



Building Bridges

Free support for companies'
sustainable investor
relations

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Building Bridges

The programme

The Building Bridges programme is set of twelve targeted interventions which aim to incentivise, inform and equip Investor Relations and CSR managers to communicate their sustainability exposures and activities more effectively to investors and analysts.

The programme will provide, to companies globally, a framework and tools that enable them to double the effectiveness of their sustainable investor communications while halving the time that this takes.

Thesis of change

Current status

Capital markets are seeing a step-change in investor interest in sustainability.

However, the research and communications practices that support this growing investment strategy are not well-advanced and do not effectively leverage existing 'mainstream' investor relations practice.

As a result, both investors and companies find themselves frustrated by the experience. This places unnecessary limitations on the way that sustainability issues are incorporated into investment decision-making and corporate practice.

Intervention

The Building Bridges programme will 'prime the pump' by funding some best practice direct communications on sustainability between proactive companies and investors.

Desired status

The programme's objective is to contribute towards the creation of a virtuous circle within capital markets whereby sustainability communications drive capital allocation which incentivises further communication and thereby establish the conditions for compound growth in high-quality sustainability communications to investors in ensuing years.

Prioritising the 'food and fibre' value chain

SRI-Connect is encouraged to focus any limited (subsidized) resources on companies with exposure to the food and fibre value chains to support - where possible - the Moore Foundation's objectives around tropical deforestation and marine depletion.

Other companies are encouraged to use all freely-available resources but also invited to apply for the limited (subsidized) ones as some discretion is allowed in how these are allocated.

Programme support

This publication forms part of the *Building Bridges* programme which has been commissioned and is directed by the World Business Council for Sustainable Development's (WBCSD's) [Redefining Value](#) programme.

This work was funded by the Gordon and Betty Moore Foundation's Conservation and Markets Initiative. For more information, please visit www.moore.org.

Key contacts

For further information about the **Building Bridges** programme, the support outlined in this document or any other aspect of your sustainable investor communications, please contact:

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Funded support for companies' sustainable investor relations

The **Building Bridges** programme offers companies the following subsidised services and opportunities.

Consult www.sustainable-ir.com

What this is

www.sustainable-ir.com is a free online 'one-stop-shop' resource with everything that a company needs to communicate on sustainability to investors.

It provides overviews, case studies, FAQs, research & resources, perspectives and support & services covering all important areas of investor relations practice including:

- Strategy and planning
- Investor and analyst targeting
- What to communicate
- Written communications
- Interactive communications
- Other activity

Most valuable to

Companies that are embarking upon a sustainable investor communications programme for the first time or that are looking for best practices to emulate or service providers to help them.

Availability

Free to all companies.

Join an SR-IR Breakfast Club

What this is

SR-IR Breakfast Clubs are informal groups of investor relations officers that meet by Zoom at breakfast time every half year to discuss their experiences in SRI/ESG communications. They are co-ordinated and chaired in a light-touch way by SRI-Connect but are emphatically led by the investor relations manager participants at each session.

Most valuable to

Companies with some experience of sustainable investor relations to share and a desire to learn from the experiences of other companies.

Availability

After two successful trials in the UK, 'breakfast clubs' will be launched in Q4 2021 for:

- Food sector companies
- Continental European companies
- Nordic companies
- North American companies
- ... and possibly others if there is demand

Request a 'Register of SRI Interest'

What it is

A Register of SRI interest is a listing of all firms (investors and research providers) and individuals (analysts and portfolio managers) that are of most relevance to each individual company.

Most valuable to

Companies that want to communicate about their sustainability performance directly to institutional investors or influential investment research providers.

Availability

At time of publication, we have funding to offer Registers of SRI Interest for free to six companies with exposure to the food or fibre value chains.

(Cost to other companies: GBP 1,950 + VAT)

Participate in the Sustainable Investor Access programme

What this is

Sustainable Investor Access is a programme of practical support for companies' sustainable investor communications. It comprises an introduction to sustainable investor needs, an investor and analyst targeting exercise and messaging support. It culminates in the organisation of a sustainable investment 'roadshow' that includes both research providers and asset manager targets.

