

DIRECTIONS

Directions supplement #25

SALTERBAXTER

Why new sustainability tools and thinking are needed to ensure progress and unlock ROI.

Turning promises into progress

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Kathleen Enright
Managing Director,
Salterbaxter

**Act now,
with urgency
and ambition**

Foreword

As we prepare for our 25th year of advising companies on their sustainability issues and necessary efforts, it's been an interesting time to reflect on what progress has been made and, more urgently, the progress that still needs to be made.

The Sustainable Development Goals (SDGs), the Paris Agreement and the Intergovernmental Panel on Climate Change (IPCC) all set the business timeline to 2030. It's a short amount of time to create the conditions for success. Our 'decade of action' will soon be up and we collectively risk having very little action to show for it.

Business must play a central role in this transformation, evolving business models to align with these frameworks. It is in CEOs' interests to act now, with urgency and sustainability. Companies that ignore the environmental imperative risk seeing regulatory fines, damage to their brands and corporate reputation, investors divesting their stock, consumer backlash and difficulty in attracting and retaining the best talent.

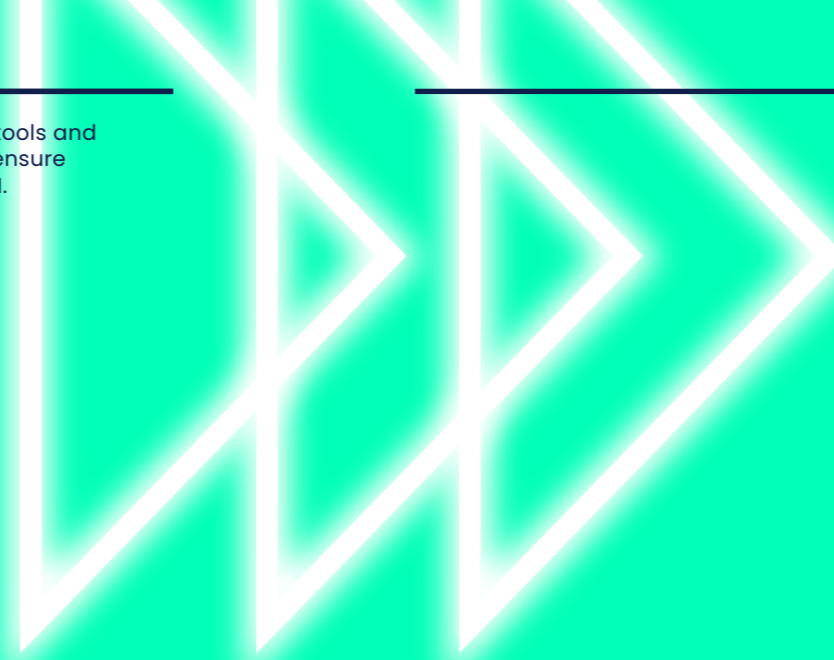
It's hard to argue with this reality; but understanding and identifying the priority levers for action in a world of competing pressures and priorities is less obvious.

65%

Earlier this year, a [Harris Poll survey for Google](#) Cloud revealed that 65% of executives want to make progress on sustainability efforts but didn't actually know how to do that.

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ProgressPoint was borne out of a bold idea: to give businesses an impact measurement tool across sustainability performance, engagement and communications, that pinpoints where they can deliver the greatest progress towards a sustainable future and thereby unlock the most growth and return. It is our contribution to helping speed things up in a way that is compatible with what we know of business reality.



In the run-up to COP 26 last year, we saw a flurry of businesses making sustainability commitments, many converging around a net zero ambition for 2030. As the dust settled and the negotiations ended, it became clear that a lot more than commitments would be needed to change the climate emergency the world is faced with.

Sustainability within business is happening at varying paces, to varying degrees, based on varying (and sometimes confusing) standards and best practice. So why are so many companies struggling to really move the dial on sustainability?

Some have made genuine shifts towards sustainable business practices. However, many have also taken reactionary and ad hoc initiatives simply to obtain 'green' credentials that make little difference to the environment or their company's environmental targets. This 'greenwashing' – making unsubstantiated or exaggerated claims about an organisation's products or operations – is fuelling cynicism about companies and their ambitious targets for sustainability.

Others are resorting to what we've termed 'greywashing' – technically correct sustainability strategies that lack the creativity and rallying cry to engage and drive behaviour change in employees, customers and business partners.

Whilst there is an understandable appeal to staying in the pack and to safety in numbers (back to the flurry of generic net zero commitments), the middle of the road is an expensive place for businesses to be. Taking a broad approach to multiple issues without prioritising or pushing forward in a specific area is holding up the necessary business transformation. It's also holding back progress, growth and reputation.

Yet one of the biggest challenges for businesses is getting an accurate picture of progress.

What if we could create a business tool to measure this impact (in terms of reputational risk or opportunity lost) and then identify which actions need to come together to drive genuine progress?

There are multiple tools that exist today to measure single issue/single metric progress but businesses are lacking a broader management tool to understand where to focus their sustainability efforts and investment in order to enhance progress and return on investment.

We have found alignment with the Future-Fit Business approach of working backwards from the conditions that are needed to thrive in the future. We have increasingly asked what the true value of these many business commitments are and ultimately whether they are enough to make the positive difference the planet and Society needs.

ProgressPoint will be THE tool we use moving forward to help our clients understand their own unique levers for progress, enabling them to optimise their investments for maximum impact and commercial benefit.

We are lucky to have a pioneering partner in the World Benchmarking Alliance (WBA), which is already benchmarking the performance of some of the world's largest businesses against the SDGs. The WBA data complements Salterbaxter's expertise in assessing sustainability performance, leadership and engagement. It is through these criteria that we have built a tool that can evaluate and analyse the multiple factors that all need to come together to create the tipping point towards progress.

We are hugely excited to be sharing our findings from applying our first iteration of ProgressPoint to 20 well known global companies and those considered to be leaders in sustainability.

This is the first step in a multi-year journey and we know there is much room for refinement of the tool. However, we didn't want to let perfection be the enemy of progress in the hope that we can get the conversation started and draw in partners to help us improve the tool further.

We hope that many of you will work with us by sharing your insights and feedback so that we can deliver ProgressPoint 2.0 and definitively shape how businesses prioritise their sustainability actions to deliver the progress we all need.

Enjoy this report and please do come join us to further develop what ProgressPoint can do.

Onwards and upwards!

36%

[The Harris Poll survey for Google](#) also revealed that only 36% of nearly 1,500 executives in 16 countries questioned in the research said that their companies had measurement tools in place to quantify their sustainability efforts.



Building a movement

Pauliina Murphy

Engagement Director,
World Benchmarking Alliance



WBA's mission is to build a movement to measure and incentivise business impact towards a future that works for everyone

Businesses have a key role in achieving the aspirational SDG Agenda and are becoming increasingly more valuable and powerful, with many stepping up and committing to help deliver the global goals. This is welcome, as there is currently a large financing gap for the SDGs – for them to be achieved, we need to redirect financial flows to prioritise sustainable outcomes. However, we don't currently have a mechanism to measure the input of the private sector on this agenda, nor their impact on people and planet, and to see whether the actions are leading to genuine system transformation. What's more, we don't have a way to account for what it takes to get to the top from a proactive leadership, engagement and communications point of view.

To put in place such a mechanism to track progress, WBA has identified the 2,000 global companies that are the most dominant, influential and able to contribute to this agenda. These include public, private and listed companies that span over 70 countries and make up half the entire global economy. Without them we won't be able to overcome our joint global challenges and deliver the positive impact required. Our company assessments and benchmarks will help clarify what is expected of them (both societal and scientific), set out how they perform against their peers and outline what steps a company can practically take to reach the commitments set following globally recognised targets, for example on reaching net zero or being nature positive.

But these 2,000 companies don't work in isolation and benchmarks are only helpful if they are used by different stakeholders in their dialogues with companies. Our success rests on our ability to build a diverse and inclusive global network of stakeholders that take collaborative actions and incentivise change together. Our success rests on allies like Salterbaxter who take our work, build on it, and encourage and advise companies to change and create positive impact on people and planet, on their areas of expertise, which are not part of the mirror WBA holds to the companies.

