



Walking the Talk

September 20, 2022



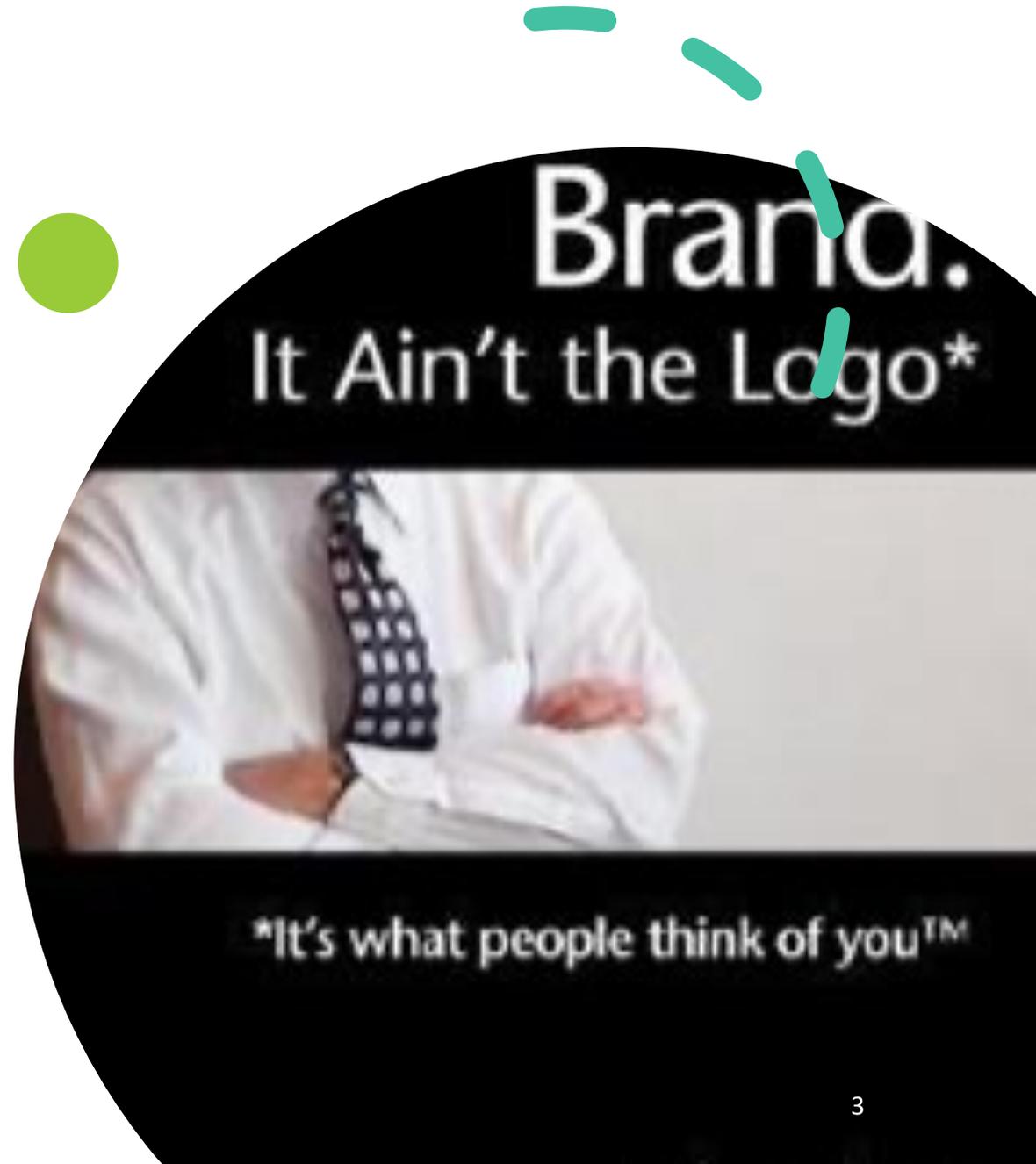
Today's Agenda



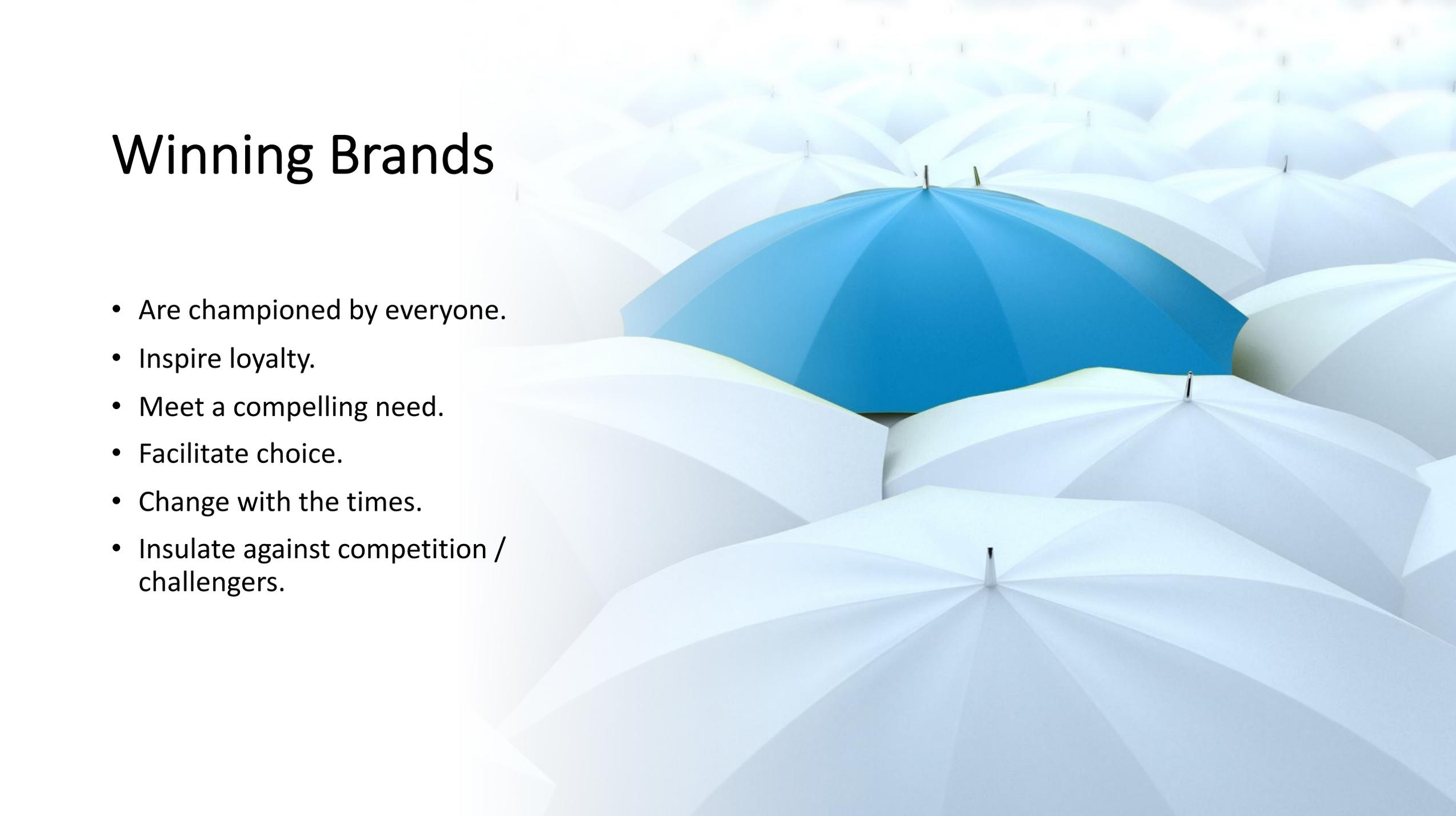
Jeff Bezos on Brand

"Your brand is what people say about you when you're not in the room."

- Every association and experience.
- It isn't aspirational; it's how you show up and how you are perceived.



Winning Brands

A large field of white umbrellas is shown from a low angle, receding into the distance. In the center of the field, one umbrella is a vibrant blue, standing out from the rest. The scene is brightly lit, creating soft shadows and highlights on the fabric of the umbrellas.