Most valuable to

This support is likely to be most valuable to companies that can articulate their sustainability performance in a way that they feel will engage investors.

It is likely to be particularly useful to companies that do not feel that current ESG ratings processes do not accurately evaluate and convey the sustainability exposures and management practices of their company.

Availability

At the time of publication, SRI-Connect has four places on the 'sustainable investor access' programme to offer companies with exposure to the food or fibre value chains that want to arrange a roadshow to present their sustainability practices and processes to investors before the end of 2021.

(Cost to other companies: GBP 2,500 + VAT)

Request an ESG communications mini-audit

What this is

An 'ESG communications mini-audit' is a short process that aims to give companies a clear structure for their future sustainable investor relations activity by cross-referencing their recent practice and plans with that of their peers and with market best practice. A short pre-call 'fact-find' and structured telephone discussion will lead to the production of a bespoke action plan for the company and - where appropriate - identification of the resources required for delivery thereof.

Most valuable to

Companies that have engaged in some way with sustainable investment analysts or investors but believe that they are failing to reach the right audiences or not maximising the efficiency or effectiveness of their current activity.

Availability

At time of publication, SRI-Connect has 10 free places on the ESG communications mini-audit programme to offer companies.

(Cost to other companies: GBP 1,000 + VAT)

Read Working Paper: All Change in Sustainable Investor Relations

What this is

[All Change in Sustainable Investor Relations](#) is a guidance note for companies that charts the development in the practice of sustainable investor relations from:

- Gradual evolution in 2019 to
- Acceleration in 2020 and
- Structural change as widespread investor interest has catalysed a structural change in investor relations activity

Most valuable to

Any company looking to improve the efficiency or effectiveness of its ESG / sustainability communications to investors and analysts

Availability

Free to all companies [via here](#) on www.sustainable-ir.com

Read Working Paper: Who's writing what ...

(... for investors about your company and sustainability)

What this is

[Who's writing what](#) ... for investors ... on sustainability ... about your company is a guidance note for companies on:

- ... the different types of sustainable investment research ...
- ... produced by different types of research provider ...
- ... for the benefit of different types of sustainable investor

Most companies don't understand the variety in the marketplace - so this one is certainly worth a read.

Most valuable to

Any company whose sustainability activities are being researched or rated for the purposes of investment.

Availability

Free to all companies [via here](#) on www.sustainable-ir.com

Upcoming projects and reports

To receive notifications of the launch of these services or publications, simply [register here with SRI-Connect](#). (This is free to do and takes two minutes).

'Show me the Money'

What this is

Even though sustainable investment fund assets under management are growing rapidly and new funds focused on transition / sustainability themes are being launched, companies do not know where the new pools of investment capital are. We will shortly be publishing a report that identifies the asset managers running active sustainability solutions and sustainability-transition-orientated investment strategies.

Strategic sustainability messaging to investors

What this is

We will shortly be publishing a report that benchmarks companies and identifies best practice in the ways that companies communicate on sustainability issues within their presentations to:

- Specialist sustainability investors
- 'Mainstream' investors

How to prioritise ESG research providers

What this is

Companies do not know which ESG ratings agencies to prioritise. They also do not appear to know how to go about the process of deciding which to prioritise. This is inefficient and - more worryingly - gets in the way of companies engaging investors directly and also engaging 'mainstream' research providers such as sell-side brokers and credit ratings agencies.

We will shortly be publishing a clearly-articulated process that companies can work through to determine which SRI//ESG ratings providers they should prioritise and which they can afford to ignore.

Ongoing research

What this is

Over the coming months, SRI-Connect will continue to explore relevant questions through semi-structured interviews with investor relations officers around the world.

The questions to which we seek answers can be found in Appendix B at the end of this paper.

Please contact mike.tyrrell@sri-connect.com if you would like to contribute your thoughts and experiences to this process.

