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About This Report

This is WESST’s second integrated report, which combines our annual financial information in context with our performance in the areas of our most significant economic, environmental and social impacts—collectively referred to as our sustainability impacts.

The report covers the period from January 1, 2012, through December 31, 2012, except where noted otherwise. While we report financial information annually, we plan to publish an integrated report biennially.

The key stakeholders and target audience for this report include current and potential funders; board members; clients; our staff, volunteers and mentors; and members of the local communities where we work. We also hope other readers will find this report useful for learning more about WESST.

We welcome your comments about this report. Please contact Julianna Silva at jsilva@wesst.org with your feedback.

Report Scope and Boundary

The report includes the performance of our Albuquerque headquarters located in the WESST Enterprise Center and our five additional Enterprise Centers located throughout New Mexico. Refer to the Our Shared Planet section on page 12 for limitations on the boundary for the environmental performance indicators we report.

GRI Reporting

WESST is committed to sharing best practices and playing a leadership role, which contributed to our decision to use the Global Reporting Initiative’s (GRI) Sustainability Reporting Guidelines, the most widely used framework for standardized sustainability reporting worldwide. This report has been prepared ‘in accordance’ with the Core option of the GRI Guidelines, Version 4 (G4), the latest generation of the standards. The report also includes disclosures from the GRI NGO Sector Supplement released under the previous version of the GRI Guidelines.

We model the behavior we want to see in other organizations, and we are proud to be among the first in the world to publish a GRI G4 report and the first recorded GRI G4 report from a nonprofit (based on the Sustainability Disclosure Database, http://database.globalreporting.org, as of October 4, 2013). Additional GRI reporting information is located at the end of this report. The PDF version of this report contains the GRI Content Index.
Here at WESST, if there’s one thing we know it’s that small things add up. That’s one of the reasons we are dedicated to supporting microenterprises and small businesses: Each new startup and each new job contribute to the economic health and strength of our local communities. In fact, small and microbusinesses (those with fewer than 20 employees) represent 88 percent of all businesses in New Mexico.\textsuperscript{1}

With a staff of just 22, WESST itself is a small nonprofit, but we seek to have a big impact, one that overshadows our headcount and budget. Our second integrated report helps to communicate our financial results along with our key sustainability impacts and performance in 2012.

Sustainability for WESST depends on the positive economic, environmental and social impacts we have in the community. And as part of our mission to be a home to entrepreneurs, we are committed to the responsible use of resources and delivering services in a safe, environmentally responsible way.

As in recent years, the economy and its effect on our clients and our funders continue to present challenges. As the country recovers from the economic recession, recent reports indicate that New Mexico’s job growth is lagging behind the rest of the nation. Small business owners need support to weather tough times. On the other side, economic challenges can be a catalyst for individuals to start a new business. WESST provides support and resources to both. During the past several years, we have helped to create more than 260 jobs each year across the state.

Long-term financial sustainability is our most significant objective because it enables us to fulfill our mission and have the greatest economic impact. Our strategic priorities—increased nongovernmental funding, increased earned revenue and enhanced training and consulting capacity—help achieve this aim from several directions.

Diversifying the sources of our funding has been a strategic focus for years. Government funding dropped from 75 percent of budgeted revenues in 2007 to 49 percent in 2012, due to the dedicated efforts of the WESST team to increase private contributions and earned revenue.

Furthermore, rapid changes in information and technology continue to influence our strategic priorities through the challenges and opportunities they present. WESST will continue to stay on the leading edge of the digital, social media and technology movements to deliver what’s needed today and what will be needed tomorrow to support small business development. For example, one of our near-term goals is the opening of the Comcast Digital Media Studio, which will serve as a resource for WESST’s e-learning programs and for small businesses and community organizations.

As we look forward to our upcoming 25th anniversary with optimism, we do so while carrying the weight of the past year, one that will be forever marked by the unexpected loss of Doug Lee. Joining the WESST family in 2008, Doug was the first managing director of the WESST Enterprise Center. He made a huge impact through his dedication to entrepreneurship and a lasting impression through his generous spirit.

In facing this challenge, we gained deeper insight into our organization: where we are and the gaps we have. Continuous improvement is one of our core values, so it is natural that throughout the past year we have been asking more questions about how we deliver services and how we measure progress. We have become more process-oriented and more mature, recognizing the organizational resiliency that’s required for us to succeed in the long term. WESST has grown a lot. And we have much more growing to do. Small steps: how they do add up.

Thank you for your interest in WESST.
We believe that expanding entrepreneurship is the most effective way to yield the greatest economic impact. That’s why WESST focuses on high-value, high-impact services to help build small businesses.

WESST is a statewide small business development and training organization committed to growing New Mexico’s economy by cultivating entrepreneurship. Founded in 1988 as a 501(c)3 nonprofit and operating solely in the United States, WESST has nurtured the entrepreneurial dreams of thousands of New Mexicans by providing training, technical assistance and access to capital.

WESST is headquartered in the WESST Enterprise Center in Albuquerque and operates through five additional Enterprise Centers located throughout New Mexico in Farmington, Las Cruces, Rio Rancho, Roswell and Santa Fe. We provide services across all sectors and support all individuals, while maintaining an emphasis on serving minority, low-income and women clients. We deliver our services through four key program areas: business training and consulting, low cost loans, business incubation and special programs. Learn more about our programs on page 8.

