



**2023**

# **IMPACT REPORT**

**MWM 101 SURVEY**

**NEW HAMPSHIRE BUSINESSES  
FOR SOCIAL RESPONSIBILITY**

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Helping organizations  
assess their impact,  
connect with experts,  
& make improvements.

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# Measure What Matters NH

## REPORTOUT ON 2023 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 on 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
- Diversity, Equity, & Inclusion

### MWM Survey Goal

Through setting goals and measuring progress, NH businesses can achieve greater sustainability by using a directed and effective approach. Tools that allow organizations to assess their impact, hone in on areas of improvement, and mark their progress provide the information companies need to expand and amplify their sustainability efforts.



Our thanks to 2023 Measure What Matters NH Program Sponsors



# Profile of Survey Respondents

58

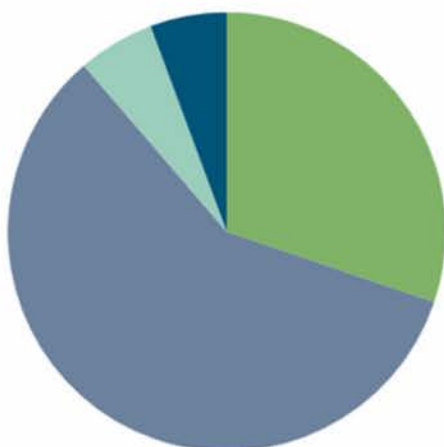
Organizations Participated In 2023

- 26 Small Organizations (1-10 employees)
- 9 Medium Organizations (10-100 employees)
- 23 Large Organizations (100+ employees)

## Industry



## Total Revenue Growth for the Fiscal Year (2022)



- 0% (no growth on a net basis)
- 1-24%
- 25-50%
- 50%+

## Type of Facilities



- Company-owned space
- Company-owned and leased facilities/ properties
- Leased space
- Virtual or home offices

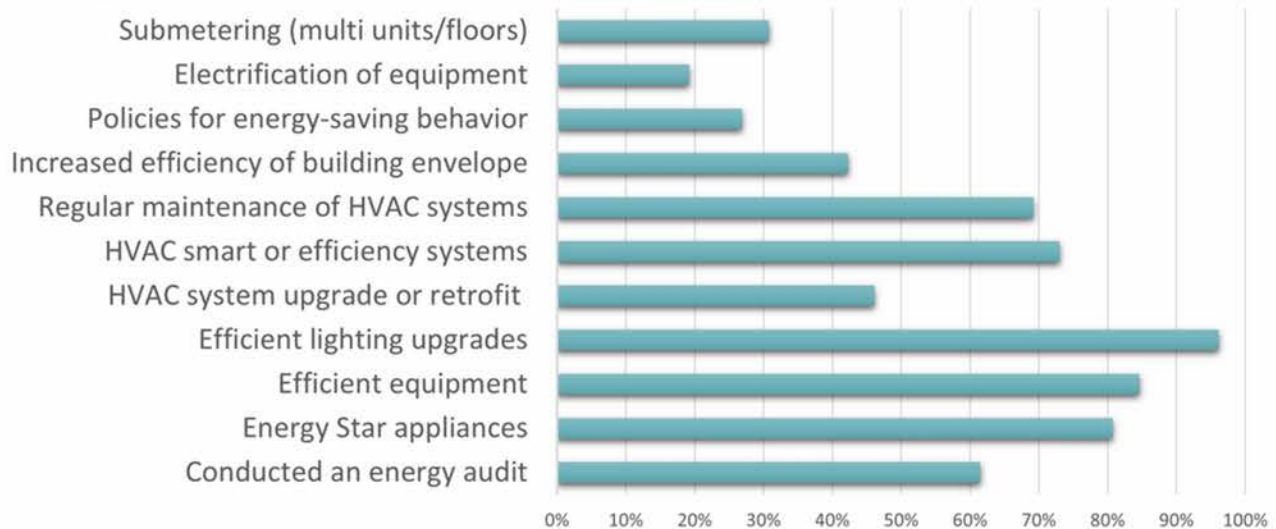
# ENERGY AND CLIMATE: TAKING ACTION

## ENERGY EFFICIENCY INITIATIVES AND CLIMATE ACTION

The majority of responding organizations have implemented energy conservation measures, such as: efficient lighting, smart thermostats, Energy Star appliances, automatic sleep modes, after-hours timers, and occupancy sensors.

The survey results indicate that only 36% of respondents currently track their Greenhouse Gas (GHG) emissions (Scope 1 & 2), while 52% track their energy usage. These figures are consistent with the 2022 survey results, showing slight increases over the past year. This stability suggests that, despite awareness of the importance of climate action, there has not been a substantial increase in the number of organizations actively tracking their GHG emissions or energy usage. Similarly, the adoption of renewable energy practices has remained steady, with 45% of organizations utilizing on-site renewables and renewable energy credits, mirroring last year's data. The survey highlighted a significant gap in action with few leading organizations charting the path with Science Based Targets initiative aligned goals while others lag behind. The lack of significant growth in these areas highlights a critical need for enhanced policy initiatives and incentives to motivate more organizations to monitor and mitigate their climate impact.

### Energy Conservation or Efficiency Measures Implemented in Facilities



# 61%

of respondents with leased properties worked with the landlord to implement or maintain energy efficiency improvements

