

Twelve Winds Consulting Assessment (2014-01-01 Yearly)

Version: Service Track / 1-9 Employees / Developed - Global Market

Sat Jul 04 14:21:46 GMT 2015

Quick Impact Assessment

Governance

Select the description that best describes your business. This is an unweighted question that will not impact your score, and is asked only for research/benchmarking purposes.

- Positive social/environmental impact is desirable, but not a particular focus for our business.
- Social and environmental impact is frequently considered, but it isn't a high priority.
- We consider social and environmental impact in some aspects of our business, but infrequently.
- We consistently incorporate social and environmental impact into decision-making because we consider it important to the success and profitability of our business.
- We treat our social/environmental impact as a primary measure of success for our business, and prioritize it even in cases where it may not drive profitability.

Select the description that best describes your business. This is an unweighted question that will not impact your score, and is asked only for research/benchmarking purposes.

- Positive social/environmental impact is desirable, but not a particular focus for our business.
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- We treat our social/environmental impact as a primary measure of success for our business, and prioritize it even in cases where it may not drive profitability.

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 in need (e.g. low income customers, smallholder farmers)

Which of the following characteristics does your board or governing body have (check all that apply)?

- Meets at least twice annually
- Includes at least 1 independent member
- Oversees executive compensation
- Company is a co-op and elects Board from membership
- None of the Above
- N/A - no Board of Directors or other governing body

Answer Details: The company has a Board of Directors that currently is made up of the major shareholders but envisions up to 3 independent Directors as the company grows.

The company also has a wider Advisory Board with no limits on size. It currently includes two independent members.

Both boards meet at least 4 times per year.

The Board of Directors oversees compensation and other policies in accordance with the Articles of Incorporation and Shareholders Agreements.

Does the company have a formal process to share financial information (except salary info) with its full-time employees?

- No
- Yes - the company shares basic revenue/cost numbers if employees ask for them
- Yes - the company discloses all financial information (except salary info) at least yearly
- Yes - the company discloses all financial information (except salary info) at least quarterly
- Yes - the company has an Open Book Management process
- In addition, company has an intentional education program around shared financials

Answer Details: The Finance Policy & Procedures outlines the company's commitment to providing key financial data and resulting strategies to employees on a quarterly basis. The policy also commits to educating all staff to understand the data provided, its relationship to the company's mission, and its meaning for their own work and objectives.

Does the company produce a public-facing annual report on its mission-related performance? If yes, does this report include the following?

- None - My company does not produce a public-facing mission-related annual report
- Clear statements of your mission, its goals, and values
- Clear descriptions of your mission-related activities
- Quantifiable targets related to your mission
- Quantifiable results from your mission (e.g., lbs of carbon offset)
- Consistent variables of measurement which allow comparisons to previous years
- Third-party validation of any part of your company's mission performance

Answer Details: The company has a section on the public website (<http://www.twelvewinds.org.uk/responsible-business/>) that outlines our environmental and social impact, including carbon footprint (using Carbon Analytics), pro bono and volunteering work. The section will also include a report on charitable giving at the end of this financial year.

Workers

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?

Yes No

Answer Details: We have no hourly workers. At this time, all employees are shareholders/directors of the corporation and receive dividends rather than salary. The size of the annual dividend is agreed by the shareholders according to a Shareholders Agreement.

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

Answer Details: The company now only has two shareholder/directors. Their shareholding is 60% and 40% respectively, and compensation is in the form of dividends in this ratio.

Beyond what is required by law, which of the following benefits are provided to all full-time workers? Check all that apply.

- Disability coverage/ accident insurance
- Life insurance
- Financial services (credit or savings programs)
- Private dental insurance
- Private supplemental health insurance
- Private pension/retirement plans or provident funds
- Other (describe)
- None of the above

Answer Details: The company has a written policy to provide a retirement plan on an opt-out basis to all employees (full or part time), with an employer contribution of 10%. This is above the requirement by law.

What is the minimum number of paid days off (including holidays) provided annually to all full-time workers? Include annual leave that is required by government and any additional leave provided by the company.

0-20 days 21-35 days 36-50 days >50 days

Answer Details: UK law requires employees working a 5-day week full time to be given 28 days annual leave, including public holidays. According to written policy, the company allows for up to 7 days fully paid sick leave, and statutory sick leave after that. Time off for attendance of medical appointments may also be paid at the manager's discretion. And employees have the right to request time off for training.

How many days of paid maternity leave are provided to non-managerial full-time workers? Only include leave that is equivalent to 100% post-tax salary, either paid by your company, insurance or government programs. Include in your calculation leave that is required by government and any additional leave that is provided by your company. If the company does not have a maternity policy, select None.

- None
- 1-90 working days
- 91-120 working days
- >120 working days

Answer Details: The company provides maternity and paternity leave according to UK law.

What % of the company is owned by full-time workers (excluding founders/executives)? Select N/A if your company is a consumer/shared services cooperative, a producer cooperative or a nonprofit.

0% 1-4% 5-24% 25-49% 50+% N/A

Answer Details: 100% of the company is owned by the founders/executives. There are no other employees.

Is there an established, formal, consistent process for providing performance feedback to all tenured employees which? Please check all that apply.

- Is conducted on at least an annual basis
- Includes peer and subordinate input
- Provides written guidance for career development
- Includes social and environmental goals
- Clearly identifies achievable goals
- Follows a 360-degree feedback process
- None of the above

Answer Details: The company has a written Performance Appraisal Policy that specifies regular, two-way performance evaluation that includes discussion of career objectives, as well as 360 degree review.

Community

By what % has your worker base grown over the last 12 months?

0% (Has not grown on a net basis) 1-24% 25-49% 50%+

Answer Details: The company has grown from one founder/shareholder/exec to two.

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?

>20% 11-20% 0-10%

Answer Details: There has been no attrition.

What % of the members of your Board of Directors or other governing body are women or individuals from other underrepresented populations?

0% 1-9% 10-24% 25-49% 50%+ Don't know N/A

Answer Details: 50% of the Board are LGBT

What % of your Significant Suppliers are majority owned by women or individuals from underrepresented populations?

0% 1-9% 10-19% 20-29% 30%+ Don't Know

Answer Details: The company has a Responsible Purchasing Policy. A Supplier Survey (modelled on the template provided by B Corp) has been sent to all significant suppliers (<http://www.twelvewinds.org.uk/supplier-survey/>) We have not received a large enough response yet to answer this question.

What % of the company is owned by the following groups?

- 0% 1-9% 10-24% 25-49% 50%+ Don't know
-

Women and/or individuals from underrepresented populations, including low-income communities

Does your company have the following charitable giving practices implemented in practice or written in policy?

- Statement on the intended social or environmental impact of company's charitable contributions
- Cash and in-kind donations (excluding political causes)
- Volunteer and pro bono service
- Formal donations commitment (e.g. 1% for the planet)
- Matching individual workers' charitable donations
- Allowing workers and/or customers to select charities to receive company's donations
- Other (please describe)
- None of the above

Answer Details: The company has a written CSR and environmental policy. Moreover, we make a public commitment on our website, email signatures, and in all client communication that we will donate a percentage of profits to charity each year. All employees are actively encouraged to volunteer.

