

# Co-Creating Impact

## Virtual Exhibition Catalogue

With the rapidly evolving ESG landscape, amplified by the COVID-19 pandemic, there is a lot to discuss around what roles corporations should play in society and how to measure their impact. The annual flagship event «**Co-creating Impact Summit**» brings together Novartis with its Impact Valuation Advisory Council (IVAC), complementing external perspectives with thought leaders and practitioners and Novartis' own **impact valuation** and **materiality** experiences.

To make the Summit even more engaging and interactive, we have designed a Virtual Exhibition that will allow you to explore the building blocks of our Co-Creating Impact Roadmap (Areas 1 to 4), inspiring best practices created by internal and external practitioners (Area 5) as well as key publications highlighting relevant external trends (Foyer). We will explore the rooms together between the main sessions on December 9, 2020. You are cordially invited to have the tour of the exhibition in advance of the Summit. The Virtual Exhibition will remain open through to March 2021 for you to review materials of your interest. Novartis internal colleagues can leave their comments on this [Whiteboard](#).

**This catalogue provides a quick overview of the content you will find within our Virtual Exhibition and will help you navigate around.** If you prefer to access the documents directly, we also prepared a folder with all the content [here](#). Please use the number of the exhibit in this catalogue to retrieve the item in question in the folder. Attendees from outside Novartis can write to [creating.impact@novartis.com](mailto:creating.impact@novartis.com) to request access to the folder.

**[Go to Virtual Exhibition](#)**

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# Links

## Virtual Exhibition

<http://www.ivac-cocreating-impact.com/>

## Document Folder (*direct link for Novartis associates only, others please request access*)

[https://my.novartis.net/f/g/personal/gfellfa1\\_novartis\\_net/Erpxp6HHIFtCoabpvQXhW9MBkIYhVmqkOOLUwrDdfFeZlg?e=IXil7T](https://my.novartis.net/f/g/personal/gfellfa1_novartis_net/Erpxp6HHIFtCoabpvQXhW9MBkIYhVmqkOOLUwrDdfFeZlg?e=IXil7T)

## Morning (AM, CET) Session

[https://novartis.webcasts.com/starthere.jsp?ei=1394945&tp\\_key=00af487082](https://novartis.webcasts.com/starthere.jsp?ei=1394945&tp_key=00af487082)

Password: novartis2020

## Morning (AM, CET) Session (*for viewers from inside China*)

[https://novartis.gmwebcasts.cn/starthere.jsp?ei=1394945&tp\\_key=00af487082](https://novartis.gmwebcasts.cn/starthere.jsp?ei=1394945&tp_key=00af487082)

Password: novartis2020

## Afternoon (PM, CET) Session

[https://novartis.webcasts.com/starthere.jsp?ei=1394950&tp\\_key=d61807311c](https://novartis.webcasts.com/starthere.jsp?ei=1394950&tp_key=d61807311c)

Password: novartis2020

## Afternoon (PM, CET) Session (*for viewers from inside China*)

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Password: novartis2020

# Roadmap 2020-2025+

Impact valuation has transformational potential and its importance is increasingly recognized at Novartis and across stakeholder communities.

- It is the only consistent framework for non-financial indicators that could be understood and used in the same way by corporations, investors, governments and other stakeholders
- Once impact valuation is fully embedded into organization's processes, product labels and disclosure requirements, and in decision making, companies, households, governments and investors can use its holistic view on what matters most to stakeholders
- Impact valuation can be used by Board and Management as multi-capital assessment
- The consistency of the framework allows it to evolve to the maturity level of well accepted frameworks for financial indicators

There are four building blocks to the Co-Creating Impact Roadmap 2020-2025+

1	Create Awareness & Context	While sustainability, ESG, non-financial materiality, multi-capital assessments and long-term value creation have gained traction recently, more effort is needed to create awareness and the contextualize relevance to business.
2	Evolve Science & Methodology	Although the impact valuation approach is supported by science, not all material topics and indicators are satisfactorily included by existing frameworks and methodologies.
3	Build Capabilities	As the impact valuation methodologies continue to be refined, there is a need to build capabilities that allows to embed the results in core business strategies, operations and decision making.
4	Shape Standards	Through standardization of impact valuation methodologies, a like-to-like comparison of performance across industries and companies can be achieved to truly benefit stakeholders and society at large.

