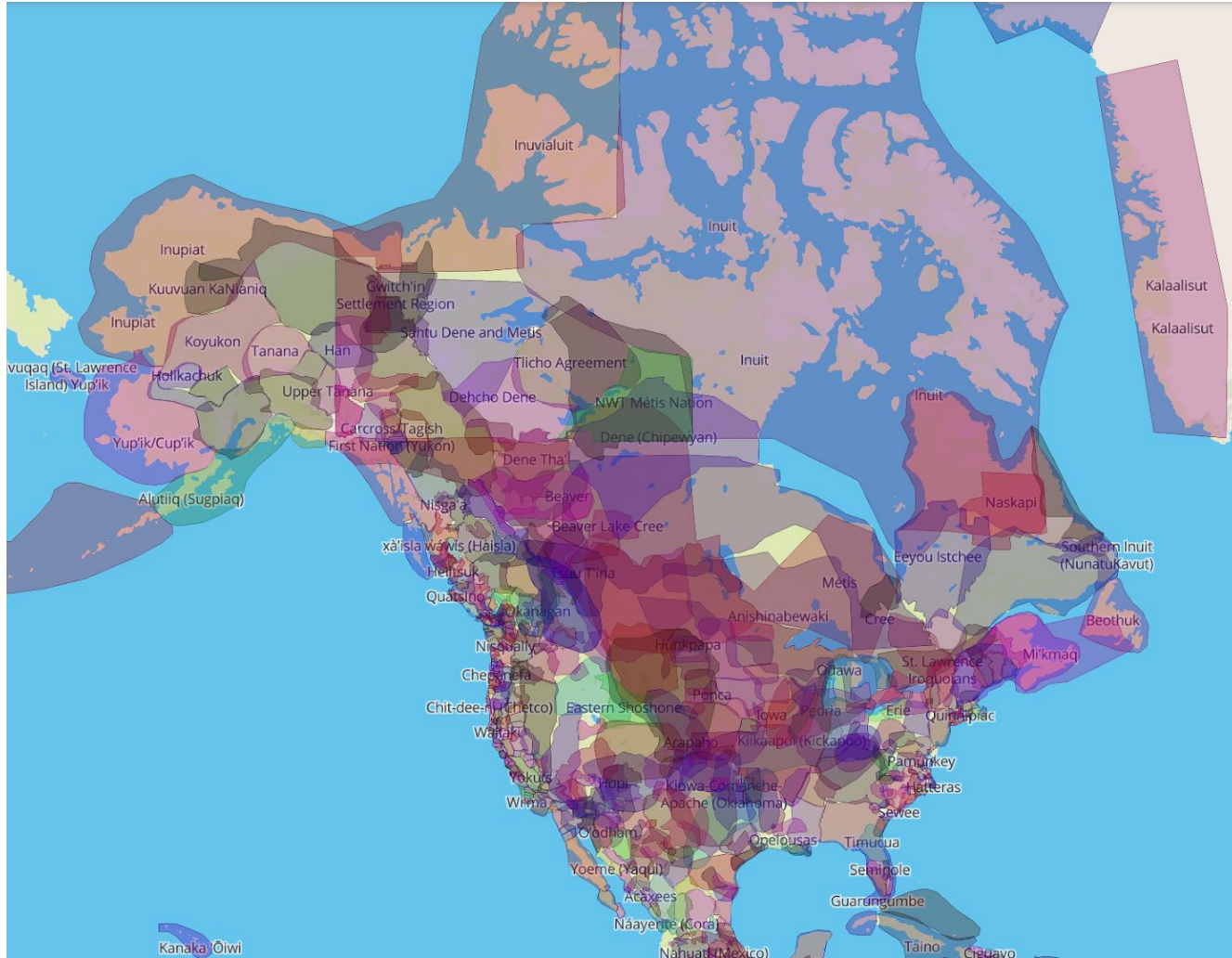


Which traditional territory are you joining from?



LEARN

- Do your homework – whose land are you on? Check here.
- Learn more about the land you inhabit and the history of the land: <https://native-land.ca/>

REFLECT

- How does the history of that land interact with you? What did you learn while doing your homework?

ACT

- What actions are you going to do to support the Indigenous communities around you?
- Read about the Truth and Reconciliation Commission of Canada and its 94 Calls to Action.

Mobilizing Sustainable Finance

Corporate Member's Roundtable



CBSR

The CBSR Team



Elizabeth Shirt

Managing Director, CBSR
President, GLOBE Series



Julia Zeeman

Operations & Program
Director



Abi Skaudis

Programs Coordinator



Julian Zambrano

Sustainable Procurement
Analyst

| Visit [CBSR.ca](https://www.cbsr.ca) for full bios.

Principals for CBSR's Roundtables

Chatham
House
Rules

Sharing is
Caring

Foster a
Community
of Practice

Connect
With Your
Peers

Timing (MT)	Agenda Item
9:00 – 9:30 AM (30 min)	Light networking
9:30 – 9:45 AM (15 min)	Welcoming remarks
9:45 – 10:15 AM (30 min)	Breakout #1: Ice Breaker
10:15 – 10:55 AM (35 min)	Reduce the financial risk of climate change (Hybrid Segment) <ul style="list-style-type: none"> • Guest Speaker: Kathryn Bakos, ICCA • Member Spotlight: Canadian Pacific Kansas City Railway
10:55 – 11:30 AM (35 min)	Quick Health Break & Breakout #2: Group discussion
11:30 – 12:00 AM (30 min)	Collaborating with Treasury for Sustainable Finance Outcomes <ul style="list-style-type: none"> • Member Spotlight: Scotiabank
12:00 – 1:00 PM (60 min)	Lunch and networking
1:00 – 2:00 PM (90 min)	Transition planning with implementation in mind <ul style="list-style-type: none"> • Guest Speaker: Delphi • Member Spotlight: TELUS
2:00 – 2:30 PM (30 min)	Breakout #4: Group Discussion Discussion in groups
2:30 – 2:45 PM (15 min)	Bio Break
2:45 – 3:45 PM (60 min)	Unlock the skills required to mobilize sustainable finance <ul style="list-style-type: none"> • Breakout #5: Paired shares
3:45 - 4:00 PM (10 min)	Closing remarks

Breakout #1: Ice-Breaker

30 minutes



- 1) Share your name, title and organization
- 2) What does **sustainable finance** mean to you? Create a shared definition at your table.

Definitions: Sustainable Finance

There is no standardized definition of Sustainable Finance.

The Government of Canada refers to Sustainable Finance as **financial activities that take into account environmental, social and governance factors as a means of promoting sustainable economic growth and the long-term stability of the financial system.**

Sustainable Finance covers the standard financing fundamentals with different prioritizations:

Capital Allocation	Diversification	Value Maximization	Investing
<ul style="list-style-type: none">• Traditional Finance: How to best distribute an organization's money.• Sustainable Finance: How to best distribute an organization's money for long-term social and environmental sustainability.	<ul style="list-style-type: none">• Traditional Finance: Spreading investments amongst different assets to build resiliency and lower risk.• Sustainable Finance: Diversify investments while avoiding investment in assets that do not align with organizational morals/ESG goals.	<ul style="list-style-type: none">• Traditional Finance: Enable largest possible finance value/return for shareholders.• Sustainable Finance: Maximize the welfare of stakeholders, including the environment.	<ul style="list-style-type: none">• Traditional Finance: Strategize investments by highest possible ROI.• Sustainable Finance: Strategize investments in alignment with sustainability goals.



Reducing the financial risk of climate change

The Historical Cost of **Physical Risk**



June 2020 Calgary, Alberta Hailstorm

- 70,000+ insurance claims
- \$1.2 billion in insured damages



2023 British Columbia Fires

- 2,217 fires detected in 2023 season
- \$770 million in fire mitigation



2023 Nova Scotia Floods

- 250mm of rain in July alone
- \$170 million in insured damages

"Severe Weather in 2022 Caused \$3.1 Billion in Insured Damage – making it the 3rd Worst Year for Insured Damage in Canadian History" - Insurance Bureau of Canada

Meet our Speaker

Kathryn Bakos

Director, Climate Finance and Science
Intact Centre on Climate Adaptation (ICCA)

As Director, Climate Finance and Science, Kathryn assesses the impact of climate change on specific industry sectors and the broader capital markets. She is developing guidance to help investment professionals integrate climate change and extreme weather risk into forward-looking portfolio analysis to minimize associated risk. By extension, her research will influence companies to adapt to climate change in an effort to minimize risk/exposure.



