



CECP

Chief Executives for Corporate Purpose

Social Investment Measurement (SIM) Accelerate Community 2020-2021

Meeting #1: October 6, 2020

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Link to Recorded Session: <https://www.youtube.com/watch?v=BljcHA1Cqrs&feature=youtu.be>

Agenda

- Kick off and Introductions
- Ecosystem Overview of Social Investment Measurement
- Special Guest Speakers
- Closing/Next Meeting

Welcome!

Please share (2 min):

- Your Name
- Title
- Company
- When was the last time you responded to a customer satisfaction survey?

Upcoming Community Meetings

Meeting	Date	Topic
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2019-2020 ACCELERATE COMMUNITY BUSINESS IMPACT MEASUREMENT

Business

- Employee-side (retention)
- Brand/Customer- side (loyalty)
- Increase revenue/Reduce expenses
- Not social outcomes (e.g. high school graduation rate increase)

Impact

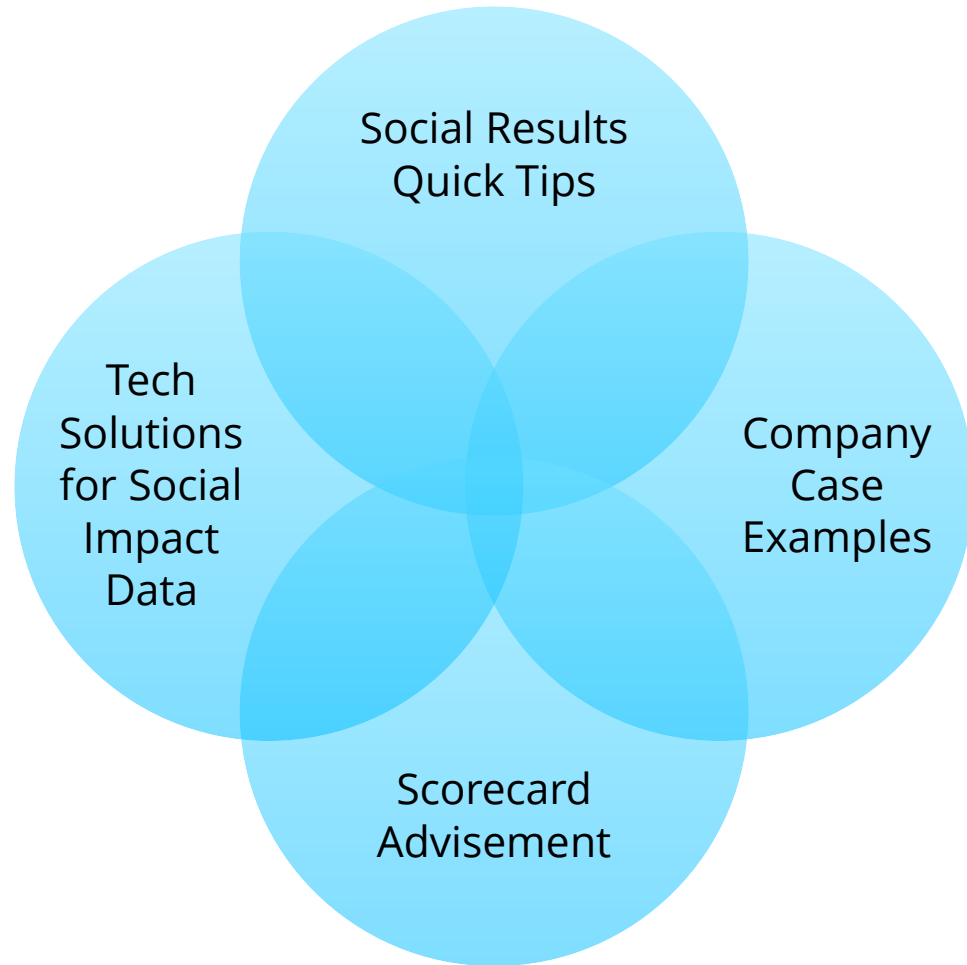
- Expand from operational information, include information on results
- Longer time frame
- Reference to later stages of logic model

Measurement

- Move from anecdotes to data
- Credible metrics and Key Performance Indicators (KPIs)
- Represented on dashboard/scorecard and reviewed regularly

Assumptions: Most frequently for internal audiences. Measuring business impact does not imply that social results less/not important nor that we recommend complete overhauls to the team's vision and focus (striving for social change and results). Measurement is intrinsically tied to strategy. If a strategy wasn't set up to do something, you are at a disadvantage in measuring that thing.

