



Shanghai

Impact Hub Shanghai

影响力评估报告

IMPACT REPORT

2017 — 2022

CONTENTS

Chapter 1.

03 *Introduction*

04 Assessment Target

05 Assessment Aims

05 Assessment Period

05 Assessment Methodology

06 Assessment Committee

Chapter 2.

07 *Logic Model*

Chapter 3.

12 *Outcome Evaluation*

13 **Advocacy**

- Raised public awareness, knowledge, and action on sustainable development.

16

- Raised the awareness, knowledge, and action of sustainability practitioners on sustainable development.

17 **Empowerment**

- Raised the awareness, knowledge, and skills of impact-driven startups, thus promoting their stable growth

18 **Connections**

- Inspired more innovative sustainable solutions and helped impact-driven startups gain more growth opportunities

20

- Improved the environmental, social, and governance (ESG) performance of large companies

Chapter 4.

21 *Impact Evaluation*

Chapter 5.

25 *Conclusion*



1 背景介绍

CHAPTER 1. INTRODUCTION

Assessment Target

The logo for Impact Hub, featuring the words "IMPACT" and "HUB" in white, stacked vertically, on a dark red square background.

Impact Hub

Impact Hub has been a catalyst for entrepreneurial action and collaboration since 2005. It is a locally rooted, globally connected network of 25,000+ impact makers driving societal change in 109 locations across 60+ countries. Impact Hubs in every corner of the world are collections of content, communities, and spaces. Though they operate independently of each other, they are aligned in their mission to address the Sustainable Development Goals (SDGs) set by the United Nations, to which they hope to introduce a continuously innovative model that will bring about positive social impact.

The logo for Impact Hub, featuring the words "IMPACT" and "HUB" in white, stacked vertically, on a dark red square background.

Shanghai

Impact Hub Shanghai (Hereafter called Hub)

Impact Hub Shanghai was officially established in 2017 and has worked with partners across the world to realize the SDGs. As the first Impact Hub in mainland China, the organization helps entrepreneurs and industry parties progress toward greater sustainability through public advocacy, empowerment, and industry connections. Over the past five years, Impact Hub Shanghai has provided advocacy and training events for the public and its community, and it has been committed to raising awareness of SDGs among consumers, businesses, and industries in China. Through resource matching, an in-depth incubation process, trainings, and other methods, it has enabled and inspired more entrepreneurs and change-makers in the field of sustainability, thus building a complete ecosystem.

In 2020, Impact Hub Shanghai launched the **R.I.S.E. Sustainable Fashion Innovation Platform (Hereafter called R.I.S.E.)** and **Makeable Sustainable Innovation Review (Hereafter called Makeable)**. R.I.S.E. is a platform centered on sustainable fashion issues, which aims to push sustainability within the industry by enabling its movers and shakers – brands, producers, designers, and retail – to collaborate and co-create, and thus drive sustainability changes within the industry. At the same time, R.I.S.E. established ‘RERISE’, a sustainable fashion consumption decision-making guidance platform, to help consumers improve the efficiency and accuracy of sustainable consumption decisions, and to promote better interaction with the industry and consumers. Makeable is a research platform aimed at accelerating progress toward sustainability goals through several means: researching and disseminating trends in sustainable development, interactive observations of the innovative sustainability ecosystem, and building industry capacity. R.I.S.E. and Makeable provide advocacy and support for their respective target communities, and both entities have their own media lists.

Assessment Aims

This is an impact assessment with two primary aims:

- Conducting a **five-year impact** assessment for Impact Hub Shanghai from its 2017 inception to the present
- As based on the assessment outcomes, designing a plan for creating projects with realized impact and making recommendations for growing and improving Impact Hub Shanghai in the next five years.

Assessment Period

2017-2022

Assessment Methodology

This assessment first used a **logical framework** to organize the relationships between project activities, objectives, and outputs. To that end, the assessment committee looked at Impact Hub Shanghai's business activities across five areas: investment, event, output, outcome, and impact. It drew from a combination of qualitative and quantitative research methods – such as questionnaires, evaluation models, data collection and analysis, and interviews – in order to gather information from stakeholders like Impact Hub Shanghai's core team members, community members, and the industry. Their evaluation and feedback on Impact Hub Shanghai's outcomes and impact were fully adopted and incorporated into the final assessment results.

