

From Social Performance to Business Value

Practical steps, resources, and case studies to building credible business cases for social sustainability and respecting and supporting human rights.

World Business Council for Sustainable Development

ERM

KPMG

BUSINESS FOR SOCIETAL IMPACT
CORPORATE CITIZENSHIP
SUPPORTED BY SLR

01.

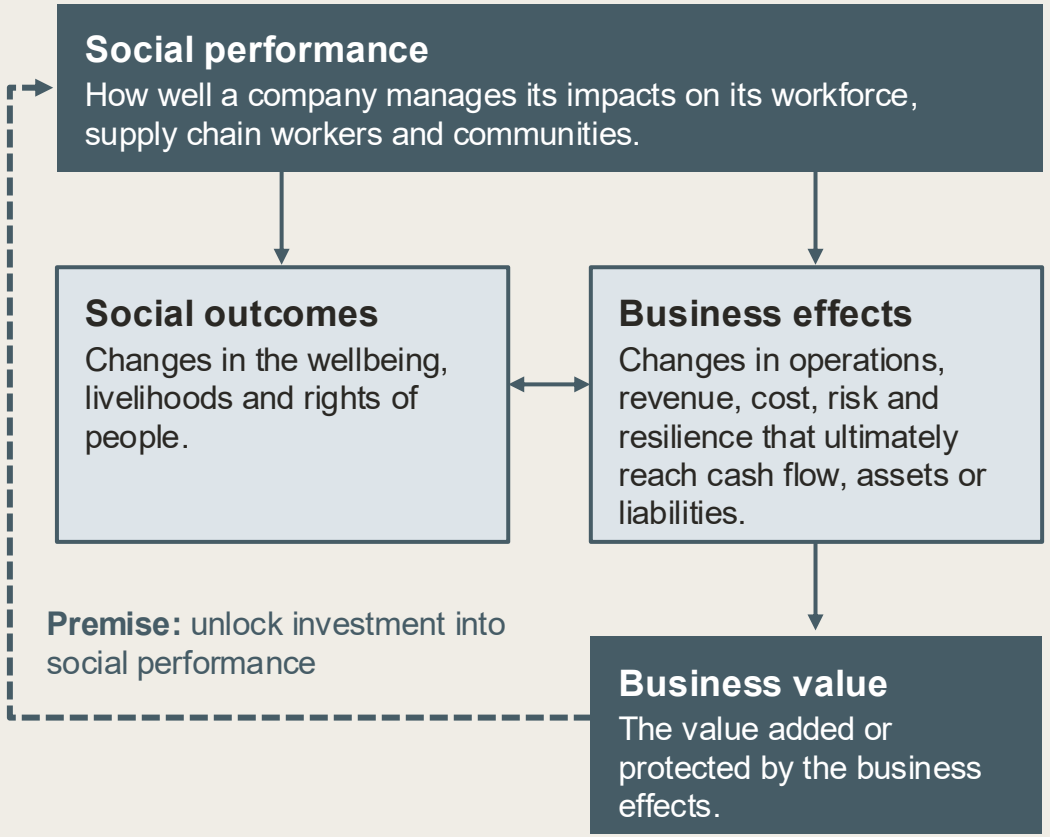
From Social Performance to Business Value

The paper unpacks six steps to valuing the business effects of social performance, provides practical resources that help you at each step, and case studies to show how other businesses have been doing this. The approach can be used to inform decisions around securing budget, prioritizing between initiatives, and integrating social factors into strategy and risk management.

Social performance is shifting from a reputational concern to a business value driver. Rising inequality[1], climate hazards and AI are systemic risks raising the stakes. Meanwhile budget scrutiny, evolving regulatory and disclosure requirements, and anti-ESG backlash are raising the need for robust evidence of social outcomes and business value. Together they are pushing corporate sustainability teams to articulate clearly how investments in workforce, suppliers and communities are core to strategy, protect and create business value, and deliver social outcomes.

Valuing the business effects of social performance is often difficult. Unlike carbon emissions or energy use, many social outcomes are more diffuse, long-term and shaped by factors beyond a company's control. Attributing a change in someone's wellbeing and engagement to a specific program is rarely straightforward, let alone tracing what that change is worth to the business. The difficulty is not uniform: some business effects, such as recruitment costs, sick days and lost productivity, can be measured directly, while others, such as the value of workforce quality, are far harder to capture.

