

# Transformation: Towards Societal Impact

Annual Review 2019



# Welcome to the Annual Review 2019

The nature and shape of community investment and contributions have been transformed over the 25 years since LBG was founded, from the days of corporate philanthropy through to social impact investment. We're now witnessing the next generation of transformation, as pioneering businesses look to maximise their societal impact, namely the social, environmental, economic and commercial impact of their activities.

Over the past year, Corporate Citizenship and LBG have been leading the charge for this change, and supporting businesses that have both the ambition and commitment to maximise their wider impact. As we look to 2020, we're thrilled to be expanding the LBG Framework to include new guidance for both **'Business Innovation for Social Impact'** and **'Procurement for Social Impact'**, and a new global tech platform to support members. We'll be launching a toolkit for effective partnerships and corporate foundations, and will continue our work with strategic partners on the incorporation of the SDGs into the LBG Framework. It's also been exciting to see the power of the LBG network of businesses in action through collective support, sharing best practice and insights, and businesses coming together to learn how increasingly they are taking a stand on social and wider societal issues, matters that link to their core purpose, and business operations.

To reflect the emerging ambitions and convictions of our network, we're also thrilled to be unveiling a new brand and identity for LBG from 2020, which will become the platform for rolling out our expanded LBG Framework and capabilities globally through our network of Corporate Citizenship teams based in London, New York, Santiago, Melbourne and Singapore, and network of associates in the surrounding regions.

With all this going on, it's especially important to firstly thank our Steering Groups in Europe and Australia, who have played a vital role in all the work and innovations taking place over the past year, and to our LBG Members for their continued support and contribution to the thriving network of businesses. And I also want to extend huge thanks to our LBG teams in Corporate Citizenship, for their amazing hard work and dedication in supporting our members and for shaping a thrilling future for LBG. We look forward to an action-packed and exciting year ahead!



**Neil Davy, CEO**  
Corporate Citizenship

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## Transformation in progress – A year in review

The pioneering nature of the companies involved in LBG – the London Benchmarking Group – broke new ground in the early 1990s, by extending the concept of a corporate charitable contribution from purely philanthropic cash donations to include community investments and commercial initiatives in the community. Shifting the focus from the size of the contribution (input cost) to the results achieved for both the community and the company (outputs and impact), was at that time a new concept.

Today, this pioneering spirit continues, as our member companies seek to define their purpose beyond profit. Those leading the way understand the value of relationships and accountability to stakeholders, both internal and external. They look to the outside world, have a clear vision of what their unique contribution to the world can be, and are prepared to make a stand to achieve it.

The redevelopment and expansion of LBG comes as a response to the need of our companies to ensure their activities and impacts in society stand up to the rigour expected, when being held accountable by society.

To enable the many companies using the LBG Framework to expand their narrative on social impact, the change programme announced

last year focuses not only on their needs, but on our need to articulate who we are and how we enable companies to measure and communicate their societal impacts.

Throughout 2019 we have worked with practitioners on the two new routes to impact announced last year, **'Business Innovation for Social Impact and Procurement for Social Impact'**, to create practical 'How to' guides for both routes. We have procured and implemented a new global tech platform, to enable better collation and reporting of data for the annual global benchmark. And in conjunction with our social partners, we have created a new training programme to support more 'Impactful Partnerships'. A more detailed outline of each follows in this report.

We have maintained and developed our relationships with partners such as the UN Global Compact, WBCSD and SAM (DJSI), who have given their time to be involved in member-only events this year.

And in our drive towards our own transformation, we have engaged the assistance of an external agency to support on the creation of our new identity, brand and offer launching in 2020, cementing our leadership and convening position globally.

## Extending the LBG Framework to include two new routes to social impact

Central to the redevelopment of LBG, is the expansion of the LBG Framework to include **'Business Innovation for Social Impact'** and **'Procurement for Social Impact'**. Since the announcement of the extension of the LBG Framework last year, we have run an intense series of global roundtables, with practitioners representing global companies across a

diverse range of sectors. The process and thorough testing completed this year have provided the rigour and confidence that companies using the LBG Framework depend on for their reputation. This year we will launch our practical guides for use by our members only, and look forward to delivering further information and training throughout 2020.