PROVIDING CBSR MEMBERS WITH GUIDANCE TO REDUCE PHYSICAL CLIMATE RISK



CBSR

Kathryn Bakos

Director, Climate Finance and Science

kbakos@uwaterloo.ca

October 11 & 12, 2023

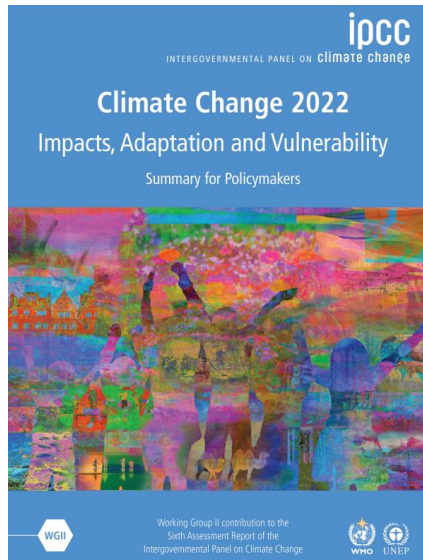


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Generously supported by



CLIMATE CHANGE IS IRREVERSIBLE: SEVERITY OF WEATHER WILL INCREASE



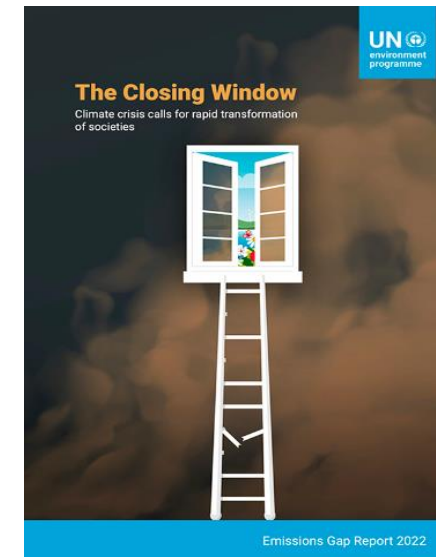
It is indisputable that human activities are causing climate change, making extreme climate events, including heat waves, heavy rainfall, and droughts, more frequent and severe

IPCC 2022



Canada's climate has warmed and will warm further in the future, driven by human influence... this warming is effectively irreversible

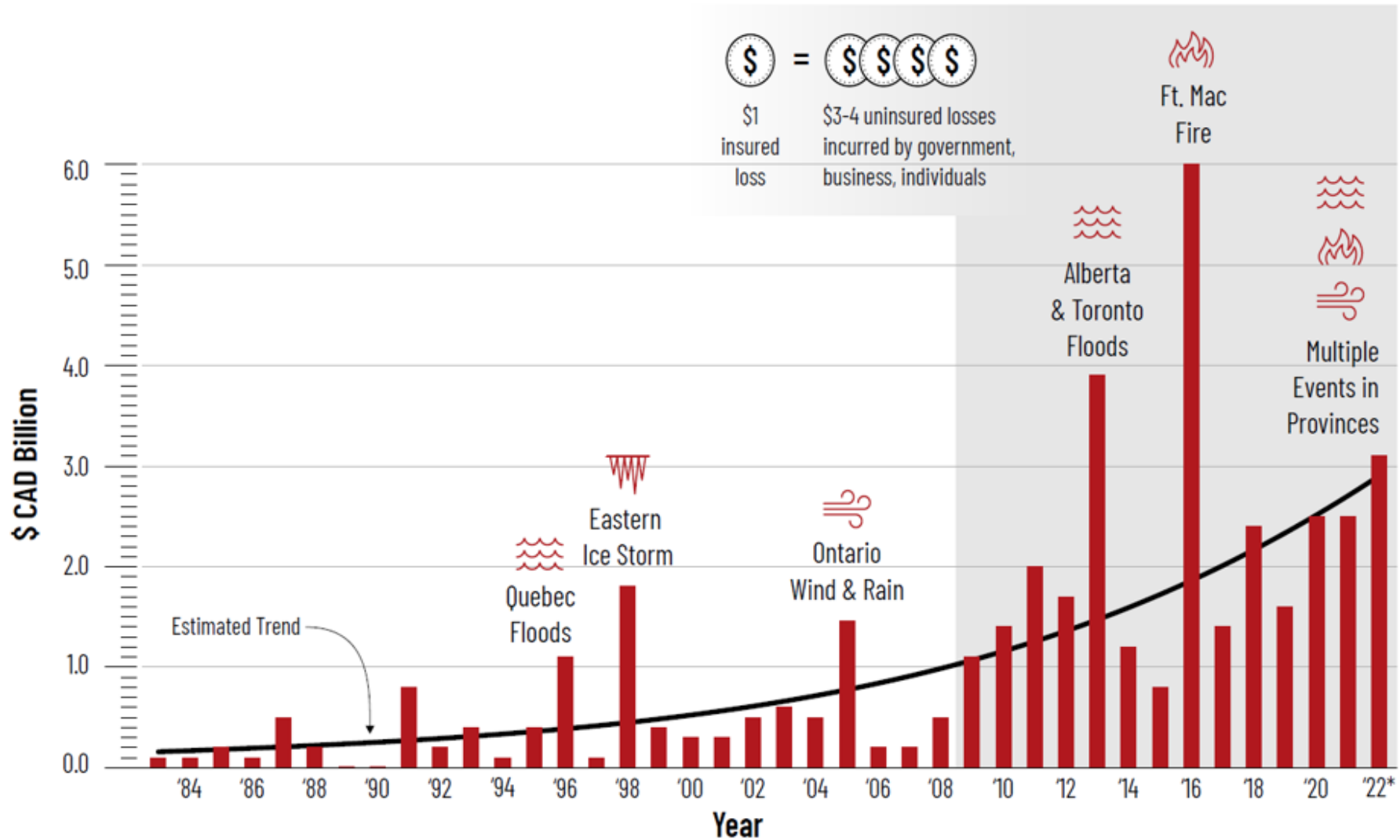
ECCC/CCCR 2019



There's no credible pathway to 1.5 C in place

UNEP, October 2022

COSTS OF EXTREME WEATHER: CATASTROPHIC INSURABLE LOSSES (\$CAD)



Source: IBC Facts Book, PCS, CatIQ, Swiss Re, Munich Re & Deloitte

*2022 preliminary values in 2022\$ CAN, corrected for inflation and per capita wealth accumulation.

