

ENHANCED 2ND EDITION

**CAVILL+**   
doing good. better.

# TALKING THE WALK<sup>®</sup> 2

HOW TO TELL YOUR SOCIAL  
GOOD STORY TO RESONATE  
WITH MILLENNIALS

HAILEY CAVILL-JASPERS



THE ULTIMATE GUIDEBOOK FOR  
AUSTRALIAN CORPORATE  
& CSR COMMUNICATORS

# TALKING THE WALK® 2

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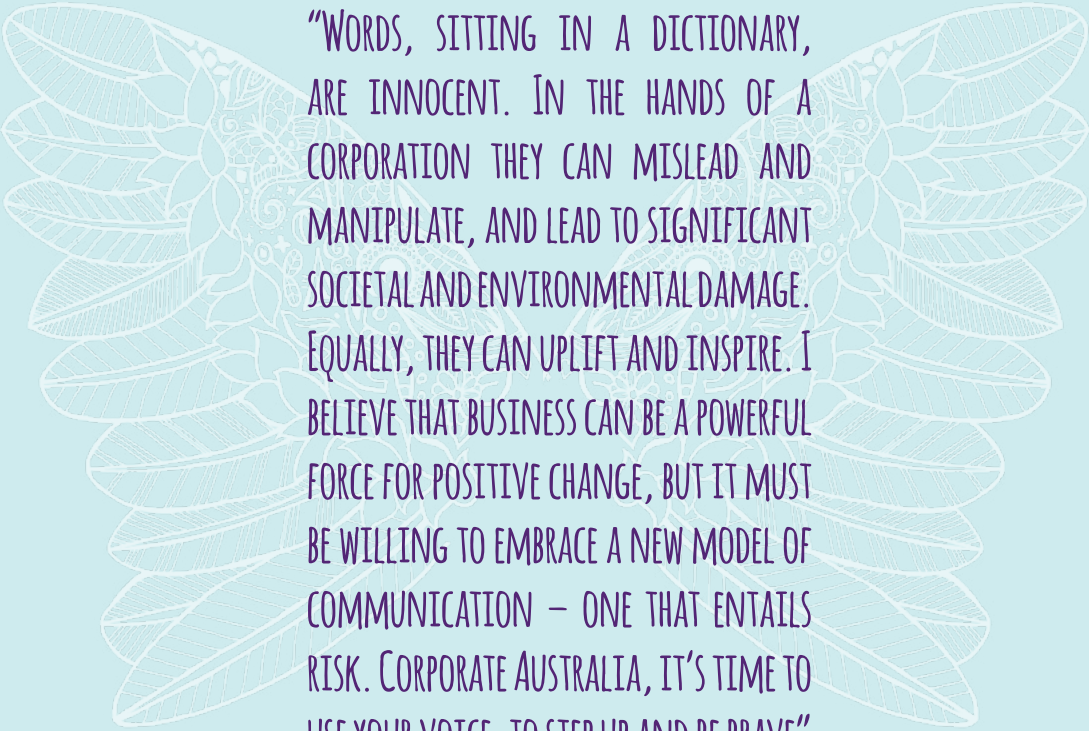
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“WORDS, SITTING IN A DICTIONARY,  
ARE INNOCENT. IN THE HANDS OF A  
CORPORATION THEY CAN MISLEAD AND  
MANIPULATE, AND LEAD TO SIGNIFICANT  
SOCIETAL AND ENVIRONMENTAL DAMAGE.  
EQUALLY, THEY CAN UPLIFT AND INSPIRE. I  
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COMMUNICATION – ONE THAT ENTAILS  
RISK. CORPORATE AUSTRALIA, IT’S TIME TO  
USE YOUR VOICE, TO STEP UP AND BE BRAVE”

- HATLEY CAVILL - JASPERS

## FOREWORD

Well, isn't this is a timely publication?

The second edition of Talking the Walk® by British ex-pat Hailey Cavill-Jaspers is a collaboration between the author, various corporate and research partners providing updated insights into the vexed, and becoming more vexed by the day, world of Corporate Social Responsibility.

All of a sudden it's as if all that we knew about how business and other powerful institutions operate has been blown apart in Australia. Official inquiries and investigations have uncovered a pattern of behaviour that is outside the expectations of modern Australia.

### **But here's the thing.**

It's not as if modern-day corporates weren't aware of the need to present their credentials as being responsible corporate citizens. And it's not as if funds were allocated and staffing wasn't dedicated to achieving a reputation that for some has been all but obliterated in a single revelation.

Regardless of what has been done to date in CSR, it's necessary for most businesses to rethink the whole approach. Whatever was being done clearly wasn't working... or if it was it's now broken and needs to be rethought.

Talking the Walk®2 features new research and an emphasis on millennials – as employees and consumers.

Cavill-Jaspers has a PR guru's eye for communication and an entertainingly pithy ability to encapsulate what is needed. It's a CSR smorgasbord of research, insights and inspiration all served up in delectable bite-sized pieces tempting you to dive in at any point to savour a morsel and to move on.

Corporate Social Responsibility is an important topic that is becoming more important every day. Talking the Walk®2 delivers an easily digestible take on dealing with what is perhaps the meatiest topic in business today: how to communicate Corporate Social Responsibility in a way that resonates.

Enjoy Hailey's tasty CSR smorgasbord.

**Bernard Salt AM**  
**Managing Director**  
**The Demographics Group**  
**[tdgp.com.au](http://tdgp.com.au)**



**BERNARD SALT**



## ABOUT THE AUTHOR

This practical guidebook for corporate and CSR communicators was written by Hailey Cavill-Jaspers, Fearless Leader of social good agency Cavill + Co. After a decade working in London as a self-confessed spin doctor, Hailey moved to Australia in 1995 and felt the tremors of what has now become a tsunami of conscious consumerism. This was long before CSR was even a term.


She has been tracking the wave across 2 decades with 6 prior research reports, Talking the Walk<sup>®2</sup> being her 7th publication. She has also published DoGoodology<sup>®</sup> - the Science of Doing Good, featuring cutting edge neuroscience proving that humans are wired to do good.

Her firm Cavill + Co advises Corporate Australia on how to implement & communicate CSR & Social Good. In 23 years, her team has built 50 partnerships investing over \$40m into good causes. Kmart, BetEasy and Qantas have benefited from her data-driven, no-nonsense advice and she has built enduring cause partnerships for Mondelez, Disney Australia, FSC, Vodafone Foundation, SEEK and Pfizer to name a few.

Hailey Cavill-Jaspers passionately believes that business can be a powerful force for positive change, and communication has a vital role to play.

Hailey lives & works from an eco-house in Warburton, Victoria that she built with her hubby Ty.





**“Trust in multilateralism & official institutions is crumbling. Unnerved by fundamental economic changes and the failure of government to provide lasting solutions, society is increasingly looking to companies to address pressing social & economic issues. One thing, however, is certain: the world needs your leadership”**

**Larry Fink, Chairman & CEO,  
BlackRock 2019**

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# 1. INTRO

## My Story

I was born in London's East End in the 60's – it was dilapidated after the war and long before its beautification into what is now known as Docklands. My mum was a beauty queen, my dad a builder. The traditional home of Cockney's and heavily populated by migrants, I grew up surrounded by colourful characters with rich, fascinating stories. One such Cockney character was my Dad whom I adored. When he wasn't working long hours on building sites, he'd take me to the flea market on Saturday for 'jellied eels' (yep, eels in jelly) and in the evening to the local pub. Sitting quietly in the corner, sipping my shandy (beer & lemonade) and crisps, I'd watch in wonder as he captivated his mates with wild tales & racy jokes.

I wasn't even 11 and my fate was sealed. It's no surprise, when I left home just shy of 16, I headed for the posh West End of London and landed a job in a PR firm.



With my 80's perm, perfectly manicured nails, and natural 'gift of the gab', I fitted right in. I spent 10 years climbing the consultancy ladder, then moved into the even more glamorous world of fashion magazines, managing advertorials and promotions for Cosmo, Company & The Clothes Show magazines.

Of course, the world was very different back then. If you worked for a well-known company or brand it was something to be proud of, to crow about. This was the 'Greed is Good' 80's, it was all about long boozy lunches, living it up, having the latest stuff with very little regard for how the product was made or the impact it had. If a company ripped you off, the only recall was a letter to the company or local paper, or in extreme circumstances, a call to the BBC's 'That's Life' TV show, which used its high profile to expose scams.

So, there was very little accountability for a company's actions or impact. The power rested with the companies & brands that had the biggest advertising budget and the best spin doctors, and consumers had very little recourse.



MUM & DAD

Newspapers, TV and radio fed us the information they thought we should know about, and if we wanted to find anything out, we'd have to spend hours in the Library. This was pre-internet, pre social media, pre any notion of Corporate Social Responsibility.

There was one notable exception. A couple of strange little shops popped up that were selling lotions & creams in ugly plastic bottles. And get this, you had to hold onto that ugly plastic bottle and return it for a refill! I had my 'image' to portray so stuck with my overpackaged, expensive, tested on animals (probably) Selfridges-bought cosmetics. But something intrigued me about this little shop, especially the owner who was very different from anyone else that I'd ever met.



ANITA RODDICK

Of course, I should have bought shares as the owner was Anita Roddick and the concept grew into The Body Shop juggernaut with 3,000 stores in 60 countries.

Whilst pretty pleased with myself for having 'made it' and enjoying all the superficial trappings of success, there was something

missing. One evening I watched a film about an orphaned lion cub called

Elsa, set in Kenya. Something switched in my brain and the next day I went to work and announced that I was quitting.

I went on an 18-month backpacking trip through Africa, India & Nepal, sat with rare mountain gorillas in Zaire, did a 14-day trek to Everest base camp and survived malaria, guardia and dysentery. It was an extraordinary adventure which came to an abrupt end when a letter from my Dad summoned me home to face the music - my tenants had left; my mortgage was in arrears and my bank account was depleted.

Before heading home, I decided to 'give back' by volunteering at Mother Teresa's Mission in Calcutta, a place where destitute people go to die. This small white sanctuary, in the heart of one of the busiest, noisiest, smelliest and most heartbreaking places on earth, was run by an order of nuns, who slept in prison-like beds and spent their days scrubbing floors, holding hands and praying.

My 10 days there were transformative. The nuns, who owned nothing but their robes,





MOTHER TERESA'S MISSION



IN AFRICA



IN INDIA



IN AFRICA

were the happiest, most serene people I'd ever met. They were fulfilling their life's purpose, and it showed. I knew in that moment that I could not go back to the world of PR after the poverty – and joy - that I'd witnessed during my adventure.

It was a revelatory moment – like a crack in the universe where you glimpse an alternative world and life. It's scary because whilst it's a moment of pure clarity, you know that there is great change ahead. And who likes change? I suspect you've had it too, otherwise you probably wouldn't be reading this book.

Heading home to London I had no idea what I was going to do for the rest of my life, but

I knew that it had to have meaning, and that somehow, I had to make an impact with my life. I landed a job in a charity and despite earning half what I'd earned before, it was my dream job. Then an Australian boy that I'd fallen for in Africa landed on my doorstep and proposed marriage and a move to Australia. Love or career? I chose love.

Landing in Australia in 1994, my first year was, in the words of Queen Elizabeth, my 'annus horribilis'. My father died from cancer at 62, having achieved none of his dreams, and my marriage broke down. I was lost, but even more determined to achieve my own ambitions and not miss out as my Dad had.

I started Cavill + Co with the help of a few new friends, a borrowed computer & car, and a rental office with a month's lease. I was called a 'new age marketer' by the ABC's 7.30 report and my role was matchmaking companies and charities. This was STILL pre-mainstream internet, email, social media and any notion of Corporate Social Responsibility.

Very few companies were practising anything that resembled CSR, and Social Good was in the form of pure philanthropy (often called Chairman's chequebook) or a marketing activity - sponsorship or Cause Related Marketing. By then Anita's little shop



had reached Australia. She was a brilliant storyteller and her campaigns around fair trade, animal testing and female empowerment got everyone talking. I particularly loved her voluptuous Barbie campaign 'Ruby'.

Her activist stance, common-sense beliefs on the role of business inspired me to keep going, despite having board room doors closed in my face, over and over.

**“There is no more powerful institution in society than business, which is why I believe it is now more important than ever before for business to assume moral leadership. It should be about responsibility, it should be about public good, not private greed”**

19 years later, Anita's words are more relevant now than ever. The vigilante consumer movement that she predicted back then is here, now.

We now live in an era where information is at everyone's fingertips thanks to the smart phone and internet. Numerous documentaries, books and media outlets are exposing the damage that consumerism is doing to society and our planet, there is robust climate change evidence and fingers are being pointed firmly at the corporate sector. Whilst this may not seem fair, because many consumers are not prepared to give up their lifestyles and products, it is where we are at – consumers are calling upon Corporate Australia to step up and find better, more efficient, less energy consuming, less damaging ways to make and deliver their products.

And in this age of information overload and #fakenews, how companies communicate their journey along this fraught path is just as important as the action they take.

Enjoy the read, and I'd love your feedback – [letstalk@cavill.com.au](mailto:letstalk@cavill.com.au)

Hailey

“IN TERMS OF POWER & INFLUENCE, YOU CAN FORGET THE CHURCH AND POLITICS. THERE IS NO MORE POWERFUL INSTITUTION IN SOCIETY THAN BUSINESS, WHICH IS WHY I BELIEVE IT IS NOW MORE IMPORTANT THAN EVER BEFORE FOR BUSINESS TO ASSUME MORAL LEADERSHIP. IT SHOULD BE ABOUT RESPONSIBILITY, IT SHOULD BE ABOUT PUBLIC GOOD, NOT PRIVATE GREED”

– ANITA RODDICK





## 2. SNAPSHOT

This snapshot will give you the essence of the report in a few minutes. It's not as juicy as reading the entire report, however!

We've scrutinised CSR & Social Good research (over 40 reports, global and local), and commissioned our own. Over 100 statistics feature in this report.

We've analysed and cogitated for months to work out what it all means for CSR communicators. This report captures our interpretation:

- A tsunami of conscience consumerism is heading towards Australian shores and it will reshape the corporate landscape as we know it
- The tsunami is the result of global unrest and the collapse of trust in all institutions – political, church and corporate. More detail can be found on page 17
- Frustrated & outspoken Millennials are driving change having had a gutful of scandals and, fearing for their future, feel not enough is being done to address society's problems and climate change
- The internet and smart phone have given all consumers the power to research behind the company and product and are responding with boycotts, petitions and spreading negative stories through social media
- Companies can no longer hide behind their corporate affairs department
- For Australians, the Royal Commission into the Banking sector, Pell and the circus in Canberra was the final straw in 2018
- Recruiting Millennials is going to be very tough for companies who don't have a higher purpose and practice CSR & Social Good - Millennials are turning their backs on profit-driven corporations for purpose-driven organisations such as social enterprises
- A revolution is underway and companies that do not respond to the call, step up and play an active role in society will become obsolete

- Those companies that are practising CSR & Social Good are failing to communicate it effectively – it is not resonating with Millennials
- Opportunities are being missed to positively impact recruitment, differentiation, sales, reputation and trust
- Communication is the vital link between CSR being dismissed as feelgood activity or a priority investment that impacts the bottom line
- Human brains process visuals much faster than words - so Social Good information should be in visual format - not boring wordy reports
- Companies must tell their CSR & Social Good story following the time-honoured story structure known as 'the Hero's journey' in order to cut through the white noise, consumer scepticism and stand out
- Human brains are also wired to accept, retain and share information in story form. Mastering the art of storytelling is essential for companies & brands. Facts tell but stories sell
- A new human style of leadership is required – one that combines action with empathy, reveals flaws as well as fanfare, struggles as well as successes
- 10 Talk Tips feature on p99 and a new model of communication is presented on p135

The wave of conscience consumerism will hit our shores in the coming year. Some companies are in complete denial and have their head in the sand. Others are oblivious, it's business as usual and every morning they're putting out the beach umbrellas. Some have felt the tremors but naively think the wave won't hit them and are building sand banks.

The savvy companies are ready – their surf board is waxed, their CSR strategy is in place, they're bravely answering the call and communicating in the way consumers want. Millennials are engaged - queuing up to work for them, buying their products & services and spreading the word through their networks. **These are the companies that will be riding the wave, who will not only survive but thrive in the new landscape.**

# FOUR STAGES OF A TSUNAMI IN THE CONTEXT OF CSR & SOCIAL GOOD

1

### INITIATION

**A large & sudden disturbance beneath the surface creates waves**

- Internet - info for all
- Smart phone - communication for all
- Rich & poor divide widening
- Angry millennials want purpose
- Female uprising - #MeToo, #TimesUp
- Church, political, corporate scandals – erode trust

**INSTABILITY = TRIGGERS FOR CHANGE**

2

### SPLIT

**Wave splits – one heads out to ocean, the other towards shore**

- Climate evidence – frequency of natural disasters
- Economic downturn
- Increased terrorism close to home
- Banking Royal Commission
- Brexit & Trump
- Pell enquiry

**VOLATILITY = POWER SHIFT**

3

### AMPLIFICATION

**Height of wave increases as speed intensifies**

- Jail time for criminal behaviour
- Boycotts & demonstrations
- Rainbow wave – equal rights
- Gig & 2nd hand economy
- Collective call for accountability
- Conscience consumerism

**REVOLUTION = CHANGE DEMANDED**

4

### RUN UP

**Peak of wave hits land, strong currents tear down the old to make way for the new**

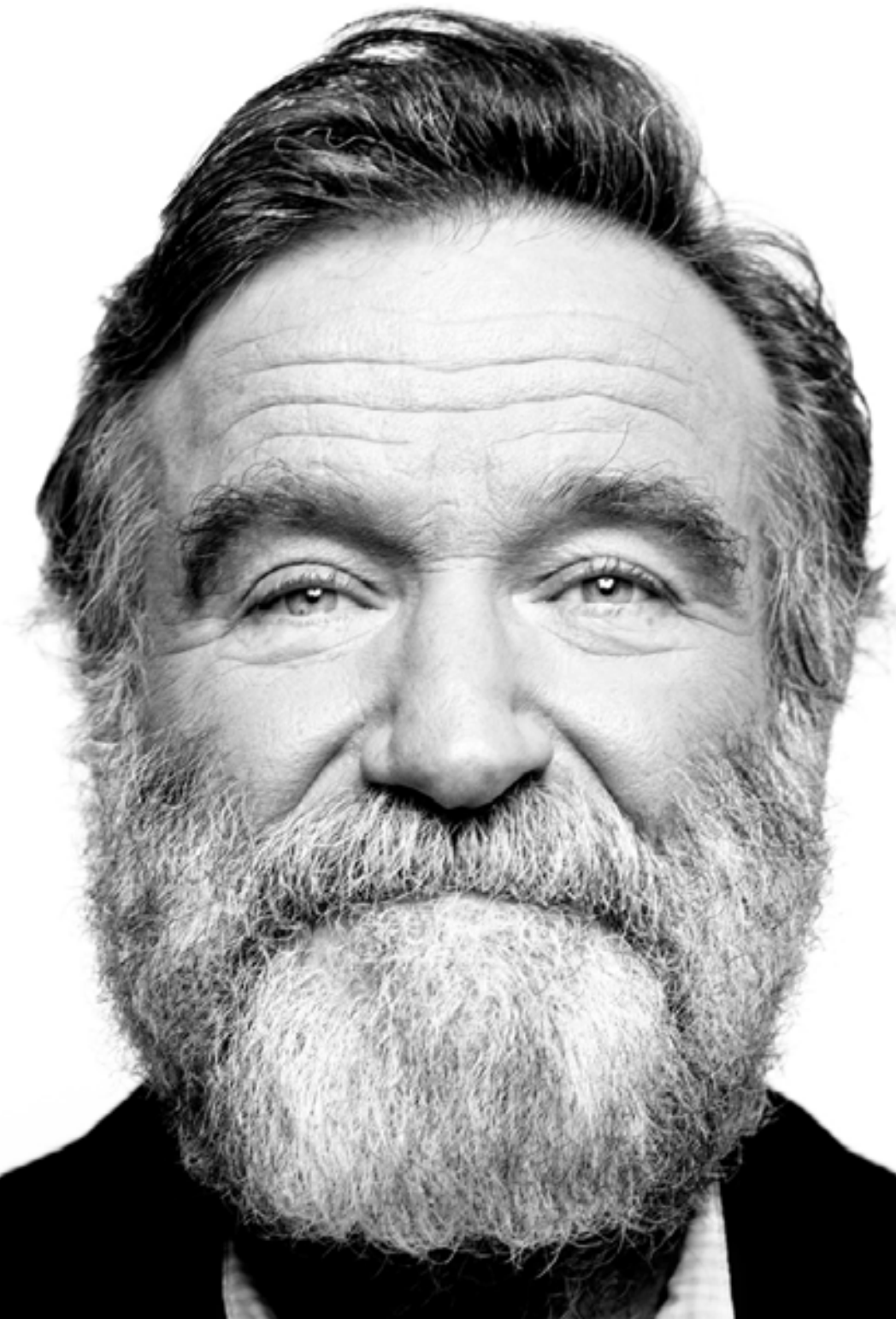
The wave is coming, where are you at?

**IN DENIAL – HEAD IN THE SAND**

**OBLIVIOUS – PUTTING OUT BEACH UMBRELLAS**

**NAIVE – BUILDING SAND BANKS**

**READY – SURF BOARD WAXED AND READY**



"NO MATTER WHAT  
PEOPLE TELL YOU,  
WORDS AND IDEAS  
CAN CHANGE  
THE WORLD"

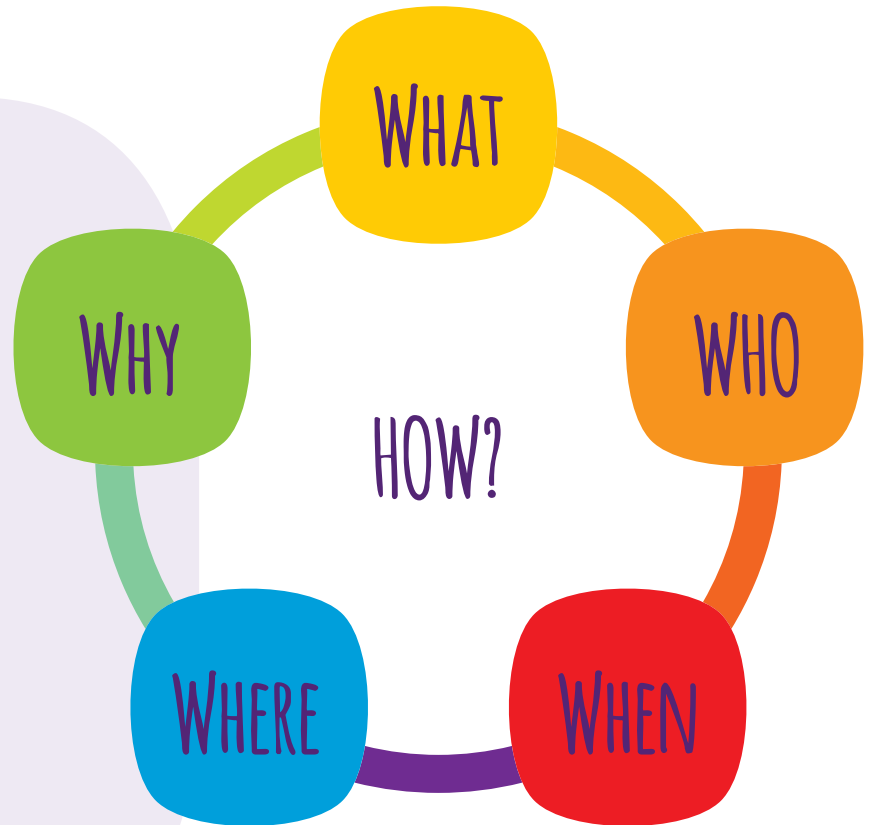
- ROBIN WILLIAMS

### 3. FIVE W'S

As a former (and reformed!) spin doctor, I've always been fond of the basic formula used by journalists of the Five W's: Who, What, When, Where and Why, sometimes with an H added for How.

Today's corporate communication has become complex, jargonistic and, if I'm honest, bamboozling and downright boring. By contrast, even though the Five W's have evolved since Pulitzer espoused them in the 1890s, they still work a treat, so I've used them to organise the contents of this report.

From hereon you'll start to see statistics with either a purple or green number or blue letter. These refer to the list of research reports detailed in Section 15.3 p 167.



## 4. WHY WE DID IT

Companies often invest large sums of money and time into CSR & Social Good programs, often *doing* amazing and innovative things, only to fail in getting the message out. They fail to engage staff and connect with customers. And you might be thinking: 'Why is communication so important? Surely it's the doing that is more important.'

We're past the point where companies can question whether to make CSR a priority. Even if their negative impact is minimal, there is overwhelming evidence that consumers want companies & brands to play a more active role in fixing social problems. Not just because it's the right thing to do, but because it gives those companies a competitive advantage. CSR leaders and governments will want to work with you. Consumers will prefer to buy your products. The best talent will want to work for you. Communities will welcome you into their neighbourhoods.

This is well known and there is plenty of evidence sitting behind the 'business case' for CSR & Social Good. But this report is not about whether a company should or should not be doing CSR. This report is for those organisations that are already doing it – or about to embark on their CSR journey – and want to make their communication more effective.

### 4.1 WHY COMMUNICATION IS SO IMPORTANT

Here's the thing. Of course the *doing* is critical – otherwise there's no story to tell – but if a company fails to communicate effectively, fails to connect, it will fail to change behaviour, to generate goodwill, motivate its customers, improve its reputation and so on. This is the opportunity that is being missed. A company *can* do well from doing good. And if it does well from doing good, then there will be ongoing support and investment to keep doing it.

It's all too easy for short-termistic CEOs to halt investment in CSR because 'it isn't impacting the bottom line'. And let's not fool ourselves: the bottom line is always no.1 when it comes to corporates.

If CSR is only ever seen as the 'warm fluffy stuff' that a few people on level 2 do, it will never be taken seriously or gain widespread adoption globally. CSR and Doing Good must prove itself to be able to contribute to performance. **Communication, we believe, is the critical factor that bridges that gap and transforms CSR & Social Good from a reluctant expense to a necessary investment in the company's future.**

I'D EVEN GO AS FAR AS SAYING THAT COMPANIES AND BRANDS THAT DO NOT EMBRACE CSR & SOCIAL GOOD, COMMUNICATE THEIR JOURNEY WELL AND PROVIDE THE INFORMATION IN WAYS THAT AUTHENTICALLY ENGAGE CUSTOMERS, WILL NOT HAVE A LONG TERM FUTURE.

You only need to see how emerging human-centred brands with a strong sense of purpose (Airbnb, Uber and Etsy to name a few) are stealing market share from the big corporates. There are numerous examples (some are in this report) of customers turning their backs on traditional, stodgy, faceless corporations and opting to do business with fresh new brands that offer radical transparency and present a human face with a bold social purpose (Toms, Thankyou, Patagonia).

Embracing the challenges of CSR & Social Good does indeed come with risk. However, this report shows that the wave of consumer appetite for change has reached tsunami proportions, and companies that choose to ignore it do so at their peril.

“CSR COMMUNICATION CAN TRANSFORM A RELUCTANT EXPENSE TO A SUPERIOR BUSINESS ADVANTAGE ”  
- MELANIE WILKINSON,  
CEO, FENTON COMMUNICATIONS



# TRANSPARENCY

## 5. WHAT WE'RE TALKING ABOUT

In our 23 years in business, we've seen a rapid evolution in CSR. Triggered by global unrest, the widening gap between rich & poor, collapse of trust in institutions due to scandals (church, political and corporate), disappointed Millennials and the growing awareness of human-caused climate change. It's all enabled by the internet and smart phone where information is real-time, two way and where consumers have the power. Corporates can't hide behind their corporate affairs department any longer.

A very early example demonstrating the power of social media was in 2007 when gsk<sup>1</sup> was fined \$200,000 and saw \$1m in lost sales thanks to two New Zealand teenagers. It all began when these two young kiwi schoolgirls did a science experiment that found the Ribena drink contained no trace of Vitamin C, despite the company's claims. Letters to the CEO were ignored, so they took to social media. Teenagers may ignore *you*, but you ignore *them* at your peril! Twelve years later, it's still easily found on Google – once on the web, always on the web. And girls just like these – Millennials – are now your employees and customers.



A yellow banner for 'SHONKYS 2014' featuring a Thermomix/Vorwerk appliance. The text reads: 'THERMOMIX / VORWERK For spinning dough Thermomix/Vorwerk assured customers there was no new model on the horizon while still selling the existing model at full price. Loyal 'Thermo fans' lost hundreds of dollars off the value of their \$1939 machines overnight. This Shonky broke the record for public nominations. Congratulate /ThermomixInAustralia'. The 'choice' logo is also present.

In late 2014 the cult-status Thermomix cooked up a storm in the suburbs when it failed to tell sellers that a new model was about to be launched. What followed was a wave of boycotting, petitions, complaints to the ACCC, accusations of deliberate deception and Facebook posts beginning with 'betrayed' and 'ripped off'. Ouch. Before you can say 'where is our crisis management strategy?' your reputation is mincemeat. Thermomix could have used some extra reserves of goodwill more recently when reports emerged of people being splashed and burned by their appliance.

<sup>1</sup>gsk - GlaxoSmithKline, makers of blackcurrant drink Ribena



A year later Volkswagen were caught out by the EPA (Environmental Protection Agency) for one of the most audacious corporate frauds in history, now known as #Dieselgate. The German car giant saw senior heads roll, prison-time for scape-goat engineers, \$25b in fines & penalties and a 23% share price drop wiping over \$17b off their market value. 2016 was a painful year for Reckitt Benckiser who were fined \$1.7m for misleading marketing for Nurofen.

The year also saw scandals involving dairy giants Murray Goulburn and Fonterra over milk prices, losing trust of farmers and consumers alike. Samsung found themselves amid a PR nightmare over exploding batteries in the Galaxy Note 7.

2018 was unprecedented for the number of scandals in Australia. We saw the 7-Eleven wage scandal, embarrassing exits by CEOs over affairs and cooking the books, Coles' flaky commitment to the environment and their flipflopping on plastic bags, to name just a few.

The year ended on a low note with the Banking Royal Commission revealing a culture riddled with dishonesty and greed. One bank is up for \$34m in penalties, there will be more, and there are calls for criminal behaviour charges to be laid. The big four are left humiliated and bruised but only time will tell if all the recommendations will be implemented.

Add to this a global uprising - #MeToo and the rainbow wave, and political uncertainty, most notably with Trump and Brexit. Global companies avoiding tax, Facebook privacy breaches, on it goes. Closer to home we saw yet more chaos in Canberra, the Pell revelations and tangible evidence of climate change with destructive droughts, floods and fires. Is it any wonder that Australians have lost all faith in institutions after so much deception and upheaval?

**It came as no surprise to me that the Oxford Dictionaries word of 2018 was 'toxic'.**



## THE TIME OF THE VIGILANTE CONSUMER IS HERE AND THEY'RE SUPPORTED BY AN ARMY OF APPS, WEBSITES, BLOGS, PODCASTS AND TV SHOWS EXPOSING UNETHICAL BEHAVIOUR, MARKETING TRICKS AND HYPOCRISY

Top rating TV shows like The Checkout, Gruen, #WarOnWaste and Media Watch. Choice expose dodgy brands & behaviour through their annual Shonky Awards. Activist groups like GetUp and Greenpeace who are very well organised and resourced are using digital tools to draw attention to a range of scandals, including the live export trade.

Consumers today are far savvier about marketing techniques and are on high alert. They are also acutely aware of the impact of their purchase and the negative impact of consumerism.

Products that do no harm are desired, and guilt-free brands that do good are especially popular. See the rise of social enterprises like Thankyou, Hero condoms (who donate a pack for every one purchased) and Who Gives a Crap toilet paper that invests in WaterAid to improve sanitation in developing countries.