## Improving tech behind the Annual Global Benchmark

The LBG benchmark continues to provide a unique and private insight for companies seeking to improve, learn and compare their performance to peers. Providing a powerful internal reporting narrative for use up to C-suite level, the benchmark is recognised by members as a globally unique piece of management information.

This year, LBG launched a new global data portal, to assist

members to use their data for benchmarking purposes. The new platform facilitates easier involvement in the benchmark, and in future will provide a host of new features including bespoke reporting. To date, members have benefited from a more efficient and rigorous submission process, thanks to the automatic querying system. The new platform will also have improved data analysis abilities, and the roll-out will continue across 2020.

## LBG for effective partnerships

Building on previous events, and member interest in the relationship between social partners and businesses as partners in societal impact, LBG has been developing a global training programme for social impact partners aimed at improving their understanding of LBG, and in turn

assisting in the collation of data supporting social impact measurement. Training will be rolled out in the coming year, and will be available for member companies and their partner organisations using the LBG Framework to capture impacts.

## Our continued work for the future

In line with our expanding value proposition, our brand will change next year, to reflect our global offer and unique position. An enormous amount of work on brand has been completed internally this year, in conjunction with external expertise, and we will unveil and engage with members on the process throughout 2020.

We recognise that our members are leaders, which was proved following the work completed last year with SAM, comparing members in LBG membership against their Dow Jones Sustainability Index (DJSI) score; it showed that not only did member companies score highly in the 'Community & Philanthropy' question, but their score was also significantly higher overall. Our change programme takes this into account and ensures our members continue to lead.

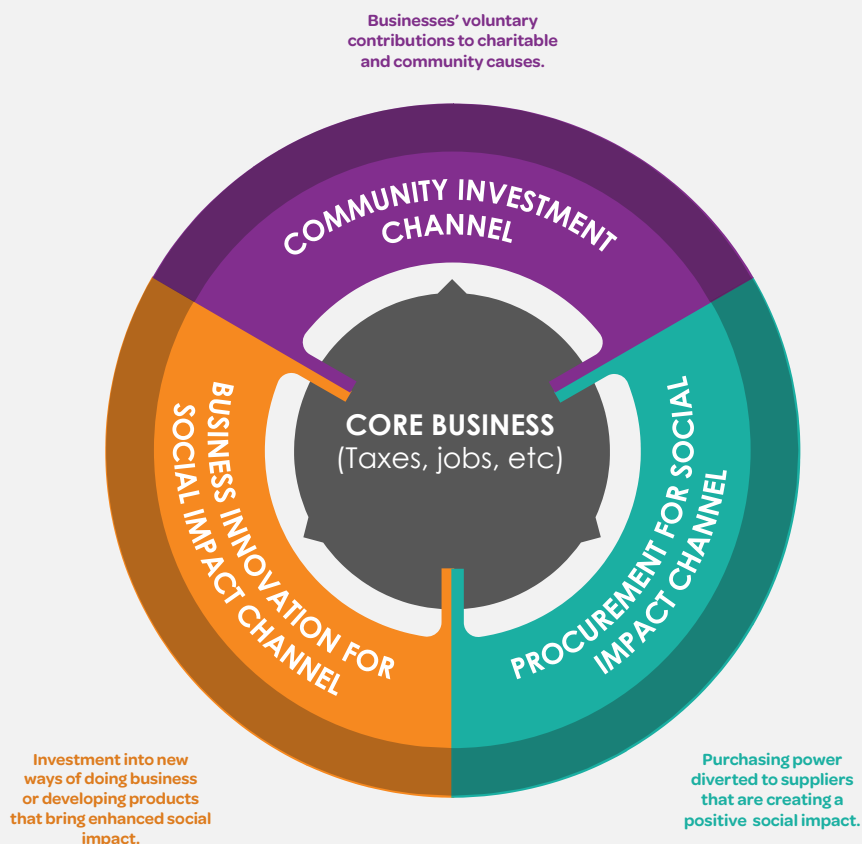
As part of this holistic change, we will also move towards new governance, membership and pricing structures, to facilitate the growing numbers of companies engaged with us and using the LBG Framework.

The convening power of LBG through our pioneering network of businesses is second to none, and the demand for us to create new networks in new geographies grows. Based through our Corporate Citizenship office hubs globally, we will pursue the development of networks where practitioners can engage in the best practice use of our newly expanded Framework.