IMPACT OF FLOODING ON RESIDENTIAL HOUSING

UNIVERSITY OF WATERLOO
INTACT CENTRE
ON CLIMATE ADAPTATION

Flooding Impact on House Price
-8.2%

**TREADING WATER:
IMPACT OF
CATASTROPHIC
FLOODING
ON CANADA'S
HOUSING MARKET**

- Sold Price
- Days on Market
- Houses on Market
- Mortgage Arrears & Deferrals

Supported by:
intact CMHC SCHL GRI GLOBAL RISK INSTITUTE

Kathryn Bakos
Dr. Blair Feltmate
Chris Chopik
Cheryl Evans

February 2022

Average Sold Price

- *8.2% reduction* in sold price

Average Number of Listings

- *44.3% decrease* in listings

Average Days on Market

- *19.8% longer* on the market

Mortgage Impact

- *loan-to-value ratio*

GUIDANCE TO LIMIT FLOOD, FIRE AND HEAT RISK



Home



New Community

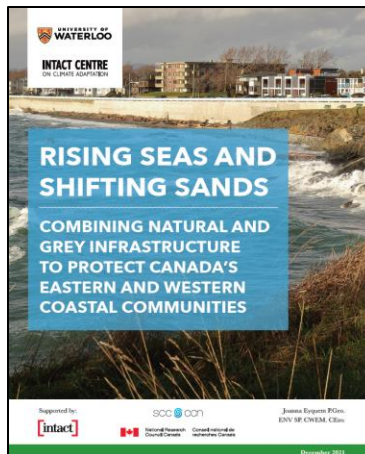


Existing Community

Flood



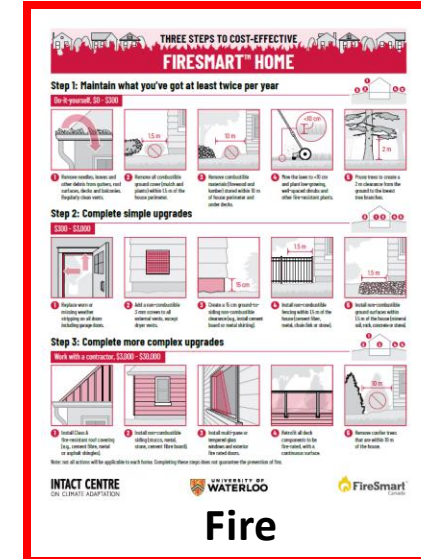
Commercial Real Estate



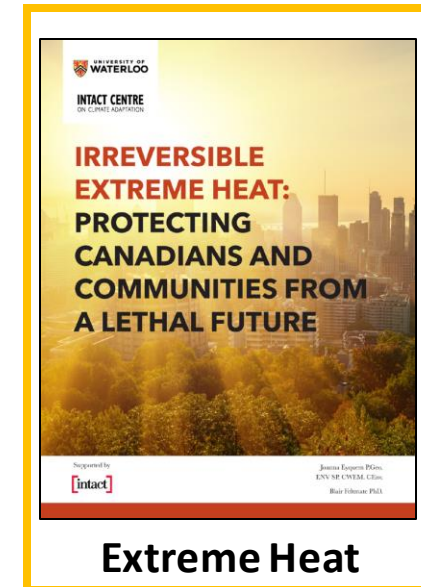
Coastal



Natural Infrastructure



Fire



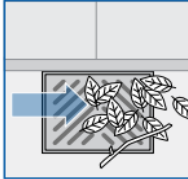
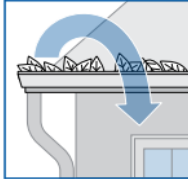
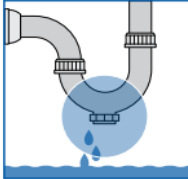

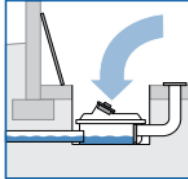
Extreme Heat

PROMOTE HOME FLOOD PROTECTION WITH CUSTOMERS & EMPLOYEES

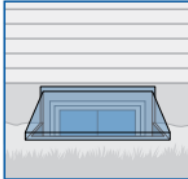
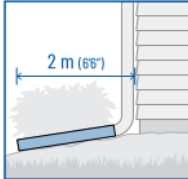
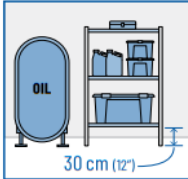
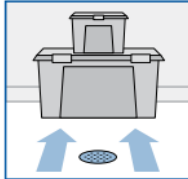
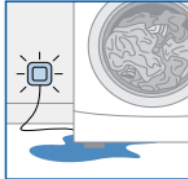
- Upon receiving infographic, within six months **70% of homeowners take two actions to limit basement flooding**
- Share infographic (twice per year) with customers & employees (add your logo)
- Present infographic in communiques (newsletters, emails, etc.)

THREE STEPS TO COST-EFFECTIVE HOME FLOOD PROTECTION

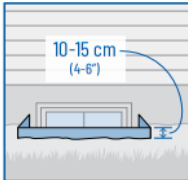
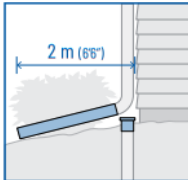
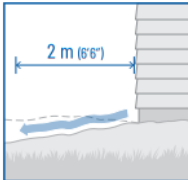
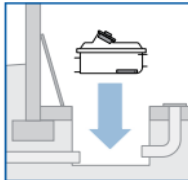
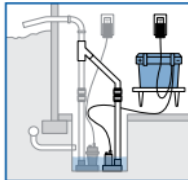
Step 1: Maintain what you've got at least twice per year
Do-it-yourself, \$0

-  1 Remove debris from nearest storm drain or ditch and culvert
-  2 Clean out eaves troughs
-  3 Check for leaks in plumbing, fixtures and appliances
-  4 Test your sump pump
-  5 Clean out your backwater valve

Step 2: Complete simple upgrades
Do-it-yourself, for under \$250


-  1 Install window well covers (where fire escape requirements permit)
-  2 Extend downspouts and sump discharge pipes at least 2 m (6'6") from foundation
-  3 Store valuables and hazardous materials in watertight containers and secure fuel tanks
-  4 Remove obstructions to floor drain
-  5 Install and maintain flood alarm

Step 3: Complete more complex upgrades
Work with a contractor, for over \$250

-  1 Install window wells that sit 10-15 cm (4-6") above ground and upgrade to water resistant windows
-  2 Disconnect downspouts, cap foundation drains and extend downspouts to direct water at least 2 m from foundation
-  3 Correct grading to direct water at least 2 m away from foundation
-  4 Install backwater valve
-  5 Install backup sump pump and battery

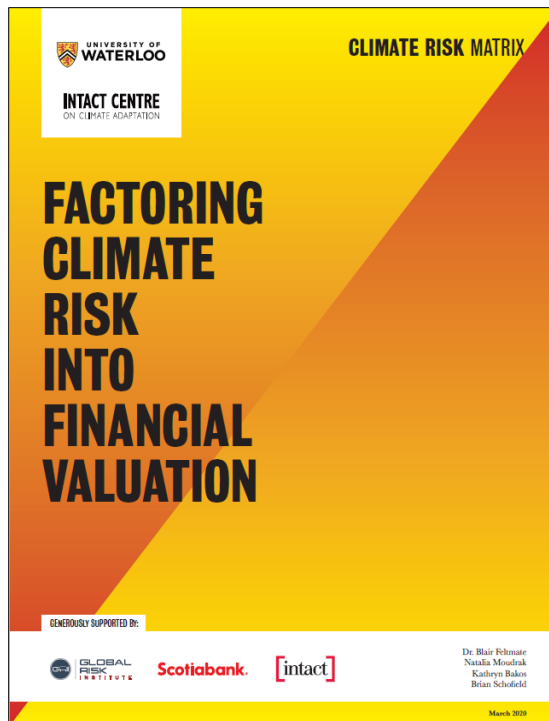
Your logo goes here

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 **UNIVERSITY OF WATERLOO**

INDUSTRY SPECIFIC PHYSICAL CLIMATE RISKS

Climate Risk Matrices (CRMs) offer a practical means to incorporate physical climate risk into institutional portfolio management, securities disclosure, credit rating adjustments and Board oversight



CRMs developed: Commercial Real Estate, T&D Electricity, Insurance (P&C), Banking (mortgages), Hydro Electricity Generation, Wind Electricity Generation

