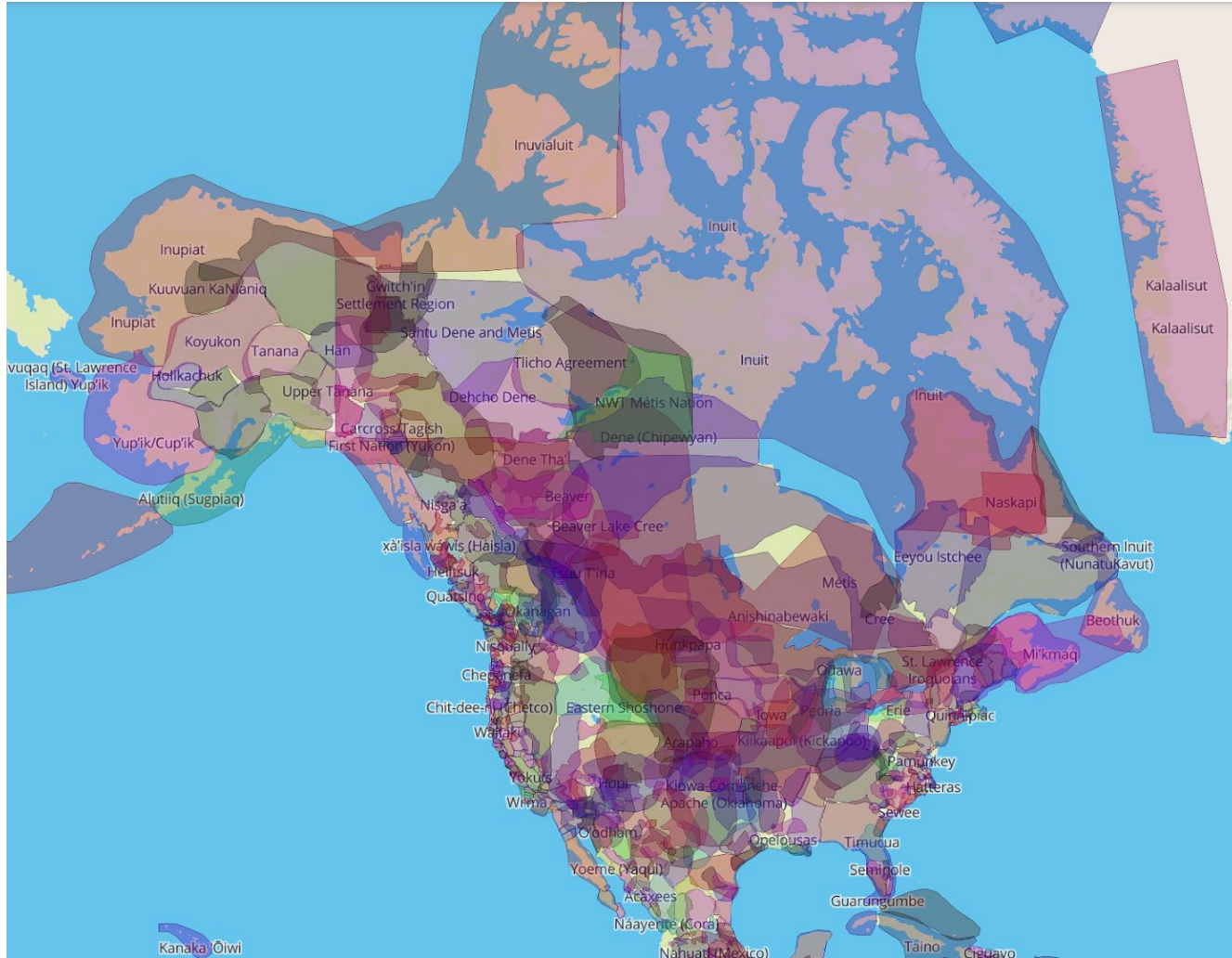


Which traditional territory are you joining from?



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

EXCEL Leader'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

Agenda

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 (25 min)	Reduce the financial risk of climate change (Hybrid Segment) <ul style="list-style-type: none">• Guest Speaker: Kathryn Bakos, Intact Centre for Climate Adaptation (ICCA)• Member Reflections
10:55 – 11:30 AM (35 min)	Breakout #2: Group discussion
11:30 – 12:00 PM (30 min)	EXCEL Benchmarking Model Update
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: ATCO
2:00 – 2:30 PM (30 min)	Breakout #3: Group Discussion <p>Groups separated by stage, follows these question structure:</p>
2:30 – 2:45 PM (15 min)	Health Break
2:45 – 3:45 PM (60 min)	Unlock the skills required to mobilize sustainable finance <ul style="list-style-type: none">• Breakout #4: Paired shares
3:45 – 4:00 PM (10 min)	Closing remarks

Breakout #1: Ice-Breaker

30 minutes



- 1) Remind us of your name & organization
- 2) What does **sustainable finance** mean to you? Let's create a shared definition.

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

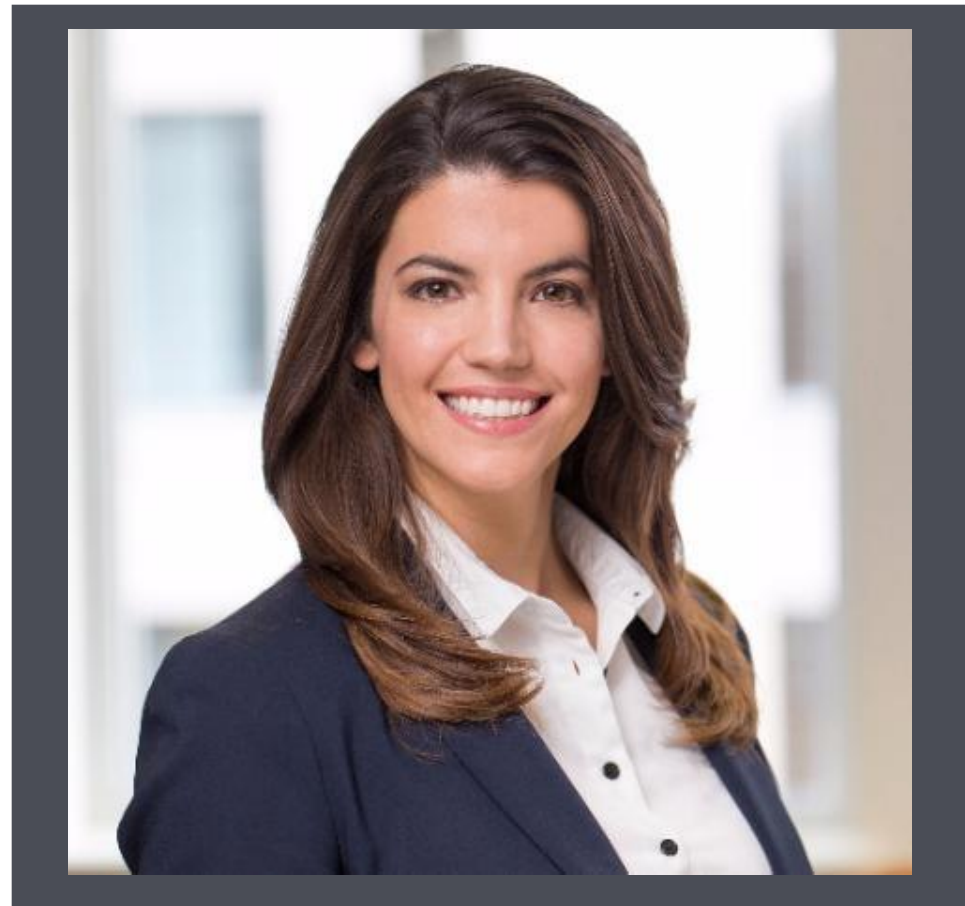
"Severe Weather in 2022 Caused \$3.1 Billion in Insured Damage – making it the 3rd Worst Year for Insured Damage in Canadian History" - Insurance Bureau of Canada

