Impact Catalyst

The B Impact Assessment Handbook

For Students, Universities, and Companies

A manual for universities, students, and companies seeking to improve social, environmental, and long term economic performance utilizing The B Impact Assessment.

University of Colorado at Boulder – Center for Education on Social Responsibility

This handbook serves to provide initiative, instruction and resources to help universities, students and companies in the assessment and development of "business positive" solutions for improved social, environmental and economic sustainability.

The first version of this handbook was co-created by the CU Boulder Leeds School of Business and the Colorado nonprofit CORE. This most current version was produced by the Center for Education on Social Responsibility (CESR) at the Leeds School in partnership with B Lab.

This handbook is a comprehensive introduction and reference guide to impact business in practice: what it is, why it's done, how it's measured and how it can be improved.

All effort to source and cite have been made in this manual with respect to the concepts, definitions, tools, and templates as they originate from , Net Impact, University of Colorado Leeds School of Business, and Honeyman Consulting

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PART 1: What is Impact?

What is Impact Catalyst?

Impact Catalyst is an organization in pursuit of better business. What began as an opportunity for university students to engage with local companies through hands-on learning and assessment has grown into a collaborative movement with the support and leadership of B Lab. Student teams have worked with organizations across the country and overseas to assist companies seeking to better understand their performance as it relates to social, environmental and economic outcomes.

The nonprofit B Lab provides a platform, plethora of tools and a highly recognized accreditation for student teams to verify and improve their performance for companies as it relates to "business positive" outcomes.

Though, Impact Catalyst is not limited to the parameters of the B Impact Assessment, teams often engage with both for profit and nonprofit companies to help build capacity and the bottom line.

When possible it is recommended that teams utilize the B Impact Assessment as a benchmarking tool when working with partner companies. The standardized format as well as the resources provided are valuable to any impact team or project.

What is Impact Catalyst?

Impact Catalyst seeks to leverage the skills of MBA students to help industry build better businesses. As students work towards completing their degrees they have the opportunity to engage with external companies working together to establish impact baselines and implement positive ROI changes that will drive business success. These baselines and deliverables are conducted on behalf of For Profit and Non Profit companies, including the B Impact Assessment or using it as a benchmark, and over a short time period or the length of the entire semester. MBA students who participate in Impact Catalyst have created tremendous positive impact on behalf of the partner companies and often for themselves as they transition into careers post graduation.

At the University of Colorado – Impact Catalyst has worked with many companies helping them to better understand and define their impact.

Newton Running
Ecosyste.ms
Madhava Natural Sweetners
Boulder Organic Foods
CH2M Hill
DaVita
Door to Door Organics
E Source
Geological Society of America
Goddess Garden
Green House Data
Ireland Stapleton
Mile High Organics
Point 380 Consulting
Purevision Technologies
Rally Software
Shaw Construction
SIA
Skratch Labs
TCBY
Vail Resorts/CME

What is "Impact Business?"

There is ample research showing that businesses which are actively try to address social and environmental issues also retain customers and employees better and therefore generate higher returns in the long run.

An Impact business is one that uses commercial models to create, motivate and manage a for-profit business that contributes to positive social and environmental change. Impact business practices are different from "Corporate Social Responsibility" (CSR). An Impact Business will have delivery of social and/or environmental impact at the core of its business purpose, whereas CSR efforts are attempts to give back to society through activities such as philanthropy, volunteerism, and waste reduction, but these activities are not necessarily at the company's core.

Certified B Corporation

B Corps use the power of business to solve social and environmental problems.

A Better way to do Business

What is the B Impact Assessment?

The B Impact Assessment is provided by the organization B Lab, a nonprofit that serves businesses through third party certification, passing of responsible business legislation and benchmarking analytics. B Lab is the final certifying body for organizations pursuing B Corp certification and as such will be highly involved with the Impact Catalyst Teams throughout the projects. Additionally, B Lab will continue working with the corporation after completion of the assessment.

For More Information

http://bimpactassessment.net/

http://www.bcorporation.net/
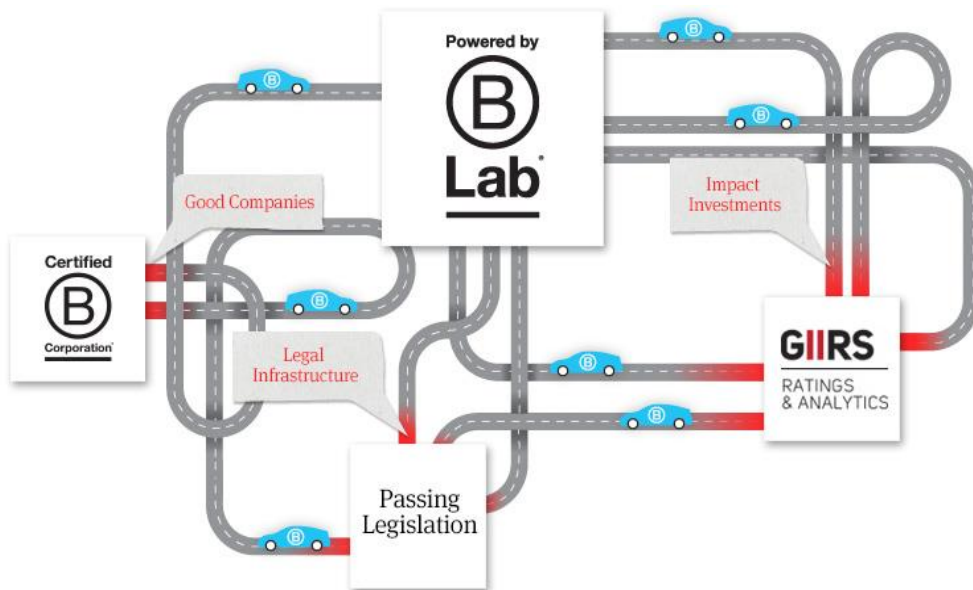
Why is a B Impact Assessment Important to me?

If you're a Student

… You are actively trying to apply your academic knowledge to improve social, environmental and economic outcomes for potential employers. The assessment will allow you to gain invaluable experience and skill that is highly desired by companies who are looking for employees who possess a strategic lens to be the next generation of leaders within the company.

If you're a Company

… A B Impact Assessment allows you to establish a baseline of your organizational performance to be used to improve your triple bottom line. A completed assessment can drive B Corp certification, cost savings, strategic direction, and leveraged engagement with customers and suppliers.

If you're a University or Club

…The B Impact Assessment allows you to put the rubber to the road – connecting theory with practice, in a concrete and methodical manner – for students, professors and external stakeholders. It builds an invaluable bridge between your programs and the supporters of your institution.

"The Assessment gave us a sense of what practices to prioritize over others. It helped our money go much further by just asking us the   tough questions."
Patagonia – Elissa Loughman

"The Assessment allowed me to understand a company from the inside out and provide value through the presentation of recommendations"
University of Colorado, MBA student – Chris Knapp

"The B Impact Assessment added a new twist to our initiatives - it helped us understand where we are in comparison to other companies."
Ben & Jerry's – Rob Michalak

"The B Impact Assessment, beyond being a practical, useful tool, was like a CAT scan of our organization's effect on society."
Cabot Cheese – Jed Davis

"Impact Catalyst gave our MBA students an opportunity to engage with companies to help solve pressing problems and showcase the value of our curriculum"
University of Colorado, Director – Mark Meaney

What's the Business Case for completing the BIA?

"Leading companies in sustainable, social, and good governance policies have a 25% higher stock value than their less sustainable competitors"
-Goldman Sachs

It's no secret that the business sector is moving quickly towards increasing standards of accountability and transparency. Sustainability and social responsibility are becoming critical considerations for both consumer and supplier networks that ultimately drive business decision making.

Completing a B Impact Assessment gives companies an opportunity to baseline their current performance against industry benchmarks and established standards. Companies can leverage Impact Catalyst teams to complete the survey, conduct research, and propose strategic improvements in an effort to increase social, environmental and economic yields. Impact Catalyst teams often present their findings as well as deliver useful tools and frameworks for carrying the work forward.

15,000+ Businesses Measure What Matters

What's the Academic Case for Completing the BIA?

"When we need to fill a vital role, we will look first at the members of the Impact Catalyst team who have already worked to bring value to our organization. They were committed and had a clear vision of our objectives as a fast growing company"
ProtoTest – Pete Dignan, CEO

As a university student you are looking for ways to apply what you have learned in your academic coursework and there is no better way than getting your hands dirty. Completing a BIA for a company will allow you to experience all aspects of what goes into running a business. The returns are exponential as students have found employment, internships, and gained skill sets highly desired by companies looking for well-rounded and experienced professionals.

PART 2: How it All Works

How Impact Catalyst Works

Impact Catalyst is composed of University teams working in conjunction with senior level corporate leadership and B Lab to complete the initial assessment of corporate performance. Teams follow this effort with research and development in order to identify implementable solutions aimed at improving corporate performance.

Upon conclusion of the project, Impact Catalyst teams present their findings to the partner company with specific regard given to both the **material** and **economic** consequences of achieving greater impact as an organization.

The objective of Impact Catalyst teams is first and foremost the completion of the assessment to be used as a point of reference for company partners. After this, Impact Catalyst teams work to align partner companies so that they can then leverage their core competencies to become an increasingly socially responsible and profitable organization.

Materiality: refers to topics that have a direct or indirect impact on an organization's ability to create, preserve or erode economic, environmental and social value for itself, its stakeholders and society at large.

Expectations of Impact Catalyst Teams

Expectations are important for companies, teams and universities to establish prior to beginning the assessment. The practice of defining expectations is a standard best practice for consultants and as such, Impact Catalyst teams should take on the form of a consulting firm when working with a company through the BIA in order to obtain the best outcome for all stakeholders.

• **Impact Catalyst teams will be formed by each university through a leading department, faculty, or club sponsorship.**

• **Teams will act as extensions of their university and serve roles as consultants for the partner company that they are assessing.**

• **Leadership of the selection, matching, and follow-up processes will be taken on by a team leader or faculty sponsor.**

• **Each team can be comprised of as little as 2 members up to a maximum 8 members.**

• **Teams will work to define the scope and timeline of the project with assistance from faculty when necessary.**

• **Teams will report their progress at minimum on a monthly basis back to their partner company and academic leadership.**

• **Teams will provide a deliverable to the partner company upon completion of the defined project. Presenting to C-Level leadership and appropriate academic partners.**

Quick Guide to Impact Catalyst Assessment

1. Form an Impact Catalyst Team with assistance from university/club/or faculty

2. Reach out to potential companies within the local community
a.   Explain the B Impact Assessment / B Corp certification and its benefits
b.   Explain Impact Catalyst and its benefits

3. After securing a project, consider completing a scope of work agreement to clearly define the scope, timeline and/or payment for the project

4. Define internal team roles and responsibilities

5. Complete the initial assessment with identified key company staff (C-level staff preferred)

6. Analyze the results of the assessment to determine potential high return on investment projects to improve the sustainability/social responsibility of the organization or to become eligible for B Corp certification
a.   Identify areas of materiality and focus for research
b.   Work with the company to suggest and initiate the proposed improvements
c.   Develop metrics to ensure continuous improvement for partner company

7. Provide a final report or presentation to the company and appropriate stakeholders of the project

Forming an Impact Catalyst Team

What does an Impact Catalyst Team Do?

