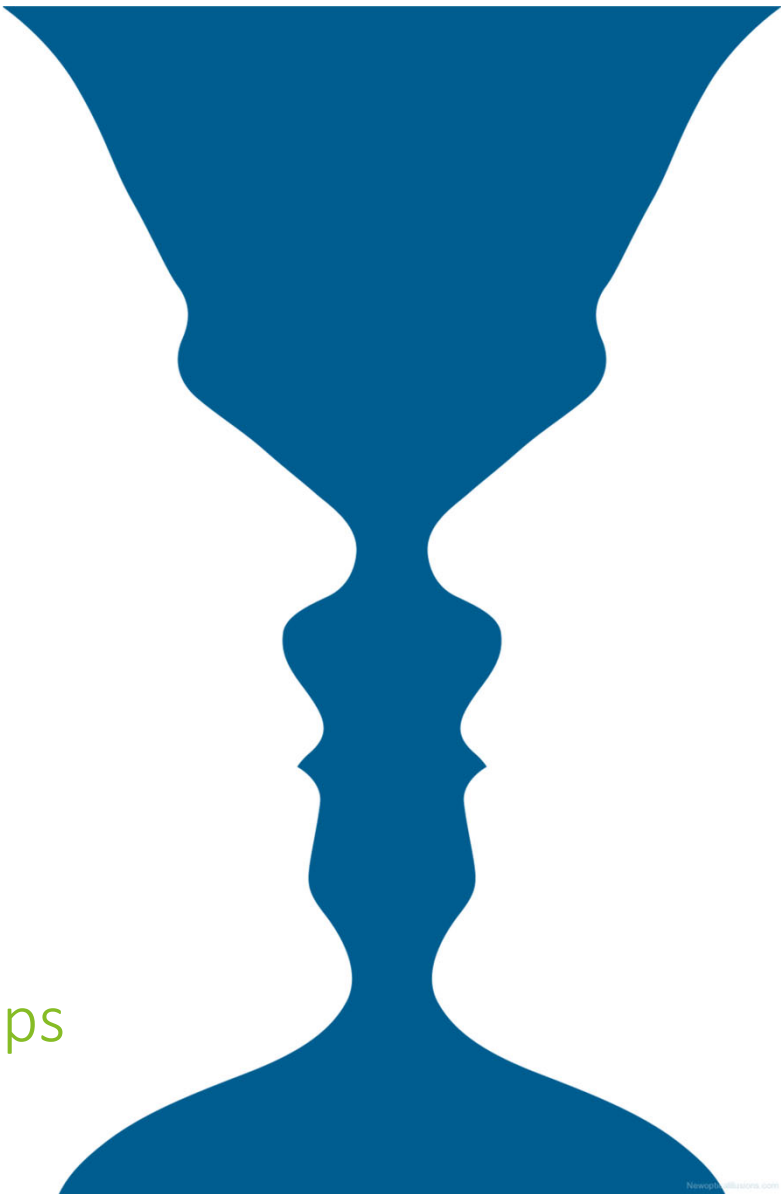


Deloitte.



Individuals and Groups

Accelerating system-level change



Not this...