A growing number of organizations are working to close that gap. Disclosure and standard-setting initiatives are seeking to harmonize global reporting on inequality, while advisory firms, academic research centers, impact measurement networks and companies are developing and testing methodologies for linking social performance to business value. This paper highlights a selection of their approaches.



1 World Economic Forum. (2025). *The Global Risks Report 2025* (20th ed.)

01.

The Challenge Of Building Credible Business Cases

Sustainability teams that want to make the case for business actions that impact workforce, supply chain workers or communities, tend to run into four common obstacles:

- **Language.** Often, sustainability, risk and finance functions each describe a program in their own terms: impact for sustainability, exposure and resilience for risk, growth and return for finance. Some sustainability teams work closely with finance and already bridge this gap, but many do not. Social performance is itself split across teams – community investment, social risk, human rights, health and safety and human resources – which multiplies the number of descriptions in play.
- **Evidence.** Evidence linking social and inequality-related issues to financial outcomes is uneven and fragmented across topics, sectors and geographies. Unlike carbon emissions, which can be consolidated into a single comparable metric, social impact data is often inconsistent or difficult to compare across social outcomes and affected stakeholder groups.
- **Attribution.** Even where the data exists, isolating the effect of a social investment from everything else moving at the same time is difficult, and the benefit often arrives years after the cost. Social outcomes are shaped by many factors a company does not control, and the payback period rarely matches the horizon of a budget cycle or an investment committee.
- **Ownership.** Responsibility is split. Sustainability teams build the case, procurement or human resources deliver the program, and finance is often brought in too late into the process. Costs and benefits do not accrue evenly across those teams.

The objective is not to put a price on people. The aim is to quantify business effects where the causal link and the data are credible, and to use other evidence where quantification would mislead. Pushed too far, monetization can create false precision, price outcomes that sit outside what stakeholders will accept, bias decisions toward whatever is easiest to measure and sometimes it may even cost more to produce than the decision is worth.



02.

Six Steps: From Business Challenge To Management Action

1. Business challenge

What business problem or opportunity does the company face, and how is it linked to people and social issues?

- **Start from a business challenge or societal need relevant to the company's strategy**. Begin where the business already feels exposure, such as a raw material base at risk, not with a preferred social action: leaders ask how to deliver strategy, not which initiative to run.
- **Name who is affected** – workers, suppliers or communities – and how their situation connects to the challenge. The social benefit does not disappear; it stops being the opening argument.

2. Decision and options

What is being decided, by whom, and against which options?

- **Define the decision, who owns it and what it is weighed against**. Name the decision (budget request, choice between initiatives, change to strategy), who decides, what they prioritize and what would change their mind.
- **Tailor the case to the audience**; a senior sponsor close to the decision helps.
- **Set out real options with inaction as baseline**, next to a conventional response (a wage increase versus a bigger recruitment budget), and price inaction too.

3. Causal pathway

What does the company do under each option, and how does that change outcomes for people and business?

- **Trace the pathway from intervention to business effect, for each option**. Spell out what the company will do, how that changes outcomes for people, and how those changes reach revenue, cost, risk or resilience.
- **Name each link and say whether it protects value, improves performance or enables growth and resilience**. Do the same for inaction: risks build up over time and reach cash flow and asset value, through lost deals, delays and missed markets. Use comparable precedent where there is no company data.

02.

Six Steps: From Business Challenge To Management Action

4. Valuation method

What value is generated for business and people? What are the synergies and trade-offs?

- **Match the valuation method to the decision**; keep business value and social outcomes separate, since a positive business return does not by itself show a positive social outcome. Compare options on both and make trade-offs visible.
- **Quantify only where the link is credible and data exists.** Choosing not to monetize can be the right call: a well-evidenced indicator can outweigh a value estimate nobody believes.
- **Avoid double counting:** check it is not already in the plan; show benefits, investment and residual exposure separately.

5. Evidence & limitations

How strong is the evidence? What assumptions and attribution limits apply?

- **Be clear how strong the evidence is** and, where it doesn't exist, build it with others. Label each claim: observed company result, modeled estimate, external research, comparable precedent or hypothesis.
- **State assumptions, attribution limits, time horizon and the counterfactual**. Where evidence is thin, a range beats a single figure. Shared studies across several buyers reach a solid evidence base faster than any single company.
- **Find the assumptions the decision is most sensitive to** and how far they would need to move to change it.

