

Social Value  
**Conference**  
2023

Presented by



In conjunction with



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

Wednesday 14 June  
13:15 GMT

Building the Foundations

**#SVC23**

# Panel



**Jodie Cross**  
*Senior Social Impact Advisor*  
*BITC*



**Samantha Freelove**  
*Legacy and Sustainability*  
*Manager*  
*Thames Tideaway Tunnel*



**Jo Jeffreys**  
*Principal Social Value*  
*Consultant*  
*Jacobs*



**Elizabeth Lane**  
*Global Social Impact*  
*Proposal Manager*  
*Amazon Web Services*

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

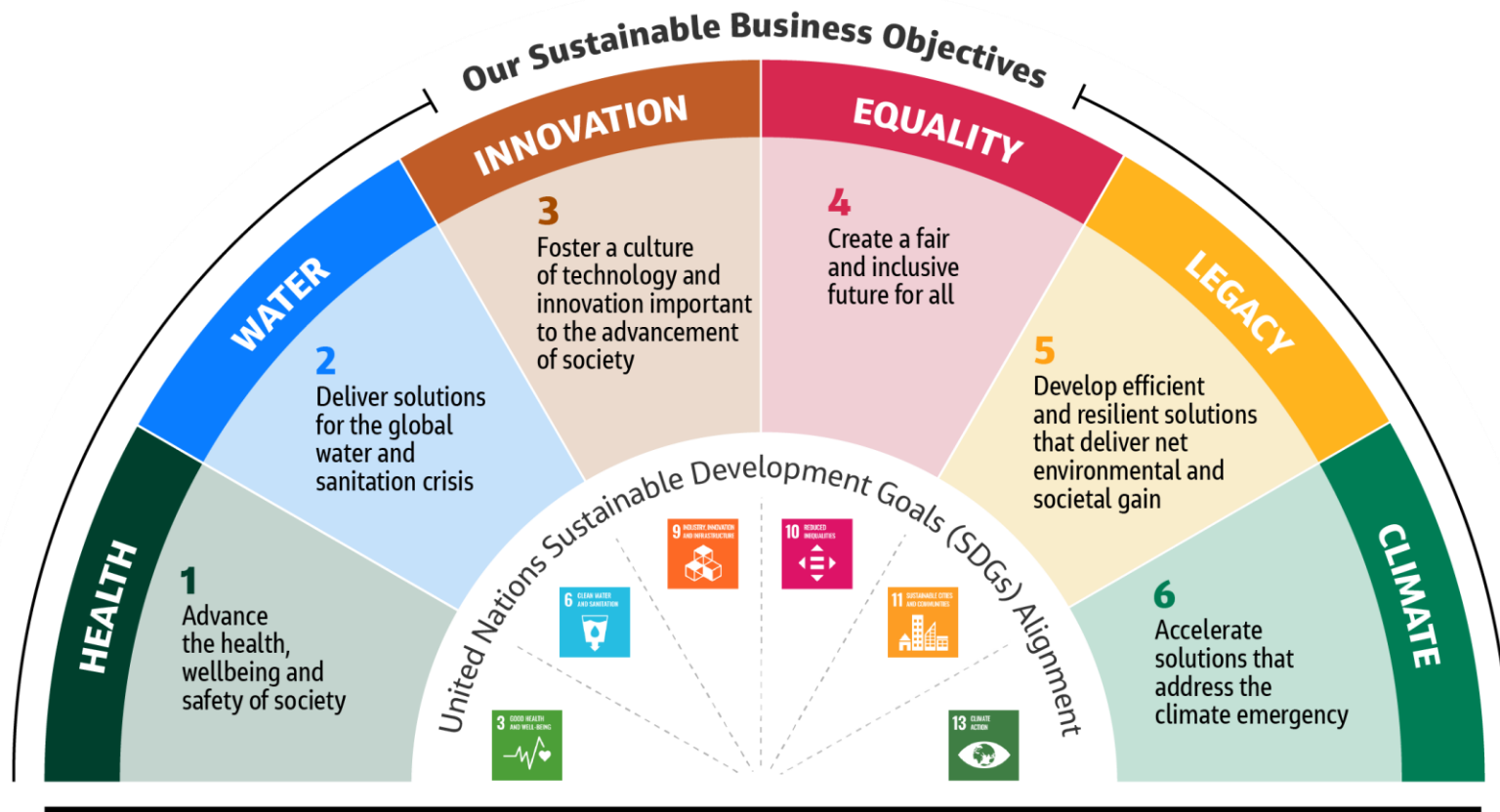


Jodie Cross  
Senior Social Impact Advisor, BITC

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



**Jo Jeffreys**  
Principal Social Value Consultant, Jacobs



# PlanBeyond 2.0

Jacobs' global sustainability strategy



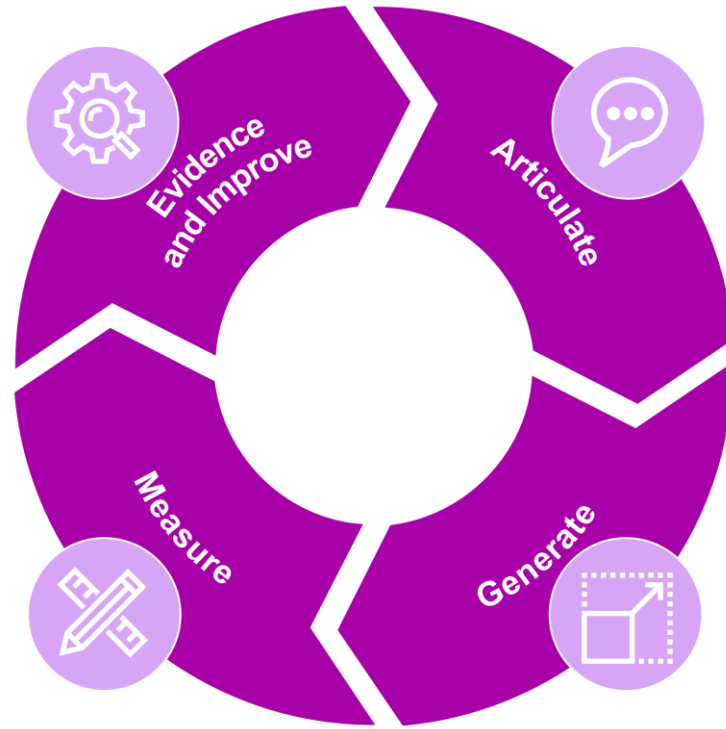
**Impact** – addressing the climate emergency as well as tackling pressing economic and social challenges through the way we do business.



**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.





<b>Social value mission</b>	<b>To improve people's lives- starting now</b>			
<b>Pillars</b>	<b>Inclusive growth</b>	<b>Education &amp; skills</b>	<b>Community wellbeing</b>	<b>Equality, diversity &amp; inclusion</b>
<b>Impact statements</b>	Economic growth that is inclusive and tackles inequalities across the region	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	Improved wellbeing, health and safety for local communities (including customers, employees, and the supply chain)	Improved equality of opportunity, where everyone can participate in <span style="background-color: black; color: black;">████</span> equally, confidently, and independently



<b>THEMES</b>	 Develop great people and diverse knowledge	 Fight climate change	 Support those in need	 Enhance our supply chain and support SMEs	 Value to taxpayer
<b>OUTCOMES</b>	Improved diversity of the teams and increased sharing of knowledge	Support  achieve their Net Zero ambitions	Enhance the lives of people that are most disadvantaged in society	Increase supply chain resilience and support growth of smaller businesses	Drive the greatest value to taxpayers through spend with Equinox



