

Investors toward social Impact



Working
paper



Executive Summary

While today's taxonomy is exclusively environmental, GSG France has set up a working group of 50 impact investors to reintroduce the social issue to the European agenda. The challenge is to build social objectives into a structured and hierarchical set of indicators to assess the social contribution of these investments. The dissemination of this investor commitment should make it possible to define the foundations of a social framework based on practice and experience, within 3 to 5 years.

The social taxonomy project of the European Commission's sustainable finance platform had developed three interdependent objectives¹, equivalent to the 6 environmental objectives of the green taxonomy. For the GSG France, three stakeholders stand out from these three objectives:

- Workers, employees of the company or its suppliers
- Citizens, members of local communities but also citizens elsewhere or digital citizens
- End users, direct or indirect customers or beneficiaries of the company.

The subject is complex, and some people can play several of those roles, individually or collectively. By way of example, we also note that the company's employees are the focus of much more attention than those of suppliers, at the risk of adopting a myopic or hypertrophied vision of the reality of workers.

This complexity has led to a two-pronged approach:

- Vertical: to define the sectors of activity that contribute most to the problem,
- Horizontal: identifying social transformation strategies in all sectors of activity.

This matrix vision of a social framework corresponds to the green taxonomy approach. In fact, this is not limited to defining certain activities as 'green', but also to qualifying the environmental performance of these activities. On the social question, certain sectors producing essential goods and services are particularly in the firing line, but these essential services - health, education, mobility, food, housing - may need many other sectors in their value chain. The approach to be adopted should therefore be sector-neutral, economy-wide and adaptable to the different national social contexts within the European Union.

1. Decent work / Adequate living standards and well-being for end-users / Inclusive and sustainable communities.

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Working paper

This working paper aims to provide an analytical framework and methodological protocols to enable investors to understand social issues and identify strategies that make a substantial contribution to social investment. The objective of the investor engagement that will result from this note is the dissemination of consistent and regular social information over several years. This documented work to identify a set of strategies for social transformation could contribute in the future to the development of a social taxonomy.

It is consistent with the call for a *“Social Investment Framework”*, published in Brussels in July 2024. We share the same foundations (previous attempts at taxonomy) and the same objectives (identification of strategies and assets that substantially improve the social situation in Europe and beyond). The investor commitment based on this working paper aims to promote a set of social objectives and common methodologies for reporting on them in a consensual manner.

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Introduction



A working group of more than 50 investors and stakeholders in responsible and impact investment has been meeting since October 2023 to make a substantial contribution to the social issue, given the failure to complete the social taxonomy project at European level. The aim of this working group is to draw up social objectives for which investors undertake to publish a structured and hierarchical set of indicators for assessing the social contribution of their investments. The dissemination of this commitment by investors should make it possible within 3 to 5 years to define the basis of a taxonomy based on practice and experience.

This project is fully in line with the European regulatory perspective of the CSRD, which will lead to a significant production of ESG data by companies by redefining CSR around environmental and social objectives, and the SFDR, which will redefine the sustainability objectives of funds. The primary aim of the investors' commitment is to structure these objectives and define analysis methodologies.

This project also falls within the limits of European regulations on social issues. The various sub-objectives of the rejected social taxonomy project do indeed refer to various regulatory texts (European Social Pillar, Sustainable Development Goals, Universal Declaration of Human Rights, Global Compact) but are not the subject of a list of structured and quantified political ambitions. Social issues, unlike environmental issues, do not fall within the remit of the European Union.

We have opted for structured and hierarchical qualitative indicators rather than a list of additional quantitative indicators. The qualitative indicators we use are those that are expected from the successful implementation of CSRD and our work has been fuelled by the gradual and ongoing identification of strategies for improvement or social transformation in companies.

The social performance assessment approach adopted by these working groups must:

- systematically include an analysis of the social needs of populations, particularly vulnerable populations
- integrating its continuous improvement dimension with companies
- involve stakeholders in the company/organisation financed.

For further details on social impact analysis methods, we refer the reader to Appendix 1. As a result, no comparison is proposed between our indicators and the CSRD's quantitative social indicators, as the latter are mainly devoted to employees (and mostly concern the composition of the workforce and its diversity, as well as health and safety).

1 Social issues: a changing ecosystem of stakeholders

The Social Taxonomy project of the Sustainable Finance Platform developed three interdependent objectives (equivalent to the 6 environmental objectives of the Green Taxonomy). Three stakeholders have emerged from these three objectives:

1. Workers, employees of the company or its suppliers
2. Citizens, members of local communities but also citizens of other countries or citizens of the digital world
3. Users, who are not always the company's direct customers

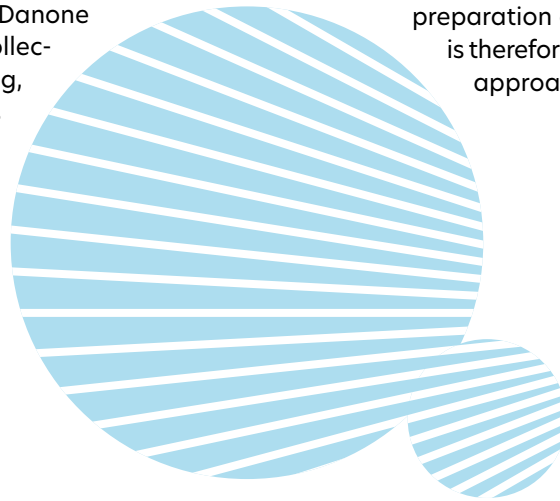
The two-fold difficulty of identifying these three stakeholders quickly becomes apparent:

1. Some individuals may represent simultaneously several stakeholders, either individually (a Danone employee, local councillor and farmer) or collectively (the issue of disability is cross-cutting, as disabled people have unmet needs as workers, but also as citizens and users, of transport for example).
2. Company employees are subject to much more detailed reporting than those of suppliers. Focusing solely on good practice in relation to employees could lead to a myopic or hypertrophied vision of the reality of workers.

This complexity will lead us to take a two-pronged approach:

- Vertical: defining not only sectors of activity that are particularly contributory (approach),
- Horizontal: identify social transformation strategies in all sectors of activity (approach).

This will lead to a matrix vision of social taxonomy, which also corresponds to green taxonomy. Indeed, the latter is not limited to defining certain activities as 'green', but also the environmental performance of these activities. On the social question, certain sectors producing essential goods and services are particularly in the firing line, but these essential services (health, education, mobility, food, housing) may need many other sectors in their value chain (digital, additional equipment for preparation or accessibility, etc.). It is therefore a sector-independent approach.



2 A long-term approach to performance

The identification of performance focuses on long-term performance, i.e. a level to be achieved and a date for achieving this result. This requirement is in line with developments in European sustainable finance regulations since 2019 and the redefinition of CSR by the questions "what" and "when" rather than "whether" and "how". This is in fact how the CSRD and the green taxonomy were conceived, even if, in this first version of the European regulations, the time projection is still limited to too few subjects.

Assessing long-term performance requires the development of scenarios. For a subject such as climate, these scenarios have already been developed. For other subjects, the various social policies to which the sub-objectives of the taxonomy project refer provide elements for constructing these scenarios. At the same time, the

abundant flow of information generated by the CSRD and its preparation will feed these scenarios.

As a result, our *investor pledge* should move towards a matrix approach, with a vertical approach by business, enriched by a horizontal approach and by social performance criteria.

3 Methodological preliminaries

3.1 The need for a financial framework: value creation

To identify the priority stakeholders and key issues in each company, it is necessary to have an initial economic framework.

An analysis of gross margin gives an initial idea of the importance of employees and the supply chain in the value creation process.

The proportion of operating income derived from subsidies is a clear indicator of the possible trade-off, by the funded organisation, between profit and social impact in the management of the company. In France, for example,

solidarity organisations can be clearly identified by investors, as they are required by law to make a choice in favour of impact (this is one of the conditions of the ESUS label). Development banks also aim to generate social impact as part of their very activity.

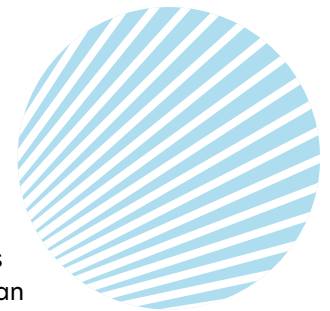
3.2 A geographical and sectoral framework to identify social issues and geographical areas at risk

The geographical framework is based on the list of countries that have not signed the 8 key ILO conventions on the 4 key subjects (freedom of association, combating forced labour, combating child labour, health and safety). This list is provided in appendix 2. For companies present in their operations or supply chains, this framework makes it possible to identify countries in which the application of social policies (employment, training, remuneration, health and safety) may be complicated by these deficient regulatory frameworks.

On the specific question of human and trade union rights, the investor could ask for a global framework agreement such as a demanding operationalisation of the Minimal Social Standards or the DNSH. Such a global framework agreement would make it possible to ensure that, in all the entities where it or its suppliers/subcontractors operate, the demands of the 8 key ILO conven-

tions apply, as a fulfilment of companies' duty of care

Sectoral framing makes it possible to identify the sectors with the highest social risks (human rights, but also health and safety, just transition, digital transition, demographic transition) and, if necessary, to add geographical "hot spots" to be considered in many sectors. Each invested company may be concerned by its own sector or by a sector that is part of its value chain. →



Sector	Critical issue	Countries to look at specifically
Agriculture	Child labour, forced labour	For all products: Sub-Saharan Africa For cotton: Argentina, Azerbaijan, Benin, Brazil, Burkina Faso, China, Egypt, Kazakhstan, Kyrgyzstan, Pakistan, Paraguay, Turkey, Tajikistan, Turkmenistan, Uzbekistan and Zambia.
Construction	Child labour	Africa, Latin America, Asia
	Forced labour	Europe, North America, Middle East (migrant workers)
Mines	Child labour	Africa, Latin America, Asia
	Forced labour	Europe, North America, Middle East (migrant workers)
Textile	Child labour	Africa, Latin America, Asia
	Forced labour	Argentina, Azerbaijan, Benin, Brazil, Burkina Faso, China, Egypt, Kazakhstan, Kyrgyzstan, Pakistan, Paraguay, Turkey, Tajikistan, Turkmenistan, Uzbekistan, Zambia

Some sectors are facing social transitions over the next ten to twenty years. The table below presents a non-exhaustive list of transitions facing different sectors: ---->

Example of transition	Examples of sectors particularly concerned
Climate Transition	Energy, utilities, chemicals, automotive, mining, metals, materials
Digital	Distribution, agri-food, mining, banking, health

3.3 Identification of the social objectives defining the management company's sustainability objective

In the same way that the environmental taxonomy fits within the framework of planetary limits (in particular in targeting eligible activities), we suggest that this Social Framework be placed within the framework of concepts that provide a better understanding of the issues of poverty and inequality respectively, the multi-dimensional poverty index (1) and the notion of inequality in space (2) and over time, as presented in the *Great Gatsby Curve* (3). In this way, we can cross-reference the social issues (linked to the fight against poverty or inequality) with the stakeholders we have identified. We can see that the different issues are not independent lists of desiderata, but variations on the same challenges for the different stakeholders: respect for fundamental social rights, the price of work and products, the inclusion of businesses and services, safety and quality.

