

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

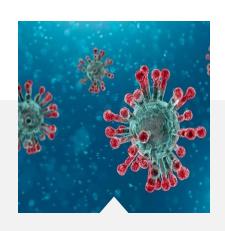


Client work spans all 17 United Nations Sustainable Development Goals



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

A CONVERGENCE OF URGENT CRISES



GLOBAL Pandemic



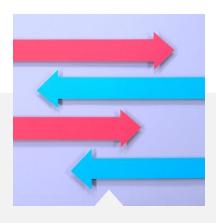
ECONOMIC INEQUALITY



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



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.



40% of global consumers are purposedriven 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.



- 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



STAKEHOLDER CAPITALISM

Management theory focused on elevating the interests of employees, customers, suppliers, the environment and local communities alongside shareholders.

PURPOSE

An intentional way of running a business to have sustainable business growth and positive social and environmental impact.

Sustainability

Diversity, Equity & Inclusion (DE&I)

R&D / Innovation

Health & Safety

Investor Relations

CSR / Corporate Responsibility

Employee Engagement, Culture and Values

CEO Activism

Ethics & Compliance

Public Policy

ESG (ENVIRONMENTAL, SOCIAL & GOVERNANCE)

Non-financial metrics used in capital markets by investors to evaluate corporate behavior to determine the future financial performance of a company – with progress often captured in annual reports.



A FEW TRUTH5

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

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

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:

BUT ALSO:

Acting in line with a moral compass

H

Differentiating on values & purpose

Relying on traditional media and word of mouth

+

Shaping a proactive narrative and reputation campaign

Client relations & business development

+

Mapping & nurturing priority stakeholder partnerships

Managing negative events

+

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

BUILD A ROBUST PROCESS TO GAIN INSIGHTS & DRIVE DECISIONS

CHIEF DECISION MAKER

Responsible for managing process and gathering input to take a recommendation to CEO

Meets regularly, activates for rapid response

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CORE REPUTATION LEADS

Members from cross functional teams, such as: Corporate Communications, DE&I, CSR, Marketing, HR and Government Relations

Ongoing

LISTENING / INTELLIGENCE

Listening lead for trend reporting and active listening

CHANNEL / EXECUTION

Team members who manage company comms channels

Experts & inputs activated as needed

PARTNERS COUNCIL

Partners with specific issue experts, represent external stakeholders

BUSINESS UNIT LEADS

Relevant business team leaders assigned to advise on relevant issue

EM PLOYEE SURVEYS

Input from pulse surveys, ERGs, and other employee feedback loops & insights



FROM ANALYTICS TO INTELLIGENCE





SHOW PROGRESS AGAINST TANGIBLE GOALS WITH INTEGRATED COMMUNICATIONS



Owned content that positions our POV, credibility and expertise and shapes the broader conversation.



Ongoing content derived from spark ideas and thought leadership and to drive engagement.



Internal communications and campaigns to engage employees on CSR and DE&I narrative and content.



MEDIA STORIES & RYLINES

Earned stories and contributed articles that showcase our leadership and expertise.
Editorial partnerships to co-create content aligned with our agenda.



Perspectives key opinion leaders and other influencers to add credibility and reach.



Regular updates on progress, annual reports on ESG results and storytelling around impact, learnings and smart failures.



EVENTS AND CONVENINGS

Speeches and side-events at important conferences where we engage with key stakeholders and influencers.

KEY TAKF AWAYS

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

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.

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

