Business Ethics and Resetting on Sustainability after COVID19

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Time for a new Beveridge Report?

- Published in the middle of the crisis (1942)
- NHS created 1948
- Social housing expanded
- Pensions and social security
- Free education

TACKLING THE FIRST GIANT

RSA/YouGov research, April 2020: what do we want after COVID19?

- 85% want to see some of the personal or social changes they have experienced continue afterwards

- Just 9% want everything to go back to how it was before the pandemic.

- 40% feeling a stronger sense of local community and 39% more in touch with friends and family

- One in ten have shared something with a neighbour for the first time

- 51% say they have noticed cleaner air, and 27% more wildlife since the outbreak began

Overview: Why, What If and How?

- Why do we need to change?
  - Personal and global context
- From "What is" to "What If?"
  - Three "What if?" examples: projects, maintenance and innovation
- How do we lead well through the change?
  - Leadership for long-term change
  - Creating a cascade
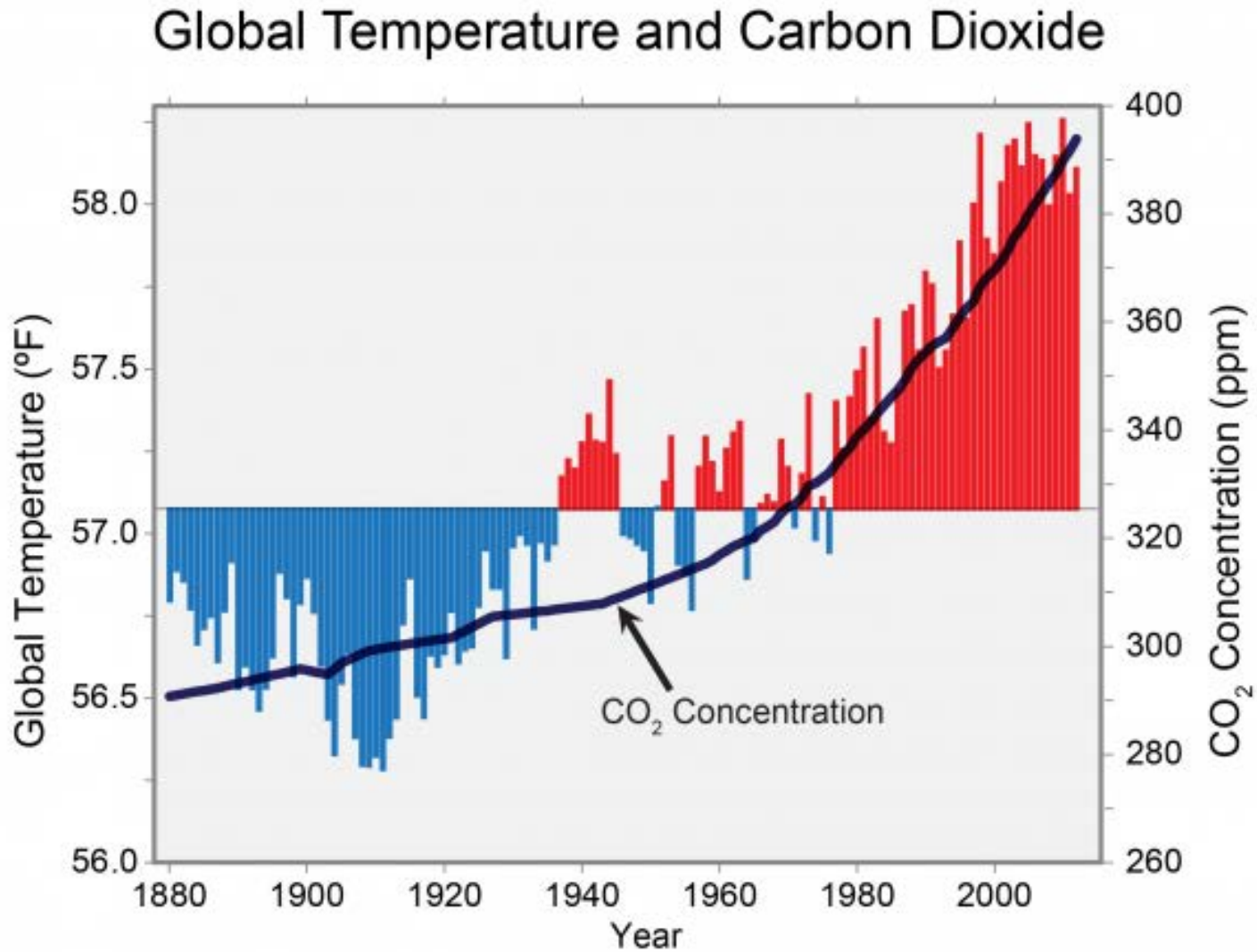 - Caring for the change-makers
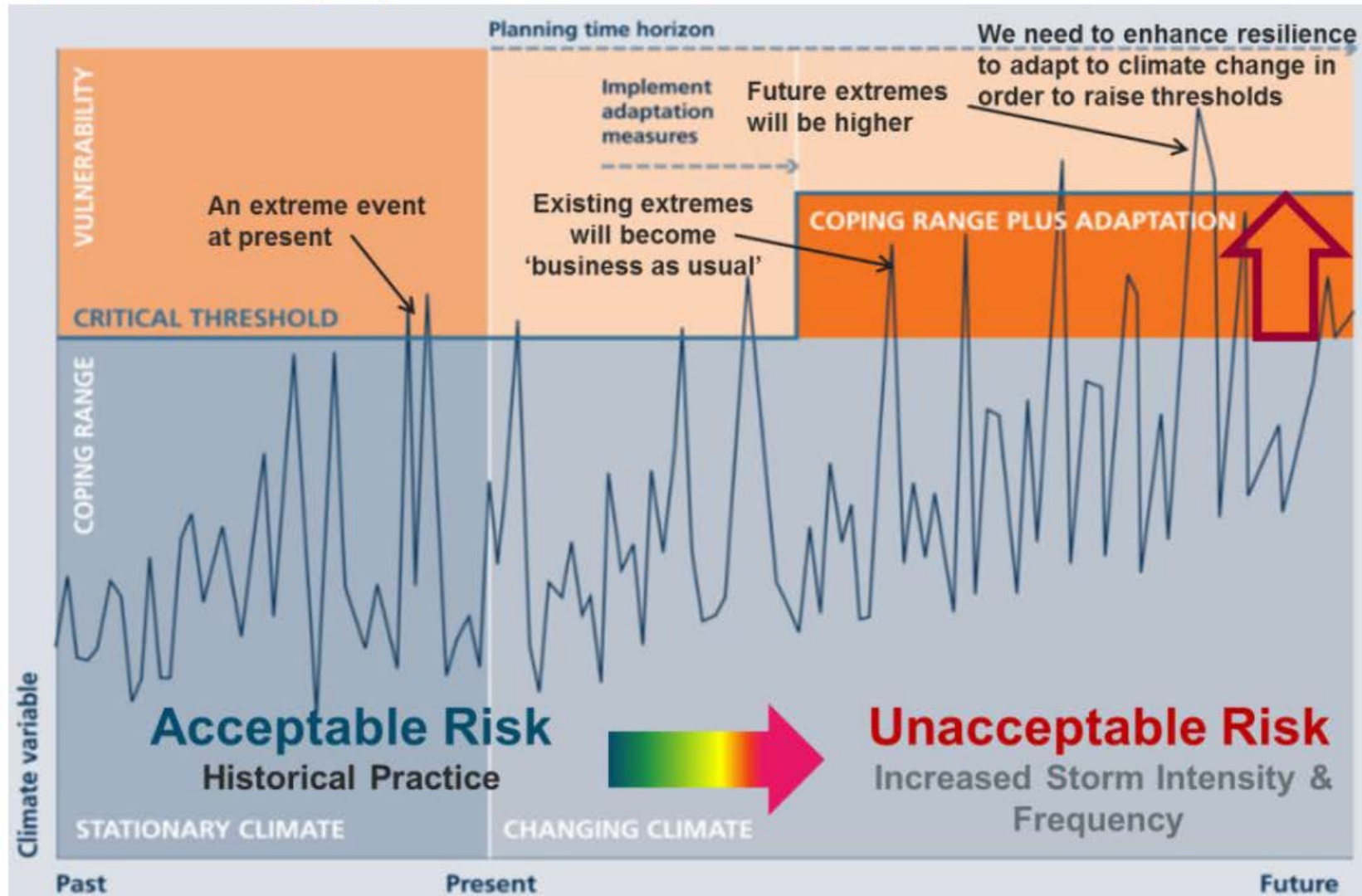
Personal context: my career to date
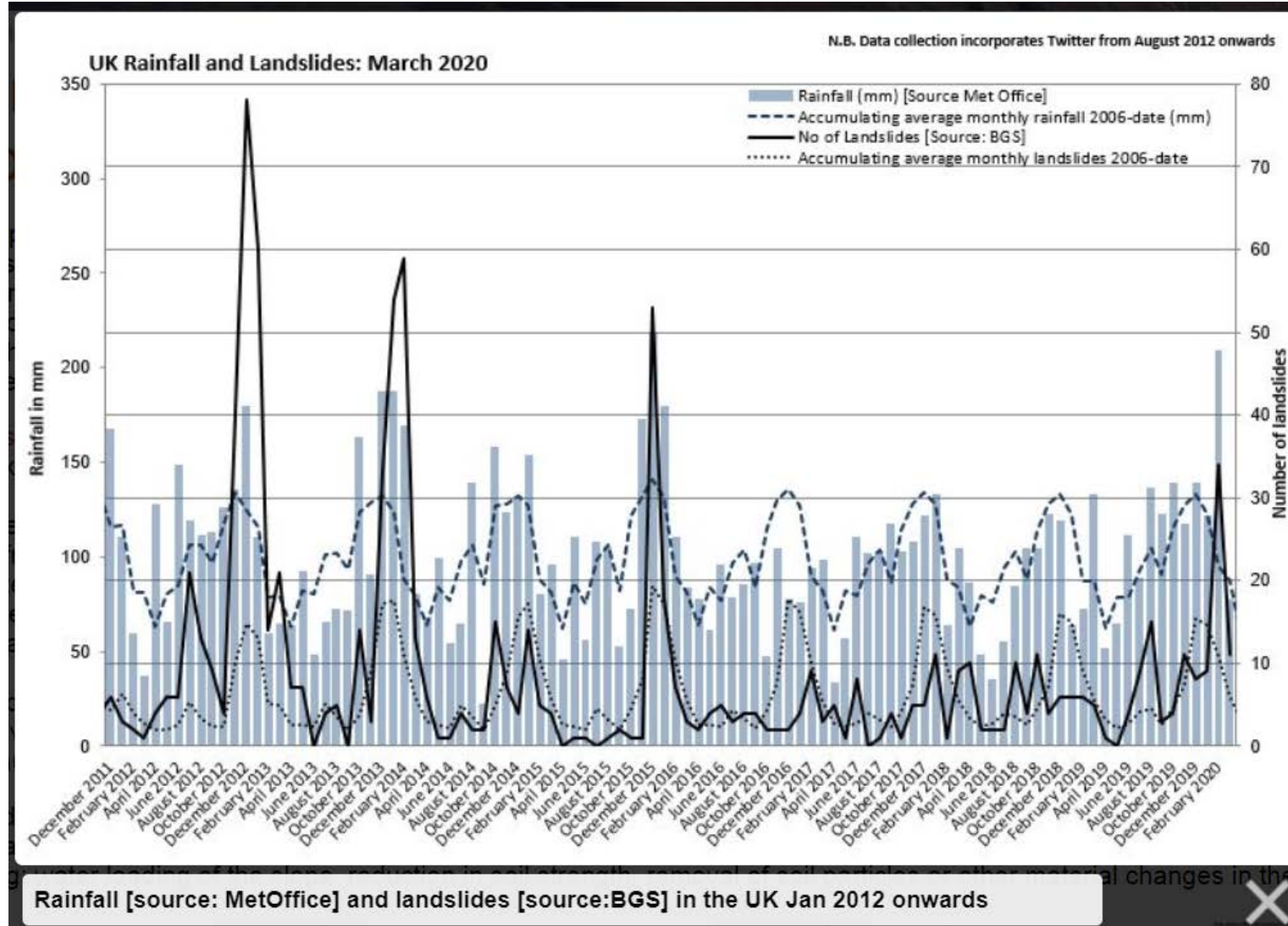
Stations and Tram Stops

