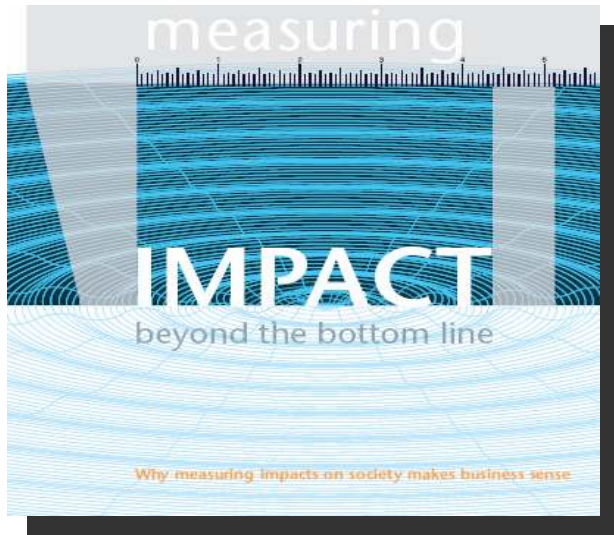


▶▶ **Shona Grant**  
Managing Director,  
Development, WBCSD

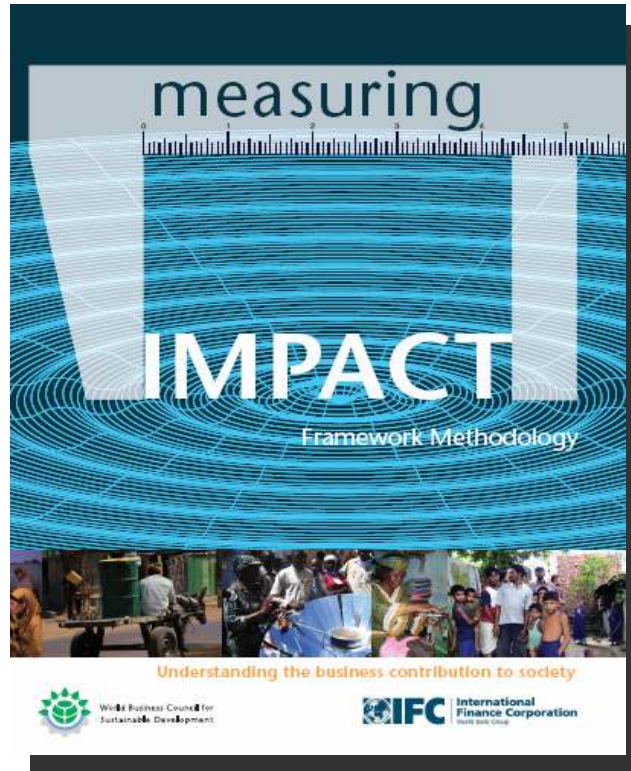


# WBCSD approach to measurement

**“Beyond the bottom line”  
– the business case**



**Methodology**



**Excel-based  
user guide**





# Companies involved





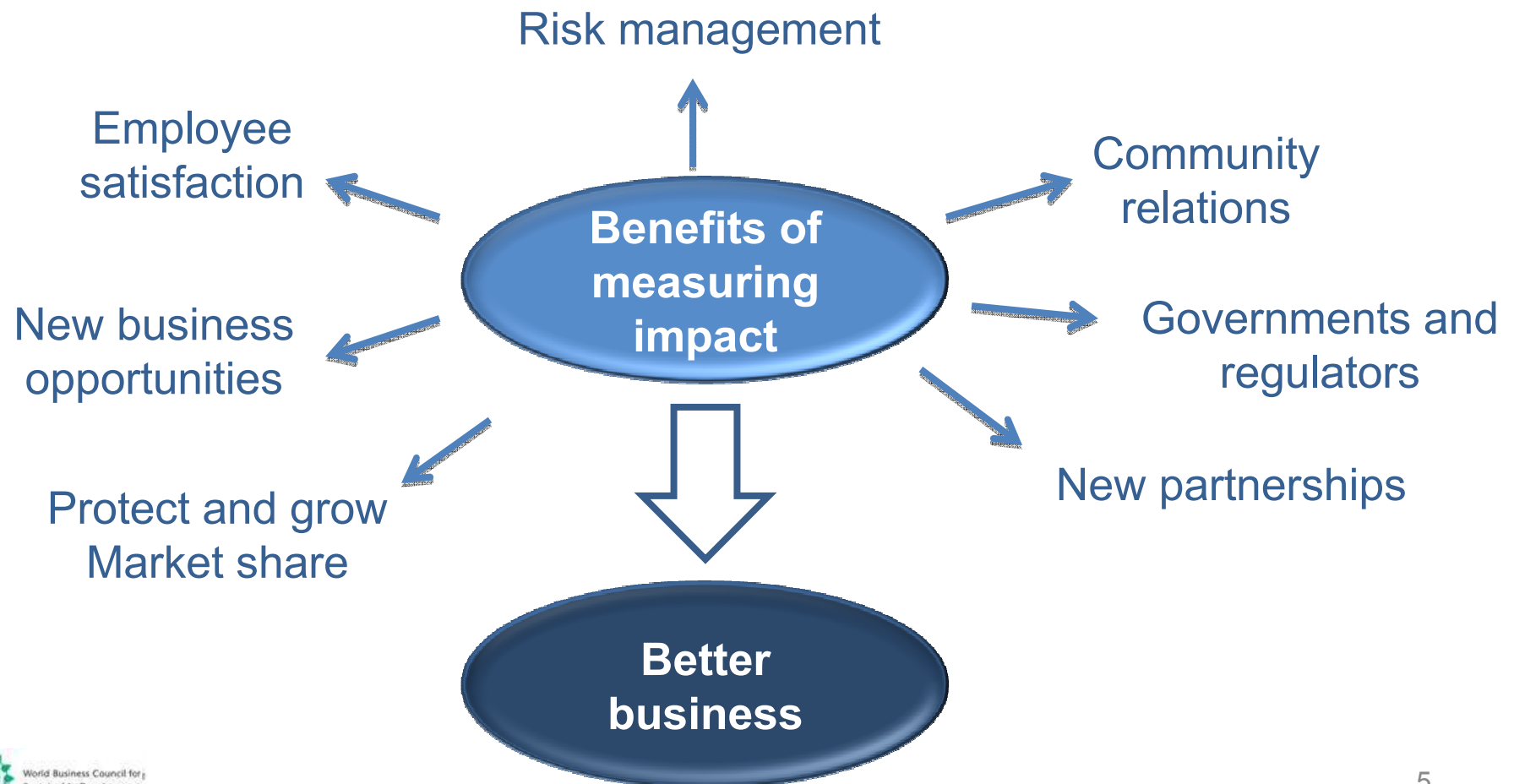
# External stakeholders involved

- Alex Arnall (**Independent**)
- Anthony Miller (**UNCTAD**)
- Beth Jenkins (**Harvard CSR initiative**)
