

Before & Beyond the Build

A blueprint for creating enduring social value
at scale through infrastructure investments

Jacobs

SIMETRICA

Challenging today.
Reinventing tomorrow.







A message from our executives

2020 may forever be known as a year of immense social challenge and change. Left unaddressed, for many people and communities, these challenges and changes could bring less opportunities, harder to access education and health services, lower quality and less affordable housing and long-term un- or under-employment.

The COVID-19 global pandemic has brought wellbeing, and particularly social and economic inequalities, into stark focus. Recently, our partner Simerica-Jacobs assessed the wellbeing impacts of the COVID-19 pandemic in the United Kingdom. They found levels of all measures of wellbeing are at the lowest they have been since records began.

As the immediate threat recedes, governments and businesses are implementing their plans to reinvest and rebuild economies and livelihoods. Now is the time to think about how we can rebuild a more equitable and equal society, and how we can actively address the inequalities that were already present, but have been more sharply exposed.

As passionate innovators and problem solvers working every day to make the world a better place, we believe we have a responsibility to challenge today's status quo to reinvent a better tomorrow. Infrastructure is the backbone of a strong and resilient economy. We believe it can be more; it can be the backbone of strong, vibrant and inclusive communities, too.

In this paper, we explore the role of infrastructure investments in enabling change by addressing entrenched social issues in our communities, and creating opportunities. Critically, we look at how projects can be planned, delivered and operated to generate enduring social value and meaningful change. We hope it inspires others to join us as we look to redefine the positive outcomes infrastructure investments and projects can deliver for our communities.



A handwritten signature in black ink, appearing to read 'Patrick Hill'.

Patrick Hill

Executive Vice President –
Global Operations, Jacobs



A handwritten signature in black ink, appearing to read 'Ken Gilmartin'.

Ken Gilmartin

Executive Vice President –
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A handwritten signature in black ink, appearing to read 'Daniel Fujiwara'.

Daniel Fujiwara

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Note: For ease of comparison, all figures in this document are stated in US dollars. Where a figure has been converted from the local currency in which it was originally stated, the original figure in local currency is included in parentheses. Currency conversions were correct as at 23 June 2020.

*In October 2019, Jacobs purchased a 50% share in Simetrica, the global leader in the field of social value measurement, business ethics and the application of wellbeing and quality of life analysis to policy and project assessment.

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Executive summary

Many nations around the world have experienced long periods of positive economic growth, but the benefits of growth have not been distributed equally or fairly amongst all members of society. Some have benefited more than others, and high levels of intergenerational and income inequality, homelessness and poverty remain, even in historically prosperous nations.

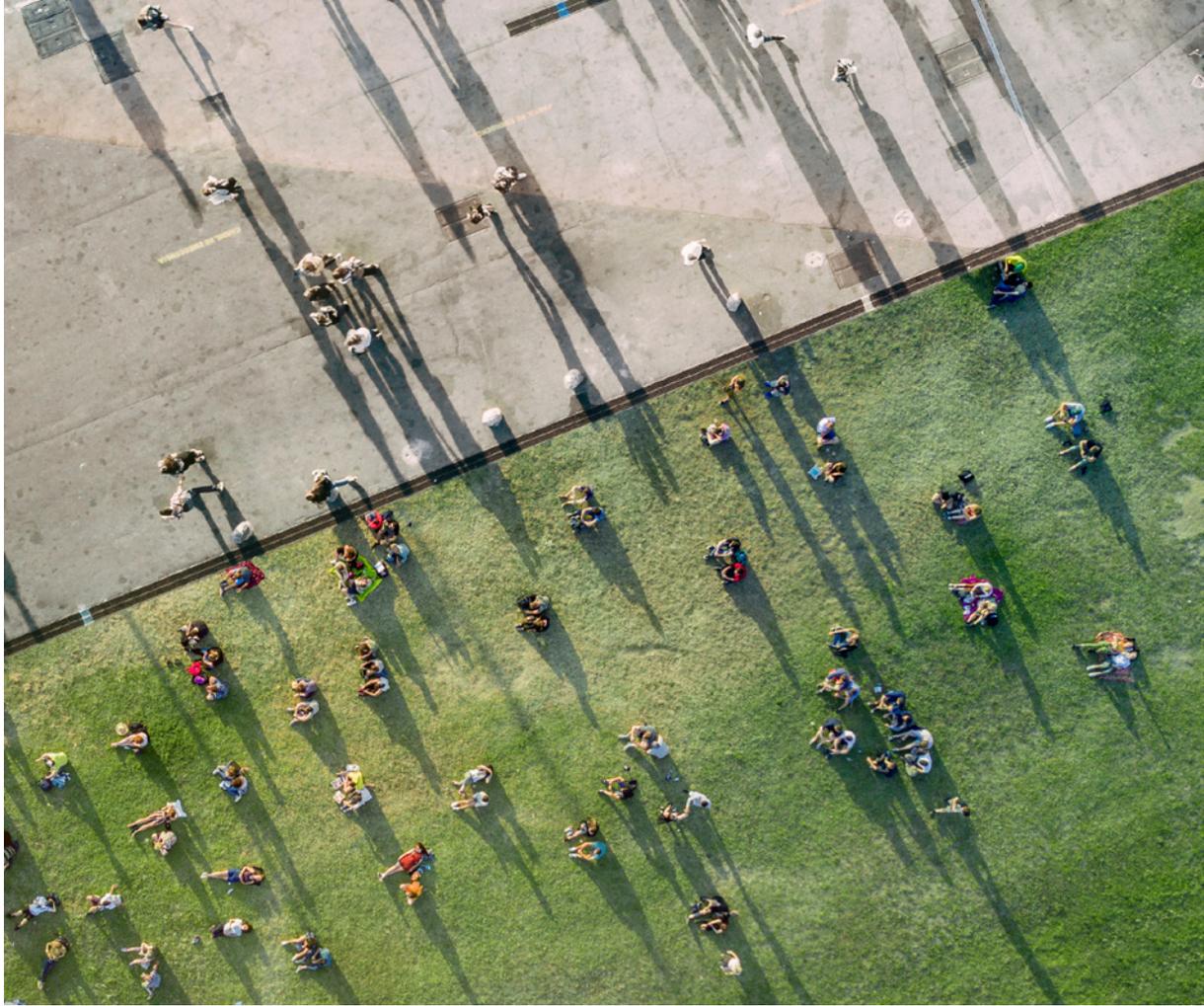
Recognising the global challenge, in 2015 the United Nations launched its Sustainable Development Goals (SDGs). The SDGs called for worldwide action across governments, business and civil society to address 17 critical societal issues and were adopted by all UN signatories in the same year.

The growing economic and social divide, combined with a constrained funding environment, and changing societal expectations has forced governments, businesses and not-for-profits to re-evaluate the role they play in creating a fairer society; where development is sustainable and inclusive, and its benefits are shared more equitably amongst all members of society. We're seeing a new wave of models and approaches, such as social procurement, social enterprise and impact investing, that place a greater emphasis on societal and human-centred outcomes.

Right now, we have an opportunity to look at infrastructure investments through a deeply collaborative and strategic lens and consider how we can leverage these new models and approaches to design, deliver/build and operate infrastructure in a way that could support us to tackle some of today and tomorrow's most pressing challenges.

Infrastructure projects have a critical role to play in achieving the UN SDGs. A 2018 report by the University of Oxford and United Nations Office for Project Services (UNOPS) found that networked and non-networked infrastructure investment will contribute to achieving up to 80% of sustainable development targets. We also know there is around \$68.5 trillion in planned infrastructure investment globally in the next two decades.

What if this infrastructure could be planned, delivered/ built and operated to generate enduring social value, helping to address and overcome some of the most entrenched social issues in our communities?



There are many local, one-off, single discipline examples of innovative approaches to creating social value and positive community outcomes through infrastructure projects. What we need now is a connected and scalable approach to incorporating social value innovations into projects at scale to generate positive social outcomes and improve community wellbeing.

The need for change is urgent. Recent global events have shone a bright spotlight on the growing divide between different groups in society. As economic growth slows and governments try to balance funding constraints with the need for stimulus to help reboot their economies, there is a growing sense that now is the time to think differently about the way infrastructure is planned, delivered/built and operated to improve the wellbeing of all members of society.

This paper presents a blueprint for generating social value through infrastructure investments, introducing five components that can be embedded across the project lifecycle: big data analytics, co-design and self-determinism, progressive infrastructure financing and funding, social procurement, and robust measurement practices.

Of course, the blueprint is just the first step. The next step is to collaborate with willing partners to test and refine it and, ultimately, determine how effective infrastructure is as a vehicle for generating lasting social value for current and future generations.

1

Introduction

1.1

From economic growth to inclusive development

In many parts of the world, the last 100 years has been a story of prosperity. World Gross Domestic Product (GDP) has increased from \$3.4 trillion in the early 1900s¹ to an estimated \$88 trillion in 2019.² Living standards and economic wellbeing have improved significantly, and a large portion of the population has moved from poverty to relative prosperity, with each successive generation building on the achievements of the previous one. However, not all countries and communities have prospered equally. Large portions of global society still live in poverty without access to the basic services many of us take for granted. Even in historically prosperous nations, high levels of income inequality remain between different groups in society, and in some cases, generational progress has halted. For the first time in the last 200 years, younger generations are at risk of being financially worse-off and facing lower living standards than their parents.³

For decades the popular school of thought was that the benefits of growth (with a focus on GDP and employment), while initially bestowed on a few, would eventually trickle down to all sections of society. Over time, it became increasingly clear that this was not the case. In the early 2000s, the concept of inclusive growth—economic growth that benefits all members of society more equitably—emerged and was firmly established following the global financial crisis. As the banking and housing sectors crumbled, the most vulnerable members of society suffered the most, highlighting the growing divide between the ‘haves’ and the ‘have-nots’.