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

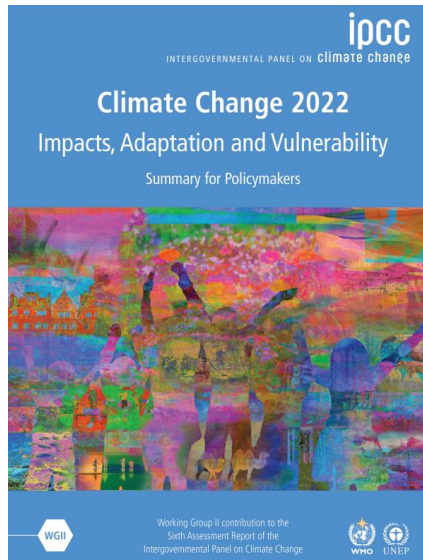


INTACT CENTRE
ON CLIMATE ADAPTATION

Generously supported by



CLIMATE CHANGE IS IRREVERSIBLE: SEVERITY OF WEATHER WILL INCREASE



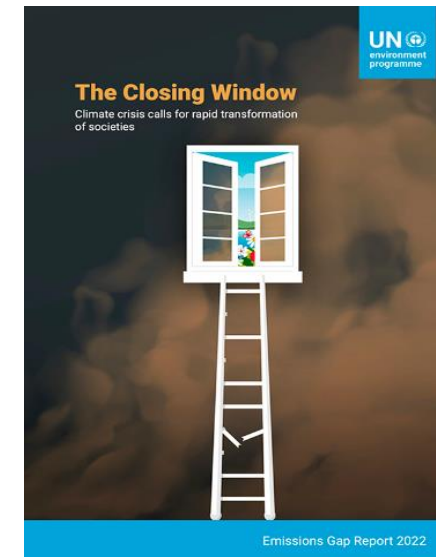
It is indisputable that human activities are causing climate change, making extreme climate events, including heat waves, heavy rainfall, and droughts, more frequent and severe