**Mission, Vision & Core Values**

Our mission, vision and core values provide a clear focus for our organization and define how we approach everything we do.

**Our mission is to be a home to entrepreneurs.** We provide a support system for our clients so they can successfully grow their business through market penetration, job creation and capital accumulation.

**Our vision is to be a leader in growing businesses** through training, consulting, business incubation and access to capital.

**Core Values**

- **Innovation:** We value above all our ability to serve our clients by constantly adapting program services so that client needs are effectively met in a constantly changing marketplace.

- **Integrity:** We are committed to the highest standards of ethics, honesty and mutual respect in our internal and external relationships.

- **Quality and Excellence:** We strive for superior performance in our communications, standards, processes, leadership, planning, programming and execution.

- **Accountability:** We are committed to doing what we say we will do so our various stakeholders are confident that WESST is a trustworthy organization making an economic impact in New Mexico.
Affiliations

WESST is a member of several national organizations that align with our mission and overall strategy: AEO (Association for Enterprise Opportunity), the Association of Women’s Business Centers and the National Business Incubation Association. In addition, WESST is a member of more than 25 state and local organizations such as local chambers of commerce and associations focused on small business development, women-owned businesses and business incubation.

Governance

WESST is governed by a pro bono board of directors composed of 18 independent members and WESST’s president, who serves as an ex officio member. The board meets every other month, and its primary responsibilities include providing strategic direction and financial oversight, establishing and overseeing policies, and supporting and evaluating the president.

Board members also play a leadership role in working with staff, volunteers, community partners and others to expand WESST’s visibility and impact throughout the state. The four officers of the board, the immediate past chair and the president serve on the Executive Committee. Other key committees that provide strategic and organizational oversight include the Governance, Loan Fund, Finance, Development, Marketing and WEC Admissions Committees. Refer to WESST’s 2010 Integrated Report for additional information on our organizational structure.

Ethics & Integrity

Building and maintaining trust with our clients and donors is fundamental to our work. Our core value of integrity expresses our commitment "to the highest standards of ethics, honesty and mutual respect in our internal and external relationships." WESST’s president has executive-level responsibility for ethics and integrity and ensuring all employees perform to the highest ethical standards. All employees sign client confidentiality agreements as part of the new hire process. In addition, WESST’s whistleblower policy provides protection from retaliation when an employee reports or complains about an activity, policy or practice that the employee reasonably believes is in violation of a law or regulation, or is in violation of a clear mandate of public policy concerning health, safety, welfare or protection of the environment.

Precautionary Approach

WESST identifies, evaluates and mitigates risks regularly through our approach to decision making and through our annual strategic planning process. Furthermore, the development of our integrated report helps to identify risks and any potentially adverse impacts of our operations as well as opportunities for improvement. These activities demonstrate our use of the precautionary approach.
The relationships we build are pivotal to our success: Our interactions and engagements with individuals and organizations are central to the way we support our clients. We consider our key stakeholder groups to be those who most impact or influence our performance or are impacted by our services:

- Contributors who fund or support our programs and services: governments, foundations, corporate donors and individuals
- Individuals who promote and deliver our services: board members, employees, contractors, volunteers and mentors
- Beneficiaries who receive or benefit from our services: former, current and potential clients, and the communities in which they live and work
- Collaborators and partners: organizations and programs at the local, state and national level with shared objectives

Many individuals and organizations fit into multiple groups, strengthening their involvement and engagement with WESST. For example, employees generously donate to WESST and many clients are also volunteers and donors. Approaches to engagement vary based on stakeholder group and range from informal conversations to surveys, meetings and events. The Our Programs section on page 8 provides more details about engagement efforts related to our programs.

**Methods of Engagement**

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Frequency</th>
<th>Direct interaction, internal meetings and reviews</th>
<th>Bimonthly board meetings and monthly and quarterly committee meetings</th>
<th>Ongoing (see Our Programs section)</th>
<th>Ongoing</th>
<th>As needed</th>
<th>Quarterly outreach events and periodic events</th>
<th>Regularly after each training session and other service delivery</th>
<th>As needed for surveys in specific areas**</th>
<th>Ongoing at website through single-question polls</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>Daily and periodic</td>
<td>Board of directors, committee members, employees, clients*</td>
<td>Client members</td>
<td>Clients</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td></td>
</tr>
</tbody>
</table>

*Each board meeting features a presentation from a WESST client on his/her company and experience with WESST.

**Refer to the GRI Reporting Information section on page 17 to read about the stakeholder survey we conducted specifically to understand stakeholders’ interests and concerns related to potential topics for this report.

Barry Barnett

**STAKEHOLDER HIGHLIGHT**

Since WESST’s founding, clients throughout the state have benefited from the time, talents and expertise of hundreds of WESST volunteers who consult and mentor on topics ranging from legal structure to copyrights, from sales and marketing to human resources and financing. In 2012, WESST said a fond farewell to Barry Barnett, a long-time WESST volunteer who provided hundreds of hours of pro bono legal services to WESST clients over the years.

