Driving Net Profit with Zero Emissions Show

How behavioural science can nudge your business towards net-zero

Barbara Albert:

Hello, and welcome to this latest episode of the Driving Net Profit with Zero Emissions podcast. I'm Barbara Albert Co-CEO of 100% Renewables, a consultancy specialized in the development of net zero strategies. When we develop net zero strategies for our clients, we typically look at energy efficiency, renewable energy, and supply chain opportunities. A great deal of our work is developing business cases for how an organization can be more energy efficient, such as lighting replacements, sizing, solar installations, helping our clients transition their fleet, or making the right procurement choices. Part of our work is also looking at the leadership, governance, and change management that organizations need to undergo to get on and stay on a path towards net zero emissions.

Barbara Albert:

In today's podcast, we are going to investigate how behavioral science can help drive net profit with zero emissions. We want to look into how organizations can inspire and motivate their employees, suppliers, and customers to make and sustain changes in behavior at all levels that make striving towards net zero emissions possible, collaborative, and successful.

Barbara Albert:

Joining me today are Dr. Juliette Tobias-Webb and Dr. Philipe Bujold. Dr. Juliette Tobias-Webb is a Chief Behavioural Scientist, Senior MBA Lecturer, Superstar of STEM and soon to be Antarctica explorer. Juliette has a PhD in Experimental Psychology from Cambridge University and has worked for a range of leading government and corporate organisations to develop programs of work encouraging and measuring positive behaviour change. She has a range of academic and commercial experience and runs her own behavioural science consultancy. She has published articles in many leading neuroscience and psychology journals and is featured in a range of media outlets such as Triple J Hack and the Australian Financial Review.

Barbara Albert:

Dr Philipe Bujold is an applied behavioural scientist at Rare, a global non-profit that for the last 45 years has been a leader in environmental behavior-change efforts. Based out of their internal nudge unit, the Center for Behavior & the Environment, Philipe's work focuses on translating the latest insights from the behavioural sciences into behaviour-change interventions for the commercial, government, and non-profit sectors. He holds a PhD in Behavioral Neuroscience from the University of Cambridge, where - prior to joining Rare - he studied how the brain's biological constraints lead to predictable biases in the way we make choices.

Barbara Albert:

Philipe, having just started a podcast with your bio, you studied how the brain's biological constraints lead to predictable biases. I've always been interested in the biases we have as humans. Could you tell us more about predictable biases and whether they're related to cognitive biases?

Dr. Philipe Bujold:

Yeah, definitely. So that's something we're going to dig into today also. But to give you a quick introduction of kind of what a choice bias or a cognitive bias is, it's a pattern of behavior that is replicable, that happens because of a specific context or because of a specific variable being presented to someone. So to put that into perspective, most humans, for example, have this bias where we are risk averse. So we tend to dislike options that are presented to us that are uncertain, and that is a cognitive bias. So in a given situation, if you present someone with something that is uncertain, we'll usually avoid it. And we say that that bias is choices, and that's what I studied before joining Rare.

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Barbara Albert:

And Juliette, I noticed in your bio that it says you are soon to be Antarctica Explorer. Tell us more about that.

Dr. Juliette Tobias-Webb:

Look, I'm part of cohort of 100 women going to Antarctica to look at basically how we can help with the impact of climate change. And from a behavioral perspective, obviously there's many solutions to climate change. I'm definitely supportive that there will be technology solutions, there'll be a variety of solutions, but behavior change is often a key element there, we've got to change people's behavior.

Barbara Albert:

So what exactly is behavioral science?

Dr. Juliette Tobias-Webb:

So behavioral science is really about understanding and then designing for human decision making. It can vary from a variety of different contexts. We know our behavior changes sometimes at work, from home life, but really so what behavioral scientists do is they bring in the latest kind of research and evidence from economics, from a psychology, from a range of different academic disciplines and combine them in a practical way to therefore understand the shift in behavior. If I can give an example, so from previously, we still actually do this, but previously economists really thought that people were these very rational beings. So they operated in their best interest. They calculated the cost of benefits of all their actions.

Dr. Juliette Tobias-Webb:

But what we know is that actually humans aren't like that. We act more like homo Simpson, and we have those 'doh' moments. We walk to a buffet and we don't calculate the cost and benefit of everything that we eat. We often act against our self-interest. So if we've ever tried to save for something, and then in the immediate time of even after just committing to saving, spending more money, then you do realize, right, that we are these irrational beings. And yet even today, even though I said we've kind of shifted from that from an economic perspective, people and individuals still design for these rational human beings. So if you've ever sent a really long email or received a really long email and expected others to read it, or you've been expected to read it, then you know that we're still kind of not always designing for humans as we are, but rather these kind of traditional economic beings. So behavioral science is really about understanding again and developing solutions to help people make better decisions for themselves and shift people's behavior in positive ways.

Barbara Albert:

I'm fascinated by behavioral science and also by the fact that most of our decisions happen on autopilot most of the times. And I also know from personal experience that there are only so many active decisions I can make and problems I can solve throughout the day before it's enough and I know that it's time for a break. So I'd like to find out more from you what really drives our behavior?

Dr. Philipe Bujold:

Yes. I could probably jump in on this one. So actually is we're saying kind of the way behavioral science thinks about decision making, if you want a simple analogy, we think about it in two systems. So there's one that is more automatic, and it's what she was explaining, it's the more irrational side, it's efficient and fast, but it's the one that's also prone to cognitive biases like I was talking about earlier. But then there's also another version of basically your decision making that is more rational, that is slower, and that is more thought of, if you want. That's the one we like to think of ourselves as. And when you think about decision making, you really have to see these two systems as kind of our spectrum and target, and think about basically what system is driving a specific decision, and also how different variables in someone's environment are going to be interacting with the system.

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Dr. Philipe Bujold:

So one really good way of thinking about this, so at Rare we try to simplify everything. And we think of it as there's six basically behavior change levers that apply to our decision making, and three of them are going to be really targeting this more rational side of us, so this second system, and three of them are going to be targeting this more irrational side. So the first three are the ones that we actually tend to think of when we think behavior change, it's things like rules and regulations. So putting in place new laws, material incentives, so changing the cost of things, or even information, which is what most people do in this field, it's really pump people with information. But there's also three other things that drive behavior and that's really our social environment. And we are social beings, we like to look at what others are doing and think about how others are thinking about us. So that drives a lot of behavior.

Dr. Philipe Bujold:

We are also emotional beings. So a lot of the time we like to think we're super, super rational, but emotions drive a lot of our decisions. And the last part, the last levers here is what we call choice architecture, right? So for anyone who's ever heard of nudging and nudging works basically because we can change different aspects of choices, of our choice environment to basically encourage specific options to be selected by different people. So when I go to the grocery store, for example, what I see on food is a price and usually calories, or I think Australia it's kilojoules.

