

2018 Edition

INVESTING IN SOCIETY

A comprehensive look back at the biggest trends and insights that defined the Corporate Social Engagement space in 2018.



ABOUT CECP

CECP is a CEO-led coalition that believes that a company's social strategy — how it engages with key stakeholders including employees, communities, investors, and customers — determines company success.

Founded in 1999 by actor and philanthropist Paul Newman and other business leaders to create a better world through business, CECP has grown to a movement of more than 200 of the world's largest companies that represent \$6.6 trillion in revenues, \$21.2 billion in societal investment, 14 million employees, and \$15 trillion in assets under management. CECP helps companies transform their social strategy by providing customized connections and networking.

For more information, visit cecp.co.

Download additional copies of this report at cecp.co/home/resources/

When referencing findings from this report, please list the source as:
Investing in Society: 2018

To access the all-digital and interactive report visit <http://cecp.co/iis/>

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Contact us: +1 212.825.1000
or info@cecp.co

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Preface

CECP created [Investing in Society](#) to capture the sum of social investments and impact made by businesses around the world. The new all-digital and interactive report, launched in July 2018 and updated in December 2018, covers the five focus areas of Priorities, Performance, People, Planet, and Policies. This pdf version is meant to complement the website for easy archiving, printing, and sharing.

Developed from CECP's original research, thought leadership, findings from the *Giving in Numbers: 2018 Edition*, thousands of discussions with more than 200 of the world's largest companies, and engagement with leading experts and practitioners, Investing in Society is an analysis of the current efforts of business as a force for good, and what it means to lead in a world where roles and sectors are increasingly blurred. We aim to keep Investing in Society up to pace with the changing CSE space, which means it will be released on

a biannual schedule: in the summer and at the end of each year. The five P's—Priorities, Performance, People, Planet, and Policies--will remain the scaffolding of each release, as CECP believes most, if not all, CSE efforts fall into these categories. As you flip through the Executive Summary, Five P's, Call to Action, and Feedback sections, CECP hopes that Investing in Society provides an opportunity to reflect on the past and inform your company's long view going forward.

Executive Summary

In a year where the public's trust in institutions shrank, natural disasters increased, and uncertainty became the norm, many businesses have stepped up to help build a better world. Corporate leaders have taken public stands and actions to promote the common good. Leading companies are focused on long-term value creation instead of short-term profits. CECP companies are expanding social investments, addressing inequity, building diversity and inclusion efforts, and strengthening communities, all while maintaining their economic profitability. (July 2018)

Leading companies are laser focused on corporate purpose. They explore what their purpose is and how it translates to their people and community, and bring that purpose to life through intentional practices and strategies. They use a human-centered lens for all business operations because it helps them see around corners and delivers a competitive edge.

"Leading CEOs and companies have risen to this heightened expectation, steering with their principles and taking a stand on issues, even controversial ones." (December 2018)

"Leading companies are laser-focused on corporate purpose. They explore what their purpose is and how it translates to their people and community, and bring that purpose to life through intentional practices and strategies." (July 2018)

Daryl Brewster, CEO, CECP

See [Executive Letter](#) on Page 6

All this leads to a future-forward outlook that enables a long-term view. Within this purpose megatrend, we see [five prominent themes](#): Employee Power, Collaborative Advocacy, Responsible Tech, Long-term Growth Going Mainstream, and Impact Measured. (December 2018)

Dear Colleagues,

As CECP approaches its 20th anniversary as the CEO Force for Good, the organization has been prompted to reflect on the evolution of the corporate social investment space, from the perspective of nearly two decades and, as shared through the year-end edition of [Investing in Society](#), over the last year. To capture the sum of the social investments and impact made by businesses around the world, CECP is pleased to release *Investing in Society*, the industry's biannual report providing a comprehensive look back at the biggest trends and insights that defined the year.

The all-digital and interactive report covers the five focus areas of **Priorities, Performance, People, Planet, and Policies**. Developed from CECP's [original research, thought leadership](#), findings from the [Giving in Numbers: 2018 Edition](#), thousands of discussions with more than 200 of the world's largest companies, and engagement with leading experts and practitioners, *Investing in Society* is a 360-degree view of the corporate sector's role in solving some of the world's most pressing issues. This insights collection delves into **what actions companies are taking to identify and effectively meet stakeholder needs**, and how leading companies are striving to **build a better world through business**.

