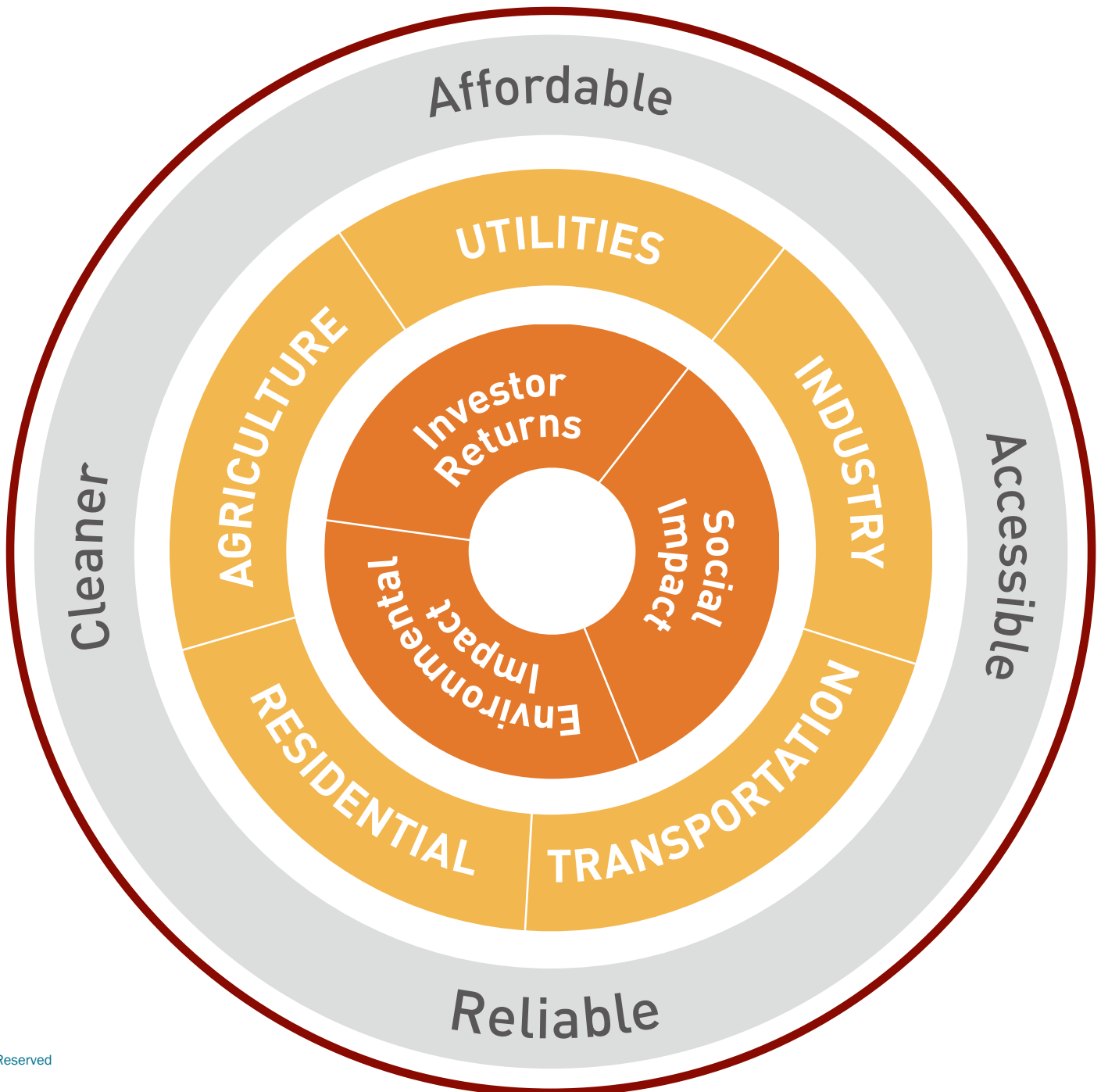


# Changing the Model

KIA ORA

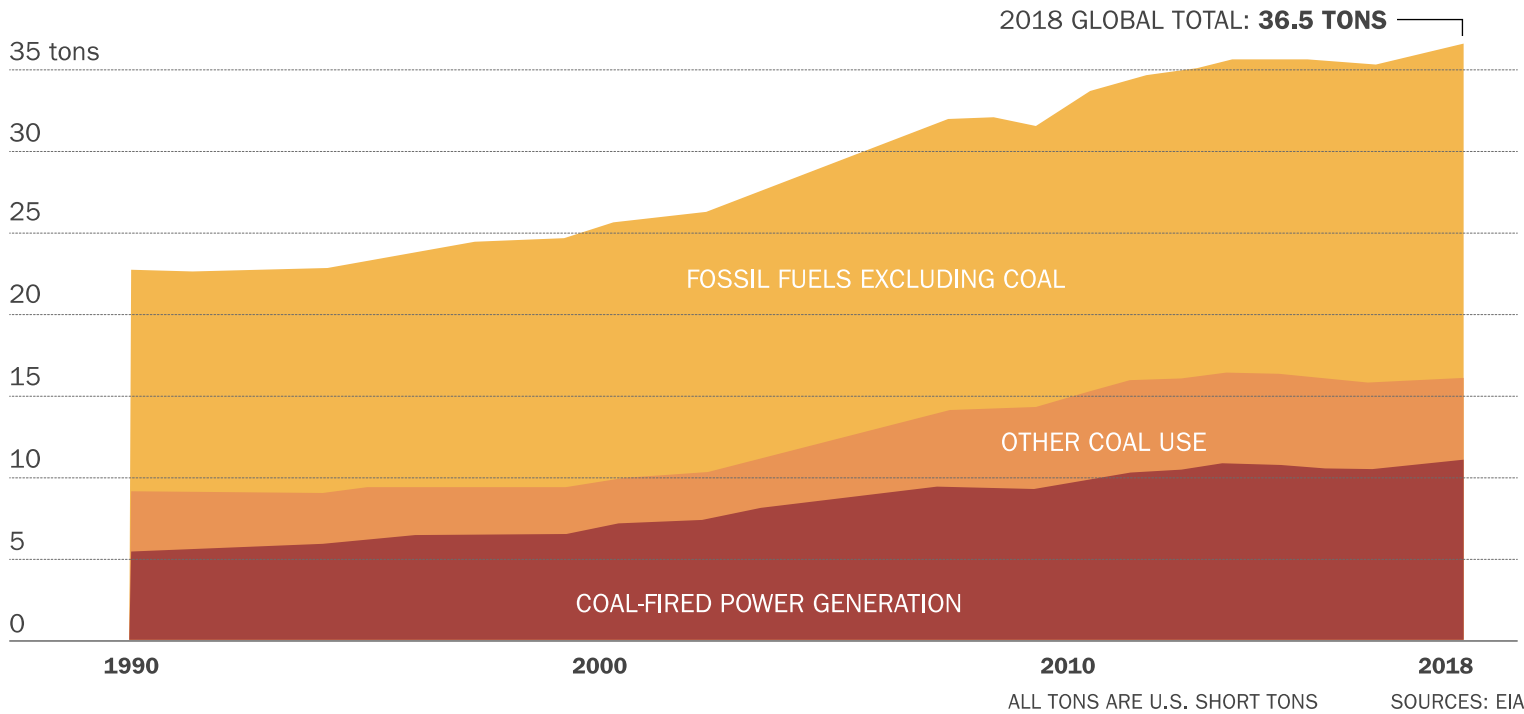
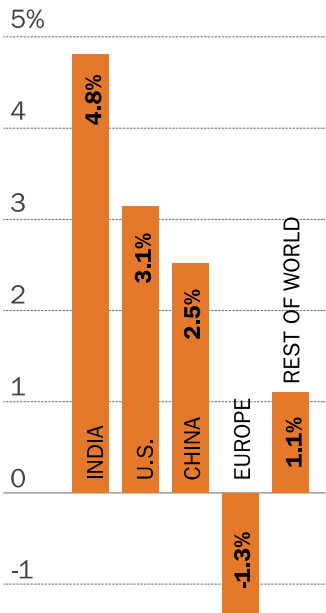




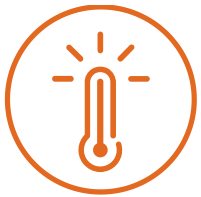
# A Reality Check

## ENERGY RELATED CO2 EMISSIONS FROM FUEL COMBUSTION

CHANGE 2017-2018



# Forces Shaping **the Future**



Climatic Events



Investor Activism



Societal Concern & Activism



Pace of Innovation



Corporate Consciousness

“ ESG has to be reflected  
in the capital markets to  
have real weight. ”

