

# GET READY FOR 2021 WITH OUR LATEST *Sustainability Reporting Trends* AND BEST PRACTICES

---

## FRAMEWORKS

The latest on established and emerging frameworks – from SASB to the TCFD.

## STORYTELLING

Sustainability takes centre stage with influencers, experiential marketing and more.

## SMART REPORTING

See how top reporters are targeting the right audiences with the right information in new ways.

## COVID-19

We look at how companies are managing to address one of today's most complex issues.

# THIS REPORT IS FOR YOU

The reporting landscape is always changing. We know that you don't always have the time to stay on top of it – but we do. We love it, we live it, and in this summary we have identified what you need to know as you build your reporting program for 2021.

9

YEARS OF  
TRENDS RESEARCH

265+

DATA POINTS  
ANALYZED

10

SECTORS  
RESEARCHED

5

CONTINENTS  
ASSESSED

## SEVEN CORE RESEARCH TOPICS



LEADERSHIP  
AND STRATEGY



WHAT MATTERS  
MOST



STORYTELLING



SMART  
REPORTING



DIGITAL  
STRATEGIES



FRAMEWORKS



PERFORMANCE

## ABOUT OUR METHODOLOGY

Our team reviews primary sustainability publications (including integrated reports) along with supporting materials. These include financial disclosures, summary reports and ESG data tables. We also review sustainability-focused content available on each company's corporate website and how companies promote sustainability on social media channels – which occasionally leads us to purpose-built microsites, sponsored editorial content, podcasts or other media. We track activities against content- and design-related metrics such as materiality, frameworks and format, and log findings into a database. The full data set allows us to identify trends and commonalities over time.

## IN FULL TRANSPARENCY

Our primary goal is to identify and highlight the very best practices. Consequently, we highlight reports we did not design. It is not our intention to take credit for the work of others; rather, we seek to draw attention to excellence on the part of reporting companies (and their suppliers, when that applies). Equally, we do on occasion highlight our own clients. In full transparency, projects we consulted on are marked with the following icon:



Developed with  
Works Design



# ON TRENDS: Q&A

At a recent event hosted by The World Business Council for Sustainable Development, Works Design's Director of Sustainability, Wesley Gee, spoke to WBCSD's Johanna Tähtinen on materiality, smart reporting and the future of sustainability communication.

## **What have you seen as the biggest challenge regarding reporting on materiality and what can companies do about it?**

Most companies are leaning quite heavily on only what is financially material (rather than materiality through a wider lens) by looking at the topics uncovered through the Sustainability Accounting Standards Board (SASB), mainly because it is easier to do and will please investor relations colleagues – but may actually alienate others.

There is an opportunity for companies to engage their own people and their most influential stakeholders (e.g., clients, partners, investors) to consider their priorities and expectations, and also to use this time to understand how they would like to be informed and engaged – so moving beyond objective survey/report information, and into strengthening ties.

Also, within a report, there are opportunities for companies to offer more context behind their findings – more than just a matrix and basic description of their methodology. For complex organizations, in particular, we've seen some of the stronger reports describe why specific topics were deemed material (from others' vantage points) and have described why some material topics are more important than others based on the regions where they operate or sectors they support.

## **How can companies start tackling these questions and decide what formats and channels are the best?**

Sometimes companies just need to act more collaboratively across their communications channels, which commonly involves corporate communications, investor relations,

community relations, internal comms and sustainability colleagues working to identify key audiences, understanding how they want to be informed/engaged (e.g., social media, report, webinar, website) and the topics that are of greatest interest with these groups. There is no silver bullet, but a combination of these tactics is always preferred.

Having a great plan at the beginning that acknowledges these audiences and their differences will result in a more thoughtful use of web, social and reporting. This is why we have many clients where we may develop a full report PDF that is complemented with a summary microsite, with easily shareable videos and illustrations, and a three to six month social calendar with assets that reach key audiences on specific topics rather than only a basic "Hey, read my report!" message. (Tip: Not many want to read your report but they may be very into how you're addressing specific issues, or your actions or goals in a specific region.) Also, we can learn so much these days with analytics – they can allow us to pivot quickly on topics and tactics.

## **Where do you think the future of sustainability communication and reporting is going? What are some effective practices in digital strategy?**

Companies need to be more intentional about how they reach key audiences. Fortunately, with social media we can reach many unique audiences and we can track the demographics of those who are responding to social and understand their behaviours. And while a lot of these analytics remain imperfect, they're getting better and will improve how we reach and respond to people in a customized way.

# BY THE NUMBERS

The what, where and how of sustainability reporting tells us a story. In ways both big and small, the companies in our sample are taking steps to frame sustainability as material to investor decision making.

## THE NAME GAME

And it isn't CSR anymore. What you do with that information is up to you, but companies are moving toward the notion of sustainability. Or, better yet, integration. These terms better serve the narrative of a company looking to navigate an uncertain future.



## BREAK IT DOWN

Not everyone wants to read an entire report. But they may want to know how your company is addressing human rights, tailings or climate change – which happen to be inside your report. Slice, dice and deliver. Isolated ESG data is getting easier to find and use, and is often found in an analyst-centric section of a corporate website.

52%

OF COMPANIES  
PROVIDED AN ESG  
DATA DOWNLOAD  
(2019: 43%)

89%

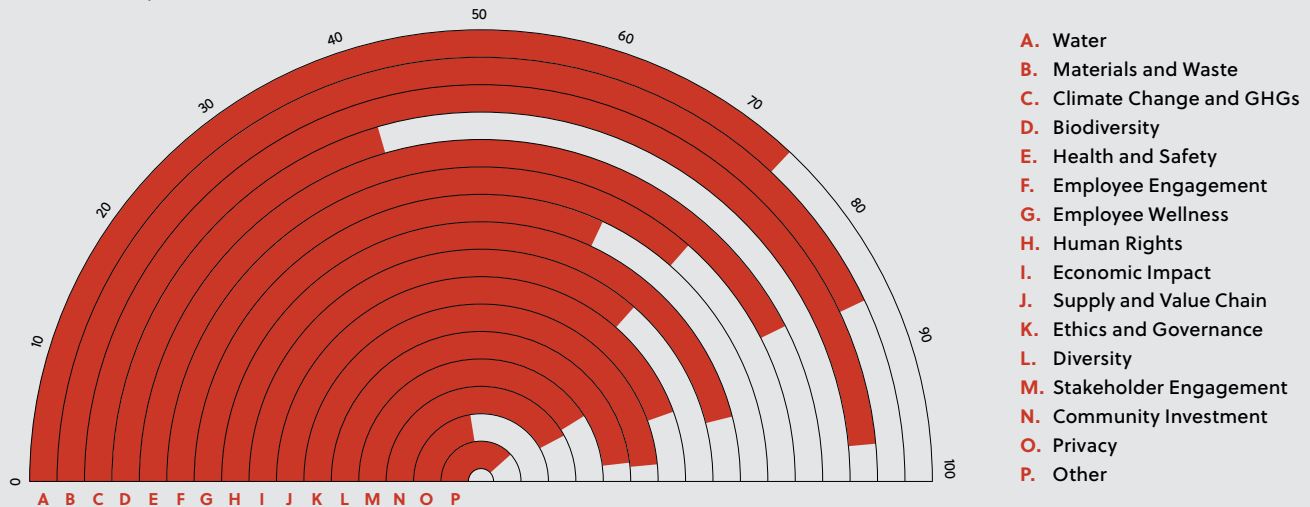
OF COMPANIES  
OFFERED A VARIETY  
OF DISCLOSURES IN  
AN ANALYST HUB  
(2019: 67%)

92%

OF COMPANIES  
ISSUED TOPIC-  
SPECIFIC REPORTS  
(2019: 43%)

