# Corporates Deploying Impact Investing Strategies:

## Early Observations on Emerging Practice


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# OVERVIEW

Over the last two decades, a growing number of companies have come to recognize the importance of understanding and engaging with the broad environmental and social sustainability trends.[1] These trends have coincided with transformational tipping points that are reshaping markets, altering consumer preferences, driving technology, and shaping policy. Motivated by ethical responsibilities and driven by bottom-line considerations, such as evolving their offerings to meet emerging needs or mitigating long-term social and environmental risks, these companies find themselves compelled to act.[2] As companies navigate these trends and grapple with their implications for business strategy, resilience, and value creation, many have begun to look both upstream and downstream of their operations. This new perspective prompts them to consider a wider range of needs, including the creation of sustainable value chains and addressing the diverse needs of relevant stakeholders.

Companies have recently turned to impact investing as a tool to tackle business challenges and pursue their sustainability objectives.[3] Leveraging impact investing is a complementary approach to other elements of a corporate sustainability strategy and offers specific advantages compared to alternative tools to progress towards corporate sustainability goals. Distinctively, this practice can enable corporations to use their balance sheet capital more efficiently and provide them with the means to accelerate market-based solutions. It also offers them the potential to build sustainable production chains and address sustainable development agendas at greater scale.

This document consolidates desk research and insights from over 20 expert interviews and one focus group conducted by the Global Impact Investing Network (the GIIN) since 2022 with corporates, corporate foundations, impact funds, service providers, and other entities working with corporations to implement impact investing strategies. It reflects observations from companies that directly deploy capital themselves and from ones that partner with investors to support the deployment of impact capital at greater speed or scale. Throughout this document this is referred to as "corporate impact investing."

One of our key observations is that companies are deploying strategies to leverage impact investing in a piecemeal manner. This often starts with an initiative based in one function within the company in

1 In this document, the terms "companies," "corporations," "firms" are used interchangeably to refer to business entities that are legally recognized and organized for commercial activities. The choice of terminology does not imply any distinction in meaning or legal status between the two terms.

2 Brønn, Peggy & Vidaver-Cohen, Deborah. (2009). Corporate Motives for Social Initiative: Legitimacy, Sustainability, or the Bottom Line?. Journal of Business Ethics. 87. 91-109.

3 Faiz, L. and Holcomb Mann, V. (2022) Corporate Investment Partnerships for Growth and Sustainability, USAID.

response to a specific opportunity. As companies begin to see the benefits of their initial impact investing strategies, leaders then explore how to build the structures and processes that would allow the full range of teams and functions working on sustainability issues to systematically identify and act on opportunities to leverage resources of impact investors.

This paper aims to show why impact investing should be added to the tools available for companies wishing to advance their social and environmental goals. It highlights emerging practices in corporate impact investing and demonstrates the potential to move from ad hoc initiatives to the systematic leveraging of a new set of resources to advance sustainability strategies. Companies already executing impact investing strategies and partnering with impact investors can use this as a tool to connect with their peers and grow the field.

Other stakeholders will also find this publication useful to understand corporate needs and identify opportunities to partner. With growing concerns about sustainability, companies are increasingly focused on how their supply chains, factors of production and stakeholder demands are affected by climate change, and are rethinking how their corporate sustainability and treasury functions can be leveraged. This presents an opportunity for collaborations between different types of capital providers, as well as with service providers and intermediaries, to simplify processes and remove barriers for companies adopting impact investing strategies.

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# WHY DO COMPANIES CHOOSE TO ADOPT IMPACT INVESTING AS A STRATEGY?

## DRIVERS LEADING COMPANIES TO ADOPT IMPACT INVESTING STRATEGIES

Companies are adopting impact investing strategies due to a combination of internal and external drivers that align with sustainable business practices. These underlying motivations signify a growing awareness within companies about the inseparable links between financial success, societal well-being, and environmental health.

