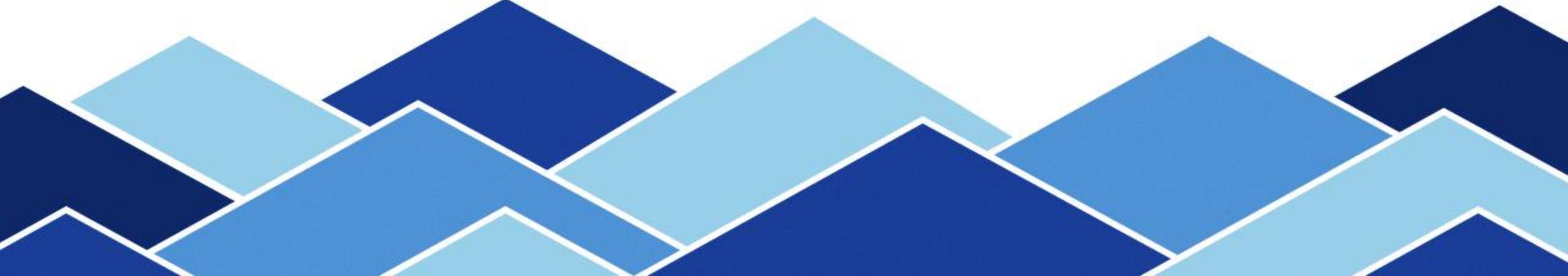


B:CIVIC Summit

Impact Mapping: Why Start with Business Impact



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B:CMIC
Summit

Value & Capital are More than Financial

- There are multiple kinds of value and capital
- Stakeholder opinion is converging on the idea that long-term value creation for companies is about both financial and extra-financial factors
- Long-term investors want portfolios that protect assets from emerging environmental, social, and governance (ESG) risks
- Stakeholders are increasingly expecting companies to deliver social value in addition to generating profits for shareholders (e.g., Larry Fink's letter, the Accountable Capitalism Act proposed by Senator Warren, etc.)

Stakeholder Pressure for Business & Social Impact Alignment

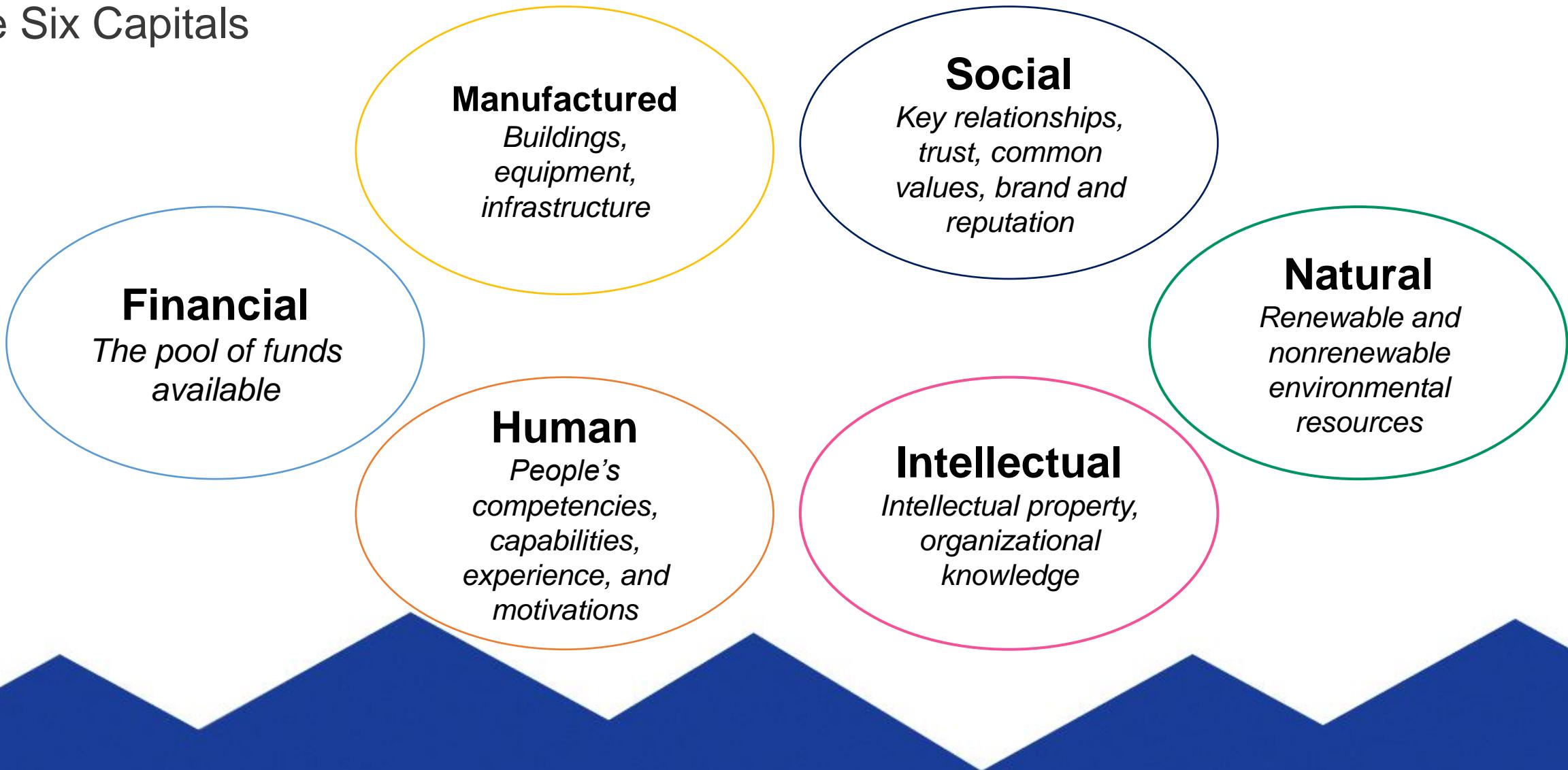
Framework	Indicator	Question Text
RobecoSAM CSA (supports Dow Jones Sustainability Indices)	3.6.1	Does your company have a group-wide strategy that provides guidance to your corporate citizenship/philanthropic activities? Please indicate how this strategy aligns with your overall corporate strategy and the 17 UN Sustainable Development Goals.
		Furthermore, please provide a short description of how the priority is aligned with your business drivers and attach supporting evidence.
GRI Standards	203-1	Current or expected impacts on communities and local economies, including positive and negative impacts where relevant