Impact Catalyst Teams will use the B Impact Assessment to assess and provide recommendations to organizations regarding a range of material focus area, such as:

- **Corporate Governance**
- **Human Resources & Workers**
- **Community and Social Impact**
- **Environmental Impact**
- **Impact Business Models**

Beyond the provision of a baseline assessment, Impact Catalyst Teams will either help to certify or provide recommendation/s for achieving certification for each organization so that they may become a B Corp. The assessment is broad, yet focused enough to help organizations identify areas for improvement. Companies can then embed the recommendations of Impact Catalyst Teams into their corporate DNA in pursuit of achieving or maintaining a B Corp status.

B Corp Certification is achieved with a score of at least 80 out of 200 possible points.

Many of the Impact Catalyst Teams and organizations may not initially pass the point threshold for B Corp status; however the baseline established will be valuable to all stakeholders as organizations seek to improve social, environmental and economic performance through the use of the B Impact Assessment and the Impact Catalyst program.

Forming an Impact Catalyst Team

Recommended Team Structure

It is recommended that Impact Catalyst teams consist of graduate students from your university. Ideally, teams are comprised of 2-8 members, potentially from differing academic fields. Though the BIA is often thought of as a business function, it can be particularly helpful to bring in additional perspectives from other academic or professional fields to provide a comprehensive and broad analysis for the partner company.

Depending upon the scope and timing of the BIA project established by your team with the partner company, teams may break into smaller sub-groups to complete focus area projects. These focus area projects should be completed after the initial BIA has been finished and chosen in alignment with the objectives of the partner company. The degree to which the focus area projects are of material importance to the partner company is significant, as the solutions delivered by the team will have a far greater probability of achieving impact.

Team Member Roles

Some of the best Impact Catalyst teams work to define specific roles as they begin the BIA with the partner company. These roles might be: a project manager, a communications leader, or individual roles of sub-topic specialization and focus.

The initial assessment can generally be completed by 1-2 members and then subdivided into focus areas once material areas for research and development have been identified and scoped. Those team members who actively complete the BIA should still seek to engage the larger team as the project continues so that the end deliverable is closely tied to the intricacies discovered during the first phase of the BIA data input process.

The subdivided individuals or teams should complete work within their defined areas of material focus, while maintaining linkage to the whole team so that the deliverable is a cohesive and aligned solution with the overall strategic objectives of identified with your partner company.

Identifying a Partner Company

Finding a Partner Company

This is an important part of the Impact Catalyst process and should be done in consensus with your team members. You may have more than one option for partner companies and Impact Catalyst members should choose the partner they find most relevant to their objectives as students.

B Lab maintains contact with many companies who have expressed interest or desire to complete the assessment with some added assistance. In some cases, Impact Catalyst teams can work with B Lab to identify potential partner companies in their geographic range. Reaching out to for some suggestions in your geographic area is a great idea!

Alternatively, Impact Catalyst teams can work to identify 3-5 potential partner companies and reach out with an offer to assist the company in creating a baseline against the BIA and the subsequent delivering of mission and material relevant solutions targeted for improvement. A Partner Company request can then be sent either via email or when possible discussed in person with your potential point of contact.

When selecting a Partner Company, consider:
- **Location**
- **Industry**
- **Mission**
- **Size**
- **Predisposition** (to the BIA and Impact Metrics)
- **Personal & Professional Networks**

Identifying a Partner Company

**When selecting a Partner Company,
Impact Catalyst Teams should consider:**

Location: Geographic consideration should be given when finding a partner organization. Often it can be extremely helpful in understanding and identifying relevant information that must be taken into account when completing the BIA, if your team is able to be present in the location of operations.

Industry: Impact Catalyst Teams and their members should choose a partner company that operates in an industry that expands their academic and professional education. Each assessment differs based upon the industry of operation and much can be garnered as a student through the completion of an assessment from your field of interest.

Mission: The mission of the partner company may not be stated in an obvious manner, however many companies already have many pieces in place that would naturally lend them towards completing a BIA to further their efforts and improve their performance. These are great companies to seek out!

Size: Similar to Industry, each BIA will be different depending upon the size of the organization being assessed. A small organization may be easier to obtain information from but may lack in detail or scope. Whereas, a large organization may have many areas for potential improvement, but information can be more difficult to obtain as it's spread across positions and locations.

Team and Project Management

Team and Project Management is one of the most important components of successfully completed Impact Catalyst projects. Each Impact Catalyst team should implement its own form of project management in order to maintain the strategic direction, individual areas of focus, timeline deliverables, action items, expectations and roles and responsibilities of all stakeholders. It is suggested that this be shared with the partner company in order to maintain transparent and consistent communication. Investigate with your team and partner company which project management platform and strategy will work best.

Suggested Project Management Platforms

Basecamp

AceProject

Huddle

Google Docs

Excel

Suggested Tracking Metrics

Team and Partner Expectations

Individual Roles & Responsibilities

Timeline of Deliverables

List of Partner Company Contacts

Documentation and Resources

Project Documents

Each Impact Catalyst team and Partner Company will require different documents in order to complete the BIA, however there are some documents which will be useful to all teams no matter the size or industry of the partner company selected. These suggested documents are listed below, can be accessed via the appendix and used as templates for your project.

Partner Company Request

Initial Partner Questionnaire

Project Agreement

Timeline and Scope of Project

Team Roles and Responsibilities

Project Management Template

PART 3: Completing the B Impact Assessment

Timeline and Scope

Each Impact Catalyst Team and Partner Company will have distinctly different timelines and scopes of work. It is imperative to identify the constraints of your team and the partner organization prior to beginning the BIA in order to gain the most value during the project. Impact Catalyst teams may be limited by an academic timeframe while a partner company may have cyclical demands that must be addressed outside of the project assessment period. Each stakeholder should be cognizant of each others needs and timing throughout the project.

Additionally, the scope of the project may vary greatly from project to project. Impact Catalyst Teams and Partner Companies must clearly define and agree upon the scope of work prior to beginning the project. This will create expectations for both groups and can be modified if necessary as the project continues. Template documents or timeline and scope are located in the appendix.

A Timeline for Impact Catalyst Projects

Phase 1: Establish Partner Company and Documentation

Phase 2: Gather Information and Data

Phase 3: Entry and Analysis of Results

Phase 4: Research and Development

Phase 5: Presentation and Deliverable

Phase 6: Transition

Timeline and Scope

The phases below can be used to provide the basis for work to be completed by an Impact Catalyst Team. It must be noted that all companies will have differing abilities and constraints when undertaking the BIA and, as such, Impact Catalyst Teams should be aware of these when proposing a schedule of activities for the assessment.

All text in RED indicates tips for teams during each phase of the project.

Phase 1: (Week 1)

Meet with the partner company to establish the scope, schedule, goals and deliverables for the assessment. Complete the Impact Catalyst scope of work with your partner organization.

This is also the time you will want to meet with your Impact Catalyst team members to define roles and responsibilities.

Phase 2: (Weeks 2-3)

Gather appropriate information through assembling of relevant staff. This can be done as a group (recommended) or independently with Impact Catalyst Teams sourcing information from appropriate employees.

This process can take longer in some cases due to the readily available information on hand. Use discretion in how you obtain the information, making sure to involve the appropriate staff in each step of the process when necessary.

Phase 3: (Weeks 3-4)

Input the fathered information and data from phase 2 and follow with an analysis of the completed assessment. B Lab has tools within the assessment platform that allow teams to identify and diagnose areas for improvement with suggested best practices. These can be used by teams and staff in the development of the targeted solutions to improve performance.

This should be done with staff so that areas of improvement can be identified with regards to materiality and core competencies of the organization.

Timeline and Scope

Phase 4: (Weeks 4-6)

Divide into internal Impact sub-teams (if applicable) to develop solutions geared towards solving two (or more) identified areas for improvement. These areas should have been developed during Phase 3 and can now be researched in additional depth.

Make sure to bring value driven solutions into consideration when researching areas of focus for the organization to consider implementing.

Phase 5: (Weeks 7-8)

Present the final plan/deliverable to company leadership. This should include the initial assessment results, recommendations for improvement, and any updated assessment scores.

Teams should focus on not only achieving a higher certification score, but additionally on recommendations that achieve an increased level of return for the organization as a result of their implementation.

Phase 6: (Weeks 7-8)

Before transitioning the Impact Catalyst team out of the organization, the team should work to set goals with company leadership to promote continuous improvement. This process should occur with company leadership so that they have the ability to seamlessly integrate the solutions upon the departure of the Impact Catalyst Team.

Often teams will leave tools (Living documents, ROI calculators, Measurement tools) so that management can efficiently and effectively continue impact work.

Frequently Asked Questions

Who develops the standards?

The standards are created and revised by the Standards Advisory Council (SAC), a group of independent experts in business and academia. Although the SAC creates the standards, they invite all interested persons to provide feedback on the standards. The best way to submit feedback is to log into the B Impact Assessment and select "Leave Feedback" next to each question.

The Assessment also goes through a private and public beta period in which feedback is collected and integrated into final versions. Expert working groups are convened in order to explore our specific issues more closely in an objective manner. **The Assessment is updated every two years in order to accommodate new and innovative practices, respond to the feedback of its users, and to more accurately assess the impact of all types of businesses.**

How long does the Assessment take?

For most small businesses, the Assessment normally takes between 1-3 hours to complete a rough baseline. **The time involved largely depends on the size, age, and complexity (number of operating locations) of your company.** For your convenience the assessment can be saved and revisited at anytime to allow for easy access.

It is strongly encouraged to estimate answers the first time through or mark questions as "Revisit This". Questions can always be revisited when saving progress and exiting, to be returned to later when more information becomes available.

Is there a version for small businesses?

Yes. The questions generated are tailored to the size (number of employees) and type (sector) of business when you register your company for the B Impact Assessment. **It is important to indicate the appropriate number of employees at this time, so that the most appropriate Assessment is provided.**

Frequently Asked Questions

What is considered a "good" score?

Any score higher than 0 points is a good score, as a positive score indicates that the company is doing something positive for society and the environment. The Assessment rewards practices that go beyond standard business practice; therefore, every point earned on the Assessment reflects incremental, positive impact.

Most companies score between 40 and 100 points out of the 200 points available. It is important to note that every company has a different purpose for being in business – some intend to focus solely on making a return, while some intend to create social impact simultaneously with financial returns. There are three distinguishable types of businesses that perform differently on the Assessment based on their intent for being in business:

Ordinary Businesses – Whose primary objective in business is to generate high financial returns. They may be interested in the possibility of using their business to serve a higher purpose, but are not actively pursuing this objective.

Sustainable Businesses – Whose primary objective is to both pursue positive impact and generate returns. They may be actively pursuing their impact objectives, but may or may not have taken the steps to measure and evaluate how their business impact society and the environment.

