



*Bakers on a mission™*

# BENEFIT CORPORATION REPORT

# 2012





# YONKERS OVERVIEW

 GREYSTON AFFORDABLE HOUSING

 COMMUNITY GARDEN



National unemployment rate: 7.9%

Southwest Yonkers unemployment: 11%

## GREYSTON FOUNDATION

Today, Greyston Foundation has become a national model for comprehensive community development. Recognized as a pioneer in social enterprise, Greyston uses entrepreneurship to solve the problems of the inner city and reduce reliance on external funding sources. The Foundation offers an integrated network of not-for-profit and for-profit companies in Yonkers providing jobs, work force development, affordable housing, community gardens, youth services, child care and health care to the local community.



## GREYSTON BAKERY

Today, Greyston Bakery is located in Southwest Yonkers on the banks of the Hudson River and operates a state-of-the-art, American Institute of Architecture (AIA) certified facility, conceived by the renowned designer Maya Lin. The bakery is a force for self-transformation and community renewal, offering jobs and training impacts more than 85 local families through our Open Hiring program. While producing high-quality baked goods and ice cream inclusions, the bakery is dedicated to producing material positive environmental and social impact as New York State's very first Benefit Corporation

## COMMUNITY IMPACT

### YONKERS

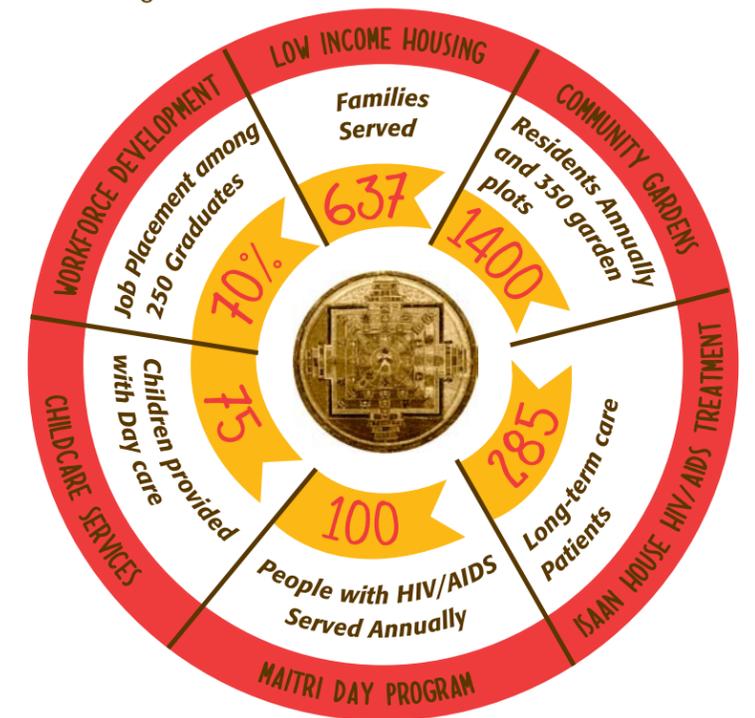
- The population is approximately 200,000
- Yonkers is New York's fourth largest city
- Yonkers has the largest concentration of poverty in Westchester County
- 13.8% of people live below the poverty line.

### SOUTHWEST YONKERS

- The population is approximately 80,000
- Median household income = \$34,466/year.
- 29% of the population lives below the poverty line.
- Plagued by drugs, high crime rates, poverty and economic depression. Street homelessness is still evident. Much of the region has been designated as an urban renewal district.

### GREYSTON MANDALA IMPACT

Greyston is modeled on two central principles from Buddhism. The first is Mandala, a symbolic representation of the interconnectedness of all life. The second is Path, the idea that all healthy living systems whether individuals or communities evolve along a developmental path with distinct stages.



### TODAY

Greyston impacts over 2,000 families/year

## OUR MILESTONES

1982

Greyston Bakery founded in the Bronx, NY by Roshi Bernard Glassman

1987

Relocation to Southwest Yonkers

1988

Inclusion production begins for Ben & Jerry's

1987-92

Greyston's social service programs are established

1992

Greyston Foundation is established

1998

Greyston Bakery and Ben & Jerry's celebrates its 10 year anniversary, selling more than 300,000 pints of Chocolate Fudge Brownie

2004

New Bakery completed, chosen as an AIA Top Ten Green Project

2009

Greyston launches a new Workforce Development Program, designed to provide both hard skills and soft skills training for hard-to-employ individuals.

