

CECP
Chief Executives for Corporate Purpose

Social Investment Measurement (SIM) Accelerate Community 2020-2021

Meeting #6: August 17, 2021

Jinny Jeong, jjeong@cecp.co
Kari Niedfeldt-Thomas, kniedfeldt-thomas@cecp.co

Link to Recorded Session: <https://youtu.be/MmeqB-FpO9g>

Agenda: Understanding Social Investment Metrics in the Larger ESG Metric Landscape

- Accelerate Community – year in review
- Landscape of ESG Metrics
- Deeper Dive: S Metrics
- Building a Social Investments Scorecard
- Closing

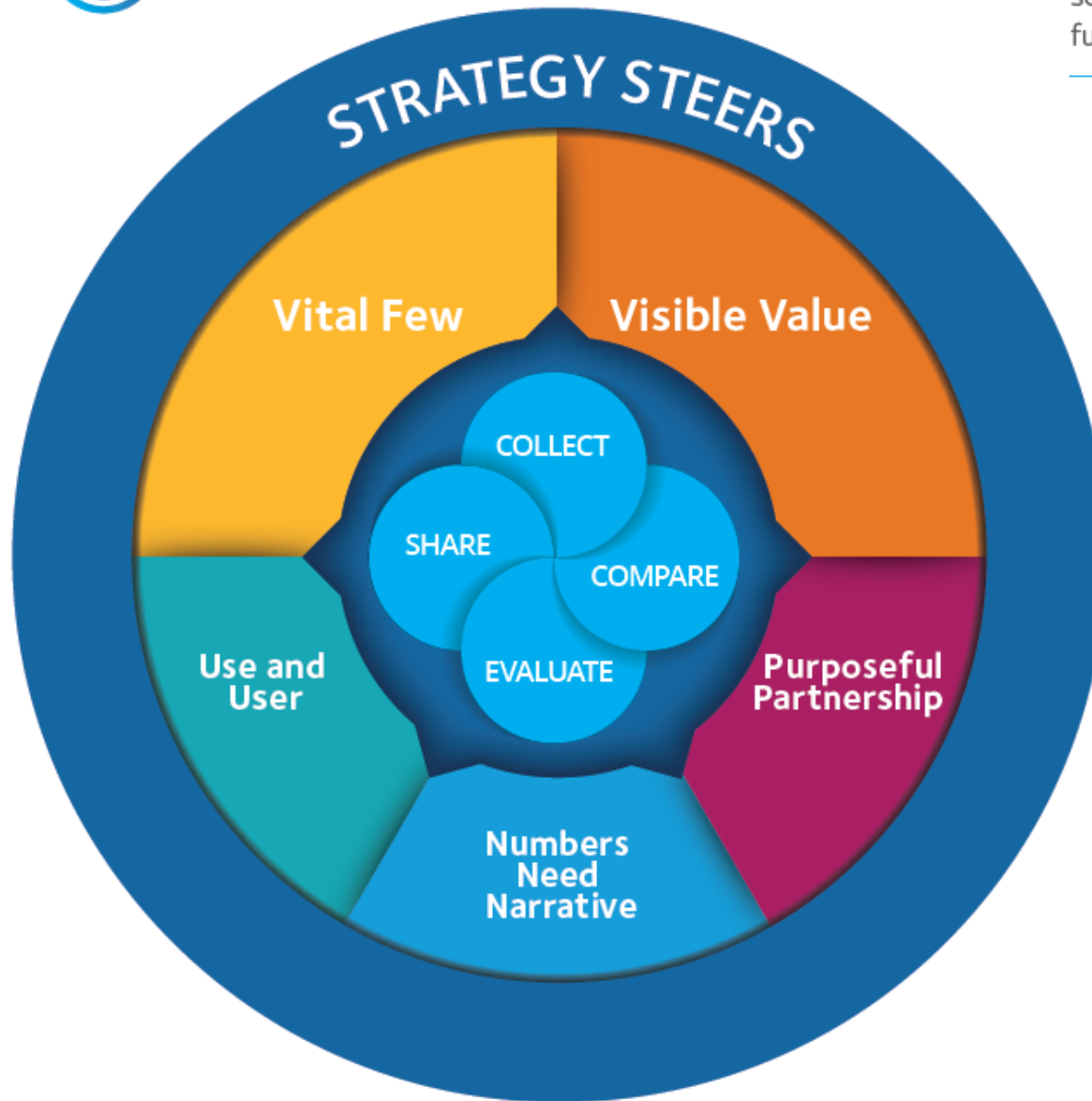
Year In Review

Meeting	Topic
1	Overview of Social Investment Measurement
2	Action Plans & Company Presentations
3	Choosing Metrics
4	Collecting Data (of Collect, Compare, Share, Evaluate)
5	Deep Dive into Social Impact Measurement
6	Understanding Social investment Metrics in the Larger ESG Metric Landscape

Measuring to Manage: CECP Fundamentals

Meeting #1

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

Today's discussion will be focused on people and prosperity pillars for measuring social impact



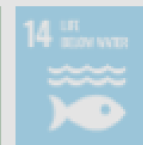
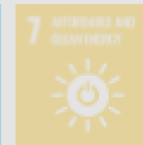
Principles of Governance

The definition of governance is evolving as organizations are increasingly expected to define and embed their purpose at the center of their business. But the principles of agency, accountability and stewardship continue to be vital for truly "good governance".



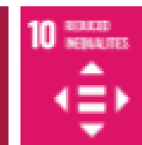
Planet

An ambition to protect the planet from degradation, including through sustainable consumption and production, sustainably managing its natural resources and taking urgent action on climate change, so that it can support the needs of the present and future generations.



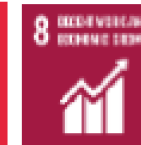
People

An ambition to end poverty and hunger, in all their forms and dimensions, and to ensure that all human beings can fulfil their potential in dignity and equality and in a healthy environment.



Prosperity

An ambition to ensure that all human beings can enjoy prosperous and fulfilling lives and that economic, social and technological progress occurs in harmony with nature.



Companies shared their own measurement framework

Using a Theory of Change

TOC vs Logic Model

Build Consensus

Build a Learning Roadmap

Identify Gaps and Assumptions

Communicate a Story

Helpful Practices When Working With Nonprofits

- Codesign and co-interpret
- Track only what matters
- Invest in data capacity and culture
- Layer learning questions with capacity

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

Built-in Results, Built-for Results

Workplace volunteering must be high-quality -- an extension of a company's purpose and values -- in order for business results to occur.



WORKPLACE VOLUNTEERING

THE FOUNDATION AND THE GOAL:
SOCIAL IMPACT AND MEETING
COMMUNITY NEEDS

Built-in business results



EMPLOYEE
ENGAGEMENT



CORPORATE
REPUTATION



TRUST



TEAM
BUILDING

Built-for business results



RECRUITMENT



LEADERSHIP
SKILLS



RETENTION



CUSTOMER
INSIGHTS



CLIENT
RELATIONSHIPS

Reduce Power Dynamics: Build Relationships, Trust

Meeting #5

Shorten Distance between Grantees & Grantor

- Share your agenda and your previous experiences
- Set goals, timeline, and full-cost funding for partnership
- Identify together the target audience, and metrics, risks, & accountability
- Ensure Impact Measurement does not eliminate nuanced, culturally relevant insights or impose irrelevant metrics
- Diversity, Equity & Inclusion (DEI) lens on grantee boards, staff and participants
- Diversity, Equity & Inclusion lens in Foundation Board and staff composition, especially for those making decisions
- Once partner has done their work, share results broadly and with participants in the programs
- Grantee and applicant perception assessments

Considerations on Impact Measurement

- **Clarify theory of change** (e.g., logic model, other)
- Determine that type of sector or partner's approach to generating social impact has **exact or proximate measures to assess** program and/or organizational operational performance
 - Example: economic mobility, financial inclusion, affordable housing, educational or other access for underserved communities, alternative energy industries, sustainable agriculture
- Explore partner **reporting mechanisms to translate these metrics**, work on measurement collaborations with grantees, how to align metrics and assess impact of partnerships
- Assess **importance to align with business impact**, returns expected, and appetite for partnerships, such as catalytic investments



Landscape of ESG Metrics

Established Foundation for Purpose-Driven Companies



A New Economy Based on Purpose

- The next generation continues to play a larger role in the economy — soon they will be the prime consumers as well as the next managers, executives, and institutional and retail investors.
- They believe business has a responsibility to be transparent about their values, make a positive contribution to society and align financial performance with its principles.

