

THRIVE CONSULTANCY INC.



Thrive Consultancy Inc.
Benefit Corporation



Values



ANNUAL BENEFIT REPORT: SEPTEMBER 2022- AUGUST 2023

Our Commitment

As a Benefit Corporation dedicated to the cultivation of resilient systems, Thrive Consultancy is a for-profit enterprise deeply committed to creating general public benefit. We aim to foster healthy and equitable communities through the implementation of solutions that are environmentally, socially, and economically sustainable.

Our Story

Thrive Consultancy Inc. (*Thrive*) was founded in September 2020. During the onset of the COVID-19 pandemic the vulnerabilities in the traditional, globalized economic system were exposed. Complex supply chains and profit-first businesses led to major supply chain disruptions and an unemployment crisis. Thrive was established with the idea that the recovery, therefore, should not build back but seize the opportunity to build forward – so that businesses and the economy become more sustainable and resilient to future disruptions. A tangible pathway to such an economy is the promotion and use of values-based business models such as the benefit corporation, social enterprise, and cooperative business models. Although these business models are supported by Arizona legislation, we found that they were highly unknown and underutilized in the state. And thus our work began.



Building a Sustainable Economy in Arizona

We believe in the future, Arizona will be a national leader in equitable and sustainable economic development that creates public value and prosperity for all people, while caring for the environment. As a Benefit Corporation, Thrive Consultancy's mission is to support Arizona small to medium-sized enterprises (SMEs) in becoming environmentally responsible, socially empowering, and economically successful. We provide development services to businesses that want to put their workers, community, and the environment at the forefront, while still achieving economic success.

Thrive Consultancy offers consultations and program development for entrepreneurs and small businesses to adopt sustainable business practices and models, including cooperative businesses, B-Corps, benefit corporations, social enterprises, and more.

As Thrive Consultancy believes in the empowerment model, our consultations and programs are personalized and engaging. We want our partners and clients to gain a deep understanding of the changes they want to make. We assist entrepreneurs and business owners in developing their ideas sustainably.

Year 3 Snapshot

In our third year, we aimed to provide accessible knowledge and support in a way that best uplifts our communities towards sustainable business models. In order to do so, we provided education and cooperative business consulting to the public and to local businesses on voluntary or sliding scale bases. We also continued to provide and expand our free city-sponsored sustainable cooperative training programs prioritizing underserved segments of the community, and ecosystem development workshops open to the public.



Our Values In Action

Local Economy

- 100% local food catering for our events
- 100% of services contracted were from Arizona-based businesses

Accessibility

- Educational materials available in Spanish
- Our educational webinars and materials are available free of charge online

Sustainability

- All programming and consultation work includes sustainable business practices and planning
- Focus on sustainable food entrepreneurship and democratic business models

Collaboration

- We worked in partnership with local organizations and individuals to promote knowledge sharing and co-development of projects (see page 11 for partners)



Year 3 Snapshot

Cooperative Business Advising. Provided free cooperative business development consultation services to Phoenix small businesses and entrepreneurial groups.

Cooperative Incorporation. Supported the first worker-cooperative to legally incorporate in the state of Arizona under the new 2016 statute for cooperatives.

Accessible Services. Offered sliding scale rates for business development services for 2 small, locally-owned businesses.

Voluntary Knowledge Sharing. Voluntarily presented:

September 2022: Planetary Health Collective: [Planetary Health on the Menu Virtual Panel](#)

January, 2023: ASU Sustainable Development Panel

February, 2023: Class presentation: ASU Sustainable Food Economy Lab

March 2023: [Co-op 101: Introduction to the Cooperative Model](#) with Change Labs

Thrive Events:

[Community Wealth Building Workshop](#): September 2022

[Cooperative Incorporation in Arizona](#): September 2022

Sustainable Food Economy Think Tank: In December 2022, Thrive hosted a 2-hour workshop in which key stakeholders in the local food economy were invited to join and discuss relevant initiatives, avenues for collaboration and ideate collective solutions.

Cooperative Networking Event: July 2023

City of Phoenix Sponsored Sustainable Cooperative Food Business Training Programs and Ecosystem Development Work.

