



**SHARED
VALUE
PROJECT**

**Leading development of
shared value in Australia**

The State of Shared Value in Australia

Introduction

Purpose of this survey

There are an increasing number of companies creating shared value through different strategies across Australia but no central database that pulls together all of these examples or any way for organisations to learn from each other's experiences.

The main purpose of this survey therefore is to understand the current state of shared value activities across leading companies in Australia. The information collected will be used in three ways:

- To share examples of Shared Value strategies being implemented in organizations across the country
- To demonstrate the potential impact and benefits of implementing a Shared Value strategies
- To inform the Shared Value Project of the support companies need to develop and implement a strategy which has a focus on social impact and help them determine the role they can play going forward

What is Shared Value?

Shared value is defined as policies and practices that enhance the competitiveness of companies while improving social and environmental conditions in the regions where they operate. It is a business strategy which allows companies to create measurable economic benefit by identifying and addressing social problems that intersect with their business.

Shared value is not about redistributing value that is already created (philanthropy) or about including stakeholders' values in corporate decisions (social responsibility) where there is limited connection to business operations. To qualify as a Shared Value strategy, there must be an identifiable economic benefit to the company as well as measurable impact on a social or environmental issue.

About the authors

This survey is a collaborative effort between the Shared Value Project (SVP) and Social Ventures Australia. SVP is a regional community of practice committed to driving adoption and implementation of shared value strategies among leaders and companies, civil society, and government organisations in Australia. Social Ventures Australia is a not-for-profit that offers funding, investment and advice to partners to support their efforts to increase their impact on the lives of people in need.



**SHARED
VALUE
PROJECT**

**Leading development of
shared value in Australia**

The State of Shared Value in Australia

Company Profile

1. Is your organisation:

- Publicly listed on the Australian Stock Exchange and an ASX200 company
- Publicly listed on the Australian Stock Exchange but not an ASX200 company
- Private

2. What is the annual turnover of your organisation?

- < \$1 million
- \$1 million - \$10 million
- \$10 million - \$50 million
- \$50 million - \$100 million
- > \$100 million

3. How many employees does your organisation have?

- < 50
- 51-100
- 101-500
- 501-1,000
- > 1,000

**4. In which sector and industry does your organisation operate?
(the Industry Group classification used by ASX is below)**

Other (please specify)



**SHARED
VALUE
PROJECT**

Leading development of
shared value in Australia

The State of Shared Value in Australia

Social Purpose

*** 1. Does your company strategy include a social focus?**

- Yes
- No



**SHARED
VALUE
PROJECT**

Leading development of
shared value in Australia

The State of Shared Value in Australia

Social purpose within your company strategy

1. How have you incorporated this social focus into your strategy?

- Corporate Social Responsibility
- Impact Investing
- Philanthropy
- Other (please specify)
- Corporate Foundation
- Shared Value

2. What social issues are you currently focusing on?

- Employment
- Education
- Homelessness
- Other (please specify)
- Disability
- Health
- Indigenous disadvantage

3. What are the main initiatives within your strategy to help address these social issues? E.g. corporate volunteering, donations, ethical sourcing, etc.

4. What social impact do you aim to achieve?

5. What are the objectives of this strategy for your company? E.g. impact on profits, growth, brand, employee or customer engagement, etc.

*** 6. Has your company pursued a shared value strategy, now or in the past?**

- Yes
- No



Leading development of shared value in Australia

The State of Shared Value in Australia

Social purpose within your company strategy

If your company strategy does not incorporate a social component, please tell us:

1. Why not?

2. Do you have any plans to review your current strategy so that it includes a social component?

Yes

No

3. What would need to be in place to integrate a social component into your company strategy?

4. As you may know, in March 2014, the ASX Corporate Governance Council released the third edition of the ASX Corporate Governance Principles and Recommendations. These include a new Recommendation 7.4, that an ASX listed company should disclose whether it has any material exposure to economic, environmental and social sustainability risks and, if so, how it manages or intends to manage those risks.

Has this influenced your company's consideration of having a social component within your strategy? If so, how?



Leading development of shared value in Australia

The State of Shared Value in Australia

Shared Value

Please answer the set of questions below regarding your shared value strategy.

If you have more than one example and wish to separate your answers, you may choose at the end of this page to bring up a duplicate set of questions on a fresh page.

1. Briefly describe what your shared value strategy is and how it works:

2. Development of the strategy

When was the strategy developed?

Which part of the business championed the strategy? E.g. strategy team, CSR team.

What support was provided by other areas of the business? E.g. input into business plans.

3. Implementing the strategy

Who is responsible for the implementation of your strategy?

Are there any external partners (e.g. non-profits) involved in the implementation of your strategy?

If so, what was their role?

4. At what level has your organisation implemented the shared value strategy?

- Organisation-wide Business Unit
- Divisional Project Based
- Other (please specify)

5. Social and business outcomes

What social or environmental impact have you been able to achieve?