Investors Care About Purpose

Empowering Investor Relations

1. **Set the context**

Establish the agenda to build trust and confidence in your company's mission

2. **Own the narrative.**

Reorient the expectations of investors and stakeholders for the next 3-5 years

3. **Lead for the future.**

Create a path to achieve a fair valuation on a company's long-term prospects

Long-Term Plan Framework

Nine themes and 22 forward-looking, decision-relevant disclosures



Corporate Purpose



Trends



Competitive Strategic
Positioning



Human Capital



Risks & Opportunities



Corporate Governance



Capital Allocation



Financial Performance



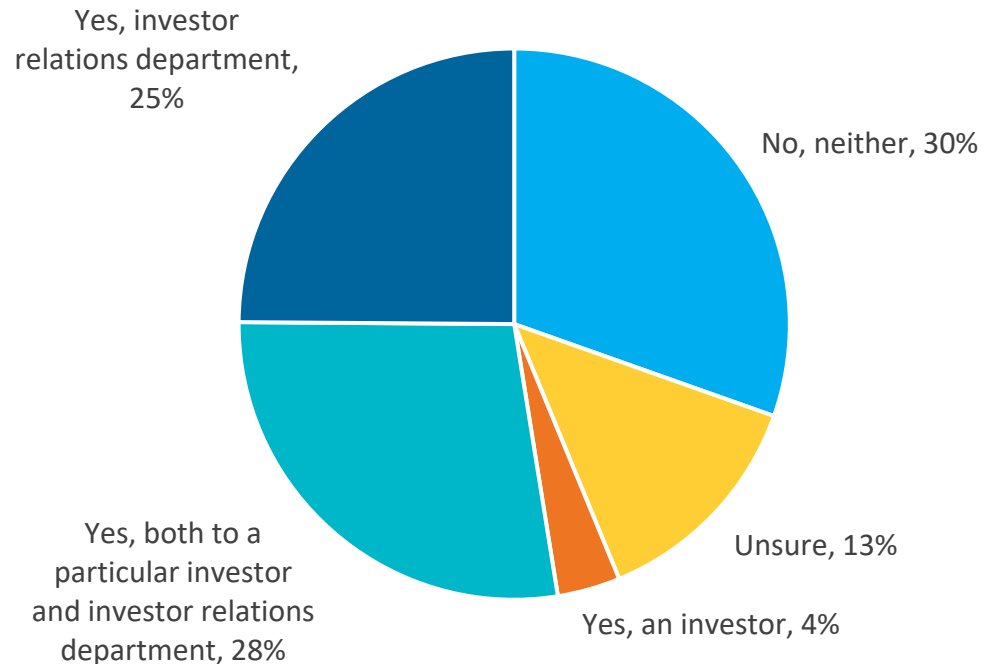
Long-Term
Value Creation

Source: CECP, Long Term Plan Framework

Providing ESG information for Investors

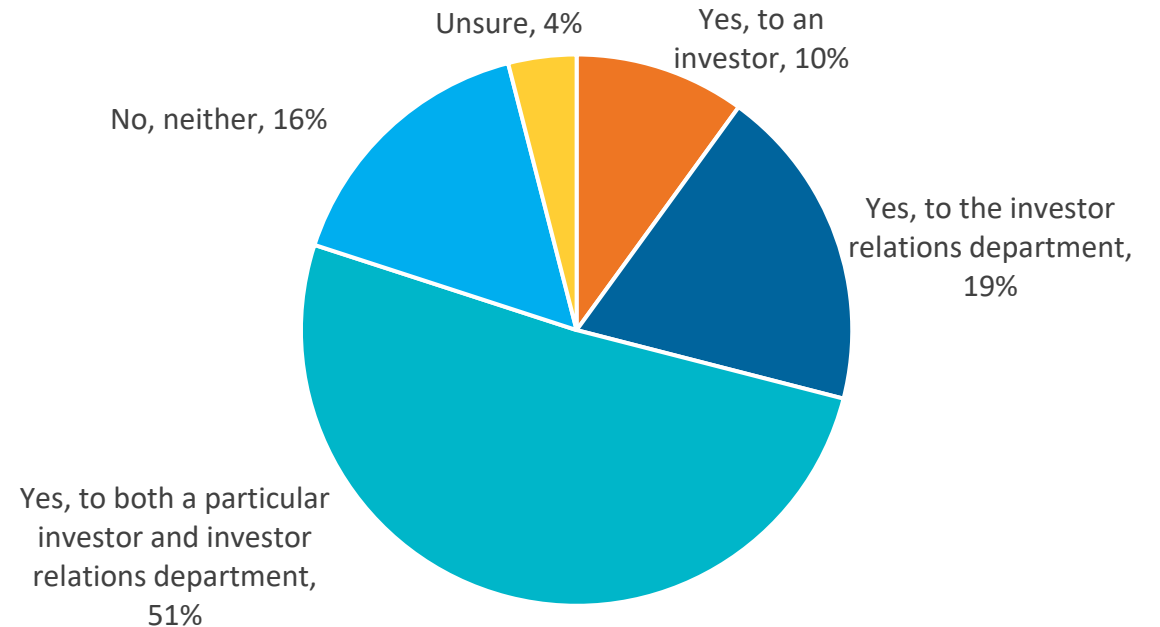
Has your corporate citizenship department (or similar department) been called upon to provide environmental, social, and/or governance (ESG) information on to a particular investor or to the investor relations department?

% of companies (2016)



Source: CECP *Giving in Numbers* 2016

% of companies (2019)



Source: CECP *Giving in Numbers* 2019

Decision-Making at Corporate Board Level

Corp. Board of
Directors CSR
Sustainability
Committee (%)

FY 2017

FY 2019



+12.0 pp



CSR Sustainability Committee (%) Indicates whether the company has a sustainability/CSR/EHS (Corporate Social Responsibility/Environment, Health and Safety) or its equivalent committee as one of the board committees. This field is part of the Environmental, Social and Governance (ESG) group of fields.



Global Impact at Scale 2020 Edition

Download the full report here -
<http://cecp.me/38rOBn5>

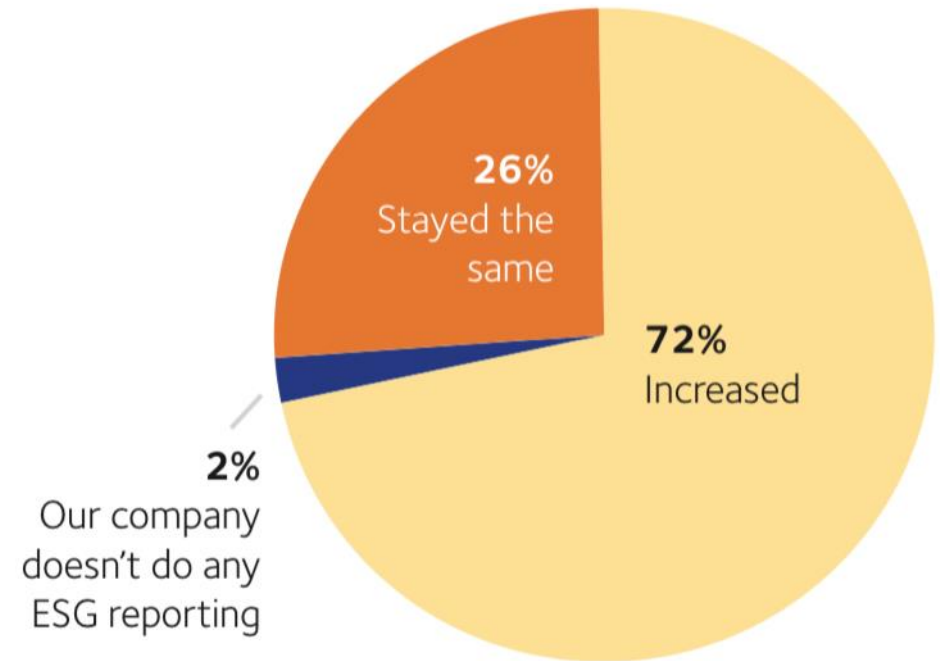


ESG Reporting

**7 out
of 10**

companies are expanding their ESG reporting, while only 2% of companies indicated having no type of ESG reporting.

Publicly Released ESG Reporting Companies, 2019

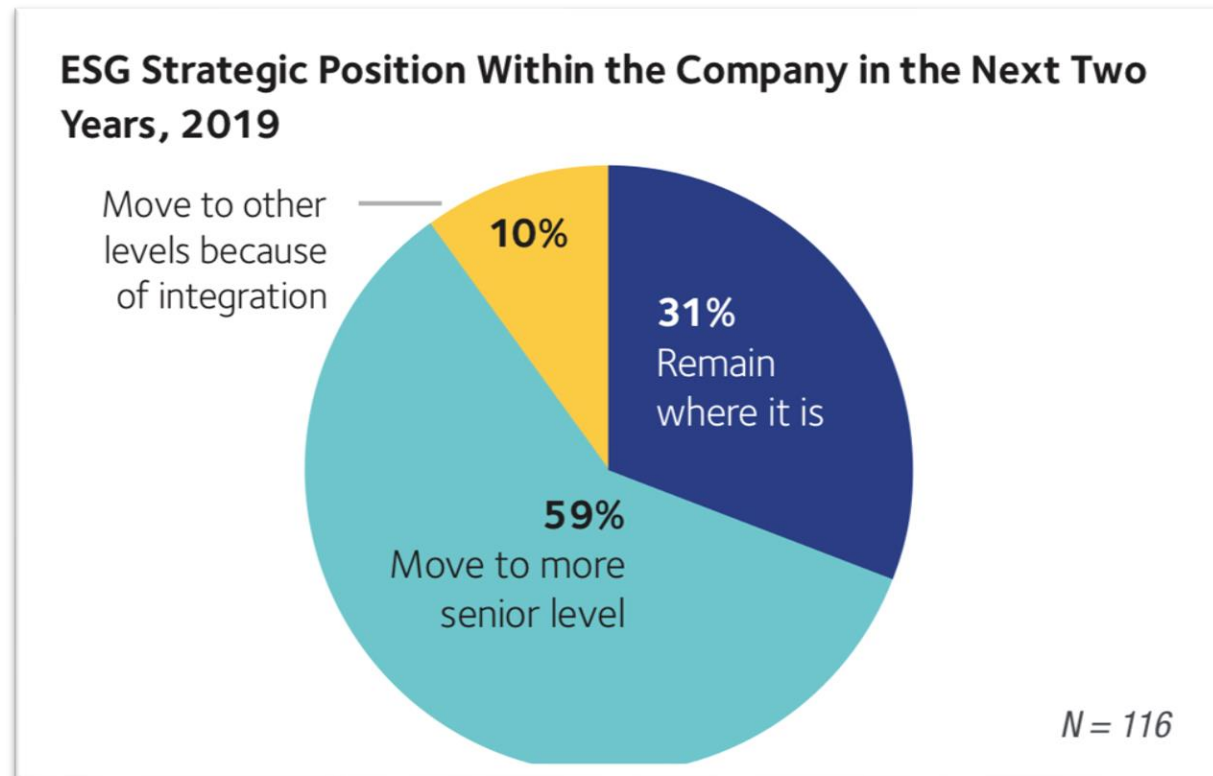


N = 116

ESG Strategic Position Prediction

The majority of companies predicted ESG strategy will be moving to more senior levels over the next two years.