B Corporations – Businesses that are primarily trying to solve a social or environmental issue through their enterprise. All B Corps measure their impact and achieve at least 80pts on the B Impact Assessment to validate that they have achieved a significant threshold of impact. They also expand their corporate duties to include the consideration of the interests of all stakeholders, not just shareholders. B Corps are typically focused on improving and sustaining their impact over time and generating profit simultaneously.
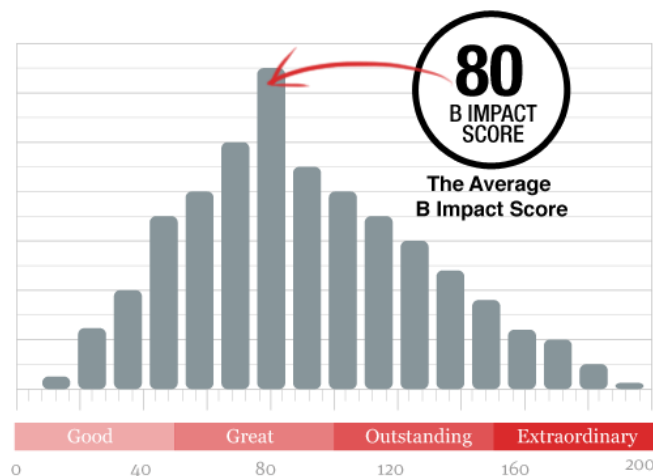
Frequently Asked Questions

How does this relate to other impact measurement systems?

In general, **the B Impact Assessment provides a judgment** (via an objective, comprehensive rating) **on how significant a company's current impact is**. The B Impact Assessment is commonly confused with reporting systems or definition frameworks that detail how a company should go about collecting that impact data, but not necessarily provide a judgment on how significant that company's impact is.

For example, the Global Reporting Initiative (GRI) or IRIS are platforms that are likely to define specific way to report impact metrics; As an example, they may define how to best report a company's carbon emissions, so that all carbon reports in the future can be easily comparable to each other (ie. Company X is responsible for producing 30,000lbs of carbon, based on its direct emissions from its plant and its electricity purchases). IRIS and GRI definitions and reporting standards are a critical part of the B Impact Assessment.

As a result, a GRI or IRIS indicator is more likely to tell you that the company is reporting its emissions according to best practice. On the other hand, the B Impact Assessment aims to evaluate whether the company has either increased or decreased its emissions relative to the company's revenues or relative to the practices of other businesses, because this distinction helps a growing number of consumers, investors, and institutions who want to support businesses who put their values into action.

The B Impact Assessment simply builds upon the important work that other organizations and industry groups are doing to define and measure impact.

Frequently Asked Questions

Where can I see how many points each question is worth?

Because there are **over 50 variations on the Assessment** based on the size, industry, and geography of your company, each question is worth a slightly different amount for different businesses.

The best way to see the individual question weightings is by logging into the B Impact Assessment By clicking on "Step 3: Improve Your Impact" and then selecting "My Customized Improvement Guide", you can view each questions as well as the overall section weightings.

What will I need to prepare before completing the Assessment?

For your first (baseline) Assessment, **it is recommended that you provide estimates** for each answer and mark questions as "Revisit This" **if you are unsure about your answer**; you will find that this is the easiest way to complete and still get a rough B Impact Score.

Thereafter, it may be helpful to use the following to assist you in answering questions:

- **The Company's Financials. It may be helpful to have either a Profit & Loss Statement or your accounting system (e.g. Quickbooks) open.**

- **A Vendor Ledger with amount spent in the 12 months. This will help you answer many questions related to Suppliers.**

- **A Product bill of materials or Client/Project list from the past 12 months. This may help answer many questions in the "Impact Business Models" section.**

Frequently Asked Questions

Who in the company should help to complete the Assessment?

Anyone that is interested, regardless of their title or tenure with the company can help. It is recommended that Impact Catalyst teams work with one appointed person as a lead; this individual typically works with the team to complete a first draft of the Assessment and then helps to convene a supporting team to assist. The most common types of individuals involved with the Assessment include:

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CEOs
CFOs
HR Managers
COOs
Associates
Interns

</div>

Employees who have less visibility into the operations of the company tend to be advocates for the idea of measuring what matters instead of direct contributors.
(ie. Marketing/Communications Director, Technology Dept, Quality Assurance, Designers, Board Members, etc).

Where can I download a PDF of the Assessment?

You can download the Assessment via this link: Preview the Assessment.   You will need to indicate some basic information about the type and size of the company so that a PDF version of the Assessment that is relevant to your business is generated.

Although the PDF is a good way to get your Impact Catalyst team and Partner Company oriented to the Assessment, it is strongly recommended using an online Assessment. The online Assessment will provide definitions and examples for each question, as well as a B Impact Report that is scored based on your company's responses so that you can compare it against benchmarks. The online assessment is not submitted in real time, therefore it can be worked on by the team and company as a live document, subject to knowledge and information gathered and available. Remember, all data can be saved and returned to later.

Frequently Asked Questions

How much does the Assessment cost?

The Assessment is a free, public service provided by , a non-profit organization.

If partner company is interested in becoming a *Certified B Corporation*, there is a cost involved in the process used to verify company practices with an independent third party auditor. This amount varies based upon the size of your organization (Annual Sales) . More information can be determined by speaking with a B Lab staff member about the associated fees for becoming a certified B Corp.

The associated fees as of August 2014 are listed below:

Annual Sales	Annual Fee
$0 - $999,999	$500
$1 MM - $4,999,999	$1,000
$5 MM - $9,999,999	$2,500
$10 MM - $19,999,999	$5,000
$20 MM - $49,999,999	$10,000
$50 MM - $99,999,999	$15,000
$100 MM+	$25,000

Impact Assessment Section Guide

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The BIA is composed of five sections:

Governance
Workers
Community
Environment
Impact Business Models

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The assessment will take differing amounts of time depending on the industry and size of the company, as well as the availability of information and resources from the partner company. As such, each section can be completed in partial and revisited for completion at a later date. Some organizations have completed the assessment in as little as 3 hours and others complete it over the course of multiple months. As an Impact Catalyst Team it is important to outline the timeline and scope with your partner organization so that you are able to complete the BIA with an adequate amount of time available.

Each Section of the BIA will surely present some questions that will be more difficult to answer. Answers can be challenging from the perspective of obtaining the appropriate data or information or in terms of defining the position of your partner company relative to the question. In either case – you should first utilize the assessment tools to better understand the specific question and if appropriate enlist the assistance of a staff member from   B Lab to clarify any outstanding uncertainty.

Impact Assessment Section Guide

Understanding the BIA Format

PDF Assessment

| Governance | Workers | Community | Environment | Impact Business Models | Disclosure Questionnaire |

Worker Metrics — Compensation, Benefits & Training · Worker Ownership · Work Environment

Worker Metrics

WR1.1
This is a REQUIRED question that determines the set of additional questions your company will respond to regarding your salaried or hourly workers: Are more than 50% of the workers paid on an hourly basis?

For the purposes of this question, please count workers on a headcount basis instead of on a full-time *[more...]*

○ Yes ○ No

WR1.2a

Current Total Full-Time Workers
Revisit This ○ Not tracked / unknown

Total Full-Time Workers 12 months ago
Revisit This ○ Not tracked / unknown

WR1.3a

Current Total Part-Time Workers
Revisit This ○ Not tracked / unknown

Total Part-Time Workers 12 months ago
Revisit This ○ Not tracked / unknown

GV2.1 — Each question will be categorized by section and numerical data

○ — This symbol will give additional detail, help and technical definitions

[more...] — This symbol will expand upon the definition of key elements in the question

Revisit This — This allows users to check a box that can be accessed in aggregate later to complete the question after data has been compiled or further clarification gained.

Impact Assessment Section Guide

Governance

Governance

Corporate Accountability

Mission & Engagement

GV2.1   Does your company have a corporate mission statement, and does it include any of the following? Check all that apply.
- [ ] No written statement
- [ ] A written corporate mission statement that does not include a social or environmental commitment
- [ ] A commitment to social impact (e.g. poverty alleviation, sustainable economic development)
- [ ] A commitment to environmental stewardship and conservation
- [ ] A commitment to serve a target beneficiary group (e.g. low income customers, smallholder farmers)

GV2.2   Please type or paste your mission statement here.

GV2.3a   Which type of employee training does your company provide regarding its social and environmental mission? Check all that apply:
- [ ] No social or environmental mission
- [ ] No training on the company's social and environmental mission
- [ ] Only informal inclusion in orientation, training and/or instruction
- [ ] Specific, formal training integrated into new employee and new manager training
- [ ] Specific, formal training integrated into ongoing employee and manager training
- [ ] Workers articulate goals and achievements on social and environmental metrics as an individual or part of a workplace team
- [ ] All supervisors and managers receive training on how to communicate social and environmental goals to employees and implement accountability for results

GV2.4a   Does the Board of Directors or other governing body review the company's social and environmental performance on at least an annual basis to determine if you are meeting your social or environmental objectives?
- ○ Yes ○ No ○ N/A - No Board of Directors or other governing body

GV2.6   What portion of management had a formal written performance evaluation/review in the last year that included social and/or environmental goals?
- ○ 0% ○ 1-24% ○ 25-49% ○ 50-74% ○ 75%+

GV2.8a   In the last year, how did the company solicit specific feedback from its stakeholders (excluding employees and investors) regarding the company's social and environmental performance? Check all that apply:
- [ ] No formal stakeholder engagement
- [ ] Annual stakeholder meeting
- [ ] Online stakeholder forum (e.g. social media or blogs with public comments enabled)
- [ ] Third party or anonymous surveys
- [ ] Other (please describe)

GV2.9   Are there key performance indicators (KPIs) or metrics that your company tracks on at least an annual basis to determine if you are meeting your social or environmental objectives?
- [ ] We don't track key social or environmental performance indicators
- [ ] We measure KPIs/metrics or outputs that we have identified and defined in order to determine if we are achieving our social and environmental objectives
- [ ] We measure social and environmental outcomes over time (examples: 3rd-party studies, customer or household surveys, progress out of poverty index, etc.)

The first section of the BIA is Governance. This section will rank the practices and policies of the company as it relates to:

Corporate Accountability

Transparency

Governance Metrics

The Governance section is used to measure the effectiveness of the organization in terms of distribution of power, input of stakeholders, and transparency of the company's operations. There are no answers that are more correct than others and it is important to be as accurate as possible when reporting so that a base line score can be achieved.

Impact Assessment Section Guide

Often there are frequently asked questions in each section - Remember that you can utilize the 🔵 or "Best Practices" buttons to gain additional information helping to answer your question

Below are some key definitions and section terms that may assist your Impact Catalyst team as you work through the assessment with your partner company. If your Impact Catalyst team cannot reach an answer with respect to a specific question on the BIA – it is best practice to contact a B Lab support representative and clarify the question and answer.

<div style="border: 2px solid red;">

<u>Governance</u>

Board of Directors: A group of people legally responsible to govern a corporation and responsible to the shareholders, and sometimes to stakeholders as well.

External stakeholders: Those affected by the company's activities but who have no formal decision making power in the company. External stakeholders may include customers, community members, suppliers, and organizations representing environmental interests.

Independent Board Member: Independents are defined as non-management and non-material investors/owners (owning less than 5%)

Employee Representative: a member of non-executive management

Community Representative: someone who resides within 200 miles of one of the offices and represents a group that is affected by the company's work

Environmental Representative: an individual with expertise in issues related to your company's greatest environmental impacts.

