

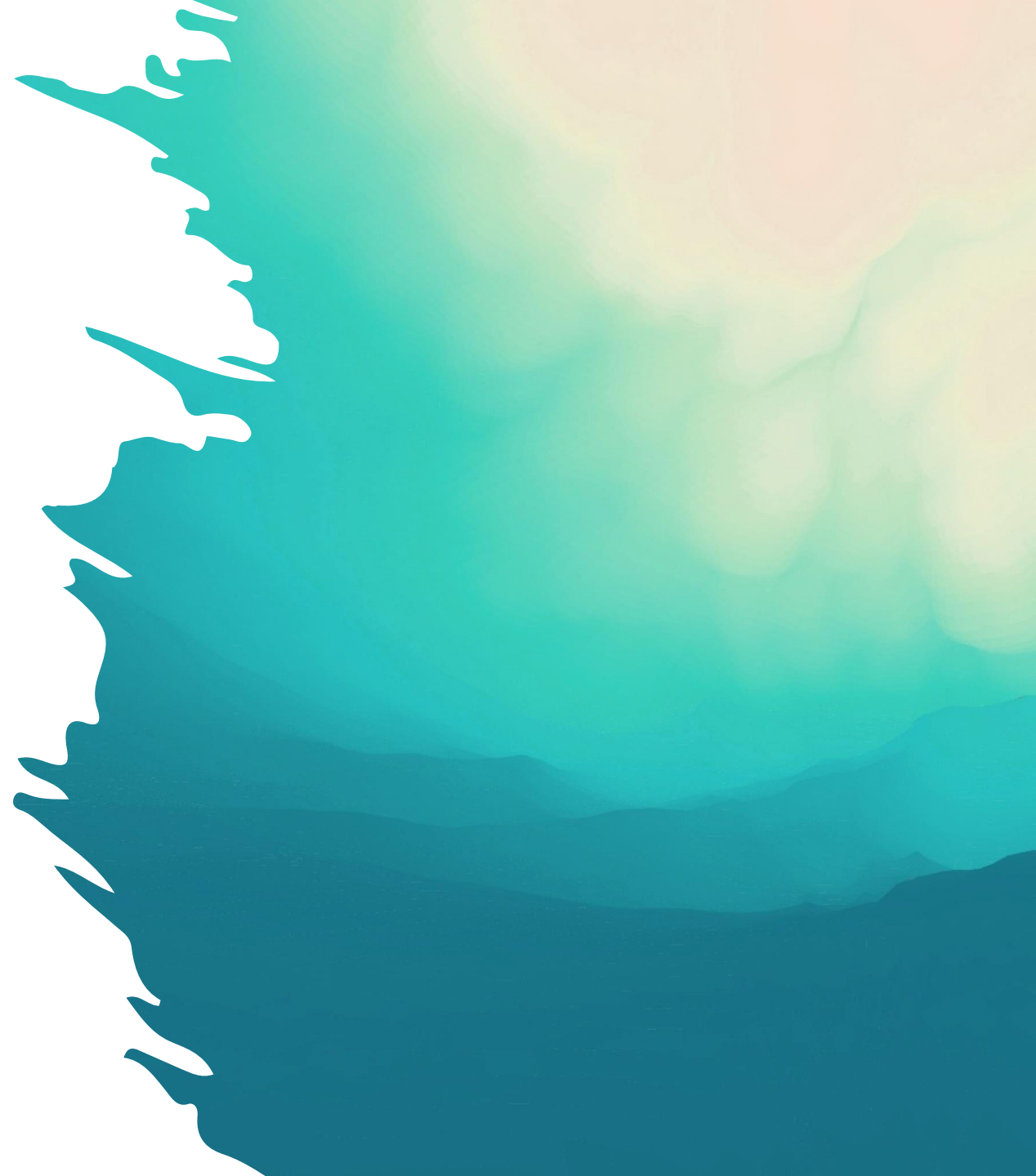
# Ensuring your reward and benefits strategy is aligned with your sustainability strategy

