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# PURPOSE MEETS BUSINESS IMPACT:

## HOW BUSINESS LEADERS ARE REDEFINING SUCCESS



A SPAG FINN Partners Purpose Edition

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# OVERVIEW

## DIVERSE VOICES, UNIFIED INTENT IN THE PURPOSE-DRIVEN ERA.

Today's most successful brands don't just sell products, they sell meaning, mission, and momentum. Across the globe, a fundamental shift is reshaping the business landscape. Companies are no longer judged solely by profit margins or shareholder returns, but by the values they embody and the impact they create. Purpose-driven business is now a critical lens through which organisations are being evaluated by consumers, investors, employees, and regulators alike. For leaders, this is both a challenge and an opportunity to redefine success, lead with conviction, and position their organisations at the forefront of sustainable, ethical growth.

The "Purpose Meets Business Impact: How Business Leaders Are Redefining Success" is a special ebook by FINN Partners, spotlighting the leaders, trends, and transformational ideas propelling purpose-led innovation forward.



This e-book is a blueprint for change. Drawing on diverse perspectives, real-world case studies, and visionary contributions from industry experts, it offers a multidimensional view of how purpose is being reimagined, executed, and scaled across sectors.

At the heart of this report is the belief that purpose is not one-size-fits-all. It is deeply contextual, shaped by culture, industry, geography, and leadership ethos. That is why this e-book brings together voices from across the global business ecosystem, each offering a unique window into how they define and activate purpose within their own spheres.

From Singapore to the US, India to China, leaders are rethinking traditional business models and infusing their strategies with values that resonate beyond profit. Whether it is driving sustainable supply chains, integrating responsible business metrics into corporate DNA, or embracing equity-focused practices as a growth enabler, the contributors featured in this report demonstrate that purpose is no longer peripheral, it is central to resilience and relevance.

These perspectives underscore a critical insight that while the manifestations of purpose may vary, the underlying intent remains constant to create a meaningful impact for people, planet, and prosperity.

Despite growing consensus on the value of purpose, embedding it across an organisation's operations is far from straightforward. Among the most pressing challenges are:

- Purpose-washing and skepticism: **As consumers become more informed, there is increased scrutiny around superficial claims that lack substance or measurable outcomes.**
- Balancing short-term pressures with long-term purpose: **Business leaders often face tension between quarterly targets and investments in future-facing initiatives.**
- Navigating fragmented environmental and social metrics and frameworks: **Particularly in Asia, where market maturity and regulatory landscapes vary widely.**

Yet, within these challenges lie opportunities for reinvention. In this report, leaders share innovative approaches, from leveraging data and storytelling to build trust, to forming cross-sector alliances that multiply impact. These are not just aspirational strategies. They are grounded in reality, backed by results, and designed for replication.

To turn theory into action, this report includes a powerful set of case studies and industry examples that anchor the ideas discussed. These real-world applications highlight how companies have overcome inertia, resistance, and complexity to embed purpose deep into their ecosystems.

The case studies also showcase how purpose can become a competitive differentiator in increasingly crowded markets. When consumers choose between two similar products or services, they often gravitate toward the one that aligns with their values. This 'value alignment' is becoming a critical lever for loyalty and growth, particularly among younger, more socially-conscious demographics.

FOREWORD:

# PURPOSE DRIVING ASIA'S SUSTAINABLE FUTURE




**AMY TERPELUK,**

*Managing Partner, Global Purpose and Social Impact Practice Lead, FINN Partners*


In today's business climate, the conversation around purpose has shifted from a boardroom agenda topic to bottom-line imperative. The eBook you are about to read, *"Purpose Meets Business Impact: How Business Leaders Are Redefining Success,"* serves as more than a reflection of this new responsible business era—it is a roadmap for how purpose-driven leadership is materializing across Asia, uniting this diverse landscape.

Across this region of distinct economies and cultures, nations navigate unique challenges and opportunities. From India's rapid urbanization and bold climate goals to Singapore's innovative, whole-of-nation approach to sustainability, one thread connects them all: purpose is not a trend; it is a strategic foundation for resilience, development, and long-term economic success.

The essays and insights in this volume—from cotton supply chains in South Asia to climate innovation in Southeast Asia—demonstrate that sustainability is now interwoven into corporate strategy, community investment, environmental stewardship, and workforce engagement. These are not abstract ideals. They are actions embedded in the day-to-day realities of Asian economies and societies.

## INDIA: POLICY, PURPOSE, AND PERFORMANCE

What emerges is that Asia is not merely following global trends—it is shaping and accelerating them. Nowhere is this more evident than in India, where the government has instituted some of the world's most comprehensive regulations to anchor sustainability within the fabric of economic activity.

The introduction of frameworks like the Business Responsibility and Sustainability Report, the mandatory 2 percent CSR allocation under the Companies Act, and the establishment of the National Green Tribunal and National Clean Air Programme are landmark steps. India has also carved a place on the world stage with its ambitious commitments, including reducing emissions intensity by 45 percent from 2005 levels by 2030, reaching 50 percent non-fossil electricity capacity, and targeting net-zero by 2070.

These actions have positioned India as a model for sustainable, inclusive growth. *Environment Minister Bhupender Yadav* stated that balancing environmental protection, economic resilience and social equity will define the nation's path forward.



## SINGAPORE – A GREEN PLAN FOR ECONOMIC PROGRESS

Singapore, too, has emerged as a pacesetter, demonstrating that clarity of vision and whole-of-country collaboration can drive outsized impact. Through its Green Plan 2030, Singapore has set nationwide ambitions for clean energy, sustainable living, and resilient economic transition—committing to net-zero emissions as soon as viable and to significant milestones by 2030. The city-state's approach integrates sustainability into every facet of life, from requiring all new cars to run on cleaner energy to a two-thirds reduction of carbon emissions in schools. Minister Grace Fu affirmed that Singapore's Green Plan is about practical, impactful actions by government, business, and citizens working in unified purpose.

China's story is one of transformation on an unprecedented scale. Recognizing its vital role in the global ecosystem, China is driving a green transition across its entire economic and social fabric. National mandates call for "remarkable results" in sustainable development by 2030 and a green, low-carbon, circular economy as the standard by 2035. From aggressively scaling up renewable energy to transforming its manufacturing and transport sectors, China focuses on aligning business innovation with environmental priorities. As China's leadership has put it, pursuing climate goals is no longer a peripheral concern but is rapidly becoming a mainstay of economic and social strategy.

These advances are not isolated. Regional partnerships, especially within ASEAN, have prioritized purpose-driven development, fostering collaboration and mutual learning. Increasingly, Asian nations and jurisdictions are introducing mandatory sustainability disclosures and other frameworks that compel businesses to embed sustainability in their core strategies and provide transparent management of climate and social risks.

Within this context, the leaders and organizations highlighted in this collection published by SPAG/FINN colleagues are stepping forward, not waiting for permission to innovate or invest in change. They are building sustainable supply chains, reimagining business models for the circular economy, rigorously measuring climate impact, and forming trusting partnerships to advance equity and inclusion. Throughout Asia, purpose serves as a North Star—a guiding principle that brings agility amid complexity and grounds decision-making for the future.

## THE POWER OF PLACE AND PERSPECTIVE

While Asia's approach to sustainable business and leadership is nuanced—shaped by geography, industry, governance and culture—common bonds are emerging: a willingness to balance short-term pressures with long-term vision, a strong embrace of cross-sector collaboration, and a deep-seated belief that values truly create value. Asia is not merely participating in the global purpose movement; it is defining it. The region's businesses and leaders understand they are stewards of economic growth, social well-being and planetary health. They approach these responsibilities with vision, courage and pragmatism.

As you read the perspectives of leaders, changemakers and partners within these pages, may you be inspired not only by their achievements but by the clarity and conviction with which they are pursuing purpose as a force for sustainable business and societal good. In Asia, and increasingly around the world, one truth holds: purpose is a long game. Those who understand this are shaping the trajectory—not just for this region of extraordinary power and potential, but for the future we all share.

# COMMON CHALLENGES



## FROM COMPLIANCE TO CONVICTION: THE NEW RULES OF PURPOSE-DRIVEN BUSINESS.

Purpose is not the enemy of profit; it is its most powerful ally. But aligning the two demands courage, clarity, and constant evolution. As the business landscape undergoes a radical transformation, the intersection of purpose and profitability has become a defining tension point and a potential catalyst for meaningful change. Leaders are increasingly recognising that being purpose-driven is not just about corporate social responsibility (CSR) add-ons or charitable outreach. Instead, it is about embedding values into the very DNA of an organisation.

However, this integration is anything but straightforward. Here are some of the common challenges businesses face in aligning purpose with practice, the innovative solutions being leveraged to overcome these hurdles, and the emerging trends that are redefining the rules of engagement in today's purpose-led economy.



## KEY CHALLENGES

**Aligning profitability with purpose**

**Navigating a complex regulatory and cultural landscape**

**The authenticity gap and purpose-washing**

### Aligning profitability with purpose

Perhaps the most pressing and persistent challenge is balancing short-term commercial imperatives with long-term purpose-driven goals. In a high-stakes environment dominated by quarterly earnings and ROI metrics, purpose can sometimes feel like an idealistic luxury rather than a strategic imperative.

Leaders are often caught in a tug-of-war on how to justify investments in sustainability, equity-focused practices, or community programmes when these initiatives may not yield immediate financial returns. In Asia, where markets can be more price-sensitive and shareholder expectations conservative, this dilemma becomes even more pronounced.

Moreover, integrating purpose often requires significant operational shifts such as rethinking supply chains, redesigning products, or retraining teams, which may temporarily disrupt business-as-usual or increase costs before delivering measurable benefits.

### Navigating a complex regulatory and cultural landscape

The rise of purpose-driven mandates, especially in areas like responsible business reporting, ethical sourcing, and social impact measurement, has created a complex compliance matrix. The regulatory landscape is fragmented, especially across Asia, with countries and markets at varying levels of maturity and enforcement. Multinational corporations operating in multiple jurisdictions often struggle to navigate inconsistent reporting standards or evolving disclosure requirements.

Additionally, cultural diversity adds another layer of complexity. What constitutes meaningful inclusion in Singapore may look very different in Japan or India. Organisations must navigate these nuances to ensure their initiatives are locally relevant and globally consistent, a balancing act that requires cultural intelligence and strategic agility.

### The authenticity gap and purpose-washing

In today's digitally connected and socially conscious world, stakeholders demand more than token gestures. They expect transparency, accountability, and authenticity. Yet, many organisations still fall into the trap of 'purpose-washing', adopting high-minded mission statements and social campaigns without embedding them into their operations or culture.

This performative approach can backfire. Audiences, especially Gen Z and millennial consumers and employees, are quick to call out discrepancies between a brand's words and its actions. The reputational risk of being perceived as inauthentic is real and growing.

The challenge for businesses is to build and communicate purpose in ways that are not only credible but also demonstrably impactful, internally and externally.





## INNOVATIVE SOLUTIONS

Despite these hurdles, many forward-thinking organisations are finding creative and compelling ways to operationalise purpose. From leveraging cutting-edge technology to forging strategic partnerships, they are rewriting the playbook on how to drive both impact and value.

***Technology as an enabler of transparency and impact***

***Cross-sector collaboration and ecosystem thinking***

***Stakeholder engagement from the inside out***

### Technology as an enabler of transparency and impact

Digital tools are revolutionising how purpose is tracked, measured, and communicated. AI and data analytics, for instance, are helping companies map carbon footprints across supply chains, predict social impact outcomes, and optimise resource allocation in real time.

Blockchain is being used to ensure traceability in ethical sourcing, from cocoa farms in Indonesia to textile factories in Bangladesh. This transparency builds trust with consumers but helps companies stay ahead of compliance requirements.

Technology is also enabling personalisation of purpose. Platforms are using data to connect customers and employees to causes that align with their personal values, whether it is through curated donation platforms, volunteer opportunities, or purpose-driven loyalty programmes.

### Cross-sector collaboration and ecosystem thinking

Many organisations are recognising that they cannot go it alone. Addressing complex challenges like climate change, inequality, or responsible consumption requires a collaborative mindset. Businesses are forming alliances with NGOs, academic institutions, startups, and even competitors to create shared value. For example, circular economy initiatives are gaining ground, where companies across industries are coming together to reduce waste, repurpose materials, and create closed-loop systems. In Vietnam, apparel brands are working with local communities and governments to reduce textile pollution while creating employment.

Public-private partnerships are also driving social innovation. In the Philippines, for instance, foreign banks and fintech service providers are expanding their presence, blending commercial opportunity with inclusive development.

### Stakeholder engagement from the inside out

Organisations that succeed in embedding purpose do not treat it as an external communication strategy; hey make it a shared internal reality. They involve employees at all levels in co-creating the company's purpose narrative and invite feedback on how it should be expressed and implemented.

This internal engagement often yields powerful results, from employee-led sustainability initiatives to purpose ambassadors driving peer-to-peer education. Empowered employees become brand evangelists, customer trust grows, and innovation flourishes from within.

Companies are also deepening stakeholder dialogues externally, consulting with customers, communities, and advocacy groups to ensure their programmes reflect real needs, not boardroom assumptions.



