



**Lab  
Global**

# B Corp Certification Guide for Large Enterprises

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How large private & public companies  
can become Certified B Corporations

*Note: Large Enterprise Certification  
Pathway is intended for eligible private or  
public \$100M+ companies with 10+  
operational subsidiaries operating in  
multiple countries.*

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- Finding out if your company is eligible
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- Preparing for recertification and continuous improvement

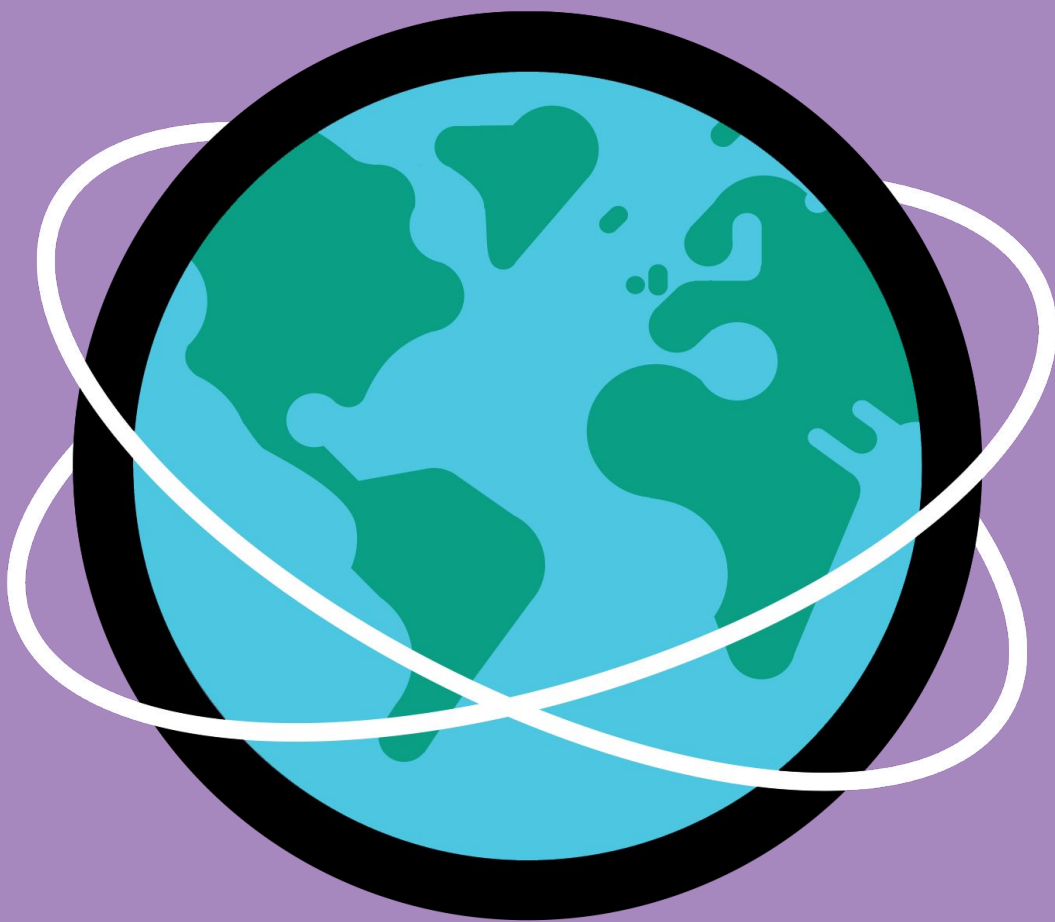
## 5 Build Your B Team

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What you'll need for each impact area of the B Impact Assessment

# 1 Getting Started on Your Certification Pathway





## At the Beginning

This guide will provide you with a general overview of the internal processes and tools used to achieve B Corp Certification, as well as clear expectations of the workload and resources that you'll need to accomplish your goal of becoming a Certified B Corp. We've developed it with input from businesses that have gone through the process, gleaning useful tips and practices to address commonly experienced barriers and challenges.