# Energy and Climate: Taking Action

## NH BUSINESSES AND CLIMATE ACTION



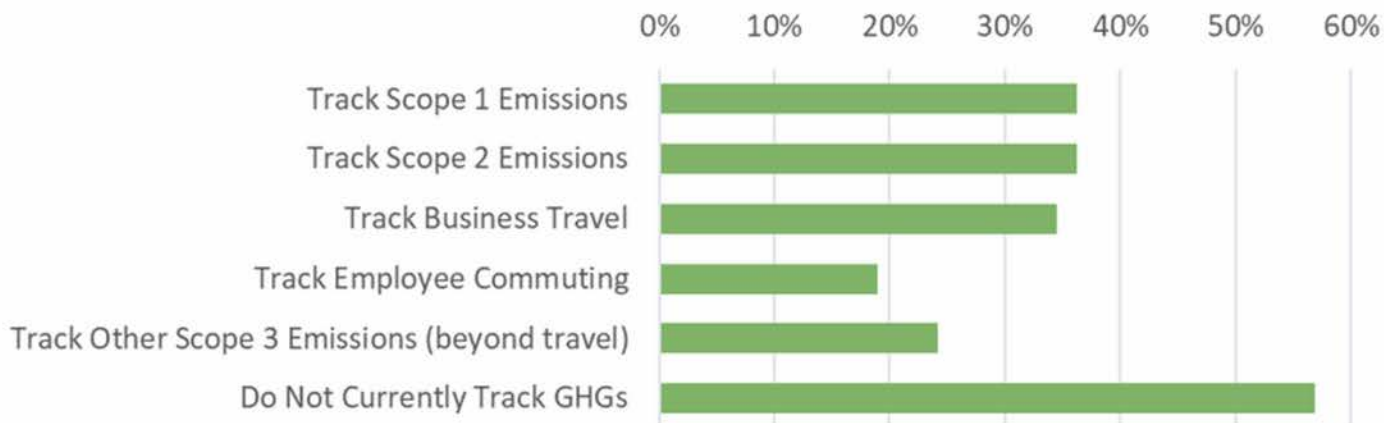
*The key to success in addressing sustainability opportunities and challenges has been collaboration. Sustainability spans across multiple areas and cannot be done by one individual or office. We have been fortunate to have leadership willing to make it a priority, advocates in every department, and open communication. Our commitment to renewables for our campus and emissions offsetting for our entire value chain is what will enable us to continue our mission to transform lives at scale.*

Jesse Carswell, SNHU

# 33%

of responding organizations use tools to measure the carbon emissions of remote work

### Tracking and Recording GHG Emissions



# 14%

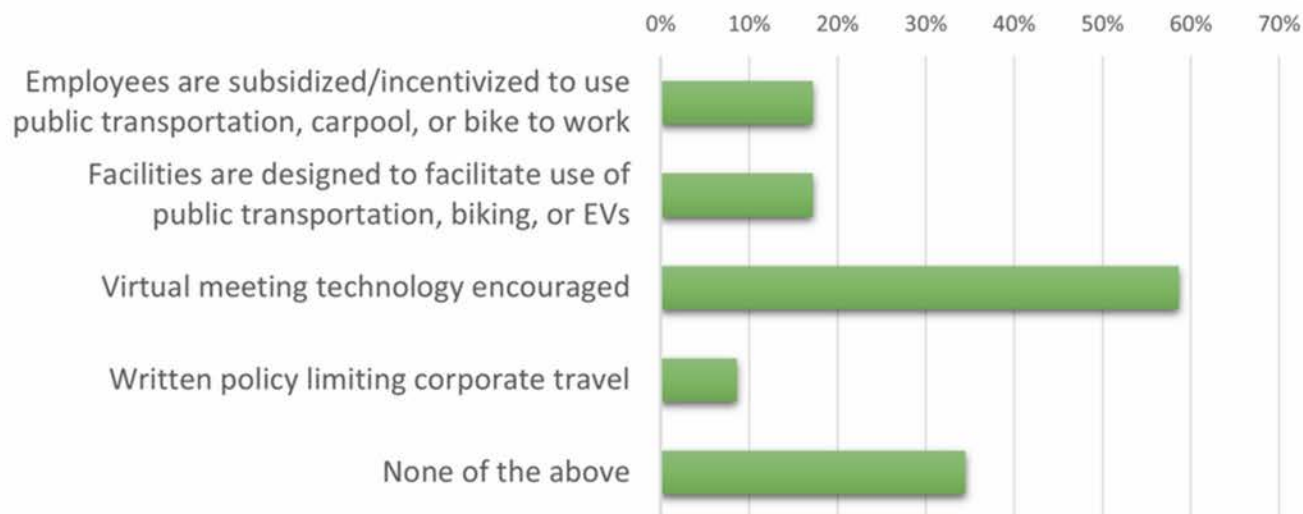
of respondents reduced GHG emissions from Distribution and Logistics, while 5% offset these emissions



# Energy and Climate: Taking Action

## NH BUSINESSES AND CLIMATE ACTION

### Policies to Reduce Travel/Commuting GHG Emissions



*As a provider of essential services, we have a responsibility to our customers and the communities we serve to act as a leader in the clean energy transition....We take great pride in our comprehensive approach to sustainability within in the energy sector, which is at the forefront of a necessary transformation to reduce emissions and meet society's climate goals. Our commitment to this cause extends beyond our own operations, as we serve as a catalyst for change in our communities through our customer facing programs and partnerships. We are particularly proud of the positive impacts these efforts have on the communities we serve. As such, we were the first in the state to propose utility-scale solar, we are constructing a 5 MW solar array (the largest solar energy project of its kind in the state), and we continue to shift away from fossil fuels to more sustainable, cost-effective electric-powered technology.*

George Anderson, Unitil



# 24%

of respondents have specific stated goals reducing GHGs: 34% stated they have already reduced Scope 1 emissions, 47% have reduced Scope 2 emissions

# ENVIRONMENT: IMPACT DECISIONS AND PRACTICES

## HOW NH BUSINESSES PROMOTE SUSTAINABILITY

The survey results reveal a broad spectrum of sustainability efforts among organizations, ranging from industry leaders to those just beginning their journey. These findings highlight the diverse approaches and varying levels of commitment to environmental initiatives.

While some organizations have implemented comprehensive sustainability programs, including product and service stewardship, resource and waste reduction, goal setting and tracking, and partnerships to achieve goals, others are in the early stages of adopting these practices. This variation underscores the ongoing evolution in environmental sustainability, with many companies recognizing the importance of these initiatives and gradually integrating them into their operations.

Overall, the survey illustrates a dynamic landscape where organizations are at different points on the path to sustainability, reflecting both achievements and opportunities for growth. Notably, large and medium-sized organizations often have greater access to resources, enabling them to advance their sustainability efforts more swiftly compared to smaller companies, which may face more significant challenges in accessing the necessary tools and support.