Open Book Management: OBM is a formal process that encompasses 1) Transparency, 2) Literacy, 3) Engagement with employees around financials.   *http://www.nceo.org/articles/open-book-management*

Material Owners and Investors: having >5% ownership position in the company

</div>

Impact Assessment Section Guide

Workers

Compensation, Benefits & Training

Compensation & Wages

WR2.1   Total Wages (including bonuses)

WR2.2   What is the company's entry level (lowest) hourly wage? Please exclude students and interns in this calculation.

WR2.5   What % above living wage did your lowest-paid full-time, part-time, temporary workers and independent contractors (excluding interns) receive during the last fiscal year? If workers are paid at or below living wage, select 0%.
   ○ 0% ○ 1-14% ○ 15-24% ○ 25%+ ○ N/A - No living wage data available for country of operations

WR2.7a   What multiple is the highest compensated individual paid (inclusive of bonus) as compared to the lowest paid full-time worker?
   ○ >20x ○ 16-20x ○ 11-15x ○ 6-10x ○ 1-5x

WR2.9a   Based on a company referenced compensation study in the past 2 years, how does your company's compensation structure (excluding executive management) compare with the market?
   ○ Have not referenced a compensation survey
   ○ Below market
   ○ At market
   ○ Above market

WR2.10   Which of the following are true about the company's bonus plan:
   □ No formal bonus plan
   □ Formal guidelines on the structure of the bonus plan (e.g. eligibility, profit/revenue target tied to the bonus pool, allocation criteria) are disseminated and accessible to all workers
   □ All full-time and part-time workers are eligible in the plan
   □ None of the above

WR2.12   What % of full-time and part-time employees, excluding founders and executives, received a bonus in the last fiscal year?
   ○ 0% ○ 1-24% ○ 25-49% ○ 50-74% ○ 75-99% ○ 100% ○ N/A

Compensation & Wages (Hourly)

WR2.3   What % above the local minimum wage did your lowest-paid hourly worker receive during the last fiscal year?
   ○ 0% ○ 1-9% ○ 10-19% ○ 20-25% ○ >25%

WR2.6a   What % of hourly workers are paid above a living wage? Select N/A if there is no living wage data available for country of operations.
   ○ <75% ○ 75-89% ○ 90-99% ○ 100% ○ N/A

WR2.11b   In the last fiscal year, the company's bonus plan for non-executives represented what % of the company's salary base? Please select 0% if your company did not have bonuses issued.
   ○ No bonus payout, or no bonus plan ○ <1% ○ 1-3% ○ 3-6% ○ >6%

Compensation & Wages (Salaried)

WR2.8a   What was the average % increase in wage/salary (per capita) paid to non-executive workers in the last fiscal year?
   ○ 0-2% ○ 3-5% ○ 6-15% ○ >15% ○ N/A - No workers last year

The second section of the BIA is Workers. This section will rank the practices and policies of the company as it relates to:

Compensation, Benefits & Training

Ownership

Work Environment

The Workers section is used to measure the effectiveness of the organization in terms of Compensation, Benefits, Training, Worker Ownership, and Environment of work. There are no answers that are more correct than others and it is important to be as accurate as possible when reporting so that a base line score can be achieved.

Impact Assessment Section Guide

Often there are frequently asked questions in each section - Remember that you can utilize the   ?   or "Best Practices" buttons to gain additional information helping to answer your question

Workers

Full-time Employee: Full-time paid employees work year round and typically work 35-50 hours per week

Part-time Employee: Part-time paid employees work year round but do not meet full-time equivalency standards (typically less than 35 hours a week)

Total Wages: Monetary value of wages paid to employees on the company's payroll during the reporting period of the last fiscal year. Include bonuses (but not benefits)

Bonus: Includes all cash, including profit-sharing distributed in cash (versus in retirement plan or stock options)

Living Wage Level: The wage a full-time worker would need to earn to support a family above the federal poverty line in a given locality. Living wages vary by region and by city, and where legally mandated typically apply only to companies who receive government contracts. In the United States, living wages range from $8.00 - $14.00 an hour. To calculate the living wage for your city go to: http://livingwage.mit.edu

Cooperative: Co-operatives are independent enterprises, promoted, owned and democratically governed by a group of members who have freely joined together to address a specified need or problem, and in some cases contribute assets towards addressing that need or problem

Non-profit Organization/Non-governmental Organization: A non-profit organization is one that is registered as a non-profit entity according to the rules/regulations of the country in which it is based. A non-governmental organization (NGO) has primarily humanitarian or cooperative, rather than commercial, objectives and is largely independent of government

Formal Feedback Process: Includes giving workers one-on-one feedback on their work performance by a supervisor or manager. This feedback should be written and tracked over time, so that the employee understands their job performance

Employee Handbook: A manual that serves as a key communication tool for employees and contains an employer's work rules and policies

Impact Assessment Section Guide

Community

Community

Community Practices

Job Creation

Last 12 months (e.g. Oct 2012 - Sep 2013):

Prior 12 months (e.g. Oct 2011 - Sep 2012):

CM2.2b By what % has your worker base grown over the last 12 months?

○ 0% (Has not grown on a net basis) ○ 1-14% ○ 15-24% ○ 25%+

CM2.3 Number of full-time and part-time workers that departed/left the company during the last 12 months. Enter 0 if None. Select N/A only if there are no workers.

CM2.4a What was the attrition rate at the company for full-time and tenured part-time workers (excluding workers terminated with cause) for the last 12 months?

○ >10% ○ 5-10% ○ 2.5-4.9% ○ 0-2.4%

0%	1-9%	10-19%	20-29%	30%+	Don't Know	
○	○	○	○	○	○	Individuals residing in a low income area
○	○	○	○	○	○	Other chronically underemployed populations (e.g. at risk youth, formerly incarcerated, homeless, etc.)

The third section of the BIA is Community. This section will rank the Community practices and policies of the company as it relates to:

Job Creation

Diversity

Civic Engagement and Giving

Local Involvement

Suppliers, Distributors, and Product

Impact Assessment Section Guide

Often there are frequently asked questions in each section - Remember that you can utilize the ⓘ or "Best Practices" buttons to gain additional information helping to answer your question

Community

Low Income Area: A geographic area (neighborhood, village, other region) where the median family income is less than 80% of the median family income of the surrounding vicinity.
Reference: http://www.ffiec.gov/geocode

Chronically Underemployed Communities : Workers who have barriers to employment (excluding women), including the following: low income, poor, or very poor communities, , physical or mental disabilities, homeless, previously incarcerated or violent history, alcohol or drug dependency, or chronically discriminated against based on gender, race, color, disability, political opinion, sexual orientation, age, religion, social or ethnic origin.

Community Service Policy:.A code that encourages and allows employees to volunteer or engage in charitable giving. For example, organizations might offer employees a certain number of hours/year of paid time off to volunteer, or organize company-wide service days, service sabbaticals, or leaves of absence, etc. Included in the definition is serving on an organization's board or governing body

Volunteer/Community Service Hours: Report the # of hours volunteered by full-time and part-time employees of the organization. This should include both paid and unpaid time spent volunteering during traditional work hours, either for company-organized events or for employee-initiated activities.

Charitable donations: include financial contributions and in-kind donations of goods and services to non-profits or non-governmental organizations. Pricing discounts to non-profits do not count as charitable donations; only free services are considered to be in-kind donations.

In-kind donations: In the form of goods and/or services rather than money. Examples include an office donating food and clothing for flood victims or managers volunteering their services for free to a charitable organization

Significant Suppliers: Suppliers who collectively represent approximately 80% of your purchases in currency terms. Significant Suppliers can include both suppliers of physical items and service providers

Impact Assessment Section Guide

Environment

EN2.2a What % of company facilities (by square feet, both owned by company and leased) are LEED certified, satisfy the requirements of the Living Building Challenge, or other accredited green building programs? Select N/A if your company utilizes virtual office.

    ○ <20% ○ 20-49% ○ 50-79% ○ 80%+ ○ N/A

EN2.4 Does the company use a company wide recovery and recycling program that includes the following? Please check all that apply.

- ☐ Paper
- ☐ Cardboard
- ☐ Plastic
- ☐ Glass & metal
- ☐ Composting
- ☐ None of the above

EN2.10 Does your company measure and manage the following environmental inputs and outputs in a context-based manner?

- ☐ Water
- ☐ Solid waste
- ☐ Greenhouse gas (GHG)
- ☐ None of the above

EN2.11b Has your company integrated the principles of environmental considerations into the design of products and services? (See help text for a more formal definition and examples of Design for the Environment, DFE.)

    ○ Yes ○ No

EN2.12 Which of the following chemical reduction methods have been implemented at the majority of your corporate facilities on a consistent basis?

- ☐ Non-toxic janitorial products
- ☐ Unbleached / chlorine free paper products
- ☐ Soy-based inks or other low VOC inks
- ☐ Organic or sustainable kitchen products
- ☐ Other (please describe)
- ☐ None of the above

EN2.16 What of the following recycled/sustainable input materials products are purchased for the majority of office use?

- ☐ Recycled/sustainable input office supplies (paper, pens, notebooks, etc.)
- ☐ Reclaimed/reused office furniture
- ☐ Reusable/compostable catering supplies
- ☐ Other (please specify)
- ☐ None of the above

EN2.17 What % of your company's printed materials use recycled paper content, FSC certified paper, or soy-based inks? Select N/A if your company does not have any printed materials or have achieved a paperless office.

    ○ 0% ○ 1-24% ○ 25-49% ○ 50-75% ○ >75% ○ N/A

EN2.18 Does your company have a formal program or policy in place to reduce the environmental footprint caused by commuting? Examples include use of public transportation, carpooling, biking, virtual office, telecommuting, etc.

    ○ Yes ○ No

The fourth section of the BIA is Environment. This section will rank the practices and policies of the company as it relates to:

Land, Office, Plant

Inputs

Outputs

Transportation, Distribution, & Suppliers

Impact Assessment Section Guide

Often there are frequently asked questions in each section - Remember that you can utilize the ⊙ or "Best Practices" buttons to gain additional information helping to answer your question

Environment

Green Building: **The practice of creating structures and using processes that are environmentally responsible and resource-efficient throughout a building's life-cycle from sitting to design, construction, operation, maintenance, renovation, and deconstruction**

Recycling: **The reprocessing of materials into new products, which generally prevents the waste of potentially useful materials, reduces the consumption of raw materials, lowers energy usage, and decreases greenhouse gas emissions compared to virgin production.**

Renewable Energy: **Derived from natural processes that are replenished constantly. This includes electricity and heat generated from solar, wind, ocean, hydropower, biomass, geothermal resources, and hydrogen derived from renewable resources**

Energy conservation: **Efforts made to reduce the total amount of energy needed to carry out current processes or tasks. The term does not include overall reduction in energy consumption from reduced organizational activities**

Water Conservation: **Efforts made to reduce the total amount of water needed to carry out current processes or tasks. The term does not include overall reduction in water consumption from reduced organizational activities. Conservation efforts include organizational or technological innovations that allow a defined process or task to consume water more efficiently. This includes improved water management practices, process redesign, the conversion and retrofitting of equipment or the elimination of unnecessary water use due to changes in behavior.**

Scope 1 emissions: **GHG emissions from sources that are owned or controlled by the company.**

Scope 2 emissions: **Indirect emissions from the consumption of purchased electricity, heat or steam.**

Scope 3 emissions: **Other indirect emissions due to the extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the company, electricity-related activities (e.g. T&D losses) not covered in Scope 2, outsourced activities, waste disposal, etc.**

Hazardous Waste: **Refuse that could present dangers through the contamination and pollution of the environment. It requires special disposal techniques to make it harmless or less dangerous**

Impact Assessment Section Guide

Impact Business Models

Environmental Business Models - Practices

Manufacturing: Environment

IBM27m.1 Is your business model designed to benefit the environment in the way your product is manufactured?
○ Yes   ○ No

IBM27m.2 Which of the following statements are true about your environmental manufacturing practices? (Check all that apply)

☐ Company annually measures and publicly reports energy usage, water usage, carbon emissions and waste output

☐ Company has reviewed life cycle impact of 50%+ of products in terms of dollar volume

☐ At least 25% of manufacturing facilities (by square feet) are LEED (or equivalent) certified or meet comprehensive green building standards

☐ At least 15% of energy from onsite renewables or 75% of energy derived from purchased renewable sources (including RECs)

☐ Core manufacturing process substitutes a critical energy intensive manufacturing step that is of concern in your industry (i.e. steam recycling, sun drying vs. gas oven heating, etc.)