## Amazon's Social Value in the UK



**Elizabeth Lane (she/her)**

**Global Social Impact PM, Amazon Web Services (AWS)**

**#SVC23**

# 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

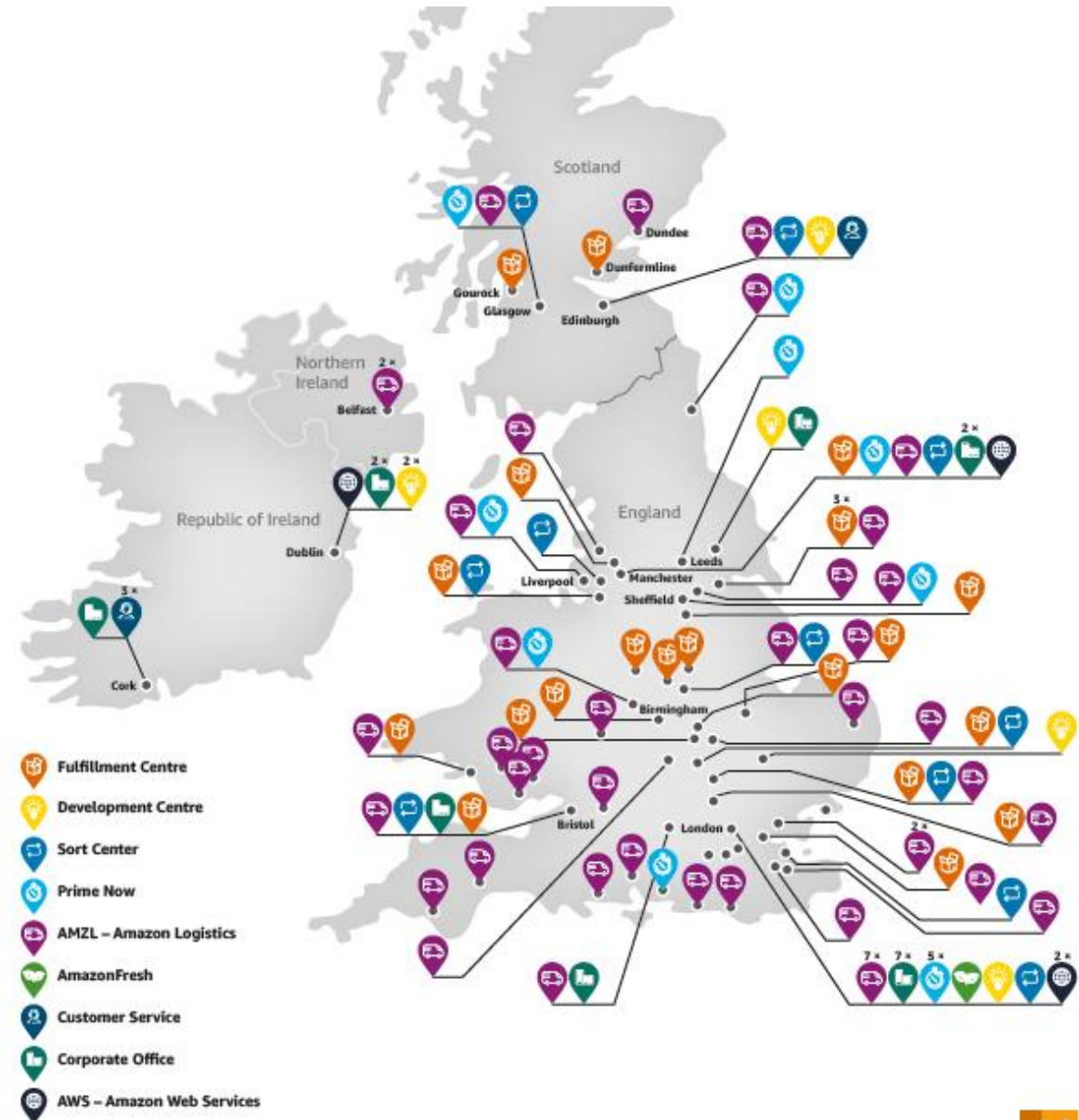
**75,000** jobs created in the UK

**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 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 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 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 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

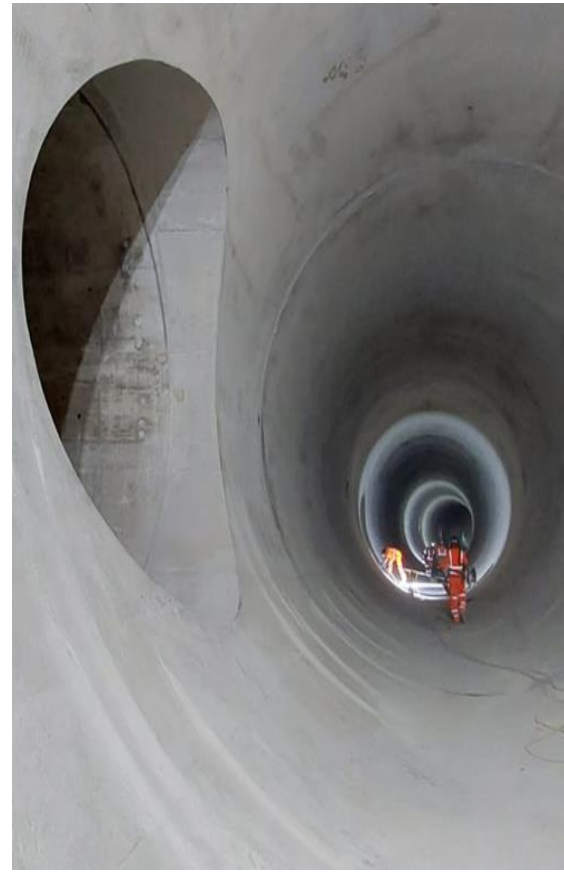
## Social Value vs CSR – Is this a zero-sum game?