As a result, the issues addressed are not just a list of good management practices as such, but also represent social issues as such, with financial materiality for the company and impact materiality for its stakeholders. The approach is clearly matrix-based. To this end, the themes have been slightly reformulated, as shown in the table on the following page. ---->

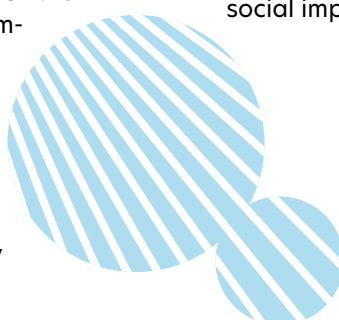


Worker	Citizen	User
Respect for fundamental social rights (includes training)	Protecting democracy - access to quality information	Availability of essential goods: education, health
Remuneration: living wage	Tax justice	Affordability of products and services
Diversity & Inclusion: Integration of people in	Local development and inclusion	Accessibility of products and services
Health and safety	Risk prevention	Quality (example of health)

Each investor is then invited to define the social issues that he considers crucial to his fund's sustainability objective (article 3 of the SFDR). For each issue, the investor asks himself whether this is a financial materiality objective for the companies invested in and therefore for the fund. In this case, the investor is looking to achieve a minimum level on the various social issues so as not to have a negative financial impact. Or the investor may wonder whether there is a pre-eminent objective of materiality of impact and therefore this search for social impact. This makes it possible to characterise the impact fund, a type of fund that the SFDR's recent reform proposals include in their classification: sustainable (aligned with a taxonomy objective), transition (oriented towards a taxonomy objective), impact or ESG.

Consequently, and in accordance with ESMA's recommendations on fund names (4), investors will be able to define in their choice of security whether the company's activity is eligible for the analysis of a:

- Impact strategy, generating a positive social impact
- Transition strategy, aligned with minimising negative social impact



3.4 Converging impact assessment methodologies

Beyond the differences in membership (FIR, FAIR, France Invest) and asset classes (listed shares and debt, unlisted shares and debt, solidarity financing, real estate), there

was consensus on two methods, adapted from social impact measurement and development economics: ---->

NPR	AAAQ (5)
Need Population Response	Availability, Accessibility, Acceptability and Quality
<ol style="list-style-type: none"> 1. Identification of a social need that is not covered or is poorly covered 2. Verification of the disadvantaged nature of the target population 3. Validation of the consistency between the policy pursued and the result achieved (if necessary, with indicators of perceived effectiveness) 	<ol style="list-style-type: none"> 1. Physical availability of the good or service 2. Accessibility for disadvantaged or excluded people 3. Financial acceptability of the product or service 4. Quality of service

These methods are also dependent on the quality and quantity of the information available. Some examples show that AAAQ can be adapted for listed companies. These methods require a project-by-project or company-by-company approach.

These methods confirm the initial objective of the investors' commitment, centred on the dissemination of regular information for a few years, so that a set of documented strategies for social transformation emerges that can be the subject of a social taxonomy in the future.

4 Selection of indicators and proposed methodological frameworks for the issues identified

The results are presented according to the classification proposed in the previous sections (by stakeholder and by theme). For each theme, the method presented above is applied. Among these topics, there is one that

has been the subject of much discussion but has not been included in our selection of indicators: employee satisfaction. A summary of our work on this subject can be found in Appendix 3.

4.1 WORKERS

Analytical approaches have been developed on the following five points: trade union and social rights, training, remuneration, integration of people in difficulty and employee satisfaction. For certain subjects, the data available forces us to ask these questions on a perimeter of employees, but the desired perimeter is the entire value chain.

it is still limited to very large companies (150 agreements signed between 2000 and 2023). (6)

On the other hand, the Global Deal Project (7), promoted by the Swedish government, is bolder than the global framework agreements. This project is developing a multidimensional analysis tool for social dialogue. The first principle is self-declaration, but the second principle is counterweighting by an employee representative.

4.1.1 Respect for fundamental social rights: social dialogue, training

As far as social dialogue is concerned, this is a rather horizontal approach, centred on a set of indicators. It is still a work in progress. But it can be greatly improved by incorporating it into a BPR-type methodology.

While waiting for this project to be finalised, investors can continue their analysis, working in particular with the files made available by the Dublin Foundation (8).

The main aim of the global framework agreement is to re-establish the reference to the 4 ILO conventions throughout the value chain, even though it may include other clauses that focus mainly on employees. However,

For training, this is also a rather horizontal approach, centred on a set of indicators. But it is greatly improved when it is incorporated into a BPR-type methodology, for example by integrating the risks of workforce transition. In this way, training is not analysed as a management system, with its own specific indicators, but rather as a tool for managing the transitions that parts of the workforce may face. ---->

Climate Transition	Energy, utilities, chemicals, automotive, mining, metals, materials
Digital Transition	Distribution, agri-food, mining, banking
Climate adaptation	All sectors
Demographic transition	All sectors
Organisational transition	All sectors

Skills are the ability to apply knowledge and use know-how to accomplish tasks and solve problems. These skills may be cognitive or practical. Training is the process of improving these skills. By integrating the link between motivation, skills and opportunities, the data on training indicators took on a slightly different and more complex meaning than that of a simple verification of the level in relation to a threshold. Two observations were made:

1. The training rate (% of employees having received at least 1 training course during the year) is a performance indicator, providing an initial framework and an initial estimate of the training policy.
2. The number of hours of training per employee per year needs to be understood from a managerial point of view in a sectoral context, for three reasons. Firstly, from a methodological point of view, some sectors are subject to regulatory training, which distorts the statistics compared with other sectors. Secondly, training needs to be put into perspective with the transitions that the different sectors are facing (electric transition in the automotive sector, climate transition in the energy sector, sustainable finance in retail banking). Finally, and as a consequence of the previous point, a transformative training policy is a project, with a beginning, an end and an objective of organisational transformation. It must be assessed in a contextualised and dynamic way.

Therefore, before trying to set an absolute or relative threshold, the investor's responsibility is to deepen his knowledge of the social issues facing the company and to establish the threshold that will enable him to assess the strategy's ability to respond to these issues. In other words, defining remarkable training strategies is not simply a matter of reaching a threshold on the training rate or the number of hours of training, but should be accompanied by a more global vision, indicating among other things:

1. The % of employees affected by the transitions (or at least the main one) to which the company must respond,
2. The company's objective in the face of these transitions (or at least the main one),
3. The % of employees trained to deal with these transitions, or any other opportunity indicator, enabling the impact of this training policy on the company's human and strategic development to be measured.
4. The changes in practices and even business models that this training has generated. This makes it possible to monitor the impact of the policy and thus validate its transformative nature.

These indicators are only the first elements of a more in-depth analysis, in which the intensity of training and the role of training in *knowledge management*, among other things, are expected to be considered.

By considering training not as an objective in itself but as a means of achieving the demographic, climate, digital or even cognitive transition of the company, we can envisage in the medium term the development of complex analytical frameworks similar to those of climate transition plans.

4.1.2 Worker's compensation: living wage

This issue is much broader than simply ensuring that employees are paid a minimum wage. To understand it in its entirety, we recommend the approach developed by the *Fair Wage Network*. This 12-principles approach (listed below), which has already been tested by several major companies, is multi-criteria. It is used by companies exposed to the risk of under- or non-payment (such as IKEA or H&M), but also by companies with little exposure (L'Oréal, Michelin). Lastly, it can be extended to suppliers and therefore concern workers throughout the value chain. ---->

1. Payment of wages	A wage that is paid regularly and formally to employees.
2. Living wage	A wage that ensures an acceptable lifestyle (beyond poverty).
3. Minimum wage	A wage that complies with minimum wage regulations.
4. Comparable wage	A wage that is comparable with those of other companies in the same sector.
5. Payment of working hours	A wage that does not lead to excessive working hours, and that correctly remunerates normal and overtime working hours.

6. Wage structure and scale	A wage that leads to a balanced wage structure between fixed wage and bonuses or additional benefits
	A wage that reflects different levels of education, skills and professional experience, and rewards individual and collective performance.
	A wage that complies with regulations on social security contributions and holiday pay, and is not significantly impacted by disciplinary sanctions.
7. Communication and social dialogue	A wage on which employees receive sufficient information beforehand (in the individual contract), throughout the production process (through regularly used communication channels) and at the time of payment (with a detailed pay slip).
	A wage negotiated individually (with the employer) and collectively - notably through collective agreements - between representatives of employers and employees who are freely recruited by the company.
8. Discrimination and pay inequality	A system of equal pay for equivalent work that does not discriminate or lead to unjustified differences in pay that are too high or too fast within the company.
9. Real wages	Pay rises in line with price rises
10. Share of wages in value added	A wage that increases in proportion to the company's sales and profits and that does not lead to a reduction in the employees' share of the company's performance.
11. Wage costs	A wage whose increase does not lead to a dramatic reduction in labour costs as a proportion of total production costs, or in employment.
12. Work intensity, technology and training	A wage that rises with changes in the intensity of work, technological content and changes in the tasks and skills of the workforce.

There are three points to this analysis methodology, set out in the table below. --->

Principle	Accuracy required in relation to the Fair Wage Network
2	Recall that social protection is one of the elements of the standard of living and allow the emergence of a base integrating: 5. Retirement, as a deferred wage 6. Health insurance, as a way to rebuilding the workforce 7. Comprehensive cover, including incapacity, disability (contractual arrangements)
9	Remember that executive remuneration is one of the factors to which salaries and wage trends are compared.
All principles	The approach must be applied to all the workers in the value chain, including a gradual implementation of this approach.

With this analytical framework, the issue of living wages can be assessed from a long-term value creation and sharing perspective, going beyond the compliance approach alone, which is all too often considered in this area. The example of Michelin clearly shows that it does not exempt investors from a real-time analysis of the employment management policies of the companies they invest in.