2018-2019 ACCELERATE COMMUNITY: SOCIAL SCORECARDS



Landscape Topics

- Your Company's Data: 2 Questions + Discussion
- 2020
 - Social Justice
 - Acts of Kindness
- Scorecard: Continuous Improvement
- Data Privacy

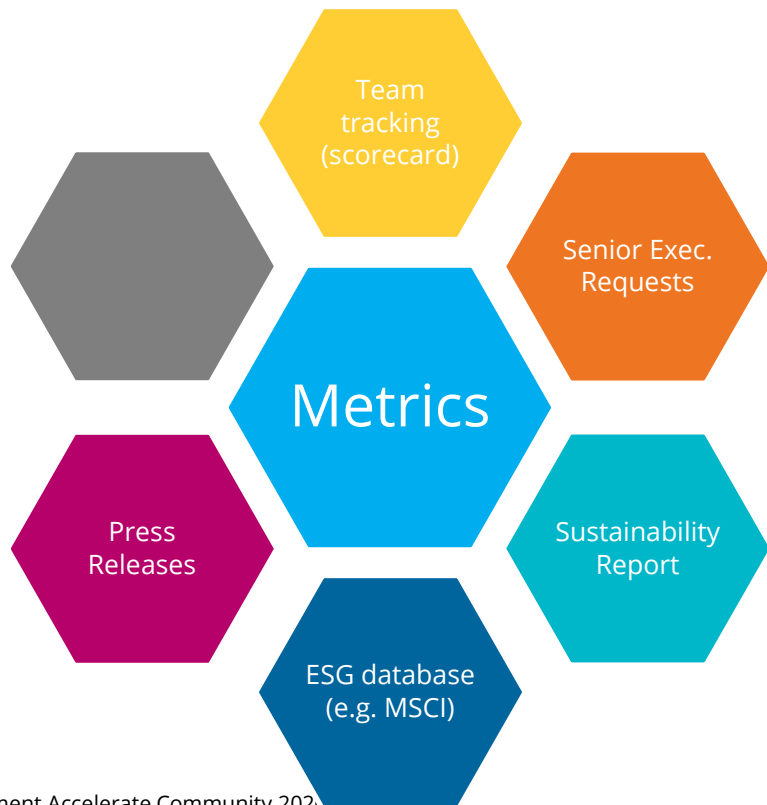
Terminology Tablestakes

Measurement: the collection of data used for:

- Comparing/benchmarking
- Evaluating/assessing results (management)
- Sharing/reporting

Evaluation: a study to determine what effects/results are occurring; to assess whether a theory of change is working

Landscape: Where is Your Data Used?



Scope:

- Social Investment
- Community Stakeholders
- "S" in ESG

Landscape: What Are Your Sources of Data?



Scope:

- Social Investment
- Community Stakeholders
- "S" in ESG

2020 Changes



Example from YourCause

- Changes to homepage
- Employee click on a company-selected term
- Tracked on the back-end in the same fields as volunteering but tagged to the campaign so it could be pulled out

2020 Changes



Example from Benevity

- Platform allows the company to set campaigns for various acts of goodness or leave it open ended
- This platform has existed for a long time but was previously focused on inclusion-oriented goals
- The figure of 35,000 was for March and half of April 2020; three times higher than the amount of small acts of goodness in February
- Source: Benevity Labs Report *"Leading with Purpose in Extraordinary Times"* (July 2020)

Thinking Big on Performance Measurement: Articles from Harvard Business Review

What are your KPIs Really Measuring?

September 2020

- Measures found to have a “weak” correlation with client outcomes... have been dropped
- keep the number of KPIs manageable... shrunk the list from 16 to 12.

