

SP ESG Leadership Work Group

Handout 1 – *Previous Workshop Results*

Detroit, Michigan
18 September 2023

Internal Stakeholder Priority Summary



- Stakeholder Priority is dependent upon the purpose of the communications.
- This varies from company to company, from headquarters to regions, and from function to function.
- The key role of a sustainability leader is to be the connector that can:
 - Engage and influence all the stakeholders listed where needed;
 - Define and translate linkages between sustainability goals and business strategies; and
 - Facilitate communications up, down, & across the enterprise.
- Typical Primary Stakeholders can include the C-Suite for decision-making, Communications and Marketing for external stakeholder management, and Legal.

Internal Stakeholder Priority			
Sustainability			
CEO	Legal	Communications	Product Engineering/Design
C-Suite	Procurement	Human Resources	Risk
Board of Directors	Finance	Manufacturing	Sales
EHS	Marketing/PR	Operational Leadership	Government Affairs



Internal Communication Urgency Summary

- **Internal Communications Urgency is split into 3 categories**
 - Urgent / Priority / Risk / Reputation
 - Important / Day-to-Day Compliance / Operations
 - Context / Awareness / Location Specific
- **For Specific Stakeholders**
 - Executive Team – clearly define what it is that you need from them
 - Suppliers – consider this an opportunity for Collaboration, sharing of lessons learned
- **For Methods of Communication**
 - Consider generational communications vehicles
 - Urgent means pick up the phone
 - Manage email fatigue
 - Build a structured communications tool / technology



Approaches and Solutions to Internal Communications Summary



- **Building the Executive Agenda and Financial Business Case**
 - Outlining the Business/Financial Benefits
 - Articulating Supplier Requirements & Our Requirements as a Supplier
 - Anticipating Global Regulations & Impacts
 - Collaborating & Developing Partnerships
- **Operationalizing ESG**
 - Defining ESG by Function, Group
 - Engaging & Involvement
 - Resolving Conflicting Objectives
 - Deploying the Business Case
 - Identifying Resource Requirements
 - Eliciting Functional Leadership Support
- **Reporting on ESG**
 - Involving Experts in ESG Decision-Making
 - Saying less, delivering more
 - Deploying the 5-year ESG Strategy & Plan
- **Communicating with Impact**

Approaches & Solutions to Internal Communications	
Focus Areas	Actions
Building the Executive Agenda and Financial/Business Case	<ul style="list-style-type: none"> • Outlining the Business/Financial Benefits • Build on Core Values • Articulating Supplier Requirements & Our Requirements as a Supplier • Anticipating Global Regulations & Impacts • Collaborating & Developing Partnerships
Operationalizing ESG	<ul style="list-style-type: none"> • Defining ESG by Function, Group • Designing Centralized vs Decentralized Accountabilities • Measuring Communications Effectiveness/Feedback • Resourcing Sustainability/ESG Efforts Appropriately • Engaging & Involvement • Resolving Conflicting Objectives • Deploying the Business Case • Identifying Resource Requirements • Eliciting Functional Leadership Support
Reporting on ESG	<ul style="list-style-type: none"> • Looking beyond the 100-page PDF • Working with Each Department • Involving Experts in ESG Decision-Making • Saying less, delivering more • Deploying the 5-year ESG Strategy & Plan
Communicating with impact	<ul style="list-style-type: none"> • Managing the Politics • Targeting Communications • Simplifying the Messages

Key Communications and Engagement Topics Summary



- **Customer Requests** – Streamline a consistent process
- **Governance and Measurement** – Standard with Local Regional Customization, Risk Management, Communications & Engagement KPIs, Monitoring of Regulatory Changes
- **Values and Beliefs** – Base Communications on Corporate Values
- **Jobs, Roles, and Organization** – Employee Support via Guidelines, SMEs Develop the ‘Answers’
- **Communications & Engagement Process** – Proactively Designed, Single Source of Communications ‘Answers’
- **Information Systems and Data** – Response to Customers from an ‘Answer’ Database, A Single Communication System and Location of Data