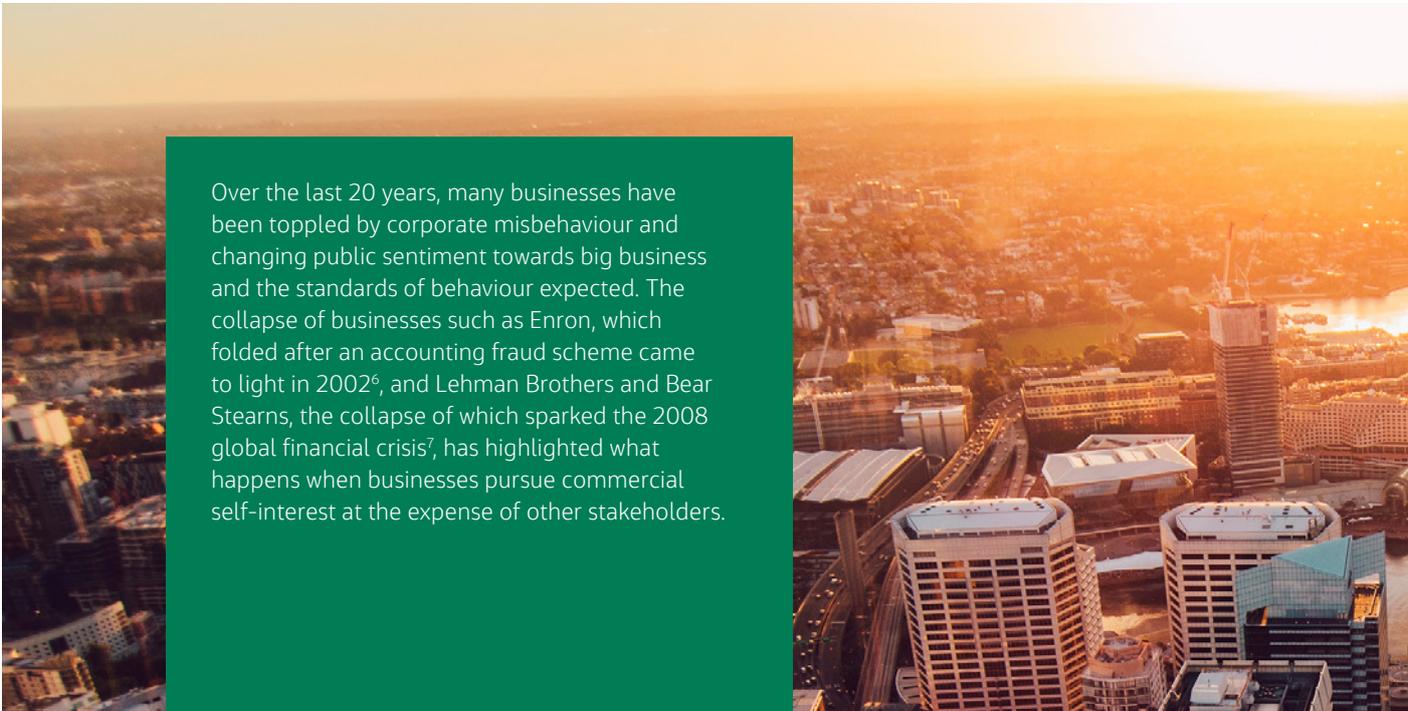
1.2 A changing social contract with stakeholders

As our thinking about economic growth has evolved, so too has our thinking about the impact of corporate activity on people and the planet. 50 years ago, discussions about environmental stewardship and sustainability were almost unheard of in the boardroom. Starting in the early 1970s, they have gradually become increasingly important components of business practices and operations.

Since the early 1990s, academic and industry thinking about the impact of corporate activity on individuals, communities and societies has been changing too. Before the 1990s, the dominant thinking about capitalism and the role of business aligned with Milton Friedman's assertion that "there is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud"⁴

However, the 1990s saw this argument challenged. Changing regulations and numerous highly publicised class action lawsuits saw the focus shift to "do no harm". In the 2000s, the focus expanded to consider businesses' "social license to operate". Changing social norms and increased awareness of the impact and power of companies across supply chains, within communities, and in shaping markets gave rise to the idea that they needed to prove their legitimacy and secure acceptance of their business practices from employees, the general public and other stakeholders in order to operate successfully.

This led businesses to adopt corporate social responsibility and corporate citizenship approaches that sought to give back to communities through direct and indirect contributions (for example, donations, sponsorships, foundation funds, employee giving and engagement schemes). Many have gone a step further, adopting Porter and Kramer's "creating shared value" strategy that aims to build business models that address both social and business objectives.⁵



Over the last 20 years, many businesses have been toppled by corporate misbehaviour and changing public sentiment towards big business and the standards of behaviour expected. The collapse of businesses such as Enron, which folded after an accounting fraud scheme came to light in 2002⁶, and Lehman Brothers and Bear Stearns, the collapse of which sparked the 2008 global financial crisis⁷, has highlighted what happens when businesses pursue commercial self-interest at the expense of other stakeholders.

1.3 Two evolving schools of thought

And so, we get to the concept of social value. It is the natural convergence of these two evolving schools of thought and debate; the first about economic growth and what we should strive for as a global economy, and the second about the distribution of power and the way this impacts individuals, communities and societies.

Why now?

All ideas are a product of their time. While businesses have been experimenting with simultaneously pursuing commercial, environmental and social objectives, governments contending with fiscal constraints and expanding populations have been testing new avenues to generate revenue and secure financial sustainability to fund projects and meet the growing demand for services and infrastructure.

As funding becomes tight and awareness of structural and systemic issues grows, not-for-profits are also grappling with how to reconfigure their models to provide agency to the people they serve and stay relevant amid questions about power and justice. This calls for new ways of working that require stronger collaboration, not only with funders, but with those who have lived experience of the problem or system being tackled.⁸

At the same time, information communications technology has evolved rapidly, giving the general public greater access to information and digital platforms that enable them to quickly share and organise around issues. Governments, businesses and not-for-profits are operating under a new level of scrutiny and are more easily held accountable for their actions in the court of public opinion (for example, in traditional mainstream media and social media). Whether acting on an economic or moral imperative, or some combination of the two, many governments and businesses are rethinking their role in society and embracing the concept of social value as a strategic imperative and the generation of social value as a critical objective of investment decisions.



2

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Social value in 2020



2.1 What is social value?

Social value is hard to define. In principle, social value is the total impact of a project or investment on society, which includes sources of value that cannot be defined by conventional market economics, for example, the confidence people gain when securing meaningful work, the mental health benefits they gain from being able to spend time in nature or in feeling connected to their community, or the sense of safety and agency someone with a disability feels when using a public transport system that has been designed to meet their needs. In practice, it varies depending on the individual, community and context. At its core, it is a people-centred holistic assessment of total impact that facilitates a focus on areas which are of the greatest value to society as a whole.

FIGURE 1

Components of social value



Community wellbeing

Connectedness, cohesion and safety



Equality and equity

Including justice and fairness



Housing

Affordability and choice



Mobility

Accessibility and choice



Work

Security, availability and meaning



Physical and mental health



Access to vital services

Food, water, energy and health

2.2 Social value and inclusive economies

Many countries around the world have enjoyed long periods of strong economic growth; however, the benefits of growth have not been distributed equitably amongst all members of society. In many places, levels of income inequality and poverty remain high, communities are being pushed into intergenerational cycles of disadvantage, and people are experiencing a decline in their wellbeing in areas such as mental health. Placing a greater emphasis on social value is important if we are to increase the economic prosperity, wellbeing and living standards of all members of society.

While strategies to realise greater social value are informed by the local context, placing people and living standards at the centre of national and economic policies is key to “meeting the needs of all within the means of the planet”.⁹ This includes setting social foundations such as treating all humans equally, equipping people with the knowledge and skills to realise their aspirations, and delivering equity in access to essential services in health, utilities and education. Globalisation, education, infrastructure, technology, ethics, investment, activism, entrepreneurship and social protection are just some of the factors driving this new and more inclusive policy approach and a shift in focus from economic growth to inclusive and sustainable development.

Policies and projects that encourage inclusive development will help create a fairer society, in which more people can participate fully in social and economic life, creating and sharing prosperity.



2.2.1 Measuring our capacity to deliver inclusive growth

The World Economic Forum's Inclusive Growth and Development Report 2018 ranked 103 countries across 15 different factors and produced an overall Inclusive Development Index Score between zero and seven for each as an alternative metric to GDP.¹⁰ The score provides a broad indication of how well a country is placed to ensure inclusive growth, with countries scoring closer to seven in the strongest position.

