

Corporate role  
in moving the  
climate needle

8:15PM – 9:45PM, Room 8  
November 28, 2012  
COP18, Doha, Qatar  
Tuck School/C2ES

Corporate role in moving the  
climate needle

**PANELISTS**

- o **Giles Dickson**, VP Environmental Policies  
& Global Advocacy, *Alstom*
- o **David Hone**, Senior Climate Adviser, *Shell  
International Petroleum Company Ltd*
- o **Timothy Juliani**, Director of Corporate  
Engagement, *C2ES*
- o **Anant Sundaram**, Professor, *Tuck School  
of Business at Dartmouth*



## Tuck School of Business at Dartmouth



- Founded 1900, world's first graduate business school
- Long-recognized as one of the world's leading b-schools (e.g., ranked #2 in the world, *The Economist*, 2012)
- 500+ MBA students
  - Finance, consulting, brand management
- Deep commitment to issues of sustainability & climate:
  - Center for Business & Society
  - 1<sup>st</sup> (US) MBA program to offer course on links between business & climate change
  - Only b-school to attend COP15, COP16, COP18
  - Annual gathering of corporate CSOs to address environmental sustainability and climate/energy issues
  - Links to NGOs



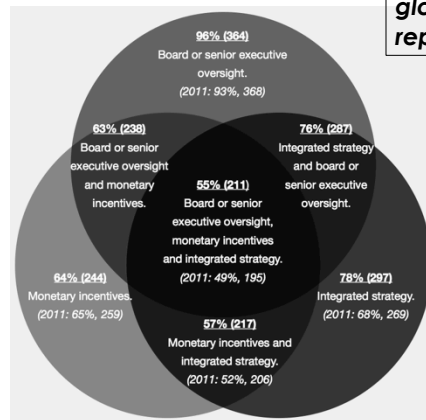
## Why should we care, as a business school?

- Businesses are deeply engaged:
  - At the center of it: both as the cause of GHG emissions and as the the solution
  - Huge contingent liability in a world with a price on carbon
  - Drivers of the emerging 'climate economy' in three areas: carbon efficiency, non-fossil fuel-based energy, carbon capture and storage
  - Huge upstream shift in outsourcing to carbon-inefficient economies is cause of worry
- B-schools follow where businesses lead



## Where are corporations today? The Global 500

**81% (405 out of 500)  
global companies  
reported in 2012**



Source: CDP

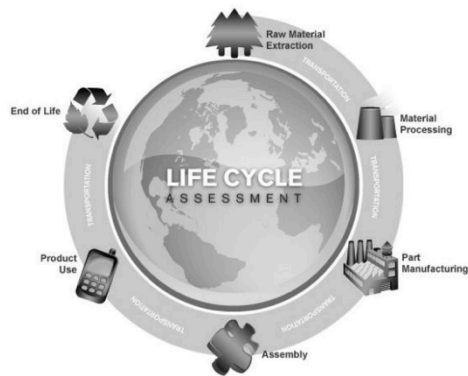


## Stages of corporate involvement

- Stage 1:
  - Create senior management position to oversee
  - Measure/set goals/manage Scope 1 & 2
- Stage 2:
  - Measure/set goals/manage Scope 3 (narrow)
  - Build into capital budgeting, M&A, new product, supply chain decisions
- Stage 3:
  - Integrate in upstream activities: innovation, R&D
  - Build into management incentives



## What's next? Life Cycle Analysis ('Cradle-to-Grave')

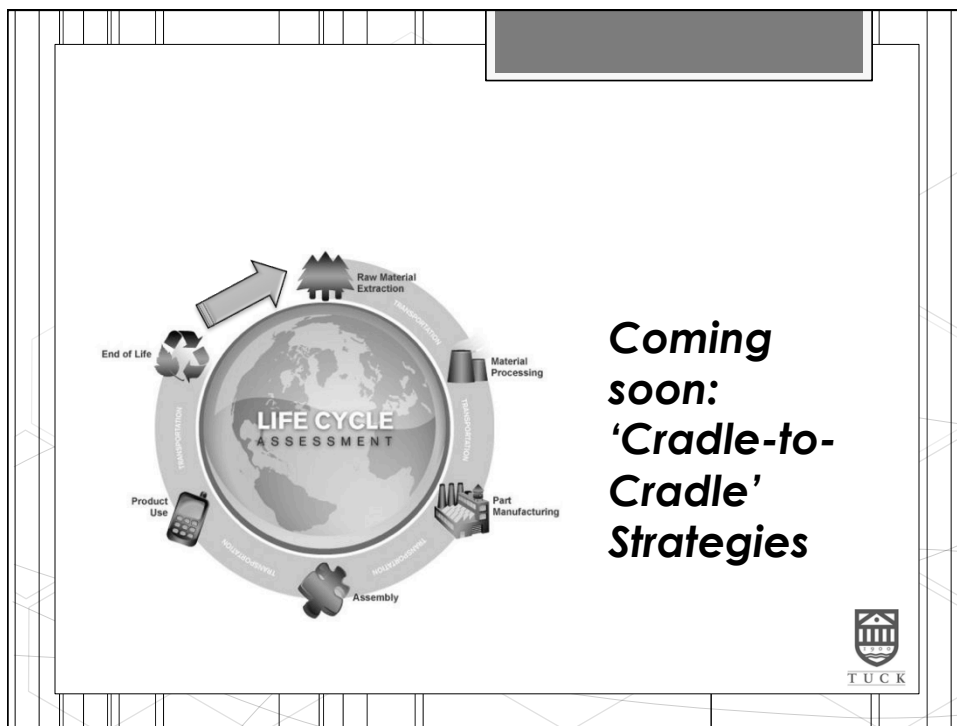


## Example: Apple



Source: Apple





## What's next? Accounting for natural capital

- Accounting for cost of externalities:
  - Environmental P&L accounting (e.g., Puma)
  - Trucost
- Standardizing definitions, reporting:
  - GRI's guidelines ('G4' guidelines in the offing)
  - SASB

## What's next? Adaptation/Building Resilience



## Major issues of concern

- The good ones – there are many – want to do the right thing, but sense little support
- Deep sense of frustration with policy paralysis
  - Kyoto gone, 2015 still distant (could it be 2020?)
  - Absence of regulatory clarity
  - Abject slowness of UN process
- Realistically planning for 450+ ppm (i.e., 3°C)
  - Recognize that CO<sub>2</sub> price well in excess of \$50/ton will be needed to move the needle
- In the absence of quick, clear, consistent policy, opportunity cost of time and resources will mean they move on to something else