What was the % of profits or sales that your company gave to charity during the last fiscal year? Please select the lesser of % of profits or % of sales that the company donated in each answer bucket. Please include tax deductible in-kind donations but do not include pro bono time.

- 0%
- 1-3% of profits or <1% of sales
- 4-9% of profits or 1-2.4% of sales
- 10-49% of profits or 2.5-12.4% of sales
- 50+% of profits or 12.5+% of sales
- Don't know

Answer Details: As a new company, we did not have profits last fiscal year, so no tax-deductible donations were made. However, the company made significant gifts in kind in the form of pro-bono work in addition to the volunteer time of its directors.

Is the majority of your company's banking services provided by an institution with any of the following characteristics?

- A certified CDFI or national equivalent social investment organization
- A certified B Corporation
- A member of the Global Alliance for Banking on Values
- A cooperative bank or credit union
- A local bank committed to serving the community
- An independently owned bank
- None of the above

What % of your company's expenses (excluding labor) was spent with independent suppliers located within 200 miles (or 322km) of the company's headquarters or main production facilities?

- <20% 20-39% 40-59% 60%+ Don't know

Answer Details: Although several of our major suppliers are large international corps (microsoft, HSBC), national corps (Premier Inn, Travelodge, Railways), we endeavour to use independent local suppliers where possible and are increasing this over time. Our printers (Panoplus & Moo), accountants (Atkinsons), and others are all independent local firms.

What is the social and environmental screen that is used for a majority of your company's Significant Suppliers:

- No formal screening process in place
 Screened for specific negative practices (e.g. no child labor, no negative environmental impacts)
 Screened for positive practices (environmentally-friendly manufacturing process; excellent labor practices, etc)

Answer Details: The company has a written Responsible Purchasing policy. A simple internal screen is performed for all significant suppliers (internet search) as a negative screen. Additionally, a Supplier Survey (modeled on the B Corp template) is sent to all significant suppliers as a positive screen. (<http://www.twelvewinds.org.uk/supplier-survey/>)

Environment

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

Answer Details: The registered address of the company and the main office space is in a new, eco-friendly community in East London. The neighbourhood has a Level 4 in the Code for Sustainable Homes and high BREEAM ratings.

Recycling is provided through the local authority and the company utilises this programme.

<http://www.eastvillagelondon.co.uk/sustainability.htm>

Is hazardous waste (batteries, paint, electronic equipment, etc.) always disposed of responsibly, in a way that the company can verify?

- Yes
 No
 N/A - We have eliminated hazardous waste

What % of company facilities (by square feet, both owned by company or 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

Answer Details: The registered address of the company and the main office space is in a new, eco-friendly community in East London. The neighbourhood has a Level 4 in the Code for Sustainable Homes and high BREEAM ratings.

<http://www.eastvillagelondon.co.uk/sustainability.htm>

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

Answer Details: The company uses a virtual workforce. All work is done from home, and there is no rented office space, thus eliminating regular commuting. The company's main location is the founder's home in London. Cloud services are used to communicate (skype, GoToMeeting, Yammer). And public transport is used whenever possible (eg taxis are generally used only when there is no public transport such as in rural areas).

If you lease your facilities, have you worked with your landlord to implement/maintain any of the following? Select N/A if you do not lease your building.

- Energy efficiency improvements
- Water efficiency improvements
- Waste reduction programs (including recycling)
- None of the above
- N/A

Answer Details: As noted above, the location of the offices was chosen for its high sustainability record and facilities. As a brand new community, required improvements have not yet been identified.

Does your company monitor, record and/or report its usage of energy and water?

We do not currently monitor and record our usage	We monitor and record usage (no reduction targets)	We monitor and record usage, and have specific reduction targets	We monitor usage and have met specific reduction targets during the last fiscal year	We do not currently monitor and record usage
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Water:
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Energy:

What % of energy use has been saved due to conservation and efficiency improvements for your corporate facilities? Please refer to electricity use and other energy consumption from heating, hot water, etc.

0% 1-4% 5-9% 10-14% 15-20% >20% Don't know

Answer Details: As a new company, we have not been able to track changes over time yet.

What % of energy use (including electricity and other energy consumption from heating, hot water, etc.) is produced from renewable sources? Please include both purchased and onsite-generated renewable energy.

0% 1-24% 25-49% 50-74% 75-99% 100% Don't know

Answer Details: Heat and hot water is produced by a biomass power station on site.

<http://www.eastvillagelondon.co.uk/sustainability.htm>

Please select the option that best describe how you monitor and record the following emissions:

Company does not currently monitor and record emissions	Company monitors and records emissions (no reduction targets)	Company monitors emissions and has specific reduction targets	Company monitors emissions and has met specific reduction targets during the reporting period	Eliminated emissions of this by-product entirely	
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
					Scopes 1 and 2 greenhouse gas (GHG) emissions

Impact Business Models

Was your company created with an intentional business model designed to address a social or environmental issue? If so, do any of the following goals fit the intent of your business model?

- Our product or service addresses specific social problems, such as access to basic services, health care, education, economic opportunity, capital and knowledge.
- Our production practices are designed to conserve the environment across the company's entire operations
- Our company is owned by our workers or suppliers.
- Our company focuses on alleviating poverty through its supply chain or its distribution networks.
- Our business model is designed to raise money for charitable causes.
- Our product or service targets underserved individuals directly or through other businesses or nonprofits.
- Our business model is designed to rebuild our local community.
- Our product or service itself conserves the environment.
- Our company hires and trains people with chronic barriers to employment.
- Our business isn't designed for these purposes
- Other:

Other: As a consulting company, our business model is designed to support other companies and charities to develop and implement strategies that are values-based and socially & environmentally responsible.

Separate from a mission statement, has your company done any of the following to legally ensure that its social or environmental mission will be maintained over time, regardless of company ownership?

- Signed a contract or board resolution to amend or adopt a legal form that requires consideration of employees, community, and the environment (i.e. Signed B Corp Term sheet but have not yet adopted stakeholder consideration)
- Amended corporate governing documents to require the consideration of employees, community and the environment (e.g. Amended Articles of Incorporation)
- Has a specific legal entity/governance structure that preserves mission (i.e. cooperative or non-profit)
- Legal entity/governance structure preserves mission and requires stakeholder consideration (i.e. Benefit Corp or cooperative that has amended governing documents to include stakeholder consideration)
- Other - Please describe
- None of the above

Governance

Governance: Mission & Engagement

- GV2.1 Select the description that best describes your business. This is an unweighted question that will not impact your score, and is asked only for research/benchmarking purposes. [Not Weighted]
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 - We treat our social/environmental impact as a primary measure of success for our business, and prioritize it even in cases where it may not drive profitability.
- GV2.2 Does your company have a corporate mission statement, and does it include any of the following? Check all that apply. [Less Weighted]
- 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 in need (e.g. low income customers, smallholder farmers)
- GV2.3 Please type or paste your mission statement here. [Not Weighted]
- Our mission is to provide our clients with the skills and advice they need to develop and maintain an inclusive and sustainable business strategy. We believe that to be successful, companies must be committed to good corporate citizenship, with sustainability and corporate responsibility at the core of their values and strategy. We actively promote, by our advice and our example, a world where companies work in concert with the community and the environment, for their mutual benefit.
- GV2.5a 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? [Equally Weighted]
- Yes No N/A - No Board of Directors or other governing body

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: [Less Weighted]

- 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)

Answer Details: The company has solicited feedback from stakeholders through a blog post explaining the company's commitment to social and environmental responsibility and to stakeholder dialogue. The blog post was circulated through social media (Facebook, Twitter, Google+), and feedback is welcome on all of those channels.