- Helene von Granitz (**Swedish National Institute Public Health**)
- Jason Bauer and Rebecca Tunstall (**MCC**)
- Jo Zaremba (**Oxfam UK**)
- Johan Verburg (**Oxfam Novib**)
- John Morrison (**BLIHR**)
- Liane Lohde, Sujata Lamba and Weijen Leow (**IFC**)
- Mokhethi Moshoeshoe (**AICC**)
- Michael Oxman (**BSR**)
- Dr. Norman Reynolds (**The People's Agenda, South Africa**)
- Sean Gilbert (**GRI**)
- Sheri Willoughby (**WRI**)
- W. Robert de Jongh (**SNV**)



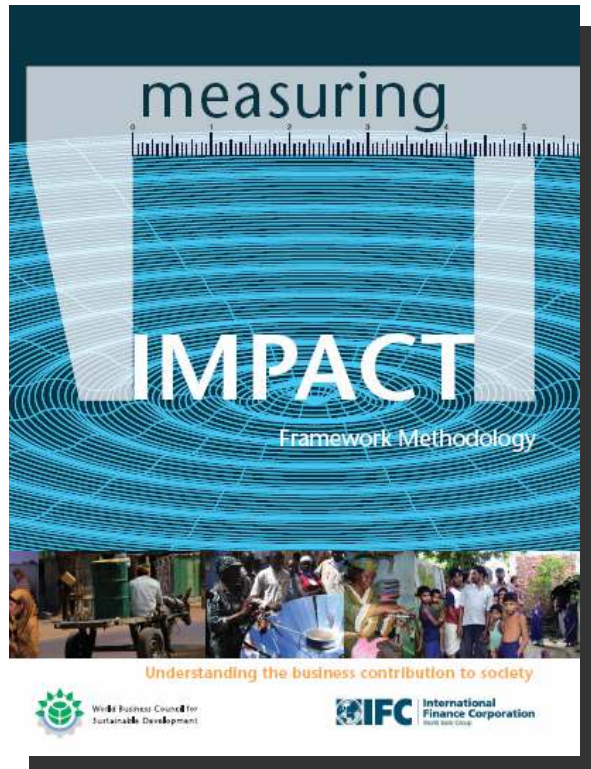
# Business case: why measure?

