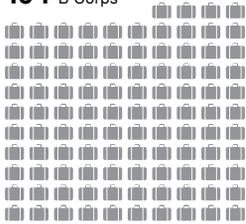


Profiles of Impact

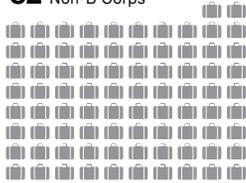
Average Impact Score



104 B Corps



82 Non-B Corps



More than 1,000 businesses have assessed their impact using the B Impact Ratings System.

On average, B Corps score nearly 30% higher than non-B Corps.

In this section of the Annual Report, each profiled B Corp has achieved High Impact in one area assessed by the B Impact Ratings System: Environment, Community, Consumers and Employees.

Profiles of each of the more than 200 Certified B Corporations, including their B Corp Impact Report, are at www.bcorporation.net/community.

We hope you visit and become as inspired as we are.

B Corps Achieving High Impact

earning >60% points available = High Impact

LEADERSHIP	76%
EMPLOYEES	45%
COMMUNITY	9%
CONSUMERS	42%
ENVIRONMENT	47%

Multiple High Impact Areas



B Corps achieve High Impact across multiple Impact Areas



More likely B Corps achieve High Impact across multiple Impact Areas than Non-B Corps



A Cardinal Resources solar-powered water purification in operation

Cardinal Resources

Few environmental issues pose more of an obstacle to third-world development and health than a lack of access to clean water. And there aren't many companies with the potential to do more about it than Cardinal Resources.

Originally founded in 1996, Cardinal Resources manufactures small, low-cost water purification systems that operate largely on alternative power. The units, which fit in a trailer or 20 foot shipping container, make it possible for poor villages—or even troubled regions in the United States, such as post-Katrina New Orleans—without ready access to clean water to purify their own with a minimal investment and no chemicals.

President and CEO Kevin Jones and his company's engineers came up with its first system after doing work in Liberia in 2004 following that country's long civil war.

"We were evaluating their water system and found the need for a free-standing system that could run without any tie in to the grid and without the use of chemicals," he says. The result was the company's pioneering Red Bird system, which uses a process called "Geo-mimicry"—a combination of natural materials and filters—that purify dirty water without removing the essential minerals that give water its taste and nutritional value. The system is solar powered as well, allowing it to operate in remote, off-grid locations.

"It can produce clean drinking water using only salt in the disinfection process and sand in the front part of the filter,"

"Our system meets EPA standards anywhere we are in the world."

Jones says. "It still has good taste and removes the harmful contaminants, and also does some disinfection just to make sure it meets EPA standards anywhere we are in the world."

It's cheap, too. Red Bird systems produce water for less than \$.001 per liter (most of the units are purchased by NGOs or government agencies). The cost of operation and repairs is low as well,

because chemical requirements are minimal—just salt for making disinfectant—and most maintenance can

be performed by a local water utility or trained repairman. Based in Pittsburgh, Cardinal Resources' 14 employees are exploring new applications for its current systems, and the ones yet to come. "We're working with a company out of New Jersey to do a modification of our system so they can use it while doing some 'green' retrofitting for a building in New York City," Jones says. "We always have different things on the horizon."

B Impact Report™

Highlights

Certified: March 2009

Environment: > 50% company facilities are constructed according to green building standards; >50% carbon inventory offset; >25% renewable energy.

Community: >40% management are from previously excluded populations; >30% suppliers majority owned by women or minorities; >50% employees work in low income communities; >75% employees take time off for community service.

Employees: >15% net profits shared with employees; >50% health care premiums paid for families; 4+ weeks paternity leave; 100% employees offered tuition reimbursement.

Find out more about our certification at: www.bcorporation.net/cardinalresources

—Douglas Quenqua

IceStone Founder

Sometimes, being green takes some practice. Peter Strugatz and Miranda Magagnini, co-founders of IceStone, a manufacturer



of recycled-material countertops, learned that the hard way.

“We could see this product would be a winner on every level, it just took us a few years to figure out how to make it,” Magagnini said. “When we first started the company, we threw out a lot more IceStone than we were able to make.”

Six years later, the two have gotten the hang of it. Their countertops are used in the

headquarters of the U.S. Green Building Council (USGBC), the offices of the American Institute of Architects and the American Association of Interior Designers. They’ve won praise from customers such as Maya Lin, the artist and architect best known for creating the Vietnam War Memorial in Washington, DC, and thrived as a company with a profound commitment to the environment and its community.