### Sustainability Reporting

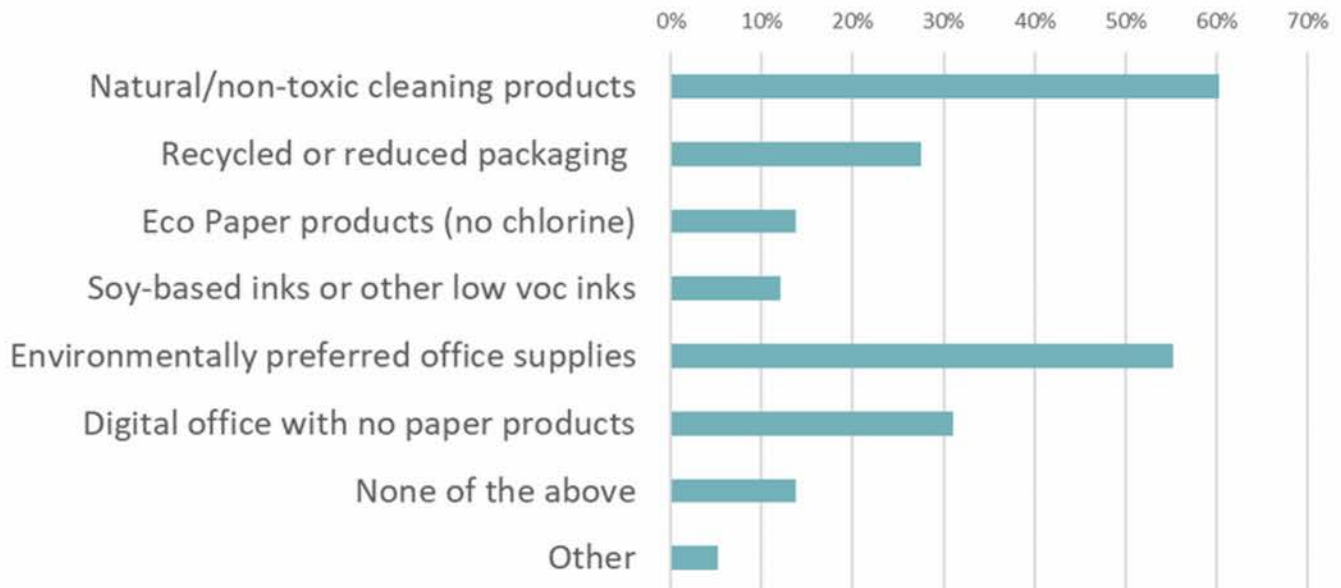
28% of respondents regularly provide reports on their company's environmental impact and sustainability efforts 26% of respondents monitor specifically stated goals toward reducing their resource and material use 81% formally encourage environmentally responsible behavior (e.g. reminders to turn lights off, double-sided printing, reusable utensils & cups in break areas)



# Environment: Impact Decisions and Practices

## HOW NH BUSINESSES PROMOTE SUSTAINABILITY

### Environmentally Friendly Supplies



### Customer Relationship Management (58 respondents)



# Environment: Impact Decisions and Practices

## HOW NH BUSINESSES PROMOTE SUSTAINABILITY

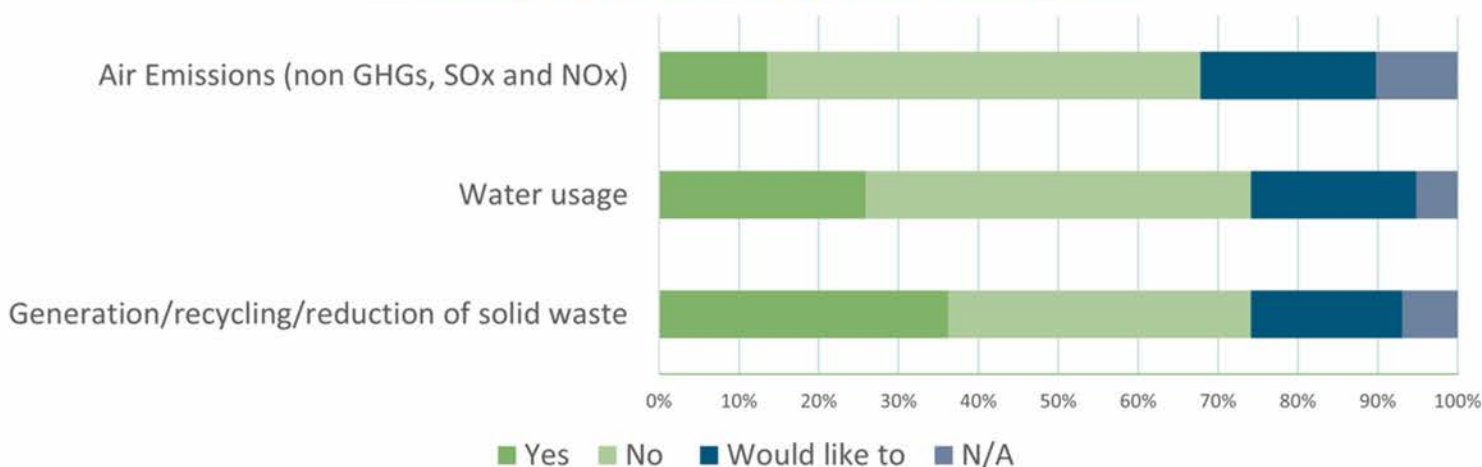


Two things stand out: finding the right partners, and innovation & sustainability being fundamental to our culture & core business — our products are designed for performance & consistency, while enabling our customers to improve their environmental footprint through more sustainable & efficient processes and end products. Examples of the right partners: partnering with an enterprise carbon management platform, a university for a lifecycle assessment, and specialized carbon fiber/PET recyclers.

The greatest impact was our products. In aerospace, our advanced 3D woven composite rib has been used on the Airbus Wing of Tomorrow Program, which is focused on reducing aviation emissions & demonstrating the importance of large-scale industry collaboration to achieve that goal. Our paper machine clothing products enable our paper-making customers to reduce their environmental footprint by reducing their energy use, improving resource efficiency, and helping maintain and improve water quality.

