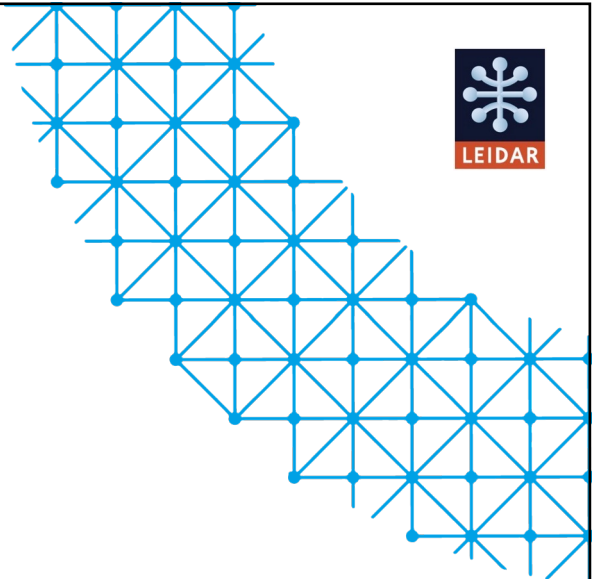


# State of Advocacy – How to keep relevant in the times of global disruption?

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LEADERSHIP NAVIGATION

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**ADVOCACY TODAY,  
BUT WHAT IS  
ADVOCACY?**

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**Advocacy**  
**Lobbying**  
**Public affairs**  
**Influence**

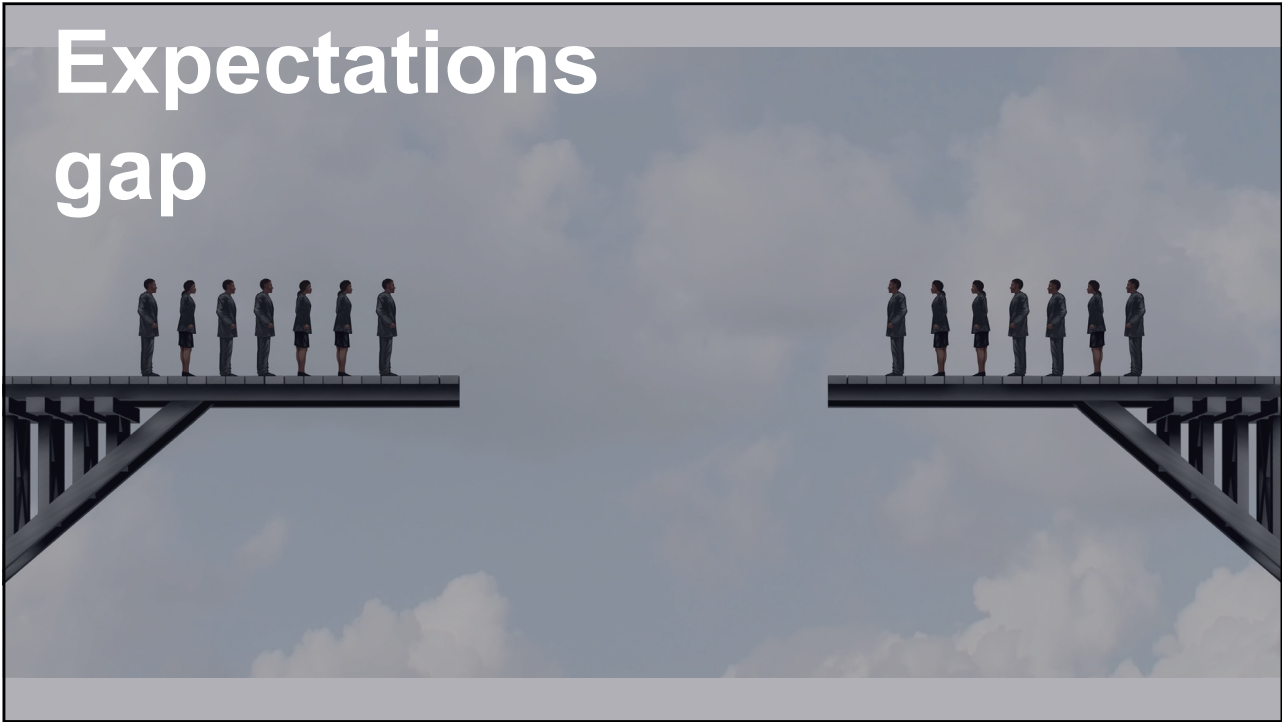
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**Strategic  
process**