2012

Greyston registers as New York State's first Benefit Corporation

## PIONEERING SOCIAL ENTERPRISE

Greyston Bakery was founded in 1982 by a Zen Buddhist meditation group led by Bernard Tetsugen Glassman, a former aerospace engineer with an entrepreneurial spirit and a bold vision to empower individuals with barriers to employment. Greyston, a model for social enterprise, has a focused mission to reinvigorate the impoverished community of Southwest Yonkers, NY.

Originally a small storefront bakery in the Bronx, today Greyston operates a state-of-the-art facility producing high quality baked goods. Best known for its values led partnership with Ben & Jerry's Ice Cream, Greyston has been baking up the delicious brownie bites for Chocolate Fudge Brownie for over 20 years. It's been a batch made in heaven, brownies and ice cream helping to empower a community.

Today, Greyston generates over \$9M in revenue and has embraced new partnerships with Seth Greenberg's Authentic Brownie Crunch and Whole Planet Foundation, which has enabled the Bakery to hire more people.

## BAKING A DIFFERENCE

Following the model set by its founder, Greyston Bakery seeks to achieve long term, sustainable impact in the local community and the advancement of the individual through social and environmental action. From its employment practices, the adoption of the benefit corporation status and community development programs offered through Greyston Foundation, Greyston's commitment to progressive and meaningful community ties is transparent.

## 2013 TARGETS

### REDUCE

Green house gas emissions by as much as 15% in 2013 and 25% by 2014

### ACHIEVE

A 70% reduction in lighting consumption in 2013 and a reduction in landfill waste of 75% in 2013 and increasing to 90% by 2014

### BUILD

Sustainability initiatives across the entire Greyston Mandala

### RECORD

250 hrs of community service dedicated to the local community by the Greyston Team

### INCREASE

Mission-based employment positions by 20% in 2013

### DEVELOP

Metrics to assess the community based impact of our social justice programs and 10 year vision for a sustainable bakery

## CHALLENGES

### EDUCATING

Stakeholders of the importance of sustainability for the betterment of the community

### ESTABLISHING

And ensuring shared values within our supply chain

### MEASURING

Community based impact of our social justice programs

## WHAT IS A BENEFIT CORPORATION?

A benefit corporation is a new class of business, a legal entity that is required by law to create a general benefit for society as well as for shareholders. Benefit corporations must create a material positive impact on society, and consider how their decisions affect their employees, community, and the environment.

“Fiduciary duty” for benefit corporations must include non-financial interests, such as social benefit, employee and supplier concerns, and environmental impact. All Benefit Corporations must publicly report on their social and environmental performances using established third-party standards.

**In February 2012, Greyston Bakery was the first company to register as a benefit corporation in New York State, promoting job creation, community development, and environmental sustainability for the community of Yonkers, NY.**

## A GROWING MOVEMENT

Today, there is a growing community of more than 600 Certified B Corps from 15 countries and 60 industries working together toward one unifying goal: to redefine success in business to create prosperous corporations that act with conscience. As of December 2012, twelve of the fifty States have introduced Benefit Corporation legislation into state law in the spirit of social innovation. New York State was among the first to incorporate legislation, joining the growing movement to develop legal frameworks that accommodate the needs of social entrepreneurs and established organizations.



Dark states, highlighted above, have introduced or initiated the legislative process to introduce Benefit Corporation legislation into state law.

## TRANSPARENCY

Benefit Corporation legislation offers companies legal independence from the profit driven model. The B Corp status sends a powerful message to stakeholders, employees, business partners and consumers about their company and how they conduct business. How a company treats their employees, who they purchase raw materials from and how they run their operation are becoming important differentiators in both business to business and business to consumer relationships. The key to a movement’s success is to create a growing consumer demand for responsible commerce, which in turn benefits society.

### What makes us a better company?

#### Greyston Bakery, Inc.. B Impact Report

Summary:	Certified: Dec 2012	
	Points Earned	% Points Available
Governance	15.2	93.3%
Workers	17.8	44.5%
Community	75.2	78.3%
Environment	19.4	30.0%
Overall B Score	127.6	

>80 out of 200 is eligible for certification  
>60% points available = Area of excellence

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## MEASURING PROGRESS

B Lab is a highly regarded non-profit organization, with years of experience in evaluating and measuring the social and environmental impact of benefit corporations. Greyston Bakery chose B Lab in 2008, to begin evaluating its impact and how its practices compare to fellow social enterprises. B Lab publishes their findings and evaluation in the form of a B Impact Report, which assesses business practice against measures of social, environmental performance, accountability, and transparency.