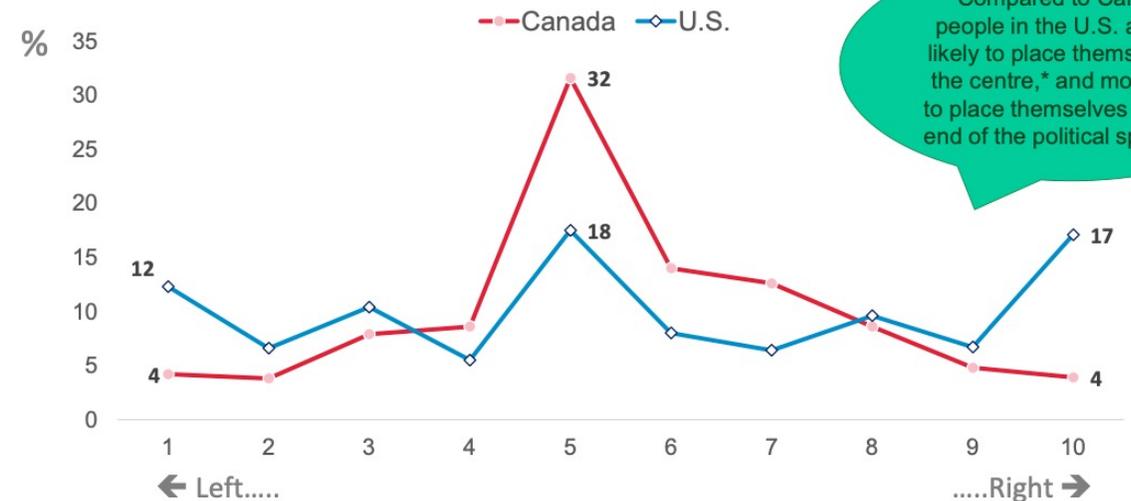
- Are championed by everyone.
- Inspire loyalty.
- Meet a compelling need.
- Facilitate choice.
- Change with the times.
- Insulate against competition / challengers.

The Battleground: The Middle

- In Canada, most people put themselves in the “middle”, neutral.
- Each of the three main federal political parties draws most of its support from people who place themselves in the middle of the political spectrum.
- Generally, Canadians are not following the same trajectory as the U.S. in terms of political polarization.

Political ideology: On a scale of 1 to 10

2021



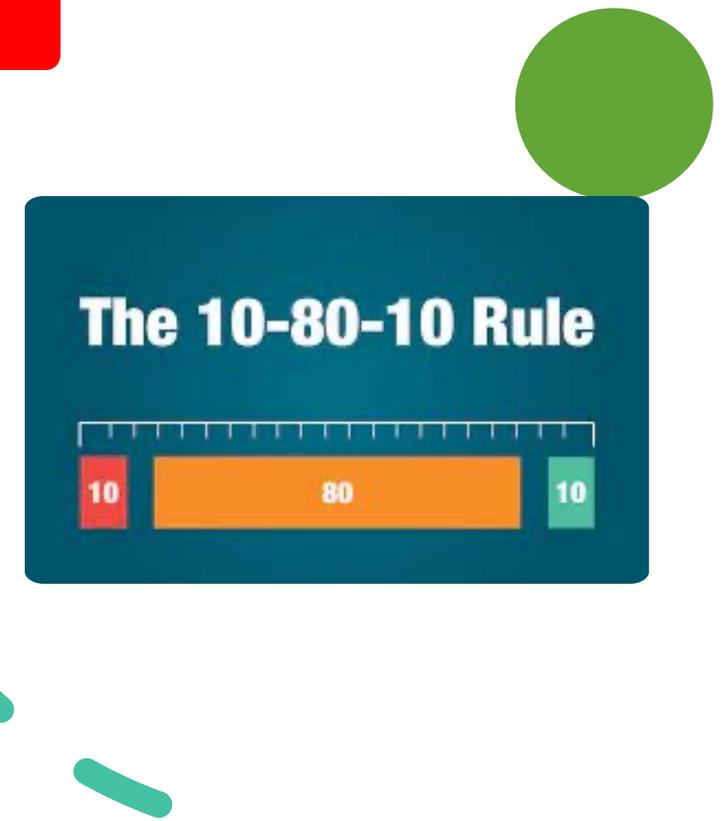
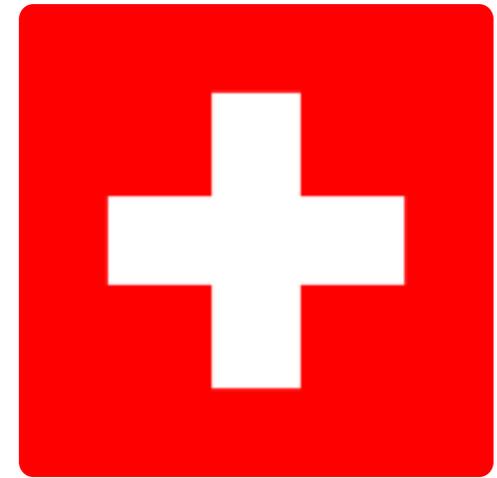
According to the meaning that the terms 'left' and 'right' have for you, and thinking of your own political leanings, where would you place yourself on this scale? (10-point scale).

