

# **WRIGHT COMMUNICATIONS** **SUSTAINABILITY REPORT 2019**

**WRIGHT**  
COMMUNICATIONS

**DOING THE RIGHT THING**

## ABOUT THIS REPORT

This is Wright Communications' second sustainability report, covering the period to December 31, 2019. This report has been prepared in accordance with the GRI Standards: Core option.



Reducing Gender Pay Gap



Living Wage



Governance



Volunteering



Eco Labels

Helping our clients do the right thing



Impact Investment



Sustainability Reporting



Circular Economy



Reduce, Reuse, Recycle



Diversity

## CONTENTS

04	<a href="#"><u>The 'Wright' Way</u></a>
07	What matters most
08	SDG-related Targets
09	Key targets and updates as mapped against SDGs
10	Case study: Achieving Goal 5 by helping gender-mixed students help North Shore AFC
11	Our carbon footprint
13	<a href="#"><u>Ownership of the Corporate Social Responsibility (CSR) niche</u></a>
14	Sustainable storytelling successes
15	<a href="#"><u>Client relationship needs and retention</u></a>
17	Creative thinking to set our sustainability strategy
18	<a href="#"><u>Changing media landscape</u></a>
20	<a href="#"><u>Keeping and developing our consultants</u></a>
24	<a href="#"><u>Measurement and return on investment</u></a>
26	<a href="#"><u>GRI Content Index</u></a>

## THE 'WRIGHT' WAY

Welcome to our second sustainability report.

This report reflects our continuing commitment to help companies 'do the right thing' using our public relations and strategic communications expertise.

We are true professionals who believe in the power of public relations to contribute to New Zealand's society at large by achieving a balance between the intentions of the organisations we represent and the legitimate concerns of their stakeholders.

This year we are proud to have also helped a range of companies with their sustainability report efforts including: Air New Zealand, Global Women, Moana, OfficeMax and T&G Global. We've told many sustainability stories for a range of clients and a significant number for Toyota New Zealand, our foundation client.

The frameworks for Global Reporting Initiative™, The International Integrated Reporting Framework <IR>, United Nations Sustainable Development Goals and Task Force on Climate-Related Financial Disclosures (TCFD) are well understood by our team.

The confidence we have in using these frameworks enables us to focus on our key skill: telling a compelling sustainability narrative steeped in credibility and articulated in our client's authentic brand voice.

We've been at it for 13 years, building our knowledge and making sure we walk the talk internally. That's why we produce our own sustainability report too, so you can see what's material to our business and have confidence you are partnering with a business that has a solid grasp on its issues and opportunities and is powering into the future with a clear vision.

At the heart of it, Wright Communications is an agency based on our core values of **Genuine Connections, Delivering Exciting Work, Having Each Other's Back** and **Doing the Right Thing**.

Coupled with an unwavering commitment to our niche in sustainability communications, these values guide our behaviour and thinking. Our culture sets us apart and opens the door for a diverse range of work and a happy and productive team.

We also provide full-service communications support to a wide range of organisations, from New Zealand SMEs to multi-national companies, local government bodies and charitable organisations. Among our team of 10 we have impressive experience, which means there's not a lot we haven't seen and not a lot we can't do.

Like all agencies, we offer a broad range of consulting and reputation management services, from strategic communications and public relations planning to media relations, training and monitoring, social media strategy, issues and crisis management.

This year we launched a smartphone-based app for crisis management that we believe could replace conventional approaches to managing a crisis, which are generally paper-based and can fail to keep pace with a fast-breaking scenario.



Making genuine connections



Delivering exciting work



Having each other's back



Doing the right thing

Wright Communications sourced the phone-based app, called In Case of Crisis, from the US. The app stores everything you need in relation to potential issues and crises on the phone, including contact lists and response protocols, and enables an organisation's crisis management team to securely send alerts and notifications to staff members - even when the power is out. Crises can happen anytime and anywhere, so a smartphone is by far the best tool to access people, to manage a situation.

We're proud to have kept our profitability and revenue steady year-on-year since 2006. And although we've grown in number and expanded our offering into the consumer realm, we've stuck to our structure of small, dedicated client teams and mostly senior consultants, which means we've become trusted advisers to clients that ensure consistent, quality outcomes for them. While our core business remains corporate communications with a speciality in sustainability, over the last 12 months we have simultaneously grown our consumer PR offering. The consumer side of the business now represents 36% of total billings and is steadily growing.

In the coming year we will be focused on consolidating our sustainability niche, growing our consumer offering, and retaining and continuing to add value for existing clients.

This means 'walking the talk' and we are committed to being carbon neutral and achieving our emissions reduction plan, as well as partnering with like-minded businesses. We'll also be continuing our active participation in the Sustainable Business Council and Climate Leaders Coalition. I'd like to take this opportunity to say a massive thank you to my insanely talented team and valued clients.

It's a pleasure working in a profession where we learn so much about a huge range of industries. The one thing we cherish above all else is the one-on-one relationships we enjoy with each and with every one of you. Thank you for continuously challenging us.



A stylized, handwritten signature in black ink, appearing to read 'Nikki Wright'.

Nikki Wright  
Managing Director  
Wright Communications

**MANAGING DIRECTOR OF  
WRIGHT COMMUNICATIONS,  
NIKKI WRIGHT, SAYS  
SUSTAINABILITY ISN'T  
JUST A PRACTICE - IT DEFINES  
THE AGENCY'S REASON  
FOR BEING.**

*"Our team get out of bed every day and choose to work here so they can contribute to some of the most interesting, and often complex, communications challenges happening in the country at any given time.*

*Using a Corporate Social Responsibility lens underpins our approach to clients and informs our business ethos.*

*Something else we're all super proud of is the role we play for the non-profit sector. We are currently telling stories that raise awareness of beach safety at Auckland beaches and preventing domestic violence, reducing the gender pay gap, protecting vulnerable children and eco-labelling to prevent greenwash. It's motivating stuff."*

- Nikki Wright

## WHAT MATTERS MOST

We embarked on a robust materiality assessment in 2018 involving our internal team, clients, suppliers, academics and the industry association and will repeat this again in 2020. For the purposes of this report we have been guided by the results of our most recent materiality assessment.

