Sustainable business: a CFO view

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December 2019
The business case for sustainability
Measuring our sustainability progress

2018:
- Reached 1.24bn on health & hygiene
- 48% of our portfolio at highest nutritional standards
- 52% reduction in CO2 from energy per tonne of production since 2008
- 44% reduction in water abstraction per tonne of production since 2008

2017:
- 0.60bn
- 48%
- 47%
- 43%

2016:
- 0.58bn
- 35%

- 96%
- 98%
- 97%
- 9%
- 9%
- 6%
- 8%
- 2%
- 2%
- 55%
- 61%

- 56% of agricultural raw materials sustainably sourced
- 61% of procurement spend through suppliers meeting our RSP
- 6% increase in greenhouse gas pcu since 2010
- 2% decrease in water impact pcu since 2010
- 1.85m women enabled to access opportunities
Comprehensive reporting and measurement

- Clear definitions
- Robust measurement
- Internal validation
- Sample external assurance

Executive & Board governance

Incentive plans
Sustainability: from the outside in
Task Force on Climate-Related Financial Disclosures

- Disclosure framework
  - Governance
  - Strategy
  - Risk Management
  - Metrics and targets

Adoption
- TCFD supporters: 921
- Market capitalisation: $10.8tr
- Financial firms responsible for assets: $123tr AUM
Conclusion

- Sustainability embedded in how we do business and our core decision-making
- Measured with rigour
- Welcome greater standardisation
Thank you