

**Minnesota Center for Systemic Constellations  
Minnesota Public Benefit Corporation  
2021 Annual Benefit Report**

**Following are the answers required for a general benefit corporation:**

3.1i. The board of directors that the Minnesota Center for Systemic Constellations has chosen a third-party standard in the form of an Impact Assessment by B Lab, a non-profit organization that assesses public benefit corporations to assess our performance in 2021.

ii. Determined that B Lab is indeed an organization independent of any interest in MCSC.

iii. Approved the Impact Assessment and attachment

3.2i. With regard to fiscal 2021, we have chosen B Lab's Impact Assessment tool.

ii A and B. How the Minnesota Center for Systemic Constellations has contributed to the general benefit, the extent to which and the ways in which the Minnesota Center for Systemic Constellations has created general public benefit are described in the attached B-Lab Impact Assessment questionnaire.

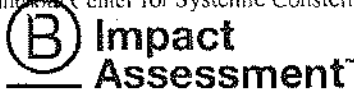
iiC. The primary circumstances that hindered efforts to pursue or create general public benefit were largely related to the covid pandemic, which caused us to scale back our operations.

3.3. This is not the first report we have filed.

3.4. We did not use the same version of the B-Lab Impact Assessment

3.5. We chose the B-Lab Quick Impact Assessment, rather than the full Impact Assessment because as such a small organization primarily delivering services, not products, much of the longer assessment's questions were not geared toward metrics we could deliver on (manufacturing processes, etc.). And again, the operations we did have were scaled back because of the pandemic's forced change in our market and offerings.

3.6 We do not in addition have a specific benefit statement



This assessment is read only

## Quick Impact Assessment

QUESTIONS ANSWERED

40

QUESTIONS UNANSWERED

2

### Instructions

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### Level of Impact Focus

Describe your company's approach to creating positive impact.

This is an unweighted question that will not impact your score and is asked only for research/benchmarking purposes.

- Creating positive social or environmental impact is not a focus for our business
- We occasionally think about the social and environmental impact of some aspects of our business, but not frequently.
- We frequently consider our social and environmental impact, but it isn't a high priority in decision-making.
- 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 and environmental impact as a primary measure of success for our business and prioritize it even in cases where it may not drive profitability.

### Workers

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### Compensation Policies and Practices

Does your company offer any of the following additional financial benefits to non-executive workers?

Your answers determine which future questions in the assessment are applicable to your company.

- Cost of living adjustments that match inflation rates of the country
- Bonuses or profit-sharing
- Employee ownership opportunities
- None of the above

## Surveying and Benchmarking Engagement and Attrition

Does your company monitor and evaluate your worker satisfaction and engagement in any of the following ways?

Your answers determine which future questions in the assessment are applicable to your company.

- We calculate employee attrition rate
- We benchmark employee attrition rate to relevant benchmarks
- We regularly (at least once a year) conduct employee satisfaction or engagement surveys
- We benchmark employee satisfaction to relevant industry benchmarks
- We disaggregate calculations based on different demographic groups to identify trends
- We outperform industry benchmarks on attrition
- We outperform industry benchmarks on satisfaction
- None of the above

## Majority Hourly vs. Salaried Workers

Are the majority (greater than 50%) of your employees paid on a fixed salary or a daily or hourly wage?

This is a REQUIRED question that determines the set of additional questions your company will respond to regarding your employee impact.

- Fixed Salary
- Daily or hourly wage

## Employee Benefits

Does your company provide any of the following benefits to your employees?

In addition to voluntary benefits provided by the company, include any offerings that are required or provided by government programs.

- At or above market compensation packages, as compared to industry averages/benchmarks
- Annual Cost of Living Adjustments
- Bonuses or Profit Sharing
- Retirement Plan
- Health insurance coverage
- Stock Options or Ownership in the Company
- Other
- None of the above

## % of Employees Paid Individual Living Wage

What percentage of employees on an FTE (Full Time Equivalent) basis are paid at least the equivalent of a living wage for an individual?