6. Management action

What happens next: pilot, KPIs, owners, existing process, shared governance?

- **Build the case into existing processes and govern it jointly.** Write social considerations into risk registers, investment committee questions and executive scorecards; a separate workstream gets sidelined.
- **Start with a focused pilot, prove the effect, then scale**. Translate pathways into KPIs, data owners, refresh and escalation triggers and a value dashboard, with business and social outcomes tracked side by side and ownership shared across risk, finance, HR and sustainability.

03.

Resources To Help Build The Case

Five examples drawn from a larger set of resources featured in the annex. Find the question most relevant to your challenge at hand and see whether any of these resources can support you in getting to an answer.

Question in scope

How does this initiative protect, improve or grow profitability, by how much, and over what time?

Audience: CFO and business leaders
Unit: Initiative, portfolio, business unit
Output: EBITDA uplift range and time to value
Value: Business value

KPMG Value Trees start with a sub-sector view of how a company creates value, breaking revenue, cost of goods sold or services delivered, and operating expenses into specific drivers that business leaders already manage. Social sustainability topics and initiatives are mapped to these drivers to identify opportunities to protect existing value, improve operating performance, and enable growth and resilience. Explicit EBITDA formulas link operational drivers - such as productivity, turnover, cost avoidance, and sales conversion - to financial impacts, net of implementation costs.

In an illustrative grocery retail model, nine initiatives were estimated to have a potential portfolio EBITDA uplift of 2.4% to 5.3%, with indicative timeline to value of 3 to 36 months. These estimates draw on historical sector data, real-world case evidence, scenario weighting, and statistical modelling. They represent modelled potential, not realized client results, and require confirmation using company-specific data. In practice, KPMG tailors the value tree to the organization's business drivers, quantifies and prioritizes initiatives, and translates results into KPIs and a value dashboard to monitor performance, refine assumptions and scale the approach over time.

03.

Resources To Help Build The Case (continued)

Five examples drawn from a larger set of resources featured in the annex. Find the question most relevant to your challenge at hand and see whether any of these resources can support you in getting to an answer.

Question in scope

What is this initiative worth to our own P&L?

VALUING IMPACT

Audience: Sustainability and Finance, CFO

Unit: Initiative or program

Output: Annual business value per initiative

Value: Business value (social outcomes optional via eQALY)

Valuing Impact ROImpact Canvas gives a sustainability manager and a finance partner a one-page way to trace an investment to the company's accounts. It breaks the investment into activities and links each activity to the business value levers it moves, such as talent retention, sourcing resilience, or license to operate, and one activity can often move several levers simultaneously. The method builds on operational data, KPIs and business metrics the company already collects, and links them to financial performance using its own cost and margin data.

The share of each effect the investment can credibly claim is written down line by line, so the total is one Finance can defend. The result is an annual financial effect per investment, combining revenue gained and cost avoided, that teams can use to compare investments and support a budget request.

Alongside the financial result, Valuing Impact's Impact Thinking Canvas maps what the same investment changes for the company's stakeholders, such as workers and communities, and the eQALY method can then value these outcomes in wellbeing terms. Read together, the two views point to the investments that create value for both the business and society.

Resources To Help Build The Case (continued)

Five examples drawn from a larger set of resources featured in the annex. Find the question most relevant to your challenge at hand and see whether any of these resources can support you in getting to an answer.

Question in scope

How do we build a case that lands with the people who decide?

ERM

Audience: Decision-makers
Unit: Decision and stakeholder
Output: Narrative, option pathways
Value: Business and social value

ERM understands analysis alone rarely moves a decision. It must be carried by a narrative the audience recognizes. This approach maps who decides, what they are accountable for and what language lands with them, then anchors the case in commitments the organization has already made – a stated strategy, a disclosure requirement, a peer trend.

Each option, including inaction, is tested against whether the outcome can be defined, quantified, monetized and communicated. Not every benefit clears all four bars, and knowing which do not is itself useful. Where quantification is not possible the narrative carries the case; where it is, the two reinforce each other.

03.

Resources To Help Build The Case (continued)

Five examples drawn from a larger set of resources featured in the annex. Find the question most relevant to your challenge at hand and see whether any of these resources can support you in getting to an answer.

Question in scope

How do we measure, manage and compare social impact and business value?