59%



ESG Metrics and Performance Indicators

ESG Metrics Integrated into Performance Indicators for Staff, 2019



N = 116

Across companies, incentives are changing. A large majority,

**7 out
of 10**

of companies disclosed ESG metrics as being integrated into performance (and remuneration) indicators for many or some staff companywide.

ESG Staff Integration

Most global companies have teams working together on the “S” and “E” issues in a structured, organizational way.

57% of corporate leaders work jointly or semi-jointly on social and environmental issues in a formal capacity.

“S” and “E” Staff Integration Within Companies, 2019

7%
Somewhat
separately



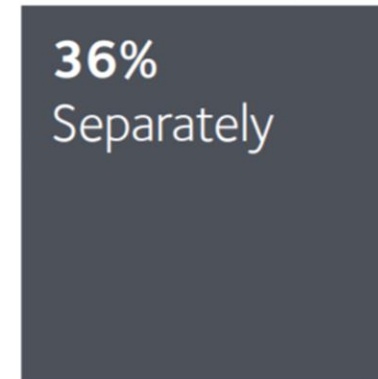
29%
Jointly



28%
Somewhat
jointly



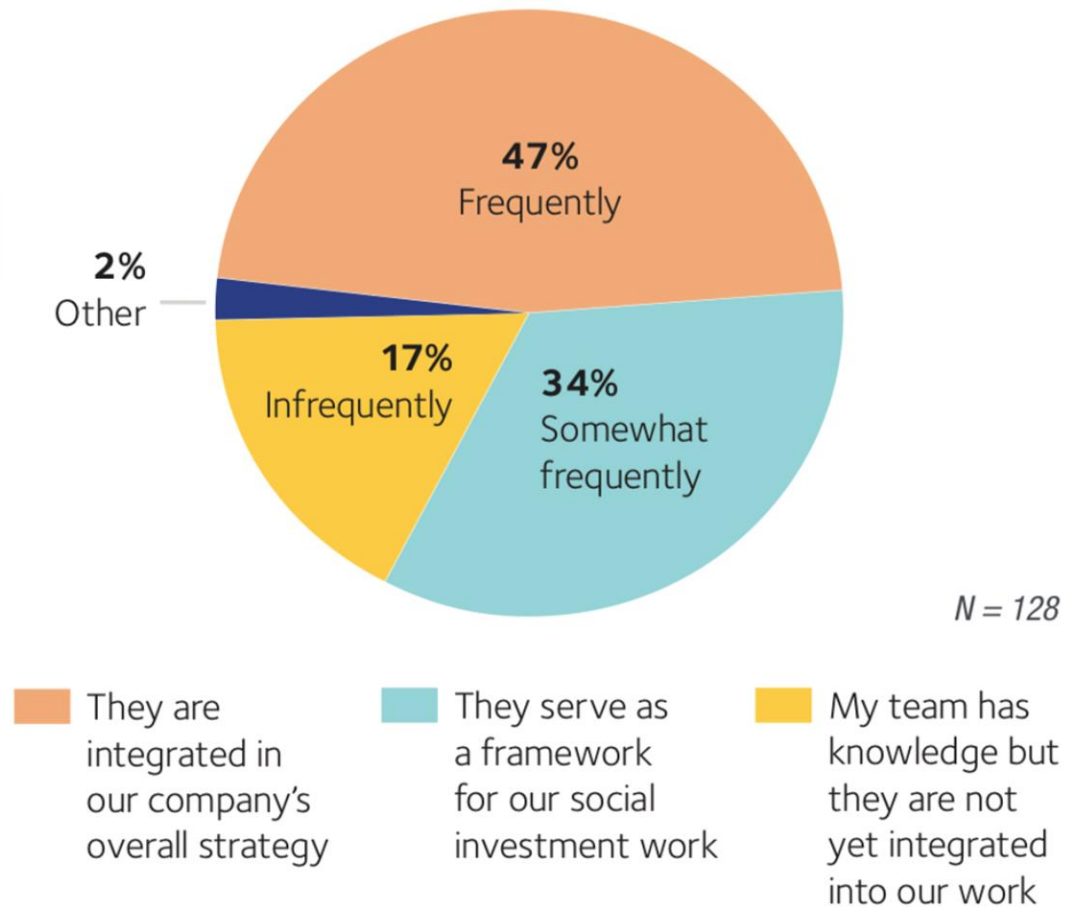
36%
Separately



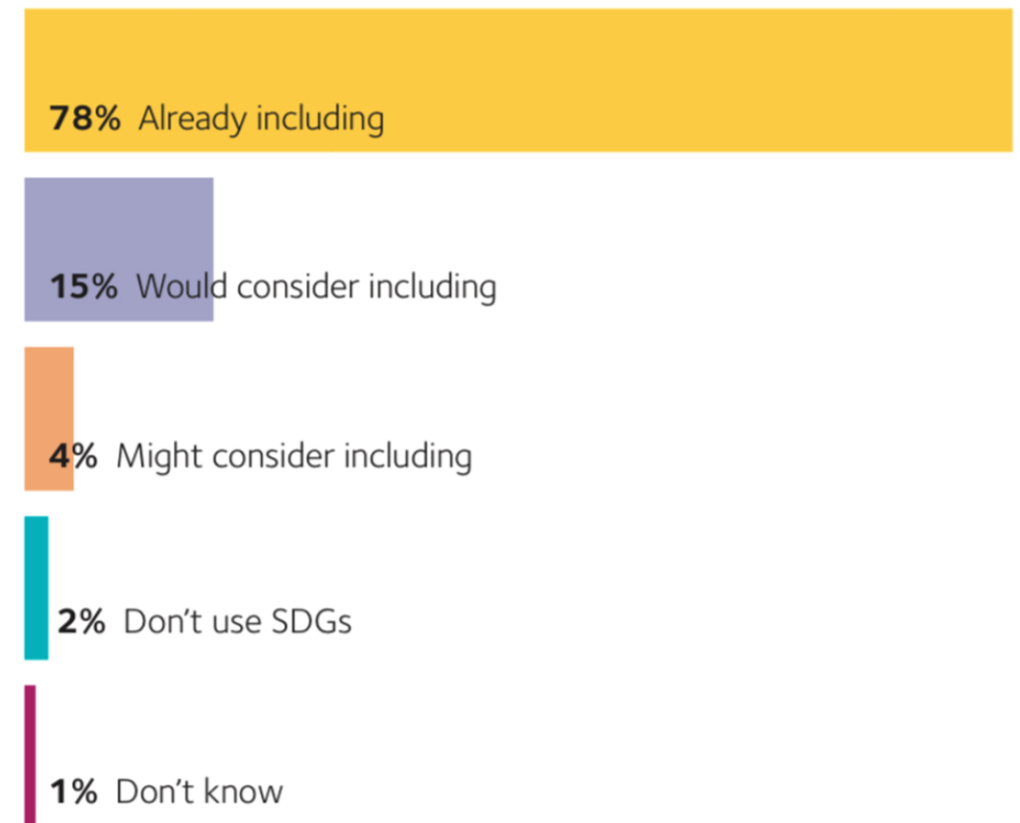
N = 120

Sustainable Development Goals (SDGs)

How SDGs are Integrated in the Department/Company, 2019



Companies Considering Including SDGs in Executive Level Materials, 2019





Landscape of ESG Metrics: Regulatory & Reporting Examples

SEC Mandate on Human Capital Disclosures (May 2021)

The final rule does not define “human capital” or specific metrics, but does offer examples of topics that may be material:

- **Training**
- **Recruiting**
- **Retention**

Compliance Experts Advice:

- Consider overlap and consistency with ESG disclosure in the proxy statement and any other sustainability messaging outside/beyond 10-K
- Avoid boilerplate language
- Recommended topics:
 - Diversity
 - Health and safety

Sources:

Securities and Exchange Commission [Final Rule: Modernization of Regulation S-K Items 101, 103, and 105](#)

