2024

IMPACT REPORT

MEASURE WHAT MATTERS RESULTS & INSIGHTS

Measure What Matters NH

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REPORT-OUT ON 2024 SURVEY RESPONSES

The MWM 101 Survey is a guidepost for companies to better understand their impact and how to amplify it. This "snapshot" survey provides insights into the practices, policies, and programs regional organizations implement to further their sustainability journey. It helps organizations assess their impact, connect with experts, improve, and gauge progress and trends.

Impact Areas

- **Climate and Energy**
- **Environment**
- **Workplace**
- **Community**
- **Governance**
- **Inclusion and Belonging**

MWM Survey Goal

Through setting goals and measuring progress, NH businesses can achieve greater sustainability by using a directed and effective approach. Tools that enable organizations to assess their impact, identify areas for improvement, and track their progress provide the information companies need to expand and amplify their sustainability efforts.

Our thanks to 2024 Measure What Matters NH Program Sponsors

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Executive Summary

⬈ About Measure What Matters

The Measure What Matters (MWM) Survey, administered by NHBSR, serves as a vital resource for organizations aiming to understand, assess, and amplify their sustainability practices and goals. This annual survey provides a comprehensive snapshot of sustainability practices, challenges, and opportunities among New Hampshire organizations. By tracking progress across six critical areas—Climate and Energy, Environment, Workplace, Community, Governance, and Inclusion & Belonging—the MWM Survey equips businesses with the insights needed to refine their sustainability journeys and foster positive impact. This 2024 White Paper presents the aggregate results of the latest survey, highlighting important findings, emerging trends, and areas of continued focus for the NHBSR community.

Respondent Profile

↗ Industry Distribution:

Professional Services continued to be the most represented sector at **20.51%**, followed closely by Finance and Insurance, Manufacturing, and Nonprofits, each accounting for **15.38%** of respondents. Consumer Goods and Services accounted for 10.26%, while a diverse array of other sectors, including Construction, Education, Energy and Resource Management, Government and Public Administration, Retail, and Utilities, each contributed **2.56%.**

↗ Organization Size (Worldwide Employees):

The respondent pool spanned a wide range of organization sizes, with **25.64%** representing larger enterprises (501+ employees) and **23.08%** falling into the 2-20 employee category. Sole Proprietors constituted **20.51%**, highlighting the survey's reach into micro-organizations. This distribution ensures insights are drawn from diverse operational scales.
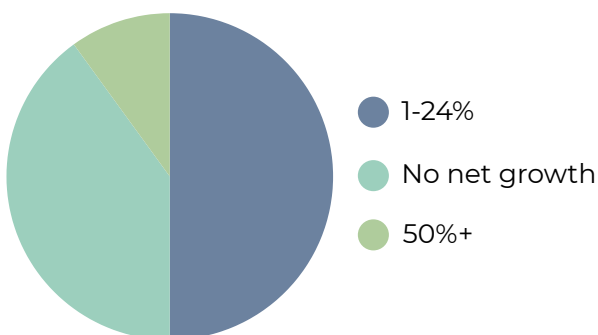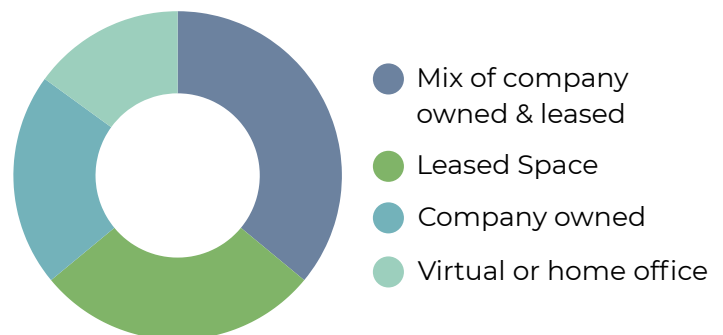
20.5%
Professional Services

15%
Finance, Insurance, Manufacturing, Nonprofits (each)

10%
Consumer Goods & Services

2.5%
Other Sectors (each)

↗ Total Revenue Growth for the Fiscal Year:

- 1-24%
- No net growth
- 50%+

↗ Type of Facilities:

- Mix of company owned & leased
- Leased Space
- Company owned
- Virtual or home office