<http://www.twelvewinds.org.uk/can-we-talk/>

GV2.10 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? [Equally Weighted]

- 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.)

Answer Details: We measure our carbon footprint through Carbon Analytics. We also measure hours and financial value of pro bono engagements and volunteering (including the company's Board Placement programme). This is all reported on the csr page of our public website. <http://www.twelvewinds.org.uk/responsible-business>

Governance: Governance

GV3.1a Beyond the management team, does the company have the following governance structures in place? [Less Weighted]

- None (Owner/Manager governed)
- Advisory Board
- Board of Directors/Governing Body

Answer Details: The company has a Board of Directors that currently is made up of the major shareholders but envisions up to 3 independent Directors as the company grows. The company also has a wider Advisory Board with no limits on size.

GV3.2b Which of the following characteristics does your board or governing body have (check all that apply)? [Equally Weighted]

- Meets at least twice annually
- Includes at least 1 independent member
- Oversees executive compensation
- Company is a co-op and elects Board from membership
- None of the Above
- N/A - no Board of Directors or other governing body

Answer Details: The company has a Board of Directors that currently is made up of the major shareholders but envisions up to 3 independent Directors as the company grows.

The company also has a wider Advisory Board with no limits on size. It currently includes two independent members.

Both boards meet at least 4 times per year.

The Board of Directors oversees compensation and other policies in accordance with the Articles of Incorporation and Shareholders Agreements.

GV3.3a Does the Board of Directors or other formal governing body include member(s) elected to represent the interests of the following stakeholder groups? Please select all that apply. [Less Weighted]

- Non-executive Employees
- Community
- Environment
- Customers
- None
- N/A - no Board of Directors or other governing body

Governance: Transparency

GV5.1b Does the company produce financials that are reviewed by the Board, other formal governing body, or independent third party? [Equally Weighted]

- Yes No

Answer Details: As per the Finance Policy and Procedures, quarterly financial reports are reviewed by the Board of Directors.

The company's accountants review financial reports at least quarterly, but usually more often in the course of business.

GV5.2a Does the company have a formal process to share financial information (except salary info) with its full-time employees? [Equally Weighted]

- No
- Yes - the company shares basic revenue/cost numbers if employees ask for them
- Yes - the company discloses all financial information (except salary info) at least yearly
- Yes - the company discloses all financial information (except salary info) at least quarterly
- Yes - the company has an Open Book Management process
- In addition, company has an intentional education program around shared financials

Answer Details: The Finance Policy & Procedures outlines the company's commitment to providing key financial data and resulting strategies to employees on a quarterly basis. The policy also commits to educating all staff to understand the data provided, its relationship to the company's mission, and its meaning for their own work and objectives.

GV5.3b Do all full-time employees have access to information that identifies all material owners and investors of the company? [Equally Weighted]

- Yes No

Answer Details: The company is owned (60%, 40%) by two shareholder/directors. This information is shared publicly.

GV5.5a Does the company produce a public-facing annual report on its mission-related performance? If yes, does this report include the following? [Equally Weighted]

- None - My company does not produce a public-facing mission-related annual report
- Clear statements of your mission, its goals, and values
- Clear descriptions of your mission-related activities
- Quantifiable targets related to your mission
- Quantifiable results from your mission (e.g., lbs of carbon offset)
- Consistent variables of measurement which allow comparisons to previous years
- Third-party validation of any part of your company's mission performance

Answer Details: The company has a section on the public website (<http://www.twelvewinds.org.uk/responsible-business/>) that outlines our environmental and social impact, including carbon footprint (using Carbon Analytics), pro bono and volunteering work. The section will also include a report on charitable giving at the end of this financial year.

GV5.6 Is your product or service covered by a written consumer warranty or client protection policy? [Less Weighted]

- Yes No

GV5.7 Is there a publicly-known mechanism through which customers can provide product feedback, ask questions or file complaints? [Less Weighted]

- No
- Yes, there is a mechanism for feedback to be sent privately to company
- Yes, there is a mechanism where feedback is made transparent to the public

Answer Details: Each customer is given a relationship manager who regularly consults with the client about their satisfaction. Also, anonymous feedback surveys are sent to customers following each stage of a project (eg. workshop evaluation survey sent to every participant). Also, there is a general customer feedback email on the website. Feedback is also welcome on social media channels (Facebook, Twitter, Google+, LinkedIn)

Governance: Governance Metrics

GV1.1 On what date did your last fiscal year end? [Not Weighted]

5/31/2015

GV1.2 Reporting currency [Not Weighted]

 British Pound - GBP

GV1.3 Total Earned Revenue

From the last fiscal year \$10,800

From the fiscal year before last \$0

GV1.4 EBIT (Earnings Before Interest & Taxes)

From the last fiscal year \$7,500

From the fiscal year before last \$0

GV1.5 Net Income

From the last fiscal year \$6,000

From the fiscal year before last \$0

Workers

Workers: 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? [Not Weighted]

Yes No

Answer Details: We have no hourly workers. At this time, all employees are shareholders/directors of the corporation and receive dividends rather than salary. The size of the annual dividend is agreed by the shareholders according to a Shareholders Agreement.

WR1.2 Number of Total Full-Time Workers

Current Total Full-Time Workers	2.00
Total Full-Time Workers 12 months ago	1.00

WR1.3 Number of Total Part-Time Workers

Current Total Part-Time Workers	0.00
Total Part-Time Workers 12 months ago	0.00

WR1.4 Number of Total Temporary Workers

Current Total Temporary Workers	0.00
Total Temporary Workers 12 months ago	0.00

WR1.7 Select from the list below any compensation structures used to pay employees. [Not Weighted]

- Annual Salary
- Hourly Salary
- Performance / Project based Contract (i.e. Independent Contractor)
- Tips + Hourly Wage
- Commission + Base Salary
- Tips / Commissions / Bonuses that account for >80% of income

Answer Details: Shareholder/directors receive dividends. Although there are no other employees at this time, it is intended that contracts will be limited to annual salaries or independent contractors for certain highly skilled areas that are needed on a project-basis.

Workers: Compensation & Wages

WR2.1 Total Wages (including bonuses) [Not Weighted]

\$0 Answer Details: There are no employees on payroll. Shareholder/directors receive dividends.

