

**Identifying what sustainability
approach is right for your
company**

15 June 2021

About Me

Associate Director at Instinctif Partners – a business communications consultancy specialising in reputation, influence and engagement

Part of the Reinventing Responsibility practice – our 360° consulting service to help our clients address the complexities of navigating sustainability as they #buildbackbetter post-COVID-19.

In addition to pooling senior consultancy expertise from across our business, our team works in partnership with **leading international sustainability specialist, Mike Barry**. Together we are helping our clients Reinvent Responsibility in a fast-changing world.



What we will cover today

- The context – why now?
- Language and definitions
- Where are you now? What is driving your approach to Sustainability?
- Understanding different Sustainability ‘personas’
- Where do you want to go? What’s next?

Why this, why now?



The world has changed.

It's not business as usual.

Expectations have shifted from ticking the right boxes to having a clear and authentic purpose.

Stakeholders are expecting to see measurable impact, driven by meaningful action. Words are no longer enough.



So what does this mean for companies and their approach to Sustainability?

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A pivot from compliance to driving environmental and societal gain

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Shift from measuring outputs to creating impact, aligned to multi-stakeholder expectations

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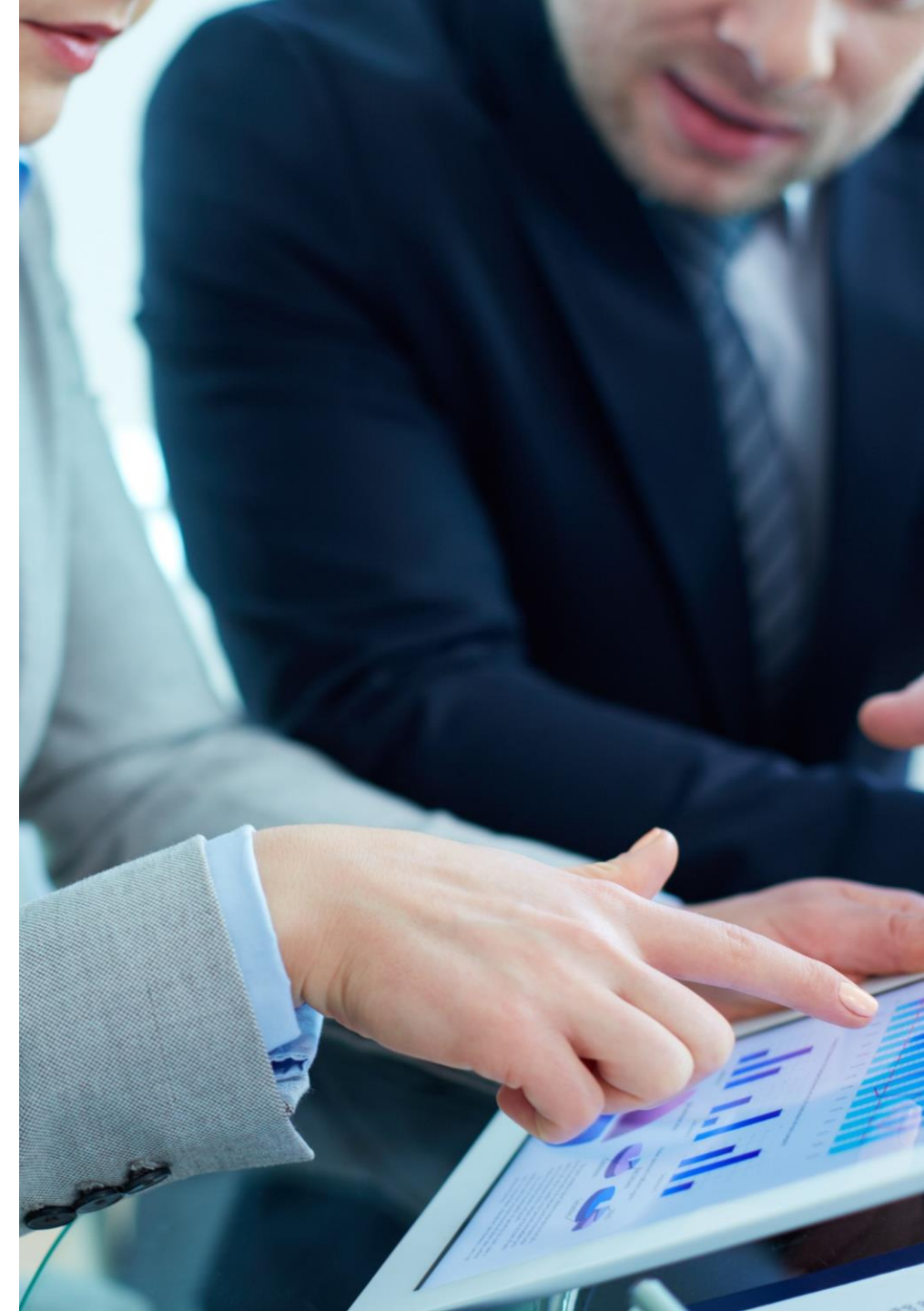
ESG and Purpose are now strongly linked