Year long Sponsorship from the City of Phoenix's Office of Environmental Programs renewed to provide two 10-week sustainable cooperative food business training

programs in English, and one training program in Spanish for Phoenix residents. The sponsorship also provided funding for two technical support ecosystem development workshops, as well as the funding to support the development of local technical assistance services. The training programs were made available to all Phoenix residents, and applications from women and BIPOC community members were prioritized. Thus far, in 2023, 17 participants successfully completed the programs. Seed grant awards and up to four free business consultations were awarded to the program graduates. The ecosystem development workshops were offered free of charge to all attendees, and recordings have been posted online to ensure that the information remains accessible



Our Team

Thrive is a 100% women-owned and operated consultancy.



Co-Directors

This year we are excited to announce that Huda Khalife is officially a co-owner and co-director of *Thrive*.

Hanna Layton, Founder and Co-Director

Hanna is a social entrepreneur and the founder and director of *Thrive Consultancy Inc.* She co-founded the non-profit organization *Epic-Cure* that provides food to people in need while eliminating food waste. Hanna received her Master's in Sustainable Solutions and a Bachelor's of Science in Sustainability from Arizona State University.





Huda Khalife, Co-Director

Huda received her Master of Sustainability Solutions degree, as well as her Bachelor of Art in Sustainability and Psychology from ASU. In the past few years, she has worked on collaborative projects with communities globally to build socio-economic resilience, well-being, and food sovereignty through sustainability principles and practices.

She is passionate about cooperative business as a tool for communities to build back better.

Consultants

Courtney Talbot, Treasurer



Courtney is a recent Graduate from the Masters of Sustainability Solutions program at Arizona State University with 15+ years of Accounting experience. During her time at ASU she focused on ways to advance sustainable business development in Arizona, specifically how to strengthen and grow the employee ownership economy. She is passionate about helping worker cooperatives achieve their financial goals.

Kaleigh Shufeldt, Consultant

Kaleigh graduated with her Masters in Sustainability Solutions from ASU in 2022. She is passionate about integrating the tenets of climate justice and equity into sustainable business practices and models. So far, Kaleigh's work has centered on strategy building and visioning, intersectional environmentalism, food justice and security, and community wealth building.



Krisandra Provencher, Consultant



Krisandra graduated with her Masters in Sustainability Solutions from ASU in 2022 and her B.A. in International Studies and Spanish from Elon University in 2019. She believes community wealth building and the advancement of democratic economics are critical pathways to the co-creation of a more inclusive and robust local economy. Krisandra's experiences have revolved around an anti-colonial framework of justice that emphasizes reciprocity and an intersectional view of Nature and community.

Allison Buchanan, Consultant

Alli graduated with a Master's in Sustainable Solutions from Arizona State University in spring of 2021. Her studies have focused on sustainable local food economy and entrepreneurship. She has consulted on projects within Arizona's craft brewing economy, including sustainability assessment, B Corp certification, and strategic planning.



We would also like to recognize here the organizations and individuals who have worked with us over the past year to help build and deliver our programs:

[Local First Arizona](#) and [Fuerza Local](#)

[DocuMóvil Notary and Translations](#)

[One Nation Tax and Documents Services LLC](#)

[Arizona Corporation Commission](#)

[Greater Phoenix Leadership](#)

[Project Roots](#)

[Coldwater Coffeehouse and Bakery](#)

[Native Community Capital](#)

Board of Advisors



Arnim Wiek

Professor and Director of the *Sustainable Food Economy Lab* in the School of Sustainability, and Senior Sustainability Scientist in the Global Institute of Sustainability and Innovation, Arizona State University.



Lynn Whitman

Arizona Women's Hall of Fame Board of Director, Partner at *Arizona Business Advisors*, Board President of *Partners of Paiute*, and Venture Devils Mentor at ASU's Edson Entrepreneurship and Innovation Institution.



Sandra McCardell

Sandra founded the *Green Jobs Collaborative* of NM. She serves on the board of the American Sustainable Business Council and on the working committee of 1Worker1Vote.



Darren Chapman

Community pro-activist committed to helping people in need. He is Founder and CEO of *TigerMountain Foundation (TMF)*, which has implemented empowerment initiatives to uplift communities and eliminate blight.

