

The business value of sustainability



Apples and Pears NZ Conference August 2022

Barbara Nebel CEO, <u>thinkstep-</u>anz



Succeed sustainably with us!





>15 years' experience **45** sustainability experts 200+ clients

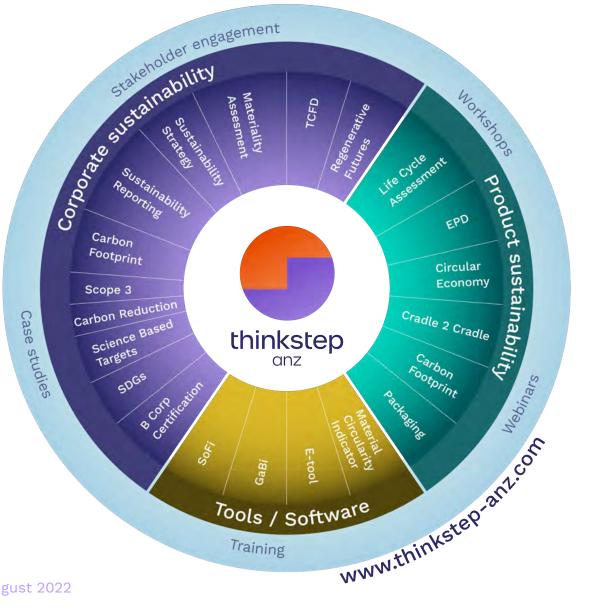
Cities in Australia and New Zealand

1 mission

Succeed sustainably

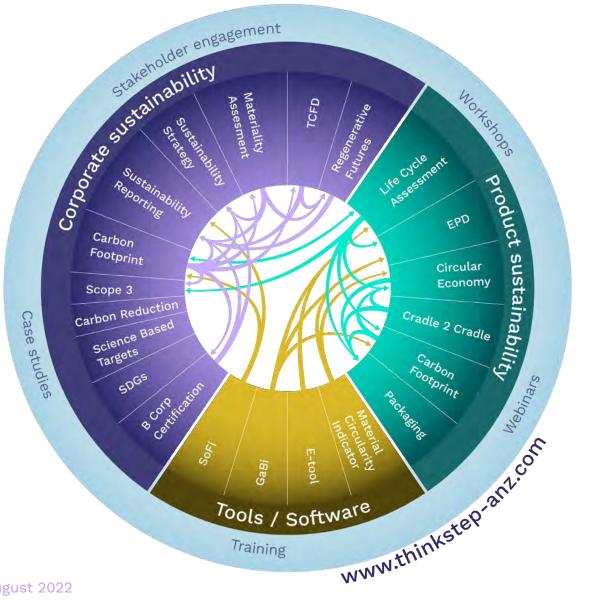
What we do





What we really do







- Why?