Anna Yates, Albany International

### Tracking and Recording Waste Generation



# 26%

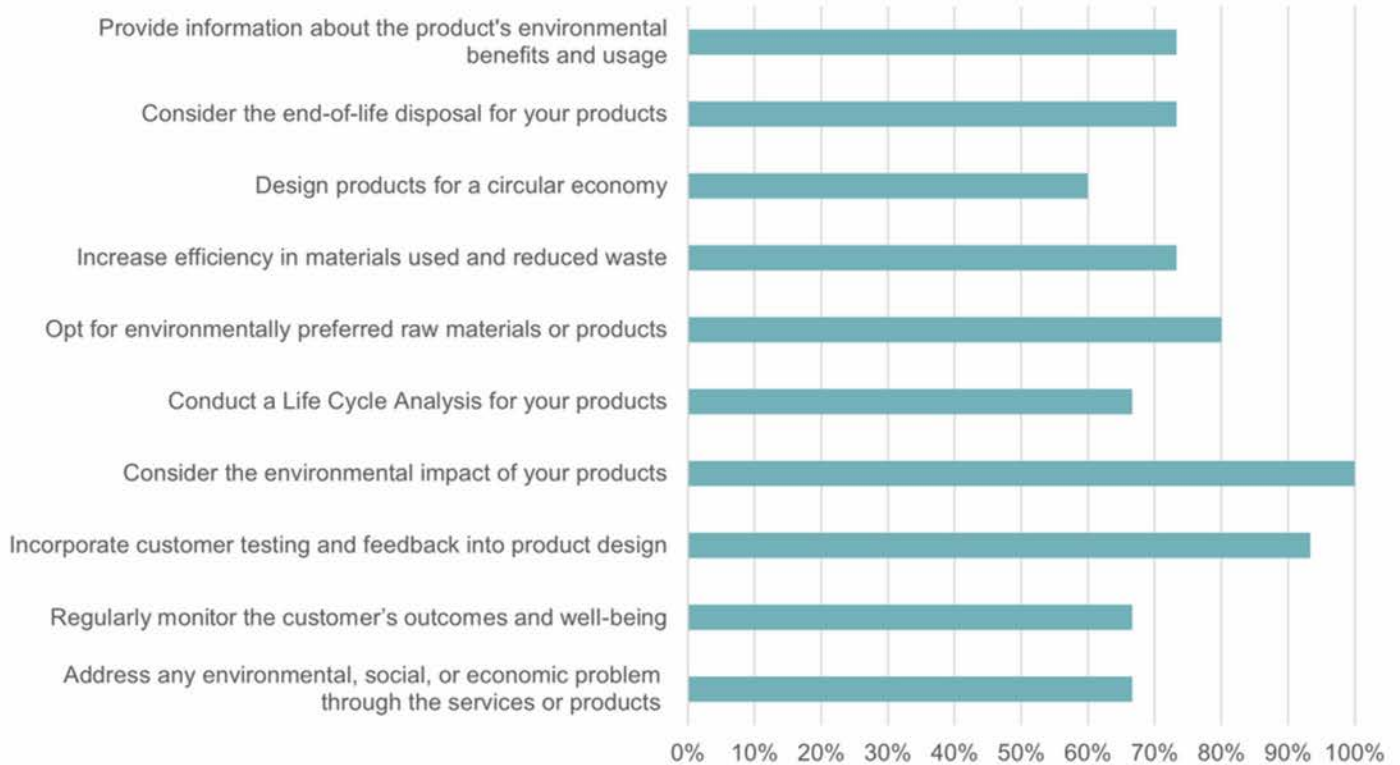
of organizations have specific stated goals toward reducing their resource and material use



# Environment: Impact Decisions and Practices

## HOW NH BUSINESSES PROMOTE SUSTAINABILITY

### Manufacturing and Product Stewardship (15 respondents)



*Curiosity and collaboration are key in helping us understand where and how we have positive and negative impacts. Putting aside competitive interests to share with and learn from others are working on the same challenge is critical to finding solutions and best practices. Through sustainability groups, we collaborate with competitors on supply chain improvements. Through NHBSR, NH B Corps, and others we've been able to work with our NH neighbors on advocacy, renewable energy, and waste.*

Kripa Watts, MegaFood



# 74%

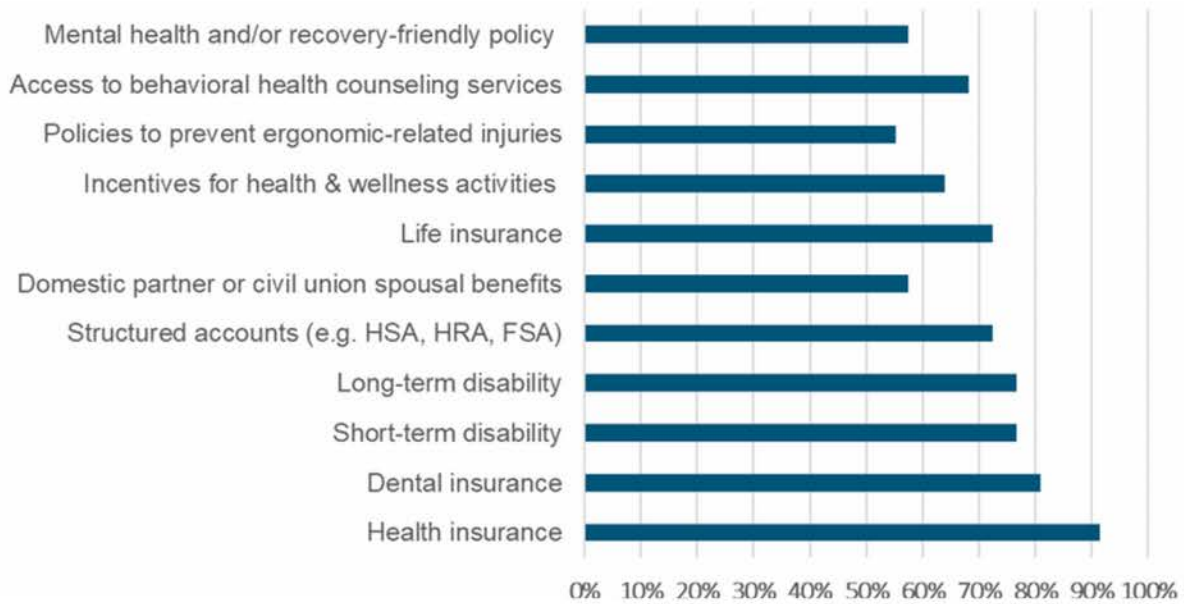
of companies with waste and material reduction goals, believe they are very likely or likely to meet them