## MILLENNIALS<sup>2</sup> ARE FLEXING THEIR MUSCLES AND ARE USING THEIR VOICE, WALLET AND SKILL TO SEND A MESSAGE TO CORPORATE AUSTRALIA.

They want to work for a company that is truly making a difference to them *and the world around them* and they'll seek out those types of companies as employers. There's a new era of corporate empathy as more women take up senior positions and 'soft' skills are valued. Jacinda Ardern showed us what real leadership looks like in the aftermath of Christchurch - she took immediate action and demonstrated extreme empathy.

The times they are indeed, a-changin'.

"THEN YOU BETTER START SWIMMIN' OR YOU'LL SINK LIKE A STONE,  
FOR THE TIMES THEY ARE A-CHANGIN'." - BOB DYLAN

---

<sup>2</sup> Millennial, Aged 19-36



Social good has grown far beyond a feel-good activity driven by a few visionary CEO's. It is now a serious and essential strategy, critical for the survival of almost any company operating today. One-off Cause Related Marketing (CRM) campaigns are being replaced by long term partnerships with charities where the aim is to solve a social problem, not just write a cheque.

Business Jargon and CSR jargon proliferate. What began in the '90s as 'philanthropy' at the soft end and 'sponsorship' at the hard end evolved into the Triple Bottom Line (TBL) – a framework for evaluating performance on a broader scale – social and environmental as well as financial.

In the 2000s a handful of Australian companies began to adopt CSR principles and talk turned to action. Terms like Corporate Community Investment (CCI) entered our language, CSR became the catchcry and Sustainability took on a whole new meaning. Almost every week there is a new buzzword – Creating Shared Value, the Circular Economy... it's hard to keep up and easy to get lost in all the jargon.

At Cavill + Co we just call it CSR & Social Good. If you're confused by all the different terms, check out our list of CSR & Social Good Definitions in **Section 15.1 on page 156**.

## 5.1 2018 AND BEYOND

We've now reached a point where consumers are calling for Corporate Australia to step up, get involved in discussions and provide solutions for the numerous social and environmental problems we face. Whilst there is a lack of trust in the corporate sector, consumers – Millennials especially - believe that business is the **only** institution with the power and resources to make systemic change.

Last year when several corporates got behind the same-sex marriage vote, Minister Dutton told them to 'stick to your knitting'. All this did was to confirm how out of touch our political leaders are, because Australians *want* companies to get behind social issues and causes, they want them to speak up on issues that matter, and they believe they'll do a better job than the elected officials.

It's time for Corporate Social Responsibility to become a **Corporate Social Response**. A handful of companies are responding, and doing it brilliantly, but we have a long way to go. Too many leaders are still singularly focussed on the bottom line, without realising that **CSR is the bottom line**. The statistics in this book support this.

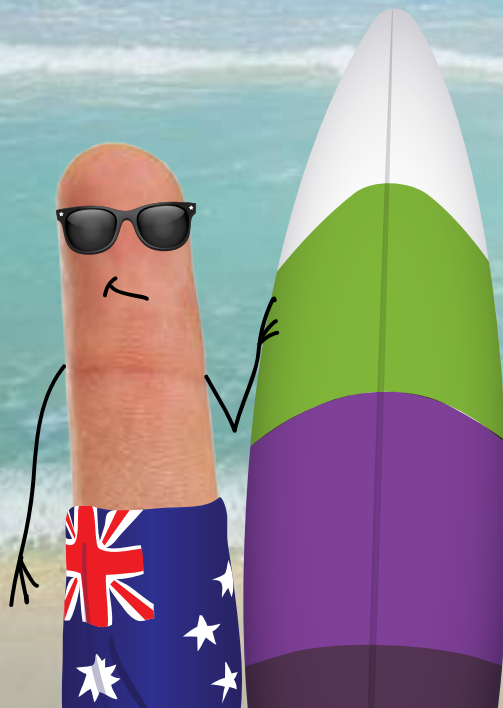
**And for those that are on the CSR journey, the most critical aspect is how that is communicated.**

## 6. WHO IS OUR AUDIENCE?

Ultimately companies in Australia are keen to engage anyone who can influence the future of their business (otherwise known as stakeholders), in their CSR & Social Good achievements and communications.

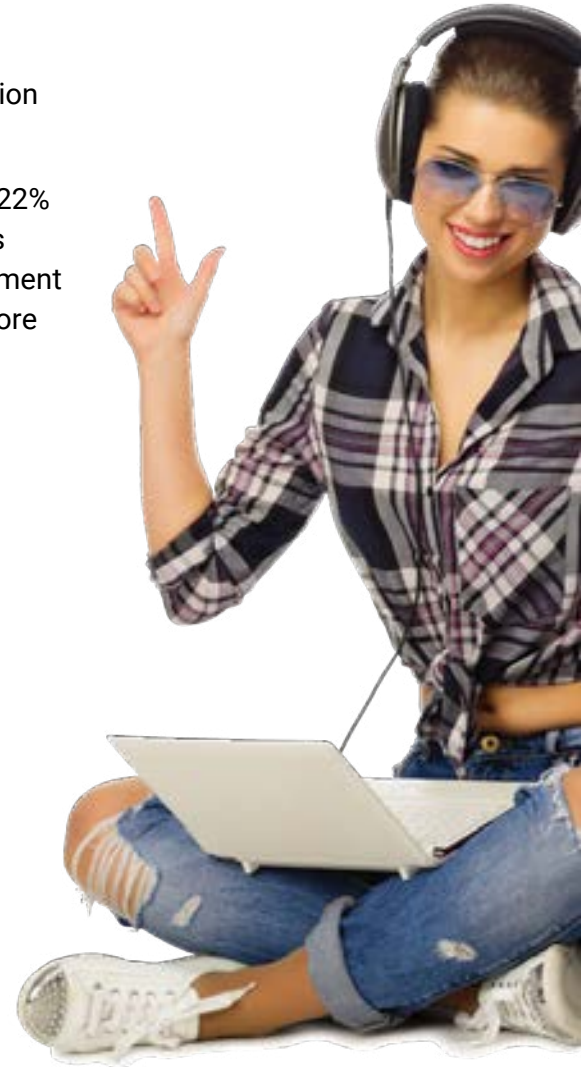
In Talking the Walk®1, which focused on influencing mainstream Aussies, we discovered that of all the generations, Millennials (those aged between 19-36) were the most passionate and vocal about CSR & Social Good. They are also the most determined and capable of reshaping the corporate culture through their consumer choices. So this report, Talking the Walk®2, has a greater emphasis on how to communicate and resonate with millennials.

Ultimately it's risky to place an entire generation of complex humans into one 'box' and suggest that they share similar traits. However, as the research we've analysed came from over 40 different sources, we felt it was necessary to provide some grouping mechanism, so we're on the same page about who's who in the Aussie Zoo. Here are the accepted generational groups:



## 6.1. GENERATION CATEGORIES

1. **PRE-BOOMERS**, aged 72+, represent 11% of our population, their catchcry is 'everything in moderation'
2. **BABY BOOMERS**, aged 55–72, represent 22% of our population, often called Grey Nomads, their catchcry is 'you have to work your way up to the top'
3. **GENERATION X**, aged 37–54, represent 21% of our population and 35% of workforce, their catchcry is 'whatever'
4. **GENERATION Y**, are MILLENNIALS, aged 19–36, represent 22% of the population and 31% of the workforce, sometimes called KIPPERS (Kids in Parents Pockets Eroding Retirement Savings). Their catchcry is 'Whatever! Prove it'. Much more on the Millennials overleaf.
5. **GENERATION Z**, aged 8–23, represent 19% of the population, their catchcry is 'cray cray', defs and YOLO (for anyone over 40 that means crazy, definitely and You Only Live Once)
6. **GEN ALPHA**, born after 2010.



## 6.2 MILLENNIALS

Aaah Millennials. Media stereotypes would have us believe they're either lazy, poor, self-absorbed, job-hopping youths or difficult, self-entitled, smashed-avo-munching know-it-all's who live for selfies.

**The reality is strikingly different.** Millennials are unlike any generation before them and they are the most misunderstood and generalised generation. Even credible leadership guru Simon Sinek<sup>1</sup> got an online roasting for his assessment of them.

I'm no expert, far from it. Despite reading over 40 research reports - of which half reveal characteristics about Millennials - and having several Millennial staff & clients over the years, I am not myself a Millennial, so I'll never truly understand them. But try I must. **And so, must you.**

“YOU MUST UNLEARN WHAT YOU HAVE LEARNED”

- YODA

Why? Because they're incredibly powerful. They are your current employees and **future** managers and CEO's. They are your current and **future** customers (if you are truly responding to their needs). They are potentially your future investors (but not if your only priority is profit). They are, most likely, your **future** competitors.

There is also a much more important reason that goes far beyond business. The Millennial generation is **OUR FUTURE**. The most maligned generation of our time is going to have to deal with the most colossal task ever asked of the human race. Our planet is under threat - some scientists<sup>2</sup> say we've entered the sixth period of mass extinction of life on earth. Scoff you may, believe the science or not, it doesn't matter, because Millennials are deeply concerned about it and their future, and they will leave anyone behind – including corporations – that refuse to join them aboard the climate action train.

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<sup>1</sup> Simon Sinek, leadership guru & author, speaking on Millennials on YouTube. 11m views. <https://is.gd/9I6ET4>

<sup>2</sup> The Guardian 2017, Earth's 6th mass extinction event already underway scientists warn. <https://is.gd/WfPWiw>

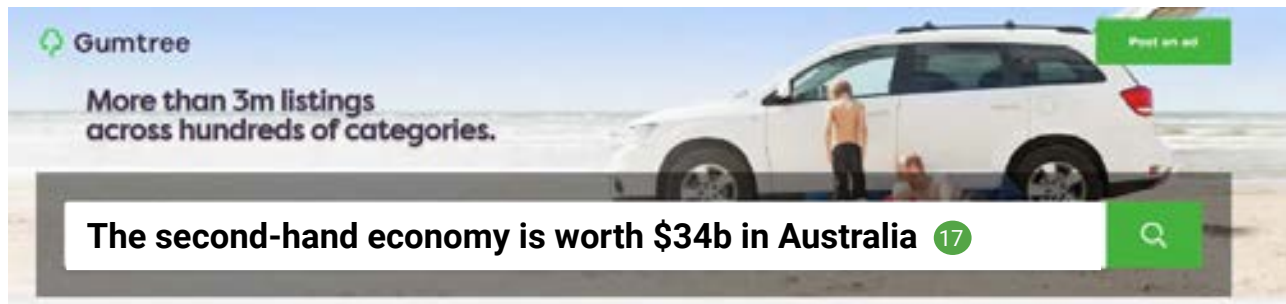


MILLENNIALS ACCOUNT  
FOR 24% OF THE WORLD  
POPULATION AND 29%  
OF THE AUSTRALIAN  
POPULATION 9

**Millennials are worth 7% of the Australian food & grocery retail market and by 2021 their market share will jump to 17%. Over the next five years they will account for retail growth of \$6.1b. 9**

THEIR REVOLUTIONARY VIEW OF THE WORLD IS RESHAPING GLOBAL  
BUSINESS, AND AUSTRALIA IS NO DIFFERENT.

Their consumption of food, booze and news, love of technology and online shopping habits is vastly different from generations before them. They don't care to own a car – it's easier to borrow a vehicle, bicycle or scooter to get around – and it's so much better for the planet. One in five don't believe they'll own a house one day. <sup>16</sup> Second hand is cool, not because it's cheap, but because Millennials deplore wastage and landfill, driving the multi-billion-dollar second hand economy. Sharing is cool, buoyed by sites like Airbnb, Snapgoods, Uber, The Volte, Rubberdesk, Fiverr and Airtasker. They're not poor....just prudent with money, spending it on things that are important to them. Many industries (those not innovating fast) will soon be irrelevant and obsolete. A little like the dinosaurs, who were wiped out in the fifth mass extinction. Consider the printing, newspaper, automotive, taxi, hotel and retail industries that Millennials have radically altered in less than a decade.



We know they are highly networked. Younger Millennials have up to 11 connected devices for their news, information, services and entertainment, and to connect with friends. Facebook and YouTube are the preferred channels for the older Millennial and Instagram for the younger group. <sup>9</sup>

### MILLENNIALS ARE INCREDIBLY DIVERSE

First we have the broad age range – from 19-36. A Millennial at the younger end is likely to be studying or just starting work, whereas at the older end they are living independently and may even have kids of their own. So, to even think about them as similar is foolish, as their mindset, needs and purchase behaviour is going to be very different.

Then there are cultural differences - a large proportion of our Millennial population live in Sydney & Melbourne where they see the best job opportunities - and of these one in three was born in Asia. <sup>5</sup> This suggests that they embrace more conservative values and behaviour. For example, four in 10 Australian-born Millennials are married compared to seven in 10 Asian-born Millennials. Asian-born Millennials rarely watch TV compared to 22% of Australian-born Millennials. <sup>5</sup>

90% OF MILLENNIALS OWN  
A SMARTPHONE AND OF  
THOSE 65% USE IT TO FEEL  
CONNECTED 

## 76% OF AUSTRALIAN MILLENNIALS ASPIRE TO BE MARRIED <sup>16</sup>

Incomes vary too - they are not all living the smashed avo lifestyle. Triple J's youth survey reveals that half of Australian Millennials have less than \$5k in the bank <sup>16</sup> and yet another study suggests that the average personal income of an Australian Millennial is \$71k. <sup>9</sup>

And let's not forget First Nations people. While there are no current stats on age or work status (that's rather telling don't you think?) ABS<sup>3</sup> stats from a decade ago showed one in five of the Indigenous population were Millennial, and half of those were participating in full or part time work or study.

### MILLENNIALS WANT TO WORK – BUT IT'S ABOUT MORE THAN MONEY

## 67% AUSTRALIAN MILLENNIALS RATE 'POSITIVE WORK ENVIRONMENT' OVER MONEY WHEN CHOOSING A NEW EMPLOYER (COMPARED TO 52% OF MILLENNIALS GLOBALLY) <sup>7</sup>

The one thing that all Millennials share, is that they want to work for companies that have a purpose beyond making money, that provides a supportive and flexible working environment and a positive culture (that means more than providing a cool office with bean bags and free lunch). A company that they trust, and are proud to declare as their employer. A place where people are inspired and motivated and are willing to think differently. Alas not enough companies are meeting those needs and Millennials are turning their backs on the corporate sector to pursue alternative industries and ventures that are more rewarding, that allow them to contribute to the company as well as society - Innovative workplaces that provide the opportunity for them to thrive.

## ONE IN THREE HAVE A SIDE HUSTLE OUTSIDE THEIR NORMAL JOB <sup>7</sup>

<sup>3</sup> ABS stats 2002

42% OF AUSTRALIAN MILLENNIALS BELIEVE BUSINESS HAS A POSITIVE IMPACT ON SOCIETY, DOWN FROM 72% A YEAR BEFORE – SO OVER HALF DON'T BELIEVE OR ARE NEUTRAL <sup>7</sup>



Many smart, savvy Millennials are opting to work for less pay at a non-profit or seeking out employment with the growing group of BCorps<sup>4</sup> - companies that are certified to have a balance of purpose and profit. Over 2,600 companies now carry the BCorp certification, including big players like Beyond Bank, Patagonia, Intrepid and Ben & Jerry's.



<sup>4</sup> BCorp - [www.bcorporation.com.au](http://www.bcorporation.com.au)



Millennials with an entrepreneurial spirit are setting up social enterprises, organisations that operate like a business but with a social purpose. Established ones you may have heard of include STREAT, Thankyou, KeepCup, Who Gives a Crap and Hero Condoms.

There are many others you may *not* have heard of, like The Sweetest Gift that's soon to open a dessert restaurant in Sydney employing & training organ transplant recipients, set up by Millennial Patricia Scheetz. Then there's Rap 4 Change, founded by Australia Day Citizen of the Year 2018 Ned Narouz, that supports young people in Blacktown through rap & hip-hop workshops & mentoring. HoMie is another, started by Millennials Marcus, Nick and Robbie after talking to people living on the streets in Melbourne. The award-winning HoMie sells ethical & sustainable clothing whilst at the same time providing new clothing and training to young people experiencing homelessness.

I meet and work with people like this every day, who are not finding fulfilment in the traditional corporate culture and are starting their own purpose-driven venture. Indeed, there are 200,000<sup>5</sup> social enterprises in Australia and the sector is growing fast.

For those Millennials that are unsure of their career path, they're driving – and taking advantage of - the Gig economy<sup>6</sup> to develop their skills and gain experience. Huge companies like Uber and Airbnb, who don't own a single car or a property, are the tip of the Gig iceberg.

Growing up in a volatile job market, job security is not something that Millennials expect or feel entitled to. However they do worry about employment opportunities, in particular robots taking their jobs. Only 25% of young Millennials feel secure in their job – so 75% don't feel secure.<sup>10</sup> 33% of older Millennials feel secure in their job, so two in three don't.<sup>10</sup>



<sup>5</sup> The conversation, Dec 2017

<sup>6</sup> Part-time or freelance work, The Gig Economy <https://is.gd/uY5EOg>



DANIEL FLYNN,  
THANKYOU

They are accused of job hopping, but half of Millennials say they would like to stay in a job for 10 years<sup>7</sup>. Why is it that organisations like Google and SEEK have Millennials queuing up to work for them whilst others struggle to attract and retain top Millennial talent? Perhaps corporate Australia would be able to entice them... and enjoy more loyalty if it provided the right culture and embraced social good, giving Millennials an incentive to stay.

“ROI IS NOT ENOUGH FOR ME. TALK TO ME ABOUT  
HOW WE MAKE A DIFFERENCE, NOT YOUR CASH FLOW”

- ELIZABETH MCLEOD, MILLENNIAL  
(AN OPEN LETTER TO MANAGEMENT)<sup>8</sup>



NED NAROUJ,  
RAP 4 CHANGE

By 2020 Millennials will represent 46% of the working population globally<sup>9</sup>, so where they choose to apply their talents, skills and time will continue to carve out new industries and leave others obsolete.



PATRICIA SCHEETZ,  
THE SWEETEST GIFT

<sup>7</sup> Wall Street Journal, 2016, Centre for Creative Leadership – “What Millennials Want from Work”

<sup>8</sup> Why Millennials Keep Dumping You – an Open Letter to Management <https://is.gd/RgyDLL>

<sup>9</sup> Forbes

## MILLENNIALS ARE NOT HAPPY

Many Millennials are anxious, feel misunderstood and lack confidence. They think not enough is being done to safeguard their future. On a scale of 1-10, their average level of confidence is 5.5 <sup>11</sup> and 75% think the media don't care what they think. <sup>11</sup>

57% of Millennials don't think they will be happier than their parents <sup>7</sup> and two in three Millennials see their future as bleak. <sup>11</sup>

Some statistics suggest they are dealing with this through drinking, abusing drugs and self-harm.

The most pressing issue facing Millennials is mental health (38%), housing affordability (27%), getting a job (16%) and climate change (11%). <sup>16</sup>

But Millennials are not resigned to their fate. Many were told by their parents that they can achieve anything they set their minds to, and when they are in positions of leadership and influence they will do things very differently to the current business leaders and politicians.

## MILLENNIALS FEEL LET DOWN BY INSTITUTIONS INCLUDING CORPORATE

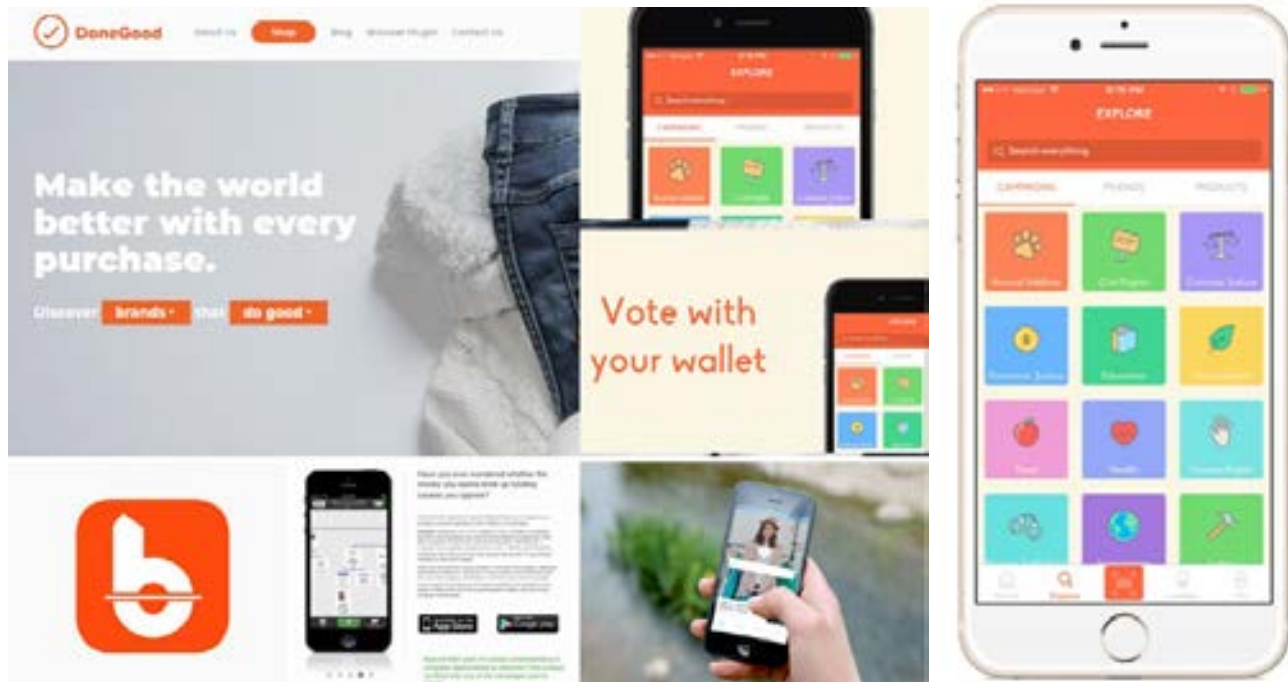
Millennials feel let down by all institutions – government, the church and corporates. Only 7% feel confident that politicians are working in their best interest. <sup>16</sup>

Australian Millennials have a dim view of corporates - the lowest in four years. Three quarters of Millennials see business as focusing on their own agenda rather than considering the wider society and two thirds say companies have no ambition beyond wanting to make more money. <sup>7</sup>

The Millennials' response is that they're supporting companies and brands that are doing good, and boycotting those that are behaving badly – more of that in chapter 9. They are supported by technology, with numerous APPS like DoneGood, Buycott, Orange Harp, Explore and Good on You allowing them to research products online and at the point of sale to help them decide whether to Buy or Avoid.



83% of Millennials believe business should be measured in more ways than just financial, and the next generation - the Z'ds - are not far behind at 80%. <sup>7</sup> They're not naïve – they know profits are a priority, but they believe there should be more balance. A company or brand should be: making a positive impact on society and the environment; creating innovative products and jobs; committing to inclusion & diversity (genuinely, not just filling quotas) and it should be making people's lives better - but NOT at the expense of the planet. <sup>16</sup>



WHILST THEY DO FEEL LET DOWN, THREE QUARTERS OF AUSTRALIAN MILLENNIALS BELIEVE THAT CORPORATIONS HAVE THE POTENTIAL TO SOLVE SOCIETY'S PROBLEMS 7

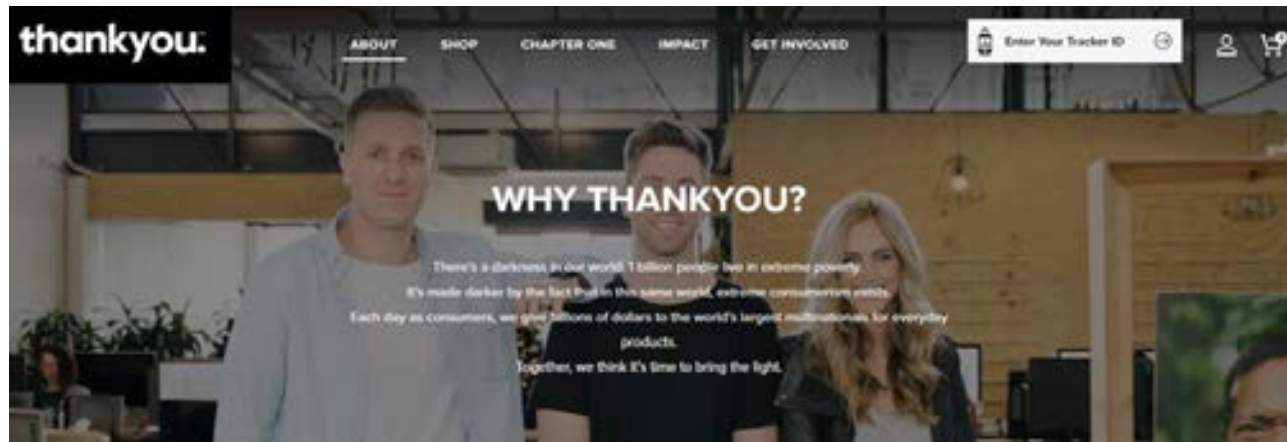
3 IN 4 MILLENNIALS SEE BUSINESS  
AS FOCUSING ON THEIR OWN  
AGENDA RATHER THAN SOCIETY. 7

## THE OPPORTUNITY

A decade ago we saw the emergence of the Conscious<sup>10</sup> Consumer movement. I believe Millennials have evolved this further into what I call the **Conscience Consumer wave**<sup>11</sup>. They are not just aware but have a very strong moral sense, taking action and making decisions based on these morals and ethics. They question and investigate far more and are choosing to buy products based on these criteria, they're mistrusting of media and news and seek work that is meaningful.

They know they have the power to change the way Corporate Australia behaves – by flexing their muscles at the checkout, by using their powerful voice across multiple communication platforms and choosing to work in sectors other than profit-focused Corporations.

In ten years, I wonder how many of these purpose-driven organisations will be competing with the tired old profit driven corporations? Just consider how much 'Thankyou' has grown in just a decade - 55 products in 5,500 outlets. Its purpose is clearly defined, measured and communicated – they've given \$5.8m to fund water access, sanitation & hygiene empowering 785,000 people across the world. It's clearly part of their DNA, it's right there on the home page of their website, not hidden in an annual report as an afterthought.



<sup>10</sup> Conscious – aware, awake, having knowledge of something

<sup>11</sup> Conscience – moral sense of right & wrong, acting as a guide to behaviour

**In summary, Millennials hold great power and influence. Companies that ignore them will do so at their peril.**

**It's no longer acceptable for companies to pay lip service to sustainability** – meeting regulatory requirements, replacing a tree for every one cut down or offsetting carbon omissions.

It's not enough to donate money to charities but continue to hurt society.

It's unacceptable for companies to pay slave wages to workers in developing countries and give CEO's a multi-million dollar exit package.

Operating 'business as usual' is not going to cut it with Millennials. Companies will have to go much deeper and further, show demonstrable action and outcomes, stand up and speak out on issues that matter, if they want to attract them as future employees, customers, suppliers and investors.

**And the style of communication, I believe, will be THE determining factor as to whether they believe you or not.**

Research reports evaluated and cited here can be found in the Talking the Walk®2 Resource Centre - link provided with purchase.



## WHAT MILLENNIALS WANT

### 1. STOP PLUNDERING THE EARTH:

Demonstrate you share their concern about climate change by taking action. Start by reducing waste & packaging.

### 2. OWN UP AND FIX IT:

Be honest - it's ok to be imperfect. Embrace radical transparency and humility.

### FLAWSOME IS AWESOME!

### 3. BE HUMAN:

Show your human face, they want to engage with 'regular people'.

### 4. MAKE A STAND:

Stand for something that matters to them, make it relevant, make it last, stand firm even in the face of criticism.

### 5. BE A FORCE FOR GOOD:

Be a catalyst for positive social change. Real action not rhetoric. Demonstrate impact.



**YOU DON'T HAVE TO BE SMALL TO BE 'HUMAN' —  
APPLE HAS DONE A BRILLIANT JOB OF TAPPING  
INTO THE HUMAN EXPERIENCE.**

'I BOYCOTTED THE BIG 4 BANKS AND  
RETAIL SUPER FUNDS BECAUSE OF THE  
FINDINGS OF THE BANKING INQUIRY"  
- VERBATIM COMMENT,  
AUSTRALIAN MILLENNIAL,  
DECEMBER 2018

The generation categories are useful because they provide insights into the attitudes, beliefs and behaviour of groups of people born around the same time, experiencing similar events. Living through the Vietnam War would have shaped the Baby Boomer beliefs, X-ers saw the PC introduced which changed the workplace forever. September 11 impacted us all but rocked the Millennial sense of safety and optimism. What is clear from the Millennial group is that to generalise too rigidly can be risky, so generational categories are great indicators for how to begin to communicate with each group, nothing more.

More detailed info on the behaviours, attitudes and giving habits of all generations can be found in our **Supplement 1 - Talking About Our Generations 2018** - at the Talking the Walk®2 Resource Centre.

Before we walk you through the research, we want to tell you a little about the amazing people that helped us to realise this report.

# GENERATIONS



## 7. WHO MADE IT HAPPEN

Producing a report like this takes a great deal of time, money and most of all, a willingness to share knowledge and stories. For their generosity we must thank our amazing partners who have made it all happen. More about them can be seen in Section 13.2 on p 138.



CHRIS DAY



Everyone at **Caltex**, including former Head of Brand & Communications **Chris Day**.



DAVID COOKE



**KONICA MINOLTA**  
Managing Director  
**Dr David Cooke** and  
**Anastasia Konstantelos**  
at **Konica Minolta**.



KIM DI MARZIO



**DI MARZIO RESEARCH**  
MARKETING AND STRATEGIC RESEARCH CONSULTANCY  
**Kim Di Marzio** and **Paul Di Marzio** at **Di Marzio Research**.



MICHELLE FISHER



Everyone at **IAG**  
including **Michelle Fisher**,  
Manager Community  
Learning, **IAG Foundation**.



MELANIE WILKINSON



**Melanie Wilkinson, Alan Fitzpatrick, Sorayia Noorani** at **Fenton Communications**.



ANIA NOWAKOWSKA



**Ania Nowakowska** our  
fabulous designer from  
**redwagon**.

## 8. HOW AND WHEN WE DID IT

Cavill + Co's first dip into CSR & Social Good Communication was in 2008 with the ground-breaking report **Real Not Spiel**<sup>®</sup>. We explored everything from packaging to treatment of employees, ethics, trust, charity and greenwash. Some results were surprising but it validated what we thought – that CSR & Social Good Communication could not follow the same rules as corporate communications.

From 2011 we began gathering & reviewing over 100 research reports that provided an insight into why CSR & Social Good Communication was so special. We tracked down innovative & creative examples from Australia (not enough I am afraid) as well as overseas (they are doing better than we are) of companies embracing the new model of communicating CSR & Social Good. This became the bedrock of Talking the Walk<sup>®1</sup>, the first report of its kind to tackle the communication of CSR & Social Good, which we launched in May 2016.



