



# Climate Governance

Why your customers, compensation  
and career all depend on it



**Manifest**  
Climate

Build Climate  
Confidence.

# Today's Speakers



**Alisa Kinkaid**  
Climate Strategist,  
Manifest Climate



**Hari Balasubramanian**  
Founding Managing  
Partner, EcoAdvisors

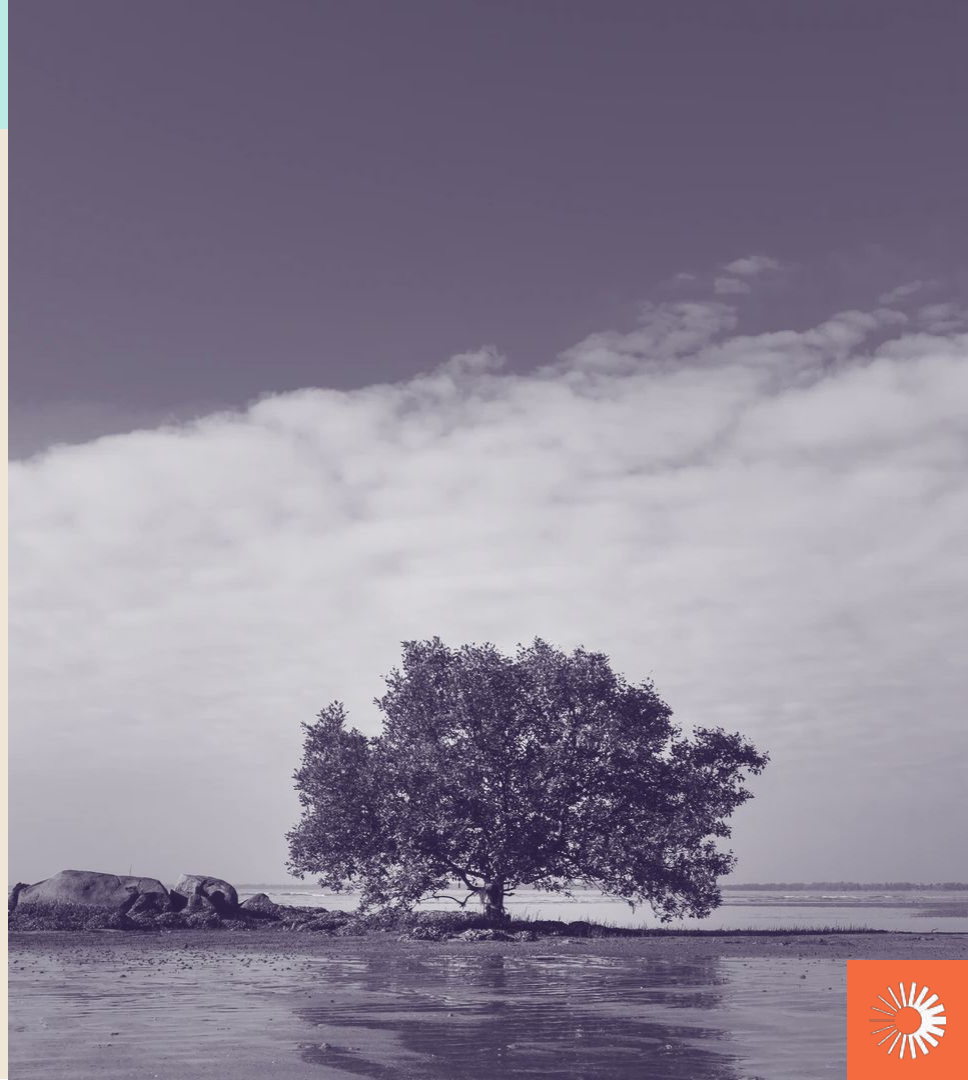


**Pete Richardson**  
Climate Strategist,  
Manifest Climate



# For Today's Webinar

- 01.** Understanding the challenges of good climate governance
- 02.** Seeing how others have pivoted from challenge to opportunity
- 03.** Four stories, take-home messages, and a plot twist