4.1.3 Diversity / inclusion: integration of vulnerable people

Diversity refers to the internal dimension of the company, and therefore to financial materiality; inclusion refers to its external impact on society, and to impact materiality. But the real issue behind these terms is the question of the inclusion of vulnerable people, as workers, citizens

or users. In the following section, we will only deal with aspects relating to workers.

In France, by the very definition of their activity and organisation, and by their contribution to the integration of people in difficulty into the working population, solidarity-based structures, whether they be ESATs, adapted companies, or integration companies and associations, are an integral part of the labour market.

In anticipation of criticism of the concept, we propose the following three methodological requirements and three sequenced principles for operationalising the analysis of diversity strategies communicated by companies:

1. Need to identify a vulnerable population: people with disabilities, women (in certain sectors), minorities (in certain sectors and geographical areas), people who are far from employment, young people, etc.

2. The need to measure the significance of the policy in relation to the social need not covered: integration, adaptation and support for individuals and groups of people.

3. Need to check the consistency between the need covered and the support provided

Based on the three principles mentioned above, an initial proposal for indicators is presented, focusing on the issue of the inclusion of women and minorities. ---->

Need	Indicators for listed companies	Indicator for solidarity structure
Identify a population with difficulty accessing employment	Annual employment growth rate Feminisation rate Minority employment rate (only USA or UK)	Annual employment growth rate Feminisation rate Rate of integration contracts or subsidised jobs
measure the significance of the policy in relation to the need	Strategy for change in relation to female or minority employment (not just publication of a document)	Support policy for people in employment, Strategy for change in the structure and in the sector
check the consistency between the needs covered and the support provided	Turnover rate for women and minorities	Positive exit rate

This initial grid can be supplemented by indicators of the results, accessibility and methods/implementation of these policies.

Among these vulnerable employees, there is one particularly vulnerable category: disabled employees. In parallel with another investor working group dedicated to this issue on the Paris marketplace, we wanted to propose

an initial selection of indicators on the theme of disability. Many of the proposed indicators are used by a pioneering fund on the subject. It is not a question of adding indicators to the large number already proposed by the CSRD. Rather, they are optional indicators to assess strategies for the inclusion of people with disabilities. ---->

Need	Indicators for listed companies	Indicator for solidarity company or association
Identify a population with difficulty accessing employment	Annual employment growth rate Involving trade unions in policy formulation	Annual employment growth rate Employment rate of disabled people
Measuring the significance of the policy in relation to needs	Strategy for change in relation to the employment of disabled people Disability representative and position in the hierarchy Involving the protected sector in purchasing	Structure chosen from the protected sector (adapted company, ESAT)
Check that the needs covered are consistent with the support provided	Turnover rate of disabled people Employment rate of disabled people	Turnover rate of disabled people Employment rate of disabled people

This initial selection of indicators may be amended and supplemented by the Disability Working Group. In addition to the proposed indicators, it is strongly recommended that the ESRS S1 quantitative indicators be used, so as not to leave the overall analysis dependent on a single datum. As already emphasised in this document, this is an integrated analysis and not an over-interpretative commentary on a single datum.

4.1.4 Health and safety

In this section, we seek to identify innovative strategies that make “substantial contributions”, over and above good practice, to reducing workers’ risk of accident or occupational disease.

We would also point out that accident frequency and severity rates are still highly dependent on national regulatory contexts, leading some companies to redefine their own indicators on the subject. We refer the most critical health and safety issues to a DNSH or a technical criterion.

However, health and safety issues have changed profoundly, with a drop in the risk of fatal accidents (123 deaths in the UK in 2021) and a much greater predominance of exposure to risk (12,000 deaths from respiratory insufficiency in 2021 in the UK, linked to exposure to lead, metals and solvents), not to mention the 1.7 million people who perceive that their health is impaired by their physical working conditions. (9)

The issue of health risk prevention is therefore of considerable scope, even if it has only been partially addressed here. The following two examples illustrate this point: carers, support for older employees and mental health.

Carers

By 2030, it is estimated that 25% of employees will be carers for elderly or disabled relatives (10). As the same source points out, the unpaid work of carers represents a substantial saving for French society. It is therefore necessary to keep these employees in employment. However, if these employees are to be successfully integrated into the workforce, companies will need to make far-reaching changes. In financial terms, companies should no longer be looking for efficiency in terms of hourly productivity alone but should develop a measure of employee efficiency that includes other dimensions (creativity, customer satisfaction). This represents both a risk (of losing 25% of its workforce or a risk of losing productivity if work is too standardised) and an opportunity to rethink its organisation and processes.

Older employees

The employment rate of older workers in France is one of the lowest in the European Union (11). However, this is not just a problem of financial materiality and (re) motivating employees by offering them (end of) career management interviews. It is also a problem of material impact. One in 2 occupational illnesses involves a senior employee (according to the French National Health Insurance), and 37% of employees feel that their work is untenable until they reach retirement age (according to Dares) (12). The first step is to adapt working conditions to employees' age. Night work staggered working hours, physically demanding work situations, work under heavy time pressure, frequent changes and lack of autonomy are all known to be penalising work characteristics for older employees. Work organisation can contribute to accelerating the natural ageing process. These issues, and particularly their material impact, are still at the awareness stage within companies and a fortiori investors. They are nonetheless essential and represent a real social contribution.

Mental health

27% of workers suffer from stress, anxiety or depression caused or aggravated by work, according to an EU-OSHA study in 2022 (13). Psychosocial risks are multi-dimensional, with the most damaging to workers' health being non-standard working hours and work intensity, as well as job insecurity and harassment. " Psychosocial risks arise from poor design, organisation and management of work, as well as from a poor socio-professional context, and can have a negative psychological, physical and social impact. (13) " As EU OSHA writes, "the management of work-related psychosocial risks is not only a moral obligation and a good investment for employers, but also a legal imperative defined in the Framework Directive 89/391/EEC supported by the social partners' framework agreements on work-related stress, harassment and violence at work. Employers have a legal responsibility to ensure that workplace risks are properly assessed and controlled. The participation of workers in this process is essential to improve and make more effective the identification and management of risks". As OSHA acknowledges, this is a subject on which measurement data is still imperfect, as are the elements of company strategies for resolving these problems.

The phenomena represented by these two examples potentially concern a large part of the workforce. These are massive transformations. In terms of analysis, they lend themselves well to a BPR analysis and the resulting strategies. However, examples of such analyses and strategies are still rare in companies, and even rarer in the practices of listed companies. Regarding mental health, numerous examples of company initiatives and related reporting have been noted in the United Kingdom, particularly from a post-Covid perspective (14).

4.2 CITIZENS

4.2.1 Protecting democracy: access to quality information

This subject is important because it clearly shows the specific nature of the “citizen” stakeholder. It highlights the objective of contributing to democratic debate.

Fundamental European texts support this need for access to quality information in order to preserve democracy and European values, in particular the *Digital Services Act* (2022), which establishes rules to combat illegal content and disinformation relayed by digital platforms, and the *European Regulation on the freedom of the media* (2024), which protects the independence

- one for electronic distribution platforms (Newsguard) (15) ---->

Editorial commitments	Transparency
<ol style="list-style-type: none"> 1. Does not repeatedly publish false or manifestly misleading content 2. Gathers and presents information responsibly 3. Has effective procedures for correcting errors 4. Manages the difference between information and opinion responsibly 5. Avoid misleading titles 	<ol style="list-style-type: none"> 6. The site indicates who owns it and how it is funded 7. Clearly identifies advertising 8. Indicates who is responsible for the content and any possible conflicts of interest 9. The site provides information on content creators

- the other more specifically for the media (*Journalism Trust Initiative*). The JTI, developed under the aegis of the European Committee for Standardisation (130 multipartite experts consulted), is developing its network of auditors internationally with Bureau Veritas.) ---->

SECTION A: identity and transparency	SECTION B: professionalism and responsibility
<ol style="list-style-type: none"> 1. Basic requirements for identity 2. Editorial charter 3. Public service media 4. Disclosure of type of property 5. Requirements concerning the identity of the owners 6. Disclosure of the identity of the management team and its location 7. Disclosure of contact details 8. Disclosure of sources of income and data collection 	<ol style="list-style-type: none"> 9. Responsibility to the principles of journalism 10. Accuracy 11. Responsibility for content provided by the public 12. Responsibility for sources 13. Professionalism about affiliations 14. Internal responsibility (accountability) 15. External liability 16. Professionalism within the media 17. Training 18. Publication of the self-assessment

We believe that these two measurement tools can be used to assess this quality of information, through the requirement for certification or at least as a tool for assessing the communication of the companies concerned: media, tech, advertising. Investors can use the results of these methods or use them to assess the organisations or companies in which they invest.

4.2.2 Justice

It is a horizontal approach, centred on a set of indicators. However, this set of indicators is still the subject of

and pluralism of the media: “It is essential that recipients of media services know with certainty who owns and who is behind the media, so that they can identify and understand potential conflicts of interest. This is a prerequisite for forming an informed opinion and, consequently, for participating actively in democracy. This transparency is also an effective tool for discouraging and therefore limiting the risk of interference in editorial independence”.

Several measurement systems have been developed and could be used by investors, including Newsguard and the Journalism Trust Initiative.

further research. Recent academic research (17) proposes measuring the risk of tax optimisation using three

- *Effective tax rate* (calculation restricted to activities maintained within the Group / IFRS)
- *Deferred tax/income tax* (cash flow indicator, compared with income statement)
- *Deferred tax assets/total assets* (stock indicator, in relation to the balance sheet)

These three indicators can be calculated systematically for any company. For smaller companies, the *Effective Tax Rate* can be replaced by the *Effective Tax Rate*. These three variables are independent and make it possible

to measure tax optimisation as a continuum of risk. However, we still need to wait for scientifically validated thresholds.

To work on tax justice, it is necessary to cover the dual materiality of the subject and therefore also the materiality of the impact. It is also recommended to measure the geographical risk, concerning direct and indirect taxes, through Country By Country Reporting.