The Climate Catastrophe

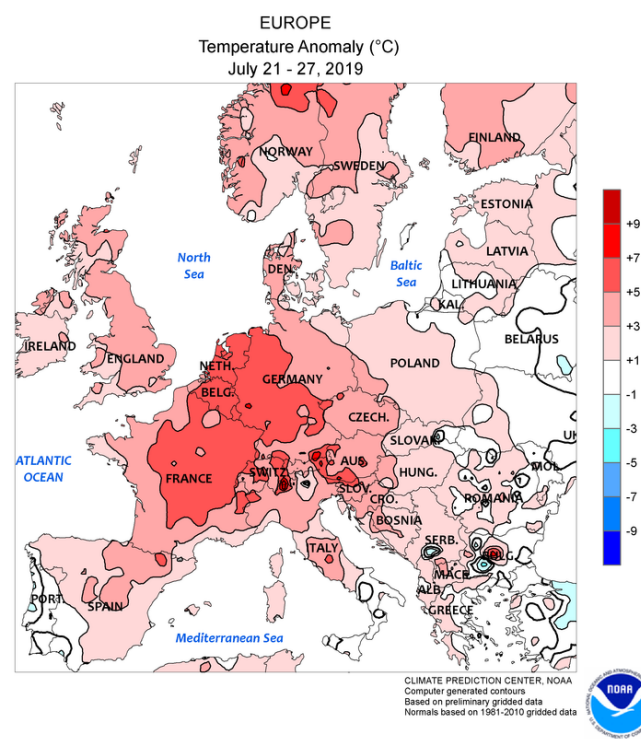Global Temperature and Carbon Dioxide

Adapting to Climate Extremes gets harder with every 0.5⁰Cincrease in global temperature

British Geological Survey: Landslides plotted against UK rainfall

UK Rainfall and Landslides: March 2020

N.B. Data collection incorporates Twitter from August 2012 onwards

Legend:
- Rainfall (mm) [Source Met Office]
- Accumulating average monthly rainfall 2006-date (mm)
- No of Landslides [Source: BGS]
- Accumulating average monthly landslides 2006-date

Rainfall [source: MetOffice] and landslides [source:BGS] in the UK Jan 2012 onwards

What does climate damage look and feel like?

