Transcript of ‘Why CEOs Need to Take a Stand’

Season 4, Episode 5, Transforming Tomorrow

[Theme music]

Paul: Hello and welcome to Transforming Tomorrow from the Pentland Centre for Sustainability in Business. I'm Paul Turner.

Jan: And I'm Professor Jan Bebbington.

[Theme music]

Jan: Today we will hear how hope can lead to impactful behaviour change with the environment and sustainability.

[Theme music]

Paul: What's the favourite country that you've lived in when you've travelled all around the world, Jan?

Jan: Wow. Well, I've had fantastic stints in Sweden on and off.

Paul: Okay.

Jan: Yeah. Um, then I really like, uh, other bits of Europe, so I'm just back from a trip to Amsterdam. Amsterdam's a really cool country to hang out in for a bit.

Paul: Your knowledge of geography is such that you think Amsterdam is a country, but I'll let you off with that.

Jan: [laughs] Yes. You know what I mean.

Um, and then I've, I've worked quite a bit in Spain and always enjoy Spain. So I, I, it's great 'cause every country has a different, um, different food, different flavours, sort of different approaches to how they think about sustainability, my minor obsession. And so that's quite fun to see these different places and how different things happen.

Paul: I notice you didn't mention the two countries of which you have a passport in those, [Jan laughs] both the country where you were born and the country where you currently live.

So well, we'll, we'll take from that, what we will and see if we can get your passport removed.

Jan: Revoked. Big trouble.

Paul: Have you noticed different elements and attitudes towards sustainability in all these different countries?

Jan: Yes, indeed. And, and also they come and go. So if I do speak briefly about New Zealand, sometimes in the past it's been, like, a super green, groovy country, and indeed it sells itself on that, but at the moment it's anything but.

So politically, countries come and go in their, their focus on sustainability as well.

Paul: And what about attitudes towards sustainability from business leaders? 'Cause obviously from the Pentland Centre for Sustainability in Business, big emphasis on the business side there, as well as the sustainability side.

Jan: Some leaders stay the course no matter what's going on. And they're the leaders that we really like and, and really can learn from because they, if you like, it's not a, it's not 'strike a pose', it's actually something they truly believe in.

But other, other business leaders come and go a bit. But then organisations sometimes transform when they get new CEOs as well. 'Cause the CEO does affect the culture of the organisation.

So it's a bit of a movable feast, but we always have our eye on the people that stay true to the purpose.

Paul: No matter what we talk about during this podcast now I'm gonna have Madonna suck in my head [Jan laughs] and Vogue. That's the, the whole, the whole podcast I'll just be playing the Madonna song through my head.

Jan: You could do a lot worse.

Paul: Yeah, I could, I could, that, it's not a bad song.

So today we're gonna be talking about that and uh, attitudes towards sustainability of leaders, their approaches, how active they are on it, and also with someone who has lived in many countries and who can, you know, speak to different attitudes that there are from that.

So we're gonna be joined today by someone who is the founder and CEO of RIISE, which is a global marketplace for sustainable fashion and beauty. And RIISE Productions, and that's a film and TV production company committed to lower impact filmmaking. Someone who previously founded Tempus Energy and fought a successful court case, challenging billions of fossil fuels subsidies in the EU. We're saying hello to Sara Bell. Hello, Sara.

Sara: Hello. It's lovely to be here.

Paul: Sara, can you tell us where you've got your passion for sustainability in business?

Sara: So, I grew up in Sweden. I was very pleasantly, uh, surprised to hear your comments, Jan. I think Sweden is a, a very, very beautiful country from an environmental point of view, and definitely attitudes, uh, uh, in Sweden are very pro-environment.

And I think that comes from the sort of education you get as a young child and, uh, the, the learning you get about how to look after nature, how to be in nature, and how important it is to you.

So I would say, uh, at my core, uh, those environmental values came from my childhood.

Jan: And then how's that translated through to your, your business work now?

Sara: So I've had quite a, um, a winding, uh, career. I've done some different things that, uh, when I look backwards, all make perfect sense. Um, and I think that, that original passion, that the environment is actually the base of human life, as well as life for all the animals that we share this planet with. Um, and if we don't protect it, it impacts, uh, on all of us.

So there is no such thing as a sustainable business if the environment is not healthy. Um, and I think no matter what business you are in, uh, you want to be able to continue with that business. And a healthy environment, uh, uh, is the kind of the lowest baseline to be able to do that. I'm astounded that that isn't more recognised around the world.