☐ Core manufacturing process substitutes a critical water intensive manufacturing step that is of concern in the industry (i.e. water recycling, water reuse, and water substitution)

☐ Core manufacturing process substitutes a critical chemical intensive manufacturing step that is of concern in the industry (i.e. toxic chemical elimination)

☐ Efficiencies from a core manufacturing process can demonstrate a significant source-reduction in inputs (per unit basis) compared to industry average

☐ >50% solid wastes from manufacturing process are recycled, reused or composted

☐ Majority of liquid wastes from manufacturing process are recycled, reused, or treated and returned to water table at same quality diverted (confirmed by testing on temperature, ph levels, bio-chemical oxygen demands, etc)

IBM27m.3 How many above the above statements are true about your environmental manufacturing practices?
○ 3 or fewer of the 10 statements above
○ 4 of the 10 statements above
○ 5 of the 10 statements above
○ 6 of the 10 statements above
○ 7 of the 10 statements above
○ 8 or more of the 10 statements above

IBM27m.4 If tracked, what was the number of metric tons of carbon (CO_2) off-set by your environmental practices?

IBM27m.5 What were your total revenues last fiscal year from products grown using the above selected environmental manufacturing practices?

The fifth section of the BIA is Impact Business Models. This section will rank the practices and policies of the company as it relates to the inherent impact of their business as a function of its production or provision. Each organization will answer differing questions within this section depending upon previous answers within the section and assessment. This section ranks practices and policies across a wide range as they relate to different business model types:

Social Enterprises
Worker Businesses
Consumer Businesses
Community Businesses
Environmental Businesses

Impact Assessment Section Guide

Often there are frequently asked questions in each section - Remember that you can utilize the 🔵 or "Best Practices" buttons to gain additional information helping to answer your question.

Be aware - This section of the assessment will auto-generate based upon your answers to previous questions and you will not need to complete every subsection of the Impact Business Model section.

Impact Business Models

Outputs: The direct result of your business objective or program goal

Outcome: A change that has occurred over the longer term

Client: Buyer or recipient of the organization's products or services. Client metrics are intended to capture the number of individual consumers served by the organization, not the number of consumer transactions

Beneficiary: Individuals for which the organization intends to provide opportunities through consumption, production, or distribution of its products or services.

Minority/Previously Excluded: Minority or previously excluded should relate to local guidelines for places with well-established policies (e.g., South Africa: Broad Based Black Economic Empowerment (BBBEE) definition of previously excluded, India: based on backward caste). Otherwise provide footnote as to methodology.

Disabilities: A person with a disability is defined as someone who has, or considers themselves to have, a long-term or recurring issue that impacts one or more activities that others may consider to be a daily function. This definition also includes the perception among others that a disability exists.

New Access to Education: Students who are provided schooling who previously were not in school because the distance they had to travel, cost they had to pay, or requirements of entry prohibited the student from attending

PART 4: Post Assessment

Impact Catalyst – Post Assessment

After having completed the B Impact Assessment with your partner company you will now have achieved an initial baseline score. This score should be viewed as a starting point of reference for your team and the partner company as you begin your post assessment work. **B Lab will provide you with a scored assessment as well as a myriad of tools that can be used to begin your research and development of implementable solutions for your partner company:** Customized Improvement Reports, Best Practices Guides, and Improvement Case Studies

Customized Improvement Report

This will give assessment specific suggestions for improving your score – a great start to determining where the greatest impact can be achieved with your team deliverable/s

Implement in 1-6 Months

Question #	Question	Possible Point Gain	Who Leads?	Support Team
EN5.5 - 5.9	Relates to Series of Questions based on environmental practices/policies of Significant suppliers such as: What % of Primary Significant Suppliers (on currency basis) have implemented initiatives to reduce waste production or divert waste from landfills/incineration?	+5.6	Maggie	John, Marc, Robert, Lissa
GV2.5	What portion of your management is evaluated in writing on their performance with regard to corporate social and environmental targets?	+0.7	Arlene	Frank
CM2.13	Does the company have any of the following independent contractor communication channels?	+0.6	Arlene	Frank
EN2.4	What portion of your management is evaluated in writing on their performance with regard to corporate social and environmental targets?	+0.4	Maggie	Robert, Marc
CM2.13	Does your company monitor and record volunteer hours of company workers?	+0.3	Arlene	

+ 12 Other Practices   **+15.52**

Implement in 6-12 Months

Question #	Question	Possible Point Gain	Who Leads?	Support Team
EN3.17	Have any of your products (including packaging) been source reduced in the last fiscal year?	+0.9	Frank	Laura
WR3.7	What portion of your management is evaluated in writing on their performance with regard to corporate social and environmental targets?	+0.7	Arlene	Frank, Marc

+ 18 Other Practices   **+21.0**

Implement Next Year

Question #	Question	Possible Point Gain	Who Leads?	Support Team
EN2.8	Which of the following chemical reduction methods have been implemented at the majority of your corporate facilities on a consistent basis:	+0.4	Maggie	Robert, Marc
WR7.3	Which of the following supplementary services are offered to employees?	+0.4	Arlene	Frank, Marc

+ 10 Other Practices   **+55.2**

Impact Catalyst – Post Assessment

Best Practices Guides

The Best Practices Guides will allow your team to deep dive into areas of material focus that you have identified with your partner company. Use these resources to help shape your recommendations and deliverable.

DEEP DIVE INTO A TOPIC

Best Practice Guides

Want to do better but stuck on implementation? The Assessment provides 40+ detailed best practices guides filled with useful tips and examples to help you implement these practices.

See Examples

Workers
Creating an Employee Handbook
Worker Benefits
Employee Wellness
Employee Engagement and Metrics
Health and Safety

Environment
Renewable energy resources
Calculating Greenhouse Gas Emissions
Monitoring Water use
Workplace recycling guide
Monitoring Hazardous, Nonhazardous waste

Community
Community Service Programs
Worker Training Education Program
Creating a Supplier Survey
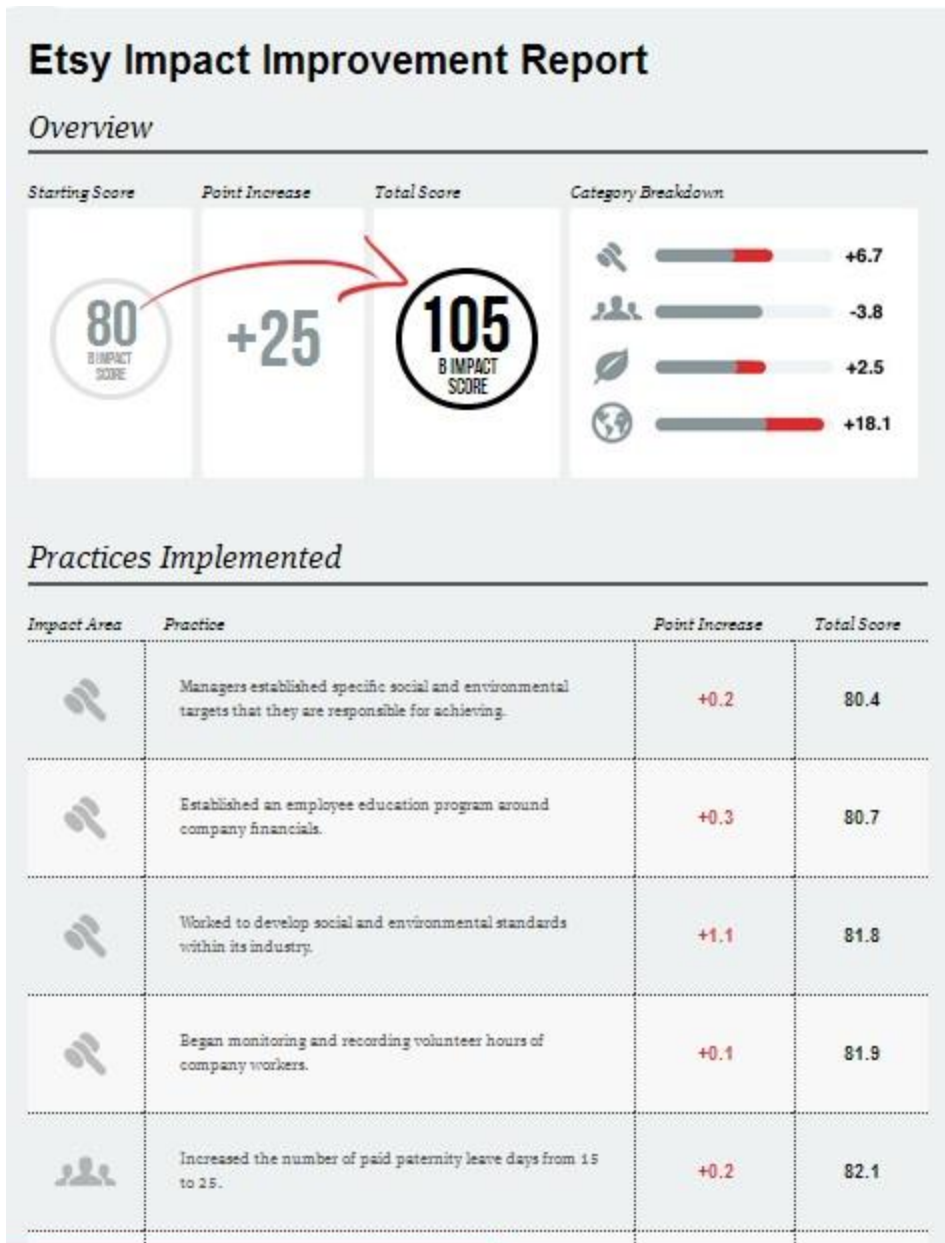Evaluating Suppliers and Distributors
Local Purchasing Policy

Governance
Implementing Financial Controls
Stakeholder Engagement

Impact Catalyst – Post Assessment

Improvement Case Studies

Improvement Case Studies are a great resources that can be used to understand how a variety of different companies implemented solutions that allowed them to increase their baseline score and achieve great overall impact as an organization.