**“beyond the bottom line”- why measuring impacts on society makes business sense**





# Framework objectives



The Framework aims to help companies measure and assess their societal contribution and use this understanding to inform operational and future investment decisions

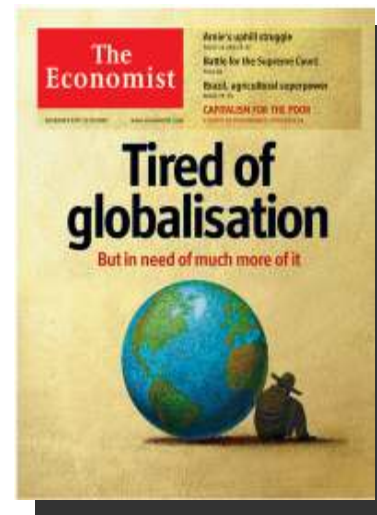
It is also designed to:

- underpin the business license to operate;
- improve the quality of stakeholder engagement;
- help to manage risks more effectively ; and
- Identify ways to enhance the business contribution to society.



# Key features of the Framework

- Built by business for business
- Starts from what business does - business
- Moves beyond traditional reporting
- Encourages stakeholder engagement
- Flexible
- Complements existing tools
- Externally reviewed

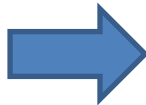


April 2008



# Merging two perspectives

**Business perspective**



**Development/  
societal perspective**



- Infrastructure
- Products and Services
- Jobs
- Skills and Training
- Procurement
- Taxes
- Corporate Governance
- Environmental Management

- E.g. Economic Growth/GDP**
- Poverty Alleviation**
- Education**
- Social Stability**
- Public Health**
- Human Rights**
- Governance**
- Capacity Building**
- Enterprise Development**
- Environmental Sustainability**





# Four-step Methodology

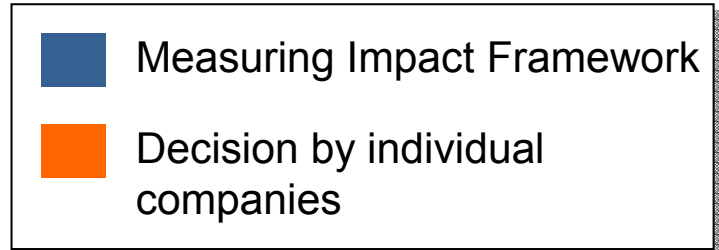
**Step 2 – Measure direct and indirect impacts**

