











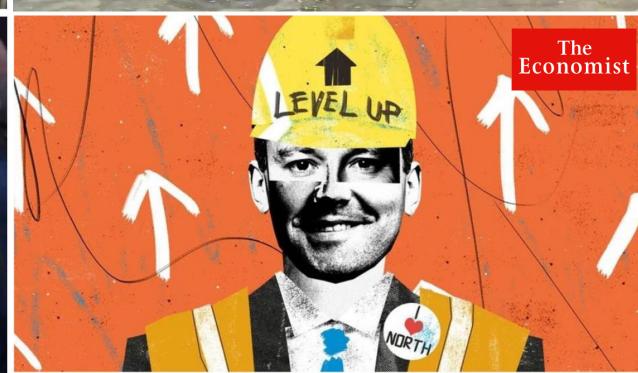




The Ten Point Plan for a Green Industrial Revolution

Building back better, supporting green jobs, and accelerating our path to net zero



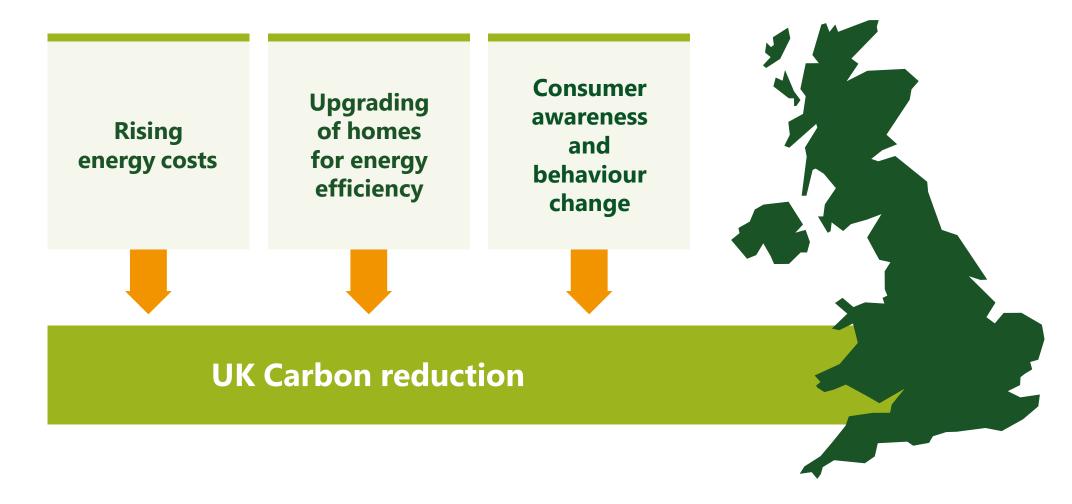


Joint Sector Goals

- Net zero
- Effective financing
- Just transition



OUTLOOK





Joint Sector Goals

- Net zero
- Effective financing
- Just transition

Challenges and Opportunities

- Regulation and policy
- Public awareness
- High quality skills and training

ORGANISATIONAL TRANSFORMATION

Compliance

- Awareness
- Risk reduction
- Regulation focus

Efficiency

- Wider awareness
- Risk and cost management
- Regulation focus

Actively **Engaging**

- Core strategy
- Risk and opportunity
- Long term value creation

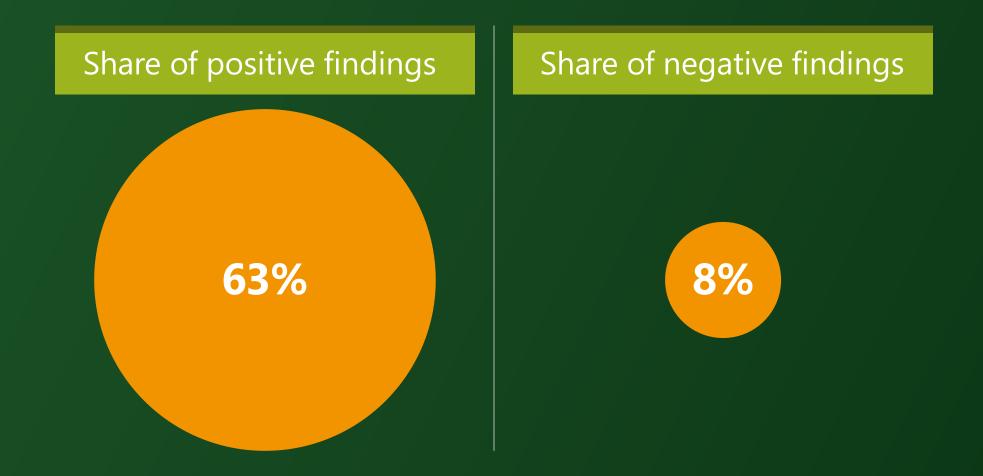
Sustaining

- Sustainable values fully integrated
- Active pursuit of EESG
- Sector and policy leadership
- People and nature fully valued

SUSTAINABLE TRANSFORMATION



RESULTS OF >2,000 STUDIES ON THE IMPACT OF ESG PROPOSITIONS ON EQUITY RETURNS



Sources: (1) McKinsey & Company analysis; (2) Gunnar Friede et all. "ESG and financial performance: Aggregated evidence from more than 2000 empirical studies" Journal of Sustainable Finance & Investment, Oct 2015, Vol 5, No. 4

ESG VALUE CREATION

- Reputation
- Top line growth
- Minimise or reduce costs
- Productivity improvements

- Asset optimisation
- Investment optimisation
- Regulatory and legal

BUILDING SUSTAINABLY - OUR FRAMEWORK FOR FUTURE HOMES, GREAT PLACES AND BETTER LIVING







