Business for Societal Impact Network Charter

Purpose of this Charter

This Charter sets out the purpose, principles, governance and reciprocal commitments of the B4SI Network. It is intended to protect the integrity of the B4SI Frameworks, support effective practitioner participation and ensure that B4SI continues to evolve in the interests of credible business practice and positive societal impact.

About Business for Societal Impact (B4SI)

Our Vision

A world where every business understands, manages, measures and improves its impact on society in a consistent, credible and transparent way.

Our Mission:

To enable businesses to manage, measure and improve their societal impact through credible Frameworks, comparable evidence and practitioner-led collaboration, strengthening business decision-making and contributing practical insight to the wider societal-impact ecosystem.

B4SI Overview and background:

B4SI is a global practitioner standard and network for the management and measurement of societal impact. The B4SI Network and Frameworks are governed through practitioner-led arrangements designed to safeguard their purpose, integrity and continued relevance.

For more than 30 years, B4SI and its predecessor methodologies have enabled businesses to build consistent, credible and comparable approaches to understanding and improving their contribution to society.

The B4SI Frameworks are stewarded by B4SI and developed and evolved through practitioner input, testing and formal Network governance. Their integrity and credibility are safeguarded through B4SI's governance structures.

- B4SI brings together businesses committed to managing, measuring and improving societal impact in a consistent, transparent and credible way.
- The B4SI Frameworks provide robust and comparable approaches to managing and measuring intentional business action for positive societal

impact, including community investment, business innovation for social impact and procurement for social impact.

- B4SI enables businesses to generate consistent, current and decision-useful information that supports management, resource allocation, learning and strategic decision making.
- Businesses using the B4SI Frameworks demonstrate a sustained commitment to responsible and impactful engagement with society and credible management of their social investments.
- B4SI contributes practitioner evidence and methodological insight to the development of relevant global social-impact standards, frameworks and disclosure approaches. Elements of the B4SI methodology have informed and are reflected in external standards guidance and assessments.
- Application of the B4SI Frameworks enables benchmarking across peers, sectors and regions, supporting learning, improvement and strategic decision-making.

Our Approach

B4SI recognises that sustainable business value and societal value are interconnected. Its particular area of expertise is intentional business action for positive societal impact. B4SI promotes consistent, credible and transparent management information that helps organisations improve practice, make informed decisions and strengthen positive outcomes for people, communities and society.

In pursuing its purpose, B4SI seeks to consider the long-term effects of its decisions on relevant stakeholders, including members, practitioners, partners, communities, wider society and the environment. Practitioner-led governance may be informed, where appropriate, by independent expertise and the perspectives of stakeholders affected by or relevant to B4SI's work.

B4SI is committed to practitioner leadership, methodological integrity, transparent governance, proportionate accountability and continuous improvement.

The B4SI Frameworks and Benchmark

The B4SI Benchmark is a core mechanism of the Network. Through reciprocal contribution of member data, it enables participating organisations to generate comparable, decision-useful peer insight, assess performance over time and strengthen the evidence base for societal-impact investment.

Material changes to the B4SI Frameworks or Benchmark methodology are informed by evidence and proportionate practitioner consultation and testing and are considered through the appropriate B4SI governance process.

B4SI Practitioners

A B4SI practitioner is an individual within a member organisation, who applies, contributes to or engages with the B4SI Frameworks and Network.

Each member organisation nominates a primary Point of Contact to coordinate its membership relationship with B4SI. Members may engage multiple practitioners across relevant functions and levels, however one individual holds responsibility for engagement directly with their B4SI account manager.

Expectations of B4SI Practitioners

1. To **endorse** the mission and vision of the Network and engage constructively in Network activities where appropriate.
2. To **follow** the broad principles underlying the B4SI approach to the management & measurement of societal impact through its Frameworks.
3. To **submit** annual data on their overall group-wide contribution to society aligned to B4SI's Frameworks (covering inputs, outputs and impacts), to the extent practical, for internal benchmarking by B4SI and circulation among B4SI practitioners. As the Benchmark depends upon reciprocal participation, a member that elects not to submit after its first year of membership will not have access to Benchmark results.
4. To **share** examples for case study project(s) within the group.
5. Apply B4SI valuation and measurement guidance consistently and cooperate with proportionate data-quality review to protect the integrity and value to B4SI Practitioners of Benchmark outputs. To **respect** the confidentiality of all practitioners' data globally as well as discussions and comments made during all B4SI meetings and of materials posted on the B4SI communication channels.
6. To **claim** to form part of the B4SI Network and use of its frameworks only if in membership and adhering to this Charter.
7. To **maintain private use** of individual practitioner's data and never to circulate outside the network. Anonymised network or sector-wide performance data may be reported publicly if used for comparative purposes. This information may be provided to interested audiences when in the interest of public good and with prior permission.
8. To **provide written notice** to end engagement with the network and use of the B4SI Frameworks *three months in advance*. Without doing so an invoice will be issued with the expectation that engagement with the network and use of Frameworks will continue.

Rights of B4SI Practitioners

1. **Access** B4SI guidance, resources, publications and updates provided through official channels.
2. **Use** insights and learning gained internally, and externally where appropriate approvals are obtained.
3. **Request** methodological guidance and peer input across the Network.
4. **Reference** their organisation's membership in internal and external communications.
5. **Use** the registered B4SI logo in corporate communications, in line with B4SI branding guidance.
6. **Participate** in consultation on material changes to the B4SI Frameworks and Benchmark methodology.
7. **Nominate or stand** representatives for relevant B4SI Steering Groups, subject to the applicable governance arrangements.
8. **Contribute** evidence, methodological insight and practitioner experience through consultations, working groups and other Network activities.
9. **Receive** appropriate transparency regarding material changes to the Frameworks, Benchmark methodology and Network governance.

