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# **Report on public seminars and final expert seminar with scholars, policy-makers, business representatives and other stakeholders in Brussels**

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Low Carbon at Work: Modelling Agents and Organizations to achieve  
Transition to a Low Carbon Europe

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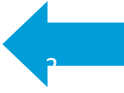


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## SUMMARY

LOCAW designed and implemented a dissemination strategy that included a number of public seminars with relevant stakeholder in order to obtain feedback during all the stages of the project and use it to refine research design and also to disseminate the project and its results to a wide range of potentially interested stakeholder groups.

In order to achieve effective participation, LOCAW followed a series of principles and guidelines derived from the scientific literature on participation with diverse groups of stakeholders. These principles are presented in the first part of this report. The main focus of each seminar is then described together with the main points of discussion. Each seminar focused on certain stakeholder groups, depending on the case study site where it was held and on the stage of the project. Each seminar contributed to LOCAW ideas and design in significant ways.

## INTRODUCTION

The LOCAW project has explored barriers and drivers of sustainable practices in both private and public large-scale organizations, in three domains: energy consumption; waste generation and management; and work-related mobility; as well as the relationships between practices at work and practices at home. It has used a complex-multi-method approach to investigate these and to define and test policy pathways which target the reduction of greenhouse gas emissions in organizations.

Organizations exist and function in complex environments, thus being influenced and, in turn, influencing many other social and political actors. LOCAW took this complexity into consideration and also aimed at providing policy recommendations that were useful for the organizations under study and that could be used as a general framework for other organizations of the same type. In order to be able to do this, LOCAW set out to engage stakeholders from the early stages of the project, by organizing a series of projects seminars after each Consortium meeting, where project ideas, research questions, design and results were presented. In this way, stakeholder's feedback, alternative visions and frameworks and concerns could be integrated into the project framework. The effects of these seminars can be seen in the robustness of the final results of the project, as well as in the realism of the simulations obtained by using agent-based modelling. The seminars have also successfully managed to create bridges between the interests of scientists in theoretical progress and the advancement of the state of the art in issues of sustainable lifestyles, and the legitimate request for down-to-earth policy and organizational recommendations of decision-makers in the private and public sectors.

In order for participation to be effective, and for connections between the discourses, interests and positions of different groups of stakeholders to be effectively made, LOCAW established a framework for effective participation (García-Mira et al., 2007; Stea, García-Mira & Coreno, 2009). Studies on conditions for successful participation to take place are abundant in the fields of psychology, sociology and political science, and interdisciplinary efforts to establish frameworks that could then be used by academics and policy-makers alike are quite numerous. In contrast, the actual application of the conclusions of these studies is still scarce to find. LOCAW attempted to start from a sound framework of social participation and apply this thoroughly in the methodology of the public seminars. The philosophy and principles of effective participation used in LOCAW are presented below, followed by a short synopsis of each public seminar.



## UNI-DIRECTIONAL VERSUS BI-DIRECTIONAL COMMUNICATION

Traditionally, communication between policy makers and the public used to be uni-directional. Environmental policy has been a classical example of top-down policy-making at its beginnings and the public was supposed to passively receive the decisions of people that they often had never directly elected. The increasing environmental awareness of citizens all around the world and the observation that top-down policy did not have the impact that was required for a sufficient reduction of greenhouse gas emissions have promoted a considerable increase in participation in environmental policy-making, and not always in the direction proposed by the government. This framework of communication has sometimes been dominant in research projects as well, as information complexity in issues of climate change is constantly growing, and the recognition of expert-based assessments is also high in our democratic systems; yet demands for meaningful participation in expert decision-making of individuals and communities is also increasing. LOCAW has thus started from a basic axiom: participation is impossible without bi-directional communication. Participation always involves effective bi-directional communication and communication always involves participation. One is impossible without the other.

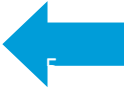
## BASIC PRINCIPLES OF EFFECTIVE PARTICIPATION

Research in environmental psychology has uncovered a number of useful rules for effective participation to be possible. They are listed here without an exhaustive description of the research on which they are based, as this report's objective is to be an account of the LOCAW experience. For further information on the research on which these principles are based, references cited can be of use.