The guide will serve as your resource during the certification journey; however, we at B Lab and Sistema B will also work directly with you along the way. [Use the map on the B Lab Global website to find the B Lab or Sistema B organization near you.](#)

The processes explored in this guide apply to **Large Enterprise and Multinational businesses**, which generally refer to companies with \$100M to \$999M in annual revenue with 10 or more subsidiaries in multiple countries, as well as companies with \$1B or more in annual revenue, although other criteria also may apply. Companies with more than \$5B in annual revenue will also participate in our [B Movement Builders program](#), and are subject to [additional baseline requirements](#).

## Executive Engagement

To ensure success, your Chief Executive Officer must be a strong supporter and advocate of B Corp Certification. The CEO will be expected to support the project team in securing buy-in from executive leaders and, if applicable, board members and/or shareholders. This will empower certification-related teams within your organization to assign appropriate resources for B Corp Certification activities, such as collecting data for the assessment or formalizing best practices into policy.

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# 2 Preliminary Risk Review



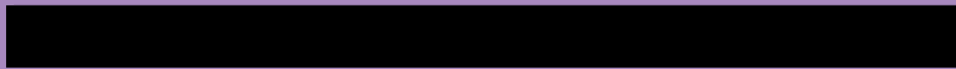
Prior to embarking on the journey towards B Corp Certification, all companies must undergo a preliminary risk review performed by B Lab.

The objective of a preliminary risk review is to identify any potential key risks that might impact a company's journey towards B Corp Certification, may have implications on a company's eligibility to certify, or could require additional processes.

The following factors would be identified as key risks:

- **Material (greater than 1% of revenues) involvement in any of the following industries, without a formal commitment to exit those industries:** Coal, Pornography, Casinos, Firearms, Weapons or Munitions, Tobacco; Prisons. ([Click here for B Lab's position statements on controversial issues.](#))
- Credible concerns of systematic complicity in fraud; human rights abuses; or violations of national or international laws, regulations, and conventions within the last two years
- Other high risk systematic concerns or allegations against a company related to material issues of stakeholder concern within the last two years (via RepRisk, including diversity, workplace practices, animal welfare, environmental damage, human health risks, etc.)