Barry’s association with WESST dates back to the late 1980s. In addition to the direct services he provided to clients, Barry served on the WESST board of directors in the mid-1990s, and he served as an ongoing advisor to WESST’s management team. Barry and his wife, Melissa, are currently enjoying retirement in Cuernavaca, Mexico. On behalf of WESST clients, staff and board, we extend our sincere thanks and gratitude to Barry for his wonderful support of WESST and his unwavering commitment to entrepreneurial development in New Mexico!
OUR PEOPLE

The common thread to WESST’s success and its being such a special place to work is our people—a group of high-integrity creative professionals focused on helping businesses succeed.

The WESST family begins with a core team of 22 employees and extends to over 75 dedicated volunteers who help our clients successfully grow their businesses by providing expertise, support, connections and resources. We operate in a team-oriented, collaborative environment that helps cultivate small business solutions to share with our clients. Our collective experience is a vital asset that increases in value with each new challenge we face and each new client we help. As such, we have made attracting and retaining great talent a key strategic objective.

WESST is committed to providing equal employment opportunities for all qualified persons without regard to gender, race, religion or other characteristics of diversity. Full-time employees (95.5 percent of our 2012 workforce) receive a benefits package with company-paid health insurance, paid time off (vacation and sick) and a retirement plan with employer matching. Part-time employees—those working 20 to 39 hours per week on a continuous, regular basis—receive pro-rated sick and vacation benefits, and those who regularly work more than 32 hours are eligible for company-paid health insurance. Refer to the Our People section of our 2010 Integrated Report for more information on our management approach.

2012 Workforce

<table>
<thead>
<tr>
<th>Gender</th>
<th>Full Time</th>
<th>Part Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>16</td>
<td>1</td>
</tr>
<tr>
<td>Male</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>

Note: All employees are on permanent/indefinite status. Self-employed individuals do not perform a significant portion of WESST’s work.

77% of our workforce is female.

Our Volunteers

Volunteers are highly valued members of the WESST team. Our pro bono board and committee members provide leadership, time and expertise to help guide our efforts. They volunteer on a part-time basis. Other volunteers support the delivery of our programs and services by providing training, consulting, professional and administrative services on an occasional basis. In 2012, in-kind pro bono services were valued at $81,303.
OUR CONTRIBUTORS

WESST receives funding for our programs and operations through government, foundation, corporate and individual support. This financial support is enhanced by in-kind contributions. Together, these generous contributors enable us to fulfill our mission, and we greatly appreciate and acknowledge all who have provided financial and in-kind support in 2012 and over the years. For more information on our funders, partners and supporters, visit www.wesst.org/about/funders-supporters.

Financial Donors

Serial Entrepreneurs $50,000 and above

Assets for Independence, U.S. Department of Health and Human Services
City of Albuquerque
Comcast
EDA, U.S. Department of Commerce
Office of Refugee Resettlement, U.S. Department of Health and Human Services
Office of Women's Business Ownership, U.S. SBA
PNM
Rural Community Development Initiative, USDA
Rural Micro Entrepreneurial Assistance Program, USDA
SBA Microloan Program, U.S. SBA
State of New Mexico

Entrepreneurs $20,000–$49,999

2012 WESST Staff
Allstate Foundation
Bank of America
Bank of the West
Frank D. Gorham, Jr., and Marie Kelly Gorham Foundation
Program for Investment in Micro-Entrepreneurs, U.S. SBA
U.S. Bank
Victor and Mary Jury

Job Creators $10,000 to $19,999

2012 WESST Board of Directors
Anonymous
Century Bank
Citi Foundation
First National Bank of Santa Fe

Glenn and Jackie Tilton
Moss Adams, LLP
New Mexico Educators Federal Credit Union
NOVA Corporation
Rio Grande Jewelers Supply
Sandia Foundation
United Rentals
United Way of Central New Mexico Women in Philanthropy
Wells Fargo Bank and Foundation

Shareholders $5,000 to $9,999

TAL Realty*
Bank of Albuquerque
French Funerals-Cremations
Tides Foundation

Investors $2,500 to $4,999

Angela Anderson and David Hughes
Aspen Institute*
Cara Potter
Gerald Martin General Contractor
Modrall Sperling
New Mexico Gas Company
New Mexico Women’s Foundation
PNM Resources Foundation
Roofcare
Slate Street Café
Stan and Jennifer Hubbard
Sul and Heyam Kassicieh
Virginia Stanley/REDW

Start Up Investors $1,000 to $2,499

Agnes Noonan*
Bank of the Rio Grande
Beverly and Perry Bendickson*
Bruce and Sandy Seligman
Bueno Foods
BV Alan, Inc.
David and Karen Vedera

Other Investments up to $999

Albuquerque Community Foundation
Andy Sandoval
Angela Noonan and Franklin Jones
Anna O’Connell
Ann and Tracy Utterback
Ann and Dave Simon
Anthony Urquidez
Antoinette and Gary Creel
Association of Fundraising Professionals, New Mexico Chapter
Azin Mehrnoosh*
Bette and Jim Bradbury
Betty’s Bath and Day Spa*
Beverly Rogoff
Brigid Noonan
Briones Business Law Consulting, P.C.

