Our Impact Approach

Guidance

Social Investment Business

Introduction

We've produced this guide to demonstrate Social Investment Business's (SIB) approach to impact.

We want to:

- Promote a shared understanding of what SIB means by a resilient and impact-led social business, so that we can understand impact performance over time and address inequalities across funds and programmes.
- Share a methodology for assessing impact that is consistent from application stage through to grant closure and loan repayment.

This approach uses straightforward evidence-based descriptions of impact-led businesses to score organisations at application stage, through monitoring to a final review point. This approach is underpinned by rigorous objective data collection and analysis.

The business model section is based on Oxfam's business model diagnostic tool. The tool is being piloted with the 'Sourced by Oxfam' buying team and the Enterprise Development Programme. The approach it takes is based on the belief that business structure can be a good guide for the intention of a company and can reduce the reliance on impact assessments. You can learn more about Oxfam's approach here.

Glossary

Phrases and specific terminology found in italics throughout this document are defined in this glossary.

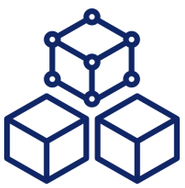
Term	Definition
Community of interest	A community of people who share a common interest. These people exchange ideas and may contribute to joint work on their common interest, but may know little about each other outside this area.
Economic multiplier	The increase in final income arising from any new injection of spending.
Fair reach calculation	A reach calculation done in an equitable way.
Golden share	A share in a business that gives control of at least 51% of the voting rights.
Marginalised	Socially disadvantaged people that are systematically blocked from (or denied full access to) various rights, opportunities and resources that are normally available to members of other groups.
Supply chain	A system of organisations, people, activities, information, and resources involved in moving a product or service from supplier to customer.
Sustainable	A business's ability to continue over a period of time.
Relationship Managers	The SIB in-house investment team that work closely with businesses we support.
Resilience	The financial strength and ability to withstand events that impact a business's income and/or assets.

Six Impact Categories

The SIB categories are our answer to the question:

"What does it mean to be impact-led?"

They focus on how a business operates across six core areas. These are:



Business model
this focuses on business structures that are more likely to lead to equitable behaviour and outcomes for workers and communities.

Employment
this focuses on employment practices that are more likely to lead to equitable outcomes for lower wage earners.

Equalities
this assesses the business's focus on reaching and involving *marginalised* workers, members and communities.

Market
this centres on the need for the product or service, alongside quality standards.

Community
this assesses community voice, the business impact on its *supply chain* and trading for community benefit.

Financial Sustainability
this assesses the business's ability to manage financial hardship, incl. reserve levels, income diversity and its track record of financial management.

How does this work?

- We assess impact against these categories using a scoring system. Scores are made against three questions within each category.
- The answers, and the scores, **do not rule out** any organisation applying for either grant funding or a loan from us.
- We want to understand the journey that an organisation takes in becoming more *resilient*, more *sustainable*, more responsive and more impactful. The questions help us to make an assessment of that journey.
- When an organisation scores low, we will always suggest ways in which they can develop their processes, systems and practices to improve their impact.

Each category is descriptive. We want it to be easy to understand what we mean when we talk about impact within each one of these categories.

Category 1 – Business Model

Within each category we ask three key questions. For this category our questions are:

- ***Purpose* - Does the business have a social mission?**
- ***Power* - Who has control and makes decisions?**
- ***Profit* - What happens to profits?**

These three strands contribute to developing organisations that trade for social rather than private benefit. Against each score we have a description that gives more information about the features of organisations we expect to find scoring 0, 1 or 2.

Q1: *Purpose*

"Does the business have a social mission?"