## LATEST TRENDS

As we look across the business landscape, several key trends are reshaping the way purpose is being activated, measured, and communicated. These trends are redefining what it means to lead with integrity in the 21st century.

### Integration of responsible business into core strategy

The rise of purpose-driven mandates, especially in Responsible business practices are no longer confined to sustainability reports or investor decks. It is becoming a foundational element of business strategy and risk management. Boards and C-suites are increasingly tying executive compensation to sustainability strategy, embedding environmental and social impact metrics into procurement processes, and applying ethical filters in capital allocation.

Stakeholders now expect transparency not only on what a company is doing, but how it is doing it. Investors want detailed disclosures, regulators demand alignment with global frameworks like the Task Force on Climate-related Financial Disclosures (TCFD) or the European Union's Corporate Sustainability Reporting Directive (CSRD), and customers seek brands that walk the talk.

This shift is giving rise to specialised roles such as Chief Sustainability Officers or Strategy Heads tasked with aligning environmental and social outcomes with business objectives.

### Inclusion 2.0: From optics to ownership

Equity-focused practices are undergoing an evolution. While earlier strategies focused on representation and compliance, the new wave is about embedding inclusion into every aspect of the employee and customer journey.

This means designing inclusive products, promoting supplier diversity, addressing unconscious bias in algorithms, and enabling safe spaces for employee expression. Companies are increasingly recognising that true inclusion drives innovation and resilience.

In Japan, for instance, ageing populations have spurred businesses to design age-inclusive services and workplaces. In India, startups are creating platforms for LGBTQIA+ and neurodiverse talent to find meaningful employment. These initiatives can unlock new markets and talent pools.

### Integration of responsible business into core strategy

In a fragmented media ecosystem, consistent and transparent communication is the glue that holds purpose initiatives together. Brands are adopting storytelling frameworks that humanise data, showcase lived impact, and elevate authentic voices, from employees to beneficiaries.

There is also a growing emphasis on listening, not just broadcasting. Purpose-driven organisations are using social listening tools, employee pulse surveys, and customer feedback loops to refine their messaging and adapt their strategies in real-time.

Importantly, communication is no longer the end of the process; it is part of the purpose journey itself. Organisations are inviting stakeholders to be co-creators of their mission, using platforms such as townhalls, podcasts, and community forums to democratise their narrative.

The journey toward purpose-led business is not linear. It is filled with tension, trade-offs, and transformation. By acknowledging and addressing the common challenges, businesses can lay the groundwork for lasting impact. By embracing innovative solutions, they can turn obstacles into opportunities. And by staying ahead of the latest trends, they can future-proof their purpose.



# INSIGHTS FROM GLOBAL CHANGE-MAKERS DRIVING PURPOSE & IMPACT





# UNLOCKING CORPORATE SHARED VALUE: ROLE OF HEALTH COMMUNICATORS IN SHAPING OPERATING ENVIRONMENT AND STRATEGY

**SUNG LEE,**
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## ROLE OF HEALTH COMMUNICATORS IN SHAPING OPERATING ENVIRONMENT AND STRATEGY

Who's really responsible for your health? Sure, doctors are there to guide us and provide the care we need—but isn't it on us, too? A striking 87% of people agree: good health isn't only the responsibility of healthcare providers. It's a personal commitment, a shared journey. That means taking charge—choosing healthier lifestyles, managing stress, and staying on top of regular check-ups. Real wellness comes from the choices we make every day. So, the question is, are you ready to take control of your health?

This new perspective places a strong emphasis on the need for health literacy, especially as we face the complex challenges of ageing population, changing policy landscape, introduction of AI, and widening disparities, which is also threatened by climate change. An ageing population means an increasing number of people with chronic conditions, like diabetes, heart disease and arthritis, require continuous management and long-term support. At the same time, health inequities continue to widen, especially in low-and-middle-income countries (LMICs). Data suggests people in LMICs face the dual burden of infectious and non-communicable diseases, as well as weak infrastructure.

Moreover, climate change has an adverse effect on human lives and threatens to further widen disparities. It disproportionately affects LMICs as out of the 4.2 million deaths that happen globally due to air pollution, majority are in such countries. So, as policymakers around the world confront these pressing health and environmental issues, technology, particularly AI, is transforming the landscape of healthcare. The integration of AI in medical science is paving the way for innovative solutions to improve accessibility, efficiency, and precision.

Consequently, businesses need to align their goals with broader societal needs to create long-term, sustainable value.



For businesses, this means aligning their goals with broader societal needs to create long- term, sustainable value. Companies are uniquely positioned to foster corporate shared value (CSV) by addressing these challenges in ways that benefit both society and their bottom line. CSV is a business approach that focuses on creating economic value for a company while simultaneously generating social and environmental benefits for the community. Unlike traditional corporate social responsibility (CSR), which often focuses on separate philanthropic efforts, this approach integrates social progress directly into the core business model.

In a situation like this, health literacy is not only a crucial tool for individual empowerment but also a foundation for reducing inequities across societies. In this context, health communicators play an essential role in building trust, engaging stakeholders, and implementing health literacy programmes that empower individuals and communities. Through these efforts, businesses can contribute meaningfully to public health while enhancing their own brand reputation and operational resilience, thus fostering a strong CSV.

## CULTIVATING A CULTURE OF CARE

To address widening health disparities, our objective at Novartis is to focus on some of the most pressing global health challenges in areas with high unmet needs: chronic diseases like cardiovascular, renal and metabolic diseases, immunology and neuroscience, and infectious diseases like malaria. By narrowing our focus, we are able to deepen our expertise in these areas, enabling us to develop new treatments, intervene earlier in chronic disease progression, and enhance patients' quality of life.

**01** Novartis recently ranked first in the 2024 Access to Medicine Index (ATMI) report, highlighting the company's leadership in improving access to medicines around the world.

**02** The report specifically calls out Novartis leading portfolio and pipeline across non-communicable diseases and priority high-burden diseases such as malaria, Chagas disease, and dengue, and its widespread access strategies for late-stage pipeline candidates.

**03** Half of the best practices highlighted in the report reference Novartis.

**04** Published every two years, the index is an independent report that assesses 20 of the world's largest research-based pharmaceutical companies on their efforts to improve access to medicines, vaccines and diagnostics across 81 diseases in 113 low- and middle-income countries (LMICs).

We are also investing in advanced technology platforms to drive the discovery and development of new therapies, ensuring these innovations reach the market where they are most needed.

**Our goal by 2027 is to strengthen core margins to above 40%, ensuring that we continue delivering meaningful returns to shareholders while creating value for patients, healthcare systems, and society.**

In addition, we are committed to fostering a sustainable foundation for long-term impact. This includes cultivating a culture that attracts and retains top talent, advancing our capabilities in AI within R&D, and building trust with stakeholders and communities. We are focused on leading in critical areas of environmental, social, and governance (ESG) where we



can make the most difference, pursuing initiatives that are aligned with our mission to drive positive change for both current and future generations.

Therefore, health communicators play a strategic role in our approach to CSV. They bridge the gap between our scientific advancements and the communities that benefit from them. They ensure that essential information on treatment options, preventive care, and healthy practices reaches a broader audience.

## PUTTING PATIENTS AT THE HEART OF CARE



As patients increasingly seek to be active participants in their health decisions, making information accessible and actionable are essential steps in this direction. For example, Novartis has published simplified material to raise awareness about serious health conditions. The material on atherosclerotic cardiovascular disease (ASCVD) aims to help patients understand risk factors, prevention strategies, and treatment options. Similarly, the content on lipoprotein(a) [Lpa] aims to explain why it matters and how it can influence a person's cardiovascular health beyond traditional cholesterol measures.

Additionally, in its mission to support breast cancer awareness and early detection, Novartis provides educational content that covers risk factors, screening options, and various treatment paths. This empowers patients to actively participate in their treatment journey, ultimately improving their experience and outcomes. Such educational initiatives help patients understand how medical innovations align with their health needs and also contribute to a shared goal of enhancing patient outcomes. This shared value benefits individuals and bolsters the reputation of healthcare companies.



## SMART HEALTH FOR LASTING DIFFERENCE

As the sector is transformed by AI, there are unprecedented opportunities to use AI-driven tools to connect meaningfully with both healthcare providers and patients. Personalised content platforms powered by AI can analyse vast amounts of data, from patient demographics to behavioural trends, to create tailored messages. By leveraging these platforms, targeted and impactful information that aligns with individual needs can be disseminated, improving patient understanding and engagement. These AI tools also enhance outreach to health professionals by circulating content on medical advancements, clinical trial results, and emerging treatment protocols that align with their specialty.

Moreover, as Novartis has embedded environmental sustainability into its ESG strategy communicating these efforts effectively is crucial to conveying the company's commitment. This can be achieved by highlighting the efforts made to address the concerns of environmentally-conscious consumers and impact investors alike.



Novartis also aims to achieve full carbon neutrality across its global operations by 2025. These efforts can be illustrated with unique storytelling techniques that showcase measurable progress and specific initiatives. This helps the company build credibility and trust, contributing to the shared value of a healthier planet and a sustainable business model.

## DRIVING SHARED VALUE THROUGH CSV

At the heart of driving shared value lies a commitment to strategic partnerships and cross-sector collaborations that expand access to essential medicines in underserved communities— a crucial step toward addressing global health equity. Through collaboration with local governments and NGOs, organisations bring vital medications to low-income regions, embedding their principles of shared value into initiatives that make healthcare more accessible.

Every communication strategy reflects this commitment, building a compelling narrative that underscores a dedication to creating sustainable health outcomes. By prioritizing accessible healthcare, they contribute to systemic change, fostering long-term, meaningful with patients and communities alike.






# THE FIGHT FOR CLIMATE CHANGE NEEDS FINANCING FLOWS TO BE UNLOCKED FOR CITIES

**SHRUTI NARAYAN,**
*Managing Director, Regions and Mayoral Engagement and Regional Director, South and West Asia at C40 Cities*

2024 has been a year of extremes; the hottest year in recorded history, record-breaking ocean temperatures, and soaring atmospheric CO2 levels. The cascading effects of these changes have been far-reaching, threatening food security, displacing populations, and intensifying the vulnerabilities of communities worldwide. And yet, despite these dire signals, greenhouse gas (GHG) emissions have continued to rise, increasing by 2.1% in 2023, with global consumption of crude oil and coal reaching historic highs.

***At COP29, we saw developed nations pledging contributions of at least USD 300 billion annually to support adaptation instead of the USD 1.3 trillion per year requirement by 2035. The newly quantified collective goal fell woefully short of what was required, especially in the face of a climatically brutal year.***

## QUANTIFYING CITIES' NEEDS

Cities play an extremely important role in tackling climate change as not only are they global economic powerhouses, generating over 80% of global GDP, but also contribute to 70% of GHG emissions and 75% of global energy consumption. Currently, 56% of the world's population lives in cities with 70% of people expected to reside in urban areas by 2050.[1] This increasing urbanization underscores the importance of climate finance for cities.

The climate finance agreement has not been as ambitious as the moment demands. Of the **USD 831 billion urban climate finance flows** between 2017 and 2022, only 2% addresses adaptation.[2] Assessments have shown that for **mitigation alone, cities require an estimated USD 4.3 trillion** annually from now until 2030. Adaptation needs are more difficult to project even though cities in emerging economies are estimated to require USD 147 billion per year until 2030.

Transport, energy, and buildings dominate cities' mitigation investment needs.[3] Until 2030, cities will require an annual investment of USD 1.7 trillion for transport solutions (e.g., EVs and urban rail systems), and USD 1.2 trillion for energy (renewable power and heat generation). They will also need USD 1 trillion for retrofitting buildings and new construction, as well as energy-efficient Heating, Ventilation, and Air Conditioning (HVAC), water heaters, and cooking systems. The regions with the highest annual urban mitigation investment needs by 2030 are East Asia and the Pacific (USD 1 trillion), Western Europe (USD 978 billion), and the US and Canada (USD 618 billion).

## CLOSING THE URBAN CLIMATE FINANCE GAP

While finance remains a critical barrier to climate action, globally, 6,000 cities have developed Climate Action Plans (CAPs), which have helped them integrate climate action into city governance and establish supportive legislation to attract required investment. The development of CAPs also helps cities in identifying climate risks and developing city-level adaptation plans.

Cities face myriad challenges in accessing new sources of finance—political alignment, lack of adequate powers, lack of capacity, expertise, and resources to scope, prioritise, develop, and implement investment-grade projects. It is crucial to avoid a 'disengagement' of cities caused by a lack of finance. Private investors see urban projects as higher risk, smaller scale, or with high transaction cost, while development banks will provide support aligned with national government priorities. Cities cannot close the gap on their own and require support in capacity building. This is where subnational and national governments enable effective urban climate finance flows, and scale finance solutions and reform policies.