It's significant that we've been able to provide the hardwiring for Salterbaxter's ProgressPoint, which is a thought-leading tool to support companies to transform their operations, business practices and supply chains. It will help us all to provide a common language of impact and ensure that companies are not inundated with a multitude of differing demands and can focus their attention on improving their performance on the issues we know will contribute most to systems change.



WBA's mission is to build a movement to measure and incentivise business impact towards a future that works for everyone. We do so by developing free and publicly available benchmarks that compare the contribution of the world's most influential companies to the Sustainable Development Goals and the Paris Agreement.





Dr Geoff Kendall
CEO & Co-Founder,
Future-Fit Foundation

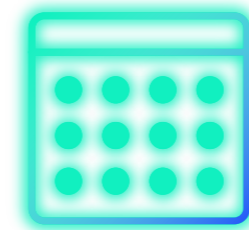
Future-Fit Mindset

A Future-Fit Society protects the possibility that humans and other life will flourish on Earth forever, by being environmentally restorative, socially just and economically inclusive. This vision can only be realised through a rapid and radical shift in the way our economy works.

How would we know a sustainable company if we saw one?

This deceptively simple question is surprisingly challenging to answer. To see why, let's look at the three ways in which sustainability performance is typically assessed:

1



Relative to a baseline year

The first approach is to compare performance today to that in an earlier – or 'baseline' – year. If you've ever read a sustainability report, you've likely seen statements like "we've reduced our water use by 50% since 2010". On the face of it such progress sounds impressive. But what if the company was just really wasteful back then? 50% of too much might still be too much.

2



Relative to short-term targets

The second approach is for companies to report their performance relative to goals they have set themselves – typically over a fairly short (two to five-year) timeframe. For example, "we will reduce our greenhouse gas emissions by 20% in the next five years". Great, but how was that target set? Was it based on an in-depth analysis of how quickly the company must decarbonise its business model, in line with the Paris Agreement? Or – more likely – did the company choose a number it thought it could safely deliver, through financially beneficial efficiency measures?

3



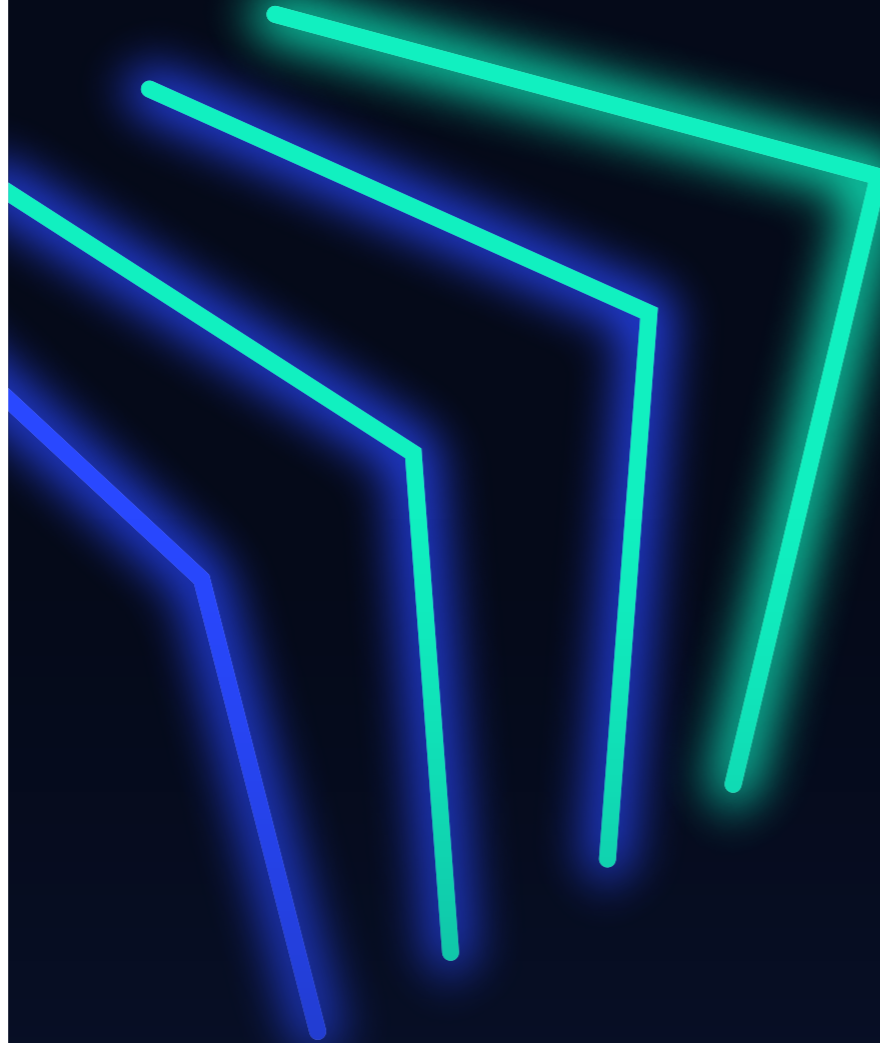
Relative to peers

The third approach is to compare a company's performance with its peers. This is what most corporate sustainability ratings and rankings do. There are 100s of such ratings, all of which award some form of score which supposedly captures how sustainable a company is. Every rater has its own formula for calculating scores, and – since these formulae are usually considered to constitute valuable intellectual property – the way they work is usually kept secret. As a result, it can be extremely hard to draw meaningful conclusions about what a company is doing well, and what it's doing badly. But the biggest problem with such ratings is that they compare companies to each other. All a company has to do to get a great score is to be slightly less bad than its peers.

All three approaches assess performance relative to where companies are now, rather than relative to where they need to be. Is it any wonder that many CEOs believe that doing better than last year – or better than ‘the next guy’ – is enough? But the reality is that we need to radically and rapidly rethink the ways we do business if we are to have a fighting chance of reaching the SDGs.

This realisation is why we started Future-Fit Foundation nine years ago. Working with companies of all shapes and sizes, we’ve co-created the only holistic, open source, science-based methodology designed to help business embrace systemic change. It gives companies a clear destination to aim for, and actionable metrics and guidance to help them get there.

So far so good, but many companies don’t know – or in some cases don’t want to admit – just how far they have left to go. That’s why the WBA’s work is so important: it’s hard for business leaders to ignore their own performance gaps if all the world can see them too. And when companies are ready to step up, Salterbaxter’s ProgressPoint can give them valuable insights on how to get started.



The transition ahead is daunting. But the good news is that we now would know a sustainable company if we saw it – and what’s more, we have the means to help every business become one.



Emerging patterns

Executive summary

With this Directions report, as with all our previous ones, we wanted to share as much of what we learnt as possible – in a manner that might benefit multiple businesses beyond our direct line of sight. As such we’ve shared our detailed methodology and we have aimed to extract insights that can apply to all. There is of course a much more detailed layer of analysis and findings that we can share with individual businesses.

Below are some initial patterns that we see emerging from running ProgressPoint for 20 global businesses. Whilst the tool is still in its first version and the data set is still limited, it’s interesting to note that much of this confirms what many of us have known intuitively:

Strategies are falling short


All businesses’ sustainability strategies are falling short of delivering against the SDGs and securing a sustainable future for all.





Sustainability performance drives reputation

An interesting shift in what drives corporate reputation – the quality and ambition (sustainability performance) of a given business' sustainability strategy is a stronger driver of reputation than sustainability communications.



Performance, Leadership & Engagement are needed to unlock ROI

The quality and ambition of a given business' sustainability strategy isn't enough to drive progress (and therefore ROI). It needs to be embedded internally, connected to the wider stakeholder ecosystem, delivered with creativity and prioritised from the top in order to deliver benefits.