Our top five interconnected material topics are reflected in the structure of this report, starting with ownership of the CSR niche. It's where Wright Communications set itself apart from its competitors early on, and which has become increasingly important for a number of our clients over the past 13 years. During that time, we have worked with some of New Zealand's largest businesses on projects including CSR strategies, community investment reviews, sustainability reports and materiality assessments. For many, it's a drawcard to Wright Communications, but now there are also others claiming expertise in this field.

Additionally, we need to create compelling evaluation reports at the conclusion of projects for our clients so they can measure the ROI of our services.

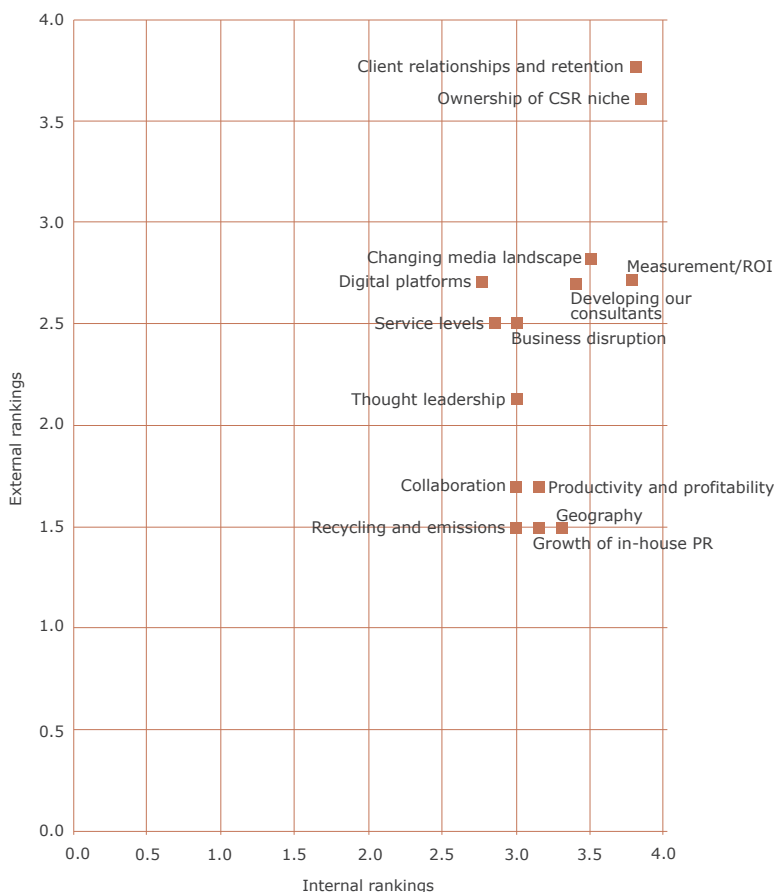
By keeping abreast of news media changes during the year, we will actively build and maintain relationships with key journalists and media contacts for our clients' benefit.

## MATERIAL ISSUES

The issues which matter to our stakeholders are:

- Keeping and developing our consultants.
- Client relationship needs and retention.
- Ownership of CSR niche.
- Changing media landscape.
- Measurement and return on investment.

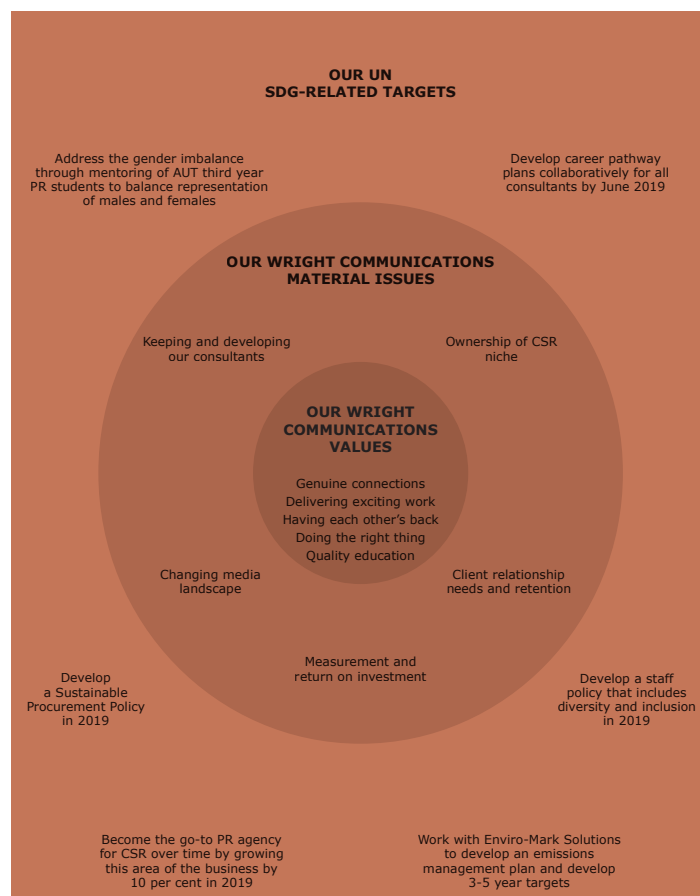
### WRIGHT COMMUNICATIONS' MATERIAL TOPICS



## SDG-RELATED TARGETS

Wright Communications has moved beyond merely mapping to the Sustainable Development Goals (SDGs) set by the United Nations. We now focus on meaningfully relating these goals to our business strategy in order to use them to build our organisation's sustainability culture.

We've taken our values and material topics and committed to some tangible, real-life targets that relate to the SDGs. These are reflected in the following diagram, and throughout this report as targets are related to each of our topics.





## KEY TARGETS AND UPDATES AS MAPPED AGAINST SDGS

### SDG 3: Good Health and Wellbeing

- Develop a staff policy that includes diversity and inclusion.
- Completed.

### SDG 4: Quality Education

- Develop career pathway plans collaboratively for all consultants.
- These have been completed for all consultants that celebrated the anniversary of their employment with Wright Communications during the year.
- Create an Induction Process and supporting templates.
- Completed.

### SDG 5: Gender Equality

- Address the gender imbalance through mentoring of AUT third year PR students to balance representation of males and females, encouraging younger males into the profession.
- On track.

### SDG 8: Decent Work and Economic Growth

- Become the go-to PR agency for CSR over time by growing this area of the business by 10 per cent.
- On track.

### SDG 12: Responsible Consumption and Production

- Develop a Sustainable Procurement Policy.
- Completed.

