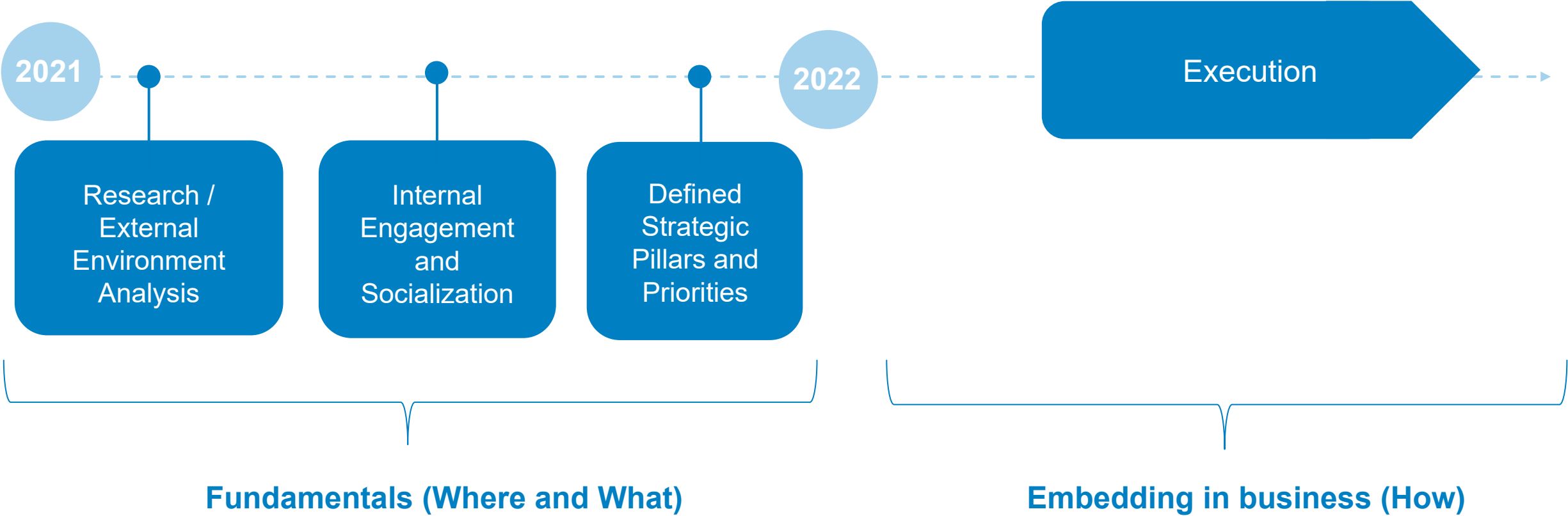


Embedding Sustainability in Strategy

Erin Keating
Director, Sustainability & Climate Resilience
November 2023



Our Sustainability Journey



Where can we act and make a difference and **What** are we focused on?

Our Strategic Dimensions (Where)



Sustainable Insurance



Sustainable Investing



Sustainable Operations



Stakeholder Engagement



Transparency & Disclosure

Our Current Priorities (What)



Strengthening Climate Resiliency



Advancing Environmental Stewardship



Building Diversity, Equity & Inclusion



How? Embedding Sustainability in Strategy- *Literally*

We exist for the benefit of our members.



How? Using a formalized framework



Understand Stakeholder Expectations

Framework assessment, Defining stakeholders and engagement plan



Our Stakeholder Groups

Board

Community Organizations

Employees

Executives

Industry Associations

Members

Peers

Reinsurers

Suppliers

Frameworks and Commitments

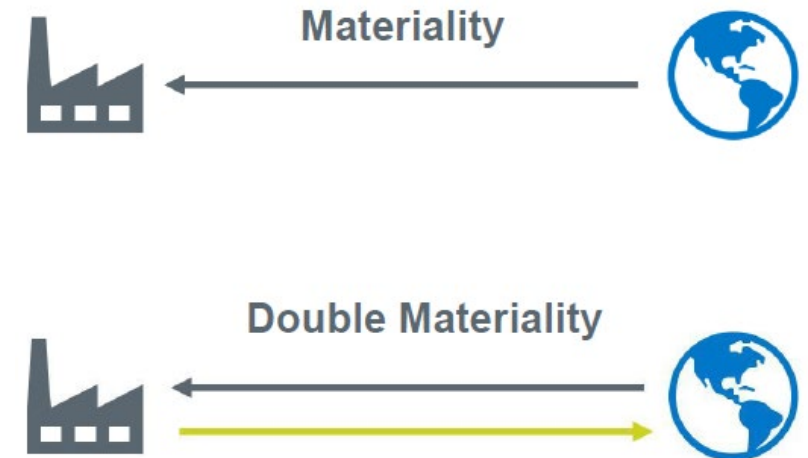


Understand Stakeholder Expectations

Will our comprehensive **Materiality** assessment change our priorities?