Air pollution kills 40,000 every year

VEHICULAR EMISSIONS

2.8m
The number of journeys made by the residents of Birmingham each day comprises 50% by car and 50% by all other forms of travel combined.*

50%

0.5m
The number of car journeys made into Birmingham by people from outside of the city.

250k
The number of car journeys made by Birmingham residents that are less than one mile.

3.8
The average number of journeys per weekday in car-using households.

#brumbreathes

* West Midlands Household Travel Survey (WMTS)

London. We have a problem.

Our air is toxic, and driving polluting vehicles is the main cause.

The air that we breathe, and that our children breathe, can cause life-long diseases.

But there are solutions. We're making London's transport greener.

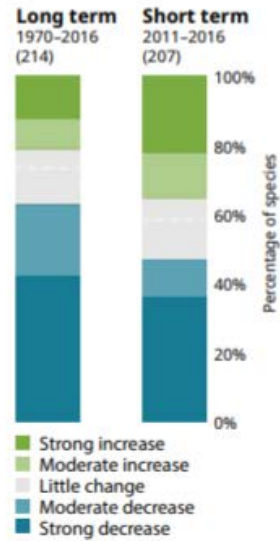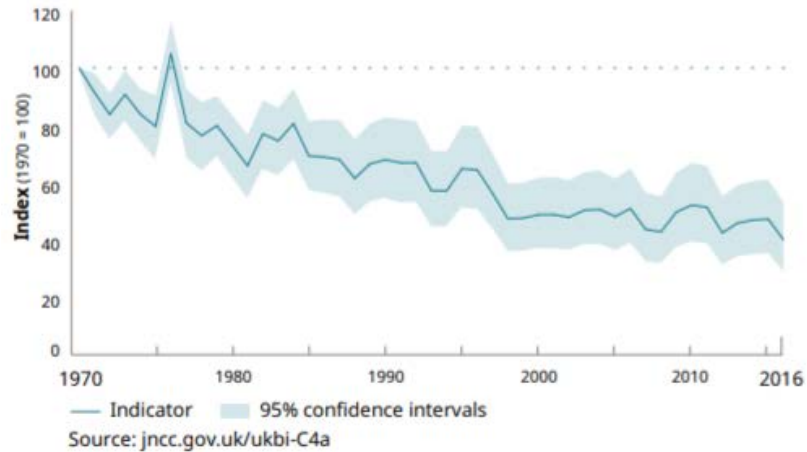Find out how you can make a difference too.

Search 'Let London breathe'.

LET LONDON
BREATHE

MAYOR OF LONDON

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

UK Biodiversity Indicator: Change in the relative abundance of UK priority species, 1970 to 2016

#STATEOFNATURE

OF 8,431 UK SPECIES ASSESSED, ONE IN SEVEN IS AT RISK OF EXTINCTION.

Over the past ten years 1 in 3 species have decreased in numbers.

#StateOfNature

UK State of Nature report, 2019

Our habitats need to be bigger, better and more joined up!

Valuing Keyworkers

Exercise 1 – in Breakout Rooms (5mins)

- Describe a time when you've appreciated the power or beauty of nature

- Describe a time when you've come face to face with how we are disrupting natural systems

From "What is" to "What if?"

- Imagination is *"the ability to look at things as if they could be otherwise."*

- Unless we find ways to truly imagine a new world – see it, touch it, smell it – we will never be able to bring it about.

- 3 examples from my workplace:
  - Project delivery
  - Maintenance/operations
  - R&D/Innovation