What has been the economic value created for company?

Do you believe that shared value builds brand value, and if so, how?

6. Shared value measurement and communication

How are the above outcomes measured or demonstrated?

Please indicate any measurement tools or approaches that are used to measure social or environmental impact.

Is shared value included as a business KPI?

How does your company communicate about shared value activities, internally and externally?

As you may know, in March 2014, the ASX Corporate Governance Council released the third edition of the ASX Corporate Governance Principles and Recommendations. These include a new Recommendation 7.4, that an ASX listed company should disclose whether it has any material exposure to economic, environmental and social sustainability risks and, if so, how it manages or intends to manage those risks.

Has this impacted how you account for shared value in company reports?

7. To what extent have you achieved your shared value objectives?

- Significant Not at all
- Moderate Unknown
- Negligible

Please elaborate:

8. What has been the timeframe of your shared value strategy? (Months, years)

From idea generation to implementation:

From implementation to realising benefits:

9. What do you think are the key success factors of your shared value strategy?

10. What were the main challenges that you faced when implementing your shared value strategy?

11. What are the next steps in your shared value strategy?

Are you planning to continue with the current approach?

What do you plan to modify, e.g. to redevelop, improve or expand it?

Are you considering any alternative strategies to achieve shared value, or social impact using a different approach? If so, what are they?

*** 12. Do you wish to describe a separate shared value initiative? (Clicking Yes will lead to a duplicate of this page)**

Yes

No



Leading development of shared value in Australia

The State of Shared Value in Australia

Shared Value: Example 2

Please answer the set of questions below regarding any additional shared value strategies or activities, not already described on the previous page.

1. Briefly describe what your shared value strategy is and how it works:

2. Development of the strategy

When was the strategy developed?

Which part of the business championed the strategy? E.g. strategy team, CSR team.

What support was provided by other areas of the business? E.g. input into business plans.

3. Implementing the strategy

Who is responsible for the implementation of your strategy?

Are there any external partners (e.g. non-profits) involved in the implementation of your strategy?

If so, what was their role?

4. At what level has your organisation implemented the shared value strategy?

Organisation-wide

Business Unit

Divisional

Project Based

Other (please specify)

5. Social and business outcomes

What social or environmental impact have you been able to achieve?

What has been the economic value created for company?

Do you believe that shared value builds brand value, and if so, how?

6. Shared value measurement and communication

How are the above outcomes measured or demonstrated?

Please indicate any measurement tools or approaches that are used to measure social or environmental impact.

Is shared value included as a business KPI?

How does your company communicate about shared value activities?

7. To what extent have you achieved your shared value objectives?

- Significant
- Moderate
- Negligible
- Not at all
- Unknown

Please elaborate:

8. What has been the timeframe of your shared value strategy? (Months, years)

From idea generation to implementation:

From implementation to realising benefits:

9. What do you think are the key success factors of your shared value strategy?

10. What were the main challenges that you faced when implementing your shared value strategy?

11. What are the next steps in your shared value strategy?

Are you planning to continue with the current approach?

What do you plan to modify, e.g. to redevelop, improve or expand it?

Are you considering any alternative strategies to achieve shared value, or social impact using a different approach? If so, what are they?



Leading development of shared value in Australia

The State of Shared Value in Australia

Shared Value

If your company has not pursued a shared value strategy, please tell us:

1. Why not?

2. Is a shared value strategy in development?

- Yes
- No

3. What is needed for you to incorporate a shared value strategy?

4. As you may know, in March 2014, the ASX Corporate Governance Council released the third edition of the ASX Corporate Governance Principles and Recommendations. These include a new Recommendation 7.4, that an ASX listed company should disclose whether it has any material exposure to economic, environmental and social sustainability risks and, if so, how it manages or intends to manage those risks.

Has this influenced your company's social purpose strategy or activities? If so, how?

Has this influenced your company's consideration of shared value opportunities? If so, how?



Leading development of shared value in Australia

The State of Shared Value in Australia

Supporting your shared value creation

The Shared Value Project is keen to understand how we can better support companies to expand the ways in which they create shared value.

You should use this section to share as much detail as possible about what sort of support you would like to see to drive shared value creation in your industry.

1. What support would help you to advance more shared value efforts, and improve your company's impact?

2. What societal challenges intersect your business?

Are there any that you believe could be addressed through a shared value approach?



**SHARED
VALUE
PROJECT**

**Leading development of
shared value in Australia**

The State of Shared Value in Australia

Thank you

Many thanks for taking the time to complete this survey. All of the responses will be compiled into a report and will be officially launched at a special Shared Value event later in the year.

For more information about the above event or to hear more about the work that SVA is doing in the field of Shared Value, please contact Gillian Turnbull at gturnbull@socialventures.com.au or go to <http://socialventures.com.au>. For more information about the Shared Value Project, please visit <http://sharedvalue.org.au/shared-value-project/>.