Dr. Philipe Bujold:

And so when you look at these things, basically your attention is drawn to price and kilojoule. But in that decision, you could also be thinking about the carbon footprint of the food, where it's coming from, but our attention is not drawn to that. And so if you change this, this is what we call choice architecture. It's essentially where you drive attention and what you remind people of in a specific decision. So again, it's kind of these six levers, three are the more rational, three are the more irrational, but that's how we think about what drives behavior.

Barbara Albert:

That's so interesting. So you mentioned the choice architecture. You said that if the label on packaging showed us additional information and not just the beloved with kilojoules, and the carbohydrates, the proteins, the price, whatever it else is on the label, but what if it showed us the carbon footprint? That would play an influencing factor in our decision as to whether we would buy the product or not?

Dr. Philipe Bujold:

Yes. So it depends obviously what is inherently driving your decision making. So if you're someone who doesn't really care about your carbon footprint, that probably wouldn't change much. But let's say you are someone who sees themselves as a green person who cares about their carbon footprint, at that moment of decision, if you see actually what is the carbon impact of selecting a food, that will have an impact on your decision? So it's not just about price, it's not just about kilojoules anymore, you have other variable that you're paying attention to. And they have been studies on this that actually do show that people do reduce, for example, meat in some when they do see the carbon footprint of meat. So it is a tiny, tiny thing you could do in an environment, and this is what we call choice architecture. And it is a very important part of how you change people's behavior.

Dr. Juliette Tobias-Webb:

And if I can add, I think what we were saying before about there are different levers. And so sometimes there'll be more of active levers than others, and sometimes they're kind of core levers. So if we think about the laws and regulations that's really useful to help people and guide people in what they shouldn't do. But most people that we know, I'm not going to point in any fingers here, but most people that we know know that you shouldn't speed and have probably drifted over the speed limit every now and again, right? So we

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know rules and regulations, but people still break those or forget about them, or in the moment go over them.

Dr. Juliette Tobias-Webb:

Similarly, we talked about sometimes information is really good. People need to know what is good and what is bad behavior or how to eat healthy, but it doesn't stop us. We all know how we, or most of us know, at least some indication of how we should eat healthier, but we don't always do that. And then there's the in the moment kind of aspects or the choice architecture as well of then how do you in the moment direct people's attention or think about their choice architecture in that way? So I think that's also really useful to think about is, especially thinking particularly about climate change, there'll be different phases, particularly based on the different countries or companies of where they need to start first, but all of those aspects are really important to have in place and think about.

Barbara Albert:

That's such a good comment. I want to turn our attention to behavior change programs, how they've typically been run in the past. How have organizations gone about behavior change in relation to energy or climates? In our experience, behavior change in organization has typically been about running campaigns and putting stickers on bins and making sure that equipment is turned off, like flick the switch to turn off the lights. Do you think that this is an effective way to achieve sustained change, and if not, what will be flawed about that approach? What makes that approach or not work?

Dr. Philipe Bujold:

So in addition to kind of what you're saying, one big thing that we see a lot, especially when it comes to climate change is that the general solution is either make it more expensive or make basically the green option cheaper or information, right? Give people information. And then there's this other aspect of what you're mentioning, where it's put sticker on bins to show people reminders. So these three things are three different levers. You can think of them as information in one case, the other one is a material incentive, and the third one is again, interacting with this choice architecture, at the time of choice you're reminding people. And these are three great strategies for specific context. But we tend to just rely on these three. And it's important to know that there's still three others that you can use for different contexts and that you can use for different situations.

Dr. Philipe Bujold:

And I think one of the big failings of programs is that we tend to just jump right away and assume that these three levers are going to be the useful thing, when in fact there are other there is that might be more appropriate. So reminders are really good on bins, for example, because at that moment you're making decisions, so you'll know what you're looking at. But then when you're thinking about telling people about information about why it's important to turn off the lights, well, you might not be thinking about that information when you're turning off the light, right? So again, a reminder might be good, but then if no one in the office is turning off the lights, well, then you have the social influence that's pushing against you. So it's important then to think, okay, what's the other lever I can use. And I think that's one big failing of this side really of fighting climate change.

Dr. Juliette Tobias-Webb:

And I would say it's jumping into the solution phase too early. So actually really understanding, having first of all a clear definition of the behavior that you want to change. So obviously climate change is quite large. So it could be, we want people to, and even saving energy, how do we get an organization to save on energy or something, is a large goal with not a clear or could have many behaviors. So sometimes it's really useful for organizations to just say, "What is the behavior that will achieve that?" Whether it's getting people to flick off the switches right before they leave or something like that. So clear on their behavior to begin, then understanding why it doesn't happen can actually save companies a lot, right, before they implement something that doesn't work. So actually understanding why that behavior isn't occurring.

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Dr. Juliette Tobias-Webb:

Often we think that can take a lot of time, but it doesn't have to, but actually going out and either doing it yourself or hearing from the people that are engaging in that behavior is really important. So defining the problem, understanding why it's happening, and then going into that solution phase. Because we naturally, I mean, working with different organizations for 10 years, everyone goes and thinks that they know what the solution is, but if you miss it, you can miss a higher impact opportunity or you can build something that doesn't work and it's because you haven't addressed the actual, why it's happening. And then the kind of experimentation phase of, well, let's test this and see what the actual return on investment is and how much this actually did shift people's behavior.

Barbara Albert:

That makes sense. So you start with the why, you look at the behavior that you want to change, and then you define solutions that might work in helping you achieve the objective. Now, what if the objective is to achieve net zero emissions? I'd like to talk about how behavioral science can help us with that. So for the listeners that don't know net zero emission is state where on balance, we don't add more greenhouse gas emissions to the atmosphere than we are removing. And to achieve this, we need to reforest, be more energy efficient, install solar panels on our roofs, use battery storage, purchase renewables, enable a recycle economy, transition our vehicles to electric, phase out gas, change our industrial processes, and optimize agricultural systems, implement supply chain initiatives, the list is big.

Barbara Albert:

Most of these measures will require some degree of behavioral change because it ultimately is about people making decisions, people, policy makers, and businesses need to make active choices to implement these changes. So in my opinion, I see multiple aspects of how behavioral science can help us achieve net zero emissions. And because this podcast is about companies leading in climate action, I'd like to dive deeper into how behavioral science can be used to achieve net zero emissions for organizations. So firstly, I'm interested in how companies themselves need to make the decision to achieve net zero emissions to hear about the science, to hear about what their peers are doing for instance. So how does behavioral of science help explain and achieve net zero emissions there? And secondly, how leaders can engage their employees to work towards net zero or alternatively, where we have green champions in organizations, how employees can drive their companies, their employers to go and commit to a zero goal and to work towards achieving that? So how do you think behavioral science can help with all of that?