The Most Important Metric You Aren't Tracking (yet)

April 2020

Customer Performance Indicators (CPIs)

- Something important to the customer
- Not found through focus group or surveys, but instead through observation of the customer

Changing Data Privacy Will Influence “S” in ESG Data and Reporting

A photograph of a person's hands holding a smartphone. The person is wearing a blue patterned shirt, a watch, and a beaded bracelet. The text "Your Data for Your Life" is overlaid in large white font. Below it, in a smaller italicized font, is "BSR's Future Forward Lab, October 2020, Emerging Trends".

**“Your Data
for Your Life”**

*BSR's Future Forward Lab,
October 2020, Emerging Trends*

- COVID-19 response needs are changing opinions and actions on **personal data privacy** specifically on health-related and location-related data
- Companies can play a role to ensure the UN Principles on Business and **Human Rights** is used for decision-making
- Companies can also lead to ensure new technologies or data requirements do not further marginalize already **marginalized groups** (e.g. those without access to a mobile phone).
- While not noted by BSR, CECP will add that changes to privacy laws will have ripple effects on diversity data as well as the data collected by nonprofit organizations on their clients/participants.

CECP Measurement Fundamentals

Company-Driven Development

2010

- Publication on impact measurement

2012

- Measurement data from over 200 companies (beginning of annual collection)

2014

- Scorecard workstream launch: 10 companies deep dive

2016

- Preliminary release
- 50 companies engage

2017

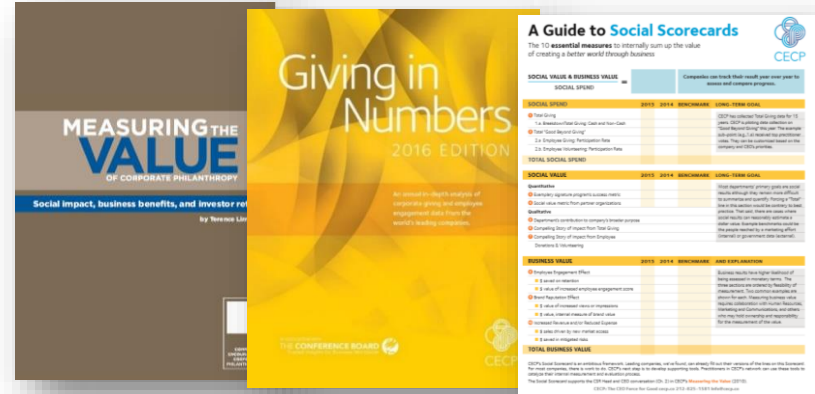
- External consultant deep dives, Summit presentation

2018

- Measure to Manage Roundtable series: 3 cities, 80 participants

2019+

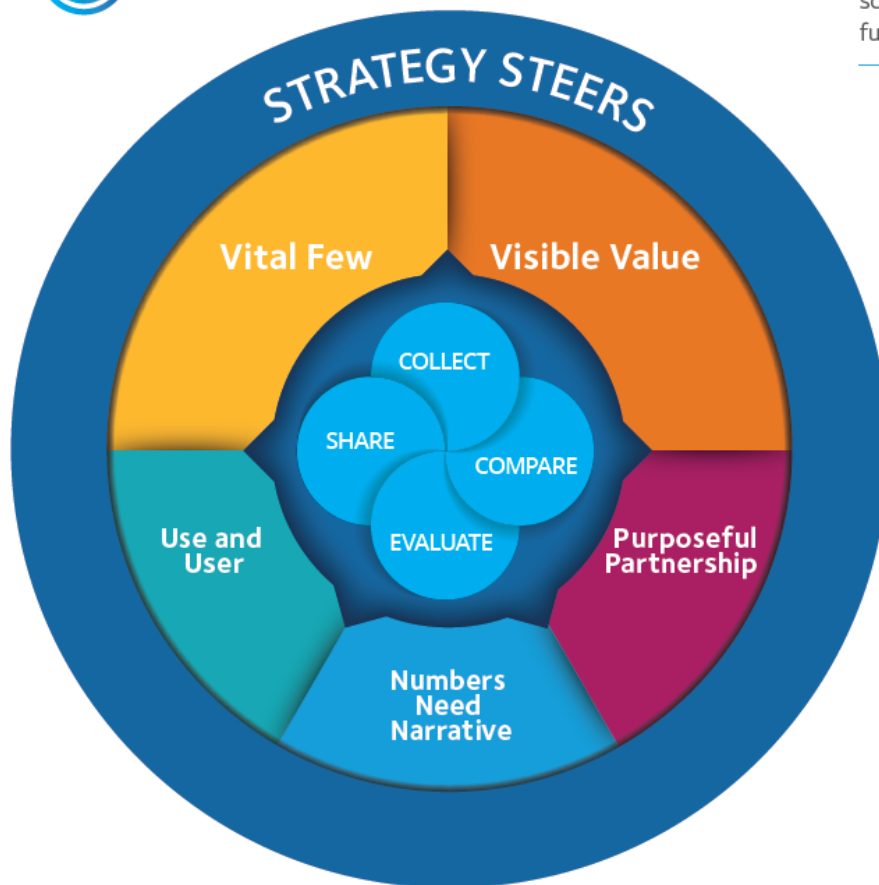
- Application of Measurement Fundamentals