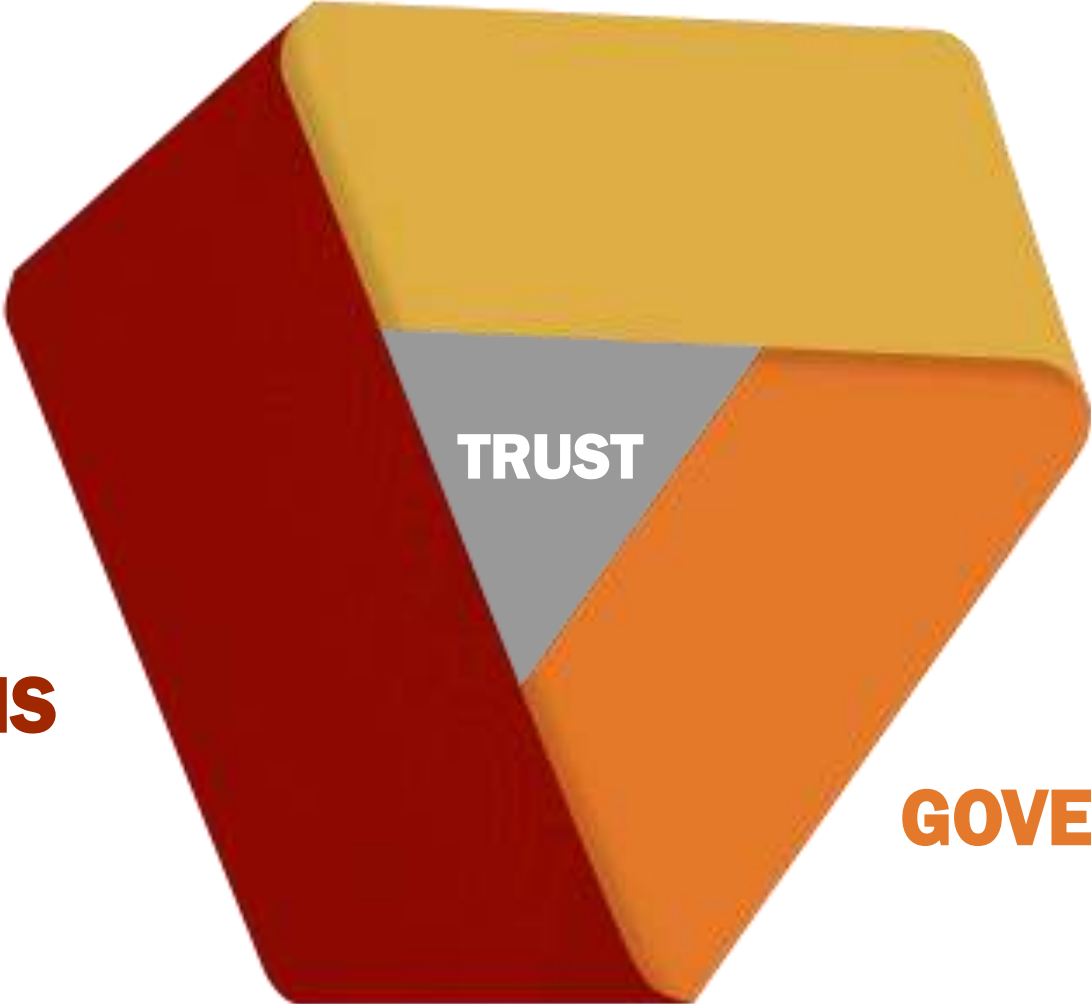
*Goldman Sachs Executive, March 2019*



# Investors ESG Mainstreaming



**COMMUNITY**



**CORPORATIONS**

**GOVERNMENT**

# “Participation Not Consultation.”

*Matthew Coon Come,  
Former Grand Chief of the Grand Council  
of the Crees & Former National Chief of  
the Assembly of First Nations*





