

Welcome to Zero-In presented by Deloitte's center for climate action. Your host for the program is Bonnie D Graham. This program will set up your business for the future with topics centered on accelerating climate action. We'll focus on core climate challenges and insights designed to move you to the next stage of your climate journey. Now, here is Bonnie D Graham.

Bonnie: Welcome to Zero-In podcast presented by Deloitte Canada, producer and host Bonnie D Graham. Very, very happy to be here. We have a very important topic for you today. Transforming organizations to meet climate challenges. And this is a top of mind priority for companies all over the world, and especially in Canada where this originates from. So let me give you a little background and then I will have my two special guests introduce themselves and share their passion for the topic. As organizations worldwide begin to recognize the severity of the climate challenges we're all facing. The focus on and how we address them are top of mind, organizational culture, people and ways of working will inevitably need to change. Now that's a big statement. We're not just saying one or two things. This is big. The culture of your organization, the people who are there, how they work, we've already seen major changes through the pandemic the past two years, this is even more.

The business of today needs to transform to focus on the needs of the future. So we're looking ahead, but how does this transformation occur? I know you're all asking that. Businesses will be required to develop strategies and goals to limit their environmental footprint. If you're not aware of this we're going to give you some insights today. It's common. We're all hearing about the buzzwords decarbonized, sustainable reporting, and the other climate approaches that many organizations are now deploying. But how does an organization like yours in our listener audience change to these initiatives? How do you implement them? How do you make them happen? How do you make them real? I'm joined today by two special guests at Deloitte Canada. We have Colton Chakalus and we have Marie Joah Sean. I've been practicing her last name with a French accent, very ardently Marie, to explore the ways organizations are transforming their cultures, their people experience, and the ways of working to meet the climate challenges they are facing. Again, Bonnie D in the house, happy to be here, let's go to my guests and have them introduce themselves. Colton pleasure to meet you. Very happy to have you here. And would you please do us the honor of telling us who you are, what you do, and what's your passion for this topic? Colton, welcome.

Colton: Nice to meet you, Bonnie. And thank you for having me. I think that climate change has become increasingly important for many of the people that I'm talking to in my personal and work life. And for me, on a personal factor this last year has been a real wake up, especially living in the west coast of Canada in Vancouver. There's been, in the last six months, there's been six major weather events from floods to fires to early snows. And so for me, I've been trying to find personal ways to work on the climate crisis, whether that be

going switching to a plant-based diet, attempting to go zero waste. And on the professional side, working with our internal sustainability team at Deloitte to help Deloitte achieve its goals of reaching net zero by 2030.

Bonnie: Colton, very interesting. You mentioned personal impact, personal challenges, personal decisions. You went to a plant-based diet. This has to become personal, doesn't it Colton, it's not just what's the company doing, it's with all of us, correct?

Colton: Definitely is. And some of those structural things need to take place, but really it's every one of us making billions of small choices that's really going to make the difference.

Bonnie: And that's the key small choices. That's the key. It doesn't have to be big, big, big, and I can't do it. It's yes, I can. Yes, I can. Thank you so much, we have to learn from you today and thank you for joining me. Marie, please beyond the new, tell us who you are and what's your passion for our topic. Welcome.

Marie: Thanks Bonnie. Thanks for having me. I'll tell you a little story actually because I think my passion for sustainability goes way back. Thanks for the French pronunciation on my last name. I actually grew up in France and my first memory about sustainability is that I was being the recycling police at home. I remember being this to my parents. I know it's also I think when I learned that being the recycling police is not the best way to change my parents' behaviors when it came to recycling, I think I was quite annoying. But you know, from there I grew older and nicer. I moved to Canada seven years ago and when I moved here, I made a personal decision to transition to a zero waste lifestyle. Colton mentioned this as well and it basically means that you create very minimal waste, so no more fighting over who's taking the garbage out with your partner, which is kind of nice.

Marie: But that's also when I started thinking that, you know, changing things at the individual level is great but how do we also get organizations and industries and governments to be more sustainable and how do we make that change stick? And so to start with I looked at how can I incorporate all of this into my work and, and my workplace. And I'm actually a manager Deloitte's transformational change consulting practice in Toronto, which in simple words, mean that I help organizations and people adapt to and go through change. And I've worked on, you know, many projects with different organizations, including climate change related transformations. And so working on like expanding the Deloitte Chi capital offering and capabilities to projects that are in the climate change space.