Pressure from the Board



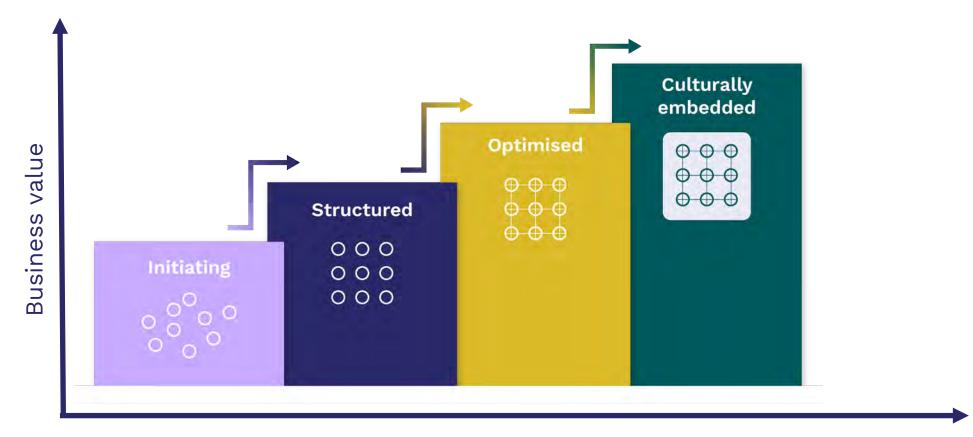
Customers are asking



Staff are requesting action

Sustainability Maturity Curve





Business integration



Increased Revenue

Revenue



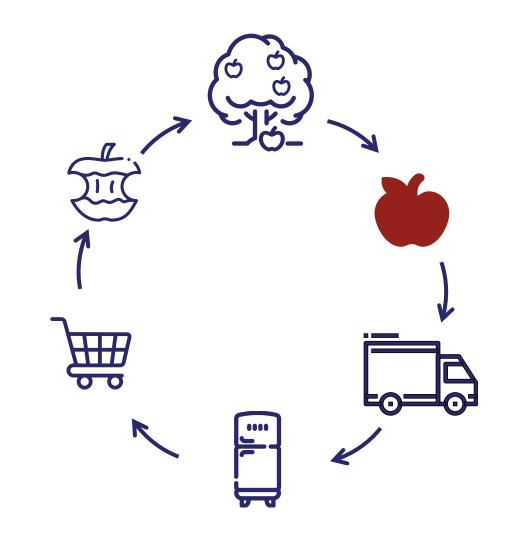
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carbon-friendly

Life Cycle Assessment



- \rightarrow Follows international standards
- \rightarrow Covers the full life cycle
- Assesses a range of environmental indicators
- \rightarrow Provides credible data





Reduced Cost



bnz**

BNZ Agribusiness Sustainability Linked Loans

What is a BNZ Sustainability Linked Loan?

BNZ Agribusiness Sustainability Linked Loans (SLLs) are a new innovation in financial markets and for the NZ Primary Sector. We're proud to be the first bank to offer NZ farmers and growers an incentivebased term debt solution to support their personal sustainability ambitions.

What are the key features?

 \checkmark

SLLs support an Agribusiness to increase positive environmental and social impacts
 and reduce any negative impacts, by allowing you to achieve goals specific to your agribusiness.

SLLs are incentive-based loans, debt proceeds can be used just like your regular term debt, supporting all of your agribusiness' needs, not just your environmental or social projects.



Enhanced Brand

Brand value





Brands with purpose grow - and here's the proof

Published: 11/06/2019 🕔 Average read time: 2 minutes

Brands taking action for people and the planet grew 69% faster than the rest of our business last year. Now we're committing that in the future, every Unilever brand will be a brand with purpose.





Risk mitigation

Supply chain risks



ECONOMY

Fertilizer crisis delivers profits and pain as Ukraine fallout broadens

'It's brutal. Farmers aren't buying what they need; they are buying what they can afford,' one expert said

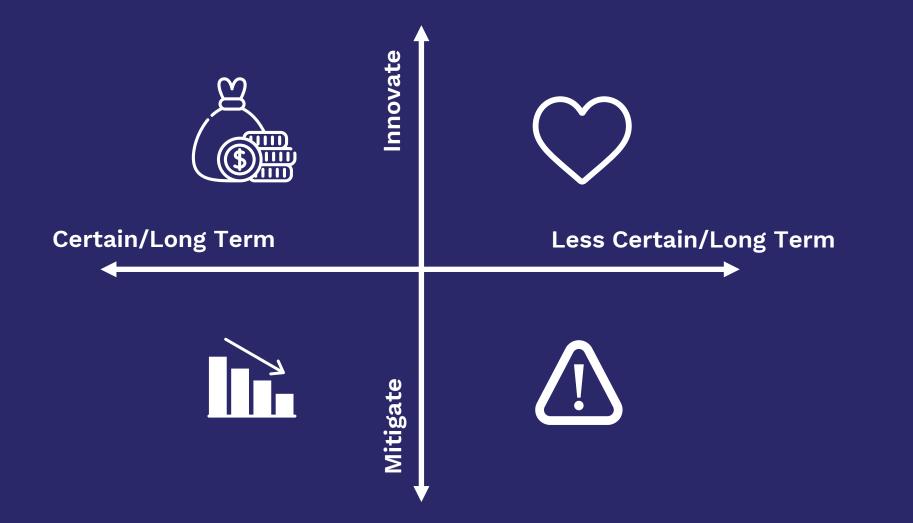
By David J. Lynch and Laura Reiley July 14, 2022 at 6:00 a.m. EDT



The CF Industries fertilizer complex in Donaldsonville, La., on June 30. (Emily Kask for The Washington Post)

Business value framework





Business value framework



 Revenue growth Revenue resilience Sustainability-driven innovation 	Innovate	 Brand → Reputation management → Employee attraction → Employee retention → Investor requests Less Certain/Long Term 	
 Cost Reduction → Operational efficiency → Employee productivity → Value chain efficiency 	Mitigate	 Risk Management → Operational risks → Value chain risks → Societal risks → Regulatory management 	

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What do we mean when we talk about sustainability?