Dr. Juliette Tobias-Webb:

I'll chime in first and give you the high level and then think Philipe, you can go into the detail because, I mean, you've got lots of experience in practical examples from that. So first of all one of the questions that you is kind of, how do you get that commitment and change at an organizational level? And that has to come from the leadership table and a leadership decision making. So often when we think of behavior change at a higher level, to get good change and cultural change, often you need buy-in at the leadership table, as I said, so those leaders must have a leadership shadow, they must walk the talk, they must be attending the meetings that they need to, right? They've got to have the leadership shadow that says that there is a commitment there.

Dr. Juliette Tobias-Webb:

Part of that then is it needs to trickle down. So there needs to be a normative expectation, so remember we're really influenced by people's social norms. So teams need to be engaging, there needs to be a kind of norm on whether that's communicated and, or shown throughout the organization that people are committed to doing this and to achieving next zero that the company is. So there's that team level shift as well. Then there is the choice architecture type of aspect that we're thinking about, how is the organization set up to help people make decisions in a better way to achieve that net zero? And I'll come back to that in one point.

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Dr. Juliette Tobias-Webb:

And then there's also the KPIs, how people incentivized as well. So if it's a really large commitment how do you remind people at key touch points? And one of those might be KPIs, one of those might be performance aspects. You touch on values, "Hey, how did you meet these different values over the last six months?" And that's sometimes linked to KPIs. So you can start to think about that in that level. So there's some of the broad overall aspects.

Barbara Albert:

But Juliette, employees and influencing the companies, would that also work from bottom up?

Dr. Juliette Tobias-Webb:

Yeah, so definitely. So there'll definitely be a bottom up aspect as well. So you're starting to see these organizations becoming much more customer centric. You kind of saw this through the Royal Commission in the banking aspect that happen where you're definitely getting this customer push and staff push to be more, and even stakeholder push, to be more sustainable and to achieve net zero. And so companies are having to build this into their policy. But then for it to change within the company, you also have to have it occur at a commitment from a leadership level, and then that's got to trickle down to show that there's buy in there, and that there's interest there, and that your behavior is supported to act in that way, so that cultural change.

Dr. Juliette Tobias-Webb:

When I was talking about before, too, thinking about setting up the choice architecture in a way that people can behave, one of the simple behavioral science strategies, if you're trying to shift any type of behavior but particularly behavior that is linked to net zero, if you can make something, it's called this EAST framework, easier, more attractive, more timely, and more social, they got the east wrong there, but anyway, so easy, timely, social, attractive, then you can easily shift behavior. So let me give you an example. Easy is, the easier you make something, the less friction there is involved, the less hoops that people have to jump through, the less click-throughs that you even get, the more likely something is to occur. If you want to stop a behavior from occurring, you put some friction in place and it makes it less likely to occur, making something easy or more difficult shift behavior.

Dr. Juliette Tobias-Webb:

And social, we talked about this before as well. So actually I'll actually spell out east rather than jump around. So E, A, attractive, so this is the example that we're talking about before. If you can draw people's attention to the information that you'd like them to see, or to tend to, or shift, then they're more likely to engage with or engage in that behavior. So making it more attractive, or just reminding people, we see the big red sign, we're going to pay attention to that and read it. Attractive is also the incentive part that I was talking about potentially. Then you've got social. So if you can make something seem like everybody's doing it, more people are likely to do it. And then timely, if you can remind people in the moment, so making it really timely to engage in certain behaviors that you'd like them to do, then that can be really useful as well.

Dr. Juliette Tobias-Webb:

So if I can give an exam of timely, so here it may be when, so this is something from a government level, when people are at tax time going in and lodging their tax, why don't we ask them to shift to more ethical kind of superannuation than in a timely manner or when they're starting a new role, so that kind of, at the time point where they're likely to make a decision in that area, you can capture them. And that's much more likely to shift behavior.

Barbara Albert:

That's so interesting and such a good acronym EAST to remember. That's really easy to remember. With the social, you mentioned that people will change if others are doing it and they will follow, is there such a thing like a curve of adoption, a bell curve?

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Dr. Philipe Bujold:

That is actually something we see a lot of, the diffusion of innovation or a bell curve. It is a very attractive idea and it is a useful one conceptually, but I do want to stress for anyone looking for a magic number that that really depends on the behavior you're trying to introduce, and it also depends on kind of the established norm that's already in place. So there's this unfortunate reality that if a norm is working against you, you have a much harder time actually changing your behavior. So say most people are not turning off the light and you want people to turn off the light, that's going to be much harder than if people are already somewhat doing it and you're just trying to get few strikers to turn off the lights in the office.

Dr. Philipe Bujold:

But also social norms can be very, very effective if you use them to make behaviors more observable. So there's this great example actually, that was run from a, is a think tank, we call them nudge units and then behavioral science called Ideas 42. And they were in Cape Town and they were basically looking at how do you reduce the energy use of different offices? And so what they did was create this kind of competition between different floors of one big, big, big building. And so basically they made the energy use of specific floors visible. And so what you could see is, hey, am I above or below the norm? And it's very simple. It didn't cost much. But that tiny, tiny incentive changed all of basically the energy usage, reduced it by an average of about 9%, and if you pair that with just one person on the floor that basically goes around and tells people, "Hey, look at that norm, remember what others are doing," it goes down to 14%. 14% is in terms of energy saving, is very significant carbon wise, but also saves a lot of money to companies.

Dr. Philipe Bujold:

So it's tiny, tiny things like that that you can introduce. And this is falls within the realm of nudging, what Juliette was talking about kind of the EAST make it timely, social, all these things. But it is very, very effective and it is also cost effective. So social norms are great, you can use them to promote commuting, you can use them to basically get people to fly less. We keep forgetting about the power of us basically, so we rely a lot of information, but social is very, very important.

Barbara Albert:

So important. And I can absolutely relate to the fact that we are very competitive as human beings, and it's such an effective strategy. So sometimes when we run engagement workshops from our end and we use quizzes and we put people against each other and they have to answer questions about the content we've presented, it makes for a much more engaging workshop because people are so much more into it and super engaged. So we're talking about the leadership level and companies putting in organizational behavior change programs and employees influencing their companies to be more sustainable and working towards net zero, but what about on a company to company level, or so for instance, where you have companies servicing other companies in a business to business environment, or ?