“It took us a few years to figure it all out.”

But environmentally responsible practices are just half the story at IceStone, a company whose employees are as diverse as the city it calls home.

“We have 14 nationalities represented,” Magagnini says. IceStone works with translators—both Tibetan and Spanish—to attend their town hall meetings so the employees can all be informed. The company also translates brochures and other corporate literature into Tibetan, and has even offered English as a second language classes, which Magagnini says has proven a huge benefit.

“Tibetans resonate with me and Peter in terms of their culture,” she says. “We sometimes open meetings with the ringing of a Tibetan bell, and do things that are a little unusual to bond the company with a more spiritual glue.”

—Douglas Quenqua

100% of IceStone products are Cradle-to-Cradle Gold certified.

B Impact Report™

Highlights

Certified: November 2007

Environment: 100% products Cradle to Cradle Certified; 100% recycled glass used in production; closed-loop water system; 100% facilities LEED certified; per-unit waste reduced bi-annually for all waste streams.

Community: >40% management and Board from previously excluded populations; >75% employees work in low income communities; >30% employees and 25% suppliers from low income communities.

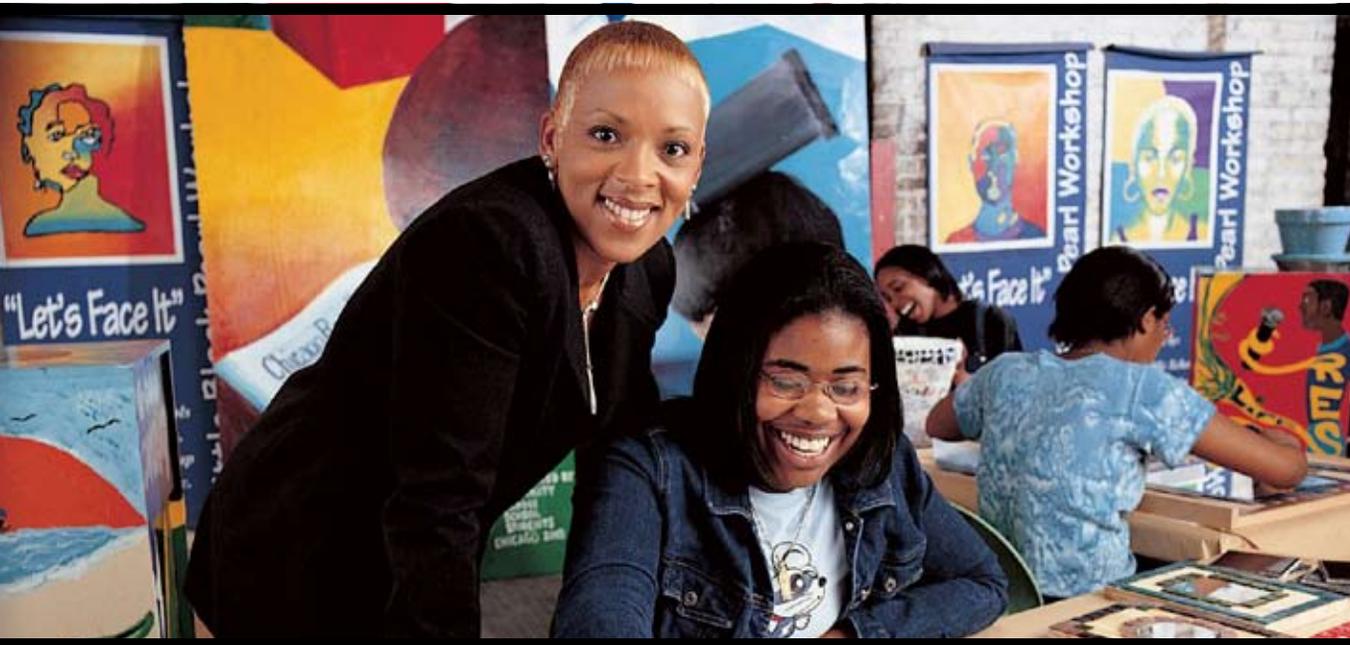
Employees: >10% company set aside for profit sharing; living wage paid to all full and part-time employees; >50% health insurance premiums paid for families.