You know, this idea that we might, uh, have to move to Mars is absolutely ludicrous. We need to make sure that the planet we are living on, uh, gets to be looked after so that we can all enjoy a vibrant life.

Paul: So you haven't lived on Mars, I know that, uh, for, for certain. [Jan laughs] Unless there's a really big secret hidden in your biography that no, no one's uncovered before.

But as you say, you did grow up in Sweden, you've lived in the UK, you are now in Sydney, Australia. Have you seen different attitudes and approaches to sustainability in those countries then? You talked a little bit about your childhood in Sweden, but particularly among business leaders in those countries.

Sara: I think my, my experience in the UK was that often, in the narrative, the environment and the economy were pitted against each other. Uh, my experience in Sweden was that that wasn't the case. Um, and that narrative is ludicrous because the two need to work together and they feed on each other. Uh, so that's probably the biggest, um, attitude difference that I have noticed.

In Australia, I think it goes in, in cycles. It's probably more similar to the UK than to Sweden. Uh, but as a result of, uh, the environmental impacts of climate change in the last few years, the Australian population, uh, is waking up to the changes that need to happen.

And I think, at its heart there, um, it's about no one actually asking to live in a country where there are forest fires, where there are dangerous floods. None of us have signed up for that. Uh, and so, uh, the business attitudes are changing as the environment is changing.

Jan: I'm really interested what you said, Sara, about Australia, and how weather events are sort of, um, going through to affect public consciousness and then that affecting business leaders.

Without those weather events, whether it be, you know, fires in Australian context, but also there were big floods up in Queensland, you know, relatively recently as well. Without those weather events, do you think that that awareness wouldn't have developed in the same sort of way?

Sara: I think it's definitely made the issue much, much more pressing. Um, if you look at the, uh, the impacts of the, the floods around Byron a couple of years ago, uh, the financial impact of those floods, as well as the lack of preparedness for those floods, had quite a shocking impact on populations, uh, and business leaders and politicians have taken note of that.

Then if you go back to, uh, 2019 when air quality was basically dangerous to public health, uh, that has again a shocking impact on the population. And I think, although it's, I'm not suggesting that change would not happen without the shocking incidents. I think humans are humans and we see what's right in front of our nose and when something is presented so close to us, we are far more likely to act.

Uh, and that's a little bit sad on some level, but also we have to be optimistic about the fact that now these things are happening and therefore we're gonna get faster action.

Paul: I think we've seen something similar over the past summer here in the UK as well. There have been wildfires to an extent that has never been seen in the UK before, in some quite, some quite beloved places, I would say, in Norfolk and Suffolk around the Minsmere Nature Reserve there on the Suffolk coast, up in the Cairngorms in Scotland, in the moorland in the middle of the UK.

And I think that that's probably had a similar effect to what you've said there, Sara, in Australia, where obviously the wildfires have been probably a much longer term problem, and much more serious as well. But you can see the attitudes here in the UK starting to say, well, this is what's happening because of climate change.

This isn't just a, a one-off thing, it's becoming a more prevalent attitude. And that the determination to do something to stop this happening in future is certainly becoming more prevalent as well.

Jan: And that's with citizens ,Paul. But I think it's also worth thinking about CEOs, 'cause that's where the focus of your work is Sara.

Paul: Mm-hmm.

Jan: So what do you think CEOs need to actively do to engage with political issues, and particularly political issues as it pertains to climate change?

Sara: So, of course, if you're a CEO of a business, then you have to focus on the job in front of you. And you are tasked with providing a return to shareholders. So I think no matter what kind of activism you engage in, you still need to, uh, premise that within the framework of the company that you're running.

But clearly, if you're, for example, um, a fast moving consumer goods company, um, you need your customers to be feeling secure and safe in order

for them to want to buy your products. So there's quite a wide scope, I think, of where CEOs can get involved because the more secure your country is, the more likely you are to be able to have a sustained business that has customers returning.

Uh, and that's a reason to get involved with climate change and to get involved in a way that is productive, optimistic, and engages people with what they can actually do.

Paul: Now in your new book, Sara, it starts with you. You talk about the power of fear and outrage, as well, in shaping behaviour. How do you feel that applies when it comes to climate change?

Sara: I think, uh, the use of fear in terms of motivating people to change behaviour is just not effective. Um, I think environmentalists for the past four or five decades have been using guilt, shame, and fear to try and make people change behaviour. And the thing is, it doesn't work, it just makes people feel crappy. So there is absolutely nothing positive about that approach.

