



ENGAGING ON SOCIAL ISSUES

STRATEGIC CONSIDERATIONS

WE HELP CLIENTS NAVIGATE AN EVOLVING ENVIRONMENT

We create brave, data-informed creative solutions for purpose driven brand and on social issues.



150 Social Impact strategists across Weber Shandwick's global network



Cross-sector work with corporate, brand, foundation and nonprofit clients



Cross-industry experience – healthcare, CPG, industrial goods, financial services, technology, food, travel, fashion and apparel



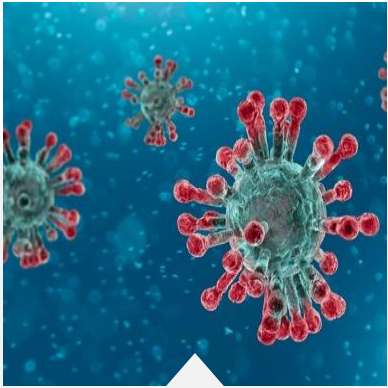
Client work spans all 17 United Nations Sustainable Development Goals



Deep issue expertise in sustainability, global development and health, DE&I, education and social justice



A CONVERGENCE OF URGENT CRISES



GLOBAL
PANDEMIC



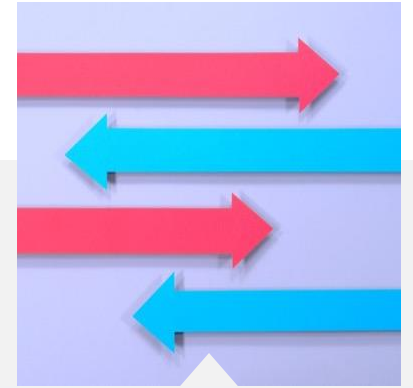
ECONOMIC
INEQUALITY



RACIAL
INEQUITY



CLIMATE
CHANGE



DISINFORMATION
& POLARIZATION

A NEW ROLE FOR BUSINESS IN SOCIETY

“CEOS AROUND THE WORLD NEED TO REALIZE THEY MUST MANDATE FOR ALL STAKEHOLDERS, NOT JUST SHAREHOLDERS. AND THERE HAS BEEN A MANTRA FOR TOO LONG THAT THE BUSINESS OF BUSINESS IS BUSINESS, BUT TODAY THE BUSINESS ABOUT BUSINESS IS IMPROVING THE STATE OF THE WORLD.

— Marc Benioff

CHAIR & CEO, SALESFORCE, AT THE DAVOS AGENDA, JANUARY 2021

“YOU SEE A WIDENING GAP BETWEEN THE BEST PERFORMING COMPANIES IN THE [INVESTMENT] INDUSTRY AND THE WORST PERFORMING COMPANIES IN THE INDUSTRY. SO, WE ARE SEEING INVESTOR PREFERENCES CHANGING, AND MUCH OF IT HAS TO DO WITH STAKEHOLDER CAPITALISM AND HOW A COMPANY, AND THEIR LEADERSHIP AND BOARD, ARE NAVIGATING THEMSELVES.”

— Laurence D. Fink

CHAIR & CEO, BLACKROCK, AT THE DAVOS AGENDA, JANUARY 2021



STAKEHOLDERS ARE DEMANDING PRIVATE SECTOR LEADERSHIP



EMPLOYEES

- Employee **concern about environmental impact increased 52%** globally in 2020 (vs. 2019).
- + **73% of employees** say they expect companies to be a positive force for change in society and politics.



CONSUMERS

- **40% of global consumers** are purpose-driven and seek products and services aligned with their values
- **57% of global consumers** are willing to change purchasing habits to help reduce negative environmental impact.