FIGURE 2

Sample of Overall Inclusive Development Index (IDI) score and ranking by country (AE = advanced economies, EE = emerging economies)¹⁰

| Rank (AE) | Country | IDI Score | Rank (EE) | Country | IDI Score |
|-----------|----------------|-----------|-----------|----------------------|-----------|
| 1 | Norway | 6.08 | 1 | Lithuania | 4.86 |
| 2 | Iceland | 6.07 | 5 | Poland | 4.61 |
| 6 | Sweden | 5.76 | 10 | Romania | 4.43 |
| 8 | Ireland | 5.44 | 16 | Turkey | 4.26 |
| 9 | Australia | 5.36 | 17 | Thailand | 4.24 |
| 12 | Germany | 5.27 | 13 | Malaysia | 4.30 |
| 13 | New Zealand | 5.25 | 26 | China | 4.09 |
| 17 | Canada | 5.06 | 33 | Vietnam | 3.98 |
| 21 | United Kingdom | 4.89 | 36 | Indonesia | 3.95 |
| 23 | United States | 4.60 | 37 | Brazil | 3.93 |
| | | | 42 | Mongolia | 3.74 |
| | | | 52 | Ghana | 3.34 |
| | | | 62 | India | 3.09 |
| | | | 70 | Egypt | 2.84 |
| | | | - | Puerto Rico | No data |
| | | | - | Qatar | No data |
| | | | - | Saudi Arabia | No data |
| | | | - | Cambodia | No data |
| | | | - | Trinidad & Tobago | No data |
| | | | - | United Arab Emirates | No data |

A closer look at IDI Scores

A country's IDI score reflects its performance across 15 factors. The 15 factors are grouped into three categories: growth and development; inclusion; and intergenerational equity and sustainability. Strong overall IDI scores can mask stark differences in performance across the three categories of performance. For example, Australia is the only non-European nation to rank in the top 10. Its high performance in the 'growth and development' category masks its poor scores for carbon intensity and income inequality, both of which are one of the highest within advanced economies.

2.2.2 Impetus for inclusive growth

Capacity to deliver inclusive development is only half the battle. Impetus is the other. The United Nations' Sustainable Development Goals (SDGs) adopted by all UN signatories in 2015 have proven a lightning rod for positive action by governments and businesses.¹¹

The SDGs are, in effect, a social value charter for the planet. They set out in unequivocal terms what world nations, in global partnership, must achieve to end poverty and create a life of dignity and opportunity for all, within the boundaries of the planet by 2030. They call for worldwide action across governments, business and civil society across 17 critical societal issues.

Governments and businesses are looking to the SDGs to help define and prioritise their inclusive and sustainable development aspirations for the future.

FIGURE 3

United Nations' 17 Sustainable Development Goals for the planet¹²





3

Infrastructure investments and social value creation



3.1 An evolution in thinking

As the saying goes, “what gets measured gets managed”.¹³ The historic emphasis on GDP metrics means this has guided public sector investment. Social issues have fallen within the domain of service providers (both government and not-for-profit sector) and, as a result, we have only at best made incremental progress on big societal challenges. If we are to have any chance of addressing these challenges, we need to bring together the investment, capacity and scalable models of the private sector with the rethinking and redesigning that is being driven by parts of government, not-for-profits and within communities.

The inclusive development and UN agenda have already identified the critical role of physical infrastructure for future economic prosperity, realising the UN SDGs and reducing climate risk.¹⁴ Infrastructure projects have the potential to prevent or accelerate progress. For example, construction of major assets could displace communities, or they could empower women and girls by collaborating with them from the planning and design stages to ensure they have access to jobs, health, water, electricity and education.

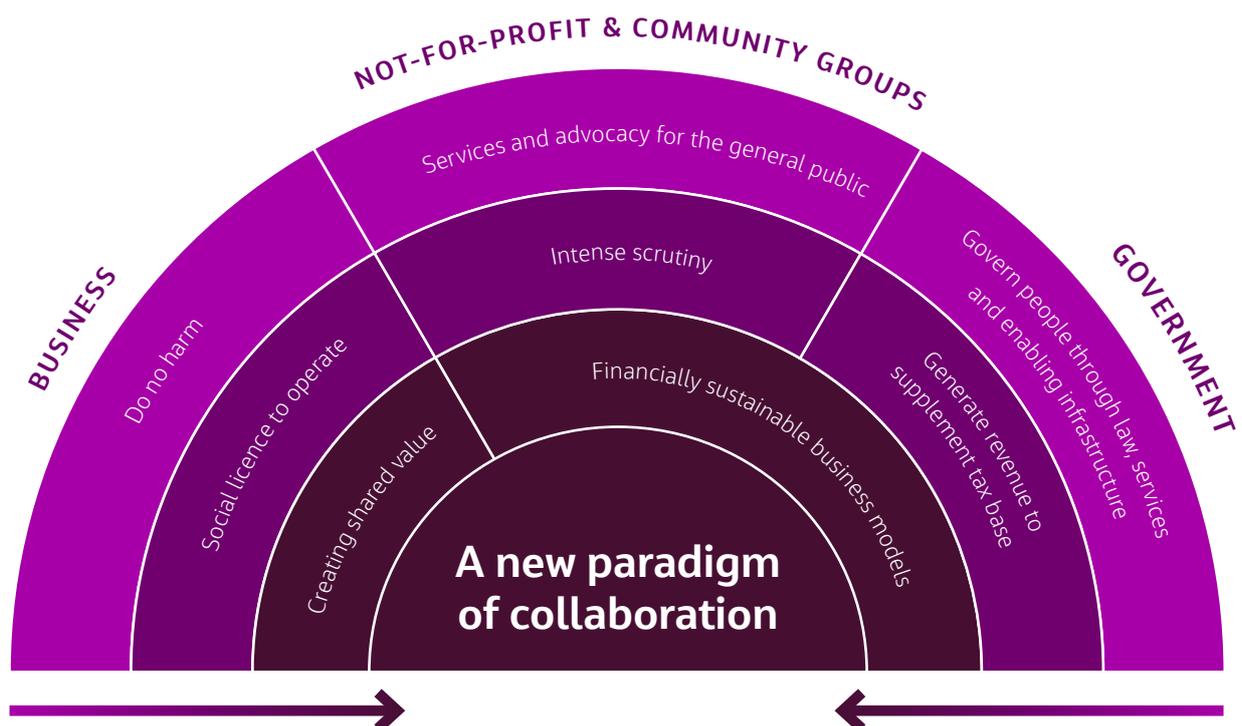
3.2 Changing environment driving new approaches

Rapid technological advancements and increased connectivity are facilitating greater public scrutiny and accountability of our institutions. This new, more transparent operating environment means governments and businesses, and the individuals and entities that invest in them, are more accountable for the impact of their investments economically, environmentally and socially.

Whilst experimenting with simultaneously pursuing commercial, environmental and social objectives, governments, businesses and not-for-profits have also been testing new avenues to generate revenue and secure financial sustainability as they try to make funds stretch further to meet the growing demand for services and infrastructure. At the same time, the lines and responsibilities between government, business and not-for-profit sectors are becoming increasingly blurred, demanding an unprecedented level of collaboration across sectors and raising questions about accountability and oversight. This is playing out in recent trends like CEO activism¹⁵, the rise of Certified B Corporations¹⁶ and social enterprises, through to Rutger Bregman's Davos 2020 tax speech that questioned the role of philanthropy in a just society.¹⁷

FIGURE 4

Blurring of responsibilities requires a new level of collaboration



As a result, we're seeing a new wave of approaches and models being adopted, including social procurement which reshapes markets to preference suppliers that address social challenges through their business model; and responsible investing (for example, environmental, social and governance (ESG) funds)¹⁸ and impact investing¹⁹, which make investments based on the social or environmental value they expect to generate alongside a financial return.

Right now, we have a major opportunity to take a look at infrastructure investments through a collaborative and deeply strategic lens and to consider how we leverage these new models and approaches to design, deliver/build and operate infrastructure in a way that could support us to tackle some of today and tomorrow's most pressing challenges.



An Australian example:

In Australia, the construction and infrastructure sector is already driving substantial growth in social value by using social procurement models. Social Traders, which links governments and businesses to social enterprise, reports that 38% of its buyers are from the construction and infrastructure sector.²⁰

In its report titled Responsible Investment Benchmark Report 2019 Australia, the Responsible Investment Association Australasia found that responsible investment grew from \$830 million (AU \$1.2B) in June 2015²¹ to \$9.5 billion (AU \$13.8B) by the end of 2018, with impact investment funding a wide range of projects including green buildings, renewable energy, housing and local amenity projects.²²



3.3 The scale of the opportunity

In their 2018 report titled *Infrastructure: Underpinning Sustainable Development*, the University of Oxford and the United Nations Office for Project Services found that infrastructure projects will play a critical role in achieving the UN SDGs.²³ The report highlights that networked infrastructure (systems that provide essential services such as energy, transport, digital communications, water and waste management) directly influences 72% of the SDG targets, whilst non-networked infrastructure (single asset types like hospitals, schools and community facilities) influences 80% of sustainable development targets.

At the same time, a 2017 report by *Global Infrastructure Outlook* found that we are set to invest tens of trillions of dollars in global infrastructure projects in the next two decades.²⁴ It identified a planned investment of around \$68.5 trillion in infrastructure projects across the energy, telecommunications, transport and water sectors in the period from 2020 to 2040.

