

# THE CHANGE WE WANT TO SEE

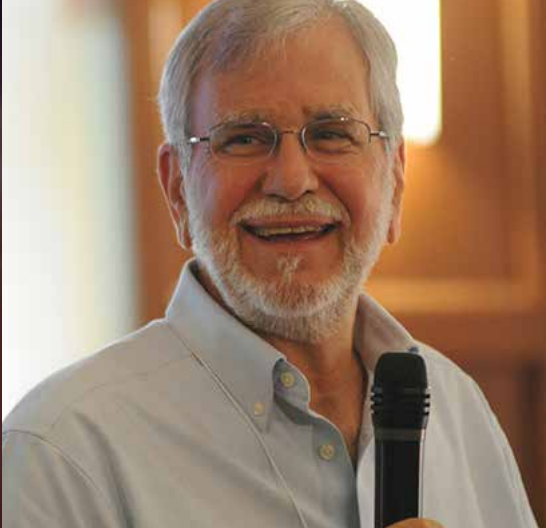


INTERFAITH  
CENTER ON  
CORPORATE  
RESPONSIBILITY

2020 – 2025  
STRATEGIC PLAN



# WHO WE ARE



# WHO WE ARE

ICCR is a coalition of faith- and values-based investors who view shareholder engagement with corporations as a powerful catalyst for social change. Our tag line “inspired by faith, committed to action” sets forth our pledge to be active owners, and to engage meaningfully with the companies in our portfolios through the process of shareholder engagement that we pioneered nearly 50 years ago. Our guiding principle as shareholders is that sustainable corporations must look beyond the next earnings report to account for the full impact of their businesses on society, and must view the well-being of all of their stakeholders – including their workers and the communities where they operate – as integral to their long-term success.

ICCR has always been at the vanguard of the shareholder advocacy movement in both the issues we bring to corporations and the strategies we employ to hold them accountable. Faith and the moral call of issues of social and environmental justice inspire our collective efforts. What motivates us to continue to lead is our connection to the communities most impacted by corporate practices and the clear evidence of progress made as a result of our interventions. While our membership comprises a broad range of organizations both religious and secular, our members make common cause through our persistent focus on equity and justice and our collective commitment to bring these concerns to companies through direct, collaborative engagement.

Over the years ICCR has developed a growing network of NGOs and civil society groups which serves as an early warning system in identifying and understanding the impacts of corporate practices on the ground, and ensures that our corporate engagement strategies are informed by their perspectives. These partnerships are unique among investor coalitions and serve to keep our work grounded and authentic while allowing us to amplify our voice through collective action. Moreover, because so many of the issues we address are systemic in nature, ICCR members believe that investor engagement in public policy debates can be critical in advancing social justice and environmental sustainability.