ROB HOPKINS

FROM
WHAT IS
TO
WHAT IF

UNLEASHING THE POWER
OF IMAGINATION TO CREATE
THE FUTURE WE WANT
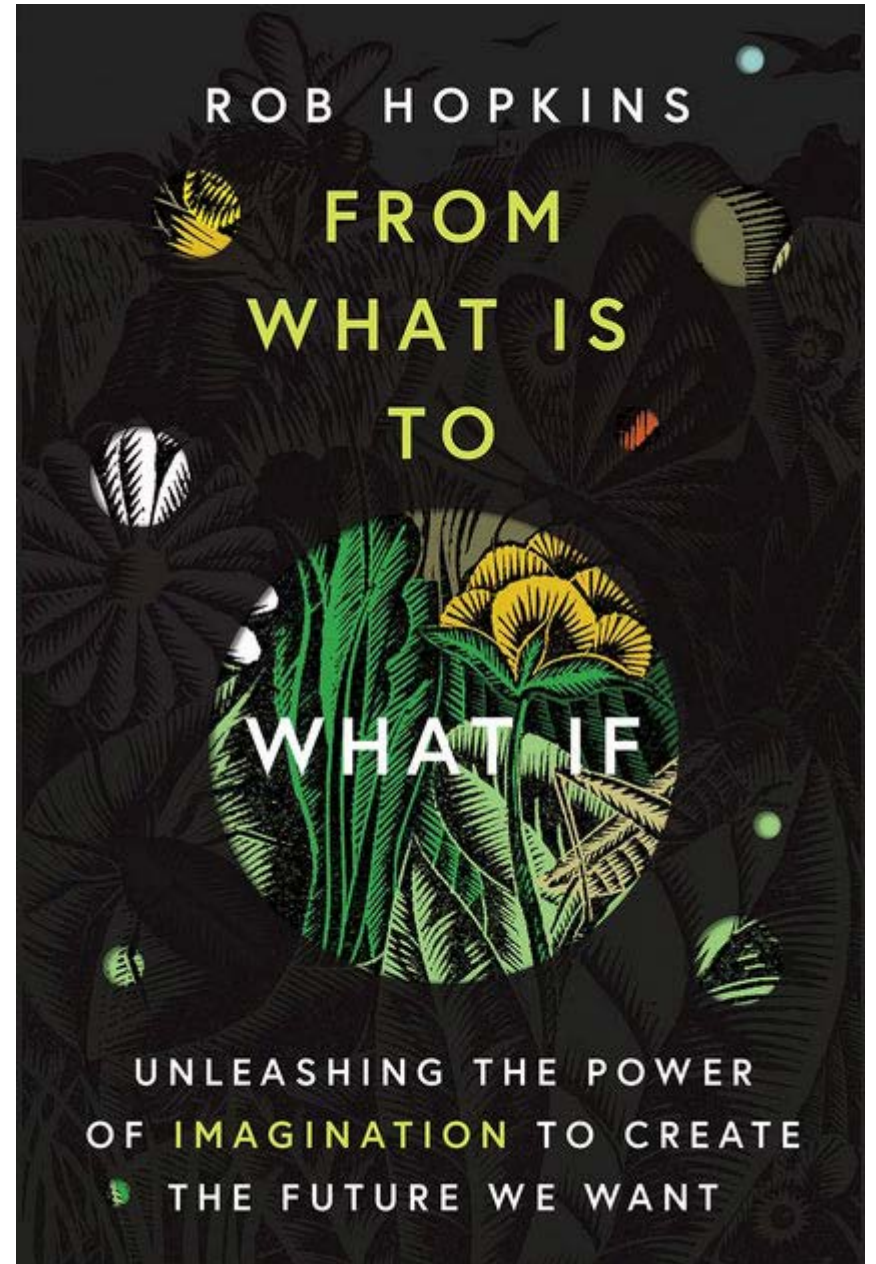
What if… we used BREEAM for the 1ˢᵗ time?

Birmingham New Street, opened 2015 (£650m)

- **Low carbon energy:** District heating scheme powering John Lewis and most of Birmingham city centre!

- **Circular economy:** 98% of waste diverted away from landfill

- **Water:** 60% of water to flush toilets from rainwater harvesting

What if... we changed how we think about managing trees?

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Network Rail is one of the UK's largest landowners

It owns **52,000** hectares of land on which there are nearly **6.3** million trees, most of which are less than **50** years old.

6.3 million trees

Across England and Wales it manages nearly **16,000** miles of lineside.

What if... we developed a hydrogen-powered train to decarbonise the railway?

The use of hydrogen is key to helping to decarbonise our railways. We are working with industry to develop and apply the technology for the next generation of rail vehicles.

