
Route to impact – best practice measurement

Advantage Austria event

14 May 2018



Agenda

1. Introduction
2. Measurement context
3. The LBG Framework
4. Impact measurement: why bother?
5. The Future
6. Bringing it all together
7. Company examples
8. Discussion

Corporate Citizenship – Fast facts

- Global management consultancy specialising in sustainability and corporate responsibility.
- Established in 1997.
- Teams based in London, Melbourne, New York, San Francisco, Santiago and Singapore.
- Advise Fortune 1000 and 50% of FTSE 100 companies, whilst also working with small- to medium- sized companies
- Published more than 40 thought leadership papers and regularly host events, webinars and seminars.
- Publish Corporate Citizenship Briefing and provide daily news and monthly analysis on sustainable and responsible business.
- Founder and manager of LBG.



LBG Fast Facts: the LBG Framework

LBG Framework

- Global standard for community investment
- Created in 1994
- Established by six pioneers to find a consistent way to measure community investment



LBG Fast Facts: the LBG Network

Forum of hundreds of companies around the world

Companies get access to:

- Access to **impact** measurement tools
- Connect with more than **150 businesses** across the world in **15 sectors**
- Learn about best practice in **events, webinars** and **workshops**
- **Benchmark** results with other businesses to see how much and where others invest and create an impact
- Use the LBG online data collection system



Deutsche Bank



The Measurement Context

About measurement

“I have been struck again and again by how important **measurement** is to improving the human condition...

You can achieve amazing progress if you set a clear goal and find a measure that will drive progress toward that goal”

Bill Gates, 2013



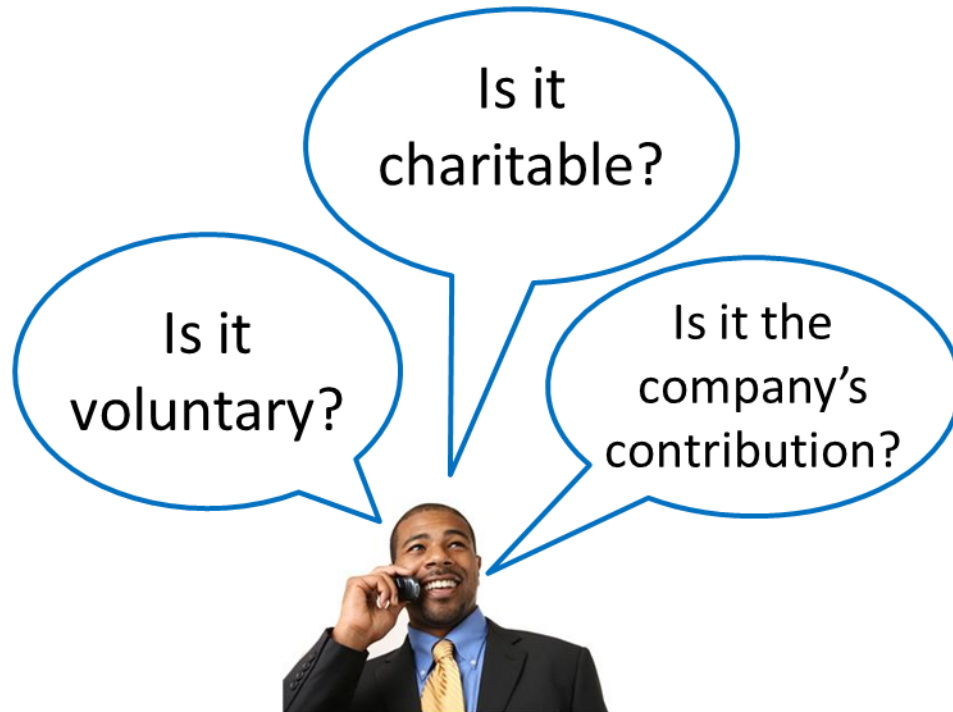
Why measure corporate community investment?



The LBG Framework

But first. What counts?

