

Trust & Transformation

- multi stakeholder trust and digital transformation -

*Businesses Against Corruption:
Creating a Culture of Integrity*

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2017 Edelman Trust Barometer

GLOBAL ANNUAL STUDY

- Trust in all four institutions (NGO, media, business & government) dropped in 2017
- 85% of all surveyed do not have full faith in the system

BBMG

We build brands for humans



Brand Purpose in Divided Times

This ain't your daddy's diesel.

Stinky, smoky, and sluggish. Those old diesel realities no longer apply. Enter TDI Clean Diesel. Ultra-low-sulfur fuel, direct injection technology, and extreme efficiency.¹ We've ushered in a new era of diesel.

- Engineered to burn low-sulfur diesel fuel
- "Common Rail" direct injection system

View key fuel efficiency info [?](#)





We won't waste any time.

We are working intensively to find a solution and will inform every customer affected about any actions planned as soon as possible.

We will do everything necessary to win back the trust of our customers, partners and the public.

Rana Plaza, Bangladesh

- Large Canadian retailer publishing the names of companies and countries in which they operate...
- ...but nothing about the building code safety of their contractors' buildings.



CSR

- CSR evolution from “do less harm” to purpose based - focus on impact and long term value creation
- Boards hear the word “risk” and brands “reputation”
- Challenges of trust marks, certifications and disclosures
- CSR reporting burden grows - too much time spent reporting information that is immaterial to the business and related social impacts

CONSENSAS

- Set out to create the most transparent, accountable supply chain possible - from one of the most challenging supply chains in the world - Congolese Artisanal Small Scale Gold mining
- Standards - trust marks provide assurance but not necessarily the facts
- Created a secure distributed ledger system where multiple stakeholders can push and pull data

WORLD

Pioneering Canadian system ensures conflict-free gold

Rigorously documenting exports from small-scale sites boosts miners' revenue, gives buyers ethical certainty



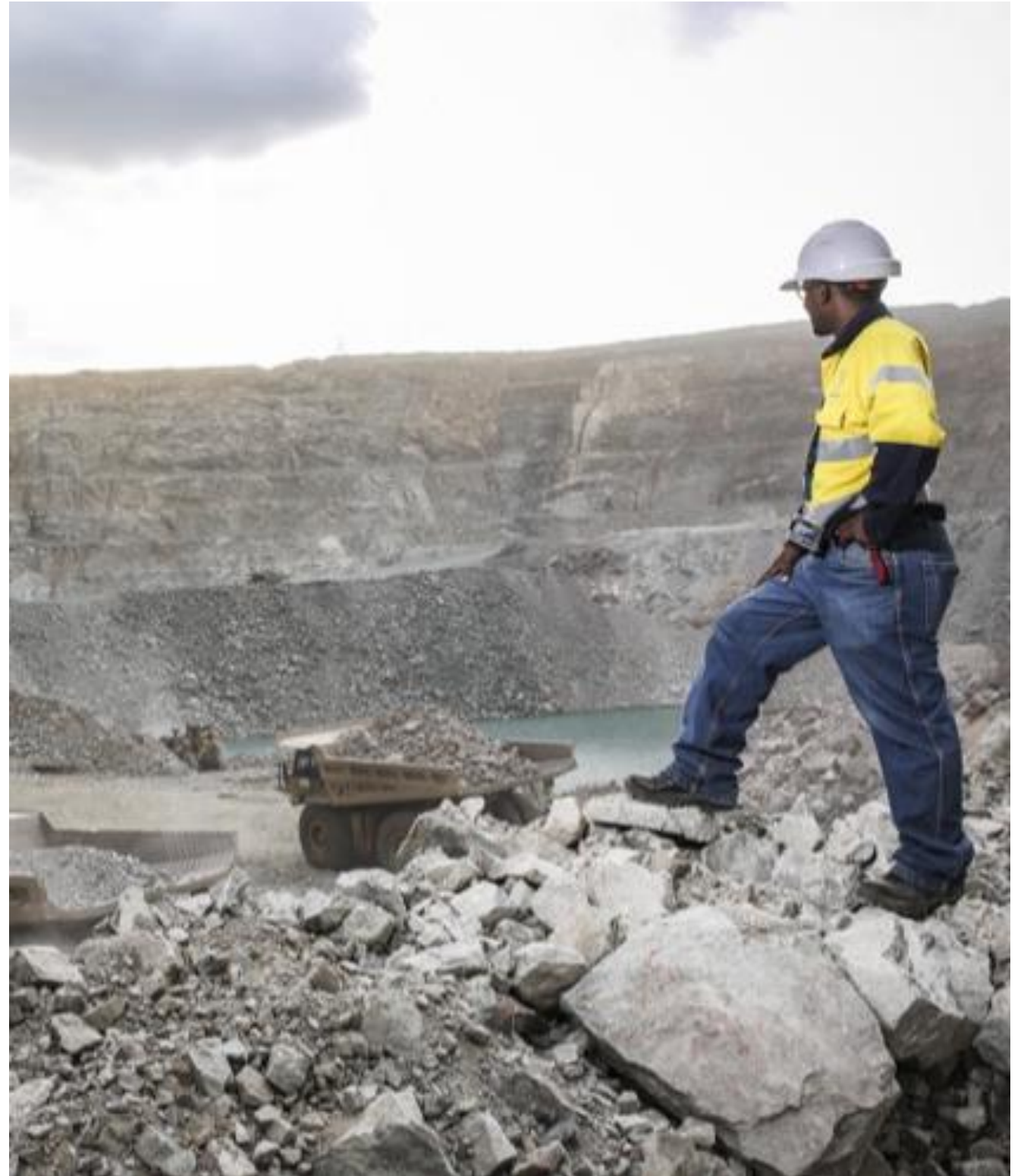
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START TODAY

Barrick Gold, Tanzania

- Government
- Miners
- Company
- Partners



Expectations have changed

- Unprecedented information access (24/7/365)
- Always on monitoring / social media will drive the demand for realtime reporting of issues and information
- Move to radical transparency - show me don't tell me.

Digital Transformation

- #Blockchain
(Distributed Ledger Technology)
- #IoT Internet of Things
- #Cryptocurrency
- #AI
- Advanced #Robotics



Old World / New World

- **Old World** – silos of data across Operations, Environmental Social Governance (ESG), Investor Relations and the corporate Risk ledger
- no harmonization, no data mining, no proactive risk and reputation management
- data undervalued and not secure.

- **New World** – secure, verified data on the full scope of supply chain risks
- business continuity through mission critical data monitoring,
- data ready for partners, NGOs, regulators, market analysts, raters, rankers and indices.

Not Analog vs. Digital

- Boards of Directors still need governance and ethics policies in place - they still focus on risk
- Digital is not a replacement for Human Culture and Leadership - Digital Transformation is wildly unsuccessful without cultural transformation
- The most recent successful digital entrepreneurs have added human trust in tandem with digitization
- Should be a focus on privacy and security without trade-offs for convenience.

Thank you.



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