GreenBuzz Zurich

Enabling Sustainability Leadership

GreenBuzz
Zurich

Innovation Breakfast: How to Communicate to Your External Stakeholders

ROBECOSAM

We are Sustainability Investing.

GreenBuzz Zurich

The biggest network of sustainability leaders in Zurich

We are a family of professionals who drive change in business for a more sustainable planet.

Our Main Partners

VONTOBEL

responsAbility

WWF

swisscontact

BASF We create chemistry

Schweizer

Universität St.Gallen

GreenBuzz Zurich

About Us

Our Reach in Zurich

90+

Public events and learning format

3'000+

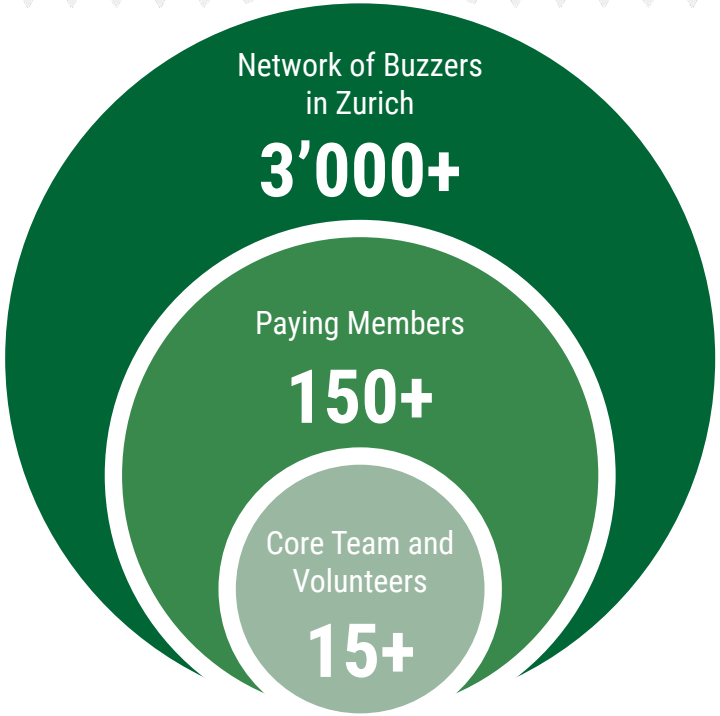
«Buzzers» in Zurich

85+

Partner Organisations

100+

Successful Intrapreneurs and Entrepreneurs



International Impact

5 local initiatives in 3 countries: Zurich, Bern, Geneva, Berlin, Amsterdam - Total 7000+ «Buzzer»

Become an Individual Member

GreenBuzz
Friend
Be part of our community

95.–

CHF per year

Get free and discounted tickets for GreenBuzz events, and get inspired by meeting other members of our community.

GreenBuzz
Connect
Create powerful connections

195.–

CHF per year

Learn about sustainability trends, mingle with like-minded people at exclusive member events, and co-shape our activities.

GreenBuzz
Green
Share your sustainability vision

295.–

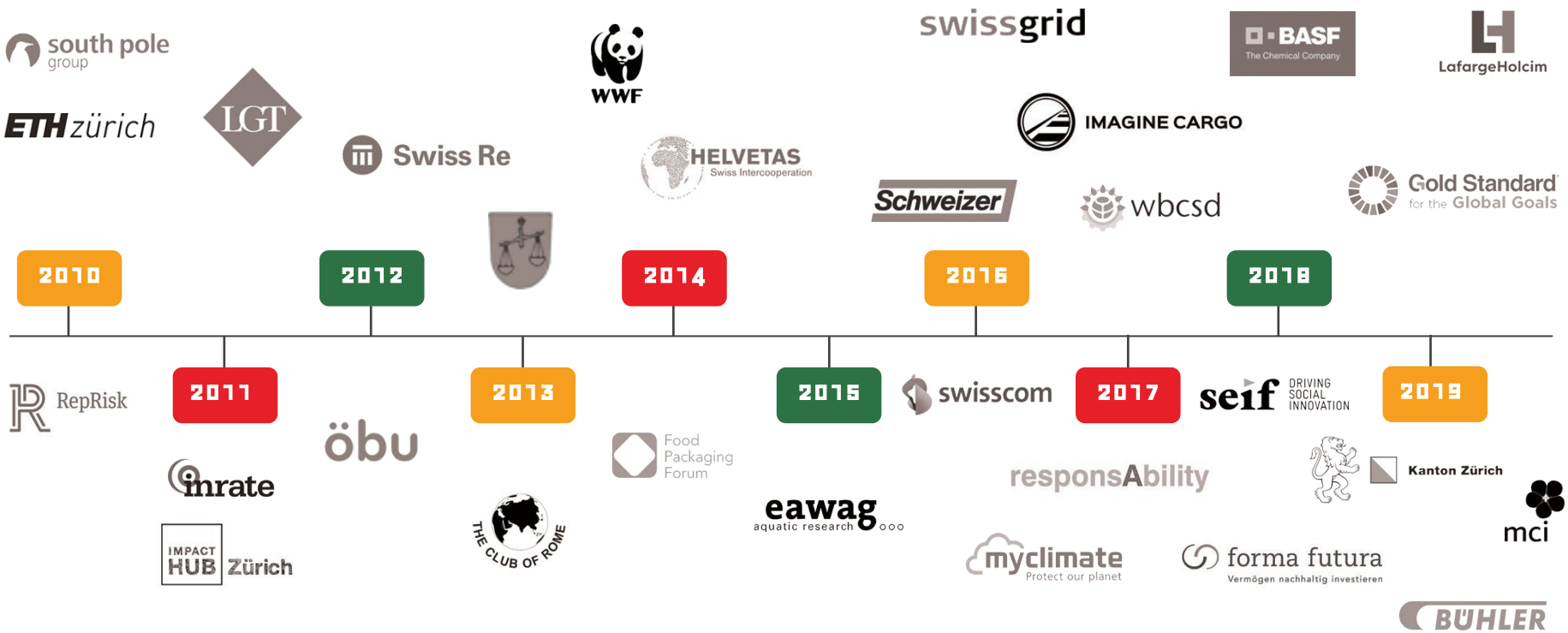
CHF per year

Be the ultimate sustainability champion and promoter – bring friends & colleagues and enjoy unlimited access to our events.

Be a sustainability champion!

- ➔ Get free and/or discounted tickets
- ➔ Get access to member-only events
- ➔ Get a personalized metal name badge
- ➔ Be part of the best local community of sustainability professionals!

Become an Organisational Partner of GreenBuzz Zurich



«In their growth, GreenBuzz Zurich has come to represent a driving force of influential sustainability professionals.»

Wolfgang Hafenmayer. Former Managing Partner LGT Venture Philanthropy

Upcoming Events

- October 2nd: The Future of **Mobility and Spatial Planning**
- October 23rd: Workshop: **Sustainability Reporting** with Sustainserv
- October 24th: Workshop: **Pitching for Purpose** with KSP
- October 29th: **Energy Transition** - Filling the Gap
- November 19th: Workshop: **ESG Implementation**
- December 19th: Dinner: **Earthling Ed** goes GreenBuzz Zurich
- January (TBA): **Unconference** for Sustainability Professionals
- January 23rd: **Circular Plastic Economy**
- February (TBA): **Blended Finance**
- March (TBA) **Technology and Sustainable Food Production**

Event Programme

07:45 - 08:15	Registration and light breakfast
08:15 - 08:30	Welcome by GreenBuzz and Simon Sudbury
08:30 - 09:40	**Dr. Philipp Bachmann** (UZH)
08:40 - 08:50	**Margreet Groot** (Mondelez International)
08:50 - 09:00	**Gabriel Hansmann** (Globalance Bank)
09:00 - 09:15	Coffee break
09:15 - 09:25	**Andreas Renggli** (Polarstern)
09:25 - 09:35	**Daniel Krieg** (KSP Krieg Schlupp Partner)
09:35 - 09:45	**Manuela Huck-Wettstein** (Sustainserv)
09:45 - 09:55	**Robert Dornau** (RobecoSAM)
09:55 - 10:30	Informal networking / buzzing, including a small brunch

GreenBuzz Zurich

Enabling Sustainability Leadership

c/o WWF Schweiz, Postfach 660, 8010 Zürich

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GreenBuzz Zurich

Philipp Bachmann

Senior research and teaching associate in media and communication studies

University of Zurich (UZH)

University of Zurich[UZH]

Department of Communication and Media Research (IKMZ)

How to communicate sustainability to your stakeholders

GreenBuzz, Zurich, September 26, 2019

Dr. Philipp Bachmann

University of Zurich

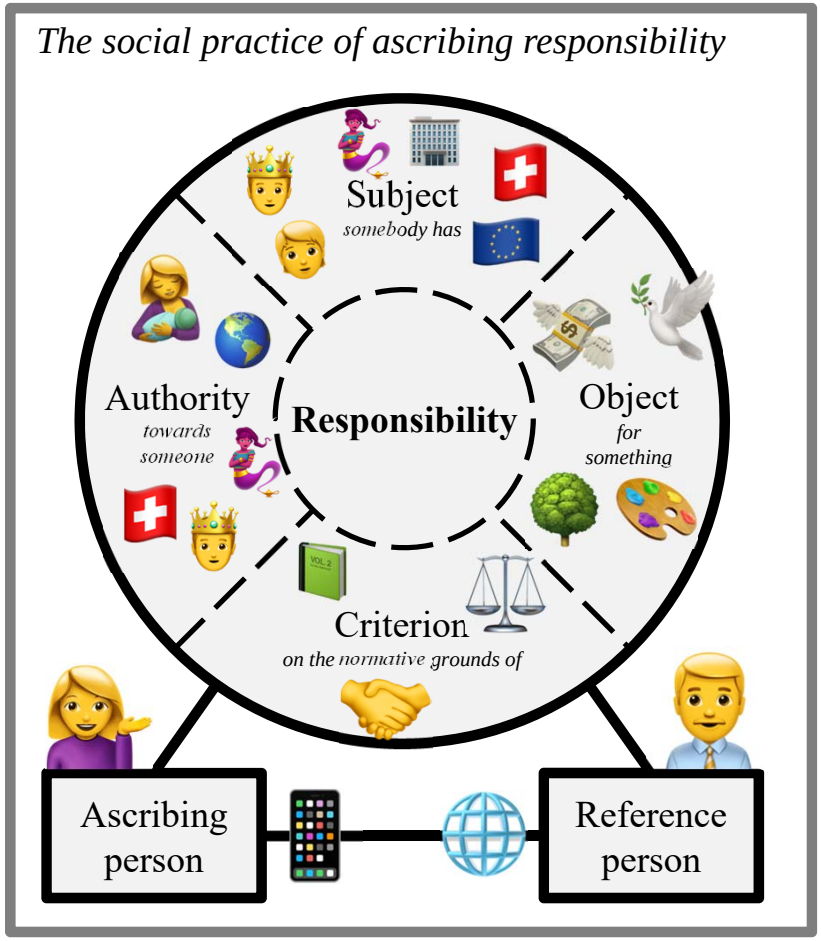
Department of Communication and Media Research

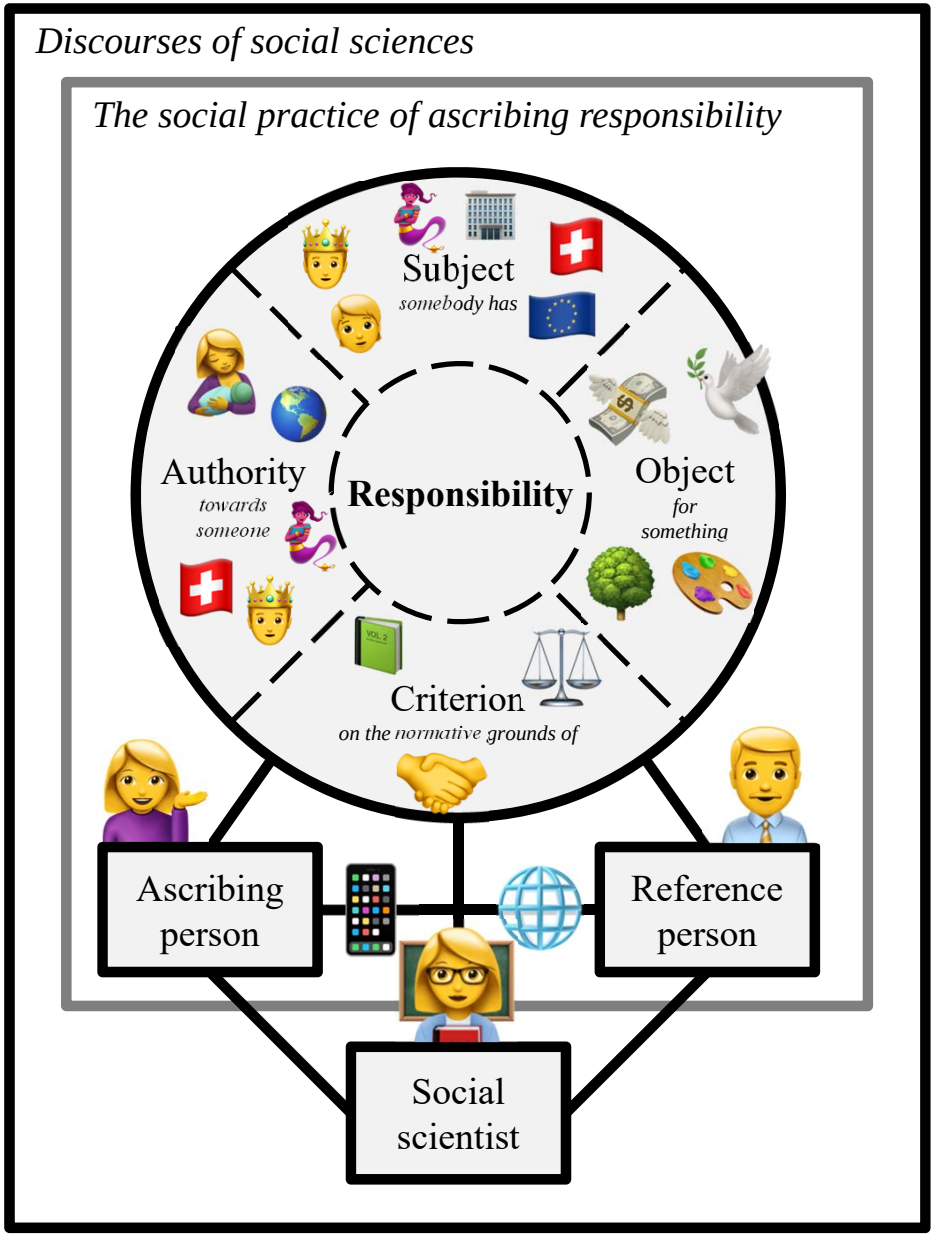
Andreasstr. 15

8050 Zurich

p.bachmann@ikmz.uzh.ch

Subject
somebody has
Object
for
something
Criterion
on the normative grounds of
Authority
towards
someone
Responsibility


