INDEX

Accountability, 4, 7, 99 Activists, 29, 41, 60, 62, 64, 78 Adkins, Sarah, 5 Advocates case studies, 123–142 definition, 121–123 Aims clarifying, 30–31 creating and setting, 31–36	Bravery, 1–4, 39–40 Brazil mining disaster, 68 Brundtland, Gro Harlem, 16 Brundtland definition of sustainability, 8, 16, 27, 146, 166 Buhay, Mary C., 21 Building the business case, 13, 171
Allies case studies, 123–136 definition, 121–123 AMEC Integrated Evaluation Framework, 171 Anušić, Iva, 124 Assessment, 6, 58, 68, 145 Atwood, Jonathan, 40 Audience focus-grouping, 89 message testing, 89–90 overview, 76	Case studies Fair Trade Nation, 136–142 Hill + Knowlton, 65–69 Husqvarna, 34–36 Nike, 123–126 Ogilvy, 130–136 Sky Ocean Rescue, 126–130 Unilever, 40–41 Chandler, John, 6 Chevron, 17–18 Church of England, 68 Community
B2B International, 68, 86 Bersoff, David M, 5 Bonifaz, Gustavo, 5	engagement, 150 license to operate, 66, 120, 132

	1. 11. 64. 62
Consultation methods,	'show and tell', 61–62
108–110	think ahead, 63–65
advisory groups, 110	wait and see, 60–61
advisory panels, 110	working culture, 55–57
e-surveys, 109	Cope, Richard, 4
focus groups, 108	Corporate Social
individual interviews,	Responsibility,
108	16–17, 115
inviting written	Cottney, Catherine, 4
responses, 108	Crabbe, Matthew, 5
joint-projects, 110	Crisis
multi-stakeholder	as a result of greenwash,
alliances, 110	28, 42–43, 119
multi-stakeholder	management, 145
forums, 110	Cullen, James, 131, 136
observation, 109	Culver, Carolyne, 33
one-to-one meetings, 108	, ,
online engagement	Davies, Rob, 19
mechanisms, 109	Deloitte, 22
partnerships, 110	,
public-meetings, 110	Edelman Trust Barometer,
stakeholder insight	171
groups, 110	Edie.net, 170
street interviews, 109	Elevator pitch, 55, 88
surveys, 109	Emory Powers, John, 25
townhalls, 110	Engagement
voluntary initiatives, 110	vs. communications,
Context	88,96
break the law, 58-60	stakeholder, 96–100
do the bare minimum,	Environmental impact, 5,
57–58	18–19, 26, 28–29,
internal, 48-50	55, 62–63, 145
mapping, 50–55	Espirian, John, 55, 84
principles before pay,	Evaluation Support
62–63	Scotland, 33, 171
as relates to your role	Extractive Industries
as a communicator,	Transparency
45–46	Initiative, 68

Fair trade, 120–121, Mandela, Nelson, 76 136-142 Marwick, Steven, 33 Fair Trade Nation Mintel Trends Report, 171 campaign, 120, Mission, 32, 147 Monaghan, Philip, 108 136-142 Fairtrade Foundation, 137, Morgan, Carol-Ann, 105, 107, 114 Fleming, Molly, 41 Forstater, Maya, 108 Nike, 123–126 Freeman, R. Edward, 77 O'Neill, Vicki, 55, 84-85, The Grandmother Filter, 88, 177 Objectives, 31-36, 42, 42 - 43143, 146-147, Greenwash, 17–18, 26, 42-43, 46, 62 149–150, 152, 162, Gregory, Anne, 74, 75, definition, 42, 60, 107, 78 122 Harary, Antoine, 5 setting, 31, 60, 147, 172 Heume, Kristin, 5 SMART, 32, 147 Hill + Knowlton Strategies Ogilvy, 130-136 Operating model, 35 (H+K), 65–68 Husqvarna Group, 34–36 example of, 35–36 hypothetical brand Ingham, Francis, 156 example of, 28 linked to social and InRiver, 22 Investors, 20, 68, 114–115 environmental communications, Jargon, 42 28, 36 Outcomes, 32–33, 96, 100, KAPOW!, 33, 156–157 144, 147, 156 Key principles, 25–43 definition, 32 Klein, Gary, 39, 164, 165 setting, 141 Krick, Thomas, 108, 111, Oxford University, 32 112, 114 Partners, 41, 81 case studies, 126-136 Loch, Ron, 21