Brizza Saunders
Caren Waters
Carol and John Cochran
City of Albuquerque, Office of Economic Development
Cynthia and Cone Wilson
Dave Buchboltz and Bridget Gavahan
Debbie Baca
Deborah Peacock and Nate Korn
Donna Stumpf
Doug and Sarah Brown
Duffy and Jean Ann Swan
Dhaval Patel
Elaine and Robert Williams
Emilee New
Eric Whitmore*
Gary Gordon and Terri Giron
George Wolfe*
Holman’s, Inc.
Humberto Fletias
I-25 Studios, LLC
Jackie Kerby Moore*
John and Kathleen Avila
Julia Bowdich
Julianna Silva
Kellie Knapp
Kim and John Blueher
Klinger Constructors, LLC
Krisy and Pete Hansen
Leslie Elgood
Leslie Hoffman*
Leslie Neal
Lorena Schott
Lucas Graham*
Lynnell Reese*
Maria Griego-Raby and Randy Rosster
Marianne Johnston*
Mark and Rose Schaeffer
Mary Wiederholt
Medical Practice Solutions
Michele Smith
Mindy Horwitch
Mumford Family Foundation
Nancy McLain
New Mexico Haunts, LLC
Nina Anthony*
Paul Choman
The donors and contributors listed include financial contributors as of December 31, 2012. This report does not include pledges but actual dollars received or in-kind work done in 2012. If any omissions have occurred, we regret the error and ask that you please contact WESST.

**In-Kind Contributors**

- Alan Dolod
- Albertsons Grocery
- Albuquerque Apartment Movers
- Albuquerque Business First
- Albuquerque Publishing Co.
- Alison Schuler
- Anjali Suri
- Ann Wilmer-Lasky
- Anna Doo, Lei Lani Design Studio
- Astuti Abukusumo
- Bank of America
- Bank of the West
- Business Resource Guide
- Candace Lee Owens and Summer Udall
- Carol Hanback
- Citizen's Bank/Las Cruces
- City of Albuquerque
- City Treats Parties
- CLB Marketing
- Clear Channel
- Comcast
- Concept Green LLC
- Cordray Electric, Inc.
- Corless & Associates
- Corner Deli
- Crazy Maizy's
- Donna Paul
- Dorothy Stermer and Stacy Sacco
- Gary Beeson
- Gerald Landgraf
- Greater Albuquerque Chamber of Commerce
- Greetings, Etc., Inc.
- Griffin & Associates
- Isaac Estrada, Peacock Law
- Jennifer Cantrell CPA
- Ralph Baldwin*
- Shoemaker Law Firm
- Shutter and Bruch Fine Art
- Stacy Sacco and Dorothy Stermer
- Ted Rice and Amberley Pyles
- The Grant Plant, Inc.*
- The Holly Company*
- Upleaf
- Verge Fund/Verge Management
- Victor Pena
- Walter Taylor*

* Includes a donation to the Doug Lee Entrepreneurship Fund

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**REMEMBERING DOUG LEE**

The entire WESST family mourned the passing of Doug Lee who died on October 20, 2012, in Santa Fe. Doug joined WESST in 2008 as the first managing director of the WESST Enterprise Center in Albuquerque. In this capacity, he oversaw the final construction phase of WESST’s 37,000-square-foot incubator, which received LEED (Leadership in Energy and Environmental Design) Silver-level certification, and he guided its impressive growth until his untimely death. Under Doug’s leadership, the WESST Enterprise Center was cited by CNNMoney magazine in 2011 as one of the seven hottest startup incubators in the U.S. During its first four years in operation, WESST’s incubator facilitated the creation of 266 new jobs, an accomplishment that made Doug very proud.

With a long career in entrepreneurship and business incubation, Doug’s positive attitude and can-do demeanor was infectious, both for the entrepreneurs he counseled and the WESST staff, board and community partners who had the privilege of working with him.

To commemorate Doug’s legacy, WESST has established the Doug Lee Entrepreneurship Fund to support emerging and established New Mexico entrepreneurs. If you would like to contribute to this fund in Doug’s honor, please go to www.wesst.org/workshop/in-memoriam-doug-lee/.

*May the road rise to meet you,*  
*May the wind always be at your back,*  
*And until we meet again,*  
*May God hold you in the palm of his hand.*  
—An old Irish blessing
O U R  P R O G R A M S

Our programs help individuals start and grow businesses in New Mexico through business training and consulting, low cost loans and business incubation. We are dedicated to the continuous enhancement of our program offerings to promote business success for entrepreneurs in general and for specific beneficiary groups such as minority, low-income and women clients.

Training & Consulting

Our training programs focus on the skills needed to start, run and grow a successful business including strategic planning, business planning, marketing and accounting. WESST consultants serve as professional one-on-one business coaches and advisors providing expertise in management, finance, sales and marketing, search engine optimization (SEO) and social media to meet the specific needs of New Mexico entrepreneurs. In 2012, we delivered 5,445 client training hours and 7,711 hours of business consulting hours.

Business Incubation

The WESST Enterprise Center in Albuquerque is a world-class, 37,000 square-foot mixed-use business incubator accommodating up to 20 light manufacturing, service and high-tech businesses. The incubator provides operational support and resources to startup and early-stage businesses with job creation potential. A strategic business advisory council, which includes venture capitalists, angel investors and business advisors, provides incubator clients with hands-on business consulting.