A systems view

Where we are used to seeing certain businesses in sustainability leader boards but their WBA performance score is lower than expected, there are signals that this is linked to a strong environmental strategy (driving reputation) and a weaker social strategy (bringing down WBA performance score). This is fitting for the business and Society ecosystem today where environmental and social issues are interlinked and a holistic view and approach is necessary to unlock progress.



Emerging sector trends

The correlation between sustainability performance and reputation is strongest in the food & agriculture sector which is most likely an indicator of consumer and stakeholder pressure.



Risk of greenwashing

Ultimately, if you score high on Sustainability Performance but low on Leadership & Engagement you are failing to unlock the benefits of your strategy; conversely, if you are scoring high on Leadership & Engagement but comparatively lower on Sustainability Performance then you risk being accused of greenwashing. And we are seeing equal numbers in each camp.

Why we developed ProgressPoint



There's little doubt that a broad consensus has emerged on the urgent need to act on interconnected global challenges such as climate change, pollution, nature loss and inequality. Governments, global institutions and business leaders have come together in recent years to agree frameworks to address them – the Paris Agreement, the Sustainable Development Goals and the post-2020 global biodiversity framework. Hundreds of public and private institutions – as well as coalitions of them – have made long-term pledges on a range of issues. And yet many big economic and societal adjustments are still needed. The transformation required is still very much in front of us.

Business needs to play a central role in this transformation and CEOs must act now. The example of climate change is perhaps the best leading indicator we have of why (see [The business risks of not taking urgent action on climate change](#)).



And yet the status quo remains that relatively few businesses are driving the level of transformation required to align with these frameworks.



Too many are still trading in long-term promises backed up by incremental action. That's despite the mounting empirical evidence – and let's face it the simple logic – that aligning with wider Society's consensus on the pathway to progress is the best way to secure future growth and resilience.



At the same time, too many companies are focusing not unsubstantial amounts of time, effort and money on broad and often generic strategies and actions.



We believe there is a need and an opportunity not only for more urgency and ambition, but also for a sharper focus on the most effective actions required to deliver progress for business and for Society. It's this belief that has inspired us to develop ProgressPoint.



ProgressPoint

a tool that can
create the tipping point
towards progress

We set out to build a tool that could help clarify individual business's unique levers to accelerate progress. To help break the 'middle of the pack' logic and unlock transformation. To provide a roadmap and rationale for which actions to focus on in order to deliver a joint win for business and Society.

By assessing firstly how closely the hardwiring of sustainability into their goals, strategies and business activities was aligned to the SDGs and the Paris Agreement (we call this performance), and secondly to what extent they were enabling change within and around their organisations through proactive leadership, engagement and communication (we call this proactivity).

Ultimately, we also want to explore whether driving this sort of transformation delivers real time benefits for the business.

This is our vision for ProgressPoint – a tool that can help to evaluate and understand the multiple factors across performance and proactive leadership, engagement and communication that need to come together to create the tipping point towards progress.

We think this is important because, to date, most benchmarking tools have focused largely or exclusively on the performance elements, missing the critical importance of some of the less tangible aspects within leadership, engagement and communication. We believe ProgressPoint is a first of its kind.

This first iteration of our ProgressPoint tool combines three elements of data and information.



Sustainability
Performance
data, linking to
the WBA data



Proactivity assessment
across Sustainability
Leadership &
Engagement



The benefit of Progress
to business, assessed
across two measures
of reputation:
audience reach &
engagement, and
emotional sentiment
towards leadership

To deliver progress at pace, we need new tools: Our vision for ProgressPoint





The business risks of not taking urgent action on climate change

Investors and others are increasingly scrutinising the exposure and preparedness of businesses to the very tangible market risks and opportunities that the low-carbon transition is driving. The money to finance the transition is forming, as are the markets and institutions needed to channel and reallocate capital. Industrialised nations are developing net zero strategies and placing them into law while also setting into force regulations that require companies to disclose their exposures to climate risks and their plans to address them. Public and consumer interest is rising – albeit not fast or widely enough.

Perhaps most importantly companies the world over are making public net zero commitments. And while debate will go on as to whether enough of them are properly constructed, these commitments are fast becoming the norm. As they are executed against, net zero will

become an organising principle for business. Those who are not willing to act now and with urgency will be at a disadvantage. Stakeholders will reward companies that exhibit high levels of preparedness. Changing conditions are creating opportunities to innovate and grow portfolios in response to demand shifts. As net zero execution outpaces the formation of low-carbon supply chains, those who secure greener materials will better mitigate against shortages and price risks. Costs will be unevenly distributed. Businesses with carbon-intensive portfolios and operations, large policy exposures, and low levels of technological advancement will pay the most. The gap between low-carbon leaders and higher-carbon laggards will open further.

Our point of view on what it takes to drive progress

To help drive progress against the SDGs, the Paris Agreement and other global frameworks, the world's biggest companies need to understand which issues to lean into and which engagement levers to action in order to drive transformation and progress.

Sustainability Performance

Hardwiring progress into strategies, structures and systems

That usually starts with the **hardware** – strategies, structures and systems, as well as investments into new assets, capabilities and offerings. That's no small undertaking. Taking again the example of climate, companies need to work towards ambitious long-, medium- and short-term targets aligned with science, and back these ambitions up with material low-carbon investments across their operations and supply chain. They need to invest in R&D and develop and sell products and services with a lower carbon footprint, and in some cases go even further, making fundamental changes to their business models to drive very significant reductions in emissions across the life cycle. This all needs to be directed through coordinated strategies and plans, executed by capable and properly incentivised managers, and overseen by appropriate governance systems.

This is where we refer to the WBA data as a measure of the gap between a current sustainability strategy and the systems transformation needed to meet the SDGs. Are a given business' sustainability strategy and performance in line with delivering the SDGs? In a world that has siloed environmental and social impact, this connectivity and systems approach is fundamental.

As we've stated previously, even the best strategy will not drive progress if it is not coupled with the creativity, vision and commitment needed to inspire action.

Sustainability Leadership & Engagement

Accelerating change within and around your business also requires proactive leadership, engagement and communication. Even within this context, not all communications are equal. We must reward the businesses that are prioritising communications to drive difficult dialogues and positive change over those announcing minor achievements or short-term wins.

While transformation may start with rewiring the company's hardware it's not enough on its own. To provide the spark to bring this to life, and sustain momentum behind internal change efforts, it requires strong leadership and consistent communication to make sustainability a business-wide priority, shifting intangibles such as culture, values and ways of working. This is particularly important when seeking to drive major change without an acute or immediate threat to the organisation's survival.

However, to drive progress on sustainability priorities also requires companies to look outside as well as in. It has been said that businesses were historically modelled on the military organisational structure – a command and control model that functions in silos. Yet in order to unlock growth and return, businesses need to think and operate as part of a societal ecosystem which will deliver returns in the form of information, adaptability and innovation. These are some of the founding principles for our Progress Framework.

First, by actively integrating sustainability into the multitude of interactions they have with market stakeholders – investors, lenders, shareholders, customers, partners and others. This is critical in helping to assimilate sustainability into how they understand and evaluate a business and its offerings. If this is done at scale and by many businesses, it will create a tipping point, enhancing widespread flows of capital towards more sustainable businesses and projects (and away from less sustainable ones) and driving up demand for more sustainable products and services.

For a business this all starts by making it very clear in the way you define, position and communicate sustainability as an urgent, number one priority for your organisation, industry and for society. Doing this in an honest, consistent and compelling way – one that amplifies your leadership voices and challenges the status quo while speaking to the specific needs and interests of your most important stakeholders – can send a powerful signal internally and externally and shouldn't be underestimated.

However, it's important to go beyond issues and campaign communications that are designed to highlight a business' efforts and competitive positioning (although these are very important). We also need to think of, and use, communications and creativity as tools for change, tools to educate, inspire, bring all audiences along and accelerate progress.

It has been said that the climate challenge is a challenge of the imagination. Creativity at the service of sustainable progress is therefore an untapped tool. This is not creativity for the sake of drawing attention to business achievements, but creativity that will change behaviour and drive

action towards commitments. If we have any hope of businesses overshooting current commitments, creativity will have a key role to play.