definition, 121–123

Lvovich, Stephanie, 5

Pearson, Victoria, 33 Pen portraits, 14, 52–53,	greenwash, 17, 19, 26, 28, 42–43, 46, 56,
77, 83–85, 88, 91,	59, 61–62, 119, 164
111, 144, 149	purposewash, 18–19, 26,
negative pen portraits, 88	28, 42, 46, 56, 59,
sample pen portrait,	61–62, 119, 158, 164
92–93	reputational, 20, 26,
suggested categories, 56	58–59, 62, 97, 134
Planning, 9, 13, 30–31, 33,	spotting, 27
9	
36, 138, 146, 152	wokewash, 18–19, 26, 164
channels, 153	Risk
creating, 52, 152–157	
food for thought'	pre-mortem, 15, 39, 104,
questions, 15,	145, 164–165, 168
152–153, 167	risk-proofing, 43,
tactics, 153, 155, 172	163–164
Pratt, Chris, 66, 68	Rosenberg, Mike, 55–57, 64
PRCA, 6–7, 20, 170	
Premier League, 128	Schmidt, Steve, 5
Principles before pay,	Scottish Fair Trade Forum,
62–63, 149	136–137, 139–140
Principles of stakeholder	Sense & Sustainability, 20
engagement,	Show and tell, 61–63, 66,
116–117	149
Publics, 11, 47, 74, 77–79,	Sillanpää, Maria, 108
91, 145, 149, 151,	Site audit, 68
159	Sky Ocean Rescue
Purposewash, 18–19, 26,	campaign, 31,
28, 42, 46, 56, 59,	126–127, 130
61–62, 119, 158,	Social and environmental
164	issues
	MeToo, 8, 120
Ries, Tonya, 5, 22	climate change, 1–4,
Risk	115, 120, 171
communications	LGBTQI, 8
professionals as	migration, 1
gatekeepers of, 27	ocean plastics, 1, 72,
creating, 26, 119	128–129

sexual harassment, 1, 5	Think ahead, 63-68, 149
transgender issues, 1	Transparency, 4, 7, 25,
worker exploitation, 1	39, 67–68, 97, 99,
Social impact, 30, 40, 58,	105
68, 122, 161	
Stakeholder ecosystem, 47,	UN Environment
62, 132	Programme
Stakeholder engagement,	(UNEP), 170
95–96, 99	UN Sustainable
The Stakeholder	Development Goals
Engagement	(SDGs), 40, 68
Manual, 108, 114	UNIDO, 17
Stakeholders, 9–10,	Unilever, 19, 21–22, 40
73, 75–93, 102,	case study, 40–41
106–107	Sustainable Living Plan
internal, 47–55, 81–82,	(SLP), 40
148	United Nations
mapping, 50–55	Intergovernmental
Strategy, 15, 18, 49,	Panel on Climate
58, 68, 96, 119,	Change (IPCC), 4
144–145, 152, 154	Unusual suspects, 34
creating, 15, 61–62, 97	•
sustainability, 115	Vision, 32, 35, 55, 102,
Sustainability, 1–2, 7–8, 10,	147
12, 16, 19, 27–30	
Brundtland definition,	Watson, Bruce, 18
16	Westerveld, Jay, 17
	Wokewash, 19, 26, 164
Tactical Planning	WWF, 128, 130
Worksheet, 155	,
Taysom, Sophie, 98–99	Zegler, Jenny, 5