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Audience: Business leaders, practitioners and reporting teams
Unit: Company-wide, business unit, market and programme
Output: Credible, comparable, decision-useful data
Value: Social and business impacts; informs valuation

B4SI provides a globally recognized standard for measuring and managing corporate social impact, generating credible, comparable and decision-useful data. Built on over 30 years of practitioner-led experience, its Frameworks cover **Community Investment**, Business Innovation for Social Impact and Social Procurement, capturing inputs, outputs, and impacts on people, communities and the business.

Through its global network and benchmarking, B4SI helps companies understand what their investments achieve, compare performance and learn from peers. Its approach provides a credible evidence base to inform strategy, improve effectiveness and assess business value, complementing financial valuation methods where appropriate.

03.

Resources To Help Build The Case (continued)

Five examples drawn from a larger set of resources featured in the annex. Find the question most relevant to your challenge at hand and see whether any of these resources can support you in getting to an answer.

Question in scope

What financial return does a sustainability investment generate?

NYU STERN Center for Sustainable Business

Audience: CFOs, CSOs and Investors
Unit: Issue and its practices
Output: Monetized benefits, ROI forecast
Value: Business value

NYU Stern Center for Sustainable Business ROSI™ connects sustainability strategies to the drivers of financial performance: embedding sustainability drives profitability, higher valuation and lower cost of capital.

A five-step process runs from materiality to monetization: identify material sustainability issues and strategies; assess practices; define expected benefits through the ROSI value drivers; quantify their magnitude and timing; then monetize, stress test and forecast. Applied with 50+ research collaborators.

Cocoa case: a European private label chocolate manufacturer's investment in sustainable and traceable cocoa yielded a present value of €2.4 million over four years via stronger customer relationships and opportunities to expand into higher-growth market segments.

04.

Case Studies

Many companies are building the case: connecting multiple social issues to core business challenges, estimating the business effects, gathering the evidence and unlocking investment for social outcomes and business value. Examples below show how companies acted on one or more of the six steps.



Living wage | FMCG

Relevant step	
1. Business challenge	**Strategically, Unilever frames living wage as four linked arguments rather than a cost line**: a human rights imperative, a workforce risk case, a business value case and the shift toward mandatory due diligence such as CSDDD. All four sit under one line – resilient people, resilient supply chains, resilient business – so HR, procurement and leadership each hear the version they need without the argument changing underneath[1].
3. Causal pathway	**Separately, Unilever conducted two impact studies to estimate the return on investment**[2]. In Pakistan, Unilever surveyed frontline sales workforce after an actual wage increase: outlet productivity rose 6% within six months and assortment score 9% over the study period. In the Philippines, it modeled suppliers not yet paying a living wage: productivity up 6.6%, turnover down 21.3% and a benefit-cost ratio of 1.15 to 1.19.
4. Valuation method	**Social value is framed first as a human right, not as something to monetize.** Quantified social outcomes support the productivity and resilience business case. For example, 9 in 10 Pakistan workers reported higher motivation and satisfaction after the wage rise. Unilever reads that as the mechanism behind the productivity gains above.

1 Further reading on the business value: Barford et al., The Case for Living Wages (Business Fights Poverty, University of Cambridge Institute for Sustainability Leadership and Shift, 2022)
2 Unilever living wage impact studies, Pakistan and Philippines.

Case Studies (continued)

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Community resilience | Pulp, paper and packaging

Relevant step	
3. Causal pathway	**Asia Pulp & Paper (APP) moved from social responsibility to shared value**. Strong community relationships are critical to securing a resilient fiber supply, making investments in livelihoods, land rights, and local infrastructure strategic drivers of long-term business continuity.
4. Valuation method	**Community engagement reduced fire incidents by 60%**, protecting the raw material base directly[1]. The 2015 fires reinforced the business value of community engagement, eliminating the need for internal monetization to justify investment. While APP recognizes the benefits of preventing land conflicts and encroachment, it reserves formal valuation for future financing and landscape-scale investment decisions.
6. Management action	**APP measures social outcomes in reach rather than money.** Tangible outcomes and risk reduction, tracking improvements in livelihoods, infrastructure, women's empowerment, and land tenure security while prioritizing operational and community benefits over financial monetization.

1 APP Shared Value Approach (presentation, not for reproduction).

Case Studies (continued)

Many companies are building the case: connecting multiple social issues to core business challenges, estimating the business effects, gathering the evidence and unlocking investment for social outcomes and business value. Examples below show how companies acted on one or more of the six steps.