IPCC 2022



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

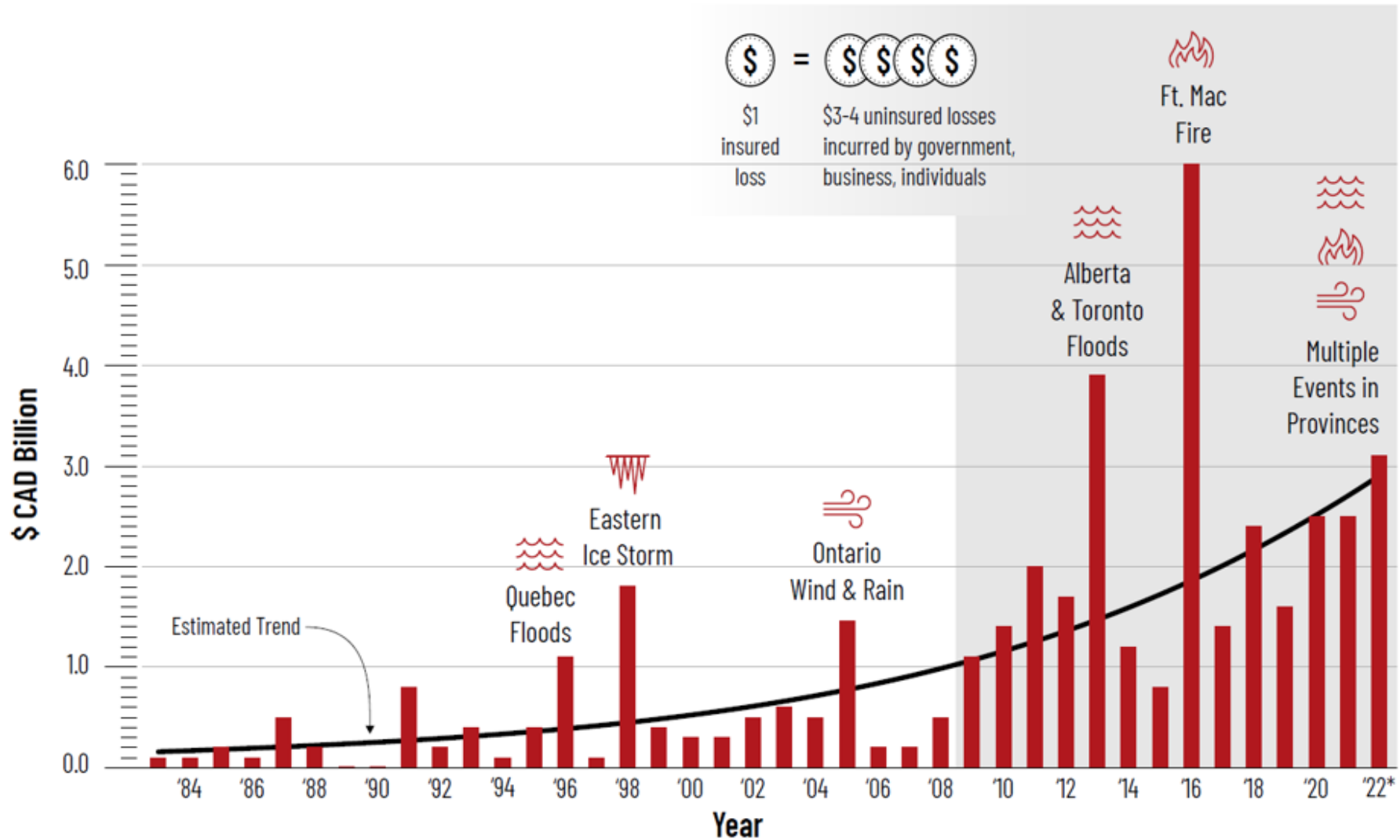
ECCC/CCCR 2019



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%
FOR SALE

**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

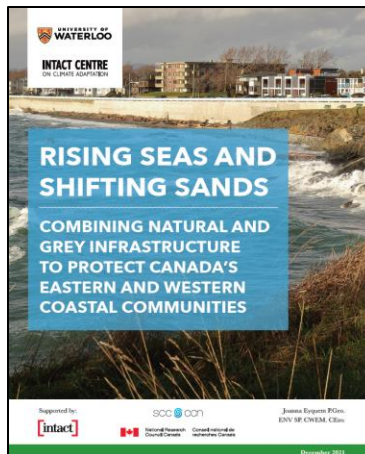


Existing Community

Flood



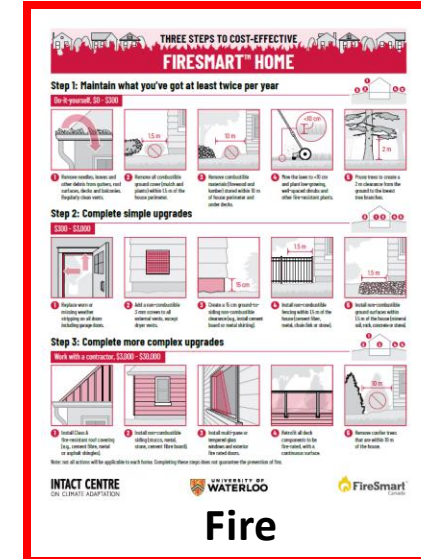
Commercial Real Estate



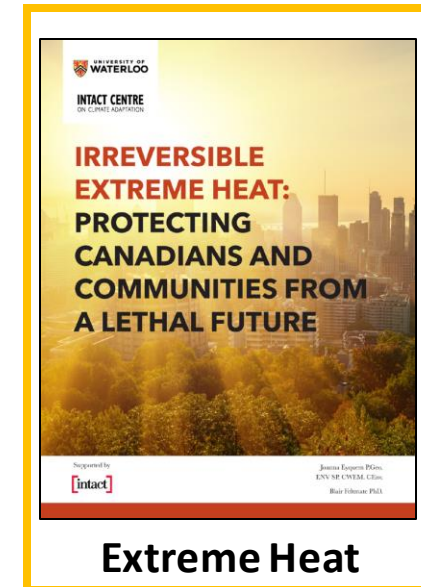
Coastal



Natural Infrastructure



Fire



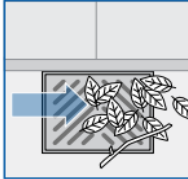
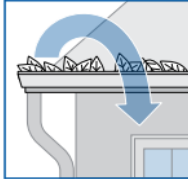
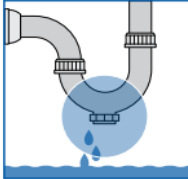

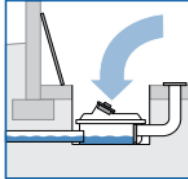
Extreme Heat

PROMOTE HOME FLOOD PROTECTION WITH CUSTOMERS & EMPLOYEES

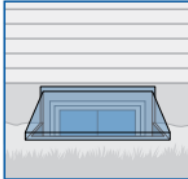
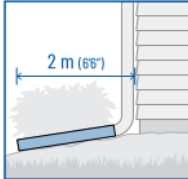
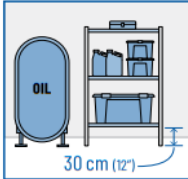
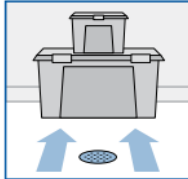
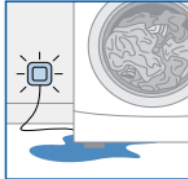
- Upon receiving infographic, within six months **70% of homeowners take two actions to limit basement flooding**
- Share infographic (twice per year) with customers & employees (add your logo)
- Present infographic in communiques (newsletters, emails, etc.)

THREE STEPS TO COST-EFFECTIVE HOME FLOOD PROTECTION

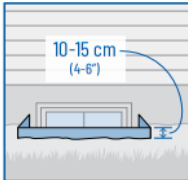
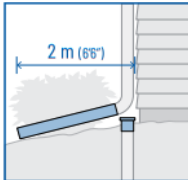
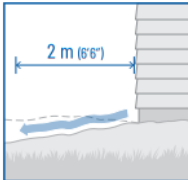
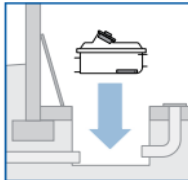
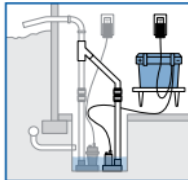
Step 1: Maintain what you've got at least twice per year
Do-it-yourself, \$0

-  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

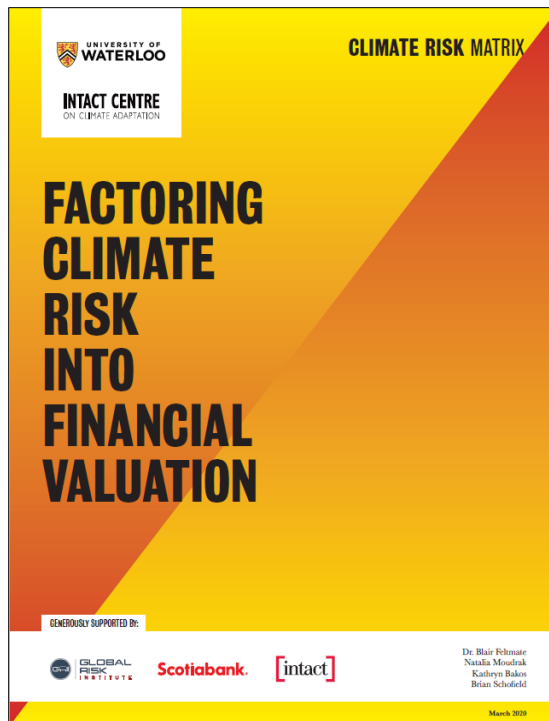
Your logo goes here

INTACT CENTRE
ON CLIMATE ADAPTATION

 **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-protected	“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)	

Reducing the Financial Risk of Climate Change:

Member Reflections



- 1) What approaches do you use when measuring climate-related risk?
- 2) What steps can your organization take to factor climate change and extreme weather risk into your business?
- 3) What are the lessons learned that can be applied across industries?

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?



EXCEL Benchmarking Assessment: model update

A blue-tinted photograph of a wooden bridge over a river in a forest. The bridge is made of weathered wooden planks and is supported by stone pillars. The river flows beneath the bridge, and the surrounding area is filled with dense trees and foliage.

2023 Model Update

Objectives

The model update focuses on revising the core evaluation criteria to align with the evolving ESG landscape so our EXCEL Leaders can be scored against current best practices and prepare for emerging trends.*

Priorities

- Identify emerging topics and define new themes for consideration
- Review the existing model for necessary updates

Outcomes

- New and updated criteria to account for present and future sustainability trends, standards, policies, and regulations
- New and updated assessment scoring options to align with updated criteria and maintain objective scoring practices

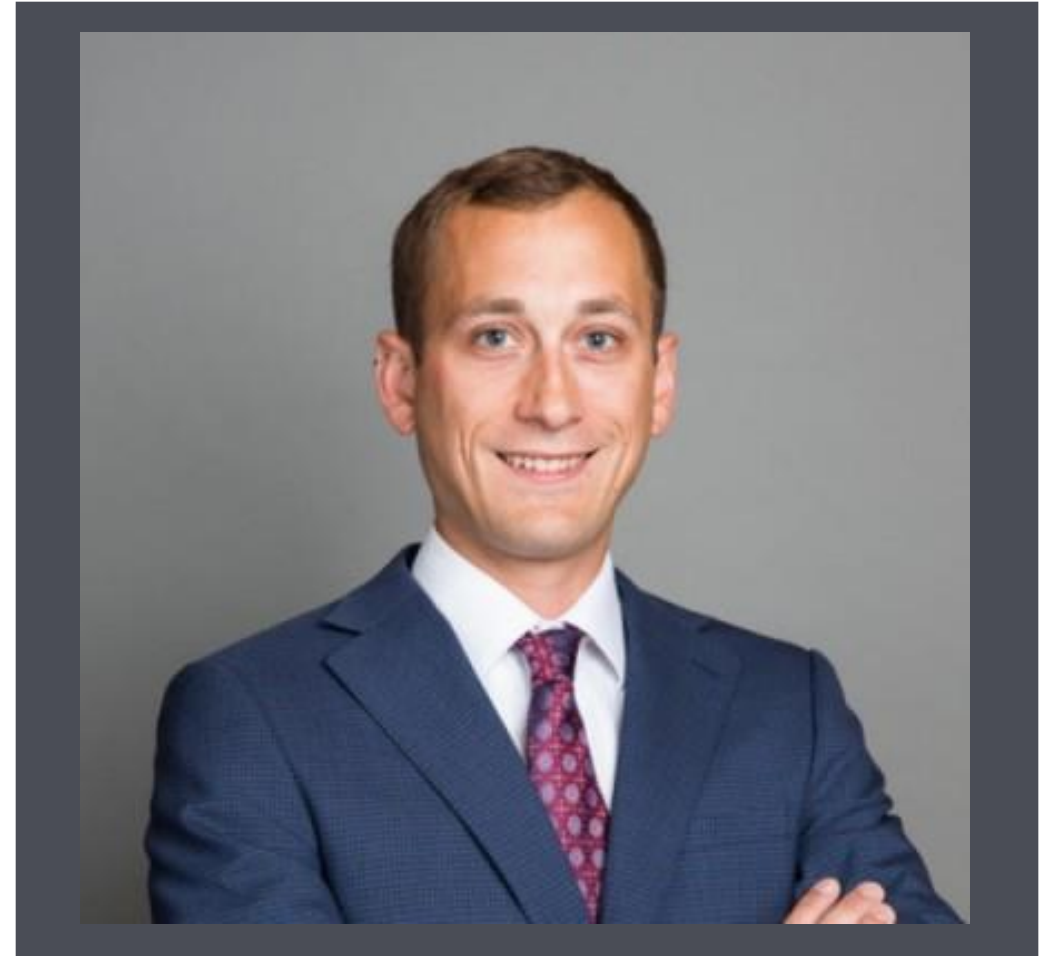
*The original model was created in 2019, with minor updates in 2021 & 2022.

