



The Impact Principle

Widening participation and
deepening practice for
impact investment at scale

Working Group Paper Extract:
ROADMAP FOR CORPORATES

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Other GSG Working Group Reports

WORKING GROUP NAME	PILLAR REPRESENTED	TOPICS
Building Impact Investment Wholesalers	Supply of Capital	It details the what, why and how of building impact wholesalers
Catalysing an Impact Investment Ecosystem: A Policymaker's Toolkit	Policy & Advocacy	It focuses on the role of government in the impact investment ecosystem and highlights how policy making can be catalytic
Enabling ventures to leverage technology for impact	Demand of Capital	It analyses the different enabling elements across the lifecycle of impact-tech, and focuses on recommendations to improve the global tech-for-good ecosystem
Investing for a better world	Supply of Capital	It focuses on recommendations to strengthen the financial services value chain to meet the sustainable development goals
Widening & Deepening the Market for Impact	Market Builders	It outlines the why and what of impact investing and presents a theory of change for widening participation and deepening practice with practical guidance on actors and levers

This report is a chapter taken from the GSG Working Group report: Widening and Deepening the impact Market.

In this paper, we discuss how to widen and deepen the field of impact investment to ensure that a wider variety of actors are represented and the focus on impact remains transparent and measured.

The entire paper can be found on the GSG website:

<https://gsgii.org/wp-content/uploads/2018/11/GSG-Paper-2018-Widening-Deepening-the-Market-Nov.pdf>

Companion Papers to this can be found on the GSG website. We would recommend reading this alongside the Field Definition paper, which includes a framework to help investors understand and describe the impact performance of an investment, or portfolio of investments.

About this note

Corporates in the Impact economy

This note builds on the experience of practitioners in impact investing and in other fields of practice to propose concrete guidance to make it easier for more people working in and with corporates to see where they can translate interest to action and contribute to the development of impact investment.

It draws on the levers identified in the Working Group paper that create positive reinforcing effects, encouraging attention and action in areas where change can be driven systematically to:

- ▲ Mobilise more actors for impact,
- ▲ Continuing to catalyse positive development,
- ▲ Design for the impact objectives, and
- ▲ Developing impact integrity

This paper on corporations is part of a series also covering guidance for banks and institutional investors, which can be found on the GSG website.

About Impact Investment and The Impact Economy

To navigate the complexity of achieving a future where no one lives in poverty and the planet thrives, we need a simple unifying principle: that it is the role of all actors in society to examine how their actions effect the people and the planet.

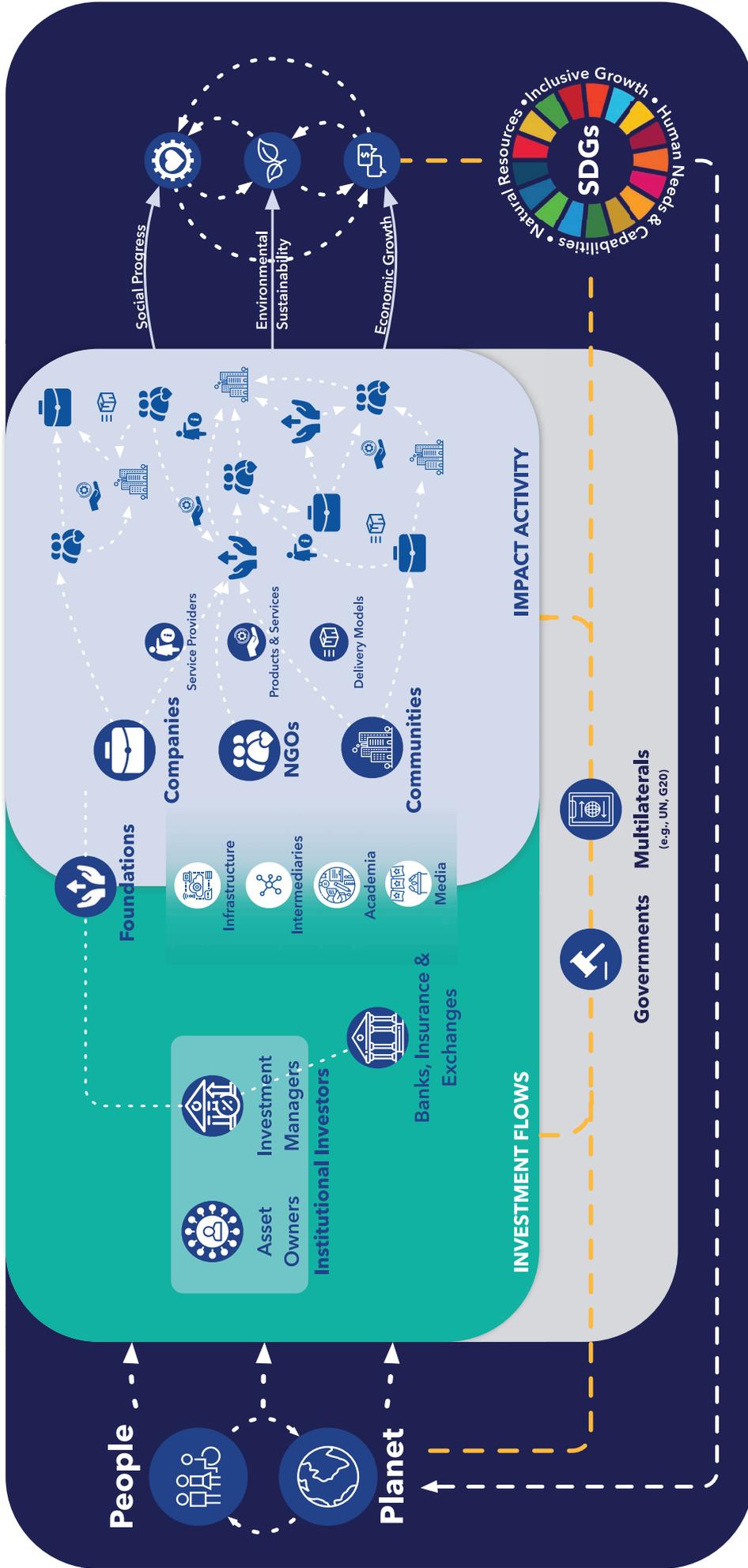
Impact investment optimizes risk, return and impact to benefit people and the planet, by setting specific social and environmental objectives alongside financial ones, and measuring their achievement. Impact management is a critical practice to reach this potential.

