

5.00

WRAP UP & NETWORKING DRINKS

Speakers & Abstracts

John Dryzek, *“Deliberative governance in the public and private sectors”*

Some strong theoretical claims can be made on behalf of the efficacy of deliberative democracy when it comes to complex social-ecological problems. In light of available evidence and the lessons of experience, I argue that it is possible to redeem these claims when it comes to climate governance, at all levels from the local to the global.

John Dryzek is Australian Research Council Federation Fellow and Professor of Political Science at the Australian National University. Recent books include Foundations and Frontiers of Deliberative Governance (2010), The Oxford Handbook of Climate Change and Society (co-edited with Richard Norgaard and David Schlosberg, 2011), The Politics of the Earth: Environmental Discourses, 3rd edition (2013), and Climate-Challenged Society (co-authored with Richard Norgaard and David Schlosberg, forthcoming), all published by Oxford University Press.

Stephan Lewandowsky, *“The cognition of climate change denial”*

Although nearly all domain experts agree that human CO₂ emissions are altering the world's climate, a notable segment of the public appears to reject the scientific evidence. What are the reasons underlying this disparity between scientific reality and public perception? Why do people reject scientific evidence? To what extent do people understand the basic physical principles underlying climate change? I review some of the cognitive and psychological variables that determine people's responses to climate science and other scientific propositions (e.g., the fact that HIV causes AIDS or that smoking causes lung cancer). The data show that (a) while people are capable of understanding climate data at a simple level, they do not comprehend the relationship between emissions and global temperature. (b) Although processing of climate data does not appear to be influenced by people's personal worldviews or ideology, the rejection of climate science is largely a matter of ideology, with proponents of a laissez-faire free market being most likely to reject climate science, as well as other scientific propositions. A further factor that appears to be involved in the rejection of science is conspiratorial thinking. There are numerous ways in which conspiratorial thinking differs from conventional scientific thinking.

Professor Stephan Lewandowsky is a cognitive scientist in the School of Psychology at UWA. Among other topics, his research focuses on the role of scepticism in memory updating and the distinction between scepticism and denial. He has published nearly 140 papers, chapters, and scholarly books on how people remember and think. His latest book on “computational modelling in cognition” draws together strands from philosophy of science, mathematics, and computer science to illustrate how cognitive scientists can best learn to understand a complex system such as the mind. He received a Discovery Outstanding Researcher Award from the Australian Research Council in 2011. He is also an award-winning teacher of statistics.

Greg Bourne, “Climate change and business: why, how, when, and if to act?”

Greg will discuss some of the different rational business responses to the threats and opportunities that arise with climate change. He will talk about the difficulty of change from within an organisation - the “immune response effect” and the difficulty of change of the energy system as a whole – “the incumbency effect”. In order to bring about change; incumbents must see that they have a chance of success that disruptive innovation brings.

Greg is currently the Chair of the Australian Renewable Energy Agency (ARENA) which is an independent Commonwealth authority, supporting innovations that improve the competitiveness of renewable energy technologies and increase the supply of renewable energy in Australia.

Prior to this role, Greg worked globally in the oil industry and in 1988 was seconded to the UK Prime Minister's Policy Unit at 10 Downing Street as Special Adviser on Energy and Transport. He returned to Australia in October 1992 in charge of BP Exploration's activities in Australia's North West Shelf and Papua New Guinea. After working overseas as Director BP Scotland and then Regional Director—Latin America based in Caracas; he returned to Australia in January 1999 to become Regional President—BP Australasia the position from which he retired from BP in September 2003.

In 2004, Greg was appointed CEO WWF-Australia a position he held until June 2010.

Greg is on a number of commonwealth and state advisory groups primarily concerned with climate change, energy and sustainability. He was awarded the Centenary Medal for services to the environment and an Honorary Doctorate from the University of Western Australia for services to international business.

Tim Nelson, “Renewable energy, AGL and the importance of policy certainty”

We examine the history of the Renewable Energy Target (RET) and establish that the „stop/start“ nature of renewable policy development has resulted in investors withholding new capital until greater certainty is provided. We examine whether capital market efficiency losses would occur under certain policy scenarios and show that electricity costs would increase by between \$51 million and \$119 million if the large-scale RET is abandoned even after accounting for avoided renewable costs. We conclude that policymakers should be guided by a high level public policy principle in relation to large-scale renewable energy policy: constant review is not reform.

The paper is based on “An analysis of Australia's Large Scale Renewable Energy Target: restoring market confidence”, co-authored by Tim Nelson, James Nelson, Jude Ariyaratnam and Simon Camroux, AGL Applied Economic and Policy Research Working Paper No.35 –LRET.

