

more than making money

measuring the difference your company makes to society



CORPORATE PARTNERS:

BT	RWenpower
Diageo	Serco Group
John Lewis Partnership	Severn Trent
KPMG	Vodafone

RESEARCH PARTNERS:

The
Corporate
Citizenship
Company

Business in the

Community

principles of measurement

The practical **dos** and **don'ts** - from project assessment to whole company impacts

Companies use a wide variety of techniques and approaches to assess the difference they make to wider society. This contribution comes most directly from their core commercial activities and the economic impacts they generate. It can be enhanced by the way companies choose to do business and by the voluntary initiatives and projects they undertake or support.

Measurement should provide the hard evidence to support the internal 'business case' for corporate responsibility. Externally, the credibility of corporate claims is enhanced by adopting a transparent, consistent and principles-based approach to measurement.

So this study has developed a set of 'Dos and Don'ts', intended to provide companies with the underlying principles to help guide any assessment, whatever measurement method is adopted.

do...

- 1 Do be clear about your goals before you start measuring.**
This will fundamentally affect the method you chose. Measurement is all about knowing if you are achieving your objectives.
- 2 Do identify who is going to use the results, and how.**
Design the process to best meet the differing needs of your various stakeholders.
- 3 Do give your stakeholders a voice in the process.**
Capture their views through qualitative as well as quantitative measures. Numbers alone are rarely enough.
- 4 Do use a robust methodology and ensure you have concrete evidence to back up your findings.**
Avoid anecdote. Only extrapolate from a single initiative to a 'whole company' conclusion when there is a reliable and credible sampling basis.
- 5 Do distinguish between inputs, outputs and impacts, and between measures of process and of results.**
Decide which to measure and what tool to use according to the objectives you have set.

don't...

- 1 Don't think measurement alone will improve results.**
Assessment must be integrated into management processes and the results used to inform decisions that will make a difference over time.
- 2 Don't over-engineer the process.**
Simple measures may not capture the full complexity but are more likely to be applied, the findings understood and the conclusions acted upon.
- 3 Don't always go it alone.**
Consider involving expert third parties for greater credibility. Use recognised techniques so the results can be more easily benchmarked.
- 4 Don't communicate positive aspects only.**
Measurement needs to be objective and balanced in order to strengthen credibility.
- 5 Don't think you have to measure everything.**
Consider the time and effort against the usability of likely results. Often the process of clarifying goals and identifying performance measures helps to focus activity and achieves better results even without actual measurement. Be willing to say 'no' to measuring for the sake of it.

measuring the difference – an overview

Companies affect society through their day to day activities and in the choices they make about how they run their businesses. The focus on corporate responsibility over the last two decades has shown that making a positive difference is not only compatible with profitability, it can be vital to long term commercial success. As a result companies are under increasing pressure to manage, measure and report more effectively the range of contributions and the difference they make to society.

This study is not for those seeking the Holy Grail of the ultimate social impact measurement tool. Instead the corporate partners set a different objective - to show how and when to use existing tools from the many currently available.

Three key findings

- 1. Good measurement is 'proportionate'** - linked to the goals of the activity being assessed, focused on identifying results than can actually be used, and balanced so as to provide an objective view
- 2. No single methodology exists to assess corporate contribution to society** - but companies should follow a common set of principles in their assessment, identify the type of contribution they are making, and then choose an appropriate tool
- 3. Measurement should lead to better management** - so the type of assessment (whether long term impacts or more immediate outputs, whether qualitative or quantitative) should be selected to achieve that goal

What is clear is that the choice of what to measure and what technique to use depends on both the goals of the activity being measured AND the reasons for measuring. This was strongly confirmed by the stakeholder consultation we undertook.

The main outcomes from the study are:

- a set of principles to apply to whatever and however you are trying to measure;
- a map of the different types of contribution to society and a toolkit of measurement techniques for each one; and
- a data bank of real life case studies showing how companies have used different measurement techniques.

The aim is to help managers understand the difference they can make to society and to choose **when, how** and **what** to measure.

Hasn't it all been done before?