	Flood	Wildfire	Windstorm	Extreme Heat	Ice, Hail and Snow Loading	Thawing Permafrost
Key Climate Risk Impacts	Major or minor flooding can lead to property damage, business continuity disruptions, critical equipment damage and/or rendering it unworkable and potential for loss of life	Wildfire can lead to property damage, business disruption and loss of life Smoke from wildfires contains fine particulate matter and gases (i.e., carbon monoxide, carbon dioxide), which when concentrated impact respiratory health and may aggravate pre-existing heart and lung conditions	High winds can loosen the perimeter flashing of the roof leading to roof detachment or “peel off” Windborne debris can shatter windows High winds increase the probability of water being brought into the buildings	Extreme heat can increase likelihood of HVAC failure, damage heat-sensitive equipment (e.g., servers, freezers), cause business disruption and loss of life (cold storage and data centres of greatest concern) Extreme heat will exacerbate water stress impacting water supply and quality used for irrigation, potable water, cooling demands of buildings.	Snow and ice can accumulate on flat roofs, increasing the risk of roof collapses As snow and ice melt on the roof, leaks can cause water damage and mold Outdoor pipes and pipes in unheated areas (basements, garages, crawlspaces) can burst under extreme cold Hail can shatter windows and damage glass façade buildings	Thawing permafrost can lead to structural building collapses
Risk Reduction Measures	Emergency Management Plan, including flood procedures, tested annually with operations staff and tenants Elevators are equipped with water sensors to automatically return to higher floors if water is in the basement or the underground parking Critical equipment such as HVAC, electrical and communication systems and server rooms are elevated above expected flood levels. If not feasible to elevate, these systems are wet flood-proofed	“Fire-resistant zone” is established within 10 metre perimeter of property Roofs and gutters kept free of combustible materials, and openings and vents are equipped with non-combustible screen mesh HEPA/Activated Carbon filters are installed on HVAC system to cleanse air from wildfire smoke For new construction, fire resilient materials should be used	Roof is reinforced and additional fasteners are applied at the perimeter and corners Impact-resistant glass is installed to prevent shattering from debris	HVAC system is designed to effectively condition air (keep temperature and humidity within appropriate levels of thermal comfort) under foreseeable extreme heat conditions Emergency Management Plan, including extreme heat procedures, is tested annually with operations staff and tenants Provision is made for emergency backup during potential power outages	Snow and ice are proactively removed from roofs Snow removal items are available (e.g., heating cables and chemical deicers) and snow/ice removal contractors are secured Thermal imaging cameras are installed to detect leaks and prevent mould Outdoor pipes and pipes in unheated areas are insulated and/or drained and turned off during winter months	Building foundations are strengthened with piles, backfilled with coarse-grained soil under the foundation
Key Questions to Determine Readiness to Mitigate Climate Risk	Are HVAC, electrical, communication systems and server rooms elevated or otherwise flood protected?	Does HVAC system have capacity to cleanse air from smoke?	Is roof reinforced for severe wind around upper perimeter and corners?	Does HVAC system have capacity to deal with foreseeable extreme heat conditions?	Are snow and ice proactively removed from roofs?	Are measures present to limit damage where permafrost loss affects structural integrity?
Excellent Response	Yes, for 100% of facilities within an investment portfolio	Yes, for 100% of facilities within an investment portfolio	Yes, for 100% of facilities within an investment portfolio	Yes, for 100% of facilities within an investment portfolio	Yes, for 100% of facilities within an investment portfolio	Yes, for 100% of facilities within an investment portfolio
Good Response	Yes, for >75 of facilities in investment portfolio, with plans and funding to integrate into outstanding facilities			Yes, for >50% of facilities within an investment portfolio	Yes, for > 75% of facilities in high snow fall regions (higher % required for buildings with flat roofs)	



Member Spotlight

Meet our Speaker

David Huck,
Director Sustainability,
Canadian Pacific Kansas City Railways

David Huck, MNRM, currently serves as the Director of Sustainability for Canadian Pacific Railway Company. Based in Calgary, Alberta, David oversees a team of sustainability professionals in the delivery of the railway's ESG programs, strategy development and sustainability disclosure practices. David has a background in environmental sciences and sustainability, including a Master of Natural Resources Management from the Natural Resources Institute at the University of Manitoba. With over 20 years of industry experience, David has worked in various environmental management and sustainability roles across the agribusiness, mining, transportation and watershed management sectors. When not learning about innovative ways to address complex social and environmental challenges, David enjoys spending time with his family exploring the Canadian Rocky Mountains near his home.



Quick Health Break!

Breakout #2: Group Discussion

30 minutes



- 1) How is your climate risk assessment informing your organizational strategy?
- 2) How do you manage tension between shareholders and regulators?



Collaborating with Treasury for Sustainable Finance Outcomes



Member Spotlight

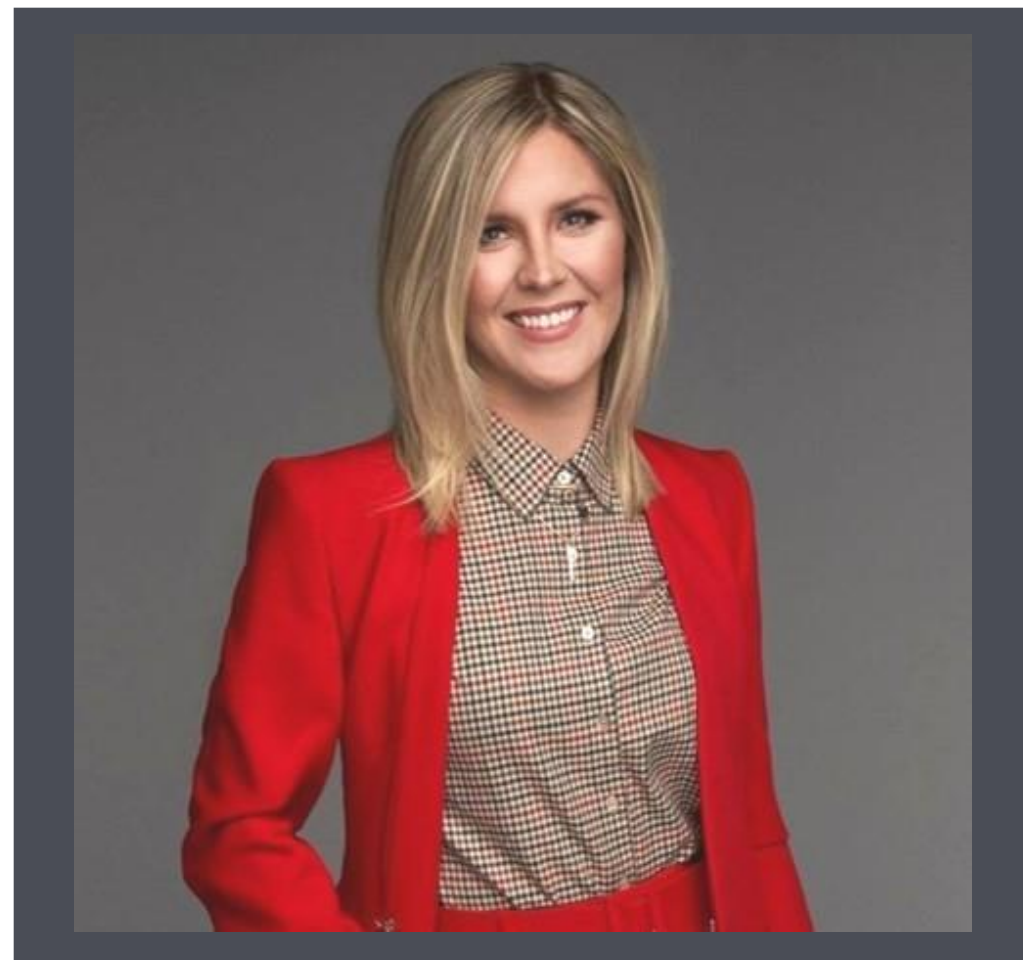
Meet our Speaker

Patrycja Drainville

Director, Sustainable Finance,
Scotiabank

Patrycja is Director of Sustainable Finance at Scotiabank where she leads the sustainable finance and ESG advisory coverage for Canadian corporates in the energy, agriculture, infrastructure and consumer, industrial and retail sectors, as part of the Bank's commitment to mobilize \$350 billion in climate financing by 2030. Over the past 15 years and prior to joining the bank, Patrycja worked on the frontlines of sustainability with large-cap North American energy companies including Encana, Cenovus and Suncor. She is an active member of the sustainability community and a key participant in many national and global initiatives aimed at the development and growth of transition finance.

Patrycja holds a Bachelor of Arts degree in Economics from the University of Calgary and an MBA from Dalhousie University. She is board member of the Canadian network of the UN Global Compact and social finance impact cooperative Local Investing YYC and was awarded the 2018 Young Women in Energy Award, recognizing women in the energy industry for their leadership, innovation, and community service.