Governance

The B4SI Network and its methodological governance operate through practitioner-led arrangements, with independent oversight and challenge provided through Independent Chairing.

Practitioner-led governance applies to the purpose and standards of the Network, material Framework methodology, Benchmark integrity and the principles governing member participation. Practitioner oversight is exercised through formal B4SI governance structures, including the Steering Groups and associated advisory bodies. B4SI retains responsibility for stewardship, implementation and continuity of the Frameworks.

Role of the Steering Group

- Maintaining, protecting and enhancing the relevance, integrity and quality of the B4SI Frameworks.
- Supporting the sustainable growth of B4SI through sharing insight, networks and learning.
- Providing guidance on the evolution of B4SI tools, services, events and thought leadership.
- Advising on external positioning and communications.

- Providing strategic and governance direction on Network, Framework and Benchmark matters not requiring wider practitioner consultation.
- Considering actual or potential conflicts of interest affecting governance, methodology, data use or external positioning and ensuring that they are appropriately managed.

Steering Group Composition and Operation

- B4SI's Steering Groups comprise representatives of member organisations and collectively provide strategic, governance and methodological oversight on behalf of the Network.
- The Steering Groups meet at least quarterly and reflect a cross-section of sectors, geographies and organisational profiles within the B4SI Network.
- Members may serve up to two consecutive three-year terms.
- Participation is open to all B4SI member organisations, with vacancies communicated through B4SI channels and representatives selected in accordance with the applicable governance process.

Individuals will declare relevant conflicts of interest and may be required to withdraw from related discussion or decision-making.

Independent Chairing

B4SI's governance is supported by Independent Chair(s), whose role is to promote effective practitioner governance, provide independent challenge and help safeguard the integrity of the Network's governance processes.

Organisational Arrangements and Independence

B4SI operates within a corporate host structure that provides the legal, financial, administrative and operational infrastructure through which the Network is supported. This hosting arrangement does not displace the practitioner-led governance of Network standards, material Framework methodology or Benchmark integrity. Corporate, legal, financial, employment and operational responsibilities remain with the relevant host organisation and B4SI management.

These arrangements safeguard B4SI's purpose, methodological integrity and practitioner-led character and membership model. Any material change that could affect these matters will be considered through the appropriate B4SI governance process.

Subject to applicable law and the responsibilities of the host legal entity, material amendments to this Charter that affect B4SI's purpose, governance or methodological integrity require consultation with the Network and approval through B4SI's formal governance structures.

Accountability, Transparency and Raising Concerns

B4SI's leadership and governance bodies periodically review progress against its purpose and the effectiveness of its governance arrangements, and report proportionately and transparently to the Network. B4SI is committed to continuous improvement in its governance, operations and impact, informed by evidence, stakeholder feedback and periodic review.

B4SI maintains a process through which members and other relevant stakeholders may raise concerns about governance, methodology, data integrity, conduct or representations made in B4SI's name, with appropriate escalation and protection of confidentiality.

B4SI communications will be evidence-based, proportionate and clear about the basis and limitations of claims. B4SI may contribute aggregated Network insight and practitioner evidence to external initiatives and public-interest discussions. Unless expressly agreed, B4SI does not speak on behalf of an individual member or attribute a position to that member.

Membership does not imply B4SI endorsement of all activities or public positions of a member organisation.

Data Confidentiality and Public Insight

Members will protect identifiable member information, practitioner discussions and restricted Network materials, and will not disclose another member's data outside the Network without written prior permission.

B4SI may use anonymised or aggregated Network information for benchmarking, research, learning and public-interest insight in accordance with applicable membership terms, privacy requirements and appropriate safeguards. Identifiable case studies or attributed member positions require prior agreement.

The collection, control, processing, retention and deletion of personal and company data are governed by membership terms and data-governance arrangements.

Identifiable information supplied for Network, Framework or Benchmark purposes will not be used for unrelated commercial business development without an appropriate lawful basis and, where required, consent.

Use of B4SI Name, Frameworks and Resources

Use of member-only B4SI Frameworks, digital services, proprietary resources and Benchmark outputs is permitted for the duration of active membership and subject to the applicable membership and licence terms. Participation in the Network, consultation or Framework development does not transfer ownership of B4SI intellectual property to individual members or create ownership rights in contributions, except where separately agreed in writing.

Membership Operations and Services

Single Point of Contact and Account Management

Each member organisation nominates a primary Point of Contact to coordinate engagement with B4SI. A dedicated B4SI Account Manager supports each organisation.

Digital and AI Enabled Services

Members may have access to digital and AI-enabled services, including Astra, designed to help them navigate B4SI guidance and methodology. These services supplement, but do not replace, authoritative B4SI guidance, practitioner judgement or support from the B4SI team. Outputs should be validated where material decisions depend upon them.

Access to the B4SI Hub

Access to the Hub and digital resources is provided exclusively to active B4SI members. Access is withdrawn upon termination of membership.

Ending Membership

On termination, access to the Hub, Astra, current Benchmark outputs and other member-only services and resources will cease. The organisation must no longer represent itself as a current B4SI member or use the member logo. Any continued use of proprietary B4SI materials, tools or intellectual property is subject to the applicable licence and membership terms. Historic factual references to former membership must be accurate and must not imply current membership or endorsement.