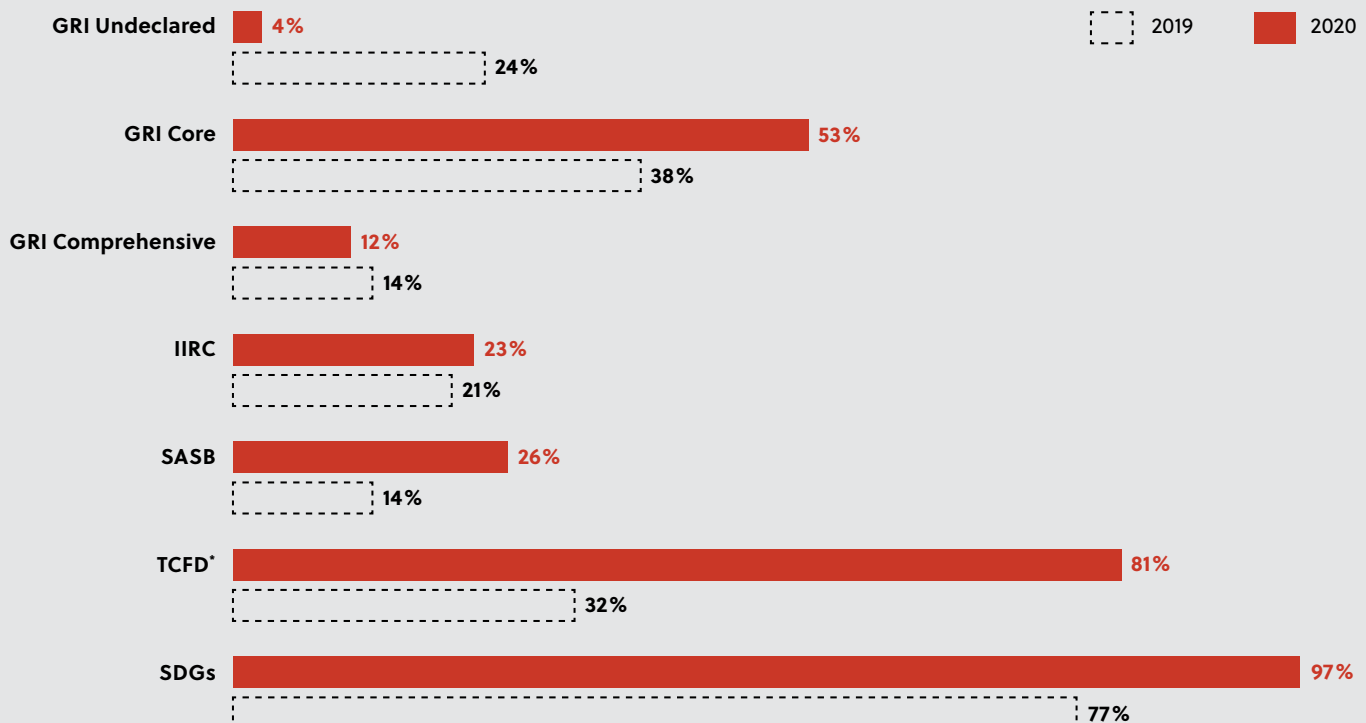
## WHAT MATTERS MOST

Across all sectors, Ethics and Governance and Climate Change were the most common material issues. We were pleased to see this reflected in how our sample engaged with the TCFD recommendations – 64% of our sample provided a response (up significantly from 28% in 2019).



## GETTING ALIGNED

The standards landscape is complex, but consolidating based on direction from institutional investors. And we hear from many analysts, investors and ratings agencies that showing perfect and total alignment to specific standards is less important than disclosing the right performance data. Put more simply, we encourage companies to focus on essential elements from multiple standards that combine to meet their needs.



\* Includes companies that provided at least a general statement of support.

# FRAMEWORKS

Global reporting frameworks have existed for nearly 25 years and have significantly influenced sustainability reporting content. Now there are more of them, and they are really starting to matter.

97%

OF COMPANIES  
IN OUR SAMPLE  
SUPPORT THE SDGS  
(2019: 90%)

64%

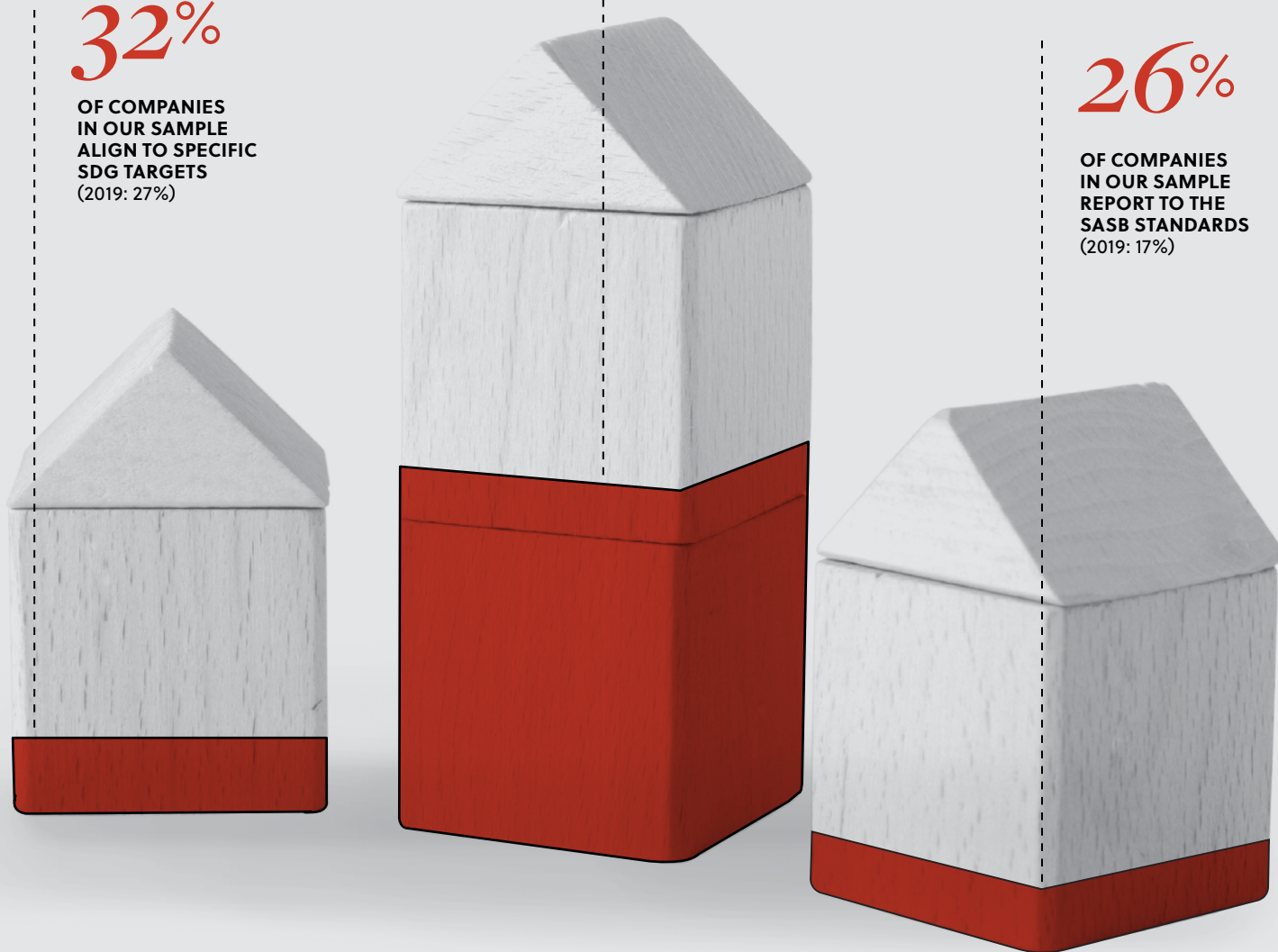
OF COMPANIES  
IN OUR SAMPLE  
HAVE A DETAILED  
TCFD RESPONSE  
OR INDEX  
(2019: 28%)

32%

OF COMPANIES  
IN OUR SAMPLE  
ALIGN TO SPECIFIC  
SDG TARGETS  
(2019: 27%)

26%

OF COMPANIES  
IN OUR SAMPLE  
REPORT TO THE  
SASB STANDARDS  
(2019: 17%)





# HEINEKEN

Heineken aligns its sustainable development focus areas with specific SDG targets, acknowledging its impacts, commitments and progress that show meaningful contribution toward 2030.

## Reduce emissions from distribution in Europe and the Americas



### 2020 commitment

Reduce CO<sub>2</sub> emissions from distribution by 20% in Europe and the Americas\*

### Our progress

Off track

### Our contribution to the SDGs:

7.2 Share of renewable energy


7.3 Double the improvement of energy efficiency



A full page of Heineken's report is dedicated to each of its climate commitments. Every section opens with a callout that details the high-level objective, current progress against targets, and how the initiative contributes to specific SDG targets.


## Sustainability Review

### Our sustainable development focus areas




#### Every Drop – protecting water resources

Water is the ultimate shared resource. It is a basic human right and is vital to biodiversity and ecosystems. Some fresh water ecosystems are facing severe pressure due to the demands of business, agriculture, communities and climate change. Our business depends on freshwater and may be significantly impacted by the value of water stress and scarcity. We have focused on reducing water use in production and investing in wastewater treatment plants. We have also started balancing the water we do not return to the watershed in water-stressed areas. Improving the health of local watersheds is at the heart of our 2030 water strategy. Every Drop.




#### Drop the C – reducing CO<sub>2</sub> emissions

Climate change is one of the greatest threats facing society, but global emissions continue to rise. Businesses must help countries meet their commitments towards limiting climate change. Drop the C is our CO<sub>2</sub> reduction strategy for 2030. It focuses on reducing our carbon footprint across the entire business. Packaging is a major contributor to our carbon footprint, and we are setting clear design and production rules for recycling and increasing the recycled content of packaging. We expect our suppliers to adhere to the HEINEKEN Supplier Code to create a sustainable future for their business, the people they employ and the environment.




#### Sourcing sustainably

We depend on a responsible, transparent supply chain to grow our sustainable business and manage our risks. Much of our impact occurs during the growing of raw materials. We aim to develop sustainable agricultural supply chains around the world to increase volumes of sustainable raw materials. We support development of best farming practices to improve productivity and food security, especially in Africa where we are increasing food access. We think customers should have access to ingredients and nutrition in a healthy way, so they can make informed choices about our products.




#### Advocating responsible consumption

HEINEKEN has been committed to making moderation and safe drinking a part of a well-balanced lifestyle. We believe moderation, consumed in moderation, can be part of a well-balanced lifestyle. We encourage consumers to drink responsibly through our global marketing, sponsorships, partnerships and behaviour change programmes – which we activate at scale around the world. We have a strict Responsible Marketing Code, to ensure our products are enjoyed in a responsible way. We expect our suppliers to adhere to the HEINEKEN Supplier Code to create a sustainable future for their business, the people they employ and the environment.



