

# Value proposition for managing with purpose & B Corp certification

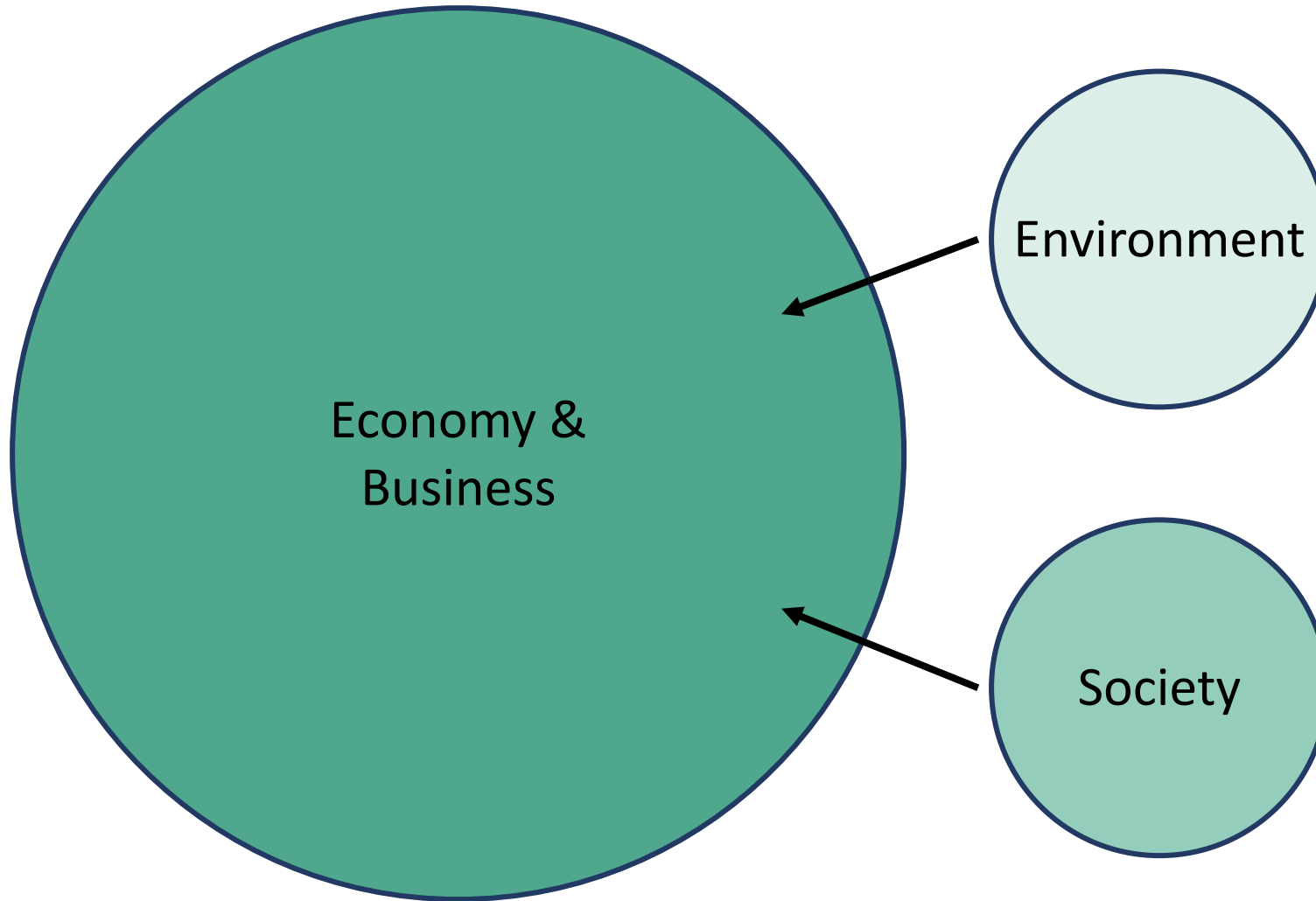
February 2021

MEASURE  MEANT



- Context & Demand
  - Revenue Generation
  - Reputation Enhancement
  - Brand Awareness
  - Cost Reduction & Avoidance
  - Talent Attraction & Retention
  - Investor & Shareholder Risks
  - Business Risks & Mitigations
  - Conclusion

# The Industrial Age view ignored interdependencies...

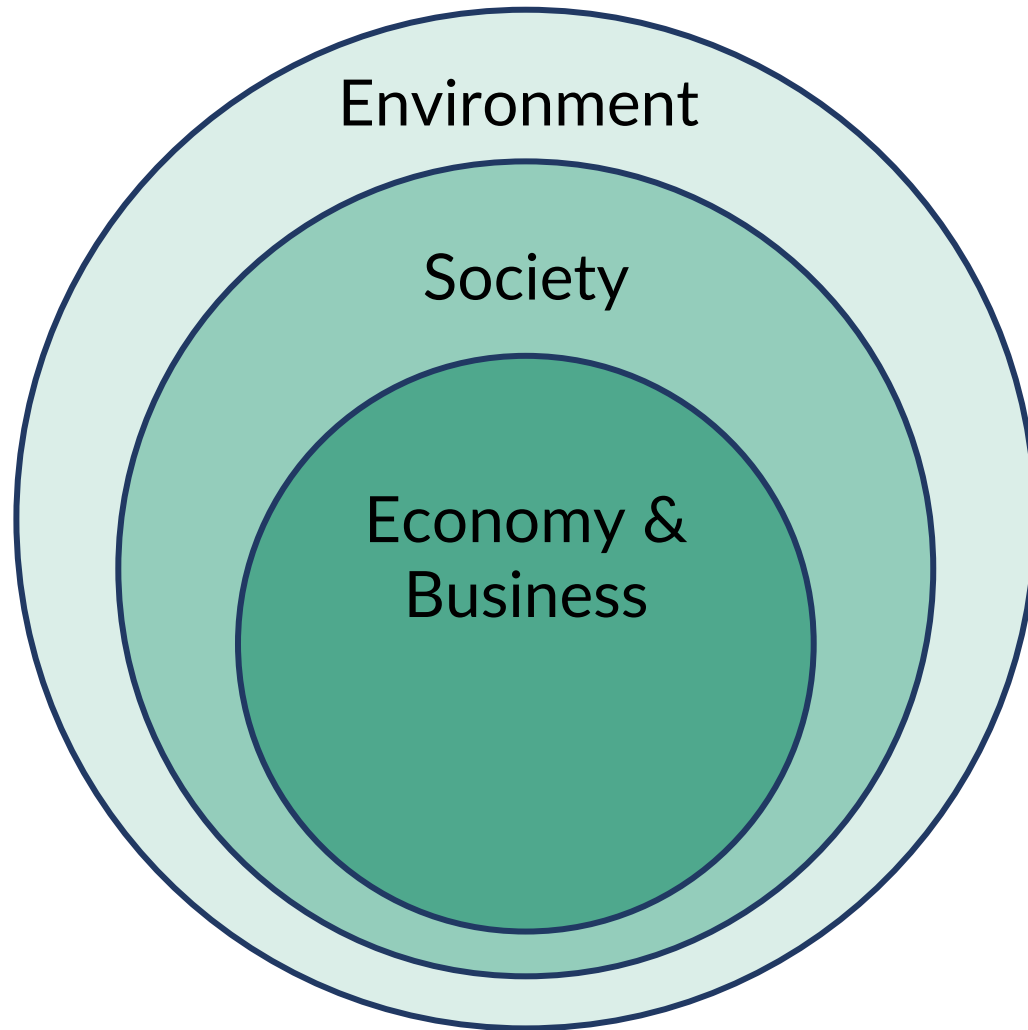


## Assumptions

- Energy
- Waste
- Human activity
- Human-centric
- Life-sustaining resources
- High Economic growth & GDP

