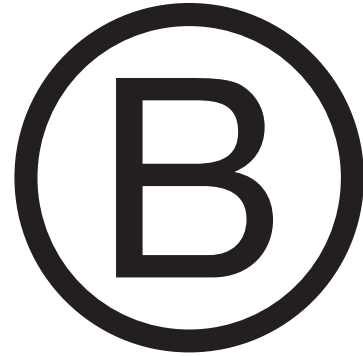


# **B Impact Assessment 2010**

## **Version 2.0**

Sector: Manufacturing  
Employees: 30+

**Certified**



**Corporation<sup>®</sup>**

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Certified



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Sample B Report

# XYZ Manufacturing, Inc.

Composite B Score: **83.2**

( > 80 out of 200 is eligible for certification as a B Corporation )

( > 60% points available is an Area of Excellence )

	Points Earned	% Points Available
<b>Accountability</b>	<b>5.7</b>	<b>57%</b>
Governance	3.2	54%
Transparency	2.5	63%
<b>Employees</b>	<b>29.3</b>	<b>59%</b>
Compensation & Benefits	21.8	73%
Employee Ownership	0.0	0%
Work Environment	7.5	75%
<b>Consumers</b>	<b>5.4</b>	<b>18%</b>
Beneficial Products / Services	5.4	18%
<b>Community</b> <i>Area of Excellence*</i>	<b>24.8</b>	<b>62%</b>
Suppliers	6.5	65%
Local	9.3	93%
Diversity	4.9	49%
Charity / Service	4.1	41%
<b>Environment</b>	<b>18.1</b>	<b>36%</b>
Facilities	4.7	39%
Energy Usage	1.2	16%
Supply Chain	9.1	51%
Manufacturing	3.0	25%
<b>Total</b>	<b>81.3</b>	<b>42%</b>

continued >

# The B Impact Assessment: **Version 2.0**

**Sector: Manufacturing**

**Employees: 30+**

The first step in becoming a B Corporation is taking the B Impact Assessment and seeing how you stack up against the new standard for social and environmental performance. Taking the B Impact Assessment usually takes about 60-90 minutes. Once you've completed the survey, you will receive the B Report that contains a composite score and if that score is above 80 (out of 200 points available) you will be eligible for certification.

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## Section 1: Accountability

This section focuses on Governance and Transparency issues.

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### Governance

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#### Mission:

AAI.1 - Has the company explicitly integrated the following into its written corporate mission?

[Equally Weighted] **TOOLS & BEST PRACTICES**

- A commitment to social impact
- A commitment to environmental stewardship
- None of the above

AAI.2 - Please type or paste-in a 2-3 sentence summary of your mission here, and attach a copy of your official mission statement. [Not Weighted]

AAI.3 - Has the company dedicated a staff person or employee working group to oversee the company's social or environmental performance? [Equally Weighted]

- Yes  No  N/A

AAI.4 - Does your employee training include instruction about your environmental mission and/or social mission? [Equally Weighted]

- Yes  No

continued >

Section I: Accountability - Governance (Continued)

**Governance Body**

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AA2.1b - Does your company have a Board of Directors or other governing or advisory body that: (Please check all that apply) [Equally Weighted]

- Meets at least twice annually
- Includes at least 1 independent member
- Oversees executive compensation
- Company has no governing body

**Accountability - Other**

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AA3.1 - Are financial controls in place to ensure the accuracy of reporting and elimination of fraud? [Equally Weighted]

TOOLS & BEST PRACTICES

- Yes  No

AA3.2 - Please describe how your company engages its external stakeholders (check all that apply): [Less Weighted]

- Annual stakeholder meetings
- Stakeholder forum on company website
- Third party or anonymous surveys
- Other
- No formal stakeholder engagement

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## Transparency

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**Transparency & Reporting**

AA4.1b - Does the company produce financials that are reviewed by the Board, other governing body, or independent third party? [Equally Weighted]

- Yes  No

AA4.2 - Does the company have a formal process to share financial information (except salary info) with its full-time employees? [Equally Weighted]

- Yes  No

AA4.3a - Do all full-time employees have access to written information that identifies all material owners and investors of the company? [Equally Weighted]

- Yes  No

continued >

## Section I: Accountability - Transparency &amp; Reporting (Continued)

AA4.4- Does the company produce an annual external report detailing its mission-related performance which includes any of the following (please check all that apply): [Equally Weighted]

- Clear statements of your mission, its goals, and the change you seek
- 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
- Do not produce a mission related annual report

AA4.8 - Has the company been assessed a penalty, fined or sanctioned in the past three years for any of the following (Please check all that apply)? [Equally Weighted]

- Tax Penalty
- EEOC Complaint
- Environmental Fines or Sanctions
- SEC Fine
- OSHA or FDA Fines or Sanctions
- None of the above

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## Section 2: Employees

This section focuses on how the Company treats your Employees through Compensation Practices, Benefits, Employee Ownership and Work Environment.