Corporate Community Investment (CCI) = companies' voluntary contributions to communities



The LBG Framework



Inputs: What's Contributed?

Four types of contributions.

Contributions are valued as a *cost* to the business.

Cash



- Direct donations/grants
- Social sponsorship of events
- Matching employee giving
- Expenses of employee involvement

Time



Must be in company time

- Employee volunteering
- Secondments
- Active participation in fundraising

In kind



Valued at cost

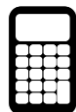
- Product gifts from inventory
- Meeting rooms, office space
- Media/advertising
- Pro bono activity

Management costs



- Community affairs staff
- Running costs
- Consultancy support
- Costs communicating to key audiences e.g. NGOs, employees

Outputs: What happens?



Measuring outputs involves **counting what happened as a result of your contributions.**

Community

Reached 1,200 pupils with CV writing skills

Provided 50,000 vaccines

Invested in 50 social enterprises

Business

25% of employees fundraised

10,000 customers reached

10 pieces of media coverage

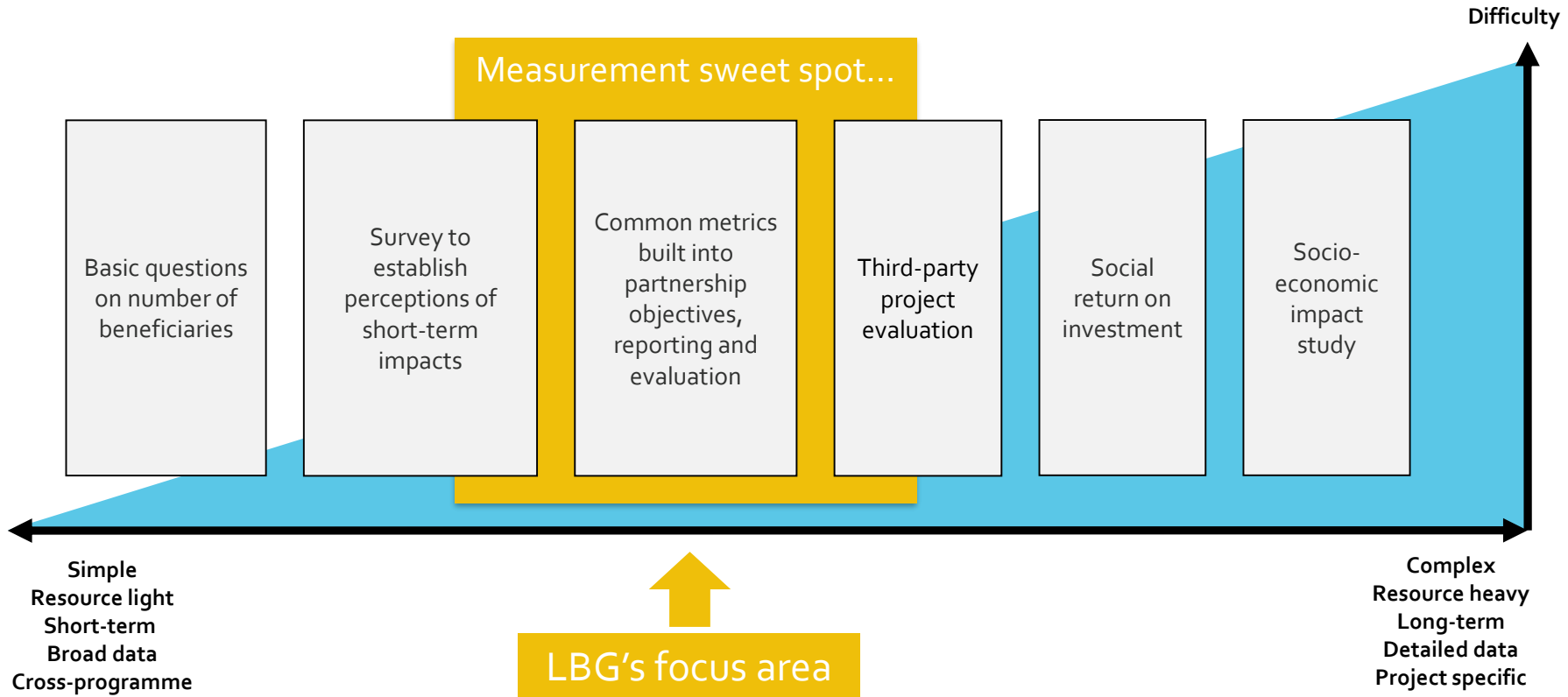
Stakeholder contributions

\$100,000 donated via payroll giving

\$4 million donated by customers

8,000 hours volunteered by employees in own time

Approaches to impact measurement



Areas of impacts

Different projects can produce results in related areas, so it is possible to manage type of impact areas projects.



Community Impacts

Business Impacts

Environment

People

Organisations

Employees

Business

On people i: Type of impact

- Behaviour change
- Skills development
- Quality of life/well-being

On people ii: Depth of impact

- Made a connection
- Made an improvement
- Made a transformation

- Improved or new services
- Reached more people or spent more time with clients
- Improved management processes
- Increased their profile
- Taken on more staff or volunteers

- Job-related skills
- Personal well-being
- Behaviour change

- Human resource benefits
- Stakeholder relations / perceptions
- Business generated
- Operational improvement delivered
- Uplift in brand awareness

- Impact on the environment
- Impact on environmental behaviour

Type of impact

Behaviour change

e.g. 800 students improved **self-efficacy** & **attitude** to learning

Skills development

e.g. 1,000 students have greater **knowledge** about top universities