# Business Investment for Social Impact

An expansion of the LBG Framework to include Business Innovation and Procurement

Business Investment for Social Impact



## Expanding our routes to social impact

Companies using the LBG Framework represent those with a culture of continuous improvement, with ambitions to diversify and transform their social and environmental practices for maximum impact. In response, LBG has expanded its Framework to include

two additional routes, which member companies can measure, report and communicate on. In addition to **Community Investment**, we've added **Business Innovation for Social Impact** and **Procurement for Social Impact**.

Community Investment	Business Innovation	Social Procurement
<p>The business is working externally with <b>community organisations</b> to address a social issue.</p> <p>The focus of this activity is to benefit the community and secondly the business.</p>	<p>A business division is developing or adapting <b>core commercial activities</b> that create clearly defined social impact and generate a clear return to the business.</p> <p>The focus of this activity is to benefit both society and the business.</p>	<p>The business is switching <b>procurement spend</b> towards suppliers that are creating clearly defined social impact.</p> <p>The focus of this activity is to benefit both society and the business.</p>
Assess this through the existing LBG framework	Assess this through the business innovation route	Assess this through the social procurement route

This expansion to the LBG Framework, adds to the globally recognised methodology used by hundreds of companies articulating their voluntary activities in the wider community, and supports companies aiming to create social impact while also meeting their commercial objectives and being accountable for their actions.

Launched in 2018, and designed to support businesses on a practical level to articulate and measure the positive impact that they have in the world, the expansion to the LBG Framework was tested by senior practitioners in 17 companies with a global presence across the US/EMEA

& Australasia. Through an intense series of roundtables held in 2019, and based on themes including: Choosing a project, Applying the criteria, Measurement & reporting, a series of practical 'How-to' guides has been created, to allow members to apply the LBG Framework and ensure commonality in approach, in turn providing rigour and confidence to communications.

Available only to members, the graphic developed below for the expansion to the LBG Framework provides a short description of each route, to help companies identify which part of the guidance might be used to assess an activity:

	➡ INPUTS	➡ OUTPUTS	📈 IMPACTS
<b>Community Investment Route</b> <i>Donations to, and partnerships with community organisations</i>	How, Why, What, Where	Social Output Business Output Leverage	Social Impact Business Impact
<b>Business Innovation for Social Impact Route</b> <i>Developing or adapting core business activities for defined social impact</i>	Financial Investment Additional Resources	Social Output Business Output Leverage	Social Impact Commercial Return
<b>Procurement for Social Impact Route</b> <i>Diverting procurement spend to suppliers that aim to have a social impact</i>	Spend, Time, In-kind, Management Costs	Social Output Business Output Leverage	Social Impact Organisational (supplier) impact Business Impact



*“Applying business solutions to social challenges is of growing interest, but valuing this investment is not easy. The new guidance is an important step forward and ensures that LBG remains at the forefront of measuring societal impact. The expanded Framework sits neatly and provides rigour to the ‘S’ in ‘ESG’.”*

**Matt Sparkes, Head of CR, Linklaters**

## Business Innovation for Social Impact

This route aims to capture business investments made that yield clearly defined and demonstrable social impacts as a result of

innovations in product, services or operations. The intent is to capture truly innovative investments that seek to address a social issue.

### LBG Members leading the way:

#### Hitachi

##### ENGINEERING AND MANUFACTURING

New sustainable energy project: Hitachi Europe developed the Smart Energy Islands project, with support from the European Regional Development Fund, to support the wider adoption of renewable energy on the Isles of Scilly. The project aims to use technology, including Hitachi's Internet of Things platform and Artificial Intelligence, to reduce the carbon footprint of the islands and reduce energy costs, while optimising locally produced, renewable energy.

#### Deutsche Bank

##### FINANCIAL SERVICES

New initiative for start-ups that solve Sustainable Development Goals (SDGs) challenges: The Global Goals Lab is a Germany-based extension of the bank's Made for Good, as well as its commercial start-ups programmes, and is aligned to the SDGs. The programme supports early-stage enterprises with a social mission via mentoring from Deutsche Bank employees and expert advice, to develop their business plan, scale their offers, access new networks or tap sources of funding.

#### Suncorp Australia

##### FINANCIAL SERVICES

New products and services: Essentials by AAI is a joint initiative between the Suncorp Group and Good Shepherd Microfinance, which aims to tackle the issue of insurance affordability and access in Australia. Essentials by AAI is insurance designed for low-income earners, including cover for cars and contents.