- WR2.2 What is the company's lowest wage (calculated on an hourly basis)? Please exclude students and interns in this calculation. [Not Weighted]
- N/A Answer Details: The company currently has no employees on payroll. However, the company has a written Living Wage Policy, committing to pay all employees the UK Living Wage, which is currently £9.15 an hour in London and £7.85 an hour in the rest of the UK. By comparison, the national minimum wage is significantly lower.
- WR2.7a What multiple is the highest compensated individual paid (inclusive of bonus) as compared to the lowest paid full-time worker? [Equally Weighted]
- >20x 16-20x 11-15x 6-10x 1-5x
- Answer Details: The company now only has two shareholder/directors. Their shareholding is 60% and 40% respectively, and compensation is in the form of dividends in this ratio.
- WR2.10 Which of the following are true about the company's bonus plan: [Less Weighted]
- 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? [Equally Weighted]
- 0% 1-24% 25-49% 50-74% 75-99% 100% N/A

Workers: Worker Benefits

- WR3.1a What % of permanent (full time and tenured part time) employees receive health care and pension benefits through a government plan? [Heavily Weighted]
- <75% 75-84% 85-94% 95%+
- Answer Details: All employees receive health benefits through the government National Health Service and a national pension.
- WR3.1b Beyond what is required by law, which of the following benefits are provided to all full-time workers? Check all that apply. [Equally Weighted]
- Disability coverage/ accident insurance
- Life insurance
- Financial services (credit or savings programs)
- Private dental insurance
- Private supplemental health insurance
- Private pension/retirement plans or provident funds
- Other (describe)
- None of the above
- Answer Details: The company has a written policy to provide a retirement plan on an opt-out basis to all employees (full or part time), with an employer contribution of 10%. This is above the requirement by law.

WR3.2 How many days of paid maternity leave are provided to non-managerial full-time workers? Only include leave that is equivalent to 100% post-tax salary, either paid by your company, insurance or government programs. Include in your calculation leave that is required by government and any additional leave that is provided by your company. If the company does not have a maternity policy, select None. [Equally Weighted]

- None
- 1-90 working days
- 91-120 working days
- >120 working days

Answer Details: The company provides maternity and paternity leave according to UK law.

WR3.3a Do full-time workers receive at least two weeks of paid paternity leave? This only includes leave that is 100% paid, either by your company or by government programs. If the company does not have a paternity policy, select No. [Equally Weighted]

- Yes
- No

Answer Details: Paternity leave is as per UK law.

WR3.4a How many hours per week must a part-time employee work in order to qualify for the above-selected benefits? [Less Weighted]

- No benefits beyond what is provided under national law
- 30+ hours per week
- 25-30 hours per week
- 20-24 hours per week
- <20 hours per week
- N/A - No part-time workers

Answer Details: Benefits are provided to all permanent staff, regardless of the number of hours they work.

Workers: Worker Ownership

WR5.2 What % of the company is owned or formally reserved as part of a written plan for full-time workers and management (including founders/executives)? Select N/A if your company is a consumer/shared services cooperative, a producer cooperative or a nonprofit. [Equally Weighted]

- 0%
- 1-24%
- 25-49%
- 50-74%
- 75-99%
- 100%
- N/A

Answer Details: The company is wholly owned by the directors.

WR5.4 What % of the company is owned by full-time workers (excluding founders/executives)? Select N/A if your company is a consumer/shared services cooperative, a producer cooperative or a nonprofit. [Heavily Weighted]

- 0%
- 1-4%
- 5-24%
- 25-49%
- 50+%
- N/A

Answer Details: 100% of the company is owned by the founders/executives. There are no other employees.

Workers: Management & Worker Communication

WR6.1 Is there an established, formal, consistent process for providing performance feedback to all tenured employees which? Please check all that apply. [Heavily Weighted]

- Is conducted on at least an annual basis
- Includes peer and subordinate input
- Provides written guidance for career development
- Includes social and environmental goals
- Clearly identifies achievable goals
- Follows a 360-degree feedback process
- None of the above

Answer Details: The company has a written Performance Appraisal Policy that specifies regular, two-way performance evaluation that includes discussion of career objectives, as well as 360 degree review.

WR6.2 Does your company have a written employee handbook that workers have access to and includes the following information? [Less Weighted]

- No written employee handbook
- A non-discrimination statement
- Statement on work hours
- Pay and performance issues
- Policies on benefits, training and leave
- Grievance resolution
- Disciplinary procedures and possible sanctions
- Statement regarding workers' right to bargain collectively and freedom of association
- Prohibition of child labor and forced/compulsory labor

Answer Details: The company has a complete written Employee Handbook, with all company policies.

Community

Community: Job Creation

CM2.1 Number of full-time and part-time jobs that have been added to your company's payroll. Enter 0 if none or if your company has no workers.

Last 12 months: 1.00

Prior 12 months: 0.00

CM2.2c By what % has your worker base grown over the last 12 months? [Heavily Weighted]

0% (Has not grown on a net basis) 1-24% 25-49% 50%+

Answer Details: The company has grown from one founder/shareholder/exec to two.

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. [Not Weighted]

0.00

CM2.4b 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? [Heavily Weighted]

>20% 11-20% 0-10%

Answer Details: There has been no attrition.

CM2.6 What % of your workers are employed in company facilities located in low-income communities? [Equally Weighted]

<10% 10-19% 20-29% 30%+ Don't Know

Answer Details: The company registered office is in Newham, London.

Community: Diversity

CM3.1 Number of total full-time and part-time female employees. Enter 0 if None. Select N/A only if there are no workers. [Not Weighted]

N/A Answer Details: There are no workers other than the shareholder/directors.

CM3.2 What % of the company is owned by the following groups?

0%	1-9%	10-24%	25-49%	50%+	Don't know	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Women and/or individuals from underrepresented populations, including low-income communities
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Nonprofit organization(s)
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Non-accredited investors

- CM3.3 Optional unweighted metrics: Approximately what % of your company's ownership is held by individuals from the following groups?
- | | |
|---|-----|
| Women | 0% |
| Low income communities | 0% |
| Other underrepresented populations (e.g. minorities, LGBT community, individuals with disabilities, etc.) | 60% |
- CM3.5 What % of the members of your Board of Directors or other governing body are women or individuals from other underrepresented populations? [Equally Weighted]
- 0% 1-9% 10-24% 25-49% 50%+ Don't know N/A
- Answer Details: 50% of the Board are LGBT
- CM3.6 Optional unweighted metrics: Approximately what % of your Board of Directors or other governing body are from the following groups?
- | | |
|---|-----|
| Women | 50% |
| Low income communities | 0% |
| Other underrepresented populations (e.g. minorities, LGBT community, individuals with disabilities, etc.) | 60% |
- CM3.11 What % of your Significant Suppliers are majority owned by women or individuals from underrepresented populations? [Equally Weighted]
- 0% 1-9% 10-19% 20-29% 30%+ Don't Know
- Answer Details: The company has a Responsible Purchasing Policy. A Supplier Survey (modelled on the template provided by B Corp) has been sent to all significant suppliers (<http://www.twelvewinds.org.uk/supplier-survey/>) We have not received a large enough response yet to answer this question.
- CM3.12 Does the company have a written policy giving preference to suppliers owned by women or individuals from underrepresented populations? [Less Weighted]
- Yes No
- Answer Details: The company has a Responsible Purchasing Policy that states
- 6.2. Our intent is to maximize procurement opportunities with minority and women-owned businesses (MWBES) as suppliers, contractors, and subcontractors of goods and services.
- 6.3. We proactively seek, build relationships with, develop, and buy from MWBES. This contributes to strengthening communities and creates long-term growth and competitive advantage for our Company.