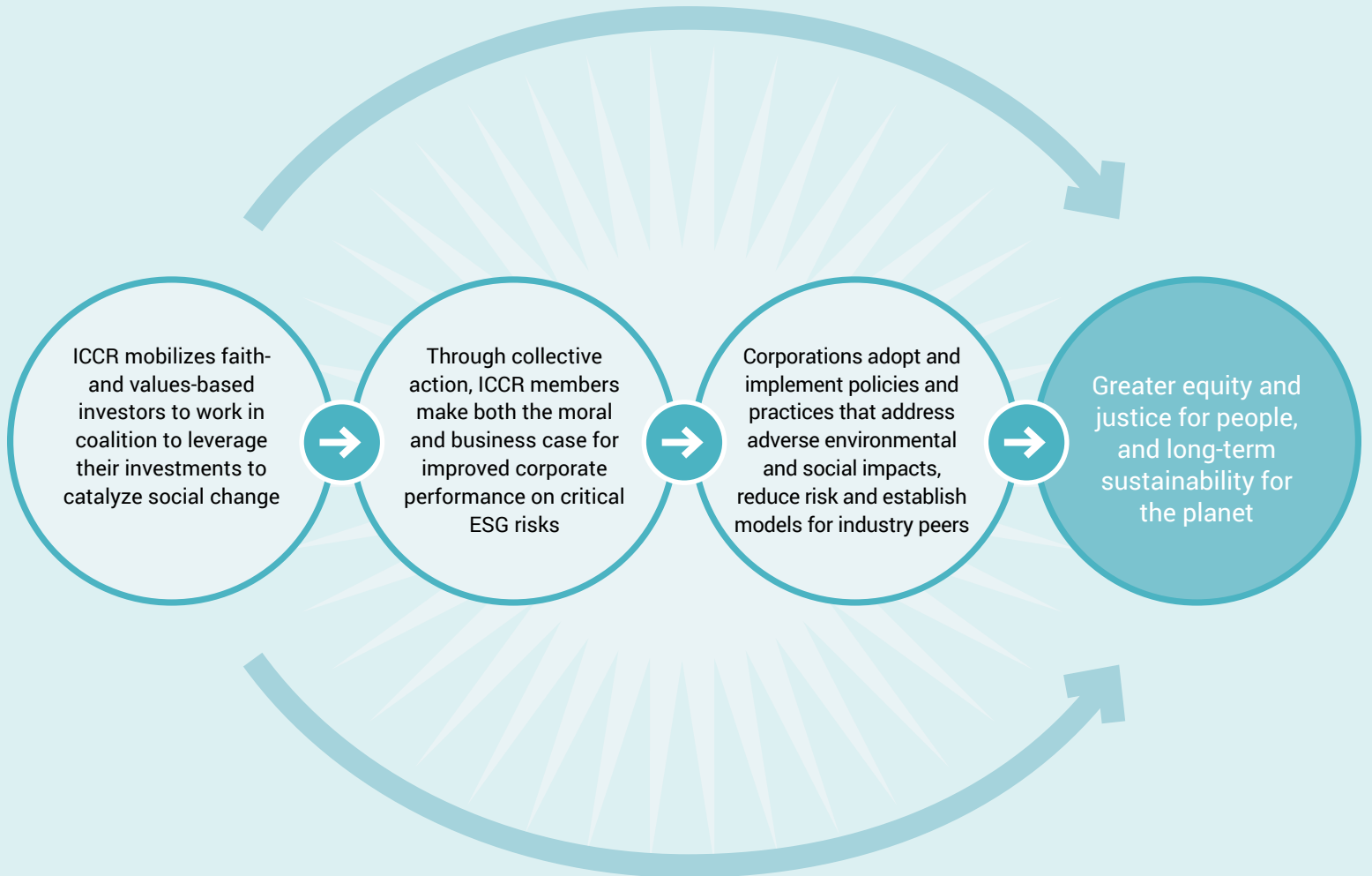
Unique to our coalition is the human rights lens through which we view all our initiatives – whether climate, water, food, worker rights, health, or corporate governance – and our work to address the impacts of corporate practices on people and planet. The U.N. Sustainable Development Goals and the U.N. Guiding Principles on Business and Human Rights provide key frameworks for our corporate engagements. ICCR’s long-term goal to broaden the base of investors engaging corporations on their human rights impacts is a natural extension of our mission and foundation as a coalition of faith-based institutions, and the establishment of the Investor Alliance for Human Rights is critical to helping us achieve this goal.

## MISSION

*Through the lens of faith, ICCR builds a more just and sustainable world by integrating social values into corporate and investor actions.*

# ICCR'S THEORY OF CHANGE

ICCR works closely with faith partners, NGOs and civil society groups to ensure that corporate engagement strategies integrate the perspectives of impacted people and communities



ICCR engages with policy-makers and standard-setting bodies to promote enabling environments for corporate accountability

# INTRODUCTION

As we approach our 50th anniversary, here at ICCR we look back with pride on what we have achieved in igniting and continuing to shape the shareholder advocacy movement we began in 1971.