# WORKPLACE: TAKING CARE OF THEIR EMPLOYEES

## HOW NH BUSINESSES SUPPORT THEIR EMPLOYEES

The survey results for workplace impact reflect both challenges and advancements in a dynamic economic environment. A key highlight is that many organizations commented on successfully absorbing healthcare insurance cost increases without passing them along to employees, demonstrating a strong commitment to employee well-being. Additionally, there has been a significant expansion in telehealth services, encompassing both physical and mental health support, which underscores the growing recognition of the importance of mental health. 91% of respondents provide health benefits to employees, while 68% reported providing access to behavior health counseling services. There was a growing trend of flexible work schedules, and a reconsideration of equitable and flexible benefits to better suit employees' individual needs. Despite these positive trends, there was a wide range of reported employee turnover rate (0-50%). The average turnover rate was considerably higher than the previous year's 10% hovering around 17% for 2023. While comparable to the national average it remains higher for this group of respondents.

### Providing Health and Wellness Benefits



# 72%

of respondents stated that they had a policy to promote from within (including part-time employees); while 16% are exploring implementing such policy.



# Workplace: Taking Care of Their Employees

## HOW NH BUSINESSES SUPPORT THEIR EMPLOYEES



*The key to our success has been listening to feedback from team members including an anonymous annual engagement survey that is conducted. Our CEO does a monthly video series where he answers anonymous questions that were submitted by team members. We also host quarterly town halls bank-wide and share the financials for the company, "bright spots" that showcase the positive initiatives, and projects that are being worked on.*

Mariah Davis, Mascoma Bank

### Pay Equity

**79%**

of respondents reported paying a Living Wage, which reflected an upward trend.

**81%**

offer bonuses or profit-sharing.

**62%**

reported compensation packages at or above market rates.

**23.4%**

offered stock options or ownership in company.

**64%**

provide financial management tools.

The highest ratio of top to bottom salaries in an organization was reported to be 56:1, with several responses below the 10:1 ratio

**91%**

of organizations surveyed have an employee handbook



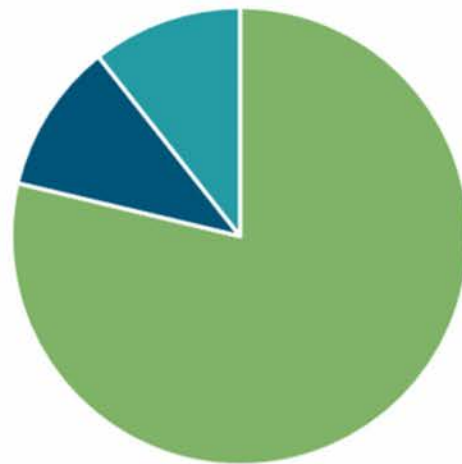
# Workplace: Taking Care of Their Employees

## HOW NH BUSINESSES SUPPORT THEIR EMPLOYEES

The survey results show that a quarter of businesses (25.53%) offer an employer match for deposits into savings accounts, demonstrating a strong commitment to helping employees build financial security. Additionally, nearly one-fifth (19.15%) provide the flexibility of issuing paychecks off-schedule on a need basis. However, fewer businesses offer other financial support benefits, such as low-interest or interest-free loans (12.77%), emergency savings programs (8.51%), debt management assistance (8.51%), or tax preparation services (6.38%), indicating potential areas for improvement in supporting employee financial well-being.

**77%**

of respondents provide an employee retirement plan



■ Yes ■ No ■ Exploring

### Paying All Employees a Wage That Is Equal to or Exceeds a Living Wage



*Despite market challenges, NEMO has continued to invest in employee benefits. NEMO recently expanded our employees' 401k by eliminating the employee requirement to match the 4% of their salary to qualify for the employer match. Employees now receive the company 4% of salary portion regardless of their own 401k contribution. NEMO also now supports low-interest loans taken on 401k account balances and employer sponsored 529 College Savings Plans.*

Theresa McKenney, NEMO Equipment Inc.

# COMMUNITY: ENGAGING WITH THE COMMUNITY

## HOW NH BUSINESSES HELP THEIR COMMUNITY

Survey results highlight a wide array of community-focused initiatives undertaken by businesses. An impressive 86% of companies engage in financial or in-kind charitable donations, and 83% participate in community service activities. Additionally, 55% offer paid employee volunteer hours, allowing staff to contribute to their communities in meaningful ways that align with their talents and interests. Examples include serving on municipal and non-profit boards, engaging in advocacy work, and working with children. Social and environmental advocacy is another significant focus. Several organizations reported providing their employees an unlimited amount of paid volunteer hours. Many also reported collaborative efforts with external partners that aim to increase diversity within and access to professional industries that have historically low representation. Such initiatives often include tours, virtual programs, workshops, and mentoring opportunities to expose students to career possibilities and inspire them to consider careers in those fields. Overall, these practices underscore a strong commitment to creating positive community impact.



*The key to our success is making community the central focus of our practice from day one. We design for municipal, educational, and non-profit clients because those are the types of projects that have the most potential for positive impact on the greatest number of people. Guided by being both our JUST label and B-Corporation status, we work within a community of businesses that challenge us to learn, develop, and continue to improve our practices year after year.*

*Alyssa Murphy, Placework*

“In the past year alone we have run food trains and diaper drives for families in need. We have advocated against poor housing conditions of our students with local government and elected officials. We have donated hours and hours of teaching time and art supplies.”