Bonnie: Thank you very much. I met both of you, full disclaimer, I met you on a prep call couple of days ago for the first time. And I didn't realize that you

had a personal stake in this, that you were taking part in making things better going toward, as Marie said, zero waste. I want to know. Well, I'm the only one who takes out the garbage here because I live alone, but I can imagine, yes, these are interesting individual challenges and individual commitments. Can I use that word Colton, an individual commitment, personal commitment, Marie and that brings us to let's talk, let's go a little deeper into our topic. I'm so pleased to have this conversation with both of you because you're real, you're real people and you're expressing yourselves as people, as well as professionals. And I appreciate that. I've asked Colton and Marie to send me a quote from a fictional character in a TV show or a movie or a song quote that has really nothing to do with our topic.

Bonnie: And I'm going to ask them, I'll read the quote with a little bit of the attribution I call it, the source background or trivia if you will, what the quote has to do with our topic in their own words. So we'll get to know a little more about how they think, how they feel about the topic, and you might learn something interesting along the way. So Colton has selected a quote from the character Dale Cooper played by an actor I like a lot, Kyle McLaughlin, the show twin peaks, American mystery horror. I missed it. I have to go back and find it, American mystery horror serial drama television series from 1990 to 1991. And he played FBI special agent Dale Bartholomew. Dale Bartholomew Cooper is the eccentric protagonist. There we go. The show gained a devoted cult following. Did you know that Colton, I guess you do. And it's often listed among the greatest TV series of all time. Well, I've got to go find it then. Here's the quote from Dale Cooper Colton has selected, "every day, once a day, give yourself a present, don't plan on it, don't wait for it, just let it happen". I don't do a good Kyle McLaughlin impersonation, that's the best I can do. Colton, talk to me. Beautiful quote, what does it mean to us?

Colton: Yeah, for me it means to just take the little moments every single day to appreciate things. And in the show, he's actually, they're trying to hunt down the murderer of Laura Palmer and they stop in at the coffee shop and his sheriff partner says we must get out of here, but he says, wait a minute, let's just have a black cup of coffee. And like, and the quote here every day, once a day, give yourself a present. And for me, what I try to do is on a daily basis, coffee is my gift to myself as well. I have a hand grinder that I use because it forces me to take my hands off my keyboard, working in a remote world it's sometimes easy to go press a button and just come right back to your computer, but this kind of forces me away.

Colton: But to connect this into climate change, I think for me developing a relationship with nature can really be where that giving yourself the present every day can be. Whether that's just going for a walk around your block, going to a nearby park or going for a longer hike on the weekends. It's been proven that spending time in nature in short or long bursts has significant health benefits, significant mental health benefits. And so for me, that's one small gift

we can give ourselves. But on the other side, by having this relationship with nature, it makes all the small actions we take a little bit more real. If we think of not taking a cup from Starbucks because that cup one day could end up in this beautiful forest that I'm spending time in. It makes every single small action more tangible and have a real impact in your mind.

Bonnie: Thank you very much. You're inspiring me, but you're making me think of what I'm doing, because I feel like I have to tell you I contribute as well. I don't throw out jars and containers anymore. Whether it's peanut butter, whether it's a jelly or jam, I save them and I make them into planters for the window sill in my kitchen. I also take the seeds out of a lot of the fresh food. So I discovered that the seeds inside a yellow, red pepper, any of those, you just sprinkle them on fresh dirt. Give them a little water. I've got a plant that's now about eight inches tall that looks like a little mini forest from pepper seeds. And the other day I had a grapefruit and there were these big beautiful, I popped it into the dirt on one of the jars on the window and old candle jars, by the way, make great planters.

Bonnie: And I put the, the little grapefruit seed now has a sprout that's an inch and a half tall and it's green. And I take onions that I didn't use fast enough. And I put them outside in my garden, slice them. I had one Vidalia onion grew eight mini onions last summer in my front garden near my front walk. People said, what's that beautiful flower. It's an onion from my refrigerator. I was growing a potato, something or other from a potato. So I'm recycling food and containers. And now Colton you make me feel like I'm taking a step toward sustainability. I'm bringing nature inside. Okay, do I get a gold star for that Colton?

Colton: You do. And gardening and particularly the type of gardening you're doing like that, that relationship that you're having with that grapefruit watching it grow like that appreciation, that's where real change comes from. It comes from having an emotional attachment and I think that's really great.