**Step 1 - Set boundaries**



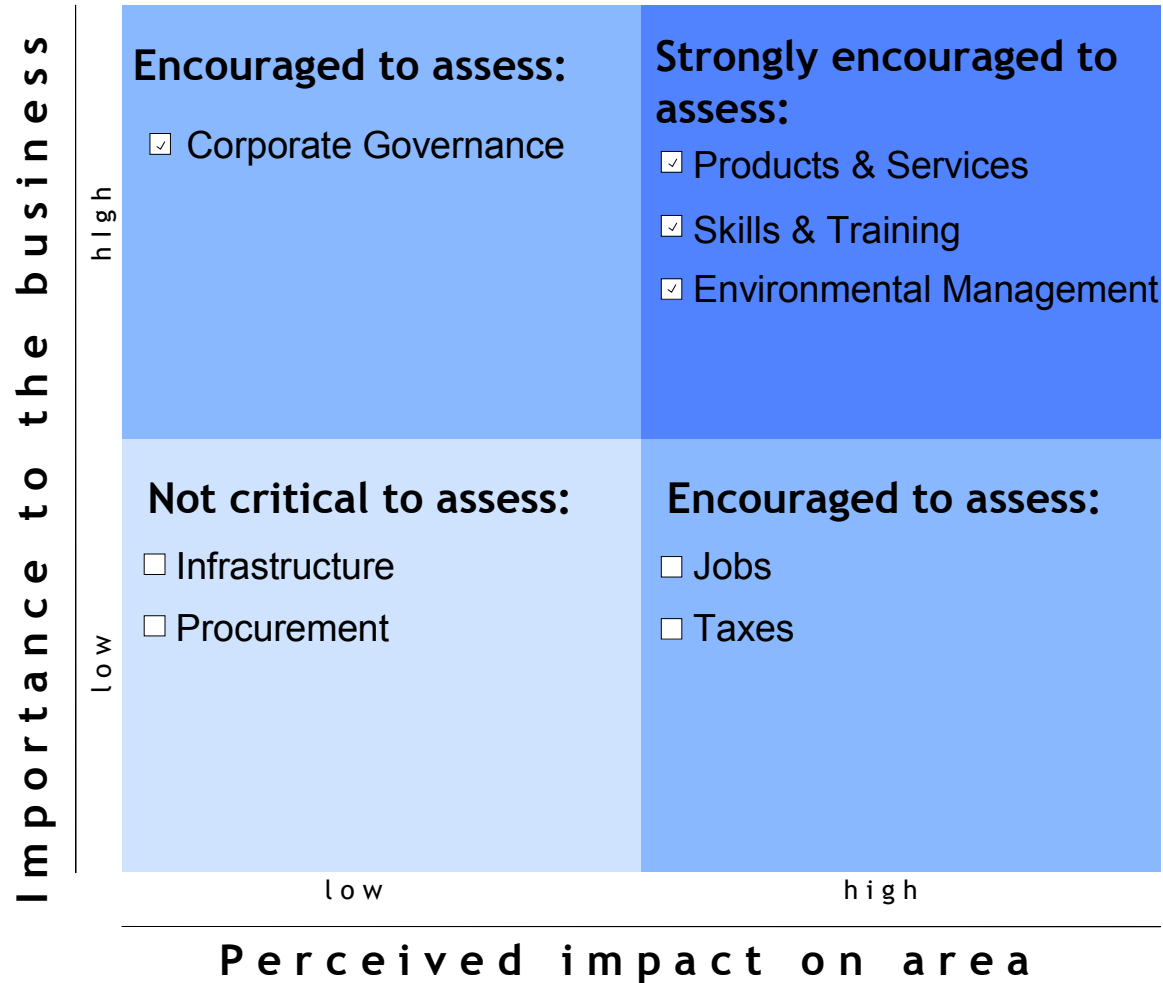
**Step 3 – Assess contribution to development**