# 3 Timing & Pricing



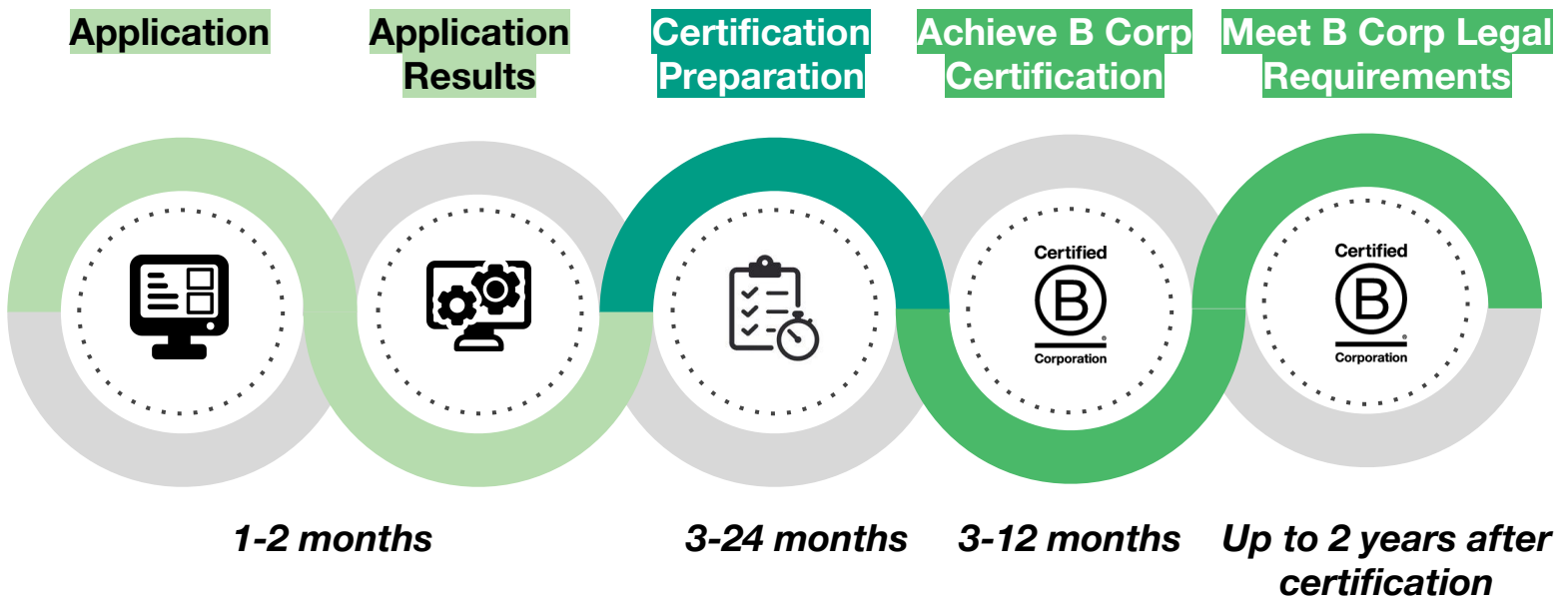
# 3 Timing & Pricing



## Timing

B Corp Certification project timelines vary widely depending on resources dedicated to the project, operational complexity, target deadlines, marketing considerations, and other strategic objectives.

Please note that the timeline below is approximate and subject to change based on submission rates and B Lab's capacity. After you have submitted your company's assessment, you and your colleagues will be able to reference the status of the review directly through the B Impact Assessment.



Section 4 of this guide provides more details on these phases and the associated services and requirements for each.



## Pricing

The Large Enterprise cost structure is complex. The certification pathway consists of a combination of required and optional services, which are determined by the company's operational structure and associated risk. After your application is submitted and reviewed, your regional B Lab or Sistema B team will share information about the fee structure and costs associated with your company's customized engagement pathway.

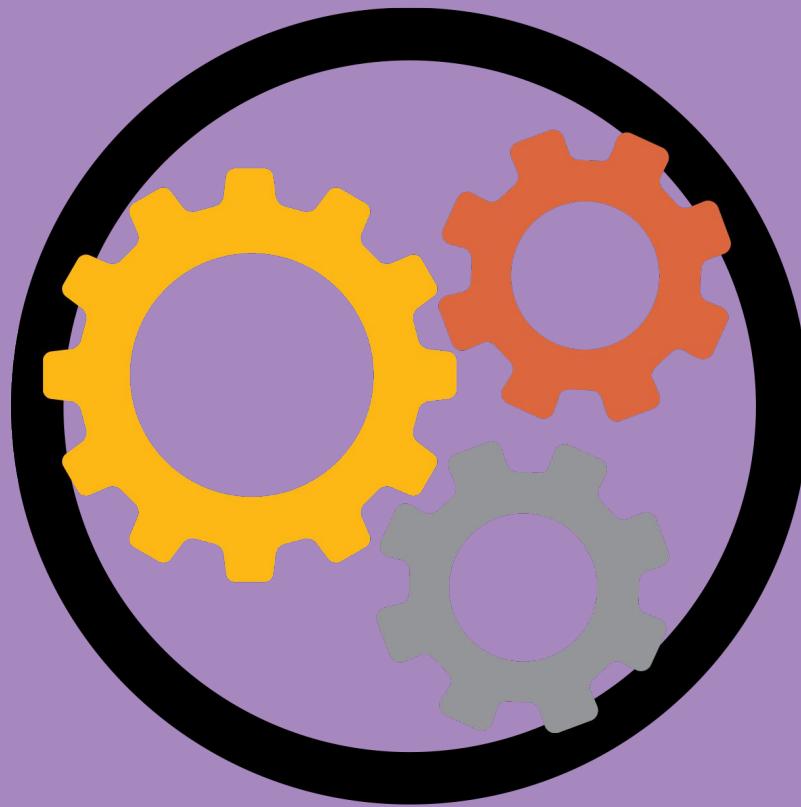
### Application & Preliminary Risk Review

