

Responsible Communications

Jonathan Wise
Co-Founder, The Comms Lab



Agenda

What we're going to cover

Who am I?

What is the role of CSR communications (and business)?

Looking to the future

Trust in business

The current b2b CSR communications opportunity

Cultivating CSR within a b2b industry - advertising



J. Walter Thompson



DIAGEO



BBC



ASHRIDGE
business school

Masters in
Sustainability and
Responsibility



WORLD
RESOURCES
INSTITUTE



J. WALTER THOMPSON
WORLDWIDE

What is the role of CSR communications?

To communicate a visionary idea of what you hope achieve or only talk about actions have actually taken?

Communications can help build trust but also leave companies open to accusations of 'Greenwashing'.

In this talk, Jonathan will share thoughts and a framework on how to consider the role of CSR communications as well as ideas on the future of the discipline as CSR and sustainability become strategically more important for organisations.

What is the role of communications?

To sell more ?

DIAGEO



BBC

sodexo




Hilton
HOTELS & RESORTS

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What is the role of CSR communications?

HELPING BRITAIN PROSPER



LLOYDS BANKING GROUP

Lord Blackwell, Chairman

Antonio Horta-Osuna, Group Chief Executive

We know that a Britain that prospers, Lloyds Banking Group can too, so we are committed to using our scale and reach to make a difference to people, businesses and communities across the UK. We have been serving Britain for more than 200 years through our products and services, but our Helping Britain Prosper Plan takes us beyond business as usual.

We are making some bold commitments as we enter the next phase of our Group strategy. We have chosen the Helping Britain Prosper Plan to ensure it focuses on the areas where we believe we can make the biggest difference:

- To enable more people in Britain to get a home, we plan to lend £30bn by 2020 to first time buyers.
- To support businesses looking to start up and grow, we'll be increasing our net lending to SMEs and Mid-Market businesses by £5bn by 2020.
- To help more people plan for the future, we plan to grow the amount of open bank assets we hold on behalf of pension and investment customers by £20bn by 2020.
- To build Britain's digital capability, we'll support a further 1.8m individuals, SMEs and charities to develop their digital skills by 2020.
- To champion Britain's diversity, we aim to increase the percentage of senior roles held by women in the Group to 40% and the percentage of roles held by Black, Asian and Minority Ethnic colleagues to 10% by 2020.
- To tackle social disadvantage across Britain, we aim to support 7,500 charities through our £100m commitment to our independent charitable foundations by 2020.

We are proud of the contribution our Group can make to all our futures.

Our fresh commitment to low carbon

The world is growing and demanding more energy, but also demanding fewer emissions. At BP we're fully committed to meeting this dual challenge and the transition to a low carbon future.

This means reducing emissions in our operations, improving our products and creating low carbon businesses.

We are also setting ourselves a new goal – even as BP grows to meet demand, our net emissions of greenhouse gases won't.

We'll achieve this by:

1. Delivering 3.5 million tonnes of sustainable emissions reductions
2. Targeting methane intensity of 0.2% for natural gas
3. Investing in carbon offset projects

And to encourage action in every part of our business, we're launching an **Advancing low carbon** accreditation programme, starting with 33 independently assured activities.

BP will never stop working to help the world keep moving, and more importantly, keep advancing.

Read about the specifics of our ambitions and targets at bp.com/energtransition



Friedrich Oelenhaiz, detail from "Portrait of the future Prince Alois I of Liechtenstein," 1776. © LIECHTENSTEIN. The Princely Collections, Vaduz-Vienna

VALUES WORTH SHARING

"Be part of a bank that values more than just money."

Elena Sager, LGT employee since 2006



Private Banking

lgt.com/values

	yield	chg
	2.95	0.02
	1.40	0.01
	0.54	0.01
	0.04	0.00
	3.13	0.02
	-0.59	0.00

	prev	chg
	1.59	0.01
	1.84	0.00
	-0.36	0.00
	0.70	-0.01

provided by Morningstar

Company

What is the role of business?



LARRY FINK'S ANNUAL LETTER TO CEOS

A Sense of Purpose

Society is demanding that companies, both public and private, serve a social purpose. To prosper over time, **every company must not only deliver financial performance, but also show how it makes a positive contribution to society.**

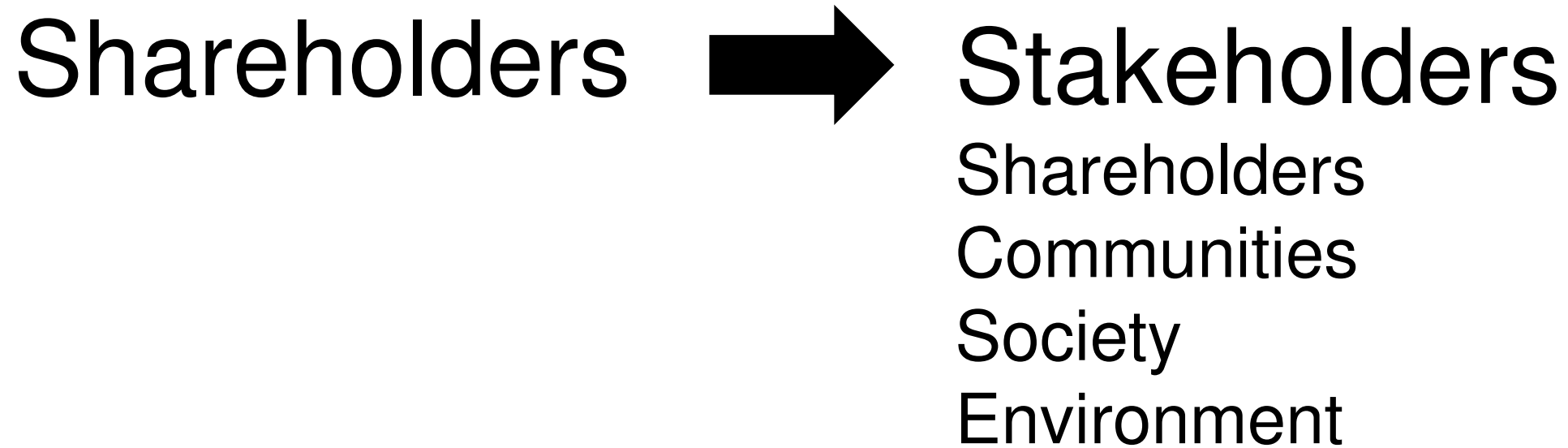
Without a sense of purpose, no company, either public or private, can achieve its full potential. It will ultimately lose the license to operate from key stakeholders. It will succumb to short-term pressures to distribute earnings, and, in the process, sacrifice investments in employee development, innovation, and capital expenditures that are necessary for long-term growth.