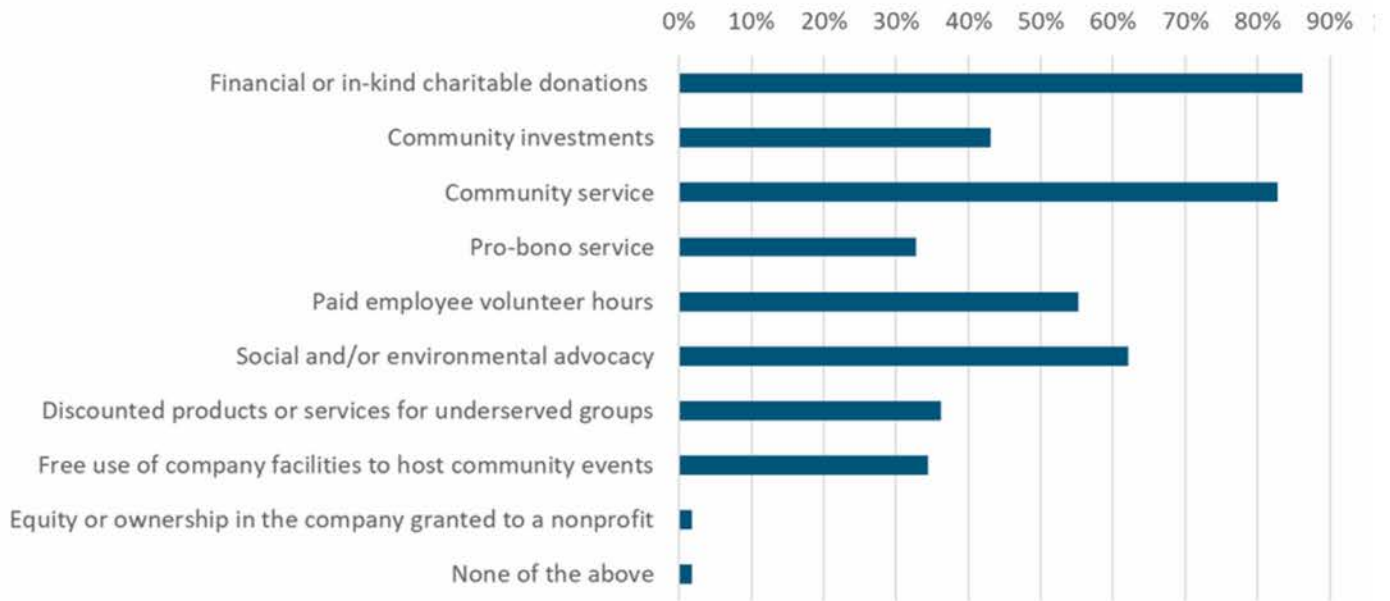
Amber Nicole Cannan, Unchartered.org



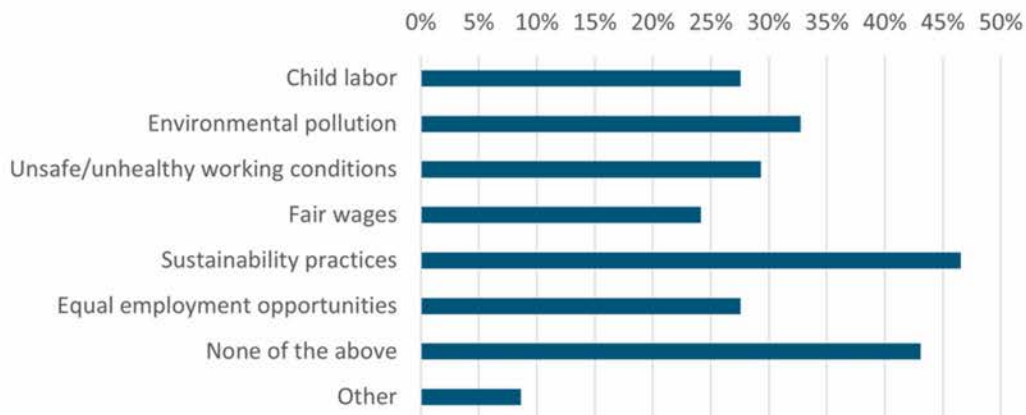
# Community: Engaging with the Community

## HOW NH BUSINESSES HELP THEIR COMMUNITY

### How Organizations Engage with the Community:



### Organizations Screen Vendors/Suppliers for the Following Practices:



**50%**

of respondents have policies to prioritize or seek out local vendors and contractors





# Community: Engaging with the Community

## HOW NH BUSINESSES HELP THEIR COMMUNITY



*Making products sustainably and ethically is who we are, but it's not the whole story. Much of our work at Badger focuses on taking action to achieve positive change for people and the planet. You can see this in our advocacy of climate action and renewable energy, our support of regenerative and organic agriculture, our work on coral reef conservation, and our promotion of family-friendly workplace policies, including paid family and medical leave and a fair minimum wage.*

*Deirdre Fitzgerald, W.S. Badger Company*

# #1

Financial and in-kind donations remain (for the third year in a row) the #1 method businesses choose to engage with the community, with community service being a close second.

# 24%

of businesses ask vendors/suppliers to sign an agreement to uphold a Code of Conduct or review a Compliance Manual that addresses social and environmental performance



# GOVERNANCE AND TRANSPARENCY

## ACTING AS GOOD CORPORATE CITIZENS

Responsible businesses uphold fairness and integrity in their interactions with all stakeholders, including investors, employees, communities, and public officials. They achieve this by adhering to the core principles of good corporate governance: equity, accountability, responsibility, and transparency. The results of the survey show that one area to improve upon is stakeholder engagement by implementing robust processes to gather information from stakeholders, such as surveys, focus groups, and community meetings. Increasing stakeholder representation and involvement through advisory boards and formal plans fosters better decision-making by incorporating diverse perspectives. Enhanced information-gathering processes and transparent reporting build trust and accountability, demonstrating a genuine commitment to stakeholder interests. By addressing the current lack of formal engagement, organizations can create structured and consistent communication channels, leading to stronger relationships with stakeholders. Overall, these efforts can improve organizational performance, reputation, and long-term success.