Assessing Sustainability Leadership and Engagement

Assessing Proactivity

01

Strategic priority

The company clearly positions sustainability as a top business priority in its communications and demonstrates that material sustainability topics and themes are a core component of corporate purpose and business strategy. It signals the importance of sustainability by publishing company-specific business case analysis – both backward and forward looking – and by placing accountability for performance at the ExCo level. Finally, the company's sustainability strategy and commitments are positioned and communicated in a way that is inspirational and accessible, helping to drive internal understanding and create a platform for engagement with a wide range of stakeholders.



 Advisory review

 Data science

02

Transformational tone

The company emphasises the transformational nature of sustainability for its business and provides a sense of urgency in the tone of its communications.



03

Embracing accountability and responsibility

The company is explicit in its commitment to create value for all stakeholders. It also embraces its responsibility for a wide range of social and environmental impacts throughout the value chain, and in the wider communities in which it operates. To emphasise this, it also engages with an external advisory board made up of independent stakeholders who publicly critique the company's strategy and performance.



04

Outspoken and disruptive business

The company is not afraid to communicate honestly about the status quo with respect to pressing environmental and social issues, and to call for radical change and new approaches within its industry and the wider business ecosystem. This is backed up by evidence that the company is willing to take bold and progressive actions that can set new standards and contribute to wider systems change – for example through greater transparency, innovation, open sourcing, divestment, organisational design or internal pricing.



05

Voice of leadership

The CEO as the most senior person within the organisation sets the tone with her/his employees, the market and wider stakeholders by frequently integrating sustainability into her/his communications.



06

Investor engagement

The company integrates sustainability into its communications with investors and shareholders directly through its investor relations hub and AGM. As one of the primary channels through which investors, shareholders and other market stakeholders evaluate the firm's performance and investment potential, the annual report integrates sustainability into the main thread of the strategic report (or equivalent), providing rich information on context, strategy, metrics, governance and performance. This is supplemented by an ESG report that provides more detailed performance data on material sustainability topics and themes. TCFD or SASB disclosures are not hidden away but included directly in the company's annual or integrated report or regulatory filings or proxy statements. Finally, the company regularly communicates a long-term strategic plan to capital markets, setting out how it is anticipating and capitalising on social and environmental forces to drive sustainable value creation.



Assessing Sustainability Leadership and Engagement (continued)

Assessing Proactivity

07

Corporate communications

Information on key sustainability topics permeates into all areas of the company's corporate communications channels. Sustainability is talked about in relation to business performance and driving change.



08

Sustainability and people strategy

The company embeds sustainability and the potential for individual employee impact into its communications with prospective employees. The company also demonstrates how it is actively investing in new types of human capital to anticipate and succeed in the face of its most material sustainability topics or themes. Finally, the company invests in programmes that provide current and future leaders with immersive learning opportunities, helping them to experience sustainability challenges and solutions first-hand.



09

Progressive policy advocacy

The company actively advocates for public policies and regulation that support progress on material sustainability topics and themes – for example via their own or funded research, through calls-to-action directed at policy makers, or as a part of advocacy-focused multi-stakeholder initiatives.



10

Value chain and system collaboration

The company actively participates in industry and cross-industry multi-stakeholder initiatives that aim to bring together influential partners to drive industry improvements or address system-level challenges. The company goes further in some of these initiatives, taking on a leadership role on boards or working groups, providing additional non-financial resources, or being a first mover in implementing new frameworks or standards. Finally, the company takes the lead in working in small groups with other influential businesses to help accelerate change (either in their own sector or in adjacent sectors of the value chain).



Reputation

11

Audience reach and engagement

The company is earning coverage, interest and conversation as a result of its sustainability initiatives, partnerships and activities through a diverse set of channels e.g. press releases, social media and thought leadership.



12

Emotional sentiment towards senior leaders

The company CEO has earned a positive reputation across social media, communicating business updates and strategy initiatives that address key sustainability topics that form an essential part of the business' transformation. The CEO is respected by audiences for their communication on the importance of sustainability as an essential component of the business case.

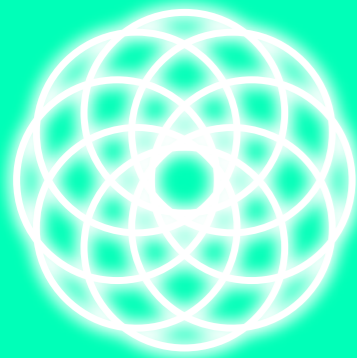


Advisory review



Data science

We summarise this range of
approaches into three core themes:



Engaging core values and mindsets

internally and externally, shifting
behaviour and corporate practices,
and driving greater demand for
sustainable solutions.

To summarise: our fundamental
view is that it's not enough to sit
passively in the pack, to evolve or
transform the hardware of your
organisation, while quietly ensuring
this is in lockstep with the changing
operating conditions around you.

Business leaders in the world's
biggest companies need to
proactively enable change.
They need to drive progress within
their organisations, along the value
chain, within financial markets



Optimising key market stakeholders' understanding and decision-making,

and in doing so helping to transform
markets and open up new ones
(e.g. investors, customers).

and across wider society – while
simultaneously aligning their own
strategies ahead of this change.

That's what will be required to win
– to grow or even remain resilient
in the future, while also contributing
to real and meaningful progress
for society.



Mobilising key actors across the wider business ecosystem

to reform policy and incentives,
improve standards, promote
long-term innovation, and shift
other system conditions to
support sustainable change
(e.g. consumer behaviour).

No greenwash No greywash

Most are familiar with the term
'greenwashing' – making
unsubstantiated or exaggerated
claims about an organisation's
products or operations. But equally
harmful to progress is what we have
termed 'greywashing' – technically
correct sustainability strategies that
lack the creativity and rallying cry to
engage and drive behaviour change
in employees, customers and business
partners. Both are holding up the
progress we all need.

Enabling change also requires
outward-facing action and
engagement, in particular working with
other stakeholders to help address
complex system-wide challenges –
for example, removing knowledge or
awareness barriers, improving and/
or harmonising industry standards, or
advocating for more progressive
policies and financing mechanisms.

Finally, enabling change is also about
setting new precedents by taking
bold actions by yourself, that raise
the bar and send a signal to others of
what is possible and indeed needed.
This can take many forms from
applying brand new types of
technological, financial or business

model innovation, to selling off
unsustainable businesses, refusing
to engage with short-term investors,
or engaging consumers in new and
surprising ways. These actions when
done authentically can challenge
thinking around 'business as usual'
and influence wider norms and
behaviours.



The focus of this report

We have focused our current analysis on 20 well-known global companies across four industries – automotive (two companies), oil & gas (one company), food and beverage manufacture (11 companies) and food and beverage retailers (six companies).

The following sections of this report present the results and key findings from our initial analysis using the [first build of our ProgressPoint tool](#). They also include a discussion of next steps.

We plan to publish future reports that will look at additional companies and industries in particular as new benchmarks are published by the WBA and new iterations of our tool are developed.

20

Initial findings

Introduction

In this section we summarise the key findings from our analysis of 20 companies across four different sectors, exploring four key themes:

1

Overall progress – is there a relationship between sustainability performance and proactivity?

2

Sustainability performance vs engagement – what is driving reputation?

3

Salterbaxter proactivity modules deep dive – what trends do we see across a selection of our proactivity modules?

4

Business benefit – what is the relationship between performance, proactivity and reputation?

Performance

First, we wanted to take a quick look at WBA performance data – reflecting the hardwiring of sustainability into strategies, systems and offerings.

A reminder that the WBA is assessing how well a business's sustainability strategy is set up to deliver against the UN SDGs.

Based on the results there are four clear clusters of performance across the group of 20 companies:

- three between 72-60%;
- four between 55-50%;
- five between 49-43%;
- and eight between 40-28.5%.