The global community of responsible investors continues to expand beyond ICCR's original faith-based pioneers, and every year brings more funds and new players, different strategies and new tools for engagement, to our collective corporate engagement work. An important sign of our progress is the growing conviction among traditional investors that when companies honor their social license by focusing on environmental, social, and governance performance, they are better positioned for the long term. Last year's announcement by nearly 200 Business Roundtable CEOs of a new "Statement of the Purpose of a Corporation" – which asserts that successful companies must focus on the well-being of all stakeholders and not just on short-term shareholder value – is a further demonstration of the increasing influence of our movement.

Over the next five years, we must begin to set the stage for ICCR's next 50 years of advocacy with the knowledge that the world's greatest challenges – the climate crisis, income inequality, access to health care, among many others – cannot wait another 50 years to be resolved. The

global COVID-19 pandemic ravaging already-struggling communities coupled with the focus on racial justice in response to ongoing police brutality have starkly underscored systemic inequities that require urgent and forceful responses from the business community.

We are called to be bolder in our advocacy, more effective in our strategies, and perhaps a bit more impatient in our engagements. We must be prepared to make the strongest moral and business case possible for the corporate change needed to remedy myriad social and environmental ills. And importantly, we must present the companies we engage with an alternative vision where they are recast as positive actors, prioritizing people, planet, and long-term sustainability over short-term profits.

The ICCR community remains deeply and deliberately hopeful about the power of positive change, and this is the bedrock of our coalition's culture and ethos. As we chart our path forward in this 2020 – 2025 strategic plan, we will call upon our faith and also this hope, to continue to inspire us and to fuel our collective commitment to action.

## ISSUE PRIORITIES

ICCR undergoes a formal process of issue prioritization every five years. The next cycle will begin in the first half of 2021 at which time this plan will be updated to reflect updated priority issues. Our current issues are:



### CLIMATE CRISIS

Methane, GHG reduction, just transition, climate lobbying



### HUMAN RIGHTS

Forced labor, worker health and safety, immigration, human rights due diligence



### HEALTH EQUITY

Drug pricing, opioid accountability, access to nutrition



### FOOD JUSTICE

Antibiotics in meat, labor in food supply chains, sustainable agriculture



### WATER

Corporate water impacts, human right to water

A large crowd of people is gathered for a protest or demonstration. In the foreground, a large red banner with white text reads "IT STARTS WITH JUSTICE". The crowd is diverse in age and appearance, with many people wearing hats and sunglasses. In the background, there are trees and a building with arched windows. The overall scene is one of a significant public gathering.

**WHAT IS THE  
CHANGE  
WE WANT  
TO SEE?**

**IT  
STARTS  
WITH  
JUSTICE**

# WHAT IS THE CHANGE WE WANT TO SEE?



**GOAL:** Corporations honor their social license to operate by prioritizing the long-term well-being of people and planet over short-term profit.

Corporations adopt and implement policies and practices that:

- Prevent, mitigate, and remedy adverse impacts in their operations and value chains;
- Set standards for environmental, social and governance performance that become models for sector peers;
- Promote engagement with stakeholders and rights-holders who are most impacted by company operations and value chains, and;
- Foster transparency and accountability for corporate influence on public policy.

**GOAL 2:** Creation and strengthening of enabling environments that foster increased investor engagement and greater corporate accountability.

A growing constituency of investors acts on its responsibility to:

- Proactively engage with corporations on their environmental and social impacts;
- Engage with companies on the corporate responsibility to respect human rights;
- Connect with civil society groups, faith partners, and other relevant stakeholders/rights-holders to ensure that investor engagements are informed by the perspectives of impacted people and communities;
- Join with other investors in engaging policy-makers and standard-setting bodies to promote enabling environments for corporate accountability, and;
- Use its collective influence to engage the SEC and other relevant agencies to ensure that access to the corporate proxy and other tools for investor engagement with corporations are strengthened, not weakened.


A top-down view of several hands of different skin tones and ages stacked together in a circle. The hands are positioned in a way that suggests a team huddle or a gesture of solidarity. The background is a soft, out-of-focus light blue. The overall image has a blue color overlay.