"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

Gro Harlem Brundtland, Prime Minister of Norway



Carbon

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Photo: Stewart Watson via Excio



Environment



People

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Photo: Skylar Zilkka via Unsplash

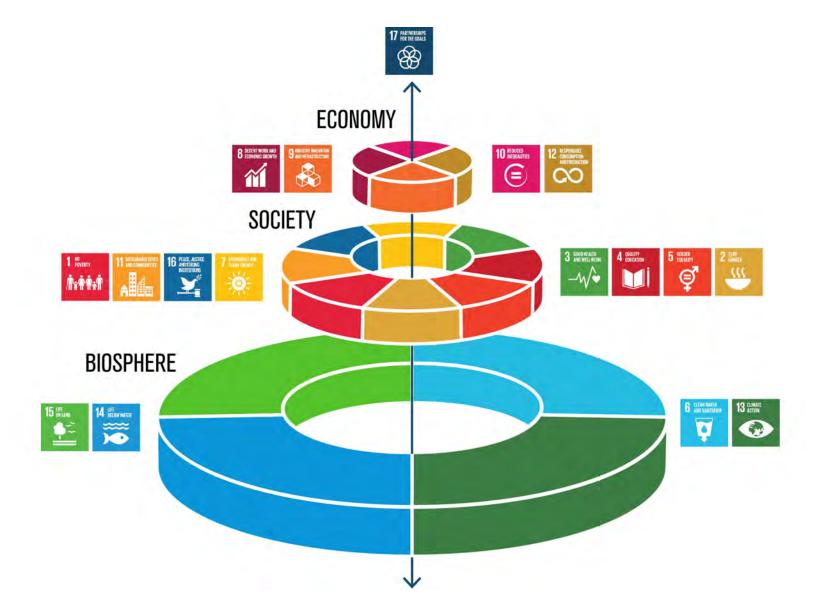
The SDGs





SDGs





Sustainability in a business context





How to priotise?

We could just follow legislation

 \rightarrow Zero carbon act

\rightarrow TCFD

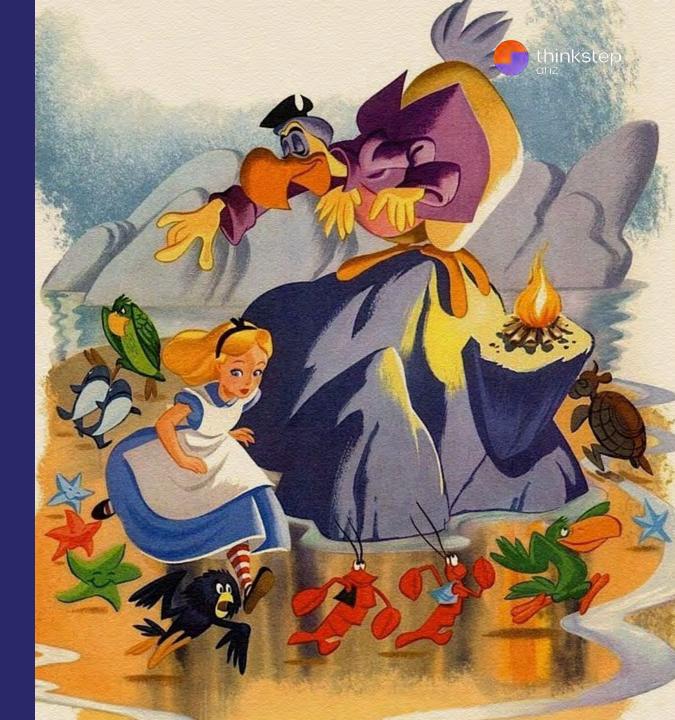
 \rightarrow Modern slavery



Materiality

'Backward, forward, outward, inward, Bottom to the top Never a beginning There can never be a stop'

