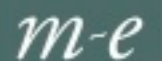


*For presentation at: Ryerson University
Institute for the Study of Corporate Responsibility Panel
Session: Unpacking Sustainability Reporting: from
Production Through Use*

CSR Reporting: A consultant perspective

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The logo consists of the lowercase letters 'm-e' in a white, serif font, centered within a dark teal square.

Why a consultant?

- ❖ Expertise - disclosure expectations & trends
- ❖ Independent perspective
- ❖ Engage cross-functionally
- ❖ Drive change, improvement & best practices
- ❖ Dedicated resource - “keep it moving”
- ❖ Project management
- ❖ “Secretariate” - liaison with other contributors

Find Balance: CSR via corporate lens

- ❖ Competing priorities - i.e. corporate, operational
- ❖ Responsive - pivot quickly (i.e. changes in leadership, acquisitions)
- ❖ Shifts in corporate strategy
- ❖ “Protective instincts” - negative and positives
- ❖ Performance against targets
- ❖ Data integrity
- ❖ Keeping up momentum - i.e. labour intensive

Typical report process



Success is a shared belief in first principles

- ❖ Balanced story
- ❖ Transparency on difficult issues
- ❖ Appreciate need for comparability
- ❖ Actual performance
- ❖ Resist promotional language
- ❖ Case studies - focus on outcomes
- ❖ Leave opinions to audience



Challenges & Opportunities

- ❖ Integration with corporate values & business strategy
- ❖ Executive engagement
- ❖ Continuous evolution of reporting standards
- ❖ Rising pressure for non-financial / ESG disclosure
- ❖ Short-termism vs long-termism
- ❖ SDGs provide another window for reporters
- ❖ Reporting fatigue
- ❖ Machine learning