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WEBINAR

**ESG & Stakeholder Engagement
in a Contentious Digital Era**

27 OCTOBER 2020

Online meeting instructions

Please note the following webinar instructions:

- You can change your **name**, but it's better for everyone to know who you are!
- You are automatically **muted** – use the chat function and presenter may invite to speak or relay your question
- Your **camera is automatically turned off** to save bandwidth and minimize our collective carbon footprint for attending this event
- You are welcome to **invite other participants**
- Feel free to use social media including **@Ksapaorg** so that everyone may track the discussion
- The **participant list** is accessible through LinkedIn
- A short **poll** will be activated. Please contribute so we may improve future webinars and connect participants as necessary!



Mute



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Participants



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Introducing Ksapa

Introducing Ksapa

Ksapa (Sioux language): Discernment, Wisdom, Soundness, Reasonableness

As a mission-native company (“entreprise à mission”), our purpose is to actively contribute to shifting the economic world toward economically, socially and environmentally performant operating and investment models.

Ksapa draws on its team’s sustainability and finance expertise across the corporate, investors, institutional, academic and non-profit sectors, to combine ESG, Sustainability Consulting and Innovative Impact Investment services.

Working with our clients, we design and implement scalable solutions towards building more resilient, inclusive and competitive operating models.



We Advise

Ksapa provides strategic advice helping companies and investors to generate competitiveness with resilience and inclusiveness

- ESG Prioritization
- Business Strategy, incl. Stakeholder Dialog
- ESG Risks assessment & Due Diligence



We Invest

Ksapa provides scalable innovative financing solutions and impact investing programs generating return and accelerating impact on Global Goals

- Impact Investing Fund
- Innovative Sustainability-themed Investment Program
- Active Ownership



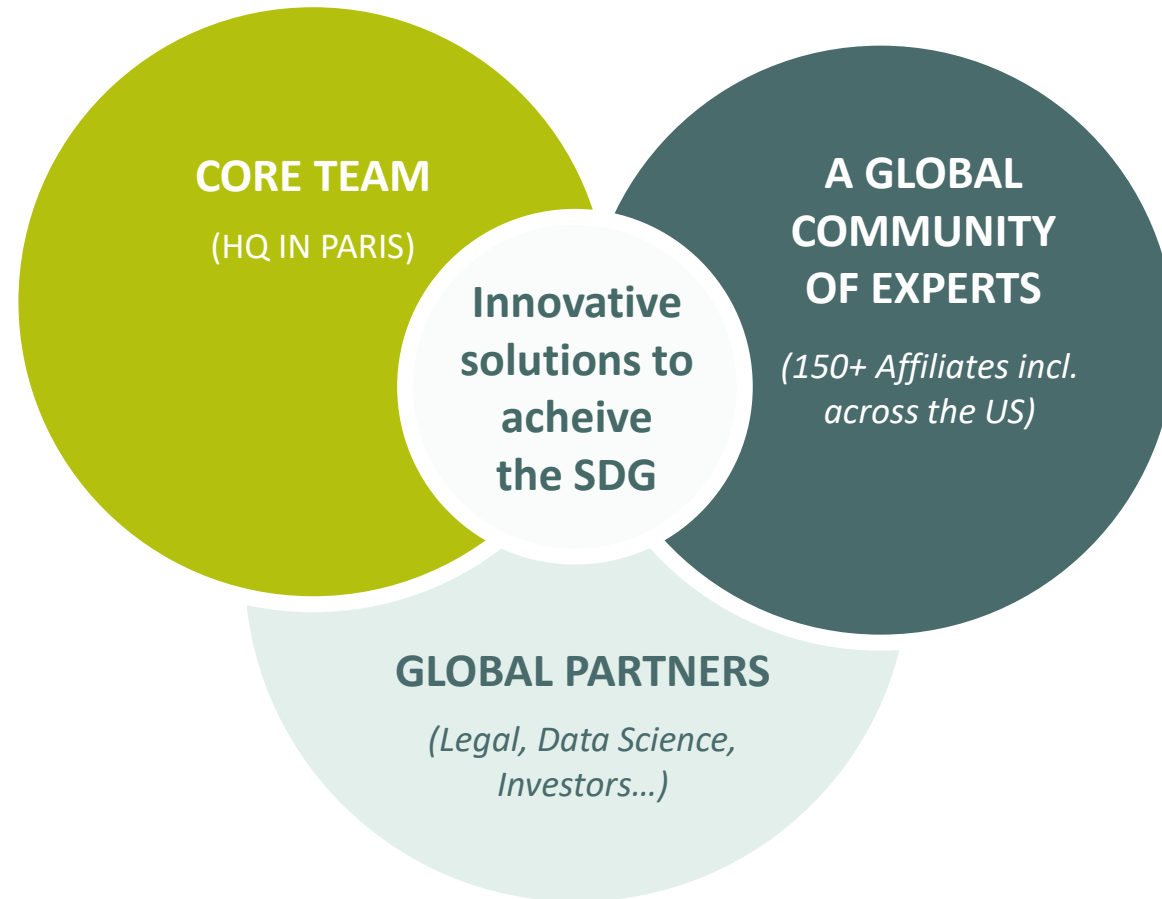
We Advocate

Ksapa is a social purpose corporation sharing insights to show businesses and investors why and how to embed resilience and inclusiveness across investment and business decisions

- Media
- Social Media
- Blog
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- Webinars



Mobilizing for Impact



As a team, Ksapa operates through a network of partnering international organizations and affiliated experts. By working together, we provide our clients with relevant solutions to efficiently meet their needs.