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Climate & Energy

- **Steady but Slow Progress:** Tracking of Greenhouse Gas (GHG) emissions shows progress, with 53.85% tracking Scope 1 emissions (direct emissions) and 51.28% tracking Scope 2 emissions (purchased electricity, heat, steam, and cooling). Tracking of Scope 3 emissions, which includes business travel (38%), employee commuting (31%), and other indirect emissions (31%), is also becoming more prevalent.
- These figures show only **slight increases from 2023**, indicating limited momentum in expanding climate action efforts.
- **Renewable Energy Adoption:** 46% of organizations utilize on-site renewables or purchase renewable energy credits, a figure that mirrors last year's data. The pace of adoption has plateaued, with few organizations setting ambitious, science-based targets.
- **Energy Efficiency and Conservation:** A high percentage of organizations are actively implementing energy-saving measures. 90% utilize efficient lighting solutions, and 80% use Energy Star appliances. HVAC smart or efficiency systems and regular HVAC maintenance are also widely adopted at 75% and 80% respectively. 60% of respondents reported conducting an energy audit, a crucial first step in identifying efficiency opportunities. However, comprehensive tracking and advanced initiatives are not yet widespread.
- For organizations with leased properties, 36% successfully worked with landlords on energy efficiency improvements, showing a positive trend.
- **Remote Work Emissions:** Only 14% of organizations measure the carbon emissions associated with remote work, reflecting a gap in holistic climate impact assessment.
- **Emission Reductions:** 35% of respondents report having reduced Scope 1 emissions, and 49% have reduced Scope 2 emissions, but these efforts are concentrated among a minority of leaders.

51%
track Scope 2 emissions (purchased electricity, heat, steam, and cooling)

46%
of orgs. utilize on-site renewables or purchase renewable energy credits

90%
utilize efficient lighting solutions, and 80% use Energy Star appliances

36%
successfully worked with landlords on energy efficiency improvements

60%
of respondents reported conducting an energy audit, a crucial first step in identifying efficiency opportunities

35%
of respondents report having reduced Scope 1 emissions

Key Trend: 🔑

The most significant trend is a clear plateau in climate action metrics, with only incremental gains in tracking and renewable adoption. There is a growing divide between leading organizations and those lagging behind, highlighting the need for stronger incentives and support.

Successful initiatives shared include expanding landfill gas collection and improving route efficiency, investing in workplace EV charging facilities, developing solar arrays for energy needs, promoting electric vehicle adoption, and committing to net-zero goals by 2030.

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Environment

- **Diverse Engagement:** Sustainability efforts vary widely. While some organizations have robust programs for resource stewardship and waste reduction, many are still in the early stages of integrating environmental considerations into their operations.
- **Reporting & Accountability:** 44% regularly report on environmental impact, and 28% have specific goals for reducing resource and material use. Formal encouragement of environmentally responsible behavior, such as energy-saving reminders and reusable supplies, is high (90%).
- **Resource Constraints:** Larger organizations tend to advance sustainability more rapidly, benefiting from greater resources. Smaller organizations face challenges in accessing tools and support for environmental initiatives.
- **Sustainable Operations:** Practices such as using recycled office supplies, double-sided printing, and digital workflows are becoming increasingly common. Quality control and customer feedback mechanisms are widely implemented.
- **In facilities,** 90% provide water refilling stations, and 74% use reusable tableware to eliminate single-use items. The adoption of natural/non-toxic cleaning products stands at 65%.
- **Success stories** include large-scale textile recycling explorations, the adoption of reusable cleaning materials, significant on-site waste reduction initiatives, and the implementation of comprehensive waste audits and food donation programs.

44%
regularly report on environmental impact

90%
encouragement of environmentally responsible behavior

90%
utilize efficient lighting solutions, and 80% use Energy Star appliances

90%
facilities provide water refilling stations

65%
adoption of natural & nontoxic cleaning products

Key Trend: 🔑

There is a dynamic but uneven landscape, with gradual integration of environmental practices. Resource constraints remain a significant challenge for smaller organizations, and formal reporting remains the exception, not the rule.

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Workplace

The 2024 survey results for workplace impact reveal both continued commitment to employee well-being and persistent challenges, particularly in employee retention.

- **Employee Benefits and Compensation:** A strong majority of organizations continue to offer comprehensive benefits, with 100% providing health insurance and 97% offering dental insurance. Work-from-home/remote options (94%) and flexible work schedules (84%) are widely available, reflecting a sustained adaptation to modern work preferences.
- **Employee retirement plans** are offered by 87% of respondents. Regarding fair compensation, a significant 77.42% of organizations reported paying 75-100% of their employees a wage equal to or exceeding a living wage, and 82.76% stated that no employees are paid minimum wage. This indicates a strong commitment to equitable pay, consistent with 2023 trends.
- While 67.74% provide incentives for **health and wellness activities,** and 74.19% offer access to behavioral health counseling, financial assistance for childcare remains low at 12.9%.
- **Employee Turnover and Promotion:** The employee turnover rate continues to be a notable area. While individual responses varied widely, the aggregate data indicates that the average turnover rate remained consistent with the 2023 average of approximately 17.5%, which is higher than the previous year's 10% average, but comparable to the national average. 74.19% of organizations have a policy to promote from within, demonstrating a strong commitment to internal career growth, showing a slight increase from 2023.
- **Innovative Initiatives:** Many organizations shared successful initiatives benefiting their workers, including providing zero-interest energy-efficient loans, offering comprehensive family-building benefits and extended paid parental leave, subsidizing vanpools and EV charging, implementing wellness programs with cash incentives, and establishing coworker assistance funds. These efforts underscore a proactive approach to supporting employee financial, physical, and mental well-being.

