Social Value vs. CSR – Is this a zero-sum game?

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Jodie Cross
Senior Social Impact Advisor, BITC
Social Value vs CSR – Is this a zero-sum game?

Jo Jeffreys
Principal Social Value Consultant, Jacobs
PlanBeyond 2.0
Jacobs’ global sustainability strategy
Impact – addressing the climate emergency as well as tackling pressing economic and social challenges through the way we do business.

Inequality – creating bold solutions for our clients, and for ourselves, that increase resiliency, promote equity of opportunity, and increase integration in our business and in communities.

Investment – anticipating how our clients can invest in communities – creating opportunities, informing equitable decision-making, and enhancing wellbeing.
Planning

Design

Delivering

Operation

Decommissioning

Articulate

Generate

Measure

Evidence and improve
<table>
<thead>
<tr>
<th>Pillars</th>
<th>Inclusive growth</th>
<th>Education &amp; skills</th>
<th>Community wellbeing</th>
<th>Equality, diversity &amp; inclusion</th>
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</thead>
<tbody>
<tr>
<td>Impact statements</td>
<td>Economic growth that is inclusive and tackles inequalities across the region</td>
<td>Increase in young local people gaining STEM qualifications and entering the rail and construction industries, and improved access to skills-based training for those who may have traditionally been excluded</td>
<td>Improved wellbeing, health and safety for local communities (including customers, employees, and the supply chain)</td>
<td>Improved equality of opportunity, where everyone can participate in equally, confidently, and independently</td>
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Amazon’s Social Value in the UK

Elizabeth Lane (she/her)
Global Social Impact PM, Amazon Web Services (AWS)
Overview of Amazon

- Amazon Web Services (AWS) is the cloud computing part of the Amazon business

- All of Amazon is guided by our Leadership Principles, including:
  - Strive to be Earth’s Best Employer
  - Success and Scale Bring Broad Responsibility
Impact by the Numbers

£56.7 billion invested since 2010

75,000 jobs created in the UK

85,000+ UK-based small-medium enterprises (SMEs) sell their products in Amazon’s stores

10,000 Amazon Fire Tablets donated to schools in need

6 million healthy breakfasts delivered to children’s doorsteps

250,000 jobs have been supported by SMEs selling on Amazon in 2021
We leverage our scale and assets for good to support charitable organizations and strengthen communities where our employees and customers live and work. Our culture is built around solving seemingly impossible problems [...] we use this approach to support education for underrepresented groups, address direct needs including family hunger, homelessness, and natural disasters, and protect our planet to build a better future for all.

– Amazon 2021 Sustainability Report
What does adding social value look like for Amazon?

**AWS and Amazon STEM Programs**

**Amazon Future Engineer**

Amazon Future Engineer is a comprehensive childhood-to-career programme to inspire, educate and enable children and young adults from lower-income backgrounds to try computer science.

**AWS GetIT**

AWS GetIT is a fully funded education program and competition designed to inspire 12-14 year old students, especially girls, to consider a future in STEM (Science, Technology, Engineering, Mathematics).

**AWS Educate**

AWS Educate offers hundreds of hours of self-paced training and resources for new-to-cloud learners—including hands-on labs in the AWS Management Console.

**AWS re/Start**

AWS re/Start is a cohort-based workforce development training program that prepares individuals for careers in the cloud and connects them to potential employers. A technology background is not required to apply.
What does adding social value look like for Amazon?

Apprenticeships: Amazon has invested £8M in our apprenticeship fund since 2021 to create career opportunities across the UK. As part of this investment, Amazon will support the creation of more than 750 apprenticeships outside of Amazon in 250 SME organisations across England by next year.

Ibraheem
Account Manager Apprentice

Fernanda
Software Engineer Apprentice

Justas
Amazon Health, Safety and Environment Technician Apprenticeship
Thank you
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Samantha Freelove
Legacy and Sustainability Manager, Thames Tideaway Tunnel
VISION

RECONNECTING LONDON WITH THE RIVER THAMES

WE DO THINGS SAFELY OR NOT AT ALL

PURPOSE

Tideway is building the Thames Tideway Tunnel under the River Thames — creating a healthier environment for London by cleaning up the city’s greatest natural asset, now and for the foreseeable future.

DELIVERING OUR PURPOSE AND VISION

We bring our purpose and values to life through what we do and how we do it. The way we treat each other and our stakeholders is important to us successfully delivering the project. We also aim to transform the way the industry operates and, in particular, we want to lead a step change in the health and wellbeing of everyone involved in the project, as well as our partners and stakeholders, whether that is through our focus on safety and wellbeing in the workplace, volunteering with our charity partners, collaborating with our partners, engaging local residents on what we are doing or supporting people to develop skills and find employment.
A two year journey to uncover our social value

https://www.tideway.london/benefits/
TIDEWAY IS BUILDING A 25KM TUNNEL TO CREATE A HEALTHIER LONDON

Every year, millions of tonnes of sewage spills into the River Thames. From 2024 the Thames Tideway Tunnel will start to intercept these spills and clean up the city’s greatest natural asset. It will become fully operational in 2025.

THE RIPPLE EFFECT

Beyond the project’s core environmental benefit, we realised Tideway could deliver so much more.

Every decision we made had the potential to create positive ‘ripples’ – make a difference to society and the environment, locally and beyond.

Our experience might also help others to deliver more sustainable infrastructure. We may not get every decision right. But if we understand and measure the impact of what we did, every step of the way, we can share those lessons. And others can do even better.

We call this the ripple effect. This is how we did it.
Quantitative approach - 11 Valuation Focus Areas

We didn’t individually value each Legacy commitment. We developed a series of VFAs.

The VFAs were key areas impacted by the Legacy Programme that had one or more monetisable social outcomes.

Legacy commitments were grouped into an associated VFA.
Qualitative approach

To uncover the value of our approach is 5 specific areas, we commissioned workshops, interviews and questionnaires with our staff and our supply chain. The aim was to uncover the value that our activities delivered for our staff.

Areas covered were:
- Our immersive H&S induction (EPIC)
- Reconnection
- Public Art Strategy
- Creating an inclusive workplace
- Embracing Innovation
Lessons learnt

- This final analysis has concluded that the programme has been a socially worthwhile investment; however we have learnt valuable lessons:
  - Have a clear understanding of what you want your outcome to be and develop an appropriate counterfactual
  - Have clear, specific, measurable KPIs (some of ours weren’t) i.e. SMART outcomes
  - Develop indicators that can be easily proved – not vague statements of intent
  - Have absolute numbers and/or amounts rather than ratios or percentages
  - Set up a process for data collection, monitoring & reporting so that the unit quantity for these outcomes can be easily determined
  - Gather data that allows for accurate costing – *our Legacy programme spans the business and isolating the costs directly associated with the Legacy programme proved difficult in some cases*
The value of our approach

TIDEWAY HOSTS FORUM TO SHARE ASSESSMENT OF PROJECT’S ‘SOCIAL VALUE’

Related Financial Disclosures (TCFD) reporting. Social reporting is also relatively advanced (for instance, ethnicity pay gap), and in 2022, it included a third-party social impact assessment of the legacy program, providing a monetary estimation of Tideway’s tunnel benefits for different stakeholders. Starting from 2023, carbon data will be externally assured.
Thank you
Q&A

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