**Samantha Freelove**

**Legacy and Sustainability Manager, Thames Tideway 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.

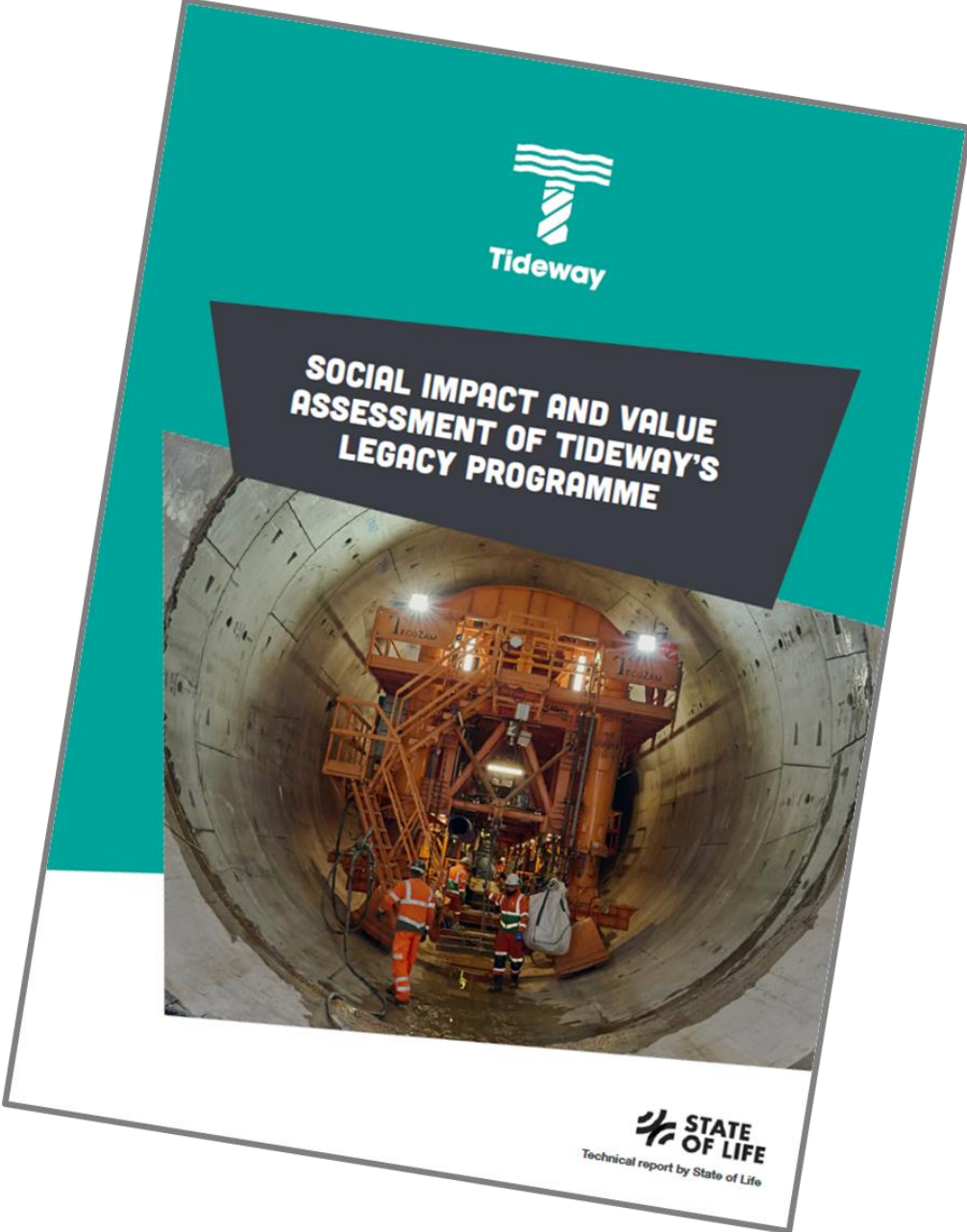
## DELIVERING OUR PURPOSE AND VISION

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 aim to transform the way the industry operates and in particular we want to see 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/>