Dr Stuart Hillmansen
Senior Lecturer in Electrical Energy Systems

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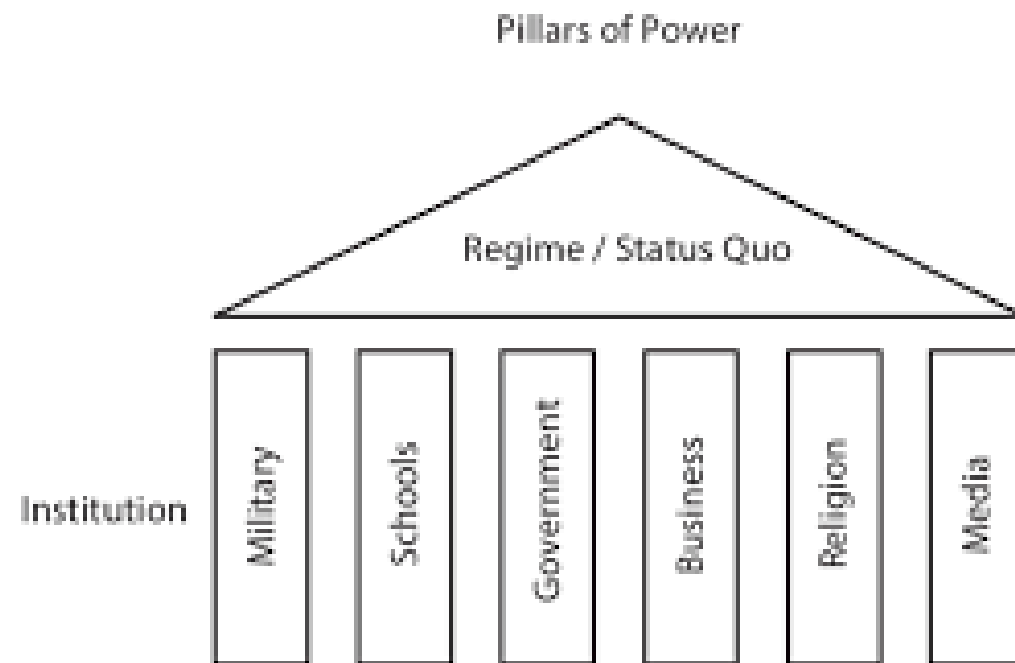
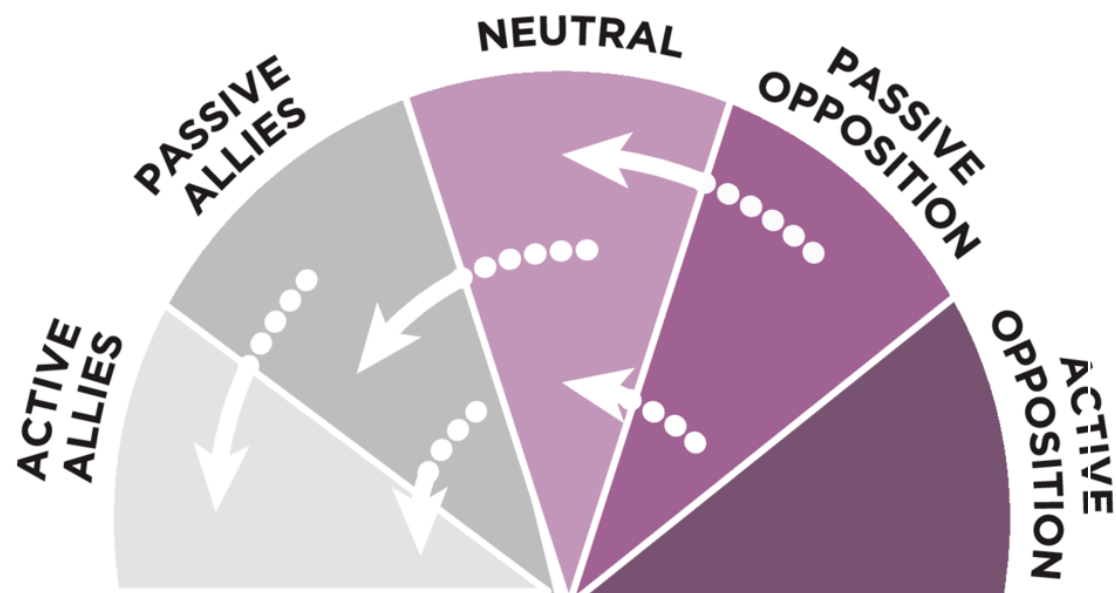# Exercise 2: "What if?" For your business (11mins)

- In groups of 3
- Imagine that you made a change (perhaps as a result of COVID19)
  - Imagine what that looks like
  - Imagine how you did it

- 2mins writing,
- 3mins per person exploring together in groups

How do we make change that sticks?

Recruit, train, act!

Read something that helps you find the connections for your industry.

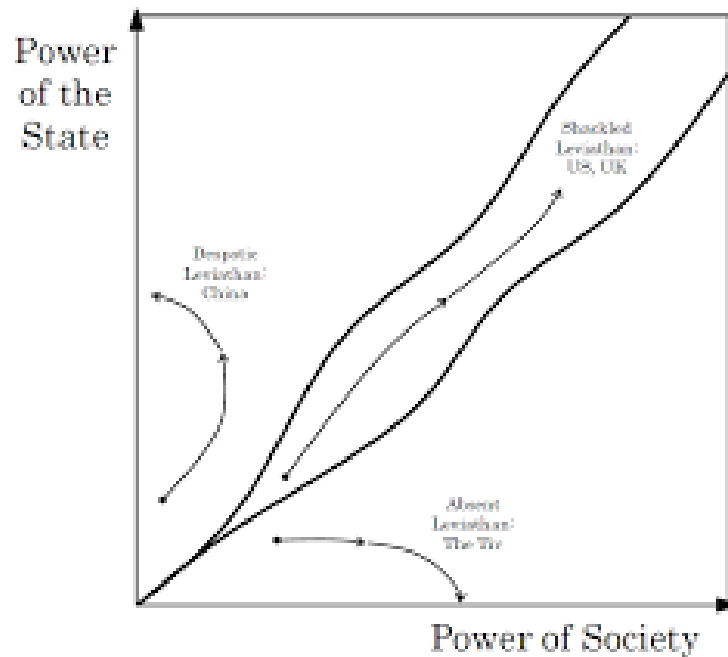# Participation, not a Purity Test!