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### Compensation & Benefits

#### Compensation

EE1.1 - Is a living wage (see 'need help') paid to all full-time and part-time employees (excluding interns)? [Heavily Weighted]

- Yes  No

EE1.2 - What multiple is the highest compensated individual paid (inclusive of bonus) as compared to the lowest paid full-time worker? [Heavily Weighted]

- >20x  16-20x  11-15x  6-10x  1-5x

EE1.3 - By what % has the company's total compensation (excluding executive management) increased in the last fiscal year? Total compensation should include bonuses and headcount growth. [Equally Weighted]

- 0%  1-5%  6-15%  >15%

continued >

EE1.4 - How does your company's compensation structure (excluding executive management) compare with the market? [Equally Weighted]

- Below Market       At Market       Above Market

EE1.5 - In the last fiscal year, the company's bonus plan represented what % of the company's salary base (when calculating, exclude executive bonuses and salaries)? [Equally Weighted]

- 0%       1-5%       6-15%       >15%

EE1.6 - What % of non-executive, full-time employees participated in the company's bonus plan in the last fiscal year? [Equally Weighted]

### Cash Benefits

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EE2.1 - Is health insurance offered to all full-time employees and their families? [Less Weighted]

- Yes       No

EE2.2 - What % of health insurance premiums are paid by the company for individual coverage (full-time employees)? [Heavily Weighted]

- 0%       1-49%       50-69%       70-79%       >80%

EE2.3 - What % of health insurance premiums are paid by the company for family coverage (full-time employees)? [Heavily Weighted]

- 0%       1-49%       50-69%       70-79%       >80%

EE2.4 - At what juncture do your part time/flex time employees qualify for full time health care benefits? [Equally Weighted]

- <15 Hours per week       15 - 19 Hours per week       20 - 24 Hours per week  
 25 - 30 Hours per week       30+ Hours per week       Not at all

EE2.5 - Is there an Employee Retirement Plan (e.g., Pension, Profit Sharing, 401k) available for all full-time, tenured (2 Years) employees that is: [Equally Weighted]

- Unfunded       Partilly Funded / Partial Match       Fully Funded / Full Match  
 No Retirement Plan

EE2.6 - What is the minimum number of vacation days / sick days / personal days / holidays offered annually by full-time employees with the company for 2 years? [Equally Weighted]

- 0 weeks       1 week       2 weeks       3 weeks       4 weeks+

EE2.7 - What is the minimum number of weeks of paid maternity leave offered to full-time employees with the company for 2 years? [Equally Weighted]

- None       Some, up to 2 weeks       3-5 weeks       6 weeks +

## Section 2: Employees - Compensation &amp; Benefits (Continued)

EE2.8 - What is the minimum number of weeks of paid paternity leave offered to full-time employees with the company for 2 years? [Less Weighted]

- None
  Some, up to 2 weeks
  3-5 weeks
  6 weeks +

EE2.9 - What is the severance (excluding employees terminated with cause) offered in practice and in writing to full-time employees with the company for 2 years (excluding executive management)? [Less Weighted]

- No Severance
  1 Month
  2 Months
  3 Months
  4 Months+

EE2.10 - What additional benefits are offered to full-time employees with the company for 2 years? [Heavily Weighted]

- Dental Insurance  
 Short-Term Disability  
 Long-Term Disability  
 Flexible Spending Account  
 Domestic Partner Benefits  
 Other Benefits  
 No Additional Benefits

## Job Creation

EE3.1 - By what % has your employee base (full-time equivalents) grown over the last 24 months? [Equally Weighted]

- 0%
  1-5%
  6-15%
  >15%

EE3.2b - What is the average annual attrition rate among full-time employees over the last 2 years (excluding employees terminated with cause)? [Equally Weighted]

- 0-9%
  10-19%
  20-30%
  30%+
  N/A

## Employee Ownership

### Employee Ownership

EE4.1 - What % of full-time employees & management (including founders/executives), owns stock, stock equivalents (any form of company ownership) or stock options in the company? [Equally Weighted]

- 0%
  1-24%
  25-49%
  50-75%
  >75%

EE4.2 - What % of the company is owned or formally reserved as part of a written plan for full-time employees and management (including founders/executives)? [Equally Weighted]

- 0%
  1-24%
  25-49%
  50-75%
  >75%

EE4.3 - What % of the company is owned by full-time employees (excluding founders/executives)? [Heavily Weighted]

- 0%
  1-4%
  5-24%
  25-50%
  >50%

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## Work Environment

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### Communication

EE5.1 - Is there an established, formal, consistent process for providing performance feedback to all 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
- None of the above

EE5.2 - Which of the following are written, easily-accessible and circulated (please check all that apply): [Heavily Weighted] TOOLS & BEST PRACTICES

- Employee Handbook
- Discrimination/Harrassment Policy
- Code of Ethics
- None of the above