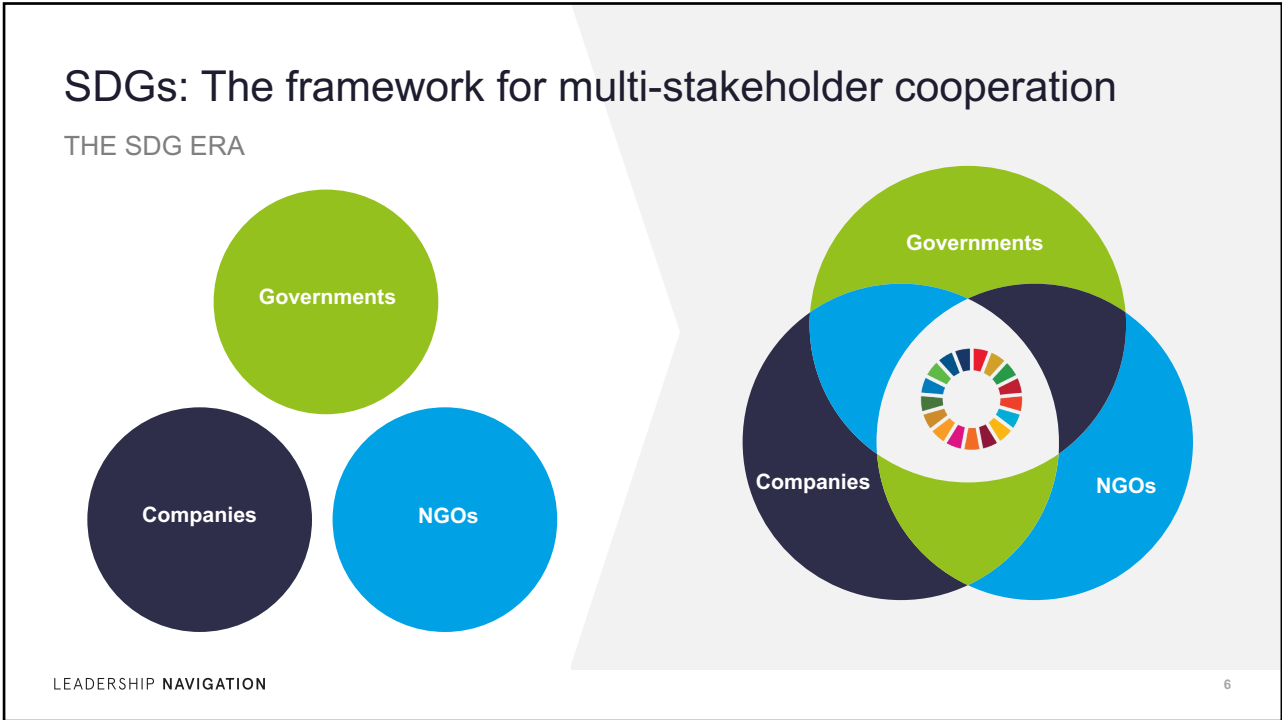
  
**Third party  
endorsement**  
**Shaping the  
operating  
environment**

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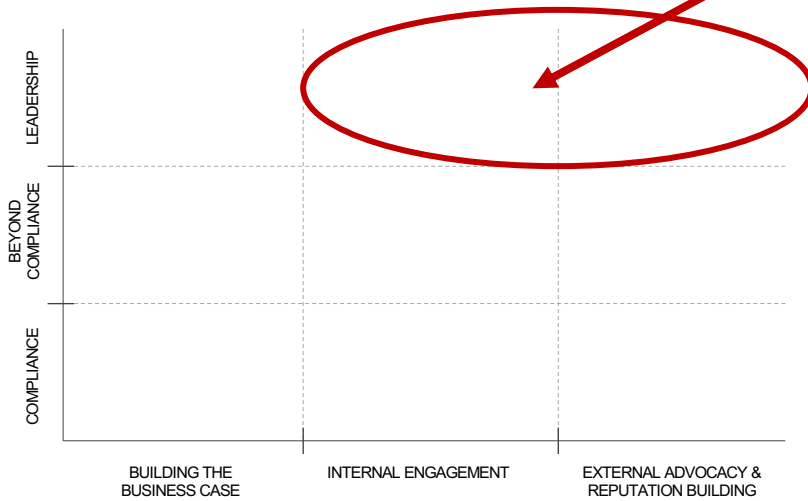
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THE CORPORATE WORLD IS CHANGING  
SDGs = TOP PRIORITY