- VITAL FEW**
We focus on a vital few metrics which are key for our specific audience.
- VISIBLE VALUE**
We clearly show and communicate our impact on society and our business.
- NO DUST**
We report metrics that are frequently referenced and tied to compensation (don't sit unused).
- PEOPLE COUNT**
We go beyond the quantitative and share qualitative metrics of people's stories and impact.
- PURPOSEFUL PIGGY-BACK**
We connect to existing measurement efforts in the company.

Measuring to Manage: CECP Fundamentals

Whether corporate social investment teams are using a scorecard, dashboard, KPI tracker, or just getting started, the fundamentals can help guide choices about metrics and data.



Strategy Steers

Metrics manage progress on the strategic plan



Collect-Compare-Evaluate-Share

Measurement updates require an operational plan



Vital Few

The most critical, agreed-upon metrics



Visible Value

Not just output, but also return and impact



Purposeful Partnership

Business impact through partnering with other departments' measurement



Numbers Need Narrative

Numbers need human-centered stories



Use and User

Metrics have a user and use in mind

MEASURING TO MANAGE: CECP FUNDAMENTALS

Whether corporate social investment teams are using a scorecard, dashboard, KPI tracker, or just getting started, the fundamentals can help guide choices about metrics and data.



Strategy Steers

Metrics manage progress on the strategic plan

- You are at a measurement disadvantage trying to measure something you didn't **set a strategy to achieve.**
- Use discussions of metrics and **KPIs to inform updates** to your strategic plan.



Collect-Compare-Evaluate-Share

Measurement updates require an operational plan

- Step through **what would be required to achieve** each of these four phases before pursuing a new metric.
- The four phases refer primarily to **measurement, not evaluation.**



Vital Few

The most critical, agreed-upon metrics

Years of data collection but low usage are a signal to define Vital Few.

Mixing operational and strategic metrics can lengthen lists of metrics.



Visible Value

Not just output, but also return and impact

A dashboard or scorecard should have enough metrics which show results, not only output.

Re-orient leadership to focus on value created, not volume.



Purposeful Partnership

Business impact through partnering with other departments' measurement

Hold the team to the same standard as others in the company.

Lever resources.



Numbers Need Narrative

Numbers need human-centered stories

Collect stories, anecdotes, and cases throughout the year.

Define a consistent method of sharing them alongside data.



Use & User

Metrics have a user and use in mind

Articulate specifically who will review the data.

Articulate specifically what they are doing with the data.