If you want to get someone to change their behaviour, you've got to make that behaviour seem desirable. The person has to be able to imagine the future that they actually want to live in. So I think we have failed to market, or advertise, what this future looks like in a way that makes people want to take part in it.

And then we fail to show what little steps they can start with. A lot of information about the environment is presented in a, in very absolute terms. I don't think a hundred percent of the global population needs to be a vegan.

If we encouraged people to eat vegan food 50% of the time and every member of the uh, uh, the global population did that, the transformation would be dramatic. And that's, uh, an idea that's actually palatable. It's actually possible. So I think it's incredibly important that we meet people where they are and give them ideas for things that they can actually do.

Um, another example that I often use is, uh, having a coffee. If you sit in a cafe and have a coffee in a reusable glass or cup, you are doing a really positive thing for the environment because you're not creating waste, but also you're doing something really positive for yourself. You are taking five, you're giving yourself a break, relax a bit, sit and enjoy your coffee.

Like, focus on what's in it for you, uh, instead of the, uh, trying to push narratives that simply don't work. I would never tell someone not to get a

takeaway coffee. I would rather focus on how nice it is to just sit there for five minutes in my thoughts and just drink my coffee. And of course, the coffee tastes better, uh, in a pottery glass, uh, um, container.

Paul: I'm afraid I can't speak to that. Jan, is that true…?

Jan: …it is…

Paul: …it is true..?

Jan: …yeah…

Paul: …good…

Jan: …yeah. And there's something about, um, you know, drinking a coffee on the move compared to sitting down and getting to drink a coffee. It's definitely a different experience.

Paul: I will say a soft drink from a glass tastes better than a soft drink from a paper cup that you might get…

Jan: …the same thing...

Paul: …from various fast-food restaurants. So that would be my equivalent that I could drop.

Jan: Yes, indeed.

Paul: Do you feel Sara that businesses have paid attention to this though? That they've got the message. And not just businesses, I guess, that environmental organisations have got the message, that they can't just keep pushing this, you know, that, like you say, just really feeling crappy about themself message, uh, because they're not acting right, but they've got the message of pushing it in a positive way?

Sara: I think very slowly, to be honest. Um, and I think, uh, the damage that has been done over the last few decades, uh, needs a very big change to, to remediate it.

Um, we now have situations where big proportions of the populations have turned off to environmental messages, uh, because they're expecting to be shamed, they're expecting to be guilted, and that's a very, uh, negative situation.

I remember having a conversation with an environmental lawyer in the US a couple of years ago. Um, and he is a little bit on the older side, so he's been in this work for some time. And he made the comment that even in the early nineties it was possible to actually have a conversation with a Republican, if you were a Democrat, about the environment. You might not agree, but you could have a conversation. And now it's impossible to even have the conversation.

And I think the way we have framed what needs to happen, uh, environmentally, uh, has caused a complete disconnect and, and has further polarised people, uh, um, about what it means for them. And I think we have an urgent task to try and sell the total population on what's in it for them to have a better environment.

Jan: And how, how does this tie in with your statement that the personal is political? Is that what you're getting at there?

Sara: For me, the, uh, the way you feel has a very big impact, not just on yourself, uh, but on everyone else. Because it determines how you behave, which has an impact on other people.

So I don't think there's ever a situation where you can look dispassionately, uh, on politics, uh, because politics is about human beings. It's about how we engage in the, in the world, how we engage with the planet. So that's what I mean by, uh, um, the political is personal.

Paul: And how can we change as individuals then to, so that more of us pull away from these potentially damaging influences, behaviours and take part in more actions that are positive for the planet as a whole?

Sara: So, as you mentioned before, I have written a book. And the reason why I wrote the book, It Starts With You, is because at some point last year I had this really profound realisation of just how much change I had been through myself.

Uh, in my teens and early twenties I used to be a very reactive person, and I didn't really understand why. Uh, and so throughout the course of my life, I have done a great deal of work at reconfiguring myself and reconstructing myself. And I had this realisation that it's been so incredibly successful that I am now a totally different person to the person I was in my twenties.

Um, and I had done so by trial and error and kind of created a methodology out of that. Um, and a big part of that methodology is about how you get in control of your own head, the things that you're saying to yourself, the voice that you speak to yourself with.