Quality of life

e.g. 500 students have improved quality of life through access to **tutoring** for school

Depth of impact

Assessing the degree to which beneficiaries are better off as a result of an activity.

Made a connection: limited change as the result of an activity (e.g. having better awareness of an issue)

Made an improvement: substantive improvement in their lives (e.g. actively addressing an issue).

Made a transformation: enduring changes in circumstances as a result of the improvements made (e.g. getting a job).

**A programme
to get
disadvantaged
young people
into
university.**

Greater **motivation** to apply to top universities than they had before the programme.

Students have **higher grades** in GCSE and A-level exams than similar peers

Students **progress to a top university** at higher rates than similar peers

LBG resources

Help and Guidance

**LBG tools can help you
with your impact
measurement**

LBG impact toolkit:

- **Mapping impact toolkit:** helps map areas of actual/potential impact.
- **Impact assessment templates:** questionnaire templates for assessing impact on individuals, organisations and employee volunteers.
- **Project assessment sheet:** tool for use with community partners to aid data collection in line with the LBG Framework.

Impact measurement: why bother?

A high-angle, wide shot of a massive crowd of people, densely packed and filling the entire frame. The individuals are diverse in age and appearance, wearing a variety of colorful clothing. The sheer number of people creates a vibrant, textured mosaic of colors and shapes.

We have reached
20 million
people!!

But, how many lives
changed as a result of
the engagement?



Have you really made a
difference?



So what's the hold up?

Barriers to impact measurement.

The biggest barriers to measuring impact



Lack of clarity over
what to measure

56%



Lack of resources to fund
measurement

51%



Lack of clear approach
to follow

45%

LBG helps businesses overcome the barriers.



Tools to map
impacts and
identify
metrics.

Clarity over what
to measure.



Connections,
benchmarking
and
consultancy
support

Value-add resources
for measuring.



A framework
that sets out
an approach
for you.

Clear approach to
follow.

**Bringing it all
together**

Telling a cohesive story

Route to impact

Driving social mobility and inclusion by improving skills and the quality of life.