In addition, the committee also referenced the dimensions laid out by the **Impact Management Project (IMP)**. IMP is dedicated to standardizing the definition of impact and the use of the impact framework in order to promote the establishment of an impact-driven investment market. Their framework has been used for impact analysis by organizations around the world, including corporations, nonprofits, sponsors, and policy evaluators. IMP divides impact into five dimensions: “what,” “who,” “how much,” “contribution,” and “risk.” The specifics are as follows:



In assessing the impact of a project, we first delineated what the project achieved and the results it produced. We took note of any existing premises when analyzing results, such as the domestic and international standards pertaining to a specific issue. We also assessed the outcome's degree of importance from the perspective of the beneficiaries.



We used four aspects in describing project beneficiaries: their nature (e.g., people, plants and animals, or ecosystems), geographic scope (e.g., a specific city, an entire country, or the world), baseline level

(i.e., their situation prior to project initiation), and demographic characteristics. Of those four, nature and geographic scope are usually directly observable, while accurate baseline levels can be derived in pretests. But due to time and resource constraints, many projects fail to survey potential beneficiaries prior to starting a project. As a result, they occasionally make inferences based on observations or descriptive statistics of larger population samples, like national or global populations.



HOW MUCH

In addition to describing project results and beneficiaries, the degree of impact was essential in impact assessment. This included the magnitude of the impact and, for each beneficiary, the depth and duration of that impact. The higher the number of beneficiaries, the more profound and long-lasting the change is for each beneficiary – and the greater the impact of the program.



CONTRIBUTION

When analyzing a project's impact, we considered the baseline level of the beneficiaries – and whether that change would have occurred due to external reasons if the project had not happened. Then we had to consider the profundity and durability of that change. If a number of other institutions had similar undertakings, then the beneficiaries could presumably still realize the same changes, even without a particular program. On the other hand, if the project was the sole project dedicated to a specific problem, then its contribution becomes more evident.



RISK

Just like a sensitivity analysis is required before investing, impact assessment should account for the robustness of the results. Here, “risks” refer mainly to the factors that might lead to unexpected results. They can be internal, like strategic mistakes, or uncontrollable external factors, such as pandemics, natural disasters, or deteriorating international relations.

Assessment Committee

The SEED Lab is part of SEED for Social Innovation, an NGO focused on impact assessment. It aims to raise assessment awareness and practice in China's public welfare and social innovation fields. Their services include impact assessment, project design, and diagnostic consulting for entities like public interest organizations, social enterprises, grant foundations, social incubators, and impact funds.



2 逻辑模型

CHAPTER 2. LOGIC MODEL

Impact Hub Shanghai has invested personnel, capital, sites and facilities/equipment since 2017 to carry out advocacy, connection and empowerment as the main activities, with the following outputs and outcomes.

Advocacy		
Public Advocacy	Output	<ul style="list-style-type: none"> A total of three official WeChat accounts were created for Impact Hub Shanghai, R.I.S.E., and Makeable. Held 93 popular science events for the public, with 39,920 participants.
	Outcomes	<ul style="list-style-type: none"> Raised public awareness, knowledge, and action on sustainable development. Raised awareness, knowledge, and action on sustainable development among practitioners in the field of sustainability.
Industry Advocacy	Output	<ul style="list-style-type: none"> Produced 7 reports: an industry handbook for the Low Carbon Co-creation Boot Camp in 2021, "Opportunities for innovation in the decarbonization of China's construction materials industry: Case study on the 'Zero Carbon Yangtze' vision," "Mapping global impact investing and China's sustainable consumption industry," and "Research on the sustainable development of the FMCG plastic packaging industry"; R.I.S.E.: "A guide to sustainability in the fashion industry," "Mapping the behavior of sustainable fashion consumers in China," and "Focusing on China's sustainable fashion consumers in the post-pandemic era." Covered 20 sustainability-related topics: green packaging, building a recycling system, clean energy and energy storage, energy efficiency, upcycling, new materia, smart energy management, the electrification of production, CCUS, digital transformation, circular economy, sustainable design, plastic recycling, impact investment, battery recycling, sustainable branding, gender equality, accessibility designs, enabling blockchain, and rural revitalization. Those reports were downloaded 3,200 times.

