



Elizabeth Wheeler

Lead Pipeline Engineer
WPF National Deputy Chair
Advocacy Committee Chair

People of the present:
looking after our future

Acknowledgements

The Wadjuk people on whose lands we meet

The Quandamooka people on whose lands this was written

APA for continued support

Let's Explore



Psychological Safety

what is it?

why do we need
it?



Social Licence & Acceptability

how does it
impact us?



What we can do for our industry

key takeaways
actions for right
now

“the whole is greater
than the sum of its
parts” - Aristotle

FEELING SAFE

How the industry is seen MATTERS

CANCELLED

Social Licence

Conceptualising social licence to operate

Alice Stuart^{a,*}, Alan Bond^{a,b}, Aldina M.A. Franco^a, Julia Baker^c, Chris Gerrard^{d,e},
Vittoria Danino^d, Kylie Jones^f

^a School of Environmental Sciences, University of East Anglia, Norwich Research Park, Norwich NR4 7TJ, UK

^b Research Unit for Environmental Sciences and Management, North-West University, South Africa

^c Mott MacDonald, 10 Fleet Place, London, EC4M 7RB, UK

^d Anglian Water Services Ltd, Lancaster House, Lancaster Way, Ermine Business Park, Huntingdon, Cambridgeshire. PE29 6YJ, UK

^e CIEEM, Grosvenor Court, Ampfield Hill, Ampfield, Romsey, SO51 9BD, UK

^f SSEN Distribution, 200 Ashgrove Road West, Aberdeen, AB16 5NY, UK

The Social License to Operate: the 'S' of ESG

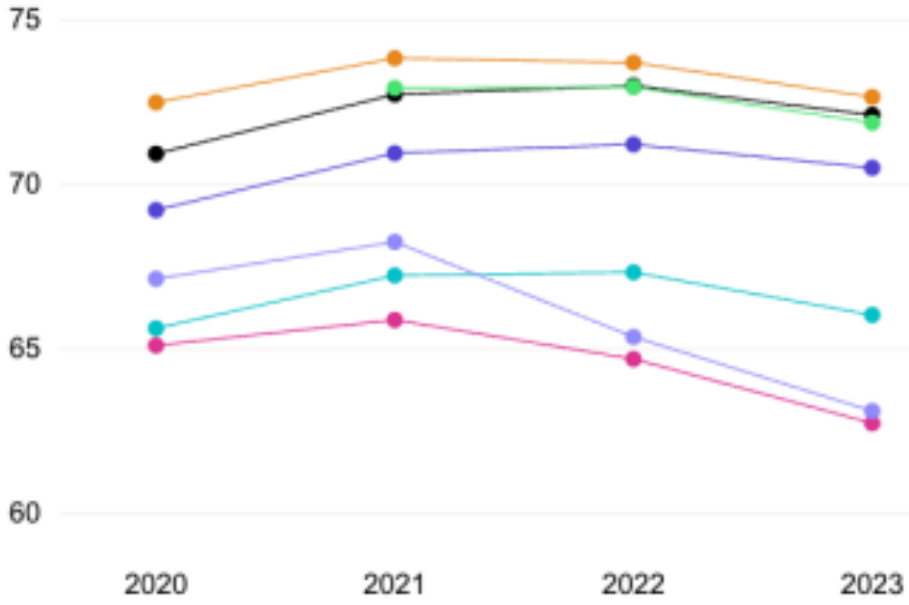
DWF LLP

The Language of Science and Social Licence to Operate

[Cindy Gallois](#) , [Peta Ashworth](#), [...], and [Kieren Moffat](#)  [View all authors and affiliations](#)

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GLOBAL BUSINESS OUTCOMES OVER TIME



Source: 2023 Global RepTrak 100 Study

- Benefit of the Doubt
- Work For
- Say Positive
- Invest
- Trust to do the Right Thing
- Buy
- Recommend Products

2022 Edelman Trust Barometer Special Report: Trust In the Workplace

Having societal impact is a strong expectation or deal breaker when considering a job (avg)

GLOBAL 7

Among employees

69%

- Business reflects my values
- Has a greater purpose
- Meaningful work that shapes society
- Opportunities to address social problems
- Stops specific business practices if employees object
- CEO addresses controversial issues I care about

Which type of brand is more attractive?

Brands that increase my sense of **safety and security**

73%

▲

+9
pts

Change, June 2022 to June 2023

What's in it for the Industry?