#### Experian

##### PROFESSIONAL SERVICES

New service easing challenges faced by unbanked: Experian has launched a new smartphone app, GeleZAR, to address financial inclusion of the unbanked in South Africa. The app provides financial education to consumers on low-cost smartphones. It also enables the unbanked to build a financial footprint that will give them access to banking products, through building risk models based on their mobile data.



## Procurement for Social Impact

This route to impact is designed for companies that are diverting their procurement spend towards suppliers that are creating a clearly defined and demonstrable social impact. The extended Framework will allow businesses to capture and report on this spend within the LBG Framework.

LBG has identified two types of supplier from which a company can procure, with the intention of generating a societal impact:

- **Social Business** – a supplier that trades to intentionally tackle social problems, improve communities, provide people with access to employment and training, or help the environment.

OR

- **Diverse Business** – a supplier that is owned or operated by a group that is recognised as facing disadvantage in its local context (e.g. refugees, indigenous people or people with disabilities).

### LBG Members leading the way:

#### Vicinity – Social Business

##### PROPERTY, CONSTRUCTION, HOUSING & FACILITIES

As part of its broader commitment to social procurement, Vicinity has worked with YMCA Rebuild since 2016, as a supplier of general maintenance and landscaping work at its shopping centres across Melbourne. YMCA Rebuild is a social enterprise that helps to rehabilitate at-risk youth leaving correctional facilities. It provides training and employment skills in maintenance, gardening and facilities management. Vicinity's procurement investment in YMCA Rebuild strives to reduce re-offending rates, by removing barriers to employment faced by young ex-offenders.

#### PwC – Social Business

##### PROFESSIONAL SERVICES

PwC formalised its commitment to buying from social enterprises by joining the Buy Social Corporate Challenge as a founding member in 2016. PwC seeks to 'buy social' in numerous ways, and has diverted spend to over 40 social enterprises since 2016. For example:

- PwC has awarded Nemi Teas with a catering contract. This supplier is a social enterprise that gives work to refugees and produces 100% biodegradable and plastic-free tea bags. The enterprise also works to increase employability, boost English skills and confidence, and help refugees integrate into wider society.
- PwC has used Mediorite, a creative agency that provides training and opportunities for marginalised young people to gain experience in the creative industry, for various projects requiring photo and video services. For instance, Mediorite created the video library for PwC's social enterprise webpage.

#### Australia Post – Diverse Business

##### UTILITIES AND SERVICES

Australia Post spent more than \$21.4m with 45 social and indigenous suppliers in FY2018/19, up from \$7.4m in 2017/18. In its new Group Corporate Responsibility Plan, 2020-2022, Australia Post has expanded its approach to create a more inclusive supply chain and reach \$60m spend target by 2022.

For example, Australia Post has a three-year contract with ARA Indigenous Services, a Supply Nation-certified supplier, to provide cleaning and associated services. The contract has embedded KPIs and reporting for indigenous employment at all levels. Thanks to the procurement partnership, ARA Indigenous Services has been able to grow its employment and coverage network throughout Australia, and further extend its community projects.

#### BAM Construct – Social Business




##### PROPERTY, CONSTRUCTION, HOUSING & FACILITIES

BAM has chosen to use Community Wood Recycling as its wood-recycling supplier – a not-for-profit entity that runs a nationwide network of wood recycling social enterprises. The objective is to create sustainable jobs for local people, while saving resources by rescuing and re-using waste timber that would otherwise be landfilled. In particular, it aims to employ those who might find it difficult to get into or back into employment.

More detail on the expanded Framework is included in our member-only Business Investment for Social Impact guidance paper. This includes practical guidance on how to apply the expanded Framework to your company's activities, specific requirements for each route, as well as guidance on measurement, reporting, and communications. If you would like access to the expanded Framework, please contact the LBG team.