We are
individuals
by nature
and part of a
group
by choice

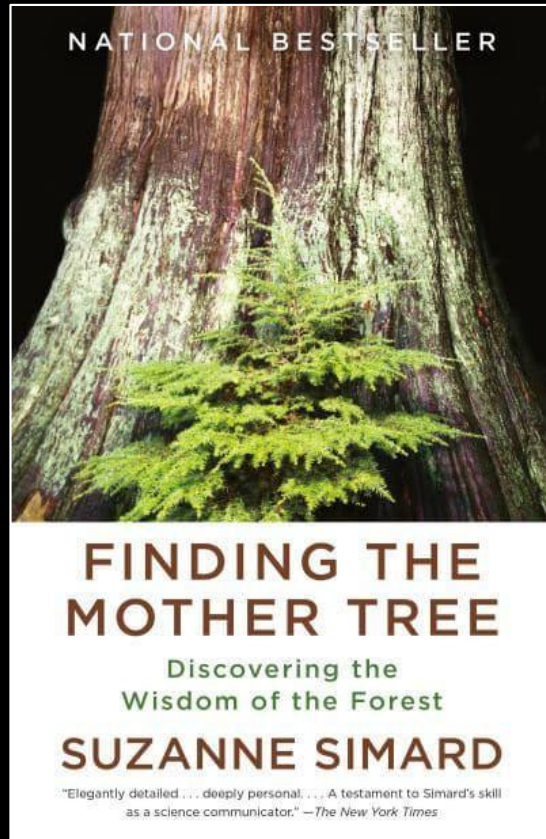


...but this

**We are part of a
group
by nature
and
individuals
by choice**

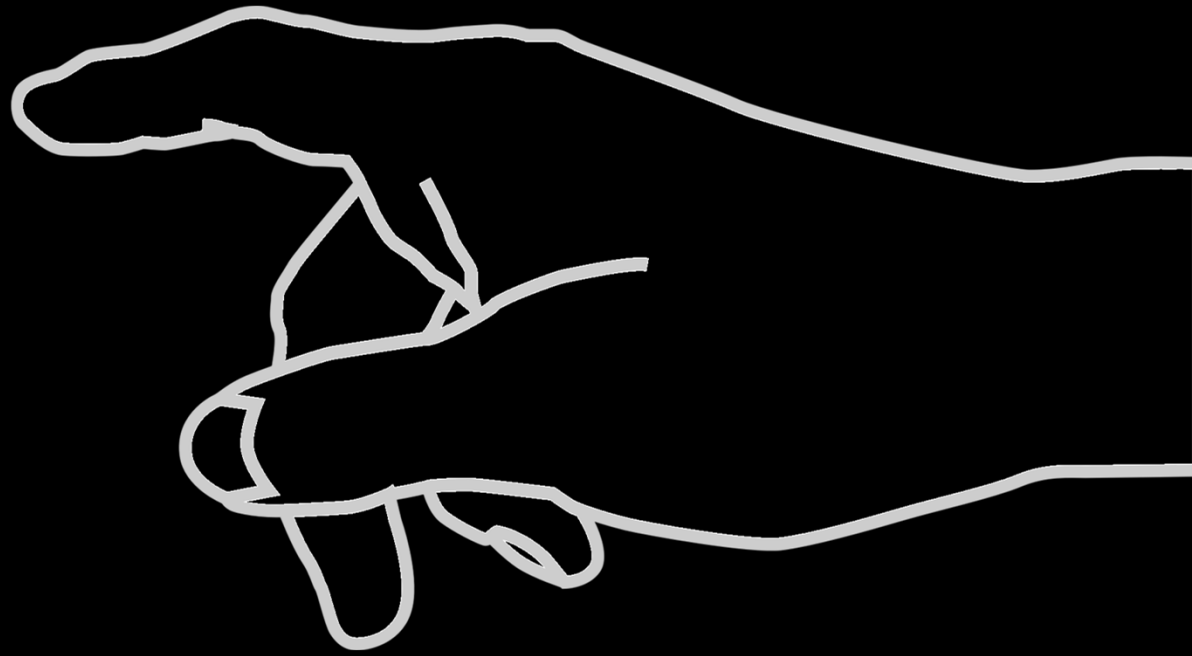


Seeing the forest, not just the trees



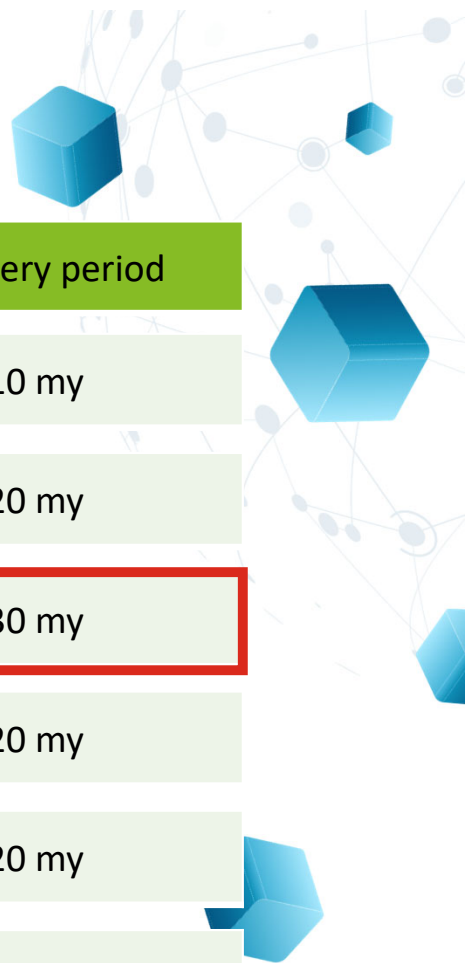
A “shared services” challenge

- Shared services create value at a *group* level
- We measure value at the *individual* level
- We solve problems by *analysis* not *synthesis*