CBSR

Collaborating with Treasury for Sustainable Finance Outcomes

- October 6, 2023

Overview

1. Sustainability at Scotiabank
2. What are Sustainability Linked Loans
3. How does it work?
4. Canadian Sustainable Finance Market
5. Understanding Treasury
6. Building the Business Case

Sustainability Initiatives at Scotiabank

Support in the Transition to a Low-Carbon Economy



Committed to mobilize **\$350 billion** by 2030 to reduce the impacts of climate change

CLIMATE-RELATED FINANCE MOBILIZATION PROGRESS



Net Zero Banking Alliance Member

Net Zero operations by 2030 and net-zero financed emissions by 2050

Oil & Gas
Reduce 30%
Scope 1 & 2

Power & Utilities
Reduce 55-60%
Scope 1 & 2

Real Estate & Agriculture
Targets to be set by 2024

External Recognition of Scotiabank's ESG Performance

Rating Agency	2018	2019	2020	2021	2022
MSCI ESG	AA	AA	AA	AAA	AAA
ISS ESG	C- (Not prime)	C (Prime)	C (Prime)	C (Prime)	C (Prime)
S&P Global	24.2 Med. risk	23.2 Med. Risk	20.4 Med. Risk	19.7 Low Risk	20.1 Med. Risk
CDP	Scope 3		A-	A	B
S&P Global	79	74	76	79	76
Dow Jones Sustainability	✓ North Am. Index	✓ North Am. Index	✓ North Am. Index	✓ North Am. Index	✓ North Am. Index

External Collaboration & Outreach



Sustainability Integrated Across the Bank with dedicated teams focused on sustainability throughout business units

Scotiabank

Global Banking & Markets

Sustainable Finance

ESG Research

Bank of Nova Scotia

Social Impact & Sustainability

Environmental & Social, Risk & Opportunity

Sustainable Business Banking

Sustainability Initiatives at Scotiabank



The **Scotiabank Women Initiative** is a comprehensive program helping women take their businesses to the next level, through Access to Capital, Mentorship, and Education.



As part of its commitment to "Inclusion for Every Future" Scotiabank is a signatory to the **BlackNorth Initiative**



In partnership with **Canada Mortgage & Housing Corporation**, Scotiabank has committed to mobilizing C\$10 billion towards affordable housing by 2030.



Through **ScotiARISE**, Scotiabank has committed \$500 million in community investment by 2030 to promote economic resilience among disadvantaged groups.

Diversity and Inclusion Goals

- Double current representation of Indigenous employees
- Increase representation of People with Disabilities by 20%
- Increase visible minorities in senior leadership roles to 30% or greater
- Increase representation of Black employees in senior leadership roles to 3.5%, and Black student workforce to 5 per cent or more
- Increase representation of women in senior leadership roles (VP+) to 40%

Key Awards



What are Sustainability Linked Loans (“SLLs”)

Sustainable finance products and services integrate ESG criteria into traditional financing instruments.

The integration of ESG criteria may consist of:

Use of Proceeds instruments (in which funds are specifically earmarked for pre-determined eligible environmental and/or social projects) or

Sustainability-Linked instruments (in which pricing is tied to the achievement of sustainability KPIs)

Governing International Principles for Sustainable Finance



Sustainability-Linked Financing					Use of Proceeds Financing	
Loans	Deposits	Derivatives	Bonds	Other	Green, Social or Sustainability	Other
Annual pricing adjustment		One-time pricing adjustment (either intermediate or close to maturity)		Securitization, asset-backed securities, letters of credit	Proceeds to finance projects that provide positive environmental impact	Transition, Blue, SDG, or any isolated category with Green or Social
Annual ESG targets (typically forecasted for one to 5 years)		Mid to long term GHG-related target (2027, 2030), in addition to other ESG targets		Combination of annual and/or long-term ESG targets	Portfolio of eligible investments	

Prerequisites & Post Issuance Requirements

- Historical Data (typically 3 years)
- Transparency (ESG report)
- Public targets – can be long term (not annual)
- Limited assurance (baseline and commitment for annual verification)

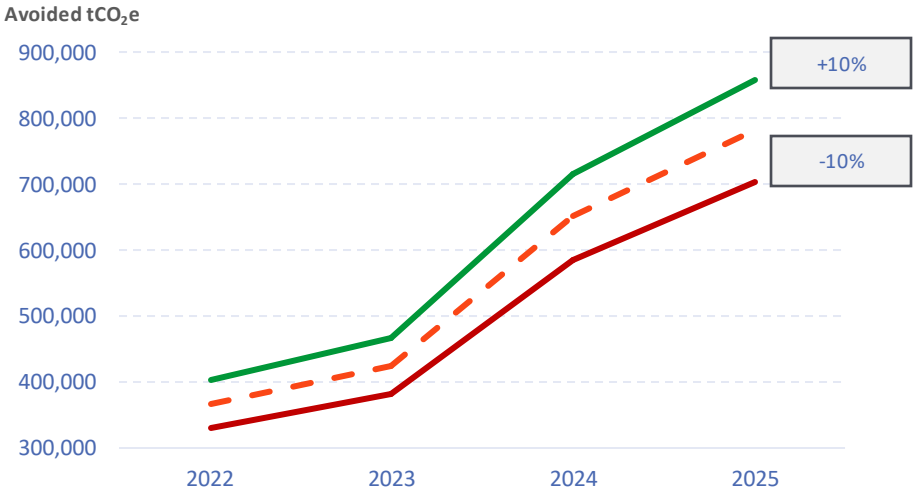
How Does it Work?

Market precedent for Sustainability Linked Loan pricing adjustment has typically been +/- 5 bps. Total pricing adjustment can be weighted differently across KPIs. Calibrating the pathway is another key activity in structuring SLLs

Company A	<p><i>Up to +/- 5 bps split evenly between the 3 KPIs:</i></p> <p>1 GHG Emissions KPI: +/- 1.67 bps 2 Non-GHG KPIs: +/- 1.67 bps, +/- 1.67 bps</p>
Company B	<p><i>Up to +/- 2.5 bps across the 3 KPIs:</i></p> <p>1 GHG Emissions KPI: +/- 1.5 bps 2 Non-GHG KPIs: +/- 1 bp, +/- 0.5 bps</p>

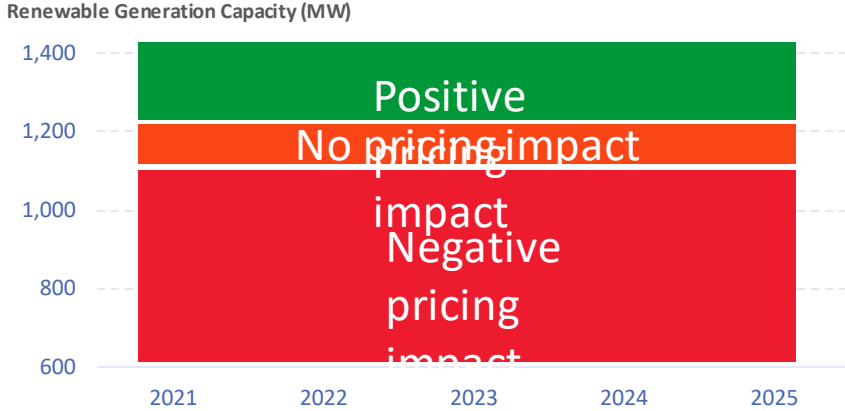
Nonlinear Pathway

SLL pathways do not need to be linear, and can be aligned with expected progress towards targets