EE5.3b - Is there a formal method by which employees can raise complaints / issues without fear of reprisal? [Equally Weighted] TOOLS & BEST PRACTICES

- Yes    No

EE5.4b - Does the company systematically solicit feedback on employee satisfaction / engagement on at least an annual basis? [Equally Weighted]

- Yes    No

### Training and Development

---

EE6.1 - What % of positions above entry level have been filled with internal candidates in the last two years? (Exclude material owners in your calculation) [Heavily Weighted]

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

EE6.2 - What % of full-time employees have participated in external professional development opportunities or lifelong learning opportunities (paid for or subsidized by the Company) to enhance performance skills in the past fiscal year? [Equally Weighted]

EE6.3 - What % of full-time employees are reimbursed for continuing education opportunities? [Equally Weighted]

- 0%    1-5%    6-15%    >15%

Section 2: Employees - Work Environment

**Job Flexibility/Corporate Culture**

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EE7.1 - Does the company offer, whenever feasible, in writing and in practice (please check all that apply and attach relevant written policies): [Heavily Weighted] TOOLS & BEST PRACTICES

- Part-time work schedules
- Flex-time work schedules (allowing freedom to vary start and stop times)
- Telecommuting (working from home one or more days per week)
- Job-Sharing
- None of the above

EE7.2 - Which of the following flexible career option reflect your company's practices? [Heavily Weighted]

- We have managers or executives who work part-time or in a job-share
- We have managers or executives who telecommute
- We hire new people into positions that are part-time or job-share
- We hire new people into positions that are telecommuting
- We have transitioned staff into part-time, job-share, or telecommuting positions
- None of the above apply

**Accessibility**

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EE8.1 - Are all facilities physically accessible to people with disabilities (please choose NA if there are no corporate offices)? [Equally Weighted]

- Yes    No    N/A

EE8.2 - Does the company provide Reasonable Accommodation for employees and job applicants with disabilities? [Equally Weighted]

- Yes    No

**Safety**

---

EE9.1 - Are written policies and practices in place to minimize on-the-job employee accidents and injuries (please choose NA only if there are no company-owned mfg or warehousing facilities)? [Equally Weighted]

- Yes    No    N/A

EE9.2 - Are injury/accident/lost days/absentee days measured and transparent (please choose NA only if there are no company-owned mfg or warehousing facilities)? [Equally Weighted]

- Yes    No    N/A

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## Section 3: Consumers

This section focuses on benefits that inherently accrue to your Consumers through the use of your products and services. It includes two areas: what you produce or deliver and who your target customer is.

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### Beneficial Products or Services

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The following questions refer to the impact of the actual product or service itself on customers, not the impact of the method by which it was produced or delivered.

Please list the types of products and/or services that your company produces.

CN1.I - What is the impact of your product or service on your CUSTOMERS? Please select the ONE impact area below that is most applicable. (Consulting and Finance: we are measuring the impact of YOUR product or service, NOT that of your client/portfolio)

CN1.Ia - It promotes economic equality for individuals

- as a direct impact (e.g. job training, education, products that directly address economic inequalities for the underserved)
- as an indirect impact (e.g. educational toys, etc.)
- no inherent product impact in this area

CN1.Ib - It promotes economic equality for communities

- as a direct impact (e.g. CDFI's, low-income housing, access for underserved communities (water, internet, utilities, etc.))
- as an indirect impact (e.g. YMCA, local summer camps)
- no inherent product impact in this area

CN1.Ic - It preserves the environment

- as a direct impact (e.g., renewable energy, recycling technology, green building design & development, sustainable technologies)
- as an indirect impact (e.g., products made from recycled or sustainable input materials (paper, cups, FSC certified, etc.))
- no inherent product impact in this area

CN1.Id - It improves health

- as a direct impact (e.g. disease prevention or cure, such as AIDS or other vaccines, cancer clinics)
- as an indirect impact (e.g. Products promoting healthy living (organic food, mountain bikes, etc.))
- no inherent product benefit in this area

continued >

Section 3: Consumers - Beneficial Products or Services (Continued)

CN1.1e - It promotes the arts, sciences or the advancement of knowledge

- as a direct impact (e.g. museums, photographers/artists, independent media, publishing, research labs)
- as a indirect impact (e.g. intl. travel agent, book stores, sound equipment, fine jewelry)
- no inherent product benefit in this area

CN1.1f - It increases the flow of capital to purpose-driven enterprises

- as a direct impact (e.g. fundraising for purpose-driven enterprises, socially responsible investing)
- as a indirect impact (e.g. consulting to purpose-driven enterprises, ad agency for for purpose-driven companies)
- no inherent product benefit in this area

CN1.1g - Other: Please specify, and attach a description of beneficial product or service.

- creates direct impact in this area
- creates indirect impact in this area
- no inherent product benefit in this area

CN1.2 - What % of your total company revenues in your last fiscal year was generated by providing products/services that create the above impact?