Partners

At Thrive, we believe in the collaborative versus competitive approach. We have strong organizational partners that we work in close collaboration with including: [Local First Arizona](#), the [Cooperative Catalyst of New Mexico](#), [Tiger Mountain Foundation](#), the [City of Phoenix: Office of Environmental Programs](#) and the Sustainable Food Enterprise Lab at ASU.

Director Compensation

(Last Fiscal Year: End 12/31/22)

In line with our goals of increasing accessibility of knowledge and support in a way that best uplifts our communities towards sustainable business models and practices, aside from our city-sponsored programs and workshops, many of our third year services have been offered on a voluntary or sliding scale basis.

In addition to the comprehensive executive director role, our team of directors have varying service offering specialities and time commitments. Service offering specialties include accounting, B-Corp certification, and cooperative incorporation, to name a few. Commensurate with these, each director has taken the lead on different contracts in addition to full-team commitments.

As such, our directors receive compensation based on their varying time commitments to the team and their specialty-based contract workloads. Director compensation for the last fiscal year (ending on December 31, 2022) was as follows:

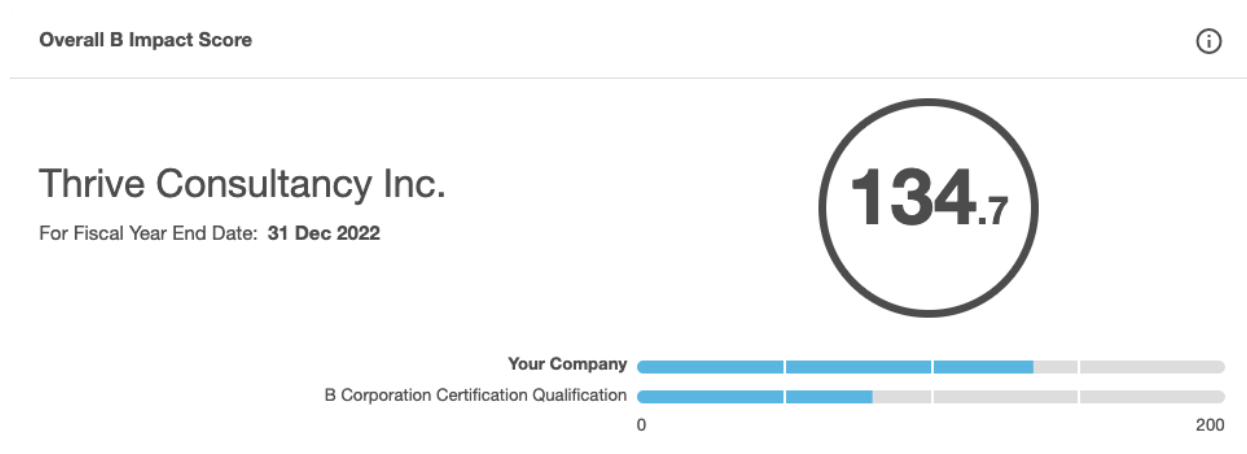
Hanna Layton - \$53,545
Huda Khalife - \$15,520
Courtney Talbot - \$8,166.50

Third Party Standard

This benefit report is evaluated against the B Lab [Impact Assessment](#) tool. It is the most comprehensive and rigorous tool currently available for companies wanting to measure its social, environmental and economic impacts. The assessment requires a thorough analysis of the business across five categories: Governance, Workers, Community, Environment, and Customers. Although our team offers consultation for organizations interested in achieving B-corp certification, we are not affiliated with B-Lab or its leadership in any way nor is *Thrive* B Corp Certified. We use this third-party assessment tool internally to hold ourselves accountable for creating general public good, as well as in our consultations for other organizations to do so as well.