The building blocks help to organize the extensive range of activities and projects, providing them with an overarching bond and coherent purpose. New activities can be – and are – added as opportunities appear and collectively advance our learning experiences in the area of impact valuation and materiality.

The Virtual Exhibition allows you to explore some of the activities and projects. The exhibition areas are organized along the four building blocks of the Roadmap plus an important 5<sup>th</sup> area featuring the Practitioners' corner.

## Area 1: Create Awareness & Context

While there has been a lot of activity over the recent years in the broader field of long-term value creation, or sustainability, and a dynamic acceleration most recently, the mainstream is still largely unaware of «ESG» at large and particularly of the potential importance of impact valuation. This situation is very similar within Novartis and externally, hence the Roadmap includes activities that drive awareness, engagement platforms and speaking opportunities. The contextualization of impact valuation results, for example, through materiality assessment or health economy considerations is particularly important for internal audiences as it helps to bring out their meaning and implications.

Building on the success of our first YouTube clip explaining “Impact Valuation and Materiality” (exhibit 1.15, and as poster 1.14), we added more explanatory clips: on FES Impact Valuation (1.03), on the social impact of medicines (1.04), the social impact of wages and salaries (1.06), environmental impacts (1.08), GDP contribution (1.05) and employment (1.08). With “Embracing Double Materiality” (1.09) we explore how dependencies and externalities affect the long-term value of businesses.

Changing perspectives and zooming out can be helpful to see a topic with fresh eyes. The pandemic crisis exposed the deep truth that “Health is Wealth” (1.13). The digital Global Solutions Summit 2020 approached this through visions on recoupling (1.10, 1.11 and 1.12) and included a session on the “true” value of business (also 1.12).

At Novartis, Impact Valuation and Materiality are linked to the strategic pillar of “Trust and Reputation”. The article “Building trust through inclusive ESG management” explores that connection (1.01). “Aligning Materiality Assessment & Enterprise Risk Management” (1.16) brings in a further practical component.

The potential of Impact Valuation is articulated in the piece “Transforming Business Practice through Impact Valuation” (1.18).

Offering an immersive and fun experience through the digital “ESG Impact Game” (1.02) will further contextualize these themes for Novartis employees and raise the awareness on how day-to-day decisions affect social and environmental impacts.

The content of this room will be discussed in a dedicated **virtual coffee corner** on Dec 9. Use the MS Teams link to join!

No	Title	Source	Format
1.01	Building trust through inclusive ESG management <i>by Sonja Haut, Barbara Vrede, Denise Weger</i>	Center for Corporate Reporting	Article
1.02	ESG Impact Game	Novartis	Poster
1.03	FES Impact Valuation: Intro	Novartis	Video
1.04	FES Impact Valuation: Social Impact of Medicines	Novartis	Video
1.05	FES Impact Valuation: GDP Contribution	Novartis	Video
1.06	FES Impact Valuation: Living Wages	Novartis	Video
1.07	FES Impact Valuation: Employment	Novartis	Video
1.08	FES Impact Valuation: Environment	Novartis	Video
1.09	Embracing Double Materiality	Novartis	Video
1.10	Global Solutions: The World Policy Forum	GSI	Poster
1.11	Global Solution Summit: Review 2020	GSI	Brochure
1.12	Global Solution Summit: Links and Recordings	GSI	Link
1.13	Health is Wealth: Interview with Patrice Matchaba	Novartis	Pager
1.14	Impact Valuation and Materiality	Novartis	Poster
1.15	Impact Valuation and Materiality	Novartis	Video
1.16	Aligning Materiality Assessment & Enterprise Risk Management	Novartis	Poster
1.18	Transforming Business Practice through Impact Valuation <i>by Sonja Haut, Denise Weger</i>	Center for Corporate Reporting	Article

## Area 2: Evolve Science and Methodologies

For impact valuation to develop its full potential for Novartis and beyond, we need to intentionally explore and expand its range of use cases. Focus areas here are the closure of methodological gaps to refine existing impact valuation approaches, explore new methodologies to support impact valuation in new areas of business and to prepare differentiating items demonstrating Novartis' performance profile in Total Impact. As further insights and approaches emerge from the rapidly expanding sustainability science, we will derive implications for the Roadmap to keep evolving our capabilities.