Source: *The Necessary Revolution*, Peter Senge, Professor at MIT

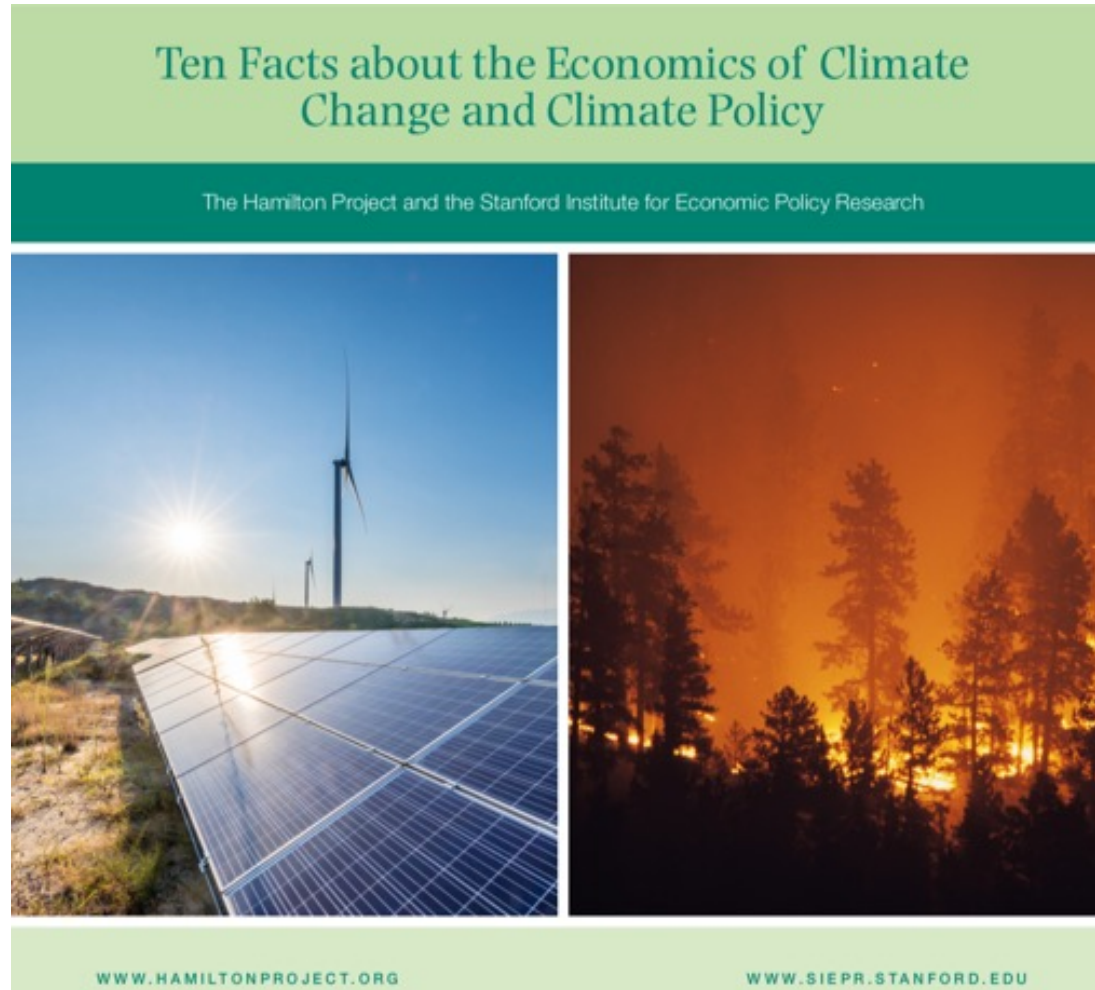
# ...and in reality, the economy is a dependent organism



Without a healthy society and a healthy environment, neither business nor the economy can survive

Source: *The Necessary Revolution*, Peter Senge, Professor at MIT

# A recent report examines impacts of climate change...



## Some impacts of climate change in the United States

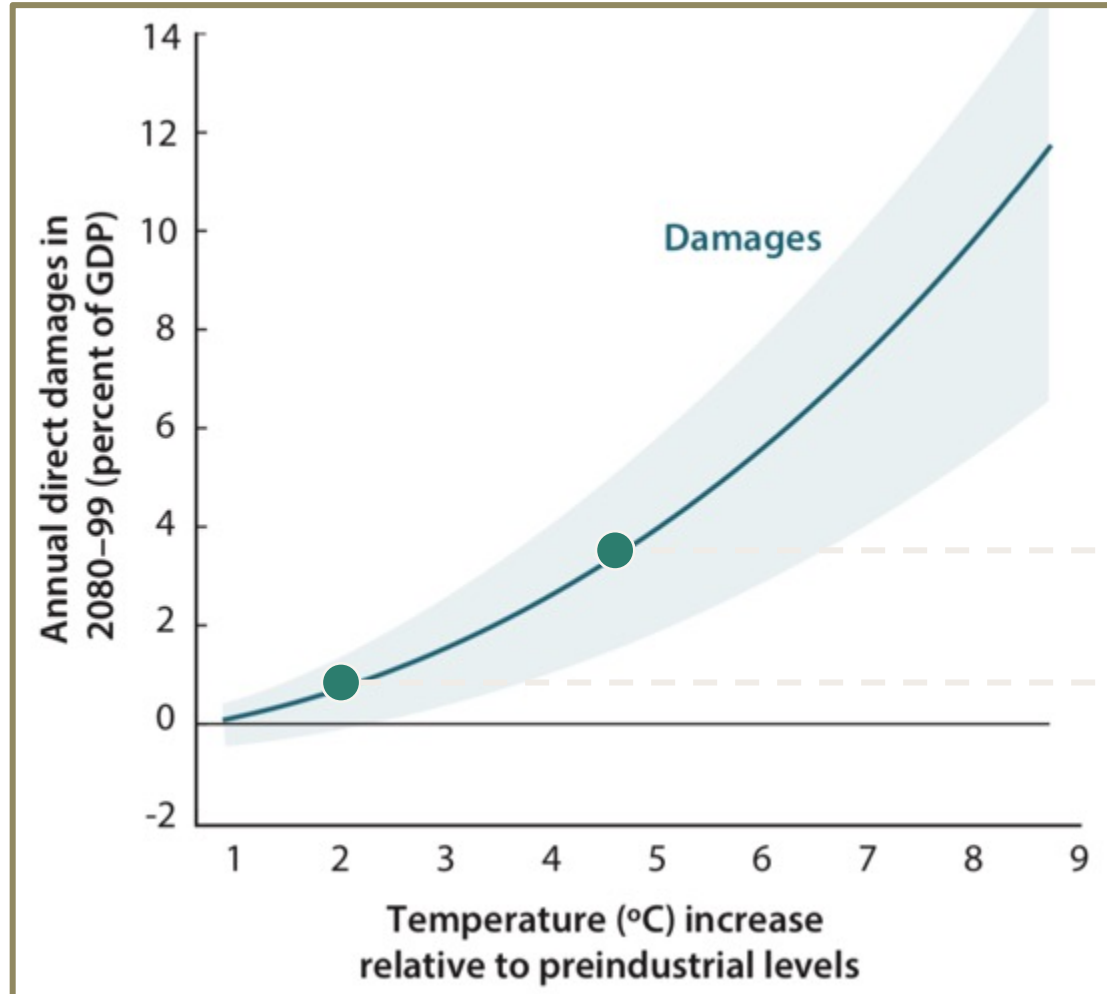
- Agricultural productivity
- Mortality
- Crime
- Energy use
- Storm activity
- Coastal inundation

Source: [The Hamilton Project](http://www.hamiltonproject.org)



# ...and doing nothing has a direct cost to the US economy

U.S. Economic Damages from Climate Change in 2080–99 by Temperature Increase



“For context, in 2019 a 5 percent U.S. GDP loss would be roughly \$1 trillion”

## No Policy Changes

Temperature increase: 4.1° to 4.8° C

Annual losses (in US GDP): ~ 2%

GDP per capita reductions - 6.7% to 14.3%

## Best Case

Temperature increase - 2.0° C

Annual losses (in US GDP) - 0.5%

GDP per capita reductions - 1.0% to 2.8%

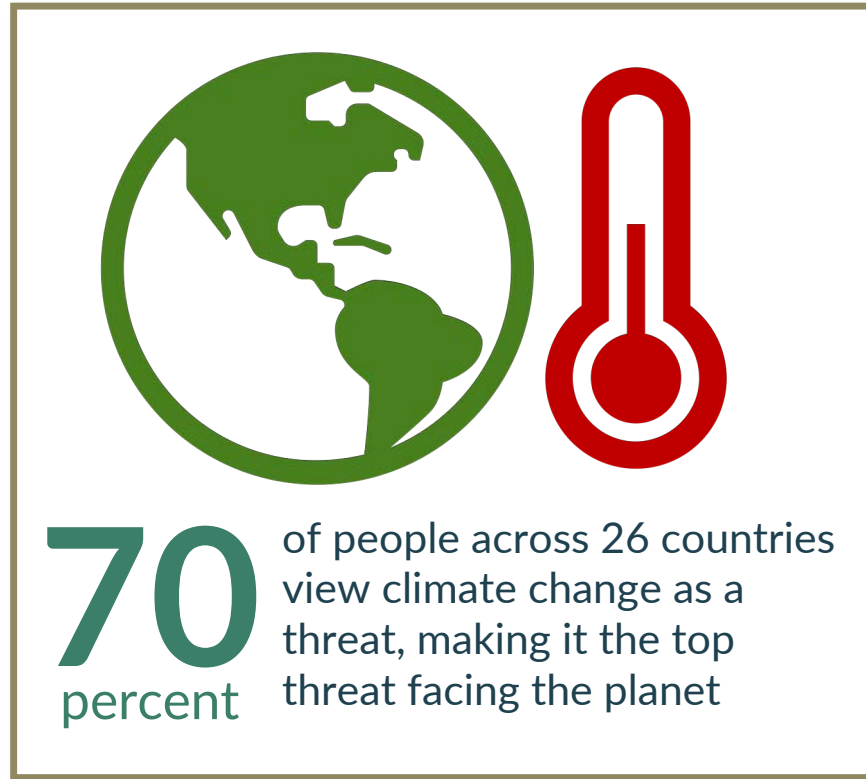


Source: [The Hamilton Project](#)



# People believe this is real

## There is a threat



Source: [2018 Nielson Article](#) - Research conducted by the Conference Board and Nielsen

## Consumers have expectations



# Sustainability is still front & center despite Covid distractions



A survey from Genomatica shows “sustainability has moved from a fringe preference into a core imperative across American life”

**85%**

spend as much time or more thinking about sustainability as they do Covid-19

**45%**

noticed a reduction in the amount of traffic

**24%**

noticed the air was now cleaner

**56%**

sustainability should always be a priority for business and government despite other issues

Source: [Despite Coronavirus, 85% Of Americans Are Thinking About Sustainability As Much As Or More Than Ever](#)





# What is the cost of waiting?

“The cost of a thing is the amount of what I will call life which is required to be exchanged for it, immediately or in the long run.”