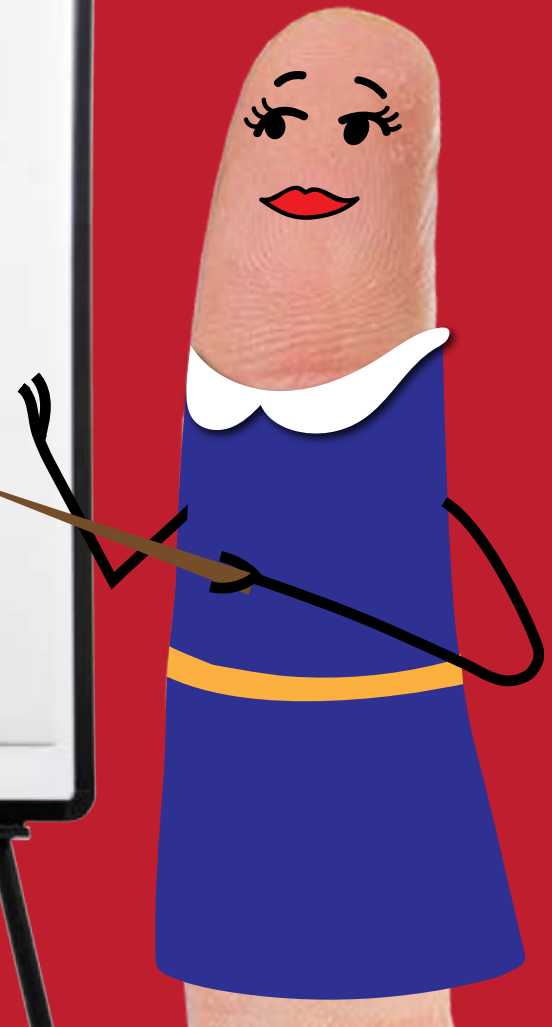
As the world has changed so dramatically since then, we felt an updated report was needed. And here it is, entitled Talking the Walk<sup>®2</sup>, with a much greater emphasis on how Millennials are feeling about the role Corporate Australia can play in solving societal & environmental issues.

We have certainly reached a critical tipping point, which represents both a crisis and opportunity for Corporate Australia.

## 8.1 RESEARCH CRITERIA

We began with desk research, gathering all existing research from around the globe, selecting those studies that met this criteria:

1. GLOBAL RESEARCH THAT INCLUDED AN AUSTRALIAN SAMPLE OF OVER 500
2. AUSTRALIAN RESEARCH THAT HAD A SAMPLE SIZE OF OVER 1,000
3. RESEARCH AND REPORTS THAT RELATED TO BEST PRACTICE COMMUNICATION, CSR, COMMUNITY INVESTMENT, SOCIAL GOOD, SOCIAL PURPOSE AND MILLENNIALS
4. STUDIES FROM MAY 2016 ONWARDS ONLY (NO MORE THAN 3 YEARS OLD UNLESS FOR BENCHMARKING PURPOSES)
5. RESEARCH WITH A CREDIBLE METHODOLOGY AND FROM A PROFESSIONAL SOURCE



By reading and analysing the 40-plus reports we found, we saw that things had changed quite dramatically since 2016. CSR & Social Good activity has increased globally amongst the large corporations, with many aligning to the UN Sustainable Development Goals (known in CSR circles as SDG's). Reporting impacts has also improved, and Millennials have become the champions of social & environmental activism. At the same time fake news proliferates, we're bombarded with more and more information, 'brand corporate' has been tainted and yet we haven't seen much improvement in the way companies communicate their CSR & Social Good.

In partnership with the amazing team at Di Marzio Research we set about asking some new questions to supplement the wealth of information that we had already amassed. New online research was conducted in 2017 and as recently as December 2018 with 1,200 Australians selected to closely match the adult population demographically.


This report represents our interpretation of both desk & new research. It includes our insights and recommendations built upon 20+ years of operating a social-good consultancy, working with leading companies on their CSR strategies in Australia and a decade in Marketing & Communications in London.

A list of all the research studies that have formed the basis of this report, is contained in Section 15.3 on p 167. When you purchase Talking the Walk<sup>®2</sup>, you can access the majority of the original reports at the Talking the Walk<sup>®2</sup> Resource Centre.

If you love reading research you are in for a real treat – knock yourself out!

**This report was written over January, February and March 2019 and published on 8 April 2019.**

# INTELLIGENT INSIGHTS



“COMPANIES SHOULD NOT HAVE A SINGULAR VIEW OF PROFITABILITY. THERE NEEDS TO BE A BALANCE BETWEEN COMMERCE AND SOCIAL RESPONSIBILITY... THE COMPANIES THAT ARE AUTHENTIC ABOUT IT WILL WIND UP AS THE COMPANIES THAT MAKE MORE MONEY”  
- HOWARD SCHULTZ, CHAIRMAN OF STARBUCKS

## 9. WHAT WE FOUND - THE STATS

Here's the meat: a summary of the research, collated into 6 areas of interest - each designed to give you a comprehensive understanding of the mood of Australians in regards to CSR & Social Good. This is exclusive, imperative knowledge that will inform your CSR & Communication strategy. Often, when analysing numerous research studies from different sources, contradictions arise. We've been surprised to find almost universal alignment, especially in relation to how consumers want Corporates to act and how they want to be communicated with. It appears we have reached a tipping point.

If you see a statistic in this upcoming section that takes your fancy, take note of the coloured reference number (either a **purple** roman numeral, a **green** number or **blue** letter) and that tells you which section you can find the research report - name, date, author and sample size – in Section 15.3 p 167. If you then want to read the entire report, you can do so via the Talking the Walk®2 Resource Centre.

As this report is about **communication** we haven't delved too deeply into what CSR activities Corporates should or shouldn't be doing. I believe we're well beyond the point where companies can deliberate on whether they should be practising CSR or not.

These themes have also formed the basis for our thinking around the guidelines in Section 12: HOW to Talk the WALK p 98.

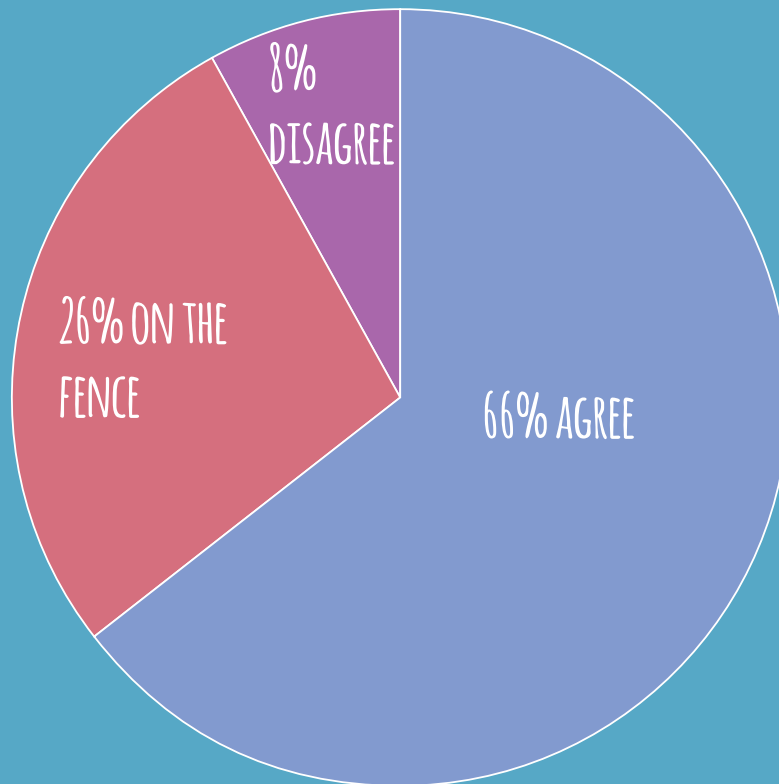
### 9.1 VIEWS ON CORPORATES

Continuing the Tsunami metaphor, we observed the first significant earth tremors in 2008 with the publication of Real Not Spiel®. Although we've been tracking the conscience consumerism wave since 1997, it was this report that affirmed that it was no longer an isolated wave, it was heading to mainstream shores. A standout insight - misleading information about CSR was just as angry making and boycott inducing as damaging society & environment. It was then I realised that communication was just as vital as action.

The sheer size of the wave was evident when, in April 2016, we put a provocative statement to Australians about how they view Corporates, and 2 in 3 responded with a negative view.

## IN APRIL 2016 WE ASKED AUSTRALIANS TO AGREE OR DISAGREE WITH THE STATEMENT

"IN GENERAL ALL THEY DO IS CARE ABOUT PROFIT AND THEY'LL DO ANYTHING TO GET IT, EVEN DAMAGING SOCIETY AND THE ENVIRONMENT IN THE PROCESS" <sup>iv</sup>



"WE SEE IT EVERYWHERE, THE EVIDENCE SPEAKS FOR ITSELF"

### 66% AUSTRALIANS AGREED WITH THE STATEMENT

Tellingly, almost three quarters of those that work for a corporate (73%), or used to (72%) agreed with the statement, so that means actually being on the inside doesn't improve their opinion! <sup>iv</sup>

We also asked Australians to tell us why they felt this way, in an open question - you can see the entire list of responses in the Talking the Walk@2 Resource Centre.

The main reason given was 'corporates are profit driven/greedy/it's just business' with 44% of those that agreed with the statement, saying this spontaneously. The next most common reason was 'I read, see and hear about it everywhere, the evidence speaks for itself.' <sup>iv</sup>

Fast forward 2 years and Millennials' view of corporates is decidedly dim, the lowest in 4 years.

3 in 4 Millennials see business as focusing on their own agenda rather than considering the wider society <sup>7</sup> and 2 in 3 say companies have no ambition beyond wanting to make more money. <sup>7</sup>

Millennials are not naive, they know that profit is both necessary and a priority for companies, but they believe corporates should set out to achieve more balance. They think companies should be making a positive impact on society and the environment,

creating innovative products and jobs, and making people's lives better.

Business appears to be out of step with Millennials, they are not prioritising issues that matter to the most powerful and influential group of consumers, to date.

83% of Millennials believe business should be measured in more ways than just financial – and Gen Z are not far behind at 80%. <sup>7</sup>

"I SAW ONLINE THAT  
APPLE DON'T PAY TAX IN  
AUSTRALIA, THAT MADE  
ME THINK TWICE ABOUT  
GETTING AN APPLE FONE"

- VERBATIM COMMENT,  
AUSTRALIAN MILLENNIAL,  
DECEMBER 2018

**Whilst it appears that some Australian companies are slow to embrace CSR & Social Good, consumers - especially Millennials - increasingly want companies to step up and work to solve Social problems.**

Yet again, the issue of transparent communication has arisen. Millennials believe corporates just use rhetoric, are not truly committed to CSR and pay lip service to diversity & inclusion – believing that only legislation will make them do it. <sup>7</sup>

These negative attitudes towards Corporates are showing up globally, with research revealing that 2018 was the first year of significant reputational decline since the end of the great recession, as measured by the Reputation Institute in their annual tracking study of over 7,000 companies across 55 countries. <sup>4</sup>

On a positive note, 3 in 4 Millennials see multinational corporations as having the greatest potential to solve societal problems. <sup>7</sup>

Reports cited here can be found at the Talking the Walk@2 Resource Centre.

- <sup>iv</sup> Perception of Australian Corporates, Cavill + Co/Di Marzio, April 2016
- <sup>7</sup> 2018 Deloitte Millennial Study
- <sup>4</sup> Reputation Inst, Global RepTrak100, March 2018



**NOT MY MASK**

## 9.2 TRUST IN CORPORATES

“EARN TRUST, EARN TRUST, EARN TRUST. THEN YOU CAN WORRY ABOUT THE REST.”

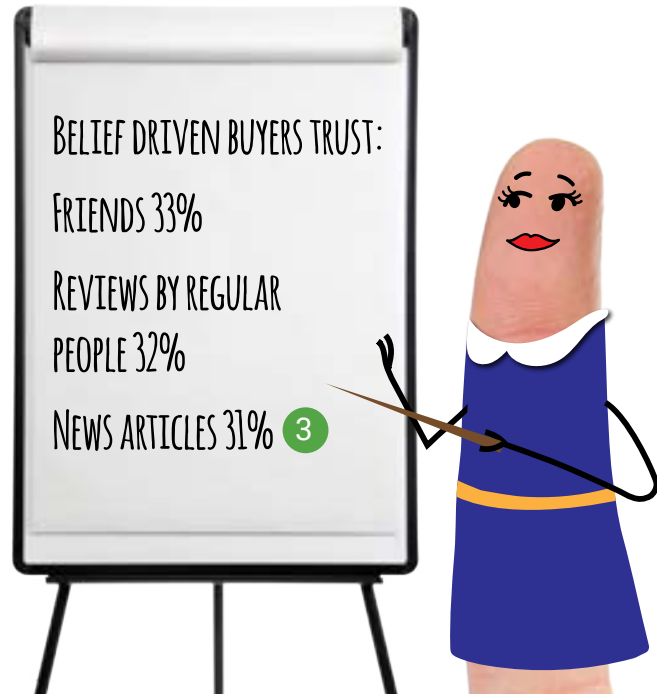
– SETH GODIN, BEST-SELLING AUTHOR, MARKETER

**Trust.** It really is the glue of all relationships, and the single most important factor that drives corporate reputation. As Rachel Botsman, author of *Who Can You Trust?* says very succinctly “**Money is the currency of transactions, Trust is the currency of interactions**”.

Corporate reputations are fragile things, especially now that corporates cannot control the message - that is now firmly in the hands of the Millennials. A reputation can take many years to nurture but it takes minutes for a negative story to go viral.

Trust in all institutions has been on a steep decline for many years, is it any wonder given the recent global scandals coming from all quarters – government, church and corporate? Whilst global consumer expectations are up, trust in companies to act in the best interest of society is down. **Q**

Only 38% of global consumers trust companies to do the right thing **4**. In the Edelman Trust Barometer, countries are categorised as 'Trusters' or 'Distrusters' and right now, over half (15/26) of countries around the world - including Australia - are 'Distrusters' **1**



Consumers don't trust institutions but at the same time they're yearning for brands to work with them to solve society's problems. They are looking for brands to stand for something, to stand **up** for that something, to take significant action and show leadership.

Whilst trust has declined globally, it appears Australia's corporate sector has seen a small uplift. But there's no cause for celebration. According to the latest Edelman Trust Barometer <sup>1</sup> only 52% of Australians trust business.

Unsurprisingly when it comes to banks in Australia, trust is very low. Only 21% of Australians believe banks have their best interests at heart, only 26% believe banks will keep their promises and 1 in 5 believe banks are ethical. <sup>14</sup>

And it's not just in Australia, the financial industry lags behind other industries on reputation. <sup>13</sup>

### **A light at the end of the tunnel**

The most encouraging statistic is that 77% of Australians trust their employer <sup>1</sup>, which reinforces the importance of demonstrating & communicating CSR & Social Good internally, *first*. Employees are vitally important, because Australians put most of their trust in their

peers, a regular person, when it comes to information on CSR & Social Good. Given this, companies should be putting effort and expenditure into inspiring staff about their CSR & Social Good and encouraging them to share with friends & family. This will be far more effective than spending up big on CSR & sustainability reports or buying advertisements, which are not trusted.

Belief-driven buyers trust friends for their information (33%), reviews & recommendations by regular people (32%) and news articles (31%) <sup>3</sup>

Owned & paid-for media is less trusted with company advertising trusted by 13%, social media 3% and the company's website only 3%. <sup>3</sup>

Consumers have not yet given up on the corporate sector. They are still hoping that their rallying call will be heard and responded to.

Globally 44% of consumers say brands can do more than government to solve social ills <sup>3</sup> and half the world are open to being convinced that companies can be trusted to do the right thing. <sup>4</sup>

3 in 4 Australian Millennials believe that corporations have the potential to solve society's problems. <sup>7</sup>

In Section 9.3 CSR Impact on purchase, you will find compelling evidence that consumers will reward those companies that do step up – by buying products, giving loyalty, paying a premium, recommending to others, sharing your stories and working for you.

Reports cited here can be found at the Talking the Walk®2 Resource Centre.

- Q BBMG Globescan Brand Purpose Report 2017
- 4 Reputation Institute Global RepTrak 100 2018
- 1 Edelman Trust Barometer Australia 2019
- 14 Deloitte Trust Index (Banking) 2018
- 13 Reputation Institute Global RepTrak 2017
- 3 Edelman Earned Brand Study 2017
- 7 Deloitte Millennial Study 2018

“I CAME OFF FACEBOOK AFTER THE SECURITY BREACH”  
- VERBATIM COMMENT,  
AUSTRALIAN MILLENNIAL,  
DECEMBER 2018

“WHAT’S THE MOST IMPORTANT THING IN YOUR COMPANY—IS IT TRUST OR IS IT GROWTH? IF ANYTHING TRUMPS TRUST, WE ARE IN TROUBLE... YOU HAVE TO CHOOSE WHAT IS REALLY IMPORTANT TO YOU. WE ARE IN A NEW WORLD... AND TRUST BETTER BE NUMBER ONE.”

- MARC BENIOFF - INTERNET ENTREPRENEUR, BILLIONAIRE, PHILANTHROPIST & FOUNDER OF SALESFORCE

## 9.3 CSR IMPACT ON PURCHASE

### POSITIVE IMPACT ON PURCHASE

There is overwhelming evidence that embracing Corporate Social Responsibility and practising Social Good does indeed impact consumer purchase behaviour. Why is it, then, that so many companies in Australia are not embracing this new consumer demand and for those that are – why are they not communicating it widely and effectively?

Purchase behaviour will only change if consumers are aware. CSR **strategy** sets goals, creates action, which ultimately produces results, but...

...IT'S THE COMMUNICATION OF THE CSR JOURNEY –  
THE DESTINATION AND ACHIEVEMENTS ALONG THE WAY –  
THAT WILL CHANGE CONSUMER BEHAVIOUR.

### THE GLOBAL PERSPECTIVE

Global research by Edelman reveals that purchase intention, frequency, loyalty and recommendation to a friend is much greater amongst consumers they define as 'belief driven buyers'.

According to the Edelman Earned Brand Study of 2018, 64% of global consumers identify as belief driven buyers meaning they use brands that demonstrate their personal views and will choose or boycott a brand based on where it stands on social issues they care about. This has increased significantly from 50% the year before. **B**

## BUYING ON BELIEFS - GLOBAL

- 69% MILLENNIALS BUY ON BELIEFS
- 22% BELIEF DRIVEN BUYERS WILL PAY MORE
- 25% WILL PAY A PREMIUM FOR BRANDS THAT STAND UP FOR AN ISSUE

B

Millennials are the believers - 69% of global Millennials are belief driven buyers and Gen X are not far behind at 67%. **B**

32% will advocate on behalf of a brand that takes a stand on issues that matter to them. **B**

In the Edelman Earned Brand Study 2017, 56% of belief driven buyers will stay loyal and buy only from that brand, 51% will buy it more often, 41% will continue to buy even if something goes wrong and 48% will recommend to a friend. **3**

33% of consumers are buying brands that they would not otherwise buy based on a brand's position on a social issue. **3**

83% of middle and high-income earners are buying on shared beliefs. **3**

Additional global research from Reputation Institute confirms that 91.4% of consumers will buy products of those companies with an excellent CSR reputation and 84% will give the company the benefit of the doubt. **13**

Cone research from USA reveals that 55% of consumers have bought products due to a social or environmental positioning.

**D**

## NEGATIVE IMPACT ON PURCHASE

BBMG & Globescan's study of 2017 affirms this – 28% of consumers have punished companies for their behaviour, up 9% since 2013. <sup>Q</sup>

Cone's study shows that 50% of consumers in the USA have boycotted in the last year. <sup>D</sup>

## THE BAD NEWS - DOWN UNDER

In Australian research, conducted by Di Marzio and commissioned by Cavill + Co in December 2018, one in five Australians said they'd actively boycotted companies and brands in the last year because of bad corporate behaviour. Most interestingly this was consistent across the board – all locations, ages and gender. <sup>iii</sup>

1 IN 5 AUSTRALIANS ACTIVELY BOYCOTTED COMPANIES  
& BRANDS BEHAVING BADLY IN 2018 <sup>iii</sup>



It was important for us to define what ‘poor / good corporate behaviour’ meant. The study was conducted during the height of the media coverage of the Royal Commission into misconduct in the banking & financial services industry, so we wanted to ensure that the behaviour cited by respondents was not just due to this. We could have used the term CSR, but our previous research told us that it’s not commonly known in the general populous, so we defined it as:

corporate behaviour
×

corp•or•ate be•hav•iour

bɪˈheɪvjə/

*noun*

ethics, honest marketing, human & animal rights, staff safety & diversity, environmental protection & waste, paying taxes, community/charity support.

It was also essential to define what **Boycott** meant, because when we went into the field to interview, there was a huge amount of media as well as petitions to stop live sheep export and we wanted to ensure that this wasn’t the only kind of boycotting recorded in the survey.

**It definitely wasn’t.**

boycott
×

boy•cott

/ˈbɔɪkɒt/

*verb*

Actively shun a product or service such as actively stop buying, switch to a competitor, refuse to purchase, sign a petition against, created & shared negative media, turned down a job.

The most common **boycotting action** was refusing to purchase from a company or brand. Other boycotting actions that were prevalent included signing a petition and criticising on social media.

When it comes to the Millennial category, their preferred method of boycotting is to actively stop buying a product (86% of those boycotting). 52% said they refuse to buy a product and 43% switch to a competitor. This negates the idea that Millennials are just clicktivists<sup>1</sup> - they are expressing their discontent at the checkout as well as the keyboard. iii

Millennials as a generational category are not boycotting more, unless you take the younger Millennials (18-24) where 21% said they had boycotted in the last year, so a little higher, but certainly not statistically significant. iii

<sup>1</sup> Clicktivist – a person who shows support for a social cause via the internet by means such as social media or petitions, typically characterised as involving little effort or commitment

We also delved into the reason for the boycott. These were varied and included animal cruelty, exploitation of farmers, unethical behaviour, inaction and broken promises on environmental protection, non-payment of tax, deceptive advertising, breaching workers' rights and use of palm oil.

IT'S CLEAR FROM THE RESULTS THAT THE BOYCOTTING BEHAVIOUR IS NOT SIMPLY A BACKLASH AGAINST THE BANKS OR LIVE EXPORT TRADE.



In our 2016 study <sup>iv</sup> we asked Australians why they boycott. The top 3 reasons for boycotting were damage to society or environment (49%), failing to provide a safe environment for employees, suppliers or customers (41%) and declaring huge profits, paying large management salaries and not giving back (30%). Interestingly just 1 percentage point behind was 'misleading community investment – claiming to be giving to charity when it's the customer that is donating' at 29% and at 22% 'blatant attempt to look green when not verifiable'. <sup>iv</sup>



**It's interesting to note that in both studies from 2016 and 2018, how companies communicate – or should we say mislead and deceive – was in the top 5 reasons for boycotting a product or service.**

### THE GOOD NEWS DOWN UNDER

In the same research study, conducted by Di Marzio and commissioned by Cavill + Co in December 2018, we explored whether Australians flexed their consumer muscles at the checkout in positive ways. **They sure do.**

ONE IN FIVE AUSTRALIANS ACTIVELY SUPPORTED COMPANIES AND BRANDS IN THE LAST YEAR BECAUSE OF GOOD CORPORATE BEHAVIOUR. MORALISTIC MILLENNIALS WERE A LITTLE MORE INCLINED TO FAVOUR BRANDS DISPLAYING GOOD BEHAVIOUR — 23% SAID THEY HAD <sup>iii</sup>



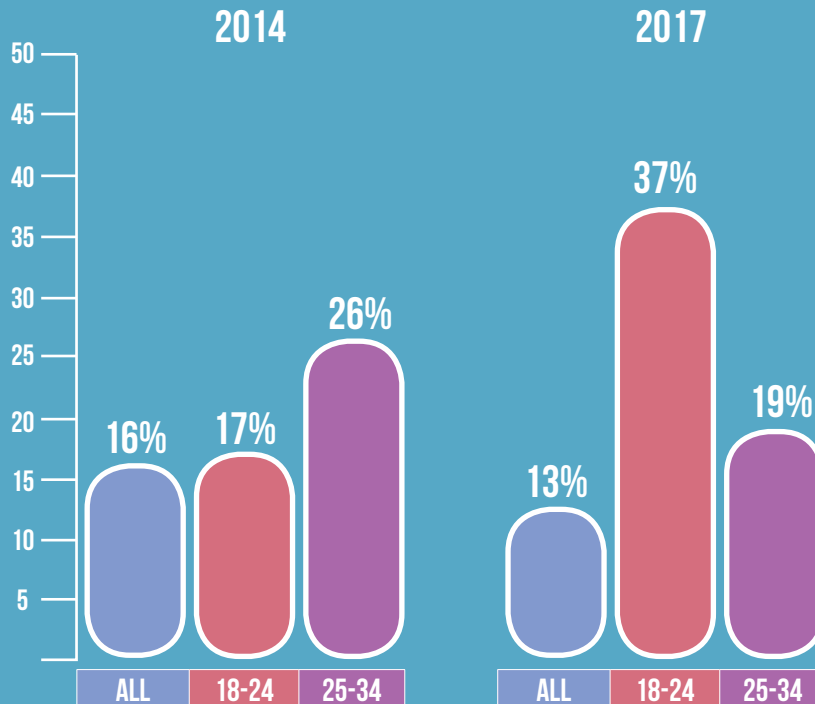
“I REMAINED A CLIENT OF WESTPAC BECAUSE OF THEIR PUBLIC SUPPORT PROGRAMS LIKE THE RESCUE HELICOPTER”  
- VERBATIM COMMENT, 2018

## SUPPORTING A CHARITY

In November 2017, we explored Australians' purchase decisions based on companies and brands doing good - by supporting a cause or charity. <sup>ii</sup>

In 2017 13% of Australians had switched brands in the last year because of its support of a cause/charity. This is significantly higher amongst Millennials where 25% said they had indeed switched. It is particularly prevalent amongst younger Millennials – 37% of 18-24's had switched vs 19% of the older group (25-34). <sup>ii</sup>

This is a huge jump for younger Millennials from 2014 when we asked the same question. 17% of 18-24s had switched in the last year due to a brand's support of a cause whereas amongst the older Millennial group (25-34) it was higher. <sup>ii</sup>



**AUSTRALIANS THAT SWITCHED BRANDS BECAUSE OF ITS SUPPORT OF A CAUSE/CHARITY IN 2017** <sup>ii</sup>

This huge jump amongst the younger Millennials was bemusing so I reached out to my industry colleagues. We came to the conclusion that it is most likely because a) non-profits are significant users of low cost social media channels for campaigning and therefore more younger Millennials – who are very active on social channels – are more aware of the need b) they are probably working part-time or at uni & money strapped – so find it easier to support a charity through their purchase than donate directly and c) they are generally more socially active than the older Millennials and recognise they have power at the checkout.

The less significant drop amongst the older Millennials is most likely because a) older Millennials could be making donations directly to the charities they identify with b) they have mortgage and family stress so are more motivated at the checkout by price cuts than added value in the form of a charity and c) they're not as aware of the cause campaigns.

IT'S CLEAR – CONSUMERS ARE REALISING THAT THEY HAVE  
INCREDIBLE POWER WITH THEIR VOICE AND THEIR PURCHASING  
POWER, AND THEY'RE USING IT.

For companies that want to continue to sell products & services to consumers in Australia, they must embrace CSR & Social Good. Embrace a higher purpose beyond that product or service, embrace a social issue that you can make a positive impact on, live and breathe it, take real world action, invite participation, join in rather than talk at, stick with it and **most important of all talk about it.**

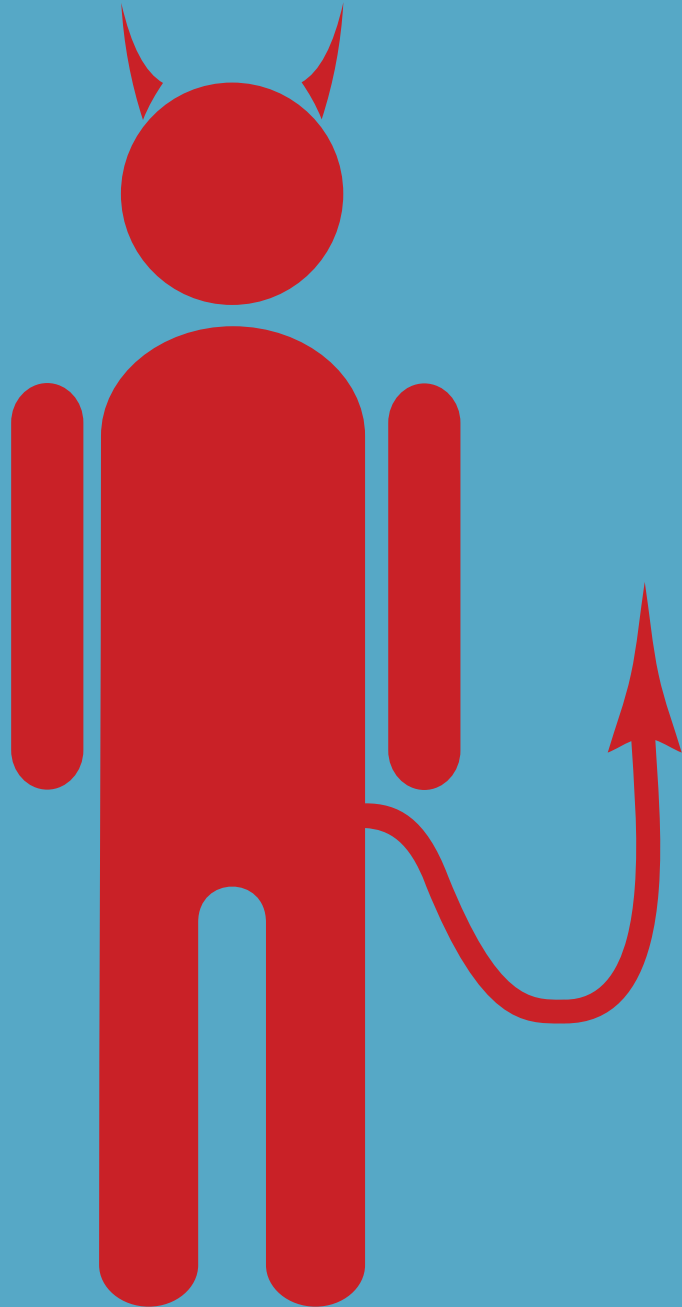
Reports cited here can be found at the Talking the Walk®2 Resource Centre including The Di Marzio/Cavill + Co studies that feature extensive and fascinating verbatim comments from Australians

- ii Switching for a Cause, Di Marzio Research 2017
- iii Boycott & Support in last year, Di Marzio Research 2018
- iv Attitudes to corporates, Di Marzio Research 2016
- 3 Edelman Earned Brand Study 2017
- 13 Global CSR RepTrak 2017
- B Edelman Earned Brand Study 2018
- D Cone Communications CSR Report 2017
- Q BBMG Globescan Brand Purpose Report 2017

“A COMPANY IS MORE LIKELY TO CHANGE THE WAY  
THINGS ARE DONE IF THE MASSES JOIN TOGETHER  
AND REFUSE TO SUPPORT”  
- VERBATIM COMMENT, 2018

"I ALWAYS HEAR ABOUT  
BIG CORPORATIONS  
SCREWING OVER  
THEIR WORKERS, THE  
ENVIRONMENT AND  
THE COMMUNITY  
IF IT HELPS THEIR  
BOTTOM LINE."