Advocacy		
		<ul style="list-style-type: none"> Participant and turnout at industry events¹: 1) 61 collaborative events with 40,742 registrants, 89,800 actual attendees, 10.3 million livestream viewers, and a reach of 10.4 million users. 2) 23 special guest events with 1,377 registrants, 1,231 actual attendees, 1.1 million livestream viewers, and a reach of 1.1 million users. 3) 39 proprietary events with 1,534 registrants, 2,251 actual attendees, 946 livestream viewers, and a reach of 7,546 users. Built the industrial ecosystem and 332 strategic partnerships.
	Outcomes	<ul style="list-style-type: none"> Raised the awareness, knowledge, and skills of impact-driven startups, thus promoting their stable growth.

Empowerment		
Member Services	Output	<ul style="list-style-type: none"> Accumulated 439 core members and held 17 member events that reached 233 members. Held 11-member training sessions (SDGs Peer Advisory Groups) that reached 103 people.
	Outcomes	Raised the awareness, knowledge, and skills of impact-driven startups, thus promoting their stable growth.
Training Activities	Output	Provided 14 training sessions to 11 companies, reaching 285 people.
	Outcomes	Raised the awareness, knowledge, and skills of impact-driven startups, thus promoting their stable growth.
In-depth Incubation	Output	<ul style="list-style-type: none"> Incubated 7 companies: Shanghai Turtledove Artificial Intelligence Technology Co., Ltd., Snail Mom Technology, MIND THE GAP (MTG), Plastic Ecological Transformation (Hereafter called P.E.T.), Shanghai Vegatex Biotech Limited (Hereafter called Vegatex), R.I.S.E., and Plastir Plastic Reduction Innovation Lab (Hereafter called Plastir). Provided 728 hours of consulting and matched incubatees with 180 corporate partners.

¹ Impact Hub Shanghai's public events are divided into two main categories: science events centered on sustainability issues for the general public and industry events for key stakeholders (e.g., industry experts and practitioners, innovators and entrepreneurs, and investors). The industry events are further divided into two categories: self-run events planned and executed by the Hub itself and collaborative events co-hosted by the Hub and other partners. In addition, the Hub team is often invited to speak at industry events, where they share insights and case examples to further promote sustainable development in the industry. Such events are all classified as "guest collaboration events" in the evaluation.

Empowerment

		<ul style="list-style-type: none"> Helped incubatees grow their revenue by 10 million yuan.
	Outcomes	Raised the awareness, knowledge, and skills of impact-driven startups, thus promoting their stable growth.

Connections

Platform Building	Output	Hosted 32 competitions, recruited 2,483 teams and selected 660 sustainable projects. The competitions reached 3,838 people and resulted in 191 collaborations.
	Outcomes	Inspired more innovative sustainable solutions and helped promising impact-driven startups access more growth opportunities.
Industrial Innovation	Output	<ul style="list-style-type: none"> Connected with 1,715 startups and matched 403 startups. Served 94 large enterprises and provided 1,222 sustainable solutions before landing upon 36 (including the pilot).
	Outcomes	Improved the environmental, social, and governance (ESG) performance of large companies.

Based on above events, outputs and outcomes, the **impact** of Hub is as follows:

Impact



Continuously optimized China's **entrepreneurial environment and ecosystem** for sustainable development.

Promoted the innovative progress and development of related industries, encouraging them to adopt sustainable solutions (SDG 12). Improved industries by enhancing their sustainability, increasing the efficiency of their resource use, and expanding the adoption of clean and eco-friendly technologies and industrial processes (SDG 9). And improved corporate ESG performance by linking solutions to combat climate change (SDG 13).



Contributed to the sustainable development of society with greater public access to information and awareness of sustainability and living in harmony with nature (SDG 12).



3 成果验证

CHAPTER 3. OUTCOME EVALUATION

01. Advocacy

In terms of Public Advocacy | In the past 5 years



Created **3** official WeChat accounts



Held **97** public science events

Take the **4** events tied to R.I.S.E as example:

The events had **93,000** participants and **228,000** live viewers online, reaching **400,000** people in total.



Outcome 1: Raised public awareness, knowledge, and action on sustainable development.

Impact Hub Shanghai mobilized public participation in sustainability through varied means like content creation and popular science activities. In its public advocacy efforts, it used the awareness-knowledge-action approach to achieve results: that is, first raising public awareness of sustainable development, then broadening that level of knowledge, and finally triggering behavioral change among participants.