# Facilitating Impactful Community Investment, telling your story

## The LBG Framework:

 <b>INPUTS</b>	 <b>OUTPUTS</b>	 <b>IMPACTS</b>
<b>What's contributed; the resources a company provides to support a community activity.</b>	<b>What happens; the activities delivered, numbers reached, funds raised and business-related activity resulting from the contributions made.</b>	<b>What changes; The changes that happen to individuals, organisations and the company, in the short or longer-term, as a result of the activity.</b>
<b>How:</b> Cash, time, in-kind, management cost	<b>Community outputs:</b> Numbers helped, activities held etc.	<b>Community impacts:</b> Change in beneficiaries, organisations and/or society
<b>Why:</b> Charitable gift, community investment, commercial initiative in the community	<b>Leverage:</b> Additional funds raised	<b>Business impacts:</b> Change in business performance
<b>What:</b> Issue addressed (education, health etc.)	<b>Business outputs:</b> Media coverage, awareness	
<b>Where:</b> Location of activity		

The LBG private benchmark is a business tool, which allows LBG companies to compare with their peers globally, providing an understanding of how they are operating within their sector and across the full membership. The detail provides companies in membership with insight that allows them to improve, and can be used as a powerful source of internal management information, reporting to C-suite and across the organisation.

Measurement is central to the overall management, delivery and strategy setting of community investment and wider programmes; it allows members to tell a story with their data and create a narrative for reporting, providing clarity on their unique contribution to the world.

## LBG MEMBERS LEADING THE WAY:

### Siemens – Insights from benchmarking

One of the main benefits of the LBG benchmark, is that it goes beyond what is available in the public domain; the access to raw, comparable data from other organisations is quite rare and very valuable for us as a business. The level of detail is another key draw; we can compare ourselves to many companies across an array of specific metrics such as contribution per employee, percentage of employees partaking in volunteering, and number of beneficiaries.

We are happy to provide our data in reciprocation of our peers sharing theirs, and the fact that it's private to members and not used as ranking is a key management information plus.

However, for us at Siemens, the real power of LBG lies in the access to this raw benchmark data, alongside the member-only networking opportunities throughout the year. This combination provides Siemens with an incredibly rich insight

into other businesses' best practice, thus helping us improve our own programmes.

As a result of this unique qualitative and quantitative business insight, the LBG benchmark has always been embedded in our strategic discussions at Siemens. It is a very useful tool to gain buy-in from our senior managers, demonstrating to them what the norm looks like across our sector, as well as allowing us to track our progress against peer companies.

LBG provides a common language and structure from which to compare our programmes, something which would otherwise be very difficult.

This common language gives us confidence on how we report on community investment, especially given its recognition by the likes of the Dow Jones Sustainability Index.

**Olivia Whitlam, Head of Sustainability, Siemens plc**

# Strategic Support

**What causes do businesses support?** Issues our members support most fall into the 'Social Welfare' category in the LBG Framework this year.

## How do our global members contribute?

### INPUTS

Contributions driven by strategic investment:

71%



By adopting a more strategic approach to giving, businesses can maximise the effectiveness and amplify the impact of their programmes.

The average contribution per member is

\$13.8m



proportion of total contribution that is cash

69%



pre-tax profit (average contribution)

0.68%



proportion of total contribution that is time

10%



## Stakeholders engaged externally

### OUTPUTS

Number of community organisations

92,946



Beneficiaries reached globally across LBG Members:

55 million



Through continued commitment to supporting their communities around the world, businesses are touching the lives of millions of people.



## Stakeholders engaged internally

Employees volunteering in paid-time globally

441,960



Paid-time hours donated globally this year

4,621,790



Employees going on to volunteer in their own time

402,663



But the emphasis our members put is on making a big impact, and with the support from our Impact Measurement Toolkit, we support our members in articulating this.

Businesses undertaking impact measurement

51%



Engaging beneficiaries to better understand the impact they have made supports businesses to make a measurable difference in the lives of millions.



## What impacts are our UK members having in society?

### IMPACTS

### On people

Beneficiaries experiencing behaviour or attitude change

40%



Beneficiaries experiencing an impact on skill development

24%



Experiencing a direct impact on their quality of life

25%



### On organisations

Organisations delivering new services or have improved existing services

42%



Organisations reaching more people or spending more time with clients

17%



Organisations improved management processes

11%



### Impact on employee volunteers

Improved job-related skills

46%



Improved their life skills

52%



Changed their behaviour or outlook

35%





#### MEMBER CASE STUDY

### **ANZ – LBG: Communicating community investment to key stakeholders**

ANZ is a founding member of the LBG Australia and New Zealand chapter, and we've been using the methodology for over ten years.