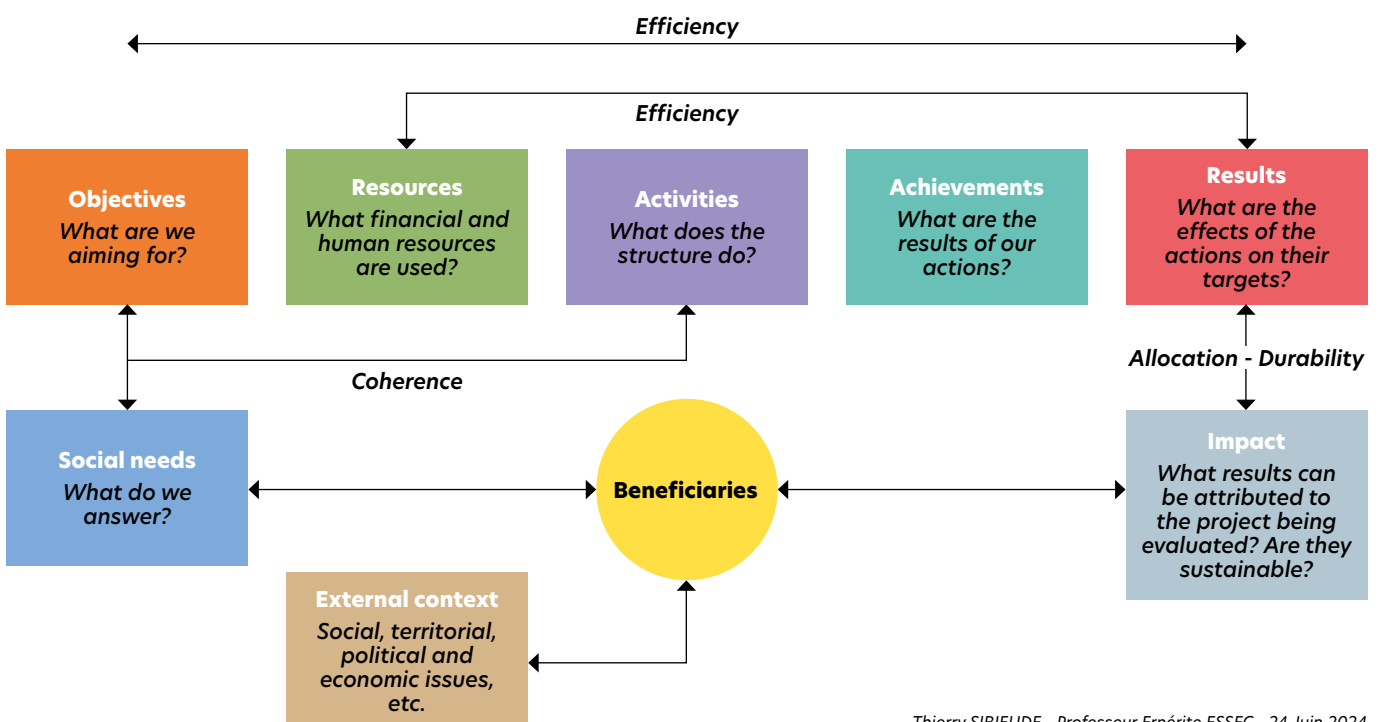
This research is still at an experimental stage, but it may eventually help to define strategies for making substantial contributions. At present, indicators such as the one developed by the SFDR on the PAI (fight against tax evasion) remain in a binary logic or at best a DNSH threshold.

4.2.3 Local development

The issue of local development is multifaceted (integration of people in difficulty, revitalisation of territories, relocation of supply chains, etc.). As in the case of worker integration, solidarity structures (and in particular solidarity property companies) contribute to local development by the very definition of their activity.

Given the diversity of issues, the two methods mentioned, BPR and AAAQ, can be useful depending on the situation. AAAQ can be particularly useful when it is difficult to identify a target population or when the target is not just a population, but a territory.

The following diagram shows how to capture this multiplicity of forms, objectives and targets: →



If we focus on access to housing, we could concentrate on the following indicators:

- Number of unhoused or inadequately housed people (this macro-indicator can be broken down into numerous sub-indicators to characterise the target population and validate the concentration on this sub-population: homeless person, living with a relative, substandard housing, unemployed person, person on low income or with no income, etc.).
- Means used to reintegrate this population (this macro-indicator can be broken down into a few sub-indicators: human resources used, environmental characteristics of housing, rent levels).
- Results: Out-of-pocket expenses, living expenses, perception of the service obtained and integration into the neighbourhood

4.2.4 Preventing health risks for the population

It's a way of making preventive medicine available to the public. Historically, we might think of vaccines. Today, many medical issues could be better addressed by preventive medicine. The social impact contract seems particularly well-suited to these issues. It involves identifying a health issue for which:

- Early diagnosis leads to more effective and less invasive treatments
- The costs of preventive medical devices are significant at first glance but are largely offset by the avoidance of expenditure ex post.
- The impact in terms of reducing vital risks is significant.

Numerous theoretical examples could be cited and analysed (early diagnosis of strokes, for example, or the rehabilitation of prisoners). At a time of budgetary constraint for a country like France, this pre-financing by investors could both reduce budgetary constraint and improve the effectiveness of spending, as private financing of the Millennium Goals has done.

For example, the social impact contract works as follows. Investors pre-finance an innovative social initiative that will have a long-term social impact. The charitable organisation uses this funding to achieve the expected results and impacts. After veri-

fication by an independent expert, the public authority reimburses the investors. The public authorities can see that this initiative has enabled them to avoid future expenditure. But first and foremost, these tools need to be put in place and financial leverage used to achieve tangible results. That's the ambition behind an investor's commitment.



4.3 USERS

Echoing the issues addressed for other stakeholders, the following topics were the subject of a specific analysis.

4.3.1 Availability of essential goods and services: the example of education

The multidimensional poverty index defines a certain number of goods and services whose access is essential to escape poverty. Ten indicators are grouped into three dimensions: nutrition and infant mortality for health; years of schooling and children enrolled for education; electricity, water, toilets, cooking fuel, soil type and access to banking or insurance resources for standard of living.

If we apply the BPR model to the issue of education, we develop a complementary horizontal approach. Three macro-indicators have been identified for the examples studied in both the *private equity* and *solidarity* sectors:

- **Perimeter:** this measures the size of the population covered, as well as the territory and geography, particularly in terms of the target population, and consequently the sales generated.
- **Inclusion:** which more specifically measures the additional accessibility enabled by the service or the technical or technological solution proposed.
- **Outcome:** which measures the match between the service provided and the real needs of the population.

Regarding listed companies, we could analyse the training initiatives for the general public proposed by companies (digital for the digital and digital sector, but also and for other sectors any awareness-raising training: environment, science, culture, health).

4.3.2 Affordability policy for products and services

This question was identified by the seminal work of CK Prahalad and S Hart in 2004 on the *Bottom of the Pyramid*. The two key objectives of *Bottom Of the Pyramid* (BOP) strategies are:

- Making basic need products accessible to poor and middle-income people
- Innovative distribution methods to avoid reinforcing inequalities in access between social classes

These two objectives are fully in line with the end-user objective. Beyond the implementation of macro-economic frameworks such as the MDGs or the Multidimensional Poverty Index in the years 2010-2020, the concept of BOP and the managerial strategy it inspires is very interesting for setting a long-term performance objective in relation to the end user of essential products and services.

Whatever the sector of activity and whatever the asset class, we can set up a BPR analysis, or AAAQ in private equity, as illustrated in sections c (social bonds) and d (analysis of individual companies). Listed companies can also be analysed on a systematic and comparable basis, as explained in the following paragraphs.

In addition to the strategies developed by companies, a few highly relevant sectoral data collection systems based on advanced sectoral expertise have been set up, such as the *Access to Nutrition Index* (18) or the *Access to Medicine Index* (19). However, these data collection systems are built on a basis of transparency and cannot be reproduced for smaller companies. In the case of the *Access to Nutrition Index*, the transparency approach is supplemented by a policy/process approach.

The following approach, based on the work of Marielle Payaud (20), seems to us to be more relevant for understanding the specific nature of BOP strategies. It is fairly close to the AAAQ method. --->

Criteria	Factors to be considered
Affordable	Price, packaging
Accessible	Geographical proximity
Adaptable	Can integrate consumer needs (health problems, lack of access to water or electricity, specific distribution channels)
Learner	Including consumer education
Increasing	Contributing to local growth and jobs

The following two examples of application show that in-depth analysis methods can be used on listed companies, including large listed companies, because specific data collection systems have already gathered a large amount of information that needs to be restated.

MEDICINES

Based on the quality of the data provided by the Access to Medicine Index, we propose the following restructuring of the information. ---->

Criteria	Factors to be considered	ATMI criteria
Affordable	Price, packaging	Pricing and non pricing access strategies
Accessible	Geographical proximity	Product delivery registration Pipeline analysis
Adaptable	Able to integrate consumer needs	Access planning
Learner	Including consumer education	Licensing information
Increasing	Contributing to local growth and jobs	Inclusive business models Supply, quality and manufacturing

This structuring leads us to aggregate results that differ from those of the ATMI. We have also successfully tested this analysis framework on a medium-sized company.

In order to examine listed companies in this sector in greater depth, public data on the medical service rendered and its improvement provide some initial

answers, which can be supplemented by the target populations for the treatments proposed.

POWER SUPPLY

Based on the quality of the data provided by the Access to Medicine Index, we propose the following restructuring of the information. ---->

Criteria	Factors to be considered	ATNI criteria
Affordable	Price, packaging	Affordability & Labelling
Accessible	Geographical proximity	Accessibility
Adaptable	Able to integrate consumer needs	Product formulation
Learner	Including consumer education	Marketing Commitment (education)
Increasing	Contributing to local growth and jobs	Commitment (local production)

HOUSING

The issue housing has given rise to a complementary horizontal approach. The convincing examples of solidarity and the less convincing examples of certain social bonds lead us to propose the same macro-indicators as those identified in education:

- Perimeter: used to measure the size of the population covered (number of people supported, rather than number of m² or dwellings built).

- Insertion: which more specifically measures the additional accessibility made possible by the service or the technical or technological solution proposed (with, in France, an emphasis on the social situation of the people helped).
- Outcome: which measures the match between the service provided and the population's real needs (in France, with the pricing and socialisation policy, and

in Germany and the Netherlands, with the emphasis on cooperative housing management policies and the possible sharing of community services).

Indicators of social need or results may vary depending on the project financed. For example, a critical analysis of social bonds on the theme of social housing in Germany or the Netherlands highlights the indicators on social cohesion and the cooperative governance of these structures. Another example is the analysis of the reporting of some "foncières solidaires" in France, which makes it possible to verify both the disadvantaged nature of the target population and the indicators of good living for the tenants (both in terms of perception and in terms of the remaining income that the housing enables them to achieve).

In addition, the issue of housing leads us to consider a broader study of the ability of companies with a higher rating to put in place solutions to ensure accessibility to the various elements in the multi-dimensional poverty index: electricity, drinking water, toilets and sanitation, fuel and cooking utensils, decent housing, and financial services for the acquisition and protection of assets. However, these sectors are complementary indicators for identifying remarkable strategies.