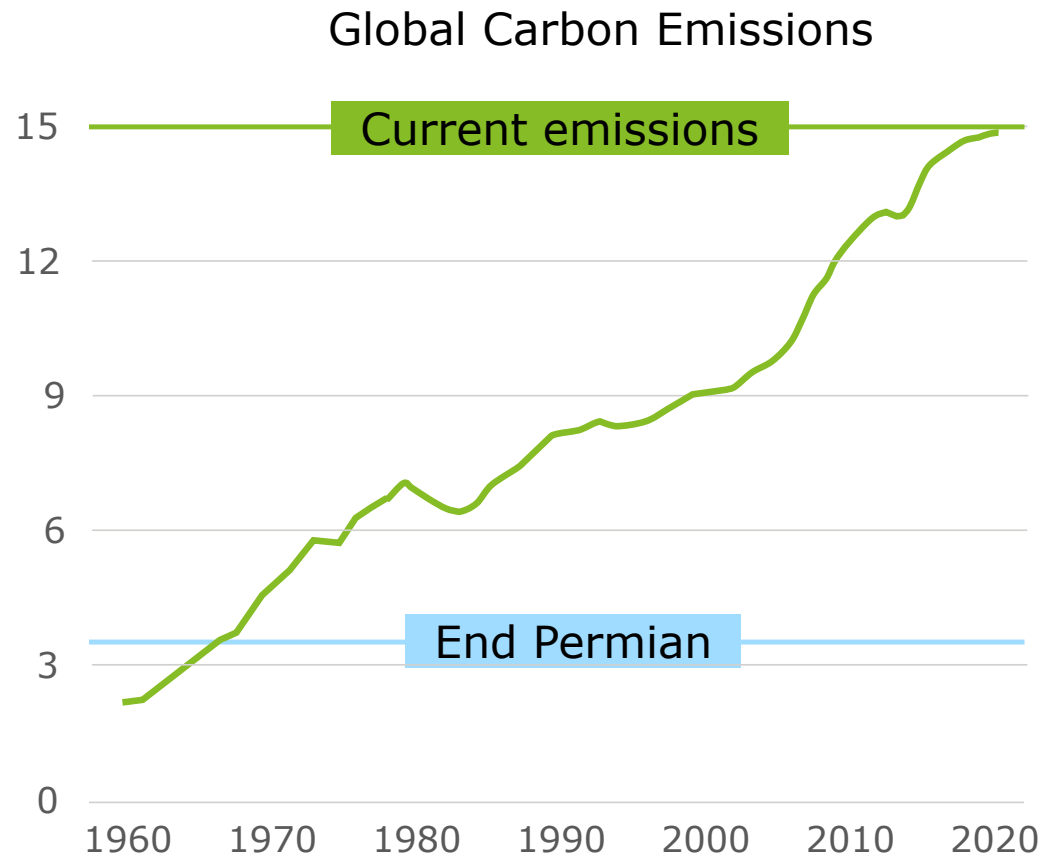
We must see the “invisible hand”

Climate crises typically have serious consequences



	When	Species loss	Recovery period
Ordovician-Silurian	450 mya	70%	10 my
Late Devonian	375 mya	70%	20 my
Permian-Triassic	252 mya	95%	30 my
Triassic-Jurassic	200 mya	70%	20 my
Cretaceous-Paleogene	66 mya	75%	20 my
Holocene	In progress	50%-90%	5-30 my

The planet has never experienced what we are about to



The relevant target isn't up to us

- **NZ50 isn't a suggestion**
 - It's a description of what's required to avoid a specific outcome
- **Anything less...and you're ok with that outcome**

Mugger: Your money or your life!