Our starting point was to map the wide array of standards, guidelines and frameworks used to assess corporate responsibility. Examples include Business in the Community's Corporate Responsibility Index, the London Benchmarking Group (LBG), the Global Reporting Initiative and Dow Jones Sustainability Indices*.

Existing approaches tend to focus on internal processes such as policy commitments and management systems. Few provide, or require, objective measurement of actual results achieved, though some are starting to award higher ratings to companies that do conduct such assessments. So the focus of this study is how companies can measure the difference they make - or the results achieved - and is designed to work alongside existing external standards.

Who is this study for?

This study - written by and for companies - aims to help any manager trying to make sense of apparently confusing and conflicting measurement demands. The motivation for measuring will vary: for some it is about better management (of both the business and of community projects); for others it is about building trust with stakeholders, or supporting their licence to operate. The focus of this study is on the external difference companies make to wider society although it recognises that the internal benefits to the companies themselves are equally valid and important.

For everyone, we hope this simple guide will help you to better understand and assess your company's contribution to society.

*The online library accompanying this report has more information and links to the 40 initiatives we identified. See www.bitc.org.uk/measurement or www.corporate-citizenship.co.uk/measurement

the measurement map – trends, approach, terminology

“ We strongly endorse the whole concept of measurement to inform the decisions we make to maximise the value we deliver. The challenge is not whether to measure but rather what to measure, not just to justify our actions but to improve and enhance what we do.”

Robert Smith, Serco Group

“ Companies have social impact just by existing. No single measure of that impact exists. It all depends on who you are and where you are sitting. Companies that map their impacts and manage their interface with stakeholders are more likely to enhance shareholder value.”

Investment fund manager, during stakeholder consultation

The measurement journey

Current practice among individual companies is very diverse and the growing number of external standards has not led to a uniform approach. Each company is rightly deciding on its own needs for internal management and external reporting, and devising its own 'measurement journey'. Nonetheless it is possible to discern four broad trends or 'dimensions' in the overall approaches to assessing contribution to society. (See Fig 1).

Some companies started by focusing on more effective management of their corporate community contributions and projects. As understanding of corporate social responsibility has developed, many have added assessment and reporting in other 'impact' areas, including marketplace issues, workplace and the environment.

However, such corporate responsibility reporting has not ended the debate about the role of business in society. In fact, issues such as inequalities in the global economy are raising more fundamental questions about the economic impacts of companies. Companies are increasingly examining their economic contribution, overall, to individual stakeholders and at country level.

Finally, consultation conducted for this study among investors and others stressed that, looking forward, companies should be able to demonstrate the contribution to society made through their core products and services, and not simply take that as read. At present there are surprisingly few good measurement accounts of the difference made to quality of life and long-term sustainable development of, for example, reliable mobile telephony, secure banking services, safe food retailing or dependable utilities.

Four dimensions in the measurement journey



Mapping the type of contribution

These four dimensions are not a linear journey every company should follow. On the contrary, companies should apply whichever measurement tool is appropriate, according to their own needs. Sometimes this will be a simple project assessment at one site; at other times, it will need to be an assessment of world-wide economic impact. Identifying where the assessment sits in the overall 'map' of contributions companies make should equip managers to use their chosen tool with confidence.

This 'map' of contribution to society is best described at three levels (see Fig 2) and a good starting point is establishing where what you want to measure lies within this.

Mapping the difference companies make to society

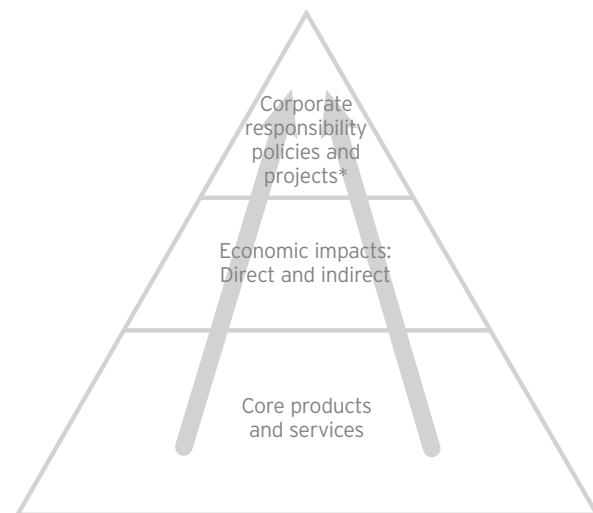


Fig 2

First, what are our core impacts?

