

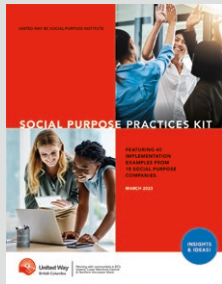
SOCIAL PURPOSE PRACTICE

CSR/ESG Transition

Align CSR/ESG efforts to
your social purpose



INSIGHTS
& IDEAS!



SOCIAL PURPOSE PRACTICES KIT

This Purpose Practice is one of 11 Practices in the Social Purpose Practices Kit featuring 40 implementation examples from 15 social purpose companies. The Social Purpose Practices shown below are based on the [United Way BC Social Purpose Implementers program](#) and the experience of the companies who went through it.

Check out the complete [Social Purpose Practice Kit](#) to gain insights and ideas on how to meaningfully, authentically, and impactfully realize your social purpose ambition!

PLAN	EMBED	ENGAGE
<ul style="list-style-type: none">➔ Roadmap➔ CSR/ESG Transition➔ Product Transition➔ Process Metrics➔ Impact Goals	<ul style="list-style-type: none">➔ Values➔ Decision Lens➔ Employee Lifecycle	<ul style="list-style-type: none">➔ External Communications➔ Customer Lifecycle➔ Stakeholder Transformation



United Way
British Columbia

Working with communities in BC's
Interior, Lower Mainland, Central
& Northern Vancouver Island

UNITED WAY BC SOCIAL PURPOSE INSTITUTE

SOCIAL PURPOSE PRACTICE

CSR/ESG Transition

Align CSR/ESG efforts to your social purpose

Companies typically have pre-existing corporate social responsibility (CSR), environmental, social and governance (ESG), sustainability, or community investment programs underway prior to adopting a social purpose. Once you adopt your social purpose you need to review and align your social and environmental programs by creating a social purpose CSR/ESG transition plan. This transition plan helps connect your social purpose to these programs, so they reinforce each other.

WHY ADOPT THIS PRACTICE?

You can leverage your pre-existing CSR/ESG programs to activate on your social purpose right away. Your social purpose can help you prioritize your programs, and your programs can help you accelerate progress on your purpose. By conducting this review and creating this plan you can streamline your CSR/ESG programs and give greater meaning to them. You also want to avoid conflating your ESG/CSR with your social purpose as they are related but distinct undertakings.

WHEN TO ADOPT THIS PRACTICE?

This practice should be adopted early on to prevent internal and external stakeholders from confusing your ESG/CSR practices with your social purpose. You can also gain efficiencies and identify social purpose proof-points earlier if you tackle this within a few months of your social purpose journey.

INSTRUCTION

Hold a meeting with your team to create a summary of your current CSR/ESG programs, determine which of these already connect to your social purpose and identify those that can be changed or dropped to better align with and advance your social purpose. Review the examples below for inspiration and ideas for your own approach.

FEATURED PRACTICES FROM

Coast Capital

We exist to build better futures together by unlocking financial opportunities that positively impact people and communities.

[Coastcapitalsavings.com](https://coastcapitalsavings.com)

coastcapital

Community Savings Credit Union

We exist to unite working people to build a just world. [Comsavings.com](https://comsavings.com)

Community Savings
the unions' credit union

Deep Cove Kayak

We exist to inspire deeper connections to the outdoors and one another.

[Deepcovekayak.com](https://deepcovekayak.com)



IMPLEMENTATION EXAMPLES

Coast Capital CSR/ESG Transition Plan

Coast Capital has had a long-standing community investment portfolio and team, responsible for the company's donations, sponsorships, events, and employee volunteering programs. In addition, Coast has been a certified B Corporation since 2018, which gave expression to Coast's environmental and social commitments including and beyond its approach to community investment.