* Note: a 10-point scale has no mid-point; however, it appears that many respondents assumed that 5 was in the middle.

Keeping the Neutral "Neutral"

- 10% of people support you (Champions)
- 10% of people are against you (Challengers) and always will be.
- 80% don't really care.

Our task is to ensure the 80% don't turn against us.

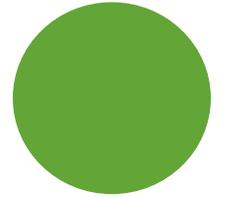


Don't Get Stuck on the Hamster Wheel

“The secret of change is to focus all of your energy, not on fighting the old, but on building the new.” – Socrates

Spend 90% of your time doing the right things; walking the talk.

Misinformation is a distraction from the work you should be doing; limit responding to 10%.



Beware of the Echo Chamber

- An environment in which a person encounters only beliefs or opinions that coincide with their own, so that their existing views are reinforced and alternative ideas are not considered.
- As a community gets larger, the likelier it is that a person can find someone else who shares their strange belief.
- Filter bubbles are algorithms used in social media and search engine optimization to deliberately seek out results / information that aligns with your personal values and interests.



Why Brands Fail



BEING INAUTHENTIC.



BREAKING YOUR
BRAND PROMISE.



LOSING TOUCH WITH
STAKEHOLDERS
PERCEPTIONS.



LACKING COMPETITIVE
DIFFERENTIATION.



BEING INTERNALLY
MISALIGNED.



TELLING INEFFECTUAL
BRAND STORIES.



HAVING CHAOTIC
BRAND ARCHITECTURE
(SUB BRANDS)



REMAINING
STAGNANT.