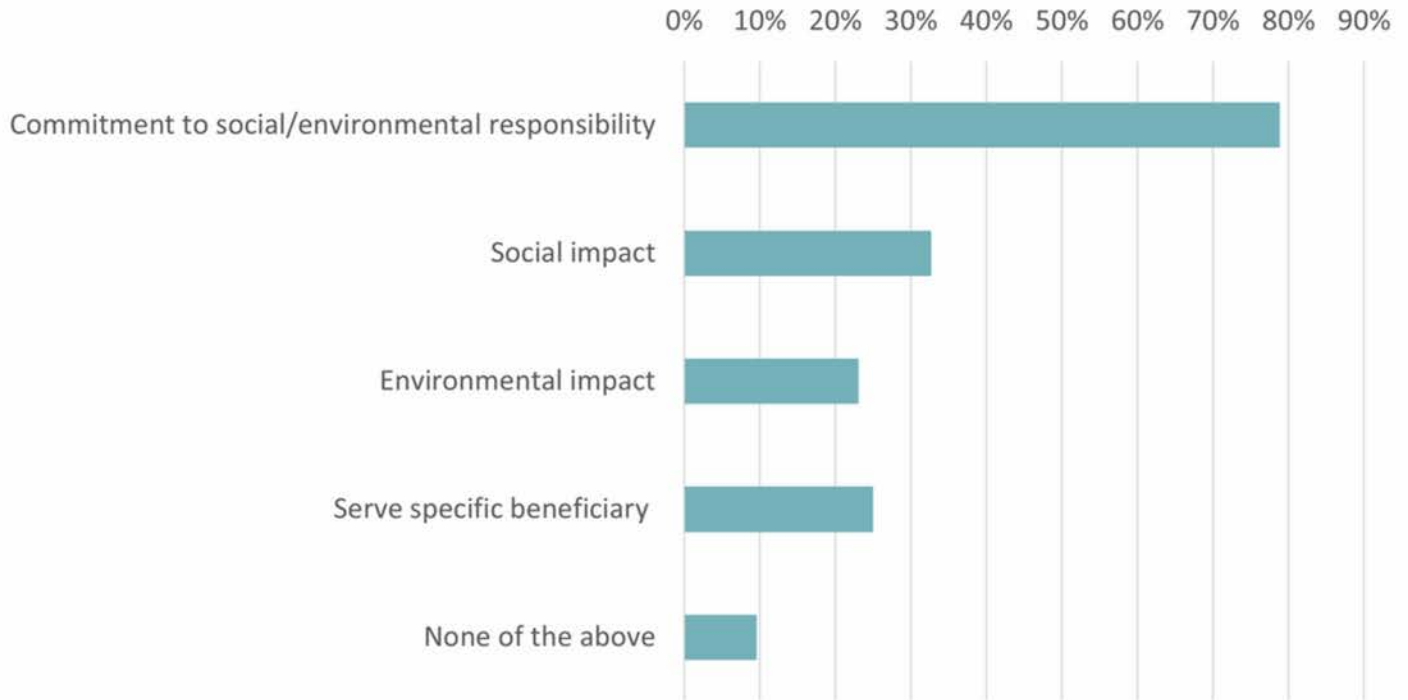
### Stakeholder Engagement

Statement	Internal Stakeholders	External Stakeholders	No Engagement	NA
Advisory Board includes Stakeholders	31%	16%	33%	20%
Formal plan to identify relevant stakeholders	23%	22%	35%	20%
Process to gather info from stakeholders	39%	23%	20%	17%
Publicly report on stakeholder engagement results	19%	13%	39%	29%

# Governance and Transparency

## ACTING AS GOOD CORPORATE CITIZENS

### Mission/Value Statement Elements



*With Board leadership and approval, ESNH recently completed a comprehensive strategic planning process, which provides guidance as we engage detailed business planning to ensure program sustainably and scalability. Based on extensive research and stakeholder input, an essential component of our sustainability plan is integrated, holistic services for all clients, which address the social determinants of health, leading to greater long-term sustainability and wellness for those we serve.*

Tina Sharby, Easterseals NH

# 91%

of responding companies have  
a mission statement



# Governance and Transparency

## ACTING AS GOOD CORPORATE CITIZENS

### Practices for Accountability and Transparency



**Almost half of the respondents have a formal plan or policy that includes identification of relevant internal and external stakeholder groups and mechanisms for engaging with them.**