CN1.2 Please fill in %. (If you answered No to all of the above questions, please enter 0%). [Heavily weighted]

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## Section 4: Community

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### Suppliers

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#### Suppliers

CM1.1 - How many Significant Suppliers do you have? Significant Suppliers are your largest suppliers that collectively represent approximately 80% of your purchases in dollar volume. [Not Weighted]

CM1.2a When evaluating the social and environmental performance of Significant Suppliers, which of the following practices apply: [Heavily Weighted]

- Visited all significant suppliers
- Specific environmental criteria required
- Specific social criteria required
- Third party social or environmental metrics screen applied
- Evaluated at least annually
- Give preference to Local Suppliers
- None of the Above

CM1.3 - What is the average tenure of your relationships with Significant Suppliers? [Equally Weighted]

- 0 - 1 Year       1 - 2 Years       2 - 3 Years       3 - 5 Years  
 5+ Years

CM1.4 - What % of Significant Suppliers have been certified and/or approved by one of the following: B Corporation, Green America, SIF, FTF, Transfair, FSC, MSC, Cradle to Cradle, Green-e, USDA Organic, Other? [Equally Weighted]

CM1.5 - Have you shared your social and environmental mission with all of your Significant Suppliers? [Equally Weighted]

- Yes     No

**Global Code of Conduct**

---

CM2.1 - What % of your primary overseas vendors, have you visited and toured their facilities? [Equally Weighted]

- 0-49%     50-62%     63-75%     >75%     N/A

CM2.2 - Is your company a member of one or more broad labor / fair trade focused association? If so, which ones? [Equally Weighted]

- Fair Labor Association (FLO)  
 International Labor Association (ILO)  
 SA8000  
 a Fair Trade Certification Org  
 Other: please attach  
 None

CM2.3 - Is there a formal Supplier Code of Conduct policy that specifically holds the company's suppliers accountable for social and environmental performance? This may include policies on Fair Trade. If so, please attach the company's Supplier Code [Equally Weighted] TOOLS & BEST PRACTICES

- Yes     No

**Quality Assurance**

---

CM3.1a - Do you use an established methodology for quality assurance (PDSA, Six Sigma, DMAIC, TQM, Zero Defects, etc.)? [Equally Weighted]

- Yes     No

CM3.2 - What percentage of Significant Suppliers are subjected to regular quality assurance reviews or audits? [Equally Weighted]

CM3.3 - Have you had a material recall or significant quality issue in the last three years? [Equally Weighted]

- Yes     No

## Section 4: Community - Local

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## Local

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One aspect of community involvement is whether the company has local ownership, purchasing, sourcing, or financing. In the following sequence of questions, local is defined as located within a hundred mile radius of the company's primary place of business.

### Local Involvement

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CM4.1 - 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]

CM4.2 - Is the majority (over 50%) of the company's ownership located in the same communities as at least two-thirds of your workforce? [Equally Weighted]

Yes  No

CM4.3 - What % of your company's Significant Suppliers are independent suppliers located in the same community as one of your offices? [Equally Weighted]

0%  1-19%  20-39%  40-60%  >60%

CM4.4 - Have you asked your Significant Suppliers if they source locally? [Equally Weighted]

Yes  No

CM4.5 - Is the majority of your company's banking services provided by an institution with any of the following characteristics: [Equally Weighted]

- A local independent institution located in your community
- A bank with a CRA rating of outstanding
- A certified CDFI
- A certified B Corporation
- None of the above

CM4.6 - Is there a written local purchasing strategy or policy in place? [Less Weighted]

Yes  No

CM4.7 - Do more than 50% of the company's customers reside in the same community(ies) (i.e. within 100 miles) as material owners? [Less Weighted]

Yes  No

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## Diversity

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### Leadership

CM5.1 - What % of the company is owned by individuals from previously excluded populations? We define previously excluded populations as women, ethnic minorities, people with disabilities, and/or individuals living in low or moderate-income communities. [Equally Weighted]

continued >

CM5.2 - What % of management is from previously excluded populations? [Equally Weighted]

- 0%     1-19%     20-29%     30-40%     >40%     N/A

**Employee Diversity**

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CM6.1 - What % of employees are women? [Equally Weighted]

- 0%     <30%     30-39%     40-50%     >50%

CM6.2 - Does the % of ethnic minorities employed in your company equal or exceed the % of ethnic minorities in your metro area? [Equally Weighted]

- Yes     No

CM6.3 - What % of employees reside in low-income communities? [Equally Weighted]

- 0%     <10%     10-19%     20-30%     >30%     Don't Know

CM6.4 - What % of employees are people with disabilities? [Equally Weighted]

- 0%     1-4%     5-10%     >10%

**Supplier Diversity**

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CM7.1 - Is there a policy for the active recruitment of women or ethnic minority owned suppliers? Please attach supplier recruitment policy. [Equally Weighted]