- *Henry David Thoreau*

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# Sustainability is profitable

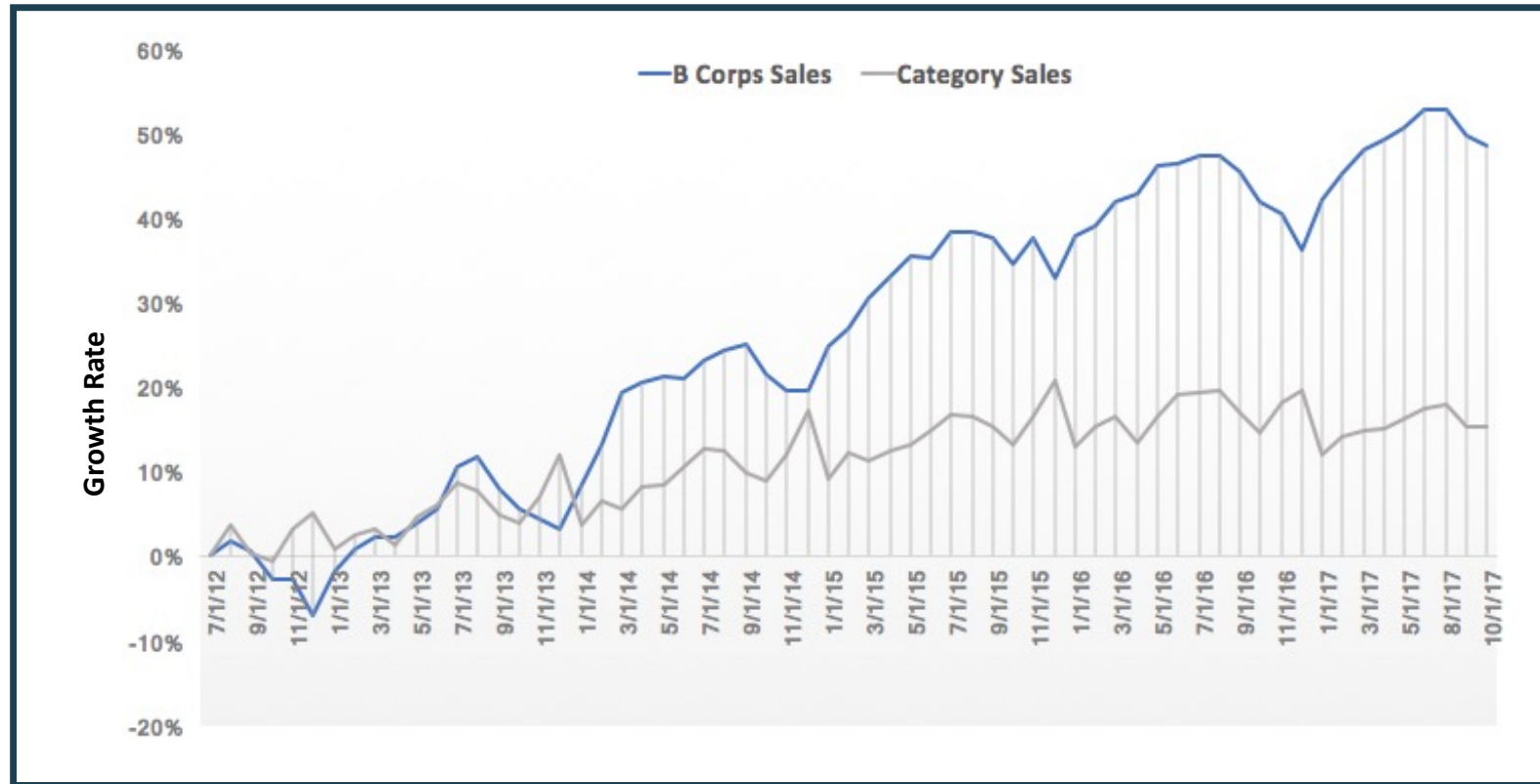
4 to 1

“sales of consumer goods from brands with a demonstrated commitment to sustainability have grown more than 4% globally, while those without grew less than 1%”

Source: [Nielsen press release regarding 2015 Global Corporate Sustainability Report](#)

# B Corps have higher growth rates

## Percent change in Sales

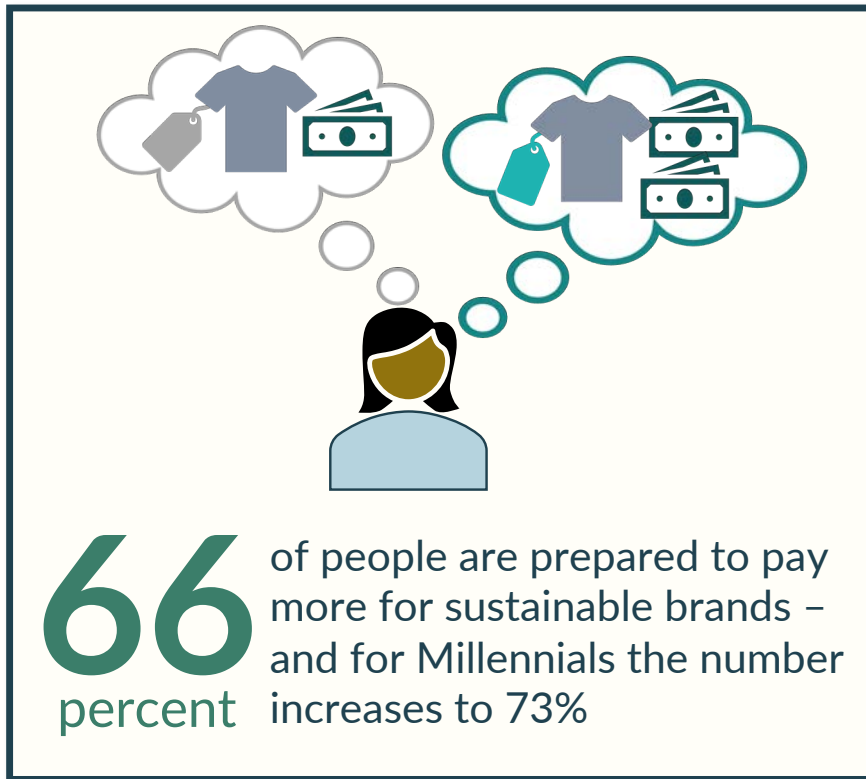


“As of October 2017, the B Corps cohort saw a 49% growth in sales compared to 15% for the category cohort—**over 3X the sales growth**”

Source: [The Business Case for Caring: A Helio Analysis of Certified B Corps](#), by William Dowling 2018

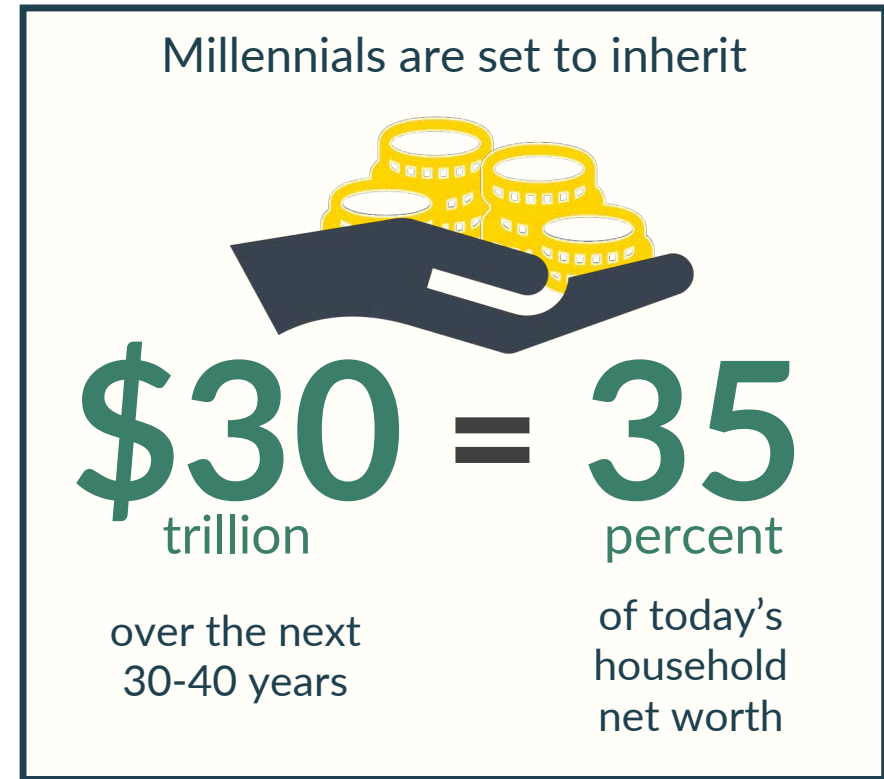
# Gaps present opportunities

## Consumers will pay more



Source: [2015 Nielsen Global Corporate Sustainability Report](#)

## Millennials have resources



Source: [American Bankers Association](#)

# Focusing on the right things can drive profitability



In 2019 Unilever's *Sustainable Living Brands* grew 69% faster than other brands and accounted for 75% of company growth

# A focus on sustainability creates economic resiliency

B Corps were

**63%**

more likely to survive and thrive in the economic downturn of 2007-2009

Source: *The B Corp Handbook: How to Use Business as a Force for Good*, Ryan Honeyman, 2014:16.