\$ / € / £ 100M-500M: 2,000

\$ / € / £ 500M-1B: 4,000

\$ / € / £ 1B+: 8,000

# 4 Requirements & Steps to Certification



# 4 Requirements & Steps to Certification



## Phase 1: Application

In order to determine if your company is eligible for B Corp Certification, you will need to fill out and submit the **Large Enterprise and Multinational Application Form**.

Once your forms have been received and reviewed, B Lab will email you an Application Review Memo that conveys our decision regarding your company's eligibility for B Corp Certification. The memo will outline the risks that might affect your eligibility, provide visibility into issues that will be explored during certification preparation, and indicate those that may require further review.

Finally, the memo will detail your customized certification pathway recommendation for B Corp Certification and certification of your subsidiaries, including the list of required steps as well as optional services that can prepare you for successful verification.

## Phase 2: Certification Preparation

Through certification preparation, you will understand B Lab's verification techniques, identify improvement strategies, receive B Impact Assessment support, and refine a customized pathway for subsidiary or group certification by engaging in a series of optional service offerings and required steps to prepare your company to meet the B Corp Certification requirements.

During the preparation phase, you will work with B Lab Global's Certification and Verification team on the:



**Risk Screen:** Depending on a company's associated risk factors, controversial industry, or practices engagement, this is a review of the risks that may affect your eligibility for certification. Companies in sensitive or controversial industries must also undergo a review of industry-related risks, concerns, and disclosures.

(Further steps follow on subsequent page.)

# 4

## Requirements & Steps to Certification



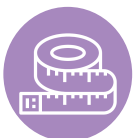
**Eligibility Review:** If deemed necessary, issues identified in the Risk Screen are evaluated through third-party stakeholder engagement and secondary research; additional certification requirements such as remediation or public transparency may be required. Cases with clear precedent are decided by B Lab’s internal review committees; unprecedented cases are elevated to our Independent Standards Advisory Council for a decision.



**B Impact Assessment Performance Consultation:** Companies can receive customized advice from B Lab Global’s Certification and Verification team in order to better understand our verification techniques, impactful improvement strategies, and B Impact Assessment requirements as they relate to a company’s unique operating reality. You may also receive guidance on requirements for relevant Impact Business Models. (For most businesses, this is an optional step.)

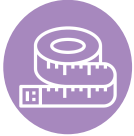


**Subsidiary & Full Global Group Scoping:** You will work with a member of B Lab Global’s Certification and Verification team and your contact from your regional B Lab or Sistema B partner to analyze your corporate structure as well as financial and reporting lines. This will help identify the quantity of B Impact Assessments your company will be required to take (as well as the scope of those assessments), which legal entity or entities must fulfill the Legal Requirement for certification, and what a feasible reporting and verification timeline would be for your company.



**Measure Social & Environmental Impact:** Now, you will need to register and complete all the B Impact Assessments with the scope of operations determined during Scoping. Upon registering for the B Impact Assessment your project lead will collaborate with your company’s internal topical experts and the project team listed under Build Your Team to collect information required to measure the social and environmental impacts for all your business units and markets. (This step will be explained in greater detail over the following two pages.)

## For Project Leads: A Note on Social & Environmental Measurement

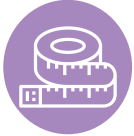


Measuring your company's social and environmental impact will require great internal management and alignment, as well as substantial involvement from your team; it is the step at which most companies spend the majority of their time and effort in the journey to B Corp Certification. The more detailed and methodical you are — in terms of tracking where answers to questions originate, how the data is collected, and the method by which it has been documented — the more efficient and effective you will be at leading this step.

