

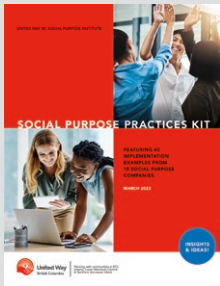
SOCIAL PURPOSE PRACTICE

Process Metrics

Measure internal integration 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">➔ 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

Process Metrics

Measure internal integration 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 metrics which measure progress on internal purpose integration and 2) social purpose impact metrics which are external and measure the impact you are having in the world as you invest in your social purpose. This practice focuses on the internal process metrics.

WHY ADOPT THIS PRACTICE?

Once you have adopted your social purpose you begin the process of transforming your company, its business model, operations, and relationships to fulfill your social purpose and live it authentically. To do that, a tailored measurement system is necessary to measure progress on internal integration and course-correct as necessary. This helps you avoid purpose-washing.

WHEN TO ADOPT THIS PRACTICE?

This practice should be adopted within the first year of implementation as “what gets measured, gets done.” Having these clear outcomes sets the pace and intent for internalization of your company’s social purpose.

INSTRUCTION

Hold a meeting with your team to agree on the internal process metrics your company will monitor over the next 2 – 3 years as you begin the process of implementing your social purpose in everything you do and across your relationships. Review the examples below for inspiration and ideas for your own approach.

FEATURED PRACTICES FROM

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)



BC Lottery Corporation

We exist to generate win-wins for the greater good. [Corporate.bclc.com](https://www.corporate.bclc.com)



Community Savings Credit Union

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



Hemlock Printers

We exist to create connections, build community, and inspire actions that safeguard the health of the world’s forests. [Hemlock.com](https://www.hemlock.com)



IMPLEMENTATION EXAMPLES

Baker Tilly Canada Corporate Finance Social Purpose Process Metrics

15% of revenue-generating clients aligned to Social Purpose (Purpose Aligned Clients)

100% of Employees engaged in our Social Purpose (questionnaire or survey)

25% of supplier overhead spend with other Social Purpose businesses

IMPLEMENTATION EXAMPLES

BC Lottery Corporation Social Purpose Process Metrics

% of stakeholders who believe our company is implementing its Purpose

Questions that might be asked via a survey or other feedback mechanism include: what will give you evidence that we are generating win-wins for the greater good? We plan to ask this question within a nine-month timeframe.

% of employees who believe our company is implementing its Purpose

Annual Employee Survey includes these Social Purpose questions:

- I understand how I can help advance social purpose at BCLC.
- My team actively considers BCLC's social purpose in key decisions.
- My manager actively considers BCLC's social purpose in key decisions.
- The Executive Leadership team actively considers BCLC's social purpose in key decisions.
- Overall, how BCLC implements and activates its social purpose makes me feel proud to be an employee.

% of staff that have received training on implementing Purpose in their role

These are our current targets and metrics:

- 100% of current employees will participate in social purpose workshop.
- 100% of new employees will participate in social purpose workshop as part of onboarding and training.

% of third parties engaged on our Purpose

Vendors, service providers and lottery retailers will be surveyed to assess who is engaged with our purpose. We will facilitate a social purpose workshop with third parties (vendors, service providers and lottery retailers). The objective will be to discuss the importance, reasoning, and benefits for being a purpose led company. We will include an incentive for attending.

% of product / service portfolio / vendors / suppliers aligned to our Purpose

The product review strategy will occur first (FY2023). We will define what a social purpose product is from a variety of risk categories (player health, ESG, marketing, CRM, etc.) and then develop a measurement framework to evaluate our products. We will establish four categories in which we evaluate all our games:

1. What are we doing great, what do we need to grow?
2. What are new products to bring into our ecosystem?
3. What do we need to evolve, what games/products are good? Which score low in some categories? Where can we make changes, but keep in our ecosystem?
4. What games/products are we dropping?

IMPLEMENTATION EXAMPLES

Community Savings Credit Union Social Purpose Process Metrics

Over the following year we will measure:

1) Internal/external perception of our Social Purpose through:

- a. Awareness surveys (focus: do they understand our Social Purpose)
 - i. Our employees
 - ii. Individuals outside our organization
 - iii. Unions

2) Social Purpose products:

- a. Percentage of products passed through social purpose lens
- b. Revenue streams created via social purpose products

IMPLEMENTATION EXAMPLES

Hemlock Printers Social Purpose Process Metrics

INTERNAL

(information that can be retrieved internally)

- % of product / service portfolio aligned to our Purpose
 - Paper attributes: % FSC, % PCW, % of shipping packaging with FSC, dollar value, weight
- Zero Carbon Neutral Printing Program statistics
 - % of clients and % of orders that are part of the Zero Program
 - Profiles of papers used in Hemlock's Zero Program
 - # of partner organizations who adopt our Zero Program
- Number of third parties engaged on our Purpose (# of NGO's, certifiers, community partners)
- Revenues from Purpose products (\$\$)
- % of Purpose oriented customers who follow our social purpose purchasing criteria
- % of strategic initiatives that explicitly address our Purpose
- % of staff who believe our company is implementing its Purpose via staff survey
- % of staff that have received training on the Purpose and their role in implementation

EXTERNAL

(information that relies on information requests from external stakeholders, e.g., mills, NGO's, suppliers)

- Fibre tracking statistics
 - % of papers which may be at risk of sourcing from high conservation value forests
 - % of papers which have been audited and fiber tracked
- Types/ number of species at risk associated with our supply chain
- % of Mills/Merchants who are 'activated' in supporting our social purpose and purchasing purpose driven products

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

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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

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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