Impact Business Model Documentation Tips Appendix

1. Practices IBM Descriptions & Suggested Documentation

Worker Owned

Recognizes distributive ownership models that empower employees, including cooperatives and ESOPs

Documentation: Cap table, ESOP governing document

Workforce Development

Recognizes providing quality jobs and job training for chronically underemployed populations Documentation: Program description, job description, partnership agreements with nonprofits or social service organization, employee roster with wages, case study

Designed to Give

Recognizes standing commitments to provide significant portions of company profits, revenue, equity, or pro-bono services to charitable causes

Documentation: Formal commitment policy (required), tax return showing donations

Local Economic Development

Recognizes strategies to strengthen local economies through procurement, ownership, banking, customers and charitable giving

Documentation: Formal commitment policy (required), Spreadsheet with last fiscal year spend and supplier addresses, spreadsheet with last fiscal year customer revenues and customer addresses

Micro Enterprise Poverty Alleviation

Recognizes micro-entrepreneurship opportunities for underserved individuals via franchising or product distribution

Documentation: franchise contract documents, revenue generated through these distribution channels

National Economic Development (emerging track only)

Recognizes strategies to strengthen national economic development via privatization or import substitution in underdeveloped markets

Documentation: Spreadsheet with last fiscal year spend and supplier addresses

Producer Cooperative

Recognizes supplier owned structures that empower suppliers by organizing production, decision making, and profit distribution

Documentation: co-op governance documents, membership roster

Supply Chain Poverty Alleviation

Recognizes supply chain strategies that reduce poverty through trade terms, positive labor conditions, and support for underserved suppliers

Documentation: Program descriptions, contracts, trainings, impact reports, Fair Trade certifications, spreadsheet with last fiscal year spend, premium price tracking spreadsheet, third-party wage and market value data

Environmentally Innovation Agriculture/Manufacturing/Wholesale/Retail

Recognizes comprehensive environmental practices that redesign traditional processes to conserve natural resources

Documentation: Environmental management system, environmental program descriptions, pictures of facilities, receipts from equipment purchases, industry standard benchmark data, company baseline year data with improvement data, detailed explanations of manufacturing processes

2. Additional Information & Definitions

<u>Commitment ('formally committed'):</u> Referenced in the 'Local' and 'Designed to Give' IBMs, commitments refer to written pledges that a company has made and adheres to. As the IBM answer options refer to specific quantitative percent thresholds, documentation should include a quantitative percent that meets the IBM threshold. The best documentation of commitments includes an internal policy statement, and a public statement on the company's website detailing the quantitative amount the company has committed to.

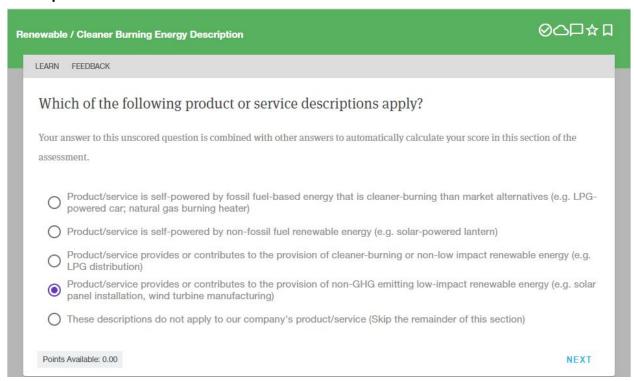
<u>Outcome:</u> In the B Impact Assessment, the word 'outcome' is used intentionally to refer to a change that has occured over the longer term. This is distinguished from an output, which is the direct result of a business objective or program goal. For example, consider a program in which a number of people started to work and improved their personal circumstances (household income, etc) as a result of a computer skills training program. An output would be that 20 individuals completed the training program, and received 80 hours of training. The outcome of this program would be measured in its own terms, for example, the value of increased income for those workers. Impact Management Project Resource here.

<u>Special Populations:</u> Assessment questions intentionally use language that refers to specific populations (i.e. 'barriers to employment', 'in-need', 'low-income', 'small-scale', 'underserved'). When a question asks about a specific population, documentation is required to verify the population, in addition to other aspects of the answer option/s selected. The 'Learn' text will have guidance on definitions and examples for each. If a unique example should be considered for the particular geography or context, documentation explaining this should be provided.