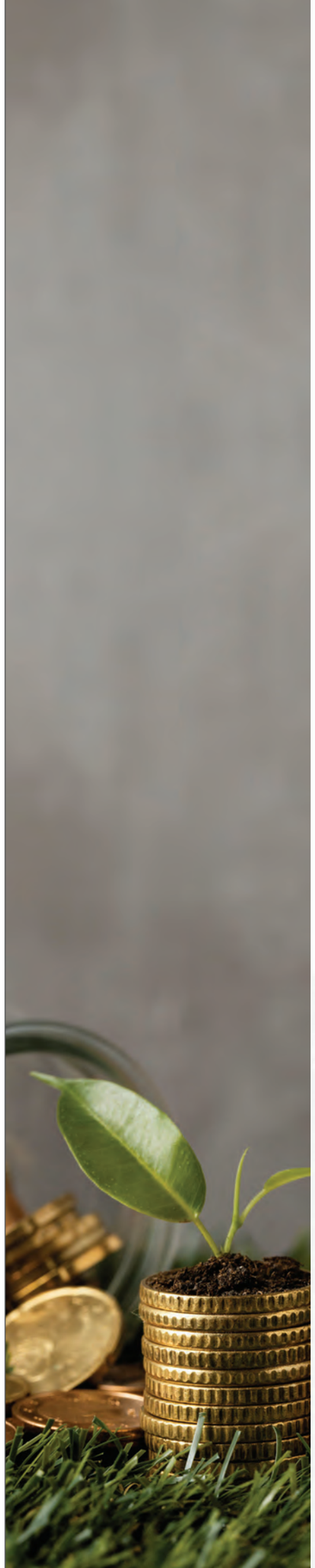
Urban climate finance is advancing through expanded lending, scalable solutions, and private capital unlocked via de-risking and innovation. Cities are building capacity and boosting creditworthiness to generate demand. Policy reforms and concessional finance are enabling greater fiscal autonomy and access. Connector efforts focus on pipeline development, aggregation, and financial sector engagement to scale adaptation investments.

## HOW IS C40 HELPING CITIES ACCESS FINANCE

Through our C40 Cities Finance Facility, we aim to support cities in accessing finance to accelerate implementation of high-impact climate projects, engage the finance and donor community and engage cities as leaders in driving finance towards climate solutions. The program helps in:





### Capacity development within cities

Enabling and empowering cities to identify and shape ambitious, resilient, and equitable projects, including financial academies, technical assistance, CFO convenings, and project preparation.

- Finance academies are highly tailored events to inform, empower and connect.
- Light touch technical assistance is small, agile grant consulting support to help cities address specific finance questions or barriers.
- CFO network encompasses city CFO co-led, co-shaped network to boost CFO engagement and address municipal and climate finance at a technical and senior level.
- Deep project preparation via the C40 Finance Facility (CFF) - The CFF is a project preparation facility that bridges the gap between cities and finance by providing support to cities to develop their climate action projects for finance readiness and ultimately link them to the most suitable finance instruments.
- It is currently supporting 18 projects (2021-2024) and had previously supported another 18 between (2015-2021).
- The CFF has mobilized ***USD 650 million*** in climate investments and is projected to leverage ***over USD 1 billion*** of investment by 2025.

### Advocacy

Facilitating the flow and access of finance for cities by advocating for the reform of multilateral institutions, enabling policies, and mechanisms such as risk reduction instruments.

Advocating to MDBs for elevating the urban climate agenda - With support of C40, cities are seeking to raise awareness and increase support from MDBs and Climate Funds for urban climate finance, as part of the ongoing conversations on MDB reform. Over 40 mayors and governors from C40 cities across the globe underscored the urgent need for action through an Open Letter to MDB Presidents.4 asking MDBs to work with them to narrow the finance gap by increasing urban climate investment, integrating urban climate action into their strategies, and implementing tailored programmes to support city projects.

## Connect cities and financier

From investor roundtables, project development, pipeline development, and support for the creation of new funds and accelerators focused on urban areas.

- **Pipeline development -** Collaboration with cities and partners to identify, review, and shape urban climate finance project pipeline, and connect projects to project prep facilities.
- **Investor roundtables -** Thematic, bespoke events to inform, empower, and connect city projects to public and private banks and investors and advance projects towards financing.



## INNOVATIVE MODELS USED BY CITIES

Cities across the globe are adopting innovative financial models to address the urgent need for scaled-up urban adaptation. With growing pressure to mobilize capital, cities are exploring ways to use limited public finance more strategically, crowding in private investment, improving financial equity, and aligning with climate goals. Standardized metrics and methodologies for tracking adaptation finance, along with high-quality, targeted funding, are helping strengthen enabling environments. Leveraging concessional and blended finance has emerged as a powerful approach to de-risk investments and catalyze scale, especially in critical infrastructure sectors like transport, water, and flood protection.

Among the tools gaining traction is climate budgeting, which integrates climate targets into municipal financial processes, enhancing accountability and mainstreaming adaptation in governance. Meanwhile, green bonds are empowering cities to tap into capital markets. Sustainability-linked loans, which tie financing costs to ESG performance, are also gaining momentum, though still nascent in emerging markets. In addition, cities are leveraging results-based finance, where funding is tied to the achievement of predefined outcomes. These include instruments such as impact bonds and outcome-based grants.

As climate risks intensify, the call for bold, systemic changes in urban finance is louder than ever. Closing the climate finance gap is about safeguarding the most vulnerable and creating inclusive, resilient cities that can thrive in a climate-challenged future.





# GREEN FINANCE: WHERE MONEY MEETS SUSTAINABILITY

**HEIDI SU,**
*Head of Sustainability,*
*Communication and Brand – Suzano Asia*

In recent years, the global financial landscape has witnessed a significant shift towards sustainable and environmentally friendly practices. According to the Climate Bonds Initiative (CBI)'s Global Sustainable Debt Market Report 2023, from 2018 to 2024, the global green bond market has seen a fluctuating upward trend in issuance volume and has continuously exceeded USD 500 billion since 2021. In 2023, this number reached USD 587.6 billion, a year-on-year increase of 15% [1].

Green finance is rapidly becoming the foundation of a financial revolution that merges profitability with sustainability. As governments, businesses, and investors increasingly recognize the urgency of climate action, the momentum behind sustainable finance continues to build. But what does this mean for companies and individuals looking to make a difference?

At its core, green finance is about aligning financial flows with environmental goals. This means directing investments toward renewable energy, sustainable agriculture, green infrastructure, and other eco-conscious initiatives. The rise of green bonds, sustainability-linked loans, and Environmental, Social, and Governance (ESG) investment strategies reflects a growing appetite for responsible financing that benefits both the planet and the bottom line. Institutions like the World Bank and private sector giants are actively integrating green financial instruments into their portfolios, signaling that this shift is more than a trend.

***Leading this charge is Suzano, a company that has redefined what it means to integrate sustainability into business operations. As the world's largest producer of market pulp, Suzano has not only embraced green finance but has also set benchmarks for responsible corporate behavior. By issuing sustainability-linked bonds tied to their ambitious environmental goals, such as reducing carbon emissions and preserving biodiversity, the company demonstrates how financial mechanisms can drive real, measurable change.***

***Investors and businesses that prioritize sustainability today contribute to a greener world and position themselves for long-term success in an economy that increasingly values purpose-driven growth.***

## SUZANO'S ACHIEVEMENTS IN GREEN FINANCE

Suzano's commitment to green finance took a historic turn in November 2024 when it became the first non-financial corporation from the Americas to issue Green Panda Bonds in China [2]. Raising RMB 1.2 billion (approximately USD 165 million) through green medium-term notes, Suzano ensured that the funds would be exclusively directed toward certified sustainable eucalyptus plantations in Brazil. These plantations play a crucial role in producing renewable raw materials that can replace petroleum-based products, aligning with China's low-carbon economy goals.

***However, issuing the Green Panda Bonds was no simple feat. Suzano navigated a complex process involving extensive investor communications, risk management related to NGOs, and strategic engagement with industry media. Collaborating with Lianhe Equator, a leading Chinese sustainable finance certifier, the company underwent a rigorous assessment to ensure compliance with green bond standards.***

Ultimately, these efforts reinforced Suzano's reputation for sustainability and strengthened Brazil-China cooperation on environmental initiatives.

This landmark issuance is just one chapter in Suzano's broader green finance journey. In 2016, Suzano led the way by becoming the first Latin American company to issue green bonds in US dollars and the first to introduce green bonds in Brazil's local bond market. In 2020, the company made headlines again by issuing the first Sustainability-Linked Bond (SLB) in the Americas, only the second globally, tying financing costs to concrete sustainability targets. By continuously innovating in green finance, Suzano advances its own sustainability commitments and sets a precedent for how corporations can leverage financial markets to drive meaningful environmental change.

## RECOGNITION AND SUPPORT FROM THE CHINESE GOVERNMENT

Suzano's Green Panda Bond issuance has been recognized by the Chinese government, further validating the company's efforts in sustainable finance. The issuance was also included in the Pudong New Area's sustainable development leadership samples. The Chinese government's support is evident in its efforts to optimize the mechanisms for foreign institutions to issue green bonds in China. The National Association of Financial Market Institutional Investors (NAFMII) has also played a crucial role. As of January 2025, NAFMII has registered a total of RMB 50.5 billion in Green, Social, and Sustainability (GSS) Panda Bonds, issued by renowned multinational corporations, foreign governments, and international development institutions. These bonds have significantly supported green and sustainable development projects both in China and globally [3].

## FUTURE PROSPECTS

The future of green finance is poised for unprecedented growth, driven by mounting global commitments to sustainability and climate resilience. As financial markets continue to integrate environmental considerations into investment decision`s, green finance will evolve beyond bonds and loans into more innovative instruments, such as carbon credit financing, nature-based solutions, and transition finance for hard-to-abate industries. The increasing standardization of sustainability reporting frameworks and regulatory support from governments worldwide will further accelerate the shift, ensuring transparency and credibility in green investments.

For corporations like Suzano, the opportunities in green finance are vast. The success of its Green Panda Bonds demonstrates that sustainability-driven financial instruments can serve as powerful tools for cross-border collaboration and economic transformation.

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## SELF-SUSTAINED SYSTEMS: A PATHWAY TO A SUSTAINABLE FUTURE

**VISHAL KUMAR,**
*CEO, Waste Warriors (A Warrior)*

In a world where sustainability is no longer a choice but a necessity, the most effective solutions are those that empower communities to take ownership of their environmental footprint. Self-sustained models play a crucial role in this transformation by integrating inclusivity, gender empowerment, and grassroots action. By involving local populations, particularly women and marginalized groups, these systems ensure that sustainability efforts are both effective and equitable. A sustainable future is not just about reducing waste; it is about building resilient communities that thrive socially and economically while safeguarding the environment.

Women, in particular, play a vital role in the success of self-sustained initiatives. Across the world, women have been at the forefront of community-driven environmental efforts, from waste management to conservation. Their leadership in these initiatives enhances efficiency and fosters financial independence and social equity. Empowering women through structured programs creates a ripple effect, uplifting entire communities. Inclusive models also ensure that the benefits of sustainability extend beyond environmental impact, offering economic opportunities and strengthening social structures.

Community involvement is the linchpin of long-term sustainability. When local populations are actively engaged in environmental initiatives, they become stakeholders in the process rather than passive beneficiaries. By decentralizing waste management and embedding circular economy principles, self-sustained structures create systems that are not only ecologically sound but also financially viable. These models reduce dependency on large-scale infrastructure, lower emissions, and encourage innovation at the local level, demonstrating that sustainability is most effective when driven from the ground up.



## *PARYAVARAN SAKHI*

One such transformative model is the Paryavaran Sakhi (translates to Female Friends of Nature) initiative by Waste Warriors Society. Operating in the eco-sensitive Corbett Tiger Reserve of the Indian Himalayan region, this program empowers women to take ownership of waste management through community-led action. By equipping them with the entrepreneurial mindset, skills and resources to manage waste collection, segregation, and recycling, the initiative has successfully created a scalable and inclusive system.

Between April 2022 and Dec 2024, the Paryavaran Sakhis processed 278 metric tons of solid waste, achieving a remarkable 50% recycling rate—more than double the global average. In the process, it reduced $CO_2$ emissions by 19.5 metric tons, proving that decentralized waste management can yield tangible environmental benefits while uplifting local populations.

The success of the Paryavaran Sakhi Model extends beyond environmental impact; it fosters economic resilience and social transformation. Each Paryavaran Sakhi earns an average of Rs. 4,560 per month by managing up to 80 kilograms of waste daily. This income, generated from user fees and the sale of recyclables, provides financial independence and stability.

Women like Vimla Devi, who joined after losing her husband, have gained newfound respect and economic security. Similarly, 23-year-old Karishma has emerged as a leader in her village, inspiring others to embrace sustainable practices. By integrating ecological responsibility with economic viability, this initiative exemplifies how self-sustained models can redefine waste as an opportunity rather than a burden.



This model cuts across various socio-economic notions prevalent in the area just as much as elsewhere in India–gender norms, caste divide, class connotations, educational qualifications and taboo around waste.

The relevance of such models has never been clearer, especially in the context of global climate commitments. COP 29 has underscored the critical need for localized climate action, aligning closely with the goals of such initiatives. These efforts contribute to net-zero waste objectives by promoting circular economies and decentralized waste systems. They also highlight the pivotal role of gender-inclusive action, recognizing that women-led models are essential to achieving sustainability.

The path to a sustainable future lies in embracing the transformative potential of self-sustained systems. Such initiatives remind us that waste is not merely a problem to be solved but an opportunity to be harnessed—a chance to build stronger, healthier communities and a more sustainable planet. As we champion these purpose-driven models, it becomes clear that true change begins at the grassroots level. By turning local actions into global impact, we can create a world where waste becomes a resource and sustainability becomes second nature.