**Long-term growth and innovation:** Long-term business viability is contingent upon establishing the necessary infrastructure and enabling conditions for innovation, which requires continuous, significant investment. Consequently, enterprises are embracing impact investing strategies as a means to direct funds into sustainable products and services that can effectively address long-term sustainability objectives. Moreover, companies that aspire to maintain relevance amidst evolving social and environmental landscapes are capitalizing on impact investment opportunities that foster innovation within these fields.

**Need for new tools and resources in pursuit of company sustainability objectives:** Companies need new tools and resources to pursue breakthroughs on complex social and environmental challenges that are the focus of corporate sustainability goals. This motivation pushes organizations to undertake creative and more collaborative ways to stay aligned with these goals. For example, a company might use impact investing as a tool to manage resources efficiently, optimize supply chains, or effectively handle day-to-day operations, collectively steering the trajectory toward sustainable outcomes.

**Strengthening links between brand, reputation, and sustainability profile:** The interconnections between a brand's identity, its reputation, and its commitment to sustainability highlight an area of crucial strategic importance. The imperative of maintaining a reputation of a socially responsible company resonates among the range of stakeholders, including customers, employees and investors. This impels companies not only to enhance existing sustainability initiatives but also to explore innovative avenues such as impact investing to tangibly showcase their ongoing and evolving commitment to sustainable principles.

Overall, companies interviewed reported that impact investing may fulfill a dual role. It functions as a tool to implement actions that address business vulnerabilities related to social and environmental factors. Simultaneously, it can be used as a catalyst for growth and innovation, offering companies a pathway to evolve and excel amidst dynamic shifts. [4]

## COLLABORATIONS ARE NEEDED TO ADDRESS THESE DRIVERS

Companies increasingly recognize the need to respond proactively to global challenges, but many also acknowledge that individual companies or even entire industries cannot solve these complex issues in isolation. Addressing systemic challenges such as food security or biodiversity loss (terrestrial and marine), requires a combination of changing consumer behavior, policy innovation and capacity building, alongside directing and financing investments into technology innovation, new infrastructure, supply chain development, and re-designed products and business models. Implementing effective responses requires collaboration and partnerships with various stakeholders including governments, non-governmental organizations (NGOs), local communities, and other companies across industries to leverage different skills and resources to pursue these multiple threads.

There are numerous examples of industry and sector initiatives and partnerships that aim to tackle systemic challenges and create positive impacts beyond the boundaries of individual organizations. One illustration is the International Cocoa Initiative, a collaborative effort involving the cocoa and chocolate industry, civil society, farming communities, governments, international organizations and donors, all working together to eradicate child and forced labor.[5] These collaborations draw on the respective strengths of the different partners to pursue solutions to sustainability challenges. For example, companies benefit from NGOs' effective communication with their stakeholders, credibility, and ability to drive social change.[6] Concomitantly, NGOs benefit from the private sector's supply chains and financial and non-financial resources, amongst other capabilities unique to companies.[7] [8]

Collaborative efforts between companies and various stakeholders to achieve sustainability goals are valuable, but often face financing constraints and limited means for sustaining transitions. For example, corporate initiatives to reduce waste and promote packaging recycling require changing consumer behavior, evolving technology, and product innovation. Additionally, significant capital investment is required to create infrastructure for material recovery and recycling. Without adequate funding and a clear plan for long-term support, even the most well-intentioned collaborations may struggle to achieve their goals and drive lasting change.

> “ **Companies are increasingly recognizing the need to respond proactively to global challenges, but many also acknowledge that individual companies or even entire industries cannot solve these complex issues alone.**

4 Varga, E. (2015) Corporate Social Impact Strategies - New Paths for Collaborative Growth, EVPA.
5 International Cocoa Initiative (ICI). (2023) About Us. International Cocoa Initiative (ICI).
6 Simpson, B. and Varley, T. (2022) How companies can partner with nonprofits. Harvard Business Review.
7 Buffett, H.W. and Eimicke, W.B. (2018) How companies, governments, and nonprofits can create Social Change together. Harvard Business Review.
8 Gray, B., & Stites, J.P. (2013) Sustainability through partnerships: Capitalizing on collaboration. Network for Business Sustainability.