As more people and organisations get involved and become more successful in impact investing, there is a cumulative effect. A vibrant and growing impact economy can develop where businesses, investment and activity deliver tangible improvements in outcomes for people and the planet. In the impact economy, businesses use their capabilities to optimise both their positive impact on the world and their financial return. Investors use their resources to optimise business impact, adding and creating value beyond what would otherwise be achieved.

The momentum of more positive impact being generated enlivens the possibility of an inspiring future.

FIGURE 1:
High-level view of an impact ecosystem

This figure presents a simplified visual of the actors and activity, including financial flows, in a dynamic system that drives more positive impact.



Source: Design by Murphy, R. in collaboration with Addis, R. and Barbosa-Vargas, E. For the JW McConnell Family Foundation adapted from UN Global Compact and KPMG, SDC Industry Matrix; Financial Services, 2015 and UN Global Compact, UNCTAD, UNEPFI, PRI Private Sector Investment and Sustainable Development, 2015



Navigating Impact: Corporations

CORPORATIONS PLAY A CRITICAL ROLE

Corporations provide goods and services that are both necessary and enriching in the day-to-day lives of all people.

- ▲ Corporations are essential in providing capital, creating jobs, developing skills, and cultivating new trends and attitudes.
- ▲ Supply Chains, brands, new products and services are just a few of the ways in which corporations touch people and can enact positive change.
- ▲ Corporations have the ability to deploy more flexible capital that can be used to finance innovative models or invest in businesses and social enterprises

The ubiquitous nature of corporations makes them critical actors in driving societal change, with their business practices having a marked impact on the world. Broader engagement of corporations in the movement can thus significantly contribute to solving the world's most pressing issues.

CASE FOR CORPORATIONS TO MOBILISE FOR IMPACT

Impact investment can unlock opportunities that tie a corporate's societal goals with its core business activities, stakeholder values and future growth strategy. It can help corporations:

Acquire a foothold in different markets, new distribution channels and increase brand name recognition. Businesses focused on positive societal impact are better placed to build customer engagement and trust.

Attract greater talent and deliver higher-quality products and services. A new generation of employees now demand meaning in their work. Attracting and retaining high quality, values aligned talent promotes productivity and better customer outcomes.

Gain access to market insights, disruptive models, and innovation. Changing customer expectations aligned with better societal outcomes together with the accelerated pace of digitalization means disruptive models and social innovation are common aspects of impact investment.

Improve risk management. Positive social and environmental impact in a supply chain mitigates reputational, operational and regulatory risk.