**Step 4 – Prioritize management response**



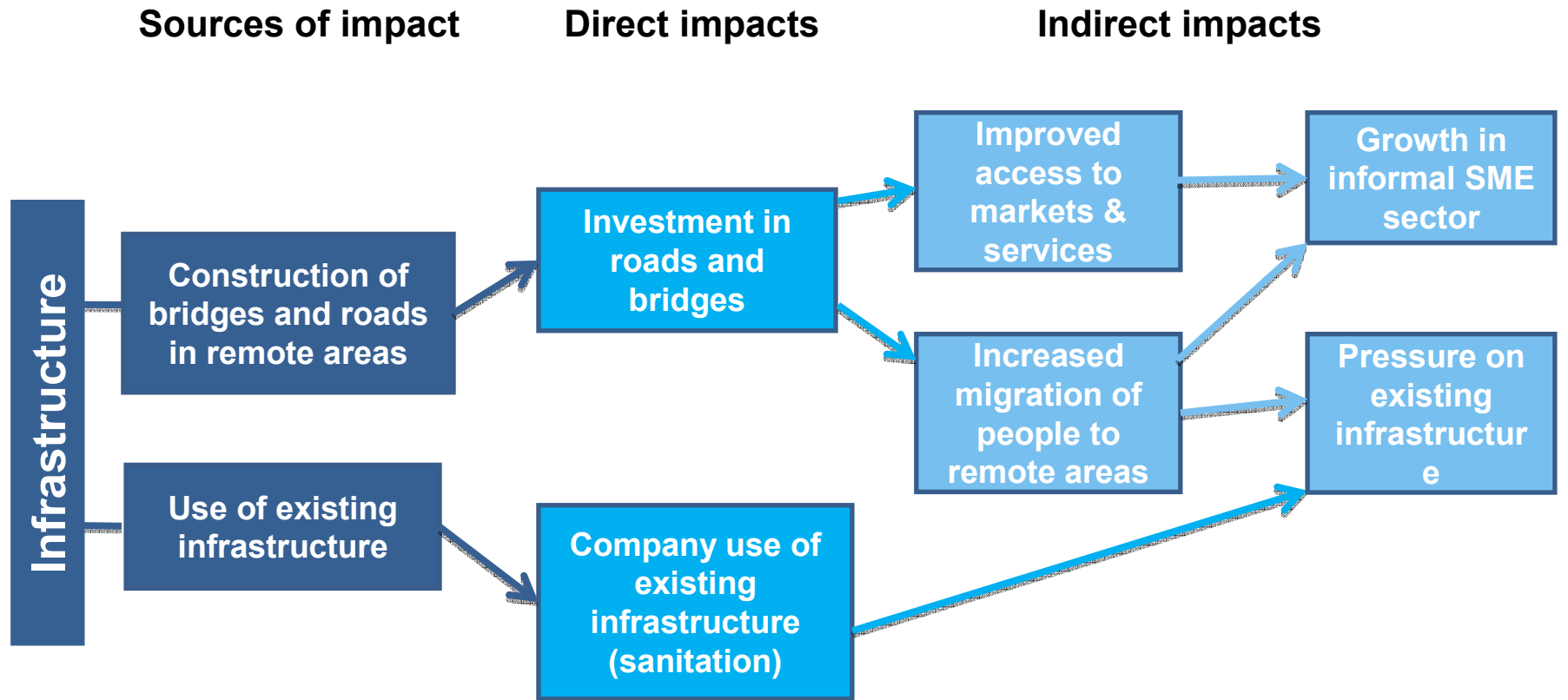


# Step 1 – Set