Learn about our member companies at www.wesst.org/enterprise-center/member-companies.

At the end of 2012, the incubator achieved an 85 percent occupancy rate, with 10 full-time member companies and one affiliate company. Cumulative results of our member companies since 2009 for new jobs, gross payroll, total revenue and equity investments reflect the program’s contribution to New Mexico’s economy.

COMCAST DIGITAL MEDIA STUDIO

The studio provides equipment, work space and assistance for creating and producing multimedia projects, presentations and much more. The studio also allows us to offer real-time distance learning to our clients throughout New Mexico.
**Low Cost Loans**

WESST’s loan program focuses on providing underserved individuals with access to capital for their businesses. To ensure successful business outcomes while the loan is in place, clients also receive business counseling and training. After the loan is paid off, WESST will continue supporting the client through training and consulting services to ensure long-term success.

In 2012, WESST made 52 loans totaling $805,460: 12 to new businesses and 40 to existing businesses. The default rate in 2012 was 3.3 percent, below the default rate of 5 percent for comparable organizations during the same period.

**Special Programs**

**Refugee Microenterprise Program**

With support from the Office of Refugee Resettlement, WESST provides business consulting and loans to qualified, documented political refugees to start a small business, expand an existing business or establish good credit. In 2012, WESST provided 18 loans totaling $36,315.

**IDA Program**

The Individual Development Account (IDA) program is a financial literacy training and savings program targeted to low-income individuals. Program staff provide hands-on money management skills that focus on budgeting, savings and credit. IDA participants deposit funds into a custodial account housed at Wells Fargo. Once an individual savings goal is reached, savings can be used for business ownership, higher education or home ownership.

For the past two years, the program has been targeted exclusively to youth. Although 89 youth completed the financial literacy portion of the program (an accomplishment in itself), only 21 actually opened a savings account and are actively working towards a goal. As a result, cumulative savings during the report period are significantly lower than anticipated. In response, WESST is in the process of making some program modifications, which are expected to generate higher levels of savings participation.

**2010–2012 IDA Client Savings**

<table>
<thead>
<tr>
<th>Year</th>
<th>IDA Account Holders</th>
<th>Account Holders Making Deposits</th>
<th>Annual Client Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>88</td>
<td>38</td>
<td>$19,545</td>
</tr>
<tr>
<td>2011</td>
<td>65</td>
<td>31</td>
<td>$7,285</td>
</tr>
<tr>
<td>2012</td>
<td>55</td>
<td>13</td>
<td>$3,520</td>
</tr>
</tbody>
</table>

**2006–2012 NUMBER OF LOANS**

<table>
<thead>
<tr>
<th>Year</th>
<th>06</th>
<th>07</th>
<th>08</th>
<th>09</th>
<th>10</th>
<th>11</th>
<th>12</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>10</td>
<td>20</td>
<td>30</td>
<td>40</td>
<td>50</td>
<td>60</td>
<td>70</td>
</tr>
</tbody>
</table>

**2006–2012 AMOUNT LOANED**

<table>
<thead>
<tr>
<th>Year</th>
<th>06</th>
<th>07</th>
<th>08</th>
<th>09</th>
<th>10</th>
<th>11</th>
<th>12</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>200K</td>
<td>400K</td>
<td>600K</td>
<td>800K</td>
<td>1,000K</td>
<td>1,200K</td>
<td>1,400K</td>
</tr>
</tbody>
</table>

**2012 YEAR-END LOAN PORTFOLIO**

$1.16M

**CUMULATIVE LOAN PROGRAM IMPACT SINCE 1990**

1,622 JOBS CREATED/ RETAINED BY LOAN CLIENTS
Program Effectiveness

The effectiveness of our programs is a core component of being accountable; it establishes the value WESST delivers. Because our programs rely on the financial support we receive from government agencies, foundations, corporations and individuals, we have a responsibility to deliver outcomes that meet specific objectives. Some funding entities specify expected program measures and outcomes, whereas others collaborate with us to develop program objectives and performance measures. In either case, we monitor and report program outcomes, measures and learning opportunities internally and to our funders for feedback and evaluation. Through this ongoing review and improvement cycle, WESST and our funders ensure positive outcomes for our clients and communities.

Results are communicated directly to specific stakeholders and partners, internally to staff and through this integrated report. Refer to the Economic Impact of WESST Programs section on page 11 to learn more about our overall approach to managing program effectiveness.

Stakeholder Involvement & Feedback

Our success depends on our ability to deliver innovative programs that meet the ever-changing needs of entrepreneurs; therefore, the involvement of and feedback from clients and other affected stakeholders is essential in the design, implementation, evaluation and improvement of our programs.

Much of this engagement is handled the same way we deliver our services: in person and often one-on-one. For example, consultants and regional managers have ongoing interaction with clients to address their specific needs or address complaints. The director of the business incubator holds monthly meetings with member companies and has frequent conversations to gather feedback, topics of interest and member needs. A significant advantage of the Albuquerque staff being located in the incubator is our close proximity to member companies, which promotes dialogue between owners and employees of member companies and WESST staff working in all program areas.