**WHAT WILL WE DO  
TO ACHIEVE THIS CHANGE?**



# WHAT WILL WE DO TO ACHIEVE THIS CHANGE?



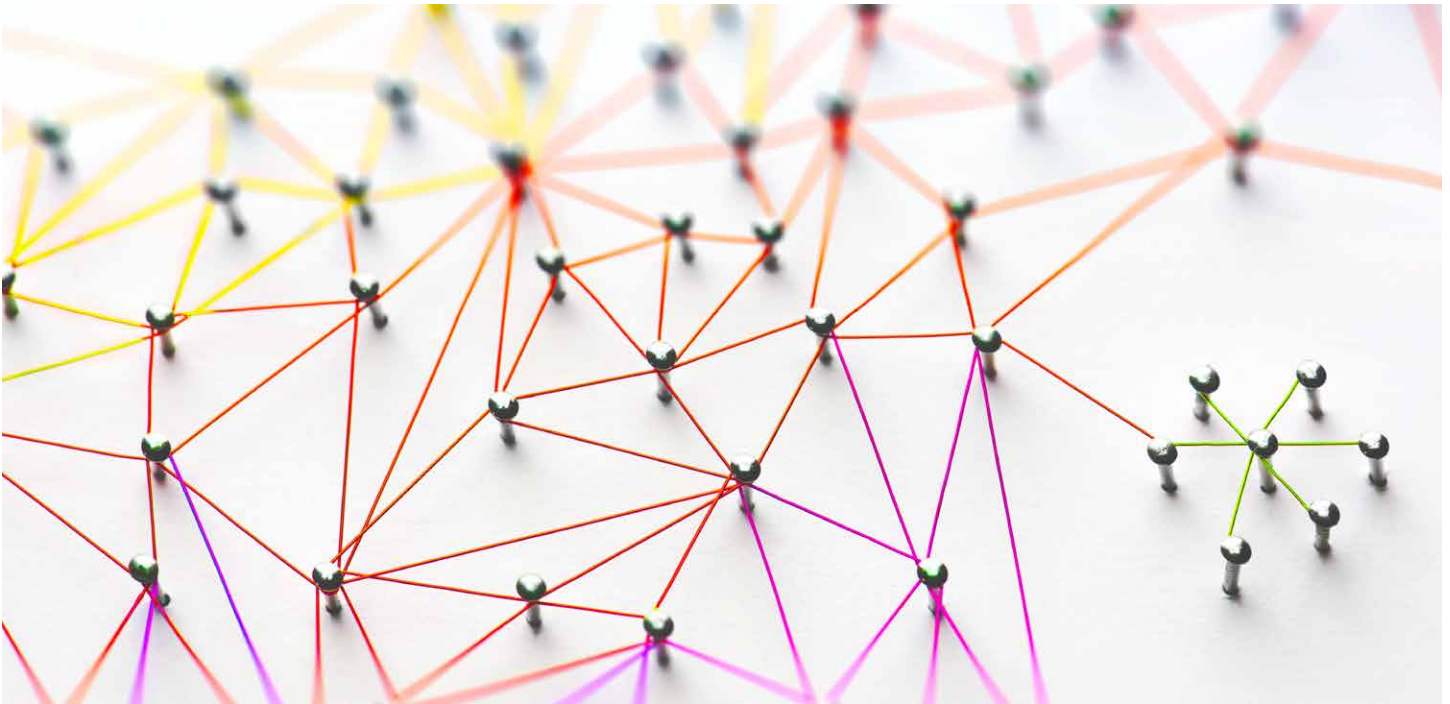
 **GOAL:** Amplify the impact of our members' collective advocacy by developing and supporting corporate engagement strategies that accelerate meaningful corporate change.

## Coordination:

- With members, set strategy and plan shareholder engagement campaigns, including the strategic use of communications support to achieve goals;
- Liaise/actively consult with civil society to ensure that shareholder strategies are informed by and reflect the perspectives of impacted communities;
- Coordinate actions to ensure timelines and goals are met through regular updates and communication;
- Facilitate and enhance member collaboration, data sharing, engagement planning and implementation, and the evaluation of outcomes via ICCR's Shareholder Exchange;
- Ensure that program focus and resource allocation reflect the following:
  - Focuses on the most critical current and forward-looking issues affecting people and planet;
  - Meets a unique need not being met by other investor networks; and
  - Aligns with member priorities and goals.

