

Engaging the C-Suite: How to Build Internal Support for Your Corporate Citizenship Approach

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Agenda

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Introduction

Mission and Vision

At TCC Group, we collaborate with leaders to solve complex social problems.

We envision an effective social sector that addresses society's complex problems through a collaborative approach that harnesses the diverse skills, energy, and visions of its stakeholders.

Our Core Services:



Our Corporate Clients



Goals for Today's Session

- Review why C-Suite engagement is important
- Describe what best practice looks like
- Identify steps CSR professional can take

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Why is it Important for the
C-Suite to be Engaged?

Benefits of Engaged C-Suite

- Engage Employees
- Gain Stakeholder Trust
- Reduced Risk/License to Operate
- Reinforcing Brand Promise
- Meeting Rising Stakeholder Expectations

The Role of the C-Suite

- Define and communicate company's purpose
- Create a culture that supports and aligns with purpose
- Develop an integrated structure that supports goals
- Create context and incentives for program participation
- Reinforce and support employee engagement

Assessing Engagement of your C-Suite

How engaged is your C-Suite regarding your CSR approach and programs?

- How knowledgeable are they about your CSR approach and programs?
- Are they clear about the goals and benefits?
- How often are they communicating to stakeholders?
- Does the internal structure enable internal discussion and review?
- Are they recognizing the value of employee engagement?

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What Does Best Practice Look Like?

Best Practice Companies Understand The Importance of Purpose

Companies that fulfill their purpose and responsibilities to stakeholders reap rewards over the long-term. Companies that ignore them stumble and fail.

Purpose is not a mere tagline or marketing campaign; it is a company's fundamental reason for being – what it does every day to create value for its stakeholders. **Purpose is not the sole pursuit of profits but the animating force for achieving them.**

Profits are in no way inconsistent with purpose – in fact, profits and purpose are inextricably linked.

-Larry Fink
Chairman and CEO of BlackRock, Inc.



Companies with Strong Purpose Statements

Company	Purpose Statement
Unilever	Unilever has a simple but clear purpose – to make sustainable living commonplace. We believe this is the best long-term way for our business to grow.
Salesforce	We believe that the business of business is to improve the state of the world, and we work to make sure Salesforce is a platform for change through serving the interests of all of our stakeholders – employees, customers, partners, communities and the environment.
Patagonia	We're in business to save our home planet..
Medtronic	To contribute to human welfare by application of biomedical engineering in the research, design, manufacture, and sale of instruments or appliances that alleviate pain, restore health, and extend life.

These
companies
also have
strong
engagement
from
leadership

- Unilever – Paul Polman
- Salesforce – Marc Benioff
- Patagonia – Yvon Chouinard
- Medtronic – Bill George

What makes these leaders stand out?

CEOs Leading with Purpose



Americans overwhelmingly say C.E.O.s should take the lead on economic and social challenges, and employees, investors and customers increasingly seek out companies that share their values. When government is unable or unwilling to act, business should not wait. Marc Benioff, CEO



"I'm the company philosopher and the burr in the saddle. I'm the one who says we need to try harder, improve the quality of our products, become a part of the political process, help elect people who are good for the environment." Yvon Chouinard



"Authentic Leaders lead with purpose, meaning and values."
Bill George, Former CEO



We cannot choose between growth and sustainability – we must have both. Paul Polman



Paul Polman, a ‘Crucial Voice’ for Corporate Responsibility, Steps Down as Unilever C.E.O.



“When Mr. Polman first took over at Unilever, financial analysts were skeptical of his sustainability efforts. But in recent years, Unilever’s stock price has shot up, more than doubling during his tenure.”

“Mr. Polman developed an ambitious plan to double Unilever’s revenues while cutting the company’s negative effects on the environment in half.

He helped rally business leaders to support the Paris climate accord in 2016.

And in 2017 he fended off a takeover attempt from Kraft Heinz, another big food company with a corporate culture that couldn’t have been more different from Unilever’s.”



Purpose: To make sustainable living commonplace



IMPROVING HEALTH AND WELL-BEING FOR MORE THAN 1 BILLION

By 2020 we will help more than a billion people take action to improve their health and well-being.

Health & hygiene >

Improving nutrition >



REDUCING ENVIRONMENTAL IMPACT BY HALF

By 2030 our goal is to halve the environmental footprint of the making and use of our products as we grow our business.*

Greenhouse gases >

Water use >

Waste & packaging >

Sustainable sourcing >



ENHANCING LIVELIHOODS FOR MILLIONS

By 2020 we will enhance the livelihoods of millions of people as we grow our business.

Fairness in the workplace >

Opportunities for women >

Inclusive business >

Engaging the C-Suite

What can a CSR professional do to engage the C-Suite?

Components of Effective Engagement:

- Educated C-Suite and Senior Leaders
- Integrated Structure
- Integrated Communication
- Empowered and Equipped Employees
- Global Champions

Educating the C-Suite

Does your CEO and the C-Suite have the knowledge and information they need to understand their role?

- Help them by providing information and reports in easily accessible formats, including:
 - Trends in the field
 - Studies on the business value of corporate citizenship
 - Benchmarking reports on your industry
 - Actions by other relevant CEOs and senior leaders

Structure

Do you have an effective structure?

Engagement of the CEO

- The CEO treats corporate citizenship as an important part of the business and is capable of communicating the company's approach to corporate citizenship to internal and external stakeholders.
- The corporate citizenship leader has access to the CEO on a regular basis and is a member of the senior leadership team.

Engagement of the C-Suite and Senior Leaders

- The corporate citizenship department has access to and engagement with senior leaders.
- Senior leadership treats corporate citizenship as an important part of the business.