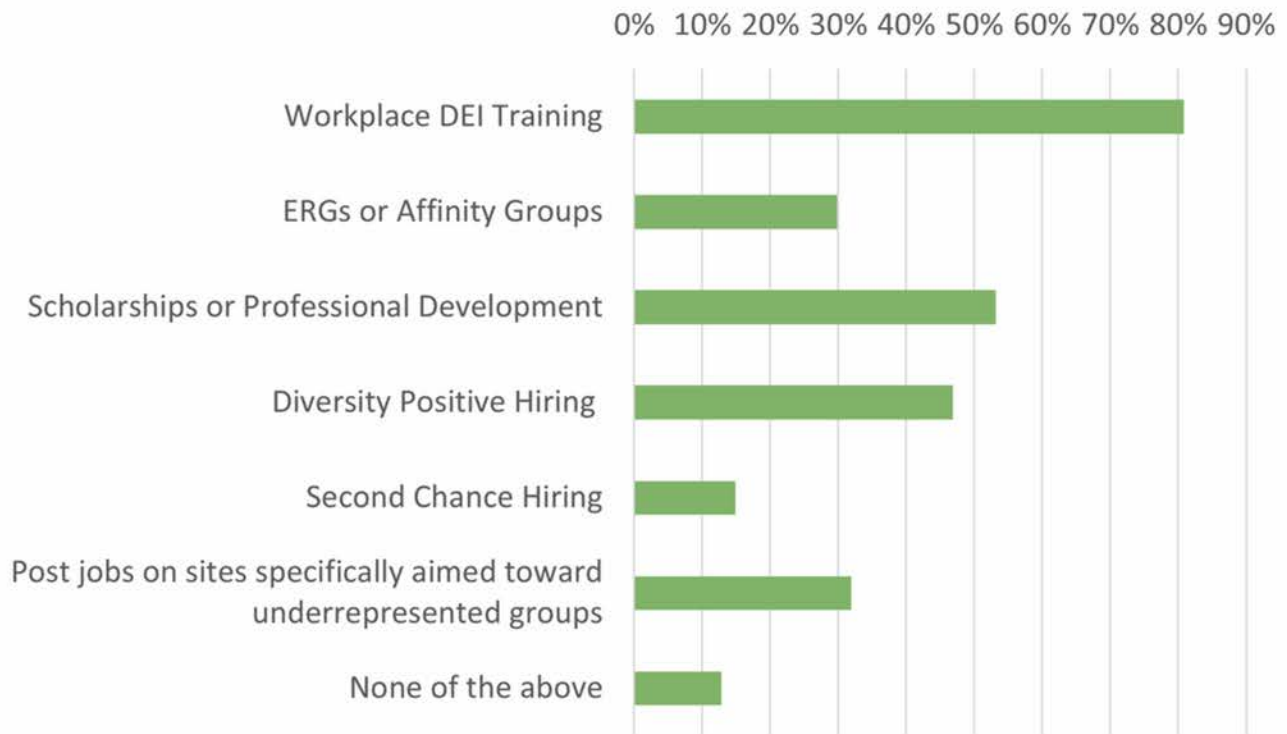


# DIVERSITY, EQUITY, AND INCLUSION

## CREATING THRIVING WORKPLACES

The data reveals significant opportunities to expand Diversity, Equity, and Inclusion (DEI) practices. Currently, while 81% of organizations offer workplace DEI training, other initiatives such as Employee Resource Groups (30%), targeted job postings (32%), and second chance hiring (15%) are less common. Increasing these practices can foster a more inclusive environment. Additionally, representation in senior leadership positions shows opportunity for growth. Enhancing diversity within senior leadership and the board of directors, where similar trends are observed, can drive broader organizational change and innovation, benefiting all stakeholders.

### Practices to Support Inclusion



# 41%

hired an outside DEI consultant to identify gaps in internal operations regarding inclusion

# Diversity, Equity, and Inclusion

## CREATING THRIVING WORKPLACES



Three strategies that have been instrumental in elevating the importance of diversity at BerryDunn are:

- The launch of the CEO Council on Diversity, Equity, Inclusion, Belonging, and Access (DEIBA) that supports the firm's 2026 vision which focuses on advancing community, diversity, and empathy in the workplace where everyone is respected, seen, and heard. The council is the primary body responsible for providing input to the Board and leadership team on DEIBA issues and initiatives and is supported by six subcommittees.
- The hiring of a key leadership role of a Director of DEIBA, Engagement, and Wellbeing who steers the direction of the DEIBA firm-wide strategy, provides oversight and direction to the CEO Council on DEIBA and Employee Resource Groups and is a subject matter expert to the CEO, leadership, and employees.
- The introduction of six Employee Resource Groups (ERGs) that provide community to groups that have been historically marginalized and serves as a resource for employees and leadership to learn about and address the unique challenges that diverse groups may face in the workplace. The groups are formed around women, LGBTQ+, Black/Indigenous/People of Color, veterans, people with disabilities, and generations. Together, these strategies put the focus on diversity, equity, inclusion, belonging, and access at every level of the firm.



# 61%

have a designated committee or employee dedicated to the advancement of DEI

Jennifer Gureckis, BerryDunn

# 32%

of businesses have policies that prioritize doing business with vendors that are minority or disadvantaged business enterprises



# Diversity, Equity, and Inclusion

## CREATING THRIVING WORKPLACES

### Representation within Senior Positions

Do you have representation from these groups in your:	Women	People of Color	Immigrants	LGBTQ+	People with Disabilities	Veterans
Organization's Ownership	32%	14%	9%	14%	13%	9%
Board of Directors	32%	15%	11%	8%	8%	10%
Senior Leadership	38%	13%	8%	14%	12%	12%

Percentages of organization that reported representation from these groups



# 32%

of organizations mandate or require DEI training for all employees. While 37% offer continuing DEI training.

## WHERE WE GO FROM HERE

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The MWM 101 Survey will be live again for businesses to measure their progress in Fall of 2024. The updated survey is intended for all companies, whether as first-time or repeat participants. We encourage organizations to fill out the survey in the last calendar quarter of the year. While each year is just a snapshot, your organization's participation helps NHBSR see how we can move the needle for sustainability and social responsibility in our state. In addition, responses will serve as the basis for the annual Sustainability Awards.

Customized reports and recommendations will be sent out to member respondents that request them at an additional fee, throughout early Summer.

### Acknowledgements

Measure What Matters Committee

Marianne Bradley, Normandeau Associates

Zeina Eyceoz, NHBSR

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Jesse Lore, Green Wave Electric Vehicles

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Theresa MacDowell, Standard Power

Colleen Spear, Spearpoint Strategies



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# Respondents

## 2023 MEASURE WHAT MATTERS SURVEY

Albany International Corp.  
Allgood Strategies LLC  
Ambix Manufacturing, Inc  
Associated Grocers of New England  
BerryDunn  
Bruss Project Management  
Casella Waste  
Clean Simple Foods, Inc  
Coast of Maine  
Cornerstone Financial Planning  
Drinkwater Productions LLC  
Easterseals NH  
Educating for Good  
Full Spectrum Wellness, LLC  
Goodwill Northern New England  
Greater Dover Chamber of Commerce  
Green Wave Electric Vehicles  
Hanover Co-op Food Stores & Auto Service Centers  
HELM Construction Solutions  
Homefree, LLC  
Hypertherm Associates  
Lonza Biologics  
M Herndon LLC  
Mascoma Bank  
MegaFood  
Merchants Fleet  
NEMO Equipment, Inc.  
NH Community Loan Fund  
NH Department of Environmental Services  
NH Network: Environment, Energy, Climate  
Normandeau Associates, Inc.  
Northeast Delta Dental  
O2 Strategies  
PeopleSense Consulting  
Placework  
Prime Buchholz  
Red River  
Richardson Media Group  
Rippleffect Consulting LLC  
Seacoast Science Center  
Sole Proprietor- Hospitality  
Southern New Hampshire University  
Spearpoint Strategies  
SpotOn Fence  
Squam Lakes Natural Science Center  
Standard Power of America  
Stonyfield Organic  
Stout Heart  
Sullivan Construction  
Sunrise Labs, Inc  
Sunshine Silver Lining, LLC  
Sustainable Futures Consulting  
Timberland  
Unchartered  
Unitil  
W.S. Badger  
Waypoint  
Worthen Industries



Measure What Matters NH

# IMPACT REPORT



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