- The physical environment where participation takes place makes a difference. It transmits implicit messages to the actors involved about relationships of power, the desirability of dissent and the meaningfulness of expressing one's opinion and making one's contribution. There is no physical environment that is neutral.
- The physical environment interacts with the social, cultural and psychological environment created in a context.
- Environments influence human relations in the broadest sense, and not just individual behaviour.
- In particular, environmental design can: 1) Encourage or discourage relations and communication, through making spaces *sociopetal* or *sociofugal*; 2) Designed spaces can encourage hierarchical relations over egalitarian relations, or vice versa.
- If participation and communication are completely interlocked, as we postulate, then an environment that discourages communication will discourage participation.
- Aspects of territoriality and power need to be taken into consideration. Territory can be physical or non-physical, and involves markers. In meetings involving both experts and stakeholders belonging to other social groups and discourses, territoriality often takes the form of intellectual territory and the markers sometimes are a highly specialized vocabulary,

which makes meaningful input from those not managing that vocabulary impossible. Research has shown that even the most complex and technical issues can be meaningfully debated and contributed to if these types of markers are avoided.


- Spaces that are familiar are more comfortable, and thus more likely to provide context for meaningful interaction. They are considered part of the “home range”.
- Environmental psychology goes beyond individual behaviour to encompass group behaviour. A group is more than a collection of individuals. This applies not just to the content of public policy, but to the *process* of establishing that relationship.



## PARTICIPATION AS PROCESS: TYPES OF PARTICIPATION

In what follows, four forms of participation that can occur in an organized seminar are described, with their theoretical and methodological basis and implications:

1. *No participation.*- This is the most common. As we mentioned above, in this the communication process is uni-directional, from the top down, and the stakeholders are treated as passive recipients of information and encounter serious obstacles to meaningful participation.
2. *Symbolic or token participation.*- This is the next most common in public participation situations (e.g. a community meeting). In this, normally the space is actually the territory of the experts or, in the case of public policy, of the government, a sort of an alien territory (not “home”, not part of home range). It is many times a hierarchical space. Government or experts are in higher position, retaining power and control. They are often physically higher, on a platform. People are just audience, receptors of information, and often sit below. Public participation is usually restricted to asking questions or making short comments.
3. *Distorted communication or participation.*- Input from stakeholders or participants is asked through tools such as questionnaires with closed answer options, using multiple choice or Likert scales to gather opinions and feedback. A questionnaire can miss important information. It is impossible to anticipate all the points that stakeholders may express. The person who designs the questionnaire can only ask questions about what he or she already knows or thinks. Therefore, questionnaires are poor ways of eliciting entirely new information.
4. *Effective participation* requires the following conditions:
  - a. Individuals have to feel at home, in a non-threatening context, which minimizes status differences. A setting that encourages participation is preferably a behaviour-environment complex that involves common spaces and activities for the stakeholders (Barker, 1968; Schogen, 1989).
  - b. If possible, all age and gender groups should be included, encouraging participation of everyone, but respecting cultural norms (that is, providing the opportunity to participate, but not in such a way as to violate cultural or social taboos).

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- c. People find environmental problems confusing. In the first part of a participation session, it is useful to select specific issues for which everyone can express thoughts and that can be a successful and motivating experience. Progressively more complex issues can be introduced.
  - d. In more difficult problems, people must be able to use the same communication tools as professionals (e.g. simple graphic tools, such as environmental models which can be manipulated). This provides an important opportunity for mutual learning.
  - e. Encourage working in groups. Five people is often a good group size. For this, sociopetal settings are essential.
  - f. Encourage “revocable decisions”.
  - g. Another reason for providing a comfortable setting is that new ideas emerge best when people are having fun. This process can be enjoyable. It should be. Making participation seem like hard work may reduce future participation.
  - h. Consider “micro-environmental psychology” with reference to making settings interactive. For groups working around tables, round or square tables are good. It is necessary to minimize the possibility of group “dictators” emerging by accident (due to unplanned environmental action (such as wrong table shape or table placement)).
  - i. After a period of time, each group is encouraged to select a “spokesperson” who will tell all the other groups about his or her group’s conclusions and the reasons for those decisions, using any graphic material the group has put together.
  - j. The design of the working space must be such that this process can take place without creating a hierarchy within or among groups.
  - k. This is followed by an “Open” question and comment period. Every group can comment on every other group.
  - l. There needs to be an appropriate closing ceremony, with expression of appreciation to everyone.