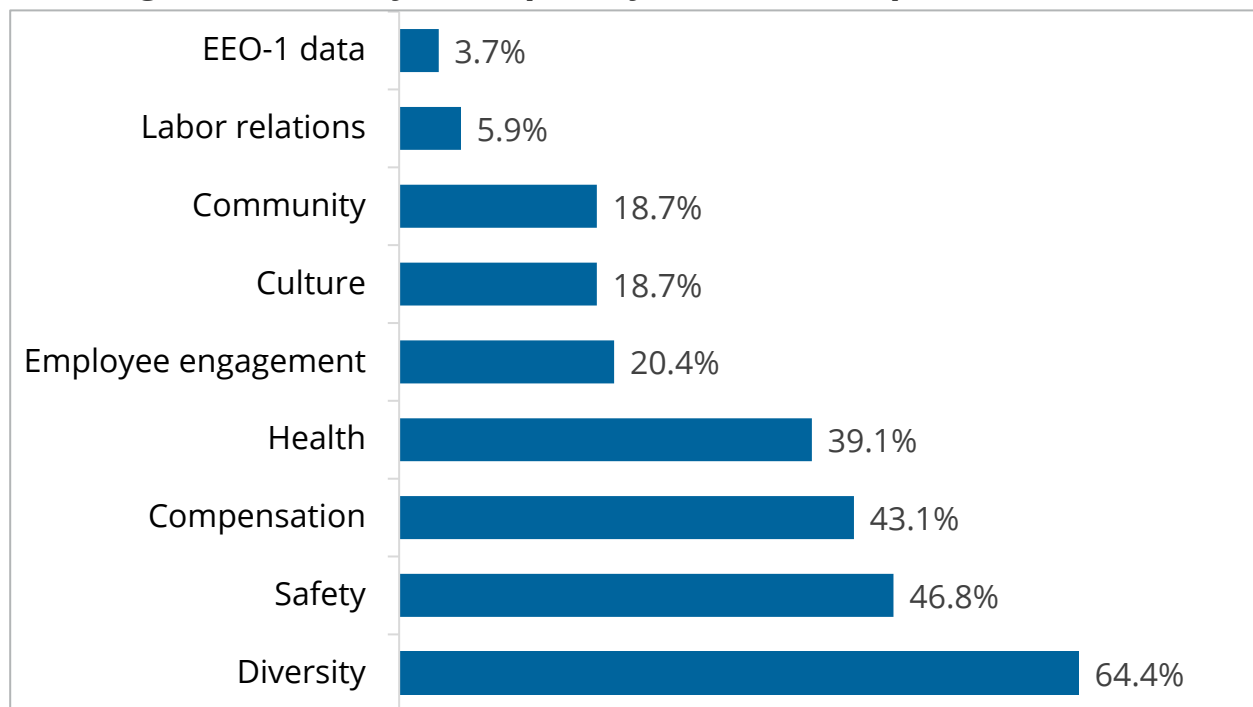
Securities and Exchange Commission [Final Rule: Modernization of Regulation S-K Items 101, 103, and 105](#)

PwC [New Human Capital Disclosure Rules: Getting Your Company Ready](#) (October 2020, updated April 2021)

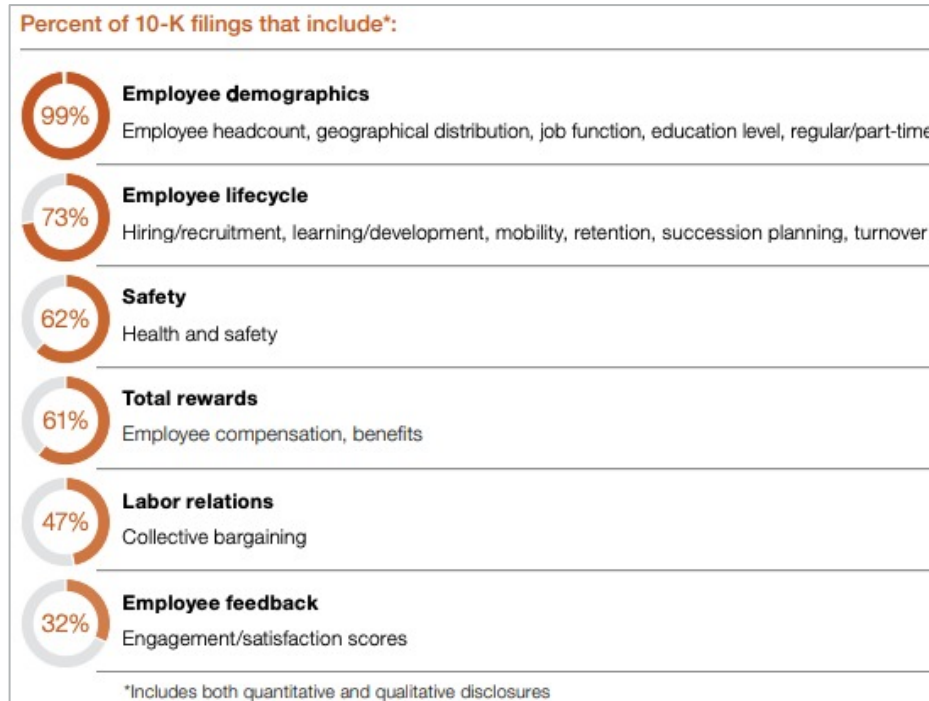
Weil [Audit Committee Update: 21 Financial Reporting Disclosure & Control Tips for 2021](#) (January 22, 2021)

Emerging Trends In Reporting “Human Capital”

Intelligize 10-K analysis: Explicitly discussed topics (n=427)



PwC 10-K analysis (n=2,000)



Nasdaq's Diversity Rule (August 2021)

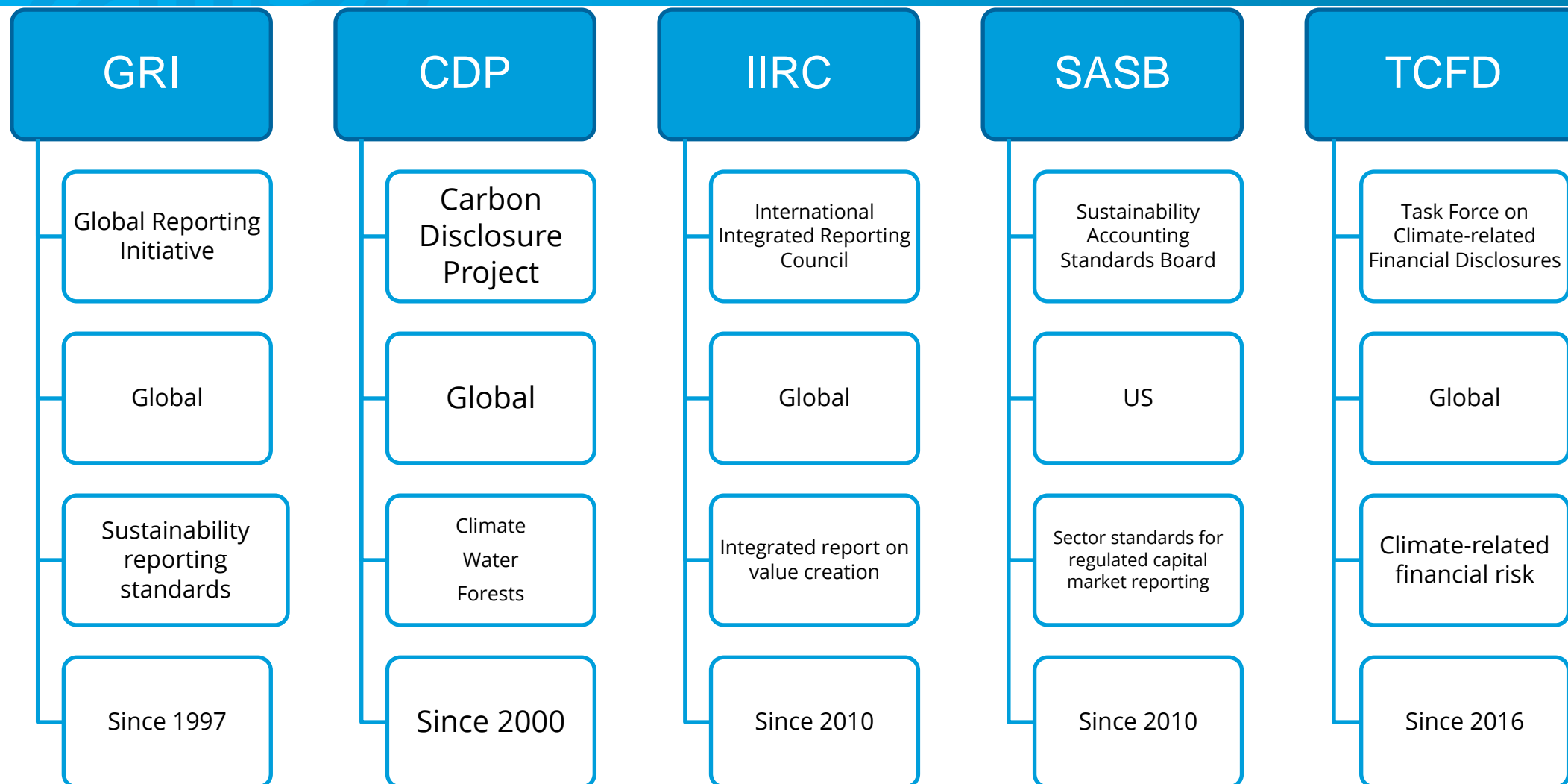
Approved by SEC in August 2021, it allows Nasdaq to enact a “comply or explain” board diversity requirement for its listed companies. The objective is to increase the number of directors who are women, people of color, and members of the LGBTQ+ community:

- Listed companies must disclose the diversity characteristics of their board members
- Have at least one woman or underrepresented minority as a director
- If a company does not meet that minimum, it must explain why

Big 5 Reporting Standards



In June 2021, IIRC & SASB merged to become Value Reporting Foundation



ESG Ratings

There are many companies that rate and rank companies based on ESG factors. If you seek to look at a short list of those with the greatest market share, here are eight* in alphabetical order:

- Bloomberg ESG Data Services
- Corporate Knights Global 100
- Dow Jones Sustainability Index (DJSI)
- Institutional Shareholder Services (ISS)
- MSCI ESG Research
- RepRisk
- Sustainalytics Company ESG Reports
- Thomson Reuters ESG Research

* This is the list used by an article posted in Harvard Law School Forum on Corporate Governance, July 2017, accessed online at <https://corpgov.law.harvard.edu/2017/07/27/esg-reports-and-ratings-what-they-are-why-they-matter/> in August 2020

CECP Point of View

Reporting standards provide companies **guidance**; *they are a reference point, not a recipe.*

This applies to even the most commonly referenced standards such as GRI.* Rather than endorsing a single reporting standard for all companies, CECP encourages you to use what works best for your company. Ask yourself:

- What meets my **organization's needs & objectives**?
- What meets my **key stakeholders' needs & objectives**?



CECP's CEO Investor Forum guidance on how to effectively share Long-Term Plans with an investor audience recommends the standards of the **Sustainability Accounting Standards Board (SASB)** because they helpfully integrate into existing required filings and pinpoint issues that are likely to be material to investors in a range of industries. Though created in the US, the handful of issues that meet the threshold of financial materiality do not tend to vary drastically from one market to the next and can be complemented with unique local issues.

Start with your company's **existing metrics and data** and enhance them with **pertinent metrics in reporting standards**.

*Among the largest 250 companies in the world by revenue, 75% use the GRI standards. Source: KPMG's [Survey of Corporate Responsibility Reporting 2017](#).



Deeper Dive: Social Metrics in ESG Landscape



CECP

2020 EDITION

INVESTING IN SOCIETY

Investing in Society is the authoritative source to assess the corporate sector's progress toward being increasingly purpose and stakeholder driven. CECP's assessment combines rigorous analysis with research, trends, and cases from the ESG landscape, examined through the lens of CECP's engagements with more than 200 of the world's leading companies. *Investing in Society* organizes its insights as a company might in its own scorecard: Priorities, Performance, People, Planet, and Policies (the five "Ps" framework). *Investing in Society* is the must-read digest for the state of corporate purpose.

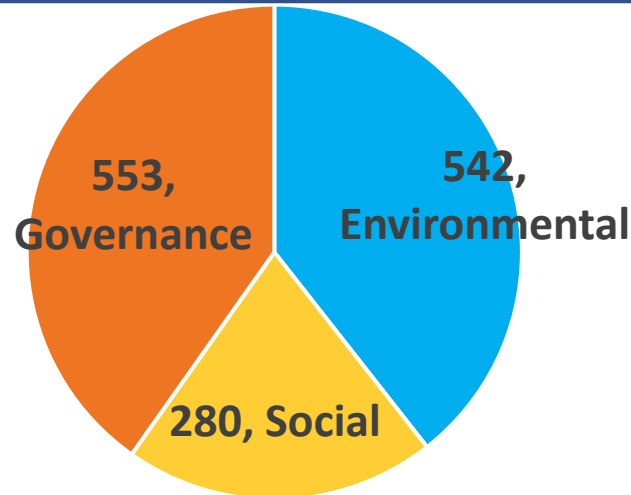
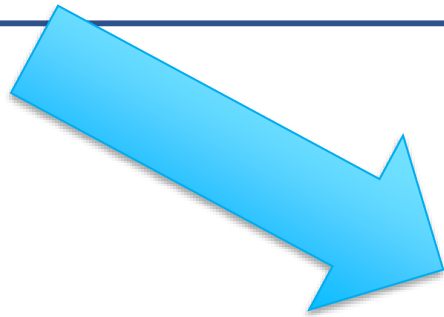
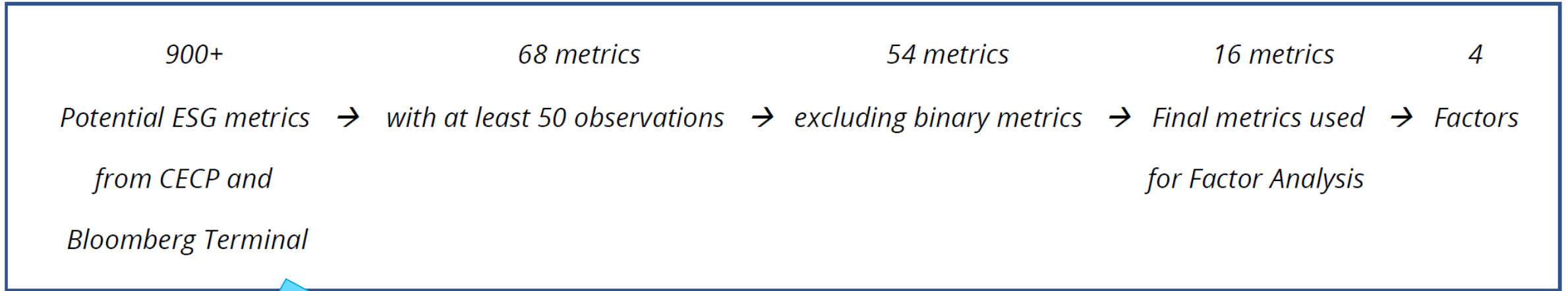
"Investing in Society provides a quantitative and qualitative examination into the current state of corporate purpose."

Kari Niedfeldt-Thomas,
Managing Director, CECP

www.cecp.co/iis

Investing in Society Highlights

Investing in Society: Factor Analysis Process



There are 2x as many "E" and "G" metrics as there as "S" metrics

Commonly Reported Social Metrics (IIS Report Analysis)

Main Category	Field Category	Metric	Binary Metric	Remaining Metric	Final Metrics Used for Factor Analysis
ESG	Social	Community Spending	No	Yes	
ESG	Social	% Women in Workforce	No	Yes	Yes ✓
ESG	Social	Total Community Investment	No	Yes	
ESG	Social	Employee Engagement	No	Yes	
ESG	Social	Social Supply Chain Management	Yes		
ESG	Social	Employee Turnover %	No	Yes	
ESG	Social	Number of Customer Complaints	No	Yes	
ESG	Social	Training Spending per Employee	No	Yes	
ESG	Social	Training Policy	Yes		
ESG	Social	Employee CSR Training	Yes		
ESG	Social	% Suppliers Audited	No	Yes	
ESG	Social	% Employees Unionized	No	Yes	Yes ✓
ESG	Social	% Women in Management	No	Yes	
ESG	Social	% Minorities in Management	No	Yes	
ESG	Social	% Minorities in Workforce	No	Yes	
ESG	Social	% Disabled in Workforce	No	Yes	
ESG	Social	Workforce Accidents - Employees	No	Yes	
ESG	Social	Fair Remuneration Policy	No	Yes	

Source: Bloomberg ESG Database, Analysis: CECP. Sample: Fortune 1000 + 400 international companies

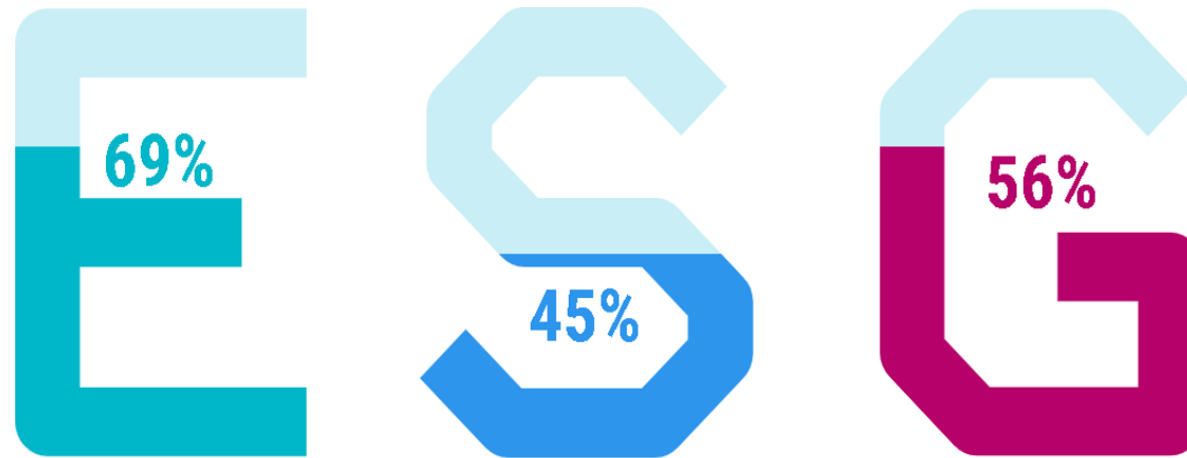
Commonly Reported Social Metrics

Most Commonly Reported Social Metrics	Median or % Reporting, FY19 F500	% of F500 Disclosing/ Reporting
EMPLOYEE_CSR_TRAINING	19.66%	36%
FAIR_REMUNERATION_POLICY	4.57%	35%
QUALITY_ASSURANCE_AND_RECALL_POL	31.43%	35%
GENDER_PAY_GAP_BREAKOUT	22.99%	35%
SOCIAL_DISCLOSURE_SCORE	36.84	29%
PCT_WOMEN_EMPLOYEES	36.00	26%
PCT_EMPLOYEES_UNIONIZED	20.64	21%
COMMUNITY_SPENDING	14.00	16%
COMMUNITY_SPEND_PCT_EQUITY	0.12	15%
PCT_WOMEN_IN_MID_AND_OTHER_MGMT	35.00	15%
TOTAL_RECORDABLE_INCIDENT_RATE	0.70	15%
PCT_WOMEN_MGT	29.50	15%
WOMEN_MANAGEMENT_TO_EMPL_RATIO	0.79	14%
ANTI_COMPETITION_POLICY	86.76%	14%
TOT_HRS_SPENT_BY_FIRM_EMP_TRAIN	477600.00	13%