RANK	COMPANY	% SCORE
1	Unilever	72-60%
2	Nestle	
3	Danone	
4	Ford	55-50%
5	Tesco	
6	Diageo	
7	Kellogg's	
8	VW	49-43%
9	BP	
10	Coca-Cola Company	
11	Sainsbury's	
12	Ahold Delhaize	
13	Mondelez International	40-33%
14	Walmart	
15	Ferrero	
16	Mars	
17	Morrisons	
18	Pernod Ricard	
19	McDonald's	
20	Starbucks	28.50%

The first and perhaps most important thing to recognise is that even for the highest performing companies there is still a significant gap to close to align with the Sustainable Development Goals, with the highest score from Unilever being 71.7%.

The three companies in the top cluster are no surprise. Unilever, Nestlé and Danone are all well recognised as leaders. They regularly appear as top 15 companies within the GlobeScan SustainAbility Sustainability Leaders Survey which is an annual survey of global expert opinion on the state of sustainability leadership. Interestingly, although Walmart also appears in this list, there are ten companies in our benchmark that outperform the company and who do not appear in the top 15 of the GlobeScan SustainAbility survey.

It is interesting to note that GlobeScan looks at perceived leadership whereas the Salterbaxter sustainability performance assessment and WBA data looks at actual performance – this is an important reframing when looking at leadership and business performance.

The performance data provides a key anchor for our analysis as we start to look at the relationship between performance and proactive leadership, engagement and communication to see if any clear patterns emerge between the two.

Performance and proactivity

The table below shows the overall ranking on progress based on our analysis. This considers the overall degree to which the companies are both hardwiring sustainability into their strategies, systems, investments and offerings as well as how proactive they are in terms of leadership, engagement and communications (as assessed across SB's 10 proactivity modules).

Comparing where companies rank for WBA performance versus proactive leadership, engagement and communications highlights some interesting observations.

Firstly, the top three companies on performance, Unilever, Nestlé and Danone, rank 1st, 2nd, and 4th for proactivity. Unsurprisingly all three score highly on the Salterbaxter Progress Framework modules, with the exception for Danone on the automated aspect (which is purely communications focused) where it ranks last. Despite this it ranks 2nd in terms of the desk component and therefore retains a high ranking overall.

When we compare performance versus proactivity rankings across all 20 companies, we see the following:

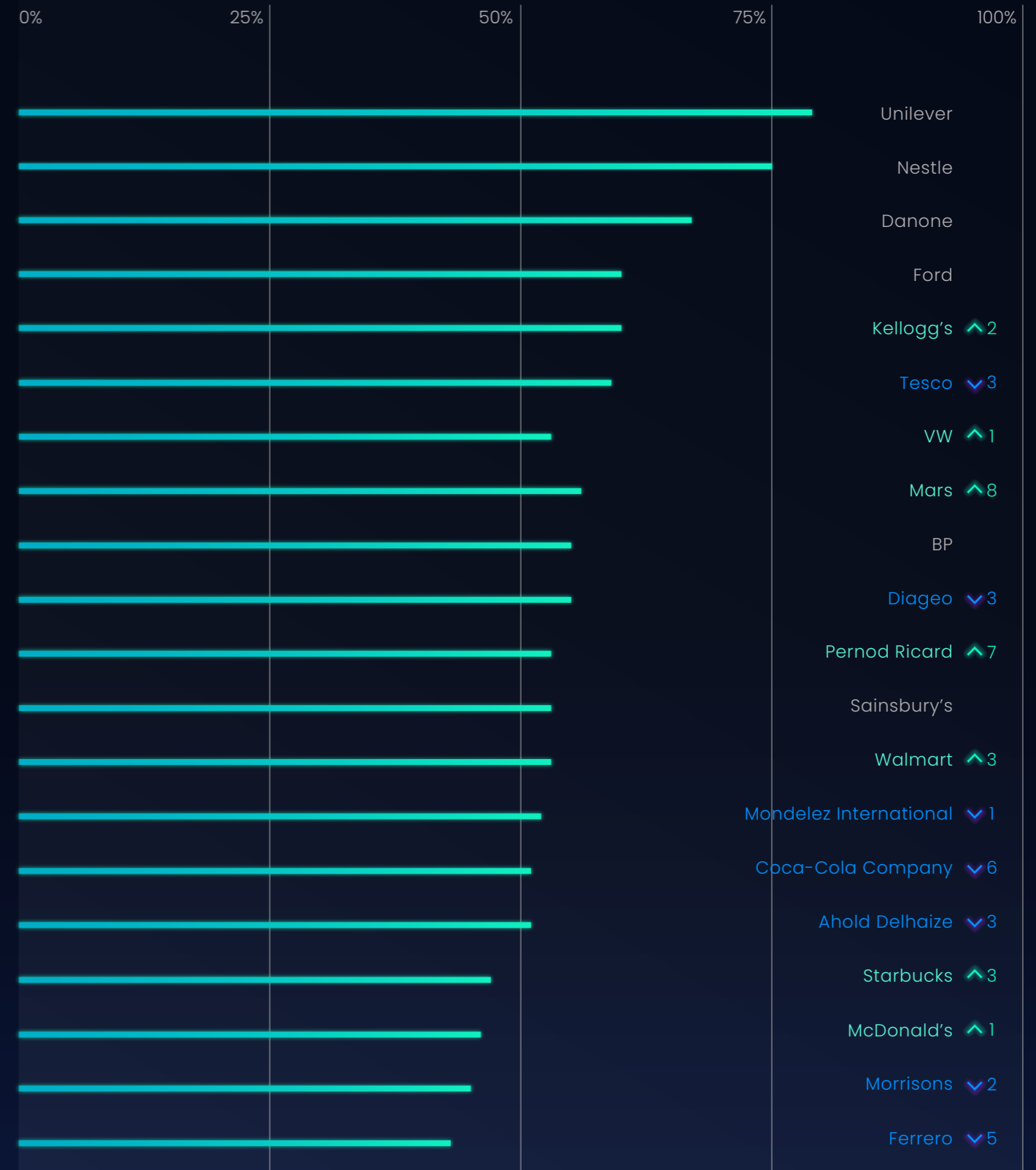
- Six companies do not change ranking position.
- Seven companies move down the rankings for proactivity compared to performance (seven slightly, two moderately, one significantly).
- Seven companies move up the rankings for proactivity compared to performance (three slightly, one moderately, three significantly).

This implies that there is a relatively large group of companies who could be more proactive in leadership, communications and engagement as compared to their underlying WBA performance – both in terms of actions and communications. These would be guilty of what we term 'greywashing' – technically correct sustainability strategies that lack the creativity and rallying cry to engage and drive behaviour change.

However, it also highlights that there is a slightly smaller group who may be active in working with others, taking bold eye-catching actions and emphasising sustainability in their communications, but perhaps need to ensure their own ambitions and performance are aligned upwards. In three cases the gap here is significant (a difference of 13, 12, and 12 ranking places).

Ultimately, maximising scores across these two broad and overlapping areas of activity is the key to driving progress (for society and company). At the same time, ensuring a balance between the two is also important in managing expectations and protecting reputation.

% SCORE (PERFORMANCE + PROACTIVITY)



Performance vs Engagement

Because the automated component of Salterbaxter's Progress Framework looks exclusively at communications – both how sustainability is positioned and its volume in company comms – we thought it would be interesting to explore its relationship to underlying performance (WBA data). This has thrown out some thought-provoking findings.

The eight Salterbaxter proactivity modules that the automated component covers include four that look at overall positioning and tone and four that look at volume of sustainability communications across different owned channels (investor relations, CEO, overall corporate comms and careers).

Based on the difference between where companies rank out of 20 on WBA performance versus these automated aspects of Salterbaxter's proactivity modules, six companies are potentially over-communicating, with two of these quite significantly (for example in one case the difference between ranking positions was 15).