Please exclude students and interns in this calculation.

- <75%
- 75-89%
- 90-99%
- 100%
- N/A

## High to Low Pay Ratio

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

## Healthcare Plan

Your company's healthcare plan available to all full-time workers includes:

Select all that apply.

- Coinsurance of 80%+ covered by healthcare plan
- Company payment of 80%+ of individual premium
- Company payment of 80%+ of family coverage premium
- Out-of-pocket maximum for individual coverage of \$2000 or less (net of company HSA or equivalent contribution)
- Annual deductible for individual coverage of \$1000 or less (net of company HSA or equivalent contribution)
- Co-payment of \$20 or less per primary care visit paid for by worker
- Prescription drug coverage wherein workers pay \$10 or less for generic drugs, \$30 or less for brand name drugs, and \$50 or less for non-formulary drugs
- Explicit coverage of transgender-inclusive healthcare
- None of the above

## Supplementary Health Benefits

What additional benefits are offered to all full-time tenured workers?

- Dental insurance
- Short-term disability
- Long-term disability
- Structured account mechanism for qualified medical expenses (e.g. HSA, HRA, FSA)
- Domestic partner or civil union spousal benefits
- Life insurance
- No additional benefits
- Other - please describe

## Employee Handbook Information

What is included in your company's written and accessible employee handbook?

- A non-discrimination statement
- An anti-harassment policy with reporting mechanisms, processes, and disciplinary procedures
- A statement on work hours
- Policies on pay and performance issues
- Policies on benefits, training and leave
- Grievance resolution process
- Disciplinary procedures and possible sanctions
- A neutrality statement regarding workers' right to bargain collectively and freedom of association
- Prohibition of child labor and forced or compulsory labor
- We have no written employee handbook

## Number of Paid Days Off

What is the annual minimum number of paid days off (including holidays) for full-time employees?

- 0-8 work days
- 9-15 work days
- 16-20 work days
- 21-25 work days
- 25+ work days

## Paid Primary Caregiver Leave for Hourly Workers

What primary parental leave policies apply to your hourly workers, either through your company or a government program?

If applicable, please select one answer indicating total time off (answers 1-3), and one answer indicating fully paid time off (answers 4-7).

- Primary caregivers receive 4-12 weeks of time off for parental leave (including unpaid and paid leave)
- Primary caregivers receive 12 weeks to 6 months of time off for parental leave (including unpaid and paid leave)
- Primary caregivers receive 6 months or more of time off for parental leave (including unpaid and paid leave)
- 3-6 weeks of primary parental leave (or equivalent) is fully paid
- 6-12 weeks of primary parental leave (or equivalent) is fully paid
- 12-18 weeks of primary parental leave (or equivalent) is fully paid
- 18+ weeks of primary parental leave (or equivalent) is fully paid
- Primary caregivers receive less than 4 weeks off or no time off for parental leave

## Professional Development

Does your company provide any of the following opportunities for professional development for your employees?

- Company has formal onboarding process for new employees
- Company provided ongoing training to employees in the last year
- Company has a policy to encourage internal promotions and hiring for advanced positions (posting job openings internally first, etc.)
- Company provides cross-skills training for career advancements or transitions (i.e. management training for non-managers)
- Company provides non-career specific life-skill training to improve the personal development of employees (financial literacy, ESL, etc.)
- Company facilitates or has an allocated budget for external professional development opportunities, including conference attendance, online trainings, etc.
- None of the above

## Employee Review Process

Which of the following is included or applies to your company's formal process for providing performance feedback to employees?

Check all that apply.

- Process has a regular schedule and is conducted at least annually
- Peer and subordinate input
- Written guidance for career development
- Social and environmental goals
- Clearly-identified and achievable goals
- A 360-degree feedback process
- All tenured employees receive feedback
- None of the above

## Worker Engagement Practices

Do you conduct any of the following worker engagement practices to promote worker voice and satisfaction?

