

ESG Case Study (2): Kellogg's

How corporate purpose strengthens Kellogg's ESG communications with stakeholders

The Kellogg Company aims to advance sustainable and equitable access to food through a new initiative that leverages its communications around its ESG activities. Board members focus on environmental, social, and governance issues, as well as concerns around talent retention and development, employee well-being, hybrid work environments, and the future of work.

While talent issues remain high on the board agenda for many companies, organizations need to do more to explicitly tie the well-being of their people and corporate purpose directly to corporate ESG activities. Kellogg's is among those companies that *consistently* link their global purpose platform to their sustainability agenda and ensures their purpose is centered on the well-being of their employees and other stakeholders.

Kellogg's aims to embed its corporate purpose into its growth strategy. The *Better Days Promise* is a key element of Kellogg's *Deploy for Balanced Growth* strategy, which includes consideration of the varying sustainability-related preferences, needs, and desires of the company's multiple stakeholder groups — employees, customers, consumers, investors, and the communities in which the company is based and operates.

Kellogg's has seen positive implications by intentionally collaborating with stakeholders to integrate the organization's corporate purpose and social impact into its ESG strategy in a variety of ways, including:

- **Cross-stakeholder ESG initiatives** — Honouring World Food Day is a month-long event at Kellogg's. It is an opportunity for the company to engage with many of its stakeholders, including food banks, retail partners, and employees, through workplace and community volunteering opportunities, donation drives, communications, and events.
- **Employees** — Kellogg's employees regularly engage with ESG initiatives over the course of the year [enabling] a multiplier effect on the company's ESG communications and social impact.
- **Consumers & community** — The company's launch of the *Build for Better* program and competition, executed in partnership with Minecraft and the non-profit KABOOM!, allowed consumers to design a virtual playground on Minecraft.
- **Customers** — Kellogg's collaborated with a retailer to launch *Kellogg's InGrained™*, a program that helps rice farmers reduce climate impact. Another retail partner, recognised Kellogg's commitment, investment, and partnership on philanthropic, sustainability, and well-being initiatives, named the company the first-ever ESG Supplier of the Year.

Data and storytelling are key to executing holistic, multi-pronged communications to a wide variety of stakeholders. While it is sometimes tricky to address all audiences' preferences and expectations, "sharing stories about the people behind our strategy resonates the most. Data helps to contextualize the impact of the stories.

One of the most common challenges in implementing an ESG engagement strategy is how to influence late-comers or those who question the validity of the widespread attention that ESG is receiving. Highlight the positive impact company initiatives can have on the surrounding communities, and how these initiatives help drive company's growth.

Source: Thomson Reuters