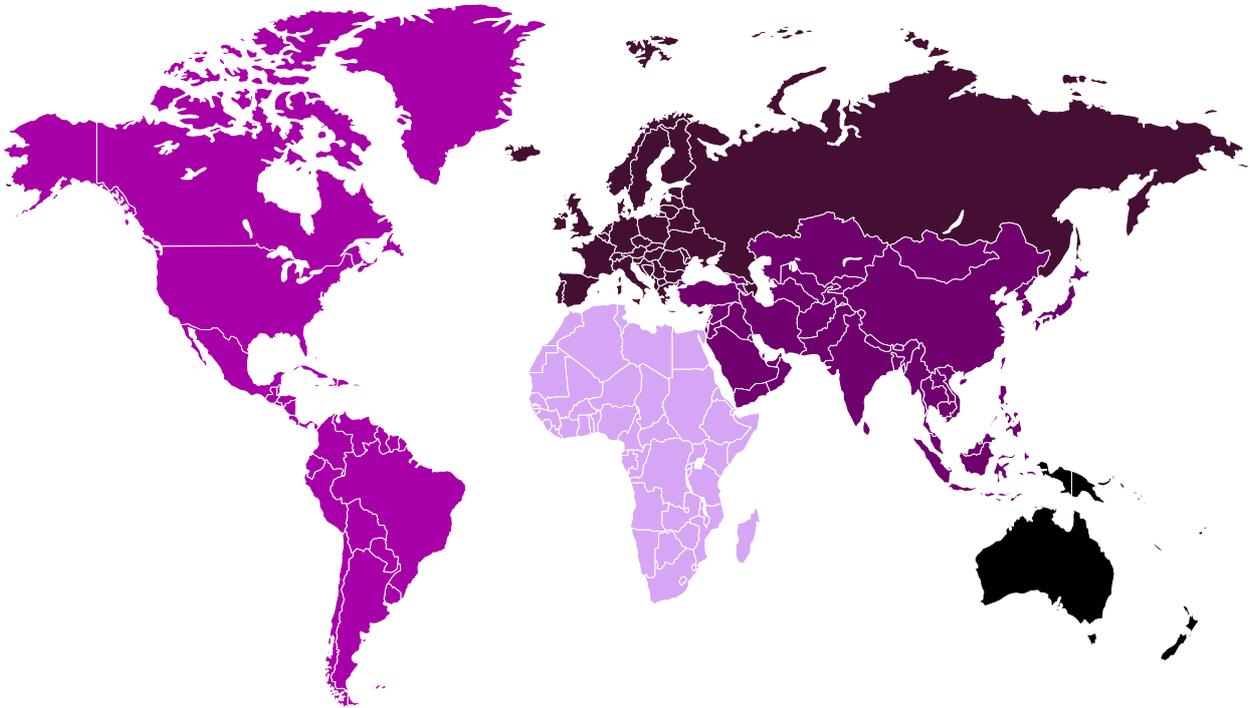
This is a massive investment that has the potential to improve the lives and livelihoods of millions of people around the world by contributing to many of the UN SDGs, and to shape the way we all live, learn, work and play individually and collectively for generations to come.

There are many local, one-off, single discipline case studies of infrastructure projects that have experimented with and demonstrated innovative approaches to creating social value and delivering positive outcomes in the community.

The question is, how can we replicate and connect these approaches and outcomes at scale across infrastructure planning, design, delivery/build, operations and decommissioning?

FIGURE 5

Forecast spending on networked infrastructure, 2020 to 2040.²⁴



| Worldwide | Energy | Telecommunication | Transport | Water |
|------------------|---------------|--------------------------|------------------|--------------|
| \$68.5T | \$22.3T | \$6.8T | \$34.5T | \$5.0T |
| Africa | Energy | Telecommunication | Transport | Water |
| \$3.8T | \$1.4T | \$658.1B | \$958.5B | \$772.6B |
| Americas | Energy | Telecommunication | Transport | Water |
| \$11.8T | \$4.1T | \$1.2T | \$5.9T | \$667.1B |
| Asia | Energy | Telecommunication | Transport | Water |
| \$40.4T | \$13.3T | \$3.0T | \$21.8T | \$2.3B |
| Europe | Energy | Telecommunication | Transport | Water |
| \$11.0T | \$3.0T | \$1.7T | \$5.3T | \$979.7B |
| Oceania | Energy | Telecommunication | Transport | Water |
| \$1.5T | \$426.2B | \$225.0B | \$655.1B | \$218.6B |



3.4 Social Value in action

Breathing life back into a small inner-city community

When a small inner-city car park in Brisbane, Australia, became available to re-purpose, the local community expected the council would turn it over to developers for more apartments. Instead, the council asked the community for input on how the land could be transformed.

The community argued that, due to population growth in the area, the Council no longer met its own policy requirement for green space required proportional to population. They made their wishes clear: they wanted a beautiful park that would provide them a new and exciting escape.

The 942m² site was subsequently transformed through a planning, design and construction process that transparently valued and reflected the community's wishes for how they wanted to use the space and the facilities they believed would be of most value to residents. Today, it is a quiet green space in the city with a central green area, community barbeque, herb garden and covered performance area, and is a social gathering site for the local community. It has been inclusive through engaging local artists and has been bestowed a traditional name in a ceremony by local Indigenous elders.

The community has embraced the space as their own. Someone—no one knows who—has installed a piano under one of the covered awnings. The piano creates the entrance to the park and allows a diverse range of skilled and not so skilled pianists free and unlimited access to play.

Creating a vibrant and people-focused city centre

Edinburgh is Scotland's second largest city and home to around half a million people. Changing climate, rising health concerns from inactive lifestyles and poor air quality, growing and aging population and high tourism numbers are driving the case for transformational change in the heart of the city.

Edinburgh City Centre Transformation is an ambitious plan to create a more vibrant and people-focused city centre by reprioritising the use of public spaces, roads and streets to create a more active, resilient and inclusive city centre. Focusing on six locations where transformational change could bring about the greatest benefits for people, the environment and the local economy, the Transformation sets out a range of interventions for improved accident prevention, increased accessibility, greater active travel, enhanced public spaces, reduced air pollution and increased economic activity.

Social value outcomes are fundamental to the vision for an exceptional city that is for all people. The Transformation aims to create a city that provides a great quality of life for residents; delivers inclusive, safe, healthy and easy travel options to and around the city centre; makes better use of public spaces to create shared experiences; and where the benefits created are fairly distributed amongst all residents.

The plan has the potential to deliver about \$524 million (GB £420M) in economic, health and wellbeing benefits to the city and people of Edinburgh.

Providing training and workforce development opportunities to minority and women businesses

The National Western Centre is a planned 250ha campus in Denver, Colorado. Its Master Plan outlines a vision for an agriculture- and livestock-focused entertainment, competition, education and industrial precinct that preserves and revitalises the location.

The project is committed to including small, minority and women-owned businesses in construction and to working with local groups to develop their approach to workforce engagement. Its pilot workforce program for Phase 1 and Phase 2 of the development aims to increase awareness, outreach, training and employment for people from economically disadvantaged populations.

4

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A new paradigm



4.1 The missing link

There are numerous relevant case studies of projects that have experimented with and demonstrated innovative approaches to generating positive social value and outcomes through infrastructure design, delivery/build or operations. However, they tend to be highly localised, one-off, single discipline, limited in evaluation, and delivered after the problem has already settled in.

Replicating these outcomes at scale is the next step. This will require a top-down, bottom-up approach. Governments and private investors must signal their changing expectations regarding non-financial project outcomes. Communities, suppliers and entrepreneurs need the space and agency to experiment with, test and prove new and innovative approaches to generating social value in this shifting paradigm.

For governments and businesses involved in infrastructure projects and operations, this will mean a major shift in "business as usual" practices. But this type of change is possible; in the past, safety and, more recently sustainability, have transitioned to become part of standard practice.

When it comes to social value, the challenges now—or rather the opportunities—are **identifying and joining up the right vehicles and mechanisms to ensure a systemic approach to generating social value through infrastructure projects** (i.e. an approach that is measured and considered earlier and across the infrastructure lifecycle, at scale, across sectors and issues, and with community), and **effectively embedding them in project processes** given the inherent complexity that exists in projects of this scale and impact. Only once these challenges have been addressed can social value become part of "business as usual".

What the industry needs, and what to date has been missing, is a consistent, industry-wide approach to generating social value through infrastructure design, delivery/build and operations.

5

A blueprint for creating social value through infrastructure investments

To capitalise on the potential for infrastructure to deliver social value outcomes and help address some of the world's most pressing social challenges, we propose a new blueprint that can be implemented across the project lifecycle to generate social value outcomes from infrastructure investments.