- Company conducts an employee satisfaction or engagement survey at least annually
- Company has complaint mechanisms to allow employees to raise issues or concerns without fear of reprisal
- Company formally solicits non-executive employee input or empowers employees in strategy setting
- Company employees have union representation
- Other
- None of the above

## Community

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### Measurement of Diversity

What attributes of a diverse workforce does your company track, either through anonymous surveys or other methods legal in your jurisdiction?

If collecting this type of demographic data is not legal in your jurisdiction, select None of the Above.

- Socioeconomic status (as determined by low income residence, education level, etc.)
- Race or ethnicity
- Gender
- Age
- Other - please describe
- None of the above

### Social or Environmental Screening of Suppliers

Does your company screen or evaluate Significant Suppliers for social and environmental impact?

This question determines the set of supplier-focused questions your company will respond to.

- Yes
- No

### Job Growth Rate

What was your company's net job growth rate for full-time and part-time positions over the last 12 months? ONLY include newly created jobs that are paid a living wage.

If there is no living wage data available for your country of operations, include new jobs that pay 10% or more above a minimum wage.

- 0% (no growth on a net basis)
- 1-24%
- 25-49%
- 50%+



## Spending on Local Suppliers

What percentage of your company's expenses (excluding labor) was spent with independent suppliers local to the company's headquarters or relevant facilities in the last fiscal year?

Please click "Learn More" to understand how to answer this question.

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

## Impactful Banking Services

What characteristics apply to the financial institution that provides the majority of your company's banking services?

- Certified CDFI or national equivalent social investment organization
- Certified B Corporation
- Member of the Global Alliance for Banking on Values
- Cooperative bank or credit union
- Local bank committed to serving the community
- Independently owned bank
- None of the above

## Inclusive Workplaces

Does your company do any of the following practices to promote a diverse and inclusive workforce and/or work environment?

- Company has a policy in place to identify and/or give preference to suppliers that are owned by underrepresented groups
- Company provides diversity and inclusion training to employees (i.e. implicit bias exercises, etc.)
- Company has hiring practices that are designed to reach underrepresented groups
- Company has a formal program or committee tasked with issues regarding diversity and inclusion
- Company facilitates employee resource groups for employees
- None of the above

## Corporate Citizenship Program

How does your company take part in civic engagement?

Your answers determine which future questions in the assessment are applicable to your company.

- Financial or in-kind donations (excluding political causes)
- Community investments
- Community or pro-bono service
- Advocacy for adopting improved social or environmental policies or performance
- Partnerships with charitable organizations or membership with community organizations
- Discounted products or services to qualified underserved groups
- Free use of company facilities to host community events
- Equity or ownership in the company granted to a nonprofit
- Other - please describe
- None of the above

## Management from Underrepresented Populations

How many of your company managers identify as from another underrepresented social group?

If collecting this type of demographic data is not legal in your jurisdiction, select Don't Know.

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

## Female Management

How many of your company managers identify as women?

- 0%
- 1-9%
- 10-24%
- 25-39%
- 40-49%
- 50%+
- Don't know
- N/A

## Environment

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## Type of Facilities

What kind of facilities does your business primarily operate in?

Your answers determine which future questions in the assessment are applicable to your company.

- Company-owned office space
- Leased office space
- Co-working Space
- Virtual or home offices

## Environmentally Friendly Office Practices

Does your company have any of the following environmentally friendly practices in the facilities where you operate?

- Company formally encourages behaviors in facilities to reduce environmental impact (reminders to turn lights off, paper/printing re-use, non-disposable silver/cup/dining ware)
- Company has programs in place to recycle standard recyclable materials
- Company has a program in place to recycle waste beyond standard materials (including composting of food waste, etc)
- Company has worked with landlord to promote more environmentally sustainable conditions (recycling programs, energy efficiency, etc.)
- Company is located in a building with a comprehensive green building certification
- None of the above

## Monitoring and Managing Water Use

Does your company monitor and manage your water usage?

Your answers determine which future questions in the assessment are applicable to your company.