The LBG methodology has helped us to communicate our community investments to a wide range of stakeholders, including our customers, shareholders, internal decision-makers and staff. LBG allows us to quantify our contributions into an easily digestible format for different audiences. For example, our LBG data feeds into our annual reports, is published on our website and used to promote our community work on social media.

We receive excellent feedback from stakeholders on our volunteering and community programmes. The methodology helps us to communicate the real-life impacts of our programmes, which is important for us to share, as it helps build our social licence to operate. Telling those positive stories also helps to make us an employer of choice, and contributes to our employees' engagement.

The independent verification provided by the LBG team means that our assurors are willing to accept our LBG summary report as evidence of our community contributions. The data also feeds directly into our Dow Jones Sustainability Index submission.

**Janet Liu, Manager, Financial Inclusion, ANZ**

## MEMBER CASE STUDY

### **Rolls-Royce – Impacts on People: Advancing STEM education**

At Rolls-Royce, Evolution is an engineering project for primary school pupils, linked to the design and technology curriculum. The aim of the project is to improve the quality of teaching of STEM in primary school, and increase the number of children studying STEM subjects, particularly those from disadvantaged backgrounds. Rolls-Royce STEM Ambassadors are key to the success of the project, supporting a teacher training day followed by two classroom visits into each participating school to work with the children, and the final celebration event.

Leveraging LBG's depth of impact categories, we adopted an approach that allowed us to measure the extent to which the pupils' attitudes towards STEM were changed as a result of the programme. The impact surveys demonstrated that the project not only increased the pupils' 'awareness and enthusiasm for STEM', it also 'provided opportunities for students to use problem-solving' and 'developed students' core competencies such as 'communication, negotiation and teamwork'. Similarly, 100% of teachers surveyed found that the project enabled them 'to meet the design & technology curriculum using adequate skills provided'.

The LBG Framework is central to measuring and reporting on progress made towards our targets in our community programmes.

**Gill Fennell, Community Investment Manager, Rolls-Royce Plc**





#### MEMBER CASE STUDY

### **RELX – Impacts on Employees: Showcasing employee impact with data**

In 2018, 42% of RELX employees were engaged in volunteering, well above the LBG average of 15%. Every year, we seek to look beyond these input figures and understand what these thousands of volunteer days (11,720 in 2018) mean to employees.

Through use of LBG's 'type and depth of impact framework', we survey our employees throughout the year. In 2018 we found that, as a result of volunteering:

- 89% of employees said their motivation and pride in the company had increased;
- 79% said their team spirit had increased;
- and a further 88% experienced a positive change in behaviour or attitude.

We showcase these figures in RELX's Corporate Responsibility Report, alongside feedback from employees. In 2018, one colleague said, "I have a more positive outlook which has made me change how I approach my job." (See full story on p48 of our 2018 CR Report.)

LBG not only provides a rigorous framework from which to measure our community impact, it also provides important data we can communicate back to employees on their achievements.

**Emili Budell-Rhodes, Community Manager, RELX**

#### MEMBER CASE STUDY

### **Impacts on the Business: Cementing the business case for continued community investment**

As the UK's largest student accommodation provider, we have spent years helping young people manage the transition to university life.

Using our insight and student resilience research, we have developed Leapskills, a free programme aimed to better prepare young people for living away from home. The programme consists of digital content, designed to introduce student life scenarios and provoke group discussion on shared living. To date, we have tested this programme with over 1,000 young people in workshops across the UK.

On one hand, the programme is achieving its social aim: of those who participated in the workshop, over 80% of students agreed that the programme will 'help them prepare better for living in shared accommodation'.

On the other hand, Leapskills is also achieving a clear business goal: before completing the session, a large majority of students were not aware of Unite Students, whereas upon completion, 97% of students would now consider living with us. As well as generating a major uplift in brand awareness, the project has also improved our relations with important stakeholders, having been endorsed by the Department for Education, and publicly recognised by the Secretary of State.

LBG's Impact Framework provided us with the tools necessary to measure and report upon these business benefits. For Unite Students, the ability to assess business impacts is central to cementing the business case for continued community investment.

**Ali Hastings, Social Impact & Operational Engagement  
Manager, Unite Students**





#### MEMBER CASE STUDY

### **Impacts on the Business: Cementing the business case for continued community investment**

At KPMG, we're focused on promoting life-long learning and increasing numeracy and literacy skills to drive opportunity for people from low socio-economic backgrounds across the UK.