Answers in scoring dropdown:	Expectations	Score
No. The business does not have a social mission.	This is a 'conventional' business. It is owned by one or more shareholders, either publicly or privately and is run in their interests. This may be to maximise profit or some other personal interest but it is subject primarily to the motivations of the individual shareholders, or those appointed to act on their behalf. In the UK, for instance, this could be a PLC or a private company limited by shares.	0
Yes. The business does have a social mission. Beneficiaries are customers, form a part of its workforce or suppliers, or business profits fund social activity.	This business's primary purpose is a social mission and they sell goods or services to achieve it - profit is a means towards a social end. But there is nothing to stop this changing in future.	1
Yes. The mission is in the governing documents/constitution, it is owned by another social purpose organisation and where possible, enshrined in law.	This business is a social purpose business with an enshrined commitment to that purpose, often through the legal form it has adopted. This is reflected in its governing documents, for instance, inserting a social purpose statement and an operational commitment into its Articles of Association. Or perhaps it is majority owned by a charity whose interests include a blend of financial, social or environmental motivations. It has adopted a legal form locking in its commitment to public benefit.	2

Category 1 – Business Model

Q2: *Power*

“Who has control and makes decisions?”

Answers in scoring dropdown:	Expectations	Score
You have to buy shares for the right to elect board members.	This business has shareholders who ultimately control the business. Ownership of these shares can be bought and sold, either on a public market like a stock exchange, or privately through negotiation with current shareholders.	0
The board includes, or is in part elected by, workers, suppliers or members or community members and/or there's a golden share, and / or the board is made up of charitable trustees.	Control of this business and decision making is not only limited to those who buy shares. This ensures that the company is run in the interest of a wider group of stakeholders. There may be a two-tier governing body, or one or more (voting) members of the Board are appointed by stakeholders. A custodian, such as a charity, may hold the majority of voting rights to ensure the organisation is always in the hands of those for whom social impact is the primary focus.	1
The governance structure gives power to all employees, lower wage earners, the community and otherwise marginalised stakeholders. If the board is charitable, it includes the community or otherwise marginalised stakeholders.	The business has made a deliberate effort to ensure that those who traditionally have less power are able to make and influence decisions. For instance those accessing services, lower wage earners or supply chain workers may be represented in the boardroom.	2

Category 1 – Business Model

Q3: *Profit*

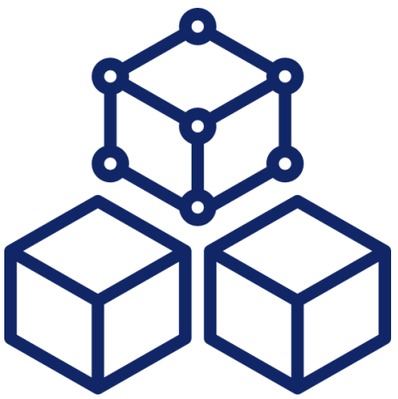
"What happens to profits?"

Answers in scoring dropdown:	Expectations	Score
They can be distributed to shareholders.	This is a 'conventional business' where the Board may agree quarterly, for instance, to distribute any retained profits to shareholders. There is no asset lock and if the business is wound up, outstanding assets are distributed to shareholders.	0
There is a policy that no more than 50% of profits can be distributed to those who purchase shares and/or an asset lock.	This business can pay dividends but profit distribution is capped. There could be an asset lock, which means that if the business is wound up, remaining assets need to be passed on to another social purpose business. There may be different blocks or classes of shares, paying dividends to different shareholders, some of these shareholders may represent the social mission of the business.	1
Profits may not be distributed to those who purchase shares, and / or there is an asset lock.	This business might be non-profit distributing, such as a UK charity. Or it may be a co-operative, paying dividends to employees or to a wider group of stakeholders including lower wage earners, or to the community, which is the social purpose of the business. Either way, profits are directed towards the mission.	2

Category 1 – Business Model

How could a business improve its impact score?

For each sub-heading we have a set of simple recommendations for improving both the impact score, but more importantly, the systems and processes that will help to tackle inequality.



Sub Headings	Recommendations
Purpose	To ensure it has an enduring positive social impact, the business could consider taking steps to enshrine its mission in perpetuity
Power	To ensure it is more inclusive, the business could consider taking steps to open up its governance to stakeholders more widely.
Profit	To ensure it is making a positive contribution to addressing inequality, the business could consider how it distributes profits.