## IMPACT INVESTORS AND COMPANIES ARE ADDRESSING THE SAME CHALLENGES

Companies are recognizing impact investors as potentially important, underutilized partners for pursuing sustainability objectives at scale. The impact investment community shares a focus on many of the key social and environmental sectors that companies seek to address with their sustainability strategies, such as energy, financial services, food and agriculture, and housing.[9] Impact investors bring different skills and resources than NGOs and governments, and can be a source of financing for any strategy that requires mobilizing private sector investment.

In a way, the motivations behind the rise of impact investing and the interest of corporates in the practice are similar. As described in "Investing for Social and Environmental Impact," a landmark 2009 report that brought impact investing into the mainstream, impact investors wanted to "move beyond 'socially responsible investment' and "actively seek to place capital in businesses and funds that can provide solutions at a scale that purely philanthropic interventions usually cannot reach."[10] Similarly, recognizing the limitations of the methods available to advance corporate sustainability has led companies to explore impact investing.

**Box 1: What do we mean by 'impact investors'?**

Impact investors make investments with the intention of generating positive, measurable social and environmental impact alongside a financial return. Impact investors invest across different asset classes in the public and private markets. Impact investments can be made in both emerging and developed markets, and target a range of returns from below market to market rate, depending on investors' strategic goals. Over time, best practices in impact investing strategies have developed through improved clarity about intended impacts, integration into the investment process, and the incorporation of more effective impact measurement and management systems, reflecting an ongoing evolution.[11]

Indeed, the impact investing market is increasingly becoming a valuable source of financing to solve the world's most pressing challenges, such as access to affordable basic services (e.g., healthcare), deforestation, and increasing the use of renewable energy. The size of the global impact investing market has surpassed the USD 1 trillion mark in assets under management, according to the latest estimate published by the GIIN.[12]

While impact investors may raise capital from corporations and/or manage impact investment vehicles on their behalf, impact investment funds can also invest alongside corporates as partners. Corporations may also act as impact investors by allocating their capital directly into impactful enterprises through a variety of structures.

9 Hand, D., Sunderji, S., Pardo, N. (2023) 2023 Market GIINsight: Impact Investing Allocations, Activity & Performance. The Global Impact Investing Network (GIIN). New York.

10 Freireich, J. and Fulton , K. (2009) Investing for Social and Environmental Impact. Deloitte US.

11 Global Impact Investing Network (GIIN). (2023) What is impact investing? The Global Impact Investing Network (GIIN). New York.

12 Hand, D., Ringel, B., Danel, A. (2022) Sizing the Impact Investing Market: 2022. The Global Impact Investing Network (GIIN). New York.

# HOW ARE COMPANIES APPROACHING IMPACT INVESTING?

Three aspects of a company's impact investing approach stood out from the desk research and interviews conducted by the GIIN: the source of the assets, the function or team responsible for executing the strategy, and the strategy to deploy the assets for impact. The approach companies take toward impact investing is shaped by the social and environmental objectives they are pursuing.[13]

## 1 Source of the assets

The first element revolves around where the assets to be used in impact investing will be housed within the business structure. In general, companies can tap into capital (either endowment or budgetary allocation) placed within a foundation under their management or directly utilize capital that sits on the company's balance sheet. Cisco is an example of a corporation that executes impact investing through its foundation, focusing on climate solutions. Additional examples include Johnson & Johnson, which seeks to advance health equity through enterprises, and Visa, investing in small and micro businesses to build an inclusive economy. Examples of corporates deploying capital from the balance sheet into impact investing strategies are described in section 3 below, "Strategy to deploy the assets for impact."