4.3.3 Accessibility policy for products and services

This sub-section focuses on accessibility (related to the product or service), rather than affordability (related to price). We saw in the previous sub-section that the issues can be intertwined. For the sake of congruence, we have decided to focus here specifically on accessibility issues. The first examples are linked to housing issues. Accessibility policies for vulnerable people (disabled people, minorities) could be included here.

In the housing-related sectors, using a BPR approach, we were able to analyse the conclusive case of Schneider Electric, which aims to give 50 million uncovered individuals access to electricity by 2025, and 100 million by 2030 (out of 700 million human beings without access). On the other hand, Saint Gobain and Sika have failed to develop sustainable solutions on a large scale in decent housing techniques and systems.

In the access to water sector, Procter & Gamble's Puribag solution makes it possible to produce water from brackish or muddy water. It is particularly well suited to the 700 million people who have no access to water and for whom the construction of networks would be inappropriate (nomadism, poverty). Despite its technical capabilities, Puribag does not reach the people who need it most. Indeed, in addition to partnerships with humanitarian organisations, which are necessary but limited to emergency situations, the examples presented by Procter & Gamble concern people whose water networks (on the outskirts of large cities, for example) are dysfunctional and who use Puribag as a substitute or complement. Finally, its deployment is not up to the challenge. Ten

years after its launch, only 30,000 people a year have been reached.

Beyond this example, in this sector, the availability of information is much less important. However, the use of the canvas makes it possible to classify and prioritise information. It should be added that the sector has become considerably fragmented. Leak management, for example, requires expertise in pressure management, leak detection, leak repair and infrastructure network maintenance. To be exhaustive, this kind of questioning must be addressed to all the players in the sector, and in particular to all the engineering companies and mechanical or hydraulic industries that are considerably changing the value chain of the sector. Indeed, while the players in water management communicate on contracts with certain appendices that require them to consider an offer for disadvantaged populations, external players (pump manufacturers, electrical management of the system, treatment chemicals) are developing specific offers that provide concrete and complete answers to a BPR question.

In the insurance sector, the availability of information is much less important. However, the use of the canvas makes it possible to classify and prioritise information. This is a highly relevant issue, because in Europe and the United States, customers are ageing and, in some cases, threatened by climate change. Opening up to less affluent and younger customers in emerging countries is therefore a strategic necessity. But these new markets are also transformational, because they require us to consider the new social needs of these populations. For example, in microinsurance, Allianz has developed a customer base in India and East Africa that is much larger than its European customer base, even though it is less profitable so far.

4.3.4 Quality and safety: the example of health

This example shows that the question of service quality for the consumer or user goes far beyond the usual measures. In fact, it shows the conditions under which these quality measures can be used, which need to be checked beforehand. First, we can recall the basic framework of the health sector. Three macro-indicators have been identified for the examples studied in both the *private equity* and *solidarity* sectors:

- **Perimeter:** used to measure the size of the population covered, particularly in terms of sales generated.
- **Inclusion:** which more specifically measures the additional accessibility (elderly people, rural areas) made possible by the service or the technical or technological solution proposed (medical service rendered by the medicine, medical service or wellbeing provided).
- **Outcome:** which measures the match between the service provided and the population's actual needs (time savings or reduction in the cost of the medical service).

However, the example of solidarity finance has enabled us to go further in understanding the risk of prevention. It is no longer a question of showing a cost advantage, linked to financial materiality, but also of showing the depth, subtlety and perhaps humanity that an organisation must demonstrate to achieve materiality of impact. It also shows that detailed analysis of the applicable ESRSs and the Haute Autorité de Santé questionnaires enable genuine prevention of health risks, in particular

by implementing a complete scenario for the production of care or support for well-being.

The following table shows how the ESRS S4 standard can easily be used in this sector as a tool to enhance the responses already provided to the Haute Autorité de Santé (2022 evaluation reference framework: 139 standard criteria, 18 imperative criteria). Three elements appear to be particularly important: respect for people, handling complaints and managing medication risk. --->

Rubrique ESRS	Rubriques référentiel HAS (ex.)
DR S4-1: Consumer and end-user policies.	3.10 The ESSMS defines and implements its continuous quality improvement and risk management approach.
	1.3 The person being cared for is involved in revising the rules of collective living or the operating procedures of the service.
	2.2 Professionals promote the exercise of the fundamental rights and individual freedoms of the person they support.
DR S4-2: Process for engaging with consumers and end-users on impacts	1.5 The person being cared for is an active member of the community or any other form of participation, and their effective participation is encouraged.
	2.3 Professionals encourage the social participation of people receiving support.
	3.4 The ESSMS co-constructs its support strategy and its involvement in the local area, as part of an inclusive approach.
DR S4-3: Processes for remedying negative impacts and channels for consumers and end-users to raise concerns.	3.12 The ESSMS collects and processes complaints and claims.
	3.13 The ESSMS collects and processes undesirable events.
	1.1 The person being cared for expresses their views on good treatment.
	1.2 Supported persons are informed of their rights in a clear and appropriate manner. Their understanding is sought and encouraged.
DR S4-4: Actions to be taken in the event of material impacts on consumers and end-users, and approaches to managing material risks and seeking material opportunities related to consumers and end-users, as well as the effectiveness of these actions	3.6 The ESSMS defines and implements its medication risk management strategy.
	3.11 The ESSMS defines and implements its plan for preventing the risks of abuse and violence.
	3.14 3.14 - The ESSMS has a crisis management and business continuity plan.
	3.15 The ESSMS is part of a dynamic of innovation and social change.

The framework for analysing the benchmark is closer to a benedictine achievement or an Ahrendtian work than to managerial performance. It also reminds us that measuring customer satisfaction is no more than a managerial mirage if it is not based on solid organisational foundations.

In this analytical framework, the notion of quality is a key element of social impact and should not be confused with customer satisfaction alone. In fact, it includes a few imperative criteria. Thus, the imperative criterion of the ratio of staff to people monitored, as well as the handling of complaints as a prerequisite for measuring

customer satisfaction, are two elements that strengthen the benchmark.

This rigorous and exhaustive analysis makes it possible to address the issue of health risk prevention (in this case, the risk of medication) for users. This coherent set of indicators shows that the subject is not just another technical issue. It is more a question of putting existing operational and regulatory data into perspective, which could be useful to the investor.

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Methodological appendices

These appendices are made up of three complementary documents. Appendix 1 is the report of one of the working sessions on measuring social impact. Appendix 2 is a geographical overview of the ILO framework

conventions, listing the countries that will have signed the various conventions by 1 July 2024. Appendix 3 is a summary of our work on employee satisfaction.

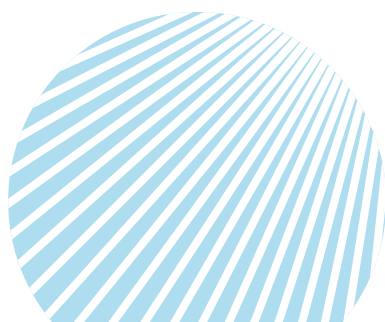
Appendix 1: Basic principles and methods of social impact analysis

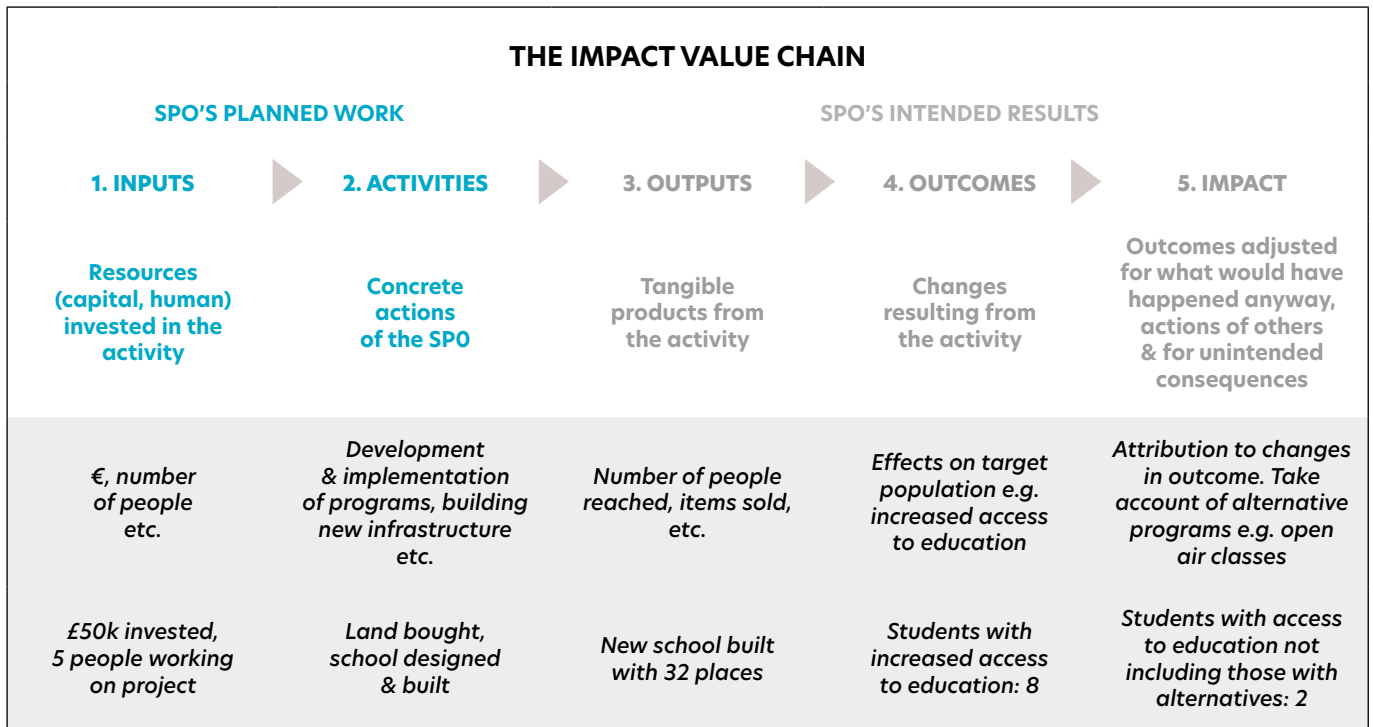
This appendix summarises the main points of a master-class given by Thierry Sibieude, Chairman of FAIR, who is also Professor Emeritus of Social Innovation at ESSEC and an expert on the issue of social impact, its evaluation and measurement. The aim is not just to provide a methodological input, but also a set of recommendations on how to properly integrate the citizen into an investor's social analysis approach.