boundaries





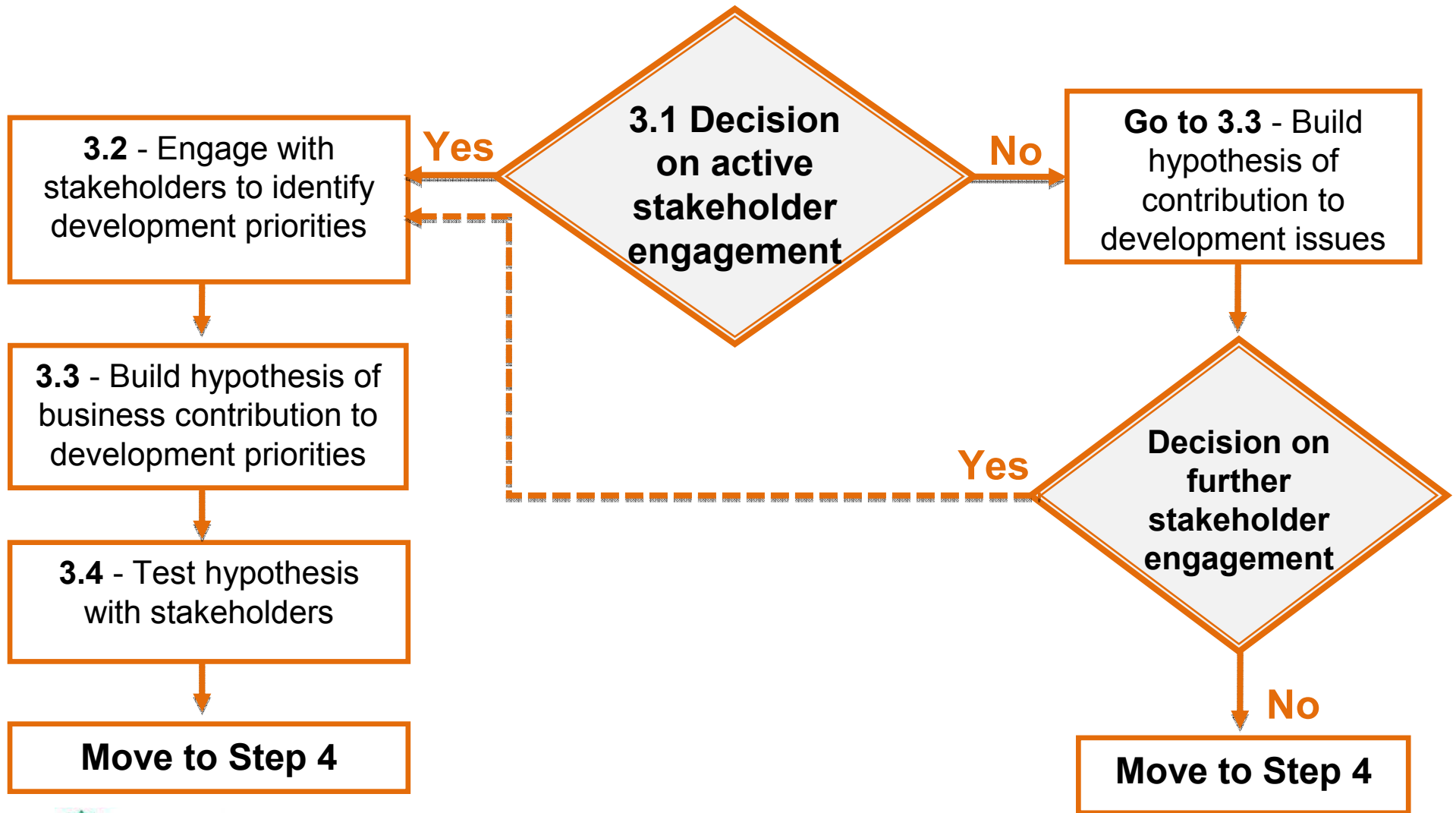
# Step 2 – Measure direct and indirect impacts