There are always other actions that can be taken. These respond directly to the questions we ask.

Category 2 – Employment

Within each category we ask three key questions. For this category our questions are:

- ***Wages* - Does the business pay fair wages?**
- ***Terms* - What are the terms of employment for staff?**
- ***Progression* - What are the routes for employee progression?**

These three strands contribute to developing organisations that consider the welfare of their employees and for whom impact starts at home. Against each score we have a description that gives more information about the features of organisations we expect to find scoring 0, 1 or 2.

Q1: *Wages*

"Does the business pay fair wages?"

Answers in scoring dropdown:	Expectations	Score
No - a significant number of workers are paid the national minimum wage only and there is no consideration of fair pay within the organisation.	The business may be unintentionally exploiting its lowest wage workers or may be in a marginal sector in which pay is generally low and remaining competitive often leads to marginalised workers receiving very low pay.	0
Wages are low, but there is a commitment to increasing wages with growth. Some workers are paid the living wage and there is an aspiration to ensuring that this becomes the norm.	This business may be struggling with cashflow and turnover, but the importance of paying fair wages is understood.	1
The business is a living wage employer, and has an eye to increasing the wages of the least well paid first.	This business is a social purpose business with an enshrined commitment to equal pay with a particular concern for employees at the lowest end of the pay scale. The business is sufficiently sustainable and resilient to implement a living wage policy.	2

Category 2 – Employment

Q2: *Terms*

“What are the terms of employment for staff?”

Answers in the scoring dropdown:	Expectations	Score
Most staff are on short term contracts, with some of the most precarious workers on zero hours contracts	This business is either unable or unwilling to give security of employment to its workforce. It may be committed to cost-cutting and / or deriving profit for directors and shareholders, or it may not be sufficiently financially secure to make fair employment a plank of its working practices.	0
Most staff are fully employed, but some remain on short term or zero hours contracts.	This business understands the importance of secure employment, but is unable or unwilling to provide this to all employees. It may be retaining its business agility at the expense of workforce security, or it may be reliant on contract or project work which makes future planning difficult.	1
No staff are employed on zero hours contracts and use of short term contracts is rare and actively minimised.	This business understands the importance of secure employment and is committed to ensuring that all workers have a predictable and fair income. It is sufficiently financially secure to offer good terms to its employees and through its governance processes regularly reviews the terms of work it offers with a particular eye to employees at the lowest end of the pay scale.	2

Category 2 – Employment

Q3: *Progression*

"What are the routes for employee progression?"

Answers in scoring dropdown:	Expectations	Score
The business expects to employ qualified staff and tends to recruit senior roles externally. Staff training and development are not prioritised.	This is a business focused primarily on its own growth rather than in the joint growth of the business and its talent pool.	0
There is some staff training and development and internal promotion is encouraged where possible. Recruitment into junior roles comes with some expectation of taking on responsibility over time.	This business recognises the importance of its staff and makes some attempts to hire more disadvantaged workers and offer them internal progression opportunities.	1
This business is committed to developing its staff. It actively recruits less well-qualified workers and offers real opportunities for progression inside and outside the company.	This business is as committed to its workforce as it is to its business objectives and recognises the social value of employment particularly for low paid and marginalised workers with few qualifications. It invests in training and actively encourages progression.	2

Category 2 – Employment

How could a business improve its impact score?

For each sub-heading we have a set of simple recommendations for improving both the impact score, but more importantly, the systems and processes that will help to tackle inequality.

Sub Headings	Recommendations
Wages	To ensure it has an enduring positive social impact, the business could consider taking steps to broaden access to employment.
Terms	To ensure it is more inclusive, the business could consider taking steps to offer training and development to all staff.
Progression	To ensure it is making a positive contribution to addressing inequality, the business could consider how it supports and promotes staff at the lower end of its pay scale.

There are always other actions that can be taken. These respond directly to the questions we ask.