Ideally, this process should be iterative, and repeated on several occasions (when the largest numbers of people are free to participate). In the best of cases there can be another valuable spin-off: an effective enjoyable communication process can serve to enhance relations within stakeholder groups.

## REPORT ON PUBLIC SEMINARS AND FINAL EXPERT SEMINARS



LOCAW has started from the principles and rules presented above, and has organized six public seminars, five in different participating countries in the project and the sixth in Brussels, where final results were presented to European stakeholders. Each time, local and regional stakeholders were invited to participate, including policymakers, business representatives, trade unionists, NGOs and researchers from other disciplines and projects. These seminars have provided the opportunity to make results known to a wide community of stakeholders already organized in networks, and allowed for their input to inform the development of some aspects of the project, thus constantly monitoring the utility of our research results and recommendations for stakeholders.

A wider dissemination event was organized as a LOCAW final expert seminar in Brussels to disseminate the results to a diverse community, in December of 2013. This event was opened to participants from different types of organizations and academia, and included talks and presentations from the LOCAW members, but also from invited speakers that have studied related topics. International and national government representatives, international unions and business organizations have been invited along with officers from the EU. Feedback from the participants is included into the final report.

### 1. INTERACTING WITH LOCAL GOVERNMENT: ABERDEEN, SCOTLAND, UK. 27TH – 28TH JULY, 2011

The first public seminar has been organized after the Consortium meeting in Aberdeen, Scotland, the site of one of the heavy industry case studies, Shell. A format of both participatory lectures and working group sessions was adopted, as lectures are a very familiar format for these stakeholders and we wanted to make sure that an entirely new format was not going to create feelings of unfamiliarity for the participants. Lectures were given by both Consortium members and stakeholders, and conclusions informing further project design were drawn in the working group sessions. LOCAW members presented project aims and design, as well as the reasons for the case studies chosen and the role of large-scale organizations in emissions reduction efforts. Stakeholders coming from the local and regional government, as well as oil worker unions in the area contributed to building a realistic view of the economic situation in the area, the role of the oil industry and of Shell in particular, government initiatives for sustainability and the different plans for medium and long-term transitions to a low-carbon society, with a particular emphasis on Scotland.



Public seminar in Aberdeen (2011) – Interacting with local government

There are a few important conclusions that can be drawn from the local stakeholder presentations for LOCAW. First, was signaled that the region’s oil industry has a predatory and extractive resource management ethos, which in turn affects the local landscape of households and lifestyles. The oil industry results in many high waged households with high levels of consumption and very high emissions. Besides the actual work-related emissions, the oil industry produces the further effect of more emissions from households in the region. Also, it is important to note that this effect extends beyond the region, as some of the workers with high wages actually live in a different part of the world and use airplane travel to access their workplace with a high frequency. These observations were included in the research in LOCAW, orienting the direction of some of the questions on relationships and psychological compensation mechanisms between practices at work and practices at home, through the life-history interviews.

The seminar also gave an overview of the engagement of the public sector with emissions reduction efforts and transitions to sustainable lifestyles. The public sector in Scotland is making an important and concerted effort to support capacity building for renewable, but does not want the oil industry to die in the area because of its economic importance. There is no alternative but to address the challenge of behavior change in order to make progress toward sustainability.