# Quantifying our 'ripple effect'

## 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.



Engineers inspect a completed section of tunnel, 2022

## 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

## OUR 11 VALUATION FOCUS AREAS (VFAS):

1.  GREENHOUSE GAS EMISSIONS

2.  HEALTH, SAFETY & WELLBEING

3.  TAKING LORRIES OFF THE ROAD

4.  ADDITIONAL EMPLOYMENT

5.  APPRENTICESHIPS

6.  EMPLOYMENT FOR PEOPLE WITH CONVICTIONS

7.  SUPPORTING STEM

8.  LONDON LIVING WAGE

9.  VOLUNTEERING

10.  EMPLOYING LOCALLY

11.  RIVER RECONNECTION PARTNERSHIPS

# 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:

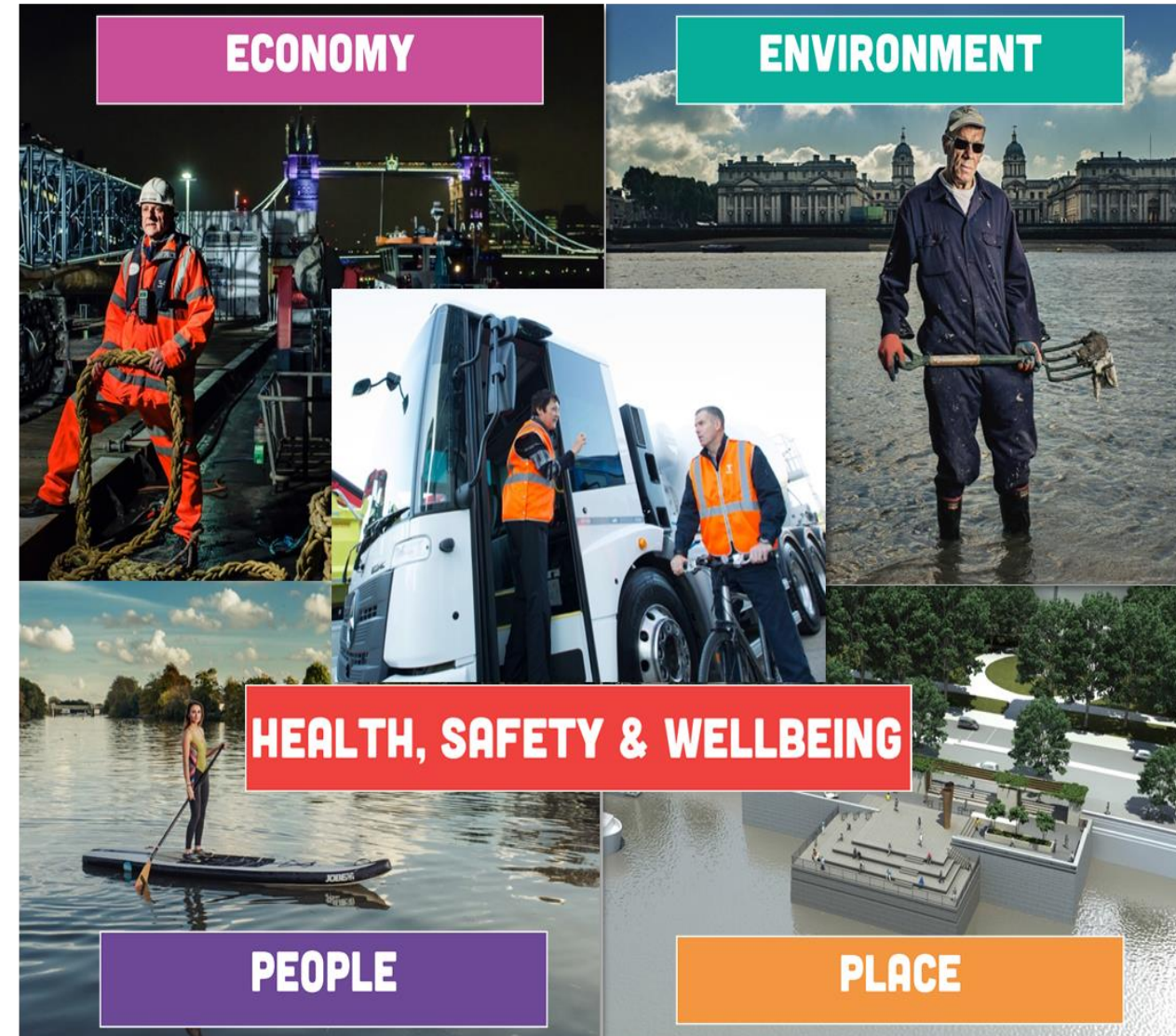
- Our immersive H&S induction (EPIC)
- Reconnection
- Public Art Strategy
- Creating an inclusive workplace
- Embracing Innovation





