

ONE PLANET BUSINESS

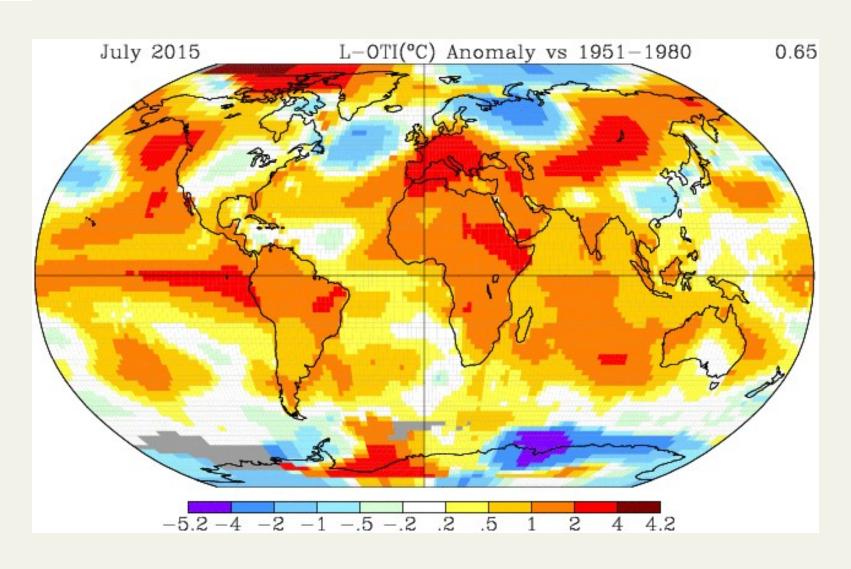
Creating Value within Planetary Limits







Hotter than ever





Increased need for water

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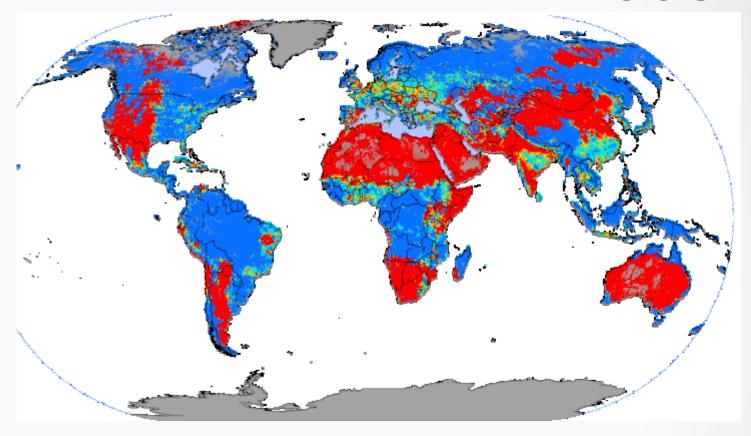
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THE GLOBAL GOALS