And the expectation on companies in 2021 is greater than ever...

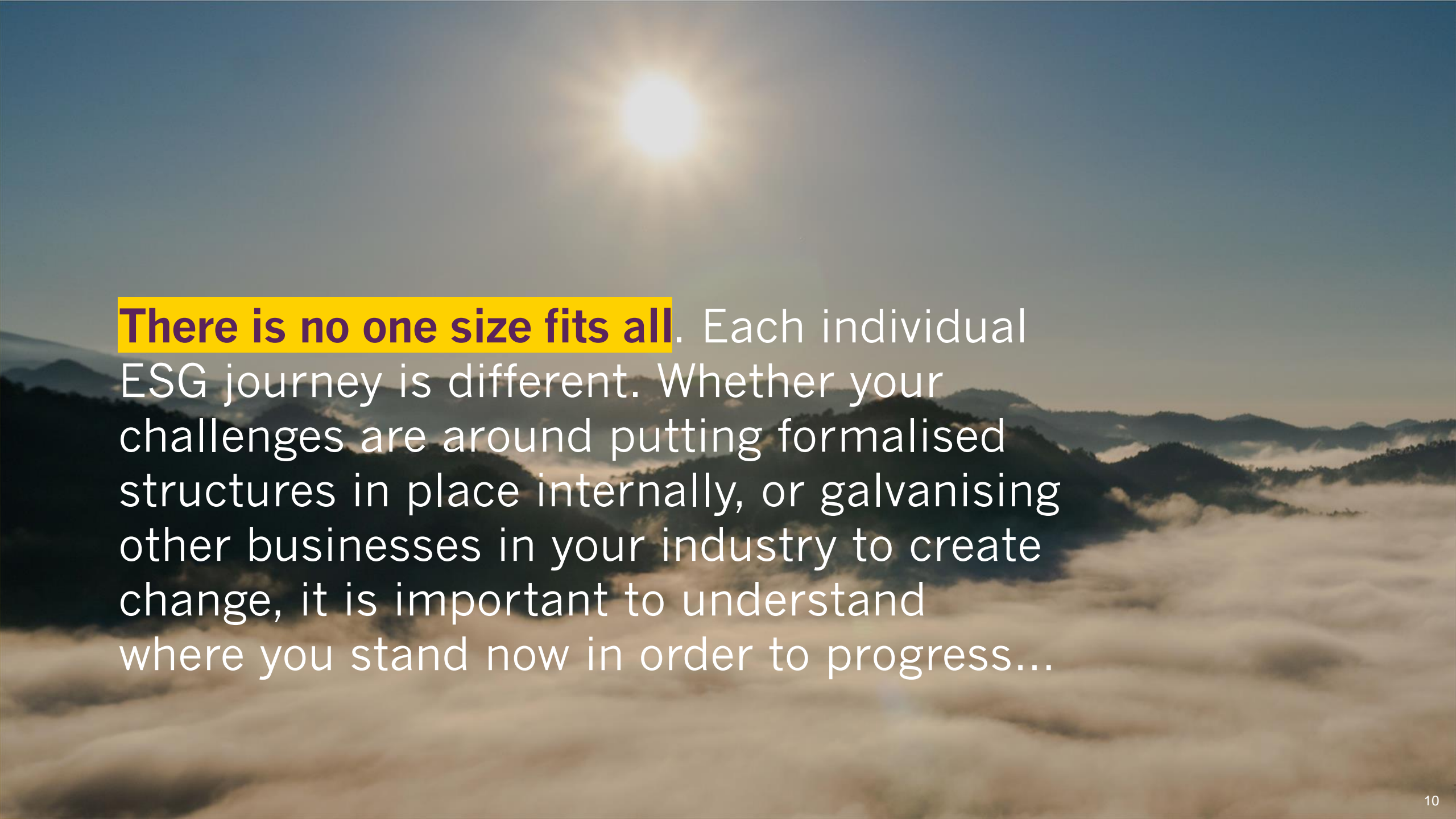
Let's talk about language

Language is important

- **Corporate Responsibility / Corporate Social Responsibility:** A view from the inside looking out, of how you manage People Planet and Purpose
- **Environmental Social Governance:** A framework for good risk management driven by investor views
- **Sustainable business:** Transformation of a business to balance the needs of customers, colleagues, investors, communities, society and the environment



Where are you now?



There is no one size fits all. Each individual ESG journey is different. Whether your challenges are around putting formalised structures in place internally, or galvanising other businesses in your industry to create change, it is important to understand where you stand now in order to progress...



The grasshopper

Companies at this stage will not have had a strong ESG focus previously, either because it hasn't yet been a priority or as a result of uncertainty on where to begin in tackling the challenges around creating a sustainable business strategy.

Potential drivers:

- Emerging interest at board level due to stakeholder pressure
- A need to master some of the basics in order to complete tender questionnaires