#### Promoting health and safety

We have committed to provide a safe work environment and to avoid harm to people. This includes developing robust safety standards, look and procedures and a strong safety culture that promotes safe behaviours. "Safety first" is our number one Company Behaviour and the name of our Group safety strategy. We are focused on preventing fatalities and serious accidents in our operations; our Life Saving Rules are mandatory across all operating companies. Centres of Excellence are helping operating companies to develop safety risks. We install telematics in all owned and leased vehicles to improve driver safety.




#### Growing with communities

We are committed to making a positive contribution to the communities where we source, live, work and sell our products. Our biggest contribution comes through our core business – providing jobs, supporting livelihoods and improving lives. We also support social and economic wellbeing through investments in local entrepreneurship, education, community initiatives, and community relations. The HEINEKEN Africa Foundation supports the health and wellbeing of communities by providing initiatives in healthcare and clean water.

#### Values and behaviours

Our values and behaviours reflect what we stand for – conducting business with integrity, developing an inclusive work environment and respecting people and their human rights. They apply to all areas of our business and are a key part of our Company mission. We are HEINEKEN, our recently revised Code of Business Conduct and our Human Rights Policy.

## Drop the C – reducing CO<sub>2</sub> emissions



### Reduce emissions from distribution in Europe and the Americas

#### 2020 commitment

Reduce CO<sub>2</sub> emissions from distribution by 20% in Europe and the Americas\*


#### Our progress

Off track

#### Our contribution to the SDGs:

7.2 Share of renewable energy

7.3 Double the improvement of energy efficiency



Emissions from distribution remain stable, with a reduction of 13% against the baseline (2018: 13%). In nine out of 23 markets, we have surpassed the 20% reduction target.

In the Americas region, emissions were down by 25% against the baseline and by 3% since 2018. In the USA, we introduced a new project to shift transport of products imported from Heineken Mexico to ocean freight and to reduce overall internal shipments. With the new Mequa brewery in Mexico we increased local production, replacing imports and decreasing distances to deliver products to customers.

In Russia, market growth of premium products, which are produced only in the central region breweries, has increased CO<sub>2</sub> emissions. In France and Poland, changes in the distribution network led to a negative impact on emissions.

We constantly look for new opportunities to optimise our logistics operations and shift to carbon-efficient transport, working closely with our Logistics Service Providers (LSP).

- In Nigeria, we have invested in more efficient diesel trucks and optimised their loading capacity.
- In the Netherlands, upgrading the LSP fleet resulted in a 10% fuel reduction and we piloted the first inland vessel to run on 100% biofuel.
- In Malaysia, our successful Fuel Management Pilot, in collaboration with the local LSP, included eco-driving courses for drivers and aerodynamic improvements to trucks.
- Our wholesale business in France is piloting electric trucks for distribution in Paris.


We collaborate with peer companies and NGOs to move the sector towards decarbonisation. Green platforms like the Smart Freight Centre and Clean Cargo Working Group bring stakeholders together. We were a founder of the Green Corridor Coalition in the Netherlands which aims to deliver carbon neutral transport from our breweries to the Port of Rotterdam.

#### Looking ahead

Our ambition for 2030 is a further reduction in CO<sub>2</sub> emissions in logistics. An extended end-to-end scope, from suppliers to customers, will enable us to continue our journey towards low carbon logistics. Our biggest 17 markets have created sustainability roadmaps with a clear strategy for the years to come.

#### A modal shift towards carbon-efficient transport

In Brazil, we are using Cabotage\* to move products between Brazilian ports along ocean freight. This modal shift will reduce CO<sub>2</sub> emissions by 76% compared with road freight and covered 18 million km in 2020.



We will continue to optimise logistics and invest in innovative, low carbon technologies to reduce emissions and air and noise pollution. We plan to shift city distribution to electric trucks in coming years and will roll out a Fuel Management Programme in 14 markets in 2020.

For more on our Drop the C programme and progress, see our website and case studies.

#### CO<sub>2</sub> emissions in distribution

3.3 kg CO<sub>2</sub>/hl sold

Our 2020 target

Year	CO <sub>2</sub> emissions (kg CO <sub>2</sub> /hl sold)
2019	3.3
2018	3.4
2017	3.4
2016	3.5
2015	3.7
2011	3.6

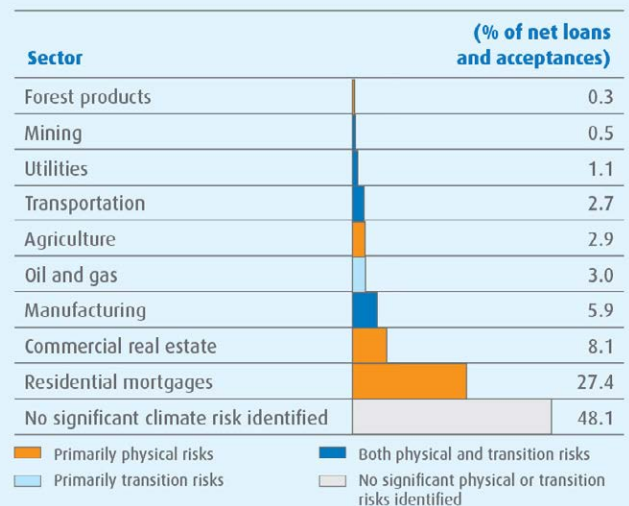
\* Based on year 2019 for Mexico and the Netherlands, 2011 for other HEINEKEN operating companies in scope.

## BMO FINANCIAL GROUP

In its 2019 Climate Report, BMO summarizes its long-form TCFD response. In a simple table, BMO provides context, describing what has been done to manage climate risk and identifying what is planned for the future.

This at-a-glance spread includes a visualization of BMO's lending exposure. A graph discloses the exact value of BMO's lending to specific climate-sensitive sectors, and categorizes the nature of the risk.

### Sensitivity to Climate Risk of BMO Lending Exposures, as at October 31, 2019



#### Index

#### Growing the Good for a Sustainable Future

#### Growing the Good for a Thriving Economy

#### Growing the Good for an Inclusive Society

#### GOVERNANCE

#### STRATEGY

#### RISK MANAGEMENT

#### Our Approach to Climate Change

At BMO, we recognize that climate change is one of the major global challenges of our time. In January 2018, BMO was among the first banks to publicly announce its support for the Financial Stability Board's Taskforce on Climate-related Financial Disclosures (TCFD). Since then, we have advanced innovative approaches to managing climate-related financial risk and opportunity. In 2019, we have taken concrete action to implement the recommendations of the TCFD and published a Climate Report which is included as a Special Supplement on page 79 of our 2019 Sustainability Report.

#### Current State

- Board oversight of sustainability governance by Audit and Conduct Review Committee; climate-related risk training for all directors
- Management committees: Sustainability Council, Sustainable Finance Steering Committee, Global Investment Committee, Risk Management Committee
- Management, General Counsel, Chief Sustainability Officer, Chief Risk Officer, Head of Sustainable Finance, Global Chief Investment Officer

#### 2020 and Beyond

- Continue to inform Board about risks and opportunities related to climate change
- Continue to build capacity and strengthen climate change risk management governance

#### Current State

- Incorporated climate change risk into the enterprise risk taxonomy
- Launched climate-related scenario analysis pilot
- Launched Sustainable Finance team
- Continued to support development of climate change knowledge and expertise internally and externally

#### 2020 and Beyond

- Expand scenario analysis program and leverage results to inform strategic responses
- Advance our sustainable finance strategy and work with our clients to capture opportunities

#### Current State

- Internal policies, financing guidelines and client due diligence
- Climate-related risk considerations embedded in ESG integration for asset management
- Active engagement on climate stewardship program, including support for Climate Action 100+
- Operational environmental management system including carbon neutrality

#### 2020 and Beyond

- Continue to develop environmental and social risk policy framework, including guidance on climate-related risks

#### Carbon neutral since 2010<sup>1</sup>

- Committed to mobilize \$400 billion for sustainable finance by 2025
- Quantified carbon-related assets in lending portfolio<sup>2</sup>

#### 2020 and Beyond

- Maintain carbon neutrality
- Achieve 15% emission reduction target by 2021, relative to 2016
- Develop business-relevant metrics and indicators to assess impact

#### \$400 billion

BMO will mobilize \$400 billion for sustainable finance by 2025

#### 3.3%

of lending portfolio is to carbon-related assets<sup>3</sup>

#### 100%

of lending portfolio is to carbon-related assets<sup>3</sup>

#### 100%

of lending portfolio is to carbon-related assets<sup>3</sup>

#### 100%

of lending portfolio is to carbon-related assets<sup>3</sup>

#### 100%

of lending portfolio is to carbon-related assets<sup>3</sup>

#### 100%

of lending portfolio is to carbon-related assets<sup>3</sup>

#### 100%

of lending portfolio is to carbon-related assets<sup>3</sup>

#### 100%

of lending portfolio is to carbon-related assets<sup>3</sup>

#### 100%

of lending portfolio is to carbon-related assets<sup>3</sup>

#### 100%

of lending portfolio is to carbon-related assets<sup>3</sup>

#### 100%

of lending portfolio is to carbon-related assets<sup>3</sup>

#### 100%

of lending portfolio is to carbon-related assets<sup>3</sup>

#### 100%

of lending portfolio is to carbon-related assets<sup>3</sup>

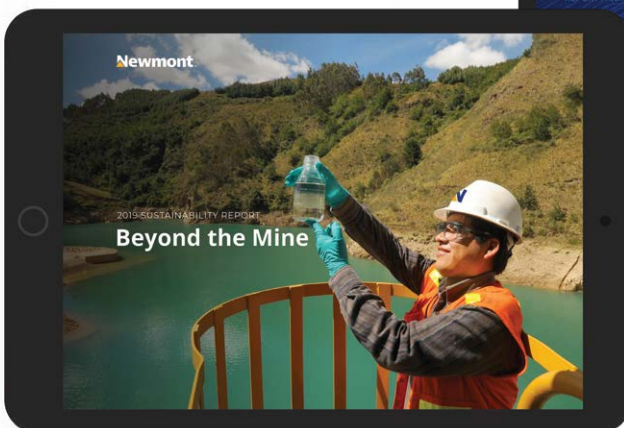


## NEWMONT

Combining GRI, SASB, TCFD, ICMM and SDG disclosure in a single table? It can be done. Newmont includes this comprehensive table in its complete Beyond the Mine Report, and within a separate Index.

