



Sustainable behavioural change in companies - Ex from the Swedish PFE

BEHAVE 2021

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McKinsey, change in organisations



“...***approaches must be tailored*** to the specific challenges, skills, and change readiness of a given part of the organization....

... ***designing a methodology*** for setting appropriate goals and performance objectives..

... determining ***specific information needs*** that, of course, will vary by level and unit..

...For most parts of an organization, this effort will ***start simply and become more advanced*** over time”

McKinsey Classics | January 2016:

February 1993 | by Steven F. Dichter, Chris Gagnon, and Ashok Alexander

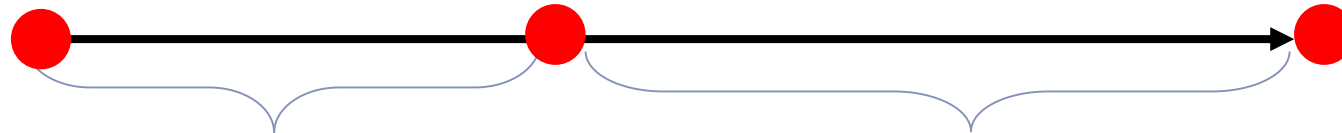
ISO 50001 in Swedish PFE

(103 companies 25 % of Swedish energy use)

Program start

2 years

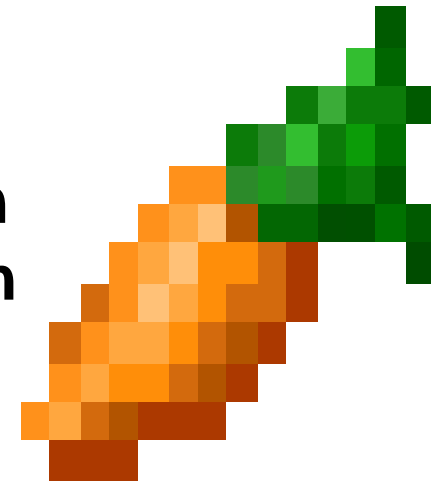
5 years



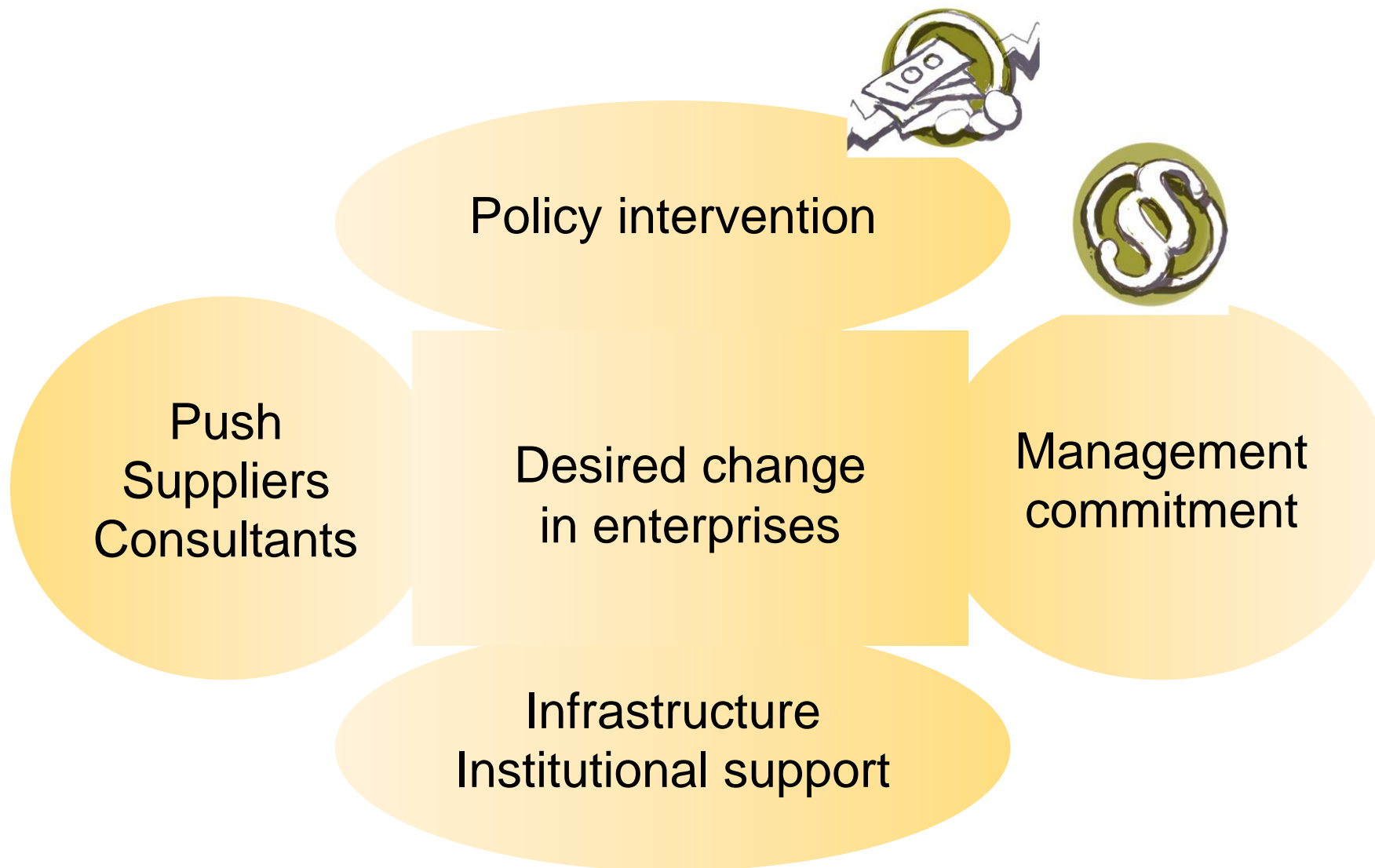
- Energy audit and analysis
- Implement and certify ISO 50001
- Find measures & set target
- Implement routines for procurement & planning