Dr. Philipe Bujold:

So I guess I can take a dig at this one if you don't Juliette. So that's actually something we work a lot on trying to get companies basically to encourage the green option with different consumers or trying to get companies to encourage other companies to switch. And I think it's not too different from what we were talking about when it comes to employers trying to influence themselves or influence their employees. When it comes to behavior change, like we were saying earlier, what you need to understand is really what is driving that behavior. And so is it one of your six levers that's going to be useful, and then can you nudge people or do you need a more intensive kind of intervention? And so there's certain things that businesses can do. I mean, the simplest is just not offer an option that's not green, but going beyond that, it's also making things easier, making things easier for the consumer to do the green or the right thing in this case.

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Dr. Philipe Bujold:

So there's this very powerful tool called defaults in behavioral science, where basically if you present an option as either pre-selected, or as a recommended option, people are more likely to go with that. If people really have a strong preference, they're so free not to go with this option. But for example, when electric utilities in Europe try to get people to enroll often they'll default people into the green option. And if you do that far more people will default into it than if you did not have this initial option as the default option for people. So the defaults are very, very powerful.

Dr. Philipe Bujold:

And you can also use attention if you want to get basically either your consumers or other businesses to pay attention to specific things that you're offering. So in restaurants, for example turns out that if you don't call a meal vegetarian people are twice as likely to pick it if they don't associate as vegetarians themselves. So you just describe the food as the food that it is without putting in that label, and people are far more likely to pick it. That's because you're not bringing the attention onto the social idea of vegetarianism, right? You're just telling people what it is. And you can do that, but also your business offerings. So these are just two quick examples, but again, we have six levers, right? So there's tons of examples that we can dig into. But thinking about ultimately consumers, other businesses, people, employees, they're all just people. And so we all have the same cognitive biases. We all have the same lever behavior change. So it's just about identifying which ones are the best for the given target.

Barbara Albert:

Great. Okay. You both brought up so many good points in how a behavioral program can be structured and what to be mindful of. So if you were to go into an organization from scratch, right, and if you were to look at developing a behavior change program from the top down, what would it look like? How would you go about developing a behavioral change strategy in an organization?

Dr. Philipe Bujold:

Mind if I take this one, Juliette.

Dr. Juliette Tobias-Webb:

Yeah, you go.

Dr. Philipe Bujold:

Perfect. So actually that's kind of our bread and butter here at Rare. It's really trying to understand problems from both a behavioral science and a design perspective. So we try to merge the two and we actually have our own little framework, but it's not too different from other people working in this sphere. And basically what you're going to try and do right away is to identify, not necessarily the outcome right away, but what is the behavior that will lead to the outcome? And so that's really the first step that we always do when we go into new business, what is the behavior that you want to change? Especially when we think about net zero, there's a lot of different things you can do. So we just pick a behavior. What is the best, and we'll focus on that.

Dr. Philipe Bujold:

Then what we do is we try to spend as much time as possible understanding who are the people doing this behavior, what is blocking them from doing it and what is motivating them to do it? And again, we put all of this into the framework of the six levers of behavior change, trying to really understand what are the drivers, what are the barriers? And so it's kind of this first two step process that's very important. And then that's when the science begins, we start building hypotheses. So if I change this one lever do I expect this behavior to change? And a lot of the time what we're going to do is just say, oh, well, people don't know, right? So we'll give them more information. But we're trying to avoid this step and basically build a hypothesis on things. Maybe it is information, but maybe it's not. So you don't want to assume, so you hypothesize, and then we get to play with the evidence.

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Dr. Philipe Bujold:

So that think that behavioral scientists are very good at. We start looking at all the literature and see who has done, what, what tools are available to us, what exists, what doesn't exist, what is proven, what is unproven yet? Again, not relying on assumptions, you build kind of this prototype and then you test it. And these are kind of the five first steps that we always do when we develop a new program, either for ourselves or for another company. We go through these five first steps, and then afterwards, you try to scale with what you have. So you have learning, basically you have lessons learned and then you take that, you modify your intervention, and then you deploy at scale. So it's a step by step process that's iterative, but you don't have to stick to it constantly going from one to the other, you can come back. But what we really want is to emphasize never to assume anything and always to think about the audience you're [inaudible 00:32:54].

Dr. Juliette Tobias-Webb:

I was just going to add, the value of being a behavioral scientist is we bring a ton of tools and frameworks, and we work in a collaborative approach. So generally speaking, the organizations that we work with, they have the knowledge and the expertise of how to get there, but it's about structuring their thinking in a way to then... So we've got the behavioral insights, but they've got the contextual understanding that we require. So I really value it because it's a collaborative approach which means that different teams get to learn new skills and to get to build their knowledge and expertise in different areas as we do. But the definite the framework around really defining that behavior, which often is one of the most challenging parts, but most organizations kind of assume that they know what the behavior is, and then when you get in there, they're like, "Oh, hold on." So which is super interesting in itself.

Dr. Juliette Tobias-Webb:

Then that understanding kind of phase, really thinking about what are the barriers and facilitators, and then the design, and the test. And I think that's key aspect to again, is what organizations and design teams specifically are often taught is to just continue to build. And often KPIs are around continuing to build rather than continuing to test and learn. And that's a problem in itself. I mean, maybe I'm biased there, but so what happens then is it's continuingly building of ideas, but without understanding what's actually effective and what's the highest value of investment as well across all different areas, but also within this aspect.

Dr. Juliette Tobias-Webb:

So right now there are a lot of teams rolling out different ideas and interventions about how to get net zero, but if you are stopped to ask, what is the most effective, how are you measuring that effectiveness, and how do you actually know it works, I would say a lot of organizations wouldn't be too sure. I mean, there's a little bit more measurement focused at the moment with this, so that actual key learning and being able to understand is really important, the measurement aspect is very, very important.

Dr. Philipe Bujold:

I definitely echo that. It's a clear lack. Not a lot of testing being done across the board when it comes to especially climate solutions. So key point there mentioned by Juliette.

Barbara Albert:

And I do want to park that for a bit, because I actually want to ask a whole question on how we can successfully measure a behavior change program. But I do want to go back to what you guys said earlier, you would look at the behavior you want to change, prioritize, you pick the one and you start with that and it's a step implementation approach, it's agile. You are looking for feedback, you change if it doesn't work, and that's how you design a behavioral strategy really well. But some of our clients have mentioned that, that they've had the problem of spending a lot of dollars on engagement programs and get little benefit from it. What would you advise them to make sure that their behavior change program is cost effective while meeting its objectives?