- SURVEY RESPONDENT  
APRIL 2016



## 9.4 EFFECTIVE COMMUNICATION

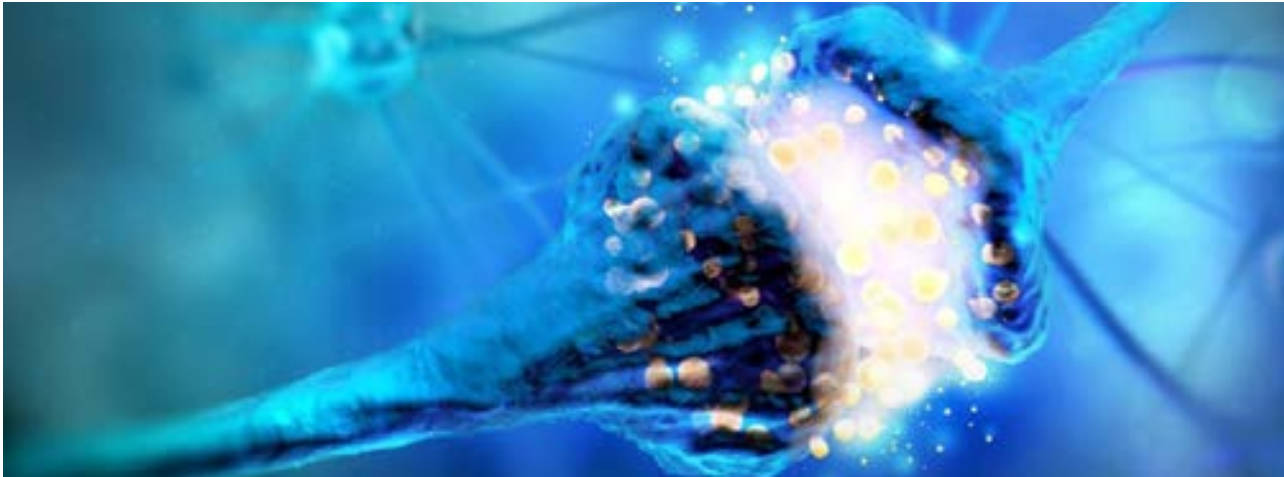
Urban-dwelling humans are addicted to communication. A recent stroll down Melbourne's Flinders Lane turned into a dodging frenzy, as I valiantly tried to avoid crashing into the never-ending stream of zombie-lookalikes staring down at their phone or texting.

Have you ever attempted a 'digital detox'? My last effort resulted in FOMO<sup>1</sup> stress by day 2. Honestly, I find it easier not to eat for 5 days!

The level at which we communicate, and the way in which we do it, has changed dramatically, rapidly and forever.



<sup>1</sup> FOMO – Fear of Missing Out



Whilst it's easy to blame Apple, the fact is, it's our primitive, innate desire to be connected, to feel important, to be liked, that's driving this addiction. As soon as we hear that 'ping' signalling a new message or post, our brain triggers the 'reward' hormone dopamine.

Adobe's '**Achieving Deliciousness**<sup>2</sup>' report reveals just how content-hungry Australian consumers are. They demand an endless feast of content on their tv's, laptops, tablets and phones. With so much content and so many devices to choose from, they have become more particular about what they give their attention to.

How do you make your communication worthy of their time and attention?

**Authentic stories, honest content and personalised interactions.**

"EFFECTIVE COMMUNICATION IS 20% WHAT YOU KNOW  
AND 80% HOW YOU FEEL ABOUT WHAT YOU KNOW"  
- JIM ROHN, ENTREPRENEUR

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<sup>2</sup> Adobe, 2016, 12,000 consumers in 6 countries including Australia  
<https://is.gd/dPnmEp>

## KEY HIGHLIGHTS FROM THE REPORT:

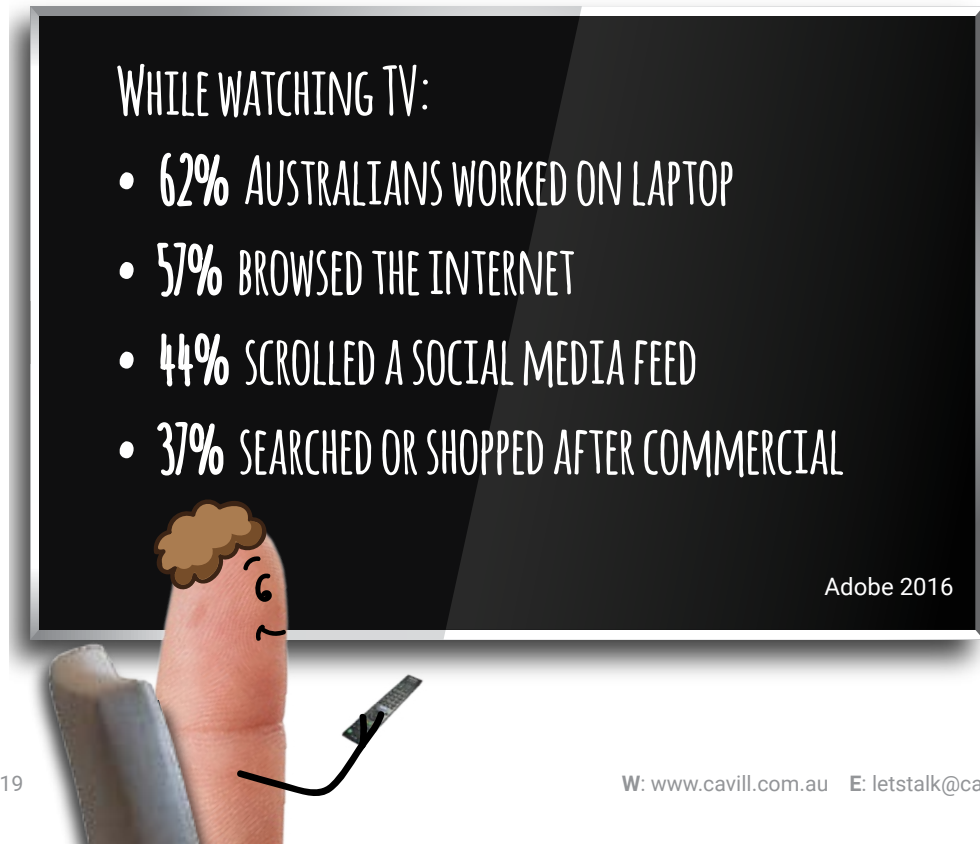
83% of global consumers use two or more devices simultaneously - so it's important to engage across many devices.

63% of global consumers work on a laptop while watching tv or streaming content. Over a third start shopping online after seeing a commercial or visit the media site of a show they are watching.

Australians are also multi-tasking when watching TV, with 62% working on a laptop and 57% browsing the internet.

Whilst this may sound quite frenzied, 77% of Australians said they felt entertained, 73% said they felt productive and 49% said focused – versus 27% who said they felt overwhelmed.

**To get their attention, consumers want content from companies & brands to have a distinct flavour, to be authentic and express a unique point of view.**



One of the brands that I personally enjoy interacting with is my Frank credit card, from ME banking. Every communication is quirky and clever and unlike other banks, I actually enjoy hearing from them. You can tell they don't just do customer research, they truly understand customers' frustrations with banks and their time-wasting processes and boring, overly complex documents.



**Global consumers said that only 14% of company-created content is entertaining.**

It's clear that consumers have a very short attention span, with 89% of Australians saying they would switch devices or stop viewing altogether if they experience an issue (content too long, boring or not a good user experience).

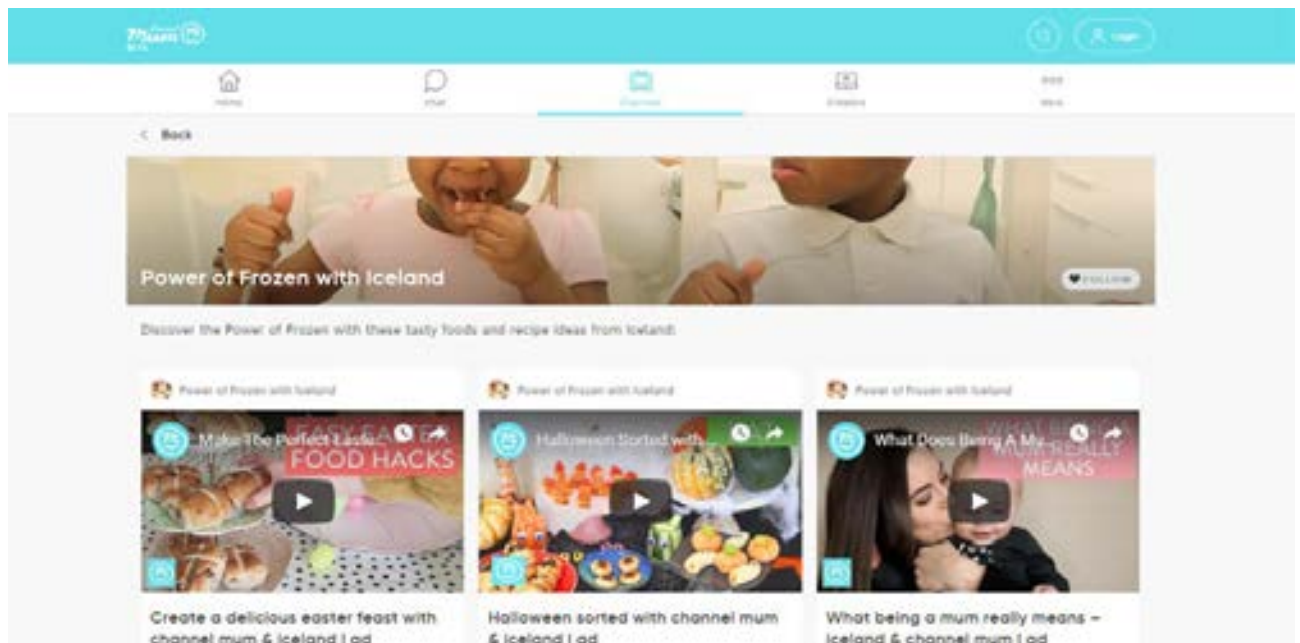
They are telling us that they want brands to have a personality, and tell stories that are entertaining.

## GENERAL MARKETING TRENDS 2019

According to #SpinSucks<sup>3</sup>, trends to watch out for in 2019 include: shrinkage of traditional media, backlash against fake news, personalised video content, voice search/assistants, chatbots and **STORIES**.

According to Forbes Agency Council<sup>4</sup>, trends that will shape marketing in 2019 will include; marketing that will inspire audiences, down-to-earth, relatable influencers; transparency; deeper interaction with customers thus making them part of the brand story.

Many of the studies cited in this report indicate that people trust everyday people over and above celebrities or people in positions of power. This is driving the 'relatable influencers' trend. A successful example of this comes from the UK. Frozen food retailer Iceland ditched celebrities in favour of real mums. After partnering with Channel Mum, and creating useful and entertaining content, Iceland's approval ratings increased from 10-80%.



<sup>3</sup> <https://is.gd/FZhmDw>

<sup>4</sup> <https://is.gd/9pwnTS>

A Renderforest<sup>5</sup> infographic says 5 billion videos are watched on YouTube every day, there are 1 billion YouTube users, videos are shared 12 x more than text/images combined and 100 million hours of video per day are watched on Facebook. However, 60% of viewers will stop watching by 2 minutes so if its not immediately engaging it won't hold attention.

A study by Reputex <sup>13</sup> proposes that paid media (ads, paid search, sponsored content) has declining response rates, is cluttered and not trusted. Whereas earned media (where customers are the channel – word of mouth, viral) is credible, trusted and lives on. But it cannot be controlled.

Owned media (company website, blog, twitter, Facebook) can be controlled but because of that reason it's not trusted.

In Edelman's Earned Brand study 2017 <sup>3</sup> they explore consumer attitudes towards brands and what moves them from a position of 'indifferent' to 'committed'.



Companies and brands that want to win over indifferent consumers and transform them into committed customers need to:

- EMBODY AN IDEA OR VALUE THAT IS RELATABLE
- BE A POSITIVE FORCE
- TELL A MEMORABLE STORY
- LISTEN OPENLY AND RESPOND
- INSPIRE AND BUILD TRUST
- ACT WITH PURPOSE

<sup>5</sup> Renderforest infographic is at the Talking the Walk@2 Resource Centre

Most Australians have an 'involved' relationship with brands they buy, which essentially means they admire and notice the brand, and will buy it. But the relationship is still very transactional.

Companies and brands with an authentic CSR & Social Good strategy, that is communicated widely, are more likely to attract 'committed' customers, because they want brands that are a positive force in their life, one that helps to define them, where they feel they are part of the brand story.

In Australia brands are lagging in the areas of 'acting with purpose' and 'telling a memorable story' which are 2 of the 7 dimensions of the path to gaining 'Committed' Customers. **3**

Committed customers will stick with and defend the brand even in the face of disappointment. Now that's the kind of customer you want for life!

In the Edelman Earned Brand study 2018 **B** 16% of consumers noticed a brand communication when it interrupted their attention vs 84% when it engaged them.

'Engaged' consumers' attention was captured through paid media (29%), owned media (25%) and social/earned (27%) so it's imperative that CSR & Social Good communications utilise all three channels, not just those owned by the company.

The same study confirms that regular people have more cut through than celebrities. So, it's not advisable to use a celebrity for your CSR & Social Good unless they are authentically contributing to the cause (for example Magda Szubanski on same-sex marriage or Leo Di Caprio on environmental issues).

Edelman **3** also reveals that it's friends & family that have the most power to change someone's mind about a brand (50%), followed by reviews (33%) and news (26%). Ads and website are only 9% and 8%.

## COMMUNICATING CSR & SOCIAL GOOD

In the Di Marzio study **ii** which identified consumers switching brands for a cause, we asked where they heard about the cause alignment. In harmony with other data, there wasn't one primary source, with 11% saying Facebook, 10% word of mouth, 10% the product itself, 9% online, 8% for TV ads & social media, 5% magazines and only 3% said company website.

Clearly with so much information and so many devices, knowing that Australians want to hear from companies regarding their CSR & Social Good, means half the battle is won.

**The most important element is the way in which this information is delivered.**

## THE INFORMATION MUST:

- Be simple & clear without jargon = easy to understand
- Have an authentic & honest tone of voice = trustworthy
- Possess a distinct flavour with a unique point of view = stand out
- Be optimistic & where possible, inspiring = give hope
- Be presented by normal, down to earth people = relatable
- Carry credible proof points = evidence
- Be sent across multiple platforms & channels = numerous touchpoints
- Be in story form, with video = captivating
- Go two ways – invite comment & participation = involving



"IF YOU WANT TO STAND OUT FROM  
THE CROWD, GIVE PEOPLE A REASON  
NOT TO FORGET YOU"

- SIR RICHARD BRANSON



"OF ALL OF OUR  
INVENTIONS FOR MASS  
COMMUNICATION,  
PICTURES STILL SPEAK  
THE MOST UNIVERSALLY  
UNDERSTOOD LANGUAGE"  
- WALT DISNEY

## 9.5 GREENWASHING

Over 20 years of monitoring consumer attitudes towards causes they support, 'environment/ climate change' has shifted from bottom to top. It's the main reason that Millennials are worried about the future and it's bringing schoolkids out on strike. Unfortunately, as consumer concern increases, so does greenwashing by unscrupulous marketers.

There is a plethora of vague & unsubstantiated green claims and self-made or entirely fictitious logos, all designed to deliberately hook consumers in.

Carbon-neutral, eco-friendly, all natural, low energy etc. Marketers may call it smart marketing, customers call it deception. And it's destroying consumer confidence in green labelling which isn't good news for those companies who are making a genuine effort.

22% of Australians put greenwashing in their top two (out of six reasons) to boycott a company and its products or services:

"BLATANT ATTEMPT TO LOOK GREEN WHEN NOT PROVABLE EG BY USING VAGUE TERMS LIKE ECO-FRIENDLY, ALL NATURAL OR GREEN IN WORDS OR SYMBOL" <sup>iv</sup>

# greenwashing



Interestingly Baby Boomers (55 - 72) are more likely to boycott due to greenwashing at 26%. The older end of Millennials are also a little more provoked to boycott due to greenwashing at 24%. <sup>iv</sup>

Greenwashing should be avoided. It's not clever, it's deceptive and brands that do it will get caught. If #WarOnWaste, The Checkout or The Guardian doesn't expose them, Greenpeace will. Or well-informed consumers – supported by such things as EcoLabel, barcoo & GoodGuide – will simply boycott. Either way it's not worth the risk.



22% OF AUSTRALIANS  
WILL BOYCOTT A PRODUCT  
OR SERVICE DUE TO  
GREENWASHING <sup>iv</sup>

## 9.6 MILLENNIAL EMPLOYEES

As Millennials are your current employees, future managers and CEO's, it's imperative that corporate Australia creates the right culture to not only attract the most talented – but keep them. They bring fresh insights and help companies to embrace more innovative and efficient digital solutions to everyday problems.

Millennials will work hard for money, even harder if they can see a purpose beyond profit. Out of touch corporate leaders who complain that Millennials are difficult, distracted and disloyal simply don't understand the Millennial mindset and the company will suffer as a result.

Alas, this disconnect between what Millennials want and what companies are delivering is widespread. In our 2016 study <sup>iv</sup> we asked Australians what they thought of corporates, whether companies only cared about profit, and would do anything to get it, even damage society and the environment. 66% of Australians agreed with this statement. But for those that currently work within a corporate, it was higher – 73%. That clearly indicates that they are forming this view from direct experience.

### **How would you feel if 73% of your current employees said this about your company?**

Keeping Millennial talent happy has another unrealised benefit. They are highly connected and communicate on a scale never seen before. When they are happy at work they will tell everyone, when they are not, they will tell everyone. And here lies the opportunity that hopefully will encourage you to re-evaluate your investment in producing a complicated and boring CSR/sustainability report and perhaps redirect those funds into internal CSR engagement & communications.

All research pertaining to trust and influencers says that an everyday person is the most trusted. It's therefore a given that when employees talk to their friends (not just close friends, the many thousands on Instagram and Facebook) they will listen, whether it's positive or negative.

50% of consumers say that friends & family have the most power to change their mind about a brand. <sup>3</sup>

### **Your employees have immense power to influence those around them about your company's reputation, they are one of your biggest communications channels.**

Let's assume your company is one of the good apples, rather than one of the rotten ones, wouldn't it be helpful if we knew what action would encourage those staff to speak up and out on your CSR & Social Good? **We do, and it's not what you think.**

In **Cavill + Co's study of April 2016, Attitudes to corporates** <sup>iv</sup> we asked Australians what their employer would need to do to encourage them to talk about the company's CSR & Social Good activities publicly.

**IMAGINE YOU WORK FOR A LARGE COMPANY EMPLOYING OVER 200 PEOPLE. THE COMPANY IS TRYING TO MAKE A DIFFERENCE TO SOCIETY BY INVESTING IN CHARITIES AND ENCOURAGING EMPLOYEES TO TALK ABOUT WHAT IT'S DOING WITH PEOPLE OUTSIDE OF THE COMPANY SUCH AS FAMILY, FRIENDS OR ON SOCIAL MEDIA. WHICH WOULD MOST PROMPT YOU TO TALK ABOUT THE CHARITY ACTIVITY?**

**OF THE 7 OPTIONS PROVIDED THE TOP 3 WERE CLOSE AND SIGNIFICANTLY HIGHER THAN OTHERS:**



Surprisingly, although volunteering is extremely popular in the corporate workplace, it's not a top favourite in having staff talk publicly about it, getting 24% of the vote. This was followed by 'communicating regularly on the social impact being made' with 18%. Raising funds for the charity is fairly low at 11%. The message is clear – if companies want employees to talk positively about CSR & Social Good programs they need to fix the things that are causing damage, the CEO needs to be visibly seen to be involved and the company must acknowledge staff efforts by matching donations raised.

Companies must lead and not let employees do the work for them. If companies walk the talk then staff **will talk**.

## 10. WHY STORYTELLING IS MAKING A COMEBACK

You may have noticed there's quite a buzz around storytelling. This ancient art of passing down information through the generations has become relevant again in the digit-oral era.

In the 1940s a chap named Joseph Campbell presented a compelling idea: that all myths and stories from the beginning of time follow a single storyline template, or what he called a monomyth. Joseph named it **The Hero's Journey**.

When I began researching storytelling, I found over 100 websites and at least the same number of visuals relating to this template. As a purchaser of this report, you will be able to access some of the best of these at the Talking the Walk® 2 Resource Centre.

The central story structure has been used for decades by writers and film-makers. Hollywood owes its success to it; Bollywood is built upon it. It crosses all cultures and it's there in the stories of Buddha, age-old nursery rhymes, Dickens and Shakespeare.

The Hero's Journey is a structure that you can use to plot your own storyline and easily identify why a story is floundering. Joseph Campbell didn't invent this structure, but he did identify and describe its universal pattern. In his study of myths and legends he noticed that they are all the same story – the journey of the Hero – retold endlessly in infinite variations.

All these stories provide a journey that we can relate to, a familiar pattern that tugs at our emotions and taps into our most basic desires as social animals.

You might be wondering how all this relates to you as a business. Believe it or not, you and your company have all the ingredients to be the Hero of your own journey, especially your CSR & Social Good journey, which fits the monomyth template beautifully.

“THERE ARE ONLY TWO OR THREE HUMAN STORIES, AND THEY GO ON REPEATING THEMSELVES AS FIERCELY AS IF THEY HAD NEVER HAPPENED BEFORE” - WILL CATHER

Joseph Campbell's theory parallels that of psychologist Carl Jung who wrote about archetypes – constantly repeating characters that occur in people's dreams. Jung suggested that these characters reflect the human mind and we adopt them to play out the drama of our lives, to answer universal questions about who we are and our place in the world. They resonate with us and we are compelled to listen or watch.

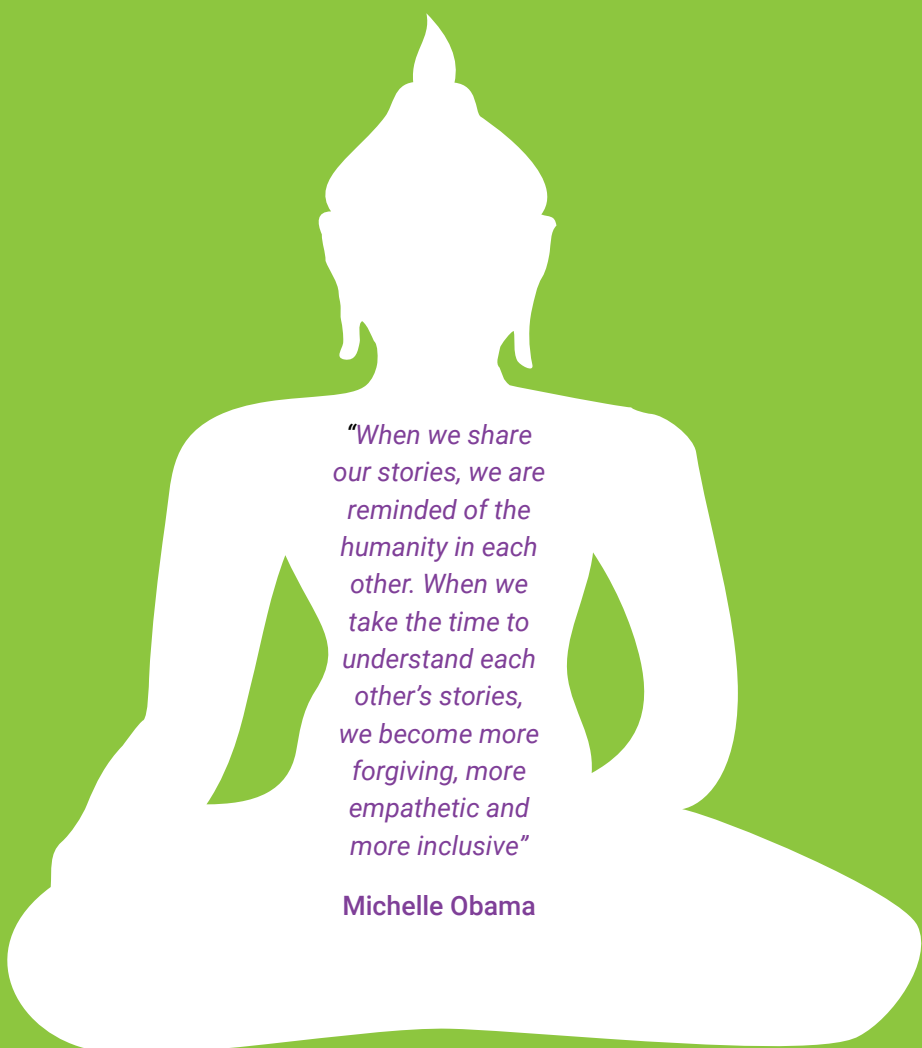
## DEEP, DEEP STUFF.

It's definitely worth a dive into this world, it's fascinating and rich.

But let's get back to the Hero.

The Hero is the central character in the story structure, and there is always a wise person, as well as a shadowy antagonist or villain.

But you won't read much about the villains, because people don't identify with them, and in the universal story structure villains never win!



*"When we share our stories, we are reminded of the humanity in each other. When we take the time to understand each other's stories, we become more forgiving, more empathetic and more inclusive"*

**Michelle Obama**



In 2019, many corporates are viewed as villains. There is now overwhelming evidence as seen in the statistics. And the one thing that transforms a villain into a hero is the Good Stuff – doing what is right for the planet and humanity. So if capitalism is The Force, it's about using The Force for good, not evil. We all wanted Darth Vader to become good again, didn't we?

Business CAN be a force for good. The Good Stuff is right there in your CSR strategy, the actions you're taking to minimise your impact on society and the environment, the causes that you support and volunteer for and so on. In the Hero's Journey the Hero struggles, is imperfect, often afraid and vulnerable. We as humans identify with this, and to be relatable corporates MUST be willing to share the struggles as you embrace this challenging journey, and bring people along the ride with you.

Audiences and consumers love the Hero's promise of change. They can't wait to see what happens. They know the Hero will face challenges and it will be difficult. This is what they love about it.

So your company's struggle to balance commercial imperatives with your obligations to society & the environment - your CSR strategy - has all the elements of the Hero's Journey. Your difficult CSR journey is the very thing that will encourage consumers to care about what you are doing. They will respect you not in spite of your struggles and imperfections but **BECAUSE OF them**, and they will want to take the ride with you, rather than criticise you.

Storytelling is so much a part of the human psyche that it's the one thing that ANY company can do that will resonate with EVERYONE, no matter their age, life experience, qualification or gender.

**AND MILLENNIALS, ESPECIALLY, LOVE IT!**

And yet many companies are still hiding behind the fear of imperfection and criticism. Hiding behind well crafted, perfect and boring CSR reports and holding back the really juicy stuff.

**Playing the 'risk averse' card is only going to put your company at greater risk - of being left behind, irrelevant, a has-been company that will be talked about in a case study about those companies that refused to change and died.**

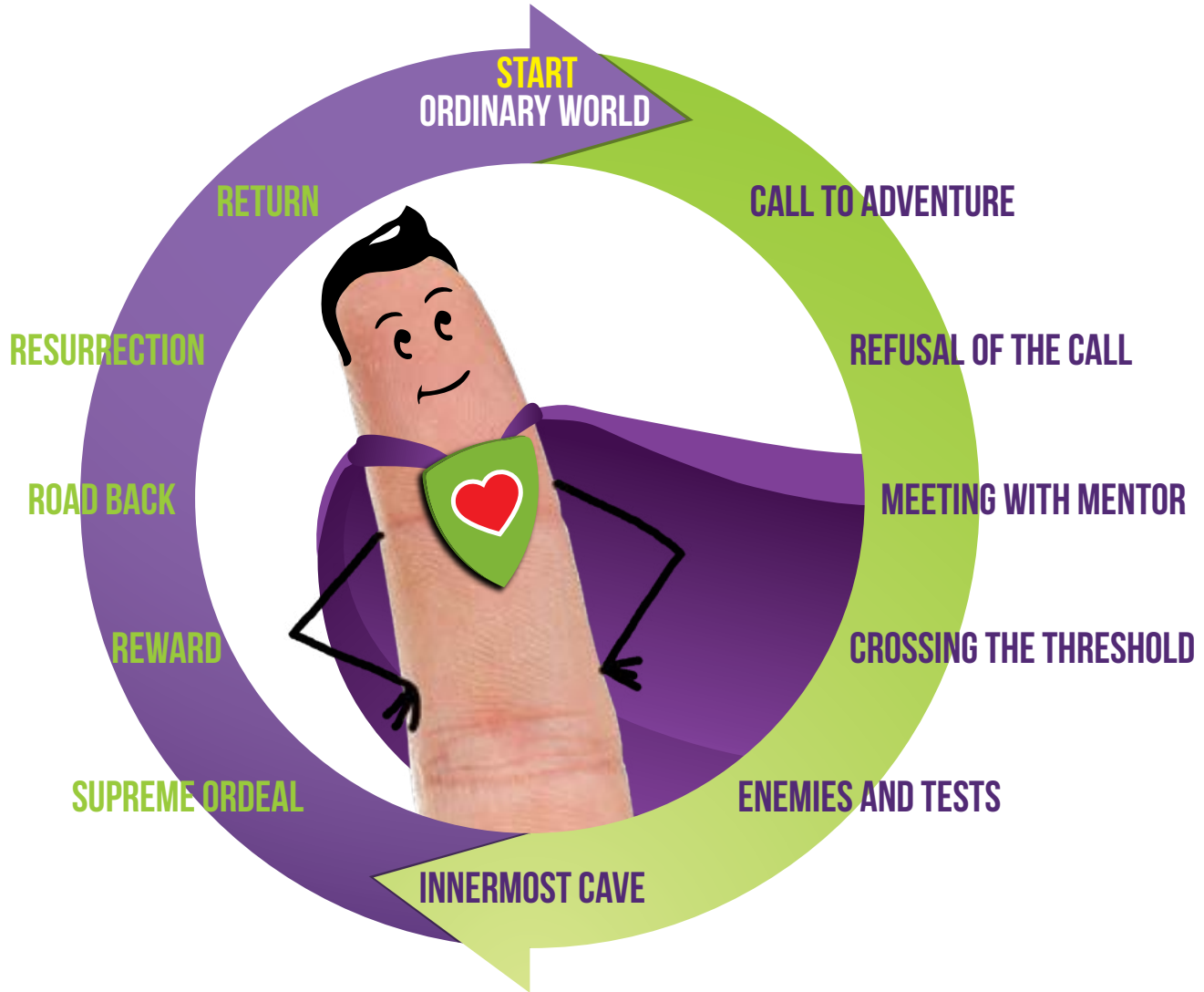


A brilliant example of how a very difficult CSR Journey was told, following the Hero's journey, is that of global modular carpet tile company, Interface. Founder Ray Anderson (above) first announced **Mission Zero 2020** in the 2003 documentary The Corporation. It's a truly inspirational example - a case study along with Ray's compelling Ted Talk can be seen at The Talking the Walk® Resource Centre.



## 10.1 THE HERO'S JOURNEY – A STANDARD, REPEATABLE STRUCTURE

Let's take a look at the Hero's Journey as outlined by Joseph Campbell. It breaks neatly into a series of standard steps to form a meaningful 'how to' for telling a story



“THAT’S WHAT STORYTELLERS  
DO. WE RESTORE ORDER WITH  
IMAGINATION. WE INSTILL  
HOPE AGAIN AND AGAIN”

- WALT DISNEY IN  
SAVING MR BANKS

### **STEP 1) The Hero is introduced – ORDINARY WORLD**

Most stories take us to a special world that is new and alien to the Hero. So you first have to show the hero in their ordinary world. In Crocodile Dundee you see Mick in his native home and then in a strange New York. In Star Wars you see Luke Skywalker being bored as a farm boy before he tackles the universe.

### **STEP 2) The Hero receives the challenge – CALL TO ADVENTURE**

The Hero is presented with a problem, challenge or adventure. In Star Wars it's Princess Leia's holographic message to Obi Wan Kenobi who asks Luke to join the quest. In detective stories it's a new case.

### **STEP 3) The Hero is reluctant at first – REFUSAL OF THE CALL**

Often the Hero baulks at the adventure, fearing the unknown. When Luke refuses Obi Wan's call, he returns to his farmhouse to find his uncle and aunt have been barbecued by the Emperor's storm troopers. Suddenly he is motivated.

### **STEP 4) The Hero is encouraged by the wise old man/woman – MEETING WITH MENTOR**

This is where the Hero meets a mentor, who enables them to undertake the journey. In JAWS it's the crusty Robert Shaw who knows all about sharks. In Star Wars it is Obi Wan giving Luke his father's light sabre. But the mentor can go only so far; eventually the Hero has to go it alone.

### **STEP 5) The Hero commits to the adventure – CROSSING THE THRESHOLD**

The Hero enters the special world, the point at which the adventure gets going. Dorothy sets out on the Yellow Brick Road. The Hero is now committed and there is no turning back.