I want to reiterate our request, outlined in past letters, that **you publicly articulate your company's strategic framework for long-term value creation** and explicitly affirm that it has been reviewed by your board of directors.

BlackRock is the world's largest asset manager with \$6.3 trillion in assets under management



What is the role of business?



Definition

Corporate social responsibility (CSR) is a business approach that contributes to sustainable development by delivering economic, social and environmental benefits for all stakeholders.

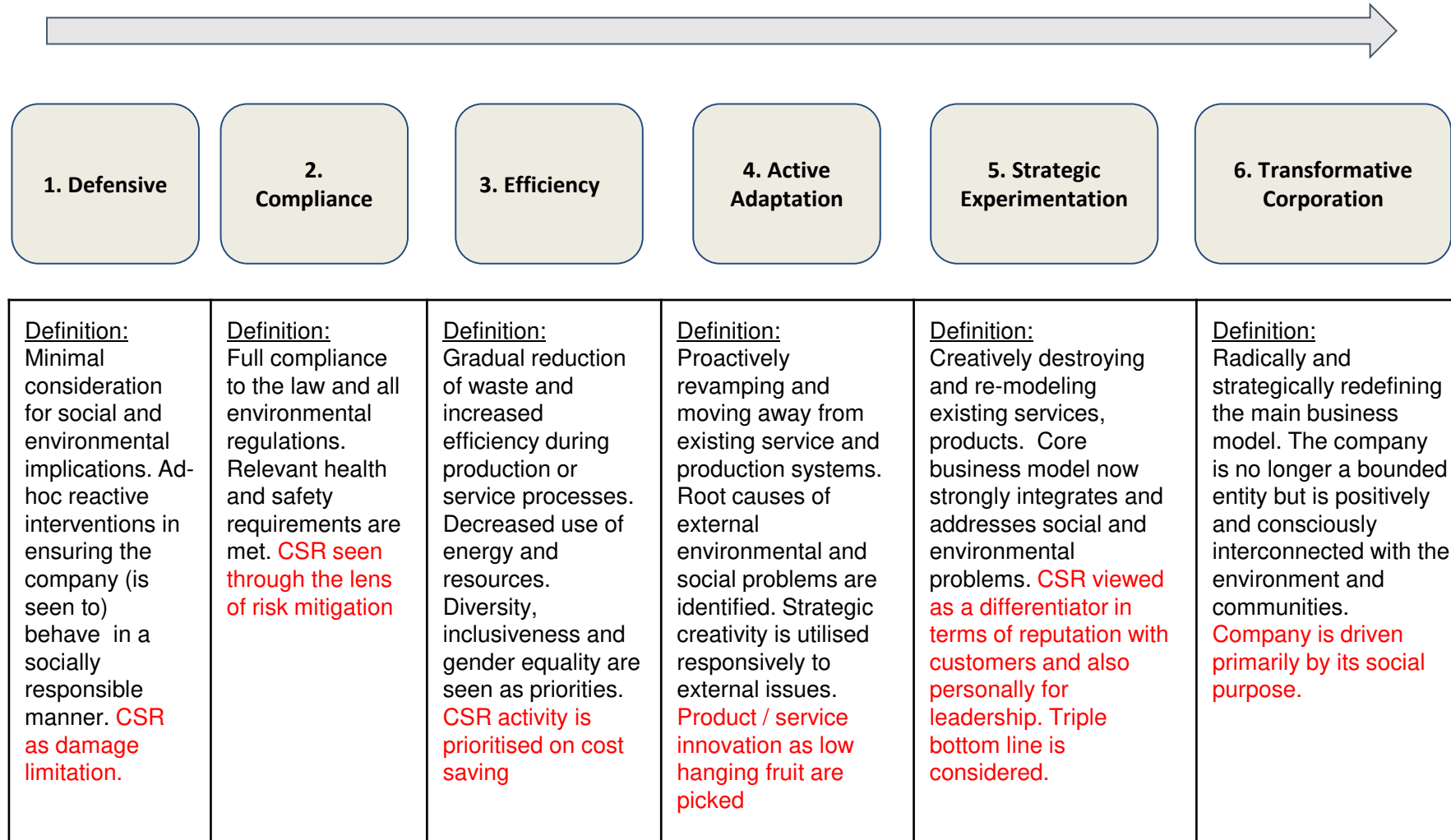
CSR is a concept with many definitions and practices. The way it is understood and implemented differs greatly for each company and country.

Moreover, CSR is a very broad concept that addresses many and various topics such as human rights, corporate governance, health and safety, environmental effects, working conditions and contribution to economic development. **Whatever the definition is, the purpose of CSR is to drive change towards sustainability.**