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Dr. Juliette Tobias-Webb:

I mean, I feel like we probably both going to answer this question in different ways. For me, it's the value of... So there has to be, first of all, an appetite of if the solutions don't work, you're still learning. So there has to be an appetite for failure, and I'm saying that inverted commas because it's not an actual aspect. So when you're going through this planning phase, A, the actual planning side of it might and could cost a bit, but is going to save you down the long run because then you can develop many more solutions or one solution that's really effective and you're very confident in that, versus as I said, running the risk previously, what I talked about, where you design, you spend money on implementation, on change teams, and that doesn't work because you've assumed you understand the problem, but you don't. So that's one aspect.

Dr. Juliette Tobias-Webb:

But also actually the value of behavioral science and behavioral scientists talk about this a lot, is that you can design very cost effective, simple solutions that will work at scale that are cost effective. So there's this famous, it's not sort of a sustainability kind of example, but there's the famous fly study or fly experiment kind of behavioral science intervention that was completed in Amsterdam airport, where Amsterdam airport in the males bathrooms, they were spending a lot on spillage costs and on cleaning costs because of spillage. And basically, they wanted to put up signs first of all, to say, "Hey, please be careful," but actually from a behavioral science perspective, if you're looking at the sign, then you're making the problem worse. The aim is not there.

Dr. Juliette Tobias-Webb:

And so someone directed people's attention to the bottom of the bowl by just putting a fly, a little sticker of a fly. They're very cost effective and saves them huge amounts of money each year in now cleaning fees, because there's much, much less spillage. And there's range of different, we could probably both roll off many, many different examples of how actually, if you do behaviorally informed solutions, you get cost effective change at scale. Sometimes there might be cost up front of actually just understanding the problem, but that shouldn't be more than general consulting costs, and just again, what you're getting is learning and key insights along the way that you can continue to take forward.

Barbara Albert:

That's such a key point. So what I'm hearing is that you have to go back to basics, you have to go and understand the problem first before you design the solution. And that's probably the biggest lever you have stopping them from being too costly. That completely makes sense. Now we've discussed, we talked about a lot of examples of how businesses can use behavioral science to achieve net zero, but what about local governments? Councils are increasingly looking to educate the community on climate change, so it's both for mitigation and also adaptation as in being more resilient to bush fires, et cetera. What advice would you give local governments on how they can help the community shift to net zero?

Dr. Philipe Bujold:

I can probably take this one and it's going to build on the last three questions just for you guys. So if we think about cost, kind of building things for government, and also the solutions that are available for sustainability, a perfect example of this and what I've been saying from the beginning really is that especially governments, we're going to tend to rely on information campaigns. So you mentioned that earlier stickers that remind things, that basically give people information, not necessarily serve as reminders, or just big information campaigns. And often, just like the case of the fly in the urinal, you might have another lever that is as effective and costs almost nothing.

Dr. Philipe Bujold:

So in the US, there's a great example with electricity companies, where instead of having big information campaigns, what they started doing was sending a letter to different households, just saying, "Hey, people like you use about this much electricity. You're using this much." And it could be above or below, but just

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sending this norm and making that behavior observable reduced electricity usage from about two to 10%, depending on what kind of household you were. And that over 100,000 households really adds up. And it's the price of a letter. So you can really have a very, very effective tool or effective lever for very limited costs if you understand exactly what is driving the behavior. So in this case, the behavior's not observable, make it observable, tell people what the norm is, and it's much more effective than just telling people about the perks of not using as much electricity, right? And that's even tied with the cost of electricity.

Dr. Philipe Bujold:

So levers are very, very useful in that case. And I think especially for governments, you're working with people and you know these people, and you have access to the people which are the experts on their own behavior. And so it's a great, great position to be in to kind of understand, okay, what is driving this behavior, what is the impact that we can have, but also experiment with the different tools. You're in a position where you can and you usually have access to a lot of people, a lot of different resources, so you're oftentimes actually a bit freer than you think, especially compared to businesses that are tied to other performance metrics. So I think it's very important for governments to realize this, but also to just think creatively about these problems. You don't only have to use material incentives and information.

Barbara Albert:

That's great. So how would you find out about what is driving people's behaviors? Would you run a survey or would you run an engagement workshop, or would you do focus groups, or paid interviews, what would work best?

Dr. Philipe Bujold:

So it depends on the problem. Here in this case, I have certain projects where we're going to work with survey data about a specific behavior where we're able to get very specific quantitative data about norms, about why people aren't doing certain things, but usually you don't start with quantitative data right away, right? If you don't understand a problem, run interviews with people, ask people directly why, what's stopping them, what would encourage them to do something? So what's great with the behavioral sciences is that, and I think we're a perfect example. I'm a neuroscientist. I work very much with a lot of quantitative data. And then Juliette here is a psychologist. She probably has as much experience of quantitative data, but also qualitative data. And we also have anthropologists, sociologists in the field.

Dr. Philipe Bujold:

So everyone has an expertise in specific types of data collection and we tend to use all of it. So we don't just say, we're going to look at one type of information and stick to it, we really say, okay, what is available to us, and what is the best tool to understand what we need to know? And I think that's something where a collaboration with a behavioral scientist, or a sociologist, psychologist, whatever you want to call them, as long as they study behavior is going to be a huge advantage for these groups.

Barbara Albert:

Great. Okay. So I want to talk about COVID and what we can learn from the recent experience. Much of our behavior is habitual, such as jumping on the plane to go to Melbourne. But the recent pandemic has shown us that major disruptions are capable of reshaping our entire social practices quickly and across the whole country, such as for instance, working from home, contacting meetings online, which by the way is great from an emissions perspective, but on another level, COVID has also shown us that many, not all, but many businesses can change really rapidly. So for instance, previously, some businesses would have discouraged people to work from home, but then they had to adapt really quickly.

Barbara Albert:

So behaviors were adapted and practices, and even the work culture was adapted, and companies had to innovate to remain successful and to stay in business, or maybe even increase their business. Is it possible that companies can apply this learning to climate change as well? Can businesses identify with the immediacy

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of needing act on climate change, the need to innovate, to adapt, and to change their business to slash emissions really quickly while remaining profitable? Or our climate impact is just not tangible enough to inspire this kind of step changing behavior, and we will largely back to business as usual, once the restrictions are lifted accepting the things that you think will stick?

Dr. Philipe Bujold:

I think that the COVID situation is a great example of learning. But it's also a great example of how not... Behavioral science is not going to be the solution to everything. And we've seen great uses of behavioral science through the COVID pandemic and also terrible pieces of it. But it's a great learning opportunity, is what Juliette was talking about earlier, we're testing things, we're learning, and we're talking about failure here. I think the best thing that we can learn from COVID though is probably that as we're going to reemerge out of this and as we are reopening, basically it's the perfect time to start establishing new habits with your employers, your employees, or to start really shifting kind of what are the incentives through companies to be doing specific things.