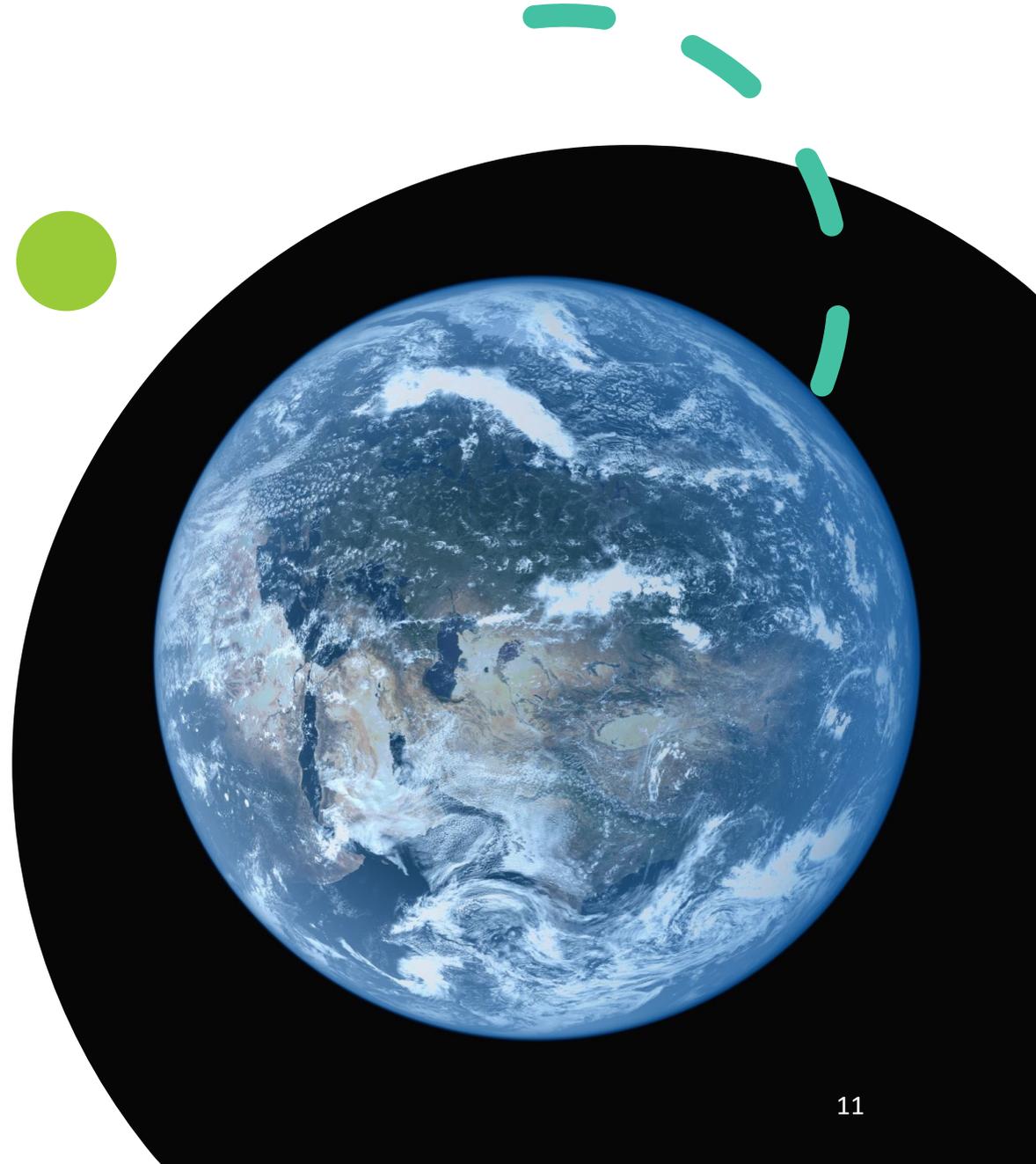
Walk the Talk: Building a Better World

- **Respect Communities:** recognizing the importance of long-term stability in our communities and forests;
- **Respect the Rights of Indigenous People:** welcoming and supporting meaningful participation of, and partnership with Indigenous people in the forest sector;
- **Respect Employees:** treating forest sector workers fairly with the highest priority placed on their health and safety; and striving to be among the most inclusive and successful trade associations by actively seeking out diversity across our industry;
- **Commit to Forest Sustainability:** verifying that forest biomass is harvested sustainably and legally in accordance with applicable local, national and international laws and regulations that are backed by strong compliance and rigorous enforcement practices;
- **Commit to Accountability:** sourcing fibre through recognized third-party certification systems where independently verified systems are in place to ensure the sustainability and legality of that fibre;



Building a Better World

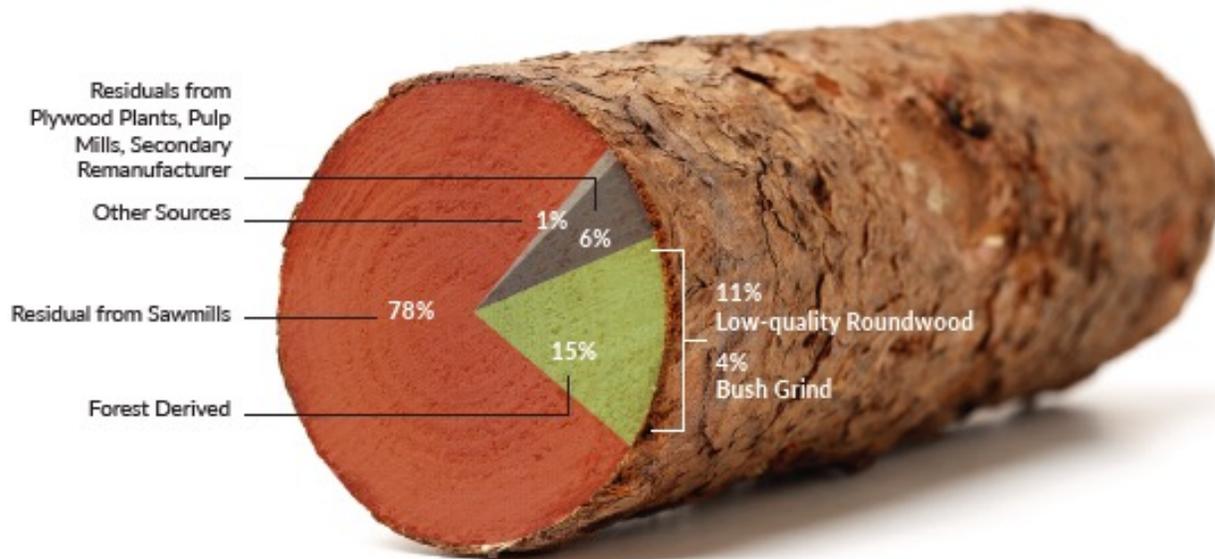
- **Protect Ecosystems:** safeguarding ecosystems and species at risk by implementing stringent processes to identify and proactively protect those areas;
- **Commit to Forest Renewal:** ensuring all harvested sites are regenerated with ecologically appropriate, non-GMO trees at a sufficient level to ensure that long-term productivity, health and vitality of the forest is either enhanced or maintained;
- **Reduce Carbon Emissions:** maintaining or increasing sequestration of carbon in working forests over the medium to long term;
- **Maintain Social Licence:** evolving with the latest research, policies, and societal needs while operating economically stable businesses that contribute to the wellbeing of our communities, our country and the world at large; and ...