During the 2007-2009 downturn, Certified B Corps experienced a

**50.5%**

revenue growth rate

Source: *Just Good Business: An Investor's Guide to B Corps*, Yale Center for Business and the Environment, 2018

# Living your values can be profitable



“sales quadrupled over the past decade and recently surpassed \$1 billion”

Source: [Statement from Patagonia Activism Homepage](#) and [Time Magazine: Patagonia Is Climbing to the Top \(2019\)](#)

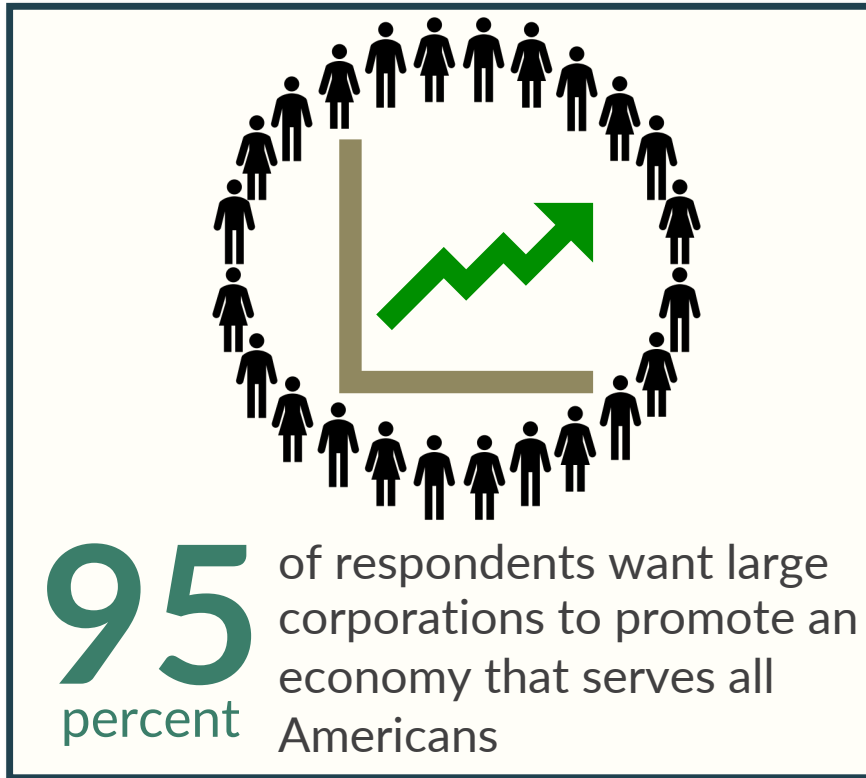


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# Gaps represent opportunities to enhance reputation

The majority expects more



Gaps represent opportunity



Source: JUST Capital and NORC at University of Chicago, [A Roadmap for Stakeholder Capitalism: 2019 Survey Results](#)

# Brands have value and promote customer loyalty

Consumers are

**2.5x**

more loyal to companies that  
integrate their values throughout  
supply chains

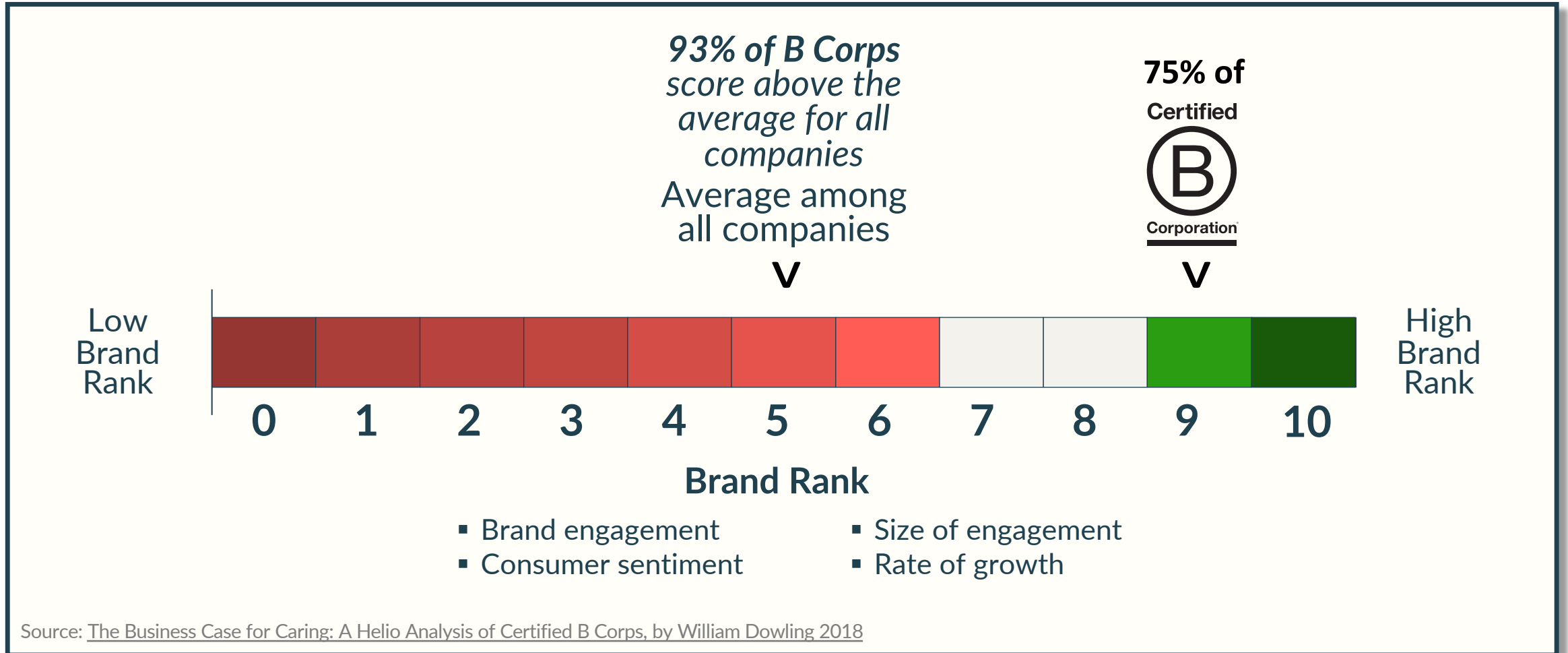
**7-11%**

of a company's value  
comes from its corporate  
responsibility  
brand/reputation

Source: [Just Good Business: An Investor's Guide to B Corps, Yale Center for Business and the Environment, 2018](#)

Source: *Project ROI: Defining the Competitive and Financial Advantages of Corporate Responsibility and Sustainability*, Steve Rochlin et al., 2015

# B Corps have high brand scores, an indicator of growth



# Demonstrating commitment creates opportunities

## Messaging makes a difference



Source: [Unilever 2017 Study](#)

## Credentials create opportunity



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# Consumers need a signal...

83%

of consumers will pick the brand that is the most sustainable

86%

of consumers believe it is difficult to assess the sustainability of a product or brand

Source: [Wunderman Thompson - The New Sustainability: Regeneration 2018](#)

## ...and that signal is most important at the point of sale

60%

“of respondents indicate brands should make it easier for me to see what their values and positions on important issues when I am about to make a purchase”

Source: [Edelman Earned Brand 2018](#)

64%

“of respondents always scrutinize the labels for sustainability credentials when shopping”

Source: [Wunderman Thompson - The New Sustainability: Regeneration 2018](#)



# Social networks and media play a large role in engagement

## 2. Content Matters More

### *Engaged Attention Possible Across Channels*

Percent who noticed each of the following types of brand communications, among those who describe their attention as engaged












Source: 2018 Edelman Earned Brand: Mobile survey. Q1. What was the communication you just noticed? Q3. When you first encountered the communication, how would you describe the way it got your attention? 8-market average, among the original invite sample who describe their attention as engaged (Q3/1, Q3/3, or Q3/4).

Source: [Edelman Earned Brand 2018](#)

# Perceptions vary on communicating commitments

## USE TRADITIONAL MEDIA, EMAILS AND OWNED CHANNELS TO COMMUNICATE ABOUT YOUR RESPONSE TO THE PANDEMIC

Percent who prefer brands use each channel to communicate about the virus and their response to the pandemic