**By scaling grassroots efforts, these initiatives provide a roadmap for communities worldwide to meet ambitious climate targets. India's pledge to reduce emissions intensity by 45% by 2030 further reinforces the potential of such programs to position the nation as a global leader in sustainable development.**





# THE IMPORTANCE OF EMPLOYEE ENGAGEMENT IN SUSTAINABILITY

**CHRISTOPHER NIAL,**
*Senior Partner, Global Health Practice, FINN Partners*

## WHY MARKETING LEADERS MUST TURN THEIR FOCUS INWARD TO UNLOCK REAL CLIMATE IMPACT

In the race to meet climate targets and deliver on ambitious ESG promises, one of the most underutilised forces for change sits quietly inside company walls: the employees. While businesses spend millions on external sustainability campaigns, the real power to accelerate progress lies in those already on the payroll. Employees are not simply passive participants in the sustainability journey — they are potential catalysts capable of driving innovation, reducing emissions, and embedding purpose into the day-to-day fabric of corporate life.

For marketing professionals in sustainability roles, this calls for a strategic shift. The same storytelling, creativity and purpose-driven thinking we apply to consumer campaigns must now be harnessed to engage, inspire and activate our colleagues. Because if your employees don't believe in your sustainability efforts, why should anyone else?

Research continues to show that a company's credibility on climate is judged by what it says and how its people feel and behave.

***A 2023 Culture Amp study found that employee engagement levels were 16% higher in companies seen as authentically committed to sustainability.***

***This is a stark reminder that internal perception and external reputation are inseparable.***

***When staff feel connected to a company's values, they are more motivated, loyal, and more likely to go the extra mile—reducing waste in their department or volunteering in community initiatives.***



But the reverse is also true. If employees sense sreenwashing or insincerity, disengagement quickly follows. And disengaged staff don't champion climate goals. They don't innovate. They don't share stories, they don't innovate, and they don't recommend the company to others or recommend the company to like-minded peers. In short, they become a barrier to progress — not by intention, but by omission.

So, how do we flip the switch? The answer lies in reframing internal communications as an act of sustainability marketing in its own right. This means applying the principles of compelling brand storytelling to the employee experience: communicate clearly and consistently, create emotional resonance, celebrate real stories, and invite participation.

Internal marketing must move beyond posters in the breakroom or recycled corporate lingo. It should speak directly people's values, role in the organisation, and desire to make a meaningful contribution. Consider how Unilever's sustainability ethos – "making sustainable living commonplace" – isn't just a tagline. It's a rallying cry in their training, operations and performance metrics. Staff across the business are empowered to drive change, from tweaking packaging to launching local social programmes.

And crucially, their efforts are recognised and shared across the company.

That's where marketing plays a pivotal role. By spotlighting sustainability success stories internally – whether it's a facilities team cutting energy use or a product manager leading acircular design pilot – we send a powerful signal: this is what good looks like. Storytelling becomes a tool for cultural change. It fosters pride, builds momentum, and shows others how they, too, can contribute.

At Salesforce, for example, internal apps allow employees to track their own carbon footprints, link personal actions to company goals, and compete in sustainability challenges. It's a playful but effective way of connecting everyday behaviours with global impact – and turning corporate objectives into personal missions.

Beyond storytelling, alignment is key. Employees must see consistency between what a company says externally and how it behaves internally. The disconnect is glaring if a brand makes public commitments to net zero but doesn't allow flexible working or offer low-carbon travel options. Values-driven communication must be mirrored in policies, leadership behaviours and investment decisions. When employees see sustainability woven into business priorities, they're far more likely to commit.



***Empowering employees as sustainability champions means giving them ownership. Programmes like Amazon's Sustainability Ambassadors or Siemens' internal green networks show what's possible when people are trusted to lead. These aren't just token roles. They are platforms for innovation, community building and shared purpose.*** Marketing teams should partner with HR, operations and sustainability leaders to support and scale these networks – because culture change rarely happens from the top down alone.

It's also good business. Engaged employees are more productive, loyal, and likely to recommend their employer. They are also the company's most trusted advocates. In an era of radical transparency, the stories your employees tell about your sustainability efforts are often more powerful than the polished messages in your annual report. That's a risk – but also a huge opportunity.

The bottom line? Sustainability cannot be achieved in silos. If we want our climate strategies to succeed, we must bring our people with us. That means investing as much in internal activation as in external storytelling. It means giving employees a voice, a role, and a reason to care. For marketing leaders in sustainability, it means seeing employee engagement not as HR's domain – but as a core part of your communications strategy.

In the end, your sustainability brand is only as strong as the beliefs and actions it inspires within your own walls.





# WHY ESG IS STILL ESSENTIAL FOR COMPANIES AND INVESTORS



## CLIVE BOOTH,

*Founder, The ESG Foundation*

Environmental, Social, and Governance (ESG) considerations are rapidly climbing to the top of corporate and investment agendas. But why does ESG matter so much in today's business landscape? We at the ESG Foundation believe that embedding ESG principles is not just good practice – it is a strategic imperative that is vital for companies and investors alike.

The increasing focus on ESG stems from a dynamic and multifaceted backdrop. Legal and compliance frameworks are evolving rapidly, disclosure and reporting requirements are intensifying, and stakeholders - from investors and employees to consumers and suppliers - are demanding more accountability. Companies must address the risks and opportunities tied to managing environmental and social impacts while safeguarding their brand and reputation opportunities and strengthening social structures.

## ESG AND ATTRACTING INVESTMENT

Investors and financial institutions now prioritize ESG criteria to evaluate and select investments. Companies with robust ESG strategies often deliver long-term value creation, sustainable growth, and higher returns. ESG evaluations act as a benchmark for performance and evidence shows that firms with higher ESG "scores" attract premium valuations.

However, challenges persist. There is no universal standard for ESG ratings, leading to discrepancies in methodologies and difficulties in data collection. Publicly available information often forms the basis of these ratings, potentially disadvantaging companies excelling in ESG initiatives but underperforming in communication. While imperfect, ESG ratings remain a key tool for assessing performance until more formal regulations are established.



## VALUES, PURPOSE, AND GOVERNANCE

**At the ESG Foundation, we emphasize that a company's approach to ESG reflects its overall governance, risk management, and culture. Investors look for companies with clear ESG strategies, supported by comprehensive policies and practices integrated across all levels of the organization. In the UK, directors are legally required to consider the environmental and social impacts of their decisions, underscoring the importance of purpose-driven and transparent governance.**

## MANAGING LITIGATION AND REGULATORY RISKS

The rise of ESG-related legislation brings new risks for companies. Claims related to anti-bribery, modern slavery, human rights violations, and environmental harm are increasing, alongside allegations of greenwashing. Companies that fail to comply with evolving regulations face not only financial penalties but also reputational damage. Directors may also face personal liability for misleading or inaccurate ESG-related disclosures.

## PHYSICAL AND REPUTATIONAL RISKS

Failing to manage environmental and social impacts - from flooding to workplace injuries can lead to significant financial and reputational harm. In today's connected world, consumer concerns and allegations of misconduct can spread rapidly on social media, amplifying the importance of embedding ESG principles into business strategies. A company's brand and reputation often influence investment decisions, making ESG compliance and communication critical.

## ALIGNING WITH CONSUMER PREFERENCES

Consumers increasingly favour sustainable goods and practices, and many are willing to pay a premium for these values. A well-defined and publicized ESG strategy can enhance consumer loyalty, drive sales, and boost a company's overall value proposition.

## ATTRACTING AND RETAINING TALENT

Employees today seek employers with strong ESG commitments. Companies with robust ESG strategies report higher job satisfaction, improved productivity, and better talent retention. Investors also value companies with engaged and ESG-conscious workforces, recognizing the link between employee satisfaction and shareholder returns.

## ESG IN REVERSE: EVALUATING INVESTORS

**Companies must also assess the ESG credentials of potential investors and funders. Alignment between a company's ESG values and those of its investors is crucial to ensure sustained growth and cultural cohesion.**



## BUILDING A SUSTAINABLE FUTURE

ESG is no longer optional; it is an integral part of how businesses are evaluated by investors, consumers, and employees. While each company's ESG priorities may differ, the focus should be on progress rather than perfection. Establishing an ESG agenda rooted in the core purpose of the organization will position companies for long-term success.

At the ESG Foundation, we support organizations in navigating the complexities of ESG integration, helping them align with frameworks and best practices tailored to their unique needs. For companies looking to lead the way in sustainability and governance, now is as good a time to act as any.

# CHALLENGES OF THE CIRCULAR ECONOMY IN SOUTH AND SOUTHEAST ASIA

**MICHELLE BOON,**
*Mainetti's Global Head of Flexible Packaging*

As the climate crisis becomes more urgent, the global packaging industry is shifting from a linear supply chain to a circular model. By prioritising sustainable practices, the industry seeks to reduce waste and protect the planet from environmental harm. However, achieving this goal requires collective action from governments, businesses, and consumers alike.

***Southeast Asia has emerged as a major hotspot for plastic pollution as it does not have the recycling infrastructure needed to manage the volume of waste being imported into the region from developed countries.***

***A 2023 study ranks Indonesia, the Philippines, and Vietnam among the top 10 countries globally for mismanaged plastics – waste that is either incinerated or sent to landfills instead of being recycled.***

***Together, these countries generate over 1.5 million metric tonnes of mismanaged plastics every year.***

***In response, nations such as Thailand, Malaysia, and Vietnam have implemented restrictions on waste imports from Western countries, adopting a comprehensive approach to promote sustainable consumption and recycling practices.***

While South Asia is economically diverse, with each country adopting its own approach to the circular economy, the region as a whole has been slower to adopt these principles. Without coordinated efforts to curb pollution, the subcontinent could contribute up to 19 percent of the total global emissions permitted under the 2015 Paris Agreement.



## RECYCLING INFRASTRUCTURE IN SOUTH ASIA: A COUNTRY-BY-COUNTRY ANALYSIS

According to a 2020 SEA Circular report, 46 percent of South Asian consumers consider better waste collection crucial for reducing plastic waste, while 44 percent identify limited access to recycling bins as the primary obstacle. These findings underscore the urgent need to strengthen recycling infrastructure across the region.

In Dhaka, Bangladesh, only half of the 5,000 metric tonnes of waste produced daily is properly managed, as the city's waste collection system struggles to keep up with demand. Consequently, Dhaka's recycling rate stood at just 15.7 percent in 2022, exacerbating the climate crisis. This issue is further emphasized by the fact that effectively recycling all mismanaged plastic waste in South Asia could reduce greenhouse gas emissions by 229 million tonnes.

Mainetti, a leading sustainable packaging producer, is tackling this challenge by expanding its recycling operations for global clients manufacturing in Bangladesh. Its new facility in Dhaka has enhanced the Polyloop recycling initiative, which extends the lifecycle of clear polyethylene within a closed-loop supply chain. Through this initiative, retailers can access clear LDPE film with up to 30 percent recycled content. The Dhaka facility is part of Mainetti's extensive manufacturing network spanning the Americas, Europe, and Asia.

***The Bangladesh facility commenced operations in September 2023, ahead of its official launch in February 2024. This expansion has enabled Mainetti to produce 35 million additional Polyloop bags, cutting retailers' carbon emissions by 10 to 45 percent. Within the first six months, the facility doubled production while saving 876,000 kg of co2 emissions.***

## COMPARING WASTE MANAGEMENT AND RECYCLING PROGRESS

Several Southeast Asian countries have established effective waste management systems. Research indicates that in Indonesia, Malaysia, the Philippines, Thailand, and Vietnam, 89 percent of household waste is collected at least once a week.

In 2025, Malaysia's Housing and Local Government Ministry plans to finalise the development of six Waste-to-Energy plants across the country, aiming to reduce dependence on landfills for waste in the face of technological, labour, and infrastructure challenges.

Singapore has also invested in infrastructure to support the circular economy. Through the National Recycling Programme (NRP), every household receives a recycling bin, with regular collection of recyclable waste. This initiative has boosted Singapore's recycling rate from 40 percent in 2000 to 51.7 percent in 2022.

However, as Singapore progresses toward its 2030 goal, low consumer engagement remains a challenge, underscoring the vital role individuals play in realising a truly circular economy.



## CONSUMER RESPONSIBILITY

While Singapore's recycling rate continues to improve, a major obstacle to further progress is consumer education. In 2022, the National Environment Agency found that 40 percent of the materials in Singaporean recycling bins were unrecyclable due to contamination from food and liquid waste. This highlights the need for greater consumer awareness and behavioural change.

The SEA Circular report found that in Indonesia, Malaysia, the Philippines, Thailand, and Vietnam, only 54 percent of consumers actively recycle, and just 33 percent consider sustainability when making purchases. Despite this limited action, 91 percent of consumers expressed strong concern about the environmental impact of plastics and emphasised the need for better education on the issue.

***Accelerating the shift toward widespread recycling in South Asia requires societal change. Indeed, the SEA Circular report found that 64 percent of consumers would be more likely to recycle if those around them did the same***

To build on its progress and expand access to recycling, Singapore's National Environment Agency launched the Recycle Right campaign, providing households with free recycling boxes known as Bloobox. Similarly, the Philippines government has introduced various incentive programs. In 2021, the Pasig City Local Government Unit (LGU) partnered with the non-profit Plastic Credit Exchange to launch Aling Tindera, a waste-to-cash initiative that established 19 collection centres across the city.