GRI Standards Disclosure	Alignment with SASB Metals & Mining Sustainability Accounting Standard Version 2018-10	Alignment with The Climate-related Financial Disclosures (TCFD) guidelines	Response	ICMM 10 Principles for Sustainable Development	Newmont's Priority Sustainable Development Goals (SDGs)	Externally assured: assurance level and assurance protocol(s)
GRI 102 – GENERAL STANDARD DISCLOSURES 2016						
ORGANIZATIONAL PROFILE						
102-1 Name of the organization	SASB EM-MM-000.A: Production of (1) metal ores and (2) finished metal products		<a href="#">Our Business</a> , p. 9			
102-2 Activities, brands, products, and services	SASB EM-MM-000.A: Production of (1) metal ores and (2) finished metal products		<a href="#">Our Business</a> , p. 9 <a href="#">2019 10-K report – Item 1. Business</a> , pp. 6-8			

Many frameworks overlap in their disclosure requirements, so bringing it all together makes a lot of sense. Including interactive links to supporting information and documentation is best practice.



GRI Content Index						
GRI Standards Disclosure	Alignment with SASB Metals & Mining Sustainability Accounting Standard Version 2018-10	Alignment with The Climate-related Financial Disclosures (TCFD) guidelines	Response	ICMM 10 Principles for Sustainable Development	Newmont's Priority Sustainable Development Goals (SDGs)	Externally assured: assurance level and assurance protocol(s)
GRI 102 – GENERAL STANDARD DISCLOSURES 2016						
ORGANIZATIONAL PROFILE						
102-1 Name of the organization	SASB EM-MM-000.A: Production of (1) metal ores and (2) finished metal products		<a href="#">Our Business</a> , p. 9			
102-2 Activities, brands, products, and services	SASB EM-MM-000.A: Production of (1) metal ores and (2) finished metal products		<a href="#">Our Business</a> , p. 9 <a href="#">2019 10-K report – Item 1. Business</a> , pp. 6-8			
102-3 Location of headquarters			<a href="#">Our Business</a> , p. 9 <a href="#">2019 10-K report – 2019 Results and Highlights</a> , p. 3			
102-4 Location of operations			<a href="#">Our Business</a> , p. 9			
102-5 Ownership and legal form			<a href="#">Our Business</a> , p. 9 <a href="#">2019 10-K report – 2019 Results and Highlights</a> , p. 3			
102-6 Markets served			<a href="#">Our Business</a> , p. 9			
102-7 Scale of the organization			<a href="#">Our Business</a> , p. 9 <a href="#">2019 10-K report – Item 1. Business</a> , pp. 6-8			
102-8 Information on employees and other workers	SASB EM-MM-000.B: Total number of employees, percentage of contractors		<a href="#">Our Workforce</a> , pp. 12-13 <a href="#">Performance Against 2019 Sustainability Targets – Inclusion and Diversity and Local Employment Targets</a> , p. 7 <a href="#">Performance Data – Total workforce: Trailing five years, Employees by region: Trailing five years, Contribution to output: Trailing five years, p. 176</a> <a href="#">Performance Data – Employee gender breakdown 2019: Number by country, Employee gender breakdown 2019: Number by employee category, Female representation 2019: Percentage by employee category, p. 178</a> <a href="#">Performance Data – Employee age distribution 2019: Number and percentage by age range and category, p. 179</a> <a href="#">Performance Against Sustainability 2019 Targets – Local Procurement and Human Rights and the Supply Chain</a> , pp. 7-8 <a href="#">Our Supply Chain</a> , pp. 14-15 <a href="#">Human Rights, 2019 Performance – Human Rights and Our Supply Chain</a> , p. 43 <a href="#">Value Sharing – 2019 Performance – Local Procurement and Capacity Building</a> , p. 150 <a href="#">Performance Data – Human Rights new supplier screening and training, p. 145</a> <a href="#">Performance Data – Sourcing on local suppliers by region, 2019: One level: Millions, p. 174</a>			
102-9 Supply chain						

# SMART REPORTING

Leaders know what their audiences want, and how they want to be informed (or engaged). Knowing what works, and planning sustainability communication with targeted reporting tactics, pays dividends.

89%

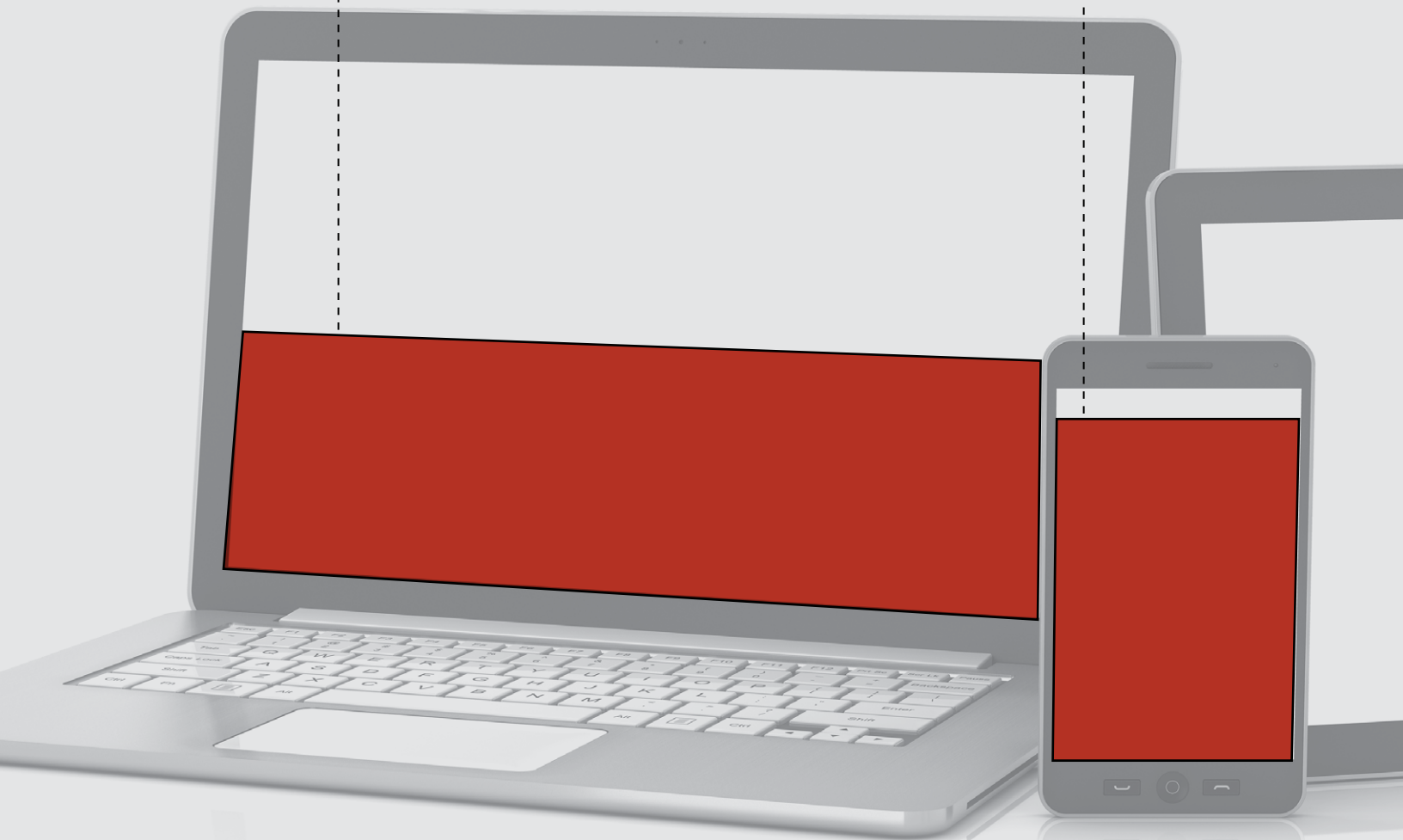
OF COMPANIES  
IN OUR SAMPLE  
OFFER A VARIETY OF  
DISCLOSURES IN AN  
ANALYST HUB  
(2019: 67%)