The social practice of ascribing responsibility
Subject
somebody has
Authority
towards someone
Responsibility
Object
for something
Criterion
on the normative grounds of
Ascribing person
Reference person


Discourses of social sciences
The social practice of ascribing responsibility
Subject
somebody has
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Responsibility
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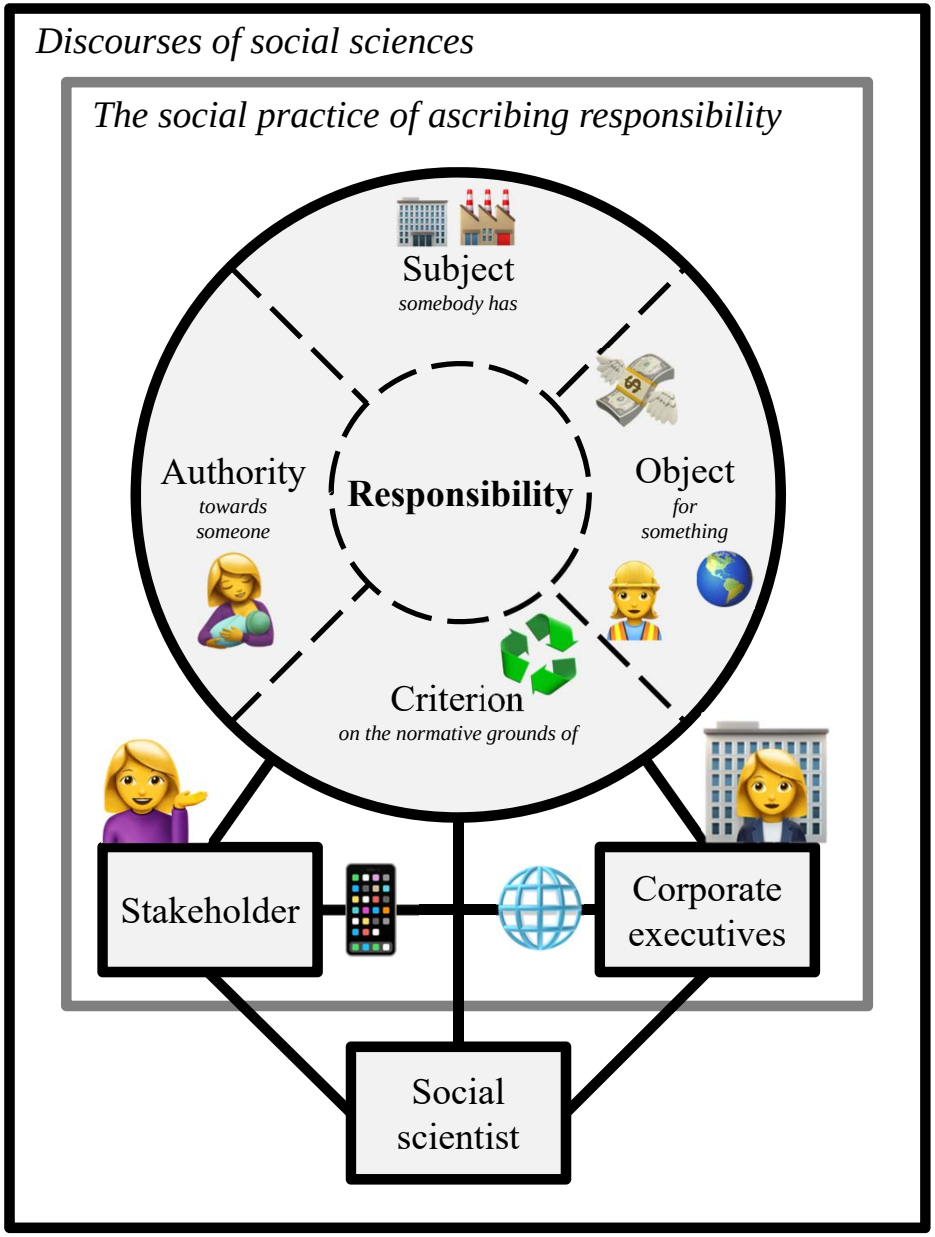
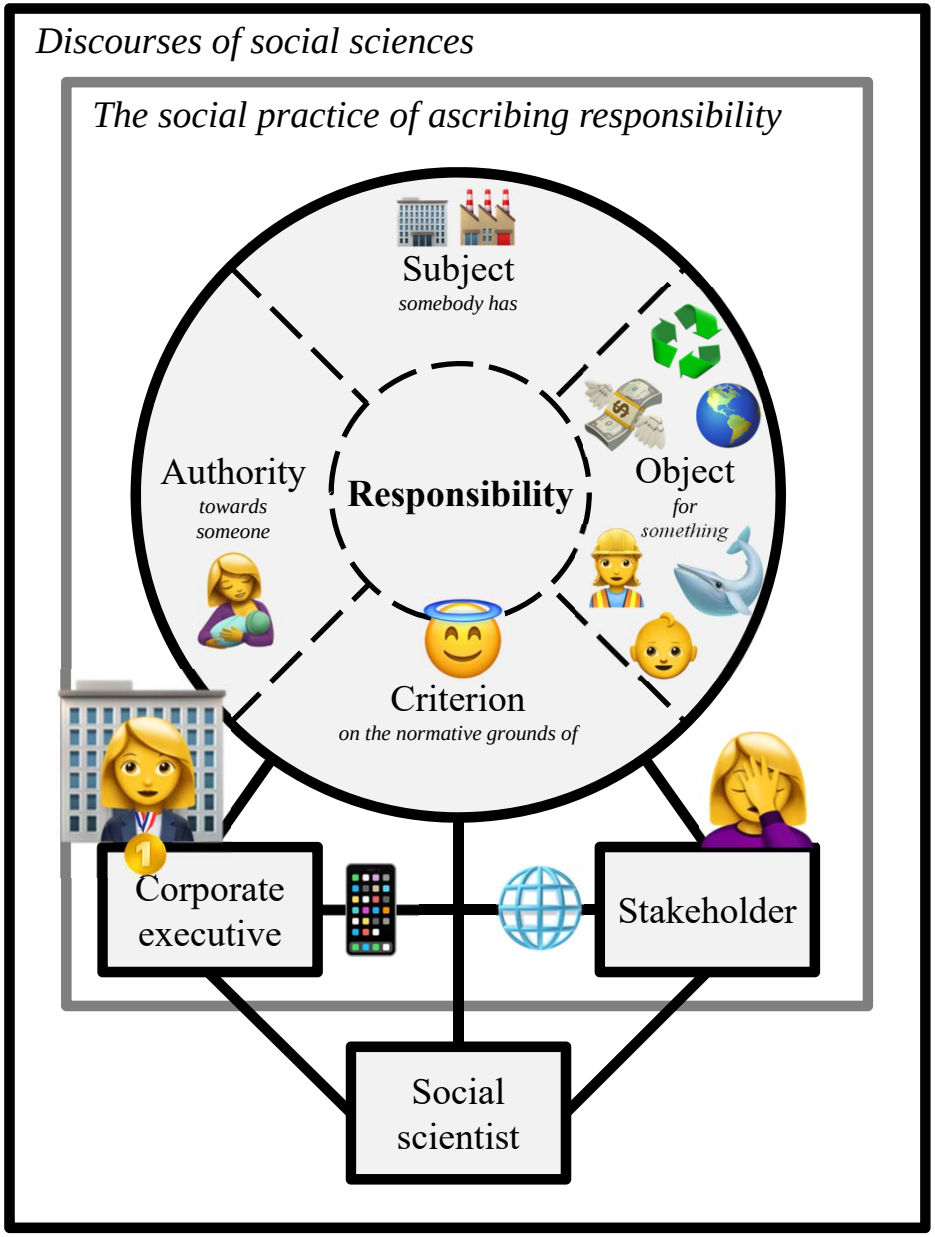
Criterion
on the normative grounds of
Ascribing person
Reference person
Social scientist

How to communicate sustainability to your stakeholders?



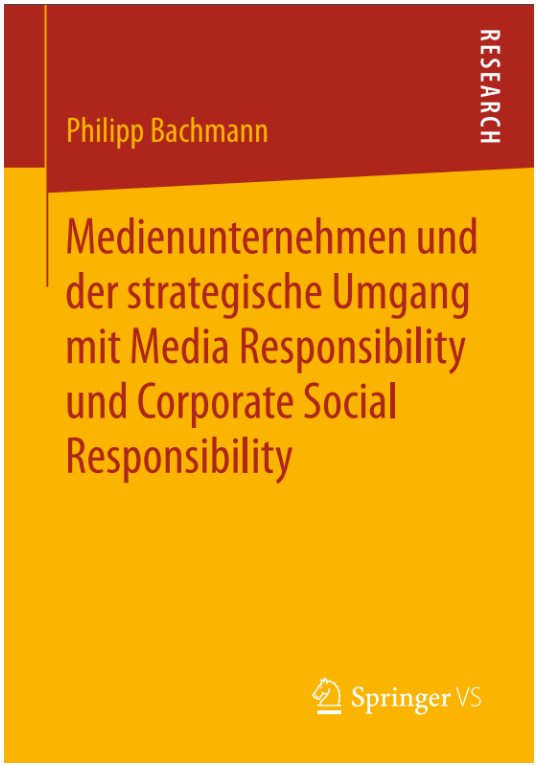
1. Know what your stakeholders think and talk about sustainability.

How to communicate sustainability to your stakeholders?



1. Know what your stakeholders think and talk about sustainability.

2. Take them seriously as reflective human beings.



(Bachmann, 2017)

Thank you for your attention

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Tel. +41 44 635 20 41
p.bachmann@ikmz.uzh.ch

Margreet Groot

Global communications lead for Cocoa Life

Mondelez International

MARGREET GROOT

GLOBAL COCOA LIFE COMMUNICATIONS LEAD

29 Sep 2019

IT ALL STARTS WITH COCOA

At Mondelēz International, we are passionate about chocolate.

Cocoa is the essence of our chocolate and vital to our business, so we ensure it is ‘made right’.

Mondelēz International | COCOA LIFE

MAKING COCOA RIGHT MEANS TACKLING THE COMPLEX CHALLENGES COCOA FARMERS FACE

Farmers are living in poverty.

The majority of the world's cocoa is grown by 4.5 million smallholder farmers, who struggle to get the most out of their farms.

Complex social issues are at play in many farming communities.

Child labor, a consequence of several socio-economic challenges. And women play a critical role in cocoa farming and communities, but often go unrecognized.

Climate change intensifies the productivity problem.
Low cocoa productivity can tempt farmers to deforest – unaware that deforestation releases carbon emissions, creating a vicious cycle of unpredictable weather patterns that further impact cocoa productivity.

Mondelēz International | COCOA LIFE

COCOA LIFE IS MONDELĒZ INTERNATIONAL'S COMMITMENT TO TACKLE THESE CHALLENGES

KEY AREAS OF INTERVENTION

Mondelēz International | COCOA LIFE

Today, Cocoa Life works with

142,000+ farmers

1,400+ communities

across 6 cocoa origins

43% of our chocolate sources cocoa from Cocoa Life

By 2025 all our chocolate brands will source through the program

MANY STAKEHOLDERS ARE INVOLVED

Mondelēz International | COCOA LIFE

CAMPAIGNING NGOS WILL HAVE WITH THEIR OWN AGENDA

Mighty Earth on deforestation in cocoa

STAKEHOLDER COMMUNICATIONS & MANAGEMENT - KEY TO DOS

1) PRIORITISE: Map your stakeholders on influence and interest so you create 3 tiers
2) BE STRATEGIC: Define a coms strategy for each tier
3) BUILD CONSTRUCTIVE RELATIONSHIPS: Assign people to stakeholders on tier-1
4) KEY POSITIONING: Ensure an aligned positioning & key messages that can be used for all channels across your organisation (e-letters, social media, website)
5) BRAND ALIGNED: Align your communications with your brand identity/ key messaging to ensure consistency
6) INFORM INTERNALLY: Ensure your senior stakeholders are aware of the issue and our positioning head of any major publications.

Mondelēz International | COCOA LIFE

STAKEHOLDER PRIORITIZATION

INFLUENCE	LOW	MEDIUM	HIGH
HIGH	COMMUNICATE	ENGAGE	ENGAGE
MEDIUM	MONITOR	COMMUNICATE	ENGAGE
LOW	MONITOR	KEEP INFORMED	KEEP INFORMED

INTEREST

- **Tier 1 stakeholders** – objective is to **ENGAGE** with a view of creating or deepening the relationship. Contact with these stakeholders is frequent throughout the year
- **Tier 2 stakeholders**– objective is to **COMMUNICATE** with a view of better understanding and positively influencing their views. This will typically require setting up a 1-2-1 call or meeting in the first instance.
- **Tier 3 stakeholders** - objective is to **KEEP THEM INFORMED**. Engagement with these stakeholders does not need to be customized.
- *Other stakeholders should be MONITORED only.*

Mondelēz International | COCOA LIFE

THE PARADOX OF SUSTAINABILITY COMMUNICATIONS

'ALL THE BOATS SHOULD RISE' VERSUS 'BE BETTER THEN THE REST'

Gabriel Hansmann

Research Analyst

Globalance Bank

Swiss banking with a mission
GlobalanceBank

How can we engage our clients?