The Caucus Race of Disney's Alice's Adventures in Wonderland



Materiality



...or engage with our stakeholders and find out what matters most



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Outward Impact







Material issues

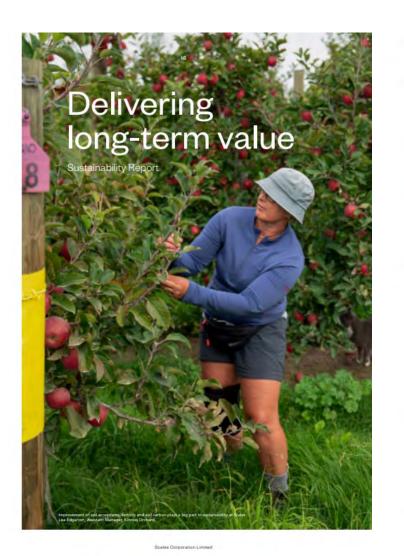




Business impact

Example: Scales cooperation



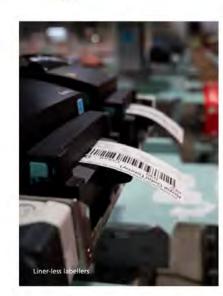


Sustainability framework – materiality issues

The 2020 review, partnering with thinkstep-anz and involving updated stakeholder engagement, resulted in a refreshed list of materiality issues. These issues are the ones we are currently focussed on and they will continue to be the focus in future periods.



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Materiality Issues list

Employment Health and Safety Workplace Stability	Employee Attraction, Development and Retention RSE Scheme Succession Planning Health and Safety Labour Practices Culture and Values Diversity and Inclusion Community
Workplace Stability	Succession Planning Health and Safety Labour Practices Culture and Values Diversity and Inclusion
	Health and Safety Labour Practices Culture and Values Diversity and Inclusion
	Labour Practices Culture and Values Diversity and Inclusion
	Culture and Values Diversity and Inclusion
	Diversity and Inclusion
	Community
🛏 Water Use	Water Management
Carbon	Carbon and Energy Use
Water Quality	Weather and Climate
Energy Use	Biodiversity
Weather and Climate	Waste
Biodiversity	Ethical Supply Chain
Fruit Waste	
Refrigeration	
Soil Health	
Supplier Requirements	Spray Use and Residues
Spray Use and Residues	Food Quality and Safety
Food Safety	Consumer Preferences
Consumer Preferences	Market Access and Risk
ž	Intellectual Property
-	Innovation
	Legal Compliance
w	Business Continuity
ORATI	Corporate Governance
ORPO	ESG Strategy and Communication
ŭ	Brand Awareness

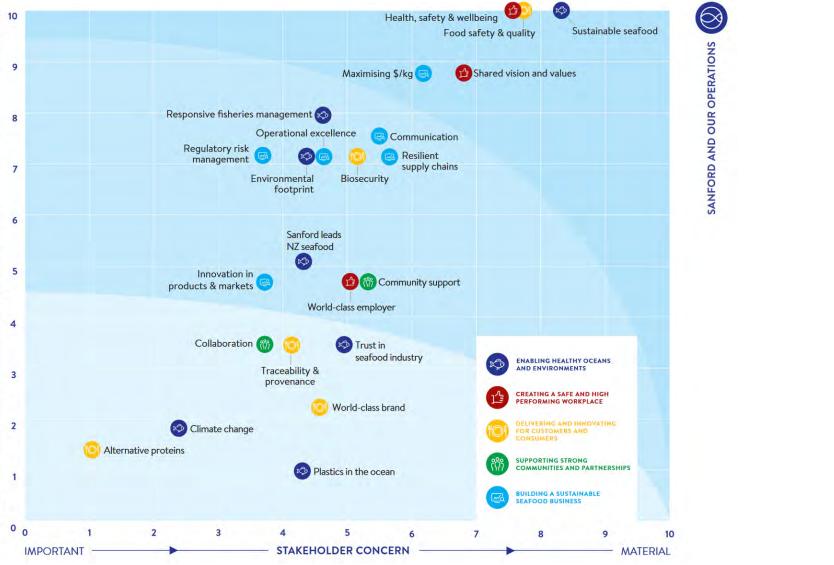
Annual Report - Year Ended 31 December 2021

Example: Sanford

MATERIAL

BUSINESS IMPACT

IMPORTANT







Outward Impact









Inward impact

TCFD



Taskforce for Climate related Financial

Disclosures





TCFD is all about the financial impact that climate has on a company...

— TCFD - Financial impacts





Physical Risks

5



Transition Risks

Opportunities

Climate risks





Apples are baking on branches and hosepipe bans hit millions as England falls into drought

The European Green Deal







Tell the story

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Turn this...