Respect the Value of the Forests

- *ensuring trees go to their highest and best use;*
 - *sourcing 100% of our fibre from the residuals of sawmilling and harvesting activities as well as wood that can't be used for any other purpose, and*
 - *which needs to be removed to improve forest health and/or minimize the risk of forest fires.*
-
- In 2022, **WPAC commissioned a study** to look at the range of feedstocks used by the pellet industry.
 - Professor Gary Bull, Dr. Jeremy Williams, Dr. Jim Thrower and Mr. Brad Bennett have **more than 125 years' experience**.
 - They **analyzed data from government and industry, confidential commercial data, Sustainable Biomass Program (SBP) Audit Reports** and conducted personal interviews with individual pellet plant operators.
 - They reviewed the **data for virtually every truckload of fibre for each pellet mill in the province** and traced forest-based residuals down to the forest harvesting block for each mill.

Key Findings



- **100% of Wood Pellets Come From Residuals, Bush Grind and Low- Quality Roundwood.**
- 85% of the fibre for pellets comes from the by-products of the sawmills and allied industries.
- The remaining 15% is supplied directly from the forest and includes:
 - Low-quality logs (11%)
 - Bush Grind (4%)



3 Case Studies

“Without the Burns Lake Drax facility, we wouldn’t have a home for a significant component of our low-grade harvesting profile and the level of waste would not be socially acceptable.”

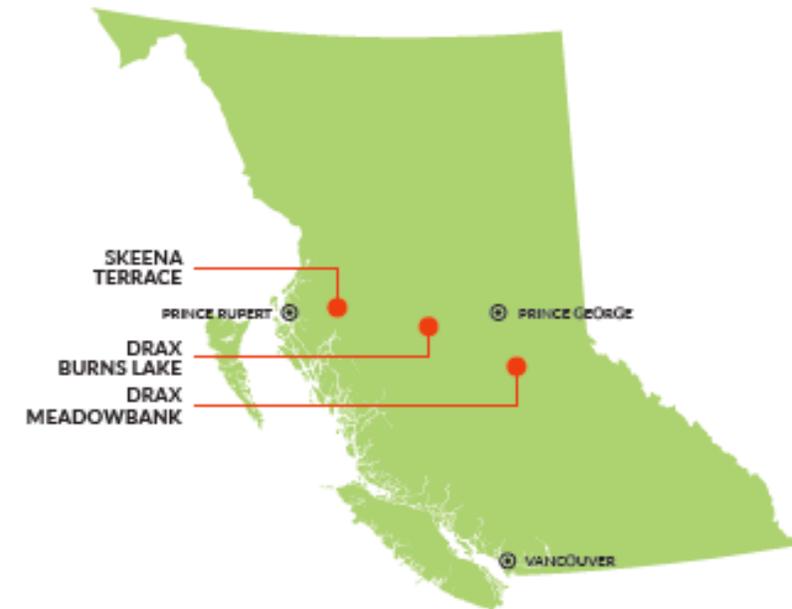
– General Manager, Frank Varga, Burns Lake Community Forest

“ Without the pellet facility the entire operation would not be viable both economically and socially. Leaving vast amounts of waste on site, as was done in the past to be burnt, is frankly unacceptable to the public.”