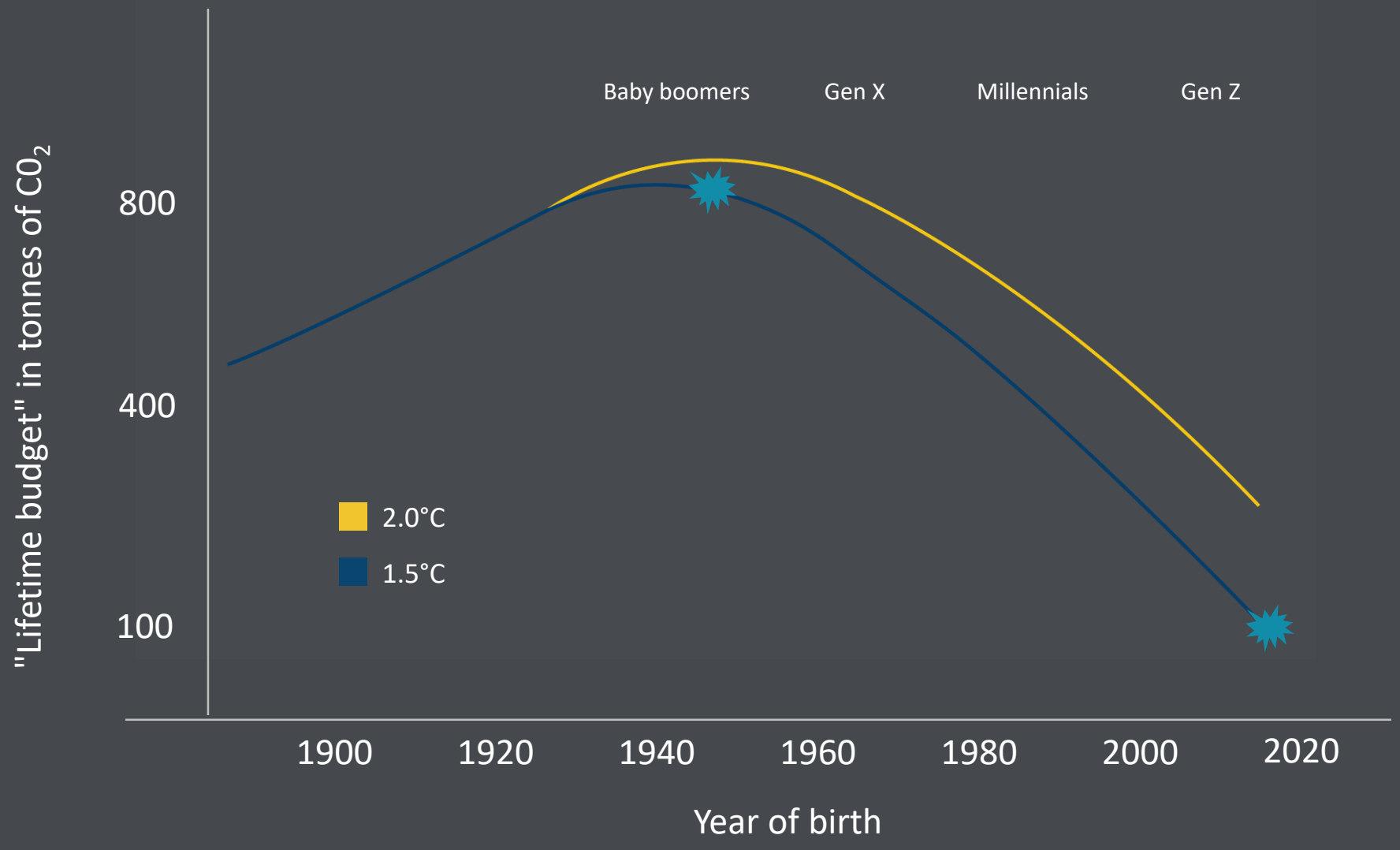
Gabriel Hansmann

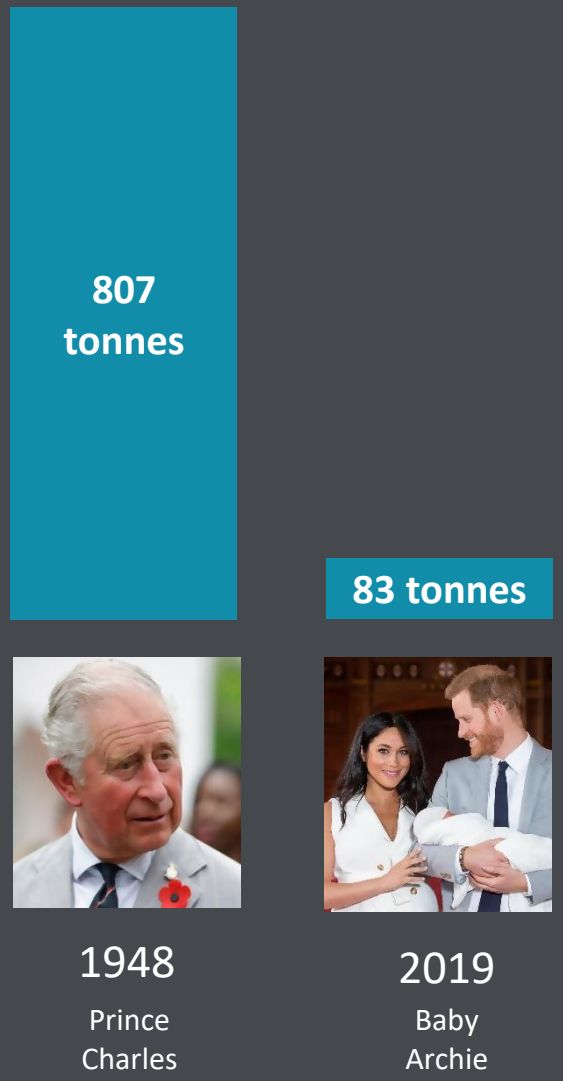
Zurich, 26 September 2019

BILANZ
OVERALL WINNER
Globalance Bank
Private-Banking-Rating
2019

Founding of SAM Group
Launch of 1st Fund on Global Megatrends
Launch of Dow Jones Sustainibility Index, DJSI
Launch of 1st Water Fund worldwide
Launch of 1st Global Cleantech Private Equity Fund
Swiss National Pension Scheme (AHV) invests CHF 500 Mio. in Dow Jones Sustainibility Index
Nomura invests CHF 1 billion in SAM investment strategy
Robeco (Rabo Bank) buys SAM Group
Founding of Globalance Bank
Launch of Globalance Footprint
WEF Award naming Globalance a «Global Growth Leader»
Germany's Fuchsbriefe Award: Best Swiss Bank
Globalance Invest Germany
1995
2000
2005
2010
2015
2017

Intergenerational conflict

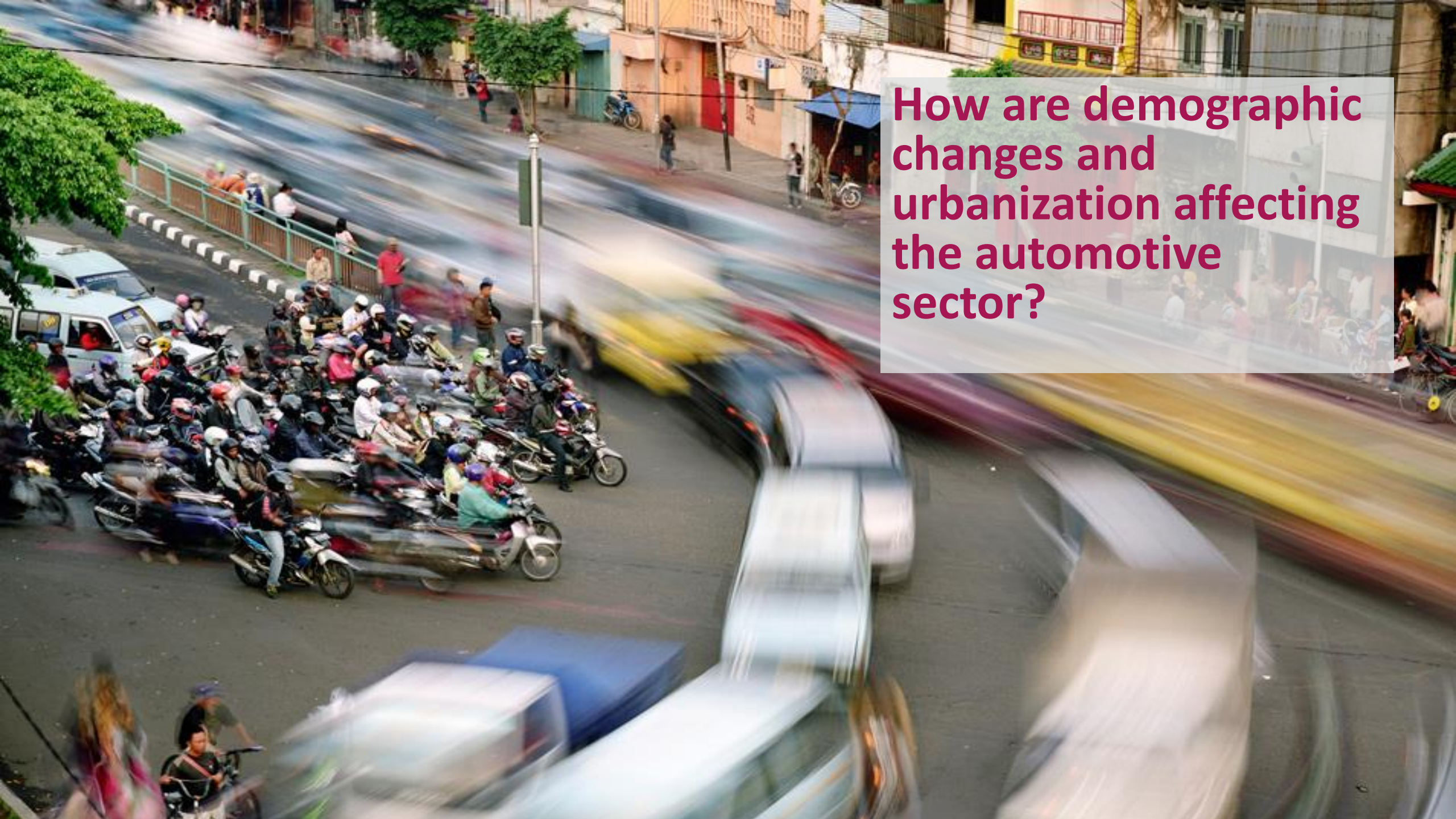




Source: Carbon Brief; Guardian Graphic

Disruption of Materials

- Dematerialization
- Demonetization
- Democratization



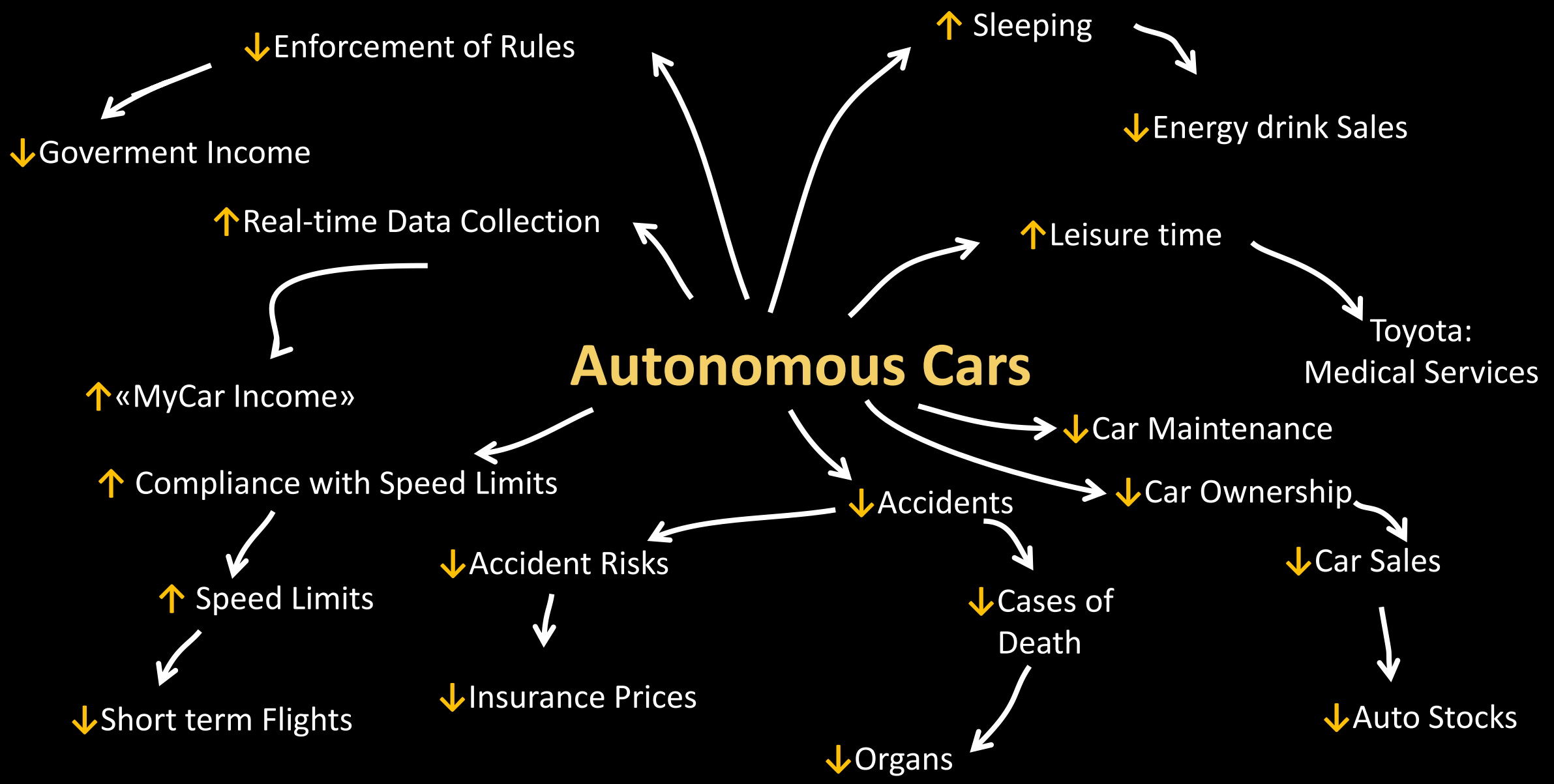
How are demographic changes and urbanization affecting the automotive sector?