Having transformed that for myself, um, my behaviour completely changed. So I think the most important first step is to get in command of your mind. Because when you are in command of your mind, you never start to, kind of, doom spiralling. Uh, you're able to keep yourself much more optimistic.

Um, and so in terms of taking action on the environment, when you read the news, it's quite easy to feel like, uh, things are not going well. And I'm not for a moment suggesting that that's not factually correct, but it's not energising to stay in that state. And the most important thing is that the people who want change are energised, feel hopeful. I mean, hope and optimism is kind of an energy source in and of itself.

Uh, and so being in command of your mind, uh, means that you are able to flip that, um, so much faster. So now, whenever any negative messages come into my, my head, I get them at the first word and flip them away because I've really got in command of my mind.

Paul: This really takes me back, Jan, to a discussion we had with Sanjay Rishi, um, last year. Uh, Sanjay, one of the Entrepreneurs in Residence here at Lancaster, and he really is very keen on the power of the inner self, the inner voice, and listening to that voice and knowing what it's saying and controlling what it's saying, and that, that's really echoing what you, you've said there Sara. The importance of being able to control what's going on inside to enact what you are doing physically.

Jan: And sometimes people will say to me, 'cause, you know, I was, come across as an optimistic and a positive person, which I, I think I am. And they can't believe I, I still have that attitude despite what I know technically.

So what you just said, Sara really gels with me. I don't think I've self-consciously done the kind of work that you are talking about, but yeah, you know hope is, you know, hope is a renewable resource. We ought to, you know, have more of it. It's a, it's a good thing to have.

Sara: Yeah, it's definitely, it's just so important. And that is why, um, at RIISE, uh, we never speak negatively about environmental issues or people's behaviour because it doesn't actually engender hope and optimism.

And it's not that we are denying that these things are going on, but it's about a very pragmatic, what's going to move the needle. And when people are energised and optimistic about their future, uh, there's a reason to act. And that's why we want to keep them in that state.

Paul: So that's what you're doing as a CEO. And do you think this is what other CEOs can do as well, through their actions and the actions of their businesses, to enable people to have these attitudes and behaviours?

Sara: Definitely. Uh, I think the more CEOs focus on what we can do, uh, showing what they are doing, um, and um, bringing a positive energy, a can-do energy, to the debate, the better for everyone.

Jan: We like positive CEOs.

Paul: Mm-hmm.

Jan: [laughing] I think that's a good thing.

So let's talk about a, a slightly different topic. What can you tell us about the Tempus Energy court case?

Sara: Sure. Um, so while I was running Tempus Energy, uh, I was also on the UK government capacity market expert group. And I think I realised, uh, too late, that that scheme was being developed into a fossil fuel subsidy.

Um, the, the company that I was running, Tempus, was all about, uh, motivating people and organisations to be flexible with when they used electricity, uh, because flexible demand matches with renewables and makes it much, much cheaper to decarbonise the, uh, the energy system.

As the scheme developed further, uh, it got worse and worse. Um, and I was talking about the, the problems with, uh, not allowing customers to participate in this, because of, what we were trying to do is to get as much money into the hands of the energy consumer, uh, to motivate them to be flexible because that would be the cheapest way of doing decarbonisation.

I was approached by a lawyer at one of the events I was speaking at, uh, and he said, why don't you challenge this under State Aid? At the time, I had absolutely no idea what State Aid actually was. Um, so I had to go and do a bit

of digging on that. But he very kindly created an eight-page document for me, uh, basically saying, this is how the scheme contravenes State Aid.

He was not able to move forward with this with us, because his firm represented a number of fossil fuel, uh, companies. But that was the, the impetus.

Uh, and basically what this, this legal challenge was about was saying to the European Commission, you have contravened the rules that you set for yourself in giving the State Aid approval for this scheme. You've broken your own rules, uh, and we are here to hold you to your own rules.

Paul: So what was the result of the court case then, Sara?

Sara: So we fought for four years, and after four years, we got our victory, uh, which was the court saying that yes, the European Commission had broken their own rules, uh, and they suspended the State Aid approval for the UK capacity market.

Jan: That's absolutely, um, you know, fabulous. I mean, four years is a long time to hold, hold the, the faith and to bring it on through.

In the aftermath, um, industry sources said that you had not won many friends. I'm sure you've got plenty of friends without winning more. Um, and there was a kind of assumption that you had help from people with a political agenda, but what was that all about?