When Novartis started to test, pilot and scale the Financial, Environmental and Social (FES) impact valuation, the largest methodological gap existed around the social impact of medicines. The science evolved around individual medicines (exhibits 2.01, 2.09, 2.26), was scaled up on a country level (2.03) and then for Novartis globally (2.25). Often, an important point of reference is the social burden of a specific disease (2.18, 2.27). While closely related, the social impact of paediatric applications comes with new methodological challenges (2.19). How the social impact of medicines approach fits into the landscape of health technology assessments is shown through a literature review (2.17). Providing access remains a key challenge for the entire healthcare industry and research led by Boston University in collaboration with Novartis has revealed unique insights and challenges in addressing access in low and middle-income countries (2.15).

Another large methodological gap exists around the social impact of salary and wages. How to account for the social impact of salaries and wages above or below a living wage threshold is outlined in "Measuring and Valuing the Social Impact of Wages" (2.16).

Existing approaches around environmental impacts and economic impacts require further refinement, particularly when it comes to supply chain considerations (2.02, 2.24) but also for direct economic impacts (2.07).

The linkage between environmental impacts and social impacts is evidenced in the social return on investment of the four Novartis forestry projects (2.21) and in the study on the Tubebo Neza program in Rwanda (2.22). The latter comes with an approach to express the social impact of disease prevention.

Exploratory studies are underway in the area of Diversity and Inclusion (2.06) and for the social impact of pipeline products (2.05).

The Novartis Materiality Assessment Toolkit (2.14) provides a glance at the methodology developed since 2006 and is a point of reference within Novartis and externally.

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No	Title	Source	Format
2.01	Modelling the Societal Impact of Secukinumab in Patients with Active Psoriatic Arthritis in Germany	WifOR / Novartis	Poster
2.02	The Environmental Impact of Novartis Along Global Supply Chains	WifOR / Novartis	Case Study
2.03	The Social Impact of Novartis medicines: Two Case Studies from South Africa and Kenya	WifOR / Novartis	Case Study
2.05	The Societal Impact of Novartis' Pipeline Products	WifOR / Novartis	Poster
2.06	Expanding D&I impact through suppliers	Novartis	Poster
2.07	Direct GDP calculation - including R&D	Novartis	Poster
2.09	Cost Effectiveness of Secukinumab Versus Other Biologics and Apremilast in the Treatment of Active Psoriatic Arthritis in Germany	WifOR / Novartis	Paper
2.10	A case study applying a novel approach to estimate the social impact of a medical innovation - the use of secukinumab for psoriatic arthritis in Germany	WifOR / Novartis	Paper
2.14	Novartis Materiality Assessment Toolkit	Novartis	White Paper
2.15	Measuring and Evaluating Social Outcomes of Access Initiatives	Novartis	Poster
2.16	Measuring and Valuing the Social Impact of Wages	Valuing Nature / Novartis	White Paper
2.17	Literature review: Definition of Innovation in Health Technology Assessments	WifOR	Link
2.18	Impact of omalizumab on paid and unpaid work productivity among severe Japanese cedar pollinosis patients	WifOR	Poster
2.19	Social Impact of pediatric applications: The burden of childhood pneumonia in Nigeria	WifOR	Poster
2.21	Forestry: The story of a 780% return on investment	Valuing Nature / Novartis	Poster
2.22	The Social Impact of Tubeho Neza Program in Rwanda	WifOR	Poster
2.24	The Global Economic Impact of Novartis	WifOR / Novartis	Case Study
2.25	The Social Impact of Novartis Innovative Medicines	WifOR / Novartis	Poster
2.26	The Social Impact of Erenumab in prophylactic treatment of patients with migraine in Germany	WifOR	Poster
2.27	The Socioeconomic Burden of Migraine in Germany	WifOR	Poster



## Area 3: Build Capabilities

For impact valuation to be used successfully at Novartis, we need to systematically build capabilities to:

a. identify new use cases to pilot and validate methodology; b. support established use cases and sharpen methodology as appropriate; and c. eventually integrate impact valuation and materiality assessment in business strategy and operation to support business steering and target setting efforts.