Our WorkReady programme educates young people about the changing world of work and the opportunities arising from the fourth industrial revolution, emphasising the importance of STEM skills and EQ.

The programme engages over 2,000 young people in social mobility cold spots and areas of high deprivation each year, and has supported over 10,000 students to date.

Borrowing lessons from the Skills Builder and LBG Impact Framework, we evaluate the improvements in understanding, confidence, skills and employment prospects, as well as the change in attitudes of teachers.

Analysis of WorkReady last year showed that:

- over 90% of students reported a better understanding of the skills employers are looking for;
- over 80% of students reported their problem-solving had improved;
- over 85% of students reported a clearer understanding of how the world of work is changing.

We produce a tailored evaluation report for each school, which includes follow-up resources for teachers.

As well as providing a platform from which to measure and monitor the inputs and outputs of our programmes, we are able to better understand the impact of our programmes, make improvements and share our learnings.

**Roisin Sharkey, Co-Head of Corporate Responsibility,  
KPMG**



# Convening power of the network in action

LBG has grown to an expansive network of companies globally, all of whom use the LBG Framework as the gold standard when communicating, managing and measuring social impact internally and externally. Two Steering Groups provide advice and counsel on developments and direction of the network; their investment enshrines the view of the practitioner in the delivery of LBG's objectives. Chaired in the UK by **Linklaters** and in Australia by **Australia Post**, our Steering Groups are comprised of senior professionals from **ANZ, Australia Post, Barclays, BUPA Australia, Diageo, DP World, EDP, H&H Group, JTI, Linklaters, Mirvac, PwC, RELX, Rolls-Royce, Siemens, St. James's Place, Stockland, Suncorp, Unite Students, Vicinity Centres, Virgin Money, Woodside Energy** and **Yarra Trams**.

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## Bespoke support

Those companies in membership gain access to **private tools** to help in the measurement and management of social impact, including data collection spreadsheets, impact toolkits and specific framework guidance. In addition to this, they benefit from **one day of consultancy support** from Corporate Citizenship, which is central to the accurate application of the LBG Framework. Members have used this time for a range of purposes, from identifying best practices for measurement and running workshops for employees, to better aligning their programmes with their global social investment strategy and engaging charity partners on impact measurement. Members also receive **LBG Insight Reports**, which provide tailored analysis of their programme compared to other peers, both in their sector and in the overall LBG network based on our private benchmark.

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## 'In Conversation' with LBG Members

Throughout the year, we maintain contact with our members through our **LBG Global Newsletter**, in which we share the latest news and events. This past year, we were delighted to feature many practitioners within the network in our LBG 'In Conversation' piece, which provides members with a chance to share with us their experiences and accomplishments at their company. Contributors this year have included **Emili Budell-Rhodes (RELX Group), Ali Hastings (Unite Students), Olivia Whitlam (Siemens), Sarah Wells (Bettys & Taylors), Sarah Albon (Geelong Football Club), Laura Vickery (Jaguar Land Rover), Francesca Campbell (RSA Group), Sara Parrott (Suncorp), Susan Mizrahi (Australia Post), Charlotte Nye (Willmott Dixon), Paul Broadhead (Rolls-Royce),**

**Jonathan Dobson (United Utilities), Syreeta Bayne (BAM Construction)**. We take the opportunity within the newsletter to publicly recognise the great efforts our member companies make in the community, including our **'Innovative Initiatives'** section which most recently included Diageo's L4L programme, and Marks & Spencer's 'Shwop' campaign.

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## Exciting engagement opportunities

This past year, LBG Members have benefited from a diverse array of **member-only events**, webinars and workshops, which covered a range of issues such as data collection, impact measurement, reporting and political advocacy. These are a great opportunity for members to network and share their learning with peers.

In March 2019, we were delighted to welcome a **guest speaker from SAM** (formerly RobecoSam), who discussed the positive link between sustainability reporting and community investment; on average, LBG Members score higher than non-members not only in the 'Community and Philanthropy' section, but across the full Dow Jones Sustainability Index (DJSI).

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## Business taking a political stance

In response to member demand, this year's **flagship Mid-Year Event** was held in Manchester and hosted by Siemens. In alignment with Corporate Citizenship's Ten Actions for Business in 2019, our panellists (from Freshfields, Linklaters, Rolls-Royce and Siemens) explored how high-impact community investment initiatives increasingly require an element of political advocacy.