Long committed to creating sustainable content, Impact Hub Shanghai reached different communities through its digital media matrix of official WeChat accounts, Weibo,

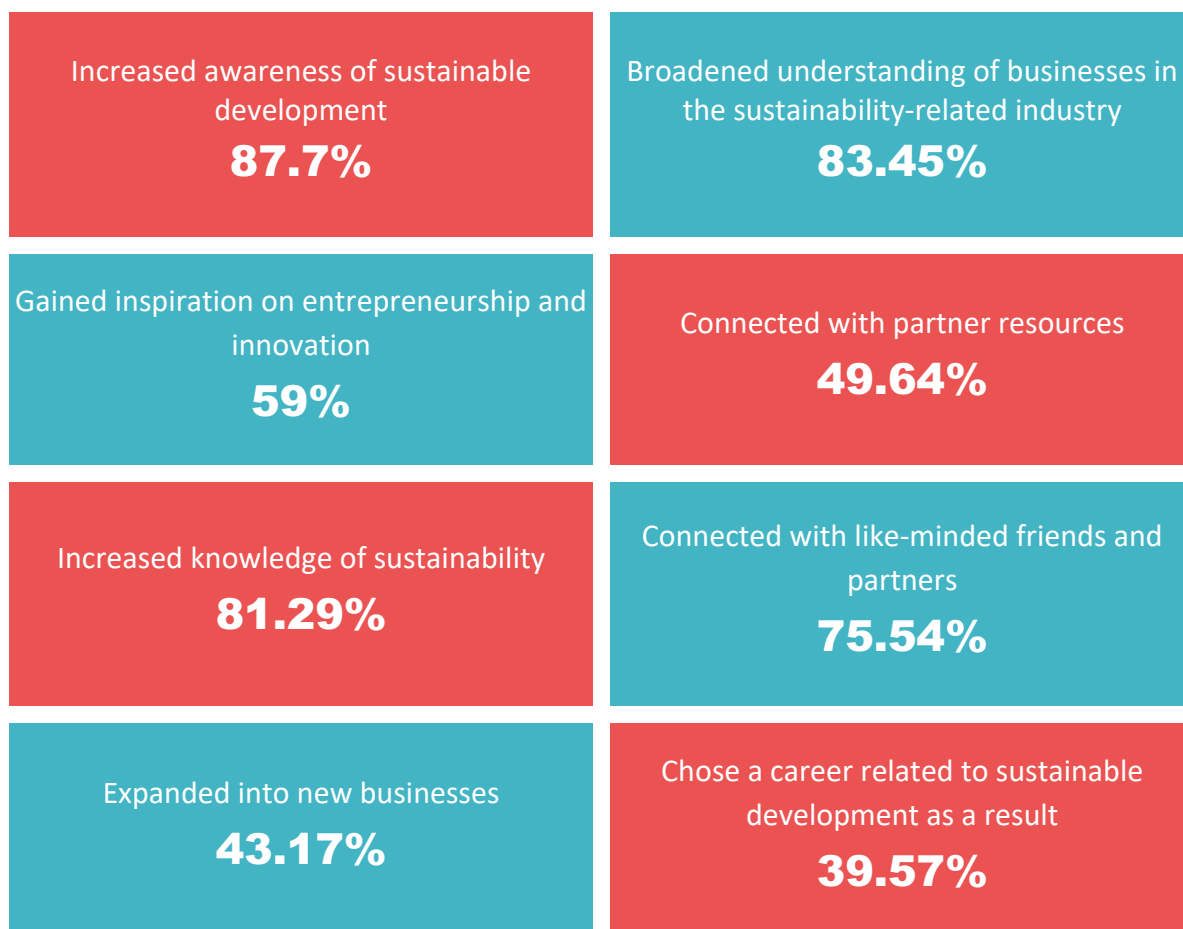
Xiaohongshu, and the Makeable online platform. Content included information on sustainable development, insights on global and Chinese industries, technology trends, industry development, and innovative and entrepreneurship cases. Sharing high-quality content brought greater visibility to outstanding companies and the field of sustainable development, enabling the public to recognize the value and significance of that principle.

Impact Hub Shanghai has also poured its effort into planning and organizing public science events, which gave the public opportunities to directly experience and learn about sustainability. The activities ranged from workshops and salons to competitions and live broadcasts, all featuring interesting, lively, and creative content. With sustainable fashion, for instance, Impact Hub Shanghai organized a sustainable living season, an exhibition of sustainable brands, and a bring-your-own-mug coffee event. Every event amassed collaborators from different fields and saw widespread success. The events also extended into public discourse about lifestyles, enabling more people to understand their proximity to sustainable fashion and integrating that into their lives. That way, they could become more sustainable in their daily consumption decisions.