➔ Linkages between indicators



# Step 3 – Assess contribution to development





## Step 4 – Prioritize management response

4.1 Identify priority areas for action

4.2 Consider possible business responses and prepare recommendation to management. Examples could include:

- Action through core business activities
- Action through communication
- Action through social investment programs

4.3 Decide on way forward

4.4 Develop indicators to monitor progress



# Excel-based user guide

User friendly excel-based guide to help companies customize the Framework to their respective operations.



*Available for download  
Mid May*

Companies can **tailor** the assessment to:

- Different lengths and depths
- Location and type of operation
- Level of stakeholder engagement
- Company strategic priorities



For more information please see

[measuringimpact@wbcsd.org](mailto:measuringimpact@wbcsd.org)



# Step 4 – Example

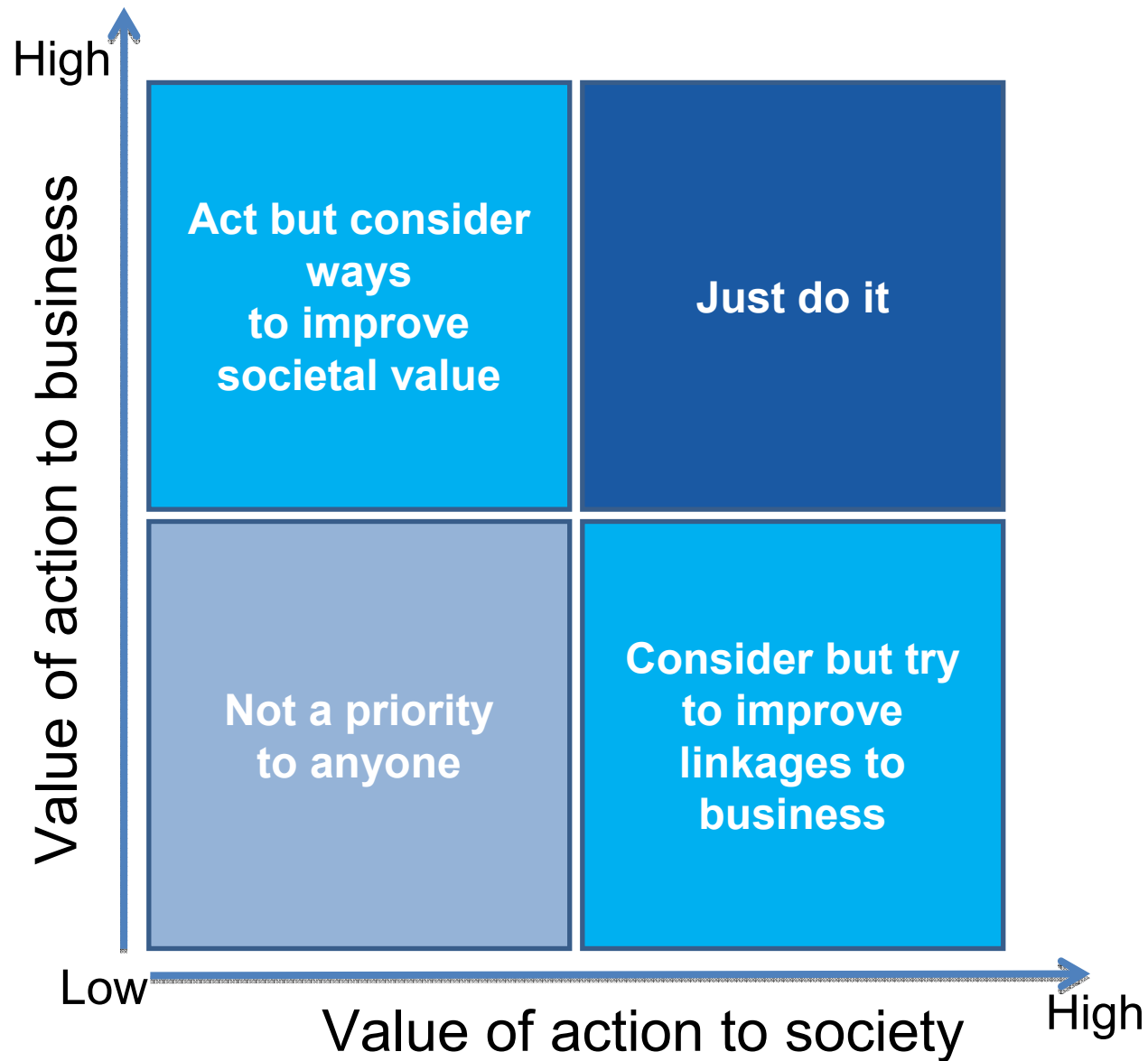
**Business influence  
over impacts**

<b>Direct</b>	<p><i>The company may face a serious risk and could be challenged on why it is not doing more to lessen its negative impact. Look for ways to mitigate or improve</i></p>	<p><i>Look for ways to improve impact</i></p>	<p><i>The company may want to see how it can boost activities</i></p>	<p><i>The company should continue supporting these activities and consider scaling up</i></p>
<b>Indirect</b>	<p><i>The company may face serious risks. Look for ways to increase control, consider partnering and/or influencing external factors to mitigate or improve.</i></p>	<p><i>The company may face some risks. Consider ways to increase influence and/or improve impact alone or with others.</i></p>	<p><i>The company could consider scaling up activities or improving impact by leveraging others' activities.</i></p>	<p><i>The company should continue supporting these activities and consider leveraging others to further scale up</i></p>
	<b>high -ve</b>	<b>low -ve</b>	<b>low +ve</b>	<b>high +ve</b>

Contribution to  
"access to quality healthcare"