Role of the Corporate Citizenship Department

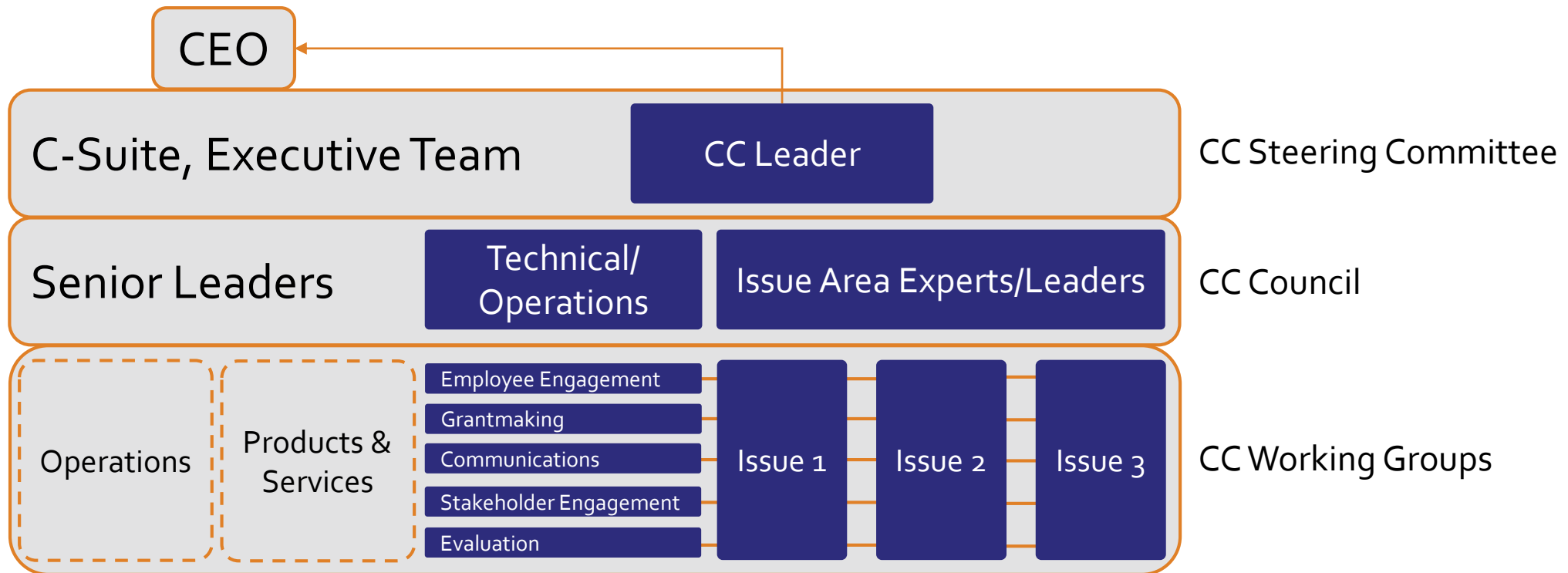
- The corporate citizenship department is integrated with the company structure and is not siloed within a department.
- The corporate citizenship department has influence over the development of business-driven initiatives and does not only oversee community-focused programs.

Staffing of the Corporate Citizenship Department and Functions

- There is clear accountability with the corporate citizenship staff around program goals.
- The functional roles are integrated to help support the achievement of clearly defined goals.

Sample Corporate Citizenship Structure Model

Corporate Citizenship (CC) leaders engage company leaders and departments to ensure the effective development and implementation of programs.



Structure

How can you strengthen your structure?

- Recruit champions to encourage creation of a formal CC steering committee
- Encourage champions to represent CC at existing committee meetings
 - (Executive/HR/Marketing/Communications/Government Affairs/Operations)
- Develop formal or informal Corporate Citizenship committees
 - Employee Engagement
 - Communications
 - Stakeholder Engagement

Communication

Are you effectively reaching your stakeholders? How is your company's CSR approach being judged/assessed by your stakeholders?

- Employee engagement
 - Gallup poll – actively disengaged?
- External engagement
 - Edelman Trust Barometer – how is your industry rated?
 - Reputation Institute
 - Polls/rankings – HBR, DJSI, Forbes, Fortune, others

Communication

How can you help your C-Suite communicate their commitment to purpose more effectively?

- To Employees
 - Quarterly communications during town hall meeting highlighting impact of approach
 - Provide information on employee activities – impact on retention/recruitment
- To External Stakeholders
 - Present at relevant CSR conferences; develop presentation focused on impact
 - Integrate CSR information into annual report
 - Ensure CSR reporting focuses on clear goals, impact and data to support findings
 - Apply for various CSR recognition awards

Empowered and Equipped Employees

- Provide ability to form Employee Interest Groups
- Develop an internal (facebook, twitter) account so employees can share their impact stories
- Develop an employee-based reward and recognition program

Internal Champions

Having access to a group of internal allies can be instrumental in advancing the program.

- Deploy a process that allows you to identify a group of internal supporters (champions) who have a passion for key elements of your CSR program
- Provide training for this group to ensure they are well versed on all aspects of the program
- Ensure accountability by allowing the champions to have input in the development of their specific business unit activities

Internal Champions

- Work with management to ensure that this group is recognized and has the ability and authority to reach into the business to garner support from their colleagues
- Work with HR to recognize this role as a development opportunity
- Develop a succession plan for each of your champions to ensure the role is sustained year over year

Recap and Next Steps

How can you best strengthen engagement of the C-Suite?

- Develop an Approach to Educate the C-Suite and Senior Leaders
- Create Committees and Groups to Move Toward an Integrated Structure
- Take steps to Integrate CSR into all Communication
- Develop Programs that Empower and Equip Employees
- Recruit Global Champions

Questions and Discussion

Thank You!

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