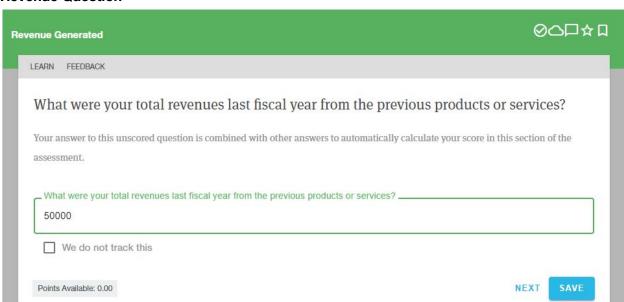
3. Question Type Examples

Example: Products and Services IBM: Renewable Energy

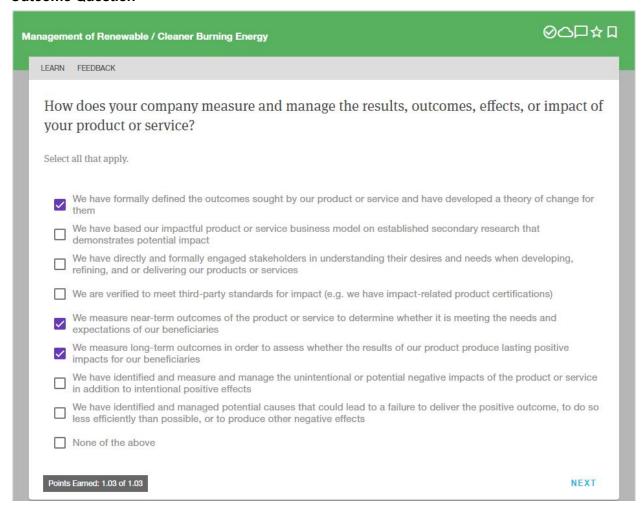
'Description' Question



Revenue Question

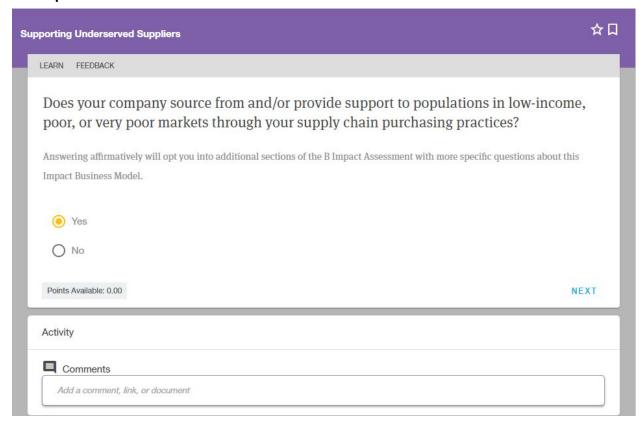


Outcome Question

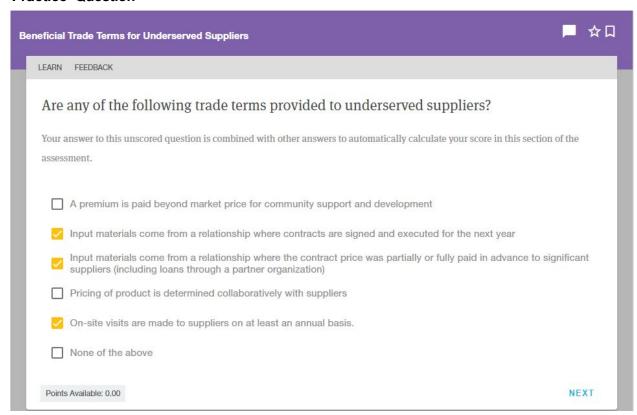


Example: Practices IBM: Supply Chain Poverty Alleviation

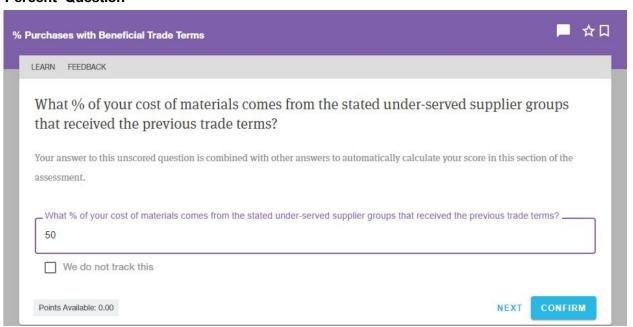
'Prerequisite' Question



'Practice' Question



'Percent' Question



'Outcome' Question