Meet our Speaker

Adam Schwarz

Senior Consultant, Sustainability and ESG Reporting
Delphi

As a Senior Consultant in Delphi's Calgary office, Adam specializes in sustainability reporting & ESG disclosure. He helps Canadian corporate clients build enterprise value and competitiveness by integrating sustainability considerations into their corporate strategy. Adam is passionate about helping companies make data-driven decisions to become more prosperous and sustainable. He works with companies across the economy on materiality assessments, baseline ESG inventories, governance modeling, ERM integration, sustainability reporting, communication planning, framework analysis, and peer benchmarking.



2023 Model Update

Emerging Topics

Model updates are based on the analysis of emerging and evolving sustainability trends, standards, policies, and regulations.

Not all new topics will contribute to a company's overall score; their incorporation is intended to increase awareness and prepare for future score integration, promoting proactive engagement.

Theme	Topic	Details
Reporting Standards	International Sustainability Standards Board (ISSB)	<ul style="list-style-type: none">• Use of the SASB / ISSB Standards S1 & S2• Disclosure of both accounting metrics and activity metrics
	Taskforce on Nature-related Financial Disclosures (TNFD)	<ul style="list-style-type: none">• Alignment with the 14 recommended disclosures spanning governance, strategy, risk and impact management, and metrics and targets
	ESG Rating Agencies	<ul style="list-style-type: none">• Appearance and scoring / ranking from Sustainalytics and MSCI

2023 Model Update

Emerging Topics

Theme	Topic	Details
Content	Scope 3 Emissions	<ul style="list-style-type: none">• Identification and disclosure of relevant scope 3 categories
	Justice, Equity, Diversity and Inclusion (JEDI)	<ul style="list-style-type: none">• Supportive infrastructure and governance• Defined commitment, action plan, indicators of performance, etc.
	Indigenous Engagement and Reconciliation	<ul style="list-style-type: none">• Reconciliation Action Plan (RAP) that addresses the three recommendations under Call to Action 92
	Human Rights	<ul style="list-style-type: none">• Coverage of Bill S-211 disclosure requirements if applicable.
	Social Purpose	<ul style="list-style-type: none">• Presence of a social purpose statement• Alignment of corporate values and disclosures to social purpose



Any questions?

Lunch Break!

The roundtable will begin
again at 1:00 PM MT

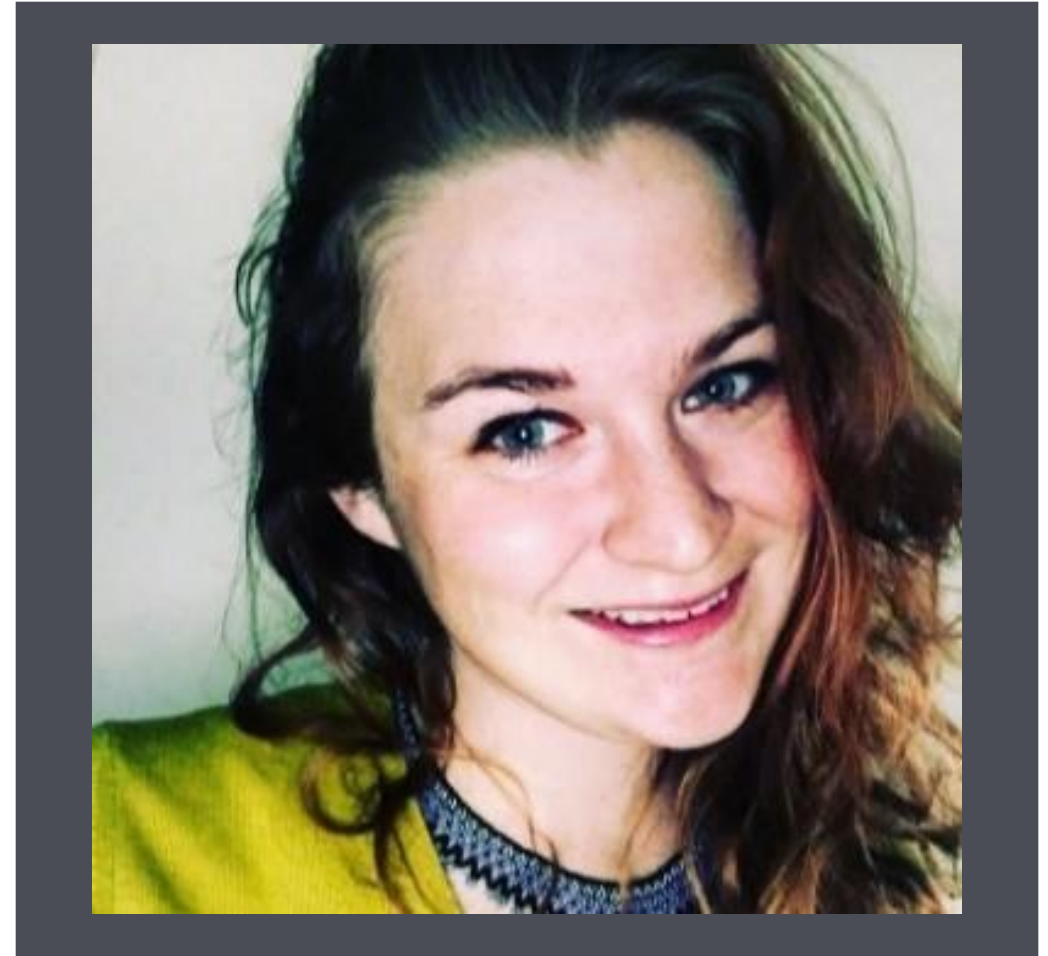
Transition Planning with implementation in mind

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: ATCO	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

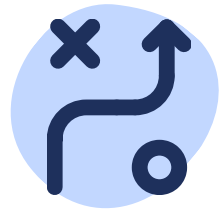
- Taking the leap from strategy to implementation can be one of the biggest, scariest roadblocks for businesses on their sustainability journey.



Implementation Considerations



Culture



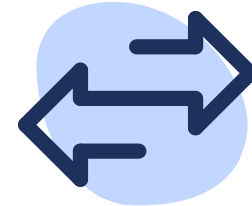
Strategy Alignment



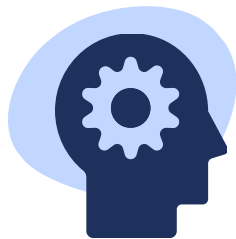
Corporate Governance



Budget Allocation



Change Management



▣ Skill Sets ▣



Executive Champions



Performance 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.

