

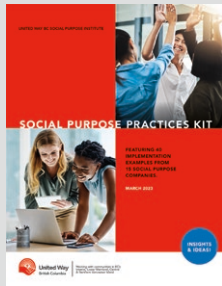
SOCIAL PURPOSE PRACTICE

# Impact Goals

Measure societal impact of 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"><li>➔ Roadmap</li><li>➔ CSR/ESG Transition</li><li>➔ Product Transition</li><li>➔ Process Metrics</li><li>➔ Impact Goals</li></ul> | <ul style="list-style-type: none"><li>➔ Values</li><li>➔ Decision Lens</li><li>➔ Employee Lifecycle</li></ul> | <ul style="list-style-type: none"><li>➔ External Communications</li><li>➔ Customer Lifecycle</li><li>➔ Stakeholder Transformation</li></ul> |



**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

# Impact Goals

## Measure societal impact of your social purpose

A social purpose company sets goals, targets, and metrics to guide implementation and enable incentive compensation, monitoring and reporting. There are two types of metrics a social purpose company should adopt: 1) social purpose process goals and metrics which measure progress on internal integration; and 2) social purpose impact goals and metrics which measure the impact you are having in the world – your societal impact – as you invest in your purpose. This practice focuses on social purpose impact goals.

### WHY ADOPT THIS PRACTICE?

The most significant step for a social purpose company, apart from embedding its social purpose in its governance and culture, is to develop impact goals to drive performance and impact in fulfillment of the social purpose. To steer progress on the company's social purpose, it is necessary to set medium to long-term impact goals that set out the societal benefits the company hopes to achieve and incorporate these in the corporate strategy.

### WHEN TO ADOPT THIS PRACTICE?

Adopt this practice after your employees understand your social purpose and their roles to achieve it, and after you have communicated your social purpose externally. This practice comes later in your social purpose journey. Your stakeholders need to understand your social purpose to help you develop your social purpose impact goals that reflect what is meaningful to them and the company.

### INSTRUCTION

Consult internal and external stakeholders and thought leaders on goals and metrics you can use to shape your corporate strategy. Recognize that your impact goals can only be achieved through collaboration with stakeholders. The goals should have a timeline of roughly 5 – 10 years and be bold and ambitious, inspiring innovation and new ways of doing business.

### FEATURED PRACTICES FROM

#### Recycling Alternative

We exist to transform our wasteful ways. [RecyclingAlternative.com](https://www.RecyclingAlternative.com)



#### Novex Delivery Solutions

We exist to deliver regenerative change. [Novex.ca](https://www.Novex.ca)



#### Baker Tilly Canada Corp. Finance

We exist to unlock the societal and economic value of business in transition. [Bakertilly.ca/en/btc/portal/corporate-finance](https://www.Bakertilly.ca/en/btc/portal/corporate-finance)



#### Return-It

We exist to foster a world where nothing is waste. [Return-it.ca](https://www.Return-it.ca)





## IMPLEMENTATION EXAMPLES

### Recycling Alternative Social Purpose Impact Goals

| ACTION   | GOALS   | TARGETS + METRICS  |
|--|---|--|
| <p><b>Long-Term</b></p> <ul style="list-style-type: none"> <li>The entire supply chain of materials collected, recovered, remanufactured, consumed, in our operation is local and supports local production and demand</li> <li>Our clients and citizens fully understand there is 'no away' and behave in relationship with waste accordingly</li> </ul>  | <ul style="list-style-type: none"> <li>By 2032, we will be participating in a local network of suppliers and materials re-purposers, remanufacturers, suppliers, producers of products for the local market</li> <li>By 2032, the majority of our clients will have minimal or no garbage on their sites</li> </ul> | <ul style="list-style-type: none"> <li>Assessment of levels and metrics of local recovery of materials collected in Vancouver for end of life recovery and remanufacturing (this requires tracking the materials to know what markets they are being sold into and what products are being produced)</li> <li>This is reflected in the categories and streams we are collecting i.e., less garbage, less garbage servicing, waste reduction, more recoverable streams added to services</li> </ul> |
| <p><b>Medium-Term</b></p> <ul style="list-style-type: none"> <li>Clients and citizens understand that the quality and condition of materials matters in the waste cycle and behave accordingly in terms of how they stream and prepare their materials for recovery</li> <li>Our clients and citizens fully understand there is 'no away' and behave in relationship with waste accordingly</li> </ul> | <ul style="list-style-type: none"> <li>By 2027, clients will be recycling more effectively, and also be aware of and participating in our reuse and donation bridges</li> <li>By 2027, will be progressively eliminating where possible low grade or no grade materials out of their supply chain</li> </ul>        | <ul style="list-style-type: none"> <li>This is reflected in the categories and streams we are collecting i.e., less garbage, less garbage servicing, waste reduction, less contamination in recycling streams, and more recoverable streams added to services</li> <li>We see in the materials collected from clients the improving quality and incremental reduction of low-grade materials i.e., Styrofoam</li> </ul>  |