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## Sustainability strategy: Moving to the top



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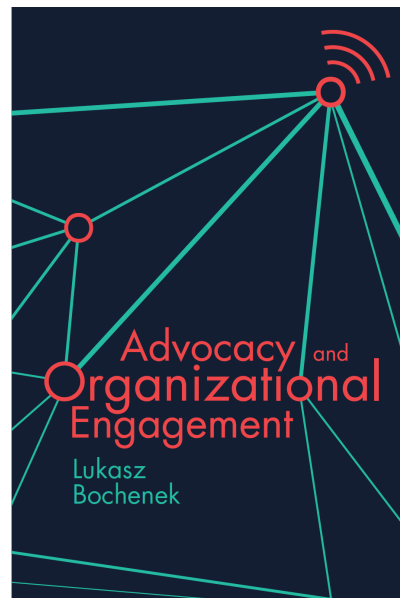
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Duality of advocacy means permanent need to reaffirm who our « stakeholders » are

New influence is not that new as it is still based on social capital

Horizontal and vertical integration means at strategic level designing organization to drive advocacy agenda at multiple touch points (ex. sustainability management) and tactically channel agnostic implementation

Narratives have transformative role on organizations



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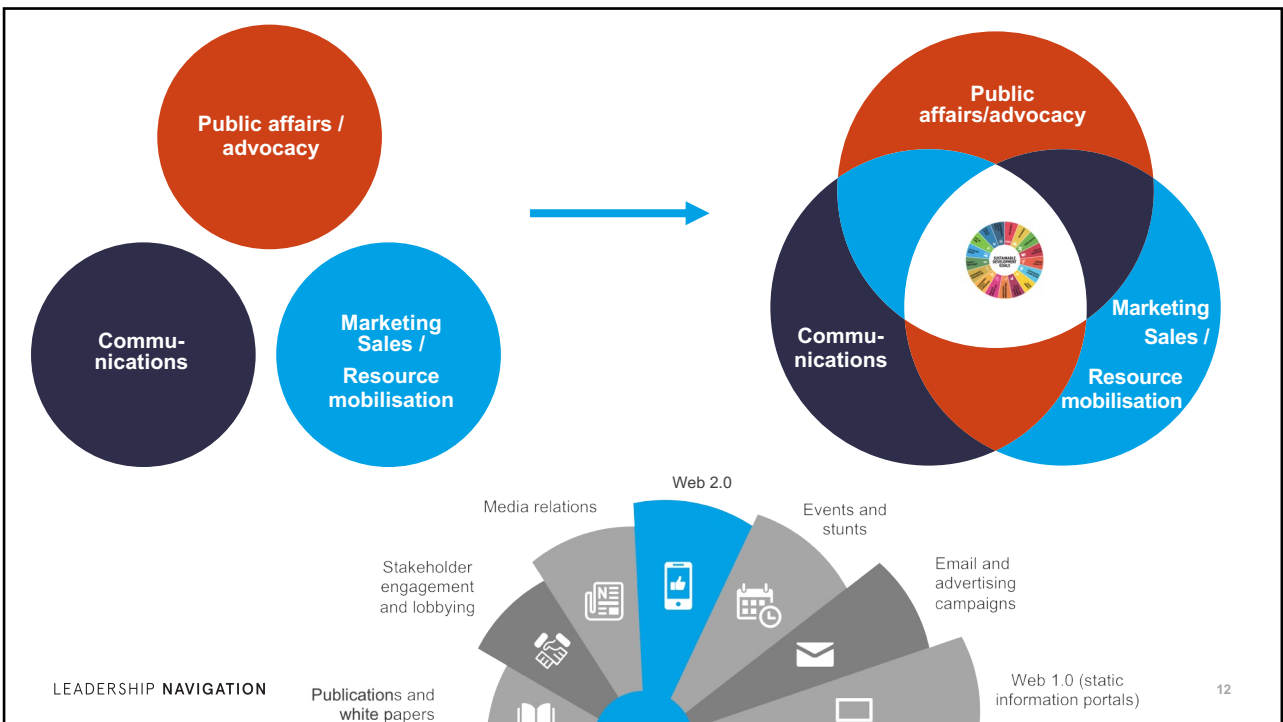
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# WHAT DOES IT MEAN FOR ADVOCACY MANAGEMENT?