For Sustainable Development

































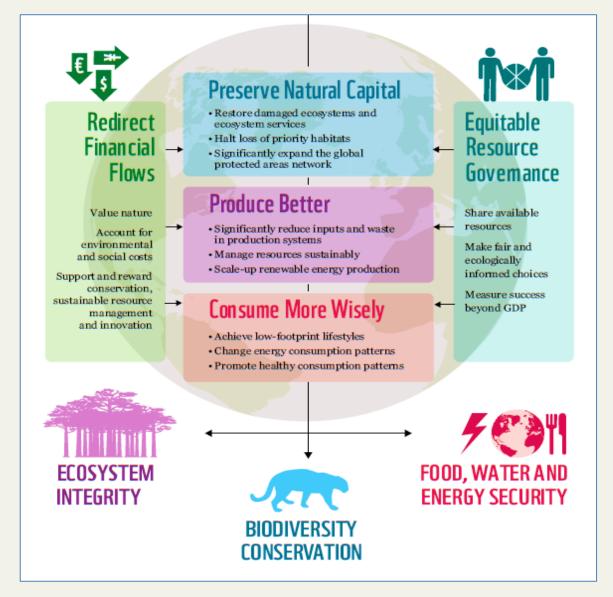




#GLOBALGOALS



Theory of Change





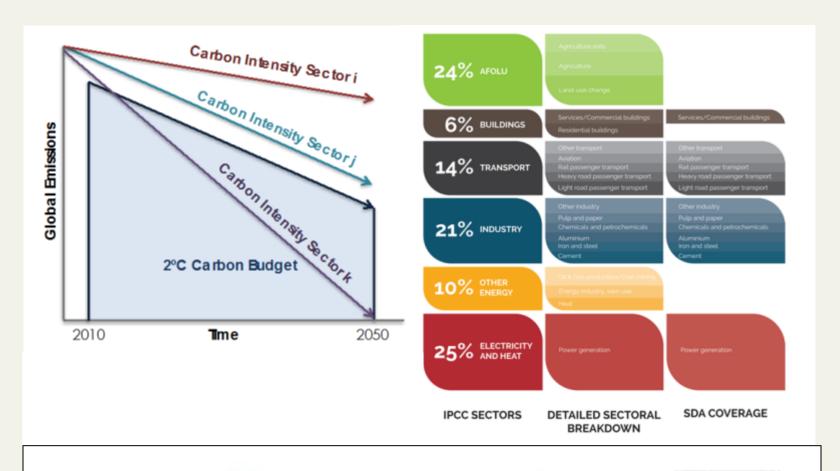
Three Examples







Science-based target settings



An initiative by











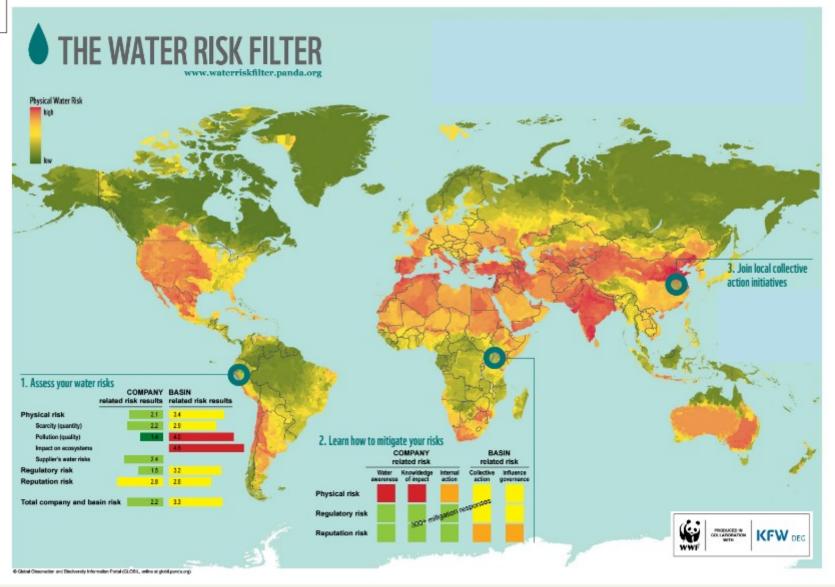




Water Stewardship









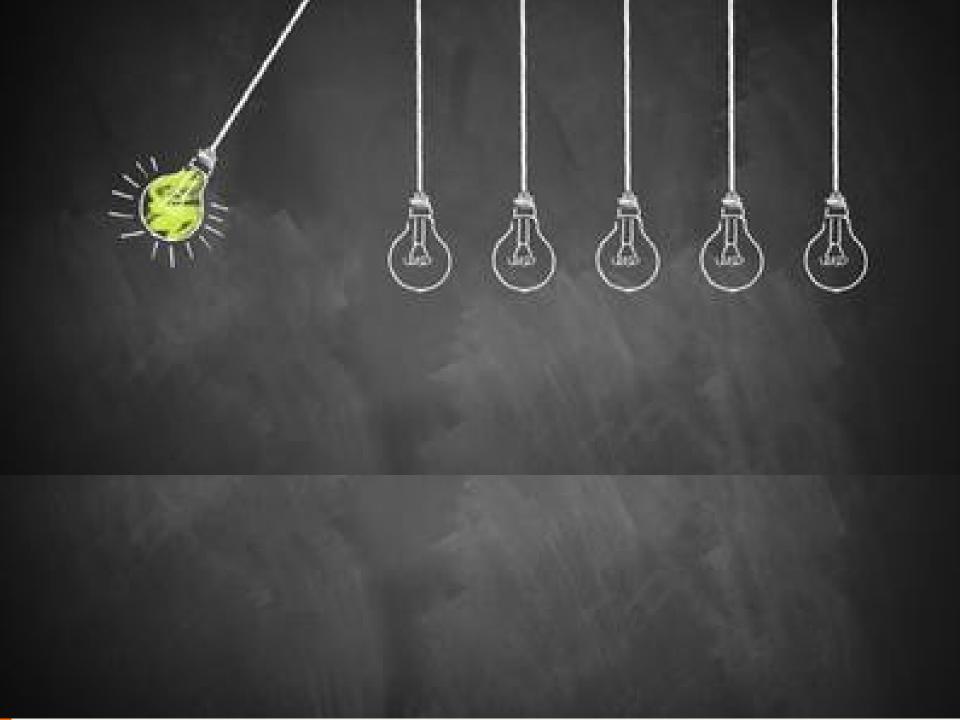
Water Stewardship





Goals for the partnership

- 1) Industry leader on water
- 2 Water efficient operations
- 3) Water training to employees
- 4) Raw Materials Target
- 5) 100% compliance with BSR water quality standards –1st tier suppliers