In higher-income countries, consumers are often driven by educational campaigns that emphasise environmental protection, fostering a commitment to fighting global warming and encouraging recycling habits. However, greater efforts are needed to make sustainability information more accessible, ensuring widespread awareness and promoting broader societal change.






## BUSINESSES MUST SHIFT TOWARDS SUSTAINABLE OPERATION

The SEA Circular report underscores the urgent need for businesses to strengthen their efforts in reducing plastic waste. While 82 percent of businesses express serious concern about plastic pollution, only 48 percent are satisfied with their current sustainability initiatives. Additionally, fewer than 45 percent of the assessed countries prioritise recycling and reuse efforts.

To increase consumer participation and improve recycling rates, businesses can adopt targeted strategies. A 2023 study revealed that 37 percent of consumers would be more likely to recycle if they had clearer guidance. Initiatives like the Circular Economy Label or Information Scheme (CELIS) aim to standardise labels, certifications, and information schemes, fostering better environmental practices across industries.

Southeast Asia is home to numerous non-profit organisations, such as the Indonesia Packaging Recovery Organisation (IPRO), which works to improve Indonesia's recycling rate. However, the 2020 SEA Circular report found that over half of the businesses assessed were not actively engaged with these groups. This highlights not only the responsibility of governments and consumers in reducing packaging waste but also the critical role businesses must play in tackling this challenge.

Since 2021, Mainetti has led by example through its partnership with the Ellen MacArthur Foundation (EMF), supporting its principle that products should remain within a closed-loop supply chain. This collaboration reinforces the importance of making both plastic and paper packaging reusable and recyclable. To help businesses and consumers reduce carbon emissions and transition toward a circular economy, Mainetti has developed a range of innovative sustainable packaging solutions. These include M-Film™, a fully recyclable flexible packaging film, and The Loop, Century Box Mainetti's mono-material luxury box made from recyclable cardboard and paper.

To overcome the barriers preventing South and Southeast Asia from achieving a fully circular economy, regional collaboration is essential. Governments must develop strong national recycling infrastructures, consumers need to align their actions with their environmental values by recycling responsibly, and businesses must embrace sustainable practices that drive industry-wide transformation. By making these collective changes, South Asia can take the lead in advancing the circular economy and contribute to a more sustainable and resilient future for all.

# IRELAND UNLEASHED: THE RISE OF A GLOBAL OFFSHORE WIND POWERHOUSE

**SHAUNA HIGGINS,**
*Vice President Engineering & Green Economy, IDA Ireland*








## UNLOCKING IRELAND'S RENEWABLE ENERGY POTENTIAL

***Ireland's renewable energy sector is rapidly expanding and set to make a significant impact.*** Globally, renewable energy has seen significant growth as countries prioritise solar, wind, and hydroelectric power to reduce emissions.

***In 2010, the World Resources Institute reported that solar and wind energy accounted for only 1.7% of global electricity generation. However, by 2022, this figure had increased to 12%.***

Global efforts to curb greenhouse gas emissions, combat climate change, and meet rising corporate sustainability demands are motivating nations to utilise their natural resources and expand their renewable energy infrastructure.

For Ireland, a country with a maritime area more than seven times the size of its landmass, offshore wind presents a major opportunity in its renewable energy transition. With 300 wind farms generating nearly 4.8 gigawatts (GW) of clean energy, Ireland ranks third globally for installed wind power capacity per capita. With a strong infrastructure and a robust policy framework, Ireland has emerged as a key hub for leading offshore wind developers.

As global renewable energy capacity continues to increase—and with 57% to 78% of electricity needed to come from renewable sources by 2030 to meet the Paris Agreement goals—Ireland finds itself at a pivotal moment. As one of the few countries with the potential to generate surplus renewable energy, Ireland is well-positioned to play a vital role in the global energy transition.

## UNLEASHING THE NATURAL ADVANTAGE OF IRELAND

Ireland's geographical topography lends itself greatly to offshore wind development. Located on the Atlantic Ocean's edge, provides a strategic advantage of strong wind patterns, making it an ideal location for harnessing renewable wind energy.

By deploying advanced offshore technologies, the benefits of Ireland's coastal landscape can be heightened. Ireland's coast is made up of relatively shallow seabed, which is ideal for the placement of fixed bottom turbines.

Likewise, the deep waters further off Ireland's coast are well-suited for offshore wind technologies, such as floating turbines, which are deployed in deeper water where the winds are stronger and more consistent, leading to higher energy yield. They can be positioned in water over 60 meters deep, opening up a huge area potential, previously considered inaccessible for wind energy development but now accessible in Ireland. Due to the ability of floating turbines to be located further out to sea, there is also the added benefit of reducing noise and ecological impacts on marine life.

## GLOBAL INVESTMENT

World-leading UK-based renewables developers Venterra Group and SSE, Danish firm Ørsted, and Norwegian Statkraft have a strong presence in Ireland and play a critical role in advancing the renewable energy sector.

Venterra, a global services champion supporting the offshore wind industry, provides engineering services for offshore wind developers with a team of close to 150 people in Dublin and Cork. Through the development of innovative engineering solutions, Venterra has significantly impacted the offshore wind industry, particularly in the realm of floating offshore wind.

Recognising the challenges posed by expensive and logistically complex mooring and anchor solutions for these in-sea turbines, Venterra-owned company Gavin & Doherty Geosolutions (GDG) developed an anchoring concept. Promising more efficient deployment, even in challenging offshore environments, addressing critical issues of cost-effectiveness and scalability in a rapidly expanding industry.

Elsewhere, British firm SSE Renewables is partnering with Bord na Móna to develop new onshore wind energy projects across the Midlands. This joint venture plans to invest more than €1bn in 800MW of new renewable energy projects. This capacity will be enough to provide power to over 450,000 homes.

Meanwhile, Ireland's national electricity provider ESB has partnered with Danish energy company Ørsted to develop a pipeline of offshore wind and hydrogen initiatives, with the goal of generating up to 5GW of renewable resources. Statkraft, Europe's largest generator of renewable energy, is investing significantly in Ireland's wind assets and aims to produce 3GW of clean energy in Ireland by 2030.



## CAPACITY ADDITIONS

With ongoing investment in offshore wind infrastructure, Ireland is advancing its capacity. In May 2023, Ireland held its first offshore wind auction, drawing substantial interest from wind energy developers worldwide. The auction awarded contracts to four offshore wind projects with a combined capacity of 3GW. The first of these projects from leading global energy companies Statkraft, RWE, Saorgus Energy, EDF, Fred Olsen, and Corio Generation could be operational as soon as 2028 or 2029.

***So why are international operators circling? There is a well-established maritime industry in Ireland with the potential for skills transfer to the offshore wind sector.***

***Maintaining assets like an offshore wind farm presents challenges by virtue of their location, so to operate effectively, providers will need to develop software and firmware that can allow maintenance to happen remotely since the turbines will be surrounded by the sea.***

Ireland benefits from being home to top-level training centres such as Errigal Training Centre, Ireland's first Global Wind Safety (GWO) accredited training provider, to offer all five GWO Basic Safety Training courses under one roof. After investing €60m in cutting-edge training facilities, the National Maritime College of Ireland offers the latest equipment and training, establishing itself as a leading centre of excellence in Europe and a top-tier Offshore Petroleum Industry Training Organization (OPITO)-approved training centre worldwide.



## EMBEDDING IRELAND'S RENEWABLE ENERGY GOALS INTO LEGISLATION

Ireland has legally binding emission targets and supporting plans to scale renewables. The ambitious Climate Action Plan 2024 states that 80% of Ireland's electricity will come from renewable sources by the end of the decade, the development of at least 5GW of offshore wind, 9GW of onshore wind, and 8GW of solar capacity.

The plan emphasises the need for collaboration between government departments, agencies, and industry players to achieve the targets and maximise the benefits, as well as the need to expand the renewable energy supply chain, requiring increased grid and port infrastructure as well as a financial investment.

***A great example of this collaboration can be seen with the Rosslare Europort, whose contract was won by the GDG in December of last year. Rosslare Europort has the potential to create up to 2,000 jobs and unlock significant offshore wind capacity plus additional capacity for non-grid uses this decade. It is working with EirGrid on grid upgrades to address issues including efficiency, stability, and security.***

Further funding has bolstered Ireland's renewable infrastructure network. In July 2024, the European Commission announced that 134 transport projects would receive over €7bn in EU grants. Ireland was awarded €157.7m in funding for five projects, including significant developments at the Cork and Dublin ports. The funding will support the construction and redevelopment efforts.

## GENERATING AN EXCESS CAPACITY OF RENEWABLE ENERGY

With 20 years of experience in renewable solutions, Ireland is well-positioned to scale up its offshore wind development. Wind power is already playing a major role in the country's power grid, accounting for 39% of electricity generated in 2023, and with the optimum wind conditions of December, this number increased to 55%.

Preparing to produce up to 37GW of offshore energy by 2030 – and only requiring 20GW for its energy needs – makes Ireland one of the few nations with a surplus of clean energy, accentuating the country's position as a key player in the global energy transition.





# WHAT CAN UN CLIMATE NEGOTIATIONS TEACH CORPORATE COMMUNICATIONS EXPERTS?

**Terri Bloore,**
*Corporate & Financial Services, FINN Partners UK*

I was recently at a West End theatre show 'Kyoto' that depicts the inception and evolution of the first Climate Conference of Parties (COP). It struck me how important language was in the climate debate, and how different parties, with different agendas, can get caught up on specific language which can ultimately change the course of history.

Prior to the first ever COP (1992), countries joined an international treaty, the United Nations Framework Convention on Climate Change, as a framework for international cooperation to combat climate change. By 1995, countries launched negotiations to strengthen the global response to climate change, and, two years later, adopted the Kyoto Protocol. The Kyoto Protocol legally binds developed country Parties to emission reduction targets.

Of course, certain countries took climate change more seriously than others, very much like today, and the most potent tool in their armour was the use of (or lack of) language. Most countries joined in groups or blocks to add weight to their own interests with like-minded nations. For example, in 1995, small islands felt that their voice was not heard so they created The Small Island Developing States (SIDS), a coalition of 40 low-lying islands, most of which are members of the G-77 that are particularly vulnerable to sea-level rise. They rallied together to significantly influence treaty wording, advocating for 1.5°C target and recognition of climate-related damage and loss.

***The importance of the wording of treaties is as important today as it was in the 1990s. Treaties were revised over days, weeks, and months over the agreed limit of average global temperature and the actions required. The impacts were on the table, decided on by a small group debating the wording of the future frameworks.***

***How does it work? Statements, sentences, and words in brackets were up for debate by high- profile individuals (not necessarily elected) who represented their countries on climate change. Brackets can be put around individual letters, words, sentences, or paragraphs; sometimes an entire decision text is put in square brackets to signal that nothing has yet been agreed. These meetings could run long into the night or even extend over days. The future of the world was in their hands and votes were open to bias based on their priorities, understanding of climate change, and pressure from other nation-states.***

***This was the case for the West End play 'Kyoto' which is set in the lead-up to and during COP3 in 1997, where the Kyoto Protocol was eventually agreed. It set legally binding targets to combat climate change for the first time. The job of the delegates was to choose among the bracketed phrases (which to scrap, which to accept, which to tweak) and agree on treaty wording or fail trying.***

The words within those brackets ranged from the ordinary (“such as forests”) to the obscure (“expressed in W/m²”) to the critically important, with the latter often expressed in a complex make-up of brackets within brackets within brackets.

**An example of a clause in Article 2 is below:**

***“Parties [shall][agree to] to take urgent action and enhance [cooperation][support] so as to (a) Hold the increase in the global average temperature [below 2 °C][below 1.5 °C][well below 2 °C][below 2 °C or 1.5 °C] [below 1.5 °C or 2 °C][as far below 2 °C as possible] above pre-industrial levels by ensuring deep cuts in global greenhouse gas [net] emissions”***



The final target could have devastating consequences not just for certain countries but for the future of the world. Another complex example I found was the national plans to reduce or prevent emissions:

***“[Each Party][All Parties] [recognizing the principle of common but differentiated responsibilities and respective capabilities] [shall][should][other] regularly [formulate] [prepare], [communicate] [submit], [maintain] [update] and [shall][should][other] [implement] [fulfill] [intended] [nationally determined mitigation [commitments][contributions][actions]] [nationally determined mitigation commitments and/or contributions] [a nationally determined contribution with a mitigation component], [which can be in the form of co-benefits resulting from [its] [the Party’s] adaptation contributions and economic diversification plans] [programmes containing measures to mitigate climate change]”***

Today, just like in the past, if parties cannot agree, then frameworks, treaties, or commitments are not made. Although often there are agreements to agree next time…. Are you keeping up?

When it comes to messaging linked to climate change; the specific words, tone, and priority of statements are in fact crucial. We can learn a lot from the complex nature of these negotiations over the past 30-40 years; be careful of every word that is used and test it with wider stakeholders – not just those with skin in the game. Understanding the geographic political system, the resources, and the ability to engage with specific aspects of the UN Sustainable Development Goals simply must be taken into account.