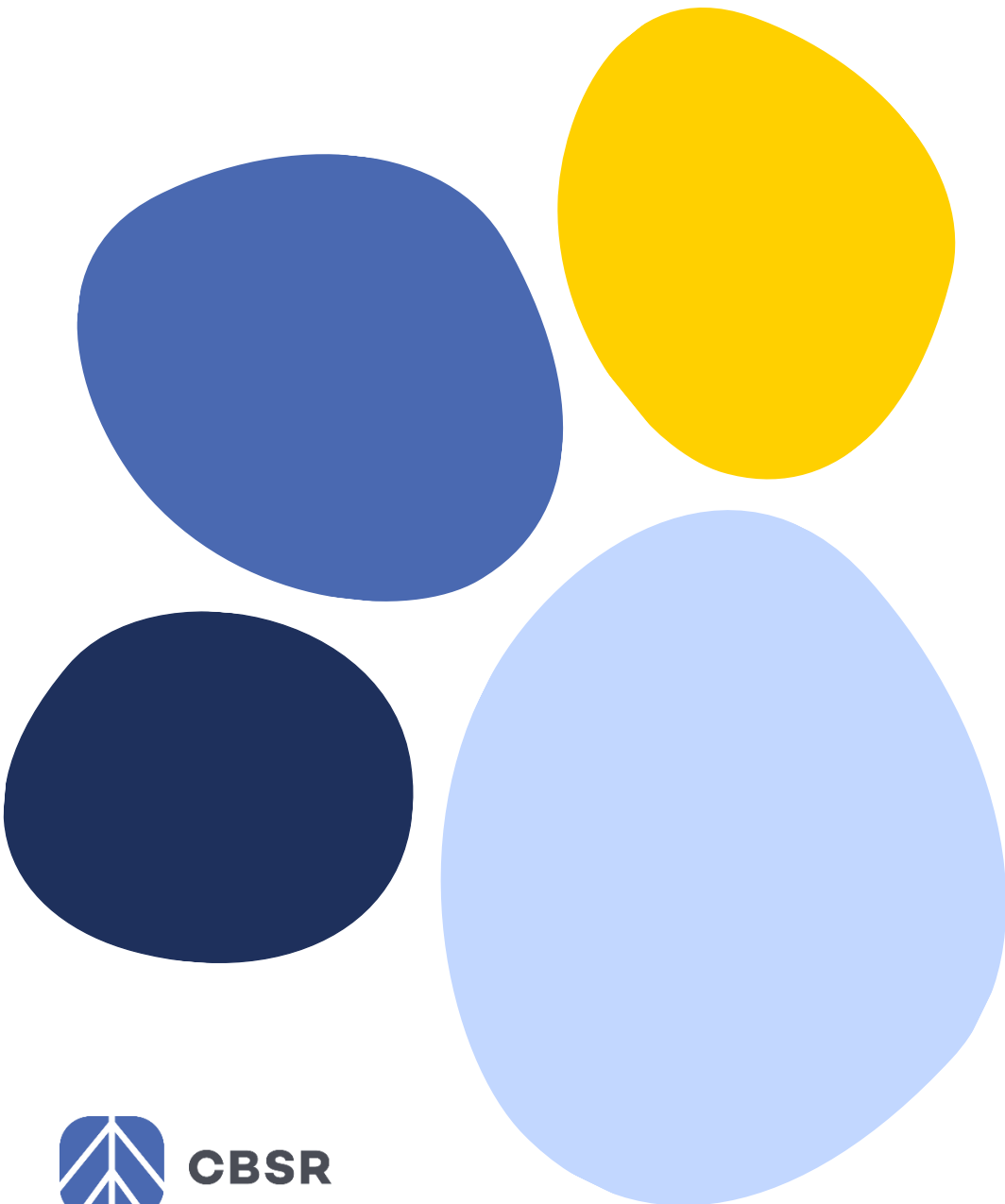
Rebates – e.g., often target building envelope retrofits and energy efficient equipment purchases.

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!

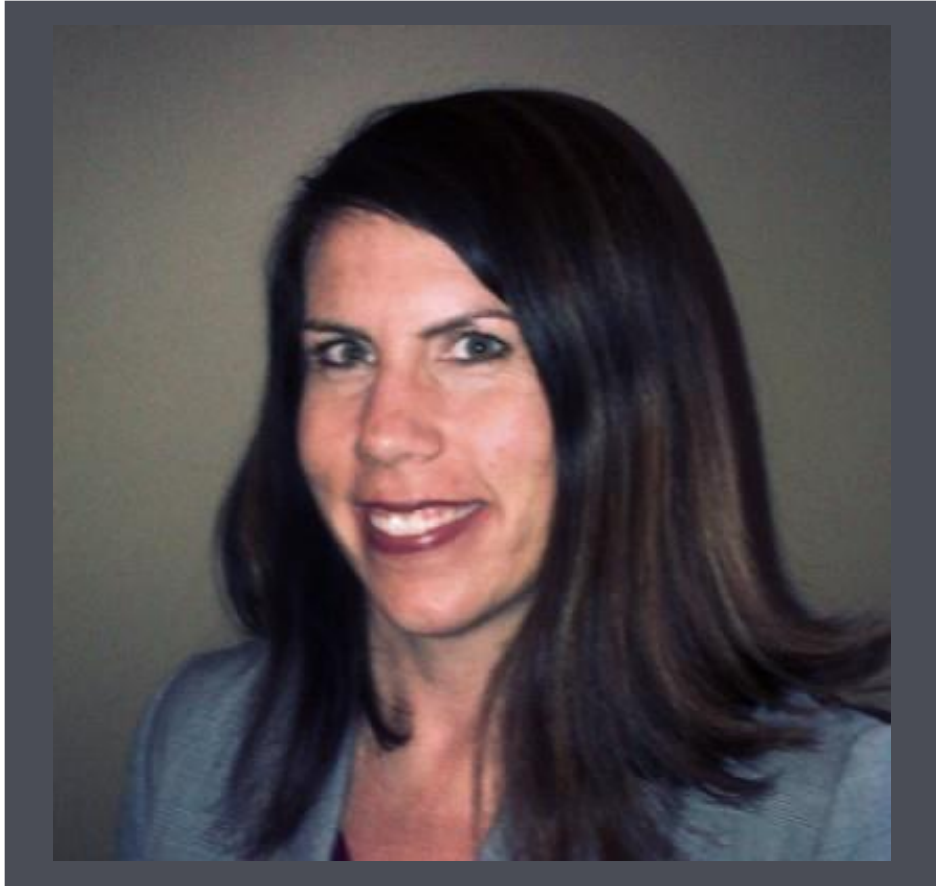
We hope to see you at our next roundtable