Companies' biggest impacts come through their core activities - the products and services they produce and sell. After all, that's why they exist as organisations. Measuring these impacts isn't easy as it depends crucially on the nature of the product or service. A good way to visualise the contribution here is to imagine how the world would be different if your industry did not exist.

Second, what are our economic impacts?

Companies generate flows of money through their buying and selling activities: day-to-day income comes in from customers and money goes out to employees and suppliers, with tax payments to governments and dividends to investors. These flows of money have direct economic impacts, which in turn have indirect or multiplier economic impacts along the value chain, as employees, suppliers and governments spend the money they have received. The impacts can be at macro economy-wide levels or in specific locations or among different groups.

Thinking about economic impacts should feature strongly in any consideration of overall impacts, especially as it is through economic activities that companies make their social and environmental impacts.

Third, what wider impacts can we achieve by the way we choose to run the business?

Companies can choose to do business in a certain way, for example, to help educate consumers, set labour standards for suppliers, provide employees with training beyond the essential job requirements, fund a community project or off-set their environmental impacts. Such activities are at the heart of corporate social responsibility. They yield positive benefits for society and can contribute to long term business success.

*Making a difference to consumers, customers, suppliers, employees, the environment, communities and governments through the way the business is run.

Defining terms

Inputs All the elements which a company devotes to a project, initiative or activity, including money, employee time and in-kind resources such as equipment or product.

Leverage The additional resources that others contribute to the project initiative or activity as a direct result of the primary funder's input.

Outputs The direct and immediate activity and results achieved by deploying 'input' resources. These may be quantifiable, such as the number of people helped or number of events held, or qualitative including changes in attitude.

Impacts The fundamental difference that a project, initiative or activity makes over time. These should encompass all the long term outcomes caused by the activity, both positive and negative, and exclude results that would have happened anyway. (This study has focused on 'external' impacts in society, but the impact on the business itself is a key component, with its own measurement tools.)

Multiplier effects In economics, the multiplier effect occurs when one change in spending affects total economic activity, as employment increases and wages are spent and more activity results.

measurement toolkit

Companies are using many varied ways to assess the difference their activities make to society. Here we present the main techniques we believe to be the most practical and relevant, with references to more detailed case studies that follow on later pages. Also available as a separate download is a detailed listing of over 50 other examples.

This can be accessed from www.bitc.org.uk/measurement or www.corporate-citizenship.co.uk/measurement

	CORE PRODUCTS AND SERVICES	ECONOMIC IMPACTS		
Purpose	To show the difference that a company's core product or service makes to the people who use it	To calculate the economic impact of the business as a whole or of an operation within it, at country or international level or among certain stakeholder groups		
Measurement tools available	<p>No standard methodology as the types of product/service and the needs of consumers vary widely</p> <p>Start by mapping type of products/services available, volumes sold and market share. Next describe typical consumer use showing the practical benefits. Next focus on use within specific consumer groups, such as under-served markets</p> <p>Available measures include data on product take-up among different consumer groups, indicators of affordability/accessibility, a calculation of the economic value created, and consumer surveys/feedback</p>	<p>Direct impacts: mapping of payments made to suppliers, employees, governments, communities and others, showing amounts and share of value added</p>	<p>Multiplier effect (including indirect and induced impacts): econometric modelling shows how a firm's linkages to the economy result in a 'ripple effect'</p>	<p>Value chain analysis: tracking the sequence of economic activity from raw material through production and distribution to final sale</p>
How to apply	<p>Provide context e.g. historic trends in product take-up, pricing data and market share</p> <p>Include qualitative assessment of consumers/other stakeholders views</p>	<p>Gather together data about direct financial relationships with key stakeholders</p> <p>Use research and dialogue to understand the nature of these groups and relationships in detail</p>	<p>Adding the subjective views of stakeholders affected can provide a fuller picture</p>	<p>Map from 'field to fork' to show how value and employment are distributed</p> <p>Need to go beyond basic mapping to understand the nature of stakeholder relationships at each stage</p>
When to apply	To see how people's lives would be different without access to the product or service	To show how 'value added' is shared among stakeholders	Commissioning econometric studies provides thorough and authoritative findings, but can be expensive	Relevant for firms with extensive supply and distribution chains
Case study example	Vodafone (see page 8)	Diageo (see page 8)	BT (see page 8)	Unilever Indonesia (see page 9)