### SDG 13: Climate Action

- Work with Enviro-Mark Solutions to develop an emissions management plan and develop 3-5-year targets.
- Completed.

## Case study

### **ACHIEVING GOAL 5 BY HELPING GENDER-MIXED STUDENTS HELP NORTH SHORE AFC**

Senior Account Director Ron Murray mentored a group of five students this year – three women, two men. The group had a significant challenge in terms of what they were required to do for their client, the North Shore United Association Football Club, who required a recruiting campaign to enrol more girls. This was challenging considering the season was practically over when they met in August and the best time for a promotional campaign would be March/April (pre-season) 2020.

After listening to their needs and providing professional communications advice and planning, and clarifying the client's needs, a combination of video campaigns and outreach led to successful outcomes. Before this campaign, Ron had previously assisted two of the students in their search for a job, one of who was a young man. Ron has also been mentoring another male PR graduate via LinkedIn.

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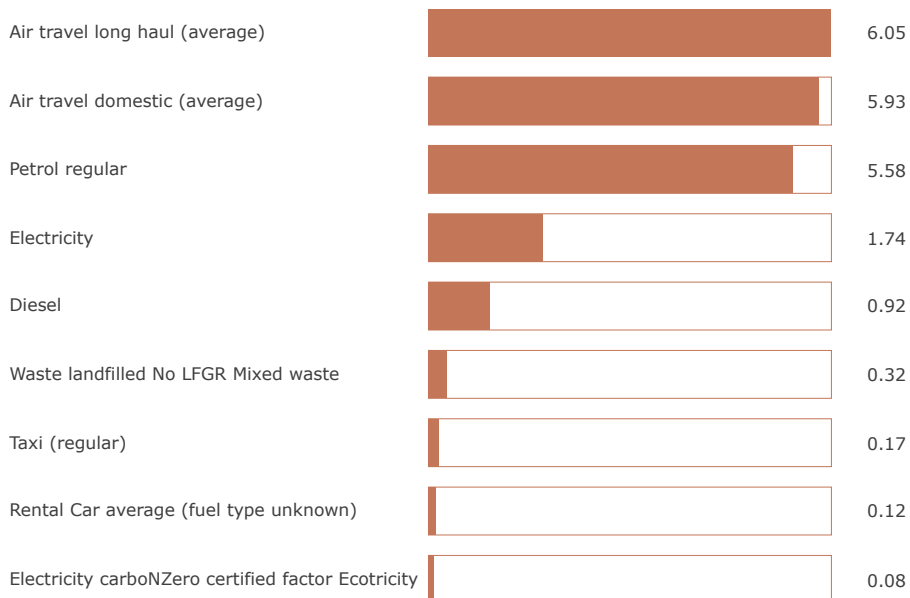
<sup>1</sup> Demographics of PR industry in New Zealand: (78% Female; 80% aged 25-54 years; average age 40.5 years). Source: 2018 PRINZ Trends Survey.

<sup>2</sup> Currently 33% of our clients choose us for our CSR expertise. Source: Client survey September 2016. We are aiming for 36.3% of clients to state they choose us for our CSR expertise in our next client survey, scheduled for 2020.

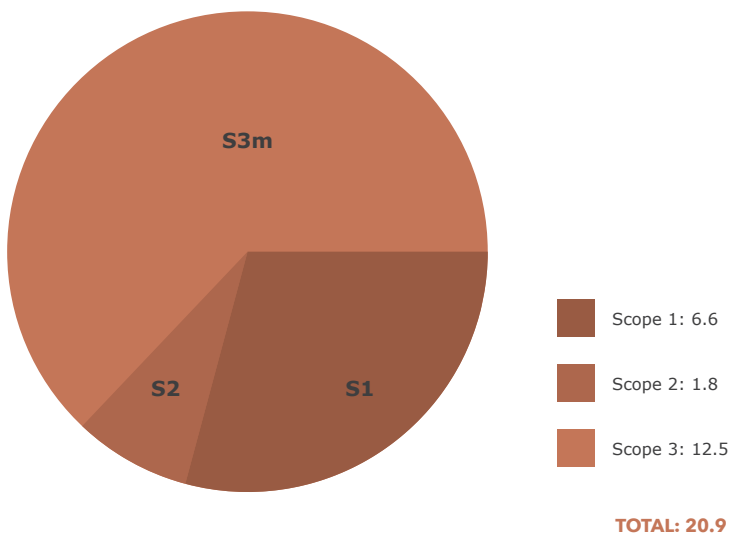
## OUR CARBON FOOTPRINT

Toitū Envirocare helped us measure the organisational footprint of our 20.91 carbon dioxide equivalent tonnes (tCO<sub>2</sub>e) of Greenhouse Gas (GHG) emissions for our financial year to March 31, 2019. We set the benchmark in 2018. Incidentally, the consultancy attained carbon neutral certification in 2008 and then again in 2013. Over that time, we have dipped in to check our carbon intensity is not increasing despite our growth.

### tCO<sub>2</sub>e BY SOURCES (1ST APRIL 2018 TO 31ST MARCH 2019)



### tCO<sub>2</sub>e BY SCOPE (1ST APRIL 2018 TO 31ST MARCH 2019)



## EMISSIONS REDUCTION ACTIONS

Air Travel	We are limiting the amount of in-person air travel meetings with clients outside Auckland, and using video conference technology instead.
Petrol	Fuel efficient tyres; fuel efficient driver behaviour advice shared with staff that use the staff hybrid cars to promote. Ride sharing; public transport.
Electricity	Transitioned to carbon neutral electricity provider ecotricity Also, we purchased 21.00 tonnes CO2e of GHG emissions reductions.

## CARBON INTENSITY PER FTE

Year	Full time employees	tCO2e
2018	7	15.4
2019	11	20.9
	36%	26%

We're pleased that our carbon intensity per employee has reduced from 2.20 to 1.90 during the last financial year.

Wright Communications has measured through Scope 1, 2 and 3 covering its direct and indirect emissions. 31% are in Scope 1, 9% in Scope 2 and 60% in Scope 3, which covers mandatory emissions from other indirect sources due to the activities of our organisation.

Our greatest cause of emissions for the measured period (30% of our total CO2 emissions) was from long haul air travel, but to put this in perspective this was one return flight to the United States for a conference. This, along with domestic air travel (30%) - which is largely due to clients Toyota in Palmerston North and Meadow Mushrooms in Christchurch - will be reduced by more use of technology, such as telephone and video conferencing where possible.