CECP also recently released the organization's [annual trends](#), which provides a thorough analysis of some of the biggest developments in the corporate social investment field in 2018. These five trends -- **Employee Power, Collaborative Advocacy, Responsible Tech, Long-Term Growth Going Mainstream, and Impact Measured** -- dovetail with the five focus areas explored in *Investing in Society*, offering further supporting evidence that companies are making decisions that consider their role in society and ability to effect meaningful change where it's needed most.

Though 2018 was extraordinary in many ways, the world's leading businesses have emerged as a vital

force, increasing their commitments to stakeholders and positive impact on society.

Below are some impressive examples of how leading companies are making an impact:

EMPLOYEE POWER

Recognizing the enormous potential in employees, companies are doubling down on support and protection for their workforces in ways such as [education](#), [nonprofit fellowships](#), [healthcare](#), [pro bono sabbaticals](#), and more. At [Google](#), employees used the tools the company gave them—a culture of speaking out and collaborative tech—to make a difference in the world.

COLLABORATIVE ADVOCACY

While advocacy and activism from CEOs and companies continues to grow, many businesses are taking a more thoughtful, business-focused approach, including coming together to move on issues, such as [CEO Action for D&I](#), the [fashion industry](#), [Regeneron-led gene sequencing](#), [Reboot Representation Tech Coalition](#), and more. Another building trend is companies bringing their grantees and nonprofit partners together to solve challenges, encourage collaboration, and build capacity of each to pursue their missions; [Allstate](#), [Wynn Resorts](#), [GE](#), and [CenterPoint](#) offer interesting models.

RESPONSIBLE TECH

Is social media the [new smoking](#)? With all that tech has afforded us, we sense that it can take as much away. We saw [Jana Partners and CalSTRS send a letter](#) to Apple about giving families more options to guide how children and adolescents use devices. [Edelman Trust Barometer](#) noted a 2% drop in trust in search engines and social media platforms. [Security and privacy](#) are high on any company's list of [challenges](#). The public is pushing back and examining the risks of living a digital life. But this is not just an issue for the tech sector; every company is a tech and data company. And with that acknowledgment comes responsibility.

LONG-TERM GROWTH GOING MAINSTREAM

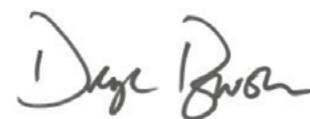
Why did BlackRock CEO [Larry Fink's sixth company letter in 2018](#) resonate so much more than the first five? CECP's sense is that the world is ready for companies to take the long-term view, define their purpose, and share their social contributions. Not only are investors encouraging long-term planning, but they are also considering these plans to be decision-relevant. Recent [research](#) from KKS and CECP demonstrated that, when companies present these long-term plans to investors, markets move. **We can expect this trend to mount, with leading companies committing in 2019 to publicly, voluntarily, and regularly share their long-term plans.**

IMPACT MEASURED

We know from past [Giving in Numbers](#) that companies were trying to measure all their social investment work. Recent [data](#) show that companies are prioritizing focus by measuring outcomes of signature, high-visibility programs and not every partnership in their portfolio. The next big movement by companies is to determine which measurements to track to show meaningful impact. According to a Pulse Survey by CECP, 72% of companies reported that the most important way to improve impact measurement for the field is to measure business and ROI metrics, such as those that affect brand, customer, and employees.

We hope you'll find inspiration for the year ahead in this collection, and as always, we welcome feedback for how to make *Investing in Society* better each time. CECP is proud to work alongside many of the companies highlighted within; we can't wait to see what you do next.

Sincerely,



Daryl Brewster
CEO, CECP

Priorities

PRIORITIES PERFORMANCE PEOPLE PLANET POLICIES

HOW ARE CEOs AND THE C-SUITE INFUSING THE NEEDS OF THE STAKEHOLDER—INCLUDING COMMUNITIES, CUSTOMERS, EMPLOYEES, AND INVESTORS—INTO CORE BUSINESS STRATEGIES?