44%

OF COMPANIES IN  
OUR SAMPLE POST  
REPORT CONTENT  
WITHIN THEIR  
CORPORATE WEBSITE  
(2019: 51%)

92%

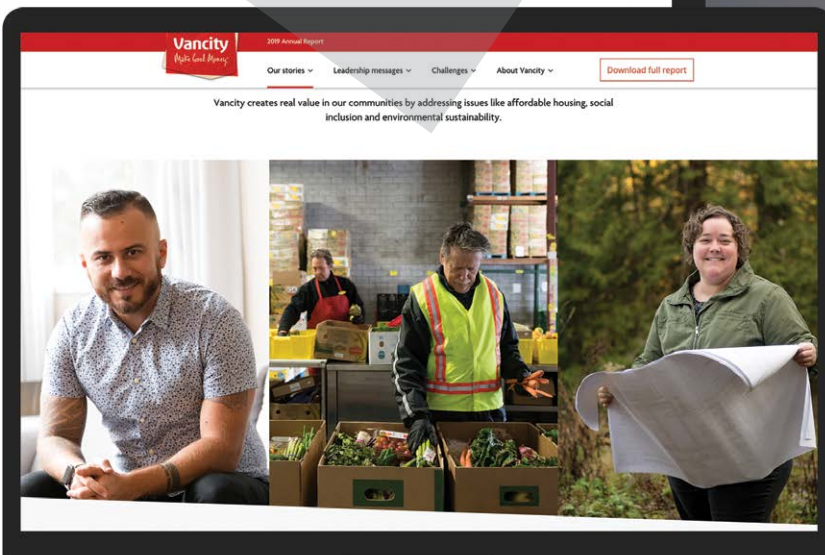
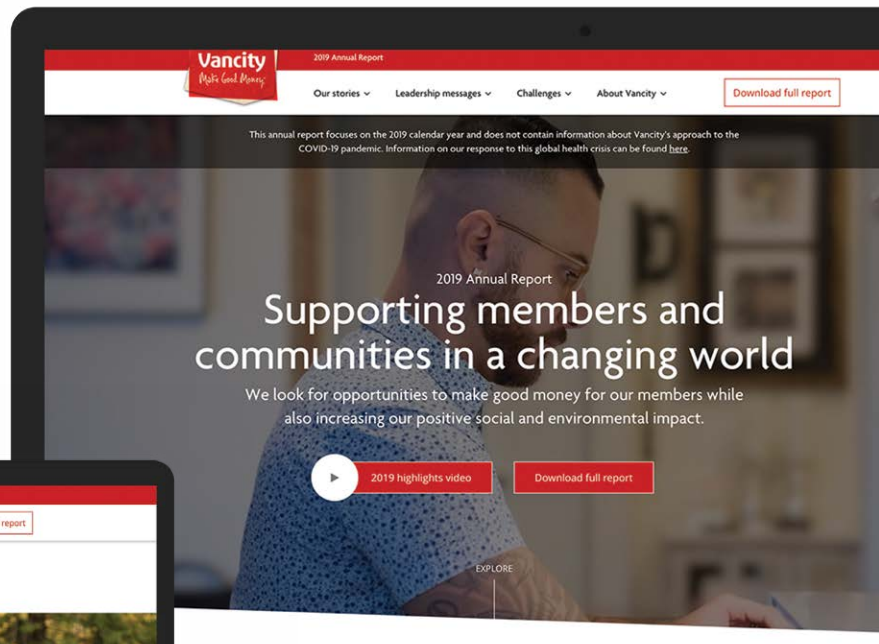
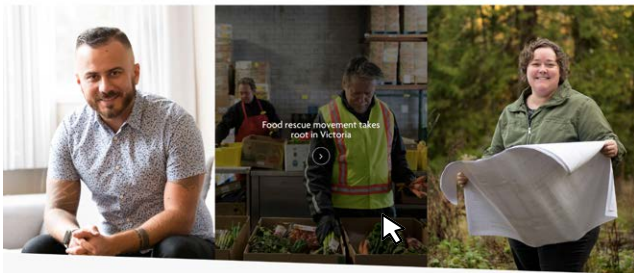
OF COMPANIES  
IN OUR SAMPLE  
ISSUED TOPIC-  
SPECIFIC REPORTS  
(2019: 43%)



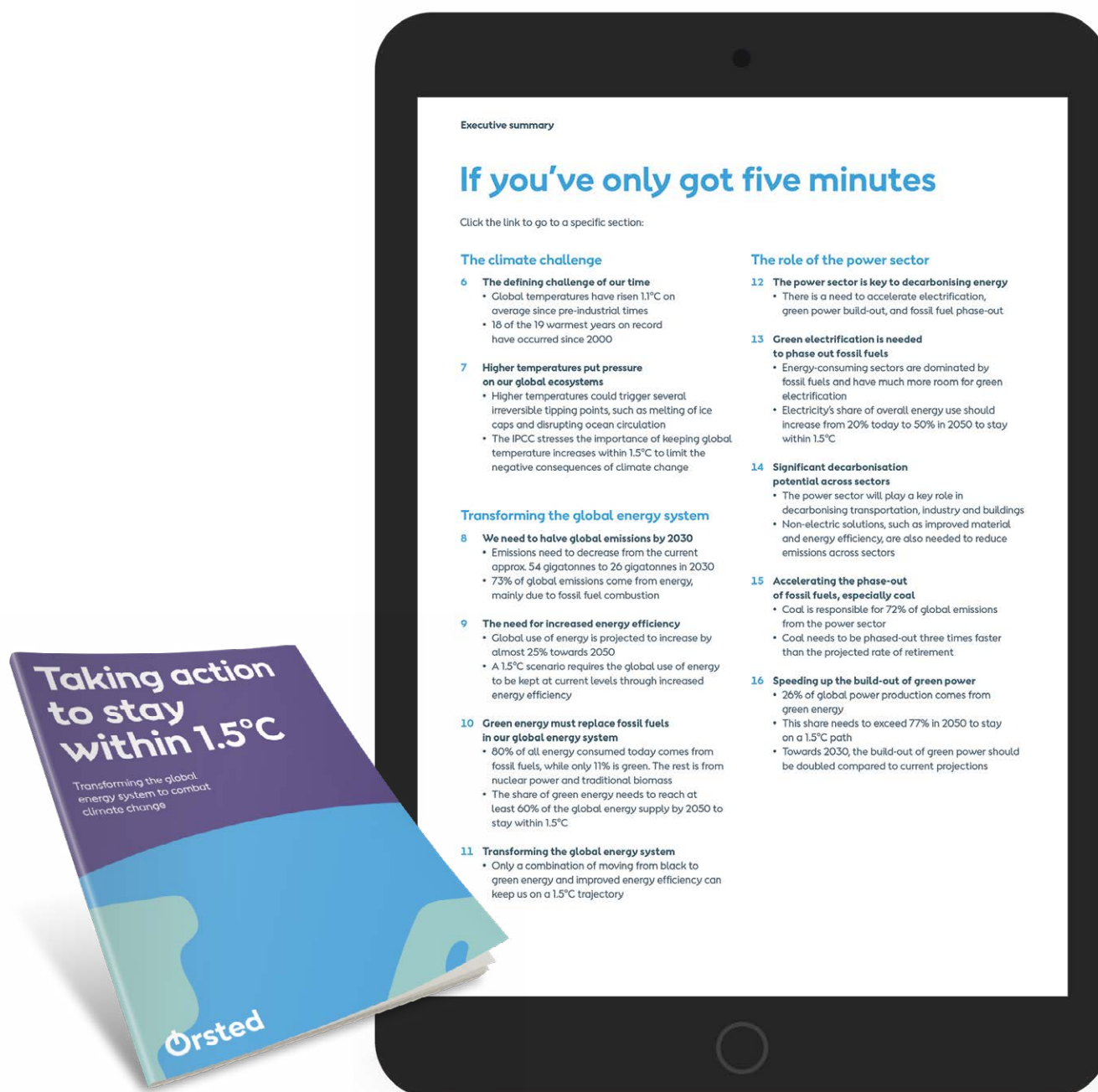
## VANCITY

Vancity's online Annual Report opens with the most important information. A thematic statement anchors the report, and users are invited to view the newest annual highlights video. The option to download the full report is front and centre.

Further down the page, micro interactions include a hover effect that tells users about the available case studies and stories.



The informal tone of this executive summary is inviting and relatable. We appreciate the playful narrative, which is sure to engage people who have a short attention span. Including links to each related section in the report leaves the door open for Ørsted to turn a semi-interested reader into someone more fully engaged.