Bonnie: And my avocado seed is beautiful. And it's leafy. It's not very tall. It's leafy and I'm watching. I love my window sill play. Thank you very much. I feel so much better. I appreciate that. Marie let's look at what quote you me. Well, this is an interesting quote. You picked a quote from a character played by one of my favorite comedians and comedian actresses, Kristen Wig, WIG from Saturday night live and she plays a character named Maggie Mayhem that should tell us everything we need to know. She's a working mom skater in the movie Whip It, 2009 American coming of age sports, comedy drama. Did I pack enough genres into that description? And it starred the actor Elliot Page as a teenager from a fictional town of Bo Dean, Texas who joins a roller Derby team, Drew Barrymore is also in it. And that was her directorial debut. Here's the quote. I can't wait to hear what you say, Marie. The quote is, "well, put some

skates on, be your own hero.” I want to do this. Marie, how did you find this? Talk to me.

Marie: I'm a big Elliot Page fan. I've seen all his movies. So that's probably how. And that's not just because he's Canadian. But yeah, in that movie, there's this quote that he says to Kristen Wig actually. And I had to think a bit about it to connect it to the topic. But I think I love this quote because it talks to the individual power that we'll have, right. If we want to change things we should just put on skates and start are changing things basically. We don't always need someone's approval to get things moving. And in the context of climate change transformations, I think it has a special meaning because of how important the role of the younger generation is going to be and already is actually, because I think they understood that like they're putting the skates on, they being the heroes. We just need to make sure that we remove all the road blocks that's on their way, basically. So that's why I like this quote.

Bonnie: Thank you very much. And the part I loved about the quote, Marie is be your own hero. I like that. Because in a way that fits in with Colton's quote doesn't it about changing and making sure you're doing something thing, you're doing something, be a hero in your own story of your own contribution to climate change, to sustainability. Very interesting. Thank you both for doing the work for picking really interesting quotes. I appreciate that. I haven't seen either that movie or that TV show, and I think we know what's on my go-to list coming up this coming weekend. Thank you. Now let's go to our round table. We're going to get really serious on the topic. Colton, I'm looking at the statements you sent. I'm going to read a little bit from statement number two and ask you to expand it or unpack it, please Colton. Take two or three minutes, that's fine. And then Marie, I'm going to ask you to, uh-oh, agree or disagree with Colton. Let's see where Marie, what she does with it. So Colton's says organizations are seeing both external and internal pressures to act on climate change. Externally investors are becoming increasingly concerned with companies ESG and you can refresh us on what that means. Internally, oh, here we go, millennial and gen Z employees are set to reach 63% of the workforce by 2030. I'm stopping there. Colton, talk to us. What does this all mean?

Colton: Yeah. And to just go through what ESG stands for, ESG is Environmental, Social and Governance, and it's basically how a company is working towards bettering the world in their actions. And so investors are not only looking at the financial performance of companies, but also really looking at their ESG reporting and performance. And so, particularly this is happening in Europe and more and more in North America where investors are pushing for these types of measures, whether it's volunteering, pushing towards environmental measures. But what I find more interesting is that the internal pressures of the gen Z and millennial generations. According to the Deloitte's millennial survey climate change is a top issue with 60% of respondents fearing

that business leaders are not currently focused on protecting the environment. And they're beginning to demand more from their employers.

Colton: There are increasing, if we think about the people that are on the streets on the protests that we've seen around the climate crisis, these are also the same people that are working in all of our organizations. We've seen it in, in Deloitte have begun a green champion network, which is a collection of professionals across all the different levels. And this is really where, I appreciated Marie, when you said like, just put on your skates and do it yourself. This is a grassroots initiative where people can just look for problems and just begin to solve them without trying to wait for the hierarchy of someone else to let them know whether this is allowed to happen. But I think it's just really important that organizations do consider both of those perspectives, what's pushing towards them from the outside, but also where they're driving from the inside.

Bonnie: Thank you very much. And that's interesting Colton, do you think it's going to spread out from this millennial, whoever the millennials are anymore because I know the original cohort of millennials are in their thirties now. The leading edge they've got money. They've got discretionary income. They have very important jobs. They are leaders. They are entrepreneurs. So it's interesting. And we blame them for things like, oh, I'm not taking a job unless the values of the company are aligned with mine, but you know what it is important and they're doing it. Do you think that it's spreading out to, I'll say older demographics in the workplace what do you think?

Colton: One of the things that I've seen is that the primary driver of older demographics relating to climate change, one is that their own personal experience with climate, with nature as we've talked about previously, but another is whether it's their children, whether it's their nephews or their family, friends. A lot of the people I've been talking to will have children say in grade school who are learning about recycling, are learning about climate change and the kids are extremely passionate. And so this really does connect throughout multiple generations. And so I think have a conversation with a five year old and I think that's where that passion will really come through as to what they're facing right now.