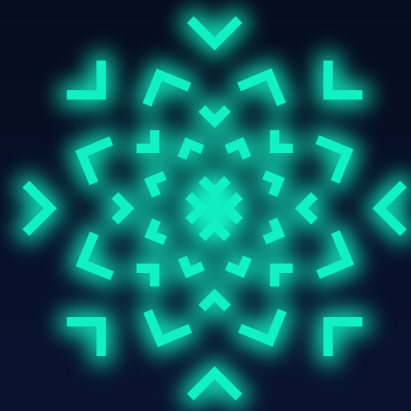
- **Top five for positioning and volume of communication – Kellogg's, Morrisons, Unilever, Ahold Delhaize, Walmart.**
- **Top five where there is the biggest gap between WBA performance (lower) and positioning and volume of communications (higher) – Morrisons, Starbucks, Walmart, Ahold Delhaize, Mondelez.**
- **Top five where there is the biggest gap between performance (higher) and positioning and volume of communications (lower) – Danone, Nestle, BP, Ford, Coca-Cola Company.**



This obviously carries with it a risk of greenwashing if a company's emphasis on sustainability in its communications outweighs its underlying performance. Based on our experience we suspect this over-communication is likely to be a relatively common occurrence. This is supported by a recent (anonymous) C-suite survey completed by Harris Poll for Google Cloud that showed that 58% of leaders felt that their

companies were guilty of overstating their sustainability efforts. But over-communication of this sort also risks raising the expectations of investors, customers, and employees and as this gap opens up and is inevitably brought to light this could have more direct commercial and operational impacts.

Interestingly, there is also a group of five companies whose communication and positioning around sustainability is lower than their performance, in three cases significantly (again based on their respective ranking positions). As we've stated, we think that communication (when backed up by performance) is a key tool in enabling change within and around the business. And while companies communicate in different ways and frequencies depending on their culture and approach, these companies may be leaving value on the table – not only reputationally but also in terms of using communications to drive execution and mobilise other actors across the value chain.



Leadership voice and corporate comms versus performance

As well as looking at the overall positioning and volume of company communications and comparing this to underlying WBA performance, we thought it would be particularly interesting to deep dive into the results of two proactivity modules of the Salterbaxter Progress Framework that look exclusively at communications – leadership voice and overall corporate communications.

- In general, on leadership voice there are five out of the 20 companies that are communicating through the CEO more than others.
- There are five companies that sit higher in the order of the 20 companies (in terms of frequency of sustainability-linked comms from their CEO) compared to their positioning based on WBA performance.
- There is one company that sits much higher in the order compared to their positioning based on WBA performance (Morrisons).
- There are three companies that sit lower down the order of the 20 companies (in terms of frequency of sustainability-linked comms from their CEO) compared to their positioning based on WBA performance.
- There are two companies that sit much lower down in the order compared to their positioning based on WBA performance (Nestle, Ford).

There are five companies whose CEOs are integrating sustainability into their communications substantially more than the rest. Two of these companies' underlying performance is significantly lower based on their respective positions across the rankings for WBA performance vs leadership voice. This carries the same types of risks as described above, but with the added factor that CEOs attract significant external attention to the company.

There are also two companies whose CEOs are communicating much lower down the rankings compared to their underlying performance. As in any significant transformation effort, leadership from the top is essential and consistent communication is critical to create a sense of urgency and drive internal buy-in. It's also important that CEOs consistently position sustainability as a priority externally, in particular to market stakeholders such as investors and customers.

For corporate communications, which looked at owned corporate channels, although over and under-communicating outliers were observed (relative to rankings on WBA performance), this was less pronounced than for leadership voice with the majority balancing communications relatively well with performance.

- In general, on corporate comms there is a very large cluster of companies all communicating to a similar level across corporate channels (14 companies in total).
- There are then three outliers doing more comms (Diageo, Mondelez, Tesco), and three outliers doing less comms (Mars, Pernod, Unilever).
- There are five companies that are communicating higher up the order of the 20 companies (in terms of frequency of sustainability-linked corporate comms) as compared to their positioning based on WBA performance.
- There are three companies that are communicating lower down the order of the 20 companies (in terms of frequency of sustainability-linked corporate comms) as compared to their positioning based on WBA performance.
- There is one company that is communicating much lower down the order compared to their positioning based on WBA performance (Unilever).

Detailed look at a selection of SB proactivity modules

In the following section we deep dive into the results from a selection of Salterbaxter's proactivity modules and discuss the potential rationale and implications. In each case we provide a summary reminder of what is covered by each module (for further information on the specific indicators covered in each module see the appendix).

Strategic priority – see descriptor
Most companies are demonstrably driving sustainability forward as a strategic priority with 14 scoring >65% on this module. Unsurprisingly the companies at the top of the WBA performance rankings are also those scoring highest in this module.

All but one of the companies connects key sustainability themes into the corporate purpose. Fifteen of the 20 integrate sustainability in some way into their description of business strategy, with just under half doing so in quite specific terms including clarity on how this drives business performance and decision-making. Unilever is the

standout example with themes around environment, health and wellbeing, and fairness and social inclusion positioned as core drivers for sustainable growth in their Compass business strategy.

Most companies in the list have developed strategic frameworks for sustainability that feel uniquely positioned and structured. These are designed to both inspire and be simple to understand for lay audiences. Of course, some companies are doing this more effectively than others, but the majority have attempted to 'package up' their strategies in a compelling way. Only a small number have really been explicit about how exactly the sustainability strategy plugs into the business strategy, and how it links and guides the latter to the wider corporate purpose.

- Most are integrating sustainability into the corporate purpose and business strategy in some way and assessing or forecasting the business case for sustainability to some degree.
- Unilever, Danone, Ford and Nestle are the companies where relevant sustainability topics and themes feel most central to corporate strategy. This aligns to their WBA performance scores.
- The majority have developed sustainability strategy frameworks with associated goals.
- Only some of these frameworks are crafted in ways that make them simple and accessible. This affects their ability to drive internal understanding, capture the imagination for what the company wants to achieve, and create a platform for engagement with expert and non-expert stakeholders. This is an opportunity area across all companies.

- A smaller number still are being explicit about how their framework supports the delivery of the company business strategy, helping to aligning it towards achieving the company purpose.
- Fourteen out of the 20 companies name specific ExCo member(s) who have overall responsibility for sustainability (as opposed to referencing committees).

Clearly positioning sustainability as a core strategic priority is a critical part of ensuring it drives value creation for the business. Without approaching it in this way sustainability is more likely to remain siloed and be seen as a cost, rather than an opportunity to, for example, build new markets, reinvent old categories, and attract top talent.



Investor engagement – see descriptor

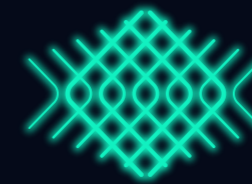
Ten out of the 18 companies assessed against this module achieve >60% in total (note: Mars and Ferrero were excluded as they are privately held companies).

As we have witnessed in our own reporting work in recent years, the integration of material sustainability topics and themes into the core of the annual report (or equivalent) was common across the group (16 companies), with half providing rich and structured content covering the external context, strategy, governance, metrics and performance (including specifically for climate via TCFD). While most companies are supplementing this with further investor targeted ESG information and data outside of the annual report, only five of the group demonstrated a well thought out approach to ESG reporting that leveraged different formats and channels to cater for the varying needs of ESG audiences.

Roughly half of the group are starting to communicate elements of a long-term business plan directly to investors through for example, results or AGM presentations. To award points here we were looking for more than simply a presentation of sustainability commitments, although this might be a starting point. Instead, we wanted to see companies covering aspects such as risk and opportunities, competitive positioning, capital allocation, management of innovation and new technology, human capital etc.

No company covered all these elements in a comprehensive way but a number including Tesco, Ahold Delhaize, Pernod Ricard, VW, and Kellogg's are moving in this direction.

A growing share of equity and debt capital is applying an ESG lens, as investors are increasingly interested in the potential impacts (positive and negative) of ESG-related themes across their portfolios. In January 2021, BlackRock, the largest asset manager in the world, asked the CEOs of companies in which it holds shares to explain their plans for long-term sustainable value creation. This pressure will only continue to increase. As such, we expect to see companies making sustainability an increasingly integral part of how they engage with shareholders and investors.