Our regular petrol use (27% tCO2e) covers our three hybrid company vehicles and includes 12 months of daily commuting from the North Shore to Auckland City for the consultancy's Managing Director. We are considering how to increase the use of public transport and walking for trips that are currently taken in our hybrid cars to client meetings.

In the office we have Method Recycling, the leaders in helping workplaces divert waste from landfill to make a visible difference. Disappointingly, during the year the soft plastic recycling scheme fell over. We are looking forward to this being reinstated as it was already having a big difference in lowering our waste to landfill.

Additionally, we introduced reusable coffee cups for all of our team to reduce office waste. These two initiatives combined helped to reduce our office waste from 2% of our total carbon footprint down to 1.5%. We have investigated organic compost collection options for our minimal food waste and hope to implement a community-based solution in 2020.

Our electricity dropped significantly from 12% down to 0.38% as we moved to provider Ecotricity, New Zealand's only carbonzero certified company, which purchases from wind, hydro and solar generators the same amount of electricity it supplies to customers on an annual basis. Toitū Envirocare have helped us put in place an emissions reduction plan to reduce and mitigate our impacts, in addition to offsetting emissions.

## OWNERSHIP OF THE CORPORATE SOCIAL RESPONSIBILITY (CSR) NICHE

During the year Wright Communications has worked on some interesting sustainability projects.

One of the higher profile projects was the launch of The Aotearoa Circle's 'Sustainable Finance Forum' Interim Report.

We generated nationwide media coverage for the Report. A news release was drafted, and we worked through several iterations to get it finalised. A Q&A was drafted for internal briefings as well as a fact sheet.

A media pitch was written and distributed as a heads up that the news release, interim report and legal opinion would be made available.

Journalists were followed up to gauge interest and interviews were organised. We liaised with government agencies including the Reserve Bank, Ministry for the Environment and Financial Markets Authority. Intensive journalist follow-ups were made to arrange interviews for Business Desk, Radio New Zealand, Stuff, NBR, NewstalkZB and Newshub. Coverage was collated and provided to The Aotearoa Circle and PR associates at NZ Super Fund, Chapman Tripp and Ministry for the Environment.

We also supported some of our clients with media relations to generate awareness for their sustainable products, from the announcement of cloth nappies being distributed at a major supermarket retailer to updates from manufacturers of electricity and vehicles.

Mid-year we partnered with NZX and produced a report into the quality and volume of environmental, social and governance (ESG) reporting in the NZX50 Index.



## SUSTAINABLE STORYTELLING SUCCESSES

Wright Communications has penned sustainability reports for companies including world-class businesses Air New Zealand, ecostore and Toyota. Our first report was for innovative private courier business Urgent Couriers titled 'Proof of Delivery' and over the last decade a range of worthwhile reports have been produced for retailers, manufacturers, primary producers, energy companies and technology businesses. Each report is unique and authentic to the client's company and has honed our skills.

Over the years our expertise has expanded from the GRI Standards to the Integrated Reporting Framework and we now use either or a combination of both, such as for Global Women and T&G Global over the past year, depending on our clients' strategic approach to annual reporting. Essentially, we love partnering with leaders in sustainability and helping them craft their story.

These are the kind of stories that matter to us, and we dedicate our time, effort and public relations and strategic communications expertise to also do this in the not-for-profit sector.

In the past year we're proud to have provided our storytelling skills to causes that we care about and to have served the community with heavily discounted professional fees for those working on campaigns that strengthen the fabric of our society, environment and cultural diversity.

In 2019 we were privileged to provide strategic communications management to charities working on the following missions for the betterment of New Zealand:

- Provision of secure and affordable housing for low to moderate income earning households
- Programmes and counselling to prevent domestic violence
- Social services to build strong families and help vulnerable children, adults and families or those struggling with age, disability or injury to enjoy a better, happier, healthier life
- Preventing drownings at our beaches



- Helping people identify environmentally preferable products
- Going alcohol-free in July to raise funds for New Zealanders affected by cancer
- Enhance the mana of all people who reside within the rohe of Ngāti Whātua and provide mental health services and housing
- Pursuit of sustainable prosperity and reversing the decline of New Zealand's natural resources
- Helping the hearing-impaired access and utilise cochlear implants.



This year the consultancy has contributed \$161,755 to charitable storytelling for the above organisations.

We are confident that our commitment and experience in the CSR space will ensure we continue to be THE 'go-to' agency for sustainability communications in this country by 2020.

## CLIENT RELATIONSHIP NEEDS AND RETENTION

At Wright Communications we count client retention as one of the stand-out achievements of the firm, and an ongoing challenge for a business like ours. We pride ourselves on our understanding of client needs, the value we add, and the deep relationships of mutual trust and respect that have been created.

Our clients have been incredibly loyal to us and they enjoy the depth of connection they have with their respective account directors at Wright. Our structure is quite unique in that we do not operate a typical hierarchy. Our consultants are 'senior doers' and collaborate on creative ideas and problem solving with their peers and clients.

We choose to largely operate a retainer model – as well as undertake key projects - which means we can afford to be proactive. And while we operate a sliding scale of charge-out rates for most clients and services, we proudly offer pro bono services for charities and a flat rate of \$140/hour for all public-sector and not-for-profit organisations.

During 2019 we have provided support for AmCup36 and APEC21, Auckland Council's Healthy Waterways programme and Safer Speeds for Auckland Transport.

Wright Communications has 20 monthly retainer clients. Of these, 10 have been with the consultancy for three years or more, including:

- Toyota – 12 years
- Lexus – 12 years
- Wainhouse Distribution Ltd – 12 years
- Colmar Brunton – 9 years
- Presbyterian Support Northern – 7 years
- Environmental Choice – 6 years
- Surf Life Saving Northern Region – 5 years
- Global Women – 3 years
- National Road Carriers – 3 years
- Meadow Mushrooms – 3 years

**MANAGING DIRECTOR OF  
WRIGHT COMMUNICATIONS,  
NIKKI WRIGHT**

*"This year, the Colmar Brunton Corporate Reputation Index featured Toyota NZ as the only international brand in the top 10 companies, for which we were immensely proud, especially as Toyota represents almost a quarter of the vehicles on NZ's roads. The achievement reflected our relationship as true business partners inspiring, challenging and rewarding one another. It was particularly satisfying to collaborate around communications on Toyota's commitment towards lowering carbon outputs – a sustainability goal which Wright Communications shares. We've also been privileged to help with related brands Toyota Kiwi Guardians and Lexus.*

*"We're proud to continue our client/supplier relationship which has lasted nearly 13 years, during which we've helped Toyota with managing issues and influencers, storytelling around sustainability, launching outstanding products and leveraging sponsorship."*

- Nikki Wright



## CREATIVE THINKING TO SET OUR SUSTAINABILITY STRATEGY

Each month we supply our clients with our latest thinking. Over the past 12 months we have penned thought pieces on a range of topics from trends in PR and issues management through to the latest sustainability frameworks.