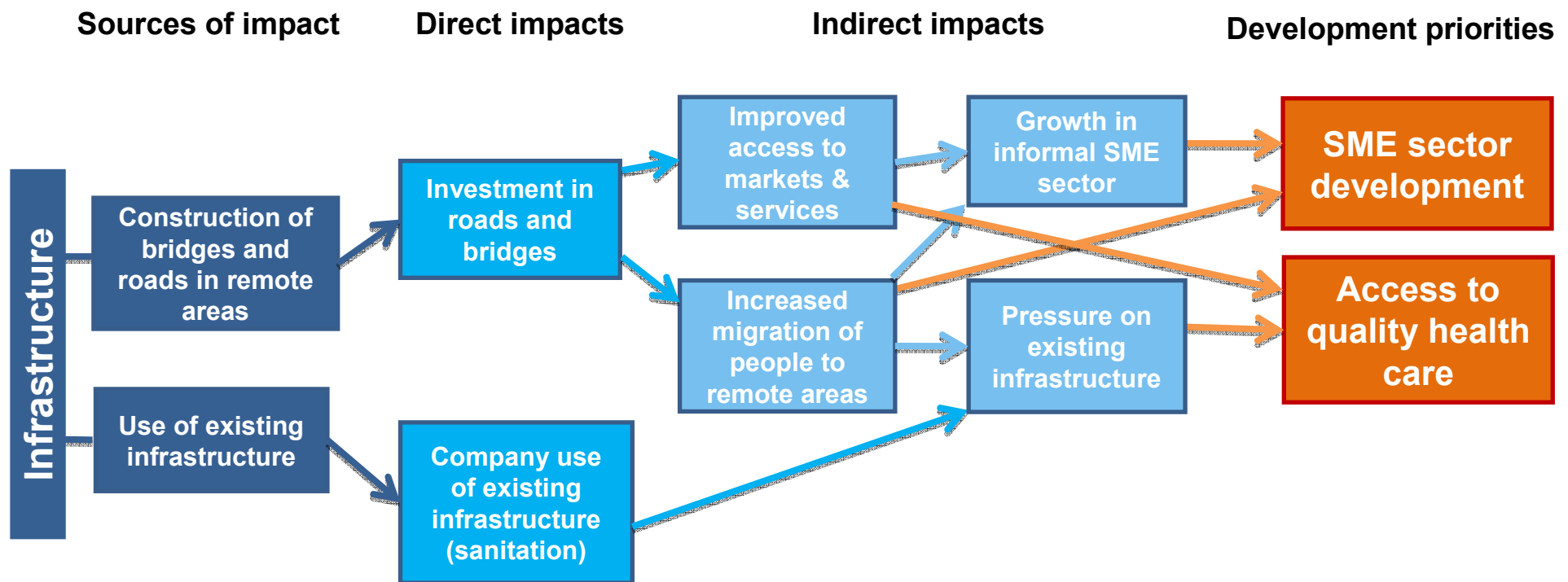
# Step 4 – Example

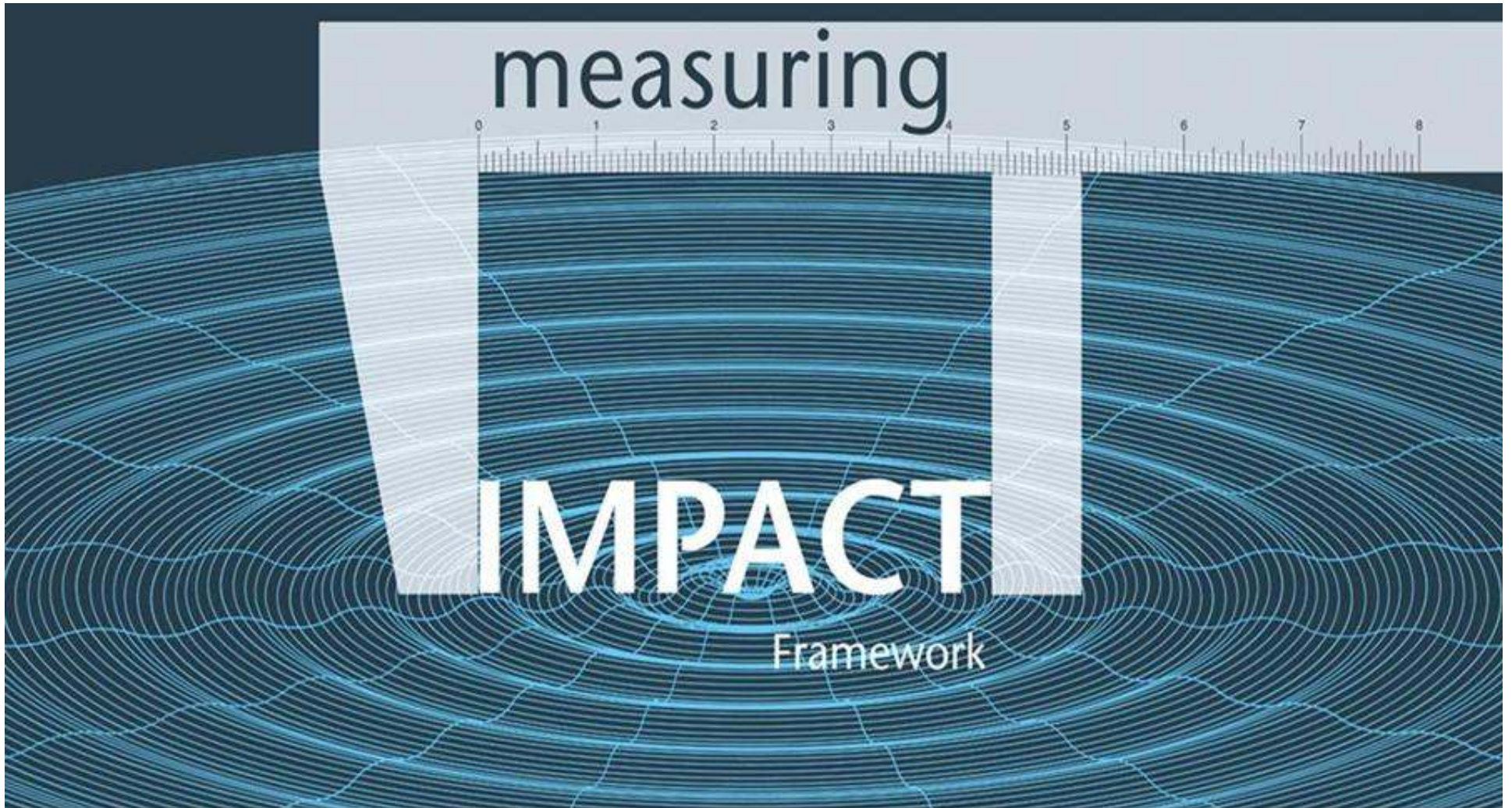




## Step 3 – Assess contribution to development

- 3.2 Engage with stakeholders to prioritize development issues (optional)
- 3.3 Build hypothesis of the business contribution to development
- 3.4 Test hypothesis with stakeholders and refine assessment (optional)





▶▶ development  
WBCSD Liaison Delegate Meeting