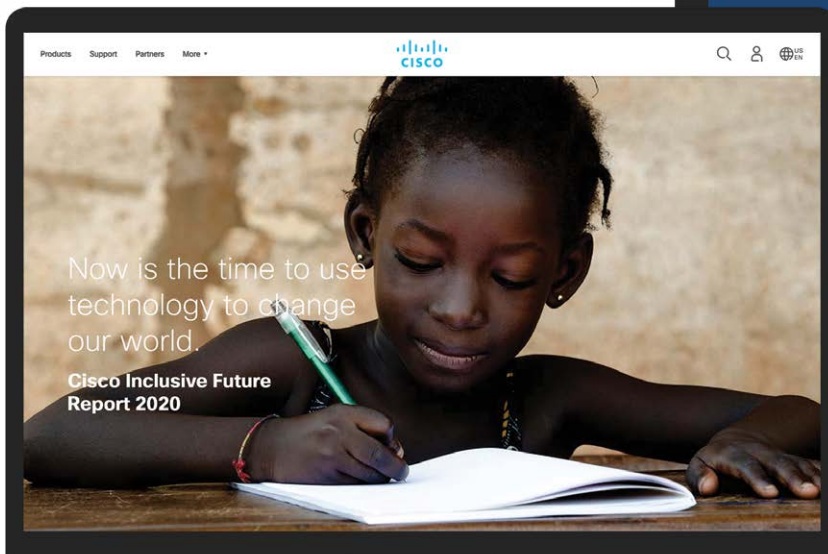
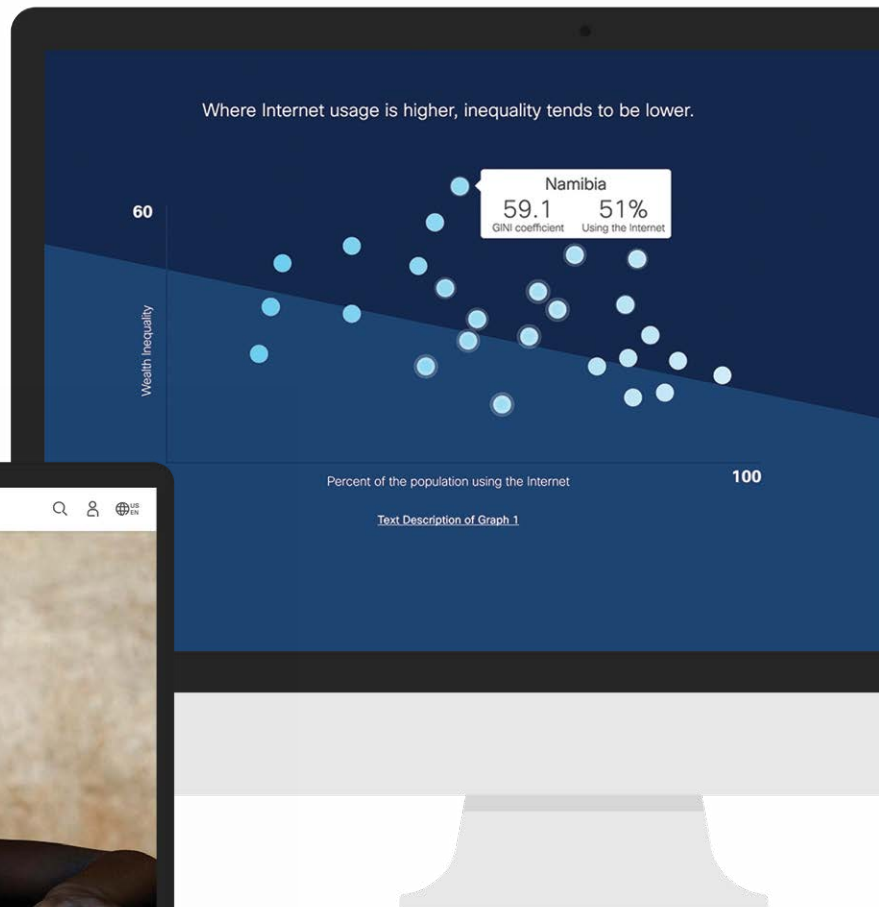


## CISCO

Cisco's Inclusive Future Report is anchored by a microsite that uses interactive charts to visualize how Internet access drives wealth equality.



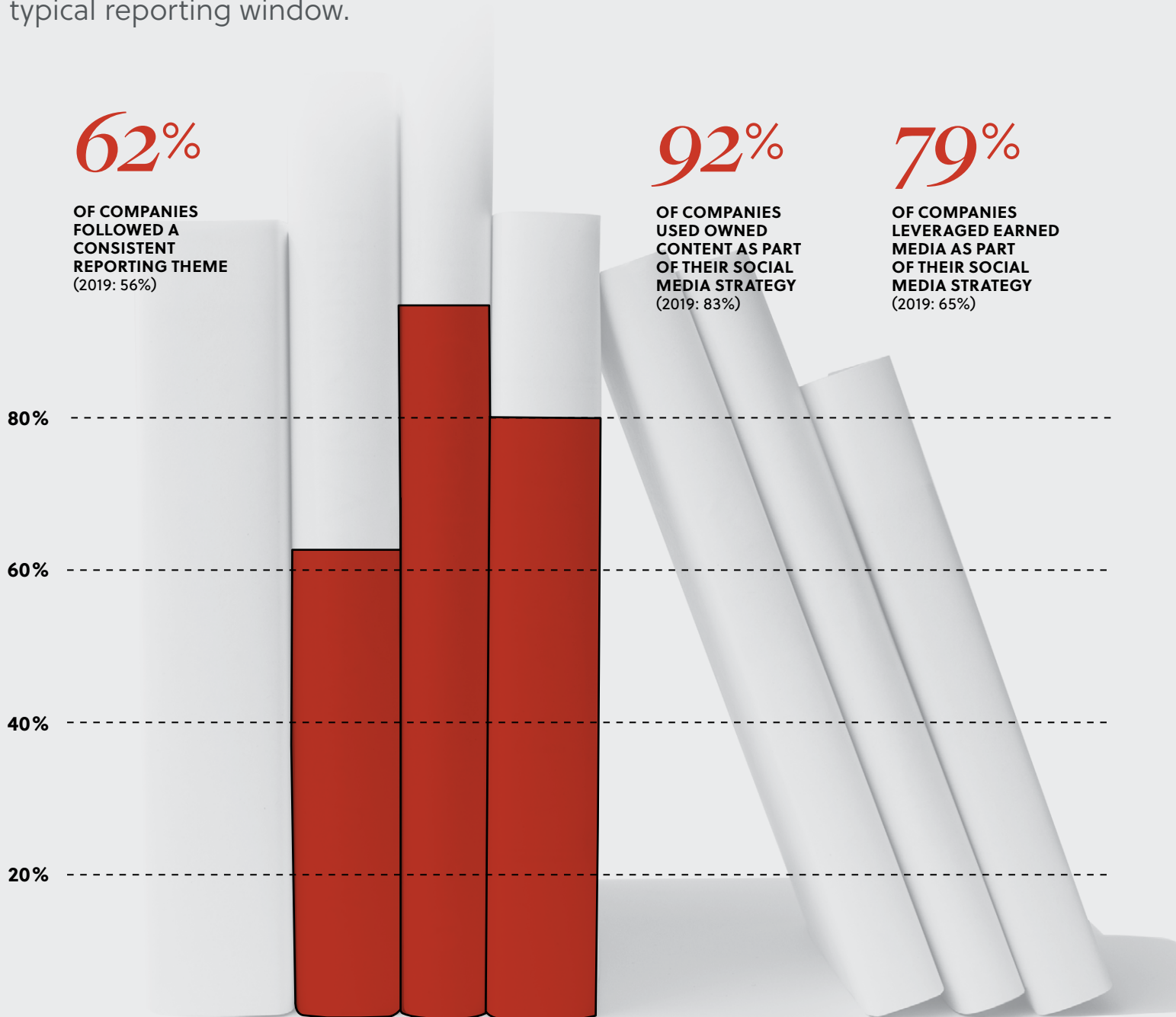
The goal of Cisco's Inclusive Future initiative is to better understand how technology impacts inclusiveness – the extent to which everyone is equally able to participate in all the advantages that our societies offer – on a global scale.