QUICK TIPS: COLLECTING SOCIAL RESULTS

- 

1 **DO** listen and collaborate with nonprofit-partners
DON'T select partners without discussing metrics with them
- 

2 **DO** learn from and lever existing proof of effectiveness
DON'T skip the step of leveraging proof and replace it with nonprofit partner data collection
- 

3 **DO** vary social result reporting requirement based on the factors of the partnership
DON'T assume the same type of metric requirements from varied partnerships
- 

4 **DO** count the portion of a partner's results that your company funded
DON'T count all of the partner's results
- 

5 **DO** confidently present case examples of outcome data
DON'T leave cases out in your reporting because of worries that they do not represent the whole portfolio

Examples

CEP

Urban institute

LEAD Ambassadors

True Impact

Made to Stick: Principle 6

Data Source: *Giving in Numbers*

The unrivaled leader on benchmarking corporate social investment, in partnership with companies

Giving in Numbers 2019: Scale and Impact



Next edition
will be
released
October
2020

US\$ **7T**

REVENUE

US\$ **26B**

TOTAL GIVING

13M

VOLUNTEER
HOURS

3,700

Community
Investment
FTES

New data:

- Overall matching-gift employee participation rate
- Measurement of business value through employee and brand/customer metrics
- Tactics to increase volunteer participation rate
- Employee Assistance Funds
- Areas influencing community investment strategies
e.g., SDGs, Shared Value, Impact Investing, Data Donation

CECP's dataset dates back to **2001**

Trends from upcoming *2020 Giving in Numbers Report* (to be released end of Oct)

New data

- Dashboard or scorecard of metrics
- ESG-related Key Performance Indicators and/or metrics
- The investor perspective
- Business value of community investments
 - through employee metrics
 - through brand/customer metrics
- Employee engagement score
- Reputation or trust score
- Levering data from other teams or sources

Most Commonly Requested Topics for Earnings Calls

New data

Survey Question:

Over the last year, were any of your ESG-related KPIs/metrics requested by a colleague internally in preparation for your company's quarterly earnings calls?



Dollars of
community
social
investments



Environmental
metrics

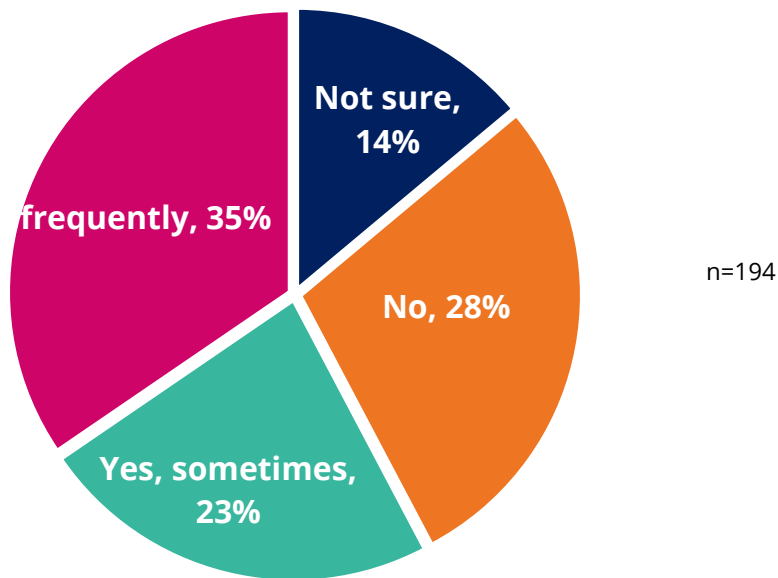


Signature
philanthropic
program and
focus area
metrics

Considering The Investor Perspective

New data

Percentage of Companies Considering Investor Perspective When Reporting Social KPIs in Sustainability Report, 2019