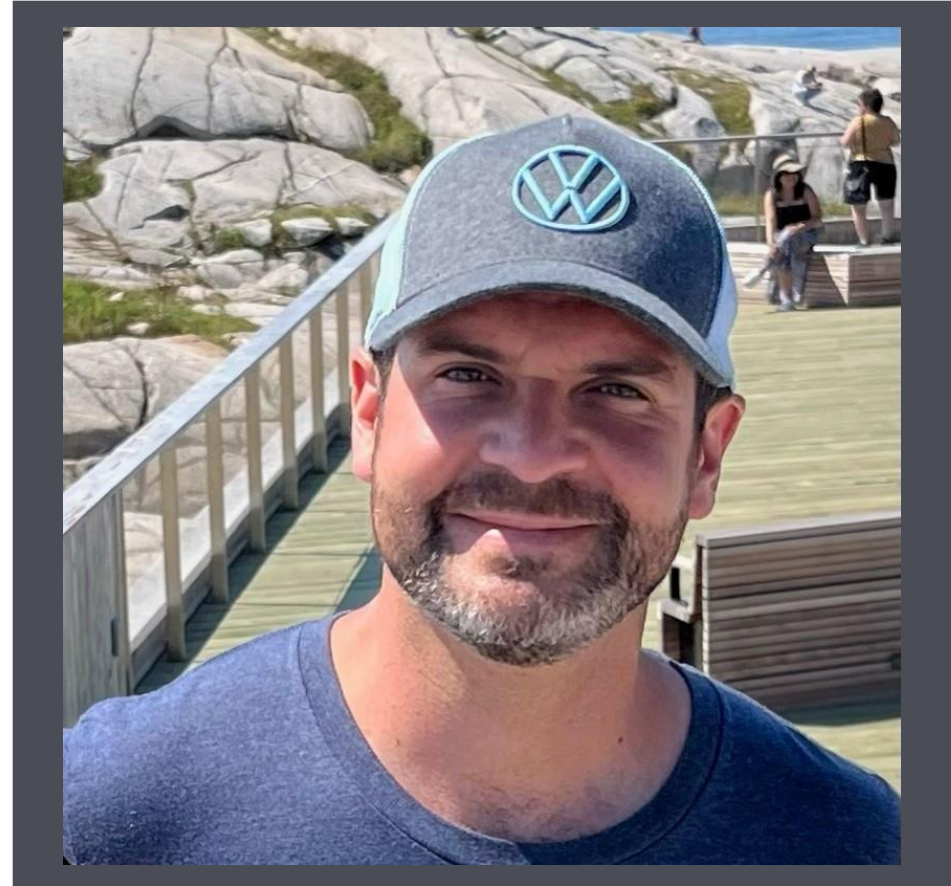
Member Spotlight

Meet our Speakers



Karen Walters

Director, Sustainability & ESG Disclosure
ATCO



Steven Kley

Manager, Clean Fuels Development
ATCO



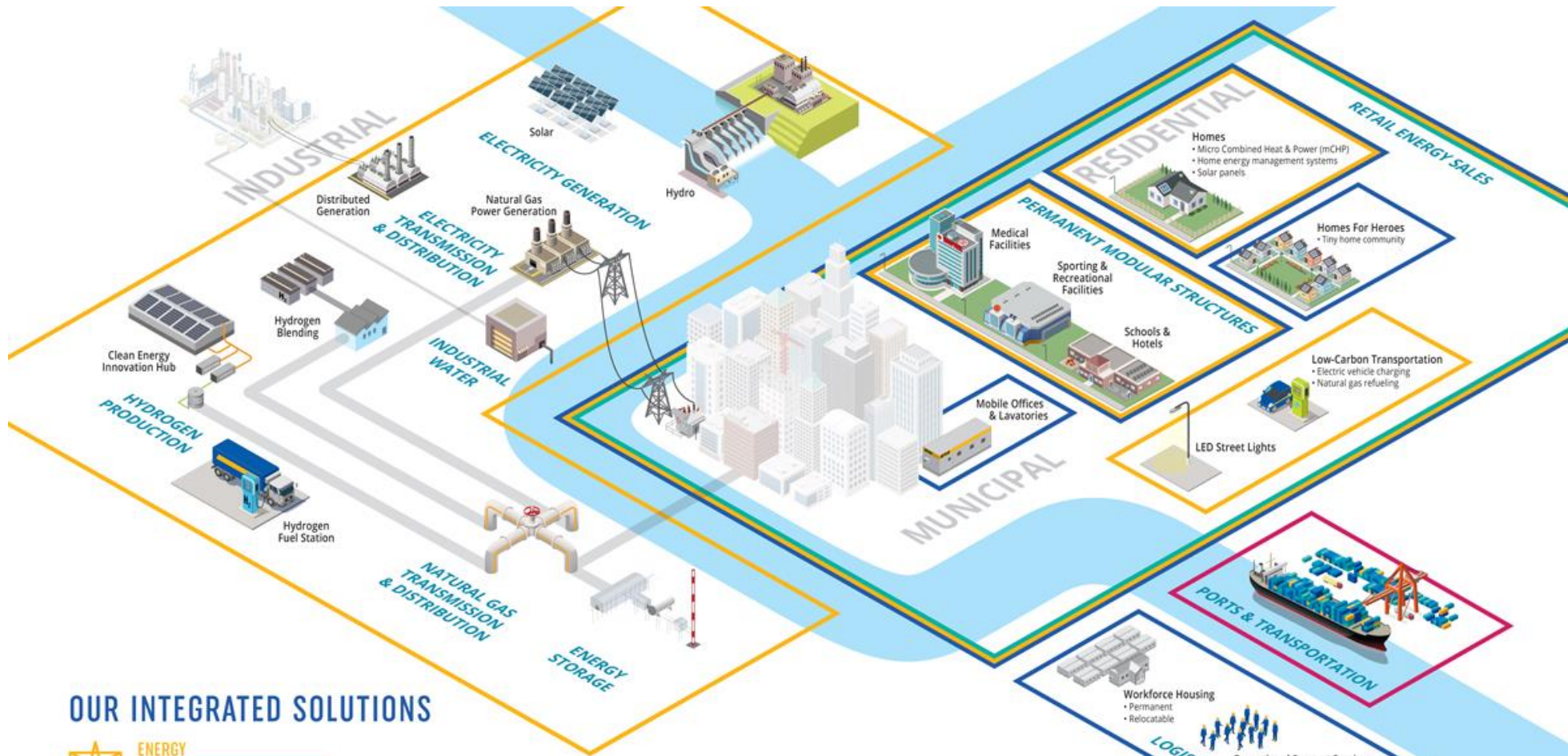
Energy Transition Implementation Case Study

CBSR EXCEL LEADER ROUND TABLE

October 11, 2023



INTEGRATED SOLUTIONS



OUR INTEGRATED SOLUTIONS

- ENERGY**
- Electricity Transmission
 - Electricity Distribution
 - Electricity Generation
 - Natural Gas Distribution
 - Natural Gas Transmission
 - Hydrogen Production
 - Energy Storage
 - Industrial Water
 - Retail Electricity and Natural Gas (Home and Business)