# What is Climate Governance?

1. What is governance?
2. What is good governance?
3. What is good climate governance?





# The Spotlight Problem





# METRICS AND TARGETS





○ ..... METRICS AND TARGETS

○ ..... RISK MANAGEMENT

○ ..... STRATEGY

○ ..... GOVERNANCE



# The Four TCFD Pillars – Reimagined







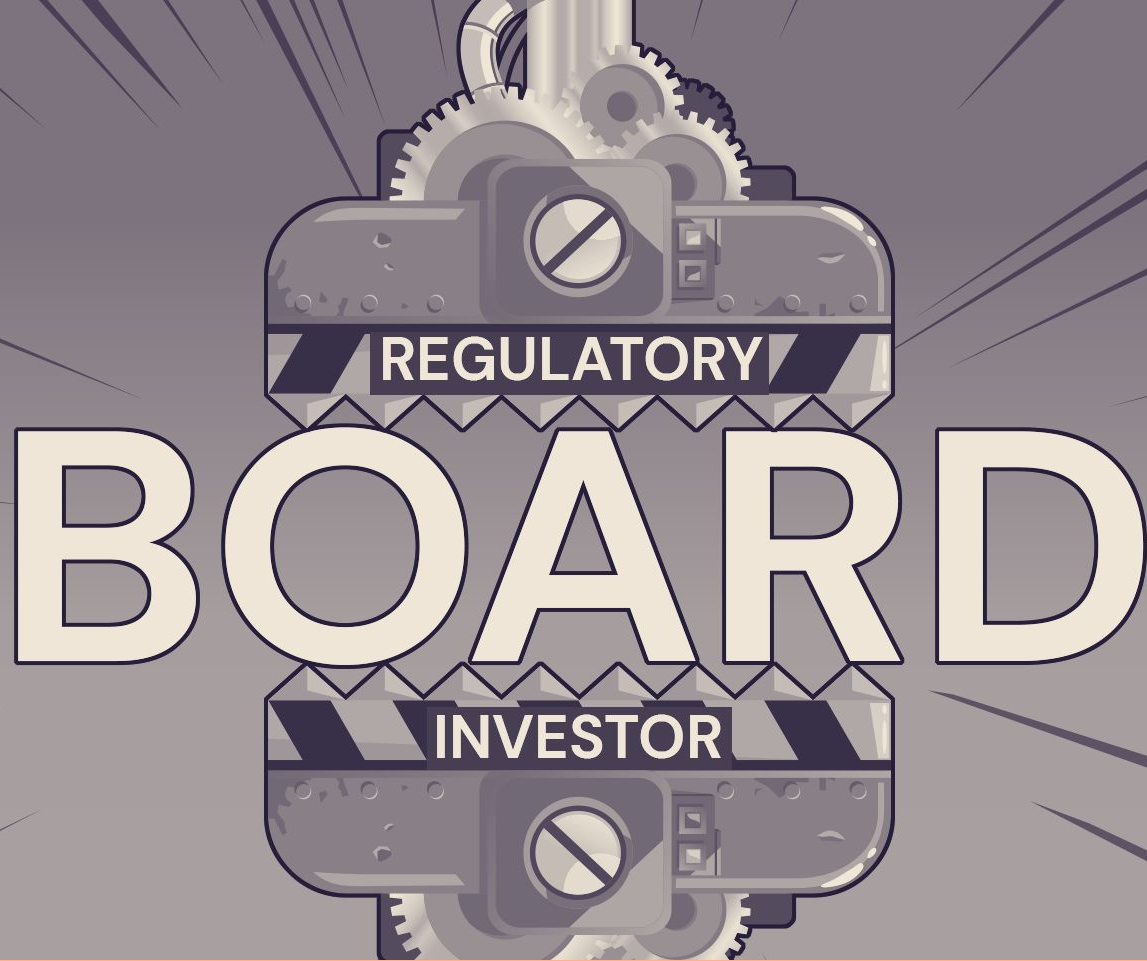
# The Data Problem





# The Data Problem

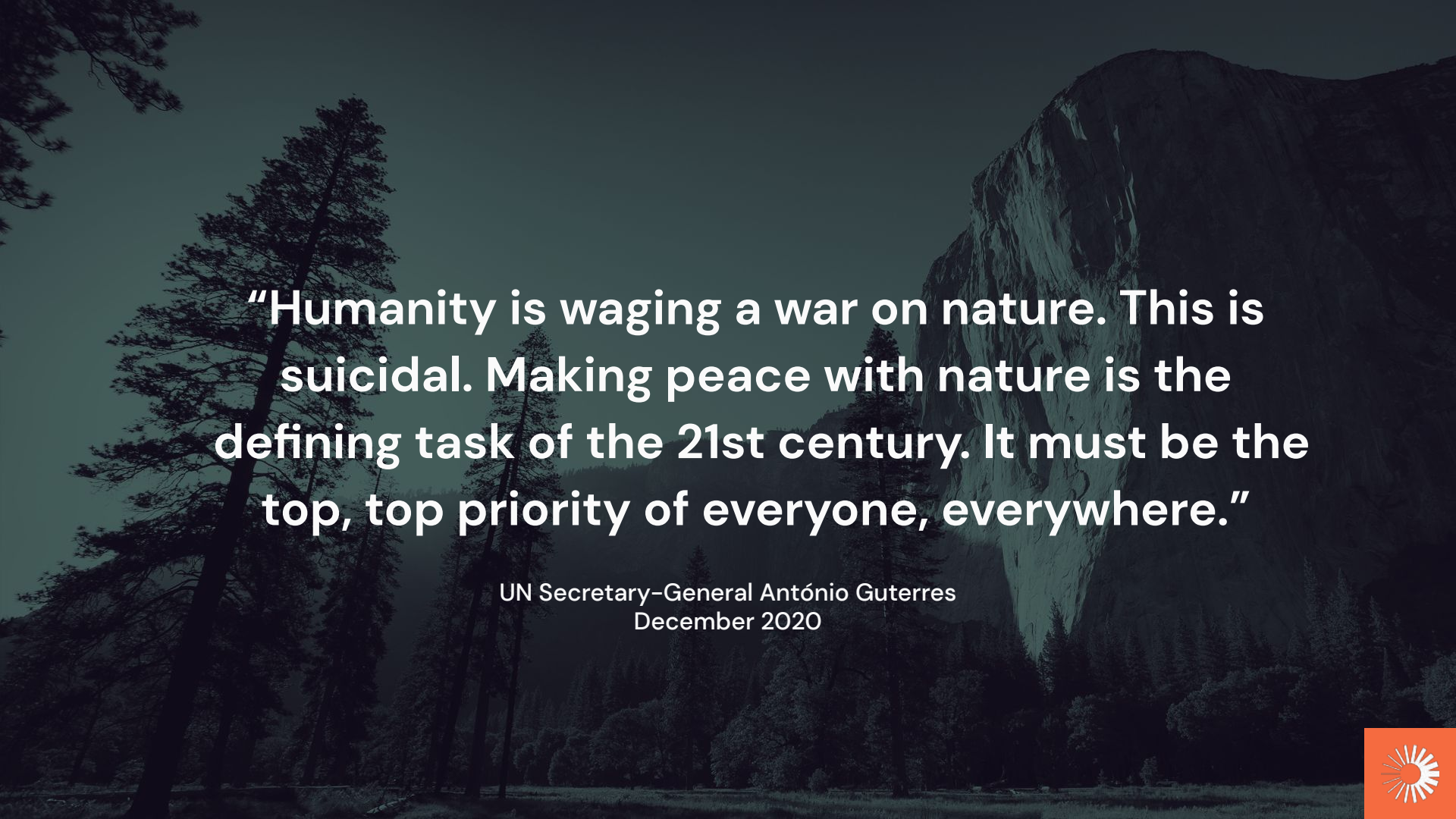




## The Pressure Problem







**"Humanity is waging a war on nature. This is suicidal. Making peace with nature is the defining task of the 21st century. It must be the top, top priority of everyone, everywhere."**

UN Secretary-General António Guterres  
December 2020



# Customer Retention





# Compensation



# Career



# TCFD

## 4

PILLARS

## 11

RECOMMENDATIONS

## 2

GOVERNANCE



# Governance Pillar of the TCFD

- 1. Describe the board's oversight of climate-related risks and opportunities**
- 2. Describe management's role in assessing and managing climate-related risks and opportunities**





# FOUR SCENARIOS







Bob and Sandy are members of the board, but seem to have very different views on how to approach climate change issues.

**How do I help them  
resolve their  
differences?**

**SCENARIO ONE: PEOPLE**





## SCENARIO ONE: PEOPLE

1. We have a senior leadership team that is a forum in which different approaches are considered.
2. We have an audit committee and other cross functional groups that help our leadership team review the materiality of climate risks and opportunities.
3. We will, where necessary, seek external support to validate or review matters.





Our board and management sends mixed messages on climate, both internally and externally.