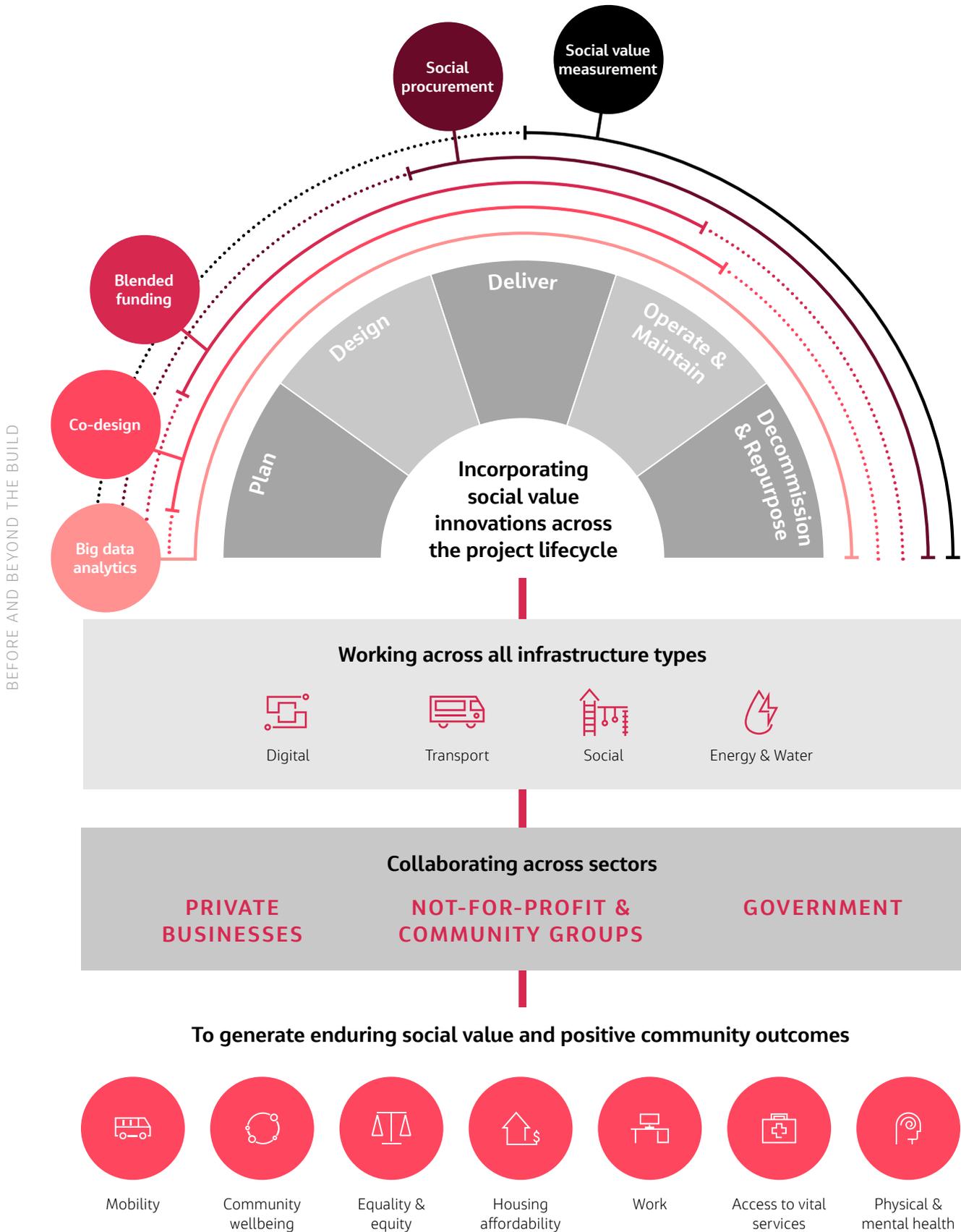
Our blueprint incorporates the five components we believe hold great promise. They are all emerging models or trends within the public, private and community sectors gaining traction and demonstrating impact in smaller scale, one-off, single discipline projects.

By bringing them together as part of a single blueprint for generating social value, we hope to provide governments and businesses involved in infrastructure projects with a systemic approach to generating social value at scale. This approach will maximise and accelerate the enormous potential of each component, drive greater collaboration and partnering between the project participants, and link in a diverse range of unusual or unlikely actors to participate in social value co-creation.



FIGURE 6

Jacobs' blueprint for generating social value through infrastructure investments.





COMPONENT ONE

5.1 Harnessing the power of big data analytics

In today's world, our individual digital footprints are getting bigger and bigger. Around 45% of the world population own a smartphone device²⁵ and, in Australia, 91% of people have one.²⁶ All our interactions with websites, apps, social media, WIFI and mobile networks are being tracked, stored and interrogated by governments and businesses wanting to better understand our behaviours and to tailor products and services to more closely suit our needs and wants. This nuanced and granular data can help us understand how people live, learn, work and play now and into the future, and help governments and businesses plan, deliver/build and operate infrastructure that generates enduring social value for communities.

Drawing on a wide variety of data sets and sources has a number of advantages. All datasets have biases in some shape and form, so the more diverse datasets we incorporate into our decision making, the more we'll understand the diversity of people and needs.²⁷ Traditional datasets often exclude those who are most marginalised. Some people might have less time available to participate, be less connected to or have less trust in institutions, or face language or cultural barriers that lead to their responses being misinterpreted when they do participate. Bringing in other data sources can help capture insights into portions of the population that might otherwise have been missed. Lastly, big data reflects how people actually act, behave and move around, rather than how they say or intend to.



Using big data does raise a range of ethical issues that need to be considered to ensure that people's privacy is protected, that there is transparency regarding the use and ownership of data, that machine learning algorithms do not perpetuate unconscious biases, and that misuse by both private and public institutions is prevented. However, if carefully and sensitively managed, this same data can be used by governments and businesses investing in infrastructure and delivering projects to gain greater insight into the communities they serve.

What it is:

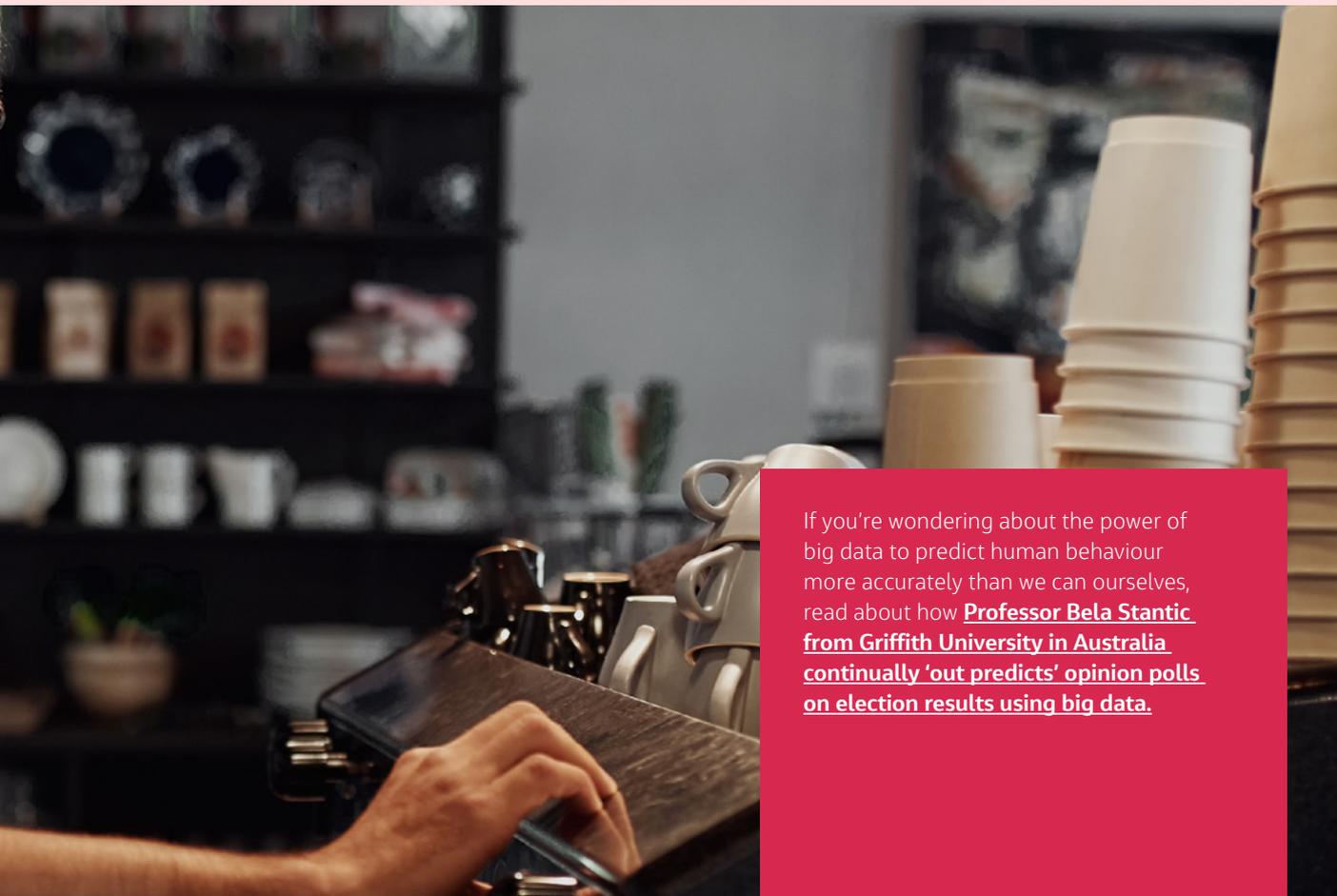
Using big and unusual datasets alongside predictive analytic techniques to generate more nuanced insights into individual, community and city-level behaviours, values, strengths, choices and patterns to help set, refine and test the infrastructure agenda. This includes using qualitative and quantitative data to analyse current behaviours and needs and predictive analytics to generate insight into future needs.

How to use it:

Utilise big data analytics that focus on understanding people and communities to design, test and measure alignment with communities throughout the infrastructure lifecycle.