It was discussed how LBG is uniquely positioned to act as a convener and facilitator in this space, allowing businesses to engage with one another and other stakeholders in society.

Within the LBG network, companies are given a voice, and the chance to explore the space where business and political advocacy intersect. It provides companies with a platform from which to be more transparent and open about their community investment programmes, helping businesses shape the narrative around their initiatives.



# Our Members

Reflecting a diverse range of sectors operating across the globe, our network of companies consists of industry experts in their field.

## Consumer Goods

AkzoNobel Decorative Paints UK  
Bacardi  
Bettys & Taylors of Harrogate  
Coca-Cola Amatil  
Coca-Cola European Partners  
Diageo  
H&H Group  
Japan Tobacco  
JT International SA  
JTI UK (Gallaher)  
Philip Morris International  
Management SA  
RB

## Engineering & Manufacturing

BAE Systems  
Hitachi Group in Europe  
Jaguar Land Rover  
RHI Magnesita  
Rolls-Royce Plc  
Siemens  
Stora Enso Oyj

## Financial Services

ANZ  
Aviva  
AXA  
Bank of Ireland  
Barclays  
BUPA  
BUPA Australia  
Credit Suisse  
CYBG Plc  
Deutsche Bank  
First Abu Dhabi Bank  
Generali  
HSBC  
Intesa Sanpaolo  
Investec  
Lloyds Banking Group

Maybank  
National Australia Bank  
Nationwide  
Provident Financial  
Prudential  
RBS  
RSA  
Santander UK  
Schroders  
Standard Chartered  
Standard Life Aberdeen  
St. James's Place  
Suncorp  
UBS  
UniCredit  
Verity Credit Union  
Zurich

## Legal & Insurance

Freshfields Bruckhaus Deringer  
GMHBA  
Linklaters  
Medibank

## Media

Australian Turf Club  
Liberty Global Europe  
Pearson  
RELX Group

## Pharmaceutical

AbbVie  
AstraZeneca

## Professional Services

Accenture  
Experian  
KPMG  
PwC

## Property, Construction, Housing & Facilities

BAM Construct UK  
Berkeley Group  
British Land  
Dexus  
Hammerson  
Howard de Walden Management  
Intu Properties Plc  
JLL  
Mirvac Pty Plc  
Payce  
Shaftesbury  
Sinyi Realty Inc  
Stockland  
Tideway  
Unite Students  
Vicinity Centres  
Willmott Dixon

## Retail

ASDA  
Boots  
Coles  
Jéronimo Martins  
Kingfisher  
Marks & Spencer  
The Co-operative Group  
The Southern Co-operative  
Woolworths Group

## Sports

Carlton Football Club  
Hawthorn Football Club

## Technology

ARM  
BT  
Deutsche Telekom AG  
Nokia  
Optus

Sage  
Singtel  
STMicroelectronics

## Travel & Hospitality

Australian Pacific Airports  
Corporation  
Australian Rail Track Corporation  
Brisbane Airport Corporation  
FirstGroup  
Gatwick Airport  
Go Ahead  
Heathrow Airport Ltd  
London City Airport  
Keolis Downer (Yarra Trams)  
Sydney Airport Corporation Ltd  
Tabcorp Holdings Ltd

## Utilities & Services

AGL  
Anglian Water  
Australia Post  
Beach Energy  
Centrica  
Deutsche Post DHL Group  
DP World  
EDP  
Galp Energia  
Jemena  
National Grid  
New Zealand Post Group  
Northern Power Grid  
Port of Milford Haven  
SGN  
Southern Water  
Thames Water  
United Utilities  
Woodside Energy Ltd



### **LBG is managed by Corporate Citizenship**

Corporate Citizenship founded LBG over 25 years ago, and we continue to manage the network and develop the LBG Framework. Corporate Citizenship is a global consultancy that starts with a very simple premise – that just as individual citizens have rights, responsibilities and aspirations, so do

companies. For more than 20 years we've helped businesses find their place in the world. Working as critical friends, we ask the sometimes-difficult questions that challenge our clients to fulfil their responsibilities and ambitions through practical action.

Visit [www.corporate-citizenship.com](http://www.corporate-citizenship.com) for more information.



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