## 2 Function or team responsible for executing the strategy

The internal corporate functions supporting impact investing approaches vary widely and there is little evidence of a standard structure to execute impact investments. Although it might be presumed that an investing strategy falls within the purview of the finance function, the companies interviewed showcased a diverse array of approaches in terms of fund allocation and investment execution.

In all companies interviewed, the finance function did play a role in determining the allocation of capital for impact investments and offered some degree of oversight. In terms of strategy execution, in some cases the individuals responsible for executing impact investments resided within the finance function and reported to the treasury team or directly to the chief financial officer (CFO). In other instances the team executing investments was housed within an existing function such as sustainability, social innovation, or the foundation (see Box 2 for more information about corporate foundations using impact investing strategies). In others, companies opted to create new structures or departments to execute impact investments.

13 The U.S. Impact Investing Alliance (2023) Impact at Work: An Examination of Corporate Impact Investing Strategies and Their Durability. The U.S. Impact Investing Alliance, pp. 7–9.

- **Existing function(s) –** Companies may structure their impact investing strategy either within a specific function or through cross-functional teams. Teams may sit within finance or treasury, or outside of these functions. When situated within a non-financial function such as the sustainability function or corporate social responsibility (CSR) team they often receive guidance from the finance team. BNP Paribas – with their internal joint venture between CSR and treasury, a team of five people split between both functions – illustrates a cross-functional example. PayPal operates similarly, but across three departments: treasury, social innovation, and their corporate venture arm. Google centralizes its impact investing strategy team within treasury; Microsoft locates its team within finance. Schneider Electric is an illustration of an impact investing team housed within sustainability.
- **New structures –** Companies may also opt to establish dedicated structures or departments, such as impact investing teams or funds, to execute their impact investing strategies. The TELUS Pollinator Fund for Good serves as an example, being a subsidiary entity initiated by its parent company to implement its impact investing agenda. A core team of seven works closely with the company's sustainability department, supported by the finance function, amongst others.

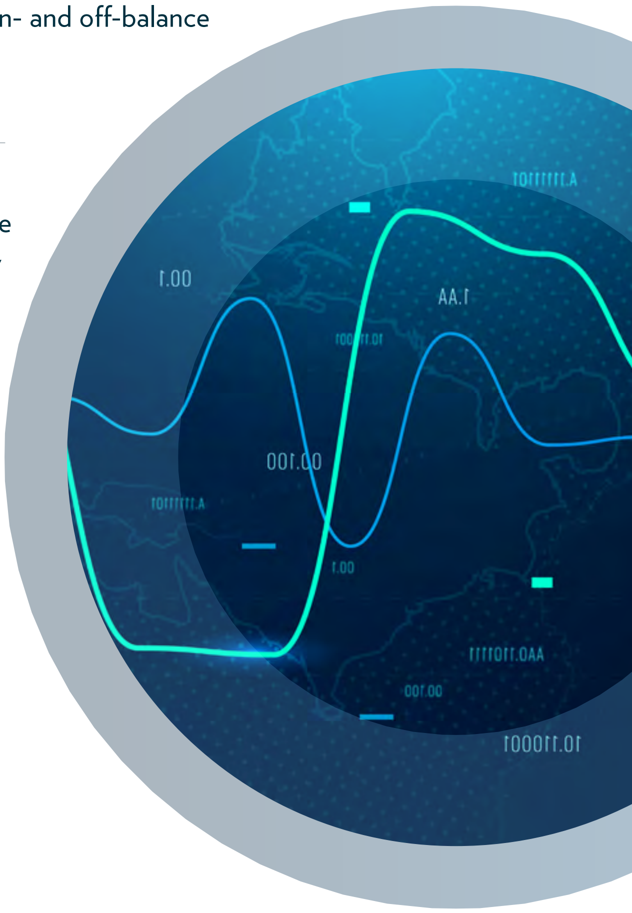
Regardless of which function is leading the strategy, companies are experiencing the need to develop new business processes and acquire additional organizational capabilities. Legal teams, for example, need to review limited partnership agreements, and procedures have to be established to review and approve placements of funds. Executing these tasks often entails collaboration among various teams in new ways or around new processes.