**Victim: Take my life.
I'm saving my money for my old age.**



Here's how we're fixing the problem

- **Company-level carbon “inventories”**
- **Company-specific “net zero” targets**
- **“Working with” suppliers**
- **Seeking “advantage” over competitors**

We cannot solve our problems with the same thinking we used when we created them.

*Albert Einstein
(not really)*



Carbon Accounting 101

Scope 1

10 kg



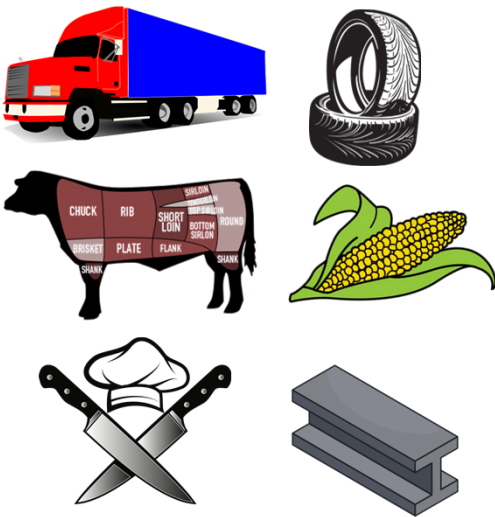
Scope 2

50 kg