- (6) Training and engagement for suppliers
- 7 Target on supplier water practices
- (8) Create basin plans for Bangladesh and China and set targets
- 9 Define tier 2 supplier strategy





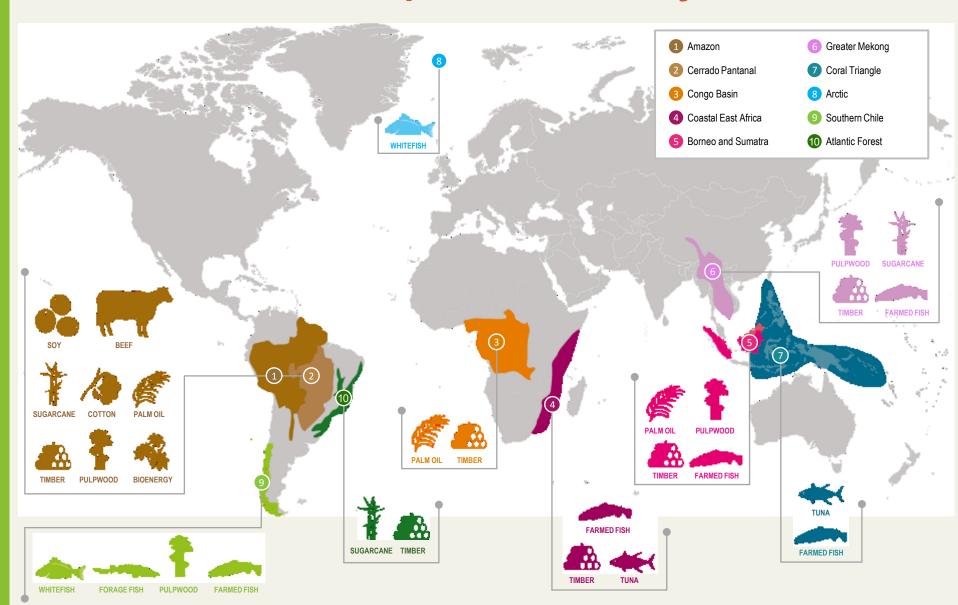
Lessons learned I

- Business Risk
- 2. Buy-in from Board and the Executive Team is key
- 3. Sustainability is integrated into business models and product development
- 4. Ambitious goals and road-map for the partnership
- 5. Engage co-workers, subcontractors and customers
- 6. Inspire and engage other companies and politicians
- 7. Transparency is key