One institution partner acknowledged Impact Hub Shanghai's efforts in public engagement, stating, "By integrating open talks online and themed salons offline, Impact Hub Shanghai sparked lively discussions on topics like wildlife and sustainable consumption. Many participants gained a deeper understanding and reflection about the issues, leading to their own declarations of action. Those declarations will also be printed on sustainably consumed goods so as to reach a wider audience."

A survey of community partners² found that the three most popular events were community events (online and offline), sustainable fashion and sustainable lifestyle-related events, and innovation and entrepreneurship competitions. As a result of Impact Hub Shanghai's various events, over 80% of their community partners believe that they have broadened their knowledge of sustainability, their understanding of businesses in the sustainability-related industry, and their awareness of sustainable development. Nearly 60% said that Impact Hub Shanghai inspired them to sustainable innovation and entrepreneurship, while nearly 40% of our community partners were already working in sustainable development and asserted that Impact Hub Shanghai helped them transition their careers. (See the table below.)

² The core members of Impact Hub Shanghai are innovative entrepreneurs who became part of the support system due to their participation in incubation and acceleration projects and for purchasing IMPACT+ membership services. "Community partners" refer collectively to official WeChat followers, members of the WeChat communities, and partners who have joined events and projects.



The survey also found a positive correlation between approval and interest. That is, the longer community members followed Impact Hub Shanghai, the more willing they were to recommend Impact Hub Shanghai to others.

In terms of industry advocacy | In the past 5 years...



Produced **7** reports covering **20** topics related to sustainable development, including green packaging, building a recycling system, clean energy and energy storage, and energy saving and efficiency. The reports were downloaded **3,200** times.



Organized **123** industry-oriented advocacy events that reached a total of **11.6** million people.



Formed **332** strategic partnerships with industry parties to advocate and promote sustainable industrial development.



Outcome 2: Raised the awareness, knowledge, and action of sustainability practitioners on sustainable development.

Impact Hub Shanghai advocated for industry practitioners through industry research and joint activities, using the awareness-knowledge-action approach to gradually achieve results. To push cutting-edge industry insights in vertical markets, Impact Hub Shanghai also highly valued research and knowledge output. It published 7 reports that have increased the level of industry awareness. More than 25% of the community partners said they had downloaded Impact Hub Shanghai's reports, from which nearly 73% of them indicated they had gained new knowledge and inspiration. While most readers have a relatively short memory for articles and conference content, it is worth noting that 15% of partners started taking action beyond reading the report.

In terms of industry advocacy, Impact Hub Shanghai continued to carry out joint activities, promoting mutual exchanges between industry partners and advocating for raising awareness among sustainability practitioners. One collaborator said, "One phase of the campaign 'Walking Alongside Responsible Businesses' in partnership with Impact Hub Shanghai was successful at mobilizing many corporate participants. It sparked our work with existing partners and also attracted potential partners who were willing allies in pushing sustainable ideas. By inviting industry experts and frontline practitioners to be a voice on the current state and importance of sustainable tourism, the campaign succeeded in making an impact on the industry."

02. Empowerment

As of 2021, Impact Hub Shanghai had **439** core members. Since 2017...



Hosted **17** member events and **25** member trainings or peer advisory group sessions.



Provided **728** hours of consulting services to startups.



Incubated **7** impact-driven startups successfully and connected **180** partner companies to the incubatees, helping the latter increase their revenue by **10 million yuan**.



■ **Outcome: Raised the awareness, knowledge, and skills of impact-driven startups, thus promoting their stable growth.**

Impact Hub Shanghai hoped to instigate systemic social change by providing a “accompany” service to entrepreneurs in the sustainability field. Through participation in IMPACT+ member events and entrepreneurial trainings like peer advisory groups for SDGs, impact-driven startups gained a clearer understanding of their own industries and business models, in turn

enhancing their ability to lead and respond to change. One such service was Impact Hub Shanghai's in-depth incubation process, which enabled top startups to continuously optimize their business models and development plans, along with obtaining more customer resources and financing opportunities. They also saw rapid growth and stable development.