Etsy Impact Improvement Report

Overview

Starting Score	Point Increase	Total Score	Category Breakdown
80 B IMPACT SCORE	+25	105 B IMPACT SCORE	+6.7 / -3.8 / +2.5 / +18.1

Practices Implemented

Impact Area	Practice	Point Increase	Total Score
	Managers established specific social and environmental targets that they are responsible for achieving.	+0.2	80.4
	Established an employee education program around company financials.	+0.3	80.7
	Worked to develop social and environmental standards within its industry.	+1.1	81.8
	Began monitoring and recording volunteer hours of company workers.	+0.1	81.9
	Increased the number of paid paternity leave days from 15 to 25.	+0.2	82.1

Impact Catalyst – Post Assessment
Targeting High ROI Solutions

As an Impact Catalyst Team your objectives are very similar to a triple bottom line company. Your team should be always making sure to consider the environmental impact, stakeholder impact and economic impact of your recommendations.

Targeting a High ROI solution is a important designation to make when approaching the post assessment process where your team will seek to boost company performance on the B Impact Assessment.

Often there will be areas of easy implementation, such as policies that can quickly be re-written to better meet to best practices. However there will be other decisions where the tradeoffs are much greater for your partner company and involve a riskier economic factor. It is not practical to think that your partner company will be able to make every possible change to achieve a perfect score, so your Impact Catalyst Team must be selective when formulating an achievable recommendation for improvement.

This can best be accomplished by actively pursuing the solution/s that provide a high return on investment for your partner company.

Return on Investment can be difficult to calculate as many factors in the equation do not have common or established values. It is therefore wise to utilize your partner company point person to help your team to accurately value each improvement option and the potential returns as a result of implementation. Remember that returns can be or any or all three bottom lines – it is most important that you and your partner company decide how to approach this balancing consideration.
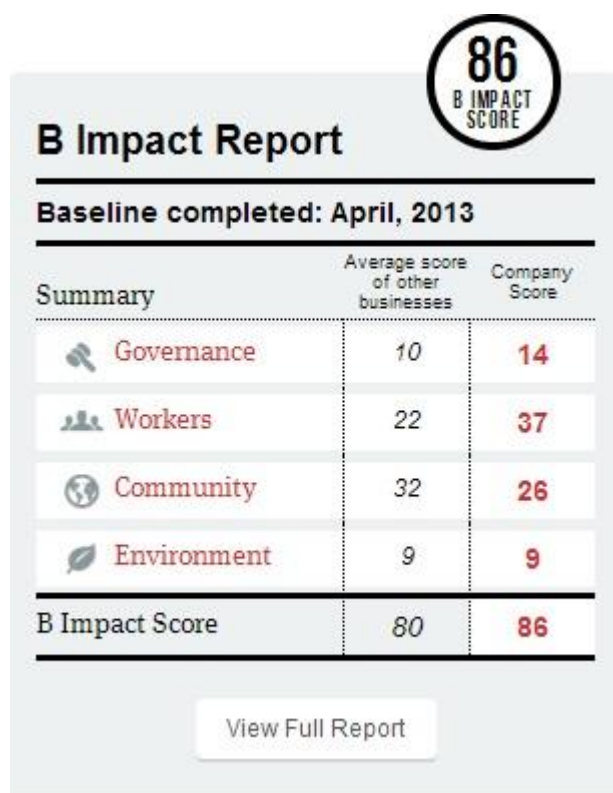
Some Impact Catalyst Teams have created excel tools that have been used to help value certain solutions – this can help your team to present your recommendation in a manner that is consistent with business process and explains your justification for how your arrived at your solution

PART 5: Impact Catalyst Case Studies & Findings

Impact Catalyst Case Studies

Each Impact Catalyst Team and Partner company will have a unique process and assessment with over 50 versions possible depending upon the size, industry and relevant answers. Use the following case studies to help your team frame the project as you work through the impact assessment with your team and partner company.

The Case Studies are divided into Small, Medium, and Large Partner Companies. In each project – and Impact Catalyst University Team worked with the partner company to either assist in initial assessment and certification and in some cases in a recertification process.

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B IMPACT SCORE

B Impact Report

Baseline completed: April, 2013

Summary	Average score of other businesses	Company Score
Governance	10	14
Workers	22	37
Community	32	26
Environment	9	9
B Impact Score	80	86

View Full Report

Impact Catalyst for a Small Company

EcoSystems

Energy & Sustainability Services
3 Employees

Ecosystems partnered with an Impact Catalyst Team comprised of two members who worked with Ecosystems to complete the BIA and recommend "low hanging fruit" improvements.

Impact Catalyst Team Overall: We enjoyed working with EcoSystems to complete the BIA. They were accessible and open with their desire to become a certified B Corp.

Challenges: We felt that the biggest challenge for our Impact Catalyst team was structuring our time with the partner company so that the most value could be achieved during our meetings or phone calls. Being a small company, our partner company and project partner often had other demands on their time. We overcame this challenge by setting up bi-weekly meetings in which we reserved 1-2 hours or time to check in and obtain the necessary information to move forward in the assessment. Once we had completed the BIA, we used the tools and resources contained within the B Lab platform and identified the most feasible solutions to our partner company for bringing up their score. We did this in conjunction with our partner so that the solutions were both meaningful and relevant to the company.

Successes: We felt that the most successful piece of our project was completing the BIA with a score above the B Corp certification threshold. This was after working with representatives from B Lab and our company so that we could answer each question on the assessment in the most accurate and transparent manner. When we would have some disagreement or confusion our team worked well to first look for clarity from our partner company, and in the case where some uncertainty remained, to further work towards a solution with B Lab.

Recommendation/s: We recommend that Impact Catalyst Teams who work with small companies define an agreed upon schedule for meeting or checking in with the partner company point person. Due to the nature of running a small business the point person is most likely also performing a few other jobs within the company and its important to reserve the time to go over questions, obtain relevant data, and brainstorm improvements as a cohesive unit.

Additionally, many small businesses do not have their financial data at a level that will be transferable to the B Impact Assessment. It is important that the Impact Catalyst team first look over the assessment to determine which financial information will need to be on hand in order to complete the assessment.

Deliverable/s: Low hanging fruit recommendations, HR Policy changes, Framework for contract sourcing

Impact Catalyst for a Medium Company

Prototest

Software and Computers
17 Employees

ProtoTest partnered with a team of 4 members (1 project manager) from the University of Denver Net Impact who worked with the company CEO and the Director of Finance and Administration. In addition to the assessment the consulting group evaluated suggested areas of improvement for the organization's sustainability practices. In conducting the assessment and constructing suggested areas of improvement the team worked within the four categories: Governance, Workers, Community and Environment. The consultant group reported areas of strength, the differences between the 2012 and 2014 assess,ments.

Impact Team Overall: Our team assigned each area to a team member. We had weekly meetings to discuss the project and review the questions we had for the B-Lab team or for ProtoTest. We met with the ProtoTest leadership team several times and completed the assessment together.

Challenges: Some of the challenges were related to a change in ProtoTest's business model that happened shortly after the first certification. Event though the company does profit sharing every year, they operated at a loss in 2013 and were not able to get points for profit sharing. Another area of challenge was in the Environment section. The company is located in a LEED Silver Certified office building, which is great. However, because it is in a building it is challenging to measure increases/decreases in energy and water usage year-over-year. Additional challenges to get all the points necessary for re-certification are related to the evolving nature and increasing level of difficulty of the assessment .

Successes:

Governance: A great mission statement that shows its dedication to accountability and transparency. The use of financial controls that align with best practices to protect the company's physical and intangible resources. Engagement with the community in a socially and responsible manner is reflected in the amount of donations and the number of hours of volunteer work reported in the sustainability report.

Worker: ProtoTest's high score in this section is a reflection of their employee feedback, in-depth employee handbook, tenure of their workforce, flexibility in the workplace, and benefits offered to their employees.

Community: The company added 13 new people to their staff in 2014.

Environment: The company is located in a LEED Silver Certified office building - a conscious decision made when moving out of the previous location. They use sustainable office supplies and emphasize recycling. Additionally, ProtoTest also exhibits an admirable effort to reduce employee commute by implementing policies to reduce corporate travel by providing all employees with a light rail EcoPass and the use of web-based meeting software to reduce travel.

Recommendation/s:

Governance: Implementing formal trainings related to Corporate Social Responsibility (CSR) and implementing performance reviews for management that are tied to CSR.

Worker: Host lunch and learns regarding skills based core job responsibilities, skills-based cross-job functions, and training on literacy communication and other life skills. Offer the chance to participate in paid external professional development programs or provide reimbursement for continuing education. Additionally, ProtoTest, as it grows, can promote an employee from within to increase the percentage of positions filled with internal candidates.

Community: Establish company wide goals for Donated Hours Per Capita. Identify potential organizations to volunteer for/partner with Establish and encourage company wide volunteer efforts.

Deliverables: A power point presentation and a report documenting areas of strength and recommendations.
Final Note: After our team completed the assessment ProtoTest worked with B-Lab to provide additional documentation and was able to gather all the points necessary for re-certification.

Impact Catalyst for a Large Company
Newton Running
Consumer Products / 80+ Employees

Newton Running partnered with an Impact Catalyst Team comprised of 8 members (2 project managers) who worked with a partner company staff member to complete the BIA. The team recommended strategies to reach the certification threshold as well as 3-5 year timeframe improvements that could be made throughout company operations. Newton had begun the process and paused after realizing the BIA would be a thorough examination of all parts of their company and as such needed a dedicated amount of time and focus put towards it. They had worked to act as a responsible company in the time prior to pursuing B Corp certification and now wanted to gauge their performance against the benchmarks within the assessment. The ultimate goal for Newton Running was to achieve B Corp Certification as they valued the alignment of the status in validating the business practices they already supported and sought to do so even more moving forward.

Impact Catalyst Team Overall: We knew that working with a large company would be challenging, but built our team so that we would have enough people to support all of the activities and research that would need to be done. Our partner was extremely supportive through the process and showed the entire team gratitude for the completion of the project taking all of our recommendations into consideration and ultimately implementing the most material and feasible solutions to continue growing their impact. Though the company had a global presence and over 80 employees we found that almost all of them were in full support of becoming a B Corp and looking for support in navigating the assessment and implementation process.

Challenges: For our team – the biggest challenge was finding all the necessary information to complete the BIA in its entirety as many different individuals and positions within the company possessed it. We worked with an established point person who would send out emails and make phone calls on our behalf in order to help us access this information. The partner played a critical role for our team as they knew where to look and who to talk with, so that we could continue to move forward.

Successes: Our Team felt that the most successful component of the project was being able to bring together so many employees across the company to understand and care about the impacts of completing the BIA and improving their footprint as an organization. It reframed the idea of responsible business for many and led them to start asking questions and creating solutions in their own functions at work.

Recommendation/s: If your Impact Catalyst Team works with a large company, the team and partner should look to use a project management platform through the process. In our case it was an external platform to the partner company but it still allowed us to keep track of all the information and executable tasks as a large group. With 8 team members and over 80 employees it was integral to the success of our project that the information was collected into a central place. Each team member then executed their roles and responsibilities so that our end deliverable allowed the company to bump up the necessary point amount to become certified. Ultimately we believe that impact with strategic actions will be best achieved over a 3-5 year period following our longer term recommendations.

Deliverables: Internal Marketing Plan, ROI calculator for CSR, LCA of Running Shoe, Higg Index Assessment of Product Line, HR Manual Section dedicated to Sustainable practices and policies of company.