One third of CEOs seek to clarify and hone how they use their voice in a new, complex era:

LONG-TERM STRATEGIES VS. SHORT-TERM PRESSURES:

Companies are seeking long-term strategies but face short-term pressures: 87% of CEOs report that most current financial pressures will occur in the next 2 years or less ([McKinsey 2017](#)).

Consumers value transparency, placing a premium on this element of socially-aware products: two-thirds of consumers want to know what goes into food and are willing to pay more for products without undesirable ingredients ([Nielsen 2016](#)).

Most Effective Bold Move as CEO



Speak publicly, in my own voice, on what my company is doing and why

Source: Live-Polling at Board of Boards, 2017-2018

IMPLOSION OF TRUST IN INSTITUTIONS:

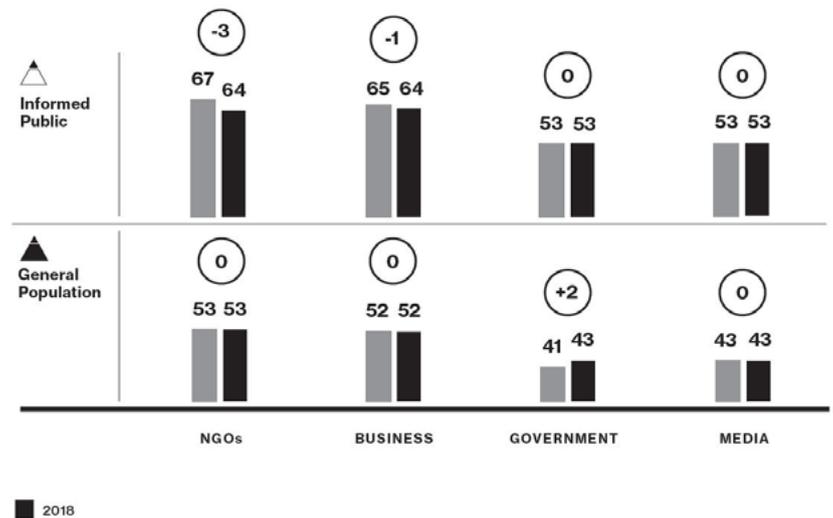
Around the world, there has been an implosion of trust in institutions, especially in the U.S. Media was the least trusted institution globally, but companies are among the most trusted, with people placing highest trust in their employer.

In an [age of uncertainty](#), companies have faced an erosion of institutional trust--which has declined in the last four decades by 10 percentage points. Companies are also working to keep up with shifting demographic trends:

By 2060, the non-white population will represent more than half of the U.S. population ([Ipsos 2018](#)).

No Recovery in Trust

Percent trust, 2017 vs. 2018



Source: Edelman Trust Barometer, 2018

CHALLENGING SOCIOPOLITICAL TIMES:

In 2018, 93% of CEOs feel equipped or well-equipped to meet expectations in the current business and sociopolitical environment (up from 60% in 2017). Other CEO bold moves include integrating business values in incentives and committing to public reporting. [Read more about Board of Boards and see results of live-polling.](#)

[Fortune's Change the World list](#) celebrates change makers currently facing challenging times, those pioneering business leaders who look at social issues material to their long-term success and address these problems by also creating business value.

LEADING CEOs AND COMPANIES HAVE BEEN CAREFULLY AND COLLABORATIVELY TAKING PUBLIC STANDS ON ISSUES THAT THEY – AND THEIR STAKEHOLDERS – CARE ABOUT MOST DEEPLY:

■ Read: [You Didn't Learn This in Business School](#): A Primer for CEO Advocacy and see results from CECP [Pulse Surveys](#) on brands taking stands.

■ Data confirms a shift in expectations from the public: 47% of Millennials believe CEOs have a responsibility to speak up about issues that are important to society ([Weber Shandwick 2017](#)).

■ Research suggests that CEOs have been “rewarded” for speaking out on issues, seeing CEO credibility levels among the general population rise from 33% in 2017 to 44% in 2018 while trust in media, government, and even non-profits declined (Edelman 2018).

Source: CECP Asks 2018

■ See data, facts and figures on why your company needs to be prepared to address social issues now. See presentation on CEO Advocacy Insight [here](#).