## IMPLEMENTATION EXAMPLES

### Novex Delivery Solutions Social Purpose Impact Goals

| OBJECTIVES   | KEY RESULT   |
|--|--|
| <p><b>Objective #1</b><br/>Fully zero emission fleet by 2030</p>                               | <p><b>Key Result</b><br/># of vehicles</p>   |
| <p><b>Objective #2</b><br/>We will have a regenerative “give back” program running by 2025</p> | <p><b>Key Result</b><br/>Novex will identify a regenerative community partner that will benefit from every delivery made</p> |
| <p><b>Objective #3</b><br/>Offer sustainable consulting as a value-add service by 2025</p>     | <p><b>Key Result</b><br/># of customers enrolled</p>   |

## IMPLEMENTATION EXAMPLES

### Baker Tilly Canada Social Purpose Impact Goals

| ACTION   | GOALS  | TARGETS + METRICS  |
|--|--|--|
| <p><b>Long-Term</b></p> <ul style="list-style-type: none"> <li>Transition our business and clients to benefit from 'Social Purpose Valuation'</li> </ul> | <ul style="list-style-type: none"> <li>By 2032, most of our clients will be benefiting from social purpose value proposition.</li> </ul>           | <ul style="list-style-type: none"> <li>75% of our clients will have unlocked the societal and economic value of their transition.</li> </ul>                       |
| <p><b>Medium-Term</b></p> <ul style="list-style-type: none"> <li>Represent Purpose-led companies</li> </ul>  | <ul style="list-style-type: none"> <li>By 2025, our company will have applied our 'Social Purpose Valuation' on several of our clients.</li> </ul> | <ul style="list-style-type: none"> <li>Represent 5 Purpose-led companies on sell-side transactions where we would apply our 'Social Purpose Valuation'.</li> </ul> |
| <p><b>Medium-Term</b></p> <ul style="list-style-type: none"> <li>More industry peers in Social Purpose</li> </ul>  | <ul style="list-style-type: none"> <li>By 2025, our company will have promoted Social Purpose to our industry peers.</li> </ul>                    | <ul style="list-style-type: none"> <li>Mentor 5 Baker Tilly member firms to go through the United Way Social Purpose Innovators / Implementers program.</li> </ul> |



## IMPLEMENTATION EXAMPLES

### Return-It Social Purpose Impact Goals

| OBJECTIVES  | KEY RESULT  |
|---|---|
| <p><b>Objective #1</b><br/>Increase beverage container recovery rates in British Columbia</p>   | <ul style="list-style-type: none"> <li>• Increase overall recovery rate from 78.1% in 2019 to 83.6% in 2025</li> <li>• Recycle 80% of the plastic beverage containers sold in BC by 2025</li> <li>• Simplify our operations by increasing efficiency, reducing complexity and eliminating redundancies</li> <li>• Develop a scalable recycling infrastructure</li> </ul>  |
| <p><b>Objective #2</b><br/>Champion circular economy solutions that eliminate waste and protect and enhance our natural environment</p>       | <ul style="list-style-type: none"> <li>• Implement two recycling and collection pilots (beyond beverage containers) per year</li> <li>• Develop three new stakeholder partnerships per year with like minded partners</li> <li>• Collaborate with producers to improve the recyclability of their packaging and support reuse and refillable</li> <li>• Collaborate with brand owners to access recycled content that aligns with their voluntary commitments and objectives of the Canada Plastics Pact</li> </ul> |
| <p><b>Objective #3</b><br/>Model environmental responsibility and eliminate waste within our company eco-system</p>                           | <ul style="list-style-type: none"> <li>• Eliminate Single-use Film from our supply chain by 2025</li> <li>• By 2024: Reduce greenhouse gas emissions within our fleet by 20% as compared to 2019 baseline</li> <li>• Implement zero waste company practices and initiatives (social committee, paper consumption, business travel, etc.)</li> <li>• By 2023: 80% of our local suppliers engage in sustainable business practices</li> </ul>   |
| <p><b>Objective #4</b><br/>Support systems in other parts of the world through education, sharing of best practices, expertise and advice</p> | <ul style="list-style-type: none"> <li>• Participate in five (5) external global speaking engagements per year to educate on extended producer responsibility systems and the circular economy</li> <li>• Publish 10 new Closing the Loop: a conversation about sustainability, recycling, and the circular economy podcast episode with thought leaders annually</li> </ul>  |

### 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](http://www.socialpurpose.ca)

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### 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.

[www.corostrandberg.com](http://www.corostrandberg.com)

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 x̣̣ṃ̣əθḳ̣ʷəỵ̣əm (Musqueam), Skwxwú7mesh (Squamish) and səilwətaʔ /Selilwitulh (Tsleil-Waututh) Nations.



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