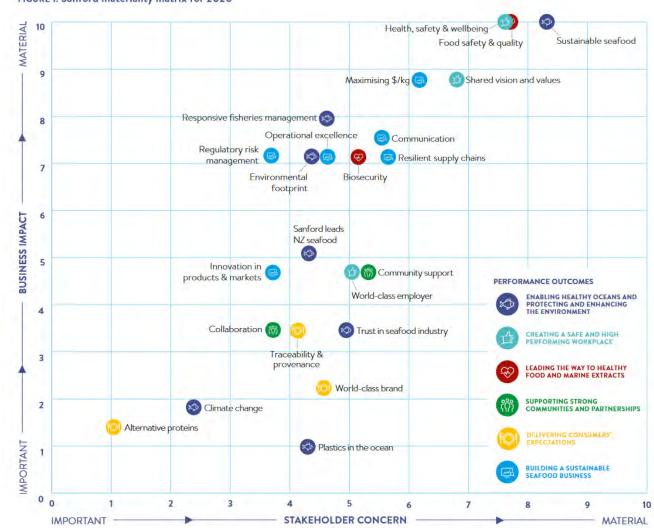


FIGURE 1: Sanford materiality matrix for 2020

... into this



communities oroducts coleny THE BEST Plastics in the ocean Climate change Collaboration SEAFOOD Trust in seafood industry Sanford leads NZ seafood Community support Biosecurity Environmental footprint & connection **Responsive fisheries** Sustainable seafood management Food safety & quality COMPANY IN THE Communication Health, safety & wellbeing Maximising \$/kg Traceability & provenance Regulatory risk Shared vision & values management Operational excellence World-class brand World-class employer Innovation Resilient supply chains Alternative proteins WORLD 53re high performinge Susainable seafood es -aireing constrations

The fishbone diagram shows the interconnectedness between the material issues, arranged along a performance outcome bone structure. This illustrates how all the issues sit within the performance outcomes and feed into our vision to be the best seafood company in the world.

Environmental Product Declarations (EPDs)





Transparency in EPDs



Tho	onuin	nma	atal	imn	onti					
ne	envire	ницел	uur	unp	icis					
ENVIRONMENTAL IMPACT INDICATORS		UNIT OF MEASURE	UPSTREAM		CORE			DOWNSTREAM		
			Agricultural input production	Raw materials production	Field phase	Plant	Packaging	Distribution	Packaging end of life	TOTAL
Global Warming Potential (GWP)	fossil	kg CO ₂ eq	8,96E-03	1,05E-02	3,16E-02	4,51E-03	8,23E-03	5,95E-02	4,39E-05	1,23E-01
	biogenic	kg CO ₂ eq	4,67E-06	8,42E-05	0,00E+00	6,05E-05	1,85E-05	2,39E-06	6,34E-04	8,04E-04
	land use and land use change	kg CO ₂ eq	5,38E-06	5,75E-04	0,00E+00	2,22E-07	8,03E-06	4,90E-07	3,39E-10	5,89E-04
	TOTAL	kg CO ₂ eq	8,97E-03	1,11E-02	3,16E-02	4,57E-03	8,26E-03	5,95E-02	6,78E-04	1,25E-01
Acidification potential, AP		kg 50 ₂ eq	6,59E-05	3,35E-05	6,51E-04	1,04E-05	5,67E-05	3,51E-04	1,95E-07	1,17E-03
Eutrophication potential, EP		kg PO ₄ eq	7,16E-06	1,41E-05	1,01E-03	1,47E-06	1,03E-05	4,26E-05	5,60E-07	1.09E-03
Photochemical oxidation potential, POFP		kg NMVOC eq	3,70E-05	2,51E-05	3,52E-04	1,34E-05	2,86E-05	3,59E-04	4,55E-07	8,15E-04
Abiotic impoverishment potential - elements		kg Sb eq	1,56E-07	1,06E-09	0,00E+00	5,95E-11	2,64E-09	2,40E-09	4,00E-13	1,62E-07
Abiotic impoverishment potential - fossil fuels		MJ, net calorific value	4,87E-01	2,20E-01	0,00E+00	7,02E-02	2,49E-01	8,29E-01	1,62E-04	1,86E+00
Water scarcity		m³eq	2,45E+00	2.29E-01	0.00E+00	2,39E-05	4.48E-03	-1,88E-04	4,61E-03	2.69E+00

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Life cycle assessment (LCA)





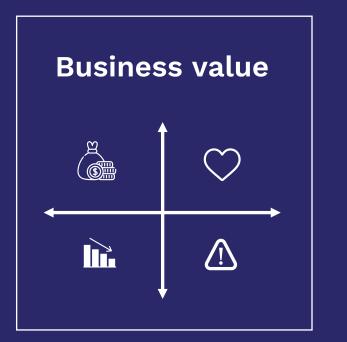
In a nutshell





In short...









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It doesn't have to be perfect...

Get started!

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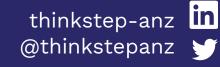
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