DEMOGRAPHIC SHIFTS AFFECT CORPORATE PRIORITY SETTING:

■ The Conference Board Canada identified ten overarching trends that companies face in Canada: demographic shifts, urbanization, indigenous reconciliation, climate change, natural capital constraints, technological advances, economic uncertainty, public policy, changing values and expectations, and health and diet. Read more [here](#).

■ Cause affinities and engagement motivations vary across age and gender lines. For instance, Baby Boomers have the highest preference to be informed about the social impact brands are making (87%), the Millennial age group has volunteered the most with social causes in the last 12 months (50%), and women volunteered more than men (54% versus 45%). Read more in [Catalist's Issue Revolution research](#).

■ Deloitte's [Millennial Survey 2018](#) offers insights on how companies can attract and retain millennial talent in an uncertain future.



Source: CECP Asks 2018



Source: Deloitte Millennial Survey Infographic

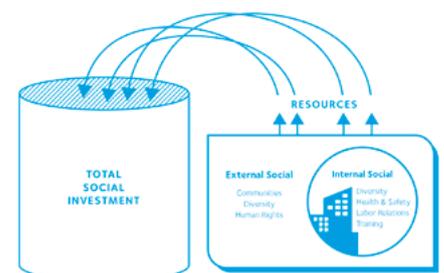
MULTI-DEPARTMENTAL EFFORTS

■ CECP is guiding the industry's process of agreeing to a single holistic metric, 'Total Social Investment,' that captures the value of socially motivated efforts. More than 80% of companies say yes, they can picture reporting Total Social Investment by 2020, based on CECP's webinar polling. Learn more about Total Social Investment [here](#).

■ Sixty of the world's largest companies say they intend to report Total Social Investment using a shared definition by 2020. Read more about good beyond giving in CECP's report, [The S in ESG: New Conclusions](#).

■ Six of ten companies reported at CECP's Giving in Numbers: 2018 Edition Webinar in October that their

Sustainability report has at least some “S” metrics in its ESG data table.



Performance

PRIORITIES **PERFORMANCE** PEOPLE PLANET POLICIES

HOW ARE LARGE CORPORATIONS BALANCING ECONOMIC INCENTIVES AND LONG-TERM DECISIONS THAT ALLOW THEM TO CREATE FINANCIAL AND SOCIETAL IMPACTS WITH SELF-SUSTAINABILITY?

LONG-TERM CONSENSUS

Recognizing the importance of engaging stakeholders and sharing company information in a regular, transparent way, CEOs from more than 30 companies have presented or will soon present long-term plans [that focus on growth, strategy, and risk](#) at CECP's [CEO Investor Forum \(CIF\)](#), hosted by the [Strategic Investor Initiative \(SII\)](#). Over four ground-breaking sessions, CEOs have shared their companies' long-term plans and more than 800 institutional investors have proven they are ready to listen and act: 96% of investors agreed or strongly agreed that company [long-term plans](#) will influence proxy voting and engagement strategies.

- Seven out of 10 CEOs feel that too much of their time is focused on the [short term](#).

- [Read the summaries of SII's CEO Investor Forums.](#)

REORIENTING CAPITAL MARKETS TOWARDS THE LONG TERM

- 83% of investors agree that they will move money when they hear a company's long-term plan.

- Sharing long-term plans is becoming a more regular fixture in the schedule of periodic communications with investors. [Read the latest SII research Reorienting Capital Markets Toward the Long-Term here.](#)

SHARING LONG-TERM PLANS WITH INVESTORS

- There were larger capital market reactions both for stock prices and trading volume for the three to five days after the presentation of a company's long-term plan at SII's CEO Investor Forums, compared to the typical reactions on other days. Read [Harvard Business Review](#) article and [report](#) here.