Once Coast adopted its social purpose in 2020 it made a number of changes to its community investment program to align it with the new purpose:

- 1) Provided transition grants to community partners whose programs didn't align with the new purpose to give them time to secure new funding sources
- 2) Created three new funding themes aligned with its purpose: education, upskilling and reskilling, equitable and inclusive employment, and financial knowledge and financial system access
- 3) Evolved the employee volunteer program to give employees opportunities to drive Coast's social purpose in the community
- 4) Dissolved the community leadership department and established the Social Purpose Office, creating three new social purpose roles including Social Purpose Business Innovation Manager, Social Purpose Ecosystem Manager, and Social Purpose Mobilization and Transparency Manager
- 5) Created an executive position, VP Social Purpose
- 6) Conducted research to identify purpose goals and metrics that will both drive progress on the purpose and further guide its community partner program. It plans to prioritize purpose goals and metrics that can also help advance its climate change and diversity, equity, and inclusion goals

In addition, Coast reviewed the B Corp Impact assessment to prioritize the metrics most likely to drive its social purpose, in the areas of employment equity, professional development education and training, and inclusive financial products and services. Those B Corp metrics are included in its workplans with a commitment to develop leading practices in the B Corp areas that will help bring its purpose to life. It will continue to strive for excellence in the B Corp Impact assessment in all areas and seeks to be a leader and role model in the B Corp Impact areas that are directly connected to its social purpose.

IMPLEMENTATION EXAMPLES

Community Savings CSR/ESG Transition Plan

Current CSR Initiatives

- **Strong track record of role-modelling as an employer**
 - First financial institution to be designated as a living-wage employer
 - Largest fully unionised financial institution
 - Leading pay and benefits package (including renewed focus on mental health)
 - Campaign and partner with other organizations to promote workers' rights (min. 10 days paid sick leave, etc.)
- **Strong partnership and advocacy on labour issues**
 - Publication of BC Labour History Book
 - Published research on Community Benefit Agreements
 - Published research on Mental Health issues
 - Media representation of progressive issues (around work and labour rights)
- **Increasing alignment within our product mix with a focus on accessibility**
 - Canada Emergency Business Account loan to unions, interest free Covid-19 line of credit, funding affordable housing projects
 - External philanthropy to typically small local charities and groups
 - Basic commitment to environmental practices (recycling, energy efficiency etc.)
 - Basic level support for national/international 'days of significance' supporting (for example) Indigenous Reconciliation, gay rights

The future of CSR within our Social Purpose

There are many 'good causes' in the world that we, like any right-minded people support but, they are not all core or strongly aligned to our Social Purpose. We see the integration of CSR within our Social Purpose as an elegant solution, a clear way of looking at this.

We are undertaking a review using the UN Sustainable Development Goals (SDGs) as a reference framework. We are developing our own SDGs and utilizing these to determine whether an issue is 'core' to our Social Purpose and credit union or if it is a subject where we will show 'support' but not be a leading authority on.

We want to have a strong focus on our own Social Purpose and show support for other progressive initiatives but let those with the expertise and platform lead on those areas.

We will assess our credit union's maturity against each of the SDGs and we will aim to 'meet expectations' for the 'non-core/supporter goals' and 'exceed expectations' for those we deem at our core of our Social Purpose. This, alongside a social purpose lens will help us make robust decisions regarding the level of resource we put into a cause/project/ campaign.

We feel this is a good solution to the issue of not wanting to try and be all things to all people but also not ignore wider issues which, as a 'good neighbour' and 'good corporate citizen', we'd wish to support.

CSR and Social Purpose Decision Tree

Whilst we do not have a CSR policy per se we still see capacity to use resources (finances and time) beyond solely the lens of our Social Purpose agenda. It is important to us to stay predominantly in our lane, however, to maximize change and be as impactful as possible. Given our size, we are particularly cognizant of this need to focus. Our DNA, our reason for being, is so well captured by our Social Purpose, it absolutely serves as our guiding star.