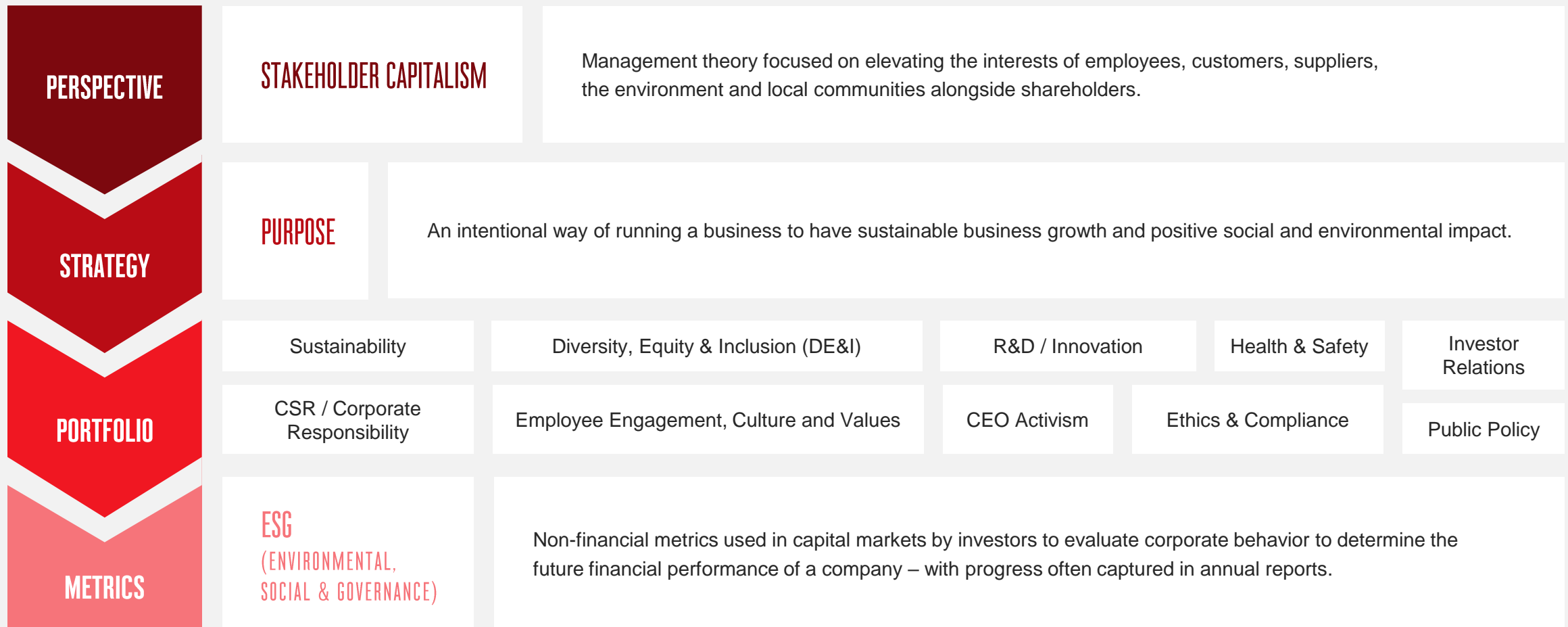


INVESTORS

- From 2018 to 2020, **over \$100 billion flowed into specialist ESG funds** globally, largely in Europe and the U.S.
- **\$40.5 trillion assets under management** globally now in funds leveraging ESG data.



A VIEW OF THE **LANDSCAPE & TERMINOLOGY**



An aerial photograph of a large solar farm with rows of blue photovoltaic panels installed on a green, grassy field. The panels are arranged in long, parallel rows, creating a strong sense of perspective. A large, semi-transparent red geometric shape, resembling a stylized 'A' or a series of overlapping triangles, is positioned on the left side of the image, partially covering the solar panels and the text area.

BUILDING BRAND REPUTATION IN A NEW ERA

A FEW HARD TRUTHS

1

There is no one size fits all approach – the playbook is evolving.

2

You can't predict the future, but you can do everything to make really good guesses and put plans in place.

3

Mistakes will be made. Creating ways to learn and optimize will help.



A VALUES-BASED APPROACH IS CRITICAL

ANXIETY, POPULISM,
UNCERTAINTY AND ACTIVISM
will continue

COMPANIES MUST
EXAMINE AND BE CLEAR
about who they are and
what they stand for

CLEAR AND ACTIONABLE
VALUES TO DRIVE
crafted as a compass
before having to respond
to an issue

REQUIRING NEW WAYS OF ACTING PURPOSE-DRIVEN REPUTATION MANAGEMENT

NOT JUST:

Acting in line with
a moral compass

Relying on traditional media
and word of mouth

Client relations &
business development

Managing negative events



BUT ALSO:

