

SUSTAINABILITY COMMUNICATIONS

The Background

In the course of gathering data for sustainability reporting, it became clear that many departments were reinventing the wheel. Not only were they not sharing their sustainability achievements across silos, the company was also not effectively communicating these outcomes.

The Challenge

Company culture rarely encourages transparency across departmental silos. Manufacturing had no idea that R&D had developed similar approaches separately. Technical documentation reflected one sustainability story, while marketing programs were focused on another.

The Request

"We need to find out what we've already achieved, how it helps us meet our sustainability goals, and how we can best communicate that to internal and external stakeholders."



The First Step

The VP of Sustainability – a new hire in a new role – had worked with the C-suite and board of directors to develop a strategic and comprehensive sustainability plan. This included goals for carbon neutrality, reuse, conservation of resources, and a sustainable supply chain.

When gathering data to support the company's sustainability report, the VP discovered many process redundancies across departments that hadn't communicated with each other. This included separate time-consuming vendor analyses to come to the same conclusions.

There were also several situations where a department didn't identify their sustainable process improvements as having a sustainability benefit.



What Changed?

- The new sustainability strategy forced departments to find commonality beyond silos.
- The business strategy drove an enterprise-wide sustainability content strategy which delivered a clear, consistent story across channels.
- With the new messaging, the company was regarded as a resilient, forward-thinking industry leader. This attracted media attention, quality employees, and capital from institutional investors.
- The company saw improvements in employee satisfaction, retention, and hiring.

The Company

Revenue: \$70 billion

Employees: 100,000

Industry: Conglomerate

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The Structure

A plan was developed to identify improvements or processes that supported the four pillars of TCFD: governance, strategy, risk management, and metrics and targets.

By aligning each department's efforts with the four pillars, it was easy to identify redundant processes, areas that would benefit from improved collaboration, and areas for improvement.

This helped to give the VP a better sense of where the company stood, and how they could best optimize efficiencies to meet their targets.

The Result

With improved operational clarity, it was easier to bring in all aspects of communication: marketing, technical documentation, help and support, web teams, PR, IR, and HR.

With the new enterprise-wide "communications task force" we developed a comprehensive sustainability story that our stakeholder needs at the forefront, and spoke with a single, unified voice.

Within the first year, the company was positioned as a thought leader. Institutional investors praised the company for its efficiency and resilience, attracting additional capital.

Publicity increased the company's profile. HR saw a 10% uptick in employee satisfaction ("I'm proud to work for this company"). Prospective employees noted that the company's commitment to climate, health, and social justice were top reasons for applying.