Mobility: Today

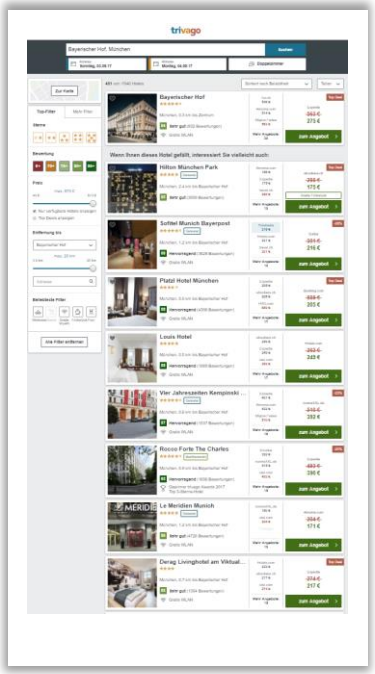
2%

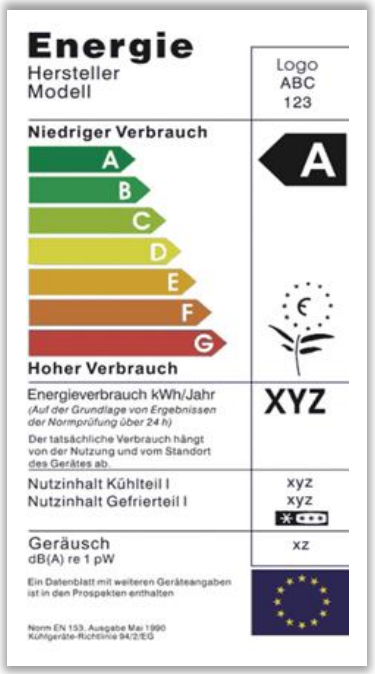
- 95% Parking
- 3% Traffic jam
- 2% Use

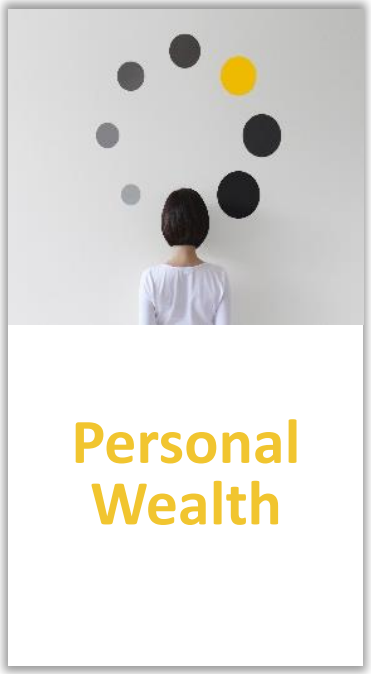
Source: Stuchtey, Enkvist 2018


Autonomous Cars
↑ Sleeping
↓Energy drink Sales
↓Enforcement of Rules
↓Goverment Income
↑Real-time Data Collection
↑«MyCar Income»
↑Leisure time
Toyota:
Medical Services
↓Car Maintenance
↓Car Ownership
↓Car Sales
↓Auto Stocks
↑ Compliance with Speed Limits
↑ Speed Limits
↓Short term Flights
↓Accidents
↓Accident Risks
↓Insurance Prices
↓Cases of
Death
↓Organs

Transparency: What about my money?

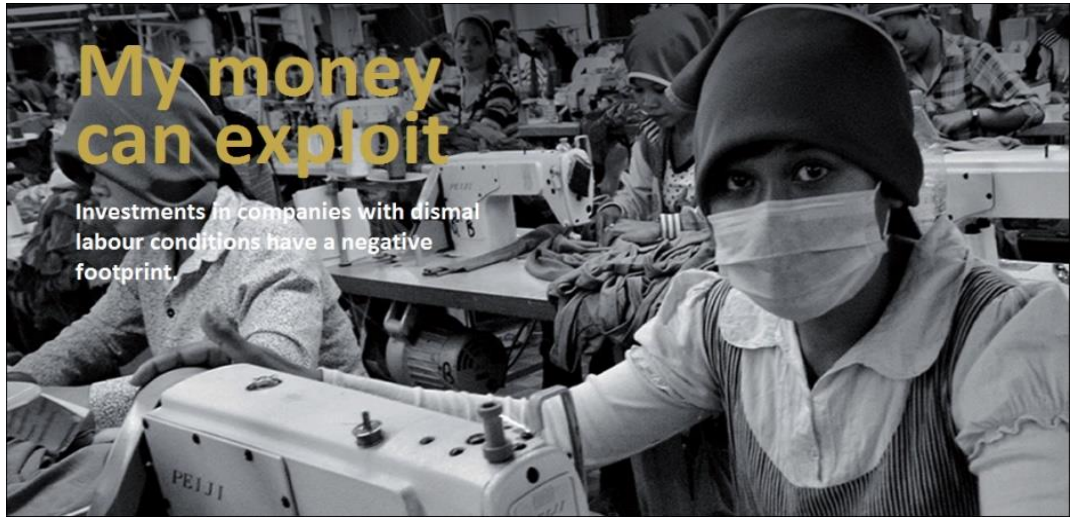




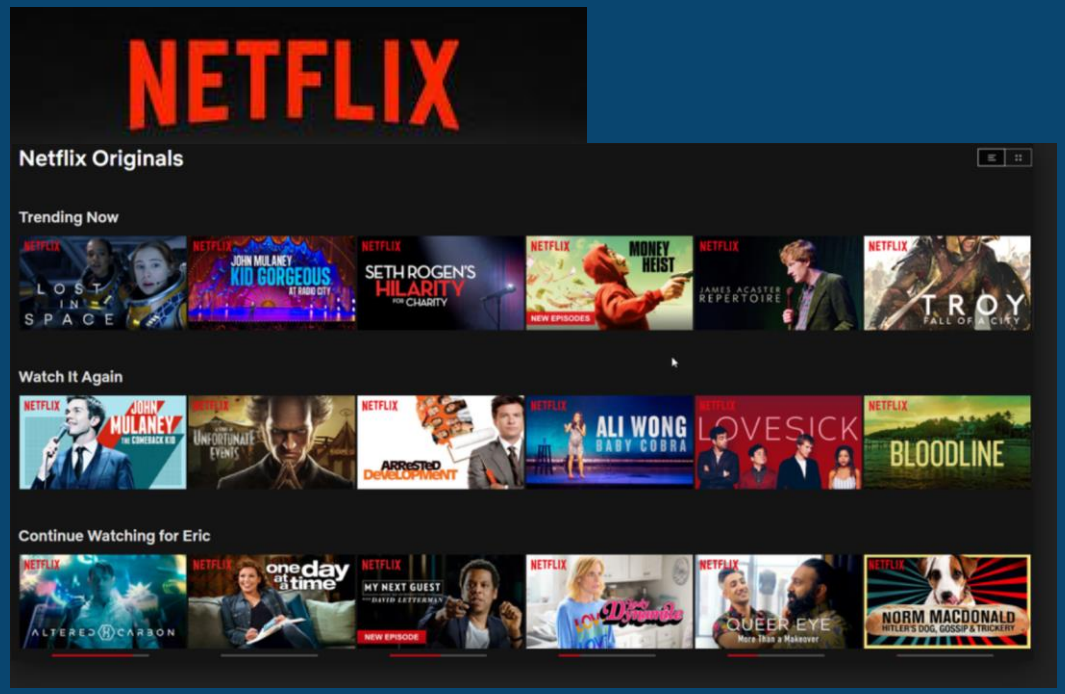


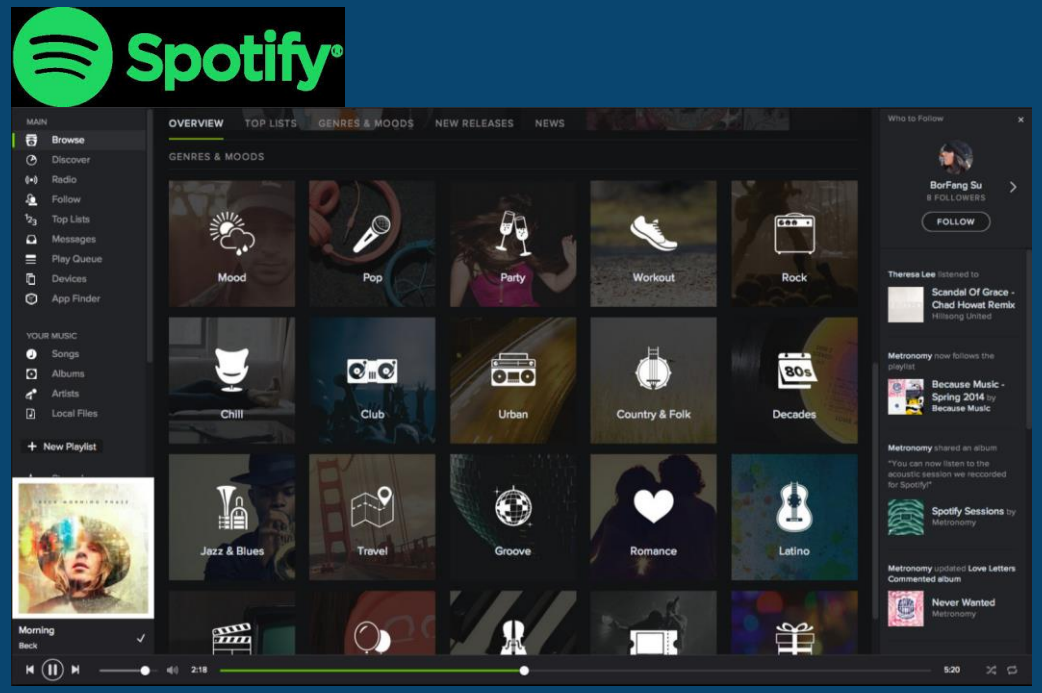
Swiss banking with a mission
GlobalanceBank

What’s the footprint of my money?



Typical Client Experience





Client Experience with Banks

Vermögensentwicklung per 27.09.2017

EUR; Sortiert nach: Struktur

Bestand Einheit	Bezeichnung	WKN Währung	Letzte Bew. RK	WP-Einstand Dev-Einstand	Akt.WP-Kurs Akt.Dev.-Kurs	WP-Erfolg Dev.-Erfolg *)	Erfolg in % *)	ISMA-Ren. Duration	Kurswert WHG Stückzins WHG	Kurswert + Stückzins Anteil in %
27.408,94	Anlagekonto	300 2089340 03 CHF	03.04.2017	1,00000 1,07963	1,00000 1,14570	-1.463,93	-5,77		27.408,94	23.923,31 0,31
894.254,49	Anlagekonto	300 2089340 03 EUR	14.07.2017	1,00000	1,00000				894.254,49	894.254,49 11,42
0,00	Anlagekonto	300 2089340 03 JPY	14.11.2006	1,00000	1,00000 131,78835				0,00	0,00 0,00
8,00	Anlagekonto	300 2089340 03 USD	18.09.2017	1,00000 1,19581	1,00000 1,17905	0,10	1,49		8,00	6,79 0,00
37.403,00 Stück	DWS RENDITE OPTIMA INHABER-ANT O.N.	986329 EUR	14.04.2015 2a	74,07542	73,91000	-6.187,23	-0,22	0,20	2.764.455,73	2.764.455,73 35,30
Liquidität & Währungen						**-6.187,23** **-1.463,83**		**0,20**		**3.682.640,32** **47,02**
41.480,00 Stück	TEMPLETON GLOBAL BOND FD.A(ACC O.N.	749655 EUR	08.05.2012 4a	15,09940	25,18000	418.143,31	66,76	0,10	1.044.466,40	1.044.466,40 13,34
250.000,00 Nominal	VAR.% DT.BK.ROLLING-LOCK-IN ANL.0 26.6. 19	DB7URA EUR	24.06.2009 2a	100,00000	103,89000	9.725,00	3,89	0,90 1,72	259.725,00 2.010,58	261.735,58 3,34
Renten						**427.868,31**		**0,42**		**1.306.201,98** **16,68**
14.500,00 Stück	MAGELLAN SICAV ACTIONS C (EUR) O	577954 EUR	01.07.2013 5a	10,04287	23,67000	197.593,37	135,69		343.215,00	343.215,00 4,38
1.100,00 Stück	ROCHE HOLDING AG INH.-GENUSSSC O.N.	855167 EUR	18.10.2005 5a	123,90689	215,32775	100.562,94	73,78		236.860,52	236.860,52 3,02
3.000,00 Stück	NOVARTIS AG NAMENS-AKTIEN SF 0,5	904278 EUR	18.10.2005 5a	44,01363	72,44567	85.296,11	64,60		217.337,00	217.337,00 2,77
5.000,00 Stück	DWS TOP DIVIDENDE INHABER-ANTEI D	984811 EUR	10.11.2010 4a	78,00360	121,82000	219.082,00	56,17		609.100,00	609.100,00 7,78

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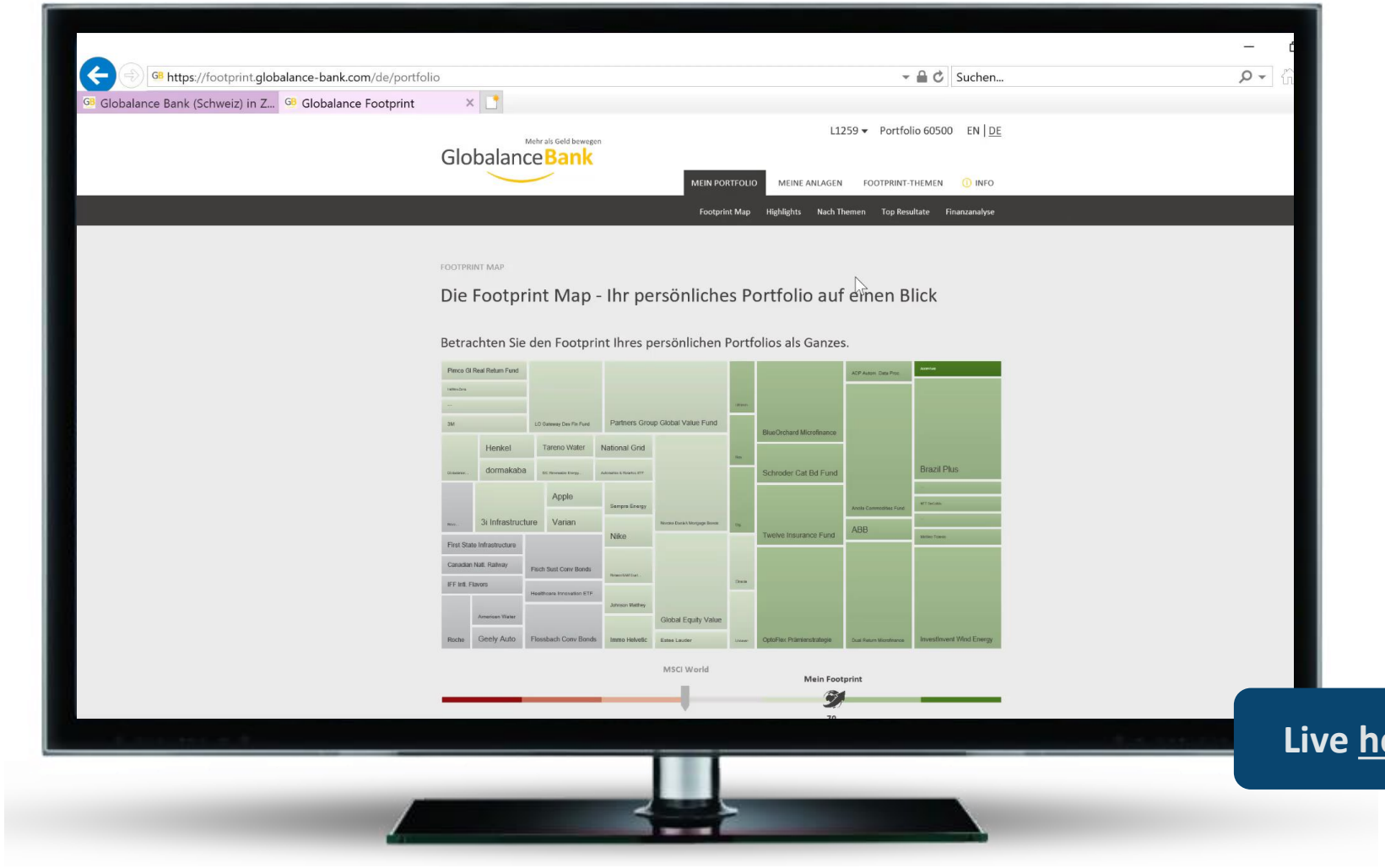
GlobalanceBank

Your personal portfolio



Live here...