Ksapa's Core ADVOCACY Services

A mission-native company, Ksapa's commitment to advocacy is inbuilt in our incorporative statutes

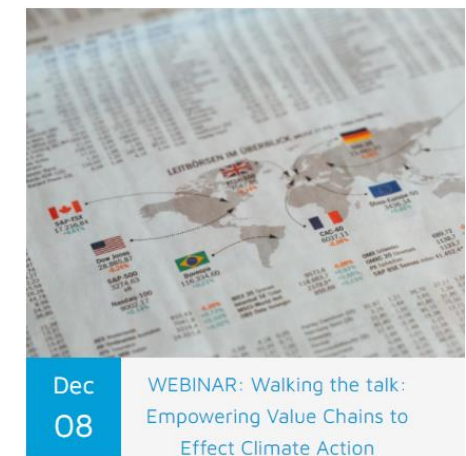
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- 11-12am (NYC, Toronto)
- 4-5pm (London)
- 5-6pm (Paris, Brussels, Berlin)



Stakeholder Engagement in a Contentious Digital Era

Contents

1. Five Key Challenges in Stakeholder Dialog
2. Clarifying Goals for Stakeholder Engagement
 3. Contentious Digital Era
 4. Exploring Solutions



5 Major Questions to Address in (re)Structuring Stakeholder Dialog

Businesses face a growing number of opinions, voiced through more and more channels and on increasingly conflicting issues.

The **methods** behind designing **engagement goals** and the **processes to select relevant stakeholders** must therefore change to handle **structured** and **long-term stakeholder engagement**.

- 1** **Managing Multiple Players** → How can different organizations coordinate approaches?
- 2** **Harnessing Social Media** → How do teams ensure continuity and timeliness?
- 3** **Addressing Topical Diversity** → How do teams juggle multiple issues with limited resources?
- 4** **Building Strategic Alignment** → What are the goals? Who are the relevant stakeholders? To what end?
How do teams sustain engagement?
- 5** **Developing Competence** → How do businesses develop the adaptation, active listening and communication skills necessary to ensure continuity in stakeholder dialog?

Clarifying Goals for Stakeholder Engagement

NOT an extension of corporate communications

- Structure mutual understanding
- Collaboratively identify solutions for the complex socio-environmental and ethical issues linked to corporate activities

NOT a mouthpiece for the best-known or most vocal stakeholders

- Include strategy and expertise to balance dynamic dialog – often with external stakeholders and granular scope – through generally internal processes
- Activate dialog as a lever for change and an opportunity to nurture employee awareness on CSR issues

1

Why Reach Out To Stakeholders?

2

What Can We Learn From Past Attempts?

3

Which Quantitative Or Qualitative Targets Can We Hit Through Dialog?

4

To What Extent Are Our Issues Sensitive To Stakeholders?

5

Can Our Engagement Process Be Both Simple And Effective?

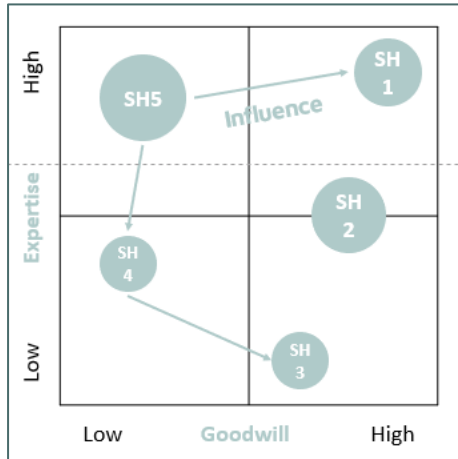
Contentious Digital Era

TOWARDS 2030 Ksapa Report – Key Findings 6 Sustainability Priorities



- 1 Decarbonization
- 2 Water
- 3 Deforestation
- 4 Circularity
- 5 Social Inequalities
- 6 Human Rights