Our blog headlines for 2019:

- Gazing into 2019's crystal ball
- Getting cut-through for your sustainability story
- Planning for a rainy day
- Corporate Reputation Rankings: Consistency & kindness matter most
- Paving the way for a new CEO
- Will the Wellbeing Budget deliver?
- Climate change semantics: let's use language that makes a difference
- Let's work with words to improve climate change narrative
- Be prepared for the unexpected
- Keeping pace with a crisis
- Sustainability Reporting taking hold but lagging other markets
- Accounting for climate risk

We have put up a Wall of Wow in a visible area of our office to highlight the amazing client feedback we have received during the year. Each week we host a Diamond & Coal session so the team can share some of their highlights and lowlights.

This provides an opportunity for the team to support each other and celebrate success.



## CHANGING MEDIA LANDSCAPE

While the media landscape in New Zealand has, arguably, been in a state of flux since the invention of the Internet, the pace of change in the past year has increased, creating a greater challenge for communicators and democracies.

As social media platforms soak up most advertising revenue, immense financial pressure has mounted on traditional publishers as well as newer online news services such as Stuff. Wholesale redundancies and centralising of editorial functions has forced the virtual closure of regional and community media.

The risk that whole communities could be bereft of local news is so real that the Government, via NZ On Air, is subsidising the employment of eight regional democracy reporters to the tune of \$1 million.

This move to fund democracy reporters is just one symbol of the constant change and disruption of media providers.

For public relations practitioners, the changing media landscape is a material issue as it requires a shift in thinking and upskilling in digital communications strategies and techniques.

Wright Communications engages frequently with senior editors and publishers in order to understand their editorial policies, motivations and commercial drivers.

During the past year our contact with editors confirmed that news priorities and values were increasingly driven by clicks and revenue opportunities. As a result, NZME

finally bit the bullet and placed a large amount of 'premium' New Zealand Herald content behind a paywall. As a result, other free sources of business news such as interest.co.nz saw page visits treble overnight.

Also in the business news space, the Wellington-based business news service, BusinessDesk received an injection of funding from Milford Asset Management director, Brian Gaynor, and launched a subscription-funded business news website.

While consolidation is the biggest media business story in larger markets such as Australia and the United States, in New Zealand attempts to merge have been thwarted by the Commerce Commission. Stuff and NZME's attempt to merge was disallowed and Stuff soldiers on, perpetually for sale. Sky TV and Spark were also denied a merger.

Mediaworks finally threw in the towel regarding its struggling TV operation and put it up for sale. Most market analysts were not optimistic that it would find a buyer. The company partially blamed the State ownership of TVNZ for TV3's difficulties, stating that state support gave TVNZ unfair financial advantages, such as bidding for programming and taking a dividend holiday.

While there may be a buyer for Three (both Sky TV and TVNZ are potential suitors) the likelihood of the channel closing is very high. The loss of the channel's news and current affairs programming would not be catastrophic but would certainly reduce the quality and quantity of broadcast journalism.

It is an open secret that the coalition government is considering some sort of merger between TVNZ and RNZ in order to create a BBC – or, to be retrospective – recreate an NZBC-type of public service broadcasting organisation.

The key question, if this proposal gained Cabinet approval, would be which culture would dominate the new entity – the revenue-focused light entertainment team from TVNZ’s Hobson Street headquarters, or the social issues-driven editorial team at RNZ? Or could the two work together?

And, given the success of TVNZ’s On-Demand service – which is outperforming Netflix in New Zealand – how would a merged broadcaster integrate its content of off-shore produced drama, serious local news, infotainment and advertising? Finally, could such a public service entity hold onto a domestic audience in the face of global streaming services such as Amazon Prime, Disney+ and Netflix.

Advisors are reported saying that creating a new public media entity would require significant new funding and would take three or four years.

Whatever happens to TVNZ, Three and RNZ, one thing is constant – the Internet is not going away anytime soon. The survival and growth of independent online media such as Newsroom, BusinessDesk, The Spinoff and interest.co.nz is necessary to ensure a diversity of news and information.



## **KEEPING AND DEVELOPING OUR CONSULTANTS**

As a consultancy we have a corporate membership for PRINZ and the Code of Ethics is prominently displayed for internal and external awareness. This is a critical document for our consultancy as it stresses our role as professional advisors, one we take very seriously.

Our people are the lifeblood of the business and their personal and professional satisfaction is equally as important as that of our clients. They are an experienced, dedicated group with a comprehensive and diverse range of skills. It's another point of difference for us in the market, where agencies in particular often now have a high number of junior staff that frequently turn over. This structure makes for a stimulating, collaborative culture internally, which also delivers value to clients.

This year our consultant retention rate has been 100 per cent which we are thrilled about. In fact, our team grew!

We made four strategic appointments including Richard Gordon, Group Account Director and member of the senior leadership team. Richard is responsible for protecting and enhancing the reputations of several key clients using proactive sustainability communications, PR planning and issues management.

From crafting sustainability reports, developing two-way stakeholder relationships and leveraging good deeds through to risk management and crisis preparedness, Richard Gordon is well placed to provide wrap-around services to enhance corporate reputations.

Another asset added to Wright Communications' team is Senior Account Director, Tim Marshall. Tim is a life member of the Public Relations Institute of New Zealand, Chief Examiner of the Accreditation in Public Relations and has more than 30 years' experience providing strategic communications advice.

To help fulfil the talent pipeline anticipated with our growth plans, Wright Communications successfully attracted consumer PR Account Executive Jessica Morris and intern Hinemoana Douglas to the team as well in 2019.