Outspoken and disruptive business – see descriptor

In this report we wanted to focus in on the second aspect of this module – companies taking bold and progressive actions. To do this we researched the 20 companies, looking for up to a maximum of five uniquely bold actions that reflected one or more of a range of principles we developed to help guide our assessment.

For example, whether the action was:

- Totally new in terms of approach or innovation
- A very significant level of investment for a single company
- Something that forgoes potential revenue
- Leveraging technology in a novel or leading way at scale
- Driving enhanced levels of transparency
- Giving up potentially valuable IP to help others improve their performance
- Going well above recognised practice or standards
- A big change in how the company interacts with others across the value chain (suppliers, consumers, customers)

All the companies across the group are pursuing some sort of bold action. However, there was variation in both the number and scope of actions being pursued with some companies such as Unilever, Danone, Nestlé and Mars providing evidence of multiple different types of action, and others pursuing just one or two in very specific areas. There was a strong correlation between those at the top of the underlying WBA performance rankings and those taking multiple actions. This is unsurprising as companies with ambitious strategies and commitments are doing new and bold things to help drive performance forward and integrate sustainability deeper into the core business.



Progressive policy advocacy – see descriptor

The WBA social indicators include coverage of responsible lobbying activity, so in this module we focus instead on whether and how companies are playing a proactive role in trying to drive forward positive progress in the policy and regulatory agenda in relation to material sustainability topics and themes.

All but four of the companies demonstrated that they were pursuing a proactive advocacy agenda. Almost all are actively challenging regulators on themes covering a wide range of issues, particularly in relation to the environment (mostly plastics and climate) and nutrition. Companies are doing this either individually or alongside others, for example, the recent business statement for a legally binding UN treaty on plastic pollutions was co-developed by a group of businesses that includes many of the food and beverage companies in our benchmark.

A smaller number are generating research-driven thought leadership that either directly or indirectly informs policy or regulation regarding specific topics or themes. Those who are doing so tend to be focused specifically on one topic or theme.

Finally, the majority are engaging in multi-stakeholder initiatives that have a core focus around policy advocacy. A good example is the Sustainable Food Policy Alliance launched by Mars, Unilever, Nestlé and Danone to advocate for US food and agriculture policies in relation to environment, nutrition, consumer transparency and food safety.

Perhaps the most systematic and transparent approach to progressive advocacy comes from BP. As part of their net zero strategy, they have set out a series of ten aims, formalising advocacy for policies that support net zero as one of them and providing detailed coverage of the wide range of actions they are taking in pursuit of the aim.

Value chain and system collaboration – see descriptor

Overall, this was a module where many of the companies scored highly, with 13 of the companies achieving 63% or more, and a handful scoring well above 90%.

Companies are actively participating in multi-stakeholder initiatives (MSIs) within their own industries, with a group of 11 companies active in between eight to ten initiatives (ten initiatives being the maximum possible in the scoring), and almost all the remaining companies active in between four to seven. Participation in MSIs that address cross-industry issues and themes such as human rights, circularity or water stewardship is a little less numerous across the group with a small number including BP, Coca-Cola, Mars, Unilever, Nestlé and Walmart heavily active across multiple MSIs and the remainder more selective.

Interestingly, the majority are playing a leadership role in at least one MSI. We defined a leadership role in our methodology as encompassing a range of actions including being part of MSI boards or steering committees, representing initiatives on public forums, or being a first mover in implementing new outputs or standards developed by an MSI. Most examples we found were of senior staff sitting on boards or committees within an MSI.

A smaller number are taking the initiative and actively setting up strategic initiatives of their own and drawing in other key actors from within the industry or adjacent sectors. For example, in 2019 Danone, Kellogg's, Mars, Nestlé and Unilever came together with a small number of other brands to set up the One Planet Business for Biodiversity initiative to accelerate the protection and restoration of biodiversity within their supply chains and product portfolios.

Actively participating in, and sometimes even initiating, these types of collaborative actions is critical in driving progress on challenging systemic issues. It also helps companies stay close to and even influence changing standards and approaches.

Sustainability and people strategy – see descriptor

One of the areas we feel is a strong indication of progressive leadership, engagement and communication is whether the company is integrating sustainability into both its employee value proposition (EVP) and its wider human capital strategies. After all, executing on sustainability priorities will require companies to attract, retain and develop employees and leaders with new skills and mindsets.

To assess this, we used our automated tool to look at the degree to which sustainability was being integrated into communications on the careers

section of the company website. In addition, we used desk research to see if the company was demonstrating how it is evolving its human capital strategies to help it manage risks or leverage opportunities related to its most material sustainability topics or themes. And finally, we looked at whether the company provides leaders or future leaders with opportunities to immerse themselves in real-world sustainability challenges and solutions as a part of their formal training and development.

Interestingly, this was not an area that many companies scored well on, either in terms of how strongly they were positioning sustainability in their EVP communications or their human capital and employee development strategies.

However this is something that companies mustn't overlook. Recently the UN Secretary-General António Guterres made it clear that students "hold the cards" in selecting their careers and should be mindful of the climate crisis when choosing an employer, urging them: "don't work for climate-wreckers".

Business benefits – reputation and reach in relation to sustainability

As mentioned in Our Approach, for this first iteration of the ProgressPoint tool we have developed and explored two proxies for business benefits to see if there is a correlation with performance and proactivity. Then we focused on company reputation and reach in relation to sustainability.

Using a range of tools, we assessed both audience reach and engagement and the emotional sentiment towards senior leaders. We ensured this was directly linked to company communications around sustainability.

The table below illustrates the total score across both factors and how the companies ranked as a result.

RANK	COMPANY	SCORE
1	Danone	25
2	Diageo	
3	Mars	
4	McDonald's	
5	Nestle	
6	Starbucks	
7	Unilever	
8	Walmart	
9	VW	24
10	Ahold Delhaize	23
11	Morrisons	
12	Tesco	
13	Sainsbury's	22
14	BP	20
15	Ford	
16	Pernod Ricard	
17	Ferrero	19
18	Coca-Cola Company	18
19	Mondelez International	
20	Kellogg's	16

We looked to see if there was a correlation between reputation and three other parameters based on respective ranking positions – overall progress score, WBA performance only, and automated only (comms only).

Based on this it's clear that, across the 20 companies as a whole, reputation is more closely correlated to overall progress performance (and, as an element of this, communication) than purely WBA performance. For WBA performance alone versus reputation a larger number of companies move both down and up levels in the rankings when we compare the two.

However, in all cases there are significant moves for some specific companies.

- Starbucks – sits 20th in performance but is one of eight companies scoring 25 on reputation. It sits 10th in just communications and 17th on the overall progress score. What is driving its strong reputation on sustainability?
- McDonald's – sits 19th in performance but one of eight companies scoring 25 on reputation. It sits 14th in communications and 18th on the overall progress score. What is driving its strong reputation on sustainability?
- Danone – sits 20th in the automated component (communication) but one of eight companies scoring 25 on reputation. It sits 3rd on the overall progress score. Why are its communications not a factor in driving its reputation?
- Kellogg's – sits 1st in communications but 20th in reputation. It sits 7th in performance, and 4th= on the overall progress score. What factors other than its strong performance across the board are impacting its reputation negatively?

The results seem to imply that, overall, more comms and more proactivity generally does improve how people engage with and feel about the company in relation to sustainability. But it's not guaranteed, and other factors presumably can have an influence in terms of driving both more negative and more positive reputation. It's difficult to speculate on this further without further research.

When we compare leadership voice to CEO sentiment the picture is equally mixed.

- Ahold Delhaize is one of five companies in the top quartile for leadership voice and one of the top three companies for CEO sentiment (despite 10th overall for reputation).
- Kellogg's is one of five companies in the top quartile for leadership voice but in the bottom four for CEO sentiment (similar profile with overall reputation vs overall owned comms).
- BP and Coca-Cola Company are also both mid-quartile for leadership voice but in the bottom four for CEO sentiment.
- While Diageo is in the bottom quartile for leadership voice it is one of the top three companies for CEO sentiment.