# STORYTELLING

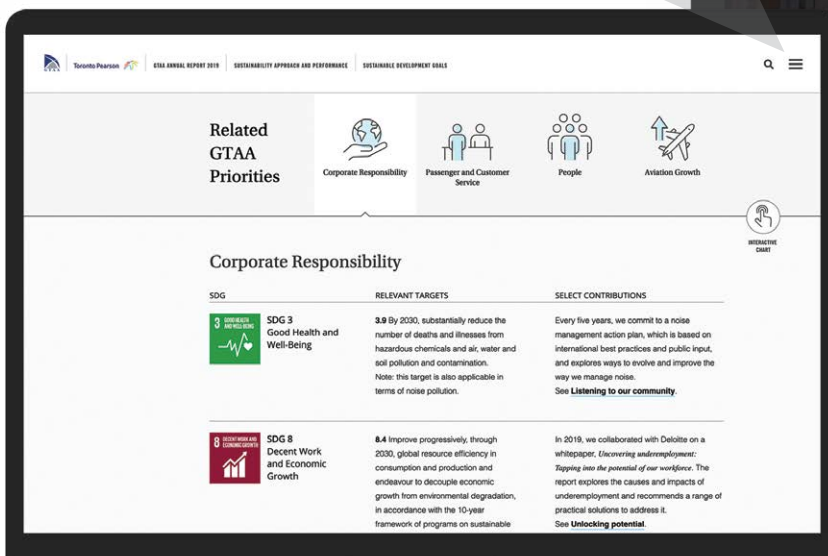
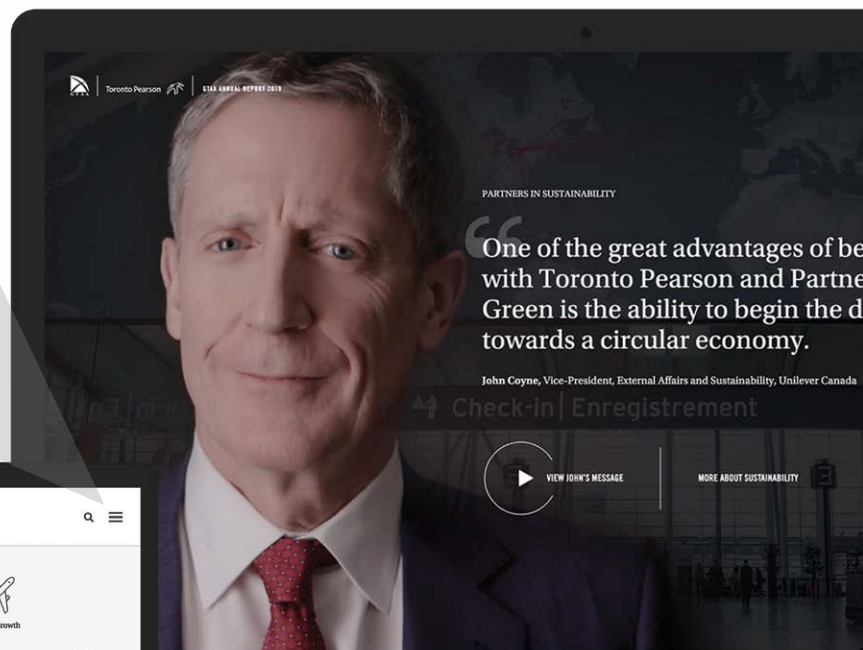
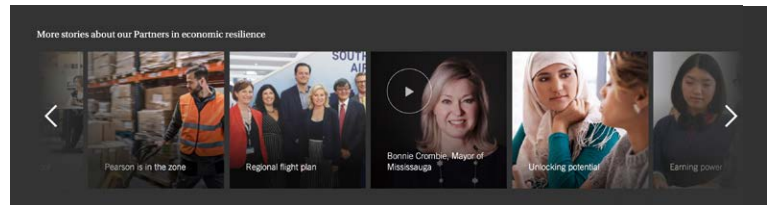
Companies continue to leverage storytelling and invest in different formats and platforms. A compelling theme and supporting case studies give context and create connection to an organization's purpose and people. Amplifying your story in unexpected ways allows you to reach all stakeholders – especially those outside the ESG world – and extend your reach across the year, beyond the typical reporting window.



## GREATER TORONTO AIRPORTS AUTHORITY

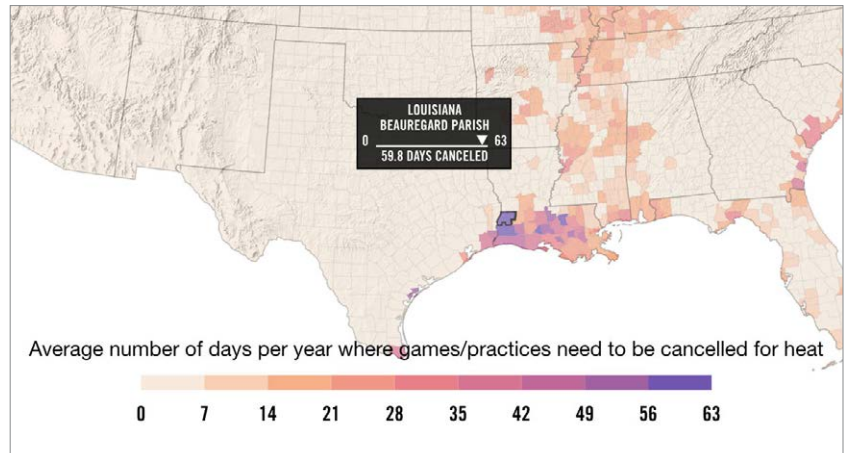
Pearson Airport relies on strong relationships to create value for all – within the airport, across the region and around the world. The theme of “Pearson Partners” highlights specific examples of the airport functioning as an integrated part of the region, while underscoring the warm, personal nature of the alliances.

GTAA embeds videos and quotes on its microsite allowing GTAA's leadership and commitments to shine. Links and tags allow stakeholders to explore topics of interest while a download menu makes available a traditional PDF devoid of graphics.

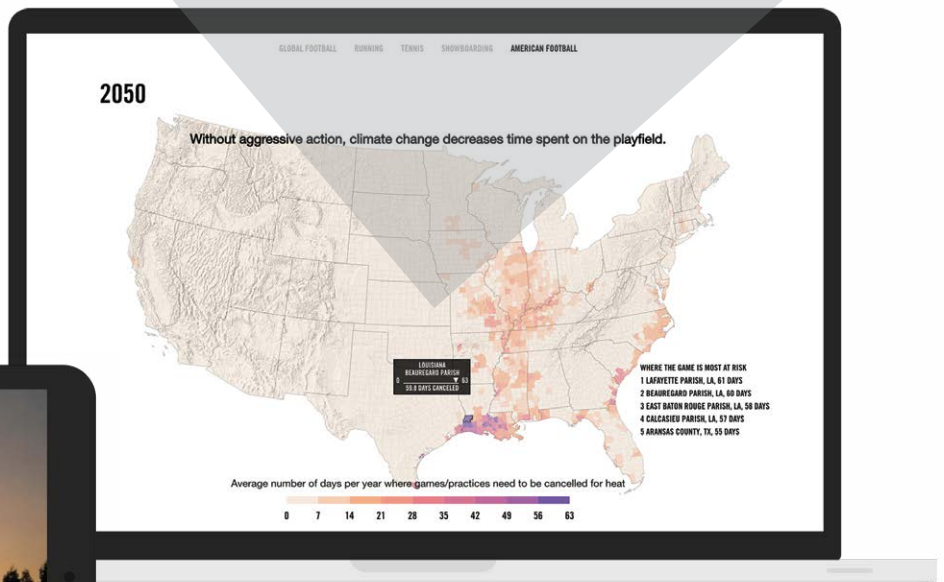
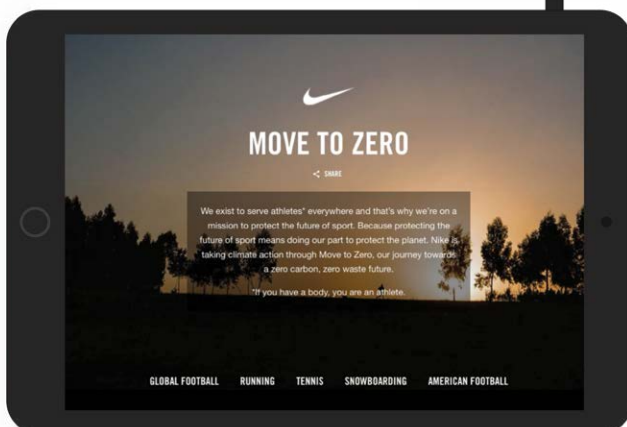


## NIKE

Move to Zero is a topic-specific microsite that connects sustainability strategy to purpose and business strategy. With a variety of sport-specific examples, Nike illustrates how climate change impacts the ability of athletes to train and compete.



In a section about American football, an interactive heatmap details the average number of days that games and practices are cancelled due to extreme heat.