Who to engage with:

Data information and analytics companies, data scientists and specialists, and data holders, ranging from crowdsourcing platforms and digital companies to government agencies and banks.



If you're wondering about the power of big data to predict human behaviour more accurately than we can ourselves, read about how [Professor Bela Stantic from Griffith University in Australia continually 'out predicts' opinion polls on election results using big data.](#)

Neighbourlytics

Neighbourlytics collates and analyses data from public social media sources, including social networking and review sites, to measure the social life, social connectedness and wellbeing of populations in cities.

The data is helping to deliver better economic and social value in communities by providing a rapid and unobtrusive way to understand the local places, behaviours and values within a local neighbourhood.

Impact:

Since launching in 2017, it has collected and analysed data for over 500 neighbourhoods in more than 10 countries. The insights generated are being used by planners and engineers to influence major urban development projects.

Country:

Australia

Related Infrastructure:



Digital Transport



Social

Social Value:



Community wellbeing Equality & equity

Free to Be

Free to Be is a crowd-mapping tool that allows young women to identify and share public spaces that make them feel uneasy and scared or happy and safe.

Impact:

Piloted in Melbourne in 2016, Free to Be has now expanded to Sydney, Delhi, Kampala, Lima and Madrid. The information gathered by the tool is used by individuals to identify areas where they can feel safer.

This data has also been aggregated and compared across cities, with key insights made publicly available to help planners and designers create urban infrastructure (ranging from street lighting to public transport systems) that supports women's safety and needs.

Country:

India, Australia, Spain, Peru, Uganda

Related Infrastructure:



Digital

Social Value:



Community wellbeing Equality & equity



Mobility

Simetrica-Jacobs

Simetrica-Jacobs use big data to measure, monitor and visualise the wellbeing levels and socioeconomic and demographic circumstances of residents in target areas for community interventions or investment. In addition to government data, this includes crowd-sourced information, social media data, and data scraped from websites and applications.

Impact:

The insights generated are used to identify neighbourhoods or population groups that may be facing particular disadvantages, to determine the degree of both the challenges and the resiliencies present in these areas, and to better understand the social, economic, environmental, and wellbeing priorities for communities likely to be impacted by projects. This in turn helps to direct resources and decision-making to maximise impact for individuals and communities.

Country:

United Kingdom

Related Infrastructure:



Digital Social

Social Value:



Community wellbeing Equality & equity



COMPONENT TWO

5.2 Implementing co-design & self-determinism practices

People are the experts in their own lives. Valuing their lived experience of a problem, place or system in the same way that we value technical and institutional expertise is key to unlocking fresh insights and solutions to complex urban challenges. Increasingly, governments and businesses are looking at ways to empower local communities and people with the platforms, skills, resources and tools to co-design their own environments, enabling decision makers and designers to challenge their own assumptions about the place-based problems they plan to address and the infrastructure solutions they are designing. This approach ensures the solutions are human-centric and facilitates a sense of shared ownership that will ensure the 'social value' created is enduring.

What it is:

Applying co-design and human-centred methods and processes to design infrastructure that generates social value and/or prevents social issues in the local community where the infrastructure is located.

How to use it:

Degrees of community involvement will vary for individual projects depending on risk appetite, project timeframe and resourcing needed to foster meaningful community agency and/or insight. This could range from embedding human-centred methods into existing infrastructure design processes to build empathy and a deeper understanding between decision-makers and those people directly impacted by the processes and outcomes of projects, to partnering with local communities to co-design and oversee infrastructure projects.

Who to engage with:

Communities on the ground, collectives, grassroots groups and businesses, particularly those with diverse memberships, to ensure both the current needs and emerging changes in identity, culture and lifestyle are reflected; local government; and co-design specialist agencies.

Co-design explained

Co-design occurs when decision-makers and designers take a step back and support local communities to come up with design solutions that meet their needs. It takes participatory design—which seeks to involve as many stakeholders as possible in the design process—one step further and gives stakeholders greater control of the outcome. True co-design means recognising that people are experts in their own lived experiences and valuing community voices on an equal footing with professional expertise during the design and delivery process.

Our Tampines Hub

Our Tampines Hub was designed through participatory design methods involving residents and 12 public-sector stakeholders, to create a connected, integrated and inclusive community, sports and lifestyle hub.

Impact:

The hub connects and serves the diverse needs of more than 250,000 residents and is connected to three new mass rapid transit stations.

It uses social media and smart platforms to gain greater insight into the community, developing more responsive and relevant programs based on the changing needs and usage patterns of residents.

Country:

Singapore

Related Infrastructure:



Social

Social Value:



Community wellbeing



Mobility



Access to vital services

Seoul Metro

Seoul Metro developed and provides a text messaging service that enables passengers to communicate issues that affect their comfort or safety directly to system operators in real time.

Impact:

Travellers use the service in a variety of ways, including to report disturbances or crimes, request changes to air temperature in the railcars and to comment about the service.

Operators use the real-time data to address maintenance and other issues that affect the network and rollingstock, and can analyse the data over time to identify predictive patterns and trends to address.

Country:

South Korea

Related Infrastructure:



Transport



Digital

Social Value:



Mobility



Equality & equity

Spout Hub, Aurora

Aurora is an urban development in the city of Wollert in Victoria, Australia. Sprout Hub was a temporary community facility established as part of the development designed to support the new community as it grew. The Hub represents a unique approach to providing early community infrastructure and programs through digital and physical spaces, co-designed with the community as it grew.

Impact:

59% of visitors made a new friend or met someone new, 50% of activities were community-led, 65% said the Hub gave them more or much more opportunity for social connection, 37% said the Hub gave them more or much more access to business support.

Country:

Australia

Related Infrastructure:



Social

Social Value:



Community wellbeing



Work



Access to vital services

Friendship Court, Piedmont Housing Alliance and National Housing Trust/Enterprise Preservation Corporation

In 2002, Piedmont Housing Alliance and National Housing Trust/Enterprise Preservation Corporation (NHT/E) partnered to acquire and renovate a low-income affordable housing complex that was at risk of conversion to market rate housing.

Impact:

In 2016, the Friendship Court Advisory Committee was established. It is made up of nine elected resident representatives and six members from the broader community. The committee is actively involved in a co-design approach to redevelop the property into a mixed-income housing complex and contribute to making decisions about operating and managing the property.

Country:

United States

Related Infrastructure:



Social

Social Value:



Community wellbeing



Equality & equity

Helsinki Participatory Budgeting

Finland's capital city, Helsinki, is home to a population of around 666,000 people. In 2018, the City of Helsinki announced it would allocate \$4.95 billion (EU €4.4B) each year to implement city projects initiated by residents, as part of a participatory budgeting process, with a focus on delivering social and economic inclusion for all residents.

Impact:

The participatory budgeting policy ensures residents have a say in how government funding is used in their local communities and across the city. It uses a co-design card game for city shaping that people can play to help create ideas in their own social and community groups that are aligned with the City's overarching strategies. Over 1,200 proposals were submitted for consideration, 839 of which were approved. Plans have been developed for 351 proposals.²⁸

Country:

Finland

Related Infrastructure:



Social

Social Value:



Community wellbeing



Yarra Valley Water

Yarra Valley Water in Melbourne, Australia, provides clean water to around 1.9 million people and 50,000 businesses across the state. In 2017, it established a Citizen Jury made up of members of the community to help determine water services and pricing as part of a five-yearly Water Price Review process. Its goal was to find a balance between price and services that was fair to everyone.

Impact:

Drawing on insights from customer research and engagement, direct statements from chosen representatives of the communities it serves, and public submissions, the jury made 10 final recommendations.

The recommendations ranged from improving services, fair access and flexible customer service to a greater commitment to water conservation. Yarra Valley Water listened, and accepted eight recommendations in full and the remaining two in part.²⁹

Country:

Australia

Related Infrastructure:



Energy & water

Social Value:



Access to vital services



Equality & equity



COMPONENT THREE

5.3 Accessing progressive infrastructure finance and funding models

Right now, governments have fewer financial resources at their disposal. Somehow, funds must be stretched to meet the current infrastructure needs and address the social challenges facing society. There is an opportunity to expand existing financing partnerships like Public Private Partnerships (PPP) even further to deliver future-focused, system-wide, preventative solutions. Projects can use blended models to finance and fund infrastructure that incorporates responses to a wide range of growing social issues, such as aged care, homelessness, mental health and wellbeing, and loneliness. This should include drawing on traditional financing, impact investment, philanthropic capital, government funding and private sector support.

What it is:

Blended finance and funding models for infrastructure projects and social value experiments and innovations that cross traditional sectoral and industry boundaries to drive social value objectives and outcomes.

How to use it:

Convene a diverse range of investors to combine traditional, responsible and philanthropic investment for infrastructure that has the potential to enhance equity and benefit the wellbeing of current and future generations.

Who to engage with:

Financial intermediaries, investors, philanthropists, government.



Impact Investment Group

Impact Investment Group is an Australian impact investment fund manager which makes investments that seek measurable and intentional environmental and/or social benefits alongside a financial return.

Impact:

Since 2013, Impact Investment Group has grown to have more than \$469 million (AU \$680M) in assets under management across real estate, renewable energy and venture capital.