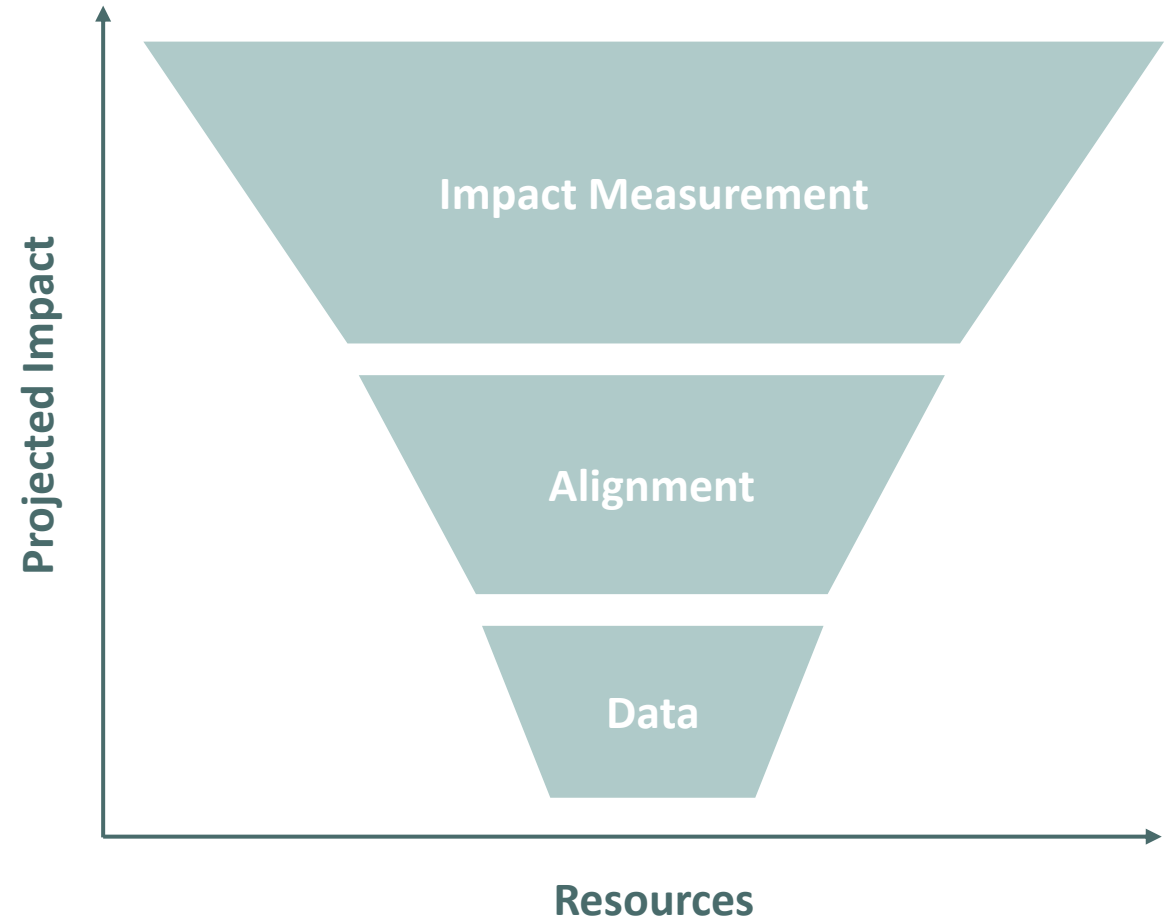
Organizing your engagement tactics






COMMUNICATE	ENGAGE
INFORM	COMMUNICATE

- **Impact Measurement** = Switch from reporting on past performance to impact targets and progress to date measurement
- **Alignment** = Work on Linkages across perspectives building joint alignment on what's at really at stake
- **Data** = Drive transparency with best available primary / contextual information.

Calibrating your resources and expectations



Summary: ESG & Stakeholder Engagement in a Contentious Digital Era

Focus	Illustrative Action Plans	Ksapa Solutions
<p>1 Clarify Engagement Goals</p>	<p>Focus efforts on material issues for your business and your priority stakeholders = limit the risk of failure</p> <p>Measure the value of investing in engagement strategy to calibrate resources = control expenditure</p> <p>Simplify engagement procedures = proceed efficiently and cost-effectively</p>	 <p>Stakeholder Engagement Strategy Design and Activation</p>
<p>2 Developing New Formats Building Trust</p>	<p>Learn from past experiences to set realistic expectations and clarify engagement goals = avoid frustrations</p> <p>Bring all stakeholders to the same level of understanding, particularly on technical or contentious issues = ensure constructive exchanges</p> <p>Identify risks across your value chains, address the local ramifications = develop effective remediation measures</p>	 <p>Impact investment model structuration and animation to mobilize available liquidities</p>
<p>3 Exploring Impact Measurement</p>	<p>Embed community management in your engagement strategy to identify, monitor and address relevant stakeholders or issues</p> <p>Harness the power of data to explore predictability</p> <p>Work on desired impacts instead of reporting on past performance</p>	 <p>Collaborative Initiative Development and Coordination</p>

Facilitation: Farid Baddache, CEO, Ksapa

1

Clarifying
Engagement
Goals

2

Developing
New Formats
Building Trust

3

Exploring Impact
Measurement



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ESG & Stakeholder Engagement
in a Contentious Digital Era

With insights from our expert panelists



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SUSTAINABILITY ADVISOR



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