### **STEP 6) The Hero encounters tests and helpers – ENEMIES & TESTS**

The Hero has to pass certain tests and challenges that are part of the training. In Star Wars the cantina is the setting for the forging of an alliance with Han Solo and the start of the conflict with Jabba the Hutt.

### **STEP 7) The Hero reaches the dangerous cave – INNERMOST CAVE**

The Hero comes to a dangerous place where the object of the quest is hidden. In Lord of the Rings this is the fight with the spider Shelob. Sometimes it's just the Hero going into their own mind to confront fears.

### **STEP 8) The Hero faces death – SUPREME ORDEAL**

The Hero reaches rock bottom and faces death, often fighting with a masked villain or mythical beast. In Star Wars it's the harrowing moment in the bowels of the death Star where Luke, Leia and co are trapped in the giant trash-masher. In ET, it's when ET appears to die on the operating table.

This is a critical step, when the Hero appears to die and is born again. The audience identifies with the Hero and shares the brink-of-death experience as though actually living through it with the Hero.

### **STEP 9) The Hero seizes the sword – REWARD**

Having defied death, the Hero now takes possession of the treasure, the magic sword or elixir. The Hero may settle a conflict – when Luke discovers that the dying Darth Vader is his father. Often the reconciliation is with a woman, and a love scene or marriage takes place.

### **STEP 10) The Hero begins the arduous return home – ROAD BACK**

The Hero is not safe yet, and is often pursued by vengeful forces from whom he/she has stolen the reward. This is the moonlight bicycle flight of Elliot and ET as they escape from government authority.

## **STEP 11) The Hero emerges triumphant – RESURRECTION**

The Hero emerges from the special world, transformed. The Star Wars movies play with this theme constantly – all the early films feature a final battle scene in which Luke emerges victorious.

## **STEP 12) The Hero is home with the elixir – RETURN**

The Hero returns to the ordinary world, bringing back the elixir or treasure, something to benefit mankind. Sometimes the treasure is the knowledge that there is a special world and it can be survived. But the biggest treasure is coming home with a story to tell.

## **UTILISING THE HERO'S JOURNEY FOR YOUR CSR ADVENTURE**

In the context of CSR, the 'Ordinary World' (**step 1**) is the current status quo. Corporate greed, scandals, greater divide between rich and poor, boring, stale content from corporations.

The call to adventure (**step 2**) is the call from consumers to corporate Australia. Alas many companies are not hearing this call, or they see it as an irritating obligation, rather than an adventure, and an opportunity to become a Hero along with staff and customers. Ironically, refusing to hear the call is part of the Hero's journey (**step 3**), driven by fear of the unknown. So if you're brave enough to follow this formula, then make your previous inaction part of the story!

**Step 4** is the meeting with the mentor. Perhaps this book is your mentor, or perhaps it's your communications agency, or marketing & comms team members. **Step 5** is when the Hero commits to the adventure, this would be the preparation of your strategy and action plan. You will definitely encounter tests and enemies (**Step 6**) as there will be stakeholders that will resist change, or balk at the risk or cost. Embrace it and use it!

**Steps 7 and 8** is when the Hero confronts their biggest fears and faces death. For your company death represents the end of doing business unsustainably and birthing a new way of doing things, one that resonates with customers, staff and communities.

**Step 9** is the reward, this is when you will start to see reputation benefits, trust rankings increasing, other companies asking how you did it. In **steps 10, 11 & 12** the Hero returns triumphant, with the new knowledge to share with others. This is when you'll be asked to meet with government ministers, speak at conferences, share your story with other companies about to embark on a similar journey. Just as Ray Anderson from Interface has. He passed away in 2011, but his legacy, his story, lives on today.

"THE WORLD AS WE HAVE  
CREATED IT IS A PROCESS OF OUR  
THINKING. IT CANNOT BE  
CHANGED WITHOUT CHANGING  
OUR THINKING."

- ALBERT EINSTEIN

Your company has the potential to be a true leader in CSR & Social Good. A modern-day Hero in every sense of the word. This is the way to win back customer respect, trust and loyalty.

"YOU CAN'T BUILD A REPUTATION ON WHAT  
YOU ARE GOING TO DO."  
- HENRY FORD

## 10.2 MODERN DAY STORYTELLING

When we think of storytelling we might think back to our childhood and remember one particular story that we liked to read over and over. Most likely this favourite story followed the Hero's Journey. The structure resonates with us so deeply that we flock to movies, books, video games and TV series to see the story play out over and over again.

Humans are obsessed with communication. In the good old days before television and radio, we passed information to our families and communities by word of mouth. **We were creators and sharers of ideas.** Lessons were learned and ideas passed from person to person through the stories we told. Only the best ideas survived. **Survival of the fittest.**

Then came the Broadcast era when we were recipients of ideas and advertisers' messages. **We became consumers of ideas** and products rather than participants in spreading them. Any company or brand with money could be heard. **Survival of the richest.**

With the advent of social media we are in charge again of what we seek, skip and share. **We are again creators and sharers of ideas,** and technology enables us to create our own content. We are now in the digitally empowered version of the oral tradition. **Survival of the fittest again.**

Humans are also emotional beings. Emotions such as fear, desire, anger and happiness drive us. Whatever emotion we feel most intensely will dictate our actions towards a company or brand, when we choose a product on the shelf or 'like' (or actively slam) a communication from a brand. We seek a human connection and intimacy from the exchange of information and shared experience – and this is where your organisation can become the Hero.

When consumers align to your values, when they can identify themselves with your journey and develop an emotional attachment to your story, they will want to do business with you, work for you, promote your story. Especially if you can find ways to actively engage them, shine the spotlight on them. They'll taste what it's like to be the Hero themselves.

## GETTING IT RIGHT

For companies willing to embrace the Hero's Journey to tell your CSR & Social Good adventure, it is very important to understand that there is a particular viewpoint to adopt. Your brand must **BE** the protagonist<sup>8</sup>, the champion of the CSR program, the Hero. But it is imperative that companies and brands do not *declare* themselves as the Hero. This will smack of arrogance and will turn consumers right off. It is not for you to call yourself the Hero – that is for your customers and your staff to declare. Follow the journey of the Hero, tell the story from the Hero's viewpoint, but always be the humble, vulnerable, modest Hero. Be the mild-mannered reporter Clark Kent and let others call you Superman – and you can't go wrong.

**It's a subtle distinction but a vital one.**

## ARCHETYPES

Before leaving the subject of Heroes, we should note the distinction between storytelling structures and the Hero we find in a structure often used by marketers to align their brand to a particular set of characteristics otherwise known as the '12 brand archetypes'.

Such archetypes include the Jester, Creator, Sage and there is also one called THE HERO. It is important not to confuse the Hero's Journey and the CSR Hero's Journey with the brand archetype of Hero.



<sup>8</sup> Protagonist - leading character, an advocate or champion of a cause or idea

To adopt the Hero characteristics in your brand, and behave consistently with this archetype, is one thing; to follow the **Hero's Journey** when telling your CSR story is quite another. One is who you are being (the personality) and the other is where you are going (the journey). Don't make the mistake of confusing the two.

## IT'S IN THE TELLING

There is also a particular way of telling a story, a formula that positively affects brain chemistry. A well told story will trigger the imagination so the listener imagines what you are telling them to be real. A well told story has a level of descriptive detail that allows the listener to place themselves into the story. This evokes empathy and they start to care. Too much detail is confusing and overwhelming to the imagination and they will switch off. This is what is happening with CSR – the information being provided now is too much, too complex, too big to grasp, too boring.

It's not about length or size – otherwise big books and films like Lord of the Rings would not be so well loved. It's about getting the right level of detail and description, the key points of the journey in the right order and the irresistible need for struggle.

We'll be running some webinars in May onwards with master storyteller Simon Oats who will delve more into the neuroscience, the story structure and how to nail it. As a purchaser you will be invited.

'INSIDE EACH OF US IS A NATURAL-BORN STORYTELLER, WAITING TO BE RELEASED'  
- ROBIN MOORE, AUTHOR



## 10.3 NEUROSCIENCE

Neuroscience<sup>7</sup> now shows that our brain thinks and organises in story form. It's why we have such vivid dreams that link random thoughts to another to create a story. Think about the memory experts who create a complex story to hold the data they have to remember. While the story is far more complex than the data, the brain is wired to remember it.

Why are the successful comedians like Seinfeld so often storytellers, not joke-tellers? Why are the best Ted Talk presenters usually the storytellers? Because that's how our brain works.

So it stands to reason that if we present information to consumers in the form of a story, they are going to notice it, embrace it and retain it. And in this day and age when we are bombarded with so much information and so many advertising messages, retention is critical.



<sup>7</sup> Cognitive Neuroscientist Michael Gazzaniga, Paul Zak 'the Future of Storytelling'; Harvard Business Review 2014

"IN ORDER TO TELL BETTER STORIES, BRANDS  
MUST ACTUALLY BE BETTER STORIES"

- JONAH SACHS, AUTHOR,  
WINNING THE STORY WARS

## 11. WHAT WAS ALL THE RESEARCH?

Cavill + Co has analysed, interpreted and taken inspiration from over 40 research reports in order to compile Talking the Walk®2. The majority of reports are no more than 3 years old, have a respectable sample size of Australians and are from a credible source.

There are 3 sections and they are colour-co-ordinated as referenced throughout the report.

- All new Cavill + Co/Di Marzio Research Australian consumer reports are referenced throughout as i-vi in **purple**
- All desk research that was relevant and from which we took actual statistics, are referenced throughout as 1-17 in **green**
- All desk research that proved valuable reading and from which statistics were not taken (either because they did not fit the criteria as above or did not contain any stats) are referenced throughout as A-T in **blue**

A full and detailed list of all the reports can be seen in Section 15.3 on p 167.



## 12. HOW TO TALK THE WALK

The evidence is clear. Australians expect and want companies and brands to address the impact that they have on society and the environment. They accept that companies must make a profit – that's business. But they want not just conscious capitalism, but **CONSCIENCE capitalism**.

### **CONSCIENCE CAPITALISM.**

There are numerous benefits: for companies that embrace CSR & Social Good, consumers are more likely to: buy your shares, products or services; want to work for you, welcome you into their community; talk positively about you - essentially help to build your reputation as a company that's good to do business with.

They will actively boycott your company if they feel you are not behaving responsibly or ethically, causing damage, not looking after workers, using misleading language and a whole host of other misdemeanours.

But if they don't know what you are doing – either because you are not communicating it or your message is not getting through – then a massive opportunity for growth and competitive advantage is lost.

**So communication that cuts through is not just important, it's CRUCIAL.**

The world has changed rapidly in the last few years and so has the way we seek out, skip, absorb and share information and ideas. CSR & Social Good communication has to change along with it. Here are our suggestions based on everything we've read.

They're not rules as such because the game is constantly changing and therefore so do the rules. We've called them Talk Tips, because they are a good place to start - sit down with your staff and managers, and start discussing with an open and honest mind and heart.

We recommend that you sit down with a cuppa (or something stronger) for the first read, and take a deep breath - they're pretty radical.

## 12.1 TOP TEN TALK TIPS

- 99 -

- DON'T WRITE CRAP
- BE A FORCE FOR GOOD
- TELL YOUR CSR STORY
- BEING HUMAN
- THE VISIBLE CEO
- CUT THROUGH WITH VISUALS
- DO WHAT'S RIGHT
- ENGAGE EMPLOYEES FULLY
- MAKE CLIMATE A PRIORITY
- BE BRAVE - STEP UP



BE A FORCE FOR GOOD.

USE IT, YOU SHOULD.

[Letstalk@cavill.com.au](mailto:Letstalk@cavill.com.au)

## 12.2 TOP TEN TALK TIPS DETAIL

### 1. DON'T WRITE CRAP

**Don't think it, don't write it, don't speak it.**

... a Framework Agreement to create a flexible base of external consultancy expertise to assist with the implementation of its Transformation programme...

Julia Gillard will be remembered for her misogyny speech and 'don't write crap' comment to the press club.

Why? Because we love it when people tell it like it is.

We love it when Waleed Aly does it, when Tim Minchin sings it ... but it's all too rare in the corporate sector. When we say 'crap' we don't just mean stuff that isn't true, but stuff that doesn't make sense or is too jargon-riddled that you have to be an insider or expert to understand it.

Corporate information can be confusing. Meaningless buzzwords full of clichés, motherhood statements and acronyms. All employees and consumers are savvy but they are not scientists and here's the thing – they don't have time to dissect your communication and try to work out what you're saying.

Keep it simple. If it cannot be understood by a teenager it's too complex. If it cannot be imagined or drawn it's too conceptual. A simple rule of thumb – if the eyes glaze over... it needs to be re-written!



There's too much jargon in Australian business, and CSR professionals have embraced it with gusto!

Jargon masks real meaning and makes it hard for everyone to understand what you're trying to say. This is not desirable when you are spending millions of dollars on trying to rebuild trust, differentiate your brand and tell your CSR story.

Consumers are already suspicious of Corporates and jargon just perpetuates this. Plain but uplifting language should be your mantra.

Think of 'gobbledegook' as kryptonite to your company. Just stick to plain English – there are heaps of websites and Logie-type awards for the best!

There is a movement towards radical transparency, which is refreshing – and consumers love it.

Be careful not to wear it as a badge of honour, as you're into boasting territory. But honesty certainly does pay great dividends, especially with Millennials, so give it a try.

## PRACTICAL TALK TIPS:

1. Employ a Jargon Terminator – there are plenty of ex-journalists floating around looking for work. While you are at it get them to edit all your communications – the response from employees, stakeholders and customers will amaze you.
2. Avoid using words like CSR and CCI and all the other variations of what is essentially your strategy to minimise your negative impact and maximise your social good. Consumers simply don't understand these terms. If you produce something for your industry that is full of jargon don't expect consumers to read it, they won't. Better still don't use jargon at all. Your industry will love you for it!

3. Read 'Worst words' the latest book by Don Watson or his original 'Death Sentence'. It will make you laugh, cry and cringe of embarrassment at the way the corporate sector speaks.

## FOR INSPIRATION:

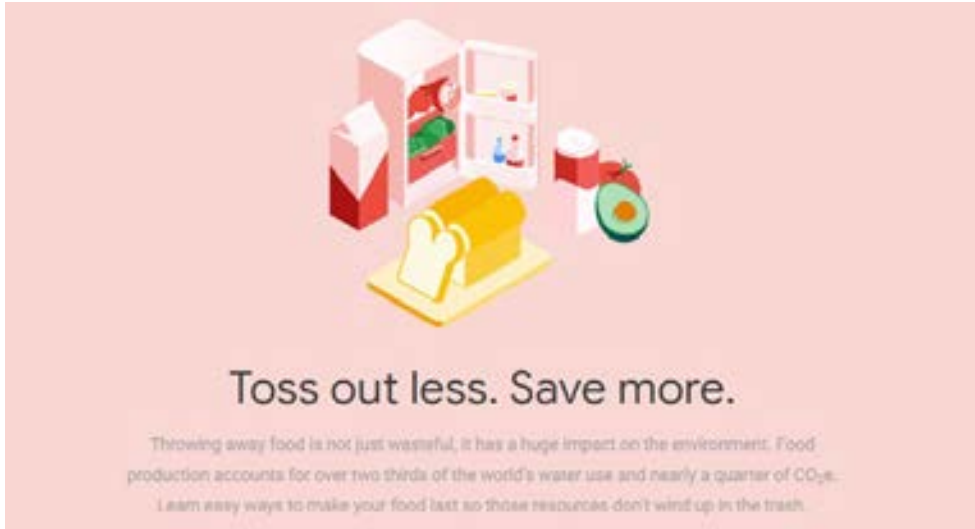
Brands can learn from non-profits – how they use powerful imagery and plain language to capture the hearts and minds of consumers.

The poo images are from **WaterAid UK** who launched a campaign called "Dig Toilets, not graves" to raise awareness of poor sanitation in developing countries. Their first video showed a remote control poo chasing people around the streets of London.

They created a **#giveashit** hashtag to provoke discussion and launched an APP where customers could create their own customised poop emoji and donate \$10 by simply sending a text.



**Google** have a great sustainability site that uses plain English and cool interactive graphics. The site not only reports on their goals and progress but provides valuable resources for consumers such as the Your Plan, Your Planet tool to help consumers reduce water, food wastage and power<sup>1</sup>.



<sup>1</sup> <https://is.gd/7MzNxo>

“NEVER USE JARGON WORDS ...  
THEY ARE HALLMARKS OF A  
PRETENTIOUS ASS.”

- DAVID OGILVY



## 2. BE A FORCE FOR GOOD

### The Common Good. It's common sense.

Following the monomyth story structure, The Hero's Journey, as outlined on page 86, the two central characters are the **Reluctant Hero** and the **Shadowy Villain**.

Because companies are not listening to what consumers want (evidenced by the numerous corporate and product scandals floating around social media for all to see), consumers are flexing their consumer power with their voices and wallets - by boycotting and campaigning. The Royal Commission into the finance industry was the final straw and Corporate Australia is very much now in the Villain's camp.

CSR & Social Good can be your pathway to the other side. Believe it or not, consumers **want you** to turn to the light. They're barracking for you! So are your employees. No one wants to work for a villain.

**It's not much fun on the dark side.** In the never ending story structure that we are so addicted to and lap up over and over again, the Villain never, ever wins.

We're sure your Founder didn't create the company only to fall from grace, in a blaze of public condemnation, thrown off a cliff and dragged down to doom by demons, to land in a pit of molten lava or flesh eating green acid. Not what you'd call a Disney ending! (Although thinking about it, many Disney villains **do** end their days this way!)

Business can be a catalyst for change - a positive Force For Good. Profit is ok, expected. We know that, and consumers are cool with that, but why can't business be the driving force for positive social change as well? Business has the smarts and the resources, it just needs the will.

Consumers are looking to companies to take up the mantle. They feel let down by the church and government. They want you to work in collaboration with non-profits, social enterprises and THEM to make life better. Start with making good in your company. Minimise the negative impact first. **This, however, may take a while.**

Find something that is relevant to your business, employees and consumers, then embrace it. Stand for it! Use your marketing channels to create awareness and change behaviour. Champion and campaign! Make a noise! You'll know by now that our brains are wired to absorb information in story form. Our brains are also wired for altruism. Before embarking on this report we spent some years investigating 'the warm fuzzies' that we all feel when we do good.

We found cutting edge neuroscience to prove that doing good – or DoGooding® as we call it – releases two critical hormones for reward and bonding.



There are only 4 activities that trigger this chemical cocktail and three relate to our basic instinct to propegate - childbirth, breast feeding and sex.

The fourth is of course altruism. Humans are wired to do good, it's part of our survival, and the interesting thing is that chemical cocktail is also released when we **see others do good**. So if you want happier staff, customers that feel good buying your products, then CSR & Social Good is the solution!

It's why consumers are compelled to buy 'ethical/green/charity' products when given a choice. It's not morals or guilt, it's pure hormones!

Being a **Force for Good** isn't just warm fuzzies and good PR. It will connect you to consumers more deeply than most other things.

## PRACTICAL TALK TIPS:

1. Check out our website for a free copy of DoGoodology™ - the Science of Doing Good. [www.cavill.com.au/dogoodology/](http://www.cavill.com.au/dogoodology/)
2. Check out the 5 brilliant cause campaigns in Supplement 2 at the Talking the Walk®2 Resource Centre

## FOR INSPIRATION:

Some years ago toiletry brand Dove® commissioned research, the results revealing that an alarming number of women saw themselves as unattractive, with only 2% describing themselves as beautiful.

This triggered the global cause campaign 'The Dove® Campaign for Real Beauty' which encouraged conversation and challenged beauty stereotypes.

This later morphed into the Dove® Movement for Self Esteem which included workshops run by non-profits in each country. In the 15 years since the campaign was launched there have been numerous YouTube videos and print ads featuring the stories of real women of all shapes, cultures and ages.

This campaign has connected women to the Dove brand at a deep, emotional level like no traditional advertising campaign could.



**A word of warning:** as we've said previously these days there is nowhere to hide. Hypocrisy will be called out. Even a campaign as genuine and successful as

this has received flack due to Dove's owner, Unilever, running a Lynx ad that activist group Collective Shout called sexist, racist and ageist. Australian show The Checkout's satirical video went viral.

**The Dove case study can be seen in Supplement 2 and there are also videos, (including The Checkout skit) at the Talking the Walk®2 Resource Centre**



“ YOU WILL NOT BE JUDGED ANYMORE  
ONLY BY THE TOP LINE OR BOTTOM LINE  
RESULTS IN YOUR COMPANY.

YOU WILL INCREASINGLY BE JUDGED BY  
THE CONTRIBUTIONS THAT YOU WILL MAKE  
TO SOCIETY.”

- PAUL POLMAN, FORMER CEO UNILEVER

### 3. TELL YOUR CSR STORY

#### We are emotional, visual beings

We live in an era when we can no longer control what people say about us. Snippets of information are spread around like wildfire whether they are true or not. In the absence of your story, one will be made up for you. We all love a good tall tale, don't we?

It's time to **tell your story**.

Tell it so that people will be compelled to share it and pass it along. Your Story is not just what you are setting out to do (what you call objectives) and then what you have done (achievement of those objectives) although the latter has far more appeal with consumers.

Based on the Hero's Journey you need to **explain the journey**, the struggles you encounter, the epiphany – otherwise people won't care. There's a reason why 'whatever' has become the catchcry of today's young consumer. They don't have time to care about companies who force their messages onto them, whether they are positive or negative. But they will sit online consuming millions of hours of videos and stories. You just need to make sure yours is one of them.

It must be authentic. Don't overcraft it. No hero is ever perfect and the journey is never smooth. Imagine a hobbit. Small stature and hairy feet, likes beer. He sets out on an

adventure to Rivendell to deliver a magic ring to the Elves. He discovers that the ring is very dangerous in the wrong hands.

He bravely offers to take the ring to Mordor to destroy it.

**He goes to Mordor, destroys the ring and saves the world.**

What's missing in this picture? **The struggle**. As humans, we **need** to see and feel the struggle, it's relatable and we need it like oxygen. The struggle is missing in almost all CSR stories, because companies fear appearing vulnerable, uncertain.

One of the biggest challenges that corporations face today is how to balance their commitment to maximising profits for shareholders with their commitment to society and the environment. Old ways must change, plastic must be eradicated from the supply chain, decent wages must be paid, salary disparity must be addressed. This is the struggle and we must not be afraid to share it, invite customers to offer ideas and solutions. Make them part of the story, and they will come on the journey with you.

#### PRACTICAL TALK TIPS:

1. Find a great metaphor for your CSR journey and set clear, relatable goals. Identify the main characters in the story - they can be factories, processes as well as people.

2. Discover the key social & environmental issues that your customers, staff and stakeholders are talking about. Identify the stories that matter to them and join the conversation. If it's appropriate and aligns to your company's brand values & personality, take action and get involved, begin to tell your own story

## FOR INSPIRATION:

UK department store John Lewis is famous for its beautiful storytelling at Christmas, inspiring a big move away from product-oriented ads to something more meaningful, utilising emotive narrative, stunning visuals and music. The first ad went viral with 1m views within one day and it translated to a sales uplift of 9.3% up. They went to a whole new level in 2013 with 'Bear and the Hare', which has over 2m views on YouTube today.

My favourite is the 2015 ad, a lunar tear-jerker called 'Man on the Moon'. This one encapsulated a social message, partnering with Age UK to raise awareness of seniors spending Christmas alone. Within 1 day it had 2m views and 70,000 people had tweeted at #manonthemoon, confirming that the retailer had yet again succeeded in creating goosebumps across the nation as well as creating a relevant social conversation. Today the YouTube video has 12m views. The 2016 video about #BusterTheBoxer dog injected some humour and raised awareness of preserving wildlife, has over 1m views.

Now every other retailer has copied the concept and they benefit from numerous parodies including Aldi & Robert Dyas (which are hilarious) and 'who did it best' online comparisons. They don't have to do too much now but release the ad and watch as the conversation and ad goes viral.

You can watch the evolution from 2007 – 2013 here <https://is.gd/OJyCPB>

The 2015 #ManOnTheMoon and 2016 #BusterTheBoxer ads, along with other brilliant Christmas ads from Boots & Lidl can be seen at the Talking the Walk® Resource Centre, along with the parodies.



#### 4. BEING HUMAN

##### **Reveal your human face. In all its Imperfect, Relatable Glory**

Corporations are seen by many as greedy, boring and stodgy, run by faceless people in suits (and the occasional skirt).

Consumers are beginning to turn their backs on corporations in favour of fresh, innovative, provocative and lively brands run by people like them, people who have a bold social purpose. People who stand for something. Brands that embrace their human imperfections.

Companies spend millions of dollars building their 'brand character' so that a company, product or service appears to have the characteristics of a human being. If you're a marketer like me, we do this so naturally that it's almost as though we have forgotten why we do it - the part about actually *being* human.

##### **It isn't characteristics that bind people, it's values.**

Being human will connect you emotionally to employees and customers. But it isn't simply characteristics that bind people, it's the values that are the glue.



Think about your group of friends – are you all the same in character? Probably not, but there's a very good chance your values align.

Yes, you may have a well-crafted set of values on your website, but without context and proof that you live and breathe these every day, they sound like everyone else's and appear shallow and lifeless.

## FROM SHAREHOLDER VALUE TO COMPANY VALUES

Being human isn't easy for companies because it means being vulnerable and imperfect. It requires bravery and true leadership, and this must come from the very top. Many companies surround themselves with professionals to keep that part of them hidden and protected, to craft and sanitise communication to the point where it becomes unreadable sludge.

Tackling CSR is one of the most challenging things a company can do, especially if it conflicts with a long-established culture. It can also be the most exciting. Why not share the challenge as well as the excitement? Take your employees and customers on the journey with you? The good bits **and the difficult bits**. They will follow you because they can't resist.

Companies need to embrace being HUMAN. Of course it's easier if you're small and private vs large and public. But it can be done. Just look at Google and Apple.

To err is human, goes the saying. Ironically, most fictional Heroes are imperfect, often indecisive and vulnerable. It's no accident that many of our favourite fictional Heroes are orphans. Luke ... Frodo ... Mowgli ... Batman ... Harry Potter, to name but a few.

It's OK to be vulnerable; it makes you real and relatable. And nowadays everything is personal, so if you're not relatable you don't exist.

We strongly believe that companies fear talking about their CSR & Social Good for fear of 'the tall poppy' syndrome, rife in Australia. But tall poppy only kicks in when you boast. Not when you share and are vulnerable. There's nothing to be cut down. So never, ever boast. You are not the superhero (yet).

## PRACTICAL TALK TIP:

Identify your authentic values. Embrace your flaws. Reveal your mistakes. It won't break you – it might just make you.

## FOR INSPIRATION:

**Domino's Pizza** sparked a new era of brand transparency after damning videos of poor food practices went viral, leaving the brand in tatters. Rather than hide from the criticism, they faced it head on.

They fixed the problem, sourced new ingredients, created new recipes, then ran a campaign entitled 'Our Pizza Sucks' showing customers talking about how bad the old pizzas were. Staff shared the secrets behind the new recipes. The video went viral, this time attracting praise for being 'refreshingly honest'. It was a bold move that paid off - the first quarter after the campaign launched sales were up 14%.



*Domino's enabled customers to post positive and negative tweets that went live in Times Square*

**Patagonia** has embraced a whole new level of 'radical transparency'. They go to extreme lengths to track and document their supply chain and present in wonderful videos called 'The Footprint Chronicles'. Their 'Traceable Down' initiative maps the supply chain of feathers – where no bird is force fed or live-plucked.

Australian tech phenomenon **Atlassian** is a company built on real, attainable values. They have 6 values that they live and breathe by, including 'open company, no bullshit' and my favourite 'don't #@!%' the customer!'



They're a young company with a fantastic culture and already making great strides in CSR – their values are hard-wired into their DNA and they haven't changed since day 1. Millennials are jostling to work for them and customers can't get enough of their products. A real Aussie success story.

**Patagonia's case study and Footprint Chronicles videos, and the Domino's Turnaround video can be seen at the Talking the Walk® 2 Resource Centre.**

## 5. THE VISIBLE CEO

### Get real, be human, show up

The only CEOs that people want to hear from are charismatic, funny, and powerful – right? Wrong. They want a real person. So your CEO may be rather camera shy, a bit daggy, tongue-tied, chubby or scruffy. The more imperfect the better! People will relate to them.

Sure, train them up, get them across your key simplified messages so that they can speak with confidence on behalf of the company, **but speak they must**. Employees **need** to see the CEO step up for **them** to trust that the company is genuine... and for them to tell others.

Make sure they are optimistic and brave, like their employees and customers, even when talking of the struggles. Focus on the values (the why), the vision (the where), the desire for change (the why), and what you are going to do (the what).

Take customers and employees on the journey and **keep them** on the journey. Don't just launch your big vision then go quiet for two years while you get on with it. Take them with you, allow them to be part of the story. Show them the evidence of change, no matter how small. They need proof that you mean it. Even if you are in the dark cave battling a giant spider, they need to know you are still on the journey. They will stick with you.

The CEO needs to talk about the challenges of balancing profit with purpose, the things that the company is doing to progress in key areas that are relevant to the company and its community, and they must do it regularly. The CEO must talk about his/her personal values and challenges and why they are at the helm of the company. They must speak to and engage staff, talk to media and share with customers.

I can imagine the corporate affairs people having kittens right now – emphasising the terrible risk and such things. They're just doing their job, but like an overprotective mother, they might end up erasing all personality and authenticity from your CEO before they reach the podium.



Millennials admire people like Alan Joyce, who made a stand for marriage equality, Bill Gates, Barack Obama, Richard Branson, Warren Buffett<sup>12</sup>. Closer to home we have a new breed of values-driven CEO, in tech company Atlassian founders Scott Farquhar and Mike Cannon-Brookes. Easy-going, unshaven, jeans & t-shirt wearing and humble. Oh and billionaires at age 34!

**They all have an authentic voice. FIND YOURS.**

<sup>12</sup> World economic forum – leaders most admired by millennials

Your CEO can be a CSR rock-star and lead your brand / company to CSR Superhero status. Here's the thing, employees will talk about their employers' CSR activity if they see the CEO visibly involved. It means the company is genuine, it's not an add-on, they trust it. And when employees talk about it, consumers listen and trust **them**.

It's no longer enough for a leader to just lead the company to profit. They must be a leader in influencing change, transforming the company's impact on society and environment, a leader in communication.

**A leader of society, not just business.**

A leader to be admired and followed.

“BUSINESS AND INDUSTRY IS THE MAJOR  
CULPRIT IN CAUSING THE DECLINE OF THE  
BIOSPHERE AND THE ONLY INSTITUTION  
THAT IS LARGE ENOUGH, PERVASIVE ENOUGH  
AND POWERFUL ENOUGH TO REALLY LEAD  
HUMANKIND OUT OF THIS MESS”

- PAUL HAWKEN, THE ECOLOGY OF COMMERCE

Yes, there is risk. Absolutely. No doubt there. But there's also risk in maintaining the status quo.

**NOTHING WORTH HAVING IS EASY.**

**PRACTICAL TALK TIP:**

1. Identify your CSR & Social Good front person. If your CEO is one of those visionary but rare narcissistic, ruthless types that instil fear in people when they walk in the room (think Montgomery Burns from The Simpsons) then perhaps, front someone else. This type of leader just perpetuates what consumers think of CEOs and it will end in tears. Front your Chief Financial Officer, CSR/Sustainability manager or someone of seniority, especially if he is a she.
2. Watch and learn from the new breed of visible, honest & human leaders such as Microsoft's Satya Narayana Nadella, who talks candidly about Microsoft's cultural problems and lack of purpose. Be inspired by NZ's PM Jacinda Ardern, who's response to the Christchurch shooting was a radical combination of emotional empathy and immediate action<sup>2</sup>.

**FOR INSPIRATION:**

A visionary Rock Star leading the way in Australia is Konica Minolta's chief David Cooke who is driving sustainability through the Japanese technology and imaging solutions business.