As you gather data, it's imperative that you track your methodology and back-up information, as you will be required to show your work at many points in the certification process. The information that you share through the B Impact Assessment is kept completely confidential; please refer to our [Privacy Policy](#) for more information. You can save and return to your assessment at any time.

It's important to make sure that your company is achieving a minimum of 85–90 points based on conservative preliminary answers in the B Impact Assessment. This way, if your verified answers cause a downgrade your company is less likely to drop below 80, which is the lowest possible score for B Corporation Certification.

## For Project Leads: A Note on Social & Environmental Measurement



Before you begin the B Impact Assessment, here are some tips to keep in mind:

- You should accurately indicate the scope of your operations; for example, if your company has operations in multiple countries, the policy or practice in question should refer to at least 80% of your operations, employees, and facilities.
- Answering questions with “no” or “we don’t track this” is acceptable when completing the B Impact Assessment.
- Responses should reflect the current reality of business operations, not the aspirations of the company. We are more than willing to recognize policies, practices, or programs that are in nascent stages, but cannot assess those that have not yet been implemented.
- You can create a test B Impact Assessment to familiarize yourself with the questions and assess existing policies and practices, as well as areas for improvement; this can be done online in the B Impact Assessment portal.
- If you wish to share questions with different departments or teams within your company, it is possible to download the full B Impact Assessment in spreadsheet form; you can then export relevant questions to internal stakeholders.

## Phase 3: Verification

The verification stage is the most intensive and includes multiple rounds of review; it typically involves virtual meetings and may require onsite visits. Don't worry when your B Impact Assessment score changes — this happens to all companies during verification. In fact you should prepare yourself for significant score changes.

**At this stage, you will no longer be able to make changes to information you have submitted through the B Impact Assessment.** If you notice that something is incorrect, simply leave a comment on the question, indicate your proposed new answer, and provide supporting documentation; the analyst will take this new information into account.

During verification, your operational project lead will work with B Lab to:



**Verify Social & Environmental Impacts:** This includes documentation review for independently operating subsidiaries, clusters, markets, or business units, as well as the entire group.



**Site Review:** Conducted either virtually or through an onsite visit, this includes an in-depth documentation review for approximately 50 B Impact Assessment questions, a facilities tour, employee interviews, and supplier reference checks.



**Transparency Documentation:** You will be required to present transparency documentation that will appear on your public profile as a Certified B Corporation, including material disclosure items, controversial issue statements, and full B Impact Assessment questions. B Corporations are required to make their B Impact Assessment score reports public through the B Corp Directory on the B Lab Global website. Additionally, wholly-owned subsidiaries, majority-owned subsidiaries with a parent company that earns more than \$1B in annual revenue, and public companies with a larger than \$100M market capitalization are required to make non-sensitive answers in their B Impact Assessments transparent on the company's Profile.

# 4

## Certification & Verification Steps



**Sign Documents:** After verification is complete, your CEO will need to sign your B Corp Agreement and the B Corp Declaration of Interdependence.



**Legal Requirement:** You'll engage with owners and investors on stakeholder governance and adopt the B Corp Legal Requirement. In order to maintain their Certification, B Corps are required to think beyond just profit and consider their impact on the systems in which they operate and recognize the need for change in corporate governance that allows directors to consider stakeholders in their decision-making process. As such, B Corps must amend their corporate governing documents to embed comprehensive stakeholder governance.

### A Note on Brand IP

Though B Corp Certification is a company-level certification, B Lab has created a pathway for aligned brands that are meeting the performance requirement for certification to use the IP independently of the certified entity name. Brands with a different name than their certified entity can use the B Corp IP if they meet a verified score of 80+ independently. If your company wishes to use the B Corp IP on any brands or affiliated entities with a different name than the certifying entity, they will need to undergo a paid Brand Review during Verification.