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## What changed



THEMES



STAKEHOLDER  
EXPECTATIONS



WAY OF WORK



WAY OF  
ENGAGEMENT

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## Themes changed...

SDG discourse moved towards achievements from commitments

ESG moving beyond «E»

Relevance of the issues in the context of a global disruption

Systemic and global thinking is required

There is a need to break organisational silos to truly become “Fit for the new agenda”

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## What changed



THEMES



STAKEHOLDER  
EXPECTATIONS



WAY OF WORK



WAY OF  
ENGAGEMENT

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## The sustainability agenda – Build Back Better

- The next decade will be about sustainability delivery.
- The SDGs reach their deadline in 2030.
- The IPCC has repeatedly warned that the coming years are the most crucial for action to cap the global temperature increase in line with the Paris Agreement's 1.5°C trajectory.

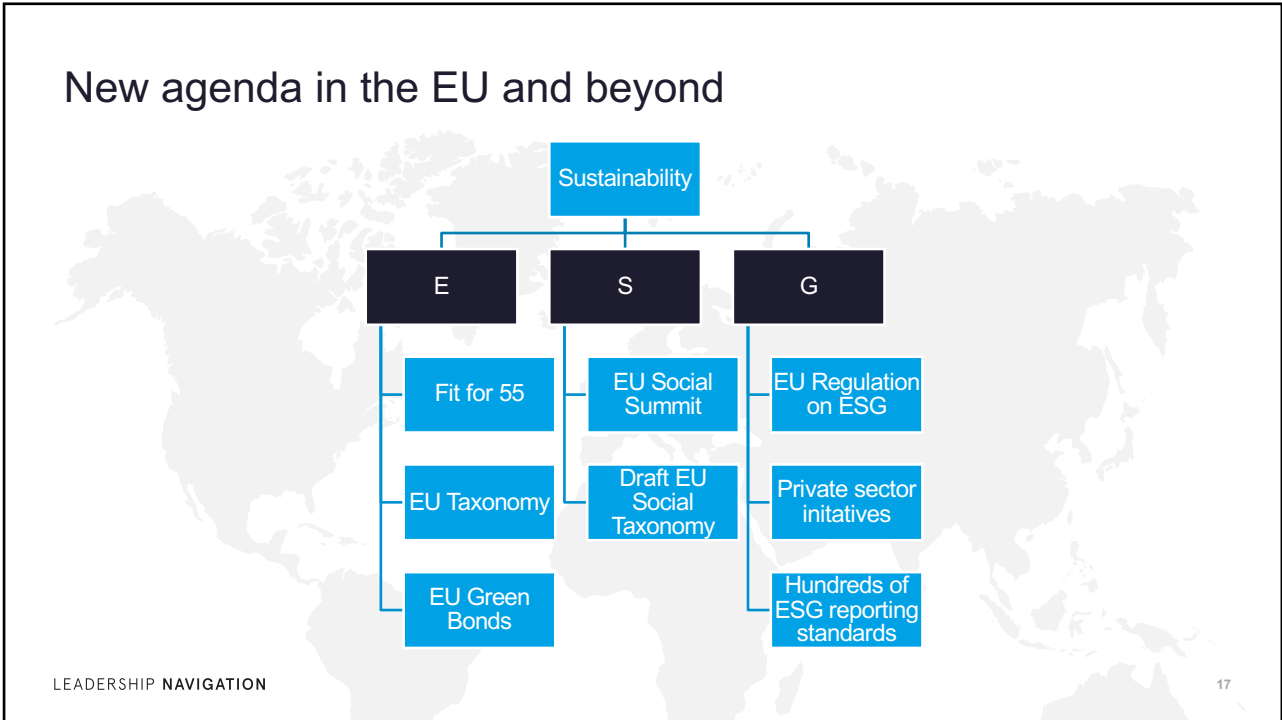
- The coronavirus pandemic has not changed the ESG discourse.
- In fact, many influencers promote a new start after the pandemic to build a more sustainable society: 'Build Back Better'
- Policy makers use the build back better to address ESG issues with renewed vigour.