## Capacity-building:

- ICCR serves as the premier knowledge/activity hub for shareholder engagement by:
  - Identifying and supporting new strategies and models for shareholder engagement;
  - Enhancing investor understanding and mastery of the shareholder engagement process;
  - Through the Investor Alliance for Human Rights, increasing the capacity of ICCR members and investors globally to effectively engage corporations on human rights impacts.
- Function as a knowledge/activity hub for company/sector intelligence on ICCR priority issues by providing access to:
  - Subject matter experts, including civil society groups, academics, and other allies;
  - Company- and sector-specific research;
  - A uniquely rich data set of shareholder engagement activities dating back to 1993 via ICCR's Shareholder Exchange.




## Power- and connection-building:

- Actively seek opportunities to leverage the investor voice in relevant public policy debates related to corporate accountability;
- Strengthen the ICCR community by cultivating a culture of trust and cohesion within the coalition that fosters a more unified, active and engaged membership;
- Ensure more distributive leadership and responsibility throughout the coalition, including the training and mentoring of new leaders in the field;
- Increase strategic outreach and networking to other investor groups, NGOs and civil society groups to build power and influence;
- Establish the Investor Alliance for Human Rights as the primary investor hub for expertise, capacity-building, and global collaborative action on business and human rights;
- Engage with ESG standard-setting and benchmarking bodies to help increase the effectiveness of their tools, and to encourage broad member adoption and use.

A cyclist in a black and red jersey and helmet is riding a road bike on a paved mountain road. The road curves through a lush green mountain landscape with rocky outcrops. In the distance, a car is visible on the road. The sky is blue with some clouds. The overall scene is a scenic mountain road ride.

**WHAT IS  
THE FUEL  
WE NEED  
TO ENACT  
THIS  
CHANGE?**

# WHAT IS THE FUEL WE NEED TO ENACT THIS CHANGE?

 **GOAL:** Strengthen the ICCR brand and ensure the fiscal and operational health of the organization.

## Image/influence building:

- Reinforce ICCR's primacy as the global leader in faith-and values-based shareholder engagement;
- ICCR is seen as leading the shareholder advocacy movement in identifying new strategies and emerging issues for shareholder engagement;
- Amplify ICCR's strategic presence as a center of global influence for investor engagement on human rights and for investors engaging companies systematically on the "S" in ESG, including through the Investor Alliance for Human Rights;
- ICCR staff and members are seen as subject matter experts on key program areas and thought leaders on shareholder engagement;
- Through earned media and speaking roles at relevant conferences, build awareness and adoption of ICCR's model of shareholder engagement as a powerful strategy to promote social and environmental justice among target audiences;
- Our communications channels and branding elements support the image of ICCR as impactful, cutting edge and focused on human rights and corporate impacts on people, communities and the environment.

## Membership recruitment/retention/upgrading:

- Ensure that member services are meeting member needs, to build and strengthen member loyalty and commitment to the coalition;
- Seek opportunities to continually reinforce ICCR's unique culture and sense of community as a main draw for existing and potential members;
- Strategically recruit new members and new categories of institutional investors, to foster organizational sustainability, reflect diverse voices including stakeholder/rights-holder voices, and increase the impact of our collective work.

## Human resource capacity:

- Ensure adequate staff capacity to meet member needs;
- Deliver superior staff support to provide strategic guidance and coordination to amplify the impact of member engagements; and
- Strengthen resilience of the organizational culture by ensuring that staff workload is manageable and that staff receive appropriate training, supervision, and support.

## Board governance:

- Identify and recruit for needed skills to enhance board effectiveness to ensure the sustainability of the organization and oversight of ethical and legal governance and financial policies;
- Develop the fundraising skills of board and committee members to ensure that ICCR has adequate resources to advance its mission; and
- Emphasize board diversity including by gender, race, ethnicity, and religion, to increase the variety and the vitality of perspectives on the board.