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Coffee Break

15 Minutes

Andreas Renggli

Communication and PR expert and owner of

Polarstern Agentur AG

Polarstern

B2C

How to share sustainability issues with customers

Best practice and trends in sustainability communication

26 September 2019

Andreas Renggli
Founder and partner

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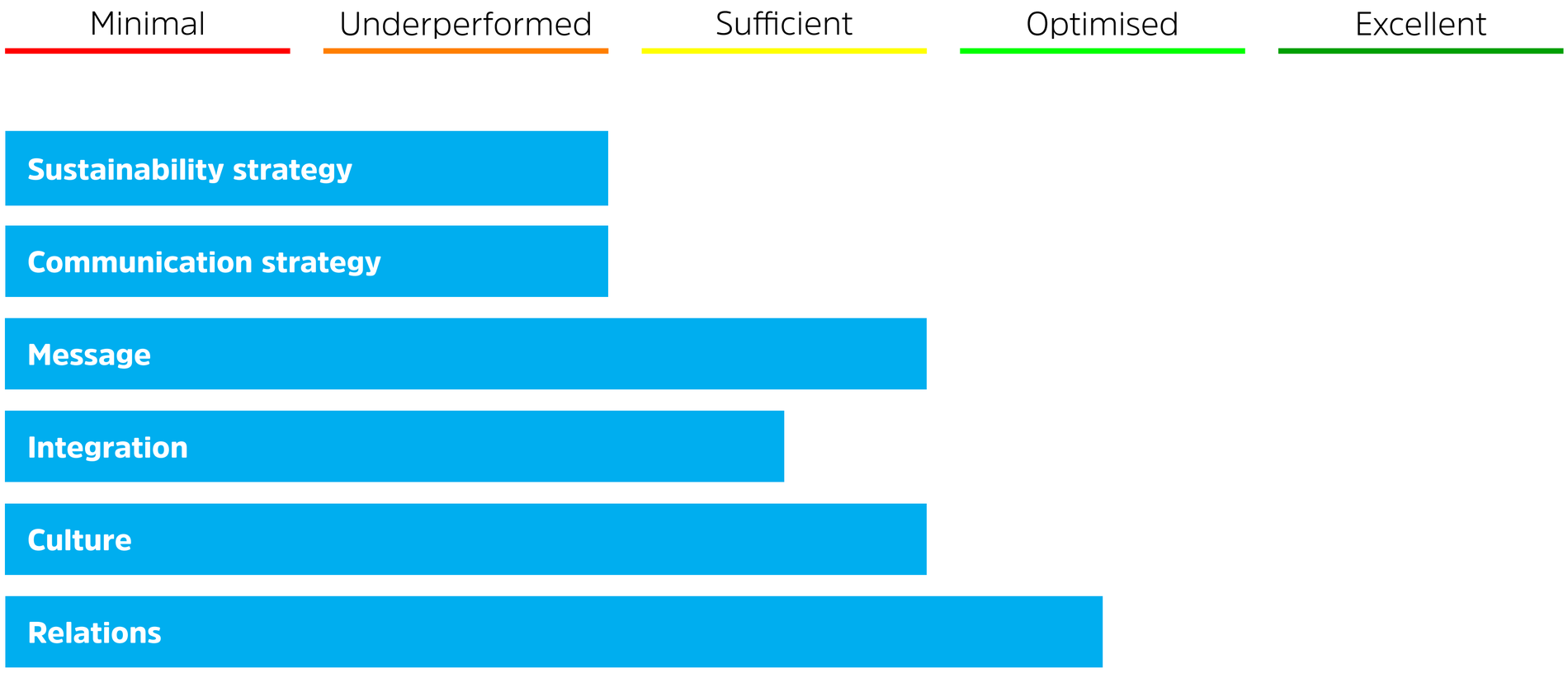
Polarstern Ltd
Agency for sustainability communication
Lucerne and Solothurn, Switzerland

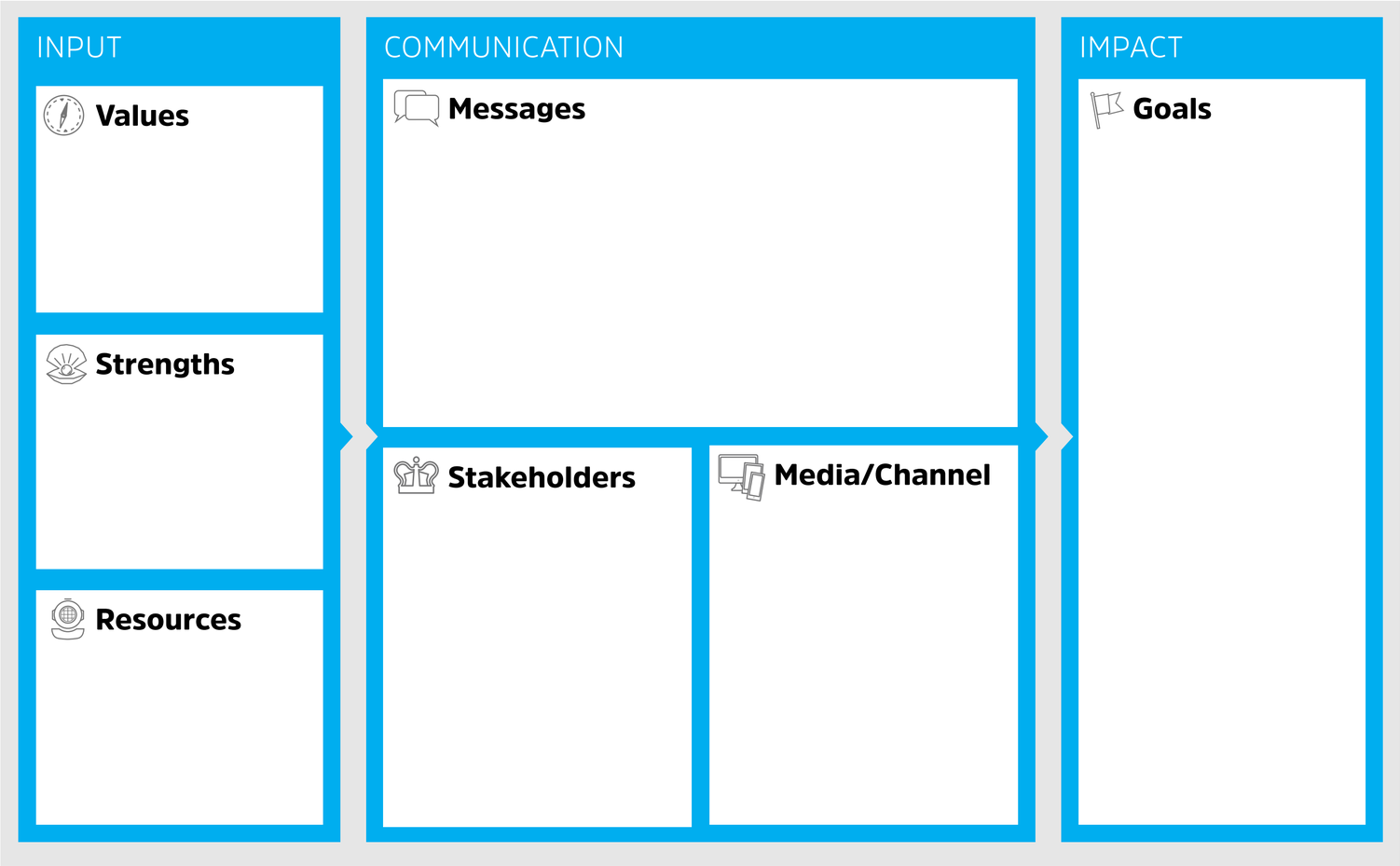
Team of 10 communication specialists working for start-ups, SME, international players and several federal offices (energy, environment, public health and spatial development including sustainability)

Maturity model: our first approach



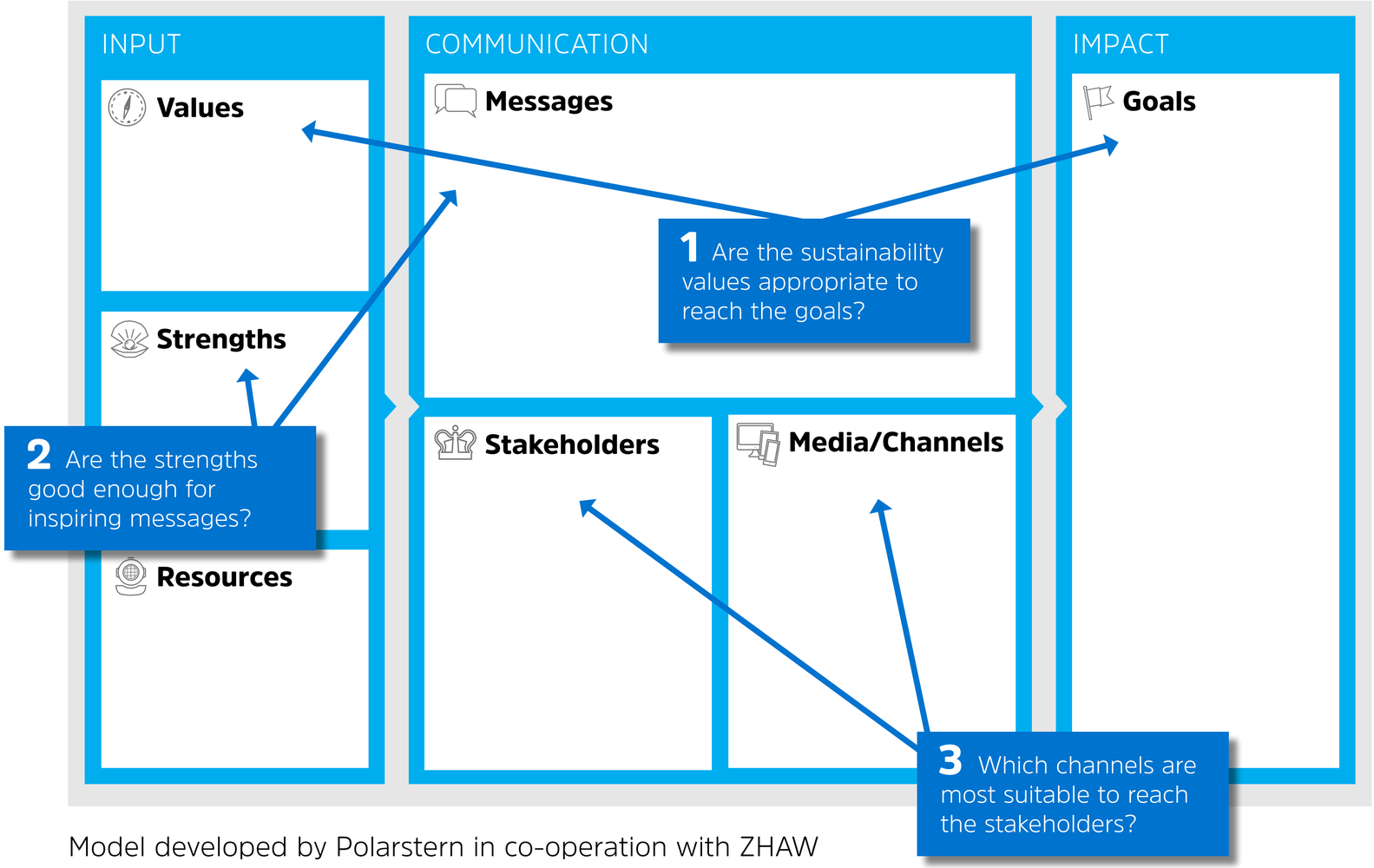
Model developed by Polarstern in co-operation with FHNW