Source: FT Lexicon, 2018

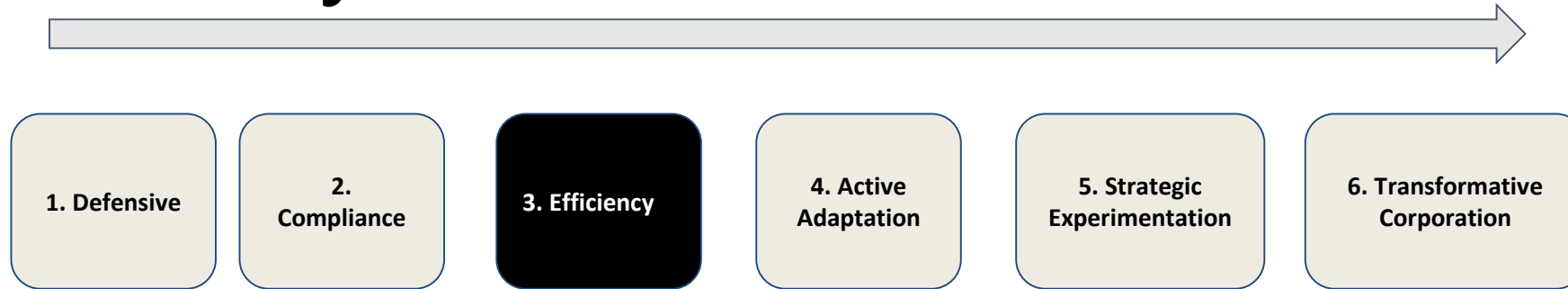


CSR: The Future-proofing Journey



CSR: The Future-proofing Journey

Case Study: BMW



BMW EfficientDynamics

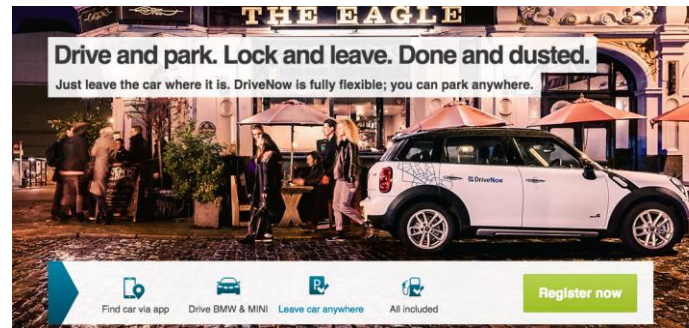
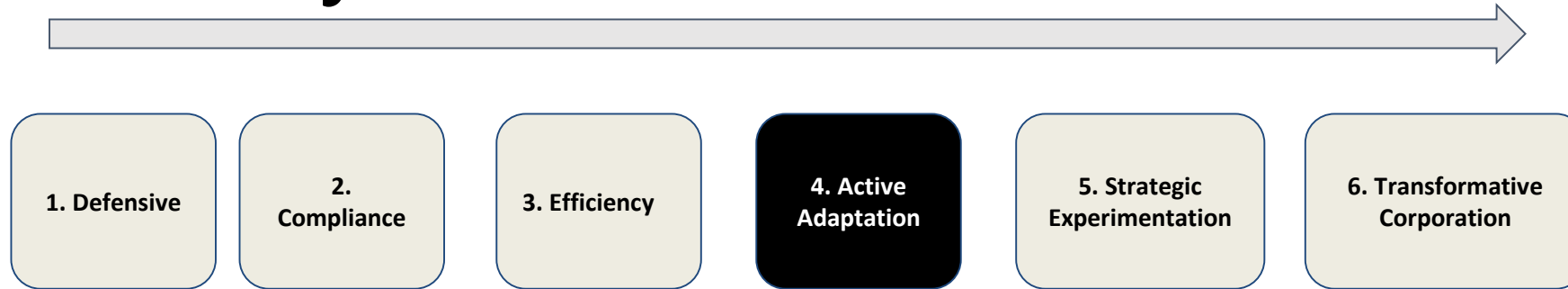
Less emissions. More driving pleasure.

BMW EfficientDynamics is BMW's strategy to minimise fuel consumption and CO₂ emissions while increasing dynamics and driving pleasure. It is a package of innovative functions covering the drive system, energy management and vehicle concept, and is a standard feature in every BMW. That is BMW EfficientDynamics.