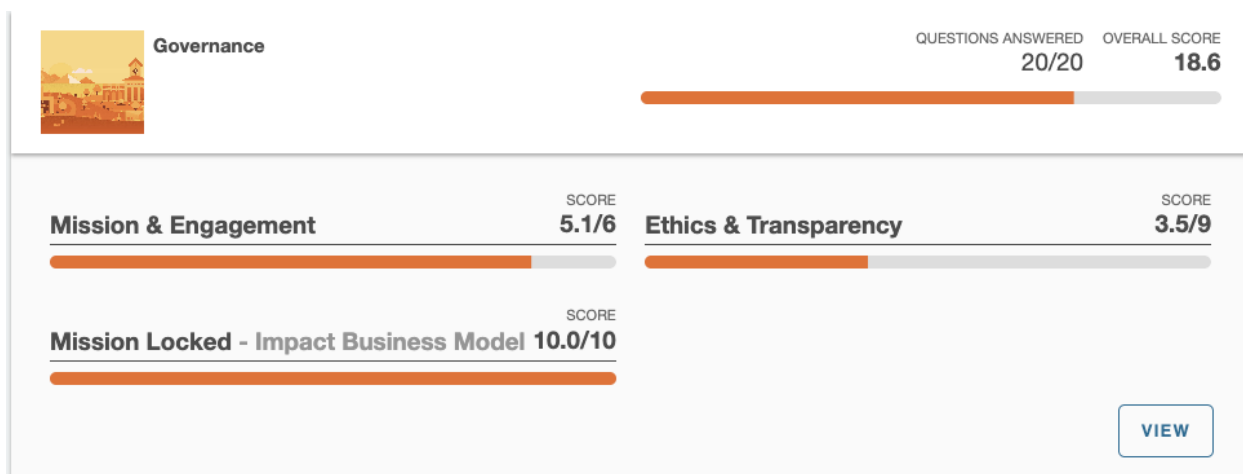
Evaluation Summary



Based on our activities between September 2022 and August 2023, *Thrive* earned a score of 134.7 out of the possible 200 points on the impact assessment. Thrive's score is made up of points from five major categories: governance, workers, community, environment, and customers. A snapshot of our performance in each area is included below.

Governance

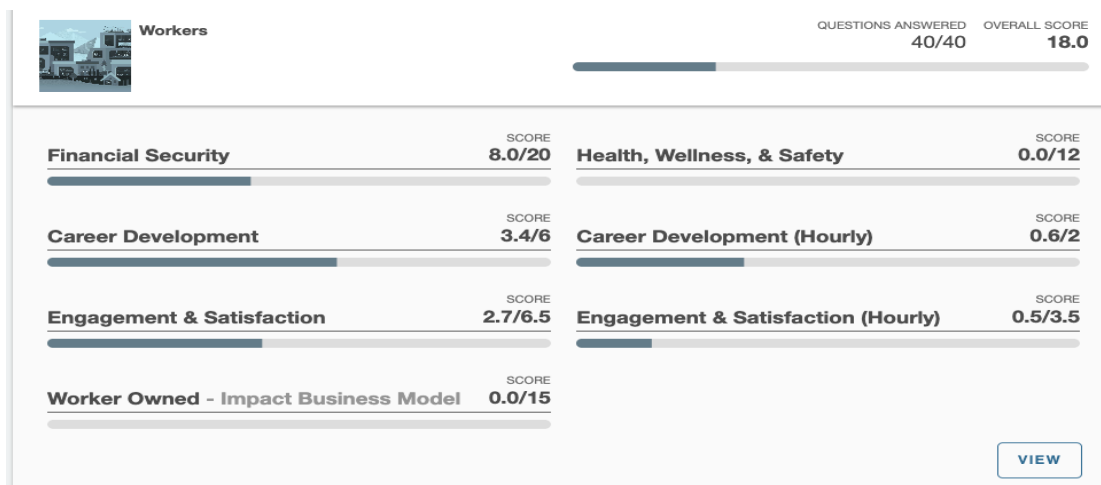
The governance section of the B Impact Assessment is designed to measure and hold accountable the businesses' overall commitment to its' mission, engagement with social and environmental impacts, ethics and transparency.



Thrive is incorporated as a Arizona Benefit Corporation, as opposed to a more conventional LLC or S-corporation structure. This business model was chosen as it embeds the creation of public good and transparency as a condition of doing business. At *Thrive*, we work to consider all stakeholders when crafting or delivering our services. We are committed, both internally and externally, to creating opportunities for equity, accessibility, and empowerment. *Thrive* measures success on how well we integrate our social and environmental goals with profitability.