Programme
wide narrative

Improving skills

Enhancing quality of
life

Project
measures

Increasing acceptance
rates for disadvantaged
students at top
universities

Increasing awareness of
debt management

Increasing the proportion
of availability of beds for
the homeless in Liverpool

Projects

Social mobility –
university programme

Improving financial
inclusion among NEETs

Help for the homeless

Company examples

Measurement in action: UniCredit

UniCredit engages in a range of financial education programs customized for different demographic groups to help meet people's need for information and ensure that product information is provided in a clear way.



Input

Total contribution of over €500,000 including:
Time: €350,000
In-kind: €160,000

Output

Reached over 100,000 people including:
Italy 33,125
Austria 8,500
Poland: 46,500
Germany 25,000 (online visitors)

Impact

Skills/knowledge: Activities improve people's knowledge and understanding in order to make better decisions. In Italy, participants performance on the Financial Literacy Index improved by 16%

Measurement in action: Pearson



Education company Pearson, aims to improve literacy levels through its community activity through Read for My School, an online reading competition. It aims to help children to discover the pleasure of reading.



Input

\$2.5 million of cash and reading resources over three years

Output

200,000 schoolchildren and teachers participated in the activity in 2014

Impact

86% of teachers said it had improved their school's reading culture
75% report that children have changed behaviour and now more likely to read for pleasure

The activity has generated significant quantified media coverage and built relations with key stakeholders

The future.

Investment into society is changing.

The world faces big challenges.

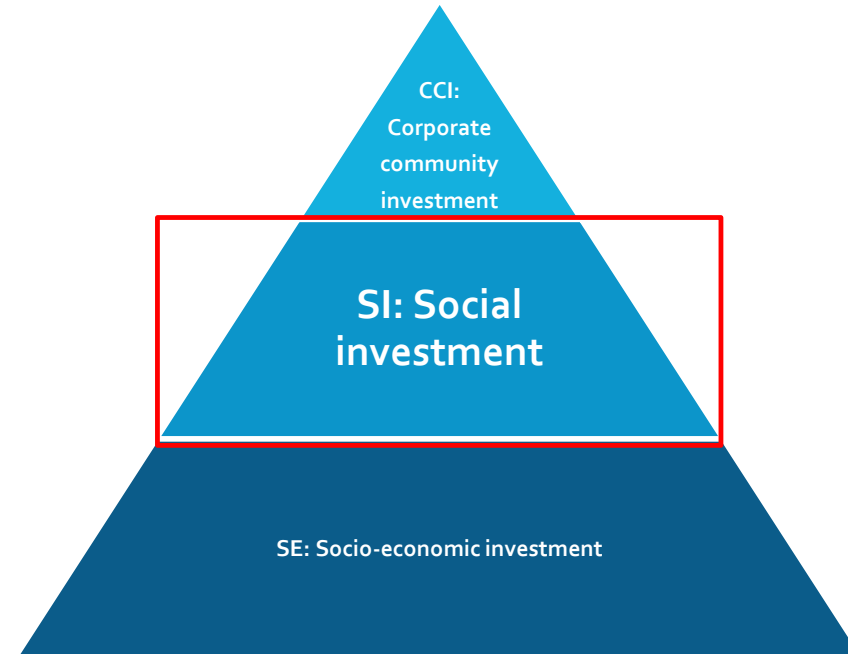
The route to impact is not only through charities.



Businesses are
innovating.

LBG is evolving.

- The LBG Framework is expanding to encompass new types of investments.
- New guidance and tools coming to help business understand their social investments.
- Social investment is when a business invests and/or changes its own activities to create a positive social impact while generate financial returns.



Conclusion

- Measurement is done for a reason: to plan, manage and communicate.
- LBG provides a tried and tested approach to measurement.
- Measuring impact is of top priority to many but barriers exist that is limiting progress.
- LBG can help overcome the barriers to impact measurement.
 - 'Type of impact' can help you identify a project's impacts and aggregate impacts from across projects.
 - 'Depth of impact' helps you consider the degree of impact you're creating.
- LBG Framework can bring together your projects into a coherent narrative.
- Community investment is changing. New models are being created to help business understand what its investing and how impact is being created.

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