Again, this implies a complex picture that needs further exploration to understand the relationship between performance, proactivity, and reputation in relation to sustainability.

Where do we go from here?

As stated in the Foreword, this will be a multi-year journey with many iterations of the tool and the underlying methodology.

This tool will help us to surface insights and tailored action plans that can inform wider best practice. It will help guide individual clients to areas where they specifically have work to do to improve or drive competitive advantage and provide insights from our benchmarks to help them do so.

The current tool is what developers call a minimum viable product (MVP) – that is, a version of the tool that has just enough features to be tested on a group of companies so that we can draw insights and learnings that can provide feedback for the next iteration.

In developing the idea for this tool and the detailed methodology that underpins it, we sought input from multiple external stakeholders. Here are some of their challenges that we want to build into the next iterations:

- Further alignment with science and SBTs as something that many businesses are working towards.
- Demonstrating the causal relationship between SB Progress and economic return, possibly integrating notions of True Cost.

Please do get in touch with any additional thoughts and builds you have. We'd love to hear from you.

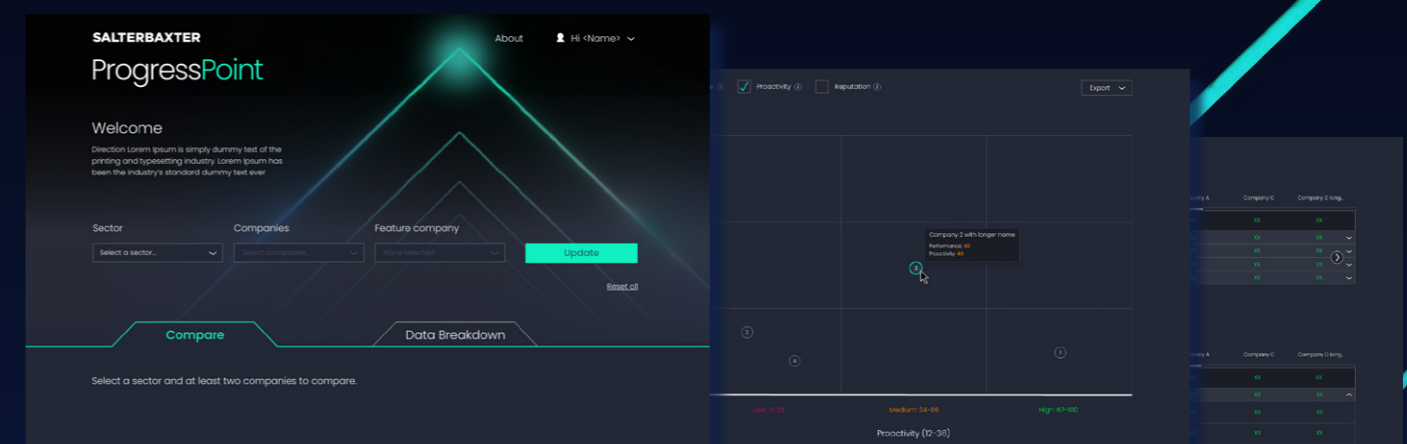


Over time we will refine how we benchmark and move ourselves closer towards a blueprint that companies can use to optimise their actions and investments for maximum impact and commercial benefit.



ProgressPoint is at day 1 of a multi-year programme. We have a BETA product that is ready for refinement and scale, but we want to do this in an open way and welcome partners to help us refine how ProgressPoint can guide us towards delivery of net zero targets.

Mark Thomson,
Data Strategy Director at
Publicis Groupe & ProgressPoint Collaborator



Appendix

Performance data from the World Benchmarking Alliance (WBA)

The WBA data is drawn from several benchmarks, each of which is different in focus, methodology and scoring but all of which look at a range of common performance-related themes.

For each of automotive and oil & gas we have combined results from their respective industry climate benchmarks with the results from the core social benchmark launched in January (which also covers companies from these two industries). For these two industries this is currently the best proxy available to us for overall sustainability performance. Both the climate and social benchmarks do also cover some aspects of governance in relation to relevant issues.

The performance results for food and beverage manufacture and food and beverage retail are captured in the WBA's single Food and Agriculture benchmark, which is a holistic benchmark of sustainability covering environment, nutrition, social inclusion, and governance and strategy.

Proactivity data from Salterbaxter analysis of indicators across ten modules

The Salterbaxter methodology for the ten proactivity modules contains numerous indicators with each indicator having a specific number of points available. The methodology combines both automated analysis using AI scripts and tools and more traditional desk research.

The desk research element assesses a range of proactive leadership, engagement and communications indicators for each company.

Our approach has not been to develop a long, exhaustive list of indicators but instead to focus on the ones that we think can tell us a lot about the company's mindset and approach – what we are calling 'tells'. In the game of poker, a 'tell' is a change in a player's behaviour that can give some clues to that player's hand. Inspired by this approach we have developed indicators that are not too resource intensive to assess but still give a strong indication as to whether a company is taking a proactive approach to leadership, engagement and communications.

The automated element assesses two aspects. Firstly, the type of language and tone the company is using when talking about sustainability, and secondly the frequency with which the company is integrating sustainability into communications through different channels and with different stakeholders.

Strategic priority

The company clearly positions sustainability as a top business priority in its communications (automated component) and explicitly demonstrates that material sustainability topics and themes are a core component of corporate purpose and business strategy. It signals the importance of sustainability by publishing company-specific business case analysis – both backward and forward looking – and by placing accountability for performance at the ExCo level. Finally, the company's sustainability strategy and commitments are positioned and communicated in a way that is inspirational and accessible, helping to drive internal understanding and create a platform for engagement with a wide range of stakeholders.

Business benefits data from Salterbaxter analysis in relation to two modules

As mentioned, we want to explore whether companies who combine strong performance on the hard elements of sustainability, with proactive leadership, engagement and communications, achieve clear benefits in terms of business performance. We want to build a system for ProgressPoint that can demonstrate this and be able to measure a range of different value drivers and show cause and effect by having a large enough universe of companies to assess over time.

We are not there yet but as part of the MVP we decided to measure two relatively narrow reputational aspects to see if there was any correlation across the results for our small universe of 20 companies. To do this we developed a business benefit score based on two parameters:

- Sustainability communications – audience reach and engagement of all company sustainability communications over the last 12 months across digital channels.
- Sustainability C-suite sentiment – the emotional response of audiences to sustainability communications published by members of the C-suite.

To measure these, we used a range of off-the-shelf tools including BuzzSumo, SEMrush and Adoreboard.

It's important to re-emphasise that the current tool and research is an MVP, and we know there is much room for refinement and iterations to the tool.

Directions Reports

The knowledge and thinking of Salterbaxter is something we have been sharing for over 20 years. One of our core beliefs is collaboration and that we all need to work together in order to drive progress at the scale and pace we need. Collaboration is an action, not a word. That's why our thinking, past and present, will always be open and assessable to all.



Active strategies

Sustainability strategy: No longer sustainable?

The win-win-win of the sustainability experience

Seen but not heard

As approaches to reporting change, are you at risk of being seen but not heard

Moving the goal posts

Is your business goal-ready to move beyond 2020

Campaignable reporting the big bang

Sharpening the focus

Strategic sustainability frameworks

Human rights: The time is now

The big shift

Getting to grips with systems change

Mind the gap

Moving from minding to mending the gap

The rise of science

How does it mix with sustainability, business strategy and consumer emotion?

Getting under the surface of new sustainability leadership thinking

Authentic?

Why being consistent matters

Profits from purpose

Driving your business and brand

Uncertainty

Opportunity in the new age of uncertainty

The Innovation Edition

Multi-dimensional, multi-layered, multi-speed

Mapping the landscape of European Corporate Responsibility

Sustainability gets tough

Cutting through the noise of the climate change debate

Is corporate responsibility in your company's blood?

Directions 5

Trends in CSR reporting

Directions 4

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