## Phase 4: Certification

Congratulations, you made it! At this point, you may want to plan the announcement of your B Corp Certification — both internally with employees, board members, and shareholders, and externally with suppliers, vendors, and the public. Customer and employee engagement with your announcement can be one of the most rewarding aspects of the process.

After certification, you can add the B Corp logo to product labels, printed materials, packaging, uniforms, email signatures, and more. Make sure you reference our [Brand Guidelines](#) for more information.

Certification launches are as unique as the companies that certify and should reflect your brand and corporate culture. Working with your marketing, public relations, and human resources teams, you can determine your short- and long-term communications goals.

If a Certified B Corp with \$1B+ in revenue wants to use the B Corp logo for newly launched brands, a new acquisition, or a newly created subsidiary with a different name from the Certified Parent after certification, B Lab can perform a paid Brand Review mid-cycle to determine whether certification requirements are met independently.

The next page has some ideas that other businesses have found helpful. Be sure to review the [Brand Guidelines](#) before taking action.

## Internal Communications

- Use multiple employee communications channels to announce B Corp Certification:
  - Internal messaging system / Intranet
  - Email
  - Company newsletter
  - Staff meetings
  - Flyers or posters
  - Host a certification celebration with employees
- Incorporate B Corp values into employee onboarding and annual training programs.
- Invite employees to join the B Hive if you're based in the US & Canada, and to follow B Lab Global and your local B Lab or Sistema B organization on social media.
- Include social and environmental metrics in employee job descriptions and evaluations.
- Post job openings on the B Work platform.
- Invite employees to join your internal B Team and focus on impact improvement.
- Add the B Corp logo to your company's email signature.

## External Communications

### Public relations:

- Submit a press release to newswires; pitch a story to media contacts and trade publications.
- Invite journalists, industry leaders and other stakeholders to your launch party and plan a presentation sharing why you became a B Corp.
- Seek speaking engagements at trade shows, conferences, and other public events where you can highlight your B Corp Certification.

### Website:

- Create a landing page announcing your B Corp Certification.
- Feature the B Corp logo on your website.
- Update your mission and/or vision statement to reflect your status.
- Write a series of blog posts about your journey to certification.

### Social Media:

- Announce certification on your social media channels.
- Tag B Lab Global, your Global Partner, and allied B Corps for cross promotion.
- Share posts about your journey to certification.

**Newsletter:** Share the news with stakeholders through a personal email or newsletter.



## Print & Packaging

Utilize the B Corp logo and/or messaging on all assets:

- Include the B Corp logo on print collateral
- Hangtags
- Shopping bags/boxes
- Company uniforms
- Product labels
- Informational cards to insert into customer shopping bags/deliveries
- Receipts and order confirmations
- Decal on store windows

## Step 13: Continuous Improvement & Preparing for Recertification

Many companies use the B Corp Certification process as an ongoing methodology and tool for continuous innovation and improvement. Certification may also serve as a catalyst for your vendors and suppliers to improve their social and environmental impacts, and provides another way for you to engage customers and employees.

Some companies repeat the B Impact Assessment annually in order to closely monitor their goals and their path to recertification, which occurs every three years. The best practice is to begin your recertification 18 months before it is due; this will give you enough time to implement new practices that can raise your score. This can be done online in the B Impact Assessment portal or offline through the [Continuous Improvement Tracking Excel template](#).

*B Lab will **not** conduct a bringdown certification review outside of the standard recertification schedule in the case of an initial public offering, or any other public offering, private placement of securities, or other transaction.*

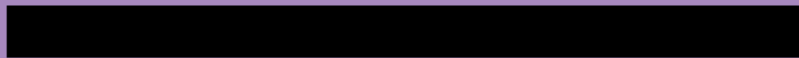


## A Note on the Process

Companies report exponential benefits from B Corp Certification. There's no question that the process is rigorous — and, at times, even onerous — but they agree that the rigor is what makes the process worthwhile and paves the way for more collaborative and inspired work.