CORPORATE POLICIES

To show the effect when a company deliberately modifies its policies or practices relating to marketplace, workplace, environmental and community issues

Broad range of quantitative and qualitative measures depending on the issue, increasingly reported through CSR reports

Examples of measures include:

Marketplace: customer complaints about products and services; customer satisfaction levels

Workplace: value of training and development provided; staff absenteeism and turnover; employee surveys

Environment: overall energy consumption; water usage; solid waste produced by weight; CO2/greenhouse gas emissions

Community: value of company contributions; extent of employee involvement; number of beneficiaries assisted

In addition to numerical measures, qualitative measures e.g. a description of stakeholder views are often the best way to capture real-life results of an initiative

Important to include a balanced assessment, not just focus on positive aspects

Suitable for a broad range of initiatives e.g. special help for vulnerable social groups, supply chain codes of conduct and health and safety policies

Waitrose (see page 9)

PROJECT ASSESSMENT

To assess the contribution made by an individual project or initiative, often in partnership with a community organisation

Resource and results assessment: depending on the initiative, use a variety of quantitative and qualitative measures within an input/output framework such as LBG e.g. cost of the contribution, number of people benefiting and opinions about ultimate effectiveness

Social return on investment: a specific tool to monetise costs and benefits arising from projects with a social purpose e.g. funding for a training scheme to get unemployed people into work will save social security costs and generate tax revenue

Identify the inputs, immediate outputs and longer term impacts
Be clear about objectives of project at the outset
Can provide 'before and after' assessment if baseline data is available

Start by assessing number of people benefiting
Use basic assumptions about financial effect e.g. average increase in tax payments

Can provide a snapshot of costs and benefits
Allows managers to judge effective use of resources

A powerful tool suitable for a limited range of projects - project outputs must have a quantifiable effect on financial flows e.g. tax and wage effects of decreased homelessness or increased employment

Sercu Group (see page 10)

KPMG and others (see page 10)

Purpose

Measurement tools available

How to apply

When to apply

Case study example

“ The further out a company goes from its own initiatives, the harder it is to measure. Their contributions to community projects are a good start, but their longer-term impacts are more difficult...

It's the same with economic impacts: immediate flows of money are easy to track, but what about the ripple affect across the global economy...

What we need companies to focus on are their mid-level impacts, the things they can really influence: do go beyond simple contributions but don't get lost in total 'theoretical' impacts - figure out what difference you can make... ”

Community and government representatives during stakeholder consultation event

case studies

PRODUCTS & SERVICES

Tool: Evaluating impact of product or service

Case study: Vodafone research - impact of mobile telephony in Africa

Why it measured

Vodafone commissioned a study to look at the social and economic dimensions of mobile phone use in Africa in order to understand actual usage rather than extrapolate models of usage from the developed world. Its aim was to increase the evidence base for regulatory policy and business strategy development.

What and how it measured

The research reviews the evidence and precedents for social and economic change linked to mobile phone use in other regions. It then surveys mobile phone users to establish patterns of usage in African economies. The study shows links between mobile phone take-up and economic growth rates with higher growth between 1996 and 2003 in countries with 10+ mobile phones per 100 people. It also shows unique characteristics of usage, such as sharing of phones amongst wider networks of people, not just individuals and social benefits e.g. improved relationships with families and friends were cited by around 80% of people in Tanzania and South Africa.