Sustainability communication canvas for big pictures



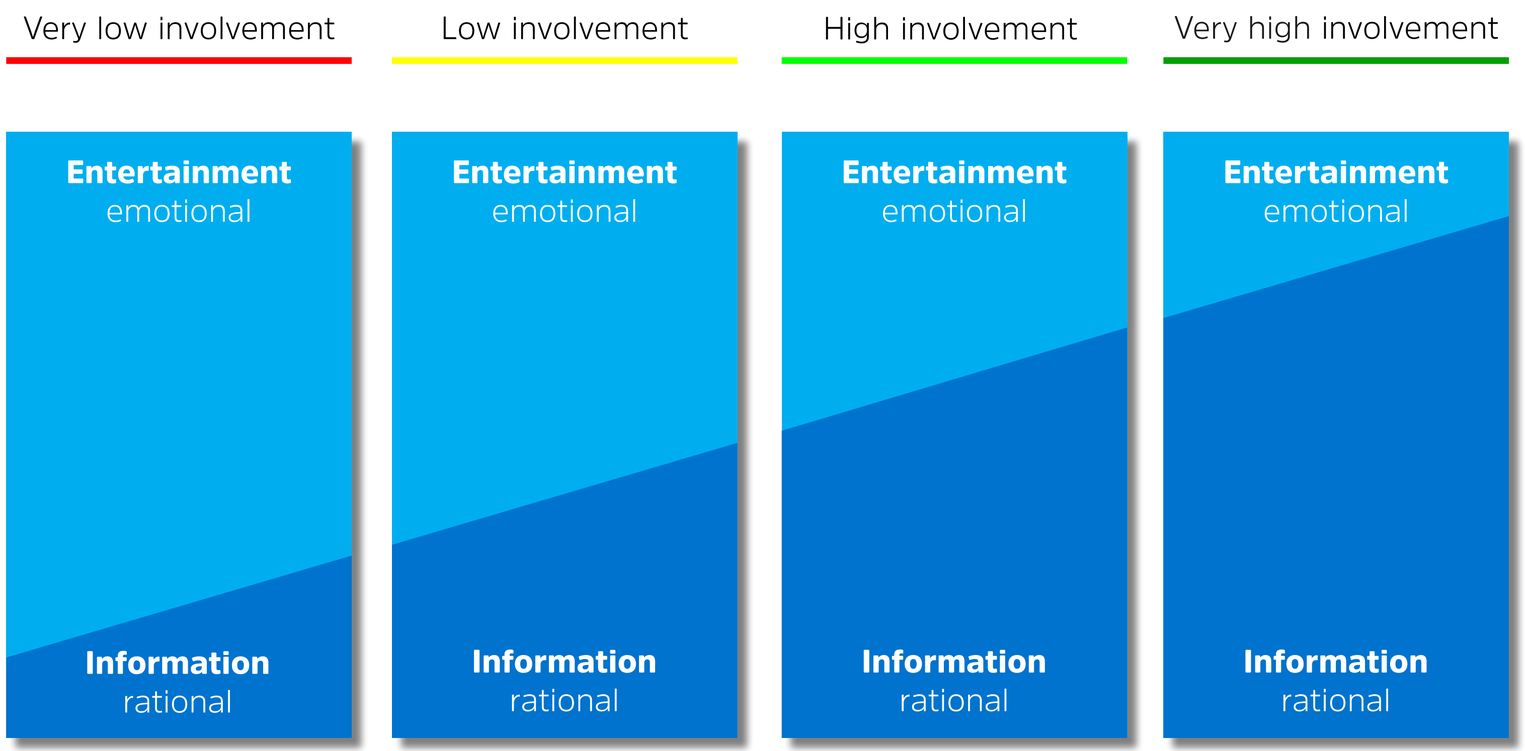
Model developed by Polarstern in co-operation with ZHAW

Sustainability communication canvas for big pictures

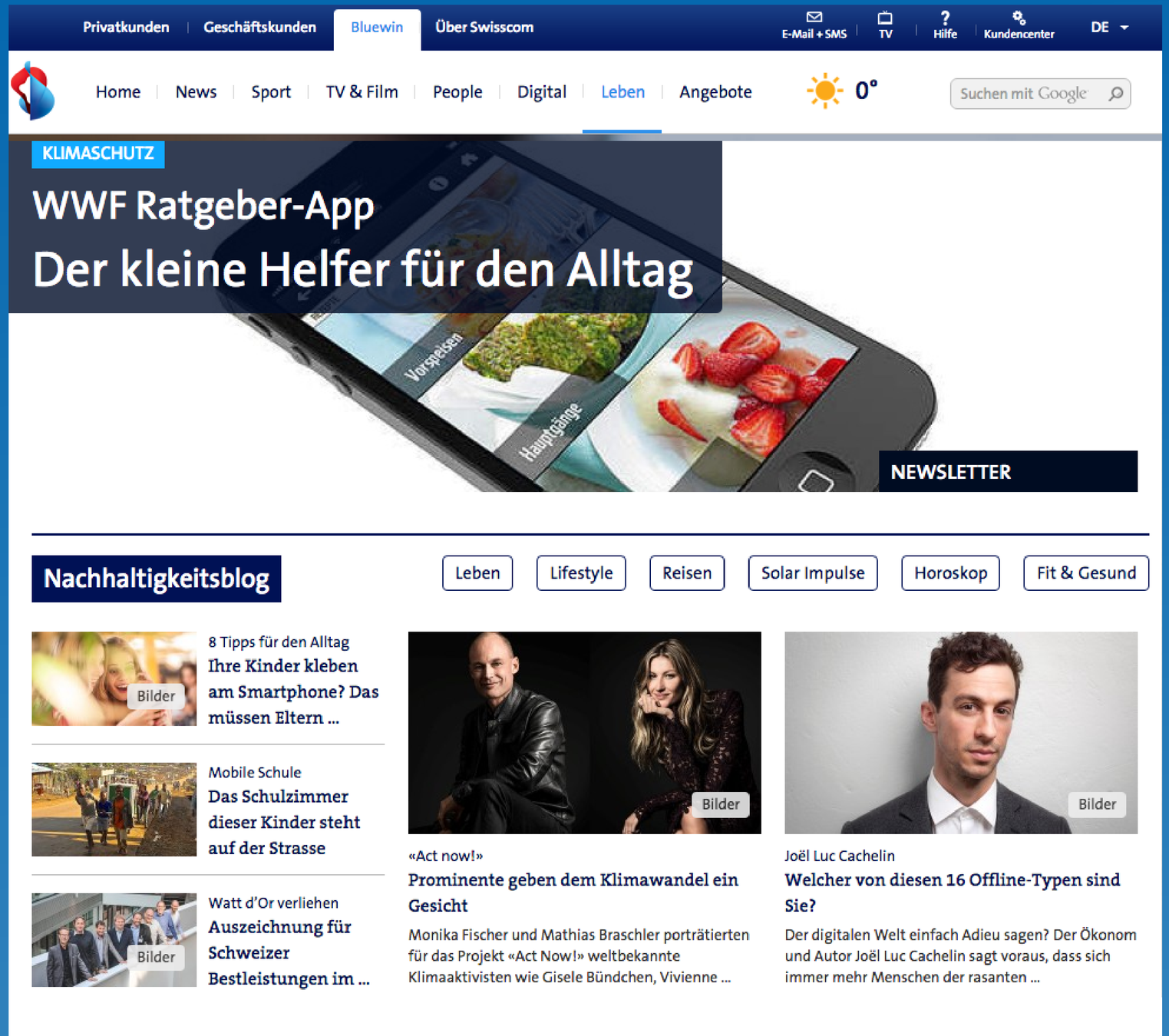


Model developed by Polarstern in co-operation with ZHAW

Communication follows stakeholder involvement



Model developed by Polarstern in co-operation with HSLU



Swisscom **Sustainability blog**

Publireportage

Wieso Plastik oft die umweltfreundlichste Verpackung ist

Wer umweltbewusst einkaufen will, wird bei Plastikverpackungen meist stutzig. Doch moderne Verpackungen aus Plastik sind für unsere Umwelt oft besser als solche aus Karton, Papier und Glas. Die Auflösung drei hartnäckiger Umweltmythen und was Sie tun können, um umweltbewusst einzukaufen.

Migros

Ecological packaging

Publireportage

Wieso Plastik oft die umweltfreundlichste Verpackung ist

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Mythos 1

Lebensmittelverpackungen sind eine überflüssige Umweltbelastung.

Nein. Verpackungen haben eine wichtige Funktion: Sie schützen die Lebensmittel vor zu frühem Verderb. Zudem trägt die Verpackung nur einen sehr geringen Anteil zur Umweltbelastung eines Produkts bei – in der Regel weniger als vier Prozent. Umweltbelastend ist vor allem der Anbau der Lebensmittel. Die Verpackung verhindert also das schlimmste Szenario für die Umwelt, nämlich das Wegwerfen von Nahrungsmitteln (Food Waste).

Mythos 2

Plastikverpackungen belasten die Umwelt am stärksten.

Nein. Zwar belastet ein Kilogramm Plastik die Umwelt stärker als ein Kilogramm Glas oder Karton. Aber Verpackungen aus Plastik benötigen meist deutlich weniger Material als Verpackungen aus Glas, Karton oder Papier. Sie sind also leichter. Das spart Ressourcen und reduziert die Belastung beim Transport. So sind leichte Plastikbeutel-Verpackungen zum Beispiel die umweltfreundlichsten Verpackungen. Mit dem Wechsel von Kartonbehältern auf dünne Kunststoffbeutel reduzierte die Migros zum Beispiel die Umweltbelastung der Bio-Quinoa-Verpackung um 65 Prozent.

Mythos 3

Bio-Plastik soll zum neuen Standard für Verpackungen werden.

Falsch. Bio-Plastik verursacht nach wie vor eine grössere Umweltbelastung als herkömmlicher Plastik. Denn für den Anbau der Pflanzen braucht es viel Wasser, Dünger, Pestizide etc. Zudem hat Bio-Plastik nicht die gleiche Reissfestigkeit wie herkömmlicher Plastik. Für Tragtaschen aus Bio-Plastik ist 30 Prozent mehr Material notwendig als für herkömmliche Plastik-Taschen. Und schliesslich wird Bio-Plastik meist aus Lebensmitteln wie Mais und Zuckerrohr hergestellt. Die dafür genutzte Anbaufläche steht dann nicht mehr zur Lebensmittelproduktion zur Verfügung.

GENERATION M

Erfahren Sie mehr über Verpackungen, umweltfreundlichen Einkauf und Recycling: > generationm.ch

TIPP

So können Sie im Alltag Verpackungen vermeiden

1. Stecken Sie eine **kleine Mehrwegtasche** in Ihre Handtasche oder Mappe, damit Sie jederzeit gerüstet sind für einen Einkauf. Das ist erst noch gut fürs Portemonnaie.

2. Verwenden Sie **Mehrwegsäckli** (zum Beispiel den Wegglimlig) für Früchte und Gemüse.

3. Füllen Sie **Nachfüllpackungen** (z. B. Waschmittel, Seife, Leichte Beutelverpackungen sind ökologischer als Kartonschachteln.

4. Benutzen Sie **Mehrwegschalen** statt Wegwerfteller am Migros Take-Away.

5. Bringen Sie die **leeren Plastikflaschen** (PET-Getränkeflaschen, Plastikflaschen von Milch, Shampoos, Waschmittel und ähnliche) zurück. Wir führen diese dem Recycling zu.

MIGROS
Ein M nachhaltiger.

SwissShrimp

Fresh Shrimps from Switzerland

FRISCH

BEWUSST

LOKAL

Ernte on Demand

Wir ernten erst, wenn Sie bestellen. So verringern wir gemeinsam Food Waste.

Tomorrow

1. **Customer awareness** of sustainability issues will further rise.
2. **Sustainability fatigue** will increase too.
3. **Emotional stories** based on facts will have good effects on customers.
4. **Continuous sustainability communication** with customers will be established.
5. **Sustainability communication** (messages and channels) will be integrated into marketing communications more often.

Daniel Krieg

Founder and CEO

KSP Krieg Partner Schlupp Werbeagentur

KRIEG SCHLUPP PARTNER

MORE PURPOSE – MORE PROFIT

SUSTAINABLE COMPANY
ZERTIFIZIERT
96 % GRÜN

PURPOSE = CUSTOMER VALUE X PUBLIC VALUE

PURPOSE

IS NOT THE FILLING OF A BUCKET, BUT THE LIGHTING

OF A FIRE

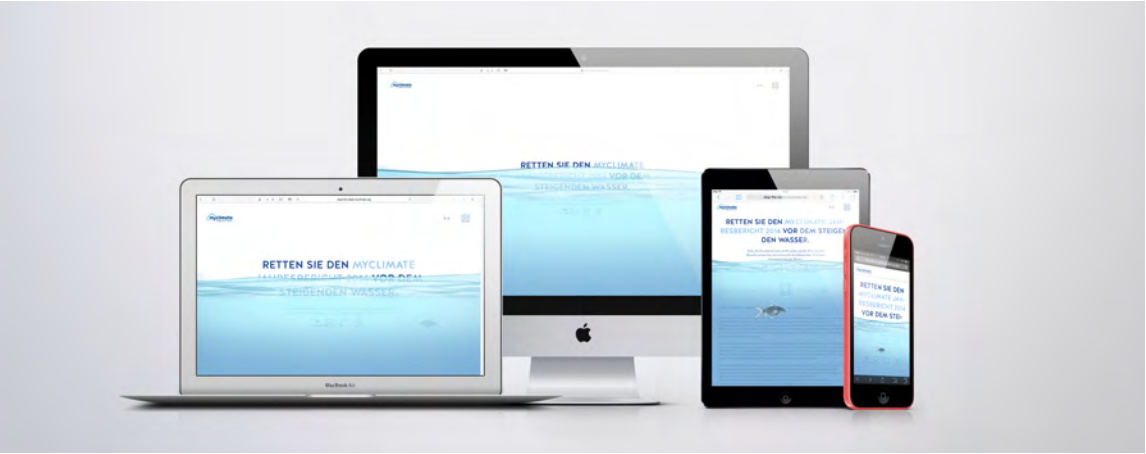
CREATE PURPOSE

OFFER PURPOSE BY BUILDING IT INTO YOUR CORE BUSINESS

PROVE IT OFFENSIVELY WITH YOUR COMMUNICATION

Some few KSP examples from the last 15 years

KSP



And a very current example

KSP

KSP FÜR SOUTH POLE

Aktionskampagne von KSP Krieg Schlupp Partner für eine CO2-neutrale Zukunft

Am Freitag war die ganze Schweiz CO2-neutral. Und ganz Deutschland ebenfalls. Je für 10 Sekunden. Daniel Krieg über eine Aktivierungskampagne von KSP Krieg Schlupp Partner für South Pole, den führenden Anbieter von Klimaschutzlösungen. ... >

TEILEN

PITCH
YOUR PURPOSE

THRIVE
YOUR BUSINESS

ATTUNE YOUR
COMMUNICATION

KONTAKT

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GreenBuzz
Zurich

Manuela Huck-Wettstein

Senior consultant

Sustainserv

Driving Impact Through Sustainability Reporting

Greenbuzz Innovation Breakfast, 26 September 2019

Manuela Huck-Wettstein, Senior Consultant

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Inspiring Meaningful Change

Sustainability Management Consultancy

Founded in 2000 in Zurich und Boston

Interdisciplinary team with longstanding experience

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Inspiring Meaningful Change

Our mission is to inspire our clients to create
long-term and meaningful value for themselves, society and the environment.

Our vision is to redefine how companies
plan, achieve and communicate sustainable performance.