- For many organisations, 2020 was the target date to deliver corporate sustainability initiatives.
- Many have since extended their targets to 2025, 2030 or even 2050.
- New language: a focus on neutral or negative, net-zero, or historically zero carbon strategies.

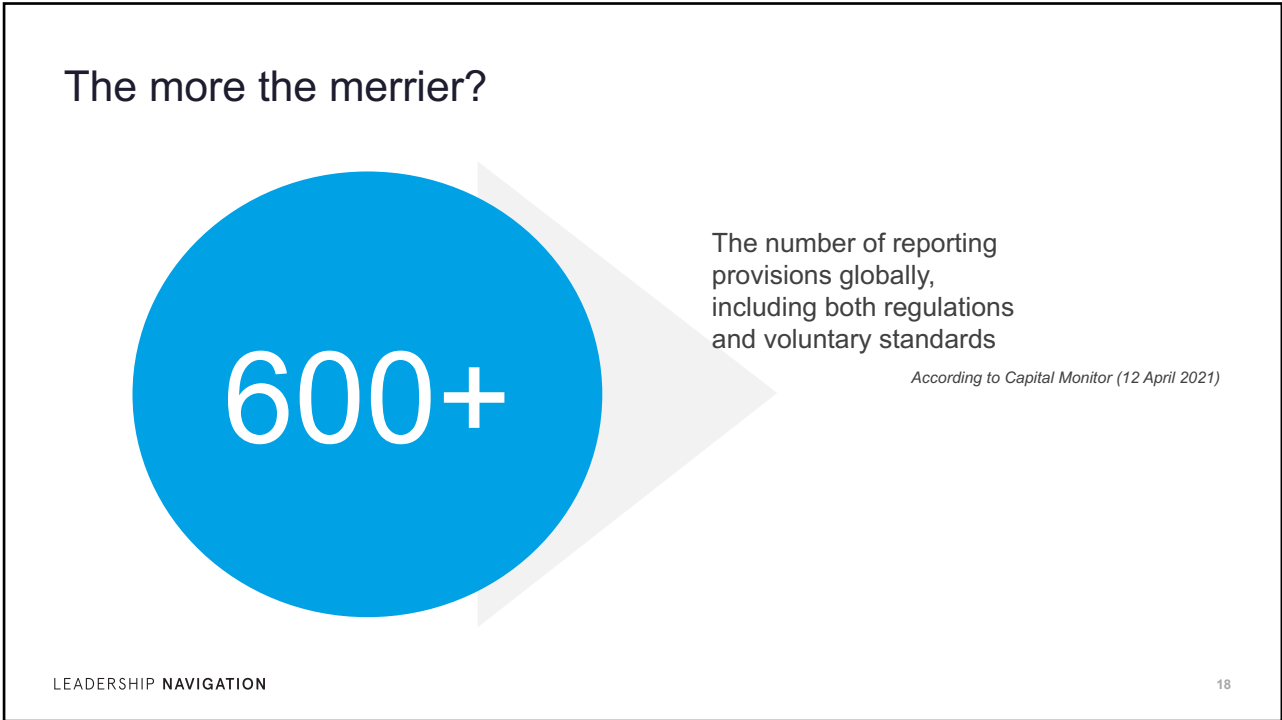
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# What changed



