## **Appendix 2: Codebook**

| **Name** | **Description** | **Files** | **References** |
| --- | --- | --- | --- |
| Barriers for health metrics |  | 16 | 54 |
| Barriers for health metrics\burden of reporting unique metrics | difficult to add on additional reporting requirements when companies already have mandated variables they need to report on: more training, more monitoring | 5 | 9 |
| Barriers for health metrics\costly to stand up programs | doing something new requires money and expertise | 7 | 14 |
| Barriers for health metrics\different consumer priorities | if consumers aren't indicating this is something of value, companies won't take this on | 3 | 3 |
| Barriers for health metrics\hesitancy to identify as impact company because of association with concessionary returns | don't want to tie success to a mission if semblance of negative impact on financial ROI | 1 | 1 |
| Barriers for health metrics\investor to investor disconnect | if not all investors behind a company support impact-based work, unlikely to be able to move forward with impact measurement | 1 | 1 |
| Barriers for health metrics\lack of ability to audit data | burden of proof: difficulty of measuring accurately, of tying product to outcome | 1 | 1 |
| Barriers for health metrics\lack of alignment with existing strategy will prevent adoption | if health impact isn't tied to business strategy, no motivation to measure | 2 | 2 |
| Barriers for health metrics\lack of executive buy-in | support from senior leadership needed for adoption | 1 | 1 |
| Barriers for health metrics\need for collaboration between product and policy | policy/ethics/trust teams need tech team buy-in to implement changes | 5 | 12 |
| Barriers for health metrics\regulatory barriers | if no regulatory demand, unlikely to pursue | 1 | 1 |
| Barriers for health metrics\tension between individual decisions and company accountability | argument that companies can't be held responsible for individual decision-making | 2 | 3 |
| Barriers for health metrics\worry about market pushback (why not before, if others are better) | don't want to be judged for only now starting to do something, don't want to call attention to fact that hadn't been doing | 1 | 2 |
| Current use of measurement |  | 18 | 93 |
| Current use of measurement\alignment between partners | if collaboration with other organizations, need to align on what data will be measured and how | 7 | 11 |
| Current use of measurement\consumer as primary stakeholder | measurement driven by consumer: what do they want, what are they doing, how can we help them | 4 | 10 |
| Current use of measurement\current use of frameworks | examples of frameworks that currently using | 8 | 14 |
| Current use of measurement\How measure success of impact strategy | examples of how measure whether successful in implementation of impact strategy | 9 | 22 |
| Current use of measurement\impact reporting | how use impact reporting, perspectives on it | 5 | 9 |
| Current use of measurement\internal reporting | reports that are internal only | 2 | 2 |
| Current use of measurement\iterative evaluation Process to allow for pivots | discussion of how Process for measurement/evaluation changes, is revisited, to allow for iterative development | 3 | 3 |
| Current use of measurement\measurement as prioritization | what you measure is an indication of what you prioritize | 1 | 2 |
| Current use of measurement\metrics tied to investor support | investors influence what will be measured | 1 | 2 |
| Development of social impact strategy |  | 17 | 102 |
| Development of social impact strategy\avoid negative externalities | exclusionary frame: strategy based on what you're trying not to do | 1 | 1 |
| Development of social impact strategy\business-integrated impact strategy | need to tie impact strategy to business mission | 13 | 51 |
| Development of social impact strategy\cross-functional collaboration and alignment | strategy developed between multiple teams, either internal or external | 1 | 1 |
| Development of social impact strategy\influence of outside US | non-US progress influencing impact strategy in US | 1 | 1 |
| Development of social impact strategy\investor company match on impact | investors will allocate capital to companies who approach impact in a similar manner, and vice versa | 3 | 6 |
| Development of social impact strategy\moving from words to action | first step is acknowledging focus on impact, but then steps needed to put that into practice | 1 | 1 |
| Development of social impact strategy\targeted experiences vs broad strokes | deciding whether to have particular impact-related use cases in product, or integrate impact into everything | 1 | 1 |
| Development of social impact strategy\why impact focus | explanation of why company has chosen to have a focus on social impact, why this particular focus | 3 | 4 |
| Key quote | useful, on-the-money quotes for write-ups | 18 | 92 |
| Motivators for health metrics |  | 19 | 143 |
| Motivators for health metrics\ability to influence tech policy | tech companies want to influence development of policy | 1 | 1 |
| Motivators for health metrics\address attribution to motivate adoption | if easier to tie product engagement to outcomes, likely to motivate adoption | 5 | 6 |
| Motivators for health metrics\company-wide accountability | if everyone was held responsible | 4 | 7 |
| Motivators for health metrics\consumer influence on impact strategy | consumers/users determining impact or business strategy | 9 | 17 |
| Motivators for health metrics\cost benefit | influence on bottom line: profit, ROI | 1 | 1 |
| Motivators for health metrics\covid as instigator to consider health impact | COVID as driver to focus on health | 3 | 3 |
| Motivators for health metrics\de-risking business | not focusing on health would create risk of some sort to business | 3 | 3 |
| Motivators for health metrics\different levers based on company size | motivators different based on company size | 3 | 3 |
| Motivators for health metrics\digestible, accessible, simple | if metrics are easy to access, adopt, understand | 2 | 3 |
| Motivators for health metrics\employee influence on impact strategy | if employees care, are asking for it, want to do it | 6 | 11 |
| Motivators for health metrics\important to tie health value to business mission | if it can be proven that creating health value influences bottom line | 12 | 29 |
| Motivators for health metrics\influence of peer companies | if competitors are doing it | 4 | 4 |
| Motivators for health metrics\influence of regulatory bodies | if policy demands it | 8 | 14 |