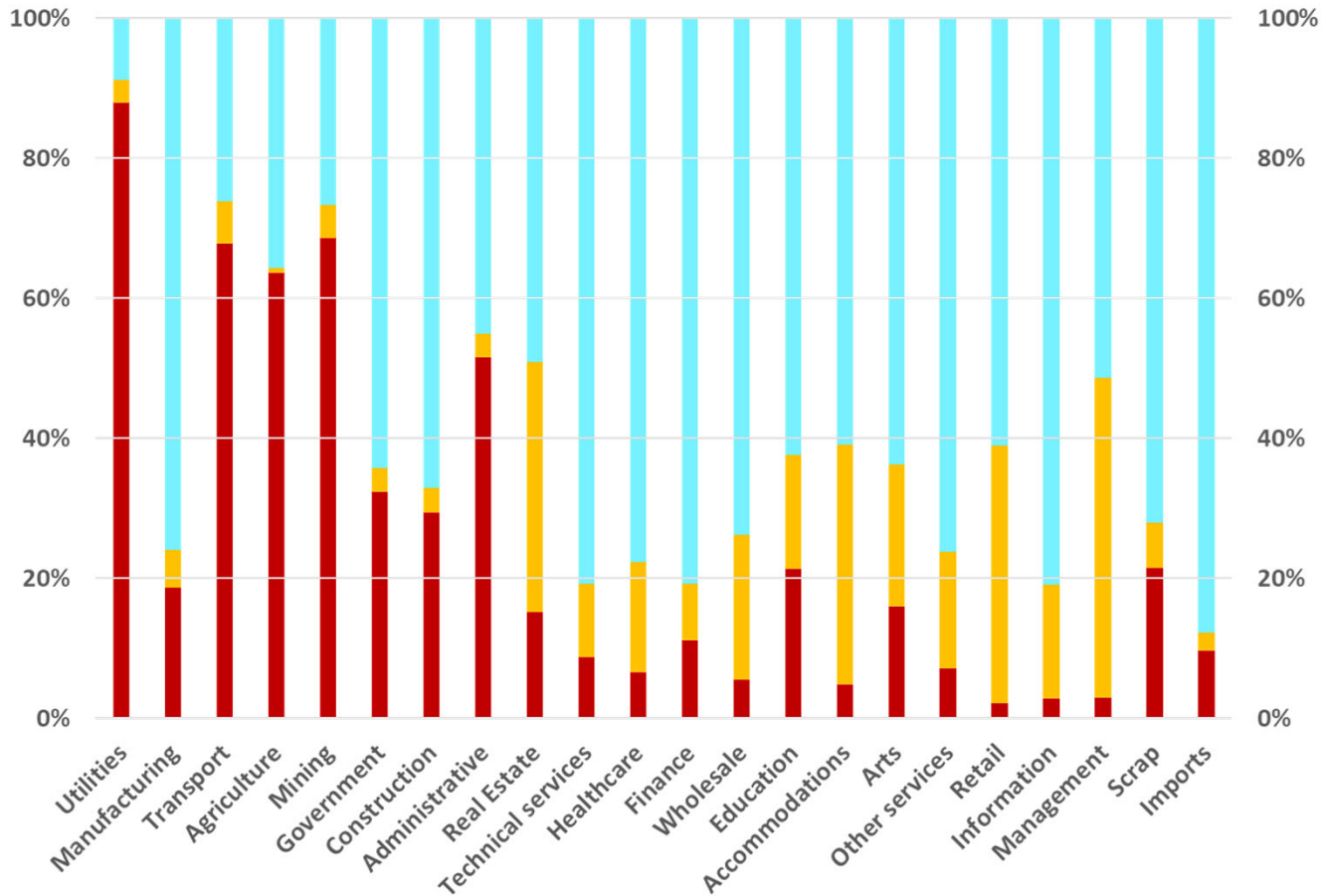


Scope 3

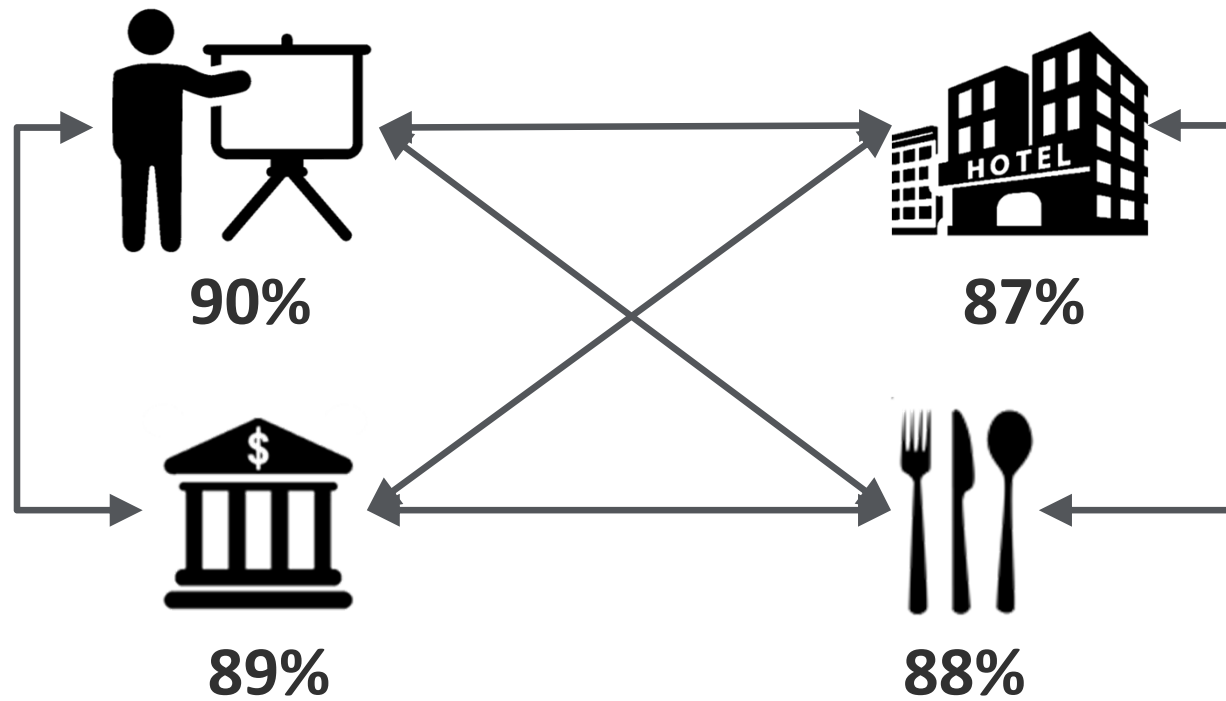
500 kg



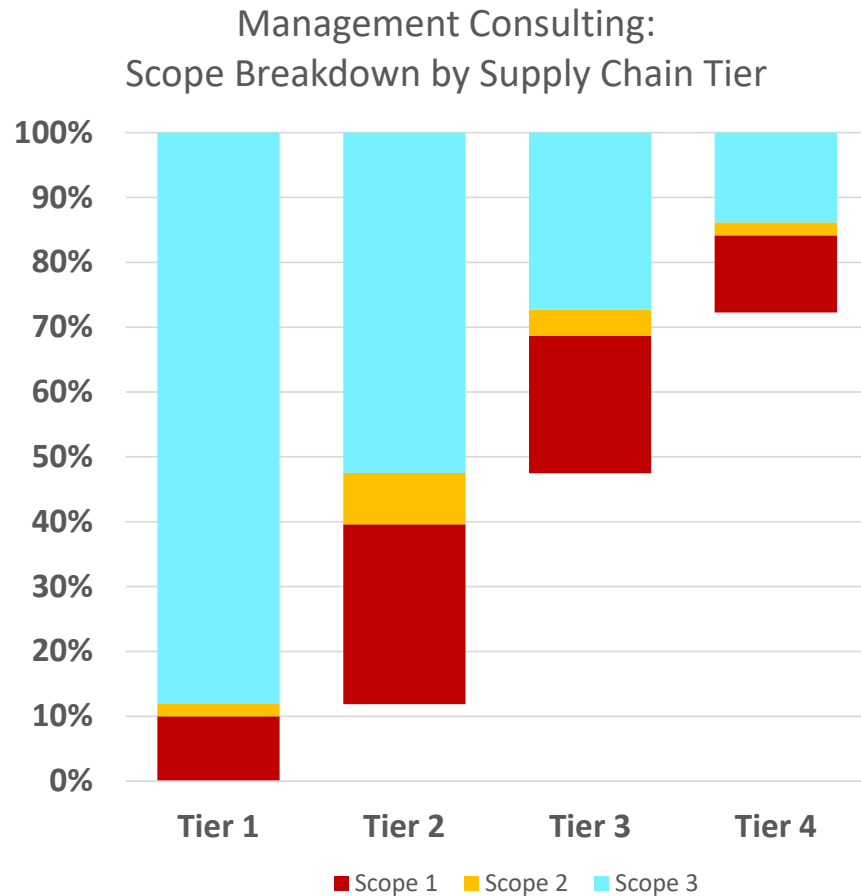
Most of the economy is dominated by scope 3



It's turtles all the way down



Where's the scope 1?