Source: Bloomberg ESG Database, Analysis: CECP. Sample: Fortune 500 companies.

ESG Performance

PERCENTAGE OF COMPANIES WITH POSITIVE PERFORMANCE ON EACH FACTOR, 2019



Highest Correlation
among variables:

Environmental Footprint

- Greenhouse Gas Emissions
- Energy Consumption
- Electricity Used

Diversity and Inclusion

- % Women in Workforce
- % Women on Boards

Transparency

- % of Independent Directors on Compensation Committees
- Size of compensation Committee
- # of Compensation Committee Meetings

Source: Bloomberg ESG Database, Analysis: CECF. Sample: Fortune 1000 + 400 international companies

Previous and Current TSI Research



> What Counts: The S in ESG (Feb 2017): Developed the concept of TSI for the first time



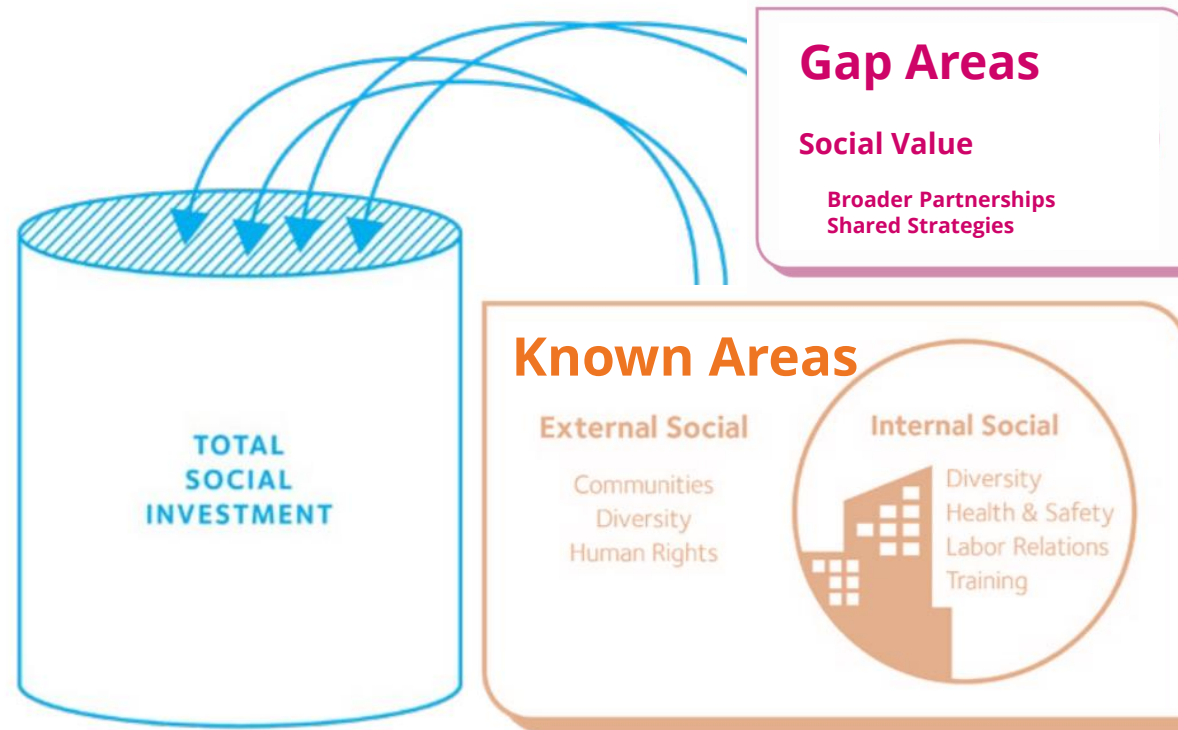
> What Counts: The S in ESG New Conclusions (Apr 2018)



> Investing in Society (2021)

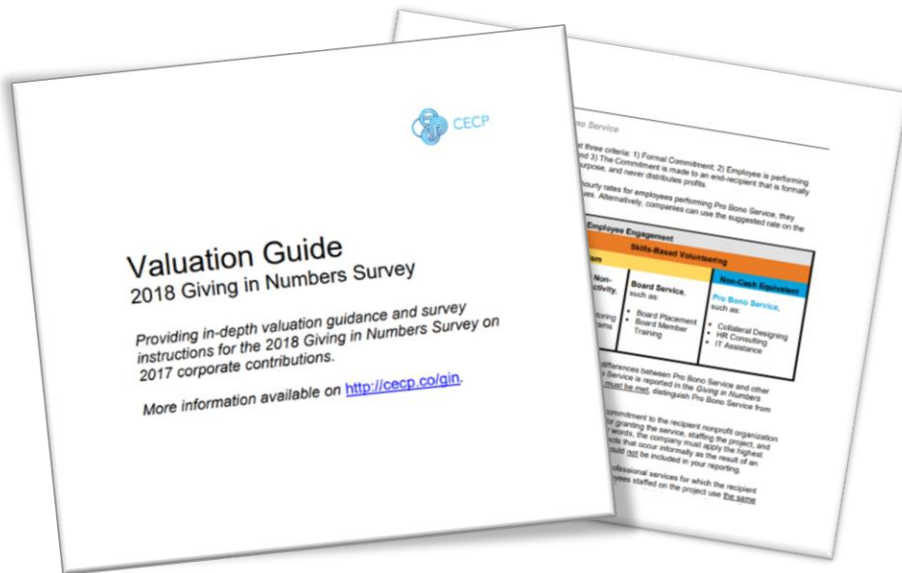
Total Social Investment (TSI) is...

Total Social Investment (\$)
is a metric that sums up a company's resource allocations to "S" in ESG efforts.



Closer Look: Social Value

Broader Partnerships



1 Growing in terms of what is contributed

Adjustments to “fair market value” valuation

2 Growing in terms of partners

Partnership and initiative parameters

3 Growing in terms of financial transaction type

Address balance sheet concern

Closer Look: Social Value

Shared Strategies: Decision Tree

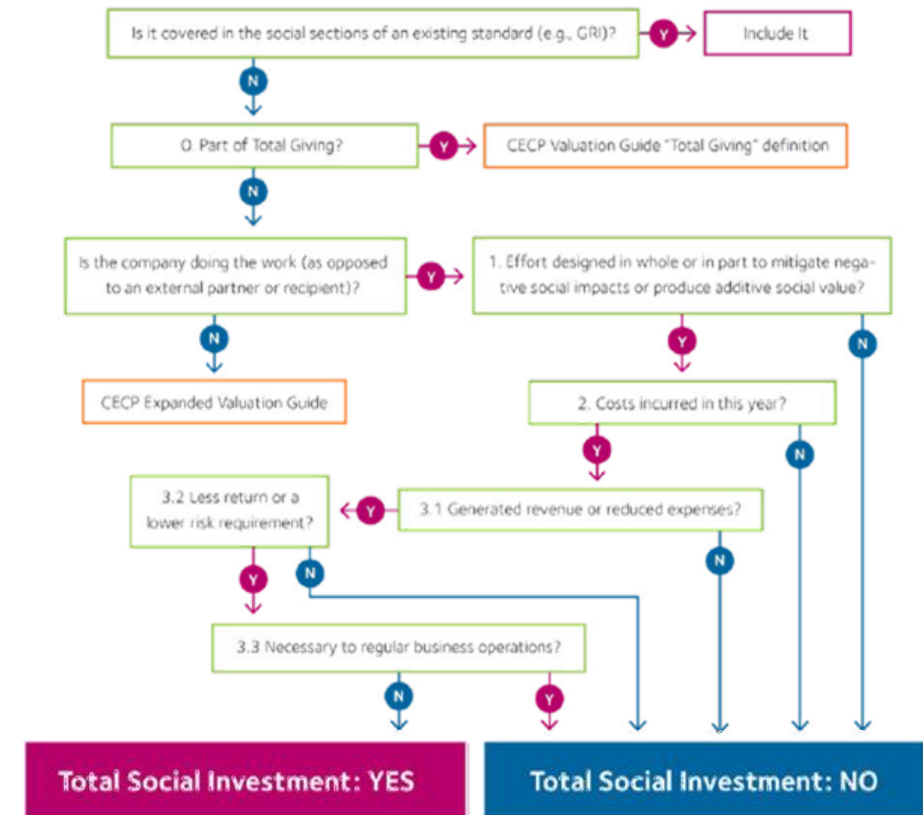
Baseline Assumptions Behind a Total Social Investment Effort

Companies' Stakeholders
Defined

Critical Issues
Identified

Long-Term Business
Strategies Set

Internally a company would count an effort as a social investment.
Would the industry include the effort in Total Social?