The B Impact Assessment serves as an excellent tool for breaking down silos, fostering innovation, and constructing a roadmap for continuous improvement. Some companies also develop stronger external relationships — with community members, vendors, suppliers, peers, and more — because of the certification process. But more importantly, they report how gratifying it is to serve as leaders in the movement that's transforming our global economic system to benefit all people, communities, and the planet.

# 5 Build Your B Team



# 5 Build Your B Team



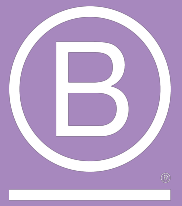
Typically a senior team member such as a Director of Corporate Social Responsibility or Director of Sustainability, the **Project Lead** is the primary “B Keeper” within the company. The Project Lead will be the main project manager working with B Lab to ensure that the certification requirements are met, and inviting colleagues to participate in the process.

As B Corp Certification includes a comprehensive evaluation of all aspects of your business, in order to effectively engage and successfully complete all process steps you will need the support of topical experts from all departments who must be willing to provide multiple rounds of explanations, documentation, and clarification.

If your operations are global, consider including a B Team member from each language group.

Role, alphabetically	Responsibility
CEO	Support the project team in securing executive leaders and, if applicable, board members and/or shareholders buy-in.
Investor Relations & Legal Support Lead	Begin the dialogue with investors in order to drive critical awareness and support for the governance changes necessary to operate the company in a way that aligns corporate purpose with stakeholder governance and fulfills the Legal Requirement for B Corp Certification.
Marketing & Communications Lead	Collaborate with B Lab and the project lead to craft internal and external communications strategies and messaging related to B Corp Certification.
Project Manager	The Project Manager or “B Keeper” or “B Champion” leads the B Team and is the most important role in the B Corp Certification process as they will work to gather the information necessary to complete the B Impact Assessment.

# 5 Build Your B Team



**Project managers** may experience pushback when they request data and/or ask others to implement changes in order to meet B Corp Certification requirements. The table below highlights some strategies that other companies have found to be helpful in addressing these obstacles:

Strategies for Overcoming Obstacles
Educate employees about B Corp Certification, sharing specific details on how their contribution matters to the process.
Show colleagues how the B Impact Assessment might help them achieve their goals and support their work.
Request support from B Lab for legal and transparency requirements.
If your operations are global, consider including a B Team member from each language group.
To receive answers, provide a list of questions in advance and/or conduct one-on-one interviews with information holders.
Consider dividing the work among B Team members; when asking for data or policy change, select the B Team member best suited to make the request.
Having a target date for certification will help keep the project moving forward.
Keep senior leaders informed about progress and the support needed to meet certification goals.