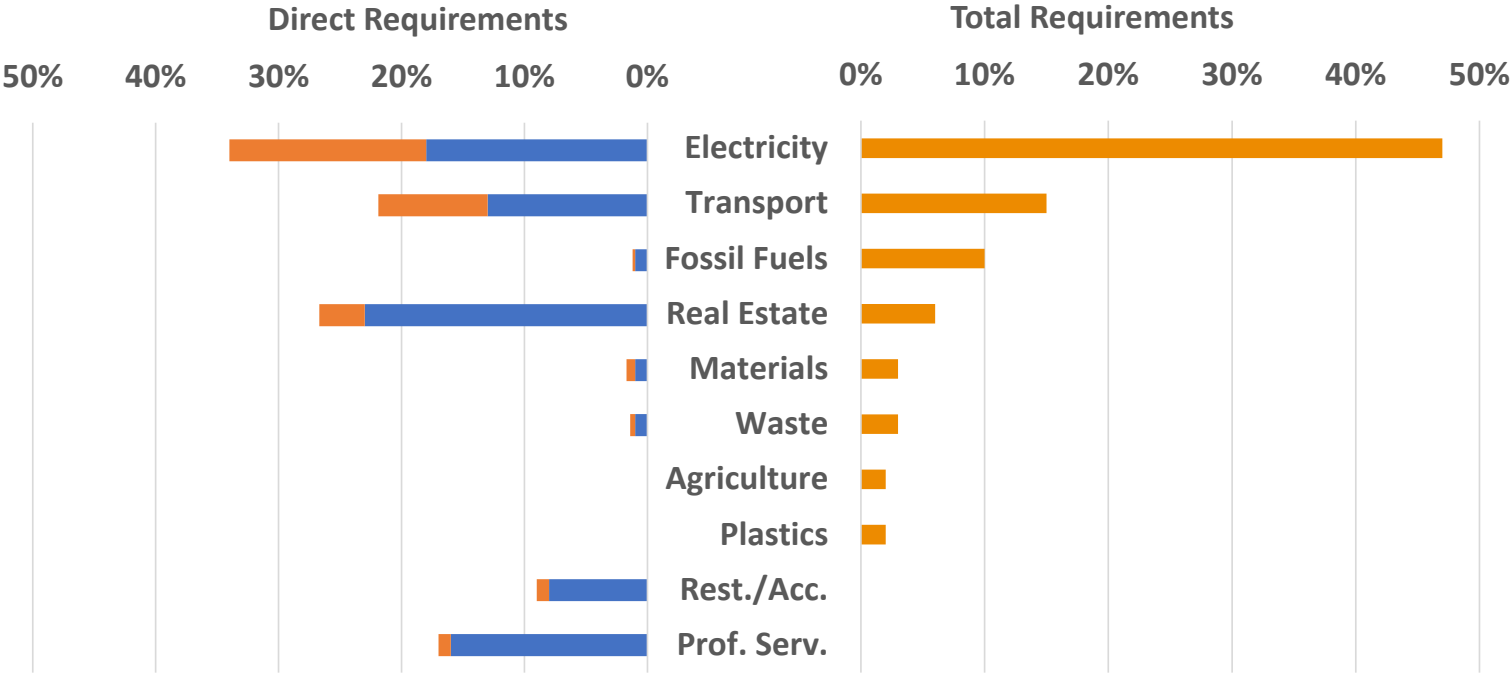


This four-tier supply chain has more than 16MM pair-wise transactions...and *still* hasn't identified 90% of scope 1.

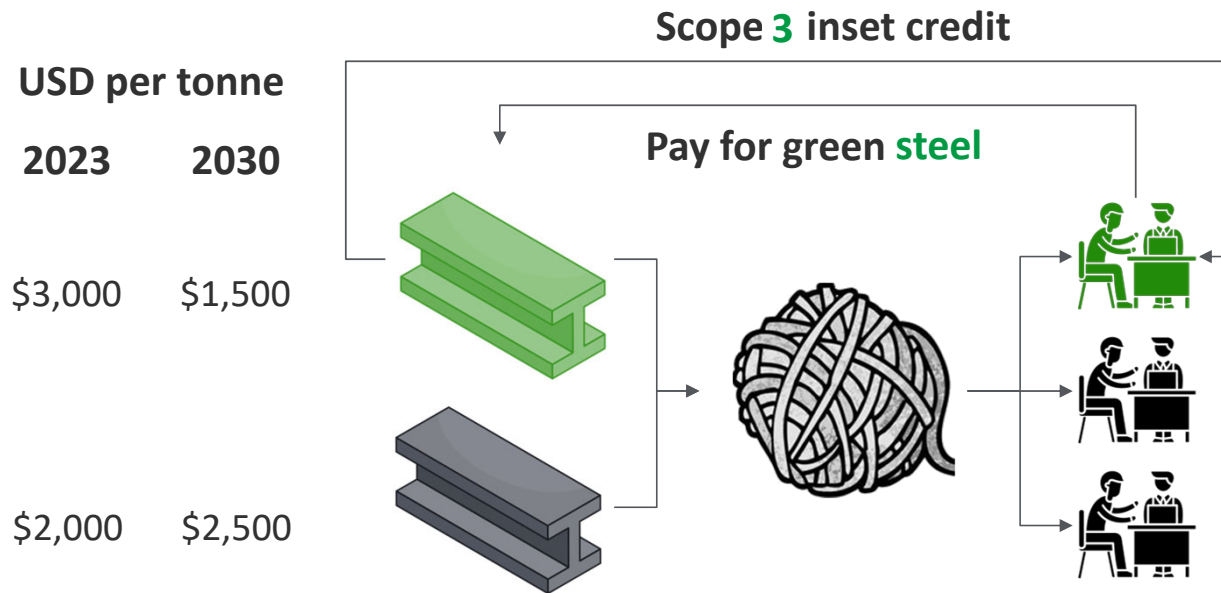


Priorities change, making effective action possible

The Scope 1 Component of Scope 3 Emissions



The “REC” market offers a template for change



To change the system, focus on the system