In return, we will be delighted to:

- Point you in the direction of best and current practice in sustainable investor relations within your sector or country
- Answer any questions you have about sustainable investors and/or the most effective way of communicating to them
- Guide you to free resources (or to consultancy services if that is what you feel you need)

Appendix A: Consultants and service providers

As well as empowering companies to improve their communications with investors on sustainability, the **Building Bridges** programme also aims to empower consultants and other service providers to support their clients in this regard. This is done in three ways:

Promotion in the Directory on www.sustainable-ir.com

The sustainable investor relations services of consultants and service providers are profiled within [the Directory] on www.sustainable-ir.com.

Co-working

SRI-Connect will always make their team available to work on a non-competitive basis with consultants offering support to companies on sustainability communications to investors.

Training

Training programmes run by SRI-Connect on sustainable investor relations contain a particular focus on the ways that investor relations and CSR/sustainability consultants can gain the information and experience (and clients) that they need to develop a sustainable investor relations product offer.

Appendix B: Further questions for companies

Over the coming months, SRI-Connect will continue to gather a body of information / evidence on best and current practice in company communications on sustainability with investors. These are the questions for which we are interested in hearing responses from companies:

[1] Which of the following things did your company do last year to communicate with SRI / ESG analysts?

- Published a separate CSR or sustainability report
- Published an integrated report
- Arranged for targeted distribution of your CSR / sustainability / ESG report to SRI / ESG analysts and investors
- Organised a 'sustainability results webinar' for SRI investors and research providers
- Organised a specialist 'sustainability' roadshow to meet SRI/ESG analysts
- Incorporated key sustainability messages within quarterly / annual results webinars for 'mainstream' investors and analysts?
- Met SRI / ESG specialists as part of 'mainstream' financial roadshows

[2] How many SRI / CG analysts did you meet in person or hold teleconferences with over the past year?

- Less than 5
- 5-10
- 10-20
- More than 20

[3] In your most recent results roadshow, did investors or analysts ask questions about sustainability issues?

- Yes, more than before
- Yes, same as usual
- Yes, less than usual
- No

[4] Has investors' interest in sustainability issues increased, decreased or stayed the same over the past year?

- Increased
- Stayed the same
- Decreased

[5] What change would you most like to see from investors to enable better sustainability communications?

[6] What change would you most like to see from analysts to enable better sustainability communications?

[7] What improvement would you most like to see from ESG ratings agencies?

Appendix C: Other support available from www.sri-connect.com

One of the primary objectives of www.sri-connect.com is to enable companies to double the impact of the SRI / ESG contact while halving the time that it takes.

To achieve this, the following tools are available from SRI-Connect. Contact mike.tyrrell@sri-connect.com for details.

For free

Sustainability report distribution

Companies can distribute links to their sustainability / CSR reports to 6,000+ sustainable investors and analysts worldwide by [posting to Market Buzz](#).

Directory

Companies can identify the sustainable investment interest of their largest investors and the analysts and investors who cover their sector by using SRI-Connect's [Directory](#).

Take control of SRI Communications

Companies can follow a 10-step process for taking control of their sustainable investor communications [here](#).

Paid-for services

SRI-Connect also offers the following 'paid-for' services - typically in partnership with other consultants and service providers. [See here for full details & prices](#).

Strategy & Planning

- SRI communications strategy – we write a plan for you
- Sustainable investment strategy facilitation – we help you to make a plan
- SR-IR Breakfast Club - share ideas and experiences with peer companies
- Sustainability message positioning – shape the right message

Investor & analyst targeting

- Register of SRI interest – target the most suitable investors for your firm
- Issue and interest review - understand what investors are interested in

Communications - roadshows & events

- Sustainability results webinar – in-depth performance communication
- SRI roadshow - introduce yourself to asset managers and analysts
- Net Zero fireside chat – communicate your net zero ambitions & pathway
- Sell-side SRI roadshow – influence the market influencers
- Broker briefing - help (& force) suppliers to meet your sustainability needs
- SRI agency analyst roadshow – we take control of agency dialogue

Training and market intelligence

- Sustainable investor relations training – learn to communicate efficiently
- ESG agency advisory – understanding leads to efficiency
- Impact evaluation – understand your strengths and areas for improvement

Other

- Services for consultants & service providers - develop products for clients
- Retainer – whatever you need; whenever you need it