Tim is the Head of Economics, Policy and Sustainability at AGL Energy. In this role, Tim is responsible for: AGL's sustainability strategy; greenhouse accounting and reporting; AGL's energy and greenhouse research; AGL's corporate citizenship program, Energy for Life; and energy and greenhouse policy.

Tim is also an Adjunct Research Fellow at the University of New England and has had several papers published in Australian and international peer-reviewed journals. He has presented at conferences in Australia and throughout Asia and Europe.

Emma Herd, "Climate Change and Financial Services"

Westpac has been at the forefront of companies responding to and reporting on sustainability and climate change. As a financial services organisation, it has had to consider not just the impact on its own organisation but also on that of its clients. This presentation will discuss three key questions: 1) What are the key environmental issues for the financial services sector?; 2) How Westpac is responding strategically (and how this translates to reality); 3) What are the 'lessons learned' along the way?.

Emma Herd is Executive Director, Emissions & Environment in Westpac.

Working across all areas of Westpac, Emma is responsible for leading the bank's strategic response to climate change and for driving effective client solutions for emerging environmental challenges and opportunities.

From 2001 to 2007, Emma worked in Westpac Group Sustainability & Corporate Affairs, and played a key role in developing Westpac's industry leading sustainability position. Emma was responsible for producing seven Westpac sustainability reports and developing the Westpac Group Climate Change Strategy in 2006.

Emma has been the Westpac representative on a number of government and industry forums such as the Australian Business Leaders' Roundtable on Climate Change (2006), the Australian Business and Climate Group (2007), the New South Wales Carbon Markets Taskforce (2009), The Climate Institute „Climate Leaders" partnership (2010-present), Business for a Clean Economy and the Carbon Action Catalyst Group (2012-present). She continues to represent the bank in a number of key public forums and plays a critical role in the Westpac Group approach to managing climate change and environmental issues and impacts more broadly.

Prior to Westpac Emma worked in Parliament in Canberra. She holds a Bachelor of Asian Studies (Thai) Hons.

Tony Coleman, "Low Carbon Australia - Reflections"

Low Carbon Australia was established by the Australian Government in late 2009 just as the UNFCCC CoP Meeting in Copenhagen failed to deliver on aspirations for an extension of the Kyoto Protocol. Initially capitalised with \$100 million, LCA's purpose has been to:

- a) catalyse joint investments with the private sector in energy efficiency projects designed to reduce both energy costs and carbon emissions, and
- b) administer the National Carbon Offset Scheme for voluntary carbon emission reductions by Australian companies.

After just over three years of operation, LCA has come to be regarded as a successful pilot program for the more ambitious Clean Energy Finance Corporation (CEFC) into which LCA is to be merged later this year.

The purpose of this talk, from the perspective of a Founding Director of LCA, is to review the progress made by LCA and the lessons learned.

Tony Coleman BA MBA Hon DBus (Macq) FIAA FAICD is a director of and adviser to several leading Australian and international organizations. Amongst other roles he is :

- *Non-Executive Director of AMP Life Limited (& Chairman of the Audit Committee),*

- *Non-Executive Director of Low Carbon Australia*
- *Non-Executive Director of Max BUPA Health Insurance Limited (in India)*
- *Adjunct Professor at the Business & Economics Faculty of Macquarie University,*

From 2000 until 2008 he was Chief Risk Officer and Group Actuary of Insurance Australia Group (IAG), reporting to IAG's CEO and a member of IAG's Group Executive (IAG is the largest underwriter of property & casualty insurance in Australia and New Zealand). During his tenure in that role, Standard & Poors recognised the quality of the risk management function lead by Tony by rating IAG as one of only 7 insurers in the world (out of some 250 rated globally) to have "Excellent" risk management processes, the highest rating possible.

Prior to joining IAG, Tony was a Partner of PricewaterhouseCoopers (PwC) in Australia. His 15 year career at PwC included management roles leading large teams and building significant businesses of the firm, as well as a diverse range of business valuation, corporate finance and advisory work for both public and private sector clients.

Tony is a past President of the Institute of Actuaries of Australia (IAAust) and a former winner of the IAAust's "Actuary of the Year" award. He has also held leadership roles in the International Actuarial Association (IAA).

In recent years, Tony has also been active in building better engagement on the climate change and carbon issue in government, the community and business by working extensively on this issue with eminent scientists, business leaders, NGOs and government. This has included working at various times with World Wildlife Fund (WWF), the Australian Business Roundtable, Al Gore's Generation Investment Management, as an independent Director of the Antarctic Climate & Ecosystem Co-Operative Research Centre.

Macquarie University awarded Tony an Honorary Doctor of Business Degree in 2011 in recognition of his contributions to risk management, institutional investment and climate change.