"If your heart is with my heart, then take my hand" John Wesley

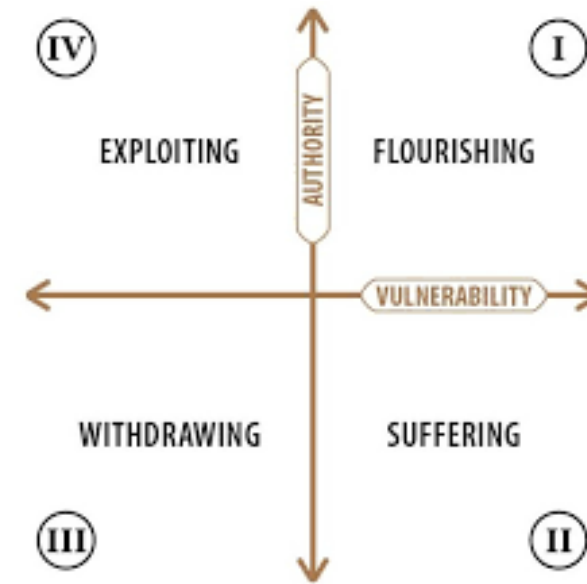# Shared Values: What does #BuildBackBetter mean?

#BuildBackBetter means

- 1. For nature: habitats which are **bigger, better and more joined up**
- 2. For energy, transport and materials: **low carbon**, **adaptable and designed for reuse**
- 3. For people: **fairer AND greener** - an economy whose objective is regenerative not extractive.

Balancing state, elites and society

Power of the State

Shackled Leviathan: US, UK

Despotic Leviathan: China

Absent Leviathan: The Tiv

Power of Society

Organisations: balancing authority and vulnerability

IV

EXPLOITING

AUTHORITY

I

FLOURISHING
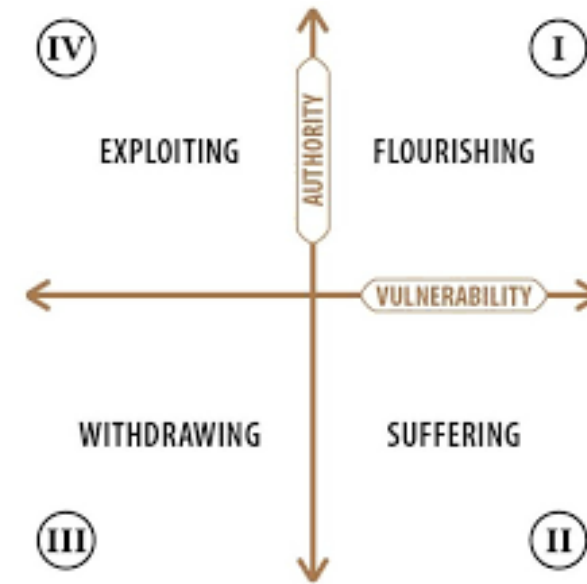
VULNERABILITY

WITHDRAWING

SUFFERING

III

II

Surviving Victory: The balance of power

"Level 5 leadership: humility, modesty and ferocious resolve, an almost stoic determination to do whatever needs to be done to make the company great." Jim Collins, Good to Great