We also communicate regularly by phone and through email and use feedback mechanisms such as evaluation forms, web-based feedback forms, surveys, focus groups and meetings, and social media, as outlined in the Stakeholder Engagement section on page 4. In December 2012, we implemented an annual client survey to establish a more systematic mechanism for gathering client feedback and understanding needs. The results helped us to develop new training opportunities to meet the need for more assistance with technology.

WESST Client Diversity

While WESST supports all entrepreneurs, we place a special emphasis on serving minority, low-income and women clients. As such, sensitivity and responsiveness to gender and diversity is built into our programs from design through evaluation and improvement.

Much of our funding is dedicated to serve specific target markets. For example, WESST hosts six Women’s Business Centers through the U.S. Small Business Administration. Many funders require us to collect demographic information to demonstrate that we are reaching those markets and serving the needs of diverse entrepreneurs. We collect information such as gender, race, ethnicity, income level and disability status through a client intake form, and then aggregate the information for confidential reporting.
**Economic Impact of WESST Programs**

The driving force behind our work is the positive impact that each new business launched and each new job created has on our local and regional communities. As such, the ultimate indicator of our success is the economic impact of our programs and services.

Economic impact is a priority for WESST as well as for our partners; therefore, the management of our programs is aimed at enhancing the economic impact of the support we provide. WESST management sets objectives relating to WESST’s facilitation of new business startups and job creation, which aligns with the expectations of many of our funders and key stakeholders.

Each year, we survey our clients to compile data on jobs and revenue, which we aggregate to measure our indirect economic impact (2012 Statewide Economic Results). Getting complete data is an ongoing challenge, especially because most of our clients own private businesses. Through ongoing engagement and through communications such as this report, we aim to increase the percentage of client responses.

To further understand the economic impact of our programs, WESST requested that the Mid-Region Council of Governments of New Mexico (MRCOG) conduct an independent analysis of the statewide economic impact of the jobs created with WESST’s assistance between 2008 and 2011. Key study results are highlighted below.

The MRCOG analysis uses an economic model that provides a comprehensive assessment of the impact of the jobs created through WESST support (direct employment). It helps us understand the broader economic activity that each job stimulates. WESST intends to request an update of this valuable study in 2016.

**WESST ECONOMIC IMPACT RESULTS 2008–2011**

*Source: Economic Impact of Job Creation in New Mexico Related to WESST, Mid-Region Council of Governments, July 20, 2012. Calculations are based on direct employment figure provided by WESST.*

<table>
<thead>
<tr>
<th>DIRECT EMPLOYMENT:</th>
<th>GROSS REGIONAL PRODUCT:</th>
<th>PERSONAL INCOME:</th>
<th>WAGES AND SALARY DISBURSEMENTS:</th>
<th>CONSUMER SPENDING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1,159 JOBS</strong></td>
<td><strong>$128 MILLION</strong></td>
<td><strong>$93 MILLION</strong></td>
<td><strong>$60 MILLION</strong></td>
<td><strong>$87 MILLION</strong></td>
</tr>
</tbody>
</table>

“**These jobs are of great benefit to New Mexico’s economy.”**

Excerpt from *Economic Impact of Job Creation in New Mexico Related to WESST*, Mid-Region Council of Governments, July 20, 2012
WESST believes that we all have a responsibility to use our shared resources efficiently and mitigate the negative environmental impacts of our operations. All companies, regardless of size, impact the environment and have opportunities to improve. This belief informed our decision five years ago to build our business incubator according to LEED standards and achieve Silver-level certification. By reporting on our most significant environmental impacts, we can further demonstrate our commitment to responsible environmental practices—and, perhaps, to lead by example for small businesses and nonprofits.

Managing Our Footprint

The focus of our environmental management efforts is the Albuquerque WESST Enterprise Center, a mixed-use business incubation facility that serves as WESST’s headquarters as well as the home for our incubator member companies. The 37,000-square-foot facility represents more than 90 percent of WESST office space statewide and houses half of WESST’s staff. The majority of the Enterprise Center is dedicated to the business incubation program. At the end of 2012, the incubator was 85 percent occupied with 10 full-time member businesses in the areas of light manufacturing, research and development, services, and information technology.

Our dual role as building occupant and landlord means that our environmental impacts include those associated with WESST’s operations as well as aspects related to the operations of member companies, such as energy and water use. As landlord, however, we must ensure that the building performs efficiently to minimize impacts and manage operating costs.

Managing WESST’s environmental footprint is a key consideration in running the WESST Enterprise Center and achieving our goal for the incubator to be economically self-sustaining. Energy and water are significant line items for businesses of all sizes, so cost drives our actions as much as concern for the environment. The managing director of the WESST Enterprise Center reports directly to the president and is responsible for all aspects of managing the incubator from running the program to overseeing building maintenance, information systems and utility usage. Financial results and utility usage are benchmarked against five incubators in the U.S. with similar characteristics to the WESST Enterprise Center. We evaluate energy and water performance using both absolute measures and intensity ratios for square footage and considerations for client mix.