Bonnie: Thank you. I love it. That's how we're keeping Beatles music alive is parents and grandparents sharing it. And my generation's rock and roll. Marie, I want to hear what you have to say, agree or disagree with Colton. Go ahead.

Marie: I mean I have to agree. I actually, from that same report that Colton just mentioned I have another data point that I find very interesting and it's that 49% of the people that are between 18 and 25 and 44 of those are between 26 and 38 in that report said that they picked their work and employers based on their personal ethics and for the younger group, the 18 to 25, they identified

climate changed as the top concern. So this is top of mind for these generations, for millennial and gen Z generations. And I think if you look at most organizations' workforce and how they're broken down, there's a big trend set these two generations make the most of it. So I think it means that looking at climate change transformation really forces us to look at leaders where we haven't maybe traditionally been looking. Like it's not just the most senior seasoned person on the team anymore, it's about like more junior resources who are passionate about this topic and want to make change happen and have the motivation, which I think is one of the most important thing. I mean traditional leaders are still needed. Don't take me wrong. They still need to be there, but they need to become more of, like enablers that the younger generations I think can like trail blaze basically.

Bonnie: Thank you very much. All good points, Colton, anything you want to say back to Marie before I move on? Marie, Marie, go ahead, Colton.

Colton: I think she said it perfectly.

Bonnie: Well. She did say it perfectly and Marie you gave me a good lead in to your statement number two which I know you wanted me to get into this conversation. You say a climate change related transformations like any type of transformation require organizations to look at the human element, spell it out people, P E O P L E and ask themselves these questions. I'm going to read a couple of key questions Marie has offered here. What strategic decisions am I making that will impact my people? Okay. Look at yourself. Look how the flow, the ripple, if you will, are my leaders aligned on the transformation narrative? What are they saying? Does it make sense to them? Are they living it, walking the walk, talking the talk? How do I bring my people along the journey? This might require change management. How is this impacting the way I'm structured and how my teams interact? And do I need to upscale or look at new capabilities on the market? This is big. Marie why don't you take a couple of these and tell us what leaders should be asking. What's the most important here?

Marie: Yeah. There's definitely lots of questions they should be asking themselves, and everything, it all relates to that human element, right. And I think we know also that if you have strong change management on your program there's 94% chances more changes to meet or exceed your objective. So we know that this is a super important element. You got to focus on your people, and among all the questions you just mentioned, there are a few that I think are super important, and that, you know, organizations and leaders need to be asking themselves. The one obviously is like, what are those key decisions that I need to make? How will they impact my people? The one in the leadership you mentioned is extremely important. You need to align your leaders on those decisions, right. You need to come up with that

transformation narrative and make sure that they understand it, they lead by it.

Marie: So it's also about like, how do you equip your leaders to own and lead that change? And then from there, there's that like a few things, of course, understanding how your people are being impacted, how you are going to bring them along the change. Like what's that journey you want to take your people on. What's that experience you want to create for them through that change is extremely important, but also looking maybe at how those decisions might impact the way that the organization is structured, how the teams interact. I think a lot of companies will have to potentially completely design their operating models. And then maybe looking also in terms of capabilities, like, do I need to upskill, do I need new capabilities from the market? Can I even find these capabilities? And if so, like how do I attract them and retain them? So I think there's just a bunch of questions like this that have to do with that human element that leaders and organizations need to ask themselves. And it looked different for every organization. It's not like a one size fits all, but there's like a way to look at it. There's a way to break it down and approach it.

Bonnie: Thank you, Marie. Colton, thoughts, comments, what do you think?

Colton: I completely agree. And to just pull it back and provide a little context to kind of how people fit into the other things that are happening in this space is one of the main drivers of making, taking climate action has really been from a policy perspective, whether that's the government or different companies, developing policies towards hitting the Paris climate agreement. And we're also at a point where technology is becoming a real driver as well. Technology is something that can in a very tactical way solve a lot of the emissions problems, whether they're technologies we already have like solar or wind or some of the new technologies that are emerging, whether it be farming technologies and creating better microbiomes, et cetera, but where these really hit the road is what Marie was talking about.

Colton: These hit the road with people, with ways of working, with process changes that they just take much longer to implement because every individual needs to come along this journey, by attaching to that vision that you're talking about, Marie, by actually seeing how their day to day is going to change, whether it's their skills, whether it's their, just the things they need to get off their checklist that day. And so I think that it's that intersection between all of those policy technology process. And then now people that that's where the real change is going to happen.