# The Development Partner Framework





# A Way to Think



Footprint



Handprint



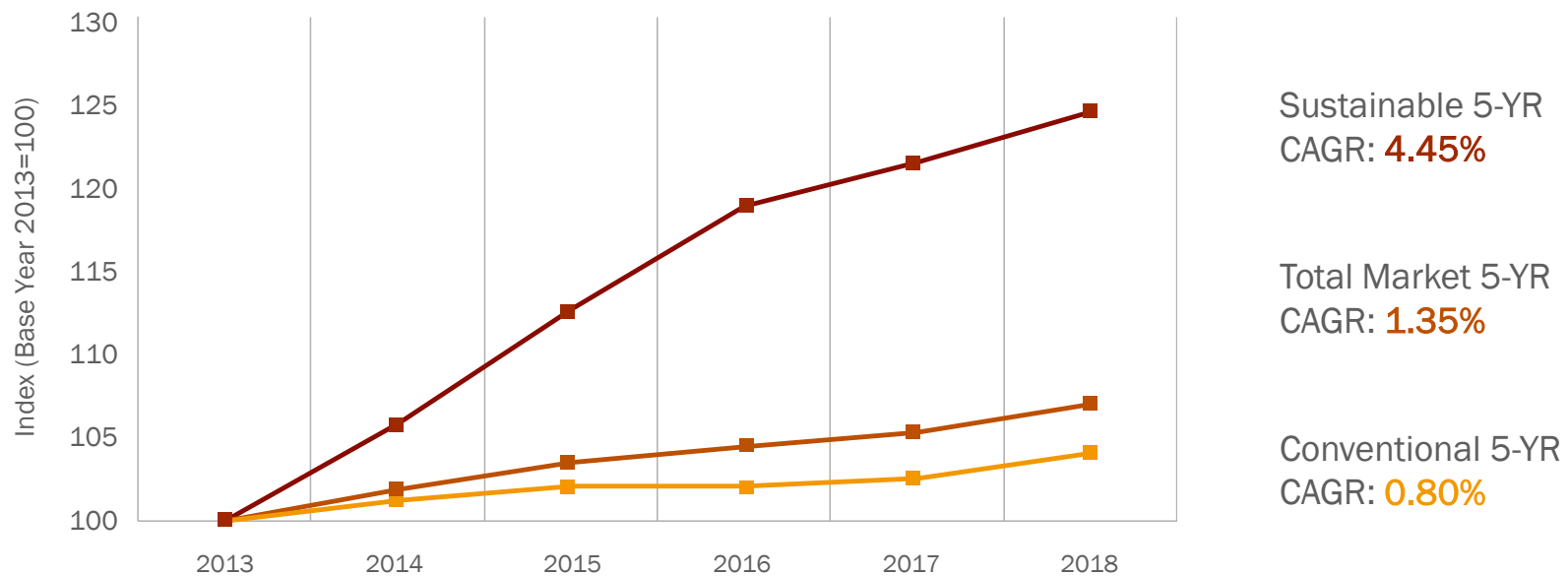
Blueprint



# Stern CSB Sustainable Share Index

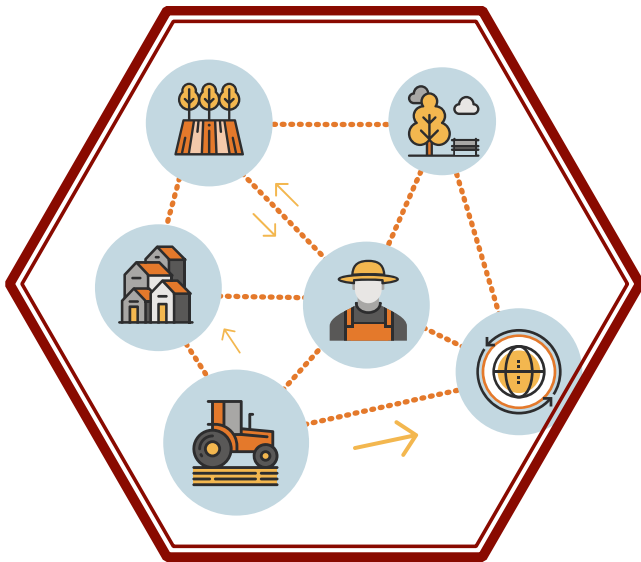
## Key Findings

Sustainability-Marketed Products grew **5.6x** faster than conventionally-marketed products, and **3.3x** faster than the CPG market

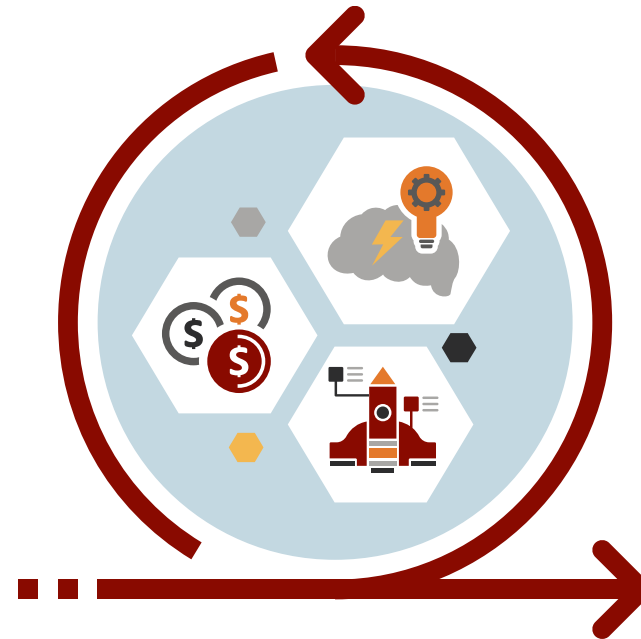


# Government's Role

Sandbox



Springboards





# Summary

- Complex Forces & Tradeoffs
- Engaged & Participative Multi Stakeholder Approach
- Trust – Gain & Nurture
- Grow Prosperity Faster by Embracing Sustainability
- Footprint – Handprint – Blueprint
- Principles Over Prescription

# Call to Action For Companies



Mission & Strategy



Innovation



Engagement Inside  
& Outside



Partnerships



Trust