Impact Catalyst - Case Study Detail

Newton Running

Detailed Q&A from Impact Catalyst Team

How did you recruit Newton Running? And what were their motivations?

Newton Running had approached the University of Colorado with a specific need of finding students who were interested in Corporate Social Responsibility and Sustainability. They had previously attempted to complete the B Impact assessment and found that they couldn't dedicate the time and analysis necessary to completing the assessment. Fortunately, the University of Colorado had been fielding projects similar to this over the last five years in conjunction with class projects and a social impact consulting firm run by MBA's. A faculty sponsor facilitated the initial discussions on working with the MBA students and then handed the project over to 2 student project managers who eventually fielded a team of 8 total students to work with Newton Running.

What were the job roles of the people we worked with throughout the engagement with Newton?   What were the personality types of partners (which sometimes plays a surprisingly bigger role in how you execute this project? Who was our point person? And what makes a good point person?

When working with Newton Running to complete the BIA as well as some ancillary projects we worked with a dedicated point person. In our case this person was a Vice President of the company and held the function of oversight of Human Resources. We also had additional support from another Vice president who oversaw Global Social Impact and Programs for the company. Working in conjunction with these two partner company representatives we were able to gain access to information and facilitate decisions when needed in order to move the project forward at a healthy pace.

Each partner-company project lead had very open and collaborative personalities. We chose to establish a process of contact and information gathering that allowed us to leverage the stature and position of our partners. We believe that this gave our student team the additional credibility needed to obtain relevant data and input from a large and globally based operation.
If your Impact Catalyst team is assigned or searching for a point person within a partner-company it is most important that they are passionate about social impact and measurement. This quality will lead all the others in the successful completion of a project.

Impact Catalyst - Case Study Detail

Newton Running

Detailed Q&A

How did the student team divide up the work? What could be done to maximize the team effort?

Our student team met prior to the scoping of the project with the partner company to first understand what their motivations and desired outcomes were for the project. From there, we met on a weekly basis and assigned tasks to each person within the team based upon both their personal interests and the objectives of the company. In the case of the project managers, they had additional responsibility to facilitate the administrative side of the project and make sure the team was on task given the outlined project deliverables. The administration of the project was most effective because of the ability of the team to work autonomously throughout their individual tasks and still understand the progress as a group through the use of a project management format and platform.

What did the actual time line look like for Newton? How many meetings? How far apart? What was the agenda in each? Who was involved? What could the team have done to make those conversations more productive or comfortable for the company?

Our project timeline for Newton Running was actually a bit longer than previous projects had been for other teams completing B impact assessments. We had outlined our timeline to fit both Newton's needs as a company, which were cyclical to seasonal demands, and our time as students, so that it would begin and end in line with the academic semester.

Over the course of the semester we met as an internal Impact Catalyst team on a weekly basis prior to our class. This allowed the team to make necessary updates and collaborate in their findings where appropriate. We also organized our project so that the project leaders of the Impact Catalyst Team met with the Partner company point person on a weekly basis. After initial inputting of data to complete the BIA for an initial score, this meeting was used to update and access information regarding the strategic direction of the company as it related to the proposed sustainability and impact solutions being developed by the student team. Each of these meetings occurred at the partner location in person and we believe added an element of being present to the project.

Looking back we often had to flex and adjust our timeline as the partner company would have the realities of running a business come up. If we had built some of this contingency into our initial timeline then expectations might have been a little easier to manage. On the front end of our project it appeared to be a relatively clear path to completing the project, but in almost every case there will surely be issues such as difficulty in accessing certain information, lack of clarity on how to answer specific questions, employees who leave/transfer/are sick, and formal systems in place to find and record information. All of these issues to should be addressed when scoping the project so that a contingency plan is in place for student teams to keep moving forward.

Impact Catalyst - Case Study Detail

Newton Running

Detailed Q&A

What did the company prepare ahead of time? What type of research did the team need to do in advance of each meeting?

The company had gained some familiarity with the BIA prior to joining with our team and this helped immensely as the team and partner were up to speed and on the same page from the start of the project. Our team needed to become familiarized with the products and processes of the company prior to beginning so that we felt we had an accurate and detailed picture to move forward in our completion and analysis of the BIA results. Often there were multiple levels of operations and strategy involved in each recommendation so it was imperative that each solution considered the positive and negative consequences as it related to multiple business functions within the company.

What documents / evidence from the company helped you along the way? How did you get those documents? What did the team want that they didn't get and why?

The Company had an internal SharePoint drive that was very helpful for our team in accessing information to complete the BIA. This was something that the project managers had access to over the course of the semester after signing a non-disclosure agreement and was relayed to other team members as it applied to their areas of focus. We also worked often with the HR point person who allowed us to access the people and documents for accounting and employee policies.

How did the team present the baseline results to the company? What did those deliverables look like?   What kind of questions did the company (and who in the company…) ask in response?

The team first presented the baseline results to the company as a preliminary result and the proposed the areas of material focus that each person would focus on in order to improve the score. After this was completed the results were aggregated and presented to the leadership team for the entire company. Deliverables were included in the presentation and transferred to the partner-company for implementation and use in tracking and measuring impact going forth. The 2 project managers agreed to be available beyond the timeline of the project or training and or use of the tools so that employees in the company could use them successfully going forward.

Because we met with our company point person on a weekly basis in person many of the questions at the end of the project had already been addressed during our process. Having had such a large group and assessment to complete we covered a significant amount of material and areas o operation in our deliverables for the company. Committing to continue to offer assistance, training and advice going forward helped to reduce the need to have all questions answered in our final presentation and allowed the staff additional comfort to move forward as the team phased out.

Impact Catalyst - Case Study Detail

Newton Running
Detailed Q&A

What were the team's recommendations? What research did you need to do to arrive at those recommendations? What were you internally debating?

Our teams recommendations spanned across a wide array of business operations, but first focused on the low hanging fruit recommendations that would allow the company to bump their score up to a level that would make them B Corp certified. Our secondary recommendations were aligned with a 3-5 year strategy as the company continued its growth stage. These ranged from Life Cycle Assessments of products, to materials alternatives, strategic corporate community partnerships, and employee retention and awards.

As a team we were all very open to each others research and findings and ultimately ended up pulling pieces from one another to strengthen our overall strategic approaches and recommendations. An outlying conversation that we did often debate was the relevance of some of our recommendations if the company had decided to pursue another direction with product line or geographic expansion. After some conversation, we stuck with our areas of material focus with the understanding that each would be written in a manner that was consultative to any approach chosen by the company five years down the road.

How did the company make the handoff - how is the company continuing to work on the recommendations?   What would it take to do this handoff more successful? Are any of those recommendations implemented?

Our handoff was accomplished best through flexible timing and accommodation. The company was entering a period of high cyclical demand and knew that it would need assistance in the transition. As such, one of the project managers was hired to continue to assist in the implementation of recommendations. The process has slowed a bit for the organization however the objective of formalizing their B Corp status is at the forefront. Though the transition in this case involved a member of the team staying on to help – we structured the deliverables in a manner that would allow any employee of the organization to understand and implement the solutions without a team member present. To date many recommendations have made there way into company operations – ranging from updated corporate policy documents to increased employee engagement with local organizations.

How did the team use 's help throughout the process?

Our team utilized B Lab during the project for clarification purposes. When we were debating the proper way to answer or true meaning of a question – we sought help directly rom a standards associate at B Lab. Once we had finished our assessment and achieved a baseline for the company we made sure that B Lab and our partner company were in direct contact for steps moving forward into formal certification. Indirectly – we leverage all of the resources that are available online through the BIA platform to assist in our research and information gathering relative to our recommendations and specific areas o material focus for the company.

PART 6: Resources & Appendices

Resources

Once having completed the BIA, Impact Catalyst Teams are often tasked with finding opportunities for improvement and making strategic recommendations to the partner company. Each project will be different however, a basis of resources is listed in the following section broken down by areas of focus and materiality. Additionally, templates for project initiation and management are located in the following appendices for Impact Catalyst Team use.

General Resources

Energy & Water Resources

Waste Resources

Carbon/GHG Resources

Transportation/Suppliers Resources

Corporate/Community Resources

Human/Employee Resources

Resources list credit:

Honeyman Consulting - http://honeymanconsulting.com/book/ - Author Ryan Honeyman

The B Corp Handbook: How to Use Business as a Force for Good

CORE Colorado, **Core Catalyst – Student Consultant Handbook**

Resources

General

Environmental Leader - http://www.environmentalleader.com/
Green Biz – http://www.greenbiz.com

Mission and Engagement

Inc. Magazine: How to Institute an Employee Review Process
Inc. Magazine: Sample Employee Performance Review Form
B Resource Guide: Creating and Improving Your Audit Committee
B Resource Guide: Implementing Financial Controls
Inc. Magazine: How to Build a Board of Directors

Transparency

The Redwoods Group: Social Audit
Give Something Back Office Supplies: Annual Giving Report
Ben & Jerry's: Social and Environmental Report
Greyston Bakery: Annual Benefit Report

Worker Cooperatives

Shareable: How to Start a Worker Co-op

Resources

Energy & Water

Energy, Water, and Materials

Water Footprint.org - http://www.waterfootprint.org/?page=files/home
B Resource Guide: Conducing a Life Cycle Assessment
US Environmental Protection Agency: LCA Resources
EPA: Renewable Energy Certificates
EPA: Guide to Purchasing Green Power
Energy Star: Energy Strategies for Buildings & Plants
EPA: WaterSense Program for Commercial Facilities
Energy Star Tracking Tool - http://www.energystar.gov/buildings/tools-and-resources/energy-tracking-tool

Waste

Land, Office, and Plant

EPA Office of Pollution Prevention - http://www.epa.gov/opptintr/
B Resource Guide: Conducting Environmental Audits
EPA: Quick Tips to Make Your Small Business Efficient
B Resource Guide: Best Practices to Manage Product Toxicity
Environmental Protection Agency: A Guide to Indoor Air Quality
B Resource Guide: Monitoring & Recording Hazardous & Nonhazardous Waste
EPA SmartWay: Efficient Shipping
B Resource Guide: Reducing Material Usage

Resources

Carbon/GHG

Emissions

Carbon Disclosure Project - https://www.cdp.net/en-US/Pages/HomePage.aspx
B Resource Guide: Calculating Greenhouse Gas Emissions
Renewable Choice Energy: Business Carbon Footprint Calculator
Greenhouse Gas Protocol: Calculation Tools
CarbonFund: Responsible Purchasing Guide for Carbon Offsets
GHG Protocol – Links to all Excel Templates and Tools
http://www.ghgprotocol.org/calculation-tools
EPA Climate Leaders - Reduce GHG Emissions
http://www.epa.gov/climateleadership/documents/resources/lowemitter_guidance.pdf

Transportation/Suppliers

Local Involvement

B Resource Guide: How to Write and Implement a Local Purchasing Policy
Green America: 10 Steps to Break Up with Your Mega Bank

Suppliers, Distributors, and Product

B Resource Guide: Conducting a Supplier Survey

Transportation, Distribution, and Suppliers

EPA: Managing Supply Chain GHG Emissions
Carbon Disclosure Project: CDP Supply Chain Program

Corporate/Community

Job Creation

B Resource Guide: Worker Training and Education

Diversity

Forbes Insights: Fostering Innovation Through a Diverse Workforce
Center for Talent Innovation: Innovation, Diversity, & Market Growth