To reduce impacts on Priority Places





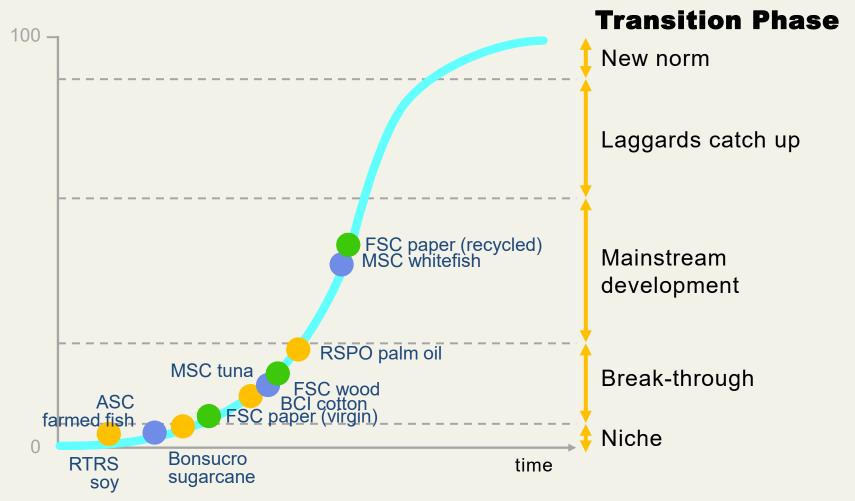
Theory of Change II

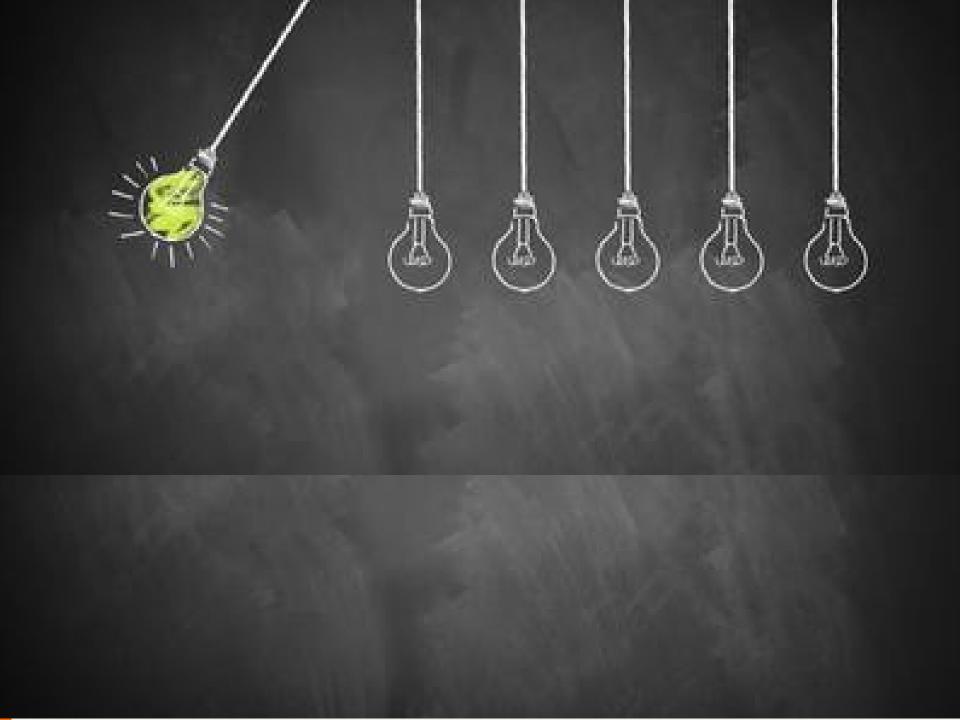




Certified products, July 2015









Lessons learned II

- 1. Reputation Risk
- 2. Certification schemes needs strong brands to drive change
- 3. Standards should measure results
- 4. There is no silver bullet policy and financial flows need to support the change
- 5. Never finished continous improvement needed
- 6. Scheme success leads to cheap imitations
- 7. Move the bottom is key, but high risk



Thank you

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