Gazal Vishwanath  
Employee Benefits Live  
8<sup>th</sup> Oct 2024, London



# Background Sustainable Development Goals

June 2024



# Background

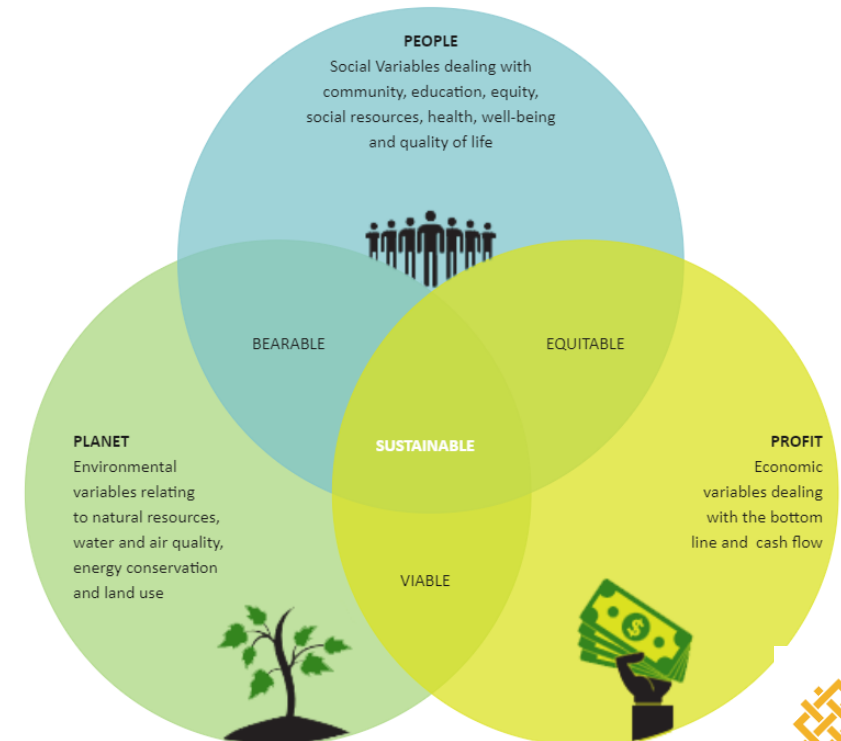
**2015** – UN Members adopted the 2030 Agenda for Sustainable Development