Presentation

The presentation began by pointing out that there are several definitions of social impact. It can be considered as:

- **All the effects of an intervention, whether expected or not.** This means considering the expected, intended effects defined within the framework of the intervention and the unintended, unforeseen effects, whether positive or negative.
- **A long-term effect in the results chain.** Impact is the final link in the value chain, the consequence of a process implemented as part of an intervention. This hierarchical vision of impact is reflected in the impact value chain. ---->





Source: Elaborated by EVPA from Rockefeller Foundation Double Bottom Line Project



This complexity leads to a certain restraint in the assessment of consequences and the search for causality, as shown in the diagram below. ...→

There are therefore two key implications for any social impact assessment process:

- It is preferable to refer to evaluation (the action of determining the value of something, according to the Larousse) rather than measurement (the evaluation of a quantity according to its relationship with a quantity of the same kind, taken as a unit and as a reference, according to the Larousse).
- We need to think about the purpose of the analysis (in English, the question is "prove or improve"). Given the methodological limitations of the analysis, it is preferable to seek continuous improvement of the process beyond mere proof.

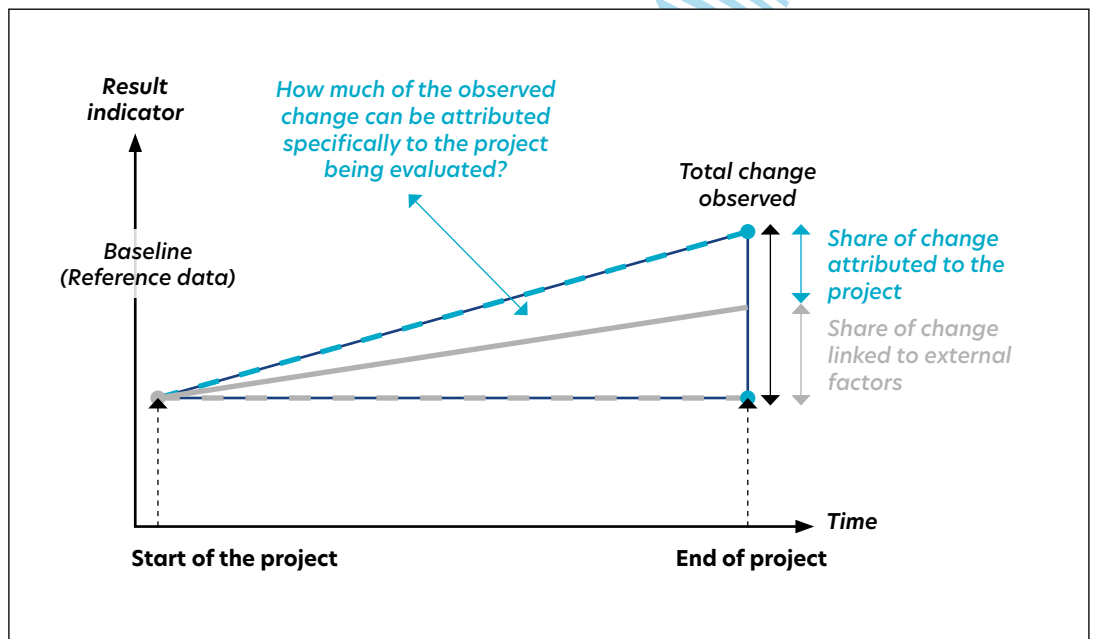
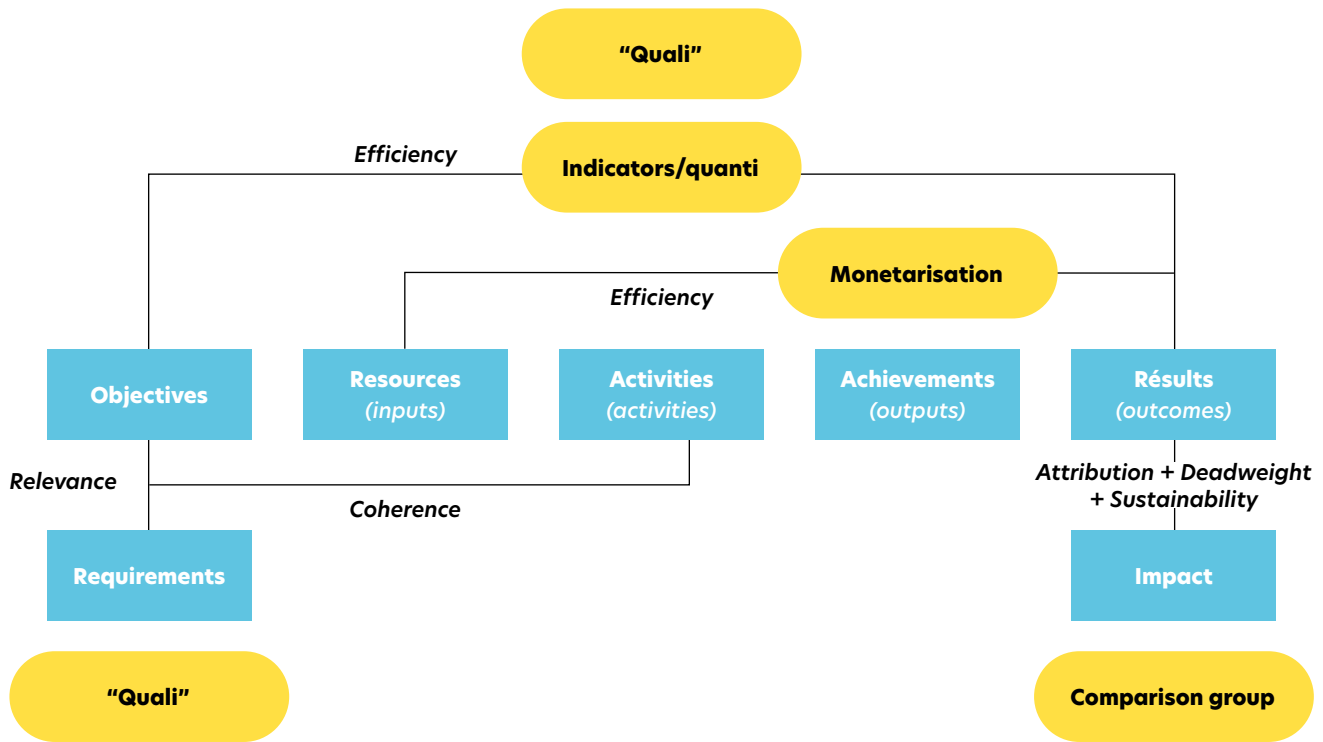


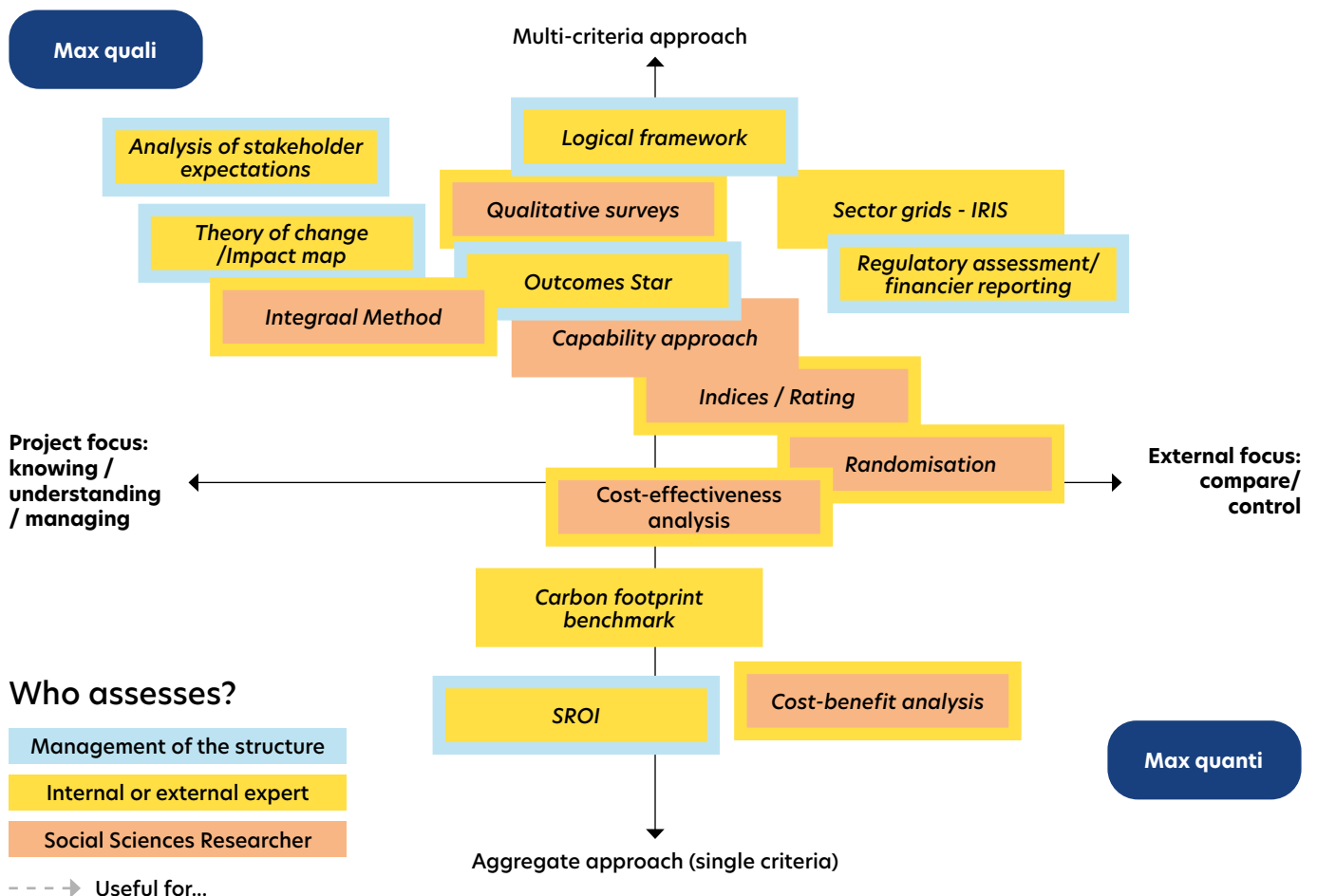
Figure: Share of change attributed to the project evaluated - Source: Labo E&MISE ESSEC

The diagram shows the multiple questions (objectives, analysis of needs, beneficiary population, results) and the multiple dimensions of analysis (effectiveness, efficiency, relevance, coherence, etc.).