- Yes     No

CM7.2 - What % of Significant Suppliers is majority owned by women or ethnic minorities? [Equally Weighted]

- 0%     <10%     10-19%     20-30%     >30%     Don't Know

**Community Impact**

---

CM8.1 - What % of your Significant Suppliers is located in low or moderate-income communities? [Equally Weighted]

- 0%     <10%     10-19%     20-30%     >30%     Don't Know

CM8.2 - What % of your employee base works in an Enterprise Zone, New Markets Tax Credit track, or other federal or state designation for a low-income community? [Equally Weighted]

- 0%     <10%     10-19%     20-30%     >30%     Don't Know

CM8.3 - What % of your employee base works in low or moderate-income communities that are not designated as such by the government? [Equally Weighted]

- 0%     <10%     10-19%     20-30%     >30%     Don't Know

**Investor Base**

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CM9.1 - What % of the company is owned by non-accredited investors (including insiders or employees)? [Equally Weighted]

- 0%     1-4%     5-24%     25-50%     >50%

continued >

Section 4: Community - Diversity (Continued)

CM9.2 - What % of the company is owned by a non-profit organization (i.e. owns stock, stock equivalents, or stock options in the company)? [Equally Weighted]

- 0%
- 1-4%
- 5-24%
- 25-50%
- >50%

## Charity / Service

### Civic Engagement: Policy

CM10.1 - Is there a written Community Service Policy? [Equally Weighted] TOOLS & BEST PRACTICES

- Yes
- No

CM10.2 - Are suppliers and customers actively made aware of your service mission? [Equally Weighted]

- Yes
- No
- N/A

CM10.3 - Are full-time employees explicitly allowed any of the following paid or non-paid time-off hours options for community service? [Equally Weighted]

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

CM10.4 - Did a staff member at your company organize service days for employees in the last fiscal year? [Equally Weighted]

- Yes
- No

CM10.5 - Does the company have a written policy that allows paid time for employees to vote in elections? [Less Weighted]

- Yes
- No

### Civic Engagement: Practices

CM11.1 - What % of employees took paid or unpaid time off for community service last year? [Equally Weighted]

- 0%
- 1-24%
- 25-49%
- 50-75%
- >75%

CM11.2 - What % of employees participated in company organized community service days last year? [Equally Weighted]

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

CM11.3 - Has the company created a public facing partnership with a service/charitable organization? [Less Weighted]

- Yes
- No

CM11.4 - If so, please describe the affiliation here. [Not Weighted]

CM11.6 - What is the total number of volunteer hours donated for last year? (For data analysis purposes only) [Not Weighted]

CM11.7 - Has your company's facilities been used for events or training by community organizations in the past fiscal year (choose n/a only if there is no corporate facility)? [Less Weighted]

- Yes  No  N/A

### Charitable Giving

---

CM12.1 - What was the average annual % of net profits or net revenues that your company gave to charity in the last two fiscal years? (Please include tax deductible pro bono work and in-kind donations.) [Heavily Weighted]

- 0%  1-4% of profits or 0.1-0.4% of sales  5-9% of profits or 0.5-0.9% of Sales  
 10-50% of profits or 1-5% of sales  >50% of profits or >5% of sales

CM12.2 - Which organizations do you support? (For data analysis purposes only) [Not Weighted]

CM12.3 - Is there a formal written policy that sets a required commitment for Charitable Giving? [Less Weighted]

- Yes  No

CM12.4 Is your charitable giving certified by an organization, such as 1% for the planet or another organization that promotes charitable giving (choose n/a only if your company does not make charitable donations)? [Less weighted]

- Yes  No  N/A

CM12.5 - Does the majority of your community development activities occur in the markets you source from and/or operate within (choose n/a only if your company does engage in community development activities)? [Less Weighted]

- Yes  No  N/A

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## Section 5: Environment

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### Facilities

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#### Accountability

EN1.1 - Has the company formally engaged with suppliers, business partners, or customers to reduce the environmental impact of their activities on a regular basis? [Equally Weighted]

- Yes  No

EN1.2 - Has the company conducted an environmental audit or review of company activities in the last three years? [Equally Weighted]

- Yes  No

EN1.3 - With whom are your environmental reviews/audits formally shared? [Less Weighted]

- Owners, Executives and Board  
 Employees  
 Broader community outside the company  
 N/A

Section 5: Environment - Facilities (Continued)

EN1.4 - Does the company have a written environmental policy (beyond its mission statement)? If so, please attach your company's environmental policy. [Less Weighted]

- Yes  No

EN1.5 - Is the company a member of an association that fosters environmentally sustainable business practices? [Less Weighted]

- Yes  No

**Facilities**

EN2.1 - What % of the company's facilities is LEED certified or constructed according to LEED or other green building standards? Please attach a description of your company's environmental efforts in facilities construction. [Equally Weighted]