Stakeholder presentations provided LOCAW with important information and analysis on the local consequences of the oil industry. These conditions included that there has been a 60 % increase in the local population since 1971, mainly in new settlements. The oil and gas jobs in Aberdeen City and Shire are 39 % of the UK total, while only a tiny number of jobs in Aberdeen are in the renewable energy sector. The objective of the local government is to increase the latter over the next few decades. Given the high interconnectedness between work emissions and household emissions in an oil industry area, the Scottish case study focused on notion of people as “border crossers” between work and home and



on the different logics governing and either supporting or hindering emissions reductions through behavior change.



Another presentation on risk perceptions of workers related to issues of safety and health in the oil industry underlined the advancements in safety and health made by the oil industry and signaled that perceptions of environmental issues in the oil industry are under-researched, thus manifesting that high expectations are placed on LOCAW to advance this further. Issues of potential conflicts between low-carbon objectives and issues of effective production, health and safety were raised and signaled as interesting questions to look at in LOCAW. Also, examples of spill-over effects of safety norms and routines in the workplace were given, and LOCAW has afterwards look at these cultures of safety and health and found that some of the lessons learned from them can be translated to environmental issues in the workplace. LOCAW has also looked at how these areas may create conflicts with unwanted effects in terms of obstacles to sustainable practices.

Local government representatives also presented Scotland's "low-carbon vision" by 2020: a 42% reduction in emissions, 12% in energy use. Also, it aimed at supporting the creation of a strong sector of low carbon goods and services on the market, and assuming the role of creating a strong policy framework to support these efforts and a supportive business environment that takes emissions reduction seriously.

Finally, another EU research project was presented, called MUSIC, in which the Aberdeenshire Council is involved, and which has aimed at creating pathways for transitions to low-carbon cities. The insights from the Aberdeenshire part of the research have been useful to understand the already existing effort and identify the areas of potential contradictions for transitions to sustainability. The PPT presentations are available at <http://www.hutton.ac.uk/events/locaw/presentations>.

The seminar showed the important role that municipalities and city councils play in sustainability issues, and the importance that building bridges between applied research and the feedback coming from local government can play in constructing a shared understanding of how to design transition pathways to low-carbon regions in Europe.

## 2. INTERACTING WITH UNIONS: UMEÅ, SWEDEN. 23TH – 25TH FEBRUARY, 2012



The second public seminar took place in Umeå, Sweden, the site of the Volvo trucks case study. Again, the same format as in the first public seminar was used, with short presentations from LOCAW members and presentations from local stakeholders, which in this case included members of government and members of the trade unions of the company. The stakeholders' presentations were highly informative for LOCAW on issues such as the legal framework in which the company operates in terms of environmental issues,

The classification system of businesses in terms of their environmental performance is done by the Municipality and these classifications are important when defining policy measure. Sweden has 21 counties, and 290 municipalities, so the municipality is the most local level of government, largely concerned with translating EU directives into law. One of their responsibilities is also to issue permits to industries. Some need a permit from the Environmental and Land Court (classed 'A' industries), and others (less serious pollution) from the County Administrative Board (classed 'B' industries). There are only five Land Courts in Sweden, and 12 County Administrative Boards (so, not all counties have one, but they used to). Other industries ('C' class) just have to register. And finally, if you are not one of those, you are classified as a 'U'.

Umeå's environment department inspects 3 A, 45 B, 164 C and 112 U businesses per year, each of which is charged a fee for it. They are transparent, and the public has the right to see almost every document in their records – some are accessible on the web. They have developed an environmental code that applies not only to businesses (though mainly to them), but also to citizens of Umeå. The Supreme Land and Environmental Court ruled that although they have a legal authority to control the compliance to the code (or some part of it that was relevant to the case), they do not have the right to charge.

The government has also taken an active role in encouraging companies to use renewable energy where possible. Government representatives' presentations of their experiences in this brought to the forefront the issue of priorities. An example of a company's reaction to the suggestion of the government to use renewable is quite telling in this: "We can in a relatively simple way save about half a million in the company. As a bonus we contribute to a better environment!". Fruitful discussions also revolved around inherent contradictions in the systems of incentives and in the assigning of costs of failing to reduce emissions. LOCAW dedicated a lot of attention to the inherent contradictions in the political, legal and economic environment in which the companies operate and has reached useful and interesting conclusions, reflected in the integration reports and other research reports, most of which are public and available at: [www.locaw-fp7.com](http://www.locaw-fp7.com).