Issues that are not at odds with our Social Purpose, that we care about despite not being our primary focus, will be allocated 20% of our resources: time and finances. This is a basic requirement of being an upstanding corporate citizenship, and to treat our team, members and world in a way that is not restrictive.

The simple flow diagram on the next page explains our prioritization process and helps us find a balance in the way we work.

IMPLEMENTATION EXAMPLES

Community Savings CSR/ESG Transition Plan - Decision Tree Diagram





IMPLEMENTATION EXAMPLES

Deep Cove Kayak CSR/ESG Transition Plan

Each initiative below connects to our social purpose. After confirming alignment with our Social Purpose, we’re able to continue to use it as our lens and then systematically set goals and metrics against them. Using our Social Purpose lens, we can continue to enhance our environmental responsibility as well as look for more community investment opportunities.

INITIATIVES		HOW THEY LINK TO SOCIAL PURPOSE
Environmental	Online Waivers instead of paper	<p>By constantly being mindful of how we can lessen our environmental footprint and how we can leave the beach, ocean and mountains in a better state than when we found them - we are deepening our connections to the outdoors.</p> <p>By encouraging our community and customers to participate and acknowledge the work we are doing we are also deepening their connections to the environment and each other.</p>
	Reusable water bottles for sale instead of disposable plastic bottles	
	Zero waste events - BYOB plate, cutlery, etc.	
	“Adopt a street” street clean	
	Henry Wang dive clean ups (support crew)	
	Twin Island Campsite cleanup	
	Regular beach cleanups	
	A bias to work with companies that follow an ethical business practice environmentally	
25% transportation fleet is electric		
Community	Social paddles ‘Dart’, ‘Junior Jets’ and race nights	This connects people to ‘one-another’ + outdoors
	Partnership with Tsawwassen First Nation (TWN) and Takaya Tours	Reconciliation with First Nations = deeper connection with one another
	Community events - Races, Penguin Plunge, Deep Cove Daze	This connects people to ‘one another’ + outdoors
	Hire local youth and give them “1st Job training”	Foster a deeper connection in the workplace
	School, youth, TWN school, and community group kayak programs	This fosters a deeper connection between students (to ‘one-another’) + outdoors
	Donate prizes for local charitable fundraisers e.g., Foodbank, Vancouver Adaptive Snow Sports	Helping with basic human needs is a prerequisite to having a ‘deeper connection’
	Host community events specifically dedicated to diversifying outdoor spaces - e.g.: Pride Week Paddle, Paddle Against Racism etc.	Diverse inclusion is necessary for a deeper connection to one-another
	Social platforms utilized to raise awareness in important societal issues. e.g., Canada Day, July 1, Transmountain Pipeline, Pride Paddle	Helping address societal issues helps foster a deeper connection to one-another

ABOUT THE UNITED WAY BC SOCIAL PURPOSE INSTITUTE

The United Way BC Social Purpose Institute (UW SPI) exists to grow business for good, partnering with companies and collaborating with governments, allied organizations, and others to grow the Social Purpose Business movement. We help businesses define and implement their social purpose to drive both business growth and societal good and champion a purpose-led economy, accelerating the new business ethic to create long-term well-being for all. Together, we build a better world through business.

For more information, visit us at www.socialpurpose.ca

ACKNOWLEDGEMENTS

The United Way BC Social Purpose Institute gratefully acknowledges **Employment and Social Development Canada** for funding this project.

ABOUT THE AUTHOR

Coro Strandberg is Social Purpose Advisor to United Way BC. She helped create the United Way BC Social Purpose Institute. She has over 30 years experience helping businesses become a force for good and is a national thought leader on social purpose business.

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The United Way BC Social Purpose Institute is honored to operate as guests on the unceded and traditional territories of the Coast Salish Peoples, the x̱məθḵəy̱əm (Musqueam), Skwxwú7mesh (Squamish) and səilwətaʔ /Selilwitulh (Tsleil-Waututh) Nations.



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