From principles to practice

- Greater credibility by involving third parties via Advisory Panel.
- Focused on understanding one region well rather than trying to assess global activity.

Further details: www.vodafone.com

ECONOMIC IMPACTS

Tool: Direct impacts (economic impact)

Case study: Diageo

Why it measured

In its corporate citizenship reports, alcohol beverage company Diageo aims to inform readers about the direct economic impacts of its operations. While the company produces the branded products itself, others benefit from its total value chain. These include governments, who have long sought to raise considerable tax revenues from alcohol sales, and retailers through shops and bars who add their margin before final consumer purchase.

What and how it measured

Diageo provides basic factual information about the flows of money into and out of the company among its stakeholders. Pie charts and flow diagrams show the amounts spent with suppliers and the flows of 'added value' to those with a stake in the process - governments are the largest beneficiary, followed by investors and then employees. In its 2004 report, Diageo also shows how retailer margins and government tax-take vary between its different products - Bell's whisky, Smirnoff vodka, Blossom Hill wine and Guinness beer.

From principles to practice

- Provide factual data as many stakeholders are ill-informed about basic economic fundamentals.
- Add to understanding by showing geographic or product break-downs.

Further details: www.diageo.com

Tool: Multiplier effect (economic impact)

Case study: BT Better World Report 2005, DTZ Pieda analysis

Why it measured

BT's social and environmental report looks at the direct, indirect and induced economic impacts of the company's activities. It also looks at the Information, Communication and Technology (ICT) sector's contribution to growth and productivity, in the context of the EU Lisbon Strategy and other EU strategies on sustainable development both of which will govern the framework for BT's (and the ICT sector's) future business growth and development.

What and how it measured

BT mapped its direct economic impact and its distribution to key stakeholder groups. It also commissioned DTZ Pieda to look at the indirect economic impacts it creates a) via BT's expenditure in the economies it operates in and b) through its sale of ICT goods and services which stimulate economic growth and productivity. Additional indirect (or induced) impact is created when income created by BT is spent encouraging further employment. BT's estimated induced impacts produce £3.4bn of income and support nearly 174,000 jobs.

From principles to practice

- Clearly distinguished between inputs, outputs and impacts - as well as direct vs indirect effects.
- Uses recognised economic analysis techniques by a third party to give greater credibility to indirect impacts.

Further details: www.bt.com/betterworld

case studies

Tool: Value chain analysis (economic impact)

Case study: Unilever/Oxfam exploration of the links between international business and poverty reduction in Indonesia

Why it measured

Unilever Indonesia and Oxfam undertook joint research to explore the effect of Unilever's operations - both positive and negative - on poverty. The findings show Unilever Indonesia has a large indirect economic effect. While the company employs 5,000 people directly, 300,000 people find employment in its value chain - from farming to the retail system.

What and how it measured

The research aimed to track the income and employment generated through the making and selling of Unilever products (the value chain), focusing on Kecap Bango, a brand of soy sauce. It maps the employment and income generated by the farming, transportation and processing of products as well as the distribution and sales channels. Surveys, interviews and company data are used to establish the people employed at each stage and the links between them. Despite practical difficulties in implementation, the study identified appropriate measures and used a recognised tool.

From principles to practice

- Clear measurement goals - to understand better the socio-economic effect of an international business on poverty.
- Appropriate measures (the flow of jobs and money) and a recognised tool (value chain analysis).
- Greater credibility by partnering with an expert third party (Oxfam).

Further details: www.oxfam.org.uk
www.unilever.com

CORPORATE POLICIES

Tool: Evaluation of policy decisions

Case study: Waitrose Responsible Sourcing and the Waitrose Foundation

Why it measured

Waitrose's Responsible Sourcing programme aims to improve supplier workplace conditions and increase the sustainability of its supply base. Driven in part by growing consumer interest, it reports performance in its CSR Report and communicates activity via product and in store information, customer magazines, TV advertising and appropriate national campaigns e.g. Fairtrade Fortnight.