Drive competitive advantage. Companies that prioritize purpose have been proven to perform better than competitors and have more robust strategy development. Alignment around purpose can streamline decision-making, lead to better employee engagement, and drive customer

FAST FACTS

- ▲ The largest 500 corporations globally employed >43m people, indirectly controlled 100s of millions of workers in their supply chain, paid >US\$700 billion in taxes, sold >US\$22 trillion in products and services, and controlled assets of >US\$100 trillion¹
- ▲ 90% of consumers asked in an APCO study expected brands to be involved in tackling society's most pressing concerns.²
- ▲ In 2017, corporate venture capital (CVC) investors participated in 1791 deals totalling US\$31.2 billion. Nearly 50% of the Fortune 100 and 20% of the Fortune 500 are involved in CVC, the most commonly found investing with purpose approach.³
- ▲ A 2016 CECP study found a third of large companies are "somewhat" or "highly" active in impact investing.⁴
- ▲ 87% of executives surveyed by Harvard Business Review Analytics believed a company performs best when their purpose goes beyond profit.⁵
- ▲ There are over 1,229 Certified B Corps from 41 countries and 121 industries.⁶



Companies must ask themselves: What role do we play in the community? How are we managing our impact on the environment? Are we working to create a diverse workforce?

As we enter 2018, BlackRock is eager to participate in discussions about long term value creation and work to build a better framework for serving all your stakeholders. Today, our clients – who are your company's owners – are asking you to demonstrate the leadership and clarity that will drive not only their own investment returns, but also the prosperity and security of their fellow citizens.



LARRY FINK

Chairman and CEO, Blackrock

GETTING STARTED AND GROWING IMPACT

HORIZONS		GETTING STARTED	GROWING IMPACT
WIDENING PARTICIPATION	Mobilising for Impact	<ul style="list-style-type: none"> ▲ Assign responsibility to a small team to identify impact focus areas and opportunities. ▲ Map current products and services and related supply chain to impact areas/SDGs. Analyse both negative and positive impact. ▲ Conduct high level assessment of client needs/expectations around current business practices/products and impact outcomes. ▲ Develop a communication campaign to raise awareness, share learnings and build knowledge, thought-leadership and alignment around impact activities. 	<ul style="list-style-type: none"> ▲ Embed impact into corporate strategy and facilitate cross-departmental collaboration to operationalise. ▲ Adapt product and servicing offerings including new product development in line with impact objectives. ▲ Evaluate market entry opportunities [new segments/under-supplied markets] ▲ Leverage the corporation's unique expertise and networks in the service of new types of partnerships.
	Catalysing Impact	<ul style="list-style-type: none"> ▲ Create an engagement plan driven top down that signals impact matters internally and externally. ▲ Allocate initial flexible capital pool [CSR or other] for impact R&D and new market opportunities. ▲ Join and support networks and peer groups e.g. shared value, B Corp, impact investment as best fits with organisational priorities and strategy. 	<ul style="list-style-type: none"> ▲ Support and leverage the capacity of NGOs and impact experts to build capacity and identify solutions-oriented opportunities. ▲ Actively partner or do business with supply chain or financiers that have a positive impact with minimum acceptance standards. ▲ Use CVC or another form of flexible capital to enable impact initiatives focused on solutions.
DEEPENING PRACTICE	Impact by Design	<ul style="list-style-type: none"> ▲ Document company values and clear alignment with impact goals and strategies. ▲ Explore collaborations both between internal departments and external partners around initially avoiding harm and negative impact but then potentially on impact thematics. ▲ Assess material negative impact in supply chain and explore opportunities for positive impact. 	<ul style="list-style-type: none"> ▲ Build a rigorous impact framework into governance and business strategy. ▲ Develop and roll out cultural transformation process focused on impact alignment and capability development. ▲ Tie staff KPIs to both financial and impact outcomes of the organisation and its products and services. ▲ Address material negative impact in supply chain and explore opportunities for positive impact.
	Impact integrity	<ul style="list-style-type: none"> ▲ Issue a transparent statement on the nature of impact commitments. Report against this where possible. ▲ Build the initial foundations of a data collection process for assessing impact. ▲ Engage suppliers on understanding their impact practices and reporting. ▲ Engage in field building with a focus on promoting consistency in tools, practice development and reporting standards. 	<ul style="list-style-type: none"> ▲ Adopt impact reporting and disclosure guidelines with a commitment to transparency. ▲ Implement a rigorous impact measurement, management and reporting framework. ▲ Actively monitor supplier impact reporting with minimum standards. ▲ Form a community of practice to share knowledge and lead the adoption of industry standards and reporting benchmarks.