- Continuously improve the Energy Mgmt System
- Realize measures
- Apply routines
- Effects of routines

**Tax reduction
0.5 Euro/MWh**



A context is necessary



Organisational Changes

- Planning and control
- Capital budgeting
- Human resources
- Energy culture or energy awareness

Result: 10 % less electricity use

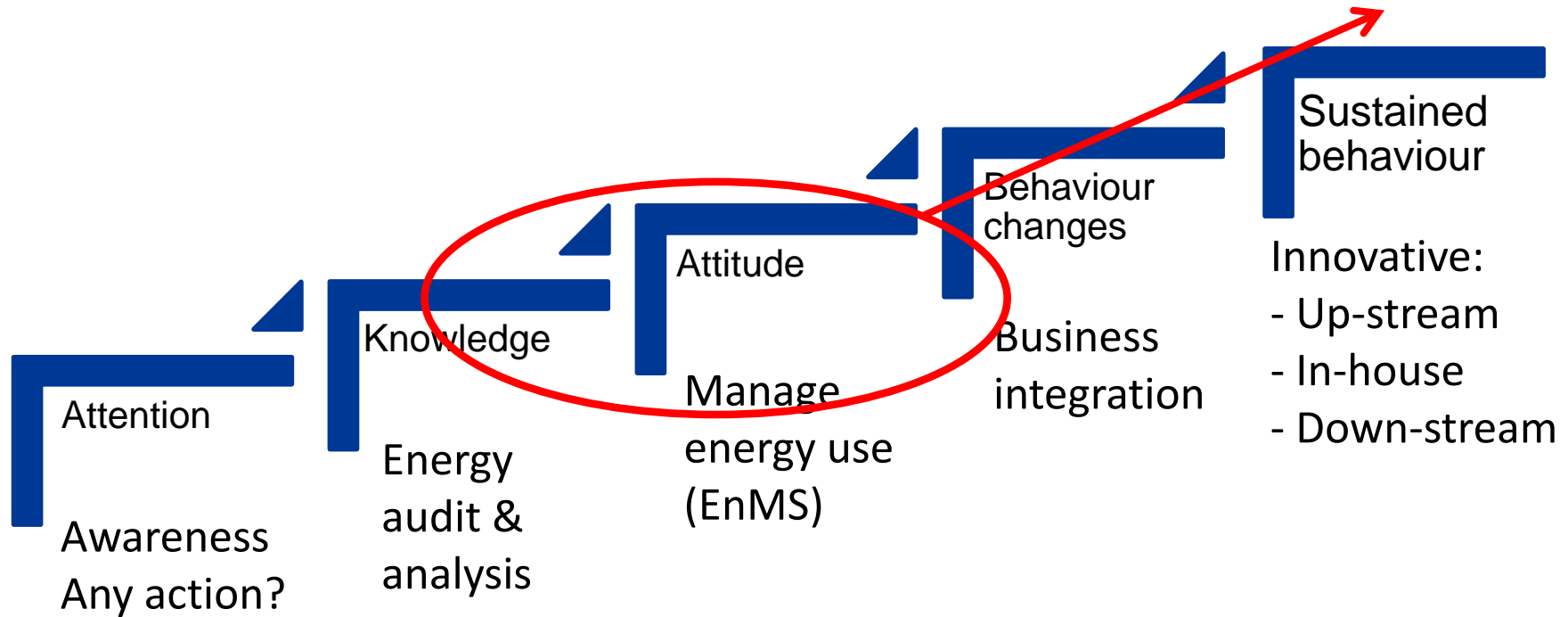
Example from chemical industry:

Defined measures to undertake during 5-year program: 5 % improvement

Result: 8 % improvement



Initiating and sustaining change



Scania, a more recent example

- Incentive program "Energisteget" – Support to deep project
- Build a new, energy efficient foundry
- Organisational change of project and purchase processes



Fossil free electricity

100% of our operations run on fossil free electricity by 2020

CO₂ emissions from our logistical flow

50% CO₂ reductions from land transports by 2025 (2016)

50%

CO₂ reduction from our operations by 2025 (2015)

Energy use

33% less energy in industrial operations by 2020 (2010)

Waste

25% reduction of waste, in our industrial operations, that is not recycled by 2020 (2015)