Workers

The 'Worker' portion of the assessment examines how a business treats its employees. Worker wellbeing is assessed based on: access to benefits, training, job flexibility and development, corporate culture, decision making power, and health and safety.



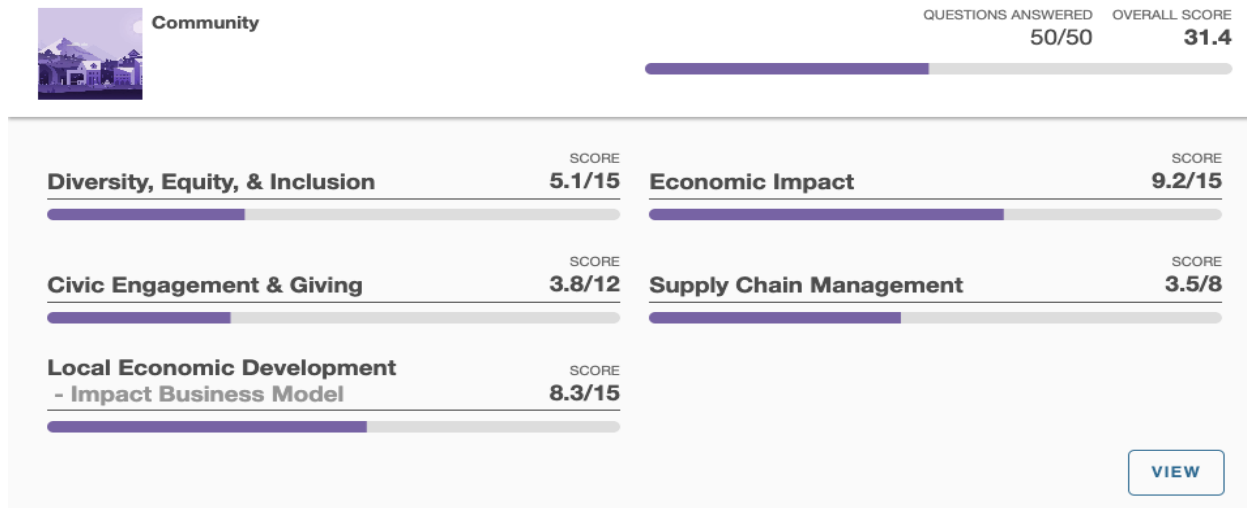
As a small business still in an early development stage, *Thrive's* financial capacity is limited. Thus, the company is not yet able to offer employees certain benefits. Creating access to employee healthcare is a priority for the company in the immediate future.

Thrive takes pride in its commitment to creating meaningful career opportunities for its employees. *Thrive* is committed to fostering employee creativity and inclusive decision making. *Thrive* offers its employees the opportunity to build solutions and services that align with their passions and the company's mission. *Thrive* has a long-term goal of transitioning to the worker-cooperative model, and thus employees are given the opportunity to gain access to ownership if they so choose and meet the eligibility criteria. As mentioned earlier in the report, this year Huda Khalife, went through the ownership pathway process and was officially onboarded as an equal owner and co-director of *Thrive*.



Community

The community section of the assessment considers a company's policies and operations as they relate to community responsibility and stewardship. This section examines the company's involvement in the local community, diversity, and supplier relations.