The key activities related to the capability building include our efforts to measure Total impact of Novartis operations (own and supply chain), as well as, critically, the move towards forward looking impact valuation results and targets. We are also taking materiality assessment to a new level through scenario planning and deep-learning efforts.

At Novartis, we have been systematically calculating impact valuation across Social, Environmental and Economic dimensions since 2015. We publish the results that includes impact on society from our own operation (Direct) as well as from our supply chain (Indirect) as well as from the enabled consumption (induced) in our annual Novartis in Society report and show it in this exhibition as the Novartis Total Impact (Exhibit 3.07)

To achieve the full embedding of Total impact in targets and all processes, we need to develop the capability of forward-looking impact valuation results. Applications could become annual forecasting and targets, decision support for investments and larger spend items, BD&L deals and others. We are currently working on an approach to develop this capability (3.02) with specific use cases. Through the precursor proof-of-value project (3.11), we investigate data availability and readiness. “Novartis GDD Environmental Impact: Transparency and Visualization” (3.09) shows how Novartis Global Drug Development (GDD) manages its environmental impact.

The preparation for the Novartis Materiality Assessment 2021 (3.05) has started. We aim to capture themes that occur in ever increasing frequency across our stakeholders. To this end, we are exploring Scenario Analysis (3.08), which seeks to understand future requirements for business and through Deep-learning and Automated Issue Monitoring and Detection (AIMD) (3.01).

Capability building occurs also in many other instances, e.g. to capture a company’s performance versus its sector (3.04) and in support of impact investing (3.03).

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No	Title	Source	Format
3.01	AIMD: The Novartis Automated Issue Monitoring and Detecting Tool	Novartis	Poster
3.02	Forecasting our Impact: with FES Impact Valuation	Novartis	Poster
3.03	Impact Investing	ImpactHUB	Poster
3.04	Integrated Profit & Loss reporting - a framework for integrating natural, human and social capital externalities when measuring corporate performance	GIST	Poster
3.05	The Novartis Materiality Assessment	Novartis	Poster
3.07	Novartis Total Impact 2018: FES Impact Valuation Results	Novartis	Poster
3.08	Scenario Analysis: Understanding Future Requirements for Businesses	WifOR / Novartis	Poster
3.09	Novartis GDD Environmental Impact: Transparency and Visualization	Novartis	Poster
3.10	Malaria Futures for Asia	Novartis	Report
3.11	Bringing Impact Valuation into Decision Making	Novartis	Video

## Area 4: Shape Standards

For impact valuation to be fully transformational, standard setters and policies need to embrace it. Novartis has an interest in meaningful ESG benchmarking information on industry and other peers.

Hence, Novartis actively supports impact valuation standardization through membership of the Value Balancing Alliance (VBA) (exhibits 4.04; 4.06). This has been the most substantial engagement in standard definitions for Novartis. The VBA member companies have piloted the first methodology on common indicators for «impact to society» in social, environmental and economic dimensions and is expected to be published by latest Q1/2021. SK Group is one of the VBA members who have recently advocated for the standardization of impact valuation in Asia (4.05).

As more granular standards have yet to be published, the White Paper on «Operationalizing Impact Valuation» (4.07) is the valid point of reference.

Standard and framework setters have intensified their articulation of interest and collaboration to accelerate standard setting in non-financial, or ESG, items. For example, organizations such as the CDP, CDSB, GRI, IIRC and SASB have recently released 'Statement of Intent' to work together towards comprehensive corporate reporting (E4.02). The VBA is partnering and working closely with these and other key organizations (e.g., the OECD, the EU commission and others) to shape standards for non-financial reporting (4.03; 4.08).

Novartis is part of the advisory panel and the supervisory board with Capitals Coalition, which was formed by combining the Natural Capital Coalition and the Social and Human Capital Coalition (4.01) to support integrated thinking and reporting including all non-financial forms of capital.