Find out more about our certification at: www.bcorporation.net/icestone

The company’s countertops are made of 100-percent-recycled glass and concrete. They can be used for bathroom vanities, showers, table tops, bar tops, kitchen sinks, interior walls and commercial floors. IceStone is colored with non-toxic pigments and contains no petrochemicals. All of this can earn users up to seven points in the Leadership in Energy and Environmental Design (LEED) accreditation system from the USGBC.

IceStone has Cradle-to-Cradle Gold certification from McDonough Braungart Design Chemistry, meaning its entire manufacturing process, from the raw materials to the eventual disposal of the product, is certified sustainable. The company aims for zero-waste in all its operations - IceStone currently recycles 80% of its waste and employs a closed-loop water recapture process. The company also chose to operate in an Empowerment Zone in the Brooklyn Navy Yard out of a renovated factory lit largely by skylights.





Chicago social entrepreneur's expansion financed by ShoreBank.

ShoreBank

"ShoreBank is a powerful force for sustainable development and financial innovation that is being replicated both domestically and internationally," says Brian J. Berg, vice president of marketing for ShoreBank.

Launched in Chicago in 1973 by four bankers with a background in the civil rights movement and community organizing, ShoreBank was the country's first community development and environmental financial institution, and it continues to serve low-to-moderate-income, urban and rural communities.

"ShoreBank's Rescue Loan program helped 200+ low-income Chicago families avoid foreclosure."

According to Berg, the bank's founders believed that if they could provide access to affordable, responsible financial services in neighborhoods feeling the effects of job loss, a declining population and disinvestment, such trends would be reversed. Since its inception, ShoreBank has invested more than \$3.5 billion across all its service areas that have created more than 11,000 jobs and resulted in the purchase and renovation of more than 55,000 units of affordable housing.

Today, ShoreBank Corporation, which is owned by nearly 80 individual, organizational and corporate shareholders, has more than \$2 billion in assets. It includes banks and affiliated nonprofit organizations in Chicago, Cleveland, Detroit and Michigan's Upper Peninsula and the Pacific Northwest where it is known as ShoreBank Pacific.

Maintaining local ties as it grew was key to ShoreBank's mission. ShoreBank's customers tend to be homeowners, small business owners, faith-based and nonprofit organizations in the underserved communities hit hardest by the recession.

Despite current economic conditions, its banks continue to make loans to homeowners trying to tackle high-cost, subprime adjustable rate mortgages and to nonprofits in financial distress. Its Rescue Loan program has helped more than 200 Chicago families to refinance and save their homes from foreclosure. In mid-2009 ShoreBank announced that it had been awarded \$35 million in New Markets Tax Credits, which it will use to fund "green" development opportunities and grow "green collar" jobs in Chicago, Cleveland and Detroit.

"ShoreBank is an exciting place to work because it is at the leading edge of demonstrating how financial institutions can do well while doing good," says Cliff Kellogg, executive vice president. "We became a B Corporation to enhance this innovative and effective system for identifying and supporting socially responsible businesses."

—Sara Stroud

B Impact Report™

Highlights

Certified: June 2008

Environment: >25% office materials from recycled inputs; incentives to encourage low-impact employee commutes.

Community: >25% company owned by nonprofits; >70% employees work in low income communities; >30% employees from low income communities; >30% suppliers majority owned by women or minorities; >40% management and 30% board from previously excluded populations.

Employees: >15% profits shared with employees; >70% healthcare premiums paid for families; subsidized off-site childcare and counseling; 4+ weeks vacation for tenured employees.

Consumers: >50% loans go to low-income individuals and businesses; >50% branches located in low-income communities.

Find out more about our certification at: www.bcorporation.net/shorebank

SABEResPODER

The name of Amir Hemmat’s media company says it all: SABEResPODER (Knowledge is Power). In Hemmat’s case, knowledge and the spreading of it is a business model.

“Our business has an ultimate social impact built into it,” Hemmat says. “If we fail in our social mission—to educate the people in the community we’re working with—then our bottom line also suffers because that is the only thing that differentiates us from just a regular media company.”

B Impact Report™

Highlights

Certified: October 2008

Community: >10% profits to charity; >25% suppliers from low-income communities; >60% expenditures with local, independent suppliers.