## PATHMAKING

The PathMaking philosophy is both a guiding philosophy and a program which reflects Greyston's core belief that individuals can be supported to achieve "wholeness" (self-sufficiency) that comes from having a well-balanced, satisfying and integrated personal, spiritual and professional life. The PathMaking program serves all members of the Greyston Mandala by providing guidance in areas of personal and professional development as they travel down their own individual journey or "path."

Greyston is opening the Ruth Suzman PathMaking Center in 2013, which will be located inside the Bakery. Staffed with a full-time Director of PathMaking, the center will provide resources to the employees throughout the entire Mandala to help them achieve self sufficiency including: computer access, tutors, counseling services, career advancement, GED, college prep classes, technology training and more.

## MEET PATRICIA

*A strong work ethic and her two children motivated Patricia to sign up for open hiring at Greyston Bakery. She became passionate about the baking process after only a few weeks on the job. Her own curiosity and determination is what enabled her to advance to new positions within the Bakery. Patricia is currently in training to be an Assistant Supervisor, a job which she regards as "a big challenge but also a big opportunity."*



## OPEN HIRING

Open Hiring is a hallmark of Greyston Bakery, under the premise that successful employment is a first step in an individual's path. For over 30 years, Greyston has had an open door hiring policy, which offers employment opportunities regardless of educational attainment, work history, or past social barriers, such as incarceration, homelessness or drug use.

Once an individual is hired they become a part of the apprenticeship program and Greyston provides resources, personal development tools and training in professional skills. While many trainings are mandatory, employees are able to explore other professional avenues and Greyston's PathMaking program can lead the way.

Dept of Social Services,  
Incarceration Shelters,  
Chronic Generational  
Unemployment,  
Underemployment,  
Recent Immigrants

HARD-TO-EMPLOY



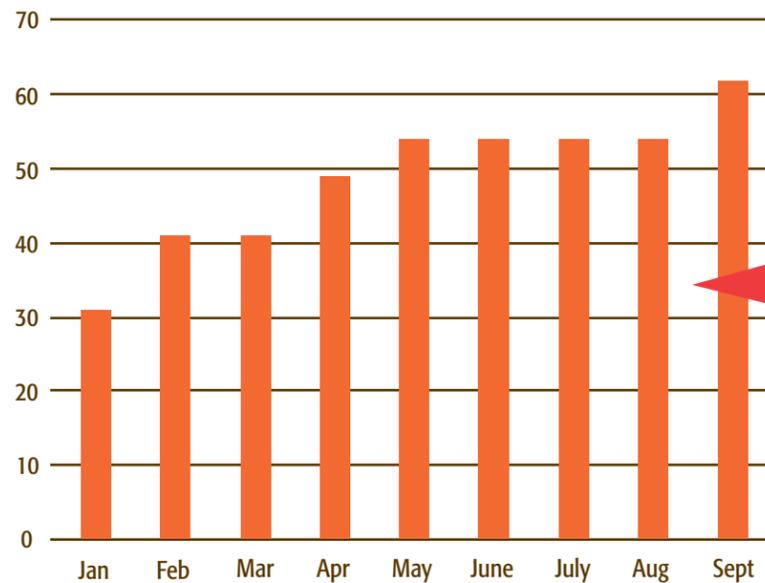
SELF-SUSTAINING

Health Insurance  
Credit History  
Skill Set  
Experience  
Employment  
Job Reference

## GROWTH IN MISSION-BASED POSITIONS

### TARGET FOR 2013: Increase mission based employment positions by 20%

In the past year alone, Greyston has doubled the amount of mission-based positions at the Bakery, hiring thirty new employees through its Open Hiring program.



### 32 NEW JOBS

The number of mission-based positions available at the bakery has increased from thirty-two to sixty-two since January, 2012.

In the past year, Greyston has established new business relationships with organizations like the Whole Planet Foundation, Seth Greenberg's Authentic Brownie Crunch and Cindy's Cookies. These partnerships have allowed Greyston to expand sales into new markets, increasing production at the Bakery. Catering to demand, Greyston has opened a second production line, resulting in an increase in the number of mission-based positions offered to employees.

## COMMUNITY SERVICE PROGRAM

Through our Community Give Back program, our employees are allowed eight paid hours per calendar year to volunteer at any charitable organization or charitable event of their choice. As a part of Greyston's 30th anniversary celebration activities, a committee was formed to explore and implement a broader expansion of this policy. Currently, the committee is working to fully coordinate the aspects of six organization-wide volunteer opportunities for 2013 to encourage 100% of our employees to participate in the program, and to increase employee engagement with the local community.