Community: Civic Engagement & Giving

CM4.1b Does your company have the following charitable giving practices implemented in practice or written in policy? [Equally Weighted]

- Statement on the intended social or environmental impact of company's charitable contributions
- Cash and in-kind donations (excluding political causes)
- Volunteer and pro bono service
- Formal donations commitment (e.g. 1% for the planet)
- Matching individual workers' charitable donations
- Allowing workers and/or customers to select charities to receive company's donations
- Other (please describe)
- None of the above

Answer Details: The company has a written CSR and environmental policy. Moreover, we make a public commitment on our website, email signatures, and in all client communication that we will donate a percentage of profits to charity each year. All employees are actively encouraged to volunteer.

CM4.2a Are full-time employees granted in writing any of the following paid or non-paid time-off hours options for volunteer service? [Equally Weighted]

- Non-paid time off
- Paid time off
- 20 hours or more a year of paid time off
- Do not offer paid or non-paid time off

Answer Details: The company has a Volunteering Policy that offers employees 3 days per year to volunteer. Expenses are also covered by the company.

CM4.5 Number of hours volunteered by full-time and part-time employees of the organization during the last fiscal year. This should include both paid and unpaid time spent volunteering during traditional work hours, either for company-organized events or for employee-initiated activities. [Not Weighted]

176.00

CM4.6a What was the % of per capita worker volunteer, community service, or pro bono time donated in the reporting period? Calculate using a 2000-hour work year: Total Hours Donated / (# FTE * 2000 hours) [Heavily Weighted]

- 0%
- 1-2.4% of time
- 2.5-5% of time
- >5% of time
- Don't know / not monitored

Answer Details: The company started trading in the fourth quarter of the fiscal year. The two directors worked part-time for most of the year.

CM4.7 Total amount (in currency terms) donated for charitable-giving purposes during the last fiscal year. Report with the currency specified in GV1.2 for this metric. [Not Weighted]

600.00 Answer Details: Estimate given. The company has committed to donating 1% of annual profits to charity. Final donations for the last fiscal year (ended 31st May 2015) will be made once year-end accounts confirm the final profit figure.

CM4.8a What was the % of profits or sales that your company gave to charity during the last fiscal year? Please select the lesser of % of profits or % of sales that the company donated in each answer bucket. Please include tax deductible in-kind donations but do not include pro bono time. [Most Heavily Weighted]

- 0%
- 1-3% of profits or <1% of sales
- 4-9% of profits or 1-2.4% of sales
- 10-49% of profits or 2.5-12.4% of sales
- 50+% of profits or 12.5+% of sales
- Don't know

Answer Details: As a new company, we did not have profits last fiscal year, so no tax-deductible donations were made. However, the company made significant gifts in kind in the form of pro-bono work in addition to the volunteer time of its directors.

CM4.9 Which organizations does your company support? [Not Weighted]

Asylum Aid
Save the Children
Zurich Community Trust
Meridian Primary School

CM4.11a Indicate whether your company has worked and advocated for specific positive institutional, industry or regulatory reforms in the past two years at any of the following levels? [Equally Weighted]

- Private, within the industry
- Local
- Municipal
- State/Provincial
- National
- International
- None of the above

Answer Details: The company (or its Directors) have participated in research on corporate and non-profit governance through Kent University, ACEVO (the Assoc of Chief Execs of Voluntary Organisations), and participated in discussions leading to policy statements by ACF (Association of Charitable Foundations).

Community: Local Involvement

CM5.1a We realize that for companies with more than one office, the definition of local involvement is a more complicated one to answer. Please tell us a bit about the structure of your company geographically. [Not Weighted]

The company is primarily run from the the founder's home (the company's registered address) in London.

CM5.2a Is the majority (over 50%) of the company's ownership located locally to at least two-thirds of the company's workforce? [Equally Weighted]

- Yes
- No
- Don't know

Answer Details: The shareholders are the only workforce at this time.

CM5.3a What % of your company's expenses (excluding labor) was spent with independent suppliers located within 200 miles (or 322km) of the company's headquarters or main production facilities? [Equally Weighted]

<20% 20-39% 40-59% 60%+ Don't know

Answer Details: Although several of our major suppliers are large international corps (microsoft, HSBC), national corps (Premier Inn, Travelodge, Railways), we endeavour to use independent local suppliers where possible and are increasing this over time. Our printers (Panoplus & Moo), accountants (Atkinsons), and others are all independent local firms.

CM5.8 Is the majority of your company's banking services provided by an institution with any of the following characteristics? [Equally Weighted]

- A certified CDFI or national equivalent social investment organization
- A certified B Corporation
- A member of the Global Alliance for Banking on Values
- A cooperative bank or credit union
- A local bank committed to serving the community
- An independently owned bank
- None of the above

Community: Suppliers, Distributors & Product

CM6.1 Tell us about your Significant Suppliers - what type of business(es) are they and approximately how many do you source goods & services from? [Not Weighted]

Main suppliers are National Rail (travel to clients), Atkinsons Accounting (accountants), Panoplus printing (local printer), Xero (accounting software), Vistaprint (printing), Premier Inn (travel to clients), Travelodge (travel to clients), Microsoft (software)

CM6.2 This question determines the set of supplier-focused questions your company will respond to: Does your company screen and/or evaluate Significant Suppliers for social and environmental impact? [Not Weighted]

Yes No

Answer Details: The company has a written Responsible Purchasing policy. A simple internal screen is performed for all significant suppliers (internet search) as a negative screen. Additionally, a Supplier Survey (modeled on the B Corp template) is sent to all significant suppliers as a positive screen. (<http://www.twelvewinds.org.uk/supplier-survey/>)

CM6.4 What is the social and environmental screen that is used for a majority of your company's Significant Suppliers: [Equally Weighted]

- No formal screening process in place
- Screened for specific negative practices (e.g. no child labor, no negative environmental impacts)
- Screened for positive practices (environmentally-friendly manufacturing process; excellent labor practices, etc)

Answer Details: The company has a written Responsible Purchasing policy. A simple internal screen is performed for all significant suppliers (internet search) as a negative screen. Additionally, a Supplier Survey (modeled on the B Corp template) is sent to all significant suppliers as a positive screen. (<http://www.twelvewinds.org.uk/supplier-survey/>)

CM6.5a When monitoring and evaluating the on-going social and environmental performance of the majority of Significant Suppliers, which of the following apply? [Equally Weighted]

- No formal supplier monitoring and evaluation process
- Significant Suppliers are evaluated based on company's own criteria
- Significant Suppliers are evaluated based on social and environmental standards best-in-class third-party certification for your industry (ISO, SA8000, etc.)
- Company visits a majority of Significant Suppliers on-site

Answer Details: The company has a written Responsible Purchasing policy. A simple internal screen is performed for all significant suppliers (internet search) as a negative screen. Additionally, a Supplier Survey (modeled on the B Corp template) is sent to all significant suppliers as a positive screen. (<http://www.twelvewinds.org.uk/supplier-survey/>)

CM6.16a Does the company have any of the following independent contractor communication channels? [Equally Weighted]

- Formal routine process to provide independent contractors post-project or post-contract performance feedback
- Formal routine process for independent contractors to communicate post-project or post-contract feedback to the company
- None of the above
- N/A - No independent contractors used

Answer Details: TWC has an Independent Contractor Policy that outlines performance evaluation and communication procedures. It is standard practice to hold regular feedback meetings with contractors, and to hold an end of project meeting to offer opportunity for two-way feedback, including opportunities for the contractor to offer suggestions for improving how the company works with contractors.