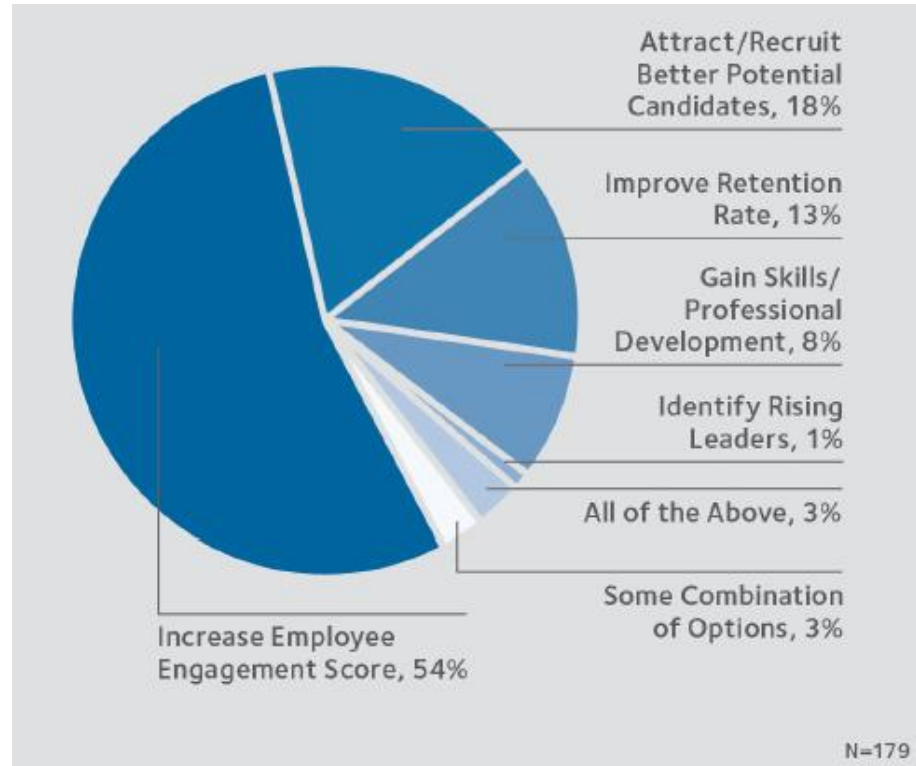
Survey Question:
Does your company consider the investor perspective when reporting on social KPIs in your sustainability report? For example, aligning reporting with SASB.

Most Important Employee Benefit of Community Investments

New data

Survey Question:

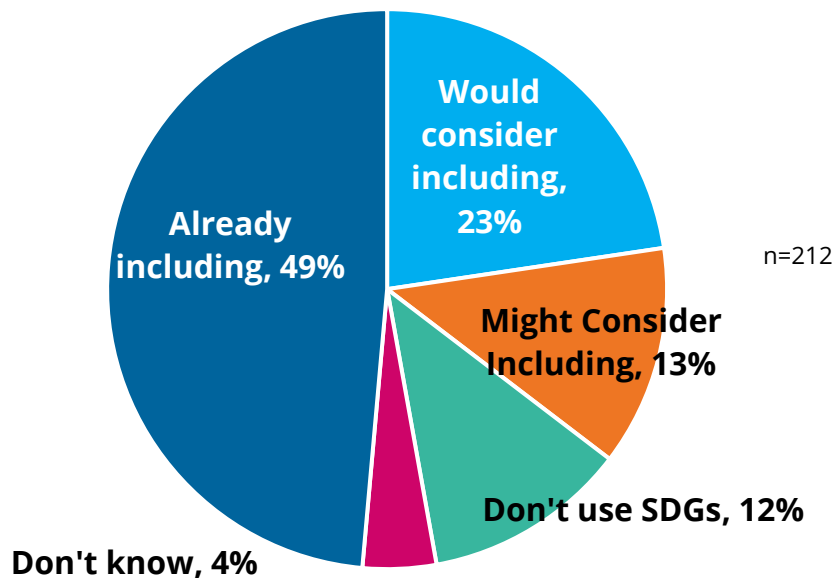
From your perspective, what employee benefit of community investments is most important to your company?



Using SDGs As a Strategy Framework

New data

Percentage of Companies Considering Including SDGs in a Presentation or Materials to CEO/ Senior Executives, Investors and Other Key Stakeholders, 2019



Survey Question:

In the coming year, would you consider including the SDGs in a presentation or materials to your CEO/Senior Executives, investors and other key stakeholders due to the importance of the SDGs to your strategy and programs?

Guest Speakers

Maha Eltobgy, Head of Shaping the Future of Investing; Member of the Executive Committee, World Economic Forum

Lucy Godshall, Senior Manager Climate Change and Sustainability Services, EY

[Measuring Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation](#) Report (released September 2020)

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An abstract graphic composed of several overlapping concentric circles and arcs in various shades of blue, creating a complex, layered geometric design on the left side of the slide.

Thank you!

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