SEVEN LONG-TERM QUESTIONS

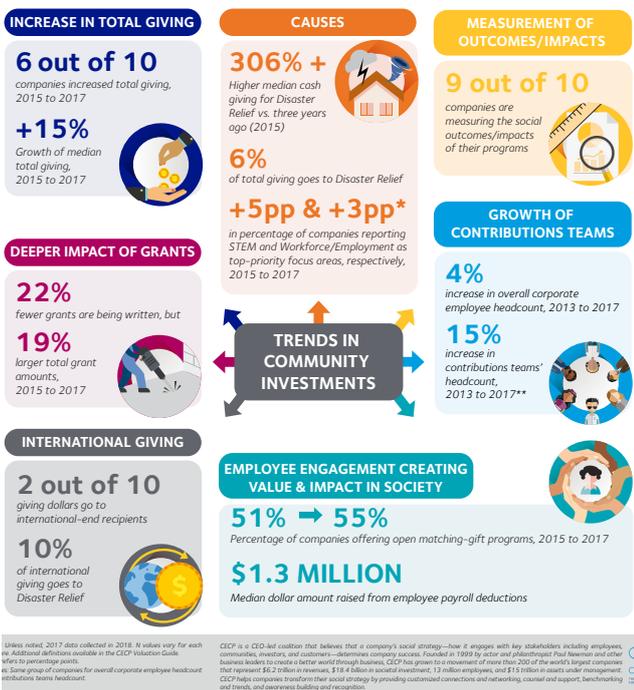
- CECP's Strategic Investor Initiative Investor Letter operationalizes the call for long-term value creation. Core to the letter were seven questions every long-term plan should answer: Risk factors, financially material business issues, corporate purpose, human capital, stakeholder frameworks, board composition, and board governance. The letter was a collaborative effort by Bill McNabb III, **Vanguard**; Jonathan Bailey, **Neuberger Berman**; Dana Bezerra, **Heron Foundation**; Robert Fernandez, **Breckinridge Capital Advisors**; Dr. Hans-Christoph Hirt, **Hermes Investment Management**; Christine Hurtsellers, **Voya**; Erika Karp, **Cornerstone Capital Inc.**; Gianna M. McCarthy, **Office of the NYS Comptroller**; Mark W. McDivitt, **State Street Corporation**; and Brian A. Rice, **California State Teachers' Retirement System**.

- Read the [SII Investor Letter](#).

HOW CAN LARGE CORPORATIONS MAXIMIZE SOCIAL IMPACT AND OUTCOMES THROUGH EMPLOYEE ENGAGEMENT AND PURPOSE?

Giving in Numbers 2018: What's Trending?

CECP, in association with **The Conference Board**, produces the largest, most robust, industry-leading, and internationally recognized research on corporate social investment, *Giving in Numbers*. This year, 300+ multi-billion dollar companies with aggregate revenues of over \$7 trillion participated. Leading companies are increasing giving; focusing on signature programs with fewer yet bigger community investments; expanding employee volunteer programs; and contributing greater cash towards Disaster Relief. For more information, please contact CECP at info@cecp.co.



Leading Through Complexity: Giving in Numbers Brief 2018

CECP, in association with **The Conference Board**, produces the largest, most robust, industry-leading, and internationally recognized research on corporate social investment, *Giving in Numbers*. This year, **250+ multi-billion dollar companies** with aggregate revenues of **\$11.3 trillion** participated. Leading companies are taking charge and re-defining purpose and success for themselves; practitioners are being rewarded for innovative practices and policies; and CEOs are stepping forward on social issues, empowered by the passion of their employees and the communities they serve.