– Roger Keery, President of Skeena Sawmills

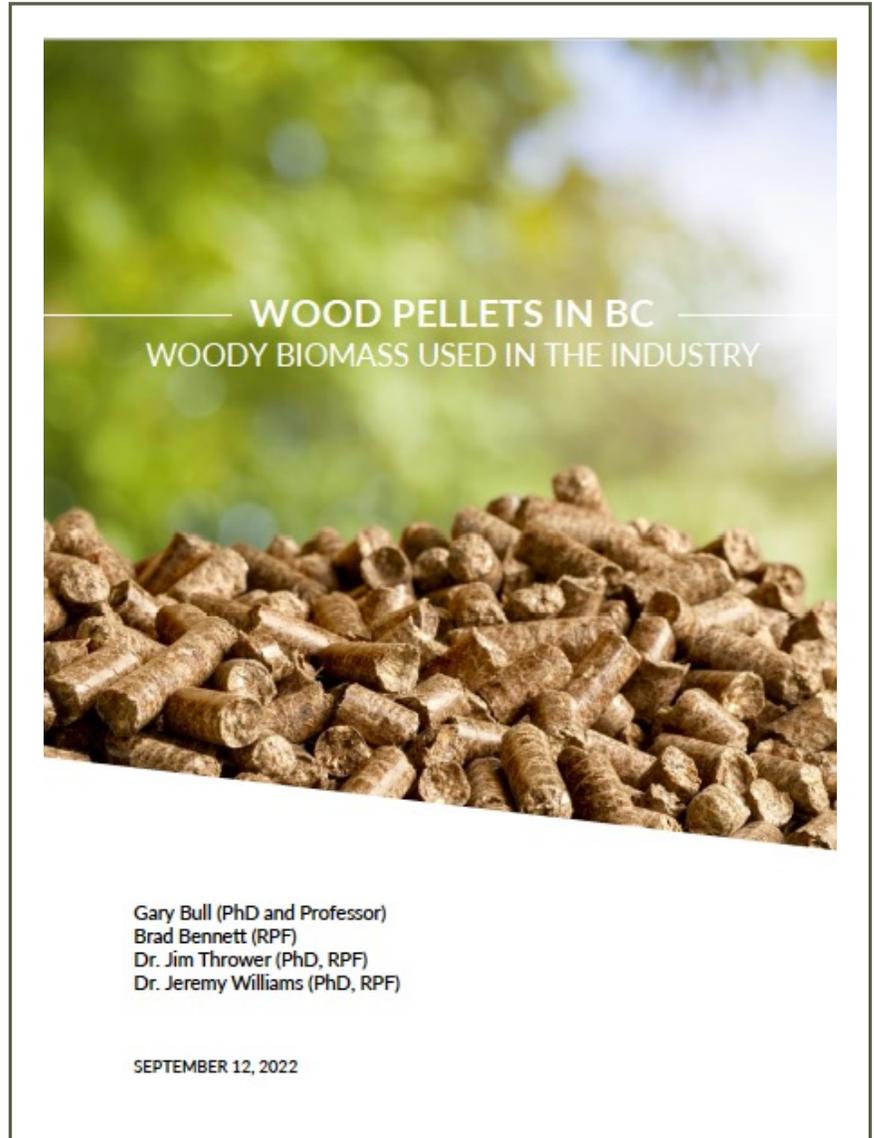
“Our operation focuses on low-quality hardwood and other roundwood that is not used by the pulp mills. Drax utilizes these inventories as a back-up supply when there is an interruption in the supply of sawmill-based residuals.”

– Andrew Meyer, Vice-President, Fibre Procurement, North America, Drax



WPAC Members Create Value

1. Utilizes and creates value from residuals produced by other mills;
2. Works with Indigenous communities and other communities to improve forest health, support local economies, and strengthen community resiliency;
3. Creates an additional revenue stream for sawmills and other facilities;
4. Eliminates smoke and particulate emissions associated with beehive burners or landfills;
5. Utilizes low quality biomass that comes from natural disturbances;
6. Creates viable economic opportunities and employment;
7. Contributes to managing wildfire risks; and
8. Increases the substitution of renewable energy (biomass) for fossil fuel (coal).



In Summary

- Actions + Reputation = Brand
- We will always have challengers; that's okay.
- Don't be distracted from the good work you do.
- The importance of Walking the Talk.
- Challenge yourself: verify your story.
- What we do matters; we've got a good story.



Thank you!

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BR  **ANDT**
STRATEGY