## 3 Strategy to deploy the assets for impact

The GIIN's desk research and interviews identified a range of different ways in which companies are working with impact investors and deploying both on- and off-balance sheet investment strategies. Examples include:

### Seeking impact through single investments using the corporate balance sheet.

Comcast,[14] Google, Microsoft, PayPal and Prudential Financial have tasked their treasury functions with seeking opportunities to deploy investments that meet internal financial criteria and generate specific, intended positive social benefits. Corporate balance sheet investments are most commonly seen with short-term investments (e.g., cash and cash equivalents). Nonetheless, there are examples of treasury departments placing assets into longer-term, less-liquid vehicles that bring desired impact returns. Particularly within the U.S., readily available avenues



14 Business Wire. (2021) Comcast advances economic mobility and racial equity in underserved communities through $10 million investment with Inclusiv. Business Wire.

exist for a treasury department to place cash and short-term investments, such as insured deposits in Community Development Financial Institutions (CDFIs) and Minority Depository Institutions (MDIs). Still, these types of opportunities could be pursued across geographies.

**Allocating funds to internal teams to be invested for impact.**

Patagonia,[15] Salesforce, Schneider Electric and TELUS have taken steps to establish distinct impact investing funds, drawing from both on-balance sheet and off-balance sheet funds. The goals of these impact funds align with the respective corporate sustainability strategies and serve a broader purpose of generating value for society. These funds are distinct from corporate venture capital funds that focus on the company's future business growth but often establish relationships with them to gain market insights and share deal flow. These teams benefit from the shared expertise and capabilities of the company, such as finance and marketing. Some companies establish such funds alone (e.g., TELUS Pollinator Fund for Good), while others do it in partnership with other financial institutions (e.g., Schneider Electric, which partnered with a French asset manager and two Development Finance Institutions based in Europe, Norfund and EDFI, to set up its third impact fund, Schneider Energy Access Asia).

**Investing in a third-party impact fund as a Limited Partner (LP).**

Impact funds offer companies a means to place impact investments without the operational intricacies of managing such funds on a day-to-day basis. These funds, as demonstrated by entities like Closed Loop Partners and Working Capital Fund,[16] serve as exemplars of vehicles established to bridge substantial capital gaps that surpass the capacities of individual firms. Circular Services, for instance, was established by Closed Loop Partners and Brookfield Renewable to scale circular economy infrastructure and services, with Microsoft, Nestlé, PepsiCo, SK Group, Starbucks, and Unilever acting as investors.[17]

**Leveraging donations and corporate non-financial capabilities to support third-party impact funds.**

Companies like Anglo-American[18] and Amazon Web Services[19] have recognized that certain impact investing funds seek to deploy their capital in ways that also address their wider strategic interests or commitments. Rather than investing in these third-party impact funds, corporates have identified other alternatives to speed their capital deployment by helping to establish entrepreneurship incubators, providing technical or project preparation assistance, and other means. Through this process companies are able to target a specific region or sector, accelerate pipeline development, and enhance the discovery process for impact investing funds.

The examples above illustrate various strategies companies are using to deploy their assets for impact. These are not mutually exclusive and can serve complementary functions within a more comprehensive approach to leveraging impact investing.

15 Chouinard, Y. (2021) Introducing '$20 million & change' and Patagonia Works – a holding company for the environment, Patagonia Stories.

16 Olsen, I. (2023) Working Capital - The Supply Chain Innovation Fund, Working Capital Innovation Fund, Working Capital Fund.

17 Closed Loop Partners. (2023) Global Corporations join Brookfield to invest nearly a billion dollars in closed loop partners' operating company, Circular Services, the leading developer of Circular Economy Infrastructure, PR Newswire.

18 Anglo American (2014) Our second entrepreneur Internship Programme will grow and support 30 businesses. Anglo American.