Category 3 – Equalities

Within each category we ask three key questions. For this category our questions are:

- ***Labour Equality*** **- Does the business increase employment for marginalised members of society?**
- ***Product / Service Equality*** **- Does the business provide products or services that mitigate the effects of inequality?**
- ***Systemic Equality*** **- Does the business address the causes of inequality?**

These three strands contribute to developing organisations that give consideration to those groups most likely to be facing inequalities. Against each score we have a description that gives more information about the features of organisations we expect to find scoring 0, 1 or 2.

Q1: *Labour Equality*

"Does the business increase employment for *marginalised* members of society?"

Answers in scoring dropdown:	Expectations	Score
No - the business has no focus on equalities within its hiring practices.	This business has not taken hiring for equality into consideration as part of its social impact.	0
Whilst hiring practices are not geared towards maximising access, the business does have an eye to equalities and makes reasonable attempts to reach a wider pool of talent as part of its recruitment.	This company understands that hiring for equality can have a positive impact, but is not in a position or is not intentionally, putting this at the forefront of its activity.	1
The business has an explicit and intentional approach to hiring either local people who struggle to access the labour market, or specific underserved groups.	This business takes a holistic approach to achieving impact, including through its hiring practices by maximising access to employment for marginalised members of society.	2

Category 3 – Equalities

Q2: *Product / Service Equality*

“Does the business provide products or services that mitigate the effects of inequality?”

Answers in scoring dropdown:	Expectations	Score
No, the business's core operations do not mitigate inequalities.	This business does not have a focus on mitigating inequalities through its products or services. Its core business is focused on generating profits.	0
Yes, some of the business's products or services do mitigate the effects of inequalities by providing for immediate needs and / or offering generic support.	Part of this business's social purpose is explicitly to mitigate the effects of inequalities.	1
Yes, this business provides only products and services that mitigate the effects of inequalities. This may be through a targeted approach for a specific group, or through universal provision.	The core social purpose of this business is mitigating the effects of inequalities.	2

Category 3 – Equalities

Q3: *Systemic Equality*

"Does the business address the causes of inequality?"

Answers in scoring dropdown:	Expectations	Score
No. This business does not take a causal approach to inequalities. It may have no inequality focus, or that focus is exclusively based on mitigating immediate effects.	This business may have a strong social purpose, and mitigate the effects of inequalities, but it does not work on a structural basis to alter the causes that generate and sustain inequalities.	0
Yes. This business is aware of, and acts upon, the causes of some specific inequality or many. This largely involves advocacy and influence alongside mitigating immediate effects.	This business is alive to structural issues, and acts upon them mainly through awareness raising and advocacy.	1
Yes. This business is committed to the active change of some aspect, or many interrelated parts of, a given system or systems in order to reduce inequality. This involves more than awareness raising, advocacy and influence. Their approach has tangible and measurable real world effects.	This business plays an active role in both challenging and changing the underlying causes of inequality. They can demonstrate a clear understanding, an evidenced approach to bringing about social change, and a tangible impact.	2

Category 3 – Equalities

How could a business improve its impact score?

For each sub-heading we have a set of simple recommendations for improving both the impact score, but more importantly, the systems and processes that will help to tackle inequality.

Sub Headings	Recommendations
Labour Equality	To be more inclusive, the business could work to raise awareness of inequalities and review its internal processes.
Product / Service Equality	To have a greater impact, the business could consider how its products and services impact on inequalities.
Systemic Equality	To extent its impact, the business could consider the underlying causes of inequality alongside any activity to mitigate its effects.

There are always other actions that can be taken. These respond directly to the questions we ask.

Category 4 – Market

Within each category we ask three key questions. For this category our questions are:

- ***Market gap*** **- Is this business meeting a market need?**
- ***Market failure*** **- Is this business responding to market failure?**
- ***Product service quality*** **- Is this business providing a high quality product / service?**

These three strands contribute to developing organisations that give consideration to market fit and market failure, and to providing high quality products and services where these are most needed.

Q1: *Market gap*

"is this business meeting a market need?"