We all know that to avoid the regulator, media backlash, or consumer boycotts companies must keep to the facts – using credible proof points and data. We now live in a world where greenwashing is well understood and simply not accepted. Companies are at the mercy of regulatory fines or consumer boycott if they fail to disclose information or exaggerate certain claims.

What doesn’t differ is that any individual, company or government must take sustainable communications seriously. Communication needs to be reviewed with a fine-tooth comb, it needs to be agreed upon by multiple stakeholders, and it needs to be regularly updated. We cannot afford to sit on our hands – no matter where we are in the world, and so discourse may be slow, it may be painful, but it has to happen.



# CASE STUDIES




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# EMPOWERING WOMEN AND TRANSFORMING COTTON SUPPLY CHAINS THROUGH CLIMATE-CONSCIOUS INNOVATION - COTTONCONNECT

## CHALLENGE
## REIMAGINING COTTON IN A CLIMATE-VULNERABLE WORLD

The global cotton industry, supporting 350 million livelihoods, faces critical threats from climate change, soil degradation, and gender inequality. Rural women in the Global South are especially vulnerable, lacking access to education, resources, and income stability. With only 30% of cotton produced sustainably, a purpose-led, transparent transformation is urgently needed.

## SOLUTION PURPOSE-LED TRANSFORMATION AT SCALE

CottonConnect has been working at the intersection of sustainability, gender equity, and supply chain innovation for over a decade, partnering with global brands and rural farming communities across India, China, Pakistan, Bangladesh, Egypt and Türkiye.

With a mission to future-proof cotton production while uplifting the communities behind it, CottonConnect's multi-pronged approach addresses climate change, economic resilience, and social inclusion, delivering impact at both the micro (farmer) and macro (global brand) levels.

Key pillars of the CottonConnect approach:

- Climate action through climate-smart agriculture
- Women's empowerment and gender equality
- Supply chain transparency through technology
- Community upliftment through income diversification.

## STRATEGY AND IMPACT FLAGSHIP PROGRAMMES DRIVING IMPACT

### Women in Cotton

CottonConnect's 'Women in Cotton' programme is a flagship initiative aimed at empowering women farmers by increasing their access to training, tools, and leadership opportunities. To date, over 270,000 women have benefited from the programme, with a goal of reaching 500,000 by 2030. The initiative has led to significant improvements in financial security, living standards, and women's participation in household decision-making. It has also expanded access to training in sustainable farming practices, literacy, and health. By challenging entrenched gender norms, the programme positions women as active contributors to sustainable agriculture and resilient rural communities.

### Women Climate Change Ambassadors

Launched in 2022, the Women Climate Change Ambassadors programme empowers women in Gujarat's cotton-growing districts to become educators and advocates for climate resilience. Through this initiative, 42 trained ambassadors have reached over 1,200 women farmers, sharing knowledge on climate-smart agricultural practices. These women have initiated impactful community projects such as bio-input production, agroforestry, and intercropping. As a result, climate change awareness among participants rose from 1% to 73%, while understanding of sustainable farming practices increased from 46% to 70%. The programme exemplifies CottonConnect's conviction that women are not passive recipients of change, but powerful leaders driving sustainable transformation.

### REEL Regenerative Cotton

The Responsible Environment Enhanced Livelihoods (REEL) Regenerative Cotton Programme takes sustainable practices further to progress towards a regenerative system of agriculture, focusing on improving soil health and enhancing biodiversity through specific practices which reduce environmental impact and aid in carbon sequestration and C/GHC emission reduction. The practices enable creation of a long-term sustainable farming system that provides climate resilience, diversified incomes, and better livelihoods for farmers. REEL Regenerative Centre of Excellence programme in 2023-24, with 305 farmers in the second year of a the programme reported a 4.8%increase in yield, 9.8% reduction in input cost, and 14% reduction in water use compared with control farmers. It also ensured that 100% of the farmers used natural fertilisers in the fields, and 87% usage of natural inputs overall. The programme farms also saw 41% reduction in carbon emissions as compared to control farms. Further enhancing supply chain transparency, the programme is powered by TraceBale, which has digitally mapped over 193,000 MT of cotton lint in 2023-24 alone, equivalent to 503 million T shirts, connecting over 300,000 farmers with 18 global brands and retailers.

### Training for economic diversification

To reduce dependency on unpredictable farming income, CottonConnect launched the Women's Entrepreneurship Development Programme in Bangladesh. In its pilot phase, the initiative trained 50 women in business planning and income diversification, equipping them with the skills needed to establish and manage small enterprises. This has fostered greater confidence, self-reliance, and economic resilience among participants. By enabling women to take on entrepreneurial roles, the programme empowers them with new identities as business owners and role models within their communities.

# MOVING TOWARDS A TOBACCO-FREE WORLD - INSTITUTE FOR GLOBAL TOBACCO CONTROL (IGTC)

## CHALLENGE
## REIMAGINING COTTON IN A CLIMATE-VULNERABLE WORLD

Despite decades of advocacy, tobacco remains a leading cause of preventable death, claiming over 8 million lives annually, with Asia bearing a significant burden due to complex cultural, political, and economic factors. In response to Big Tobacco's youth-targeted playbook, digital marketing tactics, including those emphasizing flavors and e-cigarettes and heated tobacco products, the Institute for Global Tobacco Control (IGTC) at the Johns Hopkins Bloomberg School of Public Health identified an opportunity to conduct additional research on these tactics/developments to expand the base of current evidence. A science-backed, policy-driven, and culturally nuanced media campaign was designed to disseminate the findings.

## OBJECTIVES
## REIMAGINING COTTON IN A CLIMATE-VULNERABLE WORLD

FINN Partners and IGTC launched a purpose-driven communications campaign with a threefold mission to educate, elevate, and influence. The campaign aimed to educate both consumers and policymakers about the evolving landscape of tobacco products, particularly the rising appeal of flavoured vapes and digital marketing tactics targeting youth. It sought to elevate the conversation by highlighting opportunities for strengthened policy implementation and enforcement, while also supplying evidence to effectively address market-specific policy interventions. Ultimately, the campaign aimed to influence meaningful policy change by shaping media narratives, engaging thought leaders, and creating urgency among regulators, reframing tobacco control as not just a public health issue but a pressing socioeconomic priority as well.

## STRATEGY
## DRIVING REGIONAL IMPACT THROUGH STRATEGIC STORYTELLING

The campaign deployed a multi-market, media-first strategy focused on credibility, cross-country collaboration, and high-level influence.

Key strategic pillars:

- Collaborate regionally: Built partnerships with key partners and media networks in Pakistan, China, Indonesia, Vietnam, Bangladesh, India, and the Philippines to co-create and disseminate contextualised content.
- Target with precision: Focused on Tier 1 national media outlets with direct influence over public policy conversations, particularly those read by health and government stakeholders.
- Engage authentically: Aligned messaging with local contexts and concerns, emphasising youth protections, 100% smoke-free spaces, and the burden on national health systems.
- Influence systemically: Amplified IGTC's scientific research through earned media, op-eds, editorial collaborations, and strategic media partnerships, making a compelling case for regulatory reform.



## OUTCOMES
## HOW THE NEEDLE MOVED

Tangible policy influence:

- Public smoking regulations: Reinforced calls for 100% smoke-free public spaces across multiple countries, including to prohibit designated smoking areas which have been shown to be ineffective.
- Packaging reforms: Advanced the conversation on mandatory pictorial health warnings and plain and standardized packaging of all tobacco and nicotine products.
- TAPS restrictions: Helped drive restrictions on Tobacco Advertising, Promotion, and Sponsorship (TAPS), particularly in digital environments and places accessible to youth.
- Point-of-sale protections: Supported enhanced enforcement of bans on the sale and advertising of tobacco products to minors and within proximity to schools.
- Flavour marketing restrictions: Triggered conversations around banning flavoured tobacco and nicotine products, backed by IGTC's scientific research including flavour chemical analyses and youth perception studies.

In recognition of its policy impact and innovative cross-market strategy, IGTC received the 2024 Johns Hopkins Bloomberg School of Public Health's Office of Public Health Practice and Training Award for Excellence in International Public Health Practice. The award specifically acknowledged the team's work in the Philippines, where the timing, tone, and depth of media stories catalysed high-level public and governmental engagement on tobacco and nicotine product regulation and youth protections.



# REDEFINING RETAIL WITH PURPOSE – MAINETTI'S SUSTAINABILITY-LED TRANSFORMATION

## OPPORTUNITY
## ELEVATING A LEGACY BRAND WITH A FUTURE-FIRST VISION

Mainetti, a global leader in retail solutions, is a name long associated with high-quality hangers, packaging, and label products. But behind the scenes, a deeper transformation was underway. As consumer expectations evolved and sustainability emerged as a defining metric for modern retail, Mainetti began reimagining its business as a sustainability-first innovator driving the circular economy.

With decades of experience and a global footprint spanning Asia, Europe, and the Americas, Mainetti had already taken considerable steps to integrate environmental responsibility into its operations. However, the brand's sustainability story remained largely untold on the global stage.

That's where FINN Partners came in with a clear mandate:

- Position Mainetti as a sustainability thought leader in the retail sector.
- Amplify its voice in key markets across the UK, US, Europe, and Asia.
- Showcase the company's ongoing evolution from a product provider to a purpose-driven partner in retail innovation.

## STRATEGY
## BUILDING CREDIBILITY THROUGH INSIGHT, INFLUENCE, AND IMPACT

FINN designed a multi-layered communications strategy that highlighted Mainetti's sustainability credentials while engaging industry stakeholders in conversations that mattered. The objective was to shift perception, spark discussion, and elevate Mainetti as a voice of authority in global retail transformation.

### Thought leadership with purpose and precision

At the core of the campaign was a thought-leadership series tailored to each market's policy and environmental priorities. This content aligned Mainetti's sustainability efforts with urgent global and regional developments, including the European Union's Green Deal, National Net Zero targets, and implementation of Plastics Taxes across various jurisdictions.

By contextualising Mainetti's initiatives within these macro-level developments, FINN ensured relevance and resonance. The messaging positioned Mainetti as an industry participant and a forward-thinking actor advocating for responsible innovation.

### Executive profiling to build trust and authority

To personalise the sustainability narrative and build credibility, FINN worked closely with Mainetti's Chief Sustainability Officer (CSO) to secure op-eds, feature articles, and media interviews and highlight the CSO's perspective on the role of plastics in the circular economy, and the delicate balance between utility, sustainability, and innovation.

This proactive media outreach enabled Mainetti to inject its voice into topical discussions, contribute expert commentary, and earn its place at the table in high-value, sustainability-centric publications.

### Strengthening digital presence and global engagement

Recognising the growing role of digital influence in stakeholder perception, FINN developed and implemented a LinkedIn content calendar aligned with campaign milestones, key sustainability dates, and industry events. The goal was to humanise the brand through employee spotlights, behind-the-scenes initiatives, and leadership insights, and create conversations to encourage comments, shares, and meaningful engagement. This strategy increased visibility and built a sense of transparency and authenticity, essential in the purpose-driven age.



## RESULTS
## FROM QUIET CONTRIBUTOR TO GLOBAL SUSTAINABILITY VOICE

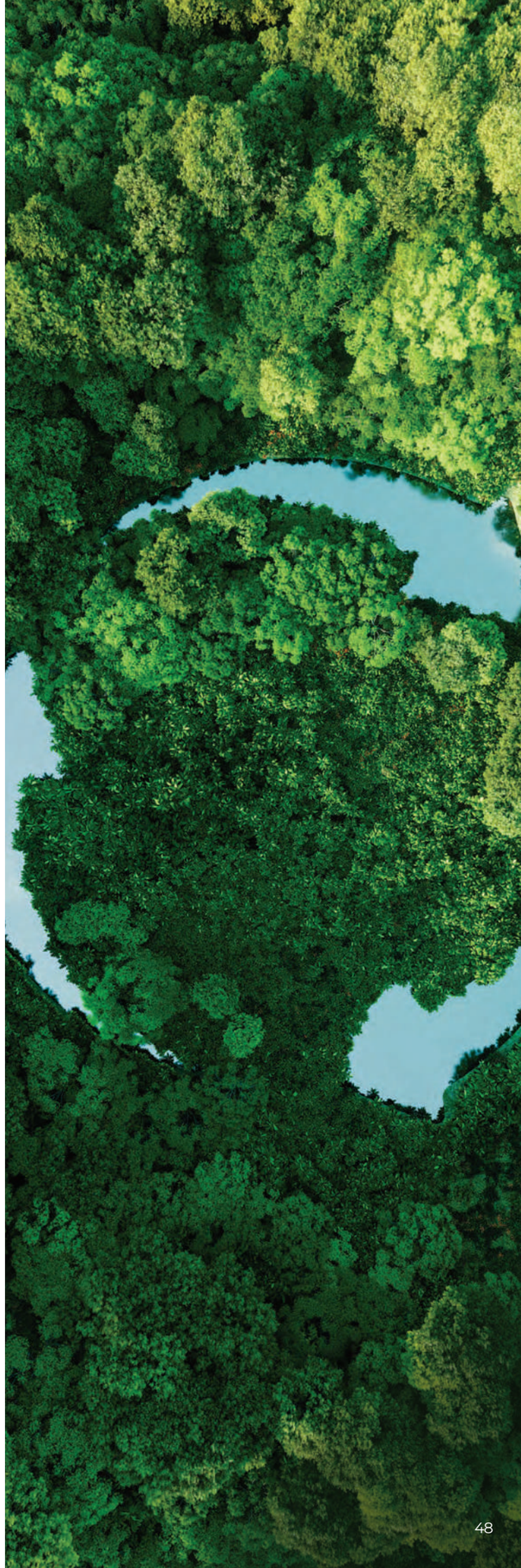
The campaign has successfully repositioned Mainetti from a legacy supplier to a leader in sustainable retail innovation. Through strategic media placements, consistent thought leadership, and digital engagement, the company's transformation is now recognised and respected on the global stage.