TOP PRIORITIES FOR COLLECTIVE ACTION

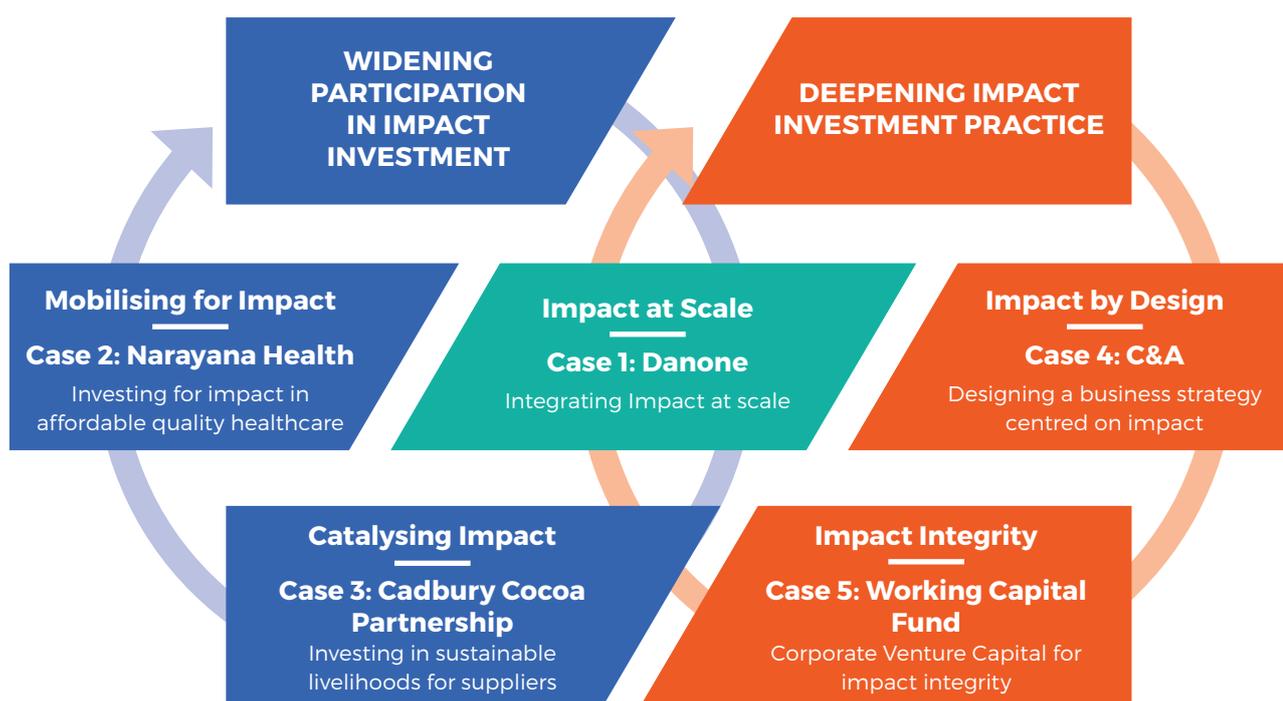
Impact investing at scale requires collaborations to increase effectiveness and coordinate with partners and industry leaders to create a powerful effect. Three priorities ripe for collective action are:

- ▲ Support for intermediation and industry facilitation that enables impact at scale [this could include collaboration around initiative to develop an in-market wholesaler]
- ▲ Development of a set of industry standards around impact measurement, reporting and disclosures. This would be further enhanced by an approved accreditation system or impact audit.
- ▲ Pro-active engagement leading to a community of practice with impact experts; government and NGOs to build knowledge, tools and capacity around impact.

NETWORK ORGANISATIONS, INDUSTRY FACILITATORS AND FIELD BUILDERS TO CONNECT WITH AND THROUGH:

- Global Steering Group for Impact Investment (www.gsgii.org)
- Business for Sustainable Development Commission (<http://businesscommission.org/>)
- EY Beacon Institute (<https://www.ey.com/gl/en/issues/ey-beacon-institute>)
- Global Partnership for Financial Inclusion (<https://www.gpfi.org/>)
- Coalition for Inclusive Capitalism (<https://www.inc-cap.com/>)
- Committee Encouraging Corporate Philanthropy (<https://cecp.co/>)

WHAT LEADERS ARE DOING



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Business needs to be an active contributor to finding the solutions that have an impact on society. After all, if business cannot show what positive impact it has, why should the citizens let this business be around?