The founder of Naixin Rose, one of Impact Hub Shanghai's incubatees, said, "Thanks to Impact Hub's concept of reusing waste, we developed stylish products made of rose leather and plastic. We would not have made recycled products without them. They showed us products made by other clients, and that inspired us."

The founder of another incubatee, P.E.T., likewise said, "At the beginning of our venture, Impact Hub Shanghai invited mentors to share their theoretical knowledge with everyone. It not only covered the business perspective of entrepreneurship but also topics like sustainable development, social enterprises, and the environmental issues. A venture needs a strategic focus in its early stages, and Impact Hub Shanghai provided good theoretical/knowledge support. Plus, by inviting us to their events, they helped to expand our brand promotion and customer resources. It's safe to say that without Impact Hub, P.E.T. would not have grown as smoothly and quickly as it has. All of our accomplishments are a credit to Impact Hub Shanghai."

03. Connections

In terms of Industry Connection...



To realize industrial innovation, Impact Hub Shanghai held **32** competitions attended by **2,483** teams and reached **3,838** people.



A total of **660** sustainable development projects were selected, successfully producing a total of **191** strategic partnerships between startups and large corporations.



Impact Hub Shanghai outreached to **1,715** startups and helped **403** startups connect further with potential industry customers.



■ Outcome 1: Inspired more innovative sustainable solutions and helped impact-driven startups gain more growth opportunities.

Through competitions like the Low Carbon Co-creation Boot Camp and RISE UP Sustainable Fashion Design Challenge, impact-driven startups had the chance to connect and spotlight themselves. A packed and intensive competition gave them greater exposure on more platforms in a short period of time. (In a survey of participating companies, 92% of respondents reported a significant increase in exposure, with significantly more people learning about and following their projects.) They also had more focused, extensive contact with potential customers while connecting with numerous partners and peers.

Such connections made even more growth opportunities possible. Some companies found partners in the process; some found customers; and many others have been financed as a result. By participating in the competitions, 83% of the respondents noted an increase in customers and partners, while funding sources grew for 83% of the projects.

Moreover, the professional model also allowed every team and project to mutually learn and grow from each other during the competition. They took a fresh look at their business models and the sustainable solutions proposed, even as their exchanges produced more innovative ideas. 100% of respondents said that participating in Impact Hub Shanghai's competitions led to a better understanding of issues related to sustainable development. Of that, 94% indicated a boost in their entrepreneurial knowledge and capabilities. 91% felt that their participation had validated their entrepreneurial ideas and made them more confident in their business models and future growth.

In terms of providing solutions for businesses, Impact Hub Shanghai put forth 1,222 sustainable solutions for 94 large companies, from which 36 were implemented.



Outcome 2: Improved the environmental, social, and governance (ESG) performance of large companies.

Together with large-scale businesses, Impact Hub Shanghai offered a range of customized solutions aimed at the development needs of companies and industry trends. This included disseminating and promoting impact, connecting innovative projects, identifying innovation demand, accelerating and incubating, and offering pilot landing support. “Impact Hub Shanghai assisted us with industry research that laid a solid foundation for the initial steps of our small localization team. They also identified communication and promotion opportunities for us and helped build our entire communication strategy from scratch,” one institution partner reflected. “They were an incredible help to the localization efforts of an international NGO like us.”

This customized service model also resulted in longer-term cooperation between corporate partners and Impact Hub Shanghai. The data showed that 40% of those companies have been with Impact Hub Shanghai for more than two years.

Meanwhile, every single partner said that their collaboration with Impact Hub Shanghai has contributed to their sustainable development. Of that, 92% asserted that Impact Hub Shanghai’s solutions contributed to the sustainable development of their industry or industrial chain. Moreover, 87% responded that working with Impact Hub Shanghai had improved their ESG performance. Half of the impact occurred at the environmental level; the other half occurred at the social level.



ENTERTAINERS

CHAPTER 4.

IMPACT EVALUATION

This section offers a detailed analysis of Impact Hub Shanghai's primary impact. In accordance with the IMP model of impact, our analysis contains five main dimensions: **"what," "who," "how much," "contribution," and "risk."** That refers to the substance of the impact, the main degree of impact, the size of the population affected, the depth of impact, the level of contribution to beneficiaries, and the level of risk.



For a detailed description of the methodology, please refer to Section 1.4 ("Assessment Methodology").