FINN secured extensive editorial opportunities in prominent trade and general media outlets. These included top-tier sustainability media titles such as Edie, business and leadership titles such as FMCG CEO, Finance Monthly, Open Access Government, and packaging and retail outlets like The Manufacturer, Packaging Gateway, Packaging News, and many more. These outlets enabled Mainetti to reach a diverse audience, from C-suite decision-makers and policymakers to industry analysts and sustainability advocates.

Over the last year, this has resulted in a Unique Visitors per Month (UVM) of over 1 million. FINN has also helped to grow Mainetti's LinkedIn following from 8,000 to over 10,000, representing an approximately 25% increase and further solidifying Mainetti's presence on a global stage.

Mainetti's journey reflects a broader shift across industries with a move from functional expertise to purpose-driven leadership. In a world where sustainability is no longer a differentiator but a demand, legacy brands must not only adapt but lead.

This case study demonstrates how a clear and consistent narrative around purpose can redefine brand perception, strategic media engagement can elevate the right voices and open new conversations, and authentic, executive-led communication can drive real influence across global markets.



# FOSTERING HEALTHY CHANGE FROM THE GROUND UP – WORLD SHOE

Launching the first antimicrobial, biodegradable line of footwear made in Africa for global consumers and humanitarian initiatives.

## OBJECTIVE

More than 600 million people do not have footwear and many more live without reliable access to clean water and hygiene products. Led by veterans of Nike and Puma, World Shoe built on a 20-year legacy of delivering millions of donated shoes to more than 100 countries by creating the first antimicrobial, biodegradable line of footwear made in Africa to meet both consumer and humanitarian needs. As Agency of Record, FINN was tasked with coordinating their Africa launch and developing their brand strategy ahead of an anticipated U.S. launch in 2025.

## APPROACH

- Provide media relations and messaging for launch of Ghana manufacturing center.
- Develop an integrated brand platform that positions and differentiates World Shoe.
- Define and execute a thought leadership platform for World Shoe executives.
- Create and execute an integrated digital marketing plan.
- Provide senior counsel and partner development to leaders focused on World Shoe humanitarian programs involving global philanthropies, national governments and multilateral health agencies.




## OUTCOME

- As part of the initial stage of our engagement, FINN leveraged our team in Africa to provide media coverage and local event planning support in Ghana, resulting in coverage from several regional outlets.
- Arranged and managed executive speaking opportunities at Aspen Ideas: Health Festival and the Social Innovation Summit
- Developed a new brand platform and social campaign that leveraged the innovation, African origins and humanitarian goals of World Shoe, around the platform “World Changing Style” and the tagline “Made in Africa. Built for the World.”



# LONDON CLIMATE ACTION WEEK; POSITIONING FINN PARTNERS AS A SUSTAINABILITY LEADER



## OPPORTUNITY

To showcase London’s sustainability credentials and position our clients and partners as thought leaders in climate action, FINN Partners leveraged London Climate Action Week (LCAW) to assert itself as a key player in the sustainability space. The initiative also imed to elevate awareness of FINN’s Purpose & ESG capabilities, engage prospects across sectors, and drive media visibility.

## STRATEGY

As part of a targeted programme for LCAW 2025, FINN Partners delivered a series of impactful events to spotlight its sustainability leadership and cross-sector expertise. The campaign began with the SustainImpact Webinar on 17 June, hosted in partnership with Junxion and FINN’s Global Insights & Research team. The session attracted a diverse international audience and showcased FINN’s ESG advisory capabilities. During LCAW, FINN participated in Reset Connect, the official flagship event, supporting a panel in collaboration with the London Chamber of Commerce. This positioned FINN alongside key government and innovation figures, reaching over 6,800 attendees and generating strong social media traction. On 25 June, FINN co-hosted a Travel Roundtable with The Travel Foundation and Extreme Hangout, bringing together 25 experts from across the travel and tourism sectors for a dynamic discussion on climate adaptation. The event sparked several follow-ups and partnership opportunities. Additional high-impact moments included a Sustainable London Bus Tour in collaboration with our client Tootbus, engaging stakeholders from policy, media and infrastructure sectors; and a Sustainable Finance & Supply Chain Reception held at FINN’s London office, which convened cross-industry leaders to build connections around ESG themes and unlocked multiple new business conversations.

## RESULTS

- 57 clients and prospects engaged, exceeding KPI of 45.
- 8 follow-up meetings secured with prospective clients across multiple sectors.
- 12 new strategic connections established with media, academia, NGOs and business leaders.
- 2 press releases issued and published on FINN Partners’ website.
- Interview secured with FT Sustainable Views.
- 208 total social media engagements across 20+ posts, with an estimated reach of 91,000+ through FINN and partner networks.
- Momentum built for future collaboration at New York Climate Week and COP30.

# EMERGING TRENDS



## FUTURE AND EMERGING TRENDS: THE NEXT HORIZON FOR PURPOSE-DRIVEN LEADERSHIP

The future of business is regenerative. And those who lead with purpose, empathy, and foresight will define the next generation of impact. As we stand at the intersection of global disruption, rapid digitalisation, and evolving social expectations, it is evident that purpose is no longer a differentiator but a demand. For businesses, aligning with purpose is an essential strategy for resilience, growth, and long-term stakeholder trust.

***Seismic shifts in regulation, technology, workplace dynamics, and collaboration models are shaping the future of the purpose-driven landscape. The organisations that embrace these changes proactively will lead in market share and legacy.***

As one of the world's leading purpose and impact-driven agencies, FINN Partners is at the forefront of helping clients decode these changes and act with clarity and conviction. Our global expertise, regional depth, and cross-sector experience uniquely position us to see what is ahead and help our partners lead the change.

**Here are the four key trends reshaping the future of purpose, and how forward-thinking organisations can navigate them.**

**From reporting obligation to strategic imperative**

**Inclusion beyond compliance: From policy to culture**



**Purpose-driven storytelling in AI-driven world**

**Cross-industry collaboration: The next stage of impact**

## FROM REPORTING OBLIGATION TO STRATEGIC IMPERATIVE

Responsible Business frameworks have rapidly evolved from investor checklists to corporate cornerstones. But this space is no longer defined by voluntary reporting; it is entering an era of regulatory enforcement, stakeholder scrutiny, and competitive advantage.

Globally, regulators are no longer simply encouraging sustainability disclosures; they are mandating them. The CSRD and TCFD have set the tone globally, while countries like Singapore, Japan, and India are aligning their local compliance frameworks to global standards.

For multinational companies operating in the region, this creates a complex landscape of expectations. Reporting is becoming more granular, comparable, and audited, requiring companies to embed responsible business strategy from a peripheral function to a core part of business strategy and risk management.

The next wave of sustainability reporting will focus on impact, outcomes, and materiality, what truly matters to business and its stakeholders. This will require:

- Clear articulation of material environmental and sustainability issues
- Transparent progress against Key Performance Indicators
- Integration of sustainability into operational decisions, not just communications

At FINN Partners, we are working with clients to go beyond compliance and turn sustainability strategy into a story of progress. We help them translate technical data into engaging, purpose-led narratives that resonate with investors, regulators, and the public.

The companies that lead will be those that view responsible business not as a cost but as a lens to spark innovation, secure capital, and reduce reputational risk. The winners in this space will be those that build environmental and social fluency into every function, from supply chain to board governance.





## INCLUSION BEYOND COMPLIANCE: FROM POLICY TO CULTURE

As the global workforce becomes more diverse and stakeholder expectations more vocal, Equity-focused practices are evolving beyond hiring metrics and HR statements. It is moving toward a cultural and operational transformation that reflects the values of modern business.

While early inclusion efforts focused on representation and recruitment, the new frontier is inclusion by design, embedding equity-focused principles into every aspect of organisational life:

- How products are designed.
- How meetings are run.
- How promotions are awarded.
- How vendors and partners are chosen.



For Asia, this shift is especially critical. The region's vast cultural, linguistic, generational, and socio-economic diversity requires nuanced, localised approaches. An inclusion strategy that works in Tokyo may not translate in Jakarta or Bengaluru. Success will come from building culturally intelligent inclusion models, grounded in local realities but informed by global benchmarks.

The most impactful inclusion programmes are those where leadership models the behaviour and employees feel empowered to contribute. This means:

- Tying inclusion goals to executive performance.
- Creating safe spaces for dialogue and feedback.
- Giving employee resource groups (ERGs) budget and visibility.
- Listening continuously, not just annually.

At FINN Partners, we help clients move equity-focused practices from compliance to culture, designing strategies that align values with action, elevate diverse voices, and create measurable systems of inclusion.

Companies that embed inclusion into their DNA are more adaptable, innovative, and trusted. In a world where talent wants to work for values-aligned employers and customers want to buy from inclusive brands, equity-focused practices are about future-readiness.



# PURPOSE-DRIVEN STORYTELLING IN AI-DRIVEN WORLD

The emergence of generative AI and algorithmic content creation is transforming how brands communicate. But in a world where anyone can generate content, authenticity, human insight, and narrative depth have never been more valuable.

As AI democratises storytelling tools, the real challenge for brands will be cutting through the noise with meaning. Purpose-driven storytelling is about:

- Connecting data to emotion
- Turning values into visual, verbal, and experiential content
- Creating narratives that are consistent, credible, and compelling

Consumers are not looking for polished perfection; they are looking for transparency, impact, and empathy. Brands that use AI as an amplifier for a purpose will lead the way.

In the AI age, trust will be the new currency. Organisations will need to guard against misinformation, maintain narrative consistency across platforms, and ensure their messaging is inclusive, accessible, and human-centered.

Purpose-led storytelling will also evolve to include employee advocates, community partners, and subject-matter experts. This broader storytelling ecosystem enhances credibility and democratises influence.

At FINN Partners, we combine deep industry expertise with AI-powered insights to help our clients tell purpose-led stories that are intelligent and impactful. Our approach is grounded in the belief that storytelling should inform, inspire, and ignite action.

## CROSS-INDUSTRY COLLABORATION: THE NEXT STAGE OF IMPACT

No single company, government, or NGO can solve today's most pressing challenges, whether climate change, equity in health services, or inclusive economic growth. The future of purpose will be shaped by radical collaboration across sectors, industries, and borders.

In a world of shared challenges, we are witnessing a shift from competitive advantage to collaborative advantage. Businesses are forming partnerships with unusual allies:

- Tech companies working with agribusinesses to reduce food waste
- Pharma brands partnering with governments and NGOs to improve access to health services
- Retailers joining forces to build more sustainable supply chains

These collaborations deliver greater impact, unlock innovation, and build collective resilience.

One of the most exciting emerging models is the purpose consortium is a coalition of brands, academic institutions, regulators, and community groups united by a common goal. These consortia work together on:

- Shared impact metrics
- Co-branded campaigns
- Open-source innovation platforms
- Policy advocacy

This is particularly relevant in Asia, where public-private partnerships are key to unlocking large-scale change. Whether it is sustainable urban development in Southeast Asia or renewable energy transitions in India, cross-sector collaboration is becoming a necessity.

As an agency deeply embedded in purpose communications, FINN Partners plays a unique role as a convener of diverse stakeholders. We help our clients build alliances, create shared language, and design campaigns that scale across sectors and geographies. From orchestrating global coalitions to facilitating local dialogues, our work goes beyond messaging. We help create ecosystems of impact.

## LEADING INTO THE FUTURE WITH PURPOSE, COURAGE, AND CONVICTION

The next chapter of purpose-led business will not be written by the loudest brands, the biggest spenders, or even the fastest movers. It will be written by the most courageous leaders who are willing to rethink, reimagine, and rebuild systems that serve people, planet, and prosperity.

These leaders will embrace complexity and move beyond performative strategies to create cultures of accountability. They will see purpose as an operating system and recognise that their influence extends far beyond the bottom line.

***At FINN Partners, we are honoured to work with these change-makers, clients who are brave enough to ask bold questions and committed enough to build bold solutions. As a global, integrated agency grounded in purpose, we help these brands lead this change.***



# CONCLUSION

## LEAD WITH PURPOSE: THE NEW MANDATE FOR BUSINESS LEADERS

The “Purpose Meets Business Impact: How Business Leaders Are Redefining Success” unpacks the rising momentum behind purpose-led transformation, highlighting the forces that are reshaping corporate strategy and stakeholder expectations across the region and beyond. Through thoughtful analysis, visionary articles, and real-world examples, we have showcased how organisations can move from intention to action, and from compliance to conviction.

One common thread that runs through this edition is that purpose is the defining currency of future business success.