Dr. Philipe Bujold:

So during COVID, most of us were kind of forced to change or companies were forced to change because there were real immediate impacts. So you didn't want your employees to get sick, or you didn't want the threat of being sued by your employees if they got sick, right? These are very real impacts that could happen in the present. With climate change, obviously the impacts will happen slightly later. So there's obviously a huge aspect of policy that has to be introduced at some point to align material incentives with kind of the realities of climate change. But then also we are reopening, we are starting this out of COVID, so what are the internal incentives that companies can start putting in place to help people shift their behavior now that we are returning to the office, that we are [inaudible 00:46:14] again?

Dr. Philipe Bujold:

And if you look at the habit literature in behavioral sciences, there's a lot of information about how, when you have a big shift, a moment of transition call, that's the best time to start new habits. So if your employees weren't commuting before, or they weren't using public transportation, because they haven't done it in a while, now is the time to introduce them to a new system, a new way of doing things. And I think that is probably, if not the best learning of COVID, the best opportunity that's presented by COVID, it's really now is the time to do it because if you don't do it now, you're probably going to delay it afterwards anyways.

Dr. Juliette Tobias-Webb:

Definitely. I think can I add to that too? So there is this unique time where people's behavior, so is a more malleable to change. I think it's quite interesting what you're just saying too about maybe it's about time to redesign the policies around what supports. So if it is useful for, and it is, right, if being at home and on Zoom is better for your sustainability goals, then maybe it is about the flexibility and thinking about some of your two choices and your policies around that. But also I think another interesting learning from COVID was the ability to... So you still need to give people an ability and behavioral scientists to talk about this, the ability to have a choice. So you shape the choice architecture, but you give people a choice.

Dr. Juliette Tobias-Webb:

And so you don't want to create a drastic change where you kind of have these mandates like you do a little bit different now around having everyone has to get back to me, right, everybody has to do this. That's what we call kind of like a shove almost, and people respond really poorly. So if I can give an example, and this is just a hypothesis based on some experience, but also is if you look at what's happened in Melbourne with the forced vaccination of people at construction sites, probably a better response, and this is my opinion, is that you force people, you say 80% of people on sites, 80% of people have to be vaccinated, 20% don't. Then you'll go slowly, what you'll find is the social norm. So 80% get more opportunities, so those 20% that aren't vaccinated get less opportunity, but they still have a choice and they can still work. You're not restricting their choice.

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Dr. Juliette Tobias-Webb:

Over time, they socialize with the people, the other 80%, and they realize that there's no negative effects that they're [inaudible 00:48:39]. And then slowly more and more people are vaccinated on sites, but they feel that they have a choice and an option. And so it's a better behavioral design in terms of people don't push back. More complicated because of COVID, so I don't want to get into the dos and don'ts of that, but in the case of thinking about encouraging people's behavior towards climate change and towards these sustainability efforts, it's still about giving them the choice, but making the desired choice and decision much more easy to engage in, that's where this comes into play as well.

Barbara Albert:

I love this example so much, and I could personally attest to the effectiveness of choice strategy. I remember when I brought up my kids when they were little, and you give them two choices, healthy food number one, or healthy food number two, feel like they have the choice, and whatever choice they're making is a good choice. It's a very, very effective strategy. I really like it. But let me shift gears for a while and go back to a topic we touched on earlier. And I did want to bring it out to make it its own question, because to me it's so important and it's about out how you can measure the success of a behavioral strategy.

Barbara Albert:

So we are usually asked by our clients what the initiatives we propose they undertake will provide in terms of benefits to them and how it is measured? So for example, if we recommend the company installs a mega watt of solar panels across their facilities, and it will cost them over a million dollars to install, they want to know what the return on investment is going to be, what the pay will look like. Will they get their original investment back in less than three or four years? So we get all these questions and we can answer them fairly easily because we have the data, we can analyze it, we can inspect the roof, we can inspect electrical infrastructure, we can design the solar system, we can price it accurately and we can put the exact dollar value on the savings. But behavior change initiatives might be less clear or that the benefits might be less clear and overall it's less tangible. So can you talk us through what kind of evidence you would typically we bring to convince an organization to implement behavior change and importantly how you would measure the benefits?

Dr. Philipe Bujold:

So I think what you described first is actually the first hurdle which faces behavioral scientists. A lot of people will look at engineers when designing a technological solution, but when we look at behavior, most people will rely on their own assumptions or their own expertise. But it's important to know that it's not because we walk on roads every day that we're all engineers, right, and it's not because we make choices every day that we fully understand the whole scope of biases and behaviors that can occur. So I think that that's the first set, the mindset that really needs to change. It's how people look at behavior change and not as an assumption or a thing to test, but really as a science that needs to be established and used.

Dr. Philipe Bujold:

And then from that point onwards, if you engage with behavioral scientists or you go through a framework, you'll notice that maybe 23 years ago, you wouldn't have the same accuracy in, in behavior change predictions that we have now. But with the amount of evidence we now have these days, there's actually a lot of precision in what we can expect in terms of behavior change. So we know that nudges, for example, at scale, usually lead to one to 2% behavior change. And so if you want to deploy one specific nudge, you already know that you can expect probably a one to 2% change in, let's say employees eating less meat or employees flying less. When you think about defaults, we know that's around a 25% change. So defaults, we talked about a bit earlier. Social norms also have predictions.

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Dr. Philipe Bujold:

So we have these ranges now that we can actually use to look at what success might look like and also what predictions that in investments might be worth it. And that's something that also is replicated when you look at engineering, people will be given a range of what are the possible risks, what are the possible costs, what are the possible benefits. That's the same thing when it comes to behavior change. So I think, in one sense, it's a mind shift that has to happen, and maybe behavioral scientists we haven't been as great as we'd like to think at showing people that this is a science and that results are reliable, but we are now at the point where they are. And I think that's very important to recognize that we can make good predictions.

Dr. Philipe Bujold:

And then if you're unsure, just divide all of your different steps into, we call this a theory of change, but basically a step by step process where you can look at what are the behaviors that have to change, but to change what are the beliefs or the barriers that have to change. And so you can make predictions of how many of these barriers and beliefs have to change before a set amount of behaviors will also change. And you can have all of these different properties that you're measuring as go through your project to know, is this successful, is this what you expect, or do you have to realign your expectations?