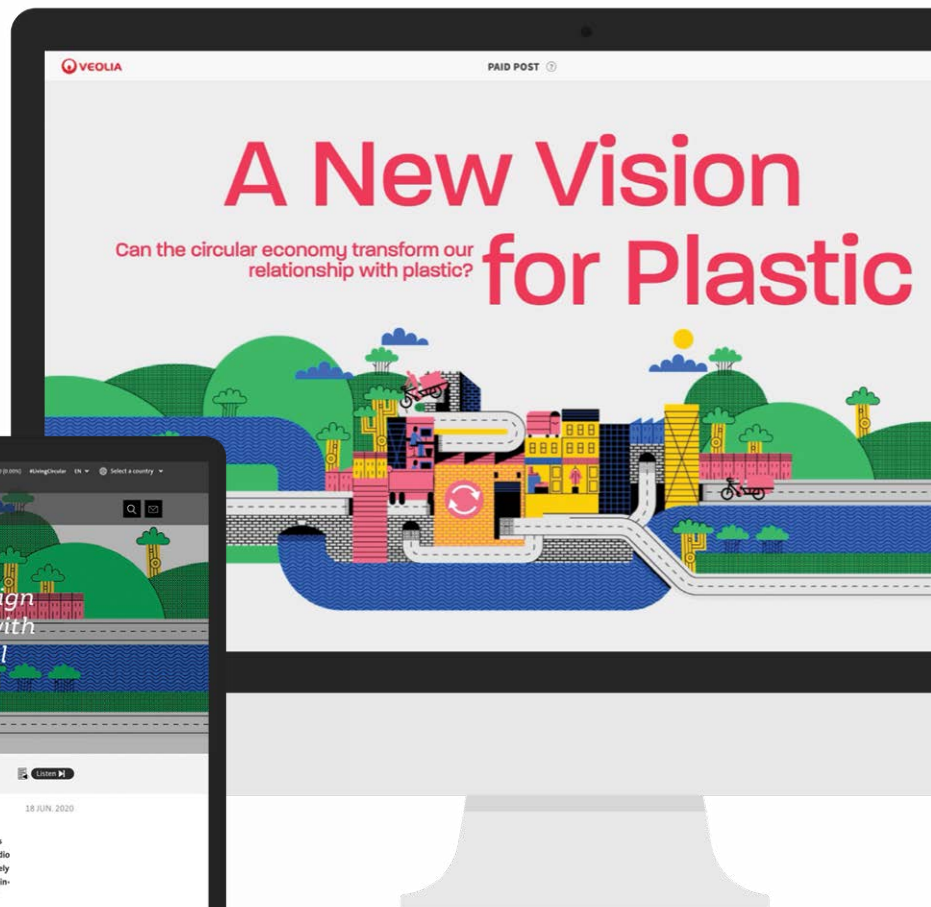
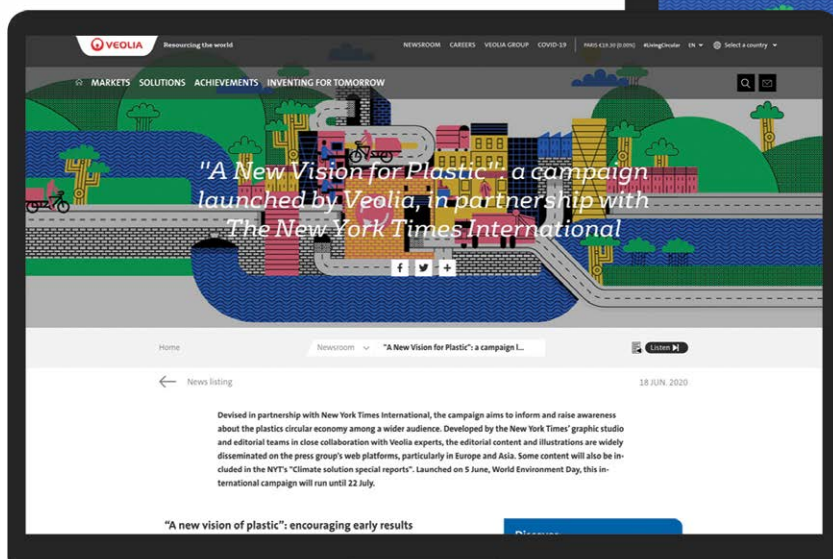


## VEOLIA

A New Vision for Plastic is an interactive exploration of the circular economy. This sponsored content was produced in partnership with T-Media, the paid editorial division of the New York Times.



Paid editorials (or sponsored content) are a new trend observed in our 2020 sample, and reflect the new model of journalism. In almost every sector, your peers are leveraging this strategy to tell their sustainability story – while owning the narrative.



# COVID-19

The world is changing, and we see many businesses continuing to adapt with resilience and creativity. Sharing your evolving response to the pandemic, and your plans to future proof, offers critical insights into your leadership, risk management skills and your culture.

## Q

How has your company adapted its sustainability communication and reporting during the pandemic?

"Following the release of our 2019 Annual Report we added a link on our homepage about *our COVID response and how we support our community*. We also created a website and podcast to showcase how Vancity and our community are responding and supporting each other, including profiles of programs and links to external resources: [communitycentre.vancity.com](https://communitycentre.vancity.com)."

JULIA ROBBINS, VANCITY

## Q

What are you rethinking for 2020/21?

"*Contextualization* will become increasingly important in our ESG communications. We also understand that our stakeholders will expect us to play an even greater role in educating, demonstrating awareness, and providing information on the issues that are facing our industry. This will all have to be reflected in our communications if we wish to fully assume our role as a good corporate citizen."

MARIE-EVE CHAPDELAINE, CASCADES INC.

"The pandemic will be a central theme in our upcoming report and we plan to offer *case studies* to describe how COVID-19 has impacted our strategy, priorities and/or the way we work with and support our customers."

GABRIELA POLANCO-SORTO, MANULIFE



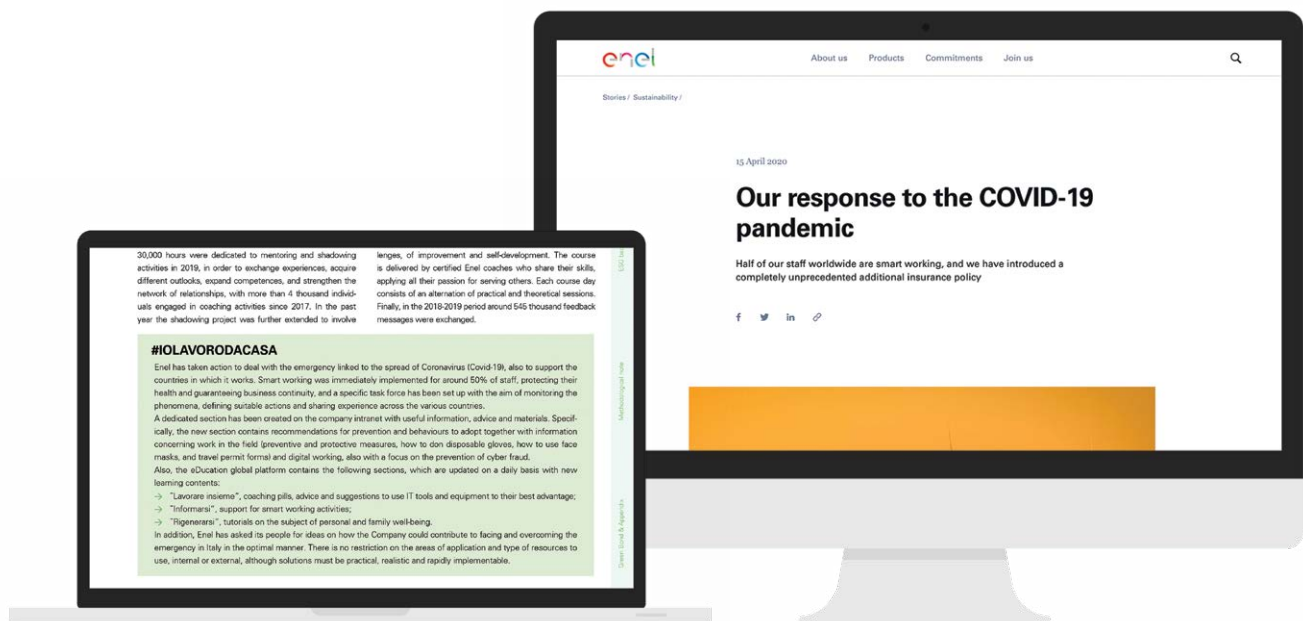
## WESTERN UNION

In its 2019 ESG Report, the CEO of Western Union details the company's response to the COVID-19 pandemic. Strategic plans and initiatives – and some solutions already in place – are described throughout the report.



## ENEL

Enel offers leadership insights along with specific case studies and risk management-related details within its 2019 sustainability report. A separate blog includes more timely updates on Enel's response to the COVID-19 pandemic.



# CONTACT US

## BOOK A PRESENTATION

With a global, best in class sample and an extensive focus on topics ranging from the Sustainable Development Goals to digital strategy, we've identified significant shifts in sustainability communications. Contact us now to schedule a session.

## VISIT OUR WEBSITE

Our studio does more than just sustainability. As experienced corporate communicators, we have a lot of industry knowledge to share. Let us share it with you. Check out our case studies and our blog (InScope), or sign up for our newsletter for all the latest insights.

### WESLEY GEE

Director of Sustainability  
416.599.9991 x257  
gee@worksdesign.com

### KATE HERON

Marketing Manager  
416.599.9991 x269  
heron@worksdesign.com



# THANK YOU

This research would not be possible without the support of the entire team at Works Design. In addition to the contributors below, we specifically thank co-founders Lorie Brière and Diane Darlington for initiating and guiding this research for many decades. We also thank our production and editorial teams, including Andrew Wreakes and Kathy Sauder, for supporting the publication of our findings. And, finally, we thank our digital team, including Minh Hoang and Joe Zingrone, for making our findings available to the world.

## OUR RESEARCH TEAM

### WESLEY GEE

Sustainability Director

### KATE HERON

Marketing Manager

### UZAIR JAFFER

Sustainability Consultant

### MADISON LANTZ

Marketing Coordinator

### DON LAURIE

Art Director

### CHIE MOMOTA

Designer

### AISHWARYA RAMCHANDRAN

Sustainability Analyst

### ELLIE ROSEN

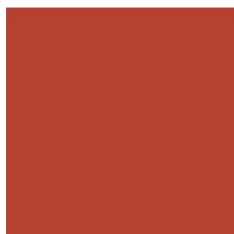
Project Management Director

### NELSON SILVA

Creative Director

### KEVIN WARD

Senior Art Director



## SUSTAINABILITY.WORKSDESIGN.COM

Works Design is an integrated design studio and communications agency with a focus on sustainability. We're a pioneer in sustainability and corporate responsibility communications. For over 20 years, we've helped companies deliver effective narratives and reporting by providing a unique setting where great design, subject matter expertise and sustainability strategy all intersect. Based in Toronto, we serve clients across Canada, the United States, Europe and Australia.

---

### CONNECT WITH US



@theworksdesign



@theworksdesign86

---

10 Britain Street  
Toronto, Canada M5A 1R6  
T. 416.599.9991  
worksdesign.com