- Most LEED Certified  Some LEED Certified  Most constructed to green building standards  Some constructed to green building standards  None

**TOOLS & BEST PRACTICES**

EN2.2 - Does the company use an office wide recovery and recycling program that includes the following (please check all that apply)? [Equally Weighted]

- Cardboard  
 Plastic  
 Glass & Metal  
 Paper  
 Composting  
 None

**TOOLS & BEST PRACTICES**

EN2.3 - What % of materials used for office operations (e.g. office supplies, furniture, catering supplies, janitorial supplies, etc.) come from recycled / sustainable input materials? [Equally Weighted]

- None  Some (less than 49%)  Most (more than 50%)  All

EN2.4 - What % of the square footage of all company facilities is located in previously constructed buildings? [Equally Weighted]

EN2.5 - What % of the square footage of all company facilities is located within 1/2 mile of public transportation? [Equally Weighted]

EN2.6 - Are incentives in place to encourage carpooling or the use of public transportation? [Equally Weighted]

- Yes  No  N/A

EN2.7 - Has the company implemented written policies that reduce corporate travel, thereby lowering its carbon footprint? [Equally Weighted]

- Yes  No  N/A

**Inputs**

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EN3.1 - Which of the following water conservation methods have been implemented at the majority of your corporate offices: [Equally Weighted]

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

EN3.2 - 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
- None

EN3.3 - Is hazardous waste (batteries, paint, electronic equipment, etc.) always disposed of responsibly? [Equally Weighted]

- Yes  No

EN3.4 What % of your company's printed materials use recycled paper content, FSC certified paper, or soy-based inks? (Choose n/a only if your company does not have any printed materials)? [Equally weighted]

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

**Design and Development**

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EN4.1 - Are environmental sustainability factors integrated into the design process? (If yes, please attach a description of these factors) [Equally Weighted]

- Yes  No  N/A

EN4.2 - What % of your revenues are from the sale of products that are Cradle To Cradle certified? (Choose n/a only if it is not possible for your product to be Cradle to Cradle certified) [Equally Weighted] **TOOLS & BEST PRACTICES**

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

## Energy Usage

### Energy Usage

EN5.1 - Is an annual carbon inventory of company activities conducted? [Equally Weighted]

- Yes  No

EN5.2 - By what % has your carbon footprint been reduced on a per capita basis over the last 12 months? [Heavily Weighted]

- 0%  <10%  10-19%  20-30%  >30%  Don't Know

EN5.3 - What % of energy (relative to company revenues) was saved in the last year for your corporate facilities? [Heavily Weighted]

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

EN5.4 - What % of energy is used from renewable sources at your corporate facilities? [Equally Weighted]

- 0%  1-4%  5-24%  25-50%  >50%

EN5.5 - Has the company increased its % use of renewables annually at its corporate facilities? [Equally Weighted]

- Yes  No  Already Maximized

EN5.7 - For which of the following systems have you implemented energy conservation/ efficiency measures for your corporate facilities (if your company has selected 'other,' please attach a description)? [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

EN5.8 - Has an energy assessment of the corporate-run facilities been done in the last three years (Choose N/A only if your company does not have any corporate-run facilities)? [Equally Weighted]

- Yes  No  N/A

EN5.9 For which of the following activities does your company purchase carbon offsets for? [Less weighted]

- Travel
- Commuting
- Office Operations
- Shipping
- Other
- None of the above

EN5.10 - What % of carbon inventory for company travel, commuting, office operations, and shipments was reduced through the purchase of certified carbon credits last year? [Less Weighted]

- 0%       1-4%       5-24%       25-50%       >50%

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## Supply Chain

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### General

EN6.1 - What % of its revenue does the company earn from products that have undergone a periodic Life Cycle Assessment? [Equally Weighted]

- 0%       1-24%       25-49%       50-75%       >75%

EN6.2 - Does the company conduct an audit of all materials used in its product and manufacturing process? [Equally Weighted]

- Yes     No     N/A

### Inputs: Materials

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EN7.1 - Does the company conduct an audit of all materials and their toxicity? [Equally Weighted]

- Yes     No     N/A

EN7.2 - Is there a bi-annual per unit reduction of toxic materials, with a target of zero use? [Equally Weighted]

- Yes     No     Performance in top 10% of industry     N/A

EN7.3 - Has the % of recycled materials in product (including packaging) increased bi-annually? [Equally Weighted]

- Yes     No     Performance in top 10% of industry     N/A

EN7.4 - Has the % of sustainable materials (100% naturally sourced and sustainably harvested/collected) in product (including packaging) been increased bi-annually? [Equally Weighted]

- Yes     No     Performance in top 10% of industry     N/A

EN7.5 - Has the product (including packaging) been source-reduced bi-annually? [Equally Weighted]

- Yes     No     Performance in top 10% of industry     N/A

EN7.6 - Has the % of recyclable or biodegradable materials in product (including packaging) been increased bi-annually? [Equally Weighted]