New Giving in Numbers Survey Question

VII. THE 'S' IN ESG: TOTAL SOCIAL INVESTMENT

VII. The S in ESG: Total Social Investment



Total Social Investment sums up all resources (operational expenses, staff time, and more) the company used for the “S” in ESG efforts. One component of that is Social Value. Social Value is defined as innovation and unique efforts outside the definitions of Community Investment. Examples of these are socially-driven internships, donation of digital assets, and much more.

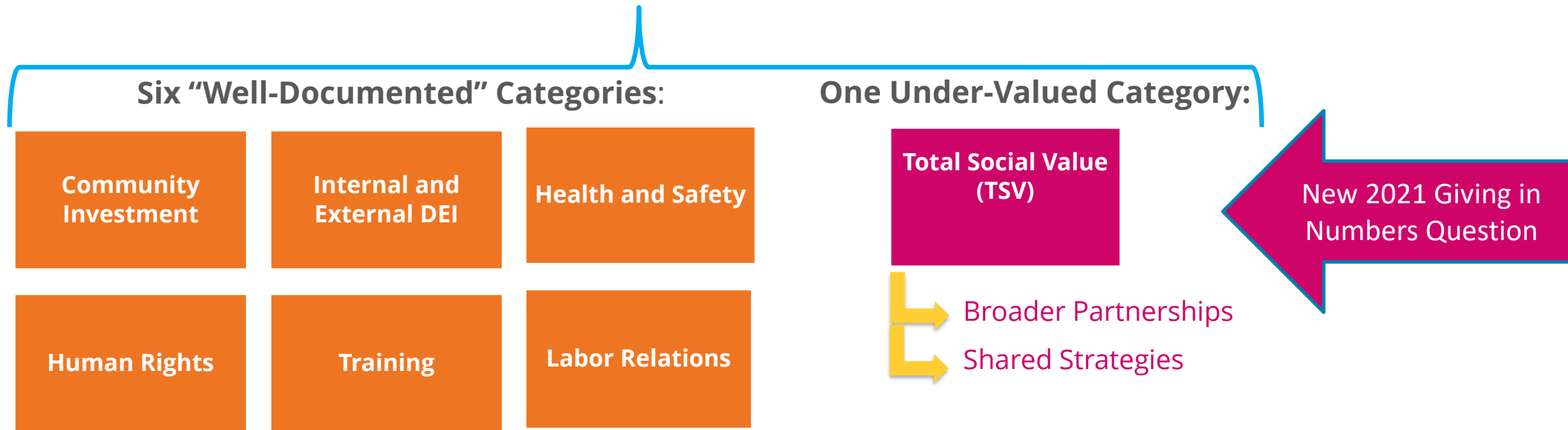
For more guidance on Total Social Investment and Social Value, please refer to the [Valuation Guide](#) pages 27-33.

Please provide your company's total Social Value efforts for FY2020 (\$USD):

Firs Reporting of Monetary Value of TSV

TOTAL SOCIAL INVESTMENT (TSI):

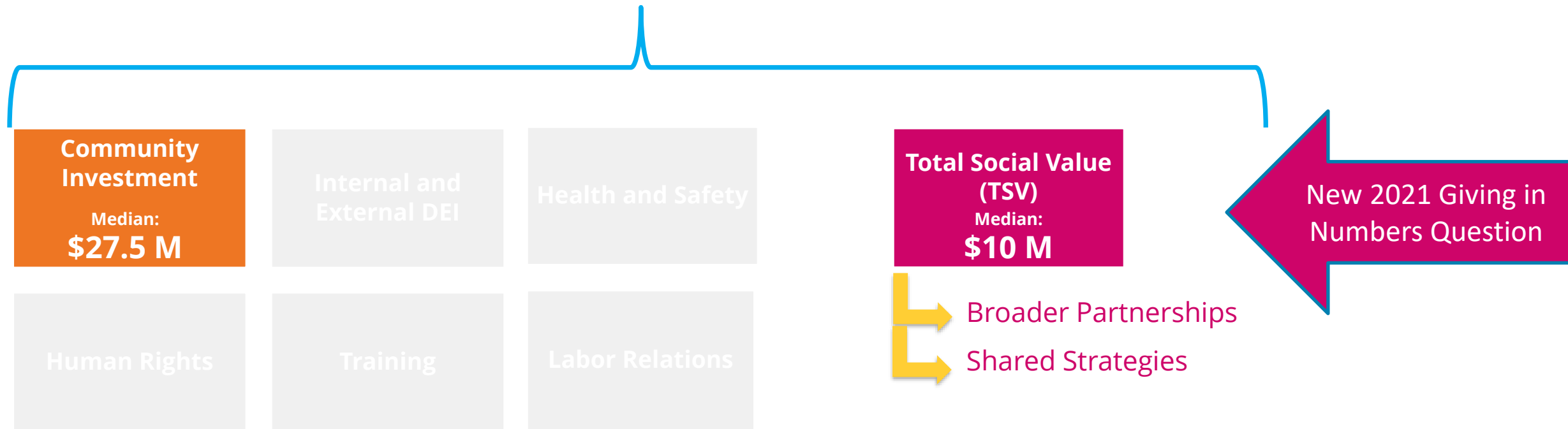
Summation of “S” in ESG efforts.



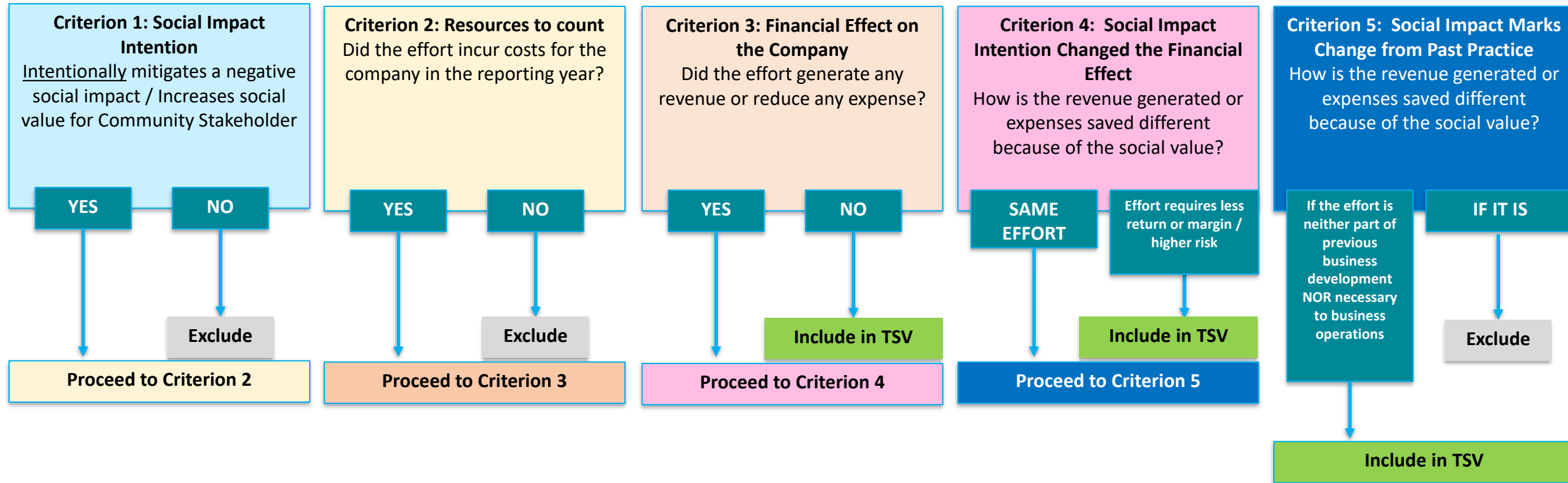
Firs Reporting of Monetary Value of TSV

TOTAL SOCIAL INVESTMENT (TSI):

Summation of “S” in ESG efforts.



Criteria to Decide What to Include as TSV



Counting TSV: Three Methods



Cost

Requires one of the following used:

- Staff time
- Materials
- Distribution
- R&D expenses



Standardized

Method 1: FMV
(or 40% FMV)

Method 2: 40%
of discounted
FMV

Method 3: 20%
of foregone
revenue



Customized

Complex
calculations
when you have
adequate data
and/or intend to
reuse the
calculation

Documentation
is key!