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<sup>2</sup> <https://is.gd/2hJJBL>

David made a clear statement when he first took the reins – turning the MD’s fancy office into a lounge for staff, opting to sit in a smaller office near the lunchroom where he could have more contact with staff.

Now in his 8th year, David has tackled ethical sourcing, financial transparency, workplace human rights, climate change and has introduced new programs around employee volunteering, design thinking, gender and pay equality and domestic violence.

Aside from throwing the full weight of his leadership behind these initiatives, he also threw himself out of a plane to raise awareness and funds for Project Futures, a charity fighting to end human trafficking and child exploitation.

Another superb example of a VISIBLE CEO on CSR & Social Good issues is Kylie Watson-Wheeler. Kylie is MD of The Walt Disney Company Australia and NZ, undoubtedly one of the most trusted companies in the world. I met Kylie 10 years ago when she was head of consumer products and though CSR was not her mandate, she

took it upon herself to shift the company from ‘scattergun philanthropy’ to a strategic cause partnership model. This enabled Disney to invest not only cash but also expertise and reach, while also providing employees with

meaningful volunteering opportunities through Disney’s VoluntEARS program. Now at the helm of this iconic brand, Kylie continues to lead by example by volunteering her time for an array of causes.

Globally, The Walt Disney Company focuses on several areas including supporting Children’s Hospitals around the world and protecting the environment by minimising environmental impact.

Kylie says, **“At Disney, everything we do is centred around telling stories that connect with and reflect the world around us. We are a company of storytellers, and our citizenship initiatives tell the story of who we are as a company. That story has to be aligned with the same values that define our brand and make our stories so timeless.”**



**Information about Konica Minolta’s initiatives, Atlassian video and an interview with Microsoft’s Satya Narayana Nadella demonstrating how a CEO can be honest AND authoritative, can be found at the Talking the Walk® 2 Resource Centre.**

## 6. CUT THROUGH WITH VISUALS

### Re-evaluate the CSR/sustainability report

It takes lots of resources to produce a CSR/sustainability report – and no-one's reading it. Today's consumers receive information in real time, old news is not news.

There may be a couple of key stakeholders that need in-depth information and detail on your CSR activities, and if they really require a report, do it for them. Perhaps ask them if they really want it and if that format is the most useful.

Part of being CSR savvy is minimising waste, yes? That includes time!

Don't assume that just because a CSR report cost a lot to produce and would make a good door-stop, it should automatically go on the website. Avoid ticking boxes.

Instead, convene a meeting of the communicators, CSR managers, marketers and your Jargon Terminator and create succinct information packages for each of your audiences.

Invite the CEO – who knows, they might just turn up! Make it quick and easy for people to get and absorb the information. Explainer videos. Human stories and success videos. Sexy infographics. Icons. Condense, strip away all the superfluous information and jargon, but keep the essence of the story. Use descriptions to paint a picture and use numbers and statistics sparingly. Too many will kill the magic.

Spread Snippets across every possible touchpoint. Facebook, Instagram, YouTube, in-store, website, direct mail...everywhere. Invite discussion...engage! Consumers search out CSR information and validation across multiple platforms and numerous sources – being in just one place means you won't be found.



**Mondelez International**  
Growing our Impact in Australia

We're committed to encouraging families and children to build healthy habits and make smart nutritional choices. The Mondelez International Foundation has partnered with the Children's Agency, ensuring 370,000 over three years to advance their ongoing early childhood care & development program. **MyLearn**

We will integrate:

- Active play
- Growing fresh food
- Nutrition education

We will use our Healthy Kids, Healthy Communities program

**Mondelez International** **Save the Children** **Healthy Kids Healthy Communities**

**Impacting behaviour change**

Since 2013 our active lighting has led to 44% increase in energy efficiency

44%

**Our journey**

Partnership begins September 2017

**1. SET GOALS & PLAN**  
Before starting work we set clear goals and plan.

Reduce number of plastic bottles used in our supply chain

Reduce number of plastic bottles used in our supply chain

Reduce number of plastic bottles used in our supply chain

Reduce number of plastic bottles used in our supply chain

**WHERE WE GO**  
Targeted focus on program outcomes

**Tomorrow. Together.**

Since 2013 our active lighting has led to 44% increase in energy efficiency

44%

50%

50%

50%

50%

50%

50%

CSR & Social Good is no longer an add-on strategy. It needs to be part of your DNA, so show that it is. Just don't spend big on exclusive and expensive-looking advertisements as this will just alienate and appear like bragging. **Use existing channels.**

Employees and consumers want easily digestible, visually appealing, easy-to-grasp information that is entertaining or inspiring or both! The attention span of most consumers these days is equivalent to a gold fish, so you must capture attention to get them to notice, let alone care.

Engage customers in the conversation on social media. Whatever you do must work on a hand-held device, for this is now the primary source of interaction. Ask questions, accept feedback: make it a two-way dialogue, not a one-way exercise in pushing information out. Think of every customer touchpoint as a **Trustpoint**.

Yes, it's a lot of effort, but it will be worth it. Succinct and compelling CSR & Social Good communication is your Hero's secret weapon in the fight to gain trust. Nothing else will build trust like this can. It's your light sabre for sure. It cuts through like nothing else.

You have to feed it to them in the way they want to be fed. Bite-sized pieces. Consistent. Often. Pure, honest, straight-to-camera storytelling is IN.

**In the Resource Centre you'll find lovely examples of CSR & Sustainability Reports including IKEA, Disney and Woolworths and great infographics including this one we produced for Mondelez Australia (opposite).**

## PRACTICAL TALK TIPS:

1. Don't try to communicate everything at once. Remember, the best way to eat an elephant is one bite at a time. Follow the story structure - human beings' brains are wired to think and absorb information in story form and it allows them to retain far more information than if provided randomly or all at once as in a Sustainability report.
2. Customers engage with your brand across multiple devices and numerous touchpoints and it all adds up to the customer experience. No one department owns the customer. Don't silo off your CSR & Social Good messaging to just one area, such as your website. If it is genuinely part of who you are and what you stand for, it should be everywhere that you are.
3. Video is fast becoming the Millennials' preference, so use 1 minute videos along with infographics to bring your story to life. Watch 60-second Docs for inspirational social good storytelling.

## FOR INSPIRATION:

Our client **Vodafone Foundation** created a new social platform – Power for Good – with a commitment to improve the health of Australians through mobile technology. With their partner the Garvan Institute of Medical Research they launched DreamLab.

A complex idea (a crowd sourced smartphone supercomputer) made simple through a plain English description “use your phone to help solve cancer in your sleep”.

Launched in 2015 with a campaign and explainer video, it's won multiple awards, has 121,000 downloads and completed calculations on Project Decode in half the time it would otherwise have taken.

**Heineken** did something unusual with their sustainability report - a rap film called Let's Get Frank. Dutch rapper Kevin 'Blaxtar' de Randamie guides you through the brewer's sustainability progress. Somewhat refreshing and highly appealing to millennials. You have to see it to believe it.

Powershop partnered with Guardian Labs to create a playful & entertaining video showcasing fun & ingenious ways renewable energy has been generated...including a pee-powered generator!

**The Vodafone DreamLab case study & videos, the Heineken case study & rap video and the Guardian Labs/Powershop case study & video can be found in the Talking the Walk® 2 Resource Centre.**



“EVERY NOW AND THEN ONE PAINTS  
A PICTURE THAT SEEMS TO HAVE  
OPENED A DOOR AND SERVES AS A  
STEPPING STONE TO OTHER THINGS.”

- PABLO PICASSO

## 7. DO WHAT'S RIGHT

### If you don't stand for something, you end up standing for nothing

It's no longer enough to just 'do no harm', or just stay within the confines of the law, corporate Australia needs to do what is right, by their staff, customers, stakeholders, community as well as **strategically right**.

Agree on what is right for your company to focus on and what is going to resonate with your customers and staff before crafting your messaging. If it's right for them, then shareholders will come around. After all, you're a servant of the customer, not a slave to the shareholder, yes?

What is right for your company isn't necessarily right for another, even if they are in the same industry as you. In order to capture consumer's attention you need your communication to truly cut through.

Whether it's the Fun theory<sup>1</sup>, the disruption theory, shock or inspiration, use whatever is appropriate for your company's character. It must cut through, so keep trying different ways and avoid vanilla.

Do the right thing across the board, avoid piecemealing and discordant actions. It's pointless giving away millions of dollars through your Foundation and then slave-

driving your staff to breakdown, encouraging discrimination or having a dubious supply chain.

There is no room for conflicting action as this will lead to incongruent messaging, and millennials in particular will roast you. Years of good work down the drain – tick. Lack of trust – tick.

**Measure the right things.** Not just your **CSR activity** outputs but social outcomes. Measure how your campaigns result in behavioural changes.

Measure the human difference you are making. Capture stats and data but turn it into something meaningful. This all makes for great stories.

Measure your **CSR communications** - not just column inches and vanity metrics such as likes, followers and fans.

These can be great indicators of a successful communications plan but the ultimate measure is the impact both action and communication is having on reputation, trust rankings, customer loyalty, sales, staff retention and other commercial priorities.

If you can prove bottom line benefits, then the sky is the limit to what you will be tasked with next year! CSR will only be considered a priority if it can prove that it can add value to the bottom line.

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<sup>1</sup> <https://is.gd/RZkyxy>



**DO THE RIGHT THING**

Doing the right thing can often involve supporting a cause. When selecting a cause, pick one that aligns to your business and is a reflection of your brand then pour all your resources, skills, people, intellectual capital and money into it.

Don't just donate; that is an insult to your immense influence and potential. You may end up with more than one charity, but select a single cause. You want to be known to stand for **something**, not everything. Ticking CSR boxes by donating to charity – those days are far gone.

To demonstrate you're genuine, work at grass roots level and get stuck in addressing the root of the social problem. Don't waste time on tokenism or window dressing. It's so obvious, perpetuates skepticism and is so yesterday.

### SHOW THE PROOF. THE RESULT. THE HUMAN DIFFERENCE. STATS DON'T DO IT!

When selecting a cause to champion...think ABC.

**A = Audience appeal.** Find a cause that will appeal to customers, staff & stakeholders, rather than pushing the CEO's personal passion.

**B = Brand synergy.** Your cause needs to make sense, and fit with your brand personality/values.

**C = Competitive advantage.** If you're going to invest time and cash to champion and campaign you want something that your direct competitors don't have.

In rare occasions entire sectors do come together to tackle a social issue and that is spectacular. Such as the pharmaceuticals all investing in cancer research or the financial sector all investing in financial literacy.

But do it differently, look for the unique angle. Find your particular flavour. Talk about the human difference as the primary message but also be transparent about how much you are investing.

### PRACTICAL TALK TIPS:

1. Do not lead with the message 'help us to raise \$xx'. Lead with the human difference – Difference over Dollars.
2. Cause partnering is Cavill + Co's forte – finding a cause partner that is a perfect fit. Get in touch if you are searching for The One! [Letstalk.com.au](http://Letstalk.com.au)

### FOR INSPIRATION:

A fabulous example of doing what is strategically right for a company is a story from 2012, when a foil-wrapped Annual Report arrived on the desks of stakeholders.



The book inside was blank, with instructions to read in sunlight. As they did, page after page came to life with images and infographics.

A gimmick? No, this was the world's first eco-friendly, solar-powered annual report from **Austrian Solar**, which further positioned the company - and sector - as a highly innovative communicator and energy alternative.

Cavill + Co's client the **Financial Services Council (FSC)** wanted to champion a cause that was relevant to its members. Financial literacy was the obvious choice, but how to make a genuine difference, and present a unique flavour, when all the major financial institutions were investing millions into the cause?

They partnered with the First Nations Foundation in 2013, who have delivered training to hundreds of Indigenous Australians to improve financial literacy and their lives.

At one event an FSC volunteer helped a Koori man find over \$700,000 in lost super! The partnership has received unprecedented support from members, has inspired staff to volunteer and has exceeded all fundraising targets.

**The Australian Solar case study & video, the FSC/First Nations Foundation partnership achievements can be seen in the Talking the Walk® 2 Resource Centre.**



## 8. ENGAGE EMPLOYEES FULLY

### CSR – it's an inside job

Staff. Your greatest secret weapon. More powerful than Thor's hammer and more influential than Green Lantern's ring.

They not only have a thirst for CSR & Social Good, they have power in numbers and they are your best megaphone to disseminate what your company stands for to the big wide world. They're possibly more valuable than any other communications channel you are investing in right now.

Because when your staff speak, consumers listen. They have more credibility and are more believed than anyone else when it comes to CSR information. They could be your cheerleading squad. For the most part, staff are Gen X and Millennials.

In ten years' time Millennials will be the managers and Gen Z the employees. Millennials are socially aware, values driven and deeply concerned about the environment. They want to work for organisations with a sense of purpose and they feel they have the power to change society for the better.

Gen Z are empowered, sophisticated, big on social activism. They want to invest heart body and soul into making the world better - they won't settle for what they see as tokenistic solutions - like payroll giving, volunteering or fundraising for a day.



According to Gallup<sup>1</sup>, 71% of Australian employees are disengaged at work, among the worst in the world. Of course there are many things that you could be doing and are probably doing to improve engagement. Connecting them to the company's purpose via CSR is a significant one.

A large proportion of employees in Australia don't trust their employer – to do the right thing, and to speak the truth. Just like consumers they will go out of their way to seek facts to find the truth and as insiders they potentially have greater access.

Employees are often the last to hear about a company's CSR goals and plans. They're only involved when they are required to display merchandise in store, when the volunteering day is due or when they read it on the company website.

If you are already on the path, at least brief them! An alert on the intranet doesn't cut it! Companies complain that they give a day off for staff to volunteer but they're not showing up. They organise a tokenistic 'charity fundraising drive' and staff are apathetic. **Because at that point, it's too late.**

### Staff-driven CSR

Enable employees to have a say in the CSR program, especially those areas where they can contribute. If you want to partner with a charity that offers staff skills then involve staff in making that decision. If you want to reduce your environmental footprint ask staff what they can do as a starter. As a company get behind things that they care about.

### Company-centric CSR

Employees need to be involved right **at the outset to ensure authentic buy in**. Seek their input to your CSR & Social Good thinking, planning and goal setting. Take on board their thoughts and ideas, enable them to shape your strategy.

Invite them to become actively involved, to lend their expertise, ideas and knowledge, some will even take on tasks. Utilise staff to test your messaging for the outside world. If it fails to resonate with them you know you have to reformulate or simplify.

They're highly skilled (you employed them!) so it's crazy to just give them opportunities to 'fundraise' for a cause that you have chosen, to donate (to a list you have compiled) or to volunteer to your corporate cause on a day you choose.

Involve them at the start and they will transform, drive and communicate your CSR.

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<sup>1</sup> State of the Global workplace, Gallup Report 2017  
<https://is.gd/dQCunY>

The CEO needs to be actively visible, so they know it's for real, then they'll talk positively about it to friends and family and on social media. Not only will you have a much better, well rounded consumer focussed, fresh CSR program, you've got a key channel of communication already handled.

Think of your company as a bee-hive. There's the Queen and the worker bees.

Whilst the Queen Bee is central to the hive she doesn't rule it, in fact her brain is much smaller than the worker bees.

Each bee has a critical role that contributes to the survival of the hive.

Bees that store honey and pollen, bees that feed and clean.

Mortuary bees that remove the dead.  
Fanning bees that control the temperature.  
Whilst the hive may look chaotic, all the bees are working towards a common goal, a shared purpose.

It's the forager bees that leave the hive to gather food. When they find a rich source of food they return to the hive and 'waggle dance', the moves showing the other bees the direction of the food. Those bees then head out to bring more food back. Out they go, in they come, dance they do.

Imagine if the bees didn't know the purpose of the hive. Or the Queen mistreated her workers. She fails to consult with them, involve them or acknowledge their vital role to the survival of the hive. Do you think the forager bees would return? Surely not.



They'd find the source of rich food and take it elsewhere. And they'd 'waggle' to tell other bees to avoid that hive, there are better hives to work for!

Your staff are not just worker bees. They are a rich source of inspiration and ideas. Tap into their sense of purpose and desire to make a difference and they'll go out into the world and talk up the company. And bring other talented people into the company. And make lots of honey!

Identify advocates and champions. Communicate with them regularly. Give them feedback. Share challenges & achievements. Reward those offering the greatest contribution.

## PRACTICAL TALK TIPS:

1. If you invite them to volunteer, do it on work time, not their personal time, which they value greatly
2. If you invite them to raise money, match it – it's the decent thing to do, and it shows you are genuinely committed to the cause
3. Don't cover them in logos on volunteering days just for PR fodder. The stories they tell when out and about will be far more powerful than a logo on a t-shirt

## FOR INSPIRATION:

Cavill + Co client **News Corp Australia** partnered with Lifeline in 2010 to fulfill a critical social goal: enable Australians to have conversations with a trained counsellor, on email as well as phone.



Rather than give Lifeline a chunk of money, News Corp rallied its talented digital staff who built it for them.

With massive support from the MLC Community Foundation, who contributed cash and guidance, the 'Lifeline Online Crisis Support Chat' platform was launched, supported by News Corp's \$1m of on-line advertising a year.

Because the staff were involved in selecting the cause of mental health, and had a say in choosing Lifeline as their partner, the rallying was easy - staff were queuing up to be involved. Staff engagement and retention was increased and many lives were saved.

**Westpac Australia** enabled employees to create their own team volunteering around causes that matter to them.

One of their employees, social entrepreneur Daniel Heycox, had started a charity called **I am a boat person** to support asylum seekers in Australia.

He enrolled his entire Westpac team to volunteer their time and donate money to support the cause. The team found it extremely engaging and Westpac is now his major supporter. A great example of staff-driven CSR.

**PwC Australia** goes one step further by keeping track of all their CSR champions, maps their network, and involves them constantly in championing the company's CSR and leading others to join.



## 9. MAKE CLIMATE A PRIORITY

### **Don't be Tricky. Consumers are *not green***

There are many shades of the word green.

It's a political party, a grassy verge, a paint colour (more likely pistachio or juniper these days!), a term for jealousy or money. In the olden days it meant you are naive.

Now it means 'beneficial to the environment or less harmful to the environment than others'.



Too many companies are pretending to be green when they are not. It's called Greenwashing and is a catchcry of today's fact-finding vigilante consumers. Smart marketing? A quick-fire way to upset consumers, lose trust and trigger a social media furore that isn't favourable.

Two thirds of consumers are actively avoiding companies and brands that have a negative environmental record, and when it comes to boycotting a product, misleading green credentials are just as bad as damaging the environment.

Activist groups like Get Up and Greenpeace will expose polluters, greenwashers, plastic dumpers and palm oil users. In March 2019 Greenpeace created a giant #PlasticMonster which danced its way through the streets of Rotterdam, landing at Unilever's HQ.<sup>1</sup>

These groups are highly organised, well resourced and relentless. Millennials are donating to them, volunteering and spreading their videos like wildfire.

Large and powerful retailers embracing sustainability will have no room on their shelves for products that deliberately mislead. If your environmental footprint is large, and you are doing nothing about it, you will find yourself left out. If you pretend to be doing something but you're not, you'll be roasted.

**Addressing your footprint is the only option.**

<sup>1</sup> Greenpeace #PlasticMonster  
<https://is.gd/h409oy>

Green imagery, claims of 'all-natural', eco-friendly, 'non-toxic' are popular in Australia and it seems everything is now Organic. If you are aiming to minimise your environmental impact, avoid making claims before you are ready and can substantiate them.

Don't use vague, meaningless terms or complex language or those awfully lame fake logos. They may get you a sale today but they will damage your brand tomorrow when consumers find out, feel duped, and boycott your brand. Then they will tell everyone about it. Greenwashing is dirty, and we're bigger and better than that in Australia, aren't we?



“WE FACE A CRISIS OF LEADERSHIP IN THE CORPORATE WORLD, HAMPERING BUSINESS FROM BECOMING A FORCE FOR GOOD. MANY LEADERS ARE STUCK IN AN OLD PARADIGM THAT NO LONGER SERVES THEIR BUSINESSES, WIDER SOCIETY OR THE EARTH ON WHICH WE ALL DEPEND. THEY NEED TO FIND THE COURAGE TO STAND UP AND SET THEIR COMPANIES ON THE PATH TO TRANSFORMATION... RICH REWARDS AWAIT FOR THOSE THAT DO” - JO CONFINO, EXECUTIVE EDITOR, HUFFINGTON POST



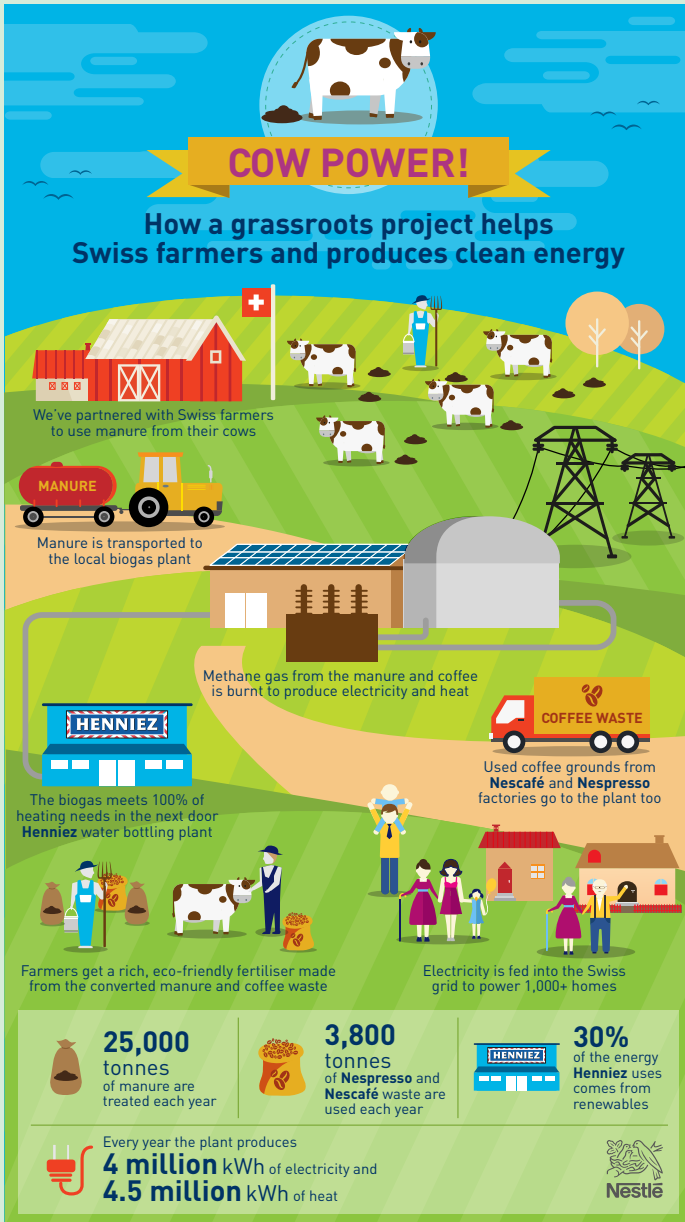
On the positive side, green can be good for business. Books such as The Big Pivot, Green Recovery, Green Giants and Green to Gold provide strategies for leaders to use green thinking to build smarter, stronger businesses, as well as a compelling business case.<sup>2</sup>

Green Giants details 9 companies that have genuinely embraced environmental consciousness and action, outperforming competitors in the stock market by 11%. Innovative multi-national leaders include Tesla, IKEA and GE.

According to sustainability agency Futerra there are six key attributes of these billion dollar companies, that are a useful take-away for Australian companies.

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<sup>2</sup> <http://www.andrewwinston.com/books/>



- 1) Their sustainability journey can be tracked back to one courageous leader who was prepared to stand out from the crowd
- 2) They have created a disruptive mindset that breeds radical innovation
- 3) They operate from a higher purpose
- 4) Sustainability is at the core of their business, not just a bolt on
- 5) They have mainstream appeal
- 6) They perform well and corporate reputation is built through actions not advertising

When big companies like IKEA and Toyota absorb environmental consciousness into their business it sends a message to other companies, but they've also got multi-million dollar marketing budgets to raise awareness globally.

Australian companies IAG, Westpac and Stockland have been recognised globally as tops in sustainability along with TOMS, Apple, Google, IKEA, Salesforce and Ben & Jerry's. Arup, Disney and Westpac have won sustainability awards in Australia.

Environmental communication cuts through when it is authentic and honest, featuring targets, progress as well as challenges. It should show impacts and outcomes – not just a to-do list.

The best sustainable websites and reports reveal bold but achievable long term goals and short term actions. They tell the story of the journey, using punchy language, powerful images and infographics.

Yet many in Australia are mind-numbingly dull, unimaginative with complex tables. We can certainly learn a lot from long term players like M&S and Unilever.

## PRACTICAL TALKING TIPS:

1. Read 'Green Giants – How smart companies turn sustainability into billion-dollar business' by Freya Williams.
2. Be inspired by Elaine Cohen whose blogs are jam packed with razor sharp insights on CSR reporting. Each year she analyses CSR & Sustainability reports from around the world. An extraordinary resource (be warned, you will lose days of your life!) <http://csr-reporting.blogspot.com/>

## FOR INSPIRATION:

You cannot go past Google, M&S, Kathmandu and Patagonia for inspirational action and communication on their sustainability progress.

**PILLAR 1**

# WELLBEING

We believe that taking care of ourselves is the first step to helping the people around us. As a society, we need to re-balance our diet to eat more healthy food. It's not only obesity that's a challenge but what comes with it in terms of increased heart disease and type 2 diabetes.

**TARGET FOR HEALTHIER FOOD SALES BY 2021**

## 50%

**TARGET FOR DONATIONS TO WELLBEING CAUSES BY 2021**

## £25m

**OUR GOAL IS TO HELP 10 MILLION PEOPLE LIVE HAPPIER, HEALTHIER LIVES**

**HEADLINE TARGETS**

- **By 2018** we'll motivate and reward our customers for making healthier choices.
- **By 2022** 50% of our global Food sales will come from healthier products.
- **By December 2018** M&S single serve portion sizes of snacks, confectionery and ice cream will contain no more than 250 calories.
- **Between 2017 and 2021**, we'll help to make a positive difference to people who are affected by either cancer, heart disease, mental health, loneliness or dementia by helping to raise £25m for charities that support these causes.
- **By 2022** we'll enable our M&S colleagues worldwide to complete a health risk assessment, including health checks, where appropriate. We'll use this data to tailor our interventions and report annually on progress.

**IN THIS SECTION**

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Colleague wellbeing	15
Supply chain wellbeing	16

In the UK **Marks & Spencer's** decade long campaign called Plan A is a fantastic example of how to fully integrate CSR into everyday business and see immediate cost savings and increased profits.

You can see too that they have refined and perfected how they communicate their progress.



One of most engaging and beautifully presented environmental reports is from our very own **Kathmandu**. Easy to grasp, relevant icons, stunning photography, told in story form, and the essence of the brand shines through.



Check out Kathmandu's brilliant 'Call of the Wild' campaign with Guardian Labs and their latest Sustainability Report. These can be found at the Talking the Walk®2 Resource Centre along with the M&S case study.

## 10. BE BRAVE - STEP UP

Dig deep into your soul.  
You know this to be true.

Listen to staff and  
customers.

Start.

Embrace change.

Overcome fear.

Collaborate.

Consult.

Inspire.

Tell stories.

Lead.

Entertain.

Delight.

Feedback.

Have a vino.

Celebrate.

Start again ...

Just do it.

[Letstalk@cavill.com.au](mailto:Letstalk@cavill.com.au)

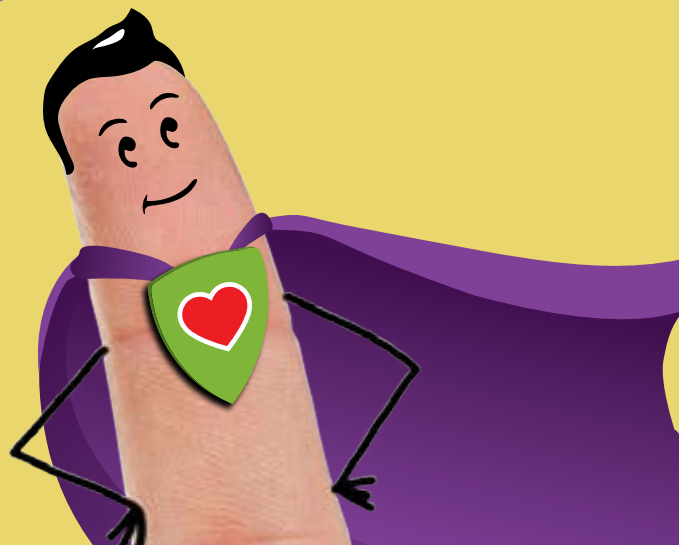
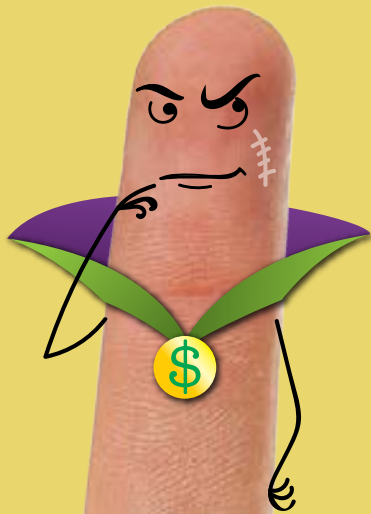


# 12.3 THE NEW MODEL FOR COMMUNICATING CSR & SOCIAL GOOD

**A FORCE FOR PROFIT**

**VS**

**A FORCE FOR GOOD**



**NARCISSISTIC**

PERFECT SHAREHOLDER VALUE

**PROFIT DRIVEN** BORING GREEDY

CONTROLLED MESSAGE

**POWERFUL RUTHLESS**

**FACELESS** ONE WAY DIATRIBE FORCEFUL CENSORED

KNOW IT ALL RESPONSIBILITY **MISLEADING**

**SELFISH** RISK AVERSE **BOASTFUL**

**GENEROUS**

IMPERFECT STAKEHOLDER VALUES

**PURPOSE DRIVEN** INSPIRING FAIR

STRONG LEADER **COLLABORATIVE**

**HUMAN** TWO WAY DIALOGUE REAL TIME FEEDBACK

STILL LEARNING OPPORTUNITY **HONEST** TRANSPARENT

**CARING** COURAGE **HUMBLE**

## 13. WHO WE NEED TO THANK

### 13.1 BIG HUGS TO...

Producing a report like this takes a great deal of time, money and most of all, a willingness to share knowledge and stories. For their generosity of spirit (and for kicking in the necessary cash) we must thank our amazing partners who have made it all happen.

Chris Day formerly at Caltex. Dr. David Cooke and Anastasia Konstantelos at Konica Minolta. Kim Di Marzio and Paul Di Marzio at Di Marzio Research. Michelle Fisher and Suzie Mijalkovic at IAG. Melanie Wilkinson at Fenton Communications. Julie and Jared at Dashing. Ania, Rachael and Ann our fabulous designers.

Scott Gibson at Konica Minolta, Lil Barac-Macey at Q Social Impact and Kate, Lyndon, Greg, Jayden and Narelle for proof reading and advice. Simon Oats, master storyteller for teaching me about the power of storytelling and all the story intel. A special thank you to Stephen Browning for his metaphor magic.