Balancing state, elites and society
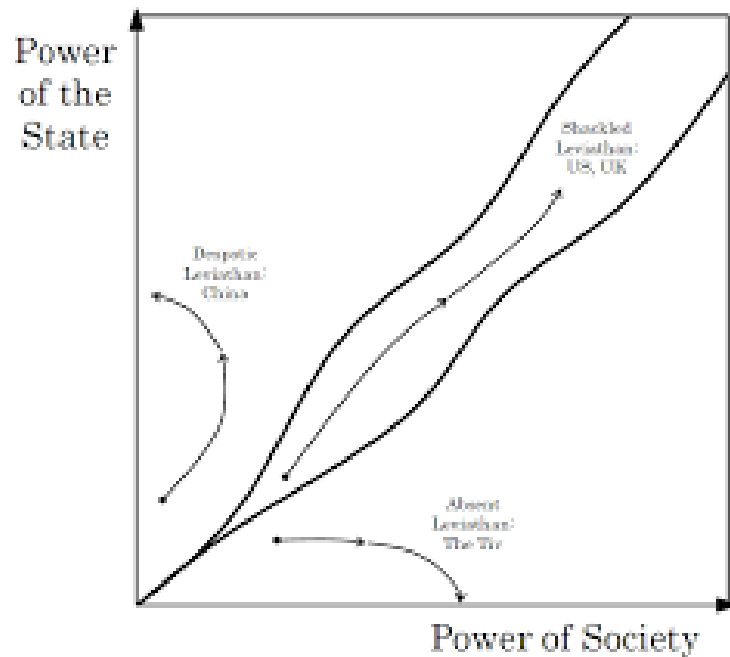
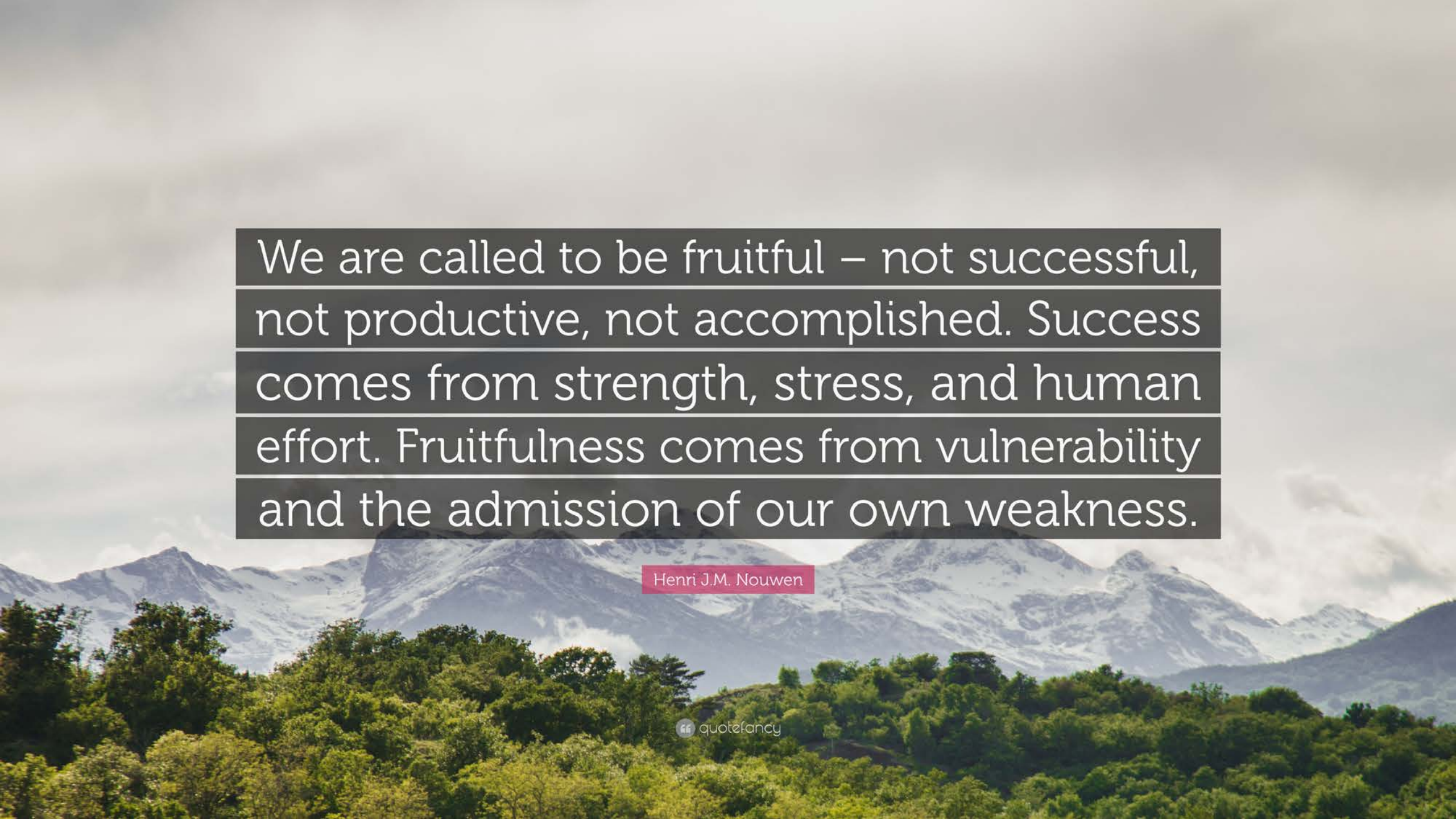# Organisations: balancing authority and vulnerability

Surviving Victory: The balance of power

"You know that the rulers of he Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant" Matthew 20: 25-26

Caring for the change-makers

- The balance at personal level: otherish giving
- Give and receive help
- Make space for grief and lament
- Productive… or fruitful?

	Request seldom	Request often
Help often	"Givers" *Well-regarded, less productive*	"Innovators, producers, value creators" *Well-regarded, productive*
Help seldom	"Isolates" *Least productive*	"Takers" *Less productive*

Source: Wayne Baker (2016) Creating a "giver" culture – tools for action, Connected Commons Webinar Series.

We are called to be fruitful – not successful, not productive, not accomplished. Success comes from strength, stress, and human effort. Fruitfulness comes from vulnerability and the admission of our own weakness.

Henri J.M. Nouwen

Business Ethics and Resetting on Sustainability: Q&A

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