PHILIP MORRIS INTERNATIONAL

Relevant step	Living income	Tobacco
1. Business challenge	**PMI's focus on living income emerged from a 2018 root cause analysis** identifying household poverty as a driver of child labor and other social risks in agricultural sourcing markets. This reinforced living income as a key enabler in child labor prevention. In 2019, PMI set a Living Income KPI, tracked annually. In 2025, 99.6% of contracted farmers supplying tobacco to PMI earned a living income, measured against Anker and BSR benchmarks. As systemic child labor has been largely eliminated from PMI's supply chain, the focus is evolving towards targets and interventions for the most economically vulnerable farmers[1].	
3. Causal pathway	**Since 2024, PMI has prioritized initiatives in higher-risk countries**, focusing on improving productivity, reducing production costs or introducing alternative income streams. In Mozambique, treadle pumps have enabled farmers to grow crops during the dry season, generating up to USD 400 in additional annual income.[2] PMI assesses estimated income impact through validated desktop or in-field modelling, and uses a Livelihood Index tool to capture broader dimensions of farmer wellbeing.	
4. Valuation method	**Supporting living income strengthens farmers' economic resilience**, reducing their vulnerability to fluctuations in yields, weather and market conditions, which can mitigate supply chain risk and support continuity of leaf supply. Looking ahead, PMI aims to explore the value generated by this work alongside its climate adaptation, regenerative agriculture and labor practices programs.	

1 PMI, Living Income Strategic Evolution (presentation, not for reproduction).
2 PMI, Building farming resilience and food security in Mozambique

04.

Case Studies (continued)

Many companies are building the case: connecting multiple social issues to core business challenges, estimating the business effects, gathering the evidence and unlocking investment for social outcomes and business value. Examples below show how companies acted on one or more of the six steps.

Relevant step	BRIDGESTONE	Community impact	Tires and rubber
1. Business challenge	**Bridgestone had the activity data but no consistent way to show results.** Operating in 150 countries, the tire and rubber manufacturer faces growing expectations from investors, regulators, employees and communities to demonstrate the value of its community investment[1]. It already measured and reported what it invested in employee volunteering programs', but it lacked a credible global method to show what changed for people and how that supports its reputation.		
3. Causal pathway	**It now measures outcomes for volunteering employees and for people reached by road safety programs.** For employees it tracks confidence, pride, wellbeing and belonging to Bridgestone and their local communities; for road safety beneficiaries, safer road behavior. It links the first to workforce engagement and the second to reputation and trust, and presenting the data raised its profile with potential new clients.		
5. Evidence and limitations	**Employee survey results give the clearest evidence.** 87% of surveyed employees reported boosted confidence and pride and improved wellbeing[2], which supports investing in the quality and effectiveness of volunteering programs. The case study reports outcomes, not a financial return. A framework rooted in the B4SI methodology gives the data a common language across countries for internal and external use.		

1 B4SI Annual Review, case study: Bridgestone.
2 Bridgestone Group, Integrated Report 2026, p. 69.

Case Studies (continued)

Many companies are building the case: connecting multiple social issues to core business challenges, estimating the business effects, gathering the evidence and unlocking investment for social outcomes and business value. Examples below show how companies acted on one or more of the six steps.

Relevant step

natura

Climate adaptation | Retail & consumer goods

1. Business challenge

Natura needed a common basis to assess climate risk across its value chain. At year-end 2025, its integrated Natura and Avon network comprised 2.844 million beauty consultants in Latin America, including around 1.5 million in Brazil. It also sources from Amazon communities. Different exposure and vulnerability profiles made it difficult to prioritize resilience, insurance and protection spending.[1]

3. Causal pathway

The Socio-Climatic Vulnerability Index (IVSC) maps physical risk and social vulnerability. Built under Natura's 2050 Vision for Regeneration[2], it combines eight climate hazard variables with socio-economic data across approximately 100,000 locations in Brazil, assessing exposure, vulnerability and hazard. It informs risk costing, Amazon community income risk, stock and home insurance, and a São Paulo Civil Defence pilot to train volunteer consultants and employees.