19 Amazon (2022) Amazon and Water.org extend partnership to provide access to safe water for 100 million people, Amazon.

### Box 2: Corporate foundations adopt impact investing to boost outcomes

Corporate foundations have historically been structured as grant-making institutions. However, a growing number – mainly in Europe and the U.S. – are exploring impact investing strategies to supplement their grant-making. These strategies enable them to support initiatives aligned with the goal of developing market-based solutions for social and environmental problems. Corporate foundations also report utilizing impact investing as a tool to help them catalyze action and mobilize resources from their parent company.[20]

Simultaneously, corporate foundations are incorporating impact investing as a strategy not only to advance their missions, but also to expand their reach by recycling capital into new investments. Interviewees reported a series of benefits including the cultivation of new relationships, increased budgets for grantmaking, and greater visibility within the parent company.

20 Heitmann, K., Roza, L., Boiardi, P., & Serneels, S. (2020). The Rise of the Corporate Social Investor. Stanford Social Innovation Review

# WHAT ARE THE BENEFITS OF IMPACT INVESTING AS PART OF A CORPORATE SUSTAINABILITY STRATEGY?

Internal champions of sustainability strategies typically need to develop a business case to support their initiatives. The specifics vary based on company culture and context, but they often revolve around enhancing talent acquisition and retention, fostering product innovation, strengthening market position and customer satisfaction, or reducing corporate brand risks.

Companies adopting corporate sustainability strategies and practices believe that engaging with impact investors and integrating impact investment strategies yield parallel advantages to their organizations. The benefits described vary by investment strategy or thematic focus; for example, investments into carbon offset funds may be valuable as the most cost-effective way to secure a flow of carbon offsets, whereas placing treasury funds in a CDFI may demonstrate a corporate commitment to supporting community development and equity.

## BEYOND SUSTAINABILITY INITIATIVES

Some common advantages described included gaining market insights, adopting innovative business models, and attracting and retaining skilled personnel.[21] In an interview with Devex, Rosita Najmi, the former head of global social innovation at PayPal, described impact investing as an opportunity for companies to be part of the solution to the current social and environmental crises, attract talent looking to be a part of mission-driven organizations, and address the concerns of their customers, among other advantages.[22]

Beyond the general business case for sustainability initiatives, impact investing was observed as offering two advantages which substantially differentiated the practice from other strategies, as detailed below:

### Increase capital efficiency of the balance sheet

Firms are exploring the feasibility of directing corporate financial assets into investment vehicles that not only fulfill required financial utility but also deliver an environmental or social benefit. The concept revolves around the notion that capital from a company's balance sheet can either remain in conventional

21 CECP (2016) Investing with Purpose: A Pilot Study. CECP.
22 Bouri, A. & Najmi, R. (2021) Fireside Chat: A conversation with PayPal and the Global Impact Investing Network. YouTube, uploaded by Devex, 2 November 2021. YouTube.

investment vehicles or be allocated to impact-driven options that exhibit comparable financial characteristics. A common illustration involves redirecting short-term, liquid assets into institutions that specialize in community and minority lending, rather than housing these funds in traditional banking institutions.

Related, companies can utilize impact investing strategies as potential alternatives to expenditures. For instance, funds allocated to sustainability initiatives typically require annual replenishing, often with the expectation of program expansion to meet social and environmental goals. Allocating a portion of these funds for impact investing opens a wide range of opportunities for potentially recycling capital or otherwise pursuing a goal in a more cost-effective manner.

### Catalyze investments to develop solutions at scale

Across sectors, corporates are examining, upstream and downstream, enabling conditions required to deliver sustainable products, as well as identifying investments that are needed, such as building recycling infrastructure, expanding capacity for smallholder farmers to contribute to food security, and mitigating climate impacts by improving energy efficiency across supply chains.