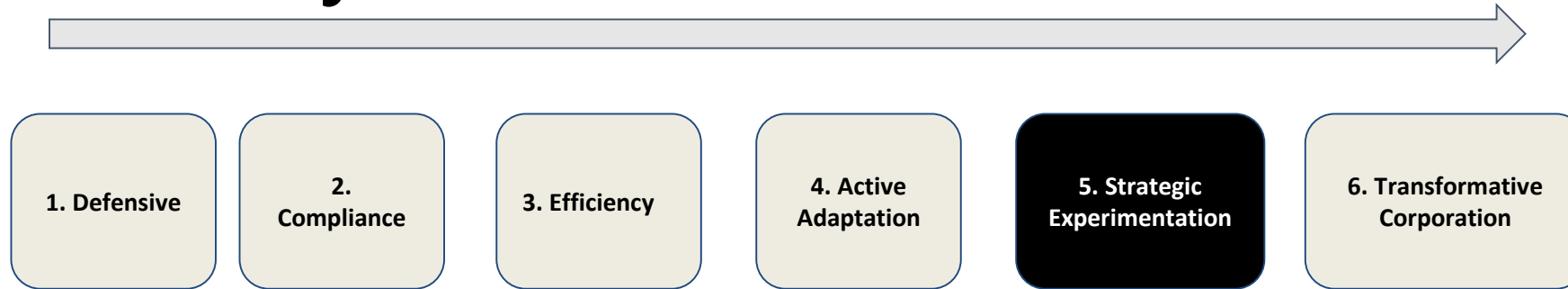
CSR: The Future-proofing Journey

Case Study: BMW



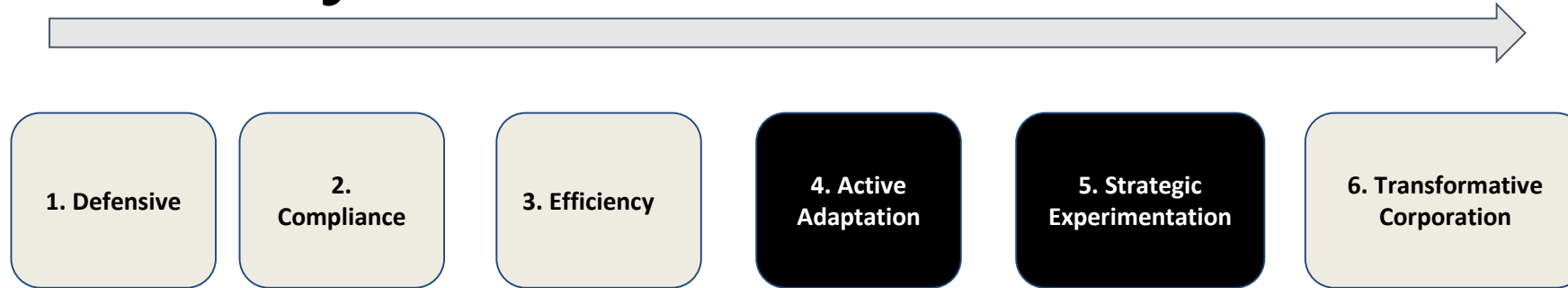
CSR: The Future-proofing Journey

Case Study: BMW



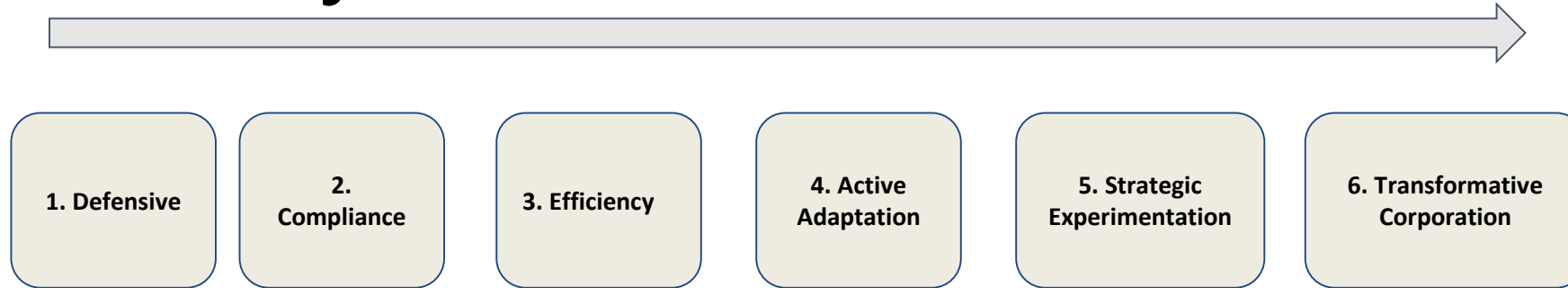
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Case Study: BMW



CSR: The Future-proofing Journey

Case Study: BMW

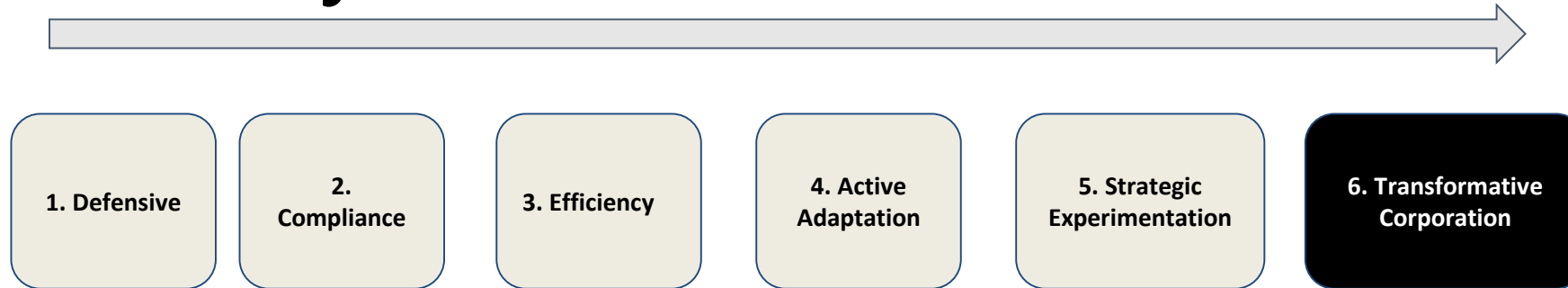


"If China and India had the levels of car ownership evident across the OECD, that would amount to 1.5bn more cars"

Chandran Nair, Founder, the Global Institute of Tomorrow

CSR: The Future-proofing Journey

Case Study: BMW



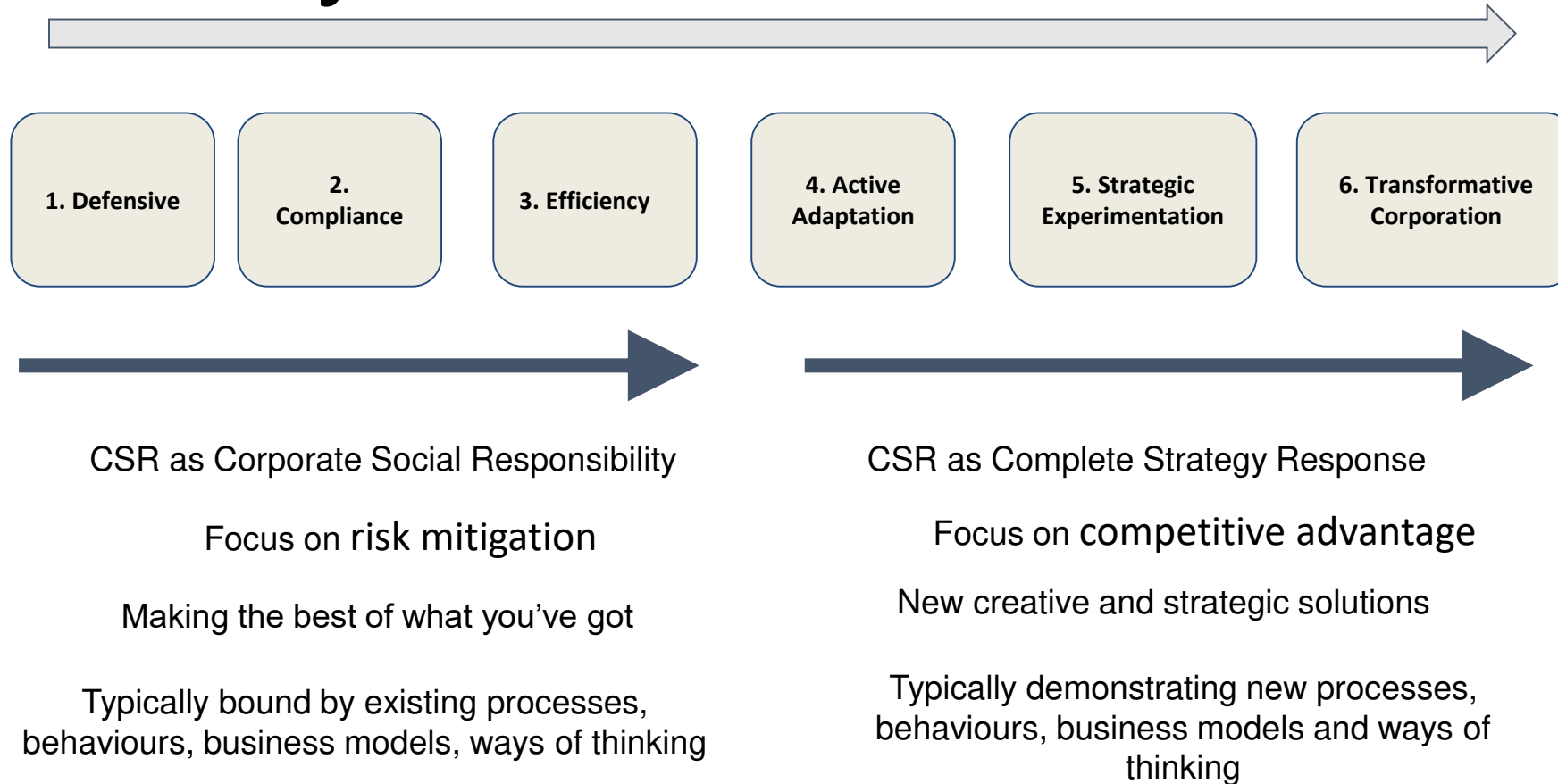
PERSPECTIVES.