### 70 FAMILIES

have been supported with microcredit loans from Greyston's collaboration with Whole Planet Foundation.

### 250 FAMILIES

is Greyston's Target for 2013

## REACHING NEW MARKETS

Greyston's unique partnership with Whole Planet Foundation has served to advance both organizations' social initiative. In addition to supporting job creation at the bakery, 2% of brownie sales go to the Whole Planet Foundation's project to support poverty alleviation through microcredit loans. So far, Greyston has supported over seventy families with its partnership through microcredit lending for small business initiatives.

## PILLARS OF SUSTAINABILITY

After years of focusing on social impact needs in the community, Greyston is now addressing environmental responsibility and reform with equal vigor. At Greyston Bakery, we recognize the value of environmental stewardship, and have introduced a wide variety of programs this year focused on creating a material positive environmental impact through business and production practices.

Greyston divided its environmental programmatic work into three thematic groups: green house gas (GHG) reduction, sustainable sourcing, and waste management.

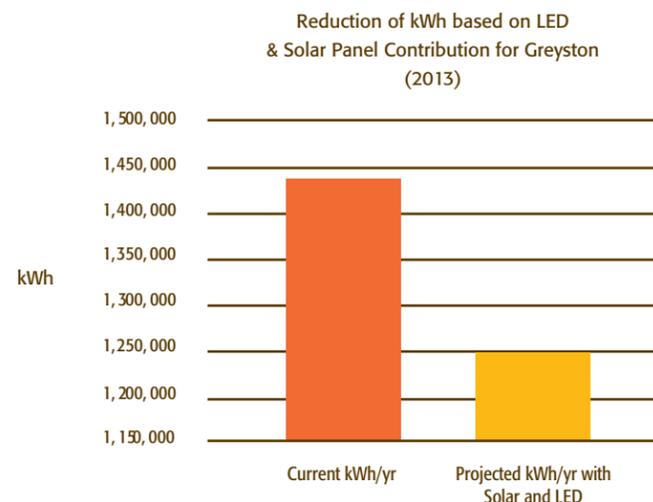
### GREENHOUSE GAS REDUCTIONS



**TARGET FOR 2013: Reduce GHG emissions by as much as 15% in 2013 and 25% by 2014 and achieve a 70% reduction in lighting consumption in 2013**

**LIGHTING PROGRAM:** In 2013, Greyston will be installing LED lightening throughout its facilities, reducing lighting at the Bakery by over 60%. LED lights last longer than traditional bulbs and use significantly less energy to light the same square footage.

**SOLAR PANELS:** Under a generous grant from Green Mountain Energy's Sun Club, solar panels will be installed on the Bakery's rooftop and are projected to provide an estimated 8,000 kWh of energy per year, and save an estimated 164 tons of carbon dioxide from entering the atmosphere. The energy produced by the array will be used throughout the Bakery's facilities and offices space.



## SUSTAINABLE SOURCING

### CHALLENGE FOR 2013:

**Promoting and ensuring shared values within the supply chain**

**AUDITING THE SUPPLY CHAIN:** Greyston wants to get to know its suppliers better, understanding what social and environmental values are shared and how they treat their employees. This year, Greyston developed a Supplier Audit, which covers a range of practices, including: local hiring policies, environmental initiatives, certifications and organization business values. A Supplier Code of Conduct has also been created which requires compliance with federal environmental standards and identifies areas of best practice on behalf of all suppliers. The Supplier Code of Conduct is the first step in Greyston's long term sustainable sourcing goal, to be fully implemented this year.

### RESPONSIBLE MATERIALS:

Greyston Bakery uses responsibly sourced materials in its packaging and offices.

## WASTE MANAGEMENT: RECYCLE

### TARGET FOR 2013:

**Achieve a reduction in landfill waste of 75% in 2013 increasing to 90% by 2014**

**RECYCLING PROGRAM:** Greyston's recycling program will take a more aggressive approach with its production waste stream ensuring that it's processing the majority of its waste output with a local recycling facility. Greyston's production food waste is currently repurposed as animal feed; however, it will implement composting initiatives for employee based food waste this year. One of the major challenges Greyston faces in implementing this initiative is developing a program to train employees in proper recycling techniques and accurate monitoring of the waste stream. Greyston plans to address these concerns by holding trainings, creating signage and educational materials on the importance of recycling.