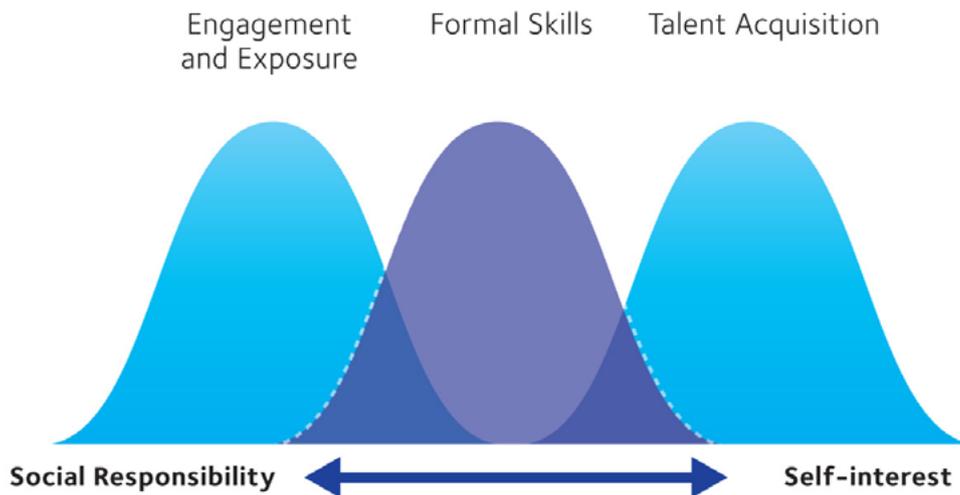
TOTAL GIVING REMAINS STRONG

- The world's leading companies continue to increase their corporate societal contributions at a rate of 15% over three years ago
- Explore findings from *Giving in Numbers 2018*, the best source for corporate social benchmarking. There is no other survey of its kind, with a robust, comparable 13-year data set, across all industries, providing standard-setting definitions and criteria that have established the field.

EMPLOYEE EMPOWERMENT

- The social value of employee engagement programs increases when employees have a wider spectrum of programs that adjust to their interests and schedules. See more employee engagement trends [here](#).
- Explore the entire *Giving in Numbers: 2018 Edition* [here](#).

- What is the Employee Value Proposition of the future workplace? Employee fulfillment, a simple but powerful idea. In partnership with Imperative and PWC, we found 96% of the workforce believe fulfillment is possible, and employees believe it is their responsibility to find it. [Read more here.](#)



Companies' primary motivations for advancing D&I through CSE are two-fold: to achieve social impact and to develop a more diverse talent pipeline.

EQUITY, TALENT, AND TECH

■ Corporate social engagement programs seeking to impact individual and social objectives in the tech equity space are split among three stages:

- 1) engagement and exposure to formal learning outcomes that correlate with student progress;
- 2) rigorous programs that distinguish between equity and equality in education; and
- 3) talent acquisition through alternative talent pipelines (Kamau Bobb 2018).

■ The second phase of CECP's Systemic Investments in Equity, Talent, and Tech Community builds on the equity framework established during the first year. The results from year 1 suggest value in defining the STEM ecosystem, determining more effective strategies to achieve equity in

STEM education, and measuring progress.

■ See the results of our Accelerate Community findings [here](#).

EXTERNAL DIVERSITY AND INCLUSION

■ The private sector is increasingly incorporating [diversity and inclusion best practices](#) across its entire philanthropic portfolio, and beyond:

■ CECP identified six trends that reflect companies' approach to Diversity and Inclusion (D&I) through Corporate Societal Engagement (CSE). Some of these are:

- Ninety-five percent of companies consider D&I within their Corporate Social Engagement (CSE) efforts and 79% expect their commitment to this area to increase within the

next 2-3 years.

- Employees — at all levels — have a critical role in advancing D&I efforts. See all trends and multiple guidelines to implement [D&I in CSE](#) here.

HOW DOES A COMPANY'S APPROACH TO THE PLANET'S RESOURCES FACTOR INTO INVESTMENTS, RESOURCE MANAGEMENT, AND SUSTAINABILITY DECISIONS?

DISASTER RELIEF AND RESILIENCY INVESTMENTS

■ CECP found that the main focus of corporate collaboration on disaster relief is most promising when it determines how best to help, followed closely by how to sustain response for recovery and rebuilding.

• See CECP [PULSE SURVEY FINDINGS](#) on corporate environmental strategy.

DISASTER RELIEF IMPACT

■ Companies recognized their potential to help in times of crisis after 2017's unusually devastating run of natural disasters, along with the need for customized, disaster-specific responses.

■ Read CECP's Giving in Numbers [blog](#) to learn about some of the latest disaster relief trends and CECP's past [blogs](#) on how companies responded to natural disasters over the last year.

STRATEGIC SCORECARD

■ ESG factors can be considered when assigning credit and sovereign analysis and [ratings](#) (Moody's 2017).

■ CECP companies outperformed all other Fortune 500[®] companies in terms of environmental footprint in the 2017 fiscal year.

