

# IEMA 'How To' Series

Determine, Implement and Measure  
Methods of Effective Communication

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Your Sustainable Match

# Agenda

- Importance of Effective Communication in Delivering Sustainability Goals
- Internal and External Stakeholders
- Materiality
- Goal Setting and the Sustainable Development Goals
- Sustainable Business Models
- ISO 14001:2015, Clause 7.4
- Stakeholder Engagement
- The Ethics Behind Greenwashing
- Learning Outcome 9

# Importance of Effective Communication in Delivering Sustainability Goals

“

There has been a profound increase in investor and advisor interest in ESG. We think the investor demand is driven by ESG resilience, and the advisor demand is driven by both resilience and use of ESG as a new tool for client engagement.”

**US Service Provider**

Head of Sustainable Investing

“

It has reinforced our belief that sustainable investing is simply good business and helps to avoid exposure to risks that we should not be taking on behalf of the members of the pension plan, whose time horizon is very long term.”

**UK Investment Consultancy**

Financial Advisor

“

We have become even more interested in sustainable investing. We have taken our current experience of a global pandemic to come to the realization that long-term issues such as ESG can have immediate and short-term impact. As such, it cannot be put off until later.”

**US Corporate Pension Plan**

Investment Director

# Internal and External Stakeholders

## Internal Stakeholders

Leadership Team  
Owners  
Employees

## External Stakeholders

Suppliers  
Customers  
Society  
Government  
Local Community  
Regulators

=

**Organisations  
Stakeholders**

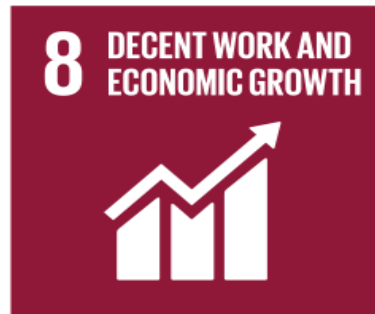
# Materiality

## The Michelin Materiality Matrix

Figure 3.8



# SUSTAINABLE DEVELOPMENT GOALS



# SDG Goal 13 Climate Action - Underlying Targets

## TARGET 13.1

### STRENGTHEN RESILIENCE AND ADAPTIVE CAPACITY TO CLIMATE RELATED DISASTERS

Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.



## TARGET 13.2

### INTEGRATE CLIMATE CHANGE MEASURES INTO POLICIES AND PLANNING

Integrate climate change measures into national policies, strategies and planning.



## TARGET 13.3

### BUILD KNOWLEDGE AND CAPACITY TO MEET CLIMATE CHANGE

Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.



## TARGET 13.A

### IMPLEMENT THE UN FRAMEWORK CONVENTION ON CLIMATE CHANGE

Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible.



UNFCCC

## TARGET 13.B

### PROMOTE MECHANISMS TO RAISE CAPACITY FOR PLANNING AND MANAGEMENT

Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities.



13 CLIMATE ACTION



# Sustainable Business Models - Life Cycle

## THE LIFECYCLE OF A LEVI'S® 501® JEAN

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# CONSUMER CARE AND COTTON CULTIVATION REMAIN THE MOST SIGNIFICANT IMPACT AREAS

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## CONSUMER CARE



## COTTON CULTIVATION



## Levi's® Launches “Buy Better, Wear Longer” Campaign

**“As a company that has celebrated pioneers and aspired to bring inventive environmental solutions to the market, we saw our voice in these young leaders”**

**“Change will come if we all work together and we’re humbled to partner with them in reducing our collective impact on the planet.”**



**Levi's**

# Sustainable Business Models - Circular Economy



Source: Ellen MacArthur Foundation

# Sustainable Business Models - Circular Economy

Circular Example

**Why buy light bulbs when you can buy  
light? Signify**

## **7.4 Communication**

### **7.4.1 General**

The organization shall establish, implement and maintain the process(es) needed for internal and external communications relevant to the environmental management system, including:

- a) on what it will communicate;
- b) when to communicate;
- c) with whom to communicate;
- d) how to communicate.

When establishing its communication process(es), the organization shall:

- take into account its compliance obligations;
- ensure that environmental information communicated is consistent with information generated within the environmental management system, and is reliable.

The organization shall respond to relevant communications on its environmental management system.

The organization shall retain documented information as evidence of its communications, as appropriate.

### **7.4.2 Internal communication**

The organization shall:

- a) internally communicate information relevant to the environmental management system among the various levels and functions of the organization, including changes to the environmental management system, as appropriate;
- b) ensure its communication process(es) enable(s) persons doing work under the organization's control to contribute to continual improvement.

### **7.4.3 External communication**

The organization shall externally communicate information relevant to the environmental management system, as established by the organization's communication process(es) and as required by its compliance obligations.

# Stakeholder Engagement

Effective stakeholder engagement – Figure 2.9



# Greenwashing?

**“Corporations are falling all over themselves to demonstrate that they are environmentally conscious. The average citizen is finding it more and more difficult to tell the difference between those companies genuinely dedicated to making a difference and those that are using a green curtain to conceal dark motives.”**

**Greenpeace**

**Every drop  
is green.**



Your FIJI Water purchase helps reduce carbon emissions and protect Fijian rainforests.

To learn more, go to [fijigreen.com](http://fijigreen.com)



# DEAR BIG WATER



We have something in common. We love water. We just don't love when it's wrapped in single-use plastic. Every year, 481 billion plastic bottles are used globally. It's destroying our planet.

As you are one of the world's biggest water suppliers we are keen to collaborate with you to solve this problem.

So we have designed reusable prototypes of your bottles and sent them to your headquarters for this year's World Refill Day.

Let us know if you want to chat.





# Learning Outcome 9

9.1 Explaining the role of effective communication plays in achieving sustainable outcomes.

9.2 Identifying the interests and viewpoints of relevant internal and external stakeholders.

9.3 Explaining how communication methods need to be adapted to ensure meaningful engagement.

9.4 Demonstrating effective use of communication skills and understanding how communication methods can facilitate improved performance.

9.5 Describing the differences between informing, consulting and engaging.

# Thank you

You can find me on



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