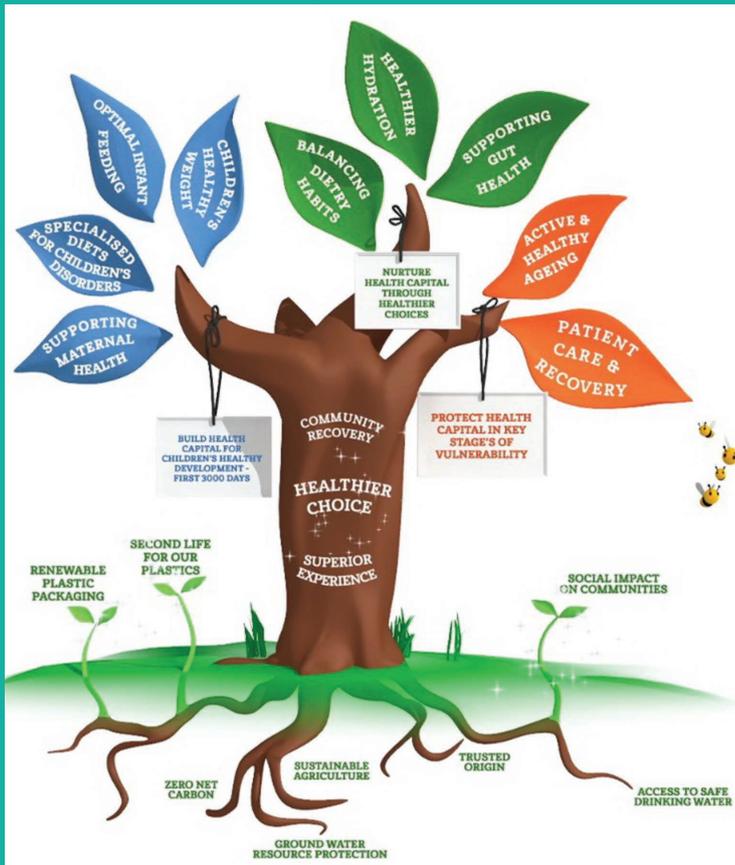
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PAUL POLMAN
CEO, Unilever

Case Study 1

DANONE INTEGRATING IMPACT AT SCALE

Danone's strategy to drive positive social and environmental impact is expressed in its strategy: the Alimentation Revolution, which is illustrated through the symbol of a tree.



Danone has utilised a combination of tools and models for impact including social business in partnership with Grameen, impact investment funds and products, supply chain measures, and commitment to B Corp certification. This is all part of its long term commitment to sustainable business and pursuing social progress and economic success.

MOBILISING FOR IMPACT

Danone negotiated a €2 billion Syndicated Credit Facility under which borrowing costs reduce as it increases its positive social and environmental impact against a set of objective criteria.

CATALYSING IMPACT

Danone has established social impact funds that invest into affordable access to water, restoring natural ecosystems, and small producers. Illustrating their Impact, the Danone Communities Fund provided access to clean water for 1 million people.

IMPACT BY DESIGN

Danone was able to issue a €300 million bond to invest into projects that improve social impacts including responsible breeding, developing social entrepreneurs, health research and improving health coverage and parental leave policies. The bond was oversubscribed; demand exceeded €700million.

IMPACT INTEGRITY

Danone's program towards B Corp certification reflects a commitment to create trust that the company is doing business in a way that meets rigorous standards of social and environmental performance, transparency and accountability. 30% of Danone's global business has achieved including DanoneWave, the largest public B Corp.

LESSONS FROM PRACTICE

Develop an integrated strategy to widen and deepen your impact that aligns shareholders, stakeholders, and suppliers.

Case Study 2

NARAYANA HEALTH

Narayana Health's mission is to be the lowest cost high quality healthcare service provider in the world. Their existing network of 50 healthcare facilities has demonstrated their capacity to deliver an affordable, globally-benchmarked quality-driven healthcare services model.

Narayana Health is headquartered in Bengaluru, India, and operates a network of hospitals across the country with 5,900 operational beds that span 23 hospitals, 7 heart centres, and a network of primary care facilities across India.

MOBILISING IMPACT

To serve the unmet need for healthcare in India, Narayana designed one of the world's largest low cost health insurance schemes and an affordable low-cost healthcare model.

This attracted an impact investment of US\$41 million from CDC, a development finance institution that laid the foundation for Narayana's IPO.

LESSONS FROM PRACTICE

Target areas of unmet need, and source investment from investors who share your impact mission.

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At Danone, we believe that each time we eat and drink, we can vote for the world we want. This has inspired the definition of our long-term goals which flow directly from our 'One Planet, One Health' vision. As we strengthen our business model and nourish our dual economic and social project, we have every confidence we will deliver our business and financial agenda, as well as create and share sustainable value for all.

”

EMMANUEL FABER
CEO, Danone

Case Study 3

CADBURY COCOA PARTNERSHIP

In 2008, Cadbury joined the Business Call to Action and launched the Cadbury Cocoa Partnership to encourage the development of thriving cocoa communities in Africa, Southeast Asia, and the Caribbean with a £43 million commitment. The partnership aims to promote sustainable livelihoods, increase crop yields by 100%, create new sources of income, and address child labour, health, gender diversity, and sustainability.

CATALYSING IMPACT

The initiative has grown to a US\$400 million commitment to support sustainable cocoa farming in major cocoa-growing communities, with 10 impact KPIs covering Farming, community, livelihoods, youth, and the environment.

LESSONS FROM PRACTICE

Identify and invest into supply chain partners to create a positive social and environmental impact.