**Action Plan** - To promote peace, prosperity, and sustainability for people and the planet

**At its Core** - 17 SDGS - An urgent call to action for both developed and developing countries – 193 Countries agreed

## Sustainable development must

Integrate Economic growth, social well being, and environmental protection

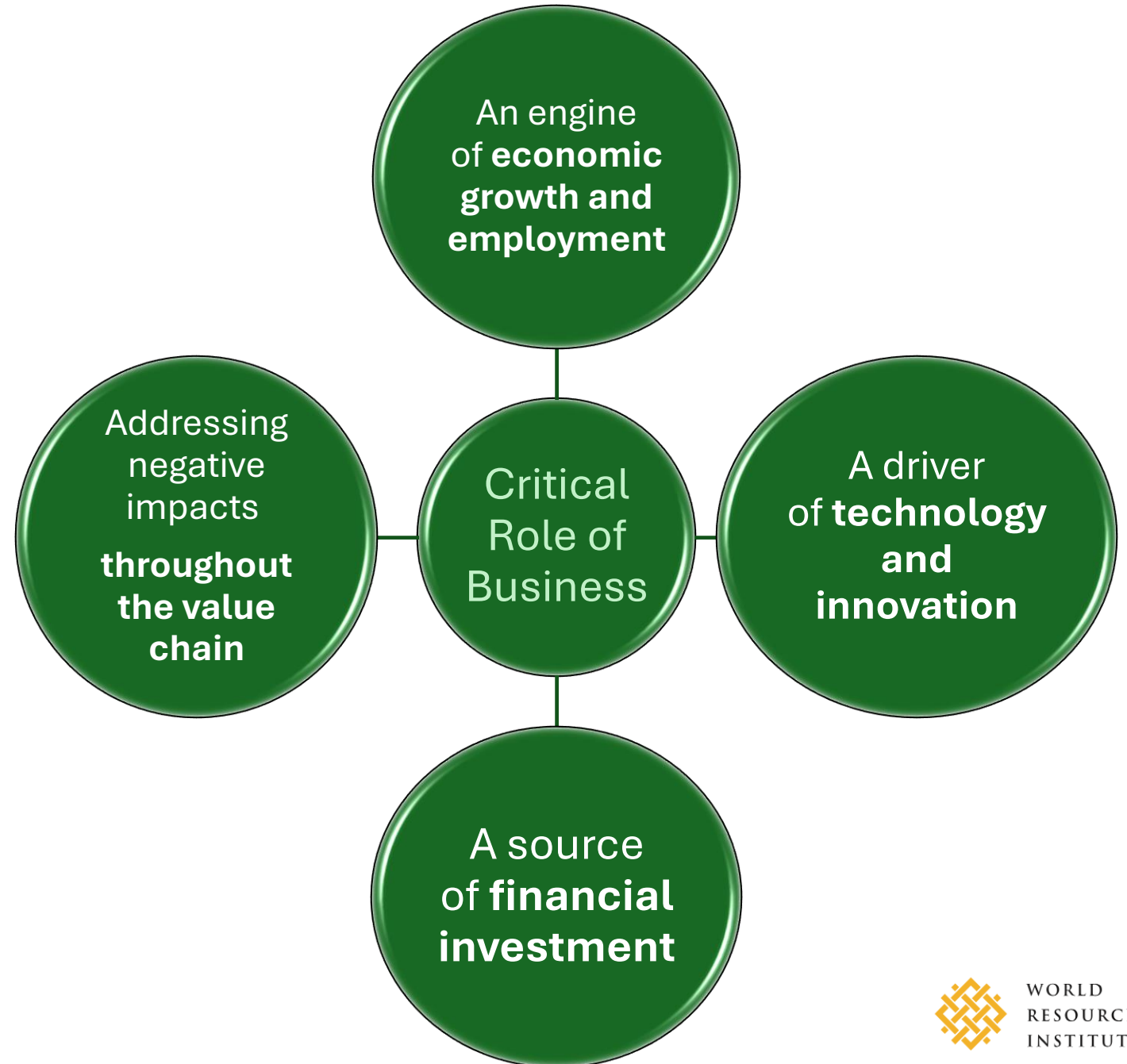


# Critical Role of Business

*“We need business leaders to use their enormous influence to push for inclusive growth and opportunities. No one business can afford to ignore this effort, and there is no global goal that cannot benefit from private sector investment.”*

**António Guterres, United Nations Secretary General**

The sustainability agenda is a commitment to holistic decision-making that integrates various factors (social, environmental, economic, and ethical) while working towards a better future for all.



What does this  
mean for all of us?

June 2024



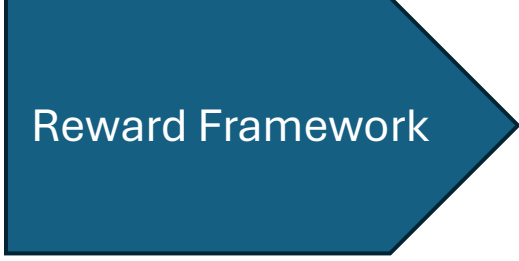
# A path to consider

Vision

Walk the Talk

Organizational DNA

Making it Real





# Walk the Talk

---

June 2024



# About WRI



## WRI is a trusted partner for change.

Using research-based approaches and unique coalitions, we work globally and in focus countries and regions to meet people's essential needs, to protect and restore nature, and to stabilize the climate.



created in 1982 in Washington, D.C., with a founding grant of \$15 million from the John D. and Catherine T. MacArthur Foundation. Rather than create an activist organization, its visionary founder, Gus Speth, established a science- and evidence-based institution that would carry out rigorous policy research of global environmental and development issues.