ESG Category	Materiality Topic
Environment	Operational Greenhouse Gas Emissions
	Climate Adaptation / Loss Prevention
	Ecological Stewardship
	Waste Reduction
	Water Scarcity
Social	Supply Chain Ethics and Human Rights
	Community Engagement
	Accessible and Inclusive Products and Services
	Responsible Sales and Marketing
	Indigenous Relations
	Employee Diversity, Equity, and Inclusion
	Employee Retention
	Employee Training and Development
	Health and Wellness
	Sustainable Finance
Sustainable Investments	
Sustainable Product Offerings	



Set Strategy, Goals, Action Plans

Prioritize issues, Develop goals & action plans



Strengthening Climate Resiliency



- ✓ Built a Prevention Plan
- ✓ \$2M to **Climate Champions Community Impact Program**



Advancing Environmental Stewardship

- ✓ Set Emission reduction targets
- ✓ Drafting Transition plan
- ✓ New Head Office certifications



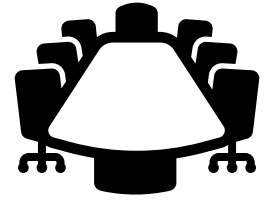
Building Diversity, Equity & Inclusion

DEI Learning Curriculum	Canadian Centre for Diversity and Inclusion
Inclusive language guide	Related Policies

- ✓ DEI Strategy
- ✓ DEI Policy
- ✓ 10 DEI Employee Groups
- ✓ Targets for DEI learning
- ✓ Focused engagement with leaders

Establish Governance, Track Metrics

Board oversight, Internal governance structure, Metrics tracking



9 The **COSO** framework is a foundation of modern internal controls and fraud deterrence.

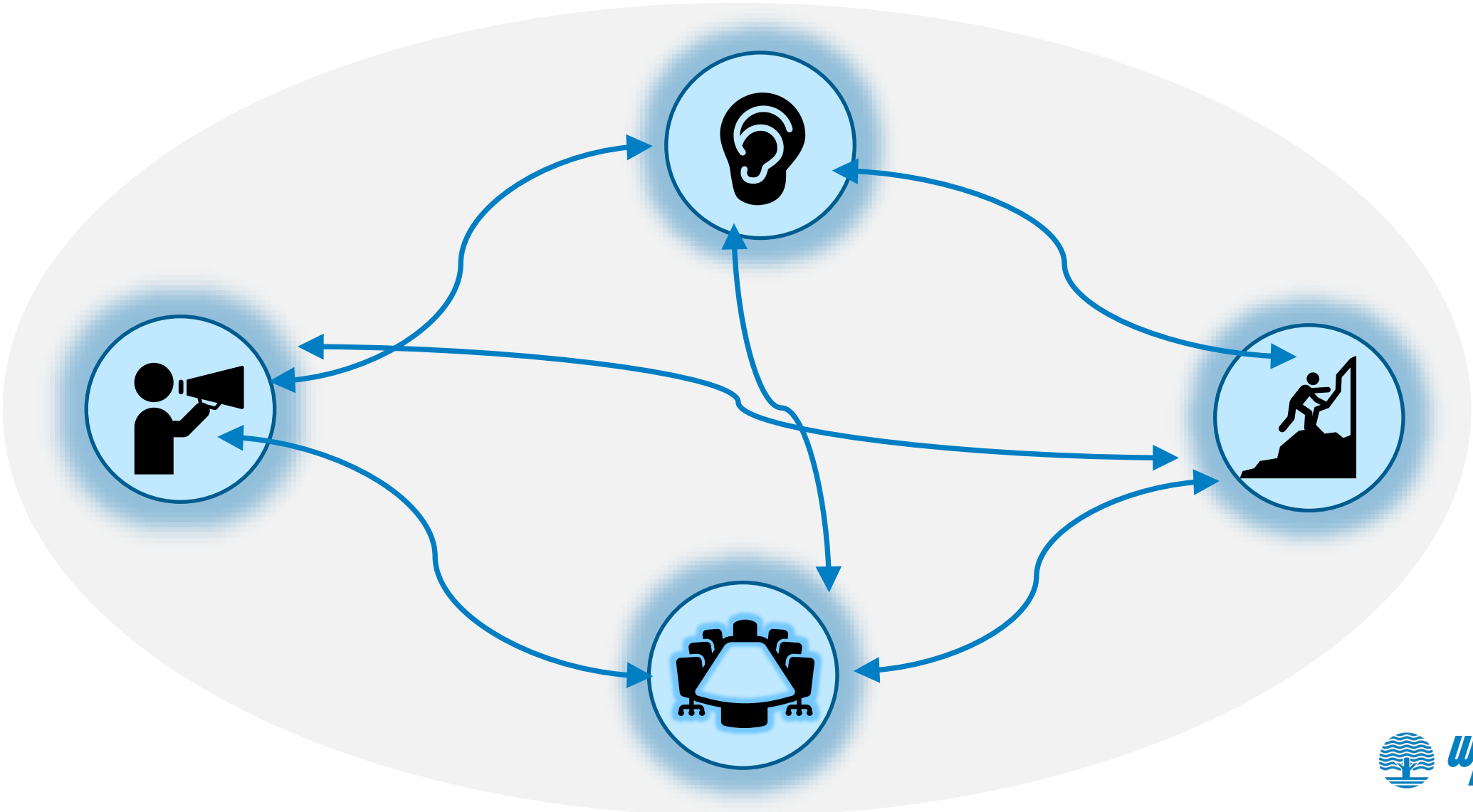
Communicate Narrative

Creative Communication Plan, Sustainability / ESG Reporting



Building an effective Sustainability program

Strategic and ongoing, but not always circular!





Sustainability