Another government conclusion was that, in general, companies had been found to be quite welcoming in the area, but there are some who say they shouldn't be doing environmental evaluations or monitoring, or engage in efforts to reduce emissions, with the argument that it goes against economic objectives. Some companies who were welcoming, when asked to give feedback on the governmental exercise, expressed a desire for the environmental officers to return and check up on how they were progressing, thus signaling the importance of external evaluations and monitoring instruments.

Representatives of the Metal Workers' Union (ITUC) emphasized the important role of unions in combating climate change and the connections of sustainability objectives with more traditional union aims, such as defending the welfare of the workers. Preventing catastrophic climate change is seen as essential to the jobs and welfare of workers everywhere, and to the long-term future of the planet. Even the International Metalworkers Federation has issued a statement calling for a strong, legally-binding, comprehensive global agreement ensuring ambitious carbon emission reduction targets. However, the metal workers' union in Sweden mentions that the answer to the question of how to be able to considerably reduce emissions in organizations and at the same time preserve a competitive industry is still a complex one, and the answers are not clear-cut.



Public seminar in Umea (2012) – Interacting with representatives of Unions

The situation of Volvo was also described. Volvo (the lorry producer) has built a corporate image promoting values such as safety of the customer, quality, and environmental care. Volvo AV has global



operations, expanding in East Asia, but most of their activity is in Europe. In spite of this, the forecast for CO<sub>2</sub> emissions from trucks and buses in the EU, according to an internal study done by Volvo itself, is that although other pollutants will decrease (particulates, SO<sub>2</sub>, etc.), CO<sub>2</sub> will increase, due to increasing workload. (That is, although individual trucks will have better CO<sub>2</sub> emissions, Volvo anticipates greater demand for ton-kilometers over the next 10 years that will more than counteract this benefit).

Volvo is trying to improve fuel efficiency, reduce emissions, and look at alternative powertrains, although certain options are not available for them (batteries for lorries are impractical, for example: to tow a 60 ton load with an electric lorry, you'd need 60 tons of batteries!). Furthermore, for the future, Volvo plans to make its plants CO<sub>2</sub> neutral and improve energy efficiency, although it is mentioned that the latter is mainly driven by profit-motives. They are also interested in improving the transportation of goods, and are thus campaigning in Europe for longer trucks, which are more efficient – e.g. up to 30 m. long and 80tons.

The trade union representatives also mention that, normally, the trade union is concerned with collective bargaining, and not with environmental issues. Nevertheless, they have also looked at the concept of sustainable work, covering areas of health and safety, job security, fair distribution of economic output, co-decision making, education, flexible working hours, and equality and diversity. None of these are directly environmental concerns. They have also proposed to the city council and Volvo that workers could have free or cheap bus travel to reduce the use of cars. However, this was not done because it was too expensive. As there is shift work, there are no buses running when many people go to work. When the temperatures go as low as -30C, people are not keen on cycling or walking.



LOCAW consortium in Umea (2012)



Discussions in this seminar touched a lot of relevant issues concerning the role of unions in promoting sustainable practices in the workplace and on the potential synergies and contradictions between their main function, which is the defense of workers' rights and wellbeing and playing an active role in promoting sustainable practices. An important conclusion of the seminar was that environmental objectives and workers' rights need not be separate issues, but that framing them as interrelated issues benefits both causes.

Good practices were also discussed, such as the fact that the paint shop in the factory is the cleanest in Europe. (10mg per m<sup>3</sup>, as opposed to 55mg per m<sup>3</sup>, the EU limit.) However, it was pointed out that this was primarily motivated by the Swedish government, who insisted that atmospheric concentrations of volatile compounds were kept low because the factory is next to a housing estate. The unions pointed out that workers feel proud of the environmental good practices in Volvo, and this is an important point, as this can lead to satisfaction and to an increase in the identification of workers with the organization, which in turn can also increase productivity. Thus, caring for the environment can also be good for business in ways beyond corporate social responsibility.