CM6.22a During the last fiscal year, what % of revenues are generated from products that have a certification that assesses the product or production process for the product (including certifications related to social and environmental performance)? For service providers, what % your services have been reviewed and certified by an accreditation body? Select N/A if industry or service relevant accreditation does not exist. [Equally Weighted]

- 0% 1-9% 10-24% 25-74% 75-99% 100% Don't know N/A

Environment

Environment: Land, Office, Plant

EN2.2a What % of company facilities (by square feet, both owned by company or 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. [Equally Weighted]

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

Answer Details: The registered address of the company and the main office space is in a new, eco-friendly community in East London. The neighbourhood has a Level 4 in the Code for Sustainable Homes and high BREEAM ratings.

<http://www.eastvillagelondon.co.uk/sustainability.htm>

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

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

Answer Details: The registered address of the company and the main office space is in a new, eco-friendly community in East London. The neighbourhood has a Level 4 in the Code for Sustainable Homes and high BREEAM ratings.

Recycling is provided through the local authority and the company utilises this programme.

<http://www.eastvillagelondon.co.uk/sustainability.htm>

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

- 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

Answer Details: As a small consultancy operating from virtual/home offices, chemicals are not used by the business.

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

- 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. [Equally Weighted]

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

Answer Details: The company aims for a paperless office, including sending contracts via adobe, but ensures any paper used internally has recycled content. Printing is limited to occasional materials for clients (workbooks for workshops, etc.).

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. [Equally Weighted]

- Yes No

Answer Details: The company uses a virtual workforce. All work is done from home, and there is no rented office space, thus eliminating regular commuting. The company's main location is the founder's home in London. Cloud services are used to communicate (skype, GoToMeeting, Yammer). And public transport is used whenever possible (eg taxis are generally used only when there is no public transport such as in rural areas).

EN2.22a If you lease your facilities, have you worked with your landlord to implement/maintain any of the following? Select N/A if you do not lease your building. [Equally Weighted]

- Energy efficiency improvements
- Water efficiency improvements
- Waste reduction programs (including recycling)
- None of the above
- N/A

Answer Details: As noted above, the location of the offices was chosen for its high sustainability record and facilities. As a brand new community, required improvements have not yet been identified.

Environment: Inputs

EN3.1 Does your company monitor, record and/or report its usage of energy and water?

We do not currently monitor and record usage	We monitor and record usage (no reduction targets)	We monitor and record usage, and have specific reduction targets	We monitor usage and have met specific reduction targets during the last fiscal year	We do not currently monitor and record our usage
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Energy:
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Water:

- EN3.2 Total company energy use (kWh) during the last 12 months [Not Weighted]
3,090.00 Answer Details: Based on analysis by Carbon Analytics
- EN3.3 Total energy used from renewable resources (kWh) during the last 12 months [Not Weighted]
 Not tracked / unknown
Answer Details: Although our main energy supply is an on site biomass facility, we do not yet have an accurate breakdown of our total energy use (including suppliers) to provide this figure.
- EN3.4 Total water use (liters) during the last 12 months [Not Weighted]
0.00 Answer Details: Based on analysis by Carbon Analytics
- EN3.5 What % of energy use has been saved due to conservation and efficiency improvements for your corporate facilities? Please refer to electricity use and other energy consumption from heating, hot water, etc. [Heavily Weighted]
 0% 1-4% 5-9% 10-14% 15-20% >20% Don't know
Answer Details: As a new company, we have not been able to track changes over time yet.
- EN3.6a What % of energy use (including electricity and other energy consumption from heating, hot water, etc.) is produced from renewable sources? Please include both purchased and onsite-generated renewable energy. [Heavily Weighted]
 0% 1-24% 25-49% 50-74% 75-99% 100% Don't know
Answer Details: Heat and hot water is produced by a biomass power station on site.
<http://www.eastvillagelondon.co.uk/sustainability.htm>
- EN3.7a Has the company increased its % use of renewable energy annually at its corporate facilities? [Equally Weighted]
 Yes No Already Maximized (100% renewable)
- EN3.8a For which of the following systems have you used energy conservation/ efficiency measures for your corporate facilities in the past year? [Equally Weighted]
 Equipment: Energy Star Appliances / Automatic Sleep Modes / After-Hour Timers / etc.
 Lighting: Natural Light / CF Bulbs / Occupancy Sensors / Daylight Dimmers / Task Lighting / etc.
 HVAC: Programmable Thermostat / Timers / Occupancy Sensors / Shade Sun-Exposed Walls / Double-Paned Windows / etc.
 Other (please specify)
 None of the above
 N/A - We utilize virtual office
Answer Details: The registered address of the company and the main office space is the founder's home in a new, eco-friendly community in East London. The neighbourhood has a Level 4 in the Code for Sustainable Homes and high BREEAM ratings.
<http://www.eastvillagelondon.co.uk/sustainability.htm>

We have not relied on this information for this question, since it gave the option to state that we use a virtual office, which is a more accurate description, since the office is the founder's home.

EN3.10a Which of the following water conservation methods have been implemented at the majority of your corporate offices:
[Equally Weighted]

- Low-flow faucets/taps, toilets/urinals, showerheads
- Grey-water usage for irrigation
- Low-volume irrigation
- Harvest rainwater
- Other (please describe)
- None

Answer Details: The registered address of the company and the main office space is in a new, eco-friendly community in East London. The neighbourhood has a Level 4 in the Code for Sustainable Homes and high BREEAM ratings.

<http://www.eastvillagelondon.co.uk/water-recycling.htm>
<http://www.eastvillagelondon.co.uk/sustainability.htm>

Environment: Outputs

EN4.1 Please select the option that best describe how you monitor and record the following emissions:

Company does not currently monitor and record emissions	Company monitors and records emissions (no reduction targets)	Company monitors emissions and has specific reduction targets	Company monitors emissions and has met specific reduction targets during the reporting period	Eliminated emissions of this by-product entirely
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Scopes 1 and 2 greenhouse gas (GHG) emissions

EN4.5 Waste Disposed (metric tonnes) during the last 12 months [Not Weighted]

0.00 Answer Details: Waste disposed would be negligible, limited to no more than 2kgs of recycling, and therefore not tracked.

EN4.6 Waste Disposed: Recycled/Reused (metric tonnes) during the last 12 months [Not Weighted]

0.00 Answer Details: Waste disposed would be negligible, limited to no more than 2kgs of recycling, and therefore not tracked.

EN4.7 Total Greenhouse Gas Emissions (metric tonnes of CO2 equivalent) in:

Scope 1:	0.62
Scope 2:	0.76
Scope 3:	2.76

EN4.11b What % of Scopes 1 and 2 GHG emissions has been saved due to efficiency improvements implemented by your company? [Equally Weighted]

0% 1-4% 5-9% 10-14% 15-20% >20% Don't Know

Answer Details: As a new company we have not been able to track changes over time.