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No	Title	Source	Format
4.01	Capitals Coalition: The global collaboration transforming the way decisions are made by including the value provided by nature, people and society	Capitals Coalition	Poster
4.02	Statement of Intent to Work Together Towards Comprehensive Corporate Reporting	CDP, CDSB, GRI, IIRC and SASB	Poster
4.03	Value Balancing Alliance: The External Environment	Value Balancing Alliance	Poster
4.04	Value Balancing Alliance: Introduction	Value Balancing Alliance	Video
4.05	Value Balancing Alliance: SK Group Korea	SK Group	Poster
4.06	Value Balancing Alliance: Introduction	Value Balancing Alliance	Poster
4.07	Operationalizing Impact Valuation	IVR	White Paper
4.08	Value Balancing Alliance - Canada Overview	Value Balancing Alliance	Brochure

## Area 5: Practitioners Corner

The success of impact valuation and materiality is driven by the initiative of Novartis practitioners around the globe. Thanks to the first movers in the countries and in different functions, we can pilot methodologies, test strategies and advance innovation.

We are working actively with the country organizations to build their understanding of the latest country impact valuation results and to support them in deriving conclusions, embedding them in their local context (e.g. via local materiality assessments, exhibit 5.11) and strategies are some of the ongoing activities, fueled by new country publications and engagements. Countries are increasingly recognizing impact valuation results as means to engage stakeholders on Novartis «impact on society» in order to build trust and reputation (exhibits 5.02; 5.05; 5.06; 5.09; 5.10; 5.13; 5.14; 5.19 - 5.25; 5.27-5.32).

Some of the countries, like Turkey, have contextualized impact valuation by combining with health economy reporting studies to bring Finance and Health Ministries together to discuss health as investment rather than a cost-factor (5.01; 5.13).

In addition, Spain has shown how impact valuation could be used to connect with stakeholders on an emotional level. The Hollywood style love-story movie, LA HUELLA by Novartis (the footprint, same day, same time) brings the impact valuation results to human emotional level (5.33).

In 2020, we also saw the FES impact valuation results included in the materials supporting the Novartis UK location move from Frimley to central London (5.08; 5.18). Furthermore, we saw other countries and functions do inspirational work to elevate impact at both local and national levels for a fairer and equal society (5.03; 5.16; 5.17; 5.26; 5.36) as well as for the environment (5.04; 5.35; 5.36). These efforts comprise the 3<sup>rd</sup> party supply chain (5.16; 5.17; 5.26).

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No	Title	Source	Format
5.01	The Economic Footprint of the Health Economy in Turkey	Novartis Turkey	Report
5.02	Der sozioökonomische Fussabdruck von Novartis in Österreich	Novartis Austria	Infographic
5.03	Better Hearts Better Cities: Healthy schools, healthy workplaces, healthy communities	Novartis Foundation	Video
5.04	Breezhaler (R): carbon footprint	Novartis	Link
5.05	Our Economic and Employment Impact in China	Novartis China	Poster
5.06	FES Impact Valuation Booklet	Novartis Egypt	Brochure
5.08	The Novartis Impact on the UK Economy	Novartis UK	Infographic
5.09	Annual Brochure on the Novartis Impact (full)	Novartis Italy	Brochure
5.10	Annual Brochure on the Novartis Impact (short)	Novartis Italy	Brochure
5.11	Materiality Assessment	Novartis Italy	Video
5.13	Impact Valuation Overview	Novartis Turkey	Infographic
5.14	Impact Valuation Overview	Novartis Portugal	Infographic
5.16	HSE Supplier Assurance and Risk	Novartis	Poster
5.17	PSCI: Increasing our impact and reach through collaboration across the industry	Novartis	Poster
5.18	How Novartis Impacts the UK Economy	Novartis UK	Brochure
5.19	Il valore (e i valori) di Novartis per il sistema-pasese	Novartis Italy	Brochure
5.21	Reimagining our Impact	Novartis Bangladesh	Infographic
5.22	Reimagining our Impact	Novartis Thailand	Infographic
5.23	Reimagining our Impact	Novartis Malaysia	Infographic
5.24	Reimagining our Impact	Novartis Indonesia	Infographic
5.25	Reimagining our Impact	Novartis Vietnam	Video
5.26	TPRM - Success stories showcasing our value & impact	Novartis	Poster
5.27	Reimagining our Impact	Novartis Korea	Brochure
5.28	Reimagining Medicine for Healthy & Resilient Filipinos	Novartis Philippines	Infographic
5.29	Reimagining our Impact	Novartis Pakistan	Infographic
5.30	Creating Value	Novartis Greece	Infographic
5.31	Novartis for the Greek society: CR Report (Brief Version)	Novartis Greece	Brochure
5.32	Building Trust with society through transparency & reporting	Novartis Greece	Infographic