However, the right talent attraction and retention remain a material issue for the business, and the industry as a whole. In our team currently we have eight women and three men, and the average age of our consultants is 41. At the senior consulting level we have good gender diversity. Our managing director is a woman and we have two other female senior account directors. Our group account director and one other senior account director are male. The fact that we have more females

at a lower pay scale is reflected in our gender pay gap – our men get paid 6.8 per cent more than our women, well below the national average of 9.2 per cent, and we have equal pay for equal work. In the coming year, we will be focusing on creating a pathway to senior roles for women, as well as considering the value of increasing diversity at all levels through a number of targeted actions.

Wright Communications also strives to create a healthy environment that stimulates staff and that fits with their values as people.

We were lucky enough to have meditation expert Claire Robbie in the office in September to run the Wright team through a guided meditation session. She explained the many benefits that meditation can have on our daily lives. Here at Wright Communications, we are big believers in taking time to re-set the mind.

When we moved into our new office last year, we invested in some beautiful Globe Artichoke cushions to use during our meditation sessions, and we aim to block out some time a few times a week to participate in group meditation. The stress and anxiety that comes with the connected world we live in can often be overwhelming, and it was great to have Claire in to remind us why we need to sit back, observe our patterns of thinking, and allow the mind to wander.

Nikki Wright believes that a good work-life balance makes staff happier and ultimately more productive. Staff currently have flexible but regular hours of work. However, we are working on how to increase this flexibility in order to ensure people can make the most of their time and we can attract and retain the best talent with the right fit to add the most value to our clients.

Recognising people for their work, both professionally and personally, is important at Wright Communications and there is a long-standing peer-nominated Reward & Recognition programme with a \$200 spa or restaurant voucher up for grabs each month. The recipient is congratulated by the team at the first Monday WIP meeting of the month and Nikki collates all team feedback and emails this to them to let them know how much they are valued by their peers. We also enjoy the opportunity to get together for Christmas and birthday celebrations.

On location at our annual pilgrimage to Waiheke for our staff Christmas party where we host our Secret Santa on the beach. Only in Auckland!

## DIVERSITY OF CONSULTANTS

### Ethnicity/nationality

NZ European/Pakeha	9
Māori	1
Samoan	1

### Age

20-29	4
30-39	0
40-49	3
50-59	3
60-69	1

## WRIGHT COMMUNICATIONS' CONSULTANTS

Gender	No. of consultants	% of consultants
Female (Full-time)	6	66.67
Male (Full-time)	3	33.33
Total full-time employees	9	100
Female (finance contractor)	1	
Female (intern)	1	
Total extra resource	2	

### Management positions

Gender	Number of managers	% of management
Female	1	50
Male	1	50



Photo L-R: Anita Winterstein and Ron Murray are regular meditators.

Wright also embraces agile thinking and continuous improvement, which benefits staff and clients. A weekly Firestarter brainstorm is held on a different piece of business, and at our weekly Diamond and Coal session each consultant shares their highlights and challenges from the previous week to assist with shared learning.

A collective shared learning experience for all staff this year saw everyone participate in a 10-week long Te Reo course hosted by Anita Gill of Te Puna Reo Māori. By the end of the programme we had learned about some of the Te Ao Māori concepts: Mātauranga Māori, Kaitiakitanga, Whanaungatanga and Kotahitanga, how to open and close emails and some mihi (welcoming statements at an event or function). Importantly each team member was able to work on their Pepeha and present this to the rest of the team at the final session of the 10-week course. This fits with Wright's ideal of empowering people in both their professional and personal lives.

It is important for our staff to be involved in Continuous Professional Development, and along with being committed to the PRINZ River programme, during 2019 a number have been involved in a range of activities including mentoring, judging and gaining new skills through relevant training. And while all staff have comprehensive job descriptions developed in line with PRIA's Professional Framework (and performance-based remuneration is reviewed annually with client satisfaction and staff feedback taken into consideration) we will continue to emphasise how our team can build their careers here at Wright Communications.

## **ACHIEVEMENTS OF OUR PEOPLE AND CONTRIBUTION TO PROFESSIONAL DEVELOPMENT VIA PRINZ**

- Catherine Bright received Accreditation in Public Relations (APR)
- Nikki Wright: PRINZ Awards judge 2019
- Ron Murray - Internal Communication course facilitator
- Tim Marshall - APR Viva Voce interviewer; APR Chief examiner; PRINZ event facilitator 'Is the comms strategy in danger of extinction?' Christchurch; PRINZ Awards judge 2019; Education Committee Member





Photo L-R: Tim Marshall, Catherine Bright, Anita Winterstein, Mary-Anne Parker, Megan West-Hill, Rubee Prattley-Jones, Nikki Wright, Jessica Morris and Richard Gordon. Absent: Ron Murray and our intern Hinemoana Douglas.

## MEASUREMENT AND RETURN ON INVESTMENT



We are committed to advancing the credibility of the industry by focusing on PR as a core measure of corporate reputation.

2019 marked the fifth year of our involvement with the Colmar Brunton Corporate Reputation Index. We fund 50% of the annual CEO event and all handling of the media relations around the results, including coordinating content for a two-page editorial spread in the NZ Herald's Business section, the editor of which we have a long-standing professional relationship with.

Tied up with PR being a core measure of corporate reputation is how our impact is measured. At Wright Communications we are committed to burying Equivalent Advertising Values (EAVs) as a way of measuring public relations and communications performance once and for all.

We have taken the bold step of informing clients that we are moving away from measuring our worth using EAVs because it only takes into account a sliver of what we actually do. Our strategies not only employ media relations, but increasingly stakeholder engagement, sponsorship management, internal communications and community outreach.

Certainly, we still need to clearly demonstrate how the dial is being moved as a result of our initiatives, but there are other, better, more professional ways to deliver and demonstrate tangible value. We are taking our lead from the Public Relations Institute of Australia (PRIA), which in 2017 produced a framework

for measurement and evaluation that takes in the whole picture and provides a feedback mechanism, no matter what the activity.

PRIA focuses on reporting the impacts of a programme or campaign beyond outcomes.

Its guidelines advocate aligning the communications and organisation's objectives at the start and making sure they are SMART, something we should all be doing anyway. However, it emphasises developing CSR communications objectives at this stage also to ensure a holistic approach.