How do I make sure board members and management are aligned on messaging?





## SCENARIO TWO: PURPOSE

1. Responsibility for climate actions, decisions, and monitoring have been outlined and delegated, and each delegation has a corresponding duty to report.
2. We have a climate strategy that sets a clear course to achieve our goals, and which represents our shared vision and establishes a common language.
3. We talk about our successes and our challenges.





A new climate report has just been published, which I know could have a big impact on our business.

## What do I do?

**SCENARIO THREE: PROCESS**







1. I understand who I need to share the report with internally.
2. I know when our management and board meets to engage on climate matters.
3. I know my board and management will understand the report, or I know how to present it to them, so that they will.

### SCENARIO THREE: PROCESS





The board has said that we need to have a net-zero strategy. I'm responsible for that, but how do we operationalize it?

## How should I approach this?

**SCENARIO FOUR: PERFORMANCE**





## SCENARIO FOUR: PERFORMANCE

1. We have dedicated teams responsible for monitoring the operational performance of our assets, and ensuring progress against our energy and carbon reduction targets.
2. People at all levels of seniority within the organization have a role to play in advancing our strategy.
3. We have an agreed-upon and consistent set of tools (including checklists, forms, methodologies, etc.).



# FOUR SCENARIOS – PLOT TWIST





If I read disclosures by your company,  
would you and I agree on your  
responses to our scenarios?







# Question & Answers



# Thank You.

1255 Bay St., Suite 801  
Toronto, ON, M5R 2A9  
+1 (877) 762 6433

hello@manifestclimate.com  
manifestclimate.com