- We do not currently monitor and record water usage
- We regularly monitor and record water usage but have not set any reduction targets
- We monitor and record water usage and have set specific reduction targets relative to previous performance (e.g. a 5% reduction of water usage from baseline year)
- We regularly monitor and record emissions and have set science-based targets necessary to achieve sustainable usage linked to our local watershed
- We have met specific reduction targets set during this reporting period

## Monitoring Energy Usage

Does your company monitor, record, or report its energy usage?

Include electricity and other energy consumption from heating, hot water, etc. Your answers determine which future questions in the assessment are applicable to your company.

- We do not currently monitor and record usage
- We monitor and record usage but have set no reduction targets
- We monitor usage and have set intensity targets (e.g. relative to dollars of revenue, volume produced, etc.) that are being monitored
- We monitor usage and have set absolute reduction targets regardless of company growth
- We have met specific reduction targets during the reporting period

## Low Impact Renewable Energy Use

What percentage of energy use is produced from low-impact renewable sources?

Include electricity and other energy consumption from heating, hot water, etc. Please include both purchased and onsite-generated renewable energy.

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

## Environmental Design Practices

Has your company integrated environmental considerations in the design of products or services in any of the following ways?

- Company has conducted life cycle assessments on products/ services
- Company has had the environmental impact of product or service certified by a third party
- Company has recycling or reclamation programs to support the proper disposal or re-use of products
- Company has conducted source reduction exercises to reduce total volumes used in the product/service or its packaging
- Company labels all materials in product for effective recycling
- Company designs products to facilitate disassembly and repair to extend useful life of and disposal of component parts
- Other
- None of the above

## Monitoring Greenhouse Gas Emissions

How does your company manage its greenhouse gas emissions for at least Scope 1 and 2?

Your answers determine which future questions in the assessment are applicable to your company.

- We do not currently monitor and record emissions
- We regularly monitor and record emissions but have not set any reduction targets
- We regularly monitor and record emissions and have set specific reduction targets relative to previous performance (e.g. a 5% reduction of GHGs from baseline year)
- We regularly monitor and record emissions and have set specific science-based targets necessary to achieve global goals to address climate change
- We have met the specific reduction targets set during this reporting period
- We have achieved carbon neutrality

## Monitoring and Reporting Non-hazardous Waste

How does your company monitor and manage your waste production?

Your answers determine which future questions in the assessment are applicable to your company.

- We do not currently monitor and record waste production
- We regularly monitor and record waste production but have not set any reduction targets
- We regularly monitor and record waste production and have set specific reduction targets relative to previous performance (e.g. a 5% reduction of waste to landfill from baseline year)
- We regularly monitor and record waste produced and have set a zero waste target
- We have met the specific reduction targets set during this reporting period
- We produce zero waste to landfill / ocean

## Governance

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### Governance Structures

What is the company's highest level of corporate oversight?

- Owner or Manager Governed (including Board of Directors with only owners/ executives)
- Management, Executive Committee, or Democratic Governance
- Non-Fiduciary Advisory Board
- Board of Directors (with at least one member who is not an executive or owner of the company)

### Internal Accountability

Does your company do any of the following to promote good governance and accountability?

- Company holds regular (at least monthly) management or staff meetings
- Company shares financial performance with employees
- Company has internal financial controls to limit access to billing/payments, etc.
- Company has a code of ethics/ anti-corruption policy
- Company has a whistleblowing policy
- A portion of executive compensation (bonuses) is tied to social and/or environmental performance
- None of the above

### External Accountability

Does your company do any of the following to provide external accountability and transparency?

- Company has an advisory committee to provide advice and guidance
- Company has their financials reviewed and/or audited by a third party
- Company has a formal board of directors
- Company publicly shares data about its impact on workers, community, and/or the environment
- None of the above

## Mission Statement Characteristics

Does your company's formal, written corporate mission statement include any of the following?

A formal written corporate mission statement is one that is either publicly facing or formally shared with the employees of the company.

Please check all that apply.