Civic Engagement and Giving

B Resource Guide: Community Service Programs
Inc. Magazine: How to Start a Volunteer Program
US Better Business Bureau: Reviews of Charities and Donors
Charities Aid Foundation: Engaging Employees with Charity Partnerships

Resources

Human Resources/Employee Engagement

Compensation, Benefits, and Wages

Green America: **How to add a Socially and Environmentally Responsible Investment Options to an Employer's Retirement Plan**
Nolo Press: **Outplacement Programs for Laid Off Workers**
Nolo Press: **Should You Offer Severance Pay?**

Worker Ownership

National Center for Employee Ownership: **An Introduction to the World of Employee Ownership**
Inc. Magazine: **Employee Ownership 101**
The Guardian: **How to Implement Employee Ownership**

Work Environment

Society for Human Resource Management: **www.shrm.org**
US Small Business Administration: **Optional Employee Benefits**
Entrepreneur: **The Basics of Employee Benefits**
B Resource Guide: **Creating an Employee Wellness Program**
Company Case Study: **Employee Wellness: iContact**
B Resource Guide: **Creating an Employee Handbook**
Inc. Magazine: **Tools for Creating an Employee Handbook**
B Resource Guide: **Creating a Code of Ethics**
FindLaw: **Sample Anti-Discrimination and Harassment Policy**
B Resource Guide: **Employee Engagement and Metrics**
Inc Magazine: **Sample Employee Satisfaction Survey**
Inc Magazine: **Sample Employee Review Questionnaire**
Harvard Business Review: **Etsy's Hackathon for Good**
US Department of Labor: **Workplace Flexibility Toolkit**
When Work Works: **Workplace Flexibility: A Guide for Companies**
B Resource Guide: **Worker Health & Safety**
Inc. Magazine: **9 Avoidable Workplace Health and Safety Hazards**

Appendix

Partner Company Request

This template can be used to make an initial reach to a potential partner company for your Impact Catalyst Project. If you have the opportunity to speak in person that is preferred, but an email request can serve in its place.

Dear (Partner Company Name or Contact),

My name is (Your Name), and I am writing today to invite you to participate in a consulting project offered through the University of (Your University)'s Impact Catalyst Program. We have a motivated group of graduate students dedicated to helping businesses assess and achieve impact and we would love to work with your company on our next project.

Impact Catalyst pairs graduate students with companies that are interested in assessing and improving their environmental and social impact as a business. Utilizing the B Impact Assessment, an Impact Catalyst team will assist your organization in understanding your current baseline impact. After completing the assessment our Impact Catalyst team will conduct research and analysis aimed at providing your company with high ROI implementable recommendations for improving impact.

Members of our team gain invaluable experience and provide your organization with outside expertise that can help optimize operations, human resources, and strategic positioning. Impact Catalyst teams work with a point person from your company and will work with you to set up an initial discovery meeting to gain a fuller understanding. Team will then work to identify and record key data which will be used to complete the assessment followed by a deep dive into areas of material focus aimed at growing the triple bottom line of your organization. The team will culminate the project with a final presentation comparing your results against other businesses with the provision of their recommendations and deliverables based on their findings.

We would like to begin our project on (Date)and end on (Date). If you would be interested working with an Impact Catalyst team from (Your University), please don't hesitate to contact us at (Contact Information). We look forward to the opportunity to work together.

Thank you,

Appendix

Initial Partner Questionnaire

An initial questionnaire can be used to determine some important information as your Impact Catalyst Team begins to build a fuller understanding of the partner company that you will be working with.

Initial Questions for a Partner Company

- **What does your organization do?**

- **What are the organization's mission and vision?**

- **What are the organization's goals for the next year? The next five years?**

- **What things does your organization do well? Tell me some things your organization does that you're proud of.**

- **What do you think your organization could improve upon? What challenges would you face to accomplish those items?**

- **What things does your organization already do that are Impactful? Sustainable? Or Socially Responsible?**

- **How would do prefer to communicate with consulting teams or with our team?**

- **Are there specific results that you would like to see from completing the B Impact Assessment?**

- **Are there any organizational constraints or deadlines that we should be aware of?**

Appendix
Project Agreement

A Project agreement can be very beneficial for your Impact Catalyst Team and Partner Company. It will allow you to clearly outline the expectations and responsibilities of the team and partner.

Impact Catalyst Project Agreement

The purpose of this agreement is to establish a framework for the project to be completed between (Your University)'s Impact Catalyst Team and (Partner Organization).

Description of Project:

The Impact Catalyst Team will work in conjunction with (Partner Company) to complete a B Impact Assessment and in the creation of recommendations and deliverables to improve impact performance.

Responsibilities of Stakeholders:

Impact Catalyst agrees to:

(Partner Company) agrees to:

Timeframe of Project:

The anticipated timeframe of the project is

(Start Date) to **(End Date)**

During which time, agreed upon deliverables will be made at the following times:

Deliverable 1

      Date

Deliverable 2

      Date

Expectations

The expectations for each party will be agreed upon as follows:

The overall goal of the project will be to _____. From this, the Impact Catalyst team will seek to achieve a baseline assessment score and make recommendations or create deliverables seeking to improve performance.

Impact Catalyst Expectations are as follows:

(Partner Company) Expectations are as follows:

Deliverables

The final deliverable will be (presentation/slide deck/report/other) and in the format of (PDF/PPT/Hard Copy).

The proposed date of delivery is _____.

Point of Contact

Impact Catalyst agrees to provide a point of contact and in return expects to have a point of contact representative from (Partner Company) in order to execute the project. These representatives will be:

Impact Catalyst Point of Contact:

Name   Contact Information

(Partner Company) Point of Contact

Name   Contact Information

Changes to this agreement:

If for any reason during the project changes need to be made to the original agreement, those changes will need to be approved by all stakeholders to this agreement. An amended agreement will be signed in place of the original and used going forward.

Agreement

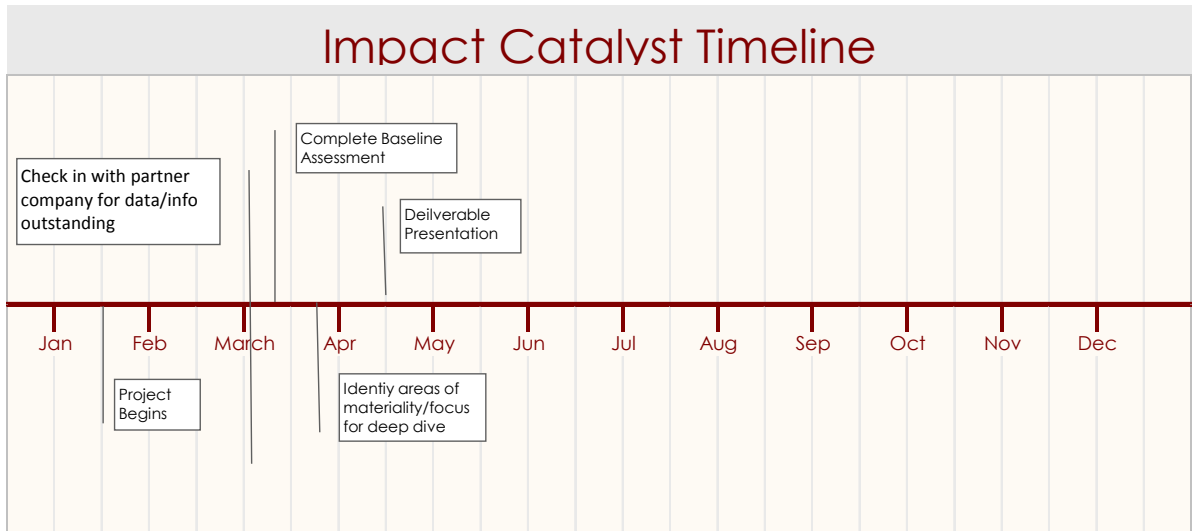Impact Catalyst Representative: Signature   Date

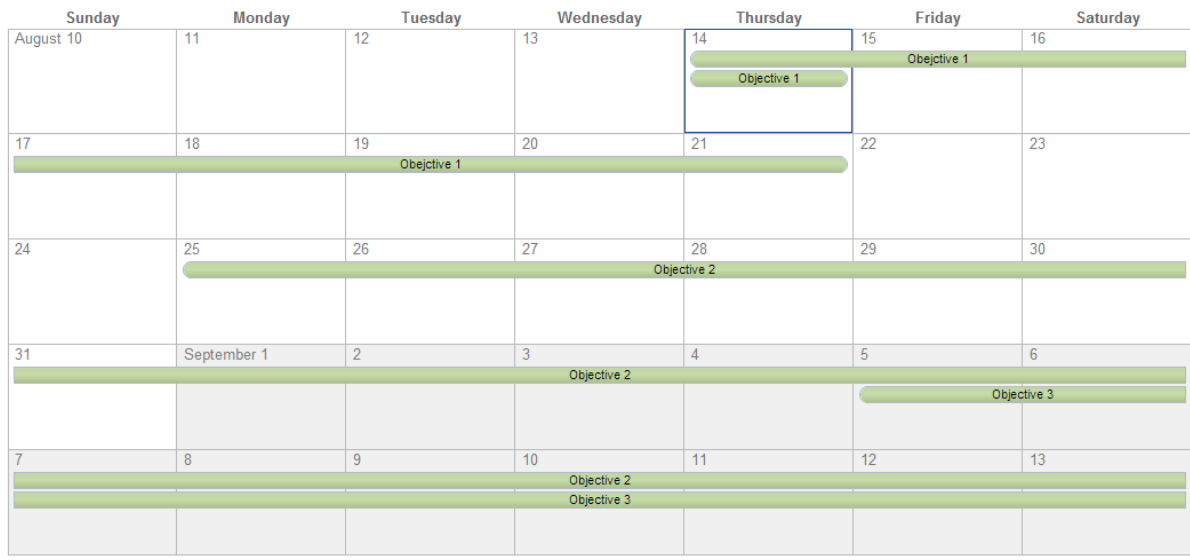(Partner Company) Representative: Signature   Date

Appendix

Project Timeline

In addition to a project timeline, a GANTT chart may be useful for your team in order to prioritize tasks that are dependent upon the completion of each others individual tasks.

Appendix

Project Management Template

Another method for managing your Impact Catalyst project is to build a Project Management document to assign and track tasks and responsibilities of stakeholders. The tool can be used to keep the team as well as partner on task with deliverable dates and expectations.

Project Management Template

	Task	Description	Responsible	Deadline	Resources Needed	Comments
1	Email Partner Point of Contact	Initial Questionnaire	Member 1	8/14/2014	Email Address	None
2	Set up Assessment for Input	http://b-lab.force.com/bcorp/AssessmentRegistration	Member 2	8/21/2014	Login name/password	Send to Partner Login/Pswd Info
3						
4						
5						
6						
7						
8						
9						
10						

Team Roles and Responsibilities

Team Roles and Responsibilities

Name	Position	Responsibilites	Oversight
Team Member 1	Project Manager	Point of Contact, Input data into assessment, Research waste solutions	Partner Company & Group
Team Member 2	Consultant	Low Hanging Fruit Recommendations, Internal Marketing Material for employee engagement	Project Manager
Team Member 3	Consultant	Formation of Green Team, Research Energy and Water efficiency	Project Manager