Finally, it should be remembered that the methods used can be qualitative (mainly individual interviews), quantitative (measurement indicators, secondary data) or monetised. The choice of questioning method and the dimensions of the analysis, as shown in the diagram below.. ...→



The choice of method also depends on whether it is supported by company management, an internal or external expert, or a social science researcher/observer. ---->



With regard to the monetary method, we would like to explain the various options, which highlight the imperfectly objective nature of such an approach, despite its quantitative aspect: ---->

Actual or estimated additional income	Increased purchasing power Taxes generated...
Actual or estimated costs saved or reallocated	Reduction in RSA/unemployment benefits Cost of follow-up by Pôle Emploi...
The price of equivalent goods or services	Prices for training or coaching, Prices for going out to the cinema, restaurants...
The value expressed by beneficiaries	see <i>Value Game</i>

The advantages and disadvantages of the different methods are set out in the table below. ---->

	QUALITATIVE	QUANTITATIVE	MONETARY
objectives type of question	Understand , know, improve Putting it all together √ How to √ Why ?	Measure, estimate, evaluate, describe, quantify	Understand the relationship between contributions (cost, investment) and impacts
Methodology	Focus on motivation, obstacles, decision-making process, expectations √ Individual interviews √ Group meetings √ Observations	Focus on behaviour, facts, opinions, preferences, perceptions and expectations √ Before/after questionnaire √ Ex-post questionnaire √ Questionnaire with comparison group	Focus on values granted in euros √ Impact map √ Cost-effectiveness analysis √ Cost/benefit analysis √ SROI ratio (impact value/ sum of contributions)
Key Success Factors	Animator Interview guide In-depth information processing Relevance and pragmatism	Composition of the sample according to the degree of representativeness sought Rigour of the questionnaire Synthetic processing of results	Involving stakeholders Understanding what is changing and focusing on what matters Being transparent about assumptions Valuing with common sense
Strengths	Rich material and wide-ranging investigation Detailed understanding Useful for building the theory of change Flexibility of use: exploratory, central or complementary Simple organisation	Strength of quantified indicators, particularly for communication Inference of conclusions	A uniform approach to a complex situation Adopting a mindset Investment (vs. Cost) Drawing on an international network
Limits	Magnifying effect Beware of extrapolation	No explanation of Why Don't overestimate reliability Cost varies according to sample size and collection method	Beware of financial overvaluation and misuse of results Relative complexity and associated costs

For the funder, social impact analysis is a tool for arbitration, project monitoring and dialogue with project promoters, with the aim of:

- To develop an effective tool for **monitoring** the achievement of objectives set following funding.
- Create an impact reporting tool to **provide** transparent **accountability** to the stakeholders involved in the process.
- Be more closely involved with the organisations we fund, to help them **consolidate or perpetuate their business model** and their development strategy.

Conclusion

In conclusion, and after careful consideration, this masterclass should draw our attention to three key points. The social performance assessment approach adopted by these working groups must:

- integrate this analysis of the social needs of the population, particularly vulnerable populations, to ensure that the objective is achieved in terms of perceived results, and even in terms of the materiality of the impact.
- integrate its continuous improvement dimension with companies and not simply be a compliance verifica-

tion process but must also involve the company or organisation being financed.

- involve stakeholders in the company/organisation being financed, and therefore involve the public.

The Group understands the recommended indicators, particularly those concerning users, are specific to each theme and even to each company. They therefore require extra-financial analysis, which involves understanding social needs and the economic consequences of meeting them. This heuristic approach is characteristic of non-financial analysts.

Appendix 2: List of countries that have not signed or ratified one of the 8 ILO framework conventions on the 4 key subjects (freedom of association, combating forced labour, combating child labour, health and safety)

Country	Freedom of association	Collective bargaining	Forced labor	Transition form of forced labor	Abolition of forced labor	Equal remuneration	Other discriminations	Child labor: minimum age	Worst forms of child labour	Health and safety	Promotion of health and safety
Reference	C087	C098	C029	C029	C105	C100	C111	C138	C182	C155	C187
Total : 187	158	168	181	59	178	174	175	176	187	81	66
Afghanistan					1963	1969	1969	2010	2010		
Afrique du Sud	1996	1996	1997		1997	2000	1997	2000	2000	2003	
Albanie	1957	1957	1957		1997	1957	1997	1998	2001	2004	2014
Algérie	1962	1962	1962		1969	1962	1969	1984	2001	2006	
Allemagne	1957	1956	1956	2019	1959	1956	1961	1976	2002		2010
Angola	2001	1976	1976		1976	1976	1976	2001	2001		
Antigua-et-Barbuda	1983	1983	1983	2021	1983	2003	1983	1983	2002	2002	2021
Arabie saoudite			1978	2021	1978	1978	1978	2014	2001		2024
Argentine	1960	1956	1950	2016	1960	1956	1968	1996	2001	2014	2014
Arménie	2006	2003	2004		2004	1994	1994	2006	2006		
Australie	1973	1973	1932	2022	1960	1974	1973	2023	2006	2004	
Autriche	1950	1951	1960	2019	1958	1953	1973	2000	2001		2011
Azerbaïdjan	1992	1992	1992		2000	1992	1992	1992	2004	2023	
Bahamas	2001	1976	1976		1976	2001	2001	2001	2001		
Bahrein			1981		1998		2000	2012	2001	2009	
Bangladesh	1972	1972	1972	2022	1972	1998	1972	2022	2001		
Barbade	1967	1967	1967		1967	1974	1974	2000	2000		
Béla rus	1956	1956	1956		1995	1956	1961	1979	2000	2000	
Belgique	1951	1953	1944	2019	1961	1952	1977	1988	2002	2011	2018
Belize	1983	1983	1983		1983	1999	1999	2000	2000	1999	
Bénin	1960	1968	1960		1961	1968	1961	2001	2001		
Bolivie (État plurinational de)	1965	1973	2005		1990	1973	1977	1997	2003		
Bosnie-Herzégovine	1993	1993	1993	2018	2000	1993	1993	1993	2001	1993	2010
Botswana	1997	1997	1997		1997	1997	1997	1997	2000		
Brésil		1952	1957		1965	1957	1965	2001	2000	1992	
Brunéi Darussalam			2023					2011	2008		2024
Bulgarie	1959	1959	1932		1999	1955	1960	1980	2000	2024	2024
Burkina Faso	1960	1962	1960		1997	1969	1962	1999	2001		2016
Burundi	1993	1997	1963		1963	1993	1993	2000	2002		
Cabo Verde	1999	1979	1979		1979	1979	1979	2011	2001	2000	
Cambodge	1999	1999	1969		1999	1999	1999	1999	2006		
Cameroun	1960	1962	1960		1962	1970	1988	2001	2002	2021	
Canada	1972	2017	2011	2019	1959	1972	1964	2016	2000		2011
Chili	1999	1999	1933	2021	1999	1971	1971	1999	2000		2011
Chine			2022		2022	1990	2006	1999	2002	2007	
Chypre	1966	1966	1960	2017	1960	1987	1968	1997	2000	1989	2009
Colombie	1976	1976	1969		1963	1963	1969	2001	2005		
Comores	1978	1978	1978	2021	1978	1978	2004	2004	2004		
Congo	1960	1999	1960		1999	1999	1999	1999	2002	2023	
Costa Rica	1960	1960	1960	2020	1959	1960	1962	1976	2001		
Côte d'Ivoire	1960	1961	1960	2019	1961	1961	1961	2003	2003	2016	2016

Country	Freedom of association	Collective bargaining	Forced labor	Transition form of forced labor	Abolition of forced labor	Equal remuneration	Other discriminations	Child labor: minimum age	Worst forms of child labour	Health and safety	Promotion of health and safety
Reference	C087	C098	C029	C029	C105	C100	C111	C138	C182	C155	C187
Total : 187	158	168	181	59	178	174	175	176	187	81	66
Croatie	1991	1991	1991		1997	1991	1991	1991	2001	1991	
Cuba	1952	1952	1953		1958	1954	1965	1975	2015	1982	2008
Danemark	1951	1955	1932	2017	1958	1960	1960	1997	2000	1995	2009
Djibouti	1978	1978	1978	2018	1978	1978	2005	2005	2005		
Dominique	1983	1983	1983		1983	1983	1983	1983	2001		
Egypte	1957	1954	1955		1958	1960	1960	1999	2002		
El Salvador	2006	2006	1995		1958	2000	1995	1996	2000	2000	
Émirats arabes unis			1982		1997	1997	2001	1998	2001		
Équateur	1967	1959	1954		1962	1957	1962	2000	2000		
Érythrée	2000	2000	2000		2000	2000	2000	2000	2019		
Espagne	1977	1977	1932	2017	1967	1967	1967	1977	2001	1985	2009
Estonie	1994	1994	1996	2016	1996	1996	2005	2007	2001		
Eswatini	1978	1978	1978		1979	1981	1981	2002	2002		
États-Unis d'Amérique					1991				1999		
Éthiopie	1963	1963	2003		1999	1999	1966	1999	2003	1991	
Fédération de Russie	1956	1956	1956	2019	1998	1956	1961	1979	2003	1998	2011
Fidji	2002	1974	1974		1974	2002	2002	2003	2002	2008	
Finlande	1950	1951	1936	2017	1960	1963	1970	1976	2000	1985	2008
France	1951	1951	1937	2016	1969	1953	1981	1990	2001		2014
Gabon	1960	1961	1960		1961	1961	1961	2010	2001	2015	
Gambie	2000	2000	2000		2000	2000	2000	2000	2001		
Géorgie	1999	1993	1993		1996	1993	1993	1996	2002		
Ghana	1965	1959	1957		1958	1968	1961	2011	2000		
Grèce	1962	1962	1952		1962	1975	1984	1986	2001		2021
Grenade	1994	1979	1979		1979	1994	2003	2003	2003	2012	
Guatemala	1952	1952	1989		1959	1961	1960	1990	2001		
Guinée	1959	1959	1959		1961	1967	1960	2003	2003		2017
Guinée - Bissau	2023	1977	1977		1977	1977	1977	2009	2008		
Guinée équatoriale	2001	2001	2001		2001	1985	2001	1985	2001		
Guyana	1967	1966	1966		1966	1975	1975	1998	2001	2012	
Haïti	1979	1957	1958		1958	1958	1976	2009	2007		
Honduras	1956	1956	1957		1958	1956	1960	1980	2001		
Hongrie	1957	1957	1956		1994	1956	1961	1998	2000	1994	
Îles Cook			2015		2015				2018		
Îles Marshall									2019		
Îles Salomon	2012	2012	1985		2012	2012	2012	2013	2012		
Inde			1954		2000	1958	1960	2017	2017		
Indonésie	1998	1957	1950		1999	1958	1999	1999	2000		2015
Iran (République islamique d')			1957		1959	1972	1964		2002	2023	
Iraq	2018	1962	1962		1959	1963	1959	1985	2001		2015
Irlande	1955	1955	1931	2019	1958	1974	1999	1978	1999	1995	
Islande	1950	1952	1958	2017	1960	1958	1963	1999	2000	1991	2018
Israël	1957	1957	1955	2018	1958	1965	1959	1979	2005		
Italie	1958	1958	1934		1968	1956	1963	1981	2000	2023	2023
Jamaïque	1962	1962	1962	2017	1962	1975	1975	2003	2003		
Japon	1965	1953	1932		2022	1967		2000	2001		2007
Jordanie		1968	1966		1958	1966	1963	1998	2000		
Kazakhstan	2000	2001	2001		2001	2001	1999	2001	2003	1996	2015
Kenya		1964	1964		1964	2001	2001	1979	2001		
Kirghizistan	1992	1992	1992	2020	1999	1992	1992	1992	2004		
Kiribati	2000	2000	2000		2000	2009	2009	2009	2009		
Koweït	1961	2007	1968		1961		1966	1999	2000		
Lesotho	1966	1966	1966	2019	2001	1998	1998	2001	2001	2001	2023
Lettonie	1992	1992	2006	2017	1992	1992	1992	2006	2006	1994	
Liban		1977	1977		1977	1977	1977	2003	2001		
Libéria	1962	1962	1931		1962	2022	1959	2022	2003		
Libye	2000	1962	1961		1961	1962	1961	1975	2000		
Lituanie	1994	1994	1994	2020	1994	1994	1994	1998	2003		
Luxembourg	1958	1958	1964	2021	1964	1967	2001	1977	2001	2001	2021
Macédoine du Nord	1991	1991	1991		2003	1991	1991	1991	2002	1991	2012
Madagascar	1960	1998	1960	2019	2007	1962	1961	2000	2001	2023	2023
Malaisie		1961	1957	2022	1958	1997		1997	2000		2012
					den. : 1990						
Malawi	1999	1965	1999	2019	1999	1965	1965	1999	1999	2019	2019
Maldives	2013	2013	2013		2013	2013	2013	2013	2013		
Mali	1960	1964	1960	2016	1962	1968	1964	2002	2000	2016	
Malte	1965	1965	1965	2019	1965	1988	1968	1988	2001		
Maroc		1957	1957		1966	1979	1963	2000	2001		2019
Maurice	2005	1969	1969		1969	2002	2002	1990	2000	2014	2012
Mauritanie	1961	2001	1961	2016	1997	2001	1963	2001	2001		