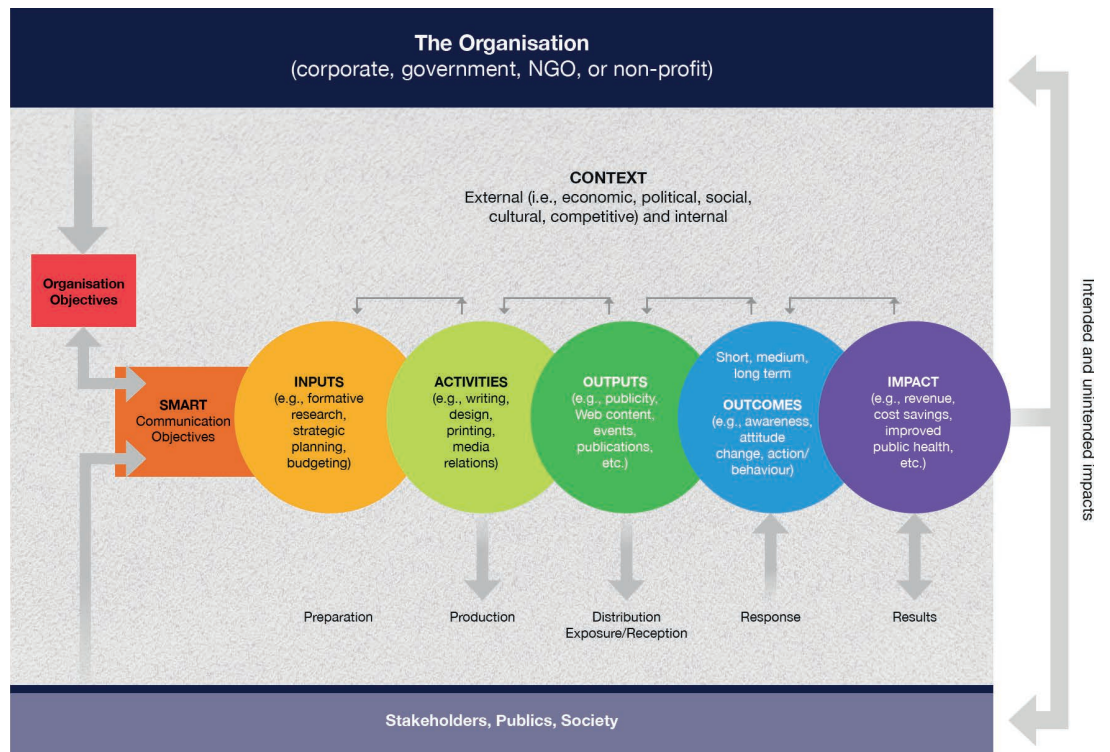
There is a strong focus on research – having baseline qualitative and quantitative data – in terms of identifying stakeholders not just as targets for information, but during the 'inputs' stage of a campaign to understand their needs, interests and the channels they prefer to be reached through, and to develop positive and lasting relationships with them.

This makes complete sense though as evaluation needs to be conducted progressively – gone are the days in this media landscape where you produce a campaign roundup or report and pronounce a campaign a success or not. Learnings need to be taken along the way – especially in the digital realm – so that strategy and potentially tactics can be tweaked if need be to achieve the objectives and show the impacts.

It's a tricky conversation to have with clients, but one we are being bold enough to continue having.