TSV Examples

What Counts

- Donating products to an individual person
- Developing a new product aimed at helping a marginalized community
- An internship program for low-income youth

What Doesn't

- An initiative already accounted for in your total community investment \$
- CEO signing onto an accord or alliance that has no financial impact on the company
- Finding out that your product has unintentionally been helpful connecting sick people to care

Company Examples



Medtronic



REGENERON

- [Dow: convert manufacturing to produce hand sanitizer. Dow doesn't sell this but had much of required raw materials. Designated locations at full production would produce 880,000 8 oz. bottles](#)
- [Medtronic: Publicly shared design specifications for PB560 ventilator, 100,000 registrations for the information.](#)
- [Walmart: Special cash bonus, \\$365M in April 2020. Second special cash bonus, \\$390M in May 2020 for hourly associates](#)
- [Allstate: Shelter-in-Place Payback – 15% based on monthly insurance costs](#)
- [DTE Energy: 51,000 tablets and internet access provided to students \(collaborative efforts with multiple partners and Detroit Public School Community District \)](#)
- [3M: Shifted to maximum production capacity of N95 masks, did not raise price, and conducted efforts to monitor pricing of suppliers](#)
- [CVS: waived charges for medication home delivery during the pandemic. Also, waived co-pays for telemedicine visits for the next 90 days, and dedicated parking lot for coronavirus testing](#)
- [Regeneron: Industrial Operations and Product Supply \(IOPS\) team is assisting New York State by making and donating viral transport media \(VTM\), a critical component of COVID-19 testing kits that has been in short supply: 500,000 total VTM kits to New York State, an approximately \\$1 million in-kind contribution](#)

The background features a solid blue color with a large, faint, light-blue graphic. This graphic consists of several overlapping circles of varying sizes. In the center of these circles is a target symbol, represented by concentric circles and a vertical line through the middle, resembling a crosshair or a bullseye.

Building a Social Investments Scorecard to Align With Social Metrics

Best Practices for Measurement

- Define targeted stakeholders
- Set SMART goals with time horizon
- Define action standards
- Prioritize metrics to a vital few
- Transparently report on progress
(*e.g.*, scorecard, sustainability report)

SMART Goals

(Specific, Measurable, Actionable, Resourced, Timebound)

Johnson & Johnson

- + Exceeded
- ✓ Achieved
- ✓ On track: expected to meet the Goal by 2020
- 🕒 In progress: so far progressing more slowly than expected; plans are in place to meet the Goal by 2020
- ⊖ Off track: not progressing as expected; currently at risk of not meeting the Goal by 2020

ASPIRATION	5-YEAR TARGET (2016-2020)	PROGRESS FOR 2016-2019† Implementation years
2. Women's & Children's Health: A world where every woman and child survives and has the opportunity for a healthy future.	60 million women and children will have received support and tools to enable a healthy future.	40.6 million women and children (68% of overall goal achieved) ⊖ Off track



By 2030, 50% of our global workforce and 40% of our global people leaders will be women

We have also set specific goals around cultivating inclusion that are grounded in real action:

- By 2030, 25% of our U.S. workforce and 15% of our U.S. people leaders will be Black/African American and Hispanic/Latino minorities
- Each year through 2030, 90% of our employees will rate their job as meaningful
- By 2030, 50% of our employees will participate in Employee Resource Groups to drive social impact
- Each year through 2030, 75% of our employees will believe their leader is inspiring
- By 2030, 95% of our employees will participate in annual foundational learning on key topics such as unconscious bias, harassment, microaggression and privilege
- Each year through 2030, 50% of the people empowered by our social and education initiatives will be girls, women or underrepresented groups

Prioritize Metrics Through A Scorecard









Culture, Diversity & Inclusion scorecard

The Culture, Diversity & Inclusion (CDI) scorecard, introduced in 2016, provides senior Walmart leadership with reoccurring updates on representation and movement (hires, promotions, turnover) of women and people of color at the officer level. A report is provided monthly to the President and CEO and quarterly to the Compensation, Management and Development Committee (CMDC) of the Board of Directors of Walmart Inc. Building on the scorecard, our CDI dashboards equip senior leaders with data and insights about the diversity within their business units. Leaders receive training on how to use the dashboard to create action plans for their teams.

Please see the [Board of Directors](#)  section of this report for information on board diversity.



Category	Goal statement	Results	Progress indicator
Diversity and inclusion			
Products and services	Invest in emerging technologies and innovative solutions to meet changing customer preferences ⁵	Wells Fargo launched or announced several products and services to help both commercial and consumer customers better manage their money and initiate payments in a simpler and faster way (2019).	Ongoing 
	Enhance human rights risk management and reporting	Wells Fargo enhanced human rights due diligence and started to roll out specific human rights training, with a focus on addressing modern slavery risks (2019) and adverse impacts to Indigenous Peoples (2020).	Ongoing 
Philanthropy	Provide \$100 million to increase our overall giving to critical social needs ⁵	More than \$143.4 million allocated to support critical social needs including advancing social inclusion, increasing financial capability of diverse consumers, and developing women and diverse leaders (since Jan. 1, 2016)	Achieved 
	Achieve 8.5 million employee volunteer hours with 40% employee participation ⁵	Nearly 7.7 million volunteer hours (since 2016) and 37.8% employee participation in volunteer activities (2019)	On track to be met 
Culture and business practices	Increase participation in employee resource groups by 30% ⁵	33% increase in membership rate in Wells Fargo employee resource groups (from 2016 to 2019)	Achieved 
	Strive to increase our veteran employee population to 20,000 ⁵	More than 8,800 veteran employees work at Wells Fargo (as of Dec. 31, 2019) Wells Fargo is a military-friendly employer that recognizes veterans and service members for their leadership, discipline, experience, and skills. We are committed to increasing the company's veteran employee population further.	Steady progress, goal unlikely to be met by end of calendar year 2020 

Stakeholder Scorecard Analysis

Performance snapshot of Fortune® companies

Performance (Financial)	FY2017	FY2019	Favorable Delta Δ in green	
Revenues (Median, in US\$ Billions)	11.3	12.7	12.2%	Mixed Financial Performance
EBITDA (Median, in US\$ Billions)	2.0	2.4	20.2%	
EBITDA to Revenue (Median, Ratio)	15.5	16.9	8.8%	
ENTERPRISE VALUE/EBITDA (Median, %)	10.7	10.7	0.0 pp	
Return on Invested Capital (Median, %)	8.6	8.7	+0.3 pp	
Market Capitalization (Median, in US\$ Billions)	19.4	19.0	-1.8%	
Planet (Resource Use)	FY2017	FY2019	Favorable Delta Δ in green	
Greenhouse Gas Emissions (Median, in Millions of Metric Tons)	0.9	0.9	-4.0%	Positive reinforcement of environmental policies is paying off
Water Use (Median, in Millions of Cubic Meters)	5.4	5.7	4.4%	
Offers Water Policy (%)	58.1	66.9	+8.7 pp	
Recycled Waste (Median, in Thousands of Metric Tons)	38.4	44.9	16.8%	
Offers Waste Reduction Policy (%)	68.0	74.0	+5.9 pp	
People (Employees, Communities)	FY2017	FY2019	Favorable Delta Δ in green	
Number of Employees (Median, in Thousands)	24.6	26.0	5.3%	Societal investments increased along with employees' contributions to society
Volunteered Hours (Median, in Thousands)	82.7	99.5	20.3%	
Employee Turnover (Average, %)	12.9	12.7	-0.3 pp	
Total Community Investment (Median, in US\$ Millions)	31.2	35.3	13.1%	
Community Spending (Median, in US\$ Millions)	11.7	13.1	12.0%	
Women in Workforce (Median, %)	31.0	31.6	0.6 pp	
Policies (Governance)	FY2017	FY2019	Favorable Delta Δ in green	
Taxes Paid in Cash (Median, in US\$ Millions)	214.0	204.1	-5%	More representation and accountability among F500 companies
CSR/Sustainability Committee (%)	35.1	49.2	+14.1 pp	
Women on Boards (Median, %)	22.2	25.0	+2.8 pp	
Social Supply Chain Risk Management (%)	72.5	81.3	+8.8 pp	
ESG Linked to Bonus (%)	25.7	27.3	+1.6 pp	
ESG Disclosure Score (Median, scale 0 to 10)	34.3	35.9	5%	

Notes and Methodology:

CECP Scorecard

Can be found here:

<https://cecp.co/wp-content/uploads/2021/02/Stakeholder-Scorecard-11.18.20.pdf>

Open Discussion

- What **social metrics** has your company included in its company scorecard?
- Are there **new social metrics** that your company should consider measuring?
- What are the **most commonly requested social metrics or data** from external teams?
- What is **one thing** you can do or **have already implemented** from this community into your current measurement efforts?



Closing

Strategic Advisement Consulting Hours

Reminder: Each participating company receives **8 hours of virtual strategic advisement consulting hours** with CECP to assess current approach and provide customized recommendations. Please let us know by August 31, 2021, on your interest in scheduling more meetings.

Examples of how CECP will work with you:

- Assess and refine specific metrics and KPIs
- Provide feedback on strategic scorecard for social investment
- Review grantee application: survey and metric identification, collection process
- Review of strategic plan's measurement
- Analyze company and/or foundation logic model, impact, and other measurement systems, tools, processes, and insights

Thank you!

The CECF Team is here to continue supporting and partnering with you on your journey of social investment measurement

Jinny Jeong, jjeong@cecp.co
Kari Niedfeldt-Thomas, kniedfeldt-thomas@cecp.co
Insights team, insights@cecp.co