Impact funds are emerging that leverage corporate seed capital and strategic partnerships to catalyze investments from additional stakeholders. For example, the Better Cotton Growth and Innovation Fund was created through a multi-stakeholder partnership with the aim of transforming the global cotton sector by making sustainable cotton a mainstream commodity through direct investments in farming communities, financing them to adopt sustainable practices.[23]

Furthermore, global corporations committed to the United Nations 2030 Agenda for Sustainable Development are recognizing that to put the world on track to achieve the Sustainable Development Goals (SDGs) collective action is required. This involves mobilizing corporate skills and assets and channeling them into models that pool public and private sources of capital, expertise, and relationships. An exemplary initiative is the Water Resilience Coalition, an industry-driven, CEO-led response dedicated to SDG 6, the availability of clean water and sanitation for all. [24] In 2023, the coalition launched the WRC Investment Portfolio aimed at catalyzing long-term investments to address the global water crisis. This investment initiative operates alongside other strategies and partnerships initiated by companies to ensure the long-term sustainability of key watersheds around the world. An early collective effort was to prompt five of its member companies – Starbucks, Ecolab, Gap Inc., Reckitt, and DuPont – to invest nearly $140 million. This initiative strives to improve water access, sanitation, and hygiene for approximately 5 million people.[25]

23 Better Cotton (2023) Investing in farming communities: Better Cotton Growth and Innovation Fund. Better Cotton.
24 United Nations. Sustainable Development Goal 6: “Ensure availability and sustainable management of water and sanitation for all.”
25 Global Contact Network USA (2023) US companies invest nearly $140 million into Water Access Fund. Global Compact Network USA.

# CONCLUSION

It is more than a decade since global corporations started experimenting with impact investing, driven by internal and external motivations that presented a solution to mitigate risks or enhance opportunities related to social and environmental issues. Due to unique social and economic intersections, the number of companies adopting impact investing strategies has grown in recent years, particularly in the U.S. However, it is still a practice that remains unknown and misunderstood by a large portion of the business world.

The emerging practices observed in the corporate impact investing landscape have led to four conclusions. Socializing and presenting these ideas through real examples is crucial to expand the number of companies adopting impact investing strategies and partnering with impact investors:

1. Companies are making use of impact investing as a business practice to pursue their social and environmental goals.
2. Companies can adopt multiple impact investing approaches in parallel to pursue a particular impact goal, or a number of interdependent ones.
3. Companies and impact investors share sustainability priorities and should explore collaborations and co-investments.
4. Companies can become catalysts to scale solutions for our most pressing challenges.

In late 2023 the GIIN will publish case studies that will complement this position paper. These will provide further detail as to why companies choose and approach impact investing as a practice to advance their social and environmental goals.

# WHAT'S NEXT FOR THE FIELD OF CORPORATE IMPACT INVESTING?

During the process of compiling this paper, there were a few themes that continuously emerged about corporates' needs relating to the adoption, implementation, and scaling of impact investing strategies. These insights were expressed by companies and echoed by impact funds, service providers, and other entities working at different capacities with companies on this topic.

The following areas offer a path for companies to progress the development of impact investing strategies and to increase their adoption within the business world:

1. **Peer sharing** to develop understanding of best practices in utilizing impact investing strategies and deepen opportunities for collaboration.
2. **Reduce friction** for executing impact investing strategies through building internal capacity, establishing standard practices, and forging better collaboration between companies and fund managers.
3. **Deeper understanding** of where impact investing is the most effective approach to meeting sustainability needs through documenting relevant case studies and developing knowledge resources.
4. **Socialize** the purpose and benefits of adopting impact investing as a strategy relevant to corporate sustainability through industry events and relevant fora.

The GIIN will continue working to deliver programming that meets the evolving needs of the sector and brings together companies with impact investors to improve this practice through its Corporate Impact Investing Initiative.

# ACKNOWLEDGEMENTS


### Contributors

This position paper was finalized through the dedicated efforts and valuable insights of the following members of the GIIN team: Madison Friedman, Dean Hand, Naoko Kimura, and Min Pease.