Tony has been a sailor all his life and can be found racing sailboats on Sydney Harbour with family and friends on most weekends.

Christopher Wright, *"Working with passion: Emotionology, corporate environmentalism and climate change"*

In responding to climate change, organizations navigate in an increasingly volatile emotional milieu in which feelings of fear, anxiety, hostility and anger shape public debate. We explore how corporations have responded to the broader „emotionology" surrounding climate change. Our focus is on the role of corporate sustainability specialists as intermediaries, or „emotionology workers", acting between broader social debates and local organizational contexts. Through analysis of interview and documentary data from major Australian corporations we explore both the activities of these individuals in translating and shaping climate change emotionology within their organizations, and how they manage their own emotionality in this work. We find that sustainability professionals are key agents in the design and implementation of a positive emotionology of climate change as a challenge and opportunity for corporate action. However, these activities result in tensions and contradictions for these individuals in reconciling their own emotional engagement with climate change and the negative impact of corporate activities on the environment. Our analysis contributes to an understanding of the

roles and activities of „emotionology work“, as well as broadening the concept of „emotion work“ to include those involved in promoting broader social change in organizational settings.

Chris is Professor of Organisational Studies in The University of Sydney Business School. His research explores the diffusion of management knowledge, managerial and occupational identity, and organisational change. His current research focuses on how businesses and managers are responding to climate change and the role of emotion, identity and justification in this response. He has published in leading international journals such as Journal of Management Studies, Organization Studies, Research Policy, Human Relations and British Journal of Sociology.

Susan Benn & Dr Ken Tann *“Organisational learning and sensemaking: Understanding responses to climate change”*

This paper reports on an exploratory study that aims to understand how sensemaking around climate change impacts on the organisational learning that can occur through partnerships. Our study shows that different partners have ‘learnt’ climate change through their individual sensemaking as they are confronted with the ambiguity of climate change in relation to the materiality of risks impacting on their individual organisation. The result is that each has institutionalised a particular framing of knowledge around climate change. In our study, we look at how the concept of ‘risk’ serves as a boundary object that enables partners to share their different bodies of knowledge and to build new learnings.

Professor Benn is Professor of Sustainable Enterprise at UTS Business School, Sydney. She has a background in the sciences and social sciences, with a PhD in Environmental Studies from UNSW. Her research has focussed on how organisations change and learn for sustainability and she has led numerous research projects on the role played by partnerships and communities of practice in creating sustainable change. She has published this research in four books and more than 90 journal articles and book chapters.

Dr Ken Tann completed his PhD in Linguistics at the University of Sydney as the recipient of the University Medal in 2011, and is currently an Honorary Associate at the University of Technology, Sydney. He researches on the application of discourse analysis in business and institutional contexts, and has worked on various interdisciplinary projects including organizational studies, marketing and institutional policy. His research focuses on the relationship between documents and their contexts of production, and models language use as a meaning making resource in organizations.

Sally Russell, *“What about me?": Engaging employees in climate change responses”*

Researchers to date have generally neglected the affective dimensions of climate change adaptation and mitigation. Research has shown that environmental issues are especially emotional and it therefore seems reasonable to conclude that emotions in response to climate change likely serve as important influences on individuals’ decisions and adaptive behaviours. In this presentation, Sally will share her thoughts on the important role that emotion plays in engaging employees in workplace initiatives to improve climate change mitigation and adaptation, and proenvironmental behaviour more broadly. Drawing on current research findings from environmental psychology and organisational behaviour, Sally will explore the key drivers of proenvironmental behaviour and what managers might do to encourage employees to engage in more sustainable behaviours. Sally will also present research findings to date that demonstrate how emotional responses to climate change influence proenvironmental behaviour in the workplace.

Sally Russell is a Senior Lecturer at Griffith Business School at Griffith University in Brisbane, Australia and a Visiting Research Fellow at the University of Western Australia and the University of Leeds. Sally's research explores the drivers of pro-environmental behaviour both within and outside the workplace, particularly the role of emotions as drivers of behaviour. Her work has been published in journals including: Water Resources Research, Journal of Environmental Management, Business Strategy and the Environment, and the Journal of Organisational Change Management. She currently serves on the editorial board of the Journal of Organisational Behaviour, and is the co-editor of a special issue of the Journal of Organisational Behaviour on Greening Organizational Behaviour.

Giles Parkinson

Giles Parkinson is a journalist of 30 years experience, a former Business Editor and Deputy Editor of the Financial Review, a columnist for The Bulletin magazine and The Australian, and the former editor of Climate Spectator (source: <http://reneweconomy.com.au>, sighted 4th March 2013).