Employees: >5% profits shared with employees; >70% healthcare premiums paid for families.

Consumers: educational programming and literature for Spanish-dominant Latino immigrants.

Find out more about our certification at: www.bcorporation.net/icestone

Launched as a nonprofit eight years ago at the request of the U.S. Mexican consulate, which needed a way to educate consular visitors about how various systems worked in the United States, SABEResPODER is now a for-profit business that works with organizations and corporations to provide Spanish-language educational content.

The company produces print and media content, as well as events, covering everything from navigating the U.S. healthcare system to figuring out which technologies to use for various needs. It plans to begin working with the Guatemalan consulate soon, and has

a new plan to, as Hemmat puts it, “turn waiting rooms into learning rooms.”

Encouraging Latinos to maintain healthy lifestyle habits.



Latinos learn how to access banking services at home.



“SABER was launched at the request of the US Mexican consulate.”

Hemmat was introduced to B Corp by one of the company’s investors, New Cycle Capital, which thought certification might be a good fit for the company and an opportunity for Hemmat and his partner to put some of their political connections from earlier careers to work supporting B Lab’s public policy initiatives.

Being a Certified B Corp has helped SABEResPODER to bolster its relationship with the community it is working to educate. “Trust is a very big deal with this community and it is hard to gain,” Hemmat says. “This is just one more way that we can show that we’re in this for the right reasons and are here to help them.”

—Amy Westervelt

Indigenous Designs Founder



A Peruvian knitting community makes high quality garments for high fashion U.S. customers.

five years later to go do something else somewhere else, leaving behind a dependent community that didn't know what to do," says Matt Reynolds, Indigenous Designs President.

The company became a for-profit instead, contracting with artisan cooperatives in South America to create fair trade,

For co-founders Scott Leonard & Matt Reynolds, it all comes down to a few basic things: fair wages, training, and a relationship that breeds autonomy rather than dependence. "We initially started out thinking we might want to be a nonprofit, but we saw what had happened when a lot of NGOs went into the countries we wanted to work in: They set up a project, ran it, and then pulled out

organic clothing. To establish the independence of the coops right from the start, Indigenous gives each artisan a quality set of knitting needles, with the understanding that if they lose or break the needles, they'll need to pay for replacements. The company supplies the artisans with quality yarn and designs, and they pay the company back with their first finished product. "It's sort of like micro-lending, but with quality raw materials," Reynolds says.

Quality control is similarly important to the business and community goals of Indigenous Designs. It not only helps make the business sustainable, it gives pride to the community and promotes their local skills and products. "Italian leather goods were seen as a cheap commodity after World War II and became known as a high-end good—we think we can help the artisans we're working with pull off the same sort of transformation," Reynolds says.

—Amy Westervelt

B Impact Report™

Highlights

Certified: June 2007

Environment: 100% organic clothing; annual increase in percent renewable energy; biannual increase in percent sustainable packaging; incentives to encourage low-impact employee commutes.

Community: 100% democratically governed supplier price controls; >40% suppliers majority owned by women or minorities; >25% suppliers from low-income communities; >30% management from previously excluded populations; >5% company owned by nonprofit; majority banking with local, independent bank.

Employees: >50% employees share ownership; 75% employees offered tuition reimbursement.

Find out more about our certification at: www.bcorporation.net/indigenousdesigns

Sustainable Harvest



Tanzanian farmers increased productivity 3x with Sustainable Harvest.

Photography for Sustainable Harvest Clay Enos

Another B Corp with a global impact, Sustainable Harvest, one of the largest U.S. importers of certified Fair Trade organic coffee, similarly wrestled with the idea of becoming a nonprofit and opted instead for for-profit status. The company puts a major emphasis on training (65 percent of its gross margin is reinvested in farmer training) and its status as a B Corp combined with its track record of community support has actually helped it to win grant money, an accomplishment that is virtually unheard of for a for-profit company.

With a grant from the Lemelson Foundation, Sustainable Harvest put in water saving technologies at 12 washing stations, each serving about 500 farmers, in a coop in Tanzania. Sustainable Harvest has eight staffers there, including agronomists, who help farmers learn how to improve productivity and export their beans directly. The quality has skyrocketed and the farmers are now getting \$1.96 a pound (up from 60 cents) across some 250,000 pounds. The project has been so successful that health organizations use the training center as a launch pad from which to reach out to the community.