Answers in scoring dropdown:	Expectations	Score
No - the business operates in a competitive market alongside many alternative providers.	This business operates in a competitive or saturated market which does not need new entrants.	0
Yes. Although this is a well-established market, pockets of need exist, and this business is responsive to those gaps.	This business operates in a well-established market, but has identified a specific opportunity and has stepped into that gap.	1
Yes. This business has identified a clear market need, and has stepped into it with a well-designed and evidenced solution.	This business has identified a clear market need into which few or no competitors have already stepped and is pioneering a new approach to meeting demand.	2

Category 4 – Market

Q2: *Market failure*

"Is this business responding to a market failure?"

Answers in scoring dropdown:	Expectations	Score
No. This is a busy and competitive market with many reasonable and accessible options available.	This business is operating in a competitive market that offers wide-ranging, high quality, and affordable options to consumers.	0
Yes. Although this market largely works well and serves all customers, there are some specific and well-evidenced gaps, and this business is responding to one or several of these.	This business has identified a specific market failure that is affecting a defined group, and has developed a targeted response.	1
Yes. This market is failing particular populations - either in specific geographies or social groups - significantly, and this business is responding to this failure with a well-designed and well-evidenced solution.	This business has identified a significant market failure and has stepped in to make substantive changes and remedy a well-defined social need.	2

Category 4 – Market

Q3: *Product / service quality*

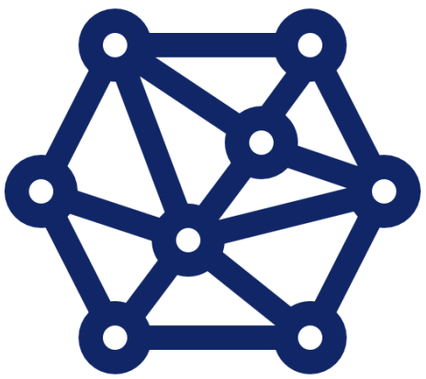
"Is the business providing a high quality service / product?"

Answers in scoring dropdown:	Expectations	Score
The business is unable to demonstrate that its product or service is of good quality. It is not part of an independent review process and / or does not systematically collect feedback from its customers.	This business has no official oversight processes in place, and does not seek feedback from its customers, clients or service users.	0
This business considers quality to be important and has either an independent review process or systematic customer feedback as part of its practices.	This business has registered for independent review, but its scores are average or low and / or it collects some customer feedback but does not act upon it.	1
This business is committed to high quality delivery. It has both an independent review process and collects and acts on regular customer feedback.	This business has independent / externally assessed quality standards and has high scores. It also has a commitment to user feedback and can demonstrate that it acts upon it.	2

Category 4 – Market

How could a business improve its impact score?

For each sub-heading we have a set of simple recommendations for improving both the impact score, but more importantly, the systems and processes that will help to tackle inequality.



Sub Headings	Recommendations
Market gap	To ensure it has an enduring positive social impact, the business could consider expanding into underserved areas close to its existing market.
Market failure	To develop a greater social impact, the business could try to identify areas of market failure and social need and move into them.
Product / service quality	To ensure it is making a positive contribution to the market, and meeting the needs of its customers, this business could introduce independent review and systematic customer feedback.

There are always other actions that can be taken. These respond directly to the questions we ask.

Category 5 – Community

Within each category we ask three key questions. For this category our questions are:

- ***Voice* - Is the community represented?**
- ***Supply chains* - Does the business support community supply chains?**
- ***Benefit* - Does the business trade for the benefit of a community?**

These three strands contribute to developing organisations that consider the welfare of their community.

Q1: *Voice*

"Is the community represented in the business?"

Answers in scoring dropdown:	Expectations	Score
No - there is no avenue for the community to represent itself in the business.	This business is not seeking community input on ownership or shared decision-making. The business is not actively pursuing community representation.	0
Yes- community members are consulted in formal forum, for their perspectives and opinion on the business.	This business is seeking to gather input from the community through structured processes; awareness and systems are in place to ensure the business represents the community; however, this has not been formally translated into shared decision-making and/or community ownership.	1
Yes- community members have tangible ownership of business assets and/or elements of decision-making.	This business has developed legal structures (or other formal processes) to ensure that community representation translates into shared decision-making and/or ownership.	2

Category 5 – Community

Q2: *Supply chains*

"Does the business support community *supply chains*?"