### Reviewers

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### About the Global Impact Investing Network

The Global Impact Investing Network (GIIN) is the global champion of impact investing, dedicated to increasing the scale and effectiveness of impact investing around the world. Impact investments are investments made into companies, organizations and funds with the intention to generate positive, measurable, social and environmental impact alongside a financial return.

### About the GIIN Corporate Impact Investing Initiative

The GIIN launched an initiative to help corporations connect their financial assets and capabilities with impact investing practices to realize social and environmental goals. Through the program we explore and mobilize ways corporations can make impact investments and leverage partnerships with impact investors to achieve sustainability goals. For more information, please visit https://thegiin.org/corporate-impact-investing-initiative/

To learn how to join the Corporate Impact Investing Initiative, please contact: info@thegiin.org.

### Methodology

The GIIN's 2023 'Corporates Deploying Impact Investing Strategies: Early Observations on Emerging Practice' paper incorporates data from desk research and, as detailed in Appendix 1, semi-structured interviews with corporates, corporate foundations, impact funds, and service providers working with corporations to implement impact investing strategies. An interview approach was chosen to learn from the interviewee's candid experiences about the corporate impact investing field and practice. The team developed a set of twelve points to include during the interviews (refer to Appendix 2).

# APPENDIX 1: LIST OF INTERVIEWEES

1. Susanne Alig-Mathis, Global Sustainability, Head Sustainable Futures, Mondelēz International
2. Christian Bausch, Associate Director at Boehringer Ingelheim Social Engagement, Boehringer Ingelheim
3. Seb Beloe, Partner & Head of Research, WHEB
4. Marta Lucia Carneiro Enes, Sustainable and Impact Investment Manager, Schneider Electric
5. Morgan Collins, Impact Investments Director, Microsoft Corporation
6. April Crow, Vice President Investor Relations & External Affairs, Circulate Capital
7. Elan Emanuel, Chief Investor Relations Officer, WaterEquity
8. Joanne Gan, Head of Impact Investing and ESG, Treasury, PayPal
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10. David Higgins, Investment Director, Johnson & Johnson Impact Ventures
11. Rob Kaplan, Founder & CEO, Circulate Capital
12. Maggie Kellogg, Business Analysis Manager, Treasury, Starbucks Corporation
13. Najada Kumbuli, Head of Investments, Visa Foundation
14. Ka-Hay Law, Investment Director, TELUS Pollinator Impact Fund
15. Barati Mahloele, Venture Capital Fund Director, Tiger Brands
16. Jocelyn Matyas, Climate Impact Portfolio Manager, Cisco Foundation
17. Rosita Najmi, Vice President, UPS Foundation
18. Emma Parker, Principal: Sustainable Business Opportunities, Anglo American
19. Christophe Poline, Sustainable Investments Director, Schneider Electric
20. Kelly Saeli, Director of Finance and Operations, AB InBev Foundation
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22. Perry Teicher, Impact Finance Counsel, Orrick
23. Johana Urrutia Muñoz, Directora de Programas, Fundación WWB Colombia
24. Dan Viederman, Managing Director, Working Capital

# APPENDIX 2: SEMI-STRUCTURED INTERVIEW GUIDE

## Objectives

A. Understand their corporate investments and instrument uses as related to part of existing strategy, and map their approach relative to other examples and strategies.

B. Understand who is involved in making a case for change management and business inspiration, and the reasons for this.

C. What does it all dial up to – so what? Is the work being continued over time, or why does it exist the way it does? Is it replicable and scalable?

## Guidelines

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### Program description

1. Source of funding
2. Size and purpose
3. Instruments used
4. Working with impact investors or not
5. Intended duration

### Program design

6. Genesis
7. Rationale (including the business case)
8. Parts of the company that are involved, including leadership
9. Connection to the corporate business and sustainability strategy
10. Expansion plans

### Status

11. Successes, failures, and lessons
12. Current needs and priorities

## Legal Disclaimer



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