Dr. Juliette Tobias-Webb:

Also, I think you just made a really key example, is when we set the behavior upfront, we try and make up measurable so that you can add metrics to that. So changing, we want to reduce the percentage of people that eat meat by 2% generally, you will be able to maybe working with the company where you can track, so maybe it's Google, and you can track how many of their employees are eating meat, right, or their meat weight, or consumption. So we often make a strong case to link the behavior to something that is trackable right upfront. Then the savings at the end it's about A, learning the language of different stakeholders and what's of interest to them, and even if you're working with researchers, what's of interest to them and making a cohesive story there.

Dr. Juliette Tobias-Webb:

But the key thing too, is that experimentation phase for us. So often what you will do is you have the behavior, so meat consumption, and we want to change it by 2%, through the understand phase, we realize that there are a variety of reasons, taste bad, people didn't even realize, understand or people don't know what is good or bad meat. I'm not doing a very job, right? There are all these different things. But the key driver is that people actually have the intention to eat less meat, they just have less time and the meat is right at the front of the counter, and it's much quicker to get. And so this big piles that people's attention are drawn to it. So the intervention is then putting the meat at the back of the store or back of the canteen in this case and putting the veggies or the non meat alternatives at the front.

Dr. Juliette Tobias-Webb:

What you then might do is you test that. So some people would be in a con- or some in this level, some either individuals or organization. So will be in the control condition where it's just business as usual, or some offices is what I was going for. So Google office in Sydney is no meat, I mean, it's not completely controlled, meat at the front of the counter, and Google Singapore now, or something is meat at the back. And then so you have your control group and then your treatment or your intervention group. And then you still measure the end outcome. And then that's how you can see the change and the value.

Dr. Juliette Tobias-Webb:

If you who roll it out to everyone straight away, the change that you see may be because of your intervention, but it may not be. So if I can give an example at a very broad example. So when I was working at Commonwealth Bank, looking at financial wellbeing, it was very different, but one intervention that we rolled out, we rolled out in October and we looked at the results in December and January. We wanted to reduce people's transactions in a certain area. What you saw overall is that people's transactions increased. So if we

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rolled this intervention out to everybody, we would've assumed it was having a negative impact on people, or it was not useful, and so we would've thrown it back not thrown it out obviously, but redesigned or assumed it was a waste of money.

Dr. Juliette Tobias-Webb:

When we had a treatment in control, what you saw is that by virtue of seasonality, going up to Christmas, everyone's spending more, everyone spending increased. But the intervention that we introduced significantly reduced people spending compared to the other group. And so it was actually hugely effective. It was very good for financial wellbeing. And it was only by experimenting and showing that and having that control and that treatment group, you could actually see the impact, and the impact was huge. And it was like such a win at the beginning. It was a really great, one of the first experiments around win in a behavioral science team to then say, this is the value you see the behavior change, and then you can link that often to all of the other changes as well.

Barbara Albert:

That really makes a lot of sense. I'm just reflecting back on what you said, the examples that you brought up. So for instance, with reducing meat consumption in organizations and putting it to the back, I can see how this would work in practice. So for instance, if you are an organization that does a lot of food and catering, so for instance, an aged-care provider, there's lots of different pressures, of course, being an aged-care provider, but part of the diet that you supply is very heavily meat based. And I can see from a measurement perspective and behavior change program, how you could drive people to potentially eat less meat, and you could measure that, because if food and beverages is such a big source of supply chain emissions because of all the agriculture that's involved, is heavily carbon intensive, the food that we eat, especially if it's meat and dairy based.

Barbara Albert:

So if you could measure that in terms of emissions by looking at the expenditure that goes to meat based products, dairy based products, and see what kind of effect this has, there's so many ways you can actually pinpoint that in measuring it accurately, just like you said before. So obviously there's lots of benefit in these programs and you can measure success and it's by making sure that you define the metrics upfront. I think that was also a really key point that you have the trackable metrics defined when you start so that you can make sure to measure that. But apart from the obvious aspects of making sure that the behavior has now changed and the emissions have now reduced, do you think that there is an additional benefit of having inspired staff and alignment on something like climate throughout the organization? Does it have lots of other benefits as well that could be measured, like for instance, indirect benefits?

Dr. Juliette Tobias-Webb:

Do you mean staff, like champions of change? Is that what you're sort of asking or are you meaning benefits to staff? Because I work on a lot of social impact projects where again, so if I can think about, so maybe, so I did my PhD in gambling behavior, I've worked with some companies looking at how you can design better for gambling, particularly in banks. And the individuals love that. Because they actually feel like from a purpose perspective that their role is having a greater impact on the external world other than them just turning up to work or sometimes feeling unfortunately [inaudible 01:00:21], right?

Barbara Albert:

You went for something bigger?

Dr. Juliette Tobias-Webb:

Is that they're really making positive change. They're working towards something bigger. So there is that aspect. The hard thing is, as we talked about before, climate change is something that we're going to see the benefits of in the very distant future. So thinking about the reward in the moment, so whether that's even feedback, your phone tells you that you've actually saved now the equivalent of one year of, I don't, I'm not

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quite sure you know of fill up something that feels really good, then that feedback aspect is quite good. But that's a bit different then. So that's kind of how you motivate the staff versus then the do you think we need some kind of champions of change or which would help with the social aspect of the cultural norm?

Barbara Albert:

I was just wondering because you have people, you motivate them, you do behavior change programs, you're successful in changing their behavior, but there must be something else as well because you are rallying everyone behind one topic and there must be so many other benefits for organizations than just the behavior change, yes, the emissions reduction, yes. But to unite people on one topic that must have additional benefits in terms of engagement and potentially employee acquisition or retention, there must benefits that could be potentially tracked as well, I'm thinking.

Dr. Juliette Tobias-Webb:

Definitely. So can I just pull out one thing there, you do not have to rally the troops to get people's behavior to shift. So one of the key aspects here and one of the most effective ways to change behavior is through defaults, as we talked about, right? So we haven't rallied the troops in Australia to contribute more to our superannuation, it's a default option in some ways. So if you can make sure that the policy or the default is that every airline booked you are carbon offset or you're mission offset. So you know what I mean? That is much better. The lights that automatically go out when you leave the organization is much better the default than relying on the human who is more homo Simpson and forgets, we all forget things.

Dr. Juliette Tobias-Webb:

So you don't have to at all, and even when you design the environment well, you don't have to do that because, and to get a specific, oh yes, we're doing more for climate change. So we don't need to rally the troops to get the behavior change that we need, but making the impact of behavior salient to kind of then potentially rally troops can have really significant benefits on morale, just again, because people feel like they have a purpose, they feel like they're making a difference, they feel like their actions are having a broader influence and they can see that. So two aspects there, don't need to rally the troops, and can really well, we can shift, and there's many, many studies that show you shift behavior and people's attitudes change, but we want to still give people a choice.