## GHG Protocol

GHG Protocol establishes comprehensive global standardized frameworks to measure and manage greenhouse gas (GHG) emissions from private and public sector operations, value chains and mitigation actions. These standards were created 20 years back in partnership with between World Resources Institute (WRI) and the World Business Council for Sustainable Development and till date GHG Protocol supplies the world's most widely used greenhouse gas accounting standards.





## Cities

Building cities that are good for people, nature and the climate.



## Climate

WRI works with governments, businesses and civil society to stabilize the climate so that people and nature can thrive.



## Energy

WRI works with large energy buyers, utilities, policymakers, development institutions and urban leaders worldwide to accelerate the transition to a clean, affordable energy system.



## Food

WRI advances research-based solutions to ensure the world can feed a growing population while protecting nature and curbing climate change.



## Economics

WRI identifies policies and transformative solutions to ensure economies are thriving, sustainable and equitable.



## Business

WRI creates agenda-setting research, tools and partnerships for companies to define ambition, assess and reduce impacts, and integrate environmental and social sustainability with business strategy.



## Equity

WRI works to empower people and strengthen policies, institutions and governments to build an equitable, resilient and sustainable future for all.



## Ocean

WRI works to secure a future where ocean protection, sustainable production and equitable prosperity go together.



## Forests

WRI develops data-driven research, tools and global partnerships to safeguard, maintain and restore forests and other natural landscapes.



## Freshwater

WRI helps companies, communities and governments understand water risks and invest in solutions for a water-secure future



## Finance

WRI works to shift the world's financial flows to support sustainable development and climate action.

**WRI TOPICS** - WRI aims to fundamentally transform the world's food, land and water; energy; and cities, as well as the economic, finance and governance structures that underpin these key systems. We work across several topics to achieve systemic change globally and in focus countries:



WORLD  
RESOURCES  
INSTITUTE



WORLD  
RESOURCES  
INSTITUTE

# Sustainability at WRI

WRI's work leads to many positive outcomes that address environmental and societal challenges. However, the global scale of our efforts means that our operations have an unavoidable impact on the environment. WRI's Sustainability Initiative seeks to minimize this impact by aligning the Institute's operations with its mission. We do this by leveraging research and expertise from staff and integrating sustainability principles into how we operate.

