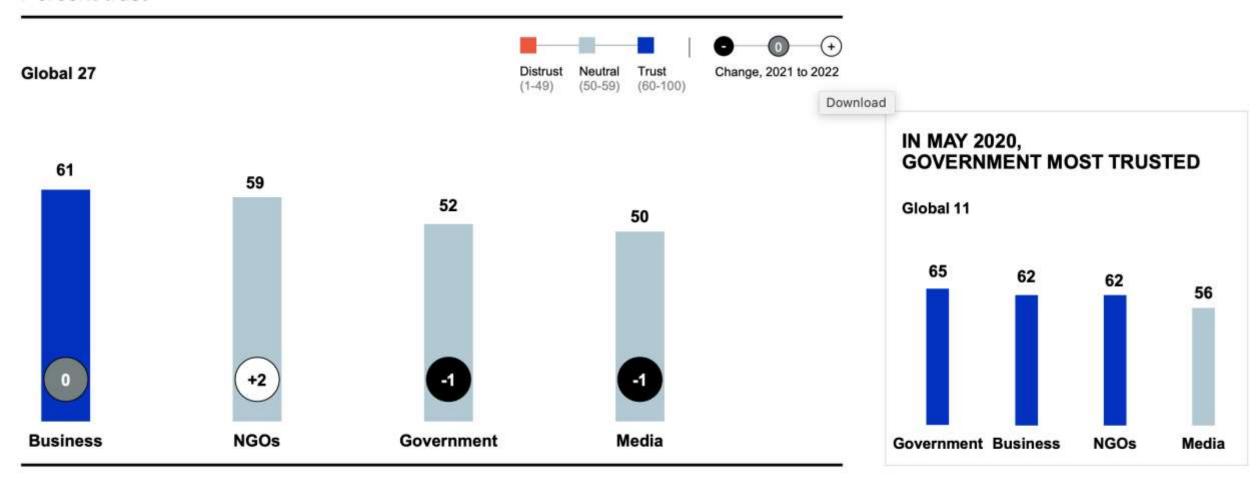
TRUST DECLINES FOR GOVERNMENT AND MEDIA; BUSINESS STILL ONLY TRUSTED INSTITUTION

Percent trust



2022 Edelman Trust Barometer. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 27-mkt avg.

2020 Edelman Trust Barometer Spring Update. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 11-mkt avg.

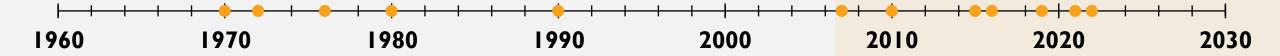


IMPORTANT DEFINITION!

CSR does not just mean companies. It includes the partnership with stakeholders, including employees, investors, customers, communities, NGOs and governments.

While companies are the actors, these stakeholders are key partners to CSR and environmental progress ahead.

THE FIRST 50 YEARS OF ENVIRONMENTAL PROGRESS



CONVENTIONAL ENVIRONMENTAL PROTECTION ERA

GREENHOUSE GASES ERA

NGOs, activists
Government
Improve air, water quality, contamination
Command and control
Bipartisan, action oriented
Strong improvement, success

Catalysts
Actor
Goal
Approach
Politics
Progress

NGOs, activists
Government
Address global climate change
Command and control
Fully polarized
Virtually flat

CSR AS THE NEW DRIVER OF CHANGE

CONVENTIONAL ENVIRONMENTAL PROTECTION ERA

GREENHOUSE GASES ERA

GLOBAL SUSTAINABILITY ERA

Catalysts NGOs, activists NGOs, activists

Government Government

Improve environment Address global climate change

Approach Command and control Command and control

Bipartisan, action oriented Fully polarized

Progress Strong improvement, success Virtually flat

Politics

Employees, customers, investors, financers, activists, NGOs, governments

Multinational companies deliver, finance technology + innovation

#1: Equity ... people, communities and planet ... SDGs ... just transition

Immediate accountability through ESG reporting, commitments

Complementary in circumstances but gridlock not grounds for delay

Near, mid, long-term goals and transparency set basis for progress to 2050

CONCLUSION

- 1. After 50 years ... in midst of transformation where CSR leads progress.
- 2. Catalysts broadening ... from governments to employees, customers, investors...
- 3. Role of government complementary ... set up success of goals, partner.
- 4. Lawyers are part of solution ... sustainability intersects with most practice areas.
- 5. Global equity #1 goal. Every life is important ... every person matters.