Dr. Juliette Tobias-Webb:

But also then if you do highlight the impact of their behavior and how it is having a positive outcome for the future and for other people's lives, then that has a huge benefits as well. And you can capture those through surveys, but you can capture them through even like looking at basic business metrics. So how many sick days do people have? How many people are leaving? How many people are staying? The proxy measures, but you can make some interferences of those.

Dr. Philipe Bujold:

And if I can jump in very quickly, I think a great example is, and what you're talking about Barbara here with kind of rallying the troops and all this, that's going to be part of your toolkit, right? So what Juliette described is what if we don't use that in our toolkit, but then there's also ways to do use it. And I think that my favorite study when it comes to this and especially like rallying troops, is when you think about people's pride in their business or their organization who they work with. And the most typical study here was actually done. They put student in a room with a cake and they told three different groups of students, basically one just got information about the cake, the second group were told imagine how prideful you would be if you don't eat the cake, and the other group was told, imagine how ashamed you would be if you ate the cake.

Dr. Philipe Bujold:

And the people that felt pride, that were given the pride condition, were four times more likely to show self restrain than the other conditions. They were the most successful ones because they felt pride in what they were doing. And I think pride, when you're talking about rallying the troops is a very, very important thing.

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And I think I've seen not an expert here, I work in conservation. So anyone feel free to disagree with me, but young people want to feel a part of a movement. They want to feel proud of the organizations that they work with. And that's something that we're seeing change across the board, across different generations, and across people joining the work sector.

Dr. Philipe Bujold:

So I think if you are looking at all the levers that you have, pride and really creating this momentum within your own organization for your employees and pride in your employers is going to be very, very important because it is more likely to lead to behavior change, but it also might be more likely to lead people to basically adopt spillover behaviors at home. So if I am being very green at work, why wouldn't I be at home? If work is helping me by sponsoring or subsidizing my getting an electric car that also impacts everyone else at home and that, hey, I become part of the social norm in my neighborhood and might also influence other people that live around my place. So it's important to understand how all these levers interact, but it's a toolkit that we have, and we just need to understand what is best in that moment.

Barbara Albert:

That is wonderful, because I'm just imagining as an organization, if you are committed to achieve net zero, you are engaging your staff around these matters, you're tracking progress, you're changing behaviors, you're changing social norms, people take that back into the communities, back into the family, is where it affects even wider change. So then the impact of that one company that makes the change is so much bigger because the actual decarbonization impact on society is a much greater thing and greater than the company itself. Such a good point. We've had so many interesting points across different methods you use as behavioral scientists. What would be your key takeaway messages for a company that is actually looking to engage their staff to help achieve net zero? What would you recommend?

Dr. Juliette Tobias-Webb:

I think for me, one of the aspects here is that solutions can be very cost effective. I going to give you three, sorry. It is very important to understand the problem first and doing that groundwork. But see, the easier you can make something right, the easier the pathway, so whatever the behavioral problem is, the easy you make it to occur the more likely it will. The more friction you put in place, the less likely it will occur. And I say that because sometimes you want either one. So sometimes you want to make it harder to do activity, which is then useful and sometimes you make it easier. So I think that for me, is it. Actually, I'm going to add one more, sorry, is the importance of considering the decision environment. Often we think about focusing on the individual and changing an individual, but actually individuals are more resistant to change, changing the environment helps people shift much easier because they're often an automatic kind of operating system.

Barbara Albert:

And what about you, Philipe?

Dr. Philipe Bujold:

I think it's kind of a recap of actually what Juliette just said. So going back to what we talked about the entire time, remember if we go back to the core of behavioral science. So our decision making is kind of on a spectrum from automatic to more rational, more slow, and thought of. And what I really want listeners, I hope to remember is that most of our decisions are not in the slow rational side of the spectrum, they're really in this more automatic, very efficient, but very automatic and prone to biases side of our decision making spectrum.

Dr. Philipe Bujold:

So when you think about how to engage employees, how to change behavior, don't focus on only the levers that will affect the rational side, really think about when Juliette was saying, the choice architecture, the social environment, and also the emotions that you want people to feel. And it's really creativity it's going to get us out of the climate change mess that we're in. And I think now more than ever, we are able to start

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leveraging the evidence tied to this creativity. So it's really... What I hope people get from this is to think of the toolkit of behavior changes more than just three levers. We have six, we might even have more, so focus on that.

Barbara Albert:

So what if people wanted to find out more, do you have any book recommendations?

Dr. Philipe Bujold:

Actually even simpler, we have a platform called behavior.rare.org, that I would really recommend people to go to. It kind of guides you through the process of how we design behavioral interventions and think about the different levers of behavior change. It gives case studies, gives examples of what you can do in your own business. So I would push people towards behavior.rare.org. It's a free platform and it's really there to help people make the shift towards greener behavior.

Dr. Juliette Tobias-Webb:

I would second that. I mean, the website is amazing. So it has some really practical aspects. I mean, if there's books, there's a kind of just general behavioral science books without being stereotypical because it is the Thinking, Fast and Slow, like Daniel Kahneman and The Nudge book, by Richard Thaler, and Cass Sunstein. I mean, they're kind of the basic 101 of behavioral science, but there's so many tools and companies out there too now looking and that have developed good aspects, good toolkits around this. So the EAST is the behavioral insights team Ideas 42, do a lot. But also I think both of us are probably very approachable, so feel free to reach out to either of us and we can kind of direct you in the right direction, direct you in the right direction, point you in the right direction or answer some of the questions that people may have.

Barbara Albert:

How can people connect with you?

Dr. Juliette Tobias-Webb:

So for me, LinkedIn, or I've got our website, behavioralscience.com.au, which has all my email and contact number, or LinkedIn, Juliette Tobias-Webb.

Dr. Philipe Bujold:

I was about to give my phone number, but I think that's not what you're asking. No, so you can either reach me also on LinkedIn or on Twitter. If anyone can DM me. So it's Philipe_Bujold, so my full name. Feel free to reach out. We're always there to help. So reach out with any questions about behavioral science.

Barbara Albert:

For our listeners, we'll put all the links and the book recommendations, as well as the contact details or of our guests in the show notes. That's all we have time for today. Thank you so much for your time, Juliette and Philipe.

Dr. Juliette Tobias-Webb:

Thank you.

Dr. Philipe Bujold:

Thank you.

Barbara Albert:

That was Dr. Philipe Bujold and Dr. Juliette Tobias-Webb talking about how behavioral science can help companies achieve net zero emissions. If you know another person who you think will enjoy this podcast, please let them know so that more people can hear about best practice stories of how organizations are moving to net zero emissions. Thanks for tuning in, and I'll see you in the next episode.

THE END

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