100%
provide health insurance

87%
offer employee retirement plans

67%
offer incentives for health and wellness activities

74%
promote from within

74%
offer access to behavioral health counseling

Key Trend: 🔑

Investment in employee well-being and sustainable workplace practices is growing, with a focus on both traditional benefits and innovative new offerings.

Community

Community engagement remains a cornerstone of corporate responsibility for NH businesses, with a sustained emphasis on charitable contributions and volunteerism.

- **Engagement Methods:** Financial or in-kind charitable donations remain the most common form of community engagement, practiced by 82.05% of organizations. Community service activities are also highly prevalent at 71.79%. Paid employee volunteer hours have seen a positive increase from 55% in 2023 to 61.54% in 2024, enabling employees to contribute meaningfully to local causes. Social and environmental advocacy is also a strong focus at 64.10%.
- **Vendor and Supplier Screening:** A significant 69.23% of companies have policies to prioritize local vendors/contractors. Furthermore, organizations are increasingly screening their vendors and suppliers for sustainability practices (53.85%), environmental pollution (46.15%), and equal employment opportunities (48.72%), reflecting a growing awareness of supply chain responsibility. However, only 35.9% formally ask vendors to sign a Code of Conduct, indicating an area for potential growth in formalizing ethical supply chain practices.
- **Impactful Initiatives:** Organizations shared inspiring community initiatives, such as employee-driven charitable giving programs, efforts to create inclusive and accessible banking products, partnerships with clean energy organizations, comprehensive youth academic support programs, and initiatives to provide music walls for early childhood centers. These stories demonstrate a deep commitment to addressing diverse community needs.
- **Consistent Commitment:** For the third consecutive year, financial and in-kind donations remain the top method of community engagement, closely followed by employee volunteerism and pro bono services.
- **Targeted Impact:** 24% of organizations commit to specific social impacts or serve targeted beneficiary groups, such as low-income individuals or those facing health challenges.

82%
in-kind charitable donations

62%
offer paid employee volunteer hours

69%
prioritize local vendors & contractors

24%
commit to social impacts or serve targeted beneficiary groups

Key Trend: 🔑

Community engagement is broad and consistent, with a notable shift toward targeted impact and deeper partnerships with nonprofit and advocacy groups.

Governance & Transparency

Formalized governance practices and a strong commitment to transparency continue to be critical elements for responsible businesses in New Hampshire.

- **Mission and Values:** An overwhelming 92.31% of organizations have a formal, written mission statement. Of these, 80.56% include a general commitment to social or environmental responsibility, indicating that purpose is deeply embedded in organizational identity. A commitment to specific positive social impact is present in 41.67% of mission statements, and 30.56% include a commitment to specific environmental impact.
- **Accountability and Transparency Practices:** High rates of engagement in accountability practices were reported, with 79.49% holding regular management or staff meetings and 71.79% sharing financial performance with employees. Similarly, 71.79% have a code of ethics/anti-corruption policy, and 61.54% have a whistleblower policy. Third-party audits of financials are conducted by 66.67% of organizations. Notably, 56.41% publicly share data about their impact on workers and the community, reflecting a strong commitment to external transparency.
- **Stakeholder Engagement:** While nearly half of organizations (46.15%) still report no formal engagement to ensure social or environmental performance in decision-making, a positive trend is emerging in gathering stakeholder input. 58.97% engage internal stakeholders, and 48.72% engage external stakeholders through processes like focus groups and surveys. Employee participation in decision-making is also encouraged to a "great extent" by 58.06% of organizations.
- **Successful Initiatives:** Governance success stories include transparent quarterly financial sharing and goal updates, the establishment of Sustainability Councils reporting to Boards of Directors, iterative strategic planning processes that incorporate diverse voices, and annual employee feedback surveys to drive decision-making.
- **Ethical Foundations:** Many organizations have adopted codes of ethics, anti-corruption policies, and whistleblower protections. A growing number are considering or have become Public Benefit Corporations.
- **Stakeholder Engagement:** 39% have processes to gather stakeholder input; 20% publicly report on stakeholder engagement results, reflecting increased transparency.