4. Valuation method

Natura assesses financial exposure to climate disruption. Its IFRS S2 risk assessment considers operational disruption, sales exposure and bioingredient supply risks. Quarterly climate forecasts and risk intelligence inform preparedness. These insights support measures to reduce disruption costs and protect income, sales and supply.[3]

1 Natura, Integrated Report 2025.
2 Natura, Vision 2050; IVSC / Civil Defence announcement (2026).
3 Natura, IFRS S1/S2 Report 2025, section 6, pp. 30, 32.

Getting Started

Identify The Business Challenge

> Step 1

- **Name the business challenge or opportunity,** and the social issue and stakeholders connected to it. Understand what you already invest and achieve. Some companies know individual costs, such as training or healthcare, but cannot say what they invest in social programs in total across markets, business units and budget lines. Are current legacy overhead costs, for example employee recruitment and retention costs, really the most effective use of the company's spend?
- **Bring relevant investments together**, using common definitions, capturing spend, outputs, impacts on people and communities, and business impacts. Use this evidence to assess performance, identify gaps, inform strategic alignment and decide what should be strengthened, redesigned or stopped.

Make The Case For A Live Decision

> Step 2-5

- **Pick a decision** that is actually open – a budget request, a choice between initiatives, a change to risk management – and find the thread that connects you to the function that decides.
- **Talk to colleagues in finance, procurement, human resources, risk, legal and operations** about how they frame the risks nearest your topic and which metrics they already use. For living wage, the thread is often productivity and retention. For community resilience, it is the continuity of supply and of operations. Do this before building the analysis, because it determines what the analysis has to prove.
- **Then agree the causal pathway and the evidence it needs**. Where the chain from social to financial outcome is credible, the data exists and the figure is worth its cost, quantify. Where not, use an indicator, a peer comparison or a documented precedent, and say why.

Pilot, Embed And Scale

> Step 6

- **Assign an owner for the case** and build it into an existing planning or investment process rather than a new one alongside it.
- **Start with a focused portfolio**, translate assumptions into KPIs and data owners, test the model against observed results, and track business and social outcomes side by side.
- **Scale as confidence builds**.

Sample KPIs

- **Living wage:** % of employees earning at least a locally relevant living wage, alongside annual voluntary turnover and recruitment costs.
- **Workforce development**: % of program participants progressing into higher-skilled roles within 12 months, alongside the internal vacancy fill rate.
- **Community resilience**: % of critical local suppliers with tested business continuity plans, alongside days of operational disruption due to supply interruptions.

06.

Further Reading

These resources help you quantify the business effects of social performance and build the case in your own company



Translating Sustainability into Business Value

A practical synthesis of business value, financial quantification and valuation approaches, set out as seven steps for finance, strategy, risk and sustainability teams.

Business Value Initiative, WBCSD



Making it Count: Sustainability and Company Value

A thought leadership series drawing on company examples and insights to unpack financial quantification themes raised in recent discussions with corporates.

Read the series →



Flagship report: The Business Commission to Tackle Inequality

Provides the global business community with a clear and compelling case for business efforts to tackle inequality, as well as a common and holistic agenda for private sector action.

Read the report →

07.

Annex: Resources By Step

List of resources covered in this year's workstream. It focuses on resources that connect business value to social issues, with a primary focus on valuation and quantification methods. Tags mark the type of resource and this year's four social topics in scope.

Resource	Use case	Considerations	Resource type	Sub topic	1 Challenge	2 Options	3 Pathway	4 Valuation	5 Evidence	6 Action
Creating Shared Value Michael E. Porter and Mark R. Kramer, 2011	Framework for creating economic value by addressing societal needs through products and markets, value-chain productivity and local clusters.	• Strategic framework, not a measurement tool • Needs company-specific evidence	Framework	Community resilience	●	○	○	○	○	○
Making the Case for Diversity, Equity, and Inclusion Canadian Centre for Diversity and Inclusion, 2025	Toolkit for building an internal DEI business case: benefits, risks of inaction, current-state assessment and leadership recommendations.	• Canada-focused • Does not calculate financial returns	Toolkit	Diversity & inclusion	●	●	○	○	○	○
Social Narrative Building ERM	Starts from the business challenge, develops options including doing nothing, and tests outcomes: define, quantify, monetize, communicate.	• Depends on sound options and counterfactuals	Framework	Cross-topic	●	●	○	●	○	○
Income Driver Calculator IDH, 2024	Online tool that uses household-income data to estimate a living-income gap, test income drivers and model intervention scenarios.	• Depends on representative inputs and assumptions • Models farmer income – not company ROI	Calculator	Living income	○	●	●	○	○	○

● Step covered ○ Not covered

Note: The assessment of which steps are covered by each resource (columns 1–6) is WBCSD's own.