Sara: Um, so throughout the whole process, and it started really even before we first lodged the, the challenge, uh, but particularly as soon as we had lodged it, it really kind of, uh, ramped up.

And this was this idea that I was a front for something. And so various different media commentators, politicians, et cetera, fossil fuel industry, uh, company executives all said that I was the front for something.

Uh, but at its heart, I think I have concluded that this is all about the understanding that if one person can really make change, if it really is possible for one person to have power and agency, then none of us have any excuse.

So we have to believe that that person was a front for something else, that they weren't just one person standing up on their own. Uh, because otherwise it takes away all our excuses.

Um, and the funny thing is, it's never just one person. Uh, one person may be the catalyst because they're prepared to show the determination, the risk taking, the commitment. But from that one person, lots of people join in. I could not have won that case, uh, on my own.

I had this absolutely extraordinary lawyer called Sophie Yule-Bennett, uh, and we would never have won the case if it wasn't for her. And she joined forces with me, and then a number of other individuals and organisations joined forces.

Um, so it is always a group effort, but I think sometimes one person just needs to be the catalyst. And they can be the catalyst purely on their own determination. And I think that's a terrifying thought for many people.

Paul: Do you think that more companies could/should follow in the footsteps, if there are issues that they really believe in and want action to be taken, then?

Sara: Yeah, absolutely. Uh, I would recommend to any company to stand up for the things that they believe in. Uh, because while it may not win you everyone, uh, you still can win a lot of friends that way, uh, because people will respect your organisation.

Um, before we, uh, we started the legal challenge, my board was quite, quite, was quite concerned about taking such an aggressive action. Uh, we had not fundraised. I was working four jobs in order to fund the tiny staff that, uh, that we had. So we were not a secure organisation by any means. Uh, and the board felt that it would prevent us from fundraising.

But that was absolutely turned to, turned out to be not the case. Uh, and I think when you are in an industry where you are trying to create very big change, if you can show that you have the aggression and the determination to actually be prepared to, uh, to, to pick up the fight, then that's going to attract people to your organisation, not repel them, uh, because you're showing them, uh, that there is something to believe in, that you are prepared to take action for everyone. And I think that always makes a company's brand stronger.

Paul: And I guess if the person there was quoted as saying you'd not won many friends, maybe those people you hadn't won over as friends were people you didn't necessarily want as friends in the first place. 'Cause it sounds like you

certainly have won friends that maybe were the kind you would like to associate with as a business.

Sara: Most definitely, yes.

Jan: So in some ways, um, we've been skirting around this question and I, I think you will have a really inspiring answer for our, our listeners. So who do you believe needs to step forward and take action, and how, for more positive change to emerge in the business world in around sustainability?

Sara: So I very rarely tell other people what to do, Jan. [Jan laughs] And I think, um, that's part of, I guess, who I am, and, and what the RIISE brand is really about. I would prefer to just, uh, take my own actions, um, and let those stand for themselves, uh, support other individuals when they are thinking about, uh, taking action.

Um, I think, I mean, and we haven't spoken about it yet, but part of what the business that I'm running now is trying to do is to show audiences what a sustainable future might look like. Uh, and I think that giving that visual example, uh, is really important.

So if I was to say anything to other leaders, I would be, I would be saying about thinking about how your company represents the world as it is, uh, in adverts, on social media, and how you can improve that.

So I'm on social media quite a lot because of, uh, the kind of work I do now. Um, if I see someone, uh, showing the kind of normal lifestyle, uh, that isn't positive, I unfollow them. I don't want to see it.

Um, so in our film and TV projects, we will be presenting a world that is very desirable, but has no one drinking from a plastic bottle, no one driving an internal combustion engine car, and no one wearing polyester clothing. Um, without ever referencing all of this. But basically just showing this is how beautiful the world can be, uh, when we are living *this* life.

And actually when you as the audience look at this, it doesn't actually look so different from either the life you're living, or the life that you desire to live. And, therefore, by showing and inspiring in that way, uh, I think that's an, an incredibly compelling way of going about things.

Paul: Thank you so much for joining us and giving us such great insight into your experiences, your ideas, your thoughts. And it's been great to see how

you've had impact and made such engagement with the world of the climate and environment.

Sara: Thank you very much. It's been really lovely to meet both of you and to have a chat.

[Theme music]

Paul: There were so many important messages from Sara there, Jan, about how to communicate as businesses. How to approach the message you give out as businesses. How to be positive about climate change and to make it more palatable and possible. Those were two words I really picked out.