| Motivators for health metrics\investor demand | if investors demand it/if it puts company at risk of being overlooked for an investment opportunity | 6 | 7 |
| Motivators for health metrics\marketability of positive impact | good for brand marketing to care about impact | 4 | 4 |
| Motivators for health metrics\public awareness - taking health seriously | if public cares, is asking for it | 2 | 2 |
| Motivators for health metrics\requirement of executive sponsorship | if senior leadership buys in | 8 | 10 |
| Motivators for health metrics\stakeholders beyond shareholders | if a company takes a stakeholder capitalism approach, where value to other stakeholders (employees, users, community) is taken into account in business decision-making | 3 | 4 |
| Process for metric development | how a company might go about developing metrics | 9 | 13 |
| Process for metric development\consider user variation in product decisions | different user characteristics should be taken into account | 1 | 1 |
| Process for metric development\define values, establish matrix of risks and magnitude, prioritize | an example for developing metrics | 2 | 4 |
| Process for metric development\how to test policy in product | example of how to test if a policy is working | 1 | 1 |
| Process for metric development\identify strengths as company to determine social impact strategy | an example for developing metrics | 1 | 1 |
| Process for metric development\importance of upstream-social dets approach | taking into account social determinants, upstream causes, in development of health metrics | 6 | 10 |
| Process for metric development\Process as organizing principle | organizing around a common Process, instead of common metrics | 5 | 9 |
| Process for metric development\Process measures as proxies | easier to measure intermediary processes, outputs, rather than outcomes | 5 | 6 |
| Process for metric development\start broad with potential levers of influence for company, then narrow based on product | an example for developing metrics | 1 | 1 |
| Process for metric development\understanding theory of change | an example that delineates a step-wise approach/logic model for understanding a product's influence on health outcomes | 7 | 10 |
| Role for health in tech |  | 20 | 168 |
| Role for health in tech\bridging product and community | connecting users on product, and those outside of it; also creating a community for users | 3 | 5 |
| Role for health in tech\collaborative product and policy development with external stakeholders | collaboration between teams and external experts to maximize optimal influence on consumer health | 4 | 16 |
| Role for health in tech\demand for health metrics but lack of ability | individuals are interested in health metrics but don't know how to measure | 4 | 4 |
| Role for health in tech\haven't thought about role of health in frameworks | haven't considered the topic | 1 | 1 |
| Role for health in tech\health in all companies | opportunity to measure health outcomes, determinants, in all companies;industry/vertical-agnostic | 8 | 16 |
| Role for health in tech\health metrics | example metrics | 16 | 70 |
| Role for health in tech\Impact of tech on health | examples of influence of tech on health | 5 | 11 |
| Role for health in tech\importance of focus on employee health | discussion of influence on employees themselves | 3 | 3 |
| Role for health in tech\Influence of health metrics | discussion of the influence of the creation and/or implementation of health metrics; general approach of how should measure | 3 | 7 |
| Role for health in tech\product health by design | developing a product that inherently drives positive health; ideas of how to do so proactively | 4 | 5 |
| Role for health in tech\sectors that can benefit | example sectors which might implement health metrics | 5 | 21 |
| Role for social impact in tech |  | 10 | 47 |
| Role for social impact in tech\employee awareness as facilitator | when employees are aware of social impact initiatives, likely they'll want to contribute | 4 | 5 |
| Role for social impact in tech\equitable development of products | discussion of creating products that allow for an equitable experience, that takes into account all users: including geographic concerns, culturally specific users, unique concerns for different demographics (will product exacerbate known issues for that group) | 3 | 8 |
| Role for social impact in tech\indicators for product policy improvement | example of opportunity for product improvement through better product policies | 1 | 1 |
| Role for social impact in tech\Metrics for tech impact | examples of metrics for social impact more broadly, not necessarily just health | 5 | 10 |
| Role for social impact in tech\no competition in social impact - more the merrier | value of collaborators, others working on social impact in tech | 3 | 5 |
| Role for social impact in tech\using product itself as social impact tool vs external programs | company using product itself as social impact tool, vs. external programs (e.g. philanthropy) | 3 | 7 |
| What's next (future) |  | 16 | 37 |
| What's next (future)\Frameworks in future | how improved frameworks may be developed in future | 5 | 9 |
| What's next (future)\Frameworks in future\common metrics as organizing principle | future frameworks can organize around shared metrics | 2 | 3 |
| What's next (future)\Frameworks in future\considering needs of different personas, users | frameworks account for users differences | 2 | 2 |
| What's next (future)\Frameworks in future\measurement as opportunity to scale impact investing | relationship between better, more rigorous measurement and capital allocation based on impact | 2 | 2 |
| What's next (future)\Frameworks in future\requirement to report impact publicly | companies should be required to share learnings, value of shared learnings | 1 | 1 |
| What's next (future)\Frameworks in future\total returns - capturing positive externalities in ROI | frameworks should account for positive externalities | 1 | 2 |
| What's next (future)\inclusive dialogue and action among stakeholders | frame of inclusion around stakeholder capitalism | 1 | 1 |
| What's next (future)\interplay between privacy and social impact | relationship between increasing tech/policy focus on privacy, and social impact efforts | 5 | 5 |
| What's next (future)\pulse of issues impacting users by demographics | ongoing measurement of issues of relevance to different population groups | 1 | 1 |
| What's next (future)\social impact increasingly important | discussion of how social impact (in investing, in companies) will gain increasing focus | 4 | 4 |