07.

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Resource	Use case	Considerations	Resource type	Sub topic	1 Challenge	2 Options	3 Pathway	4 Valuation	5 Evidence	6 Action
B4SI Frameworks for Social Impact – Sample Community Investment Guidance B4SI	Globally recognized framework for measuring and managing social impact, providing credible, comparable and decision-useful evidence across inputs, outputs, impacts on people and communities, and business impacts. Supports company-wide benchmarking, strategic decisions and business value assessment.	• Not a standalone financial valuation methodology • Depth of impact evidence depends on available data • Financial attribution may require complementary analysis	Framework	Cross-topic	○	○	●	○	●	●
Resilience Case CARE, 2026	Approach for measuring how social investments in supply chains, across household and community resilience translate into tangible business value, from mitigating risks to supporting outcomes like supply stability, cost-predictability, and future proofing of the supply chain.	• Company and supply-chain specific • Requires CARE engagement	Framework	Cross-topic	●	○	●	○	●	○

● Step covered ○ Not covered

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ROImpact Canvas Valuing Impact, 2025	Canvas that maps an investment's activities to 14 business-value levers and quantifies the annual financial effect on the P&L, combining revenue gained, cost avoided and cost incurred.	• Focuses on annual financial effects • Results depend on the quality of data and assumptions	Financial quantification	Cross-topic	○	○	●	●	○	○
KPMG Elevate: A Value creation methodology KPMG, 2018	Outside-in approach linking social sustainability to revenue resilience, cost reduction and EBITDA uplift; includes KPMG True Value monetization.	• Attribution risk • May miss long-term systemic value • Proprietary and assumption-sensitive	Financial quantification	Cross-topic	○	○	●	●	○	○
Cost-Benefit Analysis: UK Government Green Book HM Treasury, UK Government, 2026	Appraisal framework for social costs and benefits using net present value, avoided costs and community or place-based impacts.	• May undercount intangibles • Sensitive to counterfactuals and discount rates • Data-heavy	Social valuation	Cross-topic	○	●	○	●	○	○
Integrated P&L Impact Institute, 2021	Enterprise impact statement that monetizes natural, social, human and financial capital impacts.	• Highly data-intensive • Needs strong methodology governance • Social-capital methods are evolving	Social valuation	Cross-topic	○	○	○	●	○	○

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Impact Accounting IFVI + Value Balancing Alliance, 2024	Monetizes social and environmental impacts through impact pathways and standardized value factors.	• Market pricing can raise equity concerns • Needs contextualization • Methods are evolving	Social valuation	Cross-topic	○	○	●	●	○	○
UK Social Value Bank: Wellbeing Valuation HACT, 2014	Assigns monetary values to social outcomes based on their effect on wellbeing.	• Largely UK-based values • Adjust for transfer, deadweight and attribution	Social valuation	Cross-topic	○	○	○	●	○	○
Total Impact Measurement & Management PwC, 2013	Measures and monetizes total impact across social, environmental, tax and economic dimensions.	• Resource-intensive and proprietary • Sensitive to valuation assumptions	Social valuation	Cross-topic	○	○	○	●	○	○
True Cost Accounting / True Pricing True Price Foundation, 2020	Calculates the hidden social and environmental costs of products and supply chains as a true-price gap.	• Data-heavy for complex value chains • Some impacts lack universal prices	Social valuation	Cross-topic	○	○	○	●	○	○
Social Return on Investment Social Value International, 2012	Principles-based method that values material outcomes with financial proxies and compares social value with the investment required.	• Proxies and counterfactuals can be subjective • Needs data, engagement and sensitivity testing	Social valuation	Cross-topic	○	○	●	●	●	○