Jan: And it reminds me of that conversation we had, uh, ages ago about Persuadables.

Paul: Mm-hmm.

Jan: And so how, not only just the population of people who might be persuaded, but how you might approach a conversation with them in order to bring them onward and forward in a, in a journey.

Paul: Yes.

Jan: So that was, that was very familiar territory.

Paul: And to not as, um, Sara put it, not just make people feel crappy.

Jan: Yes! [laughs]

Paul: But then also the positive messages that businesses can make a change, which we've had before. But giving a definitive example of the court case that we had through Tempus and the effect that had, and the changes, and the European Commission being made to see that what they were doing didn't actually fit within their own rules…

Jan: …yeah…

Paul: …and therefore, the less subsidies that were appearing for fossil fuel companies. And yeah, it's just seeing that businesses can make a difference again.

Jan: And I like the layering that Sara drew us into, that as an individual, and you're right that Sanjay sort of talked about that internal work. But then there's your external expression of yourself, but then you and an organisation,

and then CEOs who are leaders of organisations, and then political leaders as well. So there's a, there's a congruence and a layering that, that bring together change. But if you've got the catalyst, you can actually take that whole system forward.

So I thought it was a very strong and hopeful, um, message about activism, but also about, you know, personal responsibility and how you might execute it.

Paul: It was realistic as well, because Sara acknowledged the fact that 10, 15 years ago, people on opposite sides of the political spectrum were able to have conversations, even if they didn't agree with each other.

But maybe now the polarisation of that political spectrum is such that it has become so much harder to engage with someone who is at the opposite end to you.

And the example she was giving there of the Republicans and the Democrats in America could have those discussions, whereas now it's so much *harder*. So it's recognising that that is the case and finding ways to communicate in spite of that, and in new ways of doing it.

Jan: And there was something tucked in the conversation as well, which wasn't in the forefront of the conversation, but really caught my ears.

And she was talking about flexible demand. So I once lived in a, a farm cottage, and our water supply came off a, a, well sort of further up the, up the hill. And in the, you know, in a dry summer you'd pop up to the, the well, and you'd have a look and then you'd talk to your two neighbours and decide who was gonna do the washing that evening, because it wasn't enough for us all to do it.

And so we ended up in almost like a, a small community of people that sort of managed the demand, in that case for water. And I've seen evidence of that as well when people were living off-grid, say, on some of the Scottish islands. That actually, and, and you know, they had something better than wandering up the hill [Paul laughs] and looking at the, the, the cistern if you like.

But they would have like something that tell, told them where the energy demand was at and where the, the, um, battery storage was at. And you could sort of almost bid in to now use your piece of electricity. 'Cause anything that smooths demand is really good for the energy system as a whole.

So that was just tucked away in the back. It just sort of triggered a lot of memories for me about that demand management, and flexible demand is also a big part of a solution.

Paul: Was this when you were a child in New Zealand, or was this since then?

Jan: No, no, that was in Scotland. Yeah, some of the off, um, off-grid islands. Um…

Paul: …ah…

Jan: …would, would do that in order to be able to function well.

Paul: I questioned whether that was, whether you were a child, because that's something else that really came through from the start of the conversation with Sara, the importance of her childhood in shaping her attitudes and behaviour.

Being brought up in Sweden for, I think she was about six when she left Sweden, but those formative years were really important there. And it probably stresses how much importance we should place on those formative years for children, wherever we are in the world. And if we can get the messages in about the importance of the environment, the climate and behaviours at such a young age, they'll carry them forward.

Jan: Yeah. And one thing I've observed when I've been living in Sweden is that people, people are in their environment. [laughs]

And so, you know, a lot of people might go, you know, at this stage of, of, of the autumn will be foraging for mushrooms, or they go skiing, or they go swim in the lakes or whatever. So there is a sense that there's something in the Swedish culture, um, which is about immersing yourself in the, in the environment as well. And that has an impact.

Paul: And hopefully more cultures will adopt that going forward. And it doesn't have to be, I don't want to say the word forced, but imposed upon them, whatever the words you want to use, because of weather events that are taking place…

Jan: …yeah, yeah…

Paul: …and that, that change that we talked about there.

Well, another really nice conversation, and we will have more of them in the coming weeks. Until then, thank you very much for listening.

It's goodbye from me, Paul Turner.

Jan: And from me, Jan Bebbington.

[Theme music]