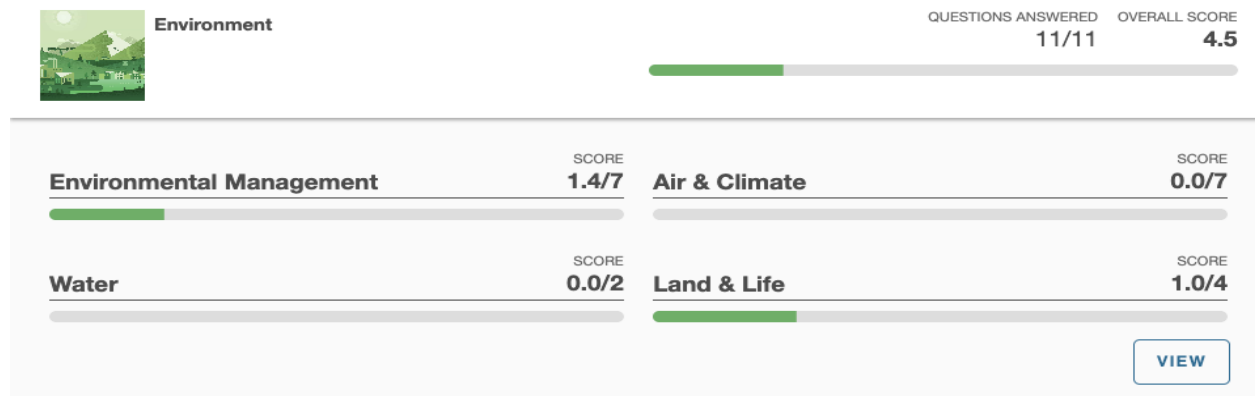


Thrive is committed to contributing to the social and economic wellbeing of Arizona communities. As a Benefit Corporation, *Thrive* is a community-focused business that supports and works to build the economic vitality of our local communities.

As our operations have increased over the past year, *Thrive* has prioritized its commitment to the success of the local economy. Approximately 75% of all material and labor related expenses have been spent at Arizona businesses.

Environment

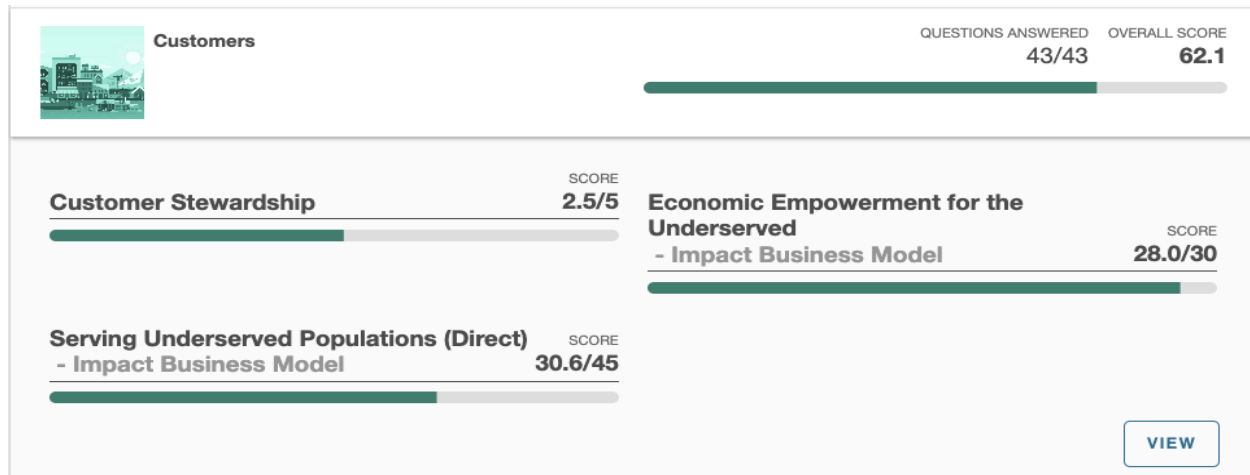
The assessment aims to evaluate a business's environmental impact via examining the facilities, materials, energy use and omissions as they relate to business operations.



In the environmental evaluation, *Thrive* scored low as many of the questions were not applicable nor feasible for a company of our size, impact, or stage of operations. As a company with a majority work-from-home model, we have limited capacity to measure and control our use of the listed environmental resources evaluated in the B Impact Assessment. *Thrive* strives to create a net positive environmental impact via the sustainable education embedded in our services and will more closely track relevant environmental metrics as our operations expand.

Customers

This section of the assessment examines the company's commitment to creating public benefit with its products and services. This section also measures the companies accessibility and impact in terms of the services users



Thrive's business model is one that seeks to uplift community access to sustainable business opportunities. *Thrive* works with institutions and municipalities to offer programs that target the empowerment of underserved community members with a low to no cost model.

We love what we do, and we are committed to continuous improvement. Please reach out to us if you have any feedback or questions about this report. Thank you for reading.