## HUMBLE BEGINNINGS

When Ben Cohen and Bernie Glassman originally met in 1987, no one could imagine that their friendly conversation was the catalyst of what someday would be one of the most successful partnerships in social innovation. Over the past 23 years, Greyston Bakery and Ben & Jerry's have jointly achieved substantial growth as leaders in the field of corporate accountability and sustainable social impact.

## VALUES-LED SOURCING

Ben & Jerry's pioneering Values-Led Sourcing program ensures purchasing decisions within the company align with Ben & Jerry's mission and core values in order to make ice cream that's a force for positive change. Greyston Bakery is proud to be a values-led supplier for Ben & Jerry's, aligned with their goals to promote economic opportunities for the disadvantage, use sustainable environmental and agricultural practices, and promote peace and justice.



## LINKED PROSPERITY

Ben & Jerry's Homemade Inc. was founded on a belief in "linked prosperity." It means that as the company grows and prospers the benefits go not only to shareholders but also to employees, the community and all participants in the supply chain. Greyston's impact is an example of linked prosperity in action, as its ability to contribute to society is born from a 23-year relationship with Ben & Jerry's.

Greyston Bakery's baked inclusions can be enjoyed in Ben and Jerry's ice cream, including Chocolate Fudge Brownie and Half Baked.



## PROMOTING CHANGE

Greyston continues to establish relationships with like-minded businesses and creates the highest quality products, ensuring growth for years to come. Greyston has been inspired by the prolific efforts of Unilever and its Sustainable Living Plan, Ben & Jerry's and the benefit corporation legislation championed by the B Lab team to further advance its impact in the community and seek new environmental reforms.

Projects like Greyston's solar panel installation or its support of micro-finance projects in impoverished communities would be impossible without the dedication of its partners. These partnerships are welcomed and necessary to continue to create jobs for those with barriers to employment, Greyston's number one mission.

Greyston Bakery proudly offers a line of exceptional gourmet brownie gifts for purchase online. For the first time in the Bakery's 30 year history, gifts are available in new sustainable packaging. New initiatives established at the bakery address recycling, energy efficiencies, and sustainable sourcing, which complete the picture for the company to establish itself as a model Benefit Corporation.

Greyston's vision for the future is to continue to act as a change agent by being a role model for social enterprise.



## GET INVOLVED

### WHAT YOU CAN DO

By doing business with Benefit Corporations, you can change the way business is approached on a global scale, and redefine the parameters of corporate accountability.

There are many ways we can make an environmentally and socially positive impact in our everyday lives and support the benefit corporation movement. Visit [BCorporation.net](http://BCorporation.net) to find out who the Benefit Corpora-



### GREAT WAYS TO GET STARTED!

**SUPPORT** community development work

#### **VOLUNTEER & RECYCLE**

**BUY** post-consumer recycled, fair-trade, and biodegradable products and benefit corporation products and products marked with the B Corp logo

**BUY** Greyston Bakery products or donate to the Greyston Foundation to support our work

**CONSERVE** light and water & turn off electronics when not in use

**PROMOTE** awareness about benefit corporations among family, workmates, and friends

**SUPPORT** the growth of benefit corporation legislation in your state

**AVOID** the use of hazardous cleaners

### CONTACT US



**Greyston Bakery Inc.**  
104 Alexander Street  
Yonkers, NY 10701

Find us on:  

**Toll Free:** 800-289-2253  
**Phone:** 914-375-1510  
**Fax:** 914-375-1514  
**Website:** [GreystonBakery.com](http://GreystonBakery.com)

### EXECUTIVE TEAM

#### **Mike Brady**

President & CEO of Greyston Bakery, Inc.

#### **Steven Brown**

President of Greyston Foundation, Vice Chairman Greyston Bakery Board

#### **Gregg Lerner**

Chairman of Greyston Bakery Board

#### **Jennifer Solomon**

Chief Financial Officer

### BENEFIT CORPORATION COMMITTEE

#### **Ariel Hauptman**

Benefit Corporation Committee Chair

#### **Lisa Saltzman**

Director of Sales & Marketing

#### **Donald Anerella**

Director of Operations

#### **Willie Favors**

Quality Assurance Manager

#### **Karen Tumelty**

Office & Cultural Development Manager

#### **Jade Borgeson**

Benefit Coporation Intern

#### **Melody Flores**

Sustainability Intern



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PATHMAKING

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EMPowering

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