Ideas, opinions and visions: What will mobility look like in the future? What role will companies play in society? How and where will people live? How are digitalisation and globalisation changing our world? How can we continue to be a driver of progress? These questions are addressed in the publication "THE NEXT 100".



CSR: The Future-proofing Journey

Case Study: BMW



CSR

- Increasing requirement for business to develop a social purpose and make a greater contribution to society that delivers long-term success
- Fantastic opportunity to lead industry into the future
- CSR / sustainability as a discipline and mindset to take you there
- But....

Low Trust in Business in the UK

Per cent trust in business in general, 2017-2018



**Of the UK General Population
trust business** (vs. 45% in 2017)



JAN

**Of the UK Youth trust
business** (vs. 39% in 2017)

JAN

**General Population
Regional Split**

London: 58%

Wales: 43%

Scotland: 48%

Northern Ireland: 48%

Source: 2018 Edelman Trust Barometer UK Supplement Q1. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale, where one means that you "do not trust them at all" and nine means that you "trust them a great deal." [Top 4 Box, Trust] Base: UK General Population (n=2,000), UK Youth (n=1,063), Greater London (n=261), Wales (n=100), Scotland (n=180), Northern Ireland (n=60)

Distrust in Business Driven By Exec Pay, Tax Avoidance and Lack of Honesty and Transparency

Top 5 reasons for distrust in business in general



1.

Top executives overpaid compared to average workers (58%)

2.

They do not pay their fair share of tax (56%)

3.

They do not operate in a transparent and honest way (45%)

4.

Corruption is commonly accepted (42%)

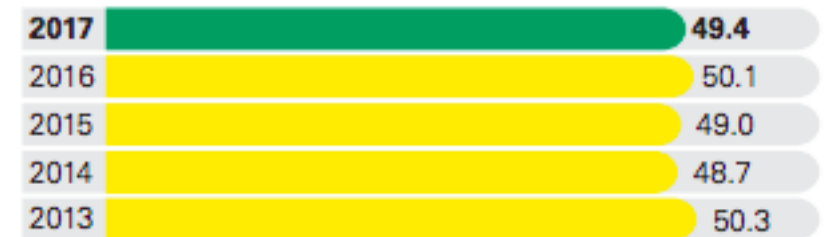
5.

The average worker is mistreated or taken advantage of (42%)

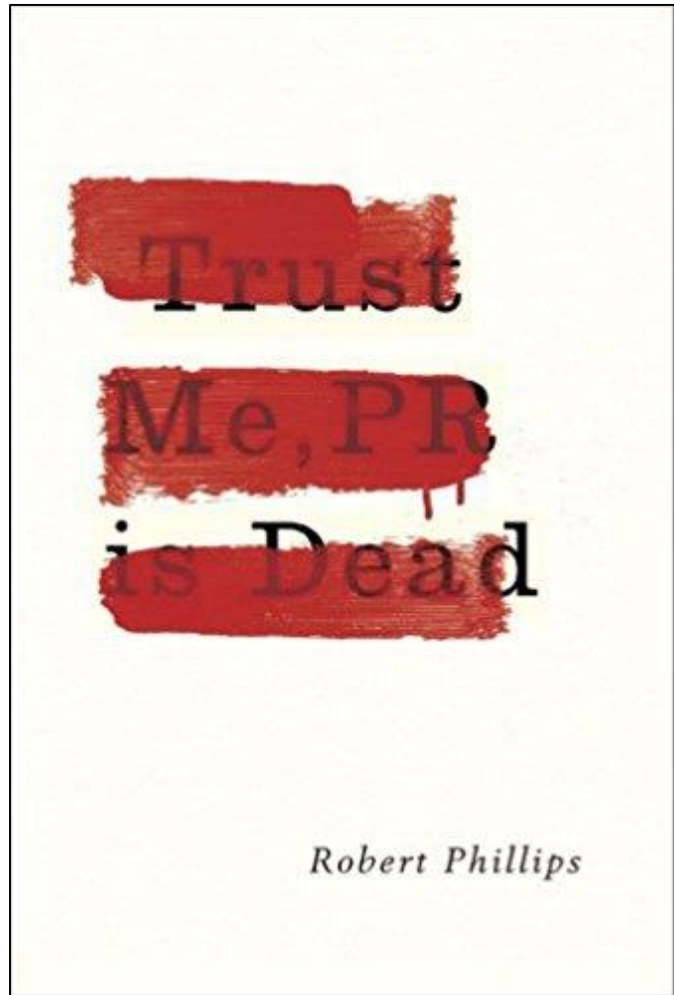
CSR communications can add to the mistrust - Greenwashing



Greenhouse gas emissions
(million tonnes of CO₂ equivalent)



How to deliver trust



Honesty
Competence
Reliability
Benevolence

Note, this is not about what you 'say' but what you 'do'

Can CSR Communications deliver?

- Can it deliver on the direction of creating a social purpose?
- Can it be based on what you do, rather than what you say?
 - Overcome claims of greenwash
- Can it help build trust back into business?