■ Other assessments of ESG performance include [accountability and performance](#)

measurement on the "E" in ESG among large corporations (Ceres 2018).

■ Explore [STRATEGIC SCORECARDS](#), a performance snapshot of Fortune 500[®] companies.

Fortune [®] 500 Scorecard Analysis

Performance snapshot of the corporate sector in the Fortune [®] 500



The increasing interest in Environmental, Social, and Governance (ESG) metrics is reflected in the following Strategic Scorecard. This tool offers evidence of how the private sector seeks to improve their performance among an increasing number of ESG indicators. Companies in the Fortune [®] 500 showed strong financial performance, increased social investments through a rise in total giving, as well as more environmentally friendly corporate policies. These improvements are happening within a more inclusive context that seeks greater representation of women, and incorporation of ESG and sustainability incentives among senior management.

PERFORMANCE (FINANCIAL)	FY2015	FY2017	Favorable Delta Δ in green
Revenues (Median, in US\$ Billions)	11.1	12.3	11.6%
EBITDA (Median, in US\$ Billions)	1.7	2.0	17.8%
EBITDA to Revenue (Median, Ratio)	15.1	16.3	8.0%
ENTERPRISE VALUE/EBITDA (Median, %)	11.1	10.7	-0.4 pp
Return on Invested Capital (Median, %)	8.4	8.6	+0.2 pp
Market Capitalization (Median, in US\$ Billions)	11.3	14.4	26.5%
PLANET (ENVIRONMENT)	FY2015	FY2017	Favorable Delta Δ in green
Greenhouse Gas Emissions (Median, in Millions of Metric Tons)	1.2	1.0	-12.3%
Water Use (Median, in Millions of Cubic Meters)	7.3	7.6	4.1%
Offers Water Policy (%)	60.4	68.7	+8.3 pp
Recycled Waste (Median, in Thousands of Metric Tons)	46.3	36.5	-21.1%
Offers Waste Reduction Policy (%)	71.3	77.8	+6.5 pp
Offers Products Addressing Climate Change (Proxy for Customer Welfare) (%)	1.4	2.8	+1.4 pp
PEOPLE (SOCIETY, EMPLOYEES)	FY2015	FY2017	Favorable Delta Δ in green
Employee Turnover (Average, %)	15.0	14.3	-0.7 pp
Total Giving (Median, in US\$ Millions)	26.2	29.3	11.9%
Total Giving as a % of Pre-Tax Profit (Median, %)	0.8	0.9	+0.1 pp
Women in Workforce (Median, %)	31.4	31.0	-0.4 pp
Lost Time Incident Rate per 100K Employees (Average, Ratio)	0.2	0.2	0.0 pp
POLICIES (GOVERNANCE)	FY2015	FY2017	Favorable Delta Δ in green
CSR/Sustainability Committee (%)	24.4	27.3	+2.8 pp
Women on Boards (Median, %)	20.0	22.2	+2.2 pp
Business Ethics Policy (%)	100.0	100.0	0.0 pp
Social Supply Chain Risk Management (%)	64.8	78.1	+13.4 pp
ESG Linked to Bonus (%)	22.0	22.5	+0.5 pp

Higher company financial value: Higher absolute value of market cap, EBITDA, EV/EBITDA, EBITDA to revenue, revenue, and return on invested capital between Fiscal Year 2015 and Fiscal Year 2017. +26.5% Growth rate of market cap for Fortune [®] 500 companies.

Caring for the Environment: Less green house gas emissions; more companies offering water/waste reduction policies; more companies offering products addressing climate change. Companies can focus on reducing water use and increase recycled waste. -12.3% Decrease rate in green house gas emissions for Fortune [®] 500 companies.

Investing in society: More Total Giving and more Total Giving as a % of Pre-Tax Profits among and less employee turnover. There's room to increase women's overall participation in the labor force. +11.9% Growth rate of total giving for Fortune [®] 500 companies.

Increasing governance policies in place: All assessed companies have established ethical guidelines/compliance policies for their employees. A higher percentage of companies are implementing social supply chain risk management initiatives. A higher percentage of companies had a corporate social responsibility/sustainability committee that reports directly to the board. More companies had women on boards. A higher percentage of companies had board compensation linked to ESG goals. +13.4 pp Percentage points of increase of companies having a Social Supply Chain Risk Management policy.