LOCAW integrated these important issues and points of contention into its research questions. Also, it has looked at the role workers and unions (as an organized body of workers) can play in promoting sustainable practices, by, for example, identifying the conditions under which workers can feel motivated to make suggestions in their organization on improving energy-, waste- or mobility-related practices. The research in LOCAW demonstrated that encouraging effective participation of workers in organizational decision-making, as well as creating an adequate system of incentives for having pro-environmental initiatives could considerably advance emissions reduction efforts.

### **3. INTERACTING WITH MANAGERS AND SOCIAL ORGANIZATIONS: TIMIȘOARA, ROMANIA. 5TH - 7TH DECEMBER, 2013**

The third stakeholder seminar was held after the Consortium meeting in Timisoara, Romania. As the project research was more advanced at this stage, the stakeholder seminar concentrated on discussions and debates with organizational managers as well as representatives of government and the third sector. The LOCAW team was particularly interested in sharing ideas with managers of the case study organization, AQUATIM, a mixed capital service provider of water services for the Western region of Romania. There were two reasons for this: first, being a company dealing with a basic environmental resource such as water, the potential for them being frontrunners in environmental issues is big, and knowledge co-production with frontrunners can be a useful pathway for transition;



and secondly, solid project results were already available and feedback at this stage was quite necessary in order to start building the simulations for the agent-based modeling. Middle and top management members of Aquatim were present and actively involved in the presentations and discussions.



Public seminar in Timisoara (2012) – Interacting with managers and social organizations

Managers first highlighted the importance of the collaboration between projects like LOCAW and companies, and of well-planned, solid European research that can provide them with tailored recommendations on how to improve everyday practices in the workplace. Understanding the different determinants of and obstacles to pro-environmental practices in the workplace, as well as the connections between practices in the workplace and practices at home was considered a valuable output of their participation in LOCAW.

The managers discussed some of the main drivers they can identify for pro-environmental practices in their organization. A key one had to do with the funding mechanisms for organizations dealing with basic environmental resources like theirs. Access to European funds as well as a clear European framework for environmental standards and regulations were considered among the key motivators of pro-environmental practices in the production process. This does not extend necessarily though to everyday practices, which respond to different antecedent conditions. Discussion focused a lot on what these antecedent conditions were, as LOCAW presented results on what was already identified in the research on structural, organizational and individual factors affecting everyday practices. Managers could provide reactions and feedback to this, and give their perspectives, which enriched our input into the simulations of the organizations.



Also, an important part of the discussion focused on the issue of culture, and how European culture will give rise to different patterns of relationships in organization between managers and workers. Both vertical and horizontal relationships will be impacted by cultural characteristics, and taking these into account allows for a better tailoring of national and regional policy.



Members of the LOCAW Consortium with representatives of AQUATIM

#### 4. INTERACTING WITH OTHER RESEARCH PROJECTS: ROMA, ITALY. 30TH SEPTEMBER - 2ND OCTOBER, 2013

The fourth stakeholder seminar took place after the Consortium meeting in Rome, Italy. This seminar concentrated on synergies with other wide-scoped research projects on sustainable practices, as well as on the translation of research results into business and policy recommendations. Discussions focused on the drivers of and barriers to implementing sustainability-related policies in companies, and the effects these policies have on other indicators such as productivity or worker satisfaction and commitment.