## PRIA FRAMEWORK FOR MEASUREMENT AND EVALUATION



STAGES IN STRATEGIC COMMUNICATION	INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES Short-term (outtakes) > Long-term		IMPACT
Brief description	What is needed to plan and prepare communication	What is done to produce and implement communication	What is put out or done that reaches and engages the target public/s	What the target public/s take out of communication and initial responses	What sustainable effects the communication has on target publics	What results are caused, in full or in part, by the communication
KEY STEPS	<ul style="list-style-type: none"><li>• Planning &amp; preparation</li></ul>	<ul style="list-style-type: none"><li>• Production</li><li>• Distribution</li></ul>	<ul style="list-style-type: none"><li>• Exposure</li><li>• Reception</li></ul>	<ul style="list-style-type: none"><li>• Attention</li><li>• Awareness</li><li>• Understanding</li><li>• Learning (if necessary)</li><li>• Interest</li><li>• Engagement</li><li>• Consideration</li></ul>	<ul style="list-style-type: none"><li>• Attitude change</li><li>• Satisfaction</li><li>• Trust</li><li>• Preference</li><li>• Intention</li><li>• Advocacy</li></ul>	<ul style="list-style-type: none"><li>• Target public action/behaviour in line with objectives</li><li>• Organisation ROI</li><li>• Social/political change</li><li>• Organisation change</li><li>• (See examples of these below)</li></ul>
EXAMPLES	<ul style="list-style-type: none"><li>• Formative research</li><li>• Budgeting</li><li>• Strategic planning</li><li>• Resource allocation (e.g., staff, agencies)</li></ul>	<ul style="list-style-type: none"><li>• Writing (e.g., news releases, brochures)</li><li>• Media relations</li><li>• Design</li><li>• Web site development</li><li>• Social media site development (e.g., blogs, Facebook pages)</li><li>• Publication development (e.g., newsletters)</li><li>• Event management</li><li>• Sponsorships</li><li>• Advertising campaign development</li></ul>	<ul style="list-style-type: none"><li>• Publicity volume</li><li>• Advertising placement</li><li>• Web content posted</li><li>• Brochures</li><li>• Newsletters</li><li>• Videos</li><li>• Events staged</li><li>• Social media posts (e.g., in blogs, Facebook)</li><li>• Email/e-marketing</li><li>• Community engagement projects</li></ul>	<ul style="list-style-type: none"><li>• Web visits</li><li>• Page views</li><li>• Video views</li><li>• Social media discussion, sharing, etc.</li><li>• Comments posted</li><li>• Inquiries, registrations, subscriptions, etc.</li></ul>	<ul style="list-style-type: none"><li>• Social media comments</li><li>• Feedback</li><li>• Reviews</li><li>• Satisfaction levels</li><li>• Trust levels</li><li>• Trailing</li><li>• Joining</li><li>• Strategic relationships formed</li><li>• Partnerships</li></ul>	<ul style="list-style-type: none"><li>• Sales revenue</li><li>• Donations (e.g., money, blood)</li><li>• Compliance (e.g., reduced drink driving)</li><li>• Customer retention/loyalty</li><li>• Staff retention</li><li>• Social benefits (e.g., public health improvement, quality of life/well-being increases)</li><li>• Policy change</li><li>• CSR initiatives</li></ul>
METRICS & MILESTONES that can apply	<ul style="list-style-type: none"><li>• SMART objectives</li><li>• Targets/KPIs</li><li>• Baselines/benchmark (e.g., existing sales, awareness, attitudes)</li><li>• Audience needs, preferences, etc. (qualitative data)</li><li>• Channel preferences</li></ul>	<ul style="list-style-type: none"><li>• Number of media releases issued</li><li>• Number of interviews, news conferences, etc.</li><li>• Web sites/pages posted</li><li>• Publications, events, etc. on time on budget</li><li>• Creative awards</li></ul>	<ul style="list-style-type: none"><li>• Reach (e.g. audited circulation, ratings)</li><li>• Impressions</li><li>• Share of voice</li><li>• Tone/sentiment score</li><li>• Event attendance</li><li>• Click throughs (CTR)</li><li>• Unique visitors</li><li>• Views</li><li>• Cost per click (CPC)</li><li>• Cost per view (CPV)</li><li>• Cost per impression</li></ul>	<ul style="list-style-type: none"><li>• Recall rates</li><li>• Likes</li><li>• Follows</li><li>• Shares</li><li>• Retweets, reblogs</li><li>• Awareness levels</li><li>• Inquiry rates</li><li>• Registrations</li><li>• Subscribers</li><li>• Positive comments</li></ul>	<ul style="list-style-type: none"><li>• Customer satisfaction ratings</li><li>• Employee satisfaction ratings</li><li>• Trust ratings</li><li>• Reputation score/rating</li><li>• Reduced criticism</li><li>• Endorsements</li><li>• Sign-ups</li></ul>	<ul style="list-style-type: none"><li>• Targets met (e.g., sales, revenue, donations, reduced road toll)</li><li>• Customer retention rates</li><li>• Employee retention</li><li>• Cost savings (e.g., reduced health costs, staff turnover, etc.)</li><li>• Positive public opinion</li><li>• Public support</li><li>• Policy approval</li></ul>
METHODS that can be used	<ul style="list-style-type: none"><li>• Literature review</li><li>• Environmental scanning</li><li>• Database statistics</li><li>• Case study analysis</li><li>• SWOT analysis</li><li>• Market and/or social research (e.g., surveys, focus groups)</li><li>• Pre-testing</li><li>• Cost effectiveness analysis (CEA) (e.g., to compare methods and channels)</li></ul>	<ul style="list-style-type: none"><li>• Activity reports</li><li>• Distribution statistics</li><li>• Expert/peer review</li><li>• Creative award entries</li></ul>	<ul style="list-style-type: none"><li>• Media metrics (e.g., audited circulation, TV ratings)</li><li>• Web statistics (e.g., views, downloads, etc.)</li><li>• Advertising TARP/s</li><li>• Media monitoring</li><li>• Media content analysis (quantitative)</li><li>• Media content analysis (qualitative)</li><li>• Social media analysis (quantitative)</li></ul>	<ul style="list-style-type: none"><li>• Social media analysis (qualitative)</li><li>• Surveys (e.g., recall, awareness)</li><li>• Database statistics (e.g., number of inquiries, registrations)</li><li>• Trend data over periods</li></ul>	<ul style="list-style-type: none"><li>• Social media analysis (qualitative)</li><li>• Polls</li><li>• Surveys</li><li>• Interviews</li><li>• Focus groups</li><li>• Ethnography</li><li>• Net Promoter Score (NPS)</li><li>• Market mix modelling</li></ul>	<ul style="list-style-type: none"><li>• Database records (e.g., sales, cancer screening rates, road toll, etc.)</li><li>• CRM data</li><li>• HR data</li><li>• Staff surveys</li><li>• Cost benefit analysis</li><li>• Return on Investment (ROI)</li><li>• Quality of life/well-being measures (e.g., DALYs)</li></ul>

## GRI CONTENT INDEX

GRI STANDARD DISCLOSURE	DISCLOSURE	DESCRIPTION AND PAGE NUMBER	OMISSION
<b>Organisational profile</b>	102-1	Name of the organisation	<b>Wright Communications Limited</b>
	102-2	Operations	4-5
	102-3	Head office	26
	102-4	Location	26
	102-5	Legal form	Limited liability company
	102-6	Markets served	4-5
	102-7	Scale of the organisation	21
	102-8	Workforce	20-21
	102-9	Supply chain	13-15
	102-10	Business changes	18-19
	102-11	Precautionary principle	15
	102-12	Charters	9
	102-13	Memberships	5
<b>Strategy</b>	102-14	Managing Director statement	4-5
<b>Ethics and integrity</b>	102-16	Values, principles, standards	14
<b>Governance</b>	102-18	Governance	Private company – Not disclosed
<b>Stakeholder engagement</b>	102-40	Stakeholders	15
	102-41	Collective agreements	Not applicable
	102-42	Stakeholders - basis	Not applicable
	102-43	Approach to stakeholder management	15
	102-44	Key topics	7-8
<b>Reporting practice</b>	102-45	Entities included	4
	102-46	Basis of report content	Partially disclosed
	102-47	Material topics	7-8
	102-48	Restatement of information	Not applicable
	102-49	Changes	20,18-19
	102-50	Report period	12 months to 31 December 2019
	102-51	Report date	2019
	102-52	Reporting cycle	Annual
	102-53	Contact	26
	102-54	GRI compliance	2
	102-55	GRI context index	This page

MATERIAL TOPICS	RELATED INDICATORS		DESCRIPTION AND PAGE NUMBER
<b>Economic performance</b>	202-2	Senior managers hired from the local community	20
<b>Environmental</b>	302-1	Greenhouse gases (GHG) Scope 1 emissions	11-12
	302-2	GHG Scope 2	11-12
	302-3	GHG Scope 3	11-12
<b>Social</b>	404-2	Programs for upgrading employee skills	22
	405-1	Diversity of governance bodies and employees	21
	413-1	Community engagement	10, 13-14

MANAGEMENT APPROACH	RELATED INDICATORS		DESCRIPTION AND PAGE NUMBER
	103-1	Explanation of material topics	13-24
	103-2	Management approach	13-24
	103-3	Evaluation of management approach	13-24

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