● Step covered ○ Not covered

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Return on Sustainability Investment (ROSI™) Methodology NYU Stern Center for Sustainable Business, 2019	Methodology for identifying and quantifying the financial value created by sustainability strategies.	• Needs company-specific financial and operational assumptions	Financial quantification	Cross-topic	○	○	●	●	○	○
The ROI of Inclusion Tool Kit ROI Institute / The Conference Board, 2021	Methodology for designing DEI initiatives around measurable business outcomes, isolating effects and calculating ROI.	• Needs a credible baseline, attribution and company data • Monetization can be resource-intensive	Financial quantification	Diversity & inclusion	○	○	○	●	●	○
Living Wage ROI Employee Turnover Tool Living Wage For US	Models the return on paying a living wage through lower turnover, recruitment and training costs, and productivity gains.	• US-focused for now. Broader coverage anticipated • Depends on company turnover and cost assumptions	Financial quantification	Living wage	○	○	●	●	○	○
Costs of Company-Community Conflict in the Extractive Sector Davis & Franks, Harvard Kennedy School, 2014	Research on 50 extractive-sector cases showing the costs of community conflict: delays, redesign, management time and legal processes.	• Extractive-sector, case-based evidence needs adaptation • Not a plug-and-play calculator	Evidence	Community resilience	●	○	○	○	●	○

● Step covered ○ Not covered

Note: The assessment of which steps are covered by each resource (columns 1–6) is WBCSD's own.

Annex: Resources By Step (continued)

List of resources covered in this year's workstream. It focuses on resources that connect business value to social issues, with a primary focus on valuation and quantification methods. Tags mark the type of resource and this year's four social topics in scope.

Resource	Use case	Considerations	Resource type	Sub topic	1 Challenge	2 Options	3 Pathway	4 Valuation	5 Evidence	6 Action
Strengthening the Investment Case for Climate Adaptation World Resources Institute, 2025	Appraisal approach that combines avoided climate losses, economic gains and social and environmental benefits.	• Designed for climate adaptation • Data-intensive; some co-benefits use proxies	Social valuation	Community resilience	○	○	○	●	●	○
Diversity Wins: How Inclusion Matters McKinsey & Company, 2020	Global analysis linking executive-team gender and ethnic diversity with the likelihood of above-average profitability.	• Correlation does not prove causation • Not a company-specific ROI model	Evidence	Diversity & inclusion	○	○	○	○	●	○
Diversity, Equity and Inclusion Lighthouses 2025 World Economic Forum / Global Parity Alliance, 2025	Highlights DEI initiatives with significant, measurable, scalable and sustained impact.	• Selective cases • No universal valuation method	Evidence	Diversity & inclusion	○	○	○	○	●	○
Investor Guide to LGBTQ+ Inclusion in Growth Markets Open for Business, 2026	Assesses LGBTQ+ inclusion transparency at 320 large listed companies in four growth markets and its link to business performance.	• Disclosure is a proxy—not lived experience • Correlations are not causal • Covers four growth markets	Evidence	Diversity & inclusion	○	○	○	○	●	○
What Works to Increase Smallholder Farmers' Income? Farmer Income Lab, 2018	Review of the most effective actions lead buyers can take to raise smallholder farmers' incomes in global supply chains.	• No intervention was strong on all criteria • Income gains may still fall short of living income	Evidence	Living income	○	●	○	○	●	○

Note: The assessment of which steps are covered by each resource (columns 1–6) is WBCSD's own.

● Step covered ○ Not covered

Annex: Resources By Step (continued)

List of resources covered in this year's workstream. It focuses on resources that connect business value to social issues, with a primary focus on valuation and quantification methods. Tags mark the type of resource and this year's four social topics in scope.

Resource	Use case	Considerations	Resource type	Sub topic	1 Challenge	2 Options	3 Pathway	4 Valuation	5 Evidence	6 Action
Guiding Steps towards Living Income in the Supply Chain LICOP / GIZ, 2020	Company guide to integrating living income into agricultural sourcing, from making the internal case to monitoring results.	• Focused on smallholder agriculture • Strategic, not company financial valuation • Needs income, benchmark and traceability data	Guidance	Living income	●	●	○	○	○	●
Technical Guidance on Due Diligence for Living Income Shift + LICOP, 2026	Technical guidance linking living income with human rights due diligence, governance and purchasing practices.	• Adapt to company leverage, sourcing context and due-diligence processes	Guidance	Living income	○	○	○	○	○	●
Living Wage Analysis Tool (LWAT) UN Global Compact, 2023	Company maturity assessment across leadership, procurement, sourcing and supplier management; here a transferable model.	• Built for living wage; living-income use requires adaptation	Tool	Living wage	○	○	○	○	○	●

● Step covered ○ Not covered

Note: The assessment of which steps are covered by each resource (columns 1–6) is WBCSD's own.

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Contributors

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