EN4.12 If your company purchased certified carbon credits in the reporting period, what % of GHG emissions were off-set? [Less Weighted]

0% 1-24% 25-49% 50-74% 75-99% 100% Don't know

EN4.17 Is hazardous waste (batteries, paint, electronic equipment, etc.) always disposed of responsibly, in a way that the company can verify? [Equally Weighted]

Yes

No

N/A - We have eliminated hazardous waste

Impact Business Models

Impact Business Models: Social Enterprise

IBM1.1 Does your company have any of the following enterprise models? Select from the following socially- and environmentally-focused enterprise models that describe the specific problem your company attempts to solve. Many companies choose "None of the above models apply." If you do select one of the models below, you will be asked a series of follow-up questions in order to receive credit for the model.

Yes No

- Our products or services benefit consumers by providing one of the following: provision of basic services, health care or healthy products; education; support of general knowledge, arts, or cultural heritage; improved economic opportunity or social/economic empowerment; market access through previously unavailable infrastructure; or servicing non-profit organizations and other purpose driven enterprises with fundraising/capital/capacity-building needs.
- Our product or service conserves the environment through the following: Providing or being self-powered by renewable energy or cleaner-burning energy than market alternatives; enhancing energy and/or water efficiency; reducing waste; conserving land or wildlife; reducing toxic/hazardous substances (ie. organic); pollution prevention and remediation methods; measuring, researching, or providing information to solve environmental problems; providing financing and/or lending tied to an environmental mission
- Workers own more than 40% of our company (e.g. a worker cooperative or a company that has significant ownership by non-executive workers)
- Our company is a producer cooperative where owners are supplier members who organize production (e.g. farmer cooperative, artisanal cooperative)
- Our company focuses on alleviating poverty through its supply chain, via 1) sourcing through fair wage certified suppliers or 2) providing technical assistance/capacity building to small-scale suppliers -- individuals or cooperatives/companies with fewer than 50 workers, or 3) guaranteeing future purchases and payments with contracts.
- Our company uses a microfranchising or micro-distribution model that provides income generation opportunities for low-income individuals or individuals from chronically underemployed communities. Microfranchises have on average fewer than 10 workers, are independently owned and operated, and distribute products exclusively for the parent company. Microdistribution is a sales and revenue model that relies on network of individual sellers/retailers for whom the product comprises at least 50% of their total income.
- Our company donates at least 20% of profits or 2% of sales to charity or a non-profit foundation on an annual basis, or is at least 20% owned by a non-profit.
- Our company has targeted and hired more than 10% of total workers from chronically underemployed populations (including but not limited to low income, previously-incarcerated or discriminated individuals) and/or the company extensively trains/invests in these workers.
- Company is specifically designed to focus on or rebuild the local community
- Our production practices are designed to conserve the environment across the company's entire operations (e.g. retrofitting facilities to make them green/energy efficient, changing transportation/distribution to make environmentally efficient, monitoring & reducing water, waste, emissions and energy use)
- None of the above models apply

IBM1.2 Separate from a mission statement, has your company done any of the following to legally ensure that its social or environmental mission will be maintained over time, regardless of company ownership? [Equally Weighted]

- Signed a contract or board resolution to amend or adopt a legal form that requires consideration of employees, community, and the environment (i.e. Signed B Corp Term sheet but have not yet adopted stakeholder consideration)
- Amended corporate governing documents to require the consideration of employees, community and the environment (e.g. Amended Articles of Incorporation)
- Has a specific legal entity/governance structure that preserves mission (i.e. cooperative or non-profit)
- Legal entity/governance structure preserves mission and requires stakeholder consideration (i.e. Benefit Corp or cooperative that has amended governing documents to include stakeholder consideration)
- Other - Please describe
- None of the above

Impact Business Models: Community P&S Introduction

IBM3.1 How do your products serve your customers? (Please select the ONE most impactful way that each product line is solving a social problem for your customers.)

Yes No

- Provides basic services to the underserved without prior access (e.g. providers of electricity or clean drinking water to rural poor communities, affordable housing projects, waste and sanitation systems or disposal)
- Promotes health or healthy lifestyles (e.g. medical equipment, medical services and medicines, preventative health services or products, healthy living products, exercise and sporting products, prescription eyeglasses)
- Promotes education or professional skills development (e.g. schools, textbooks, tutoring services, career leadership training, education tools, games and software)
- Creates economic and/or empowerment opportunities by supporting individuals in improving productivity and other income-generating activities (e.g. financial or insurance services or benefits consulting for the underserved, new mechanisms to connect products to market)
- Creates access to capital and capacity building for purpose-driven enterprises (e.g. impact investing, sustainability consulting, nonprofit fundraising services, products that assist in raising capital)
- Promotes arts, media and pursuit of knowledge (e.g. independent media, artisanal crafts, photography, information services)

Impact Business Models: Serving Those In Need

IBM11.1 Does your company's product or service explicitly target users/customers/end beneficiaries from underserved communities? [Not Weighted]

- Yes No - Skip the remaining questions in this section and proceed to the next page

IBM11.7 Which of the following statements are true about your in-need customers/ clients? [Not Weighted]

- Most customers/clients continue with us year by year and latest figures for the year roughly reflect the total number of beneficiaries to date
- Customers/clients we reach each year are in addition to previous customers/clients and total number served should be calculated by adding together the numbers for each year
- Don't know - we don't sell direct to customers/clients

IBM11.10 This is a calculated question based on your answers from IBM11.3 (who are your direct clients), IBM11.4: (who are you targeting), and question IBM11.9 (what % of your revenues does this represent?) [Not Weighted]

IBM11.14 Which of the following products/services attributes assist in targeting the above selected underserved communities:
[Least Weighted]

- Product/service is accompanied by a zero-interest or below market- financing option (directly from company or through finance partner) with small repayment amounts to provide the poor access to purchase
- Company utilizes a cross-subsidization model whereby higher pricing for middle and high-income clients facilitates offering lower/subsidized pricing for low income clients/customers
- Product/service pricing model includes transparent pricing for all customers
- Vendor provides training on safe use and/or maintenance of the product/service
- These product/service attributes do not apply to our company (Skip the remainder of this section)

IBM11.15 Use the field below to describe any innovative technology, distribution or pricing models selected above. [Not Weighted]

Discounts are provided to nonprofit and charity clients.

Impact Business Models: Flow of Capital and Capacity Building

IBM9.1 Please tell us more about how your product or service increases the flow of capital and/or provide capacity building to purpose driven enterprises. [Not Weighted]

Our management consulting services focus on our clients' most important challenges and opportunities: strategy, organisational change and development, performance measurement, and corporate citizenship. We work across the private, nonprofit, and public sectors, bringing deep expertise and a holistic approach.

At Twelve Winds, we know that no consulting engagement can ever be called a complete success unless it leaves a lasting legacy of improvement. For this reason, our consulting teams are designed to pass on the skills and knowledge our clients will need to ensure that the performance enhancements we develop together are sustainable for the long term.

Every client relationship is led by a director who is an experienced entrepreneur, leader, or manager. This way we ensure that our work is always based on broad real-world experience and an authentic understanding of the challenges our clients face.

We work with for profit and nonprofit organisations.

With a team that has managed complex change processes in some of the world's largest organisations, Twelve Winds Consulting has years of experience in helping nonprofit organisations of all sizes to develop and implement strategies, measure their impact, and report to stakeholders.