THEMES



STAKEHOLDER EXPECTATIONS

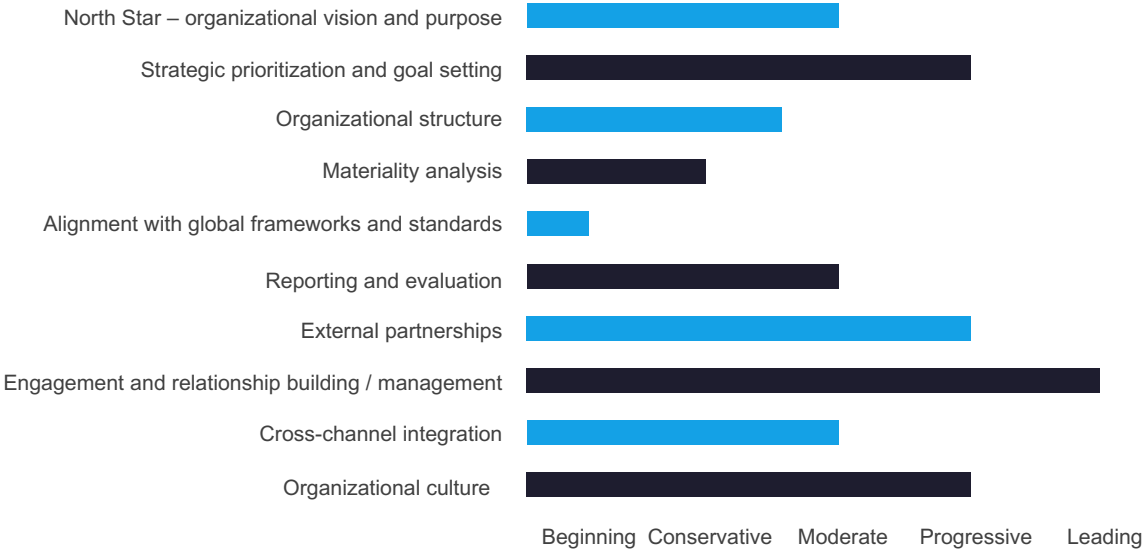


WAY OF WORK



WAY OF ENGAGEMENT

# Moving towards more mature organisations



# What changed



THEMES



STAKEHOLDER EXPECTATIONS



WAY OF WORK



WAY OF ENGAGEMENT

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# Connecting the dots: Some of the major discourse influencers

**Greta Thunberg**  
@GretaThunberg

Isn't it funny that the same people who are calling us naive for believing change is possible are the ones who believe fossil fuel companies, big polluters and oil producing nations will "fix" the climate- and ecological crisis with their vague, distant "net zero" commitments...?

**Schneider Electric**  
@SchneiderElec

#Sustainability commitments are not just better for the planet. They are better for business, too. Learn 3 ways to advance your sustainable operations through #IoT and digital collaboration: [spr.ly/6016yMO7j](https://spr.ly/6016yMO7j)

**Greenpeace EU**  
@GreenpeaceEU

Aiming for 55% cuts to the EU's greenhouse gas emissions by 2030 is not in line with what science tells us is necessary to keep global heating below 1.5 degrees, and really tackle the #ClimateCrisis

The EU should be cutting emissions by 65%

#FitFor55

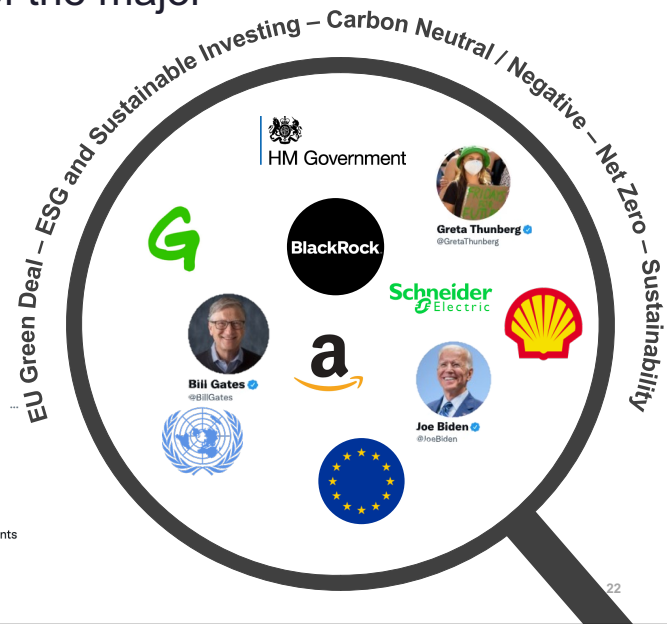


**Antonio Guterres**  
@antonioGuterres

Young people: You are leading the charge for urgent #ClimateAction.

Keep sounding the alarm of the climate emergency engulfing our planet.

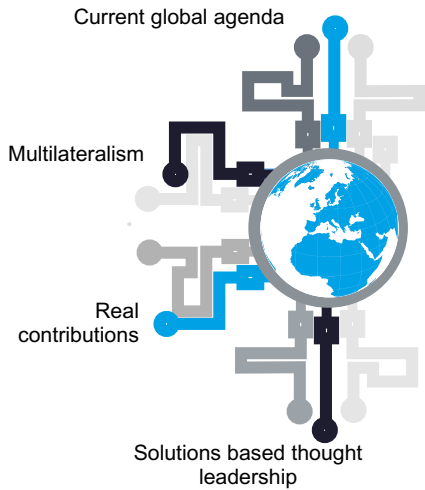
As we prepare for #COP26, keep pushing governments for a commitment to net-zero emissions by 2050.