What and how it measured

The Responsible Sourcing Code of Practice outlines its expectations of suppliers. Assessment and auditing identifies priority supplier sites and areas of non-compliance, which Waitrose works with suppliers to address. Since 2002 the percentage of supplier sites identified as 'high priority' has steadily reduced. The programme has also led to focused work on specific issues like Gangmaster licensing. In addition, it recently established the Waitrose Foundation, which ensures a proportion of the profits from its fruit sales directly benefit farmers in South Africa. In its first year the Foundation funded 25 initiatives at 10 farms which address locally identified needs, supporting over 5,000 workers.

From principles to practice

- Stakeholders and users of results identified, with information tailored to each audience.
- Management and measurement processes form part of the Responsible Sourcing programme.

Further details: www.waitrose.com
www.johnlewispartnership.com

ADDITIONAL EXAMPLES INCLUDE:

Core products and services

- **Barclays: basic bank accounts**
The Barclays Cashcard account offers people on low incomes access to a bank account. Evaluation is used to identify ways of refining the product.
- **BT: broadband - the role for communications in beating congestion**
This study examines the role of broadband communications in substituting telecommunications for journeys by car in the UK.

Economic impacts

- **Visa: electronic payments and economic growth**
This study looks at the impact of electronic card payments on the economy - the effect of the card payments industry on growth, spending and employment.
- **Wal-Mart: the economic impact in America**
This study looks at the economic and employment effects of the entry and expansion of Wal-Mart in the US.

Corporate policies

- **London Underground: stress reduction**
Monitoring of a new stress reduction programme showed a reduction in absence, cost savings of £455,000 and evidence of improved productivity and company culture.
- **Xstrata Coal: HIV/Aids programme in South Africa**
In 2004 Xstrata implemented an HIV/Aids programme. Evaluation in 2005 showed the number of employees knowing their status had risen from 78% to 89%.

For further details of these case studies, see online library:
www.bitc.org.uk/measurement
www.corporate-citizenship.co.uk/measurement

case studies

PROJECT ASSESSMENT

Tool: Community investment project evaluation

Case study: Serco Group HMP Kilmarnock

Why it measured

Drug misuse is a major concern in Scotland, with high rates of drug-related deaths among prisoners after release. Recognising this, the Serco Home Affairs team at HMP Kilmarnock set up a Drug Death Action Group, introduced care plans for prisoners with known drug problems and partnered with a local charity to support prisoners' families to reduce the upward trend in drug-related deaths. Measuring enabled Serco and their partners to evaluate the success of the initiatives. Running a newly built, privately run, prison, Serco were also keen to demonstrate their commitment to the local community.

What and how it measured

Management data and data from partners were used to track outcomes for individual prisoners. In 2002, seven prisoners died within 13 days of being released due to drug overdoses, with none recorded in 2003 and 2004 after the new measures were brought in. In addition, the NHS funded two addiction nurse posts. Assessing the benefits to prisoners enabled Serco to demonstrate the success of this investment and justify continued funding when the initial NHS funding ended.

From principles to practice:

- Identified who would use results and communicated success to local community via membership of local forums/groups.
- Measurement was only one aspect of improving outcomes and results were used to inform management decisions.

Further details:

www.serco.com

Tool: Social Return on Investment -

community investment project evaluation

Case study: Business Action on Homelessness

Why it measured

Business Action on Homelessness (BAOH) is a partnership between homelessness agencies, the Government and businesses (Marks & Spencer, Barclays, KPMG and others). BAOH aims to help homeless people find employment and achieve independent living. Measurement supports the business case and is used to demonstrate to government that the philosophy of the programme - putting homeless people into work - is fiscally sound.

What and how it measured

The programme measures four things: has it put people into work/enhanced their employability (questionnaires to clients); what are the business benefits/changes to HR policy (internal management data); how does it compare to government programmes like New Deal for similar client groups; and what is the return on investment? In the latter case, the current cost to the government of supporting a homeless person is approximately £30,000. The saving per person gained via the programme is £26,846 taking into account the cost of the programme and additional tax receipts.