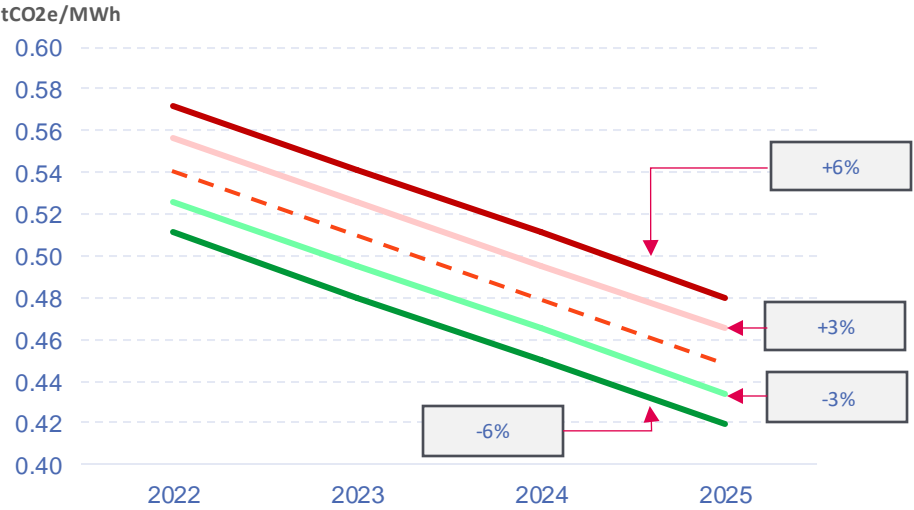
Maintain Pathway

SLL pathways do not need to be linear, but often are for simplicity of setting annual targets



Multiple Bands

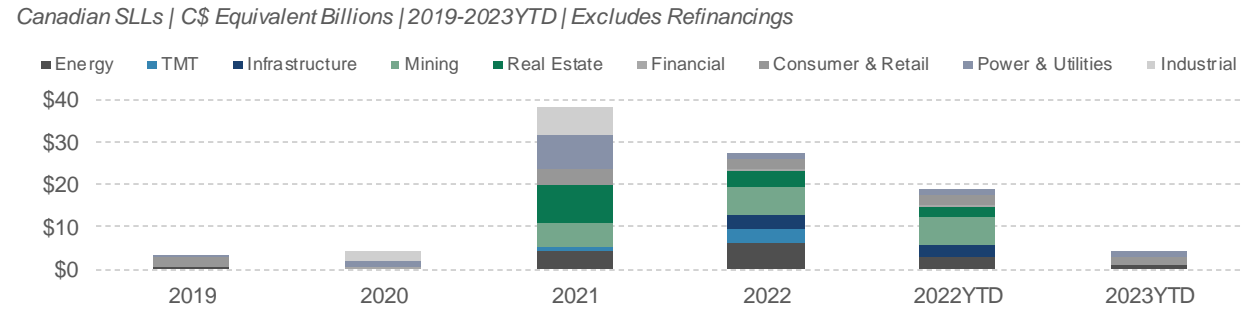
3% and 6% bands applied before intermediate and max pricing adjustments are applied



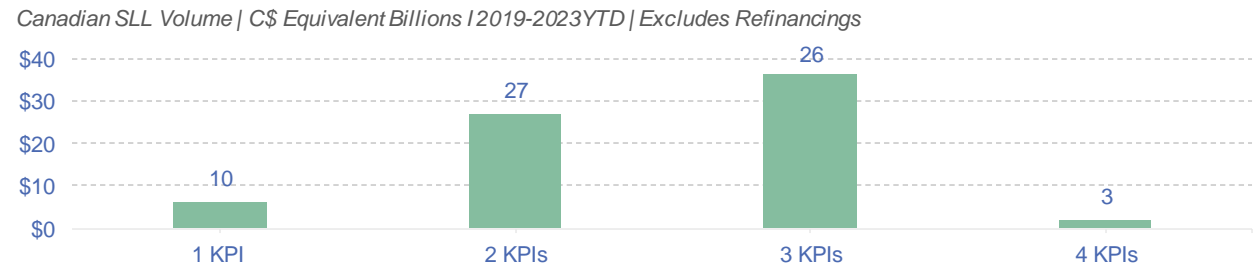
Canadian Sustainability-Linked Loan Market Update

Issuers	
Torex Gold	Samuel, Son & Co
FortisBC Energy Inc.	Premium Brands Operating LP
Tricon Residential	Stantec
TC Energy	Teck Resources
Highway 407 International	Ivanhoe Cambridge
Bell Canada	Sandstorm Gold
Dream Office REIT	Finning
Samuel Son & Co Ltd	PrairieSky
Definity Financial Corporation	Northland Power Inc
Pembina Pipeline	First Capital REIT
Wheaton Precious Metals Corp	TC Transcontinental Inc
Dollarama	Saputo
Nuvista Energy	Pan American Silver
Barrick Gold	Western Forest Products Inc
SNC Lavalin	Capital Power
Fortis Inc.	Aecon Group Inc
BCI QuadReal Realty	Enerplus
Gildan	Gibson Energy
Whitecap Resources Inc.	TransAlta
Hydro One	CN Rail
Cogeco Communications Inc	Enbridge Inc.
Tamarack Energy	WSP Global
Lululemon Athletica	Maple Leaf Foods
Boralex	

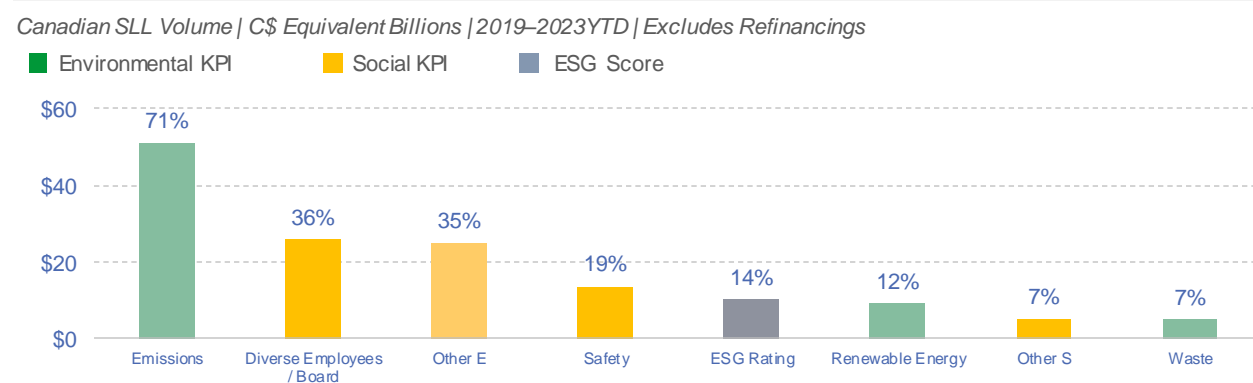
Canadian SLL Annual Issuance Volume



Canadian SLLs Trending to Include Three KPIs¹



GHGs, Renewable Energy, Diversity KPIs Most Common¹

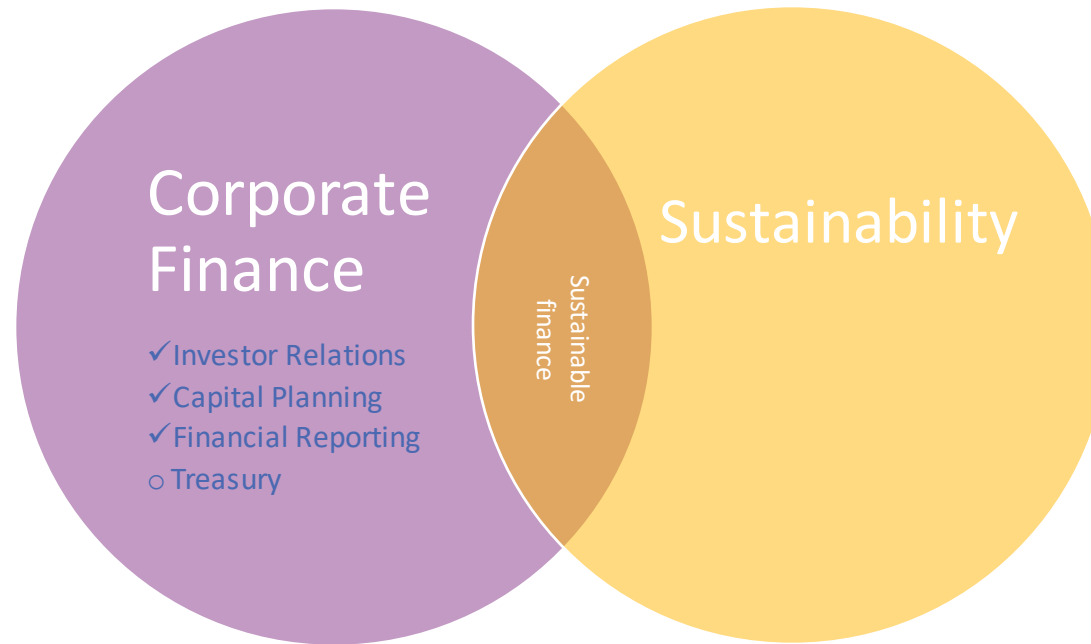


Source: Bloomberg Finance L.P., Scotiabank. As at September 30, 2023

¹ Excludes SLLs that have not disclosed KPIs

Understanding Treasury

Working cross functionally is at the core of being a sustainability professional. Treasury is a new 'client' for sustainability integration.