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## Connecting the dots: media and social media attention



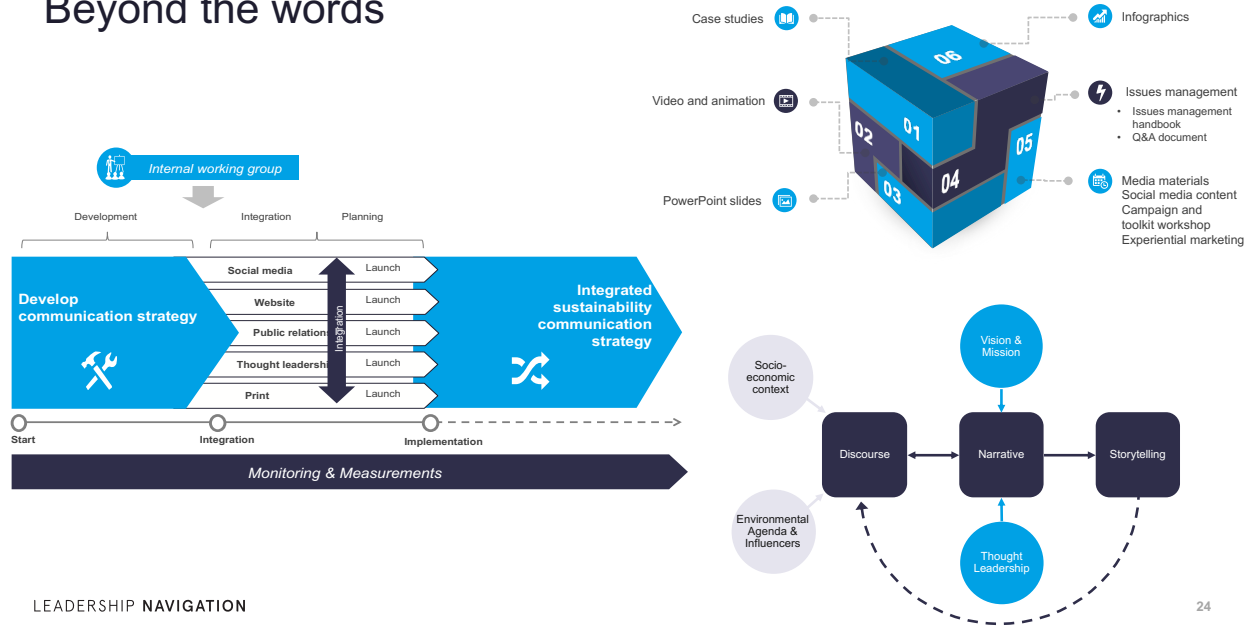
- Social issues high on the agenda
- Higher level of scrutiny touching all the actors
- Corporate ambitious commitments and high expectations

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## Beyond the words



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## Conclusion

Becoming “fit” requires to re-think and re-set activities organizationally, strategically and at a tactical engagement level



## Top-10 tips

Understand	Understand the new agenda, and the social and governance policy agenda
↓	
Analyse	Analyse the potential implications to the operational model
↓	
Ensure	Ensure that future activities are based on a strategy that takes account of the post Covid-19 recovery and disruptions
↓	
Articulate	Articulate a clear position on how an organisation's key operational objectives
↓	
Develop	Develop evidence-based targets for future activities, and report regularly on progress against the targets
↓	
Know	Know the reporting standards (of the donors and partners), and ensure that reporting is aligned with the latest requirements
↓	
Understand	Understand the key social and governance policy issues
↓	
Map	Map key influencers and stakeholders
↓	
Develop	Develop a targeted communications and engagement programme
↓	
Do not forget	Do not forget to engage in an active internal employee/stakeholder engagement programme



**LEIDAR**

*Thank you.*  
*Takk, Dziękuję Ci, Grazie, Gracias, Merci, Obrigado, do jeh,*  
*daw-dyeh, Danke sehr, Spasiba, Khop Khun Mak Kha.*

LEADERSHIP NAVIGATION

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