## Financial health:

- Strengthen relationships with existing foundation funders, and develop relationships with new foundation funders, including family foundations;
- Develop, with the help of the board, a strategy to secure funding through major gifts;
- Increase individual giving through targeted campaigns;
- Increase annual event revenue by targeting new groups of supporters;
- Explore the establishment of fee-for-service activities and income-generating projects; and
- Review our membership dues structure with an eye towards long-term organizational sustainability.

## Strategic partnerships:

- Deepen and formalize organizational partnerships to strengthen and better define ICCR's unique role in the field;
- Strengthen ICCR's role and partnerships as a leader in the field of faith-based investing;
- Seek out new partners and build external coalitions to strengthen and accelerate the achievement of member objectives.

# THE INVESTOR ALLIANCE FOR HUMAN RIGHTS



ICCR's legacy of impact in corporate engagements on a range of human rights issues, and our focus on the impact of corporate practices on people and communities, makes the Investor Alliance a natural extension of our mission and foundation as a coalition of faith-based institutions.

We are building on this legacy through ICCR's establishment of the Investor Alliance for Human Rights, a first-of-its-kind network to coordinate global investor action that promotes corporate respect for human rights in alignment with the U.N. Guiding Principles on Business and Human Rights (UNGPs). All ICCR members are invited to become members of the Investor Alliance, but each member institution makes its own decision regarding membership in the context of its own mission and goals. Many of the founding members of the Investor Alliance are ICCR members, but our ambition is to broaden the constituency of global institutional investors engaging on these issues through membership in the Alliance. Launched as an ICCR initiative in May 2018, in just two years, Alliance membership has grown to 160 organizations from 19 countries, representing over US\$5 trillion in assets under management.

## THE MAIN PILLARS OF THE INVESTOR ALLIANCE ARE:

- 1. Investors accept their responsibility to respect human rights** in their own operations and value chains, including investment activities across asset classes;
- 2. Investors engage investee companies on human rights** policies and practices; and,
- 3. Investors engage with governments and standard setting bodies** in order to foster an enabling environment for investor and corporate respect for human rights.

## THE ALLIANCE PROVIDES ITS MEMBERS WITH:

### HUMAN RIGHTS CAPACITY-BUILDING

via research, tools and guidance to help shape and inform corporate engagement strategies

### AMPLIFIED IMPACT THROUGH A COORDINATED NETWORK

of global investors, civil society groups, and other strategic partners

### COLLECTIVE ACTION

including participation in long-term strategies focusing on human rights due diligence in specific sectors



# THE PATH FORWARD

**“AFTER CLIMBING A GREAT HILL, ONE ONLY FINDS  
THAT THERE ARE MANY MORE HILLS TO CLIMB.”**

**NELSON MANDELA**

# THE PATH FORWARD



“Greater equity for people and long-term sustainability for the planet” may sound lofty to some ears, yet it remains – since our inception in 1971 – our authentic and driving purpose. After decades of applying our stock and trade through active ownership and corporate engagement at hundreds of companies across nearly every sector and on a wide range of issues, we have proven the power and the legitimacy of our theory of change.

With ICCR’s role as a pioneer and expert in this work, we expect to grow our ranks over the next five years adding new staff and members and with them, fresh perspectives, strategies and allies to bolster our collective work. As investors and companies increasingly recognize that a meaningful focus on environmental and social impacts builds strong and sustainable companies, we believe the opportunities for effective corporate engagement will multiply.

As we chart our path forward with this 2020-2025 strategic plan, the evolving landscape and increasing momentum serve to bolster our belief that ICCR’s advocacy will have even greater impact, and that the goals we have set for ourselves here will be achieved.

**NOTE:** The purpose of this Strategic Plan is to establish high-level, long-term goals for the organization. Specific operating objectives and performance metrics will be incorporated into annual operating plans and executive performance evaluations. Outcome measures and financial plans to support achievement of the strategic plan will be incorporated into annual budgets and financial planning.





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