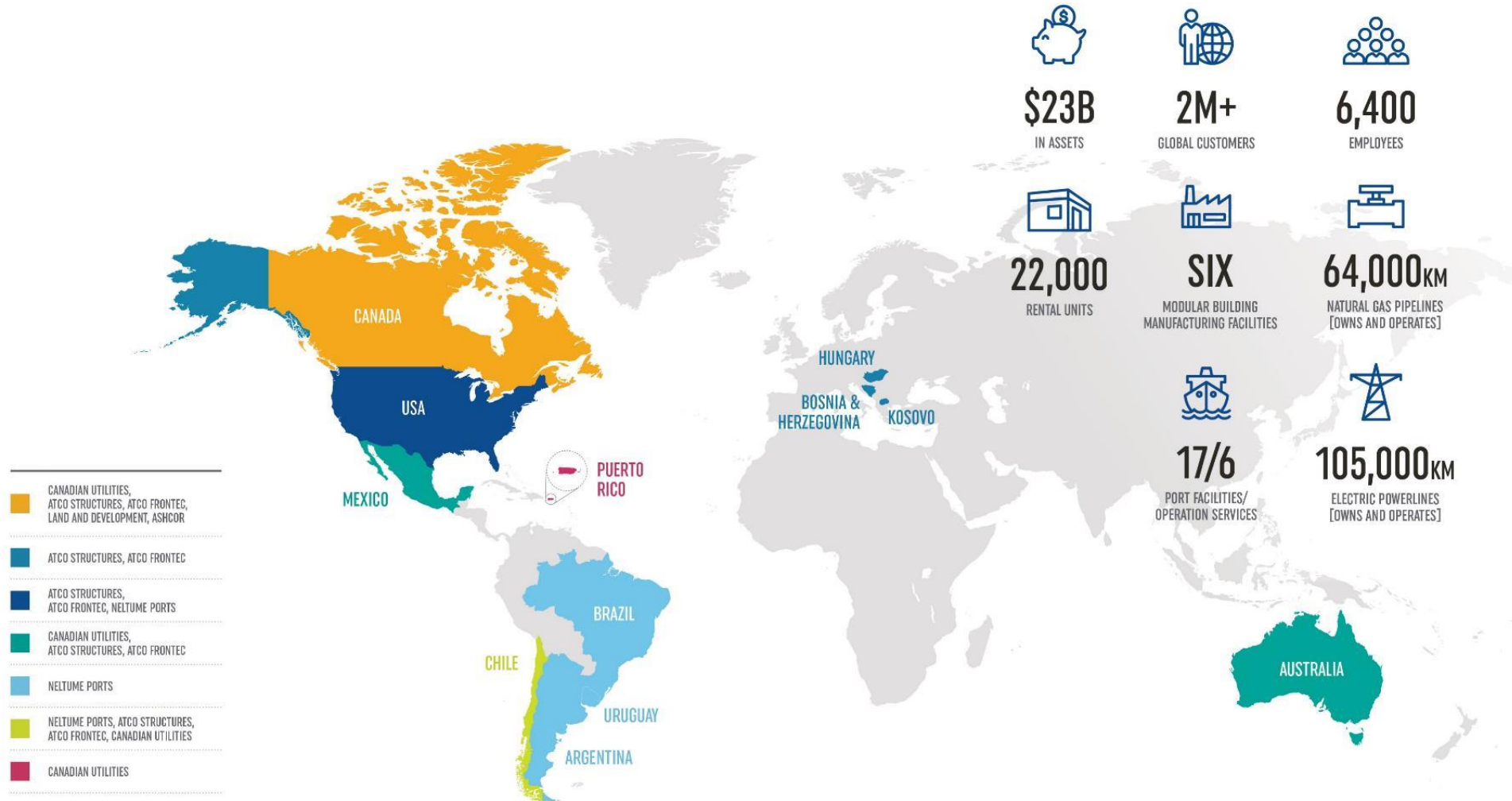
- LAND AND DEVELOPMENT**
- Salable or Leasable Office Space
 - Industrial Space
 - Land

- PORTS & TRANSPORTATION**
- Port Facilities
 - Port Operations Services

- STRUCTURES & LOGISTICS**
- Relocatable Space Rentals
 - Permanent Modular Construction
 - Workforce Accommodations
 - Disaster and Emergency Management
 - Operations and Maintenance Services
 - Lodging Services
 - Site Services

GLOBAL ESSENTIAL SERVICES

We have provided products and services in **100+ countries** around the world for over **75 years**.




Sustainability/ ESG Integration at ATCO





OUR CORPORATE PILLARS

-  Innovation
-  Growth
-  Financial Strength
-  Operational Excellence
-  Community Involvement

ESG

-  Environmental Performance
-  Social Performance
-  Governance

OUR CORE VALUES

-  Integrity
-  Agility
-  Caring
-  Collaboration
-  Safety

OUR SUSTAINABILITY PILLARS

-  Energy Transition
-  Climate Change & Environmental Stewardship
-  People
-  Operational Reliability & Resilience
-  Community & Indigenous Relations

2050 Target – Net Zero

Cleaner Fuels

Supporting the transition to a low-carbon energy system by enabling the switch to cleaner fuels.

Renewable Energy

Developing and integrating renewable energy and storage solutions.

Energy Infrastructure and Storage

Developing and modernizing infrastructure and storage solutions, including the integration of carbon capture utilization and storage (CCUS).

Energy Efficiency

Implementing solutions for more efficient energy use to reduce emissions while also creating economic benefit.

Carbon Offsets

Evaluating carbon offset opportunities.

CCUS

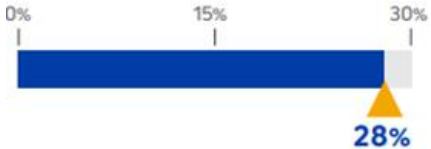
% H₂ / GAS

2030 ESG Targets

Supporting the energy transition and reducing GHG emissions



Reduce GHG emissions to earnings intensity by 30 per cent (Scope 1 and 2).



Reduce our customers' GHG emissions by 2 million tonnes through continued participation in renewable energy, cleaner fuels, energy efficiency, and energy infrastructure and storage projects.



Own, develop or manage over 1,000 megawatts (MW) of renewable energy.



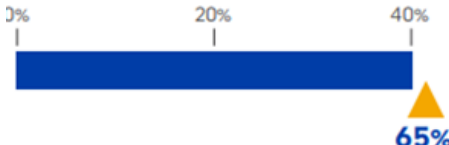
Derive 20 per cent of revenues from transitional product categories (e.g., renewable natural gas and hydrogen).



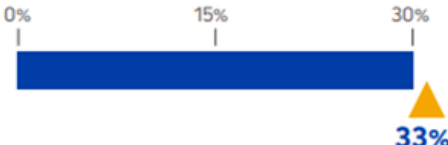
Promoting inclusive growth in our workforce and communities



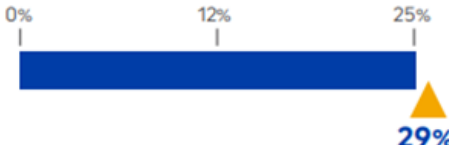
Increase net economic benefits to our Indigenous partners by 40 per cent.



Achieve and maintain a minimum of 30 per cent female representation at the Board of Directors and senior leadership levels.



Achieve and maintain a minimum of 25 per cent minority representation within the workforce.



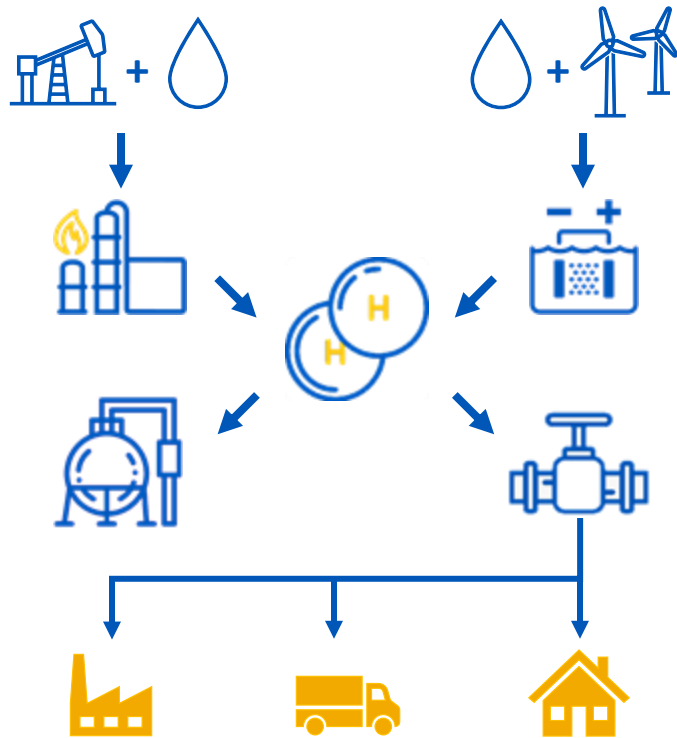
Maintain leading health and safety practices and performance.