Our  
Sustainability  
Data

Green Office  
Space

Zero Waste

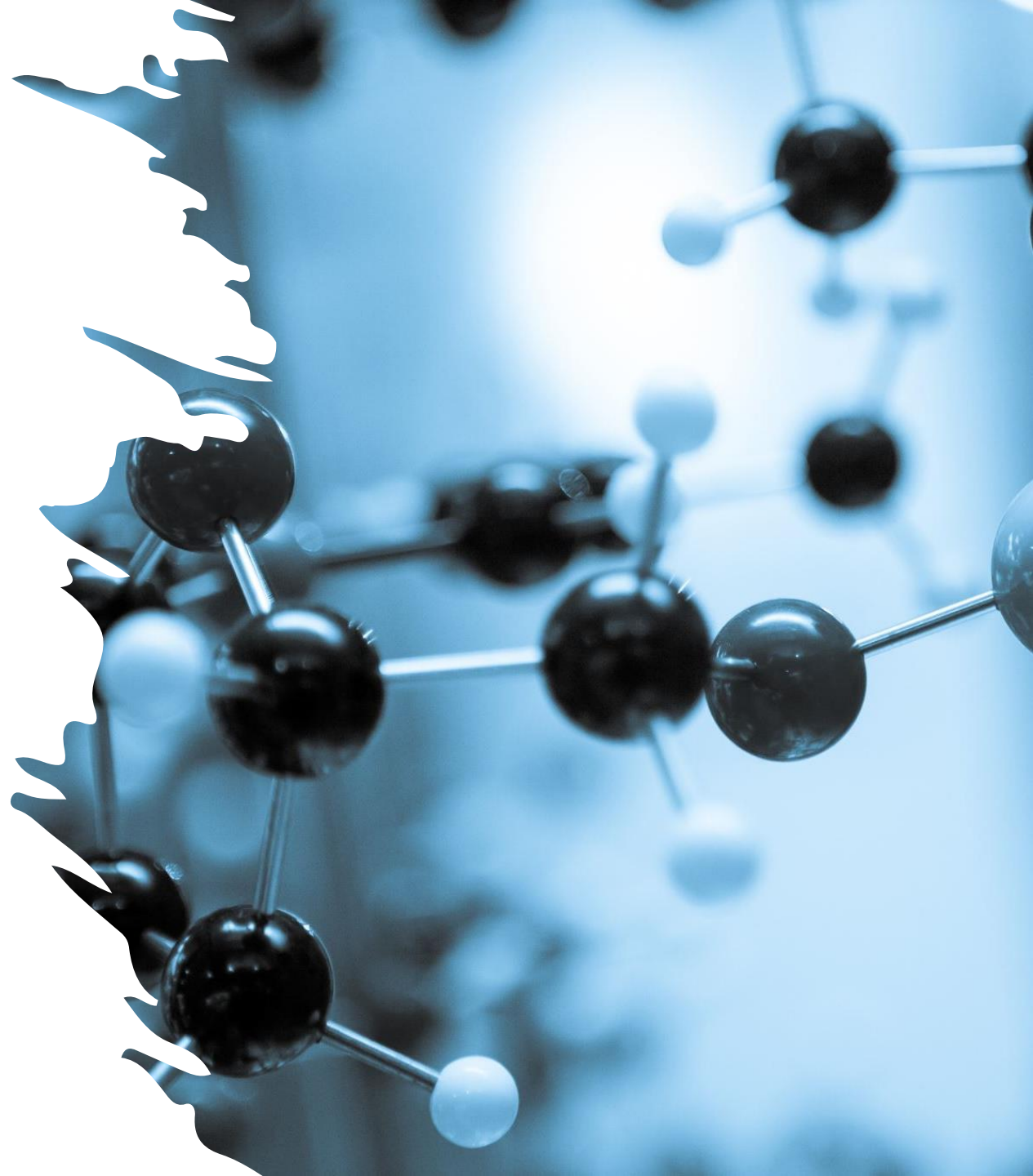
Cleaner Travel

Responsible  
Purchasing

Sustainable  
Investing

# Enabling Culture - Organisation DNA

June 2024





Recruitment – Board/ Exec Team



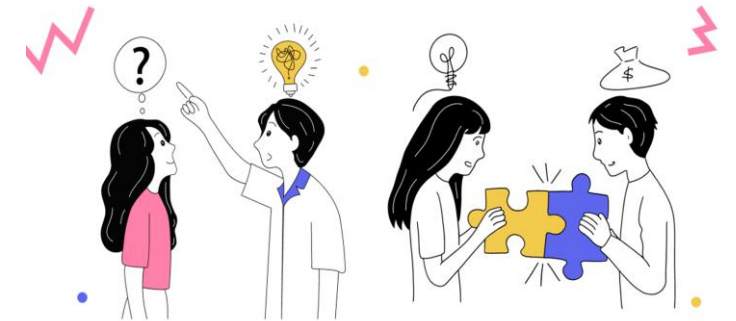
Values & Behaviors



Commitment to Safe, Equitable and Inclusive Workplace



Driving Accountability



Creating Understanding



Inclusive Communication



Workforce Planning



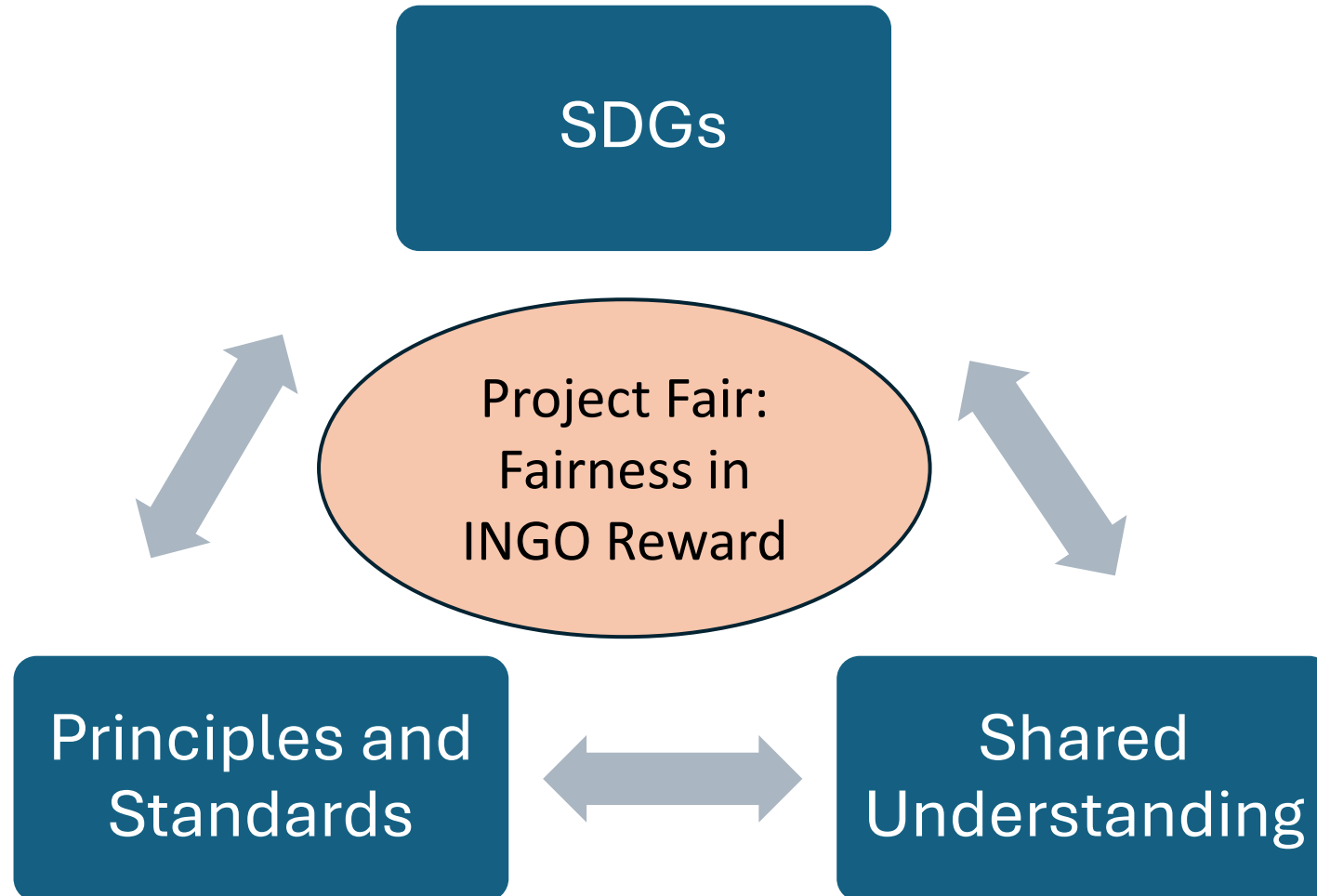
Global Standards

# Making it Real - Reward

June 2024



# Reward Philosophy- An Example



[Project Fair: Fairness in INGO Reward | Project Fair \(ed.ac.uk\)](#)

# Project Fair

## Principles and Standards

These Principles and Standards of INGO Fair Reward are designed in order to help organisations develop a shared understanding of what fair reward means for the sector.

1

### Ethical reward

Reward policy is fully aligned with the organisation's mission and values

**Standard 1a:**

reward policies are free from bias and discrimination, and decisions made irrespective of personal characteristics

**Standard 1b:**

reward policies and practices should not undermine or distort the local market

**Standard 1c:**

the INGO sector should be leading the way in good reward practice, and as such encourages and promotes the use of the Principles and Standards of Fair

2

### Transparency

Reward is offered in a way that is transparent, evidence-based and easy to understand

**Standard 2a:**

reward policy is present

**Standard 2b:**

reward policies and practices are available for all staff to access

**Standard 2c:**

process behind, and components of, reward policies and practices are clearly explained with a commitment to being applied consistently