Bonnie: Thank you, Marie, what do you think?

Marie: I agree, like more and more people and employees are asking for change, right. And organization's involvement in climate change action. It

makes for a big part of the decision for people to like join a company or stay in it. I think we discussed this earlier, but I think it's a good point, like it takes time and effort, because it's changing like a company's culture. It's not just, you know, a process or just a technology. It's like a whole culture you're trying to change and slowly but surely bringing your employees along, right. And so for organization cultures they'll have to evolve, they'll have to start embedding sustainability. Like we're in a time when like leaders need to create that, we like to call it purpose driven organization for employees, right. So that employees can find meaning in the work that they do. And that takes time. That takes time because like, it's about listening to your employees, it's about listening to their concerns. It's about setting up sustainability goals and creating like climate action initiatives around that. Engaging your employees. Maybe trying to make it fun along the way because you know, it works better. But yeah, just focusing on the people engaging them, that's definitely going to be key and it's a whole cultural transformation.

Bonnie: Thank you, Marie, appreciate that. Colton, you went up to me here. I was going to pick your statement number three and you launched right into it. That technology is not the silver bullet talking about people and process and tech. So I'm not going to go over that one because I think you explained it really well. I'm going to go to Marie's statement number four. I think that we'll wrap up with this one. Marie says climate change isn't happening in a silo. That's a good opening statement. Marie I'll let you go with that for a couple minutes. We'll see what Colton has to say. Go ahead Marie.

Marie: Yeah. And this one is just the fact that it intersects with a bunch of other society challenges, right? I don't know if everyone's familiar with the concept of climate justice. But it's a concept that connects basically climate change with civil rights. And it's basically the idea that we don't all feel the impact of climate change in an equal way. Like we're all impacted. There's no doubt about that, but some populations like low income communities, people with disabilities, indigenous peoples may just be more affected, by climate change than others. So if you think for example about like how much harder it is for older people to go through periods of extreme heat or for people with disabilities to have to evacuate because of a fire or like think about indigenous as peoples around the world who rely a lot on natural resources.

Marie: And it's actually quite interesting because often also those populations have a much lower responsibility for causing the emissions that contribute to climate change in the first place. But if you go back to this concept of climate justice, I think companies have been having and engaging in more discussions right around like diversity equity and inclusion over the past few years, that's undeniable. and I think there's just an opportunity for them to extend that discussion, embed climate change into it, looking at how like interconnected those topics are, because tackling climate change can be a way to address other topics in the DNI space, that they might already be looking at. And so it

could lead also to, I think, amazing collaborations across employee resource groups, offer more opportunities to engage with your employees. And we know that's what's important on topics obviously that they care about. And so I think it starts by recognizing that climate change intersects with those other challenges that we need to tackle. And if you address one it indirectly addresses part of the others as well.

Bonnie: Thank you. Good points. Colton, you get the last word that we're going to wrap up. What do you think about what Marie just shared?

Colton: Well, I completely agree. And really, like we said earlier, climate change isn't just one choice, it's a billion of them. And each of those choices is going to have to be solved by a very diverse number of people and bringing in all of those different perspectives, not just like using climate change as a way to support the people that are impacted by it, but bringing those people that are impacted into solving the problems themselves. I think that if we all were to take the challenges that are directly in front of us, we have a much stronger and a much faster way to hit the targets we're going to need, to not see catastrophic warming in the next to 15 years. So.

Bonnie: Thank you very much. I'm in a situation where I moved to the not quite Deep South in the United States on the east coast, and we're now experiencing 20 degree Fahrenheit temperatures overnight. We had snow and ice the other day. I thought this was a warm climate. What can I say? So climate change comes in all different flavors, in all different shapes and all different sizes. I have really enjoyed speaking with both of you. Obviously I'm very impressed with your knowledge and mostly I'm impressed with your passion. So Colton Chakalus, it's been a pleasure. Marie Joah Sean, it's been a pleasure. Shout out to Vanessa Smith at Deloitte, who is our show runner, appreciate her work. We have been talking about transforming organizations to meet climate challenges. And I'm going to change that title a little bit even though we're wrapping up, transforming your organization to meet climate challenges, because we're talking to you and you and you and you in our listening audience in Canada and eventually around the world, it's the response responsibility of all of us. So everybody I am on zoom and I can see my guests. And so I'm going to say wave goodbye and I can actually see them. So let's say goodbye for Zero-In. Colton and Marie, thank you very much. Bye-bye.

Colton: Thank you, Bonnie.

Marie: Thank you so much.

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