- Yes     No     Performance in top 10% of industry     N/A

### Transportation / Distribution / Suppliers

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EN8.1 - What % of company, cars included in a car share program, or outsourced fleet vehicles are clean or low-emission vehicles? This could include vehicles with hybrid or electric engines. [Equally Weighted]

- 0%       1-10%       11-25%       >25%

Section 5: Environment - Supply Chain (Continued)

EN8.2 - Are policies and practices in place to minimize fuel usage for company or outbound supplier fleet such as strategic route planning software, training in fuel efficient techniques, etc? [Equally Weighted]

Yes  No  N/A

EN8.3 - Are there policies which increase the % of inbound freight / shipping via lower impact transportation (e.g., avoidance of shipments by air transport)? [Equally Weighted]

Yes  No

Supplier Energy / Water / Emissions / Waste: This section applies to all Primary Significant Primary Suppliers, as well as sub-contractors who collectively manufacture approximately 80% (in volume) of the end product.

EN9.1 - What % of Primary Significant Supplier facilities use at least 10% renewable energy? [Equally Weighted]

0%  1-10%  10-25%  25-50%  >50%  N/A

EN9.2 - What % of Primary Significant Suppliers recycle water on site or used close-loop or other water recovery systems? [Equally Weighted]

0%  1-10%  10-25%  25-50%  >50%  N/A

EN9.3 - What % of Primary Significant Suppliers monitor relevant greenhouse gas, ozone depleting, toxic air and toxic water emissions? [Equally Weighted]

0%  1-10%  10-25%  25-50%  >50%  N/A

EN9.4 - What % of Primary Significant Suppliers have implemented initiatives to decrease greenhouse gas, ozone depleting, toxic air, and/or toxic water emissions? [Equally Weighted]

0%  1-10%  10-25%  25-50%  >50%  N/A

EN9.5 - What % of Primary Significant Suppliers monitor waste production? [Equally Weighted]

0%  1-10%  10-25%  25-50%  >50%  N/A

EN9.6 - What % of Primary Significant Suppliers have implemented initiatives to reduce or divert waste from landfills? [Equally Weighted]

0%  1-10%  10-25%  25-50%  >50%  N/A

EN9.7 - Is there an active reclamation project to recycle end products? [Equally Weighted]

Yes  No  N/A

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## Manufacturing

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### Inputs: Water

EN10.1 - Is water use for all company activities measured annually? [Equally Weighted]

Yes  No  N/A

EN10.2 - Is there a bi-annual per unit reduction of water use? [Equally Weighted]

Yes  No  Performance in top 10% of industry  N/A

continued >

EN10.3 - Is the % of water harvested on site or recycled increased bi-annually? [Equally Weighted]

- Yes  No  Performance in top 10% of industry  N/A

EN10.4 - Is the % of non-potable water use increased bi-annually? [Equally Weighted]

- Yes  No  Performance in top 10% of industry  N/A

**Outputs: Emissions**

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EN11.1 - Have you identified the three most harmful & prevalent gas emissions resulting from company activities and are they measured annually? [Equally Weighted] TOOLS & BEST PRACTICES

- Yes  No  N/A

EN11.2 - Has the company identified the three most prevalent toxic water emissions and are they measured annually? [Equally Weighted]

- Yes  No  N/A

EN11.3 - Is there a bi-annual per unit reduction of harmful gas emissions? [Equally Weighted]

- Yes  No  Performance in top 10% of industry  N/A

EN11.4 - Is there a bi-annual per unit reduction of toxic water emissions? [Equally Weighted]

- Yes  No  Performance in top 10% of industry  N/A

**Outputs: Waste**

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EN12.1 - Is the waste production of total company activities measured and monitored annually? [Equally Weighted]

- Yes  No

EN12.2 - Is there a bi-annual per unit reduction of hazardous waste? [Equally Weighted]

- Yes  No  Performance in top 10% of industry  N/A

EN12.3 - Is there a bi-annual per unit reduction of non-hazardous waste? [Equally Weighted]

- Yes  No  Performance in top 10% of industry  N/A

EN12.4 - Is there a bi-annual per unit reduction of universal waste? [Equally Weighted]

- Yes  No  Performance in top 10% of industry  N/A

EN12.6 - Do you have any other environmentally sensitive manufacturing practices in place that were not asked in the above section of the survey? Please attach. [Not Weighted]

## Section 6: Beneficial Business Models

This section is intended to recognize extraordinary business models that are not sufficiently rewarded in the rest of the Survey. Certain companies have developed business models that through their practices address social and environmental issues: for example, companies hiring from underserved communities; products produced using fair trade principles and/or environmentally sustainable practices; community-focused businesses which source products and service customers locally; or businesses which exist to generate charitable donations.