Case Study 4

C&A

C&A is a 177 year old retail business that prides itself on its contribution to community, society, and the environment. Using their material issues as an input, they developed an integrated sustainability strategy with three pillars: sustainable products, sustainable supply, and sustainable lives. Each of these then have tangible targets such as sourcing 100% of cotton sustainably by 2020 (Products), 100% of products from A/B rated suppliers to ensure safe & fair working conditions (supply) and to increase employee sustainability engagement scores (lives).

DESIGN FOR IMPACT

C&A have built impact into governance and tied their impact activities into the core business strategy.

LESSONS FOR PRACTICE

Leverage your scale in the areas where the corporation can have the biggest impact and translate this into measurable goals.

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..our research suggests, that companies' projects are generally not ambitious enough. Instead of trying to fix local problems, corporations and other actors need to reimagine the regional ecosystems in which they participate if they are to bring poor farmers and unemployed urban youths into the mainstream economy.

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ROBERT KAPLAN, GEORGE SERAFEIM AND EDUARDO TUGENDHAT

Harvard Business Review Jan-Feb 2018

Case Study 5

HUMANITY UNITED WORKING CAPITAL FUND

Working Capital is an example of corporates integrating impact through corporate venture capital (CVC). To create this first-of-its-kind fund, Humanity United teamed up with leading brands, foundations, and impact investors that share a commitment for more responsible supply chains. Investors include the Walmart Foundation, the C&A Foundation, and The Walt Disney Company. The unique structure of aligning with leading companies as funders helps leverage innovative solutions for sustainable impact to improve labour practices in the global operations and extended supply chains of multinational corporations.

IMPACT INTEGRITY

The corporates involved along with the management team from Working Capital engaged an external developmental evaluation team from the outset of the fund. This team have acted as a learning partner to the management team, provided technical guidance on impact measurement approaches, and supported investee capacity.

LESSONS FOR PRACTICE

Integrate impact into CVC by embedding impact management across the investment lifecycle and bringing inspecialist external impact expertise to build capacity.

Overview of Actors and Levers

Table 1 below provides an overview of the opportunities for actors across the impact value chain to engage and contribute to widening and deepening the field of impact investing.

TABLE 1:
Key actors and levers for widening and deepening impact

PRIORITY ACTORS	WIDENING		DEEPENING	
	Mobilising for Impact	Catalysing Impact	Impact by Design	Impact Integrity
DIMENSIONS OF IMPACT AT SCALE	<ul style="list-style-type: none"> ▲ Educate and activate. ▲ Incentivise and support actors who can drive impact design. ▲ Intermediate impact. 	<ul style="list-style-type: none"> ▲ Coordinate with leaders. ▲ Invest in market infrastructure. ▲ Encourage different combinations of actors to work together in a coordinated way. 	<ul style="list-style-type: none"> ▲ Set clear goals, measure progress and re-set direction. ▲ Develop and invest in capability and leadership. ▲ Design for scale. 	<ul style="list-style-type: none"> ▲ Embed impact measurement and management. ▲ Commit to accountable practice. ▲ Establish clear impact governance.
 INSTITUTIONAL INVESTORS	<p>Make allocations to impact, including alignment with the SDGs.</p> <p>Run communications campaigns aimed at raising client awareness and understanding of impact products and offerings.</p> <p>Use Requests For Proposals (RFPs) and other mechanisms for engaging the market to solicit ideas and develop partnerships.</p>	<p>Signal impact matters by making public statements and commitments potentially collectively and through investment decisions.</p> <p>Engage actively as an investor and stakeholder, individually and collectively to advocate for impact and related disclosures.</p>	<p>Design an organisational strategy that integrates impact into goals for long term value creation, diversification, managing systemic risk and customer and employee attraction and retention.</p> <p>Ensure strategic asset allocation is clear about objectives for impact at scale.</p> <p>Embed impact into organisational culture through capacity building and KPI alignment.</p>	<p>Develop a rigorous and transparent impact framework that is embedded into the investment decision making process.</p> <p>Commit to accountability through rigorous measurement and Integrated reporting.</p> <p>Engage actively with the field to drive consistency in reporting and measurement.</p> <p>Use technology to enable access to impact reporting and facilitate client choice.</p>

(continued on next page)

TABLE 1:
Key actors and levers for widening and deepening impact (continued...)