Answers in scoring dropdown:	Expectations	Score
No - community supply chains have not been developed / used by this business.	This business is not generating any indirect community economic benefit by supporting community suppliers.	0
Yes - some community economic value is generated, due to the business engaging with some community supply chains.	This business is generating some indirect community economic benefit by supporting some suppliers; it is anticipated that the economic multiplier is small.	1
Yes - significant economic value is generated for the community due to the business utilising community supply chains of high value or volume.	This business is generating significant indirect community economic benefit by supporting either (i) a high volume of community suppliers or (ii) a high value in community contracts; it is anticipated that the economic multiplier is high.	2

Category 5 – Community

Q3: *Benefit*

“Does the business trade for the benefit of a community?”

Answers in scoring dropdown:	Expectations	Score
No the business's products or services do not directly benefit members of a local community or community of interest.	This business is not operating to improve access to products and services for its community.	0
Yes - the business's products and services benefit a defined group within the local community or a small community of interest.	This business is operating to improve access to products and services for a narrowly defined group within its community; products and services remain inaccessible for some who might have benefitted from having this access.	1
Yes - the business's products and services benefit a substantial number of members of the local community or a community of interest.	This business is operating to improve access to products and services for a substantial number of its community; there are not many for whom products and services remain inaccessible when they might benefit from access.	2

Category 5 – Community

How could a business improve its impact score?

For each sub-heading we have a set of simple recommendations for improving both the impact score, but more importantly, the systems and processes that will help to tackle inequality.

Sub Headings	Recommendations
Voice	To ensure it has an enduring positive social impact, the business could consider taking steps to broaden community representation through formal feedback processes and participation in shared decision-making and ownership where relevant.
Supply chains	To ensure it is more inclusive, the business could consider taking steps to better engage with community supply chains where higher economic benefit multipliers are expected.
Benefit	To ensure it is providing sufficient trading benefit to the community, the business could consider how better to support excluded community members in accessing their products and/or services where relevant.

There are always other actions that can be taken. These respond directly to the questions we ask.

Category 6 – Financial Sustainability

Within each category we ask three key questions. For this category our questions are:

- ***Managing Hardship*- Does the business have the ability to manage financial hardship?**
- ***Financial Track Record* - Does the business have a track record of effectively managing its finances?**
- ***Diversity of income*- Does the business have diversified revenue that is not reliant on a sole client or funder?**

These three strands contribute to developing organisations that are active in drawing on multiple sources of finance as part of a new project, expansion or capital raise.

Q1: *Managing Hardship*

"Does the business have the ability to manage financial hardship?"

Answers in the scoring dropdown:	Expectations	Score
No - there is no additional finance provided to the business by its members and / or it has no reserves and / or it has no assets.	This is a business that will struggle to overcome major financial challenges. This will be due to limited reserve levels, assets and investors.	0
Yes - the business has member investors and has successfully raised money from them previously and / or has reasonable reserves and / or owns assets of some value.	This is a business that can demonstrate some oversight and management of its reserve levels, assets and investor relationships.	1
Yes - the business has active member investors and / or healthy reserves and / or owns assets of high value. .	This is a business with a strong financial base and therefore is able to be resilient if it experiences a sudden reduction in income. It will have a reserve policy and clear oversight over their reserves and investor relationships.	2

Category 6 – Financial Sustainability

Q2: *Financial Track Record*

"Does the business have a track record of effectively managing its finances?"