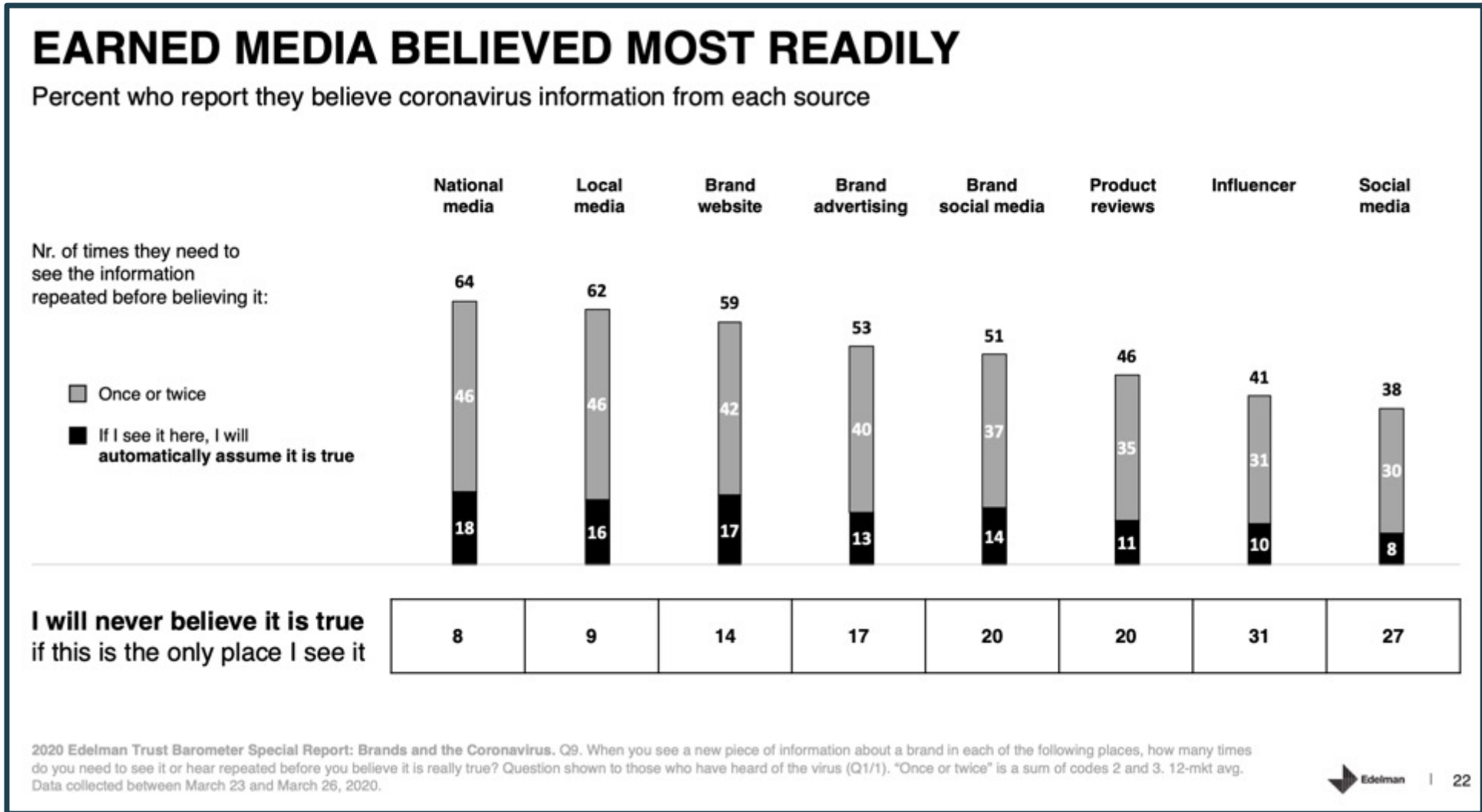
	India	Japan	S. Africa	Brazil	S. Korea	China	Italy	Canada	Germany	U.S.	France	U.K.
TV, radio or newspapers  45	66	54	54	53	49	46	43	39	39	37	34	28
Email  42	55	27	54	40	22	28	34	54	36	50	46	64
The brand's website  33	49	31	39	40	15	47	29	36	28	28	22	34
Facebook  31	65	9	48	49	19	18	38	28	18	26	22	25
Instagram  21	47	9	27	46	17	17	19	16	12	15	9	13
Twitter  19	47	20	28	28	9	19	13	15	7	14	10	14
Texts  18	37	8	28	12	31	30	8	8	22	13	14	12
Streaming videos  17	46	6	19	22	14	45	12	9	6	11	5	7
Regular mail  11	30	3	16	5	14	18	5	14	5	12	6	10

2020 Edelman Trust Barometer Special Report: Brands and the Coronavirus. Q8. When communicating with you about the virus and their response to the pandemic, what methods would you prefer brands to use? Pick all that apply. Question shown to those who have heard of the virus (Q1/1). 12-mkt avg. Data collected between March 23 and March 26, 2020.

Edelman | 21

Source: [Edelman Trust Barometer 2020](#)

# Consumer have higher trust in media, brand advertising



Source: [Edelman Trust Barometer 2020](#)

# Transparency matters - B Corp certification enables it

## WHAT *it* ALL MEANS

1. **TIME TO STEP UP**—Business has a critical role to play in the sustainability effort. Doing nothing is not an option. Brands that don't implement positive change risk irrelevance to consumers.
2. **WELCOME THE NEW MINDFUL CONSUMER**—Sustainability is now a mainstream mindset so help consumers make it a full-time lifestyle.
3. **VALUES MATTER**—Consumers want to know about your brand's values and whether these chime with their own.
4. **CONVENIENCE IS KEY**—Brands can play a part in encouraging sustainable behaviors by making them affordable, accessible, habit-forming and, above all, convenient.
5. **BE TRANSPARENT**—Let people make educated choices by giving them the full picture. Could you explore the blockchain or even become a B Corporation?
6. **SUSTAINABILITY SELLS**—In the right context, it positively differentiates and drives product and brand choice. For many, it now trumps quality. But consumers may not always be willing to pay more for it.
7. **CONSISTENCY MATTERS**—Ensure that negative stories do not counter sustainability initiatives elsewhere in the business, or even the wider supply chain.
8. **TAKE SMALL STEPS BUT THINK BIG**—Businesses won't be transformed overnight, but each small step is progress on the journey towards bigger goals
9. **NAVIGATE THE SUSTAINABILITY PARADOX**—Sustainable consumer behavior is complex. It's important to recognize that it may not be appropriate for every brand, in every context, to communicate their credentials.
10. **SHARE YOUR STORY**—People want to know what efforts you are making, so if it's appropriate, share the good news. If it's honest and authentic, it won't feel like greenwashing.

## 3. VALUES MATTER

Consumers want to know about your brand's values and whether these chime with their own

## 5. BE TRANSPARENT

Let people make educated choices by giving them the full picture...become a B Corporation

Source: [Wunderman Thompson - The New Sustainability: Regeneration 2018](#)

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# Employees who don't know your values are a drain...

Impact of  
disengaged  
employees



North American  
Employees who are  
highly engaged

**21%**

Cost of disengaged  
employees (percent  
of salary)

**34%**

Lost value for  
every \$10 million  
in payroll

**\$3.4m**

Source: [Forbes: How Much Are Your Disengaged Employees Costing You? \(2019\)](#)

# ...while those who do know create expense reductions

Benefits of strong CSR programs



Reduce average turnover rate by

**25-50%**

Increase employee engagement by

**7.5%**

Increase productivity by

**13%**

Source: *Project ROI: Defining the Competitive and Financial Advantages of Corporate Responsibility and Sustainability*, Steve Rochlin et al., 2015



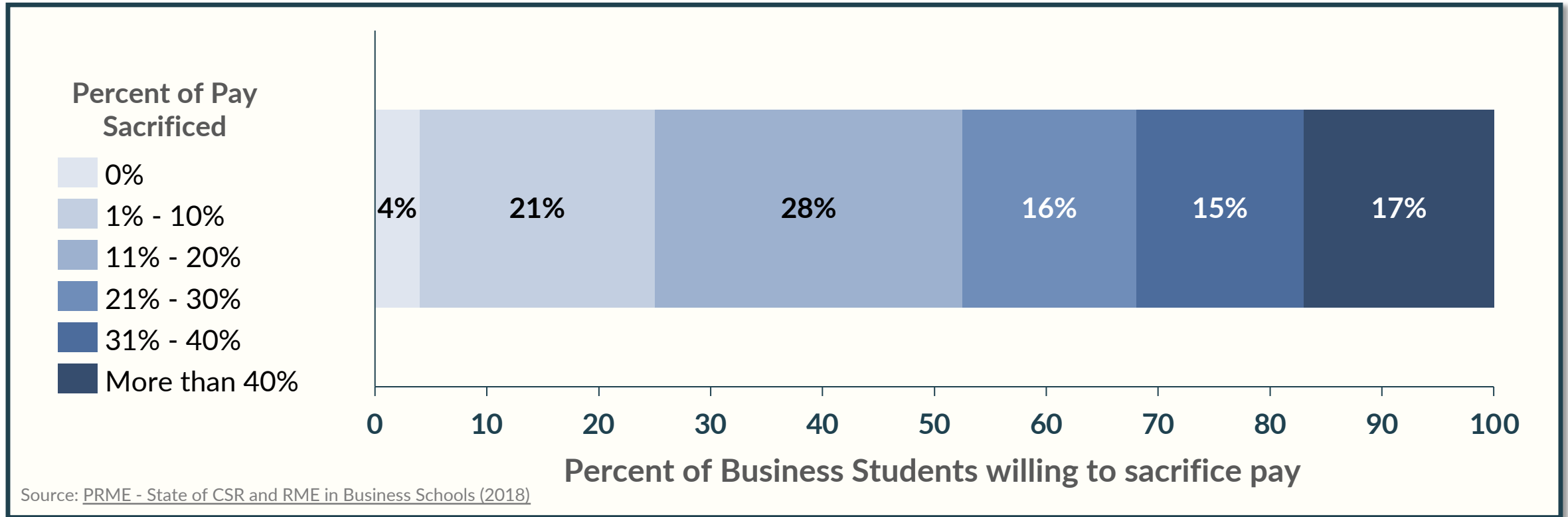
# Simply valuing employees leads to expense savings





# Most employees will sacrifice pay for shared values

Business students are willing to sacrifice pay to work for companies that care about all stakeholders, the environment, workers, and ethics



# Sustainable innovation can reduce waste



Source: Nike - Sustainable benefits of Flyknit shoes (2020)