- A Sustainability Team typically has an established working relationship with IR (Equity Investors, ESG Engagement, Financial Reporting)
- Treasury is typically involved in the management of money and financial risk, which are typically short-term for day-to-day operations. This includes cash management (deposits, credit cards), FX and derivatives, bonds and loans
- Most companies are regular debt-issuers into public markets (i.e., fixed income) and have term loan or revolving credit facilities (RCF)
- ESG KPIs are linked to term or RCF to create a Sustainability Linked Loan (which are refinanced annually), which adjusts the borrowing rate should a company meet its annual targets
- Treasury owns the banking relationship and is the decision-maker on sustainable finance

How to Engage

- ✓ Set up a meeting to learn more about your company's debt financing needs (i.e., bond maturities, credit facility renewal)
- ✓ Lay the foundation (reporting, assurance, target setting) and communicate readiness of sustainability platform to Treasury
- ✓ Stay on top of Sustainable Finance trends and market activity within your peer group (sign up to BNS newsletter – email sustainable.finance@scotiabank.com)

Building the Business Case



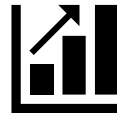
Highlights Corporate ESG Initiatives

- Demonstrates a commitment to sustainability beyond reporting
- Promote sustainability targets and investments
- Builds trust with stakeholders (customers, investors, ESG ratings, lenders)



Supports Strategic Goals & Planning

- Next phase of sustainability integration
- Reinforces sustainability as an organization-wide focus (as it comes with financial incentive)
- Can accelerate the achievement of sustainability targets



Lowens Costs and Enhances Value

- Compound effect of using multiple ESG-linked products can lead to substantial savings, lower cost of capital and increase premium for products or services



“Sustainability-linked financing also **plays a critical role in supporting the transition to a lower-**

Source: Enbridge 2022 ESG Report



“Our team is at the forefront of sustainability practices, setting a leadership example in respect of **leveraging behaviour-based financing to advance our**

Source: Telus press release, June 16, 2021



“We're proud to announce our inaugural Sustainability-Linked Derivatives. This new initiative demonstrates our focus on **integrating sustainability within our financial performance and aligns with our ESG objectives** to make a positive difference with our investments, supporting a more sustainable and prosperous future.”

Source: Bell press release, May 24, 2023

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Large Group Discussion #3: Q&A with Scotiabank

10 minutes

Lunch Break!

The session will begin again
at 1:00 PM MT.

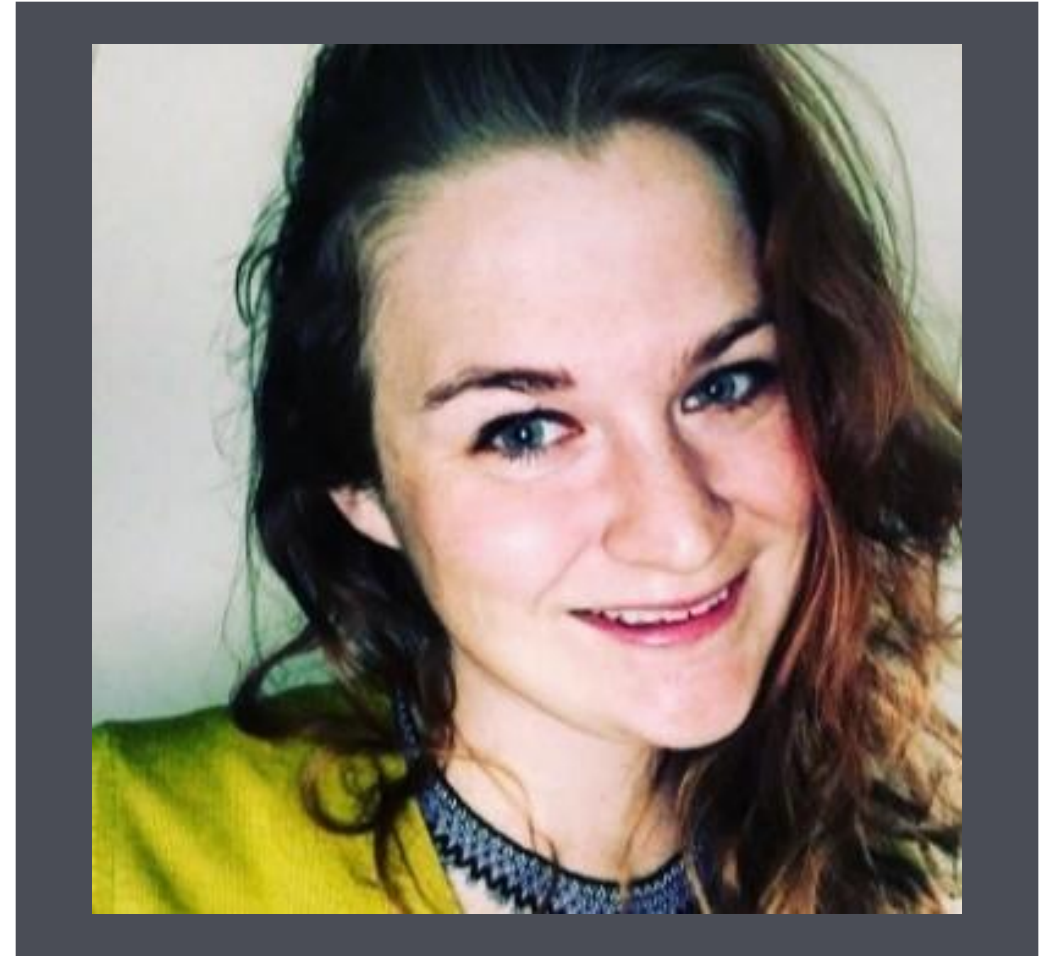
Transition Planning with implementation in mind

Meet our Speaker

Kristine O'Rielly

Director, Innovation & Cleantech Services,
Delphi

As a Director within Delphi's Innovation and Cleantech Service Area, Kristine leads the team delivering innovation and cleantech services to our clients. Kristine has been working in cleantech for nearly a decade and brings this experience to her portfolio of client projects. She specializes in helping clients better understand their technology challenges and how cleantech solutions can help meet their business and sustainability goals.



Today's Agenda

Activity	Time Allocation
Delphi Presentation: Moving to Implementation	20 minutes
Member Spotlight: TELUS	30 minutes
Breakout Discussion	30 minutes
Report Back from Breakouts	10 minutes



Sustainability from a Business Perspective

How your organization defines sustainability and the approach you take will impact how you create your implementation strategy and impact your approach to implementation.

Opportunity vs. obligation. Makes a key difference.

Remember that opportunities can be 2-fold:

- Risk reduction, compliance obligations and achieving environmental and social performance goals
- The creation of new lines of business, business models and partnerships



360° approach to sustainability strategy

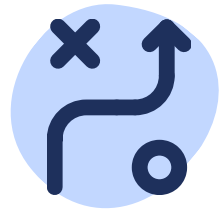
- Taking the leap from strategy to implementation can be one of the biggest, scariest roadblocks for businesses on their sustainability journey.