The current CSR communications opportunity

1. Develop a **social purpose**
2. Demonstrate trust by **acting** honestly with competence
3. **Execute** it well

STATE STREET
GLOBAL ADVISORS®



COMFORT 



STATE STREET GLOBAL ADVISORS®

<https://www.youtube.com/watch?v=fADyZ2NL-xY>

STATE STREET GLOBAL ADVISORS®

1. Develop a **social purpose**

2. Demonstrate trust by **acting** honestly with competence

3. **Execute** it well

1. Promote gender diversity

2. Create a fund to promote gender diversity in leadership positions

3. 'Fearless Girl'

Our Action

State Street Global Advisors called on companies we invest in without a single woman on their board to take action.

700+

companies engaged in the US, UK and Australia

We voted against companies that failed to take steps to add a woman to their board.

500+

companies voted against

We also placed Fearless Girl near Wall Street to call attention to this important issue, sparking a global conversation.

5 B+

social media impressions in 12 weeks⁴

The Impact

As a result of these efforts,
change is happening.

152

companies we identified have
now added a woman director

34

more companies have
pledged to do so

Following our call, other asset
managers and owners have
joined us in making board
diversity a priority.

\$13 T

in shareholder assets now
backing board diversity⁵





- https://www.youtube.com/watch?v=_LmRm-EeGyk

COMFORT

1. Develop a **social purpose**

2. Demonstrate trust by **acting** honestly with competence

3. **Execute** it well

1. Provide clean, safe water

2. Create 'Plumbers without Borders'

3. Send plumbers to provide communities without clean water



- <https://www.youtube.com/watch?v=elqCWFR9RJ4>



1. Develop a **social purpose**

2. Demonstrate trust by **acting** honestly with competence

3. **Execute** it well

1. Improve wellbeing

2. Create spaces for sport and exercise

3. Unusual Football Field



- https://www.youtube.com/watch?v=_k_TbDmbG5g



1. Develop a **social purpose**

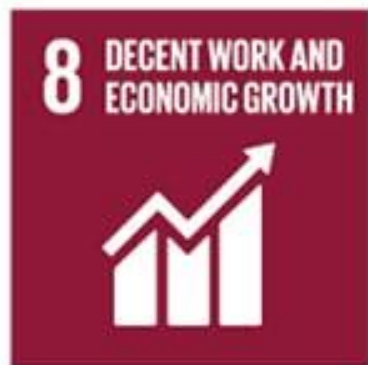
2. Generate trust by **acting** honestly with competence

3. **Execute** it well

1. Reduce inequality

2. Provide banking services to the financially excluded

3. Payphone Bank



STATE STREET
GLOBAL ADVISORS®





COMFORT







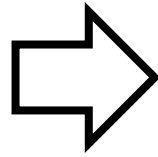




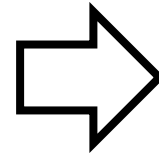
Cultivating CSR within a b2b industry - advertising



Advertising
Agencies



Morally or
value
neutral



Law
Accountancy
Management
consultancy
IT
Financial Investment



Agencies are
morally or
value neutral

➡ THE
PURPOSE
TURN ➡

Agencies can state
and embody the
positive contribution
they want to make
in the world



Agencies are
morally or
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Growth – More attractive to talent – Differentiation – Adult to Adult



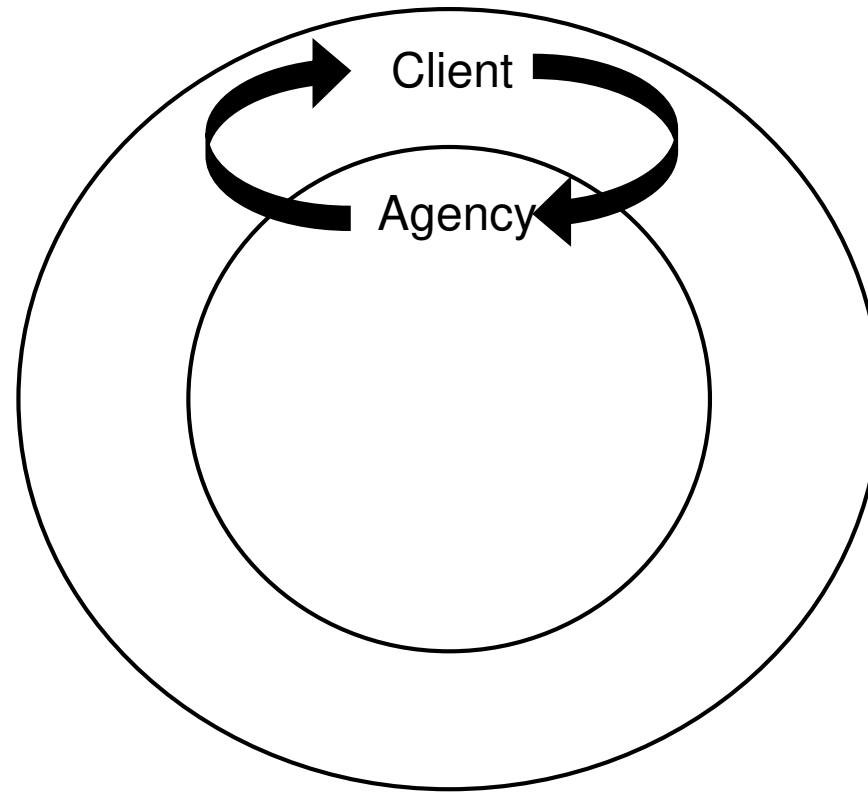
‘Theory’



‘Practice’

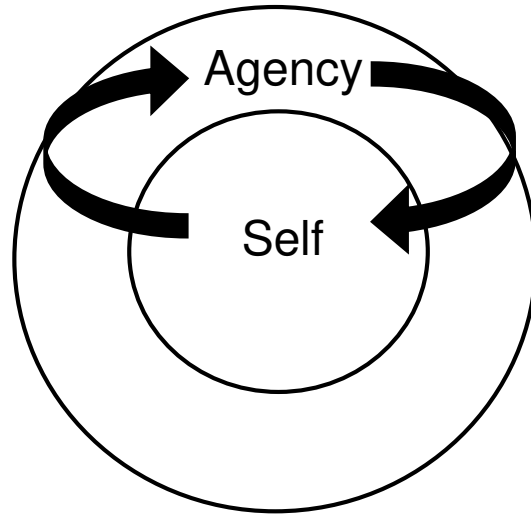


An Act 1 Conversation about 'Purpose'