# 5 Build Your B Team

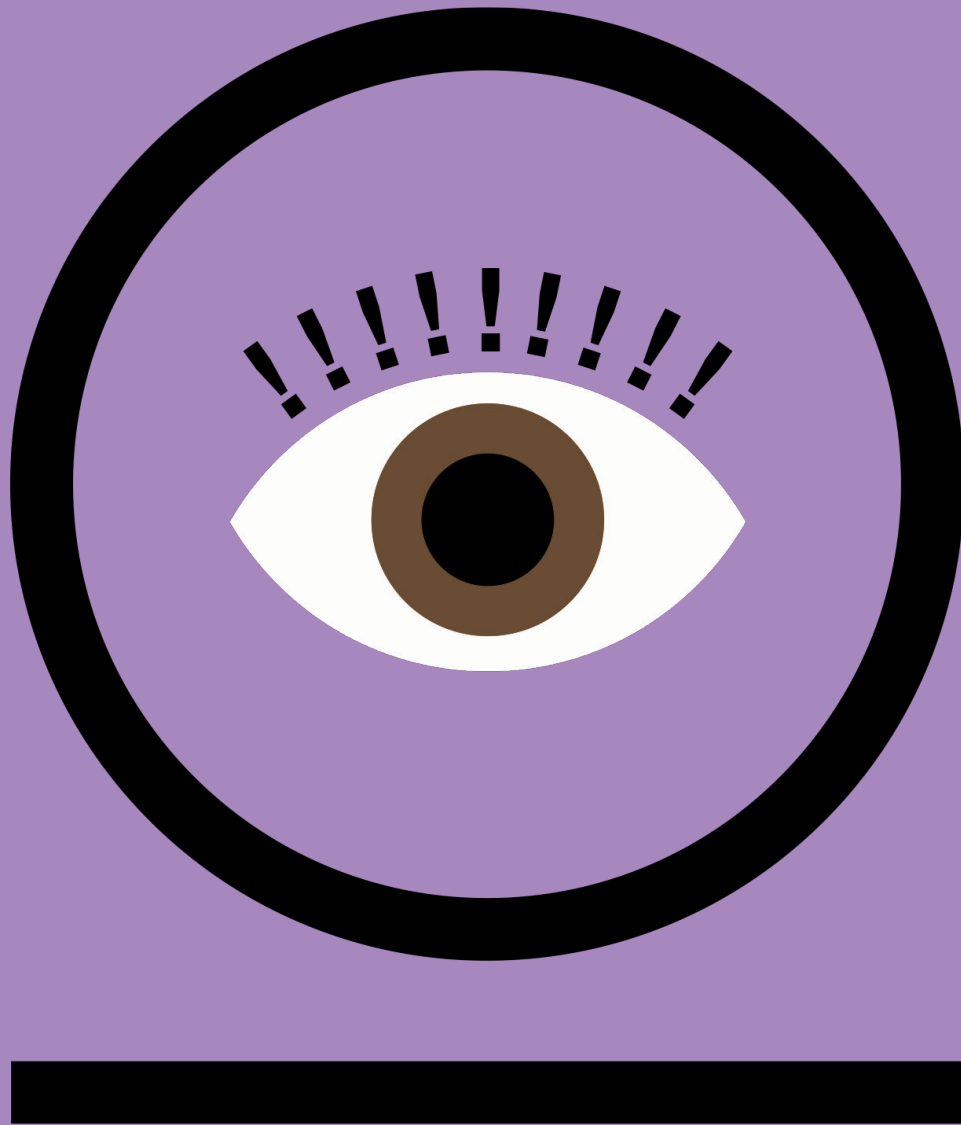


As you begin collecting data, it's helpful to start **educating your colleagues** about what B Corp Certification is and why it's important. Answering the question, "What's in it for me?" for each part of your company is critical to the success of the project.

**Team meetings** help build excitement and engagement, which often translate into faster turnaround times for data collection. Establishing regular B Team meetings — with clear deadlines and resources for support — can help maintain the momentum needed to complete the assessment.

The **B Corp community** can also provide support. Use the **B Corp Directory** to research and reach out to companies in your industry. Within these companies, the individuals involved with the certification process are typically enthusiastic ambassadors and more than happy to help.

# 6 Impact & Information



Keep in mind that for every answer you provide through the B Impact Assessment, you'll need to provide supporting documentation. Check out this [Knowledge Base](#) article for documentation tips.

This chart shows the areas that B Corp Certification may impact, and where information may be found in order to fulfill specific information requests.

Impact area	What's covered	Information found
Governance	mission and engagement; ethics and transparency	c-suite, finance, legal
Workers	financial security; health, wellness, and safety; career development; engagement and satisfaction	human resources
Community	diversity, equity, and inclusion; economic impact; civic engagement and giving; supply chain management	corporate social responsibility; human resources; procurement
Environment	environmental management; air and climate; water; land and life	purchasing; sustainability; facilities and operations
Customers	customer stewardship	sales and marketing; customer experience