Country:

Australia

Related Infrastructure:



Energy & water



Social

Social Value:



Housing affordability



Equality & equity

Global Islamic Finance and Impact Investing Platform

The Platform promotes market-based solutions to sustainable development goals via Islamic finance and impact investing. Established by the Islamic Development Bank and the United Nations Development Programme's Istanbul International Center for Private Sector in Development in 2016, the platform runs training and networking to develop impact investing tools and access to Islamic funding for impact enterprises.

Impact:

The Platform includes the Green Sukuk Initiative, which financed a \$64 million 50MW solar project in Malaysia and \$1.25 billion sovereign fund for environmentally friendly projects in Indonesia.

Country:

Global

Related Infrastructure:



Energy & water



Transport



Social

Social Value:



Access to vital services



Mobility



Housing affordability



Work

Impact Partners

Impact Partners is an impact investment fund that invests in companies and projects prioritising social value outcomes.

Impact:

Impact partners has \$225 million (EU €200M) under management. Its projects include Spring Health, a for-profit social enterprise providing safe and affordable drinking water to rural customers in India.

Spring Health has distributed safe and affordable water to over 38,000 people in 95 villages in Eastern India, and plans to expand to reach eight million people over the next five years. By partnering with village Kirana shops, they can manage the water tank, treat and test the water, and then sell or deliver it at a low cost whilst still making 25% margin on each sale.

Country:

India

Related Infrastructure:



Energy & water

Social Value:



Equality & equity



Work



Access to vital services

COMPONENT FOUR

5.4 Establishing social procurement policies

Infrastructure investment is typically place-based and generates high levels of employment, ranging from employment directly related to the infrastructure construction and operation to employment stimulated by the demand enabled by the infrastructure such as retail and services provided at the place. However, local communities are often not equipped to take up the opportunities presented in the short- to medium-term during planning, design and construction phases, and then miss out on the long-term amenity and benefits as a result of being displaced by increased gentrification.

A growing number of governments and businesses are addressing this issue by using their buying power to preference suppliers that create social value on top of the goods and services they provide, such as social enterprises, First Nations-owned businesses and local businesses.³⁰ For example, in the UK, governments must consider how procurement could improve social, environmental and economic wellbeing under the Public Services (Social Value) Act 2012, and in Australia, the Indigenous Procurement Policy sets a target for the Commonwealth Government to allocate 3% of its procurement spend with Indigenous businesses.³¹

Social procurement can support people to build the social capital and skills required to meet their employment aspirations and is a scalable way of addressing local issues related to un- and under-employment and skills shortages in growth sectors underpinning major infrastructure projects.

Engaging with social enterprises earlier in the design process to help equip and employ local communities to take up opportunities generated through infrastructure investment has the potential to drive even further benefits. For example, social procurement could be extended to offer residents opportunities to gain skilled labour experience (currently, it provides opportunities mainly for unskilled labour) and be part of local development rather than displaced by it.

What it is:

Engaging social and local enterprises to equip and employ the local community to take up opportunities generated through infrastructure investment. This includes reviewing procurement policies and practices, redirecting local supply chains, and implementing workforce diversity initiatives.

How to use it:

Successful social procurement initiatives engage with relevant stakeholders to co-create a strategy for connecting the supply and demand sides of local employment. Activities could range from engaging local community and the social enterprise sector early to help identify upcoming opportunities, to applying social procurement targets to contracts, to simply including additional evaluation criteria to value social procurement in contracts.

Who to engage with:

Social procurement intermediaries, government, and the social enterprise community.

Victorian Government Social Procurement Framework

In 2018, the Victorian Government launched the **Social Procurement Framework** to create a whole-of-government approach to ensure suppliers of all sizes incorporate social value when competing for government procurement opportunities.

The Framework encourages social objectives to be included in regular procurement planning for procurements under \$13.8 million (AU \$20M), and a Social Procurement Plan to be completed for activities over \$13.8 million (AU \$20M).

Impact:

For FY2019, Victorian Government departments and core agencies spent \$7.6 million (AU \$11.1M) with verified Victorian Aboriginal businesses, \$5 million (AU \$7.3M) with certified social enterprises, and \$43.5 million (AU \$63M) with businesses in the most disadvantaged parts of the state. Through rail and road agencies, they also recorded 36,413 employment hours for long-term unemployed and 4,000 employment hours for people with a disability.³²

Country:

Australia

Related Infrastructure:



Transport

Social Value:



Equality & equity



Work

fwd

The fwd: platform was established through a partnership between New Zealand Post and the Ākina Foundation to connect buyers to social enterprises to help deliver impact through procurement processes.

Impact:

fwd: was recently launched as part of the Impact Initiative under the Social Enterprise Sector Development Programme, a three-year partnership between the Department of Internal Affairs and the Ākina Foundation running from April 2018 to March 2021.

Country:

New Zealand

Related Infrastructure:



Social



Transport

Social Value:



Equality & equity



Work

Supply Nation

Supply Nation works with Aboriginal and Torres Strait Islander businesses and procurement teams from government and business to grow Australia's Indigenous business sector.

Impact:

Launched in 2009, Supply Nation now has more than 440 buyers registered and over 2,000 verified Indigenous businesses.

Country:

Australia

Related Infrastructure:



Transport



Social

Social Value:



Equality & equity



Work

Social Enterprise UK

Social Enterprise UK works with social enterprises to broker business relationships with the corporate sector across the UK.

Impact:

In 2017, Social Enterprise UK launched the Buy Social Corporate Challenge. As part of the challenge, corporate businesses across the UK have committed to collectively spending \$1.24 billion (GB £1B) with social enterprises. In 2019, Social Value UK reported its corporate partners had spent over \$81 million (GB £65M) with social enterprises across the UK.

Country:

United Kingdom

Related Infrastructure:



Social

Social Value:



Work



Community wellbeing

Tokona Te Raki: Maori Futures Collective

The Ngāi Tahu-led Collective works to increase Maori participation, success and progression in education and employment outcomes.

Impact:

Tokona Te Raki's projects include He Toki, which brings together government, industry and community partners to help Māori start careers in the construction industry. Since 2011, more than 1,000 trainees have been prepared for opportunities in the trades sector, the He Toki Apprenticeship Trust has been set up to support Māori apprentices, and higher learning scholarships have been established for engineering and construction qualifications.

Country:

New Zealand

Related Infrastructure:



Social



Transport

Social Value:



Equality & equity



Work



A BLUEPRINT FOR CREATING SOCIAL VALUE

COMPONENT FIVE

5.5 Measuring impact

The more that we measure the full cost and value of projects (as opposed to the 'price' of capital and operating expenditure), the more informed and transparent decision making can be. Infrastructure projects have traditionally pursued and prioritised the delivery of traditional economic (for example, travel time savings, increased security of supply), financial (for example, cost), schedule and more recently, environmental objectives. Now, practices are evolving as inclusive development and social value creation come to the fore.

Measuring social value is nothing new—economists have measured social benefits for decades—but measuring social value generated by infrastructure investments is relatively new. Significant advances have been made in recent years in terms of measurement methods and data available, but there is currently little robust evidence to support the different models and approaches to generating enduring social value through infrastructure. Making the case for investment in social value outcomes can be difficult. Identifying clear objectives, performance indicators and measures is key to building data, evidence and ultimately greater awareness around different models and approaches that create social value to determine what works in different contexts and at scale.

What it is:

Measuring impact, building data, gathering evidence and articulating a compelling narrative for embedding social value in infrastructure projects, so that experiments and successful innovations become more mainstream.

How to use it:

Use social value and impact measurement methodologies (for example TotalValueX™, Social Return on Investment (SROI), Impact Management Project methodology, longitudinal studies, big data) to build a baseline and measure short-, medium- and long-term impacts of different experiments and innovations.

Who to engage:

Universities, government, investors, specialist economists and evaluation agencies.



New Zealand Wellbeing Budget

Despite strong growth in recent years, New Zealand continues to experience high levels of suicide, homelessness, family violence and child poverty. In 2019, the New Zealand government introduced its first **wellbeing budget** in order to address these challenges.

Impact:

Ahead of the budget release, Treasury NZ developed and released the Living Standards Framework (LSF). The LSF incorporates 65 social, cultural, environmental and economic indicators and is used to assess New Zealanders' current and future wellbeing. The framework is used to guide Treasury's policy advice to government and assess budget initiatives for their potential contribution to wellbeing priorities.³³

Country:

New Zealand

Related Infrastructure:



Energy & water Social Transport

Social Value:



Equality & equity Physical & mental health



Access to vital services Work



Housing affordability

Australian Social Value Bank

Developed by Alliance Social Enterprises in partnership with Simetrica-Jacobs, **Australian Social Value Bank** provides an online value calculator that can be used to measure social impact across a broad range of project impacts.

Impact:

The tool uses Cost Benefit Analysis to assess the economic, social and environmental impact of social value interventions across 62 wellbeing values.

Country:

Australia

Related Infrastructure:



Energy & water Social Transport

Social Value:



Equality & equity Physical & mental health



Access to vital services Work



Community wellbeing





Impact Management Project

Impact Management Project is a global community of over 2,000 organisations working together to build consensus on how to measure and manage impact.

Impact:

The forum shares a range of best practice guidance, reports, case studies and other resources to help organisations better understand and measure their impact.

Country:

Global

Related Infrastructure:



Energy & water



Social



Transport



Digital

Social Value:



Equality & equity



Community wellbeing



Physical & mental health



Common Social Impact Framework

Developed by Simetrica-Jacobs in collaboration with the UK rail industry, the **Common Social Impact Framework** contains a library of goals, indicators, metrics and monetised values for the social impacts of rail across 10 domains including local procurement, employment, diversity and inclusion, community safety, regeneration, and health and wellbeing.