We provide consulting services to nonprofits and charities to help them build capacity in the following fields: Strategy Development and Strategic Planning, Strategic Thinking, Strategic Decisionmaking, Change Management, Performance Management, Organisational Development, Leadership Development.

<http://www.twelvewinds.org.uk/nonprofits-charities/>

We provide this service to paying clients and to others on a pro bono basis.

Through our Board Placement Programme, we encourage our staff to serve on Charity Boards. Their time and expenses are paid by the company.

IBM9.2 Which of the following product or service descriptions best fit your company? [Not Weighted]

- Products/services support the operations of purpose driven enterprises so that they can achieve their mission in a more efficient manner (e.g. technology services for a social service agency, marketing services for local food bank)
- Products/services directly improve the social or environmental impact of businesses or organizations (e.g. consulting services that improve the outcomes of a social service agency, sustainability consulting)
- Products/services primarily designed to raise capital for purpose-driven enterprises (e.g. fundraising campaigns for a social service agency)
- These descriptions do not apply to our company's product/service (Skip the remainder of this section)

IBM9.3 How many customers/clients/beneficiaries were served through the provision of the above products or services during the last 12 months? Please provide figures that are as accurate as possible. Estimates within +/- 5% acceptable. Do not double count (if reporting number of communities, do not also report the number of individuals in that community).

Individuals	0.00
Households	0.00
Communities	0.00
Businesses/Non-Profits	4.00
Governments	0.00

IBM9.4 Please provide a brief description of how you track your customer/client/beneficiary figures. [Not Weighted]

We track the number of clients worked with over a period.

IBM9.5 What were your total revenues last fiscal year from the above products or services? [Not Weighted]

\$10,800 Answer Details: Revenue was 0 over the past fiscal year. Trading and income began in the current fiscal year.

IBM9.6 What % of your revenues last fiscal year were from the above products or services? This % is automatically calculated by clicking the Refresh Calculation button below. [Not Weighted]

IBM9.7 This is a calculated question based on your answer from IBM9.2: Which of the following product or service descriptions best fit your company? And, question IBM9.5: What % of your revenues last fiscal year were from the above products or services? [6x]

IBM9.9 Amount of the product or service sold in the last fiscal year. [Not Weighted]

Not tracked / unknown

IBM9.10 Please describe how desired outcomes have been defined, measured and/or met by your company. If no formal outcomes measurement, select N/A below. [Not Weighted]

N/A

IBM9.11 Has your company defined the outcomes (separate from the outputs) it seeks through the provision of this product/service to its client base? Defined outcomes include specific targets that are based on existing literature (e.g. improved fundraising track records, ancillary benefits for customers/clients, etc.) that can be measured. [Least Weighted]

Yes No, not at this time

IBM9.12 If you answered yes above, select all of the relevant options regarding evidence on ability to meet desired outcomes. [Least Weighted]

- N/A
- There is credible secondary research that supports the link between the company's desired output(s) and the targeted societal outcome(s)
- The company has conducted or participated in its own primary research to 'support' the link between its output(s) and the target societal outcome(s) - e.g., customer surveys, stakeholder feedback forums, qualitative interviews/case studies.
- The company has participated in a study that is scientifically designed to support the link between its output(s) and the target societal outcome(s) (e.g. randomized controlled trial (RCT) or longitudinal study).
- Company's innovation or product is too early stage to have conducted primary research or have a body of secondary research to reference
- None of the above

IBM9.13 If Option 3 or 4 are selected, did the results affirm that a desired outcome is being achieved? [Least Weighted]

- Yes No, not at this time N/A

IBM9.14 Is there something different or innovative about the company's product/service that support flow of capital that has changed the industry? Is this something that is replicable, unique at the time that it was created, that has been emulated by other organizations? [Not Weighted]

- N/A

Disclosure Questionnaire

Disclosure Questionnaire: Industries

DQ1.1 Please indicate if the company is involved in production of or trade in any the following. Select Yes for all options that apply.

Yes No

- Any product or activity deemed illegal under host country laws or regulations or international conventions and agreements
- Gambling
- Pharmaceuticals subject to international phase-outs or bans
- Payday lending
- Pornography
- Wildlife or wildlife products regulated under the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)

DQ1.2 If you selected "Yes" above, please provide a detailed explanation of the company's involvement here. [Not Weighted]

Disclosure Questionnaire: Practices

DQ2.1 Please indicate if the following statements are true regarding whether or not the company engages in the following practices. Check all that apply. If the statement is true, select "True." If false, select "False."

True False

- Company formally registered in accordance with domestic regulations
- Company has not reduced or minimized taxes through the use of corporate shells or structural means
- Company facilities are not located adjacent to or in sensitive ecosystems
- Overtime work for hourly workers is voluntary (not compulsory)
- Company or company suppliers do not use any workers who are prisoners
- Company allows workers to freely associate and to bargain collectively for the terms of one's employment

DQ2.2 If you selected "False" above, please provide a detailed explanation of the company's engagement in these practices here. [Not Weighted]

Disclosure Questionnaire: Outcomes

DQ3.1 Please indicate if the following statements are true regarding if the company has experienced any of the following in the past 5 years. Check all that apply. If the statement is true, select "True." If false, select "False."

- | True | False | Don't know | |
|----------------------------------|-----------------------|-----------------------|--|
| <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | Company and Significant Suppliers have not had an operational or on-the-job fatality |
| <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | Company and Significant Suppliers' sites have not experienced any accidental discharges to air, land or water of hazardous substances |
| <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | No construction or operation of company and Significant Suppliers' facilities resulted in physical resettlement or economic displacement involving 5,000 or more people near your facility |
| <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | No material litigation against company |
| <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | Company has not filed for bankruptcy |

DQ3.2 If you selected "False" above, please provide a detailed explanation of the company's experience related to the above statement here. [Not Weighted]

Disclosure Questionnaire: Penalties

DQ4.1 Please indicate if the company has had any formal complaint to a regulatory agency or been assessed any fine or sanction in the past five years for any of the following practices or policies. Check all that apply.

- | Yes | No | |
|-----------------------|----------------------------------|--|
| <input type="radio"/> | <input checked="" type="radio"/> | Diversity and equal opportunity |
| <input type="radio"/> | <input checked="" type="radio"/> | Employee safety or workplace conditions |
| <input type="radio"/> | <input checked="" type="radio"/> | Environmental issues |
| <input type="radio"/> | <input checked="" type="radio"/> | Financial reporting |
| <input type="radio"/> | <input checked="" type="radio"/> | Geographic operations or international affairs |
| <input type="radio"/> | <input checked="" type="radio"/> | Investments or Loans |
| <input type="radio"/> | <input checked="" type="radio"/> | Labor issues (internal and supply chain) |
| <input type="radio"/> | <input checked="" type="radio"/> | Marketing |
| <input type="radio"/> | <input checked="" type="radio"/> | Political contributions |
| <input type="radio"/> | <input checked="" type="radio"/> | Taxes |
| <input type="radio"/> | <input checked="" type="radio"/> | Bribery, fraud or corruption |

DQ4.2 If you selected "Yes" above, please provide a detailed explanation of the complaint/fine/sanction here. [Not Weighted]