Our Services

Strategy and Management

- Materiality Assessments
- Stakeholder Engagement
- Benchmarking
- Strategy Development
- Business &Value Creation Models
- Integrated Management

Performance

- Goal Setting
- Sustainable Development Goals
- Science Based Targets
- Performance Metrics
- Carbon Management
- Sustainable Supply Chains

Reporting

- Sustainability Reporting
- Integrated Reporting
- Investor Communications

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Leading in Sustainability and Integrated Reporting

Supported more than **270**
Annual & Sustainability Reports

Global No 1 Service Provider
according to Corporate Register

GRI Empowering Sustainable Decisions
Certified Training Partner
Sustainserv GmbH
in Switzerland
Feb 2019
Jan 2020

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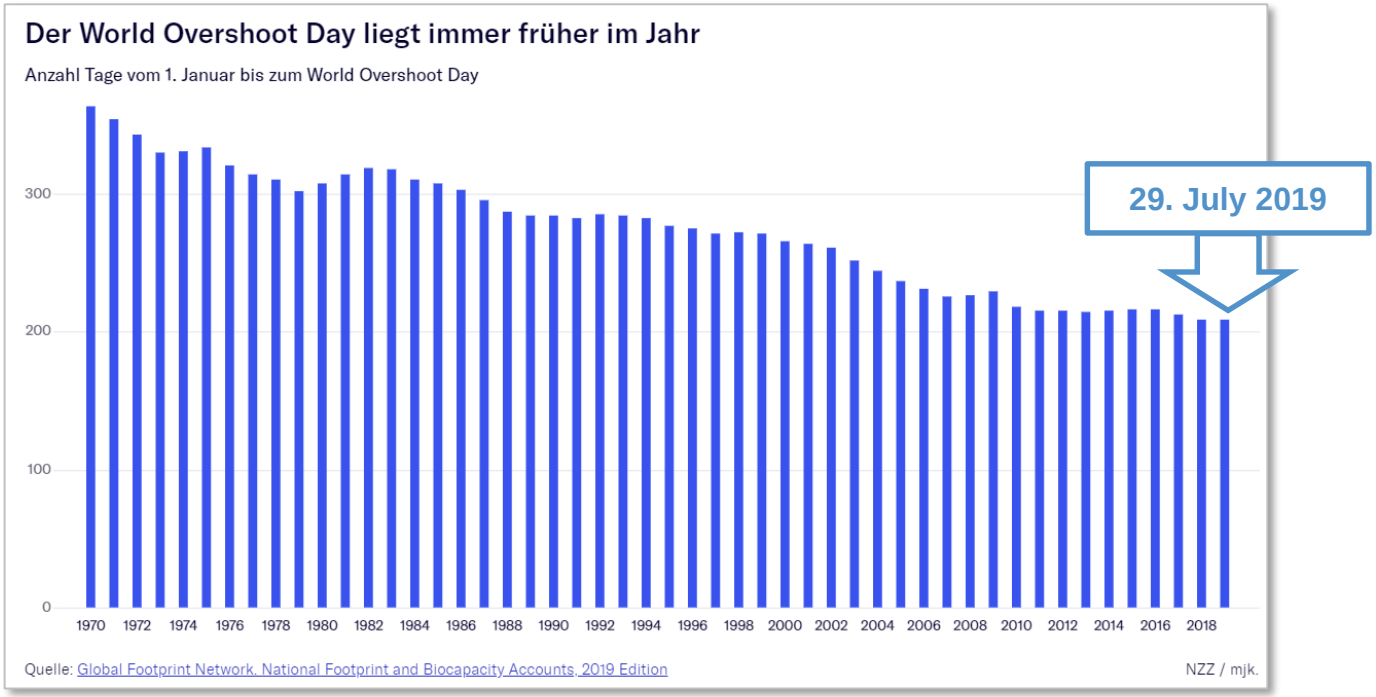
The Big Disconnect

More and more companies report that their commitment to sustainability is strong and increasing.

But somehow this good news is not reflected in studies monitoring the state of our planet.

T. Dyllick & K. Muff (2017)



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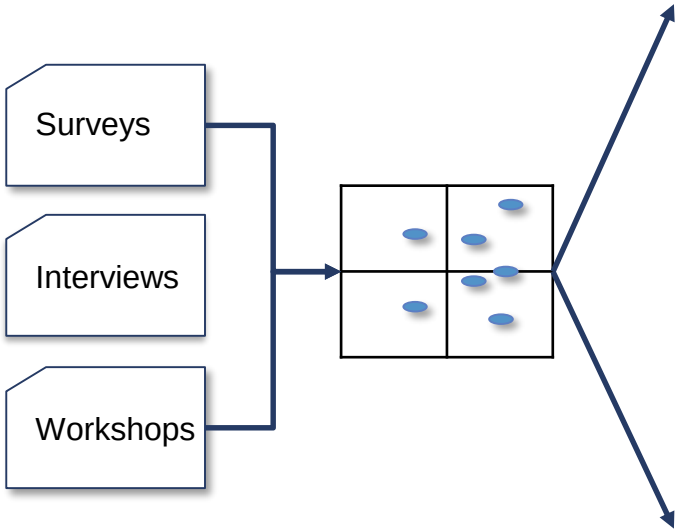
Do we just make companies look good and help them «greenwash»?

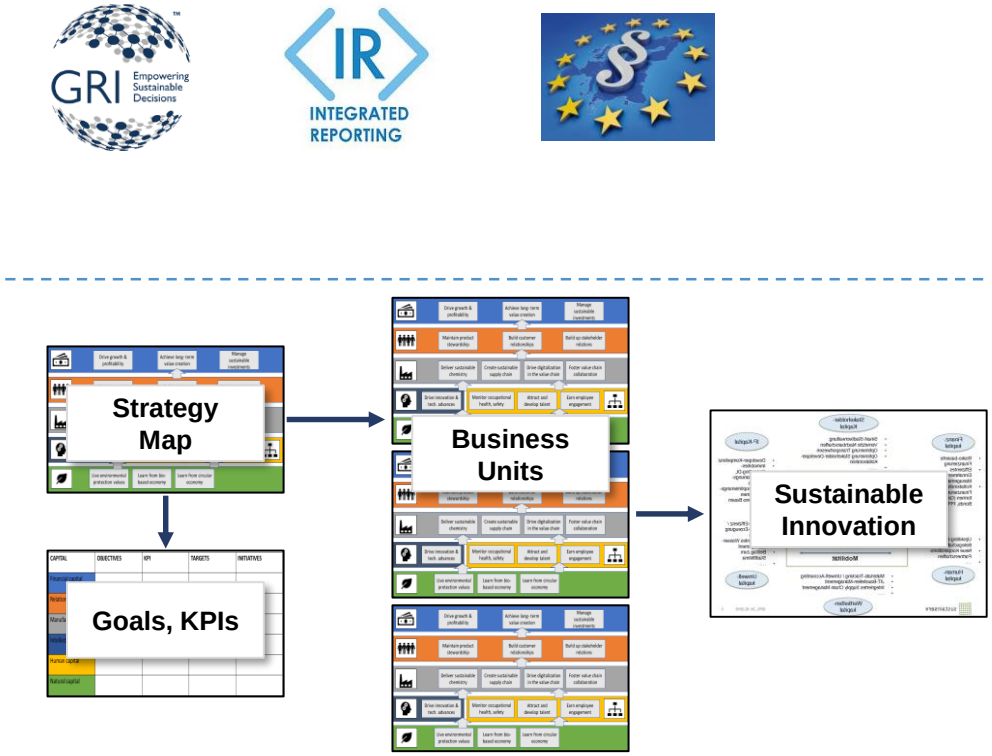
An Event-full Blog (2015)
1millionwomen.com.au (2015)

A Materiality Assessment Builds the Foundation for External Reporting and Internal Strategic Steering

Materiality Assessment



External Reporting



Internal Strategic Steering

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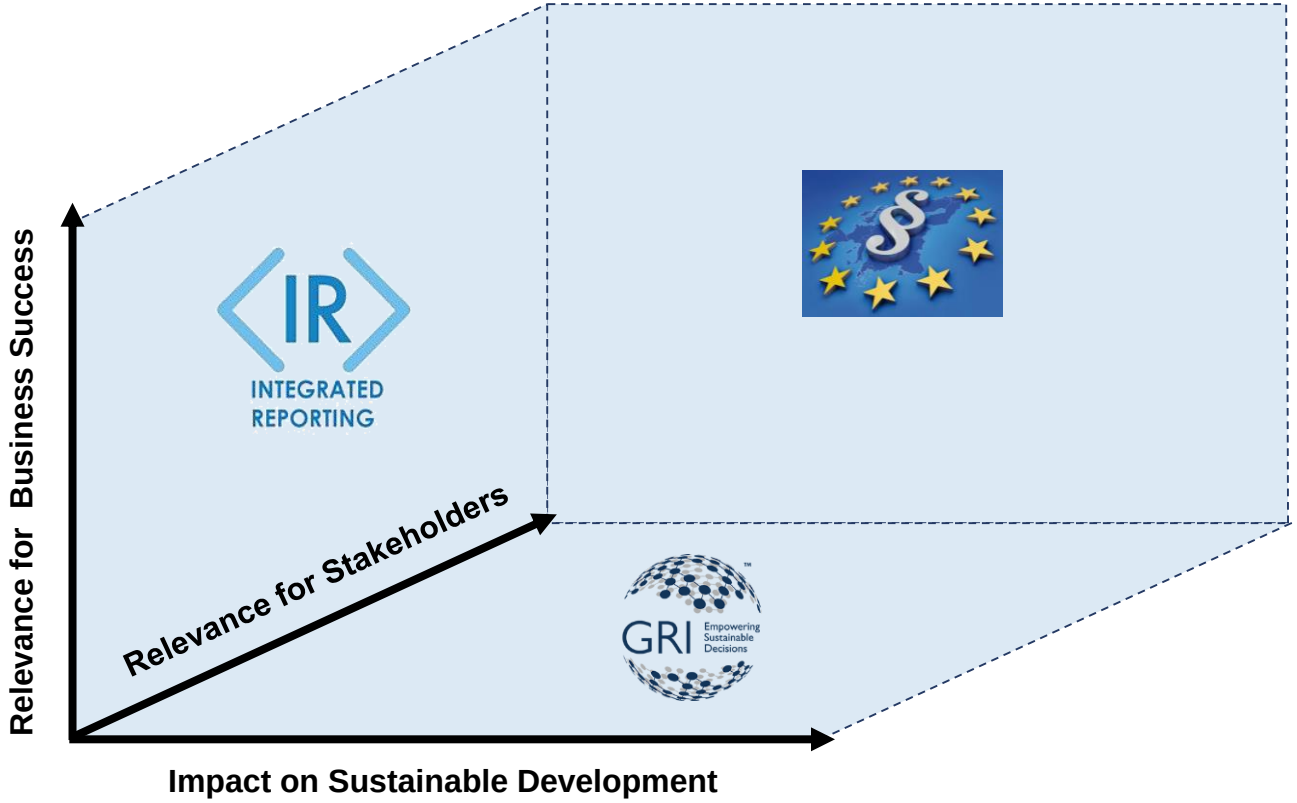
Our Materiality Assessment Approach

Integrating 3 Perspectives



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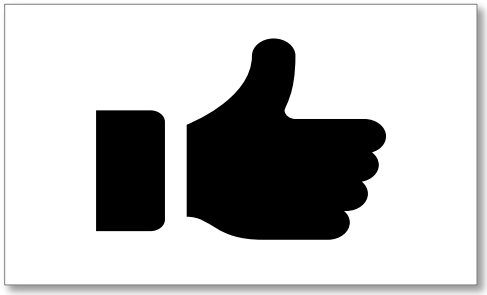
3 Steps for Determining Material Topics

Identify

- Compiling a list of potentially material topics
- Identifying internal and external stakeholders

Prioritize

- Evaluating potentially material topics
- Analyzing relationships of topics



Validate

- Checking results for relevance and plausibility

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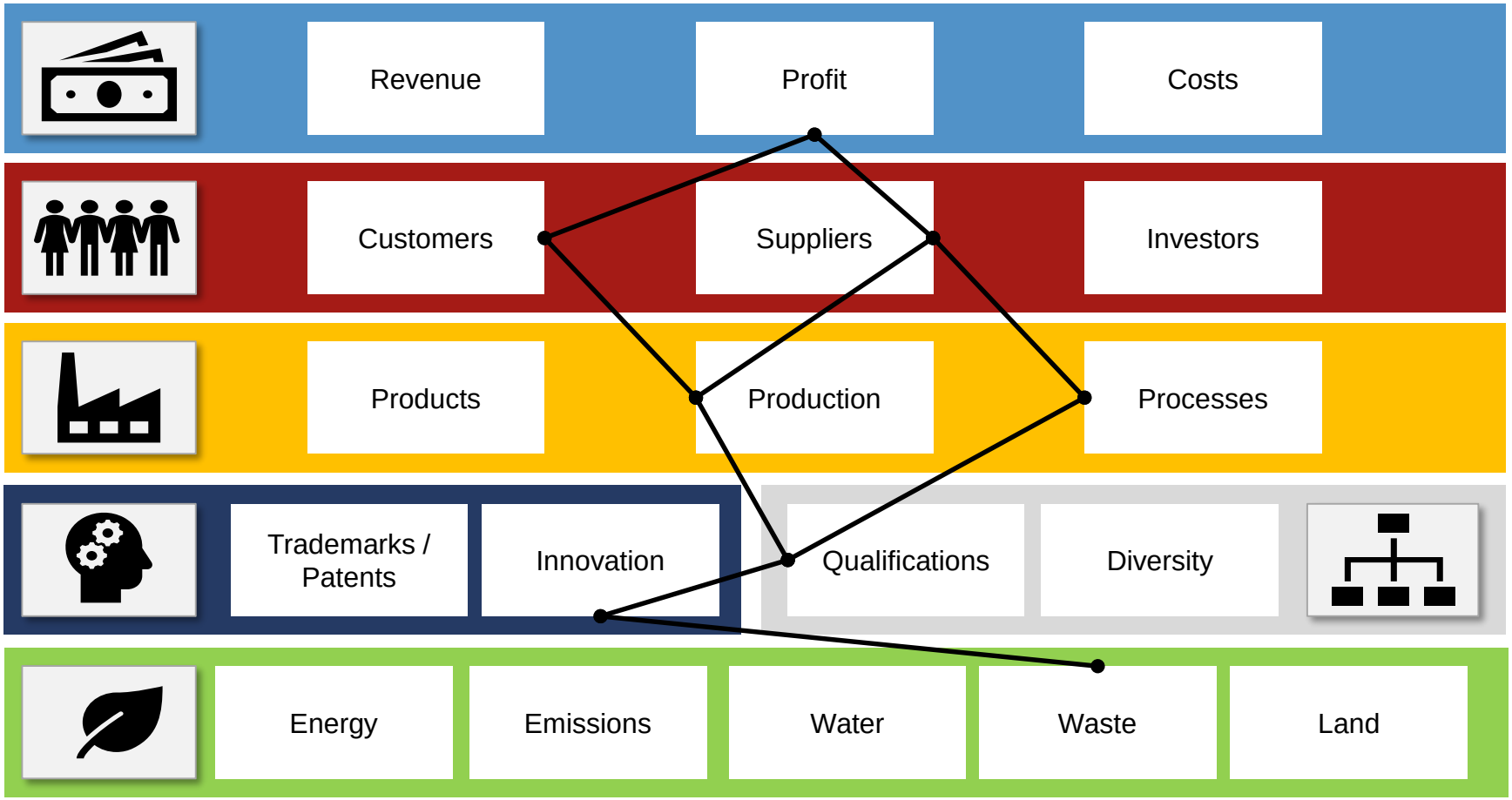
Internal Steering Starts with an Integrated Strategy Map