Less waste compared to  
traditional upper  
footwear

**60%**

Pounds of waste  
diverted since 2012

**10m**

# Reduce resource use, reduce expense

## Data from 2019 Annual Report



Source: [Levi's® Annual Report \(2019\)](#)

Litres of water saved

**3.5 billion**

Litres of water recycled

**5.7 billion**

Products made using Water<Less practices

**68%**

Gross margin v PY (currency excluded)

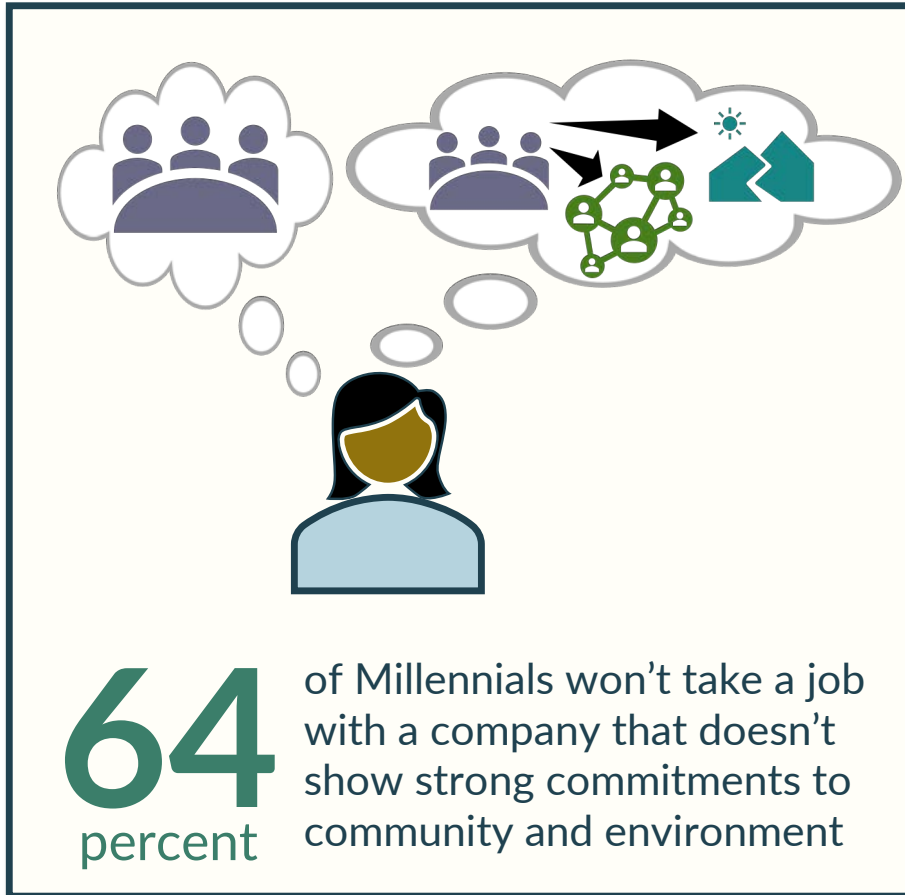
**+60 bps**

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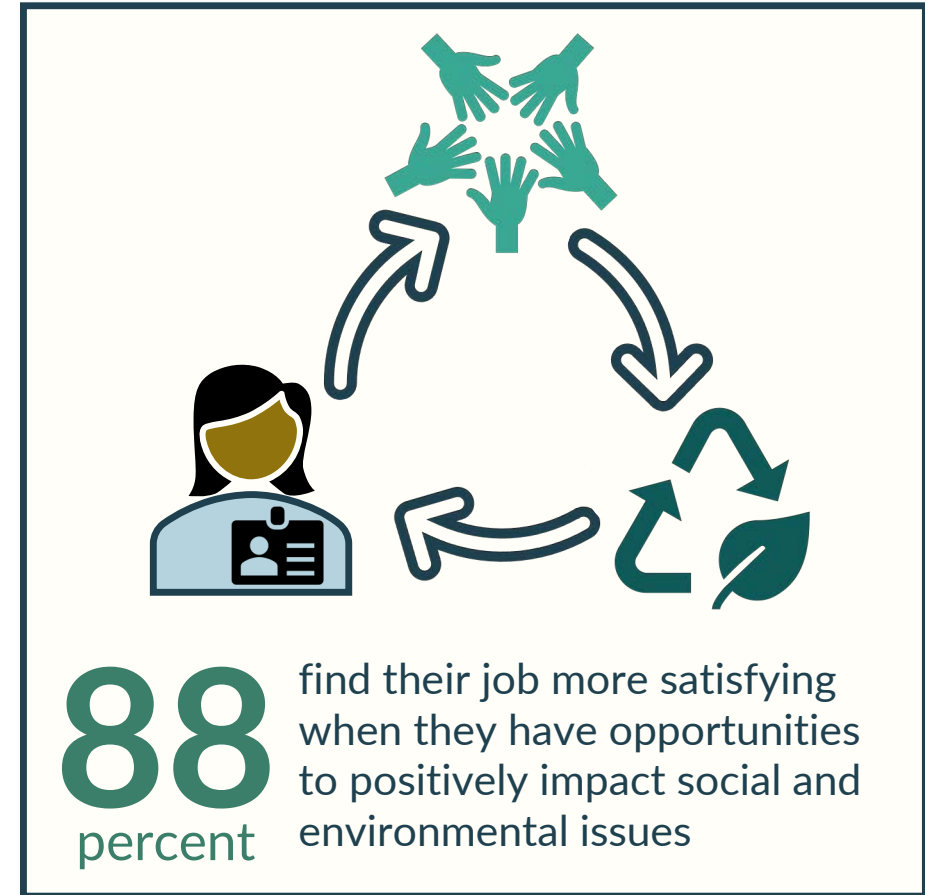
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# Purpose is highly important to Millennials

## Millennials are selective



## Millennials are engaged



Source: [2016 Cone Communications Millennial Employee Engagement Study](#)

# Mission and purpose impact employee choices

Importance of mission	All countries
It is important for an employer to have a clear mission and purpose	89%
I would consider a company's mission and purpose before applying for a job there	79%
People where I work are more motivated and engaged because of our strong company mission (Base: Employed)	66%
My company's mission is one of the main reasons I stay in my job (Base: Employed)	64%

Source: [Glassdoor Mission and Purpose Survey 2019](#) (Survey of US, UK, France, & Germany)

# B Corps outperform other companies in engagement



Badger engaged employees with cookies and B Corp buttons, discussed the benefits, and saw an immediate lift in engagement

“Being employed by a certified **B-Corp company** gives me a sense of fulfillment that the work that I am doing is helping to build towards the greater good”

- Peter Bonito, Badger’s Packing Coordinator

“We are in the midst of Being the Change we’d like to see in the world, and I am so honored to be a part of it.”

- Emily Mason, New Accounts Coordinator and millennial

Source: [B the Change and Employee Engagement: Badger's Perspective](#)

# Purpose-oriented employees provide multiple benefits

Purpose-driven employees are more likely to...

stay for 5+ years

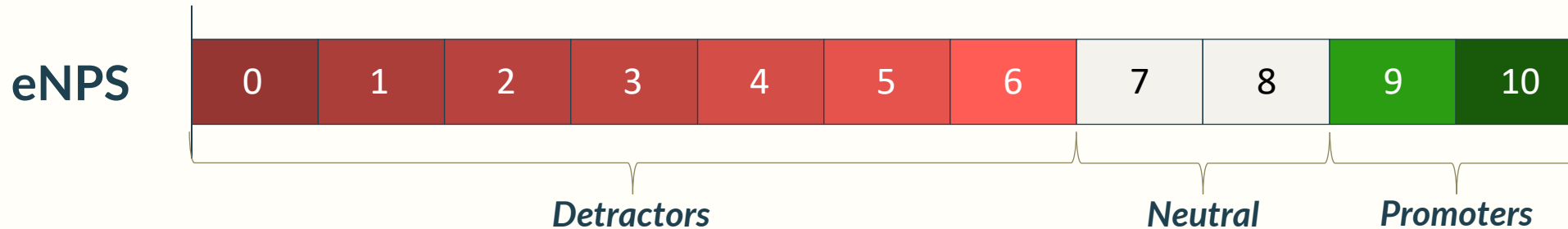
54%

be high performers

30%

be eNPS Promoters

69%



Source: [Just Good Business: An Investor's Guide to B Corps](#), Yale Center for Business and the Environment, 2018



# B Corps outperform other companies in engagement

76%

of employees expect their companies to be dedicated to sustainable business practices

Employees are

3x

*more likely* to be proud of where they work if they believe their companies positively impact communities

Source: [SalesForce - Why corporate sustainability must change \(2020\)](#)

# Danone uses B Corp for engagement and broader impact

*One Person, One Voice, One Share*  
A global program to engage employees and embed the B Corp values and mindsets

- Granted 1 share of the company to each employee to create a sense of ownership
- Hosted 10 workshops to embed B Corp principles into strategy and individual objectives
- Provide training “on the meaning of being a B Corp, to continue to drive employee engagement” and create advocates to make an impact through their value chain

Source: [Case Study: Danone North America](#)

# Business schools offer incentives for working with B Corps



Loan repayment of up to \$15,000 for alumni working for a certified B Corp with defined social missions

Source: [NYU Stern - 2020 Loan Assistance Program](#)



Loan repayment of up to \$10,000 per year (in limited cases up to \$30,000) for alumni working for a certified B Corp that focuses on addressing community-based issues