Public seminar in Rome (2013) – Interacting with other research projects

A representative from the Ernst and Young Business School presented a study on 20 companies and the impact that introducing sustainable environmental development has on the organization of the company. The study covered various sectors such as agriculture, industry, electronics or transport. The main conclusions were that a greater emphasis on sustainability is mainly a choice based on ethical values. Companies that implement sustainable approaches are also those that are characterized by the innovative implementation of core services. Implementation of sustainable approaches is expensive in time and money; implementing new approaches represents for them a way to cut costs they were not able to cut before. Having this new approach represented a chance to be more in touch with other stakeholders, such as the municipality or other companies, increasing networking at local levels. Adopting sustainable practices required an ethical motivation for the management, and costs money, but they found the adoption led to greater innovation, which then led to cost savings. Workers, although resistant to changes (as is normal), needed training and were able to develop their careers. These types of studies make a strong case for the adoption of sustainable practices by companies.

Another important area of discussion had to do with what determines individual choice of pro-environmental practices, especially the ones that are more difficult to change, such as mobility choices. Economic and psychological models were discussed, when analyzing the adoption of electric cars, or the changing of freight transportation, from trucks to trains and ships. Economic models tend to emphasize costs by previous research has shown that people buy electric vehicles because of signaling motives – that is, wanting to be perceived as a pro-environmental person, even when they cost more and are not as luxurious. The importance of early adopters and social norms was discussed



as well. It was concluded that early adopters are especially important when they are highly educated, young and wealthy. The downsides of supporting electric vehicles were also brought to discussion, such as the fact that car use is still emphasized, there is a heavy land use impact of road construction and electricity still has to be obtained and provided.

The conclusions of the seminar constituted an important input in refining and framing the policy and organizational recommendations that LOCAW produced as a result of the research undertaken during the three years of the project. It also emphasized the positive impact of connecting research projects and the enhanced benefits that joint discussions and debates can bring in widening perspectives.

## 5. INTERACTING WITH EUROPEAN STAKHOLDERS: BRUSSELS, BELGIUM. 10TH DECEMBER, 2013

The last seminar of the LOCAW Project was held in Brussels. LOCAW presented its final Project results and conclusions to a diverse group of stakeholders that included European officers, Brussels-based third sector organizations, businesses and representatives of other related research projects. The extended contents of the seminar are presented in Deliverable 1.8. Presentations were filmed and they will be available on the Project website ([www.locaw-fp7.com](http://www.locaw-fp7.com)) starting in February, as well as on the coordinating group's website (the People Environment Research Group from the University of A Coruña: [www.people-environment-udc.org](http://www.people-environment-udc.org) ). Also, a project video summarizing main project results will be available via the same media.

## CONCLUSIONS

The stakeholder seminars were very productive events in LOCAW. They fulfilled the twofold purpose of constant feedback from stakeholders to project results and continuous dissemination of the research to those that could benefit from it. Feedback was incorporated into the project and allowed for the refinement of theories, methodologies and conclusions on the go. The dissemination was considered useful by stakeholders who expressed their interest that these types of projects and in-depth research could be done to help public and private organizations, both businesses and governments to further generate the virtuous policy loops that can promote sustainable practices at the workplace, in such a way as to also enhance efforts to reduce emissions in households. These two connected tracks for



greenhouse gas emissions reductions would lead to the necessary reduction envisioned by the EU for 2050.

A framework for effective participation was used in all the seminars. This framework is based on an extensive body of research on the factors influencing participation in diverse groups of stakeholders and in expert-non-expert discussions. Furthermore, the seminars targeted stakeholder groups and issues that were relevant for each of the stages of the project. Members of government were targeted from the early stages of the project. LOCAW considered it essential to establish a constant connection with government representatives at regional and local levels, as they are responsible for potentially translating research results into policies and regulations that structure the environment in which the organizations operate. Also, as they lead organizations themselves, they benefit and are early adopters of research conclusions on sustainability. Business representatives from the case studies and beyond were also targeted, and LOCAW was successful in a few instances in actually convincing organizations (e.g.: the University of A Coruña) to be frontrunners in implementing some of the project conclusions. Finally, the seminars were held in different countries of the project plus Brussels, which permitted a European-wide dissemination of LOCAW as well as gathering culturally-diverse perspectives on determinants of pro-environmental practices in the workplace. Culturally-nuanced perspectives were introduced in LOCAW and informed the research. Synergies with other European projects were also successfully created both from FP7 and others.

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