"And it's all paid for through market mechanisms," says CEO David Griswold with pride.

—Amy Westervelt

B Impact Report™

Highlights

Certified: June 2008

Environment: >50% renewable energy; >50% suppliers environmentally reviewed/audited.

Community: 100% Fair Trade and Organic Certified coffee; >40% suppliers majority owned by women or minorities; >40% management from previously excluded populations; >30% employees from low income communities.

Employees: >15% profits shared with employees; >80% healthcare premiums paid for families.

Find out more about our certification at: www.bcorporation.net/sustainableharvest



Greyston's open hiring policy gives everyone an opportunity

B Impact Report™

Highlights

Certified: March 2009

Environment: 100% facilities LEED certified; factory built on redeveloped brownfield.

Community: 100% company owned by nonprofit; >40% management and Board from previously excluded populations; >30% employees from low-income communities; >50% employees work in low-income community.

Employees: open hiring policy creates opportunity for underserved populations; >5% profits shared with employees; >80% health insurance premiums paid for employees; 6+ weeks maternity leave.

Find out more about our certification at: www.bcorporation.net/greystonebakery

Greyston Bakery

They say that showing up is half the battle, and nowhere is that more true than at Greyston Bakery, where all entry-level jobs are filled on a first-come, first-served basis.

Julius Walls, Greyston's CEO, instituted the profoundly democratic 'open hiring' policy following an epiphany: Job candidates who perform well in interviews don't necessarily make the best employees.

"I discovered there were people who were better at speaking up for themselves in an interview, but that's not the skills you need for the job," he says. "We want to give everyone an opportunity."

Or as the company tagline puts it: "We don't hire people to bake brownies. We bake brownies to hire people." It may not sound like a recipe for success, but it's working for this Yonkers, N.Y.-based company founded in 1982, which is the exclusive supplier of brownie products for Ben & Jerry's and manufacturer of the Do-Goodie Brownie line as well as their new Do-Goodie Gluten-Free line.

"We don't hire people to bake brownies. We bake brownies to hire people."

The trick to making the open hiring policy work is the company's apprenticeship program. While anyone who shows up can get a job (or, more accurately, get on the waiting list to get a job), that doesn't mean everyone can become a permanent member of the team. New hires spend their first year as apprentices, doing real work but also being trained, monitored and frequently evaluated. Greyston pays them during this time, but does not guarantee them a place on the team until they graduate.

Not surprisingly, such an open hiring policy attracts many people who are systemically denied work elsewhere: ex-convicts and the homeless, for example. This is just fine with Walls. "It's not about what they've done, it's about what they're going to do," he says. "We give them an opportunity to prove they deserve the job."

Walls says that 100 percent of the supervisors and lead operators at Greyston today got his or her start in the company's apprenticeship program. Continuing with its commitment to the community, Greyston Bakery founded and donates all profits to the

Greyston Foundation, a non-profit organization that seeks to help provide jobs, healthcare and affordable housing in Yonkers. Its goal is to help make Yonkers a self-sufficient community where residents don't need to look beyond its borders for assistance.

—Douglas Quenqua



Dansko Founder



Dansko produces great shoes and a great place to work.

Dansko is a company dedicated to comfort. Its lines of footwear—clogs, heels, boots, sandals, wedges and flats, mostly for women—are all engineered to keep active feet feeling good, and as such have become a favorite of nurses, chefs and others who spend long days on their feet. But that dedication extends beyond shoes. A partially employee-owned firm since 2003, Dansko puts an emphasis on providing first-class healthcare, education and advancement opportunities for its 146 workers.

“Peter and Mandy are big believers in giving back and sharing the wealth,” says Mimi Curry, Chief Operating Officer, referring

to Dansko’s husband-and-wife founders, Mandy Cabot and Peter Kjellerup. “They want this business to outlive them,” which is why they place such an emphasis on their employees’ happiness and sense of ownership.

“Not the only company our employees ever work for, just the most rewarding.”

Founded in 1990 and based in West Grove, Pa., Dansko’s mission statement declares its goal to be “not the only company that our employees would ever work for, but the most rewarding.” In order to achieve that, the nearly 20-year-old company helps employees build skills through cross training and “stretch opportunities” where staff is loaned out to other departments. And every new hire, particularly at the executive level, is charged with identifying and nurturing his or her successor. Dansko also maintains a generous education reimbursement program, paying full tuition for up to six classes per calendar year to any accredited school. Not surprisingly, 70 percent of new job openings were filled from within in 2008.