Notes and Methodology:

Sample of companies are part of the Fortune [®] 500 ranking for all metrics. Fortune magazine is a registered trademark of Time Inc. Monetary figures are measured in nominal US Dollars. Data is retrieved from CECP's dataset and the Bloomberg database. Sample size ranges between 21 to 422, this variation is derived from differences in metrics data availability. Green growth rates indicate a favorable change. In limited cases, percentage point change replaces growth rate. "pp" corresponds to percentage point changes that evidence deltas between metrics reflecting percentages. Year-over-year calculations are based on a three-year matched-set data.

Policies

PRIORITIES PERFORMANCE PEOPLE PLANET **POLICIES**

WHAT ARE COMPANIES DOING TO PROMOTE CORPORATE GOVERNANCE THROUGH TOP-LINE DECISIONS, SUCH AS MANAGEMENT RESPONSIBILITIES, INTERNAL INCENTIVES AT THE EXECUTIVE LEVEL, AND EMPLOYEES' RIGHTS?

■ The most recent [annual investor letter](#) from BlackRock CEO Larry Fink was unequivocal, demanding that, in order to prosper, “every company must not only deliver financial performance, but also show how it makes a positive contribution to society.” Letters also came out from State Street Global Advisors, representing over \$2.4 trillion in assets, and CECP’s Investor Letter representing over \$15 trillion in assets under management.

According to Laura S.L. Herman’s piece in the CECP Insights blog, companies are taking increasingly deliberate steps to improve the effectiveness of their approaches to social impact and gender equality.

Read Herman’s piece, along with other thought leadership pieces, on the [CECP blog](#).

■ Feedback from institutional investors through SII has identified content elements essential to an effective investor-facing CEO-delivered long-term plan:

■ **Additive to existing disclosures:** Add information to the public domain or provide additional context for existing disclosures.

■ **More than marketing — contextualized disclosures:** A strategic plan narrative is not a recitation of good news stories. Initiatives should be contextualized to help investors assess their significance.

■ **Focused by materiality:**

A long-term plan should disclose information that is material to the operating performance and financial prospects of the business.

■ **Integrated discussion of material Environmental, Social, and Governance (ESG) issues:** Part of an integrated discussion — not a silo or presented as a list of “awards.”

■ **Forward-looking information:**

A long-term plan is an opportunity for a company to meaningfully talk about the future across a broad range of value-relevant topics, accompanied by goals, metrics and milestones. Read more [here](#) in SII’s *Emerging Practice in Long-Term Plans* report.

Call to Action

■ As an industry leader in corporate social investment strategy, counsel, research, benchmarking, and analysis, CECP offers the world’s largest companies an opportunity to be at the forefront of business as a force for good. Companies already affiliated with CECP have on-demand access through [MyCECP](#) to

our proprietary database of 10+ years of multi-billion-dollar corporate data and library resources on key topics in the field, plus executive newsletters, spotlights, case studies, and trends briefs. If you’d like to learn more about CECP, visit our site at [cecp.co](#). (July 2018)

■ Companies can do more in terms of supporting their advocacy on social causes, fostering their employees’ empowerment and advocacy, and being a source of capacity building in society, not only locally but also in a global context. (December 2018)

Feedback

HERE'S WHAT CECP COMPANIES ARE SAYING ABOUT OUR WORK. IF YOU HAVE THOUGHTS OR COMMENTS YOU'D LIKE TO SHARE WITH US, PLEASE EMAIL INFO@CECP.CO

"I trust CECP to analyze and utilize the data in ways that will help all businesses that are committed to societal engagement."

"CECP is my go to benchmark and data set that I share with the board and whomever we are presenting to."

"CECP is very helpful in learning what is trending, what other companies are doing."

"CECP allows us to show where business trends in societal engagement are trending and how that aligns with our efforts."

"CECP is a wealth of knowledge."

"CECP has been incredibly helpful, data invaluable. Have gone back to it frequently. Consistently meet high expectations from companies."



85 Broad Street, 27th Floor
New York, NY 10004
+1 212.825.1000

@CECPTweets

cecp.co