Impact Mapping Purpose

'Impact' refers to the effect an organization has on the economy, the environment, and/or society.

- 'Impact' can refer to **positive, negative, actual, potential, direct, indirect, short-term, long-term, intended, or unintended** impacts.
- Organizations might be involved with impacts either through their own activities or as a result of their business relationships with other entities. Business relationships can include relationships with business partners, **entities in its value chain**, and any other non-State or State entity directly linked to its business operations, products or services.
- We want to understand **where the impacts occur** for a material topic, and the organization's involvement with those impacts.

The Six Capitals



Impact Mapping Objectives

Engage with the company's subject matter experts to:

- Craft an impact map, which determines where the company's **environmental, social, and economic impacts** exist (boundary) as well as potential risks and opportunities
- Understand how the company's specific way of operating and unique value chain and stakeholders impacts or is affected by each identified topic
- Identify missing inputs and/or additional stakeholders to engage

Questions for Impact Mapping

For each part of the value chain:

- Which impacts does the company **cause or contribute to**?
- Which issues cause **risks or challenges** to the company?
- Which impacts link directly to the **company's inputs, outputs, and influencers**?
- Are any topics more important in **certain regions** than others?

To Identify Risks and Opportunities:

- Are you aware of any **stakeholder feedback** regarding any of the company's impacts along the value chain?
- What issues do you anticipate will be the most important over the next **three to five years**?
- What potential impacts, risks, and opportunities are associated with the company's **strategic objectives**?
- What are the **greatest challenges and opportunities** in attracting and retaining new employees?
- Is the company developing any **new or emerging business areas**?



What to do with Results

How do you ensure that business and societal impact measurements are aligned?

Allocate philanthropic resources to issues/areas where your company:

- 1) Is creating the greatest impacts (remember, these can be: positive, negative, direct, indirect, short-term, long-term, intended, or unintended), or
- 2) Has the greatest risk or opportunities arising from potential impacts

Example: Southwire Company

Southwire Company is one of North America's leading manufacturers of wire and cable used in the transmission and distribution of electricity.

Two social and human capital topics are included in their top tier of material topics – Employee Engagement & Development and Talent Attraction.

As part of their efforts to foster the skilled labor workforce of the future, Southwire developed their signature [12 for Life program](#), which combines traditional classroom instruction with jobs inside a modified Southwire manufacturing environment. Students earn wages for their work and, most importantly, learn skills they will need after graduation.

Relative Priority of Sustainability Topics



Thank you!
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