Answers in scoring dropdown:	Expectations	Score
No - the business has been close to insolvency on previous occasions, has sold off assets at low prices, has lost important clients and / or shows demonstrates a lack of financial competence.	This is a business that has had long term difficulties with managing their finances, as well as have made business decisions that have detrimentally effected their finances.	0
Yes - the business has struggled in the past but has made sound decisions and / or raised additional money / reduced its cost base in ways that demonstrate good management. OR the business is still in start up phase but has good plans for future sustainability.	This is a business that are actioning improvements on how they have managed their finances on a past. They have made mistakes but are looking to actively improve how financial decision-making and management is carried out. Alternatively, they are a business in the early stages of set up.	1
Yes - the business shows a strong track record of sound financial management.	This is a business that can demonstrate a good history and strong current processes that ensures excellent management of their finances.	2

Category 6 – Financial Sustainability

Q3: *Diversity of income*

"Does the business have diversified revenue that is not reliant on a sole client or funder?"

Answers in scoring dropdown:	Expectations	Score
No - the business is heavily reliant on a single source of revenue.	This is a business that could develop its resilience through its capacity to diversify its income and become less reliant on a single source of revenue.	0
Yes - the business has a reasonably diverse revenue base that is not overly reliant on one source.	This business is on its way towards resilience through its ability to secure its revenue streams from multiple viable sources.	1
Yes - the business has a well-developed, secure and diverse revenue base that is not reliant on one significant single source.	This business is a resilient organisation and its revenues are secure over the medium and long term.	2

Category 6 – Financial Sustainability

How could a business improve its impact score?

For each sub-heading we have a set of simple recommendations for improving both the impact score, but more importantly, the systems and processes that will help to tackle inequality.

Sub Headings	Recommendations
Managing Hardship	To ensure it has an enduring positive social impact, the business could consider taking steps to draw on its wider membership and community and / or to set aside profits for future projects.
Financial Track Record	To ensure it can build a strong financial record, it can begin by establishing processes that provides better oversight of its finances. This will help in predicting upcoming challenges and plan ahead.
Diversified revenue	To ensure it is able to expand and grow, the business could consider taking steps to develop its revenue base and reduce its reliance on a single source of income.

There are always other actions that can be taken. These respond directly to the questions we ask.

FAQs

1. **How long does it take?** It shouldn't take you more than 10 minutes, but it can be a good idea to read the questions first and reflect on some of the points that they raise before answering. You might want to check on your governance arrangements and your memorandum and articles.

2. **Does a low score mean I won't get funding?** No. All scores are taken into account when considering the impact of an organisation, the overall impact of a portfolio and when reflecting on SIB's overall performance, but that does not mean that a low score on one or even several categories will stop you receiving funding. We would expect it to be quite rare for an organisation to score high across all categories. However, what we would like to see is improvement in scores over the lifetime of a grant or loan.

3. **Does a high score mean I am more likely to get funding?** No. An organisation that scores in the highest brackets across the categories is unlikely to be suitable for SIB funding except in exceptional circumstances.

4. **Do you score yourselves?** Yes. We assess ourselves against the categories internally, and will ask our customer panel and our board to score us against them too. Then we publish the results.

5. **Are all the categories equally important?** No. We weight the categories differently according to the fund, programme and business stage. Leverage, for instance, will not be as relevant for early stage organisations as it might be for more well-established businesses. Sometimes too, we will be focusing on one set of outcomes through a particular fund, and our weighting will reflect that. We always share the weighting for each fund and programme so you will know how the scores are allocated.

6. **Why have you picked these categories?** These categories have been chosen based on our experience and robust independent evidence. We have selected categories that are likely to be affected by the kind of support that we provide, notably finance and business development support. There will be many other interesting and important processes, systems and models of delivery that affect the impact of organisations, but these have been chosen to reflect the kind of support that we offer.

7. **How do you know the scores are accurate?** We review the evidence base for each category and publish a definition and a bibliography of each one. We also review the data that we collect, and audit a sample of scores within each programme to check their validity.

Each category is descriptive. We want it to be easy to understand what we mean when we talk about impact within each one of these categories.

Find us at:
2nd Floor, CAN Mezzanine 7-14 Great Dover Street Borough London SE1 4YR

T: 020 3096 7900
enquiries@sibgroup.org.uk

www.sibgroup.org.uk

Social Investment Business