Source: [Columbia Business School Loan Assistance Program](#)



Loan assistance (for an amount based on adjusted income) for for-profit companies that are focused on solving a specific social problem

Source: [Harvard Business School Social Enterprise Loan Assistance Eligibility](#)



Internship program of 8-10 weeks for business students working with a B Corp with less than 50 employees or company with investors who provided philanthropic capital and do not have expectation of market-rate returns

Source: [Stanford Graduate School of Business Social-Purpose Summer Internships](#)



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# Focusing on the right things can drive profitability



Within one-year Alcoa achieved record profits and by 2000 annual net income **increased by 5 times**

Source: [The Power of Habit: Why We Do What We Do in Life and Business](#)

# Institutional investors prioritize ESG

97%

of institutional investors evaluate nonfinancial disclosures when making future investment decisions

89%

“believe environmental, social and governance (ESG) will become more valuable in the event of a market downturn or correction”

Source: EY - Nonfinancial disclosures are essential to most institutional investors (2018)

# Studies show that sustainability practices add value

A survey of 200 sources demonstrates the impact of sustainability in financial performance :

**90%**

found sustainability standards **lower the cost of capital**

**88%**

solid sustainability practices result in **better operational performance**

**80%**

**stock price is positively influenced** by good sustainability practices

Source: *From the Stockholder to the Stakeholder: How Sustainability Can Drive Financial Outperformance*, Arabesque Partners, March 2015

# Clear commitments can impact capital financing

In 2018, Danone renegotiated the margin on its syndicated credit facility based on their commitment to sustainability



Source: [Registration Document 2018 Annual Financial Report](#)



# B Corp Certification is also a signal to investors

“B Lab quietly offers investors ... the first window into the DNA of a sustainable business for analysts and diligence professionals who know nothing about sustainable business.”

- Matthew Weatherley-White, Managing Director and Owner of The Caprock Group

“Through greater appreciation of the real motives that drive and excite people, B Corporations provide a significant new opportunity for investors.”

- Robert Shiller, Sterling Professor of Economics at Yale and 2013 Nobel laureate

Source: [Just Good Business: An Investor's Guide to B Corps](#), Yale Center for Business and the Environment, 2018

# Cons: Benefit Corporation language adds challenges...

**Codifying social purpose in articles of incorporation create some undesirable outcomes**

**Some investors may not have patience for decisions that prioritize sustainability over profitability**

Source: [An Entrepreneur's Guide to Certified B Corporations and Benefit Corporations 2017](#)

**Creates additional reporting and requirements that may be unnecessarily burdensome**

Source: [Emory Law - A Skeptic's View of Benefit Corporations](#)

# ...and new legal structures may not be needed

**Existing legal structures do not inhibit a focus on the triple bottom line**

Source: [Kennan Al Khatib - The Harms of the Benefit Corporation 2015](#)

**Case law about retaining a social mission is undecided**

Source: [Emory Law - A Skeptic's View of Benefit Corporations](#)

**Business judgement rule is sufficient to justify social purpose without changing legal structures**

Source: [Kennan Al Khatib - The Harms of the Benefit Corporation 2015](#)

**No tangible way to determine or prove that certain constituencies are considered**

Source: [Kennan Al Khatib - The Harms of the Benefit Corporation 2015](#)

# Risks are relatively low, strong commitment is key

- Commit to initiative whole-heartedly – don't deviate
- Clearly message objectives, connection with mission
- Use case studies to support messaging
- Create impact reports to demonstrate results, progress, and stakeholder benefits

# Impact reporting clearly demonstrates your values

Aligning your impact reporting with the B Corp model helps demonstrate your impact and the benefits of certification

**2017**  
  
**Harvest ANNUAL SUSTAINABILITY REPORT**

**2017 B CORP SCORE** **97** UP FROM 86 IN 2015!

We are proud of the work done by our team over the past two years to improve our social and environmental impacts

80 out of 200 points required to certify. Recertification required every 2 years.

Category	Score
<b>ENVIRONMENT</b>	<b>20</b>
Environmental Products & Services (e.g. Renewable energy, recycling)	NA
Environmental Practices	16
Land, Office, Plant	4
Energy, Water, Materials	6
Emissions, Water, Waste	2
Suppliers & Transportation	5
<b>WORKERS</b>	<b>24</b>
Compensation, Benefits & Training	17
Worker Ownership	2
Work Environment	5
<b>COMMUNITY</b>	<b>38</b>
Community Practices	22
Suppliers & Distributors	2
Local	8
Diversity	3
Job Creation	2
Civic Engagement & Giving	7
<b>GOVERNANCE</b>	<b>14</b>
Accountability	3
Transparency	2

visit [bcorporation.net](http://bcorporation.net) for more information

## EMPLOYEES

**84%** of our employees were "extremely satisfied" or "satisfied" in their jobs

**WE ♥ OUR EMPLOYEES!**

**2017 Areas Improved:**

- Employee understanding of Harvest's social and environmental sustainability programs
- Employee satisfaction with salary, benefits, work hours, and bonus plan

**Areas of Focus for 2018:**

- Internal communications
- Teamwork/cooperation
- Seeking input from employees to help make decisions

**The New HEAL Program: Helping Employees Access Loans**  
 An innovative employee benefit that helps employees avoid predatory lending and builds credit and savings

**5%** of our employees took advantage of HEAL loans

## ENVIRONMENT

**WATER USAGE**  
 2,515 units\* at Harvest Market's two locations  
A 4.84% increase over 2016  
 \*1 Unit = 748 gallons

**ENERGY USE**  
 We used **15.5% LESS WATER** at our Mendosa's location

**ENERGY USE**  
 reduced by **11.7%** at Harvest Market's two locations  
Total energy use in 2017: 2,018,016 kWh

**WASTE REDUCTION**  
 We labeled bins throughout both stores for source-separation of waste, recyclables and compostables, and re-introduced green waste bins at Mendosa's  
 We returned polystyrene boxes to suppliers for re-use

## COMMUNITY

**\$130,003** DONATED TO THE COMMUNITY in cash, in-kind, and product donations to over 100 community organizations  
 THAT'S A 20.4% INCREASE OVER 2016

**In-the-Bag program earned \$54,949 in 2017**  
10 cents at a time!  
 This program rewards shoppers who bring in or purchase bags with a 10-cent wooden token to donate to the nonprofit recipient of their choice

**200+ LOCAL COMPANIES (within 100-Mile Radius) SOLD IN THE STORE**

To support a healthy local economy, our ads feature local businesses every week  
 We host local product tastings at customer appreciation days  
 Local companies include:  
 • Boliver's Chocolates  
 • Mendocino Mustard  
 • Carol Hall's Hot Pepper Jelly Co.  
 • Mendocino Gold  
 • Syd's Seasonings  
 • and many more...

**EMPLOYEE VOLUNTEER PROGRAM**  
 We recognize and reward our employees for the hours they contribute. We achieved 18% employee participation

**260 hours** a 10% increase in paid staff time to serve at nonprofit fundraising events

**1,745 hours** a 65% increase in hours volunteered in the community by our employees

### PROGRESS REPORT

LETTER FROM THE FOUNDER / CEO

I am extremely pleased to announce that we recertified as a B Corporation in 2017 and our score jumped by 11 points to 97.3! We achieved many improvements in environmental impact with our waste reduction efforts and our improved energy usage after conversion to more efficient lights.

In 2018 we are changing the rest of the lighting in the Fort Bragg store to LED, furthering our energy reduction. We have been working towards Zero Waste certification and plan to achieve that by the end of 2018. All of these goals help us consistently improve our work environment and the community as well.

If you have ideas to reduce our carbon footprint, please bring them to our new B Corp Representative, Minky Bruchler, and she will look for ways to implement them. We look forward to another year of innovation and best practices that help our environment, community, customers, and most important, our Harvest Market family.

Thank you for being part of our wonderful team.

*Tom Honer*  
 Tom Honer  
 Founder and CEO  
 Harvest Market,  
 Benefit Corporation



Value proposition for managing with purpose & B Corp certification



# Reporting can reconcile financial results with giving



**salesforce**

**salesforce.org**

Salesforce shows how their financial performance drives their giving



We are proud of the growing portfolio, its impact on all our stakeholders, and its potential for the future. Here are key milestones that our 16 portfolio companies achieved in 2018:

- 65%** OF FOUNDERS OR CEOs ARE WOMEN OR MINORITIES
- \$105M** REVENUE GENERATED
- \$183M** ADDITIONAL INVESTMENT CAPITAL RAISED
- 981** NET NEW JOBS CREATED AT PORTFOLIO COMPANIES
- 800,000+** STUDENTS SERVED, 30% OF WHOM ARE LOW INCOME
- 5,000+** METRIC TONS OF CO2 REDUCED
- 492,000+** INDIVIDUALS RECEIVED ACCESS TO NEW FINANCIAL SERVICES
- \$7.7B** IN DONATIONS AND GRANTS UNLOCKED

Source: [salesforce.org Social Impact Report 2019](https://www.salesforce.com/social-impact-report-2019) and [salesforce.com FY19 Stakeholder Impact Report](https://www.salesforce.com/fy19-stakeholder-impact-report)





# Connecting impact efforts & SDGs can add credibility



**DANONE**  
ONE PLANET. ONE HEALTH

Danone ties their sustainability efforts to the United Nations Sustainability Development Goals (SDGs) to connect their giving to the global good