Differentiating on
values & purpose

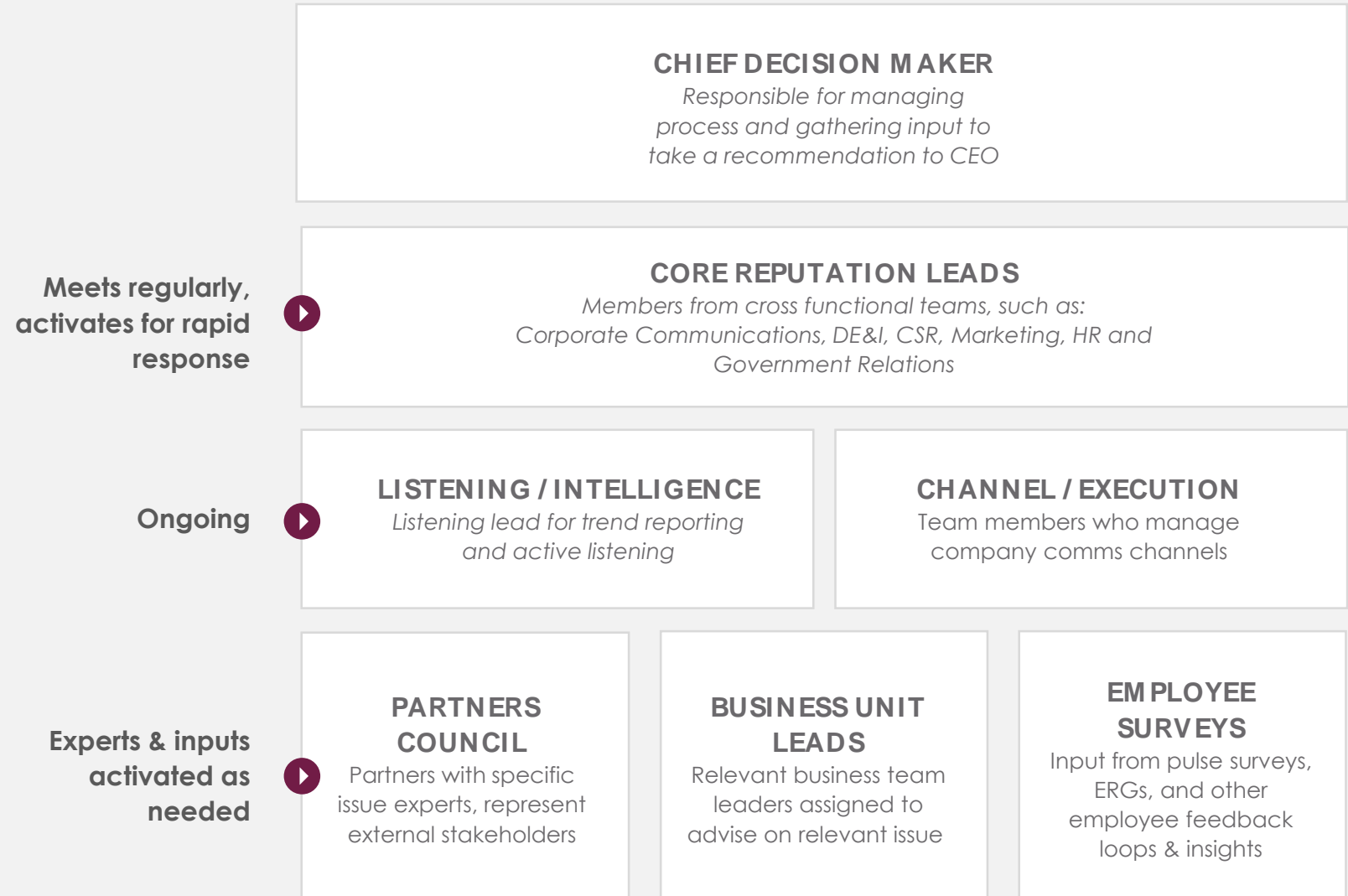
Shaping a proactive narrative
and reputation campaign

Mapping & nurturing priority
stakeholder partnerships

Anticipating & managing risk
(and business risk is reputation
risk today)