92%
have a formal mission statement

72%
share financial performance with employees

62%
have a whistleblower policy

59%
engage in internal stakeholders

39%
have processes to gather stakeholder input

Key Trend: 🔑

There is a steady increase in governance best practices, but public transparency and stakeholder reporting remain limited to a minority of organizations.

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Inclusion and Belonging

Inclusion and Belonging remained a dynamic and evolving area in 2024, with organizations increasing their efforts in training and support for underrepresented groups.

- **Representation and Policies:** A large majority of organizations have strong representation of diverse groups and voices at the upper and middle management levels. A strong 79.5% of organizations have an official non-discrimination statement, and 69% accommodate the needs of employees with disabilities. Pay equity is assessed by 59% of respondents. Affinity or support groups are present in 36% of organizations.
- **Programs and Training:** Workplace training on bias and discrimination is offered by 81% of organizations, with 45.% requiring it for all employees—a notable increase from 2023. Additionally, 23% engage in second-chance hiring, showing positive growth in inclusive recruitment strategies compared to 2023. Affinity or support groups are present in 35% of organizations. Furthermore, 48.% of organizations hired an outside consultant to identify gaps, a clear increase from 2023.
- **Impactful Initiatives:** Successful inclusion initiatives include projects that share employee stories to foster understanding ("Beneath the Surface"), redesigned recruitment practices focusing on unbiased and inclusive hiring, the development of Leadership Networks and Employee Resource Groups, and the consistent integration of inclusion topics into weekly staff meetings and internal communications.

79%
of organizations have an official non-discrimination statement

59%
assess pay equity

23%
engage in second-chance hiring

48%
hired an outside consultant to identify gaps

35%
support affinity groups

Key Trends: 🔑

- **Ongoing Challenges:** While leadership support for Inclusion and Belonging grew in 2024, comprehensive strategies and external assessments remain less common.

- **Important Note:** This report outlines Inclusion and Belonging practices for organizations in 2024. Please note that the landscape is rapidly changing due to increased scrutiny and evolving legal interpretations. This environment may compel organizations to adapt their strategies, adjust messaging, or even underreport on certain initiatives to mitigate perceived risks. Therefore, the long-term viability and observable impact of these practices could be significantly affected, and future reporting on inclusion efforts may become less transparent. We offer this as a snapshot of a dynamic field.

Notable Trends

Plateau in Climate Action

Plateau in Climate Action: Despite growing awareness, the rate of organizations adopting advanced climate tracking and renewable energy practices has stagnated, underscoring the need for stronger incentives and policy support.

Resource Disparity

Resource Disparity: Larger organizations continue to lead the way in sustainability, while smaller businesses require targeted assistance to overcome their barriers.

Broadening Impact

Broadening Impact: There is a gradual shift from ad hoc environmental actions to integrated, organization-wide sustainability strategies, though progress is uneven.

Community & Employee Focus

Community and Employee Focus: Investment in employee well-being and community partnerships remains a hallmark of NH businesses' approach to social responsibility.

Recommendations

Accelerate Climate Action:
Develop and promote incentives for GHG tracking, renewable energy adoption, and science-based target setting.

Support Small Organizations:
Expand access to resources, tools, and peer learning for small and medium-sized enterprises.

Enhance Reporting:
Encourage regular public reporting on sustainability to foster accountability.

Broaden Impact:
Enhance the organization's long-term environmental impact and efficiency by fully integrating environmental initiatives into an organization-wide sustainability strategy.

Conclusion

The 2024 MWM survey reveals a landscape of steady, if incremental, progress in New Hampshire's business sustainability journey. While many organizations are embracing responsible practices, significant opportunities remain to scale impact, particularly in climate action and the environment. NHBSR will continue to support its members with resources, partnerships, and advocacy to drive collective impact.

The MWM Survey will continue to evolve, inviting both new and returning participants to track their ongoing progress. Your organization's participation is crucial in advancing sustainability and social responsibility across New Hampshire.

Contact

Zeina Eyceoz
Deputy Director, NHBSR

🌐	**Website**	www.nhbsr.org/MWM
📞	**Phone**	603-377-8813
✉️	**E-mail**	zeina@nhbsr.org

www.nhbsr.org

Measure What Matters Committee

Marianne Bradley, Normandeau Associates

Heather Conley, K+ Collaborators

Zeina Eyceoz, NHBSR

Jesse Lore, Green Wave Electric Vehicles

James McKim, Organizational Ignition

Colleen Spear, Spearpoint Strategies

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