What	Key Activities Description and Outcomes	Public Advocacy Established official Wechat accounts and organized public advocacy events, using a lively, open tone and a relaxed, diversified approach to introduce sustainable development to the public. Created opportunities for public participation. Raised public awareness, knowledge, and action on sustainable development
	Main Degree of Impact	Primary 3
How much	Deep/Average	Average 3
Who	Deep/Average	3
	How much	4
	Average Score	3.5
Contribution	None/Small/Medium /High	Small
		2
Risk	Low/Medium/High	Low
Total Score		16.5

What	Key Activities	Industry Empowerment
	Description and Outcomes	Linked upstream and downstream stakeholders over field-specific issues through organizing or participating in industry events. Researched and published reports on issues like net-zero transition to raise the awareness, knowledge, and action of sustainability practitioners.
	Main Degree of Impact	Primary 3
How much	Deep/Average	Average 2
Who	Deep/Average	4
	How much	3
	Average Score	3
Contribution	None/Small/Medium/High	Medium 3
Risk	Low/Medium/High	Low
Total Score		18

What	Key Activities	Innovation Incubation
	Description and Outcomes	Supported entrepreneurs in building their products and their skills as based on Impact Hub Shanghai's incubation experience and industry insights. Boosted the capabilities and development of impact-driven startups.
	Main Degree of Impact	Core 5
How much	Deep/Average	Deep 5
Who	Deep/Average	5
	How much	2
	Average Score	4
Contribution	None/Small/Medium/High	Medium 3
Risk	Low/Medium/High	Low
Total Score		35

What	Key Activities	Industry Connection
	Description and Outcomes	Empowered and provided resource-matching and community connections to sustainable entrepreneurs through events like competition. Increased the exposure of sustainable projects.
	Main Degree of Impact	Core 4
How much	Deep/Average	Deep 4
Who	Deep/Average	4
	How much	3
	Average Score	3
Contribution	None/Small/Medium/High	Medium 3
Risk	Low/Medium/High	Low
Total Score		24

What	Key Activities	Corporate Empowerment
	Description and Outcomes	Explored and offered innovative solutions for governments, industrial parks, companies, and investors in the field of sustainable development. Improved corporate ESG performance. Drove industry (industrial chain) progress through benchmarking solutions.
	Main Degree of Impact	Core 5
How much	Deep/Average	Deep 4
Who	Deep/Average	4
	How much	3
	Average Score	3.5
Contribution	None/Small/Medium/High	Medium 3
Risk	Low/Medium/High	Low
Total Score		32.5



CHAPTER 5.
CONCLUSION

Conclusion

By sorting and validating Impact Hub Shanghai's impact outcomes since its inception in 2017, the assessment committee arrived at the following verifiable results based on the different major activities (Table 1) and identified the key impact of Impact Hub Shanghai (Table 2).

At the same time, the assessment committee observed that Impact Hub Shanghai's events included an added focus on gender equality (SDG 5). For example, as the Chinese partner of the Cartier Women's Initiative Award, Impact Hub Shanghai helped with inviting, screening, and empowering leading women entrepreneurs in the region.

Table 1. Hub: Verifiable Results

01	Public Advocacy	Raised public awareness, knowledge, and action on sustainable development.
02	Industry Empowerment	Raised the awareness, knowledge, and action of sustainability practitioners on sustainable development.
03	Innovation Incubation	Raised the awareness, knowledge, and skills of sustainable startups , thus promoting their stable growth.
04	Industry Connections	Inspired more innovative sustainable solutions and helped promising sustainable startups gain more growth opportunities.
05	Corporate Empowerment	Improved the environmental, social, and governance (ESG) performance of large companies .

Table 2. Hub: Key Impact

<ul style="list-style-type: none"> Continuously optimized the entrepreneurial environment and ecosystem for sustainable development
<ul style="list-style-type: none"> Promoted the innovative progress and development of related industries, encouraging them to adopt sustainable solutions (SDG 12)
<ul style="list-style-type: none"> Improved industries by enhancing their sustainability, increasing the efficiency of their resource use, and expanding the adoption of clean and eco-friendly technologies and industrial processes (SDG 9).
<ul style="list-style-type: none"> Improved corporate ESG performance by linking solutions to combat climate change (SDG 13).
<ul style="list-style-type: none"> Contributed to sustainable development of society with greater public access to information and awareness of sustainability and living in harmony with nature (SDG 12).

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Suggested citation: Impact Hub Shanghai, Impact Hub Shanghai 2017-2022 Impact Report, 2023.

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