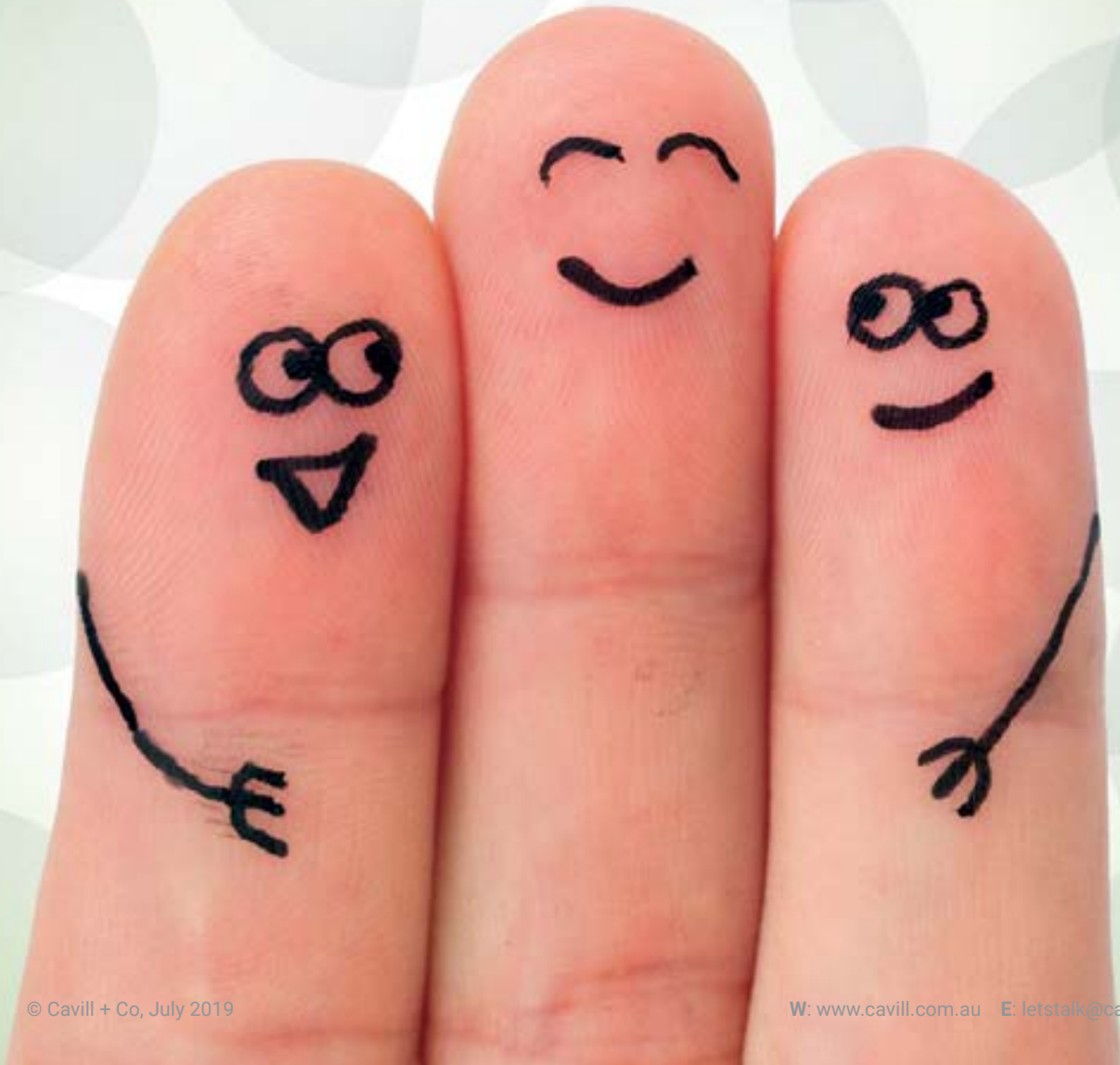
Gratitude to my amazing team Lia Harman for your unwavering support, Philip for sorting out the back-end and shop, and a big hearty thank you to Danni Price who has done an amazing job putting the Resource Centre together.

Millennials Tamanca Brown, Jayden Battey, Andrew Farina and Erin Kiely for your valuable input to the Millennial chapter. Kate Brent and Kylie Watson-Wheeler at Disney Australia. Susie Bayes at The Guardian for her fabulous case studies, Carolyn Butler-Madden for support, David Pagotto at Six Gun.

Special mention to my hubby Tyrone Jaspers for his generous and unwavering support, and keeping me fed and watered whilst I burned the candle at both ends giving birth to this report.

A special thanks to my colleagues in the CSR industry, Emma Snell, Daniel Murray, Alyssa Jones, Dan Gregory, Sasha Courville, Helen Souness and Kate Delbridge. To my lifesavers Naomi and Andrea.

And most of all I must thank all of the researchers and writers of all the reports that we reviewed – their work, stats, words and insights are the bedrock of this report. Of particular note is the bespoke research funded by Di Marzio Research which has enabled me to track trends over 20 years, the incredible body of Trust work by the people at Edelman, Mark and Tom at Millennial Future for the comprehensive study on Australian Millennials, Havas for their brilliant insights into the evolution of branding and Deloitte for their ongoing invaluable Millennial reports. Also KFC and Triple J for their valuable youth reports.



## 13.2 WE COULDN'T HAVE DONE IT WITHOUT...

### DI MARZIO – OUR RESEARCH PARTNER

When partnering with charities for mutual benefit (then known as Cause Related Marketing) was in its infancy in Australia in the late 1980s, few corporate and non-profit organisations understood its potential benefits, particularly at a branding level.

One missing ingredient was professional research into public attitudes and opinions towards CRM.

In 1997 we conducted a comprehensive national survey which underpinned Cavill + Co's ground-breaking report: *The New Bottom Line – Consumers, the Community and Business*.

In 1999 our survey of 200 corporates was the basis for Cavill + Co's report *Cause & Effective*, detailing the investment intentions of corporate Australia.

In 2001 this was followed up with *Heart & Sold*, which contained consumer research proving beyond doubt that consumers were influenced in their purchasing decisions by a company association with a cause.

These early reports were valuable guides for corporates, non-profits and consultants alike and reflected a new and exciting era

### DI MARZIO RESEARCH

MARKETING AND STRATEGIC RESEARCH CONSULTANCY



of collaboration between companies and charities. One has to remember this was pre CSR, September 11 and social media, quite a different world to now.

These were the first of many research projects that we've conducted in the CSR and community investment space over nearly two decades, and several leading organisations in both the non-profit and commercial sectors have used our quarterly online omnibus survey to give them answers to pressing questions.

Di Marzio Research is proud to have helped build Australia's knowledge of CSR, and we are always available to discuss effective ways in which market research can help both corporates and non-profits to address CSR, marketing or reputational enquiries.

We serve the needs of clients both large and small in the corporate and not-for-profit sectors, and for both state and federal government departments and agencies.

As with Cavill + Co, you work with the people whose name is on the door. Our principal Kim Di Marzio has more than 40 years' hands-on research experience, and co-founded the business in 1989; while his son Paul Di Marzio joined the firm in 2006 after tertiary studies and corporate experience in marketing in Australia and the USA.

"AS WITH CAVILL + CO,  
YOU WORK WITH THE PEOPLE  
WHOSE NAME IS ON THE  
DOOR"

**WEB: [WWW.DMRESEARCH.COM.AU](http://WWW.DMRESEARCH.COM.AU)**

**CONTACT: KIM DI MARZIO, DIRECTOR OR  
PAUL DI MARZIO, SENIOR RESEARCH MANAGER**

**P: (03) 9841 5546**

**M: 0401 626 509 (PAUL)**

**E: [PAUL@DMRESEARCH.COM.AU](mailto:PAUL@DMRESEARCH.COM.AU)**

**E: [KIM@DMRESEARCH.COM.AU](mailto:KIM@DMRESEARCH.COM.AU)**

## FENTON – OUR COMMUNICATIONS PARTNER

### Clear, compelling communication

Fenton is a new breed of agency. We are communicators, marketers, facilitators, advisers, writers, researchers and designers.

Our full service in-house team works across areas of health, resources, sustainability, social justice, education and professional services, with the knowledge, skills and experience to get results.

Building reputation, understanding motivations, increasing awareness, shifting attitudes and behaviour – clear, compelling communication is instrumental for driving change.

A Fenton story: delivering a successful public health campaign for Baker IDI Heart and Diabetes Institute, and Vodafone Foundation.

The Rise & Recharge campaign reignited a slow-burning health issue that had lost its spark in the public consciousness: all those hours we spend sitting motionless in work.

The campaign strategy combined branding, online advertising, earned media coverage and a workplace engagement program to promote a healthier balance between sitting and being active at work, supported by a free health app to encourage regular time away from the chair.

# Fenton

The Rise & Recharge app was developed by Baker IDI Heart and Diabetes Institute in partnership with Vodafone Foundation, which provides grants for technology solutions to improve the health and wellbeing of Australians.

rise & recharge

## BE THE BOSS OF YOUR CHAIR

We're designed to move, not spend our day glued to a chair. Time to take control, step up and become a Chair Boss.

Spending less time stuck in the saddle is good for your health and helps you stay sharp: simply get up, move about and sit back down every 30 minutes. Download the free app, earn your stars and become a Chair Boss.

Visit [www.riserecharge.com](http://www.riserecharge.com) for more tips on becoming the boss of your chair.

Brought to you by

Baker IDI  
Heart and Diabetes Institute

Proudly supported by

Vodafone  
Foundation

Download on the App Store

GET IT ON Google play

The campaign targeted large organisations with a sitting workforce with an appeal to use the app to help employees remember to move regularly throughout the day.

The benefits of changing workplace culture to normalise time out of the chair are a healthier and more productive workforce: a good example of public health and CSR imperatives combined to benefit staff and business.

Our Rise & Recharge toolkit also equipped participating companies to promote their commitment to employee health to external audiences, building their reputation among clients and potential employees.

“WE ARE COMMUNICATORS, MARKETERS, FACILITATORS AND DESIGNERS... A NEW BREED OF AGENCY”

WEB: [WWW.FENTON.COM.AU](http://WWW.FENTON.COM.AU)

CONTACT: MELANIE WILKINSON, CEO

P: (03) 9600 0006

E: [MELANIE@FENTON.COM.AU](mailto:MELANIE@FENTON.COM.AU)

**rise & recharge**

Have you gone chair-less at work today?

# TRY SOME NEW MOVES AT WORK

**Self high five**

**Mobile can-can**

**Slam dunk**

Go chair-less at work for more energy: standing up on the job every 30 minutes is good for your health and helps you stay sharp.

Download the free app, earn stars and become a chair boss. Be chair-aware and proud - stand up, move about and power-up, you chair-less wonder you.

Visit [www.riserecharge.com](http://www.riserecharge.com) for more tips on becoming the boss of your chair.

Brought to you by

**Baker IDI**  
INDEPENDENT DESIGNERS

Proudly supported by

**Vodafone Foundation**

## IAG FOUNDATION – OUR CORPORATE PARTNER

IAG is Australia's largest general insurer, including well-known insurance brands NRMA Insurance, CGU, SGIO, SGIC, Swann Insurance, WFI and Lumley Insurance. We are in the business of making your world a safer place. This is our purpose, and it underpins everything we do.

### We all want to live in safe communities

In order to fulfil our purpose, we believe that our role extends beyond insuring risk and paying claims. We are focused on creating safer communities that are more connected, confident and resilient.

We work collaboratively with the community to understand, reduce and avoid risk, and to build resilience and preparedness for life's unknowns – whether that be natural perils such as bushfires, floods or storms, or safety issues at home, work or on the road.

Building resilience takes time, but by working together to help people prepare for and bounce back from unexpected events, IAG is creating safer communities and making our business stronger.

### Living our purpose in the community

Partnering with the community to improve safety is not a new concept for IAG. In many ways, we have been doing it since we began operating, more than 185 years ago.



We know that issues like community connectedness and resilience, climate change, and safety at home, work and on the road present difficult challenges. And while we don't have all the answers, we do have the resources, capabilities and the will to partner with others to create solutions.

Some of the ways through that we are involved with the community include:

1. **Employee giving and volunteering:**  
Through workplace giving, fundraising and volunteering, our people are given a voice to raise awareness on social issues that are important to them, as well as express their passion for specific charities and causes and contribute to positive community outcomes that build safer, more resilient communities.
2. **Our Reconciliation Action Plan:** IAG is a strong supporter of the reconciliation movement in Australia, we recently launched our third Reconciliation Action Plan (RAP). The RAP supports and empowers the Aboriginal and Torres Strait Islander peoples and communities. It includes actions aimed at providing employment, education and professional development opportunities to First Nations people, as well as supporting Indigenous businesses and increasing cultural awareness among our employees and partners.



**IAG is proud to support the Reconciliation movement in Australia.**

3. Creating local connections through our Good 'Hoods initiative: We listened to over 2,500 people and heard that they don't feel as connected as they once did, and this has affected the confidence and resilience they need to deal with life's unknowns. Locally, by connecting individuals and their communities through the Good 'Hoods initiative, we are exploring ways to improve community connection and resilience, in partnership with Murrindindi and Blacktown communities.

**WEB: [WWW.IAG.COM.AU](http://WWW.IAG.COM.AU)**

**E: [IAGFOUNDATION@IAG.COM.AU](mailto:IAGFOUNDATION@IAG.COM.AU)**

**W: [WWW.IAG.COM.AU/SAFER-COMMUNITIES](http://WWW.IAG.COM.AU/SAFER-COMMUNITIES)**

**W: [WWW.IAG.COM.AU/RECONCILIATION](http://WWW.IAG.COM.AU/RECONCILIATION)**

## KONICA MINOLTA — OUR CORPORATE PARTNER

Konica Minolta Business Solutions Australia is a subsidiary of an innovative global company that is committed to creating value for customers and making a positive contribution to society.

Our vision is to be known as a company that cares about our people, our customers and our community, and is vital to society.

Globally recognised for its award winning products and sustainability performance, Konica Minolta is a market leading provider of integrated print and content management services with the power to transform business environments for organisations large and small.

Our Optimised Print Service (OPS) combines consultancy with hardware and software implementation and operation to improve productivity, enhance information security, reduce overall business costs and support sustainability goals.

In recent years we have added software, professional services, 3D printing, robotics and industrial print to the traditional office and production print hardware.

Konica Minolta is committed to making a positive and meaningful contribution to society and the communities in which we operate.



## KONICA MINOLTA

We participate in the UN Global Compact and are exploring ways we can contribute to achieving the Sustainable Development Goals. We recognise we have an important role to play in ensuring the rights of those in our business operations and supply chains are upheld and respected.

For this reason we are committed to undertaking an ethical sourcing journey with our suppliers to ensure we have a positive social impact on those within our sphere of influence.

We are active in the community and support many causes that reflect the concerns of our people and society. Employees volunteer their skills and time to help make a difference. We work with charity partners such as Landcare Australia, Breast Cancer Network Australia, The Smith Family and Project Futures to inspire our people and create value for society.



**Konica Minolta staff work with Landcare to plant, repair bushland**

**WEB: [WWW.KONICAMINOLTA.COM.AU/SUSTAINABILITY](http://WWW.KONICAMINOLTA.COM.AU/SUSTAINABILITY)**

**CONTACT: OUR CSR TEAM**

**P: (02) 8026 2222**

**E: [CORPORATE.RESPONSIBILITY@KONICAMINOLTA.COM.AU](mailto:CORPORATE.RESPONSIBILITY@KONICAMINOLTA.COM.AU)**

## A KONICA MINOLTA STORY: *OUT OF THE SHADOWS*

For International Women's Day 2016, Konica Minolta Australia launched a week of activities in support of a new exhibition, *Out of the Shadows: Portraiture of Domestic Workers in Nepal*, at Konica Minolta House in Macquarie Park.

*Out of the Shadows* featured portraits and stories highlighting the challenges faced by female domestic workers in Nepal, including limited access to education, caste-based discrimination, child labour, forced or arranged marriage, violence and poverty.

The exhibition coincided with preparations for the release of Konica Minolta's Ethical Sourcing Roadmap which will outline steps the company will take to help achieve targets related to Human Rights and Ethics in its supply chain.

Employees, charity partners, local businesses and other organisations were invited to attend the launch of the exhibition which featured 15 portraits by emerging Seattle-based photographer and videographer, Monica Frisell, with research by Laura McManus, Konica Minolta's Ethical Sourcing Consultant.

Cindy Reid, Director of People and Culture at Konica Minolta said, "The aim of the exhibition, which brings to life stories of courage, resilience, and survival, is to both challenge and inspire.

While the subjects in the exhibition might not be Australian, the narrative is a familiar one, and highlights the aspirations we all have: an education for our children, saving to buy a house and being treated with respect at work."

The launch of the exhibition featured a talk by Jenny Stanger, National Manager of the Salvation Army's Freedom Partnership to End Modern Slavery.

Jenny spoke about the Salvation Army's work to provide support to victims of modern slavery in Australia, including domestic workers exploited in diplomatic homes.

Cindy Reid said, "The theme of International Women's Day 2016 is *Pledge for Pay Parity*.



The exhibition is aimed at Konica Minolta staff and the general public, to recognise the importance of continued advocacy for pay parity among all women, no matter where in the world they work.”

The exhibition ran through the week from March 7-11 in the public foyer of Konica Minolta’s HQ at Macquarie Park. The company invited charity partners, local businesses and other stakeholders to enjoy the exhibition through the week.

*Out of the Shadows* is only one of the initiatives Konica Minolta launched in support of International Women’s Day 2016. Konica Minolta Australia’s Managing Director, Dr David Cooke, pledged that in 2016 the company will seek to achieve Employer of Choice status with the Workplace Gender Equality Agency (WGEA), which promotes and improves gender equality in Australian workplaces.

Additionally, Konica Minolta Sydney staff attended the UN Women’s IWD breakfast in Sydney on March 8. On the evening of International Women’s Day, Konica Minolta’s Melbourne Branch hosted a screening of *He Named Me Malala* to raise funds for the company’s charity partner, Project Futures, an organisation working to end human trafficking.

For more information visit: <http://www.internationalwomensday.com/Activity/6461/Konica-Minolta-hosts-Out-of-the-Shadows-Portraiture-of-Domestic-Workers-in-Nepal->



## CALTEX – OUR CORPORATE PARTNER

A proud and iconic Australian company, Caltex has grown to become the nation's leading transport fuel supplier, with a network of approximately 1,900 company-owned or affiliated sites. Caltex aims to be the market leader in complex supply chains and the evolving convenience marketplace by delivering the fuel and other everyday needs of its diverse customers through its networks. Caltex has safely and reliably fuelled the needs of Australian motorists and businesses since 1900.

With a proud history of supporting Australian communities, Caltex has partnerships with community organisations such as The Clontarf Foundation, Australian Road Safety Foundation, Make-A-Wish Australia and the Westpac Rescue Helicopter, as well as company run initiatives such as The Caltex Best All Rounder.

### Commitment to the future generation

Since 2011, Caltex partnered with the Clontarf Foundation which is committed to improving the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men.

In addition to financial support, many Caltex employees donate their time and enthusiasm to The Clontarf Foundation through delivery of key events such as career exhibitions, volunteering at football carnivals or having the opportunity to participate in Clontarf's remote experiences.



# CALTEX



The Caltex Best All Rounder Award is one of Australia's best-loved secondary education recognition programs. For over 30 years it has been presented to thousands of final-year students, acknowledging their all-round contributions to their schools and communities. In 2017, over 2,100 secondary schools in Australia took part in the program.



## Focusing on road safety

Caltex has been a proud partner of the Australian Road Safety Foundation and its Fatality Free Friday program since it was founded in 2011.

Fatality Free Friday is Australia's largest community based road safety day to raise awareness of the human cost of careless driving by calling for extra vigilance behind the wheel.

Caltex also sponsors the Australian Road Safety Foundation Awards, the only nationwide road safety recognition program.

Caltex's commitment to road safety extends to our own fleet. We have implemented requirements for all vehicles across our fleet to include on-board monitoring of speed, fatigue and harsh braking. We have also invested in tanker driver safety through in-house classroom sessions and expanding our in-cab driver training process.



## "CALTEX IS WORKING WITH CLONTARF TO IMPROVE THE EDUCATION, SELF-ESTEEM AND EMPLOYMENT PROSPECTS OF YOUNG ABORIGINAL AND TORRES STRAIT ISLANDER MEN"

Closely aligned with our focus on safety and driver training, Caltex also partners with Motorvation, an organisation that works with groups of young drivers aged 15 to 20 years old to decrease risk taking and collisions.

Motorvation is a unique method of changing young driver attitudes and behaviour with innovative online programs as well as driving real cars to engage and equip young drivers.

## Delivering our united best

For over 20 years Caltex has also supported the iconic Westpac Rescue Helicopter Service by supplying aviation fuel for the fleet of helicopters and helping with fundraising efforts. The helicopters are on standby 24 hours a day to help save lives throughout Northern NSW in a region that covers 1.5 million people, from the Hawkesbury to the Queensland border, making it one of the leading aeromedical services in Australia.



Caltex is also a partner of Make-A-Wish Australia that grants the wishes of children with life-threatening medical conditions to enrich the human experience with hope, strength and joy. Last year Caltex raised over \$160,000 across its employees and Star Mart retail sites across Australia. This takes our total funds raised for Make-A-Wish to more than \$1.2 million since partnering together in 2013.

### **Empowering employees**

Fuelling Change is Caltex's workplace company-sponsored employee giving program, providing our people with an opportunity to donate from their pre-tax income to nominated community partners.

These donations are matched dollar for dollar by Caltex. In 2017, Caltex raised more than \$90,000 for our community partners Cancer Council of Australia, The Heart Foundation, Oz GREEN, RSPCA, Starlight Children's Foundation, The Smith Family, The Clontarf Foundation, The Australian Road Safety Foundation and Make-A-Wish Australia.

2016 marks the sixth year of Caltex's partnership with the Clontarf Foundation, which is committed to improving the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal men in order to equip them to participate meaningfully in society.

In addition to financial support over the last five years, many Caltex employees have donated their time, energy and enthusiasm to helping the Clontarf Foundation.

This has included volunteering at football carnivals, participating in Kimberley adventures with the Kununurra Academy in Western Australia, supporting Academy students to visit Sydney and Perth, and participating in career exhibitions.

A highlight of 2015 was the Ross Kelly Cup, where 20 employees volunteered as water carriers, lines people and photographers to help make the event a great success.

**WEB: [WWW.CALTEX.COM.AU](http://WWW.CALTEX.COM.AU)**

**P: (02) 9250 5708**

**W: [WWW.CALTEX.COM.AU/COMMUNITY](http://WWW.CALTEX.COM.AU/COMMUNITY)**

## REDWAGON DESIGN – OUR DESIGN PARTNER

redwagon design is run by Ania Nowakowska, her associates, and her dog Django. With a major in Graphic Design and Communication, Art History, and a minor in Photography from The University of Melbourne, Ania has a total of 21 years experience in graphic design in the not-for-profit and corporate, as well as research and government sectors.

redwagon was born in Melbourne in 2006, after an eight year career at a private marketing agency based in St Kilda Road. Over the past 10 years redwagon helped dozens of Australian and international organisations stand out from the crowd and raise millions of dollars, engage thousands of supporters and be recognised as leaders in their field. The quality of redwagon's work has been recognised by the Fundraising Institute Australia at both the state and national levels.

redwagon's relationship with Cavill + Co spans over 13 years. Working on big and small projects, forever challenging each other and pushing each other to create the best work possible. Working with people who are open to new ideas, and who hope for a better world is a reminder of how fortunate we are to partner with great causes here and overseas.

redwagon's successes come from hard work, creativity, a commitment to service to their clients, and listening to gypsy music.

# redwagon DESIGN



**WEB: [WWW.REDWAGON.COM.AU](http://WWW.REDWAGON.COM.AU)**

**CONTACT: ANIA NOWAKOWSKA, DIRECTOR**

**P: 0425 789 761**

**E: [ANIA@REDWAGON.COM.AU](mailto:ANIA@REDWAGON.COM.AU)**

## DASHING — OUR PRINT AND PRODUCTION PARTNER

For over 30 years the award-winning team at Dashing have helped bring brands to life through design, print and technology. We asked them to partner with us and produce Talking the Walk® 2 not only for their exceptionally stylish printing, but because they are values driven and have a commitment to the planet.

Dashing work with iconic retail brands such as ASICS, Telstra, Kathmandu, Rebel, Suncorp, Caltex and many more, helping them design and deliver the ultimate experience for their customers, specialising in multi-outlet retail across Australia and New Zealand.

Printing is just one of their many talents. They're also a trusted retail partner for visual merchandising, industrial design, revolutionary audience analytics technology, innovative design and strategy.

To make retail marketing seamless they also offer market leading portal ordering and personalisation services as well as end-to-end campaign and production management.

Stylish to the core, they help all of their clients create impactful and interactive customer experiences that drive sales into physical retail environments. Oh, and they are also carbon neutral - very on-trend indeed.

# DASHING

### Don't take it from us...

*"Dashing stand tall by the values they represent. They were on time, professional, delivered sublime quality, and every time it is dashingly smart."*

Emma Campbell  
Crown Property Group

*"Dashing are a trusted agency partner of ours and are a pleasure to do business with. They are proactive, innovative and on the forefront of trends in the print and digital signage space. Their passion for their people, their work and our customers has returned great results for our business over the years."*

Nicole West  
Head of Marketing - Laser Clinics Australia



WEB: [DASHINGGROUP.COM.AU](http://DASHINGGROUP.COM.AU)

P: (02) 9922 2700

E: [INFO@DASHINGGROUP.COM.AU](mailto:INFO@DASHINGGROUP.COM.AU)

"VALUES ARE LIKE  
FINGERPRINTS.  
NOBODY'S ARE THE SAME,  
BUT YOU LEAVE 'EM ALL  
OVER EVERYTHING YOU DO"  
- ELVIS PRESLEY

## 14. A FINAL WORD

You've made it this far? Good. That means something in this report has aroused your curiosity.

There have been many moments during the compilation of this report that I've had doubts about whether it would see the light of day, if only for the sheer size of the task.

It started with evaluating over 60 reports to select the most credible with Australian content, then analysing the final 42 to work out what it all meant. Then presenting it in a way that talks the walk – as in, how to make stats interesting reading, ironing out all the jargon which I realised to my horror I use a lot more than I thought!

I've also had moments of self-doubt. I've asked myself 'who am I to suggest to some of the world's most successful companies, hugely talented leaders, expert communicators, how to communicate?' Whilst you may not agree with my interpretation of them, the stats do not lie.

I realise that to embrace some of what I am proposing is not going to be easy. But many companies highlighted in this report – from giant multinationals to small social enterprises disrupting their product categories – are already doing it. And seeing immediate rewards.

It will require change and courage, of course, and at times the objective might seem unrealistic and overly idealistic – but that's where this report can help, and so can Cavill + Co if you need us.

Whatever our philosophy or beliefs, we all have opportunities to effect social change. Early leaders, like Anita Roddick, Al Gore, John McFarlane and Ray Anderson, had the courage to step up and speak out against the status quo.

A new breed of leaders, like Microsoft's Satya Nadella, Unilever's Paul Polman, Bea Perez of Coca Cola, eBay entrepreneur Jeff Skoll<sup>1</sup> and our very own David Cooke and Kylie Watson-Wheeler, are making radical changes in how they structure and lead their organisations. The tsunami of change is headed to our shores and Corporate Australia can either ride the wave or be washed away.

Consumers are gathering on the streets, online and at the checkout, demanding change. What will your Corporate Social **Response** be?

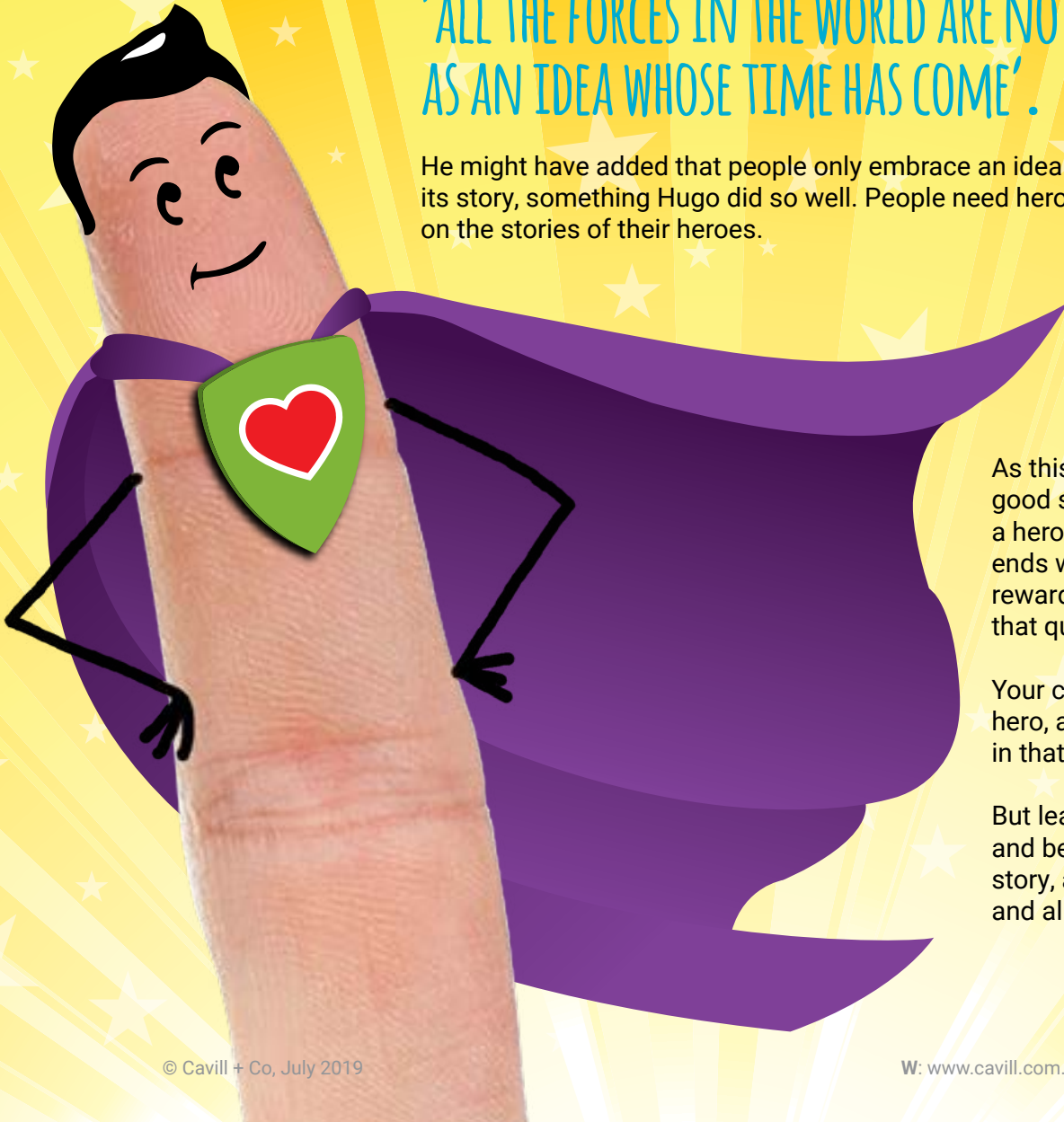
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<sup>1</sup> <https://is.gd/EpN17i>

As Victor Hugo once said,

**'ALL THE FORCES IN THE WORLD ARE NOT SO POWERFUL  
AS AN IDEA WHOSE TIME HAS COME'.**

He might have added that people only embrace an idea when they are told its story, something Hugo did so well. People need heroes, and they thrive on the stories of their heroes.



As this report shows, every good story begins with a hero and a quest, and ends with the hero being rewarded for undertaking that quest.

Your company can be that hero, and you can triumph in that quest.

But learn from Victor Hugo and be sure to tell your story, and tell it well, warts and all.

# 15. RESOURCES

## 15.1 CSR & SOCIAL GOOD DEFINITIONS

### CORPORATE SOCIAL RESPONSIBILITY

Movement aimed at encouraging companies to be more aware of the impact of their business on the rest of society, including their own stakeholders and the environment.

Corporate social responsibility (CSR) is a business approach that contributes to sustainable development by delivering economic, social and environmental benefits for all stakeholders.

CSR is a very broad concept that addresses many and various topics such as human rights, corporate governance, health and safety, environmental effects, working conditions and contribution to economic development, with the key purpose to drive change towards sustainability.