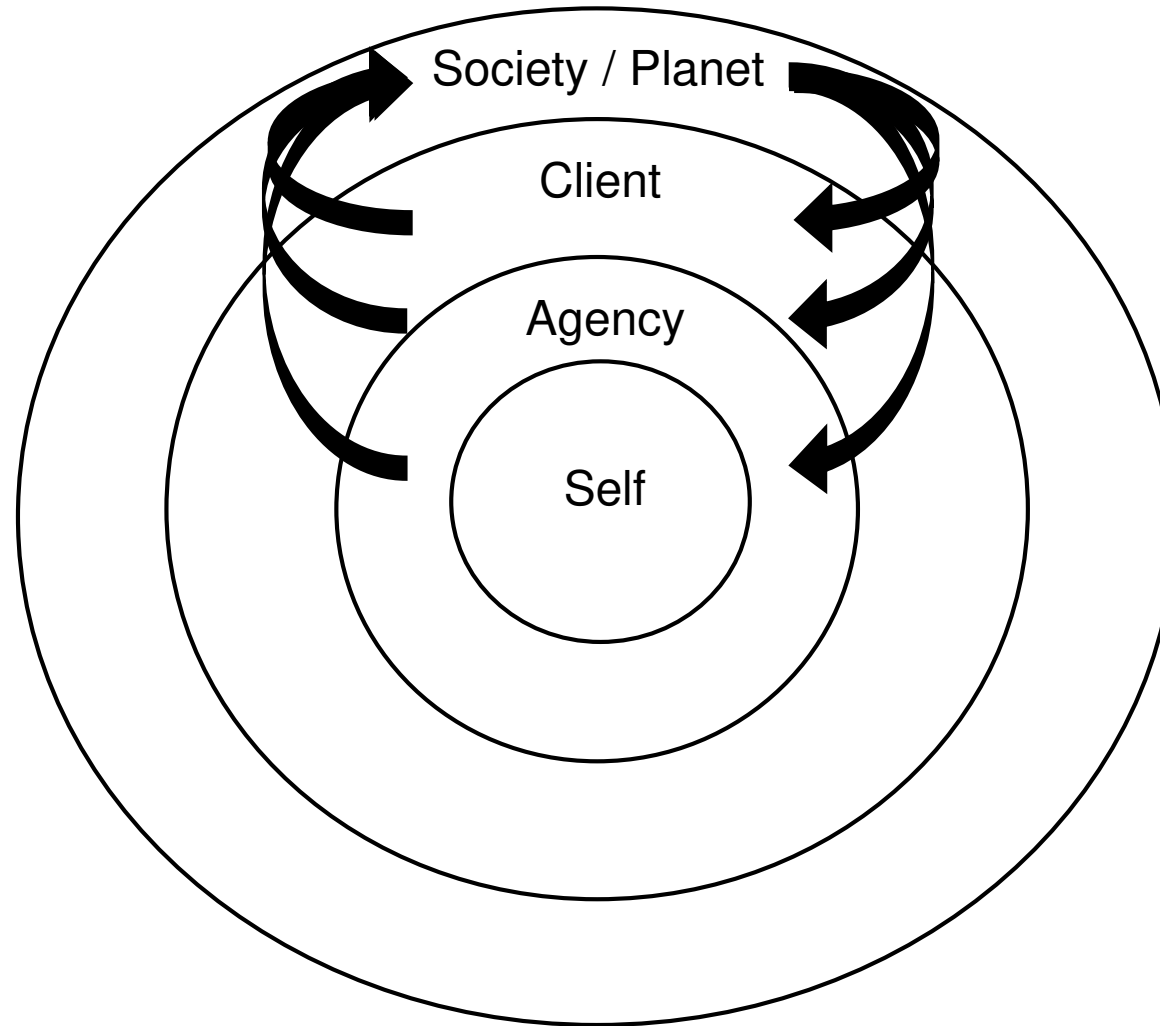
‘What is the purpose-led work
can we do on this brief?’

An Act 1 Conversation about 'Purpose'



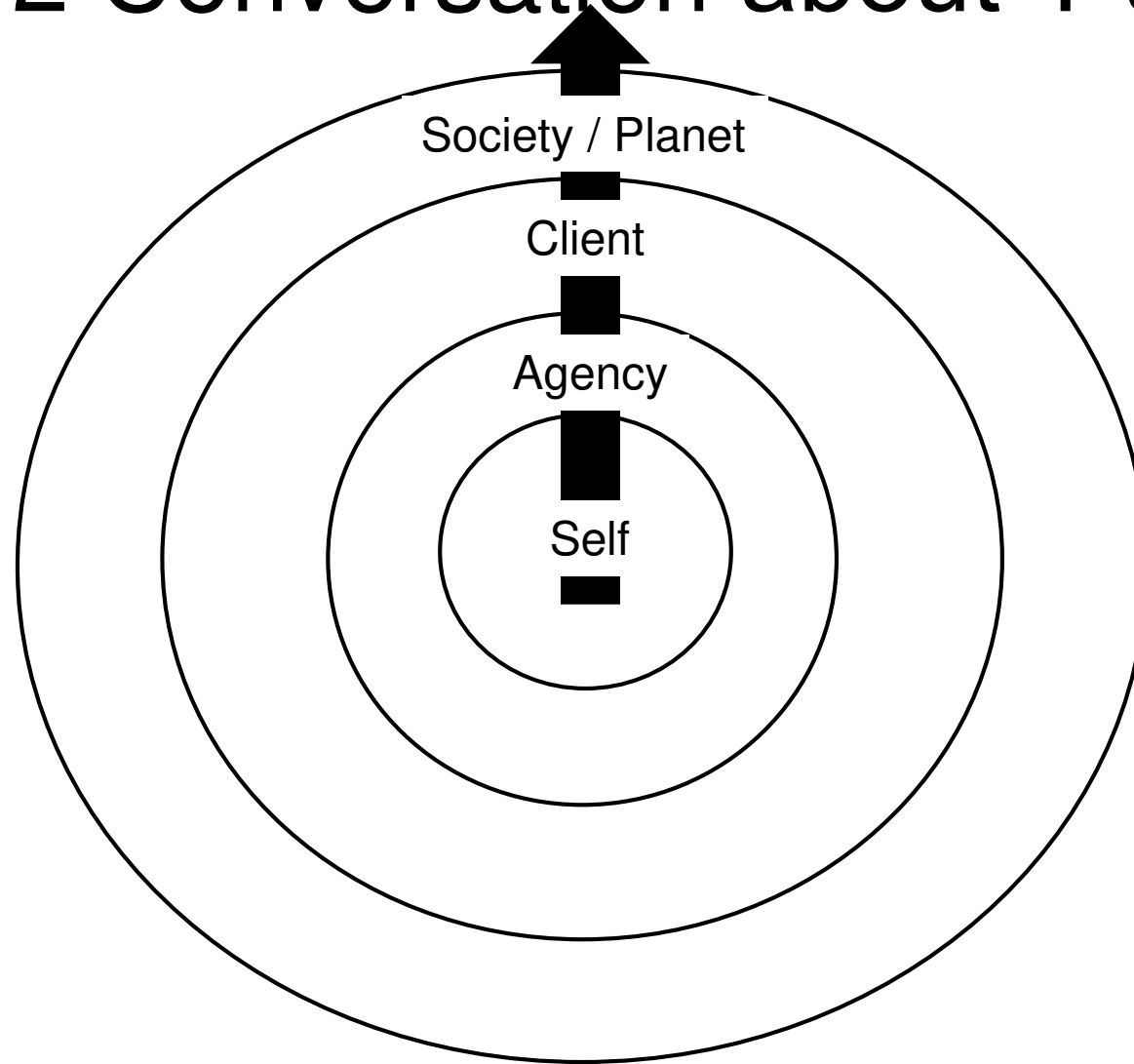
‘What good can I do in my agency?’