### Employee Benefit Models

#### Employee Ownership

BPI.1 - Does your company have an employee ownership plan in which 1) your employees (not including Executives and Founders) own more than 50% of the company and 2) all tenured employees participate? [Not Weighted]

- Yes  No

BPI.2 - If yes, what % of your total company is owned by employees (excluding Executive Management or Founders)? [Heavily Weighted]

- 0-50%  51-60%  61-70%  71-80%  80%+

### Consumer Benefit Models

Does your company target its beneficial products to underserved populations? Underserved populations, or those in need, are defined as: 1) low-income households; 2) women and ethnic minorities; and 3) people with disabilities. If your company serves another population in need, please select "other" and specify in the space below. Non-Profits are considered indirectly serving those in need and count for 50% of the points available.

Note: Simply because the consumers of a product or service are predominantly, or even exclusively, low income households, women, ethnic minorities, or people with disabilities, does not credit the company with Targeting Underserved Populations. In order to receive credit, the product or service delivered must provide tangible benefit to people in need.

#### Serving Those In Need

BP9.1 - Which underserved population does your product or service target that directly addresses inequalities?

- Low-income households in the U.S.
- Low-income households, outside the U.S.
- Ethnic Minorities
- People with Disabilities
- Non-Profit Organizations (NGOs are considered serving those in need indirectly)
- Others (please attach)
- None of the Above

BP9.2 - What % of your total company revenues in the last fiscal year was generated by delivering beneficial products or services to the underserved populations you checked above? Please fill in % (If you entered NA above, please enter 0%) [Heavily Weighted]

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## Community Benefit Models

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### Local

BP2.1 - Is your company a community based business, focused on serving your local economy? [Not Weighted]

- Yes  No

BP2.2 - If yes, please indicate which of the following statements below are true. [Not Weighted]

- More than 75% of the company's ownership is held within the community in which the business resides
- More than 50% of the company's primary suppliers are independent and local.
- More than 50% of the company's customers are local.
- The company banks with a local independent institution or a community development bank.
- The company contributes 5% of profits or more to community based charities
- N/A

BP2.3 - How many of the above statements in the above question are true about your business? [Heavily Weighted]

- 3 or less of the 6 statements above  4 of the 6 statements above  
 5 of the 6 statements above  6 of the 6 statements above  N/A

### Supply Chain

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BP3.1 - Is your supply chain designed to address issues of poverty alleviation and job creation for underserved populations? [Not Weighted]

- Yes  No

BP3.2 - If yes, are fair wages (as determined by an independent third party) paid to underserved workers and either certified by an independent third party or verified by the company? [Not Weighted]

- Certified or verified by a third party
- Verified by the company
- Not verified

BP3.3 - If yes, what % of your products are sourced through channels that are certified or verified? [Heavily Weighted]

### Community Development

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BP4.1 - Is the company's business model designed to benefit underserved communities through its hiring policies? [Not Weighted]

- Yes  No

BP4.2 - Are more than 20% of the company's employees hired from an underserved community? [Not Weighted]

- Yes  No

BP4.3 - If yes, what % of your employees are hired from underserved communities? [Heavily Weighted]

- 0-20% of employees       21-40% of employees       41-60% of employees  
 61-80% of employees       80%+ of employees

### Charitable Giving

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BP5.1 - Is the company's business model designed to generate charitable giving? [Not Weighted]

- Yes     No

BP5.2 - Does the company give greater than 10% its profits or 1% of revenues to charitable partners (including pro bono or in-kind donations)? [Not Weighted]

- Yes     No

BP5.3 - If yes, what % of profits or revenues does the company donate to charities (including pro bono and in-kind)? [Heavily Weighted]

- 0-10% of profits or 0-1% of sales       10-20% of profits or 1-2% of sales  
 20-30% of profits or 2-3% of sales       30-40% of profits or 3-4% of sales  
 40-50% of profits or 4-5% of sales       >50% of profits or >5% of sales

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## Environmental Benefit Models

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### Manufacturing: Environment

BP6.1 - Is your business model created to benefit the environment in the way your product is manufactured? [Not Weighted]

- Yes     No

BP6.2 - If yes, which of the following statements are true about your manufacturing process? [Not Weighted]

- Life cycle assessment completed on 60%+ of all products in terms of dollar volume
- Top 10% in industry in use of sustainable, organic, recycled, and/or biodegradable input materials
- At least 15% of energy from onsite renewables or 75% of energy derived from renewable sources (REC's)
- Top 10% in industry in water usage
- Top 10% in industry in recycling, recovering or composting manufacturing waste
- Majority of company operated facilities are LEED certified or meet the requirements of LEED certification
- 80% of Significant Suppliers have been screened for specific environmental metrics and evaluated annually

BP6.3 - How many of the above statements are true about your business? [Heavily Weighted]

- 3 or less of the 7 statements above       4 of the 7 statements above  
 5 of the 7 statements above       6 of the 7 statements above  
 7 of the 7 statements above

## Section 7: Addendum

This section contains extra questions pertaining to your particular industry.

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