- Partner or customer sustainability criteria requirements



The grasshopper

Businesses at this stage may already have:

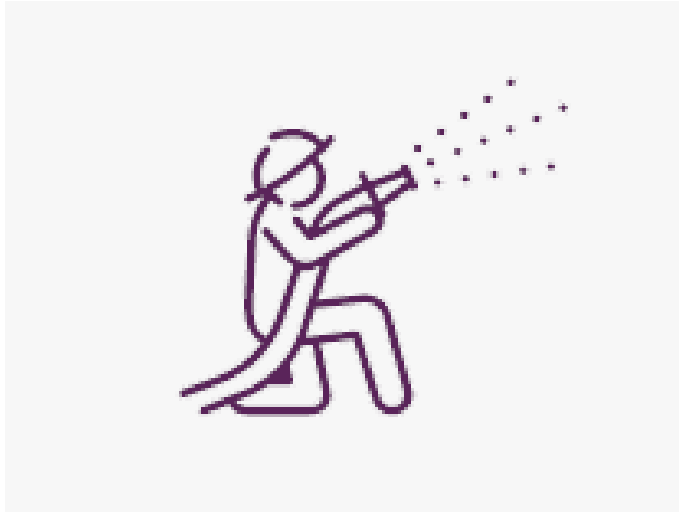
- Basic policies relating to ESG factors
- Some limited measurements to demonstrate progress

What to prioritise:

- **Governance:** getting the right frameworks in place for delivery, reporting and tracking progress to set up future success
- **Targets:** Setting authentic and deliverable targets that are relevant to your business

What to look at:

- **Peer benchmarking**
- **Internal ESG audit and policy development.**
- **Development of ESG strategy** bringing together existing ESG activity.
- **Leadership coaching & development**
- **Reporting frameworks**



Companies in this category might be facing a specific issue that threatens its operations, now or in the future. These include issues such as regulatory changes, market disruption, competitive challenge or activist campaigns

The firefighter

Potential drivers:

- Loss of funding source
- Product bans or punitive regulation or taxation
- Customer or consumer pressure / changing attitudes
- Detrimental changes to market or trading environment



The firefighter

Businesses at this stage may already have:

- Materiality
- Supplier auditing
- Issues focused programmes (for example: plastic reduction, diversity, sugar/fat reduction)

What to prioritise:

- **Insight and foresight:** get a deeper understanding of what is important to your key stakeholders and how this might change in the future
- **Scenario planning:** understanding how the landscape will change in the near, mid and long term future
- **Strategy and route mapping**

What to look at:

- **Materiality review**
- **Risk assessment**
- **Deeper understanding of the regulatory landscape**
- **Stakeholder insight**
- **Goal / target setting**

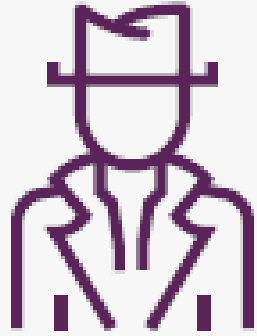


Businesses of this type will have identified some strategic areas of focus where there might be ESG opportunities – whether that be new funding sources or access to new markets.

The hustler

Potential drivers:

- New product or service opportunities
- Opportunity to differentiate and create unique selling points
- Building customer relationships and loyalty
- Engaging employees and other stakeholders



The hustler

Businesses at this stage may already be:

- Developing new services & products that serve ESG-related markets
- Actively engaging with employees, customers and consumers as part of the journey
- Exploring access to new ESG-related sources of funding

What to prioritise:

- **Identifying the right opportunities** through insight and research
- **Understanding how best to capitalise on opportunities**

What to look at:

- **Stakeholder engagement programmes**
- **Active political and regulatory advocacy campaigns**
- **Stakeholder / market insight**
- **Partnerships and collaboration**

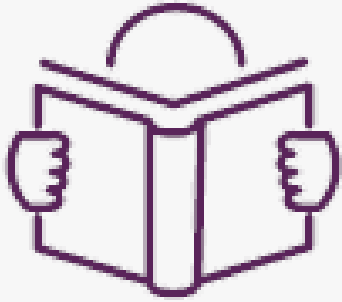


The problem solver

Potential drivers:

- Macro sector or industry challenges
- Mature ESG strategy
- Appetite for market, industry or global leadership
- Differentiating knowledge, technology or resources

At this stage, the organisation will have a role in using knowledge and resources to contribute to solving industry-wide, or global-scale issues. The business may be involved in partnerships or associations, often alongside competitors, to collectively find solutions to macro-level challenges.



The problem solver

Businesses at this stage may already be:

- Involved in cross industry or Government collaborations

What to prioritise:

- **Building connections** between the organisation and key decision makers
- **Capitalising on opportunities to deliver shared value**

What to look at:

- **Driving public policy 'capital' from projects**
- **Active political and regulatory disruptive change campaigns**
- **Thought leadership campaigns**



Broadly at this level, there are two types of organisations.

The giver

Philanthropist:

As a philanthropist, the business will gift considerable sums of money to fund research or projects unrelated to their core business purpose, potentially as a result of a personal interest or connection of their senior leadership. Often, their activity will go under the radar, but there may be some examples that they wish to share publicly.

Corporate donor:

Businesses like this will provide time or money to a cause aligned more closely with its business strategy through more formalised channels. There may be a foundation or a charitable trust in the name of the business.



The giver

Businesses at this stage may already have:

- A formal charitable foundation or established formal routes for corporate giving

What to prioritise:

- **Establishing credibility** - not cheque book philanthropy
- **Getting the messaging and narrative right**
- **Targeting your donations and support strategically**

What to look at:

- **Sensitive and subtle engagement**
- **The right partnerships and collaborations**
- **Executive and organisational positioning on corporate citizenship with key stakeholders**

What's next?

Where do I want to get to?

Realising your ambition

Develop your strategy

Supporting business strategy & company vision

Aligned with company ambition & appetite

Future-facing

Set targets

Business relevant

Ambitious but deliverable

In line with reporting frameworks

Develop route map

Identify milestones

Allocate resource

Create delivery framework

Governance

Creating control and accountability for delivery

Reporting

Regular, transparent data-based reporting

Any questions?

Thank you

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