

ENHANCING INVESTOR ENGAGEMENT

Engaging investors on the drivers of sustainable value

How integrated is sustainability throughout your business? How effective are your communications and engagement with investors on sustainability issues? How do you integrate sustainability into investor relations activities?

The maturity map is designed to enable you to assess what you are currently doing and how you can advance to a leading position. It has been developed as a way of capturing the different dimensions of enhanced investor engagement.

Strategy	Limited inclusion of sustainability into business strategy, investor communications and engagement	Moderate inclusion of sustainability into business strategy, investor communications and engagement	Full inclusion of sustainability into business strategy, investor communications and engagement
Business fundamentals	<ul style="list-style-type: none"> Limited understanding of how natural, social, human and financial capital underpin the business model. Activities relating to sustainability are ad hoc and not governed by a formalized strategy. Limited board responsibility for sustainability. Sustainability related performance indicators have been set but are separate from the organization's overarching KPIs. Sustainability performance is not linked to executive remuneration. 	<ul style="list-style-type: none"> Some understanding of how natural, social, human and financial Capitals underpin the business model, and the interdependencies between them. There are separate business and sustainability strategies. The board actively considers and takes responsibility for sustainability risks and opportunities on a regular basis. Sustainability KPIs are linked to the sustainability strategy, with corresponding targets set and being worked towards. 	<ul style="list-style-type: none"> Full understanding of how natural, social, human and financial Capitals underpin the business model, now and into the future. The organization has a single, integrated strategy. Sustainability is integrated into governance arrangements, with executive remuneration schemes linked to specific sustainability-related targets. KPIs are linked to value drivers and integrated within internal and external reporting. There are clear targets driving performance.
Communications	<ul style="list-style-type: none"> Communications on sustainability are not linked to the long-term business strategy. Communications do not articulate the commercial relevance of sustainability. Sustainability is often presented as a standalone section and is not integrated throughout communications. Sustainability performance is not presented using recognized standards. Information presented to investors has a short-term focus with limited analysis of long-term goals. 	<ul style="list-style-type: none"> Investor communications explicitly link sustainability activities to the long-term business strategy. Communications link some sustainability factors with key business drivers. There is some integration of sustainability issues in investor communications such as press releases, reports and presentations. Sustainability performance is presented using recognized standards for key metrics. 	<ul style="list-style-type: none"> A long-term integrated strategy, presenting short-term results in the context of long-term goals, is reinforced across all communications. Communications link sustainability performance to revenue growth, cost reduction, risk management and retention of key people. Context is provided through quantification of external drivers. Sustainability is integrated consistently and holistically, year on year and throughout all discussions, presentations, investor communications and reports. Recognized standards are used when reporting sustainability performance and external assurance is provided over the key metrics. A consistent set of KPIs is reported annually.
Investor relations activities	<ul style="list-style-type: none"> The sustainability team need to be consulted to respond to investor questions on sustainability. Relevant sustainability information is not highlighted to investors on the investor relations webpages and is hosted in a different part of the corporate website. Sustainability reporting is presented separately from financial information in or alongside the annual report Investor quarterly reports focus purely on financial performance. Investor relations communications focus on the short and medium term and do not meet the information needs of investors focusing on the long term. 	<ul style="list-style-type: none"> The investor relations and sustainability teams are working collaboratively and learning from each other on how to respond to investor questions about sustainability. Relevant sustainability information is digitally accessible to investors with a link to it from the investor relations page. Integrated Reporting principles have been adopted for annual reports. Sustainability measures of performance are integrated into quarterly statements, with the focus being on longer-term performance and value creation. Investor relations communications meet the information needs of investors focusing on the long term. 	<ul style="list-style-type: none"> The board and investor relations colleagues are confident and proactive in explaining to investors how sustainability impacts business performance. Relevant sustainability information is included through all elements of the investor relations website. Integrated Reporting principles have been adopted for presentations and annual reports. Compelling case studies are included in all presentations and reports. Where feasible quarterly reports are no longer provided. Where required, sustainability issues are presented in the context of long term goals. Investor relations efforts actively target investors with aligned views centred on sustainable value creation.
	Beginner	Intermediate	Leader