3

### Equity

Reward given to different employees is fair, consistent, and justifiable

**Standard 3a:**

all jobs are appropriately graded to reflect required technical knowledge, skills and experience

**Standard 3b:**

reward policies are designed to enable necessary variation depending on local contextual factors, such as in hardship locations, fragile states or absence of necessary skills

**Standard 3c:**

there is a commitment to policies being applied systematically

4

### Sustainability

Cost of reward reflects stewardship of donor funds, and as such is justifiable to donors while ensuring long-term organisational financial viability, and reward levels ensure sufficient wages for all employees in all countries

**Standard 4a:**

reliable salary benchmarking data are used when setting reward

**Standard 4b:**

reward policies and external factors are reviewed periodically to ensure fairness is maintained

5

### Compliance and Risk

All reward policies and practices meet local and international legal and regulatory requirements, while also respecting broader organisational social responsibility

**Standard 5a:**

compliance with legal context in all countries of operation and responsiveness to any changes to that context

**Standard 5b:**

commitment to understanding tax obligations and providing mechanisms for workforce compliance

# Linking Executive Pay to ESG Goals



Link a meaningful proportion of variable remuneration to the company's sustainability targets



Sustainability criteria used should encompass the full range of sustainability matters



LTIP vs annual bonus

[Linking Executive Pay to Sustainability Goals \(hbr.org\)](https://hbr.org)

[Study: Globally, ESG Is Increasingly Tied to Executive Compensation | WorldatWork](#)

June 2024

[BRIEFING, APRIL 2023 - PUTTING SUSTAINABILITY ON THE PAYROLL \(panda.org\)](#)



# Re-thinking Benchmarking

## Internal

- Global Minimum Standards
- Bridging the gap between countries with weaker social security benefits
- Providing mental health support in countries where its not a norm

## External

- Benchmarking to living wage instead of minimum wage
- Living Wage employer accreditation

# Recognize and Reward Sustainable Choices



Volunteering



Sustainable Commute



Sustainable Holiday Travel



Ambassadors



Payroll Giving Schemes

# Pension

Default option to  
ESG Fund

Or offer an option to  
move to ESG Fund

Check - fund is approved by industry initiatives  
such as the UN-backed 'principles for responsible  
investment'.

[About the PRI](#) | [PRI Web Page](#) | [PRI \(unpri.org\)](#)

# Rethinking Travel/ Meeting Policy

1. Strategic travel planning discussions/ Carbon points to teams
2. Meeting Planning to ensure the lowest carbon footprint
3. Booking tool to check the greenest option
4. Carbon-neutral hotel rooms and eco fares, which provide greener travel options at no cost WRI
5. Switching mode flights to rail where viable
6. Vegetarian only menu



[Travel Sustainability | Key Travel Meeting Planning & Group Travel Logistics Platform | TROOP \(trooptravel.com\)](#)

June 2024

# Global Policy- Local delivery for Benefits

- Support local businesses
- Reduce shipping costs
- Sustainable catalogues for incentives/ recognition
- Suppliers' green credentials
- Partnering to influence policy change

<https://ecoswap.uk/>



# Barriers

---

- It takes too much time
- Its not a priority for our leaders
- We don't know what to do
- Does it really impact us?
- Where do we start!!
- We are too small to make a difference



# Anyone can make a difference!!

<https://www.un.org/sustainabledevelopment/takeaction/>



# Sources

- [THE 17 GOALS | Sustainable Development \(un.org\)](#)
- [What the SDGs mean for business - SDG Essentials for Business](#)
- [Good Life Goals - SDG Business Hub \(sdghub.com\)](#)
- [Lets make our workplaces sustainable | WWF](#)
- [Initiatives | World Resources Institute \(wri.org\)](#)
- [Sustainability at WRI | World Resources Institute](#)



# Thank You

Gazal Vishwanath

Global Director, Compensation, Benefits & Analytics

[Gazal.Vishwanath@wri.org](mailto:Gazal.Vishwanath@wri.org)