Impact:

The framework is used to measure the social value of rail infrastructure in Great Britain, highlighting the contribution to social value of outcomes such as ethical procurement, improved step-free access at stations, and employee training. The framework can also be used to inform business case analyses for investment decisions and to help guide strategy development and the setting of objectives and targets.

Country:

United Kingdom

Related Infrastructure:



Transport

Social Value:



Equality & equity



Access to vital services



Community wellbeing



Physical & mental health



Work

6

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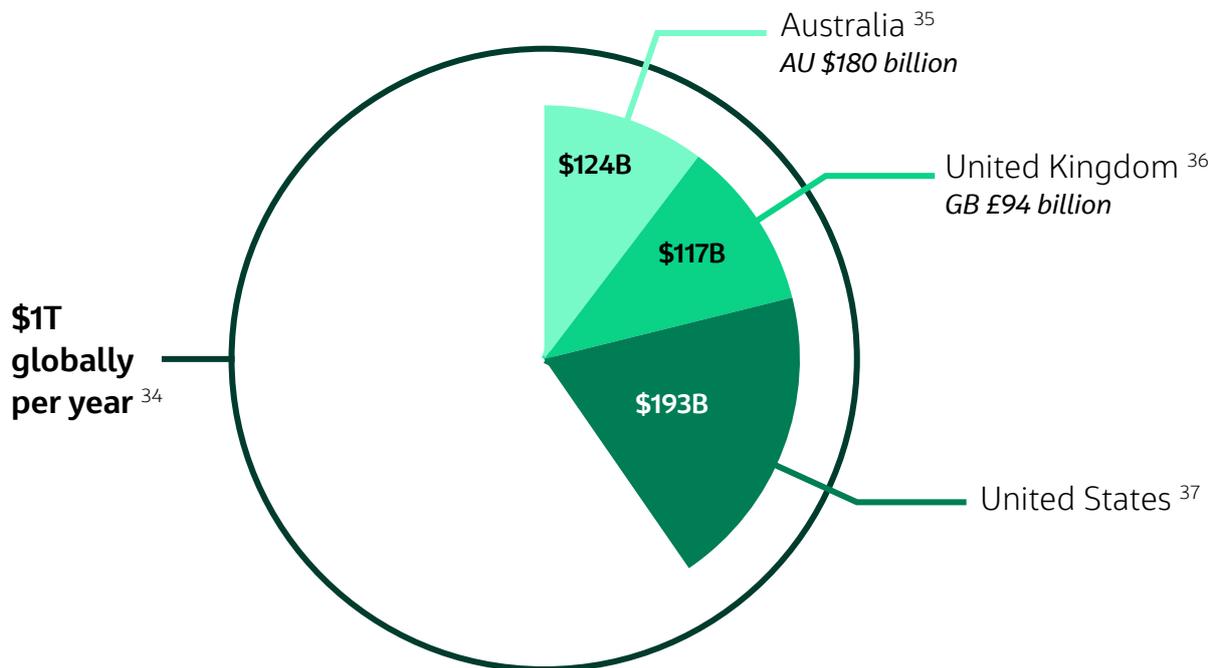
Making the case for social value

Governments

Whilst there is \$68.5 trillion planned investment in infrastructure globally over the next two decades, there is comparatively little investment in preventative measures for addressing critical social issues. Yet, critical social issues have a significant economic cost—not to mention personal cost.

FIGURE 7

Economic cost of mental health conditions annually

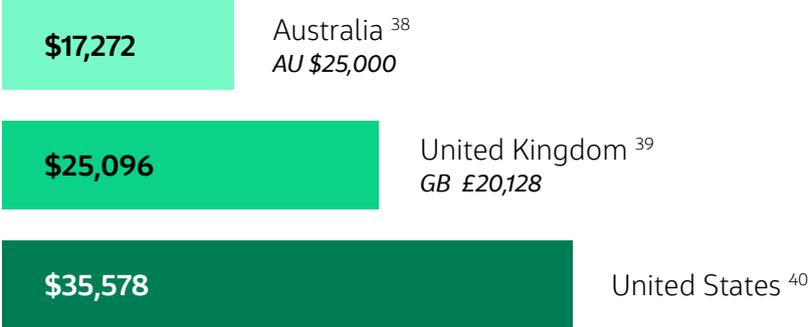


In the current constrained funding environment where governments are having to make careful decisions about where and how they invest for the future, building social value objectives into major infrastructure investments should be an economic “no-brainer”. Infrastructure dollars can fund critical infrastructure in the community, while at the same time help address critical social issues that impact people’s quality of life and wellbeing.

Of course, the question of correlation or causation remains. By using big data analytics, co-design and social value measurement tools as outlined in the blueprint, we can start to better understand correlation and causation between new approaches to creating social value and their impact. However, this will likely be a constant area of debate as some of the impacts being pursued will occur across generations and are designed to emerge and evolve with people’s needs as opposed to a more linear and prescriptive design outcome which is more straightforward to measure and track.

FIGURE 8

Cost of a single person sleeping rough for 12 months*



BEFORE AND BEYOND THE BUILD





Businesses

In 2020 we expect more from our private sector business leaders and hold companies to higher standards relating to their social impact and contribution to social value. The 2019 Edelman Trust Barometer Global Report found that 76% of people surveyed believed that CEOs should take the lead when it comes to creating positive change in the world around us, rather than waiting for governments to mandate it, and 73% believed that companies can improve society and achieve financial objectives at the same time.⁴¹

This is particularly true of young people who are increasingly scrutinising corporate social responsibility activity and looking to support businesses with core activities, products and services that mirror their own personal values and the major issues they care about, with factors associated with equity and equality amongst their top ranked issues.⁴²

Business leaders agree, with 75% of global executives surveyed for The State of Corporate Reputation in 2020: Everything Matters Now report recognising that local community perceptions of the company were important to reputation, and global executives on average attributing 63% of their market value to overall reputation.⁴³

In the digital age where perception is valued as reality, society is looking to the private sector to step up and do more. Businesses that ignore emerging issues and challenges do so at their peril.

Investors

Investors are increasingly engaging in social value considerations across their portfolios for a range of reasons. Some have been set up to create positive change from the start, some are concerned with regulatory and reputation risk or see potential commercial return, whilst others are looking for opportunities that reflect their own personal values.⁴⁴

The UN SDGs have pushed this further, calling for investors to define and play their role in helping to achieve the SDGs and many have proactively responded.⁴⁵ This is particularly important for current and new investors in infrastructure, given infrastructure's potential to help achieve over 80% of the UN SDGs.¹⁴

7

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Conclusion



For a long time, growth has been at the top of everyone's agenda. Yet it is becoming increasingly clear that the benefits of growth disproportionately fall to those already prospering in our societies. Critical social issues such as intergenerational and income inequality, homelessness and poverty are growing, and government interventions—to date at least—are failing to slow the widening economic divide between different groups in society. We know that the current approaches to meeting the needs of all people in our societies are not working and there is a growing sense of urgency; now is the time for change.

Even though it touches on nearly every aspect of our life in one way or another, and even though it's been shown to underpin the achievement of up to 80% of the UN's sustainable development targets, infrastructure has traditionally been viewed by governments and the private sector through an economic rather than a human or social lens. Globally, we will invest around \$68.5 trillion in infrastructure over the next 20 years. Finding ways to leverage this massive investment to advance critical social issues could improve the quality of life and wellbeing of all members of society.

Right now, we have the opportunity to consider how we can incorporate new models and approaches to design, deliver/build and operate infrastructure in a way that supports us to tackle some of today's and tomorrow's most pressing social challenges.

Our paper explores the role of infrastructure investments in helping to address social issues in society. It brings together five emerging models and approaches that are gaining traction in the industry and demonstrating impact in a blueprint for embedding social value innovations in projects at scale.

Of course, the blueprint is just the start. The next step is finding willing partners across the public, private and not-for-profit sectors to collaborate with us to test and refine it. Can these components be successfully embedded into infrastructure projects and processes and delivered at scale? How successful are they in generating enduring social value for the community? For what types of projects they are most successful? The answers to these questions will ultimately determine how effective infrastructure projects are as a vehicle for generating lasting social value in our communities and making the world better for all.

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Transforming business and communities

A photograph of a man with a beard and a red and blue plaid shirt carrying a young child on his shoulders. The child is wearing a yellow puffer jacket and a checkered shirt. They are in a forest with sunlight filtering through the trees. The man is looking off to the side with a thoughtful expression.

Social value measurement and wellbeing analysis

At Simetrica-Jacobs, we help government, the charitable sector and private sector clients to develop, deliver, measure and evaluate social value plans that make a positive contribution to society, identifying innovative, inclusive and ethical investments that drive change, spread prosperity and address critical social issues in our communities.

If you would like to discuss how Simetrica-Jacobs can help you define, measure or evaluate your social value offer, please get in touch with information@simetrica.co.uk

We would be happy to discuss our range of tools and services, and how we can create a package tailored to your needs.

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In October 2019, Jacobs purchased a 50% share in Simetrica, the global leader in the field of social value measurement, business ethics and the application of wellbeing and quality of life analysis to policy and project assessment.





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