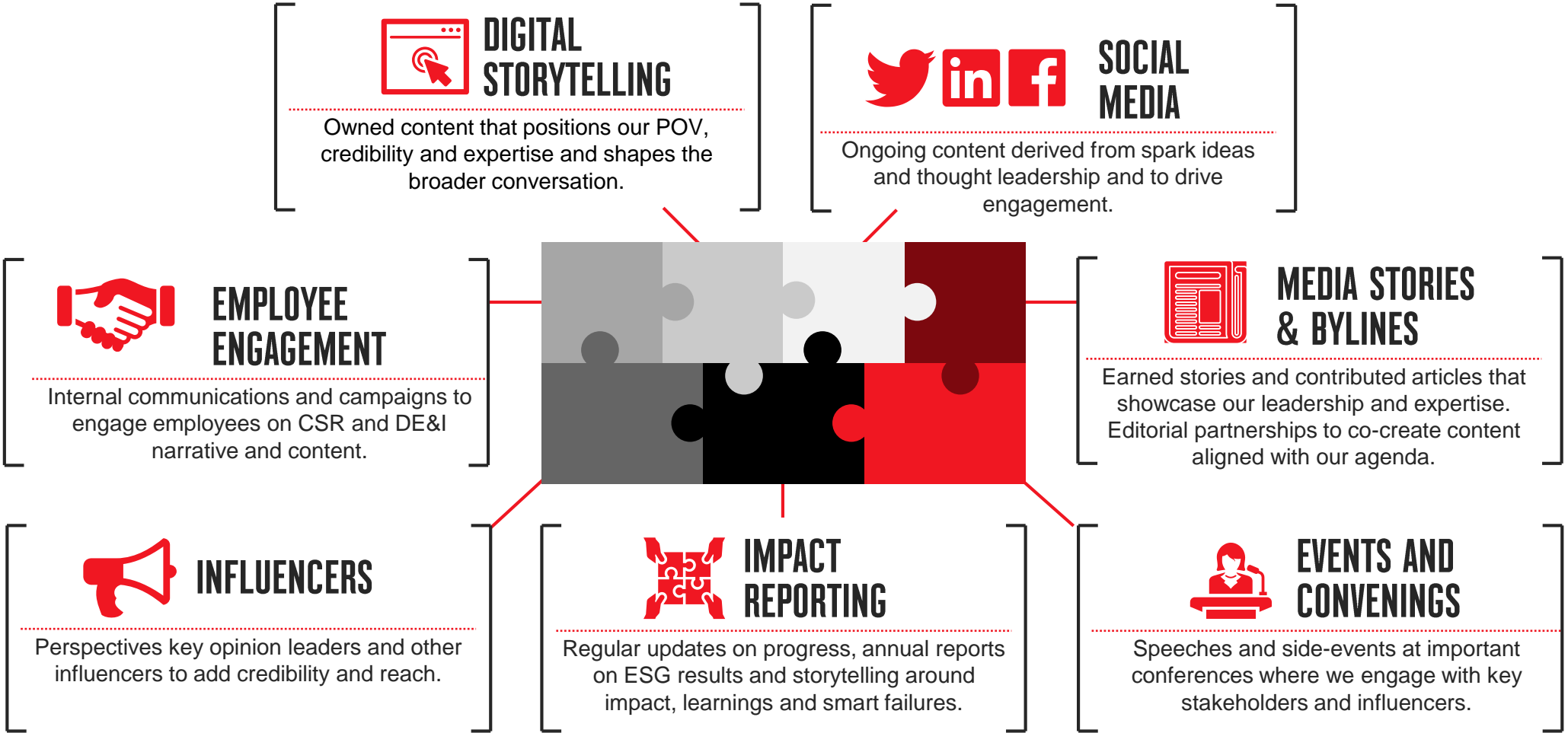
BUILD A ROBUST PROCESS TO GAIN INSIGHTS & DRIVE DECISIONS



FROM ANALYTICS TO INTELLIGENCE



SHOW PROGRESS AGAINST TANGIBLE GOALS WITH INTEGRATED COMMUNICATIONS



KEY TAKE AWAYS

1

Reputation and business risk have become one in the same. Stakeholders expect companies to lean in and lead on social issues.

2

Plan now, not when you're in the middle of an issue. Define values in a meaningful way. Build infrastructure to gather insights and drive decisions.

3

Finally, both action and inaction have consequences. Expect and create a plan to manage criticism.

An aerial photograph of a field with rows of young trees. Long shadows are cast across the field, suggesting early morning or late afternoon light. The field is divided into sections by rows of trees. A large white arrow points from the left towards the center of the image, containing the text 'THANK YOU'. The background is a mix of brown and green, with a red geometric shape in the top-left corner.

THANK YOU