# 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'

**S&P Global Ratings**  
**Environmental, Social, And Governance Evaluation**  
**Tideway**

**Summary**

Bazalgette Tunnel Ltd., doing business as Tideway, is a U.K.-based independent regulated infrastructure provider established in 2015. The company's purpose is to design, finance, construct, and commission the Thames Tideway Tunnel in London, which is in its construction phase. The 25-kilometer (16-mile) tunnel aims to manage the amount of sewage discharged in the River Thames and the growth in water and sewerage demand associated with London's expanding population. This will contribute to the broader London Tideway Improvements (LTI) plan, which will help the U.K. comply with relevant U.K. and EU-compliant legislation.

The ESG evaluation of 77 reflects our view that sustainability is well-embedded in the company's strategic objectives and operations. Tideway has been set up to deliver a tunnel that we expect to have significant environmental benefits in terms of increasing sewerage storage capacity and reducing the amount of combined sewer overflows (CSOs) discharged into the Thames. Our assessment also incorporates the company's own sustainability credentials, including Tideway's high governance and social standards, partly due to its regulated nature. We further factor into our analysis the company's strong safety track record, which is returning to our pandemic levels and supported by the successful safety induction program. Our assessment of Tideway's adequate preparedness reflects the company's unique purpose, which limits its exposure to long-term strategic risks and ability to capitalize on opportunities, because it will transfer the tunnel's daily operations to Thames Water upon completion. Therefore, our preparedness opinion has a neutral impact on the ESG evaluation.

**PRIMARY ANALYSTS**  
**Enrico Maria de Angelis**  
 Milan  
 +39-347-628-4011  
 Enrico.deAngelis@spglobal.com  
**Luisina Berberian**  
 Madrid  
 +34-91-788-7200  
 Luisina.Berberian@spglobal.com

**SECONDARY ANALYST**  
**Catherine Baddley**  
 London  
 +44-20-7176-0459  
 Catherine.Baddley@spglobal.com

**RESEARCH CONTRIBUTOR**  
**Anirban Bandyopadhyay**  
 Mumbai

**ESG Profile Components** (figures subject to rounding)

Entity-specific assessment	Sector/region analysis	Achieved and attainable scores
E (30%) 38	+ E (30%) 44	E 89
S (30%) 38	+ S (30%) 30	S 84
G (40%) 45	+ G (40%) 35	G 80

Entity within its primary sector/region | Entity's sectors/regions versus all sectors/regions | Min and max scores possible given sectors/regions. The gray line represents performance in line with industry standards.

**ESG Profile 77**

Preparedness No Impact

ESG Evaluation **77**

S&P Global Ratings | Environmental, Social, and Governance (ESG) Evaluation

A higher score indicates better sustainability. Figures subject to rounding.

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



**Jodie Cross**  
*Senior Social Impact Advisor*  
*BITC*



**Samantha Freelove**  
*Legacy and Sustainability*  
*Manager*  
*Thames Tideaway Tunnel*



**Jo Jeffreys**  
*Principal Social Value*  
*Consultant*  
*Jacobs*



**Elizabeth Lane**  
*Global Social Impact*  
*Proposal Manager*  
*Amazon Web Services*



# Thank you