5.33	La Huella - Build trust with society	Novartis, Spain	Video
5.34	ONEST Finance: An employee research group	Novartis	Poster
5.35	Plastic free in Brazil	Novartis	Video
5.36	Inspired to elevate our social impact in Brazilian Society, improving and extending most needed people's lives	Novartis	Poster

## Foyer: External Trends

Leading scholars, networks, policy influencers, standard setters, and governmental organizations are teaming up to reimagine business. In this exhibition area, we showcase key publications that give insights into the external trends that will shape the future of financial and non-financial disclosures and reporting and how businesses can be prepared for the future.

Reimagining capitalism is necessary to create a more inclusive and sustainable society and the environment. Harvard University, led by Prof G. Serafeim, has published several thought leading articles including framework on the topic of impact weighted accounts (Exhibit 6.01; 6.03; 6.05). At Oxford University, the Said School of Business has launched the Rethinking Performance Initiative. It is positioned as a continuation of their Economics of Mutuality work, closely aligning with work of The British Academy (6.09) and aims at articulating corporate performance and value beyond existing metrics.

“The Investor Revolution” is an important read authored by Prof Robert Eccles at the Said Business School, Oxford Article (6.10). In this articles, Prof Eccles explains the need for the companies to share an integrated report with investors that includes non-financials, increase the involvement of middle managers, and improve internal systems for measuring and reporting ESG and impact performance.

The World Economic Forum has also published materials driving a shift from shareholder to stakeholder capitalism (6.11; 6.12) including indicators for measuring non-financial indicators. There have been further publications on the metrics to connect shared value to shareholder value (6.04) as well as global trends in ESG disclosures and reporting (6.02).

What is clear is the ESG agenda is going mainstream. To accelerate the shift, standard setters, policy influencers and government stakeholders are coming together as partners and are working towards making standardized non-financial corporate reporting a reality.

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No	Title	Source	Format
6.01	Accounting for Organizational Employment Impact	Harvard Business School, David Freiberg, Katie Panella, George Serafeim, T. Robert Zochowski	Working Paper
6.02	Sustainability Reporting Policy: Global trends in disclosure as the ESG agenda goes mainstream	GRI / University of Stellenbosch Business School	Paper
6.03	Framework for Product Impact-Weighted Accounts	Harvard Business School, George Serafeim, Katie Trinh, T. Robert Zochowski	Paper
6.04	Hybrid Metrics: Connecting Shared Value to Shareholder Value	FSG / enel Foundation / HBS / Share Value Initiative	Paper
6.05	Impact Weighted Accounts Report 2019	Harvard Business School, George Serafeim, T. Robert Zochowski, Jen Downing	Paper
6.07	Statement of Intent to Work Together Towards Comprehensive Corporate Reporting	Various	Paper
6.08	Corporate Sustainability: A Strategy?	Harvard Business School, George Serafeim, Katie Trinh, T. Robert Zochowski	Working Paper
6.09	Principles for Purposeful Business	The British Academy	Paper
6.10	The Investor Revolution	Harvard Business Review, Robert Eccles	Paper
6.11	Dashboard for a New Economy: Towards a New Compass for the Post-COVID Recovery	World Economic Forum (WEF)	Report
6.12	Measuring Stakeholder Capitalism	World Economic Forum (WEF)	Report
6.13	Social Impact Efforts that Create Real Value	Harvard Business Review, George Serafeim	Paper
6.14	CEO Guide to Human Rights	WBCSD	Paper