Dansko has a company-wide volunteering program, allowing full-time employees to participate in 16 hours of paid volunteer work per year. For every volunteer hour worked by an employee, the company also donates the equivalent of his or her salary to that charity.

Dansko has also established a foundation that encourages its employees to give. It provides matching funds for contributions that employees make to qualifying non-profits, and encourages discretionary grants: Employee sponsors submit personal statements arguing the case for their chosen organizations, and then help the organizations prepare their grant applications. In the few years that the Dansko Foundation has been in existence, it’s given either time or money to more than 80 organizations.

As Dansko grows, it is mindful to partner with people who share their values. From suppliers to retail partners, employees to company leaders, each action becomes ever more critical. As CEO Mandy Cabot explains, “If we want to be around for the long haul, we must act responsibly here and now.”

—Douglas Quenqua

Dansko employees remove debris from the company’s adopted highway.



B Impact Report™

Highlights

Certified: December 2007

Environment: >50% facilities LEED certified; >50% renewable energy; incentives to encourage low-impact employee commutes.

Community: >40% management and Board from previously excluded populations; >50% employees are women; >50% employees participate in company-organized service days.

Employees: >50% employees share ownership; >5% profits shared with employees; 100% employees eligible for tuition reimbursement; health, wellness, and counseling services provided; 4+ weeks paternity leave.

Consumers: 90% products certified ‘Foot-Healthy’ by American Podiatric Medical Association.

Find out more about our certification at: www.bcorporation.net/dansko



Employee-owner at King Arthur Flour tests product.

B Impact Report™

Highlights

Certified: June 2007

Environment: biannual increase in % use of sustainable materials in product & packaging; biannual environmental audits shared with employees.

Community: >40% management and Board from previously excluded populations; >50% employees are women; employees allowed time off for community service.

Employees: 100% employee owned; 80% healthcare premiums paid for families; >80% employees 'satisfied/engaged'; living wage paid to all full and part-time employees.

Find out more about our certification at: www.bcorporation.net/kingarthurfloor

King Arthur Flour

Founder

The history of King Arthur Flour can be divided into two parts: there was the first 200 years, when ownership was passed down through five generations of the Sands family; then there are the past 19 years, when King Arthur's employees assumed ownership, and things really started to click.

The employees were given control when the newest generation of the Sands family—the same clan that founded the company in 1790—declined to take it over. So a decision had to be made: Sell to a conglomerate or large competitor or put King Arthur's fate in the hands of its workers.

The Sands decided employee ownership was the route they wanted to go. Nineteen years later, it would seem they made the right decision. The company has ballooned from five to 170 employees who have an average tenure of 6.5 years. King Arthur Flour went from being available in 11 states to 50. Circulation of the company's catalog increased from 250,000 to more than 6 million, and annual revenues have hit \$70 million.

This is not to say employee ownership is easy. "There's no point in having open books if your employees can't read a balance sheet," says Sarah McGinley-Smith, director of corporate communications. Hence King Arthur spends considerable time and resources educating its employees and holding "town hall" meetings to keep everyone informed.

"B Corp certification is a great tool in helping us continue to move in the right direction."

Employee ownership has led to a focus on being local. Despite growing into a national brand, King Arthur flour has also remained a vital part of the Upper Valley region of Vermont and New Hampshire, buying the bulk of its resources locally and employing a significant portion of the local population.

"A lot of people might say, 'Flour in Vermont? Shouldn't that be in the Midwest? And shouldn't your distribution center be in the middle of the country?'" McGinley-Smith says. "But if this business were to be moved it would have a significant impact on this part of the Upper Valley. We're one of the major employers here, and we believe in the concept of local ownership and sourcing locally and supporting local businesses."

Employee ownership is not for everyone. "You need to have the culture in place," McGinley-Smith cautions. But King Arthur provides a working model for other companies to build on.

King Arthur Flour President and CEO Steve Voigt says the company's B Corporation certification is not only a validation that the company is on the right track with corporate social and environmental responsibility, but B Corp certification serves as "a great tool and impetus in helping us continue to move in that direction."

—Douglas Quenqua