PEOPLE STAY

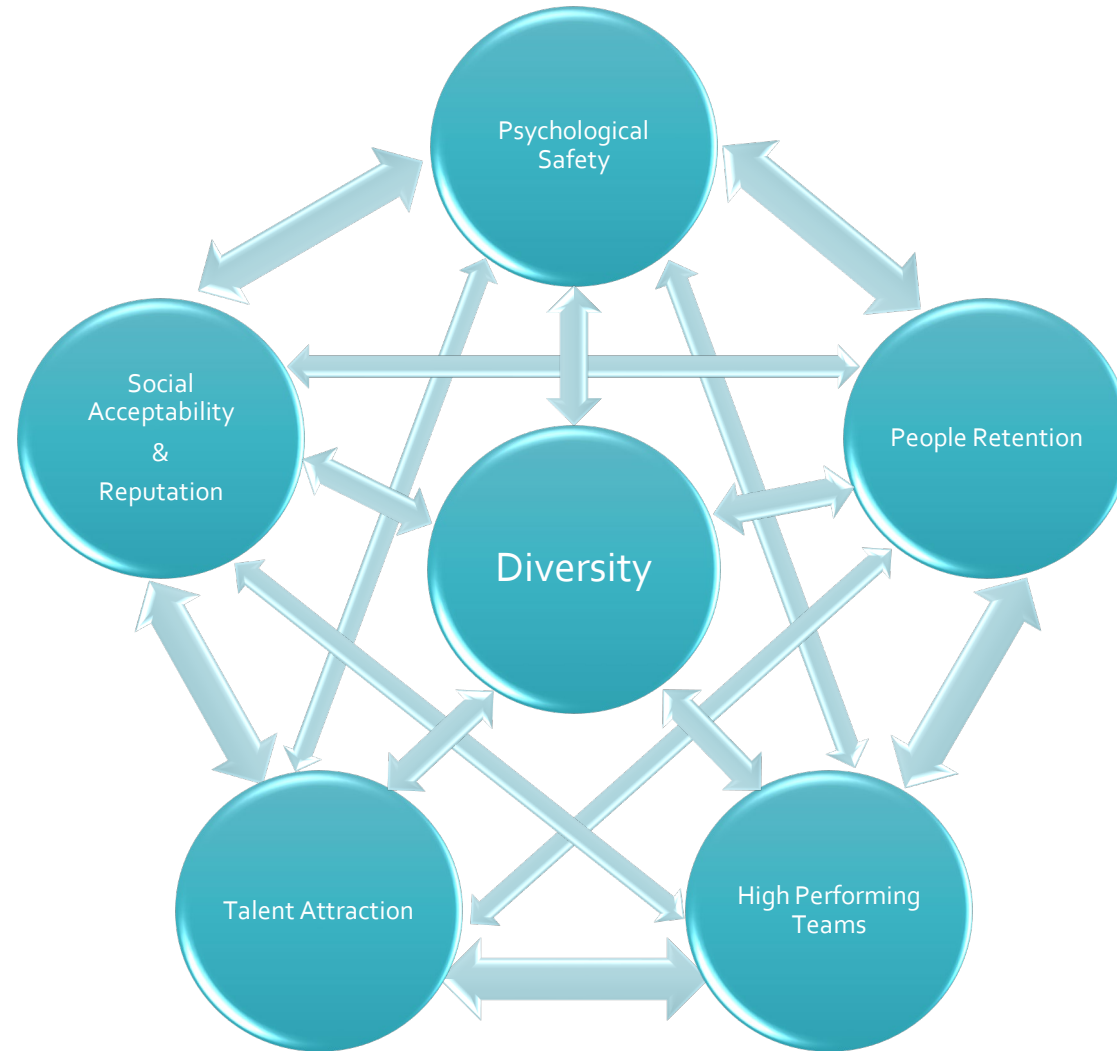


TEAMS PERFORM



BRAND GROWS

How is it all connected?





What can I do??

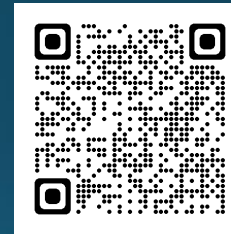
- Ask the questions – check in regularly with curiosity
- Trust your team – make sure they know it
- Listen and be open – sometimes holding space is enough
- Advocate for inclusion – equity, diversity
- Show your authenticity – lead by vulnerable example

Come and see us at Stand 4



Elizabeth.Wheeler@apa.com.au

WPF:



LinkedIn:



THANK YOU