Business incubators by nature are dynamic environments due to their ever-changing tenant mix. A key objective of business incubation is for member businesses to “graduate” from the incubator, a sign of their growth and success; new businesses then come on board. This cycle creates fluctuations in energy and water usage, which can present challenges in projecting future costs. The WESST Enterprise Center was designed to support light manufacturing companies, which can often use energy- and/or water-intensive processes.

Within this known variability, WESST recognizes that we have a degree of influence on member businesses, and we view environmental impact as a shared responsibility. The intake process for new clients considers potential energy and water needs not only to factor into the cost for rent but also to initiate conversations about conservation. The managing director holds full
client meetings every six months and includes topics on energy and water conservation and efficiency. WESST staff are also included in awareness efforts about office habits that save energy and water.

Energy & Greenhouse Gas Emissions

Energy and associated greenhouse emissions are two of the most widely acknowledged environmental issues of our time, with the economic side of energy management compounding the challenges. Our focus on managing these aspects is based on their national and global significance; WESST is not subject to any regulations for energy or emissions.

WESST is currently working with a team of experts to conduct a thorough evaluation of the WESST Enterprise Center operations and building systems to understand current performance and identify potential areas for improvement. The focus is on optimizing energy and water efficiency and conservation. We plan to have full energy and associated greenhouse gas emissions results in our next report along with reduction targets that we will establish after we have assessed performance.

Water

Water is a scarce resource in New Mexico; therefore, its conservation is a responsibility WESST shares with organizations and individuals across the state and region. The WESST Enterprise Center and property incorporate many water-saving features.

Our water is sourced entirely from the municipal water supply and used primarily for hygienic and sanitation purposes, followed by irrigation and other uses. We regularly monitor for leaks and conservation opportunities. In 2012, water consumption at the WESST Enterprise Center was 320,892 gallons (1,214.71 cubic meters). Fluctuations in usage over the past few years reflect changes in member companies in the business incubation program.
We are focused on WESST’s financial performance and sustainability to ensure the continuity and reach of our services to support and grow small businesses. Strong financial performance enhances the direct and indirect economic benefits of our services.

**Financial Stewardship**

As a responsible steward of government, private and individual funds, WESST is committed to financial accountability and transparency. To demonstrate that commitment, we retain the services of an independent auditor to review and verify our financial statements. We also provide our financial data so that our donors, contributors and other stakeholders can assess our performance and make informed decisions.

Responsible financial management is a central responsibility of the board, president and director of finance as well as regional and program directors. The board of directors reviews and approves WESST’s quarterly and annual financial statements, and operating and capital budgets. The board also evaluates performance on annual goals and objectives relating to financial performance in areas such as earned income and funding diversity, as described further in the following section.

**Funding**

Funding for WESST’s programs and services is received from a variety of sources: public funds from the U.S. Small Business Administration and the U.S. Departments of Agriculture and Health and Human Services; private funds from foundations, corporations and individuals; and earned revenue. The *Our Contributors* section on page 6 lists 2012 financial and in-kind donors.

For the past several years, a key budget objective has been to increase the percentage of operational funding derived from nongovernmental sources. The focus on diversified funding helps to address the challenges inherent...
in public funding while promoting long-term viability. In 2007, government funding represented approximately 75 percent of budgeted revenues. In 2012, the percentage of budget revenues from government sources had dropped to 47 percent, with 37 percent of revenues derived from private contributions and 16 percent from earned revenue. With the launching of the Comcast Digital Media Studio in 2013, management projects that the percentage of earned revenues will continue to grow.

**Procurement Practices**

WESST relies on more than 100 suppliers for the goods and services that support our work. Our suppliers include local utilities, building maintenance service providers and office supply stores. Another group of key suppliers includes contractors and consultants who provide a range of professional services that help us manage our operations and support our clients. Many of our professional service providers generously offer their services at discounted nonprofit rates or on a pro bono basis.

WESST’s purchasing guidelines, which the president and Finance Committee review and approve, establish policies for procurements made across the organization. The annual external financial audit includes a review of our adherence to these guidelines.

We recognize that our procurement practices represent an area where WESST’s decisions can positively impact the local economy and strengthen our support of small businesses. As a small nonprofit dedicated to supporting small businesses and economic inclusion in New Mexico, it’s just second nature to use local suppliers and WESST clients whenever possible. Although we do not currently have a formal policy that establishes purchasing preferences for local or client businesses, we do plan to formalize our long-standing local supplier and client purchasing practices as part of our ongoing process development work.

In 2012, the total amount for goods and services purchased across all of our locations was $649,676. Of that amount, 86 percent was spent on suppliers in New Mexico, which is our geographic definition for local purchasing.

Due to the nature of our services, our location and the characteristics and local focus of our supply chain, WESST has not conducted a formal assessment to determine situations where persons working for suppliers are not provided the social and labor protection or working conditions applicable under federal labor law. In the unlikely event that WESST would become aware of such an issue, we would take action to understand the situation and how changes in our procurement practices could address or mitigate the impact of the particular situation.