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Reference	C087	C098	C029	C029	C105	C100	C111	C138	C182	C155	C187
Total : 187	158	168	181	59	178	174	175	176	187	81	66
Mexique	1950	2018	1934	2023	1959	1952	1961	2015	2000	1984	
Mongolie	1969	1969	2005		2005	1969	1969	2002	2001	1998	
Monténégro	2006	2006	2006		2006	2006	2006	2006	2006	2006	2015
Mozambique	1996	1996	2003	2018	1977	1977	1977	2003	2003		
Myanmar	1955		1955					2020	2013		
Namibie	1995	1995	2000	2017	2000	2010	2001	2000	2000		
Népal		1996	2002		2007	1976	1974	1997	2002		
Nicaragua	1967	1967	1934		1967	1967	1967	1981	2000		
Niger	1961	1962	1961	2015	1962	1966	1962	1978	2000	2009	2009
Nigéria	1960	1960	1960		1960	1974	2002	2002	2002	1994	2022
Norvège	1949	1955	1932	2015	1958	1959	1959	1980	2000	1982	2015
Nouvelle-Zélande		2003	1938	2019	1968	1983	1983	2001	2007		
Oman			1998		2005			2005	2001		
Ouganda	2005	1963	1963		1963	2005	2005	2003	2001		
Ouzbékistan	2016	1992	1992	2019	1997	1992	1992	2009	2008		2021
Pakistan	1951	1952	1957		1960	2001	1961	2006	2001		
Palaos									2019		
Panama	1958	1966	1966	2016	1966	1958	1966	2000	2000		
Papouasie-Nouvelle-Guinée	2000	1976	1976		1976	2000	2000	2000	2000		
Paraguay	1962	1966	1967		1968	1964	1967	2004	2001		
Pays-Bas	1950	1993	1933	2017	1959	1971	1973	1976	2002	1991	
Pérou	1960	1964	1960	2021	1960	1960	1970	2002	2002		
Philippines	1953	1953	2005		1960	1953	1960	1998	2000		
Pologne	1957	1957	1958	2017	1958	1954	1961	1978	2002		
Portugal	1977	1964	1956	2020	1959	1967	1959	1998	2000	1985	2017
Qatar			1998		2007		1976	2006	2000		
République arabe syrienne	1960	1957	1960		1958	1957	1960	2001	2003	2009	
République centrafricaine	1960	1964	1960		1964	1964	1964	2000	2000	2006	
République de Corée	2021	2021	2021			1997	1998	1999	2001	2008	2008
République de Moldova	1996	1996	2000		1993	2000	1996	1999	2002	2000	2010
République démocratique du Congo	2001	1969	1960		2001	1969	2001	2001	2001		
République démocratique populaire Lao			1964			2008	2008	2005	2005	2022	2022
République dominicaine	1956	1953	1956		1958	1953	1964	1999	2000		2015
République-Unie de Tanzanie	2000	1962	1962		1962	2002	2002	1998	2001		
Roumanie	1957	1958	1957		1998	1957	1973	1975	2000		
Royaume-Uni de Grande-Bretagne et d'Irlande du Nord	1949	1950	1931	2016	1957	1971	1999	2000	2000		2008
Rwanda	1988	1988	2001		1962	1980	1981	1981	2000	2018	2018
Sainte-Lucie	1980	1980	1980		1980	1983	1983		2000	2021	
Saint-Kitts-et-Nevis	2000	2000	2000		2000	2000	2000	2005	2000		
Saint-Marin	1986	1986	1995		1995	1985	1986	1995	2000		
Saint-Vincent-et les Grenadines	2001	1998	1998		1998	2001	2001	2006	2001		
Samoa	2008	2008	2008		2008	2008	2008	2008	2008		2024
Sao Tomé-et-Principe	1992	1992	2005		2005	1982	1982	2005	2005	2005	2024
Sénégal	1960	1961	1960		1961	1962	1967	1999	2000	2021	2021
Serbie	2000	2000	2000		2003	2000	2000	2000	2003	2000	2009
Seychelles	1978	1999	1978		1978	1999	1999	2000	1999	2005	
Sierra Leone	1961	1961	1961		1961	1968	1966	2011	2011	2021	2021
Singapour		1965	1965		1965	2002		2005	2001	2019	2012
					den. : 1979						
Slovaquie	1993	1993	1993		1997	1993	1993	1997	1999	1993	2010
Slovénie	1992	1992	1992		1997	1992	1992	1992	2001	1992	2014
Somalie	2014	2014	1960		1961		1961		2014	2021	2021
Soudan	2021	1957	1957	2021	1970	1970	1970	2003	2003		
Soudan du Sud		2012	2012		2012	2012	2012	2012	2012		
Sri Lanka	1995	1972	1950	2019	2003	1993	1998	2000	2001		
Suède	1949	1950	1931	2017	1958	1962	1962	1990	2001	1982	2008
Suisse	1975	1999	1940	2017	1958	1972	1961	1999	2000		
Suriname	1976	1996	1976	2019	1976	2017	2017	2018	2006		
Tadjikistan	1993	1993	1993	2020	1999	1993	1993	1993	2005	2009	
Tchad	1960	1961	1960		1961	1966	1966	2005	2000		
Tchéquie	1993	1993	1993	2016	1996	1993	1993	2007	2001	1993	2008
Thaïlande			1969	2018	1969	1999	2017	2004	2001		2016
Timor-Leste	2009	2009	2009			2016	2016		2009		
Togo	1960	1983	1960		1999	1983	1983	1984	2000		2012
Tonga									2020		
Trinité-et-Tobago	1963	1963	1963		1963	1997	1970	2004	2003		
Tunisie	1957	1957	1962		1959	1968	1959	1995	2000		2021

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Total : 187	158	168	181	59	178	174	175	176	187	81	66
Türkiye	1993	1952	1998		1961	1967	1967	1998	2001	2005	2014
Türkmenistan	1997	1997	1997		1997	1997	1997	2012	2010		
Tuvalu									2019		
Ukraine	1956	1956	1956		2000	1956	1961	1979	2000	2012	
Uruguay	1954	1954	1995		1968	1989	1989	1977	2001	1988	
Vanuatu	2006	2006	2006		2006	2006	2006	2019	2006		
Venezuela (République bolivarienne du)	1982	1968	1944		1964	1982	1971	1987	2005	1984	
Viet Nam		2019	2007		2020	1997	1997	2003	2000	1994	2014
Yémen	1976	1969	1969		1969	1976	1969	2000	2000		
Zambie	1996	1996	1964		1965	1972	1979	1976	2001	2013	2013
Zimbabwe	2003	1998	1998	2019	1998	1989	1999	2000	2000	2003	

Appendix 3: Employee satisfaction/motivation

Employee satisfaction is not covered in the ESRS, as self-declaration scores are ineffective. Employee satisfaction surveys usually produce only a scope score and a perception score. They are therefore of little use. The details of the feedback can be used for managerial analysis.

However, one way of dealing with the subject is the exhaustive approach of the IBET (index of well-being at work), very much inspired by the ISEOR approach, considering satisfaction as an objective of financial materiality and measuring the costs of dissatisfaction, by focusing the analysis on absenteeism, turnover and frequency and severity rates.

At this stage, no indicators have been selected in this area.

On the other hand, from a managerial analysis perspective, two types of preliminary analysis can be carried out:

- Contextualisation in time and space of the data provided: data such as the Net Employee Promoter Score is often communicated over several years, so it is necessary to look at the evolution of this data (by consulting previous reports) to perceive the positive or negative dynamics. Negative trend data, if communicated, is often masked to limit the possibilities of comparison. Data may also be accompanied by a sector average. This is put into perspective by the coverage rate.
- Identifying the managerial effort made: these surveys often bring up requests for improvements to social policies or human resources management. We therefore need to look at the company's response to this feedback.



The GSG France for Impact Finance

GSG France for Impact Finance was founded in 2013 and has been co-led since 2023 by FAIR, FIR, and France Invest with the goal of working collectively to promote and expand impact finance. It is part of the GSG Impact network, created in 2015 by Sir Ronald Cohen following the work of the "Social Impact Investment Taskforce" from the G8.

This network is active in over 50 countries and works to redirect resources to create a positive impact on sustainable development goals (SDGs) and climate challenges.