

The scope of the RFP includes four major areas:

- 1) Phase 1: ESG Research and Analysis
- 2) Phase 2: ESG Strategy Development
- 3) Phase 3: ESG Strategy Execution
- 4) Phase 4: ESG Strategy Execution Continued Support

Each phase has specific deliverables that the successful proponent is required to complete.

Phase 1: ESG Research and Analysis

The successful proponent will conduct external and internal best practice ESG research on trends, risks, and opportunities. They will also conduct an internal analysis of the LCBO's current state and gaps through stakeholder engagement and double materiality assessment. The results of this research and analysis will be presented to the LCBO in a written report and executive summary.

Phase 2: ESG Strategy Development

The successful proponent will design a five-year ESG strategy, action plan, and roadmap that elevates the LCBO's Spirit of Sustainability and aligns with broader business strategies and government mandates. The strategy should demonstrate the LCBO as an innovative leader in ESG and align with the purpose, values, and mandate of the organization. The action plan and roadmap should outline the sequence and time to implement initiatives related to ESG and financial projects.

Phase 3: ESG Strategy Execution

The successful proponent will execute the approved five-year action plan and roadmap in alignment with the sequence and time to implement initiatives related to ESG and financial projects. The successful proponent will also provide consistent communications for alignment with the project team and across key stakeholders. They will create and execute the first and preceding LCBO ESG Annual Reports that reinforce the LCBO as a leader in ESG and align with best practice reporting and publication standards.

Phase 4: ESG Strategy Execution Continued Support

The successful proponent will continue to execute the ESG strategy action plan and implementation roadmap that outlines the sequence and time to implement initiatives related to ESG and financial projects. They will also identify new or changed key initiatives within the remaining 36-month period. The successful proponent will provide ad-hoc support as required or as needed due to the result of potential changing ESG priorities or business needs.