From principles to practice:

- Clear measurement goals - to justify investment in programme and support ongoing business/agency participation.
- Uses different methods appropriate to measurement needs and goals.

Further details:

www.bitc.org.uk

ADDITIONAL EXAMPLES INCLUDE:

Project assessment

• RWEmpower/Macmillan

RWEmpower and Macmillan have been working in partnership since 2004 with the aim of raising money and awareness of Macmillan's services to help people affected by cancer.

• Severn Trent: Be Smart

Be Smart audits school water use, promotes water conservation, the benefits of drinking water and a greater understanding of water issues. Has been shown to lead to greater water efficiency in schools and longer-term costs savings.

Social Return on Investment (SROI)

• Diageo: Tomorrow's People

10 years after it began, an evaluation of Tomorrow's People showed that by helping more than 380,000 people out of long-term unemployment, it saved the UK economy around £450m through benefits payments saved, additional tax receipts, reduction in health expenditure and reduction in crime.

• Cadbury Schweppes: WaterAid partnership

A partnership aimed at improving access to safe water in Ghana. Evaluation has shown measurable impacts include freeing up time for work and a reduction in health costs.

For further details of these case studies, see online library:

www.bitc.org.uk/measurement

www.corporate-citizenship.co.uk/measurement

further information

Research methodology

This project was initiated by Serco Group and Business in the Community in Autumn 2005. The project was managed jointly by Business in the Community and The Corporate Citizenship Company and involved eight corporate partners - BT, Diageo, John Lewis Partnership, KPMG, RWEpower, Serco Group, SevernTrent and Vodafone.

The project initially undertook an in-depth review of current practice. This involved desk research looking at the numerous tools and methods used by companies to measure, benchmark and report corporate responsibility policies, practices and impacts. The full listing and review can be downloaded from the project's online library (see box right).

This led us to identify a number of case studies which provide clearer guidance for companies in how others have used different methodologies - from the London Benchmarking Group (LBG) approach through to economic modelling - to assess their contribution to society. The full listing of case studies can be accessed at the project's online library (see box right).

In April 2006, two stakeholder consultation sessions were conducted, involving over 20 experienced NGOs, investors, government agencies and corporate responsibility experts. For a full listing of those involved and a summary of the discussions, please go to the project's online library (see box right). This invaluable exercise allowed us to ensure that the project and the clarity and guidance it aimed to achieve would build on current thinking and practice, and would be of use not only to company managers but to a wider audience.

The project team do not view this report as the end of the project. Planned workshops following publication will further debate on the issue of impact measurement among stakeholders and provide greater clarity to companies.

Online project library: extra resources available to download

- Listing of benchmarks, standards and guidelines
- Additional case studies
- List of further case study measurement examples, classified by type
- Summary of the stakeholder consultation

The online project library can be accessed at:
www.bitc.org.uk/measurement
www.corporate-citizenship.co.uk/measurement

Key resources for further information and advice

Core products and services

- No key resources were identified by this study, so the research partners intend to collect examples of good practice as companies apply the methodology recommended here

Economic impacts

- DTI value added scorecard
www.innovation.gov.uk/value_added/
- Value chain analysis for policy-makers and practitioners
www.ilo.org/dyn/empent/docs/F204969253/VCA_book_final.pdf

Corporate policies

- Business in the Community: Indicators that count
www.bitc.org.uk/resources/publications/indicators.html
- Global Reporting Initiative www.globalreporting.org

Project assessment

- London Benchmarking Group www.lbg-online.net
- Roberts Enterprise Development Fund publications on SROI www.redf.org/publications-sroi.htm

Summary

A study of practical ways in which companies can assess the difference they make to society, from individual projects to whole company impacts, with good practice principles, a contribution 'map', a toolkit of practical measures, case study examples, tips from practitioners and a guide to terminology.

Goal of project

The overall aim of the project was to look at the concept and practicalities of measuring impact on society, by assessing the perceived drivers for measurement and conducting a review of current practice, in order to shape the debate around measurement and bring some practical guidance to a wider audience.

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