Implementation Considerations



Culture



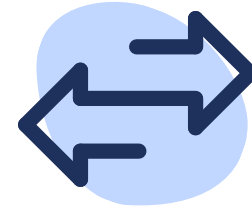
Strategy
Alignment



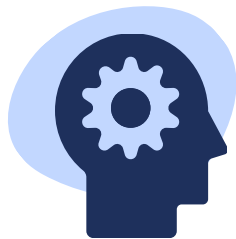
Corporate
Governance



Budget
Allocation



Change
Management



▣ Skill
sets ▣



Executive
Champions



Governance
/Incentives
▣



Procurement



Technology
Evaluation



The Implementation Journey

Which Levers, When





Financial Supports to Unlock Implementation

In addition to traditional financing mechanisms (e.g., loans, equity), there are a number of supports that can be leveraged to help offset the costs of implementation projects:

Tax incentives – e.g., Investment Tax Credits; \$83 B set aside in latest federal budget.

Rebates – e.g., often target building envelope retrofits and energy efficient equipment purchases.

Tax credits – e.g., tax credits in other areas such as R&D, skilled labour wage subsidy programs.

Funding programs – e.g., available at the federal, provincial/territorial and municipal level; often match-based (50%).

Closing Thoughts

1

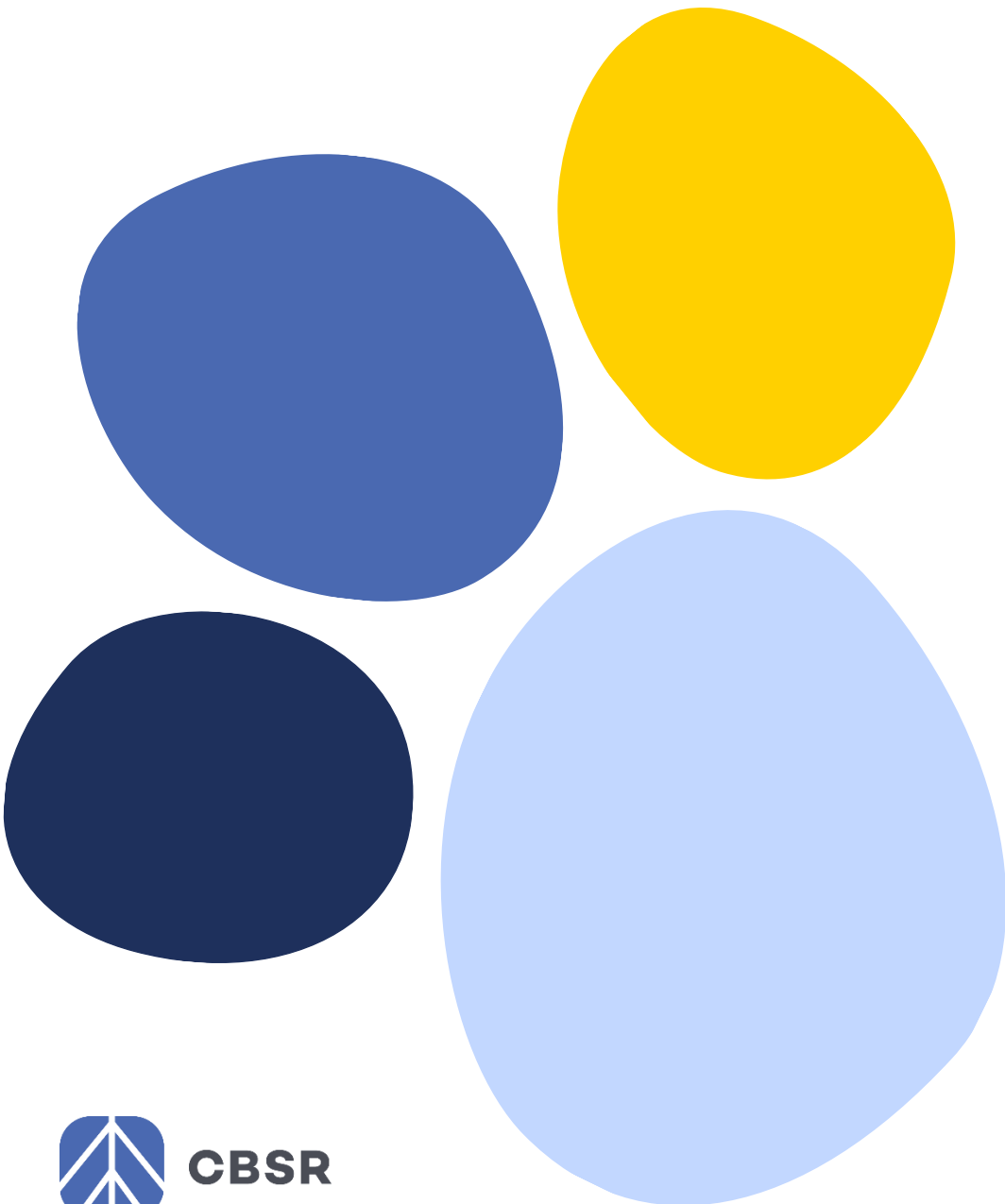
Implementation is a journey, just like sustainability.

2

Break it down into manageable chunks. You can't do everything at once. Build out competencies, systems and knowledge domains over time. Start early to give yourself runway.

3

Leverage available supports, including partnerships, where possible to ease the burden of trialing new things.



Thank You!

We hope to see you at our next roundtable



Member Spotlight

Meet our Speaker

Geoff Pegg

Head of Sustainability & Environment,
TELUS

Geoff has been the head of sustainability and environment at TELUS since 2011. After ten years in customer experience and operations roles both locally and internationally, he has led TELUS' award-winning sustainability strategy, governance and disclosure, including establishing TELUS' long-term climate-related and waste diversion goals and targets and initiating TELUS' leading practice of linking executive and team member pay to sustainability objectives. A Clean 16 honouree for leadership in sustainable development and clean capitalism in Canada, Geoff has also earned his GCB.D from Competent Boards and a Graduate Certificate in Governance Essentials from the University of Toronto's Rotman School of Management.

Geoff is regularly sought out as a subject matter expert and speaker at sustainability conferences across the country on many ESG topics and issues, including social purpose, governance and disclosure, renewable energy and the SDGs and is honoured to be on the CCSR Board.





Breakout #3: Group Discussion (30 minutes)

At your table, share an example of how your organization used one or more of the implementation levers to unlock capital that enabled a low-carbon solution, process or initiative.

Culture

Strategy
Alignment

Corporate
Governance

Budget
Allocation

Change
Management

Training &
Capacity
(Skill Sets)

Executive
Champions

Performance
Incentives

Procurement

Technology
Evaluation

Bio Break!

The session will begin again
at 3:00 PM MT.

Unlocking the skills required to mobilize sustainable finance

1:
Communication
and Advocacy

2: Innovation
and Creativity

3: Regulatory
Knowledge

4: Risk
Management

5: Data Analysis
and Reporting

6: Long-Term
Vision

7: Flexibility and
Adaptability

Breakout #4: Paired Shares



In groups of two, consider how the identified skill sets can be leveraged to mobilize sustainable finance within your organization.

Each pair will focus on one of the identified skill sets.

After discussing in pairs, we'll share back to the larger group.

1. Communication and Advocacy:

How might you articulate the benefits of sustainable finance to investors, clients, employees, and regulators?

2. Innovation and Creativity:

How might you cultivate innovative financial instruments and products that support sustainable projects, attract investors and unlock new opportunities?

3. Regulatory Knowledge:

How might you build awareness of incentives, subsidies, tax benefits, and other mechanisms to help advance sustainable finance projects?

4. Risk Management:

How might you identify and mitigate both physical and transition risk, and develop risk management strategies to enhance investor confidence?

5. Data Analysis and Reporting:

How might you enable integrated sustainability and financial data collection, analysis, and reporting in order to build trust and credibility with investors?

6. Long-Term Vision:

How might you establish the vision for the future, the commitments, and the long-term investment strategy required to enable a more sustainable future?

7. Flexibility and Adaptability:

How might you ensure you are open to new ideas, you adapt to changing market conditions, and are flexible to the continuously evolving sustainable finance landscape?



Closing Comments

Upcoming programs

- **NZWG #9: Organizational Change Management**
 - Friday, November 10 from 11:30 – 1:30 PM MT
- **Q4 Roundtable: Equity Partnerships & Effective Indigenous Collaboration**
 - Friday, December 1 from 11:00 – 1:00 PM MT



Thank you!

We hope to see you at our Net-Zero Working Group this November.