*Financial Times Lexicon - <http://lexicon.ft.com>*

### CORPORATE RESPONSIBILITY

Corporations have a responsibility to those groups and individuals that they can affect, i.e., its stakeholders, and to society at large. Stakeholders are usually defined as customers, suppliers, employees, communities and shareholders or other financiers.

It consists of earning a licence to operate by creating value for stakeholders, including shareholders, and society.

Corporate responsibility includes being consistent with ethical principles and conduct such as honesty, integrity and respect for others. By voluntarily accepting responsibility for its actions corporations earn their licence to operate in society.

*Financial Times Lexicon - <http://lexicon.ft.com>*

### TRIPLE BOTTOM LINE

A phrase coined in 1994 by John Elkington ... describing the separate financial, social and environmental “bottom lines” of companies.

The three measures include:

- profit – the economic value created by the company, or the economic benefit to the surrounding community and society
- people – the fair and favourable business practices regarding labour and the community in which the company conducts its business
- planet – the use of sustainable environmental practices and the reduction of environment impact.

*<http://www.investopedia.com/terms/t/triple-bottom-line.asp#ixzz470TSc4xS>*

## **CORPORATE COMMUNITY INVESTMENT**

Community investment (CI) refers to a company's long-term strategic involvement in community partnerships to address social issues chosen by the company to protect corporate interests and enhance reputation.

CI comprises the following components:

- Financial contributions (sometimes known as cash donations)
- In-kind donations of both goods and services, including the loan of assets such as company premises or resources
- Contributions of time and skills, known as employee volunteering or EV

*[http://www.communitybusiness.org/focus\\_areas/CI.htm](http://www.communitybusiness.org/focus_areas/CI.htm)*

## **CORPORATE COMMUNITY ENGAGEMENT**

'Community engagement' is a planned process with the specific purpose of working with identified groups of people, whether they are connected by geographic location, special interest, or affiliation or identify to address issues affecting their well-being.

*Department of Sustainability and Environment  
– <https://is.gd/FeOGtj>*

Corporate community engagement refers to the activities that a company undertakes to enhance its relationships with, and contribute to the well-being of, the communities in which it has a presence or impact.

*Green Hotelier – <https://is.gd/EdKbMu>*

## **SOCIAL ENTERPRISE**

Social enterprises use the power of the market place to solve the most pressing societal problems. They are businesses that exist primarily to benefit the public and the community, rather than their shareholders and owners. Social enterprises are commercially viable businesses with a purpose of generating social impact.

*Social Traders – <http://www.socialtraders.com.au/learn/dsp-landing.cfm?loadref=95>*

## **CREATING SHARED VALUE (CSV)**

Creating shared value is generating economic value in a way that also produces value for society by addressing its challenges. A shared value approach reconnects company success with social progress.

*Harvard Business Review 2011 – <https://hbr.org/2011/01/the-big-idea-creating-shared-value>*

## **CORPORATE SUSTAINABILITY**

Corporate sustainability means your business must deliver products or services to the customer in a way that reduces consumption, energy use, distribution costs, economic concentration, soil erosion, atmospheric pollution, and other forms of environmental damage.

*The Ecology of Commerce (1993)* – <https://is.gd/NQRkNv>

## **PHILANTHROPY**

A Greek term which directly translated means “love of mankind.” Philanthropy is an idea, event, or action that is done to better humanity and usually involves some sacrifice as opposed to being done for a profit motive. Acts of philanthropy include donating money to a charity, volunteering at a local shelter, or raising money to donate to cancer research.

*BusinessDictionary.com* – <https://is.gd/IEegmt>

## **SPONSORSHIP**

A corporate sponsorship is a form of marketing in which a corporation pays for all of some of the costs associated with a project or program in exchange for recognition.

Corporations may have their logos and brand names displayed alongside of the organisation undertaking the project or program, with specific mention that the corporation has provided funding.

*Investopedia* – <https://is.gd/vXCL0a>

## **THE BLUE ECONOMY**

A sustainable ocean economy emerges when economic activity is in balance with the long-term capacity of ocean ecosystems to support this activity and remain resilient and healthy.

*The Economist Intelligence Unit Ltd 2015*

## **SROI (SOCIAL RETURN ON INVESTMENT)**

Social Return on Investment (SROI) is a systematic way of incorporating social, environmental, economic and other values into decision-making processes. By helping reveal the economic value of social and environmental outcomes it creates a holistic perspective on whether a development project or social business or enterprise is beneficial and profitable.

*Better Evaluation* – <https://is.gd/3det0T>

## STAKEHOLDERS

A person, group or organisation that has interest or concern in an organisation. Stakeholders can affect or be affected by the organisation's actions, objectives and policies. Some examples of key stakeholders are creditors, directors, employees, government (and its agencies), owners (shareholders), suppliers, unions, and the community from which the business draws its resources.

Not all stakeholders are equal. A company's customers are entitled to fair trading practices but they are not entitled to the same consideration as the company's employees.

*Business Directory* – <https://is.gd/xRZTHrl>

## GOOD CORPORATE CITIZEN

Corporate citizenship is about companies taking into account their complete impact on society and the environment, not just their impact on the economy. It is about business assuming responsibilities that go well beyond the scope of simple commercial relationships.

*The Business Case for Corporate Citizenship,*  
Arthur D Little – <https://is.gd/wrV4Cb>

## EARNING LICENCE TO OPERATE

The social licence is the level of acceptance or approval continually granted to an organisation's operations or project by local community and other stakeholders.

*ACCSR* – <https://is.gd/HUOV4b>

## B CORPORATION

B Corps are a new type of company that uses the power of business to solve social and environmental problems. B Corps are for-profit companies certified by the non-profit B Lab to meet rigorous standards of social and environmental performance, accountability, and transparency.

*B Corporation* – <https://is.gd/4veeqL>

## SYSTEMS THINKING

The ability to understand interconnections in such a way as to create sustained & meaningful social change

<https://is.gd/ux5EBc>

## ENVIRONMENTAL

### GREENWASH

When a company or organisation spends more time and money claiming to be “green” through advertising and marketing than actually implementing business practices that minimize environmental impact.

*Greenwashing Index* – <https://is.gd/bV2NXF>

### ALTERNATIVE ENERGY SOURCES

Energy that does not come from fossil fuels (such as coal, oil, gas), for example wind, flowing water, solar energy and biomass.

*National Adult Literacy Agency 2009*

### BIODEGRADABLE WASTE

Organic waste, typically coming from plant or animal sources (for example food scraps and paper), which other living organisms can break down.

*National Adult Literacy Agency 2009*

### CARBON FOOTPRINT

A measure of the impact our activities have on the environment, especially climate change, often reported as the units of tonnes (or kg) of carbon dioxide each of us produces over a given period of time.

*National Adult Literacy Agency 2009*

### BIODIVERSITY

A short form of the phrase ‘biological diversity’, which means the variety of life on this planet and how it interacts within habitats and ecosystems. Biodiversity covers all plants, animals and micro-organisms on land and in water. See also ecosystem, habitat and organism.

*National Adult Literacy Agency 2009*

### CARBON NEUTRAL

A situation that arises when the amount of carbon dioxide released into the air equals the amount of carbon dioxide removed from the air, for example by planting trees, or the amount saved by using renewable energy sources to produce the same amount of energy.

See also renewable energy.

*National Adult Literacy Agency 2009*

### CARBON OFFSET

A unit, equal to one ton of carbon dioxide, that individuals, companies or governments buy to reduce short-term and long-term emissions of greenhouse gases. The payment usually funds projects that generate energy from renewable sources such as wind or flowing water.

Individuals can choose whether to buy an offset (for example to compensate for air travel), but governments and large industries are sometimes required to buy them to meet international targets aimed at reducing greenhouse gases

*National Adult Literacy Agency 2009*

## **CLIMATE CHANGE**

A change in the climate of a region over time due to natural forces or human activity. In the context of the UN Framework Convention on Climate Change, it is the change in climate caused by higher levels of greenhouse gases in the atmosphere due to human activities as well as natural climate changes.

See also global warming, and UN Framework Convention on Climate Change.

97% of climate scientists agree that climate-warming trends over the past century are very likely due to human activities.

*NASA Global Climate Change March 2019*

<https://climate.nasa.gov/>

## **ORGANIC FOOD**

Plants and animals that are grown or reared without the use of synthetic fertilisers, pesticides or hormones.

*National Adult Literacy Agency 2009*

## **RECYCLE**

To break waste items down into their raw materials, which are then used to re-make the original item or make new items.

*National Adult Literacy Agency 2009*

## **#WARONWASTEAU**

ABC tv show hosted by Craig Reucassel that sparked action across Australia. The show targets plastic water bottles, straws, e-waste, fast furniture, food waste and recycling.

<https://www.abc.net.au/ourfocus/waronwaste/>

# **FINANCIAL**

## **IMPACT INVESTING**

Investment to achieve both a positive, social, cultural or environmental benefit and some measure of financial return

<https://is.gd/8R15k6>

## **CLEAN MONEY REVOLUTION**

Clean Money philosophy is to reinvent capitalism for just prosperity and true security with fair taxation, priority for the commons and strong social safety net. Book by Joel Solomon.

[www.joelsolomon.org/the-book](http://www.joelsolomon.org/the-book)

## **OTHER SOCIAL CHANGE BUZZWORDS**

<https://is.gd/uKRnZw>

## 15.2 SUPPORT

### CSR

Australian Centre for Corporate Social Responsibility [www.unglobalcompact.org.au/portfolio/accsr](http://www.unglobalcompact.org.au/portfolio/accsr)  
Ethical Performance [www.ethicalperformance.com](http://www.ethicalperformance.com)  
St James Ethics Centre [www.ethics.org.au](http://www.ethics.org.au)  
The Difference Incubator <http://tdi.org.au>  
National Institute for Governance [www.governanceinstitute.edu.au](http://www.governanceinstitute.edu.au)  
Republic of Everyone [www.republicofeveryone.com](http://www.republicofeveryone.com)  
LBG – [www.lbg-online.net/](http://www.lbg-online.net/) and <https://corporate-citizenship.com/team/>  
Q Social Impact [www.qsocialimpact.com.au](http://www.qsocialimpact.com.au)

### OVERSEAS

Business for Social Responsibility [www.bsr.org](http://www.bsr.org)  
CSRWire [www.csrwire.com](http://www.csrwire.com)  
Business in the Community [www.bitc.org.uk](http://www.bitc.org.uk)  
CSR Europe [www.csreurope.org](http://www.csreurope.org)  
Ethics Resource Center [www.ethics.org](http://www.ethics.org)

### SOCIAL GOOD & CAUSE PARTNERSHIPS

Cavill + Co [www.cavill.com.au](http://www.cavill.com.au)  
The Cause Effect [www.thecauseeffect.com.au](http://www.thecauseeffect.com.au)  
Instagram for Good - Lisa Kingman <https://www.instagramforgood.com.au>  
Social Ventures Australia [www.socialventures.com.au](http://www.socialventures.com.au)

### OVERSEAS

Cone Communications [www.coneinc.com](http://www.coneinc.com)  
Business in the Community [www.bitc.org.uk](http://www.bitc.org.uk)

### ENVIRONMENTAL IMPACT

Carbon Neutral Program and National Carbon Offset Standard [www.climatechange.gov.au](http://www.climatechange.gov.au)

Greenpeace <https://www.greenpeace.org.au>  
WWF [www.wwf.org.au](http://www.wwf.org.au)  
Greening Australia [www.greeningaustralia.org.au](http://www.greeningaustralia.org.au)  
Climate evidence NASA [climate.nasa.gov/evidence](http://climate.nasa.gov/evidence)

## CSR COMMUNICATION

Cavill + Co [www.cavill.com.au](http://www.cavill.com.au)  
Fenton Communications [www.fenton.com.au](http://www.fenton.com.au)  
Republic of Everyone [www.republicofeveryone.com](http://www.republicofeveryone.com)  
MOSS (Models of Success and Sustainability) [www.moss.org.au](http://www.moss.org.au)

## CONSUMER & ACTIVIST WEBSITES

Choice [www.choice.com.au](http://www.choice.com.au)  
Eco-Shout [www.ecoshout.org.au/blog/deep-greenwash-avoiding-dodgy-and-beyond](http://www.ecoshout.org.au/blog/deep-greenwash-avoiding-dodgy-and-beyond)  
Not Good Enough [www.notgoodenough.org](http://www.notgoodenough.org)

## GREAT BOOKS

*Dollars & Sense* by Neil Bramwell with Geoff Harris  
*The Purpose Economy* by Aaron Hurst  
*Path to Purpose* by Carolyn Butler-Madden  
*Happy Money* by Elizabeth Dunn & Michael Norton  
*Good is the New Cool* by Afdhel Aziz & Bobby Jones  
*Doing Good by Doing Good* by Peter Baines  
*The Diamond Cutter* by Geshe Michael Roach  
*The Tipping Point* by Malcolm Gladwell  
*Survival of the Nicest* by Stefan Klein  
*The Most Good you can Do* by Peter Singer  
*Man's Search for Meaning* by Viktor Frankl  
*The Third Industrial Revolution* by Jeremy Rifkin  
*The Clean Money Revolution* by Joel Solomon

## OTHER USEFUL WEBSITES

Benefit Corporation [www.bcorporation.com.au](http://www.bcorporation.com.au)  
Social Ventures Australia [www.socialventures.com.au](http://www.socialventures.com.au)  
ProBono Australia [www.probonoaustralia.com.au](http://www.probonoaustralia.com.au)  
The Impossible Institute [www.theimpossibleinstitute.com](http://www.theimpossibleinstitute.com)  
Social Traders [www.socialtraders.com.au](http://www.socialtraders.com.au)  
Small Giants [www.smallgiants.com.au](http://www.smallgiants.com.au)  
The Difference Incubator [tdi.org.au](http://tdi.org.au)  
SEFA - Social Enterprise Finance Australia [sefa.com.au](http://sefa.com.au)  
Global Impact Investing Network [thegiin.org](http://thegiin.org)  
Bambudda [www.bambuddhagroup.com](http://www.bambuddhagroup.com)  
Guardian Labs [www.theguardian.com/guardian-labs-australia](http://www.theguardian.com/guardian-labs-australia)

## SPONSORSHIP

PowerSponsorship [www.powersponsorship.com](http://www.powersponsorship.com)  
Sponsorship News [www.sponsorshipnews.com.au](http://www.sponsorshipnews.com.au)

## STAFF VOLUNTEERING

Seek Volunteer [www.volunteer.com.au](http://www.volunteer.com.au)  
Volunteering Australia [www.volunteeringaustralia.org](http://www.volunteeringaustralia.org)

## FOR CSR INSPIRATION...

Interface USA [www.interfaceinc.com](http://www.interfaceinc.com)  
Patagonia [www.patagonia.com.au](http://www.patagonia.com.au)  
Marks & Spencer 'Plan A' campaign <https://corporate.marksandspencer.com/plan-a>  
The Body Shop 'Enrich Not Exploit' campaign [www.thebodyshop.com.au](http://www.thebodyshop.com.au)  
Talking the Walk@2 Resource Centre  
Westpac [www.westpac.com.au](http://www.westpac.com.au)  
Kathmandu <http://www.kathmandu.com.au/>

## **SUSTAINABILITY, SOCIAL IMPACT & SHARED VALUE RESOURCES**

UN Sustainable Development Goals <https://sustainabledevelopment.un.org/sdgs>  
SustainAbility [www.sustainability.com](http://www.sustainability.com)  
Sustainable Brands [www.sustainablebrands.com](http://www.sustainablebrands.com)  
Business Council for Sustainability [www.wbcscd.org](http://www.wbcscd.org)  
Centre for Social Impact [www.csi.edu.au](http://www.csi.edu.au)  
Q Social Impact [www.qsocialimpact.com.au](http://www.qsocialimpact.com.au)  
Shared Value Project [www.sharedvalue.org.au](http://www.sharedvalue.org.au)  
Shared Value Initiative [www.sharedvalue.org](http://www.sharedvalue.org) Impact Investing Australia  
[www.impactinvestingaustralia.com](http://www.impactinvestingaustralia.com)

## **DONATION & CROWDFUNDING PLATFORMS**

Start Some Good [www.startsomegood.com](http://www.startsomegood.com)  
Good 2 Give (CAF Australia) [www.good2give.ngo](http://www.good2give.ngo)  
Everyday Hero [www.everydayhero.com/au](http://www.everydayhero.com/au)  
Give Now [www.givenow.com.au](http://www.givenow.com.au)  
My Cause [www.mycase.com.au](http://www.mycase.com.au)  
I = Change [www.iequalchange.com](http://www.iequalchange.com)

## **SOCIALLY RESPONSIBLE INVESTMENT (SRI) RESEARCH AND SUSTAINABILITY RATINGS AGENCIES**

GRI [www.globalreporting.org](http://www.globalreporting.org)  
RobecoSAM AG [www.robecosam.com](http://www.robecosam.com)  
CDP [www.cdp.net](http://www.cdp.net)  
Dow Jones Sustainability Index [www.sustainability-index.com](http://www.sustainability-index.com)  
The FTSE4Good Index Series [www.ftse.com/products/indices/FTSE4Good](http://www.ftse.com/products/indices/FTSE4Good)

## **MILLENNIALS**

Millennial Slang <https://is.gd/5MDvS7>  
Millennial resignation letter <https://is.gd/Di78Mv>

"IF YOU LISTEN TO YOUR  
EMPLOYEES THAT DO ALL THE  
WORK, THEY'LL TELL YOU HOW  
TO EXECUTE."

- ARNOLD DONALD,  
CARNIVAL CRUISE CEO

## 15.3 RESEARCH STUDIES EVALUATED

Cavill + Co has analysed, interpreted and taken inspiration from the following research studies that met our criteria (as detailed on page 47). The majority are dated between 2016 and 2019. In some cases, we included a report that was a little older, if it was deemed unique, relevant or provided a useful benchmark.

Some of the reports are uniquely Australian and some are global. We only took statistics from research where there was an Australian sample size over 500 – we wanted this guidebook to reflect Australian attitudes, with an emphasis on Australian Millennials.

There are 3 sections and they are colour-co-ordinated as referenced throughout the report.

- Bespoke Cavill + Co/Di Marzio consumer research with Australians, are referenced throughout as i-v in **purple**
- All desk research that was relevant, met our criteria and from which we took actual statistics, are referenced throughout as 1-17 in **green**
- All desk research that proved valuable reading and from which statistics were not taken (either because they did not fit the criteria or did not contain Australian stats) are referenced throughout as A-T in **blue**

## BESPOKE CAVILL + CO/DI MARZIO RESEARCH

i

**Name of research report:** Cavill + Co/Di Marzio, Consumer Trust and Skepticism

**Date research conducted:** September 2015

**Date research released:** October 2015

**Firms behind the report:** Cavill + Co and Di Marzio Research

**Research sample:** online survey sampling 1,200 general Australian population respondents across the nation

**Key theme:** Trusted sources of information about what companies and brands are doing to support community/environment (Q1) the activities that demonstrate that the company is genuine (Q2) and what triggers skepticism (Q3)

ii

**Name of research report:** Cavill + Co/Di Marzio, Switching Brands for a Cause

**Date research conducted:** November 2017

**Date research released:** December 2017

**Firms behind the report:** Cavill + Co and Di Marzio Research

**Research sample:** online survey sampling 1,200 general Australian population respondents across the nation

**Key theme:** Whether consumers have switched brands in the last year due to a cause alignment

- iii **Name of research report:** Cavill + Co/Di Marzio, Boycott and Support in last year  
**Date research conducted:** December 2018  
**Date research released:** March 2019 (previously unreleased)  
**Firms behind the report:** Cavill + Co and Di Marzio Research

**Research sample:** online survey sampling 1,200 general Australian population respondents across the nation

**Key theme:** Boycotting and support of company or brand due to poor & good behaviour

- iv **Name of research report:** Cavill + Co/Di Marzio, Attitudes to corporates  
**Date research conducted:** April 2016  
**Date research released:** May 2016  
**Firms behind the report:** Cavill + Co and Di Marzio Research

**Research sample:** online survey sampling 1,200 general Australian population respondents across the nation

**Key theme:** Whether consumers think companies only care about profit (Q1), whether they boycott brands (Q2) and how to encourage employees to talk about CSR (Q3)

- v **Name of research report:** Cavill + Co/Di Marzio, Attitudes to corporates verbatim comments  
**Date research conducted:** April 2016  
**Date research released:** May 2016  
**Firms behind the report:** Cavill + Co and Di Marzio Research

**Research sample:** online survey sampling 1,200 general Australian population respondents across the nation

**Key theme:** Verbatim comments from Study iv

## DESK RESEARCH

- 1** **Name of research report:** Edelman Trust Barometer Australia 2019, Annual Global Study  
**Date research conducted:** Oct – Nov 2018  
**Date research released:** February 2019  
**Firms behind the report:** Edelman

**Research sample:** online survey in 27 markets, 33,000 respondents including Australia  
**Key theme:** Trust & reputation in institutions

- 2** **Name of research report:** Edelman Trust Barometer Australia Top 10 summary)  
**Date research released:** February 2019  
**Firms behind the report:** Edelman  
**Key theme:** Trust & reputation in institutions

- 3** **Name of research report:** Edelman Earned Brand Study  
**Date research conducted:** March-April 2017  
**Date research released:** April 2017  
**Firms behind the report:** Edelman

**Research sample:** 14 countries (including Australia) 1,000 per country  
**Key themes:** Brand loyalty

- 4** **Name of research report:** Powering the world's most reputable companies – Global RepTrak 100  
**Date research conducted:** Jan – Feb 2018  
**Date research released:** March 2018  
**Firms behind the report:** Reputation Institute

**Research sample:** 7,000 companies, 55 countries, 20 industries including Australia  
**Key themes:** Reputation & Business Impact

- 5** **Name of research report:** We've got it all Wrong About Millennials, Roy Morgan 2018  
**Date research conducted:** 2018  
**Date research released:** July 2018  
**Firms behind the report:** Roy Morgan

**Research sample:** unknown

**Key areas covered:** demographic breakdown of Millennials in Australia

- 6 **Name of research report:** Nielsen Australian Millennial Report Summary  
**Date research conducted:** see 9  
**Date research released:** see 9  
**Firms behind the report:** Nielsen

- 7 **Name of research report:** 2018 Deloitte Millennial Study  
**Date research conducted:** Nov 2017 – Jan 2018  
**Date research released:** February 2018  
**Firms behind the report:** Deloitte

**Research sample:** 10,455 Millennials across 36 countries including Australia

**Key areas covered:** Millennial behaviour and attitudes

- 8 **Name of research report:** State of Sustainable Business 2017  
**Date research conducted:** April – July 2017  
**Date research released:** July 2017  
**Firms behind the report:** BSR & Globescan

**Research sample:** 300 professionals globally across 150 companies

**Key areas covered:** Challenges faced by CSR professionals

- 9 **Name of research report:** Nielsen Australian Millennial Report 2017  
**Date research conducted:** Dec 2016  
**Date research released:** Feb 2017  
**Firms behind the report:** Nielsen

**Research sample:** 5,000 consumers

**Key areas covered:** Busting stereotypes and myths around Millennials

- 10 **Name of research report:** Australian Millennial Report  
**Date research conducted:** Oct – Dec 2017  
**Date research released:** February 2018  
**Firms behind the report:** Millennial Future [www.millennialfuture.co](http://www.millennialfuture.co). Authors Mark MacSmith & Tom McGillick

**Research sample:** 1,200 Millennials in Australia  
**Key areas covered:** Attitudes of millennials across a wide range of topics

- 11 **Name of research report:** KFC Youth Confidence Report  
**Date research conducted:** April 2018  
**Date research released:** 2018  
**Firms behind the report:** KFC & Galaxy

**Research sample:** 1,000 Australian Millennials  
**Key areas covered:** levels of confidence and satisfaction amongst Millennials

- 12 **Name of research report:** The Road Ahead Survey of CR Reporting 2017  
**Date research conducted:** July 2016 – June 2017  
**Date research released:** October 2017  
**Firms behind the report:** KPMG

**Research sample:** 49,000 Companies in 49 countries including Australia  
**Key areas covered:** global trends in CSR reporting

- 13 **Name of research report:** Global CSR RepTrak 2017  
**Date research conducted:** unknown  
**Date research released:** September 2017  
**Firms behind the report:** Reputation Institute

**Research sample:** 15 countries, 12 industries, 170,000 ratings collected  
**Key areas covered:** Reputation of world's most socially responsible global companies with significant economic presence

- 14 **Name of research report:** Deloitte Trust Index – Banking 2018 – The way Forward to rebuild reputation and trust  
**Date research conducted:** August 2018  
**Date research released:** August 2018  
**Firms behind the report:** Deloitte Australia and IPSOS

**Research sample:** 2,000 Australians  
**Key areas covered:** Attitudes towards banks considering royal commission

- 15** **Name of research report:** Havas Vivendi Meaningful Brands 2019  
**Date research conducted:** 2017/18/19  
**Date research released:** 2019  
**Firms behind the report:** Havas & Vivendi

**Research sample:** 375,000 people globally with 10,000 in Australia over 3 years  
**Key areas covered:** Performance of meaningful brands

- 16** **Name of research report:** Triple J What's Up in Your World Youth Survey 2018  
**Date research conducted:** unknown  
**Date research released:** April 2018  
**Firms behind the report:** Triple J

**Research sample:** 11,000 Australians aged 18-29.  
**Key areas covered:** Young Australians' attitudes to working, safety and the planet

- 17** **Name of research report:** Gumtree Second Hand Economy report 2018  
**Date research conducted:** unknown  
**Date research released:** 2018  
**Firms behind the report:** Gumtree & YouGov Galaxy

**Research sample:** unknown  
**Key areas covered:** Global research where eBay & Gumtree operate, including Australia

## DESK RESEARCH (READ, ONLY SOME STATS INCLUDED)

Cavill + Co has taken inspiration from these reports but due to the fact that either a) the sample size in Australia is too small or non-existent b) the report is older than 2016 or c) a later and more up-to-date version of the report has been released or d) the report is observational rather than statistical, not all have been cited in the Talking the Walk® report.

- A** Euromonitor International top 10 global consumer trends 2019
- B** Edelman Earned Brand Study 2018
- C** Mintel OmniChannel Trends 2016
- D** Cone Communications CSR Report 2017

- E** Catalyst Acceleration of Purpose 2019
- F** Deloitte Global Human Capital Trends 2018
- G** CEO Activism Inside Comms & Marketing Weber Shandwick 2018
- H** Carat Whitepaper Redefining Trust 2018
- I** Impact Sustainability Groundwork Guidebook 2014
- J** Accenture UN Global Compact Study 2016 Infographic
- K** Oxfam Even it Up 2018
- L** The Korn Group Doing Good Edition 2018
- M** Nielsen Millennials Infographic 2017
- N** Australian Unity Wellbeing Index 2018
- O** Catalyst 2018 Issue Revolution Study
- P** Giving Infographic 2018
- Q** BBMG GlobeScan Brand Purpose Report 2017
- R** UN Global Compact Accenture Strategy CEO Study 2017
- S** PWC Next Gen study 2017
- T** ABL-Shareholder Activism Report

## 15.4 TALKING THE WALK® 2 RESOURCE CENTRE

When you purchase this report you will have access via your password to dive into the Resource Centre which has great CSR & Social Good Communication case studies, videos, CSR & Sustainability reports, storytelling information, the majority of the research reports listed above and much more!

[www.cavill.com.au/talking-the-walk](http://www.cavill.com.au/talking-the-walk)



## 16. ABOUT CAVILL + CO

Cavill + Co is a boutique consultancy that advises companies and brands on CSR & Social Good. Over 23 years we've helped companies like Australia Post, IAG Foundation, Qantas, BetEasy, Kmart, Zinfra, Carman's Muesli and Coca Cola to refine, implement and communicate their social good strategy. This has enhanced reputations, improved recruitment & retention, built trust and magnified differentiation as well as enabled the expression of a higher purpose that resonates with customers.

We've built 50 cause partnerships, 4 award winners, investing over \$40m into social good initiatives. Enduring cause partnerships for Vodafone Foundation, Mondelez Foundation, Disney Australia, Financial Services Council, NewsCorp, Contiki, MLC, CUA, Dan Murphy's SEEK and many more. Cause partnerships that are robust, aligned to strategy, achieving both commercial and social outcomes. Partnerships that stand the test of time such as SEEK Volunteer, now in its 19th year.

For non-profits and social enterprises, we provide a modular training toolkit, to build their skills and capability in corporate partnerships. We've worked with Oxfam Australia, Fred Hollows Foundation, PetRescue and Lifeline as well as training changemakers supported by the Westpac Foundation and PWC.

We've played a small part in reducing toddler drownings, matching kids to mentors, improving financial literacy, funding health research, alleviating poverty, training guide dogs, restoring the environment and transforming volunteering. Campaigns that have increased awareness of binge drinking, exercise, depression and indigenous inequality have benefited from our matchmaking.

We're a small team by choice, it means we can be nimble and flexible. Our longevity and reputational standing in the industry enables us to bring in specialists as required. We offer exceptional personal service and we live & breathe our values – they include collaboration, determination and being straight up. Our clients comment that we are passionate, wise and fun to work with whilst challenging the status quo. Our personal commitment to sustainability led us to build our own home and office in the beautiful town of Warburton – an eco house with an arched green roof – we work and sleep under 8 tonnes of dirt and 4,000 native plants. It's very cool working here, and our clients love it too – it rejuvenates their thinking.

### **We help companies to do good, better.**

Because just doing good isn't enough. It must be researched & measured thoroughly, implemented with humility, conviction and collaboration then communicated with radical transparency in order to cut through the fake news, white and green noise.

If your organisation would like to partner with a non-profit to address a social issue as well as enjoying numerous commercial and reputational benefits, we can help. If you have an existing relationship that needs a good rigorous evaluation, we do that too. We'll ask the hard questions and ensure you have the evidence for your next move.

Whether your Social Good sits within a Foundation or elsewhere, we have a process for evaluating a portfolio and designing a robust structure that is aligned to your company's purpose and unique voice.

And if you're inspired to embrace the new communications model presented in this report, we'd love to work with you. Our experience, combined with the extensive data gathered here, ensures our advice is solid.

Our commitment to 'straight up' and our independence means we'll tell you what you need to hear, rather than what we think you want to hear. If you're up for that, let's talk.

Hailey Cavill

**Hailey Cavill-Jaspers**

Fearless Leader

DoGoodologist

(consultant, speaker, author, matchmaker)

**W: [WWW.CAVILL.COM.AU](http://WWW.CAVILL.COM.AU)**

**E: [LETSTALK@CAVILL.COM.AU](mailto:LETSTALK@CAVILL.COM.AU)**

**P: 03 5966 2446**

**F: CAVILLANDCO**

**CAVILL+**   
doing good. *better.*



# HOW TO TELL YOUR SOCIAL GOOD STORY TO RESONATE WITH MILLENNIALS

Hailey Cavill-Jaspers is an Australian DoGoodologist and corporate-cause matchmaker. At the helm of her business Cavill + Co she has built over 50 partnerships between companies & charities investing over \$40m into vital causes. Hailey has advised numerous corporates for 20+ years on CSR & Social Good strategy, partnerships & communication. This is her 7th publication based on credible research.

*"Well isn't this a timely publication? Hailey has a PR Guru's eye for communication & an entertainingly pithy ability to encapsulate what's needed. It's a delectable smorgasbord of CSR research and insights"*

**Bernard Salt AM,**  
The Demographics Group

*"You've done all the heavy lifting for us. We can lose our life on Google or we can find all the relevant & current data in here – thanks for your gift to the rest of us"*

**Dr David Cooke,**  
Chairman & MD, Konica Minolta Australia

*"Talking the Walk®2 is an engaging, illuminating read, I couldn't put it down"*

**Catherine Moolenschot,**  
Author & Millennial