PRIORITY ACTORS	WIDENING		DEEPENING	
	Mobilising for Impact	Catalysing Impact	Impact by Design	Impact Integrity
 <p>INDIVIDUALS</p>	<p>Take up opportunities for investment and engagement more aligned with values.</p> <p>Break the investment taboo; talk with friends in a social context about making impact investments.</p>	<p>Signal impact matters through consumer demand and choice including for banking and pension fund activities.</p> <p>Engage actively to communicate expectations that others in the value chain avoid harm and benefit people and planet.</p>	<p>Clarify which social and environmental outcomes are of interest and analyse how current investments and/or donations are aligned with these.</p> <p>Investigate and Invest in products and support service providers that are aligned with impact goals.</p> <p>Identify opportunities for learning more about impact and building capacity.</p>	<p>Push service providers (e.g. wealth managers and pension funds) to report and describe impact alongside financial returns and risks.</p> <p>Actively choose product and service offerings that disclose impact through accreditation systems (e.g. Fair trade) or high levels of impact disclosure in reporting.</p>
 <p>BANKS</p>	<p>Engage new and existing partners and advisors in the effort to create impact solutions.</p> <p>Develop public facing educational capabilities and resources for clients</p> <p>Engage other parts of the bank (e.g. CSR; investor relations) in impact delivery.</p>	<p>Join and lead field-building initiatives including support for impact investing wholesalers with capital and capacity.</p> <p>Dedicate resources and leverage expertise from diverse partnerships to develop product in nascent and under-served markets.</p>	<p>Define and understand impact goals at the organisational level and revise corporate strategy to integrate impact.</p> <p>Operationalise impact through business strategies and products and service offerings permeating all facets of client and market engagement.</p> <p>Create dedicated units and carve outs to facilitate the bank's commitment to raising and deploying impact capital and build capacity.</p> <p>Provide additional institutional flexibility to product developers.</p>	<p>Develop rigorous impact management and reporting systems for transparent impact reporting to clients on products and services.</p> <p>Engage with other industry participants to establish consistency in impact reporting and disclosure and alignment with global standards [if available].</p> <p>Implement policies and practices for impact that align with agreed practice.</p> <p>Establish clear governance and KPIs around impact goals and report on the bank's impact.</p>
 <p>CORPORATES</p>	<p>Offer to leverage the firm's unique expertise and networks in the service of new types of partnerships (e.g. with development agencies or philanthropic foundations)</p> <p>Develop and contribute to thought leadership by sharing lessons.</p>	<p>Join impact investing networks and peer groups to share and leverage knowledge and capacity.</p> <p>Proactively explore opportunities to use investment to advance internal and external stakeholder interests. Where thematic alignment is strong, play an anchor role.</p>	<p>Clarify and communicate the corporation's agreed role in impact and its related KPIs.</p> <p>Ensure high-level executive sponsorship and buy-in on impact initiatives.</p> <p>Develop strategies for engaging with and supporting suppliers on impact.</p> <p>Consider collaborating with competitors on thematic areas of interest.</p>	<p>Take accountability for reporting on impact in a transparent and rigorous manner.</p> <p>Align with global standards, if available, or partner with other industry players to develop a consistent impact reporting approach.</p> <p>Set minimum impact benchmarks for suppliers (including financiers).</p>

TABLE 1:
Key actors and levers for widening and deepening impact (continued...)

PRIORITY ACTORS	WIDENING		DEEPENING	
	Mobilising for Impact	Catalysing Impact	Impact by Design	Impact Integrity
 GOVERNMENT	<p>Expand the policy toolbox and build public sector capacity for the future.</p> <p>Support key actors such as social enterprises to provide more diverse and effective means of meeting citizen needs and delivering a more resilient social sector.</p> <p>Develop authentic pathways for soliciting citizen input.</p> <p>Call for EOIs which leverage the multiplier effect of impact investing for priority areas of government spending.</p>	<p>Invest in infrastructure such as an impact investing wholesaler to help scale the national market.</p> <p>Open up data accessibility (subject to privacy) and analyse and clarify the costs in key areas of social service provision.</p> <p>Convene key stakeholders around areas of policy priorities aligned with impact.</p> <p>Evaluate the current regulatory impediments to impact investing (e.g. Fiduciary duty clarification) with a flexible view to amendment.</p>	<p>Increase the “spill over” effects of economic growth and explicitly design for and measure targeted impact outcomes.</p> <p>Establish a dedicated unit as a “go to place” for other impact investment actors.</p> <p>Design and implement a government procurement framework with impact as a key component.</p>	<p>Increase measurement and transparency of outcomes for people and the planet from public funds.</p> <p>Strengthen the culture of M&E and results-based policymaking.</p> <p>Create robust rules and standards requiring disciplined impact measurement and management by partners.</p> <p>Consider strengthening regulation around impact disclosure requirements for corporations including the potential adoption of integrated reporting.</p>
 DEVELOPMENT FINANCE INSTITUTIONS	<p>Engage key partners in target markets on impact and the strengthening of impact practice.</p> <p>Identify and consider filling specific market gaps.</p> <p>Share lessons and learnings to raise awareness, educate and activate others.</p>	<p>Create dedicated capabilities for deploying flexible capital.</p> <p>Develop custom solutions/platforms for activating intermediaries and leveraging grant capital for maximum catalytic effect.</p> <p>Play an active, collaborative role with peers and other market builders.</p>	<p>Commit to targets for deploying and leveraging high impact capital in support of compelling impact theses that link those resources to concrete developmental outcomes.</p> <p>Seek the necessary policy flexibility for driving financial innovation.</p>	<p>Transparently report against global standards (as available) on impact achieved.</p> <p>Convene stakeholders around consistency of impact goals, reporting standards and accreditation.</p>
 FAMILY OFFICES	<p>Commit to building understanding of impact management practice.</p> <p>Engage partners in conversations about what they do, and what the principals might need.</p> <p>Be open to partnering with specialists on client education and discovery.</p>	<p>Join and contribute to peer groups.</p> <p>Be prepared to develop early-stage markets of interest to the principals, by directly building the requisite financial infrastructure.</p>	<p>Clarify and communicate to partners the family office’s primary, actionable areas of interest</p> <p>Work closely with partners to develop robust impact theses in thematic areas.</p> <p>Put all tools on the table if needed (i.e. grants, DAFs, PRIs, endowment or investment capital).</p> <p>Set specific targets around impact allocation for investment capital.</p>	<p>Establish rigorous impact measurement and management requirements of partners.</p> <p>Require high levels of accountability and transparency around the impact created.</p>