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Engaging People Along the Sustainability Reporting Process

1 Review & Benchmarking

- Current reporting
- Peers- and competitors
- Current strategies, management approaches, KPIs and governance

2 Materiality Assessment

- Determination of material topics
- Engagement with external stakeholders
- Identification of topic owners

3 Data and Information Collection

- Information collection (qualitative)
- Data collection (quantitative)
- Data analytics and evaluation

4 Report Development

- Report concept
- Management Approaches & (GRI) Disclosures
- Text
- Layout / Design
- (GRI-Check)
- Communication to relevant stakeholders

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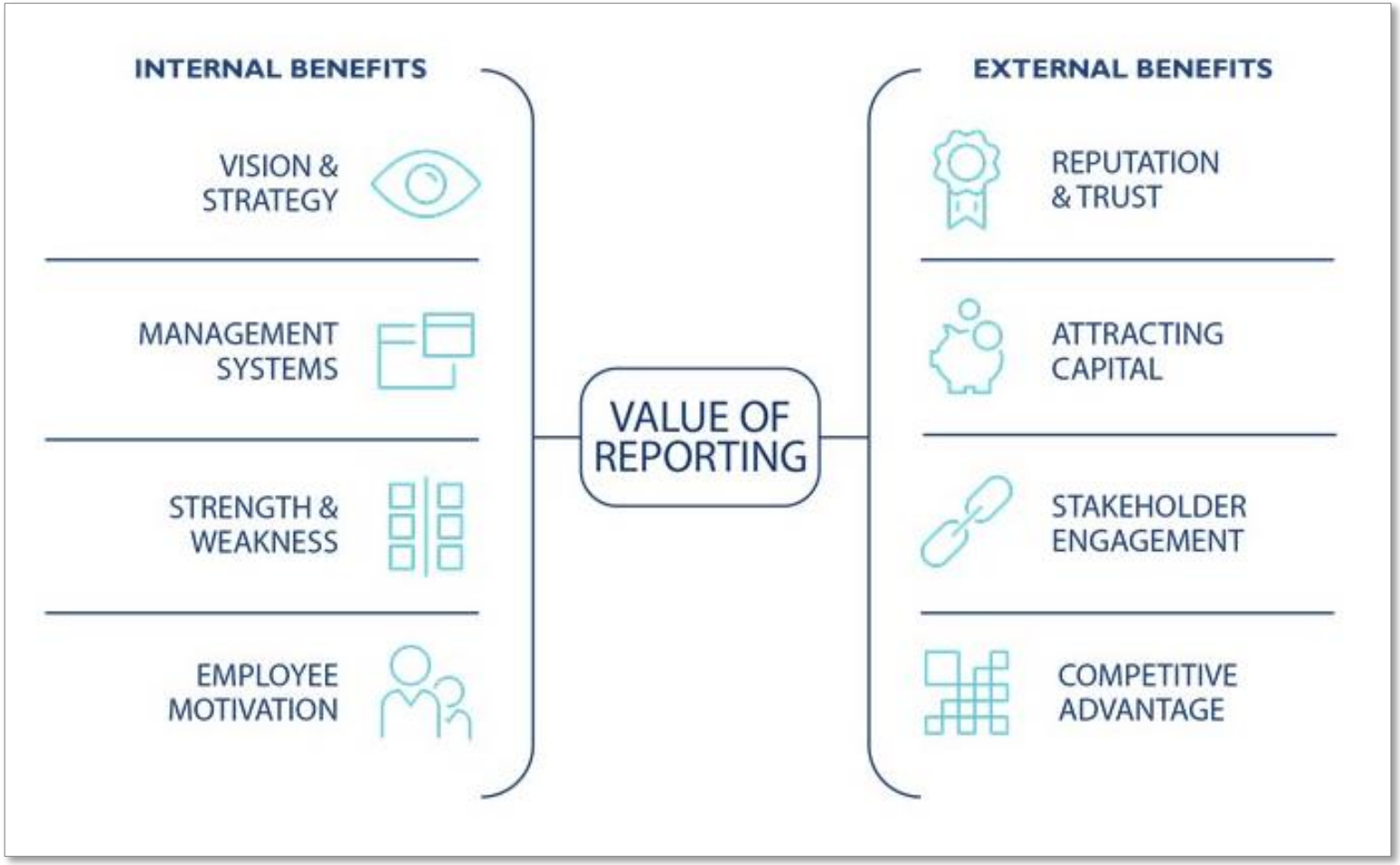
It’s Not About the Report – It’s About the Reporting Process



Global Reporting Initiative (2017)

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Deep-Dive Workshop:
Driving Impact Through Sustainability Reporting

GreenBuzz Zurich

Enabling Sustainability Leadership

23. October 2019, 8:30 - 11:30, Zurich

- Deep-dive into how sustainability reporting can drive positive impact.
- Case Studies: Companies present how sustainability reporting helped change their business.
- Opportunities for peer-to-peer learning

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RobecoSAM

ESG Data,
Ratings &
Benchmarking

How to Communicate Sustainability to Your Stakeholders – Financial Community

Robert Dornau, 26 September, 2019

Financial Materiality Framework

RobecoSAM's definition of materiality of sustainability

RobecoSAM defines Materiality as "Any factor which might have a present or future impact on companies' value drivers, competitive position, and thus on long-term shareholder value creation"

Key Question

How do different forms of capital impact financial performance?

Forms of capital

- Intellectual capital
- Customer capital
- Manufactured capital
- Human capital
- Environmental capital
- Social capital
- Financial capital & business model

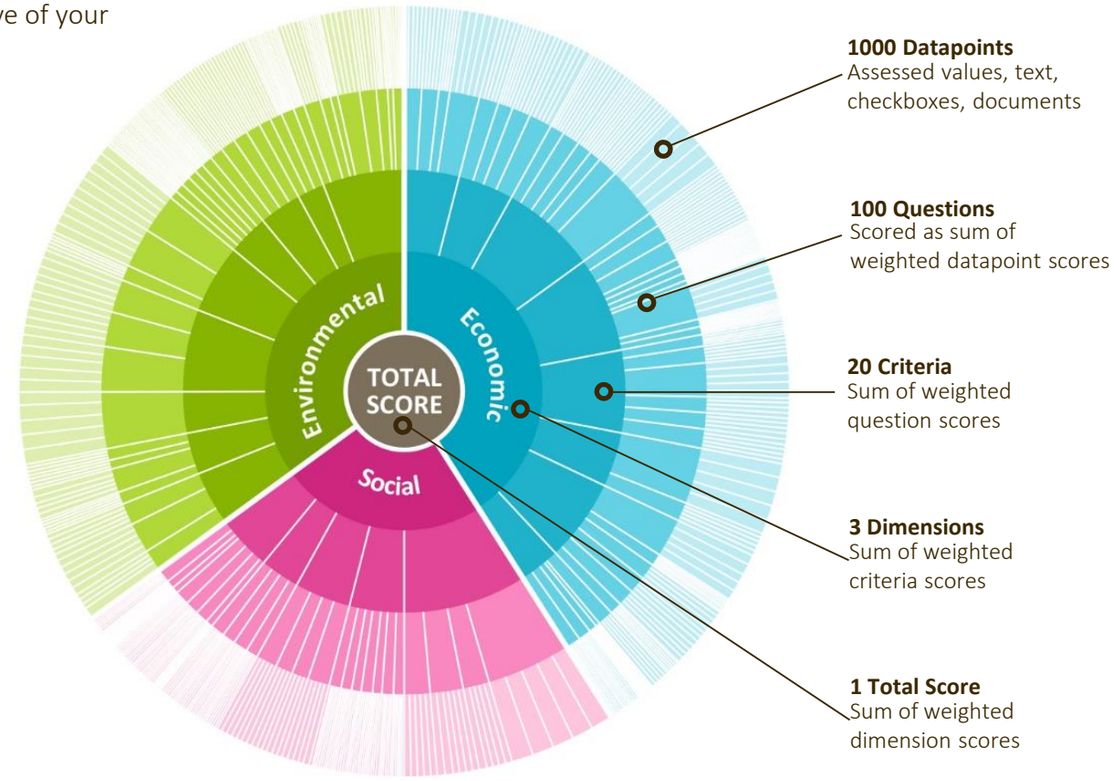
Impact on financials

- Growth (Revenue)
- Profitability (Costs)
- Capital Efficiency
- Risk profile

The SAM Corporate Sustainability Assessment

From data to score

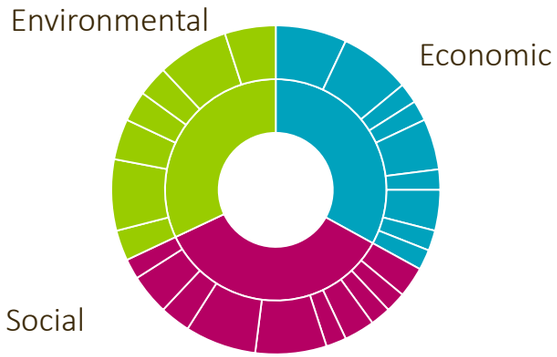
The SAM Corporate Sustainability Assessment uses a consistent, rule-based methodology to convert an average of 1000 data points per company into a total sustainability score. The size of the segments in the graph below represents the weight (materiality) assigned at the different levels. This chart is a sample, not representative of your industry.



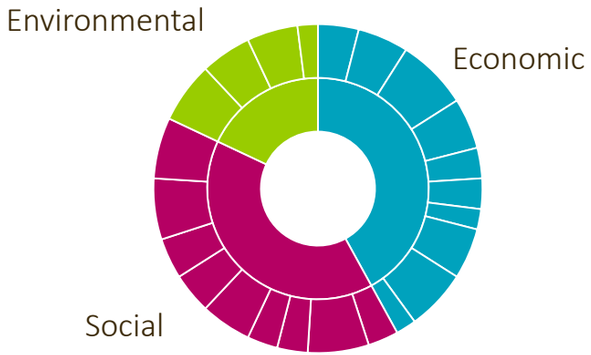
Industry Specific Approaches

Differing by focus areas and weight matrices

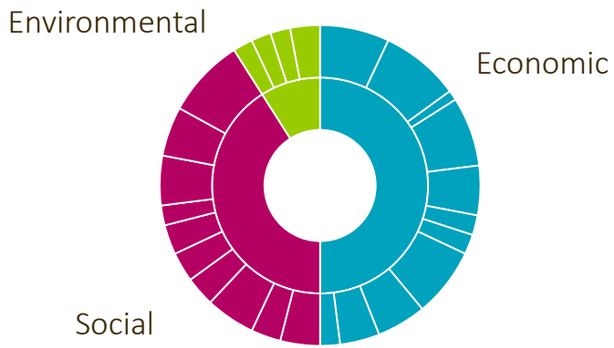
Mining & Minerals



Restaurants



Pharmaceuticals



Industry specific criteria examples

Mining & Minerals	Restaurants	Pharmaceuticals
• Payment transparency	• Brand Management • Customer Relationship Management	• Innovation management • Product Quality and Recall management
• Mineral waste management • Water related risks • Biodiversity	• Raw Material Sourcing	• Climate Strategy
• Asset closure mgmt. • Community impact • Stakeholder engagement	• Local Impact of Business Operations	• Address cost burden • Access to drugs • Health outcome contrib.

Source: RobecoSAM

The CSA futureproofs participating companies

CSA introduced topics before they where the focus of mainstream ESG investors

- Human capital development (2002)
  Human Capital Management Coalition, established 2017, 25 asset owners, $2.8tn in assets
  (source http://uawtrust.org/hcmc)
- Human Rights (2002)
  Top ESG criterion for Money Managers in 2018 representing USD 2.2tn
  (source: www.ussif.org)
- Climate Strategy (2013)
  TCFD recommendations 2017, 100+ C-level supporters, company, financial institutions, exchanges, raters, index provider
- Tax transparency (2014)
  UNPRI investor guide 2018: evaluating and engaging on corporate tax strategy
  (source: www.unpri.org)
- Policy Influence (first introduced 2017)
  Top shareholder concern in 2018, filing by 74 institutional investors at 50 US companies
  (source: https://www.corpgov.net)

Human Rights – need for a comprehensive approach

1 Rationale

As part of their responsibility to implement the United Nations' Guiding Principles on Business and Human Rights (UNGPs), companies must have systems and practices in place enabling them to know and show that they respect human rights.

Involvement in Human Rights related incidents can result in:

- Customer boycotts
- Fines
- Project delays
- Loss of license to operate

2 Expected approach

Companies are expected to have an active commitment to respecting human rights.

Respecting human rights means:

- Avoid causing or contributing to adverse human rights impacts
- Address such impacts when they occur
- Prevent or mitigate adverse human rights impacts from own operations and from products or services by business relationships

3 Performance indicators

Company wide commitment, well documented, covering:

- Direct activities (own business, subsidiaries)
- Value chain, partners
- Processes for remediation

Due diligence:

- periodic risk mapping
- own operations, value chain and related activities

Assessment:

- Activities' exposure
- Classification of risk
- Status of mitigation for at risk sites
- Vulnerable groups assessed

Public disclosure

4 Value Drivers

- Risk profile
- Profitability
- Growth

Thank you for your attention

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