An Act 2 Conversation about 'Purpose'



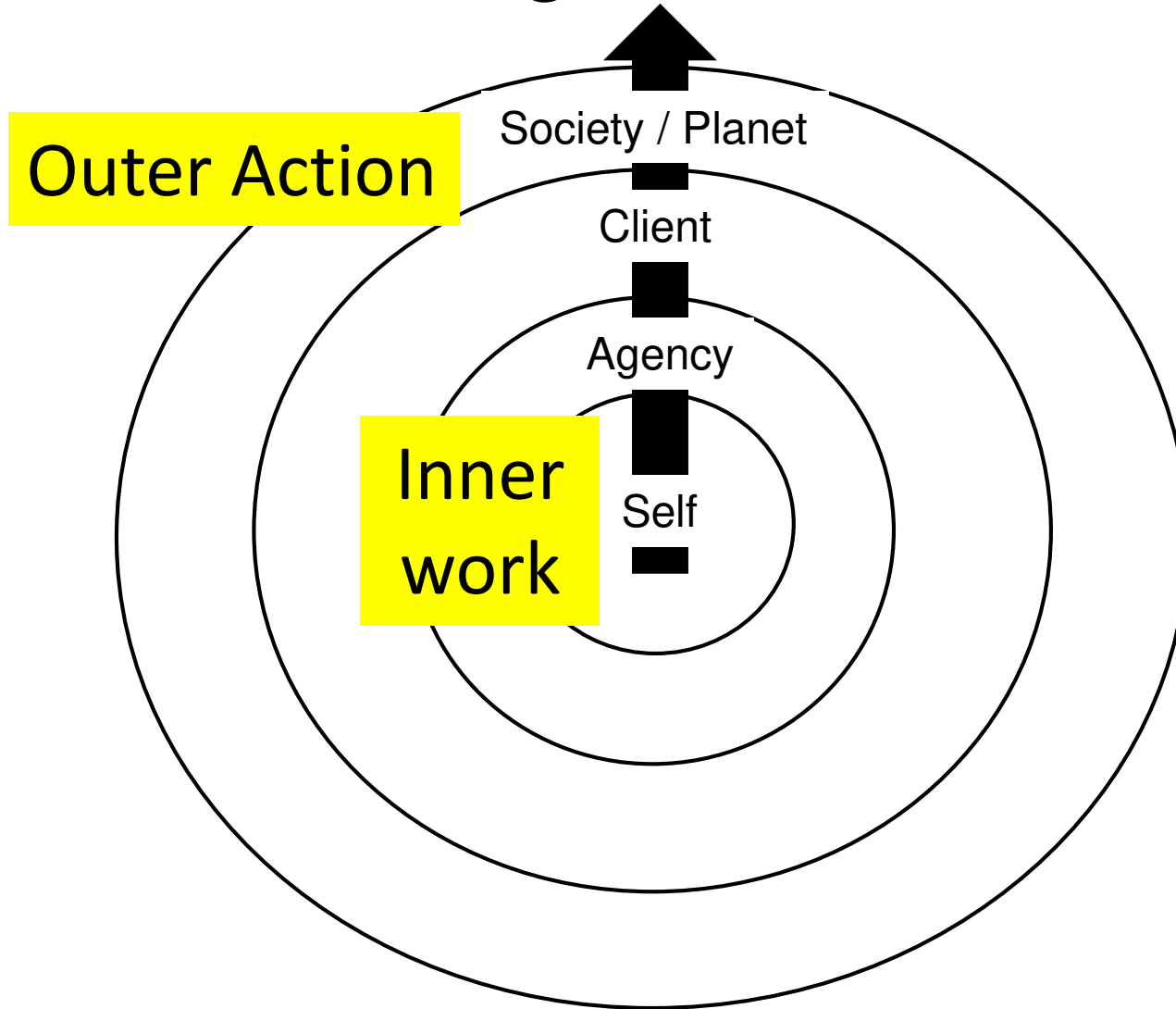
‘Given what I/we see going on in the world,
what I/we are called to be in service of?’

An Act 2 Conversation about 'Purpose'



'What change can I make, given
where I stand?'

Understanding the relationship





We are a *next-generation* entertainment company.



Google



London
Philharmonic
Orchestra



GUCCI

SAMSUNG





We are a *next-generation* entertainment company.

‘If we are a next generation
entertainment company, what’s our
responsibility to the next generation?’





1. Develop a **social purpose**

2. Demonstrate trust by **acting** honestly with competence

3. **Execute** it well

1. 'If we are a next generation entertainment company, what's our responsibility to the next generation?'

2. Create space to discuss internally with staff and clients

3. Reflected in creative work generated