TABLE 1:
Key actors and levers for widening and deepening impact (continued...)

PRIORITY ACTORS	WIDENING		DEEPENING	
	Mobilising for Impact	Catalysing Impact	Impact by Design	Impact Integrity
 <p>FOUNDATIONS</p> <p>Foundations should adopt a similar approach to family offices above with a few additional activities</p>	<p>Weigh the value of field-level advocacy and education initiatives.</p>	<p>Convene key stakeholders around aligned impact goals to solve key issues.</p> <p>Take more risks in a catalytic role than has historically been the case for some foundations.</p> <p>Lead by example.</p> <p>Invest in field building e.g. Support for impact investing wholesalers.</p>	<p>Partner closely with program teams and external partners to amplify thematic impacts (e.g. grantees, service providers and peers)</p>	<p>Share learnings and approach with the broader market.</p> <p>Engage with peers and key stakeholders around consistency in impact reporting and disclosure requirements.</p>
 <p>IMPACT DRIVEN ENTERPRISES</p>	<p>Go to market with new and more diverse models for delivery.</p> <p>Leverage Technology to drive new solutions.</p> <p>Raise awareness and tell stories of impact and business success.</p>	<p>Open new market opportunities through innovative approaches to existing issues.</p> <p>Leverage flexible capital around a solutions orientated approach.</p>	<p>Set clear impact goals and objectives and develop a strategy that embeds these into business operations.</p> <p>Consider and track potential supplementary benefits of core impact objectives e.g. local job creation</p> <p>Attract and retain quality employees who are aligned around impact goals.</p>	<p>Embed impact into organisational mission and values.</p> <p>Develop an impact measurement framework and related KPIs.</p> <p>Focus on reporting with transparency and high standards of disclosure.</p>
 <p>COMMUNITY SECTOR AND NGOS</p>	<p>Leadership for more industry and impact-led activity designed to attract new and different resources.</p> <p>Share successes and knowledge more broadly to encourage industry participation in impact investing.</p>	<p>Create community sector industry research and development capability.</p> <p>Share data and frameworks as appropriate.</p>	<p>Orient and utilise more resources to achieve mission.</p> <p>Design for scale and sustainability in operations.</p>	<p>Develop a rigorous impact measurement and management framework which allows (but is not driven by) reporting to funders.</p> <p>Convene other sector actors to enable better and more consistent management and reporting of impact.</p>

Endnotes

Navigating Impact: Corporations

1. Serafeim G et al, The Calvert Serafeim Series, The Role for Corporations in Society: Implication for Investors, 2015
2. APCO Worldwide, Corporate Advocacy in Five Acts, 2017
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5. Harvard Business Review and EY, The Business Case for Purpose, 2015
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CASE SOURCES & REFERENCES:

Case #1: Danone: Danone, *Social Bond Framework*, 2018

Case #2: Narayana Health: Narayana Health, *Investor Presentation Q1 FY 2019*, 2018

Case #3: Cadbury Cocoa Partnership: Business Call to Action, *Cadbury Cocoa Partnership Case Study*, 2010; <https://www.cocoalife.org/impact>, 2018

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Case #5: Working Capital Fund: Working Capital Fund, <https://workingcapitalfund.com/>, 2018; supplemented with input from Karim Harji

See reference list in the full report which can be found on the GSG website:
<https://gsgii.org/wp-content/uploads/2018/11/GSG-Paper-2018-WideningDeepening-the-Market-Nov.pdf>