	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
Offer superior food experiences and innovate, always			Target icon					Target icon					
Deliver superior, sustainable, profitable growth							Target icon	Target icon					
Be certified as a B Corp™							Target icon	Target icon				Handshake icon	
Impact people's health locally		Target icon	Target icon										
Grow Manifesto Brand								Target icon					
Preserve and renew the planet's resources		Target icon			Target icon	Handshake icon		Target icon	Target icon	Handshake icon	Handshake icon		
Entrust Danone's people to create new futures			Target icon	Handshake icon	Target icon		Target icon					Handshake icon	
Foster inclusive growth	Handshake icon	Target icon		Handshake icon	Target icon		Target icon						
Serve the food revolution with partners													Target icon

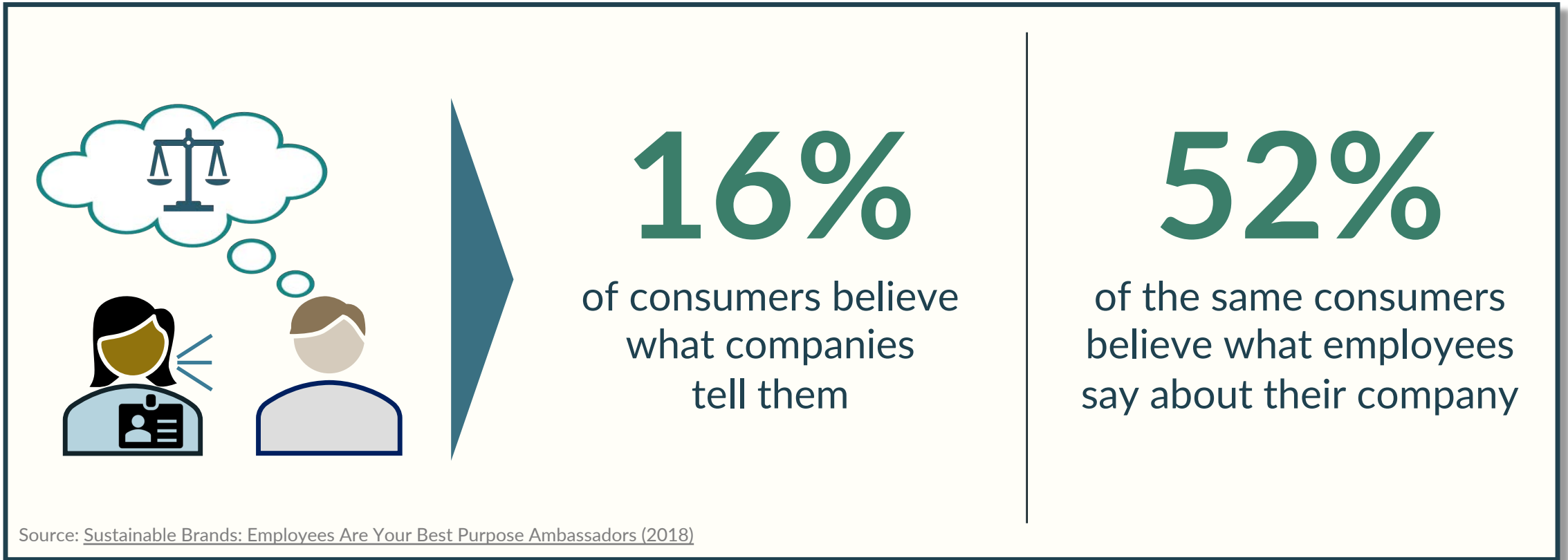
Source: Danone 2019 Performance Report

# Chapters

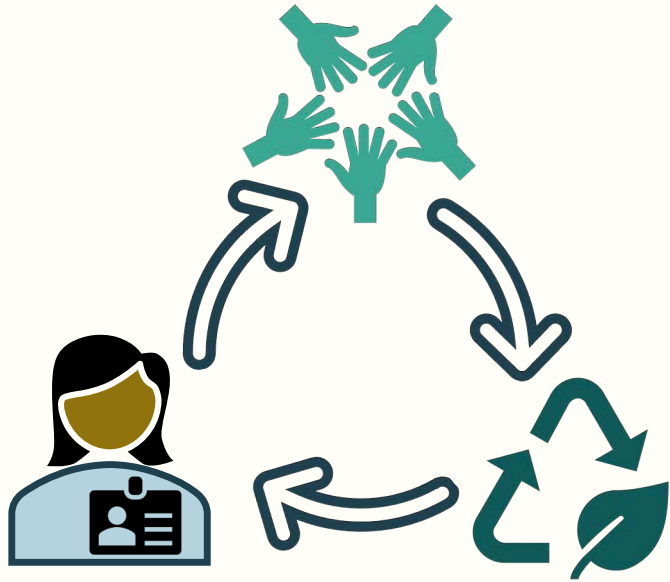
- Context & Demand
- Revenue Generation
- Reputation Enhancement
- Brand Awareness
- Cost Reduction & Avoidance
- Talent Attraction & Retention
- Investor & Shareholder Risks
- **Business Risks & Mitigations**
- Conclusion



# Employees are essential to managing consumer risk



# Manage risk by engaging employees directly



- Ensure employees know how they add value
- Encourage participation in extracurricular purpose
- Welcome engagement in social good
- Ensure employees know your story of purpose
- Enable employees to tell your purpose story
- Empower employees to tell your story

Source: [We First - WHAT MILLENNIALS WANT AT WORK \(2017\)](#) and [Sustainable Brands: Employees Are Your Best Purpose Ambassadors \(2018\)](#)

# Deeds not words: demonstrate your commitment

“One of the ways team members decide if you are serious about your purpose is when you make a decision that isn’t in the short-term interest of the business but is aligned with your purpose.”

- Walter Robb, former Co-CEO of Whole Foods

Source: [Sustainable Brands: Employees Are Your Best Purpose Ambassadors \(2018\)](#)

# Response to Covid-19 is a case study in consumer risk



A recent consumer trust survey demonstrates what consumers expect from business during the current pandemic

90%

want brands to protect employees and suppliers, even if it results in large losses

71%

say putting profit over people will erode their trust forever

62%

believe brands have a key role in helping the country survive the pandemic

65%

consumers say a brand's response to Covid-19 will impact their future purchasing decisions

Source: [Forbes - Edelman Trust Barometer Shows How Consumers Expect Brands To Step Up And Help Society During COVID-19 \(2020\)](#)

# Consumers expect brands to stand-up & take action

## Approaches

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Show up and do your part

Don't act alone

Solve, don't sell

Communicate with emotion, compassion and facts

## Context

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Brands have a vital role to play. Now is not the time to disappear, but to show up and use all your resources and creativity to make a difference.

There is strength in collaboration. Truly helping people during this crisis requires a joining of forces with others, most critically government.

Brands should focus all efforts on finding appropriate and meaningful solutions to the problems people are facing today.

People are reassured by positive brand actions and commitments. Communicate with empathy to help both inform and calm.

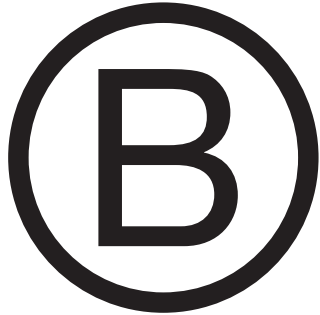
Source: [Forbes - Edelman Trust Barometer Shows How Consumers Expect Brands To Step Up And Help Society During COVID-19 \(2020\)](#)

# Chapters

- Context & Demand
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# The value proposition is clear

**Certified**



**Corporation®**



# Appendix



# About Measure Meant

Born out of that deep, human desire to leave a legacy, Measure Meant's journey began in 2017 with the goal of empowering businesses to participate in the hard work of literally saving the world. We've found that the greatest heroes have guides who will champion their efforts until the mission is complete. They have a Yoda, a Gandalf, or a Leslie Knope.

Since our inception, we've had the opportunity to guide clients of all sizes through some incredible transformations. We've been able to consistently identify areas of impact and implement lasting change, providing the insight, expertise, and capacity for the task at hand.

Each member of the Measure Meant team is personally committed to doing good in the world. We're an agile, interdisciplinary team with complementary areas of expertise, and we put our heads together on every project to ensure we always deliver the best results.



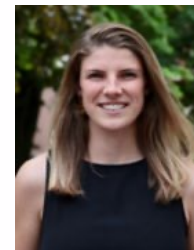
## Kara Odegard

Kara is the fire and vision behind Measure Meant. She has worked in aerospace, information systems and technology, marketing, hospitality, real estate, public policy, and nonprofits. She found the B Corp movement after beginning her social impact journey with a consultant securing nonprofit partnerships for tech companies in Southeast Asia. Recently Kara led the City of Spokane in creating their climate plan and will start teaching climate action planning at Gonzaga University in the fall of 2023.



## Mark Odegard

Mark quit his corporate job to join Measure Meant in 2019. He has over 24-years of experience working in small business and corporate environments, consulting on operations, management, coaching, and strategy across 19 different countries, including 13 years leading Lean and Operational Excellence efforts. He's particularly gifted in communication, articulating complex ideas to varied audiences.



## Annie Wissmiller

Annie has been with Measure Meant for over three years. She leads B Corp certifications with clients of all sizes. Before Measure Meant, she managed the sustainability programs for a minor league baseball team, including their Zero Waste Campaign and community engagement. While there, she authored the first ever impact report in minor league baseball. She's a certified TRUE Zero Waste Advisor and an FSA Credential holder.

# MEASURE MEANT