But what does it truly mean to lead with purpose in today’s climate? And what practical lessons can leaders take forward as they navigate a world marked by uncertainty, complexity, and growing demands for accountability? Here are the key takeaways:

- Purpose is the new bottom line
- Navigating the Purpose-profit tension is the new leadership challenge
- Authenticity matters more than ever
- Sustainability and equity- focused practices are moving to the core of strategy
- Collaboration is the new competitive advantage
- Storytelling still wins
- Leadership visibility drives purpose-led influence

## PURPOSE IS THE NEW BOTTOM LINE

Today's most successful organisations are defined by what they stand for. In the age of stakeholder capitalism, purpose has become a strategic asset, a force that shapes decision-making, brand loyalty, investor relations, and employee engagement. From Singapore's tech startups to multinational manufacturing hubs in India and Japan, the common denominator is that purpose builds long-term trust. It aligns the interests of business with society, giving companies a license to operate, innovate, and grow sustainably.

**Actionable insight:**
Start by defining your company's 'why' with specificity. Go beyond generic mission statements and anchor your purpose in measurable outcomes that reflect both internal values and external impact.



## AUTHENTICITY MATTERS MORE THAN EVER

The era of 'purpose-washing' is over. As stakeholder scrutiny intensifies, brands that overpromiseand underdeliver on their values risk losing trust, credibility, and market relevance. Stakeholders are holding companies to a higher standard of transparency, consistency, and authenticity. Purpose-led communication is about delivering impact and then telling the story with honesty and humility. It must be visible in every touchpoint, from boardroom decisions to frontline actions.

**Actionable insight:**
Audit your organisation's purpose alignment regularly. Ensure that internal actions, policies, and operations are aligned with external messaging. Empower employees to serve as purpose ambassadors.



## NAVIGATING THE PURPOSE-PROFIT TENSION IS THE NEW LEADERSHIP CHALLENGE

Aligning purpose with profitability is not always seamless. Balancing quarterly revenue targets with long-term investments in responsible business inclusion-focused practices, and social impact remains one of the most complex leadership challenges today. However, many organisations demonstrate that with the right strategy, purpose and performance candifferentiation, and financial growth.

**Actionable insight:**
Embed purpose into your operating model. This includes budgeting for impact-driven initiatives, integrating environmental and social metrics into executive KPIs, and making equity-focused practices a business enabler.

## SUSTAINABILITY ANDEQUITY-FOCUSED PRACTICES ARE MOVING TO THE CORE OF STRATEGY

Sustainability and equity-focused practices are no longer peripheral; they are strategic imperatives. Regulators are tightening disclosure requirements, while customers and employees increasingly expect transparency and equity. Sustainability integration is driving innovation in areas like climate reporting, ethical supply chains, and circular economy models. Equity-focused practices, once focused narrowly on compliance, is now being embedded into the design of products, services, leadership structures, and corporate culture.

**Actionable insight:**
Build internal sustainability and inclusion fluency. Appoint cross-functional leaders to own and integrate these areas into your core strategy. Leverage AI and data analytics to measure progress and improve decision-making.





## COLLABORATION IS THE NEW COMPETITIVE ADVANTAGE

The complexity of global challenges demands cross-industry and cross-sector collaboration. The traditional notion of competitive advantage is giving way to a new paradigm of collaborative advantage. The case studies and trends highlight the power of partnerships, whether it is public-private alliances, circular economy coalitions, or multi-brand purpose consortia. These collaborations amplify impact and build ecosystem-wide resilience.

**Actionable insight:**
Identify aligned partners across sectors or regions with shared values and complementary capabilities. Collaborate on co-branded campaigns, shared impact metrics, or innovation platforms to scale your reach and effectiveness.

## STORYTELLING WINS

As we enter an era of AI-powered content generation, the premium on human insight, lived experiences, and authentic storytelling has never been higher. Stakeholders want to hear what a brand is doing and also to understand why it matters and how it creates real-world change. It must connect data with emotion, elevate underrepresented voices, and invite stakeholders into the narrative.

**Actionable insight:**
Build a storytelling strategy that blends digital innovation (AI, data visualisation, short-form video) with deeply human narratives. Prioritise transparency, co-creation, and emotional resonance across every platform.





## LEADERSHIP VISIBILITY DRIVES PURPOSE-LED INFLUENCE

Visible, values-driven leadership is essential in building trust and credibility in global markets. In an age of hyper-transparency, leaders must embody purpose. Executive thought leadership, when done strategically, helps shape discourse, attract investment, and differentiate an organisation. This visibility must be earned through authenticity, consistency, and value-added insights.

**Actionable insight:**
Empower your executive leaders to speak on issues that matter at global forums, through media interviews, or via social platforms. Ensure their personal values align with the organisation's purpose narrative.



## LEADING CHANGE TOGETHER

At FINN Partners, we believe that communication is about shaping movements. Our global expertise, local insight, and cross-sector experience allow us to support clients across Asia and beyond in activating purpose that is strategic, scalable, and sustainable. We help brands move from intention to implementation. But more importantly, we are invested in building a future where business is a force for good. A future where profit and purpose co-exist. Where brands are not only relevant but responsible. And where purpose is a lived experience across the organisation.



**PURPOSE IN PRACTICE:**
**A GLOBAL SNAPSHOT**



# PURPOSE AS A STRATEGIC IMPERATIVE: STEERING BUSINESS TOWARD RESPONSIBLE GROWTH

**GIL BASHE,**
*Chair Global Health and Purpose, FINN Partners*

Business is at a defining moment. Across Asia and globally, the rules of success are being rewritten. Companies are no longer judged solely by their profit margins; they are evaluated by the values they embody, the transparency they demonstrate, and the lasting impact they create for people and the planet. Purpose Meets Business Impact: How Business Leaders Are Redefining Success is not just a collection of essays, case studies and insights—it is a call to action for leaders who understand that in the 21st century, responsible business is not a public relations exercise; it is a strategic necessity.

***The message running through this volume is clear:*** purpose is now a potent ally of profit. But aligning the two is not simple; it requires courage, conviction and cultural change. As the report highlights, this journey is far from uniform. Purpose is deeply contextual, shaped by geography, industry and leadership ethos. Yet, whether in Singapore or São Paulo, the underlying intent remains constant: to deliver meaningful impact for people, planet, and prosperity.

## WHY PURPOSE MATTERS NOW MORE THAN EVER

The stakes are high. Climate resilience, widening health inequities, fragmented responsible business standards and growing consumer skepticism are reshaping business risks and opportunities. Across Asia, these pressures are amplified by regulatory diversity and cultural nuance, making it even more critical for leaders to embrace purpose not as a peripheral activity but as a core element of strategy.

As the report notes, the reputational risk of inauthenticity—what some call “purpose-washing”—is real and growing. In an era of radical transparency, younger, socially conscious consumers and employees quickly call out discrepancies between a brand’s words and actions. Conversely, businesses that authentically align their operations with shared societal values gain trust, loyalty, and resilience in turbulent markets.

Purpose is not about charity; it is about creating shared value. Companies like Novartis, CottonConnect and Suzano illustrate how aligning business strategy with societal needs generates impact and economic returns. Novartis, for instance, focuses on high-burden chronic and infectious diseases in underserved markets, creating access to medicine while strengthening its commercial position. CottonConnect gender-empowerment initiatives in rural Asia have increased sustainable cotton yields while uplifting entire communities.

Suzano's leadership in responsible finance, from issuing Green Panda Bonds in China to scaling sustainable forestry, shows how purpose can unlock new investment flows and cross- border partnerships.



## FROM COMPLIANCE TO CONVICTION: NAVIGATING COMPLEXITY

One of the most critical insights from this volume is that purpose-driven businesses demand a shift from compliance to conviction. Meeting minimum regulatory requirements or publishing reports is no longer enough. Consumers, investors, and employees now expect to see clear evidence of impact and a willingness to lead change.

The challenges are real. Leaders must balance short-term profit pressures with long-term purpose-driven goals, navigate fragmented responsible business frameworks and build culturally relevant approaches to inclusion and social impact. However, as several contributors argue, these hurdles are also opportunities for reinvention. Digital tools—AI, blockchain and advanced analytics—enable unprecedented transparency, from supply chain traceability to resource tracking. Cross-sector collaboration is breaking down silos and multiplying impact, as seen in circular economy initiatives and public-private partnerships across Asia.

## THE HUMAN FACTOR: EMPLOYEES AND COMMUNITIES AS CHANGE AGENTS

One of the most compelling insights in this report is that employees are not passive participants in the sustainability journey—they are catalysts and ambassadors. Companies that engage their workforce in co-creating purpose, celebrating internal champions and embedding values into daily operations see higher innovation, retention, and credibility. As FINN Partners colleague, Christopher Nial suggests, why should anyone else, if employees don't believe in a company's sustainability story?

The same applies to communities. Whether women-led waste management in India's Himalayan region or city-level financing for resilient infrastructure in emerging economies, the most effective solutions empower local stakeholders. Purpose is strongest when shared—when people feel ownership of the change being pursued.



## EMERGING TRENDS: THE NEXT HORIZON OF LEADERSHIP

Several emerging trends highlighted in the eBook are shaping the future of purpose-led business:

**Responsible Business Integration into Core Strategy:** Boards are tying executive compensation to responsible business outcomes and embedding these considerations into procurement and capital allocation.

**Inclusion as a Growth Drive:** Inclusion is moving beyond representation to become a driver of product design, talent development, and market expansion.

**Purpose-Driven Communication:** Storytelling that humanises data, elevates authentic voices, and invites stakeholder participation is becoming as important as the initiatives.

The convergence of these trends signals that the future of business is not just sustainable; it is regenerative. Leaders who embrace this shift will be better positioned to attract capital, talent, and consumer trust.

## A PERSONAL CHALLENGE TO LEADER

This report, published by SPAG FINN Partners, is more **than an information resource—it is a mirror held up to business leaders. The question is simple but profound: What will you do with this knowledge?**

As you steer your organization forward, reflect on the insights and case studies presented here. Consider where you can create absolute alignment between profit and purpose, where you can move from incremental change to systemic impact, and where you can elevate your voice as a leader who sees business as a force for good.

The path ahead will not be linear; there will be trade-offs, tensions and tests of conviction. But the prize is precious; in a world where companies are not just engines of economic growth but architects of responsible, inclusive economies.

Purpose is not a destination; it is a continuous journey of responsible businesses. Those who choose to lead with integrity and courage, the opportunity to leave a legacy of impact has never been greater.



# ABOUT SPAG FINN PARTNERS

Founded in 2014 on the core principles of being REAL, purpose-driven and driving change through innovation and collaborative partnership, SPAG has seen exponential growth in ASIA and now as SPAG, A FINN Partners Company, is globally recognised as Integrated Marketing and Communications agency specialising in dynamic realms of sectors such as Health & Wellness, Purpose and Social Impact, Technology, and Consumer.

The agency has earned some of the highest recognitions in the communications industry, with multiple prestigious wins from PRovoke Media, Exchange4Media,The Economic Times Kaleido Awards and many more — all widely respected benchmarks of excellence across Asia and globally. Accolades such as Large Agency of the Year, Midsize Global Consultancy of the Year, and top honours across sector-specific categories reflect the agency's scale, creativity and consistent impact. These recognitions underscore its ability to craft powerful, insight-led campaigns that shape narratives, shift mindsets, and deliver real outcomes for clients around the world.

As an integrated marketing agency, SPAG/FINN harnesses the potential of a phenomenally diverse universe of conversations to shape the narrative for a better world. With 10+ offices across Asia and over 175 professionals, we deliver full-spectrum, insight-led, impact-driven marketing and communication strategies. Our teams serve as trusted partners to global organisations navigating complex markets, helping them influence perceptions, engage stakeholders, and lead with purpose.

Office Locations: Singapore, Malaysia, Philippines, China, Hong Kong, Indonesia, Thailand, Delhi, Mumbai, Bangalore

Find us at spag.asia and follow us on LinkedIn, X and Instagram at @spagasia

# ABOUT FINN PARTNERS

Founded in 2011 on the core principles of innovation and collaborative partnership, FINN Partners has grown from about $24 million in fees to almost $200 million in fees during the past 13 years, becoming one of the fastest-growing independent public relations agencies in the world. Recognized as one of Fast Company's 2024 Most Innovative Companies, PRovoke Media's 2024 Best Agency to Work For and 2022 Agency of the Year, the full-service marketing and communications company's record-setting pace results from organic growth and integrating new companies and new people into the FINN world through a common philosophy. With more than 1,300 professionals across 35 offices, FINN provides clients with global access and capabilities in the Americas, Europe, and Asia. In addition, FINN provides its clients with access to top-tier agencies worldwide through its membership in the global network PROI.

Headquartered in New York, FINN has offices in: Abu Dhabi, Atlanta, Bangalore, Bangkok, Beijing, Boston, Chicago, Delhi, Denver, Detroit, Dublin, Fort Lauderdale, Frankfurt, Hong Kong, Honolulu, Jerusalem, Kuala Lumpur, London, Los Angeles, Madison, Wisc., Manila, Mumbai, Munich, Nashville, Orange County, Paris, Portland, San Diego, San Francisco, Seattle, Singapore, Vancouver, Washington D.C. and Yangon. Find us at finnpartners.com and follow us on X and Instagram at @finnpartners.


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