- No social or environmental commitment
- A general commitment to social or environmental responsibility (e.g. to conserve the environment)
- A commitment to a specific positive social impact (e.g. poverty alleviation, sustainable economic development)
- A commitment to a specific positive environmental impact (e.g. reducing waste sent to landfills through upcycled products)
- A commitment to serve a target beneficiary group in need (e.g. low-income customers, smallholder farmers)
- We have no written mission statement

## Impact Business Models

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### Mission Lock

Separate from a mission statement, what has your company done to legally ensure that its social or environmental performance is a part of its decision-making over time, regardless of company ownership?

This question is related to the legal requirement for Certified B Corps. Click "Learn" for more information and resources about this requirement.

- Signed a contract or Board resolution committing to adopting a legal form that requires consideration of all stakeholders (e.g. signed B Corp Agreement)
- Adopted a specific legal entity or governance structure that preserves mission over time, but does not require consideration of all stakeholders in its decision-making (e.g. cooperative)
- As a company wholly owned by another company that has not done so, amended corporate governing documents or adopted a legal entity that requires consideration of all stakeholders in its decision-making (e.g. benefit corporation, completed B Corp legal amendment)
- As an independent or publicly-owned business, amended corporate governing documents or adopted a legal entity that requires consideration of all stakeholders in its decision-making (e.g. benefit corporation, completed B Corp legal amendment)
- None of the above

## Socially Beneficial Products and Services

Are any of your products or services designed to materially improve the livelihood or wellness of your customers or their communities in any of the following ways?

- Providing access to basic human needs for individuals who do not have access (affordable housing, electricity for off grid neighborhoods)
- Providing or promoting health or health care (vaccinations, medical software)
- Increasing knowledge through education or supporting educational initiatives (educational games, books)
- Providing economic opportunities for the economically disadvantaged (staffing services for the disabled)
- Preserving or promoting culture and/or arts and media
- Improving the social or environmental impact of organizations
- Supporting the success of impactful businesses or organizations
- Other
- None of the above

## Environmentally Beneficial Products and Services

Are any of your products or services designed to preserve or restore the environment in any of the following ways?

- Our product or service provides or is self-powered by renewable or cleaner burning energy (e.g. wind turbines, solar powered lanterns)
- Our product or service is designed to conserve resources, including water, energy, or material (e.g. recycled products, energy efficient appliances, water conservation technology)
- Our product is designed to conserve or preserve land or wildlife (e.g. FSC Certified paper / wood products)
- Our product or service reduces and uses less toxic or hazardous materials (e.g. Certified Organic products)
- Our product or service provides environmental education or information
- Our production practices are designed to conserve the environment across the company's entire operations
- None of the above

## Focus on Beneficial Products and Services

How deep is your company's focus on these impactful products? Approximately what % of your revenues in the last fiscal year came from products/services designed to have the impact you previously selected?

- 1-24%
- 25-49%
- 50-74%
- 75-99%
- 100%
- Not applicable

## Beneficial Products and Services Design and Measurement

Which of the following is true of your products and services designed to have the positive social or environment impact you just identified?

- We have designed the product to be used by, or specifically benefit, customers that are low income and/or underserved
- We have third party certifications or approvals that verify the positive impact of our product (e.g. Organic Certified Products)
- We track the positive results of our impactful product through case studies, surveys, or in depth outcomes or impact assessments
- We measure and/or manage the potential negative or unintended impacts of our product / service
- None of the above

## Community or Worker Focused Impact Business Models

Does your company have any of the following community or worker focused impact business models?

- Our company intentionally hires and trains people with chronic barriers to employment
- Our company is owned by our employees and all employees have the opportunity to become owners
- Our company seeks out underserved or low income suppliers AND provides above market prices and/or additional support, in an effort to help alleviate poverty (i.e. fair trade)
- Our business model is designed to formally, directly, and regularly donate a material portion of the company's assets (>2% of revenue, >5% of time, >20% of profits/ownership) to charitable causes
- Our business model is designed to support and/or rebuild our local community
- Our company is a producer cooperative designed to improve income generating opportunities for suppliers
- Other
- None of the above





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