Executing on Goals – ATCO Clean Fuels

Through an integrated suite of business lines, ATCO is committed to developing innovative and economic clean energy sources for a net-zero world.

Hydrogen Value Chain



- The ATCO Clean Fuels team is one example, from many around the organization, of translating our decarbonization ambitions into action. Clean Fuels team arose from a multi-year shift in enterprise strategy:
 - *Evaluate impact of global trends* – scenario analysis
 - *Catalogue internal activities* – identified internal expertise
 - *Examine external case studies* – how did others win/lose
 - *Understand regulatory environment* – advocate for change
- This strategy effort identified that:
 - Hydrogen represented a unique opportunity to decarbonize hard-to-abate sectors;
 - Our existing energy business positioned us with some of the technical capabilities and expertise to succeed;
 - Passionate employees were already on the case and our strategy “refresh” would likely attract further top talent

“Delivering Inspired Energy Solutions for a Better World”

ATCO – Building a Hydrogen Ecosystem

ATCO is actively working across all aspects of the hydrogen value chain to support our customers' decarbonization ambitions and to bring Canada's hydrogen ecosystem to life.



INDUSTRIAL USE

A significant proportion of Canada's GHG emissions arise from industrial processes and associated combustion of natural gas.



ATCO is developing 300,000 tonnes per year of integrated clean hydrogen production, in Alberta's Industrial Heartland.



MOBILITY

While electrification can reliably decarbonize light transport, hydrogen's energy density is better suited for heavy transport.



ATCO is supporting CPKC's H₂ Locomotive Pilot with EPC services for two hydrogen production and refueling facilities.



HEATING LOAD*

In Alberta's cold climates, conversion of existing gas networks is a lower cost pathway to decarbonizing heating load.

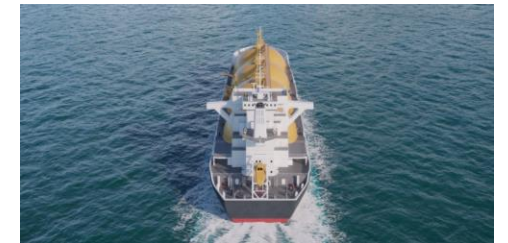


ATCO Gas is currently delivering a blend of natural gas containing 5% H₂ to ~2,100 customers in Ft. Saskatchewan, Alberta.



EXPORT

With abundant gas supply & geology suited to carbon sequestration, Canada is positioned to be a leading exporter of clean fuels.



Together with the Kansai Electric Power Company, ATCO is de-risking a clean fuels supply chain between Canada and Japan.

The ATCO logo consists of the word "ATCO" in a bold, white, sans-serif font. A small "TM" trademark symbol is positioned to the upper right of the letter "O". Below the text is a thick, horizontal yellow bar that tapers at both ends, resembling a stylized underline or a bridge.

ATCOTM

Thank you

[ATCO.com](https://www.atco.com)

[canadianutilities.com](https://www.canadianutilities.com)

Tel: 403.292.7500

5302 Forand Street SW
Calgary, Alberta T3E 8B4
Canada





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

Health Break!

The roundtable 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.

Communication and Advocacy:

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

Innovation and Creativity:

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

Regulatory Knowledge:

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

Risk Management:

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

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?

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?

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

Join us for a CCSR members' reception!

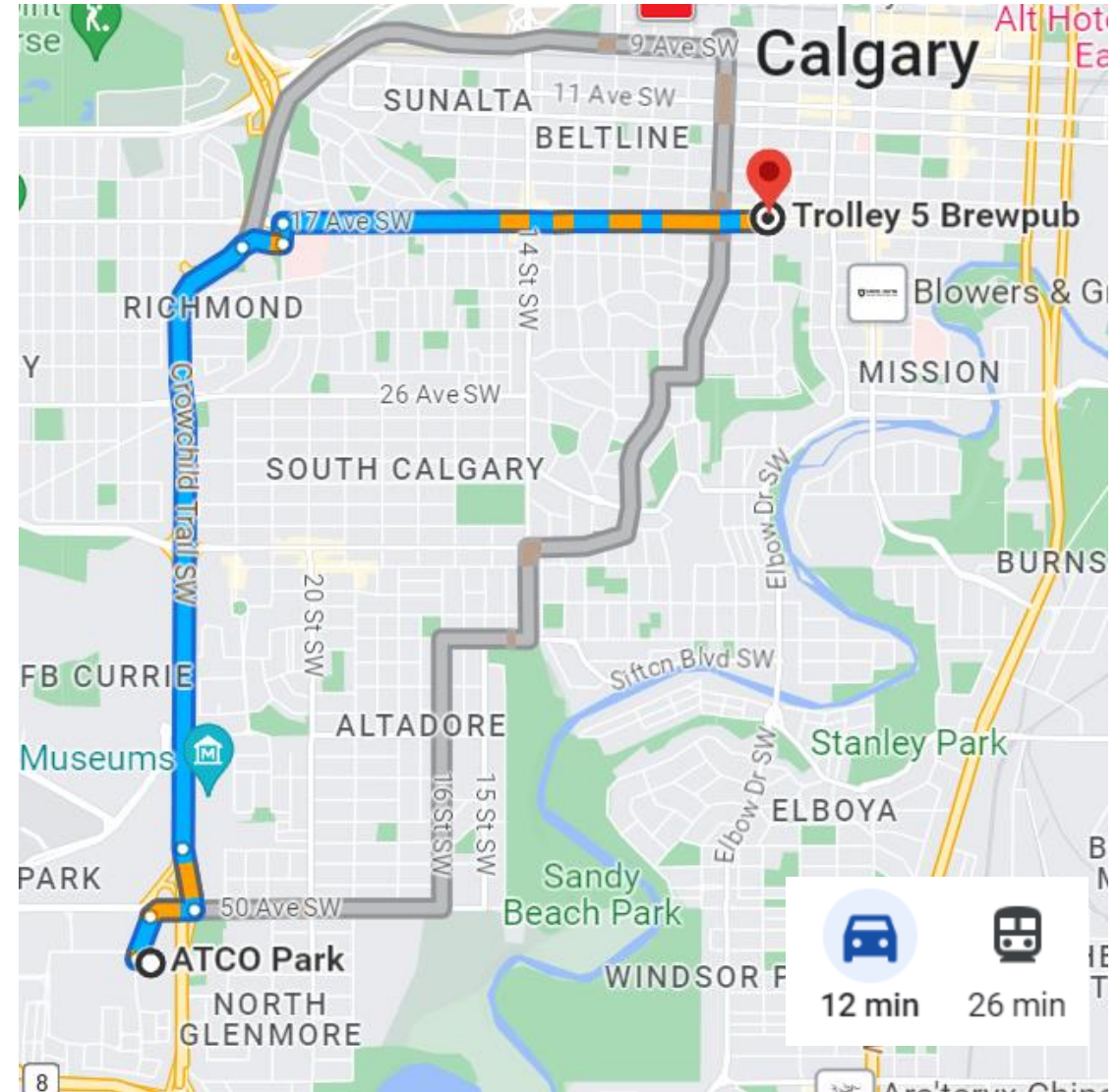
Where: Trolley 5 Brewpub (728 17th Avenue SW, Calgary, AB)

When: 4:30 – 6:00 PM MT

- Your first drink and light food will be provided.

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, November 24 from 11:00 – 1:00 PM MT



Bus 13 to stop: NB 8 St SW @ 19 Ave SW

Bus 7 to stop: NB 8 St SW @ 11 Ave SW



Thank you!

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

