

UKRI Research “Financially redesigning the Anthropocene: Investigating tools, data, and practices for climate risks and targets”

# Research snapshot: Climate risk embedding journey

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# The embedding journey of a multinational FI

① Driven by regulatory expectations

Embedding “project”

② Leveraging governance frameworks and business processes  
(organized centrally by group risk)

③ Contextualising climate within lines of business  
(shift from group to business units)

⑤ Developing metrics, targets & data  
(shift from TCFD to investments)

⑥ Handover to BAU  
(shift from risk to 1<sup>st</sup> line)

⑦ Centre of excellence for climate modelling?

④ Climate enters organization through various other lines of activity

TCFD

SFRD

Climate strategy & net zero commitment

CBES

alliances

clients

CFRF

① Key insight (see next slide)

# Key Insights

- ① Because the regulator is also still learning, there is uncertainty about how regulatory expectations will change. In turn, this requires constant mapping against evolving criteria and expectations.
- ② Leveraging existing governance frameworks and business processes helps identifying “Who’s in charge” and “How to do things” but complex, systemic issues like climate change don’t always fit existing frameworks and specialisation in functions and business units.
- ③ The expansive quality of climate (“when you open one door, ten more doors open”) creates ongoing struggles about resources and time commitments.
- ④ Because climate change enters the organization in various forms, there is a need for “joining up the dots” and making sense of how various activities connect.
- ⑤ In the shift from using metrics & data for TCFD to internal risk management and investment purposes, it is hard to get comfortable with increasing levels of granularity.
- ⑥ In the handover to Business-as-Usual (BAU), there is a lot of uncertainty about whom roles and responsibilities should be assigned and how deep embedding needs to go.
- ⑦ There are ongoing questions around how to best organize the expertise for climate change modelling.