**Being Our Clients’ Clients**

Many of our suppliers are also current or former clients. For example, Slate Street Café is a current WESST client, a donor and a service provider that regularly caters WESST events. Kosh Solutions, a long-time WESST Enterprise Center incubator tenant, is also a key supplier of information technology services and a donor. These are just a couple of examples of the way our purchasing preferences support local businesses and by extension the New Mexico economy.
### Summary Financial Position

#### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$2,732,171</td>
<td>$2,587,275</td>
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<tr>
<td>Receivables</td>
<td>$1,450,113</td>
<td>$1,648,297</td>
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<tr>
<td>Prepaid expenses</td>
<td>$3,702</td>
<td>$26,450</td>
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<tr>
<td>Property and equipment, net of accumulated depreciation</td>
<td>$6,380,807</td>
<td>$8,347,557</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$10,566,793</strong></td>
<td><strong>$12,609,579</strong></td>
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#### LIABILITIES AND NET ASSETS

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<th>2012</th>
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<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$90,280</td>
<td>$137,932</td>
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<tr>
<td>Funds held for others</td>
<td>$52,073</td>
<td>$48,677</td>
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<tr>
<td>Line of credit</td>
<td>$160,400</td>
<td>$126,800</td>
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<tr>
<td>Loans payable</td>
<td>$1,288,055</td>
<td>$1,394,491</td>
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<tr>
<td>Capital lease payable – WESST Enterprise Center</td>
<td>$1,075,590</td>
<td>$1,075,590</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$2,666,398</strong></td>
<td><strong>$2,783,490</strong></td>
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#### Net Assets

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<tbody>
<tr>
<td>Unrestricted</td>
<td>$6,260,168</td>
<td>$8,707,279</td>
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<tr>
<td>Temporarily restricted</td>
<td>$1,638,882</td>
<td>$1,117,465</td>
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<tr>
<td>Permanently restricted</td>
<td>$1,345</td>
<td>$1,345</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$7,900,395</strong></td>
<td><strong>$9,826,089</strong></td>
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</table>

**Total liabilities and net assets**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$10,566,793</strong></td>
<td><strong>$12,609,579</strong></td>
<td><strong>$12,609,579</strong></td>
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</tbody>
</table>

### Summary of Revenues and Expenses

#### Support and revenue

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
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</thead>
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<tr>
<td>Contributions and support</td>
<td>$272,558</td>
<td>$603,760</td>
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<td>Government grants</td>
<td>$1,973,875</td>
<td>$1,264,354</td>
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<tr>
<td>Consulting, training and other fees</td>
<td>$39,389</td>
<td>$120,069</td>
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<td>WEC membership</td>
<td>$181,194</td>
<td>$227,393</td>
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<tr>
<td>Interest and loan fees</td>
<td>$77,094</td>
<td>$78,328</td>
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<tr>
<td>In-kind</td>
<td>$463,461</td>
<td>$407,249</td>
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<tr>
<td><strong>Total support and revenue</strong></td>
<td><strong>$3,007,571</strong></td>
<td><strong>$2,699,153</strong></td>
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</table>

#### Expenses

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business consulting and training</td>
<td>$1,600,004</td>
<td>$1,383,612</td>
</tr>
<tr>
<td>Financial assistance</td>
<td>$876,023</td>
<td>$687,656</td>
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<tr>
<td>Management and general</td>
<td>$195,323</td>
<td>$210,341</td>
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<tr>
<td>Fund raising</td>
<td>$166,367</td>
<td>$164,073</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$123,936</td>
<td>$200,139</td>
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<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$2,961,653</strong></td>
<td><strong>$2,645,821</strong></td>
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</table>

#### Change in net assets before unusual item

<table>
<thead>
<tr>
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<th>2012</th>
</tr>
</thead>
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<tr>
<td><strong>$45,918</strong></td>
<td><strong>$53,332</strong></td>
<td><strong>$53,332</strong></td>
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</tbody>
</table>

#### Unusual item — WEC Equity Contribution

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>WEC Equity Contribution</td>
<td>$5,099,350</td>
<td>$800,000</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td><strong>$5,145,268</strong></td>
<td><strong>$853,332</strong></td>
</tr>
</tbody>
</table>
The following sections address GRI-specific reporting disclosures not reported in previous sections. Learn more about the Global Reporting Initiative and the publicly available GRI Sustainability Reporting Guidelines at globalreporting.org.

**Defining Report Content**

In our 2010 integrated report, WESST indicated that we would develop a more structured, formal approach to defining report content, which we were able to do for this report. A small cross-functional team, including WESST’s president, worked with sustainability consulting firm Concept Green to establish an approach based on GRI's Principles for Defining Report Content and to determine what matters most for WESST to report.

To identify relevant topics, the team considered sustainability topics from a wide range of sources such as the GRI G4 Guidelines, GRI’s NGO Sector Supplement, feedback from ongoing engagement with stakeholders, and external sources and research. The team evaluated the economic, environmental and social impacts of WESST’s operations within the context of these relevant sustainability topics and considered where the impacts occur (boundary).

The team prioritized the relevant topics by performing a materiality assessment based on factors such as expert and generally accepted recognition of material topics for organizations in general and for NGOs in particular, regional or global significance, scale of impact, organizational relevance, and current or future risks and opportunities. As part of this process, WESST also surveyed a group of key internal and external stakeholders to determine the level of influence that the relevant topics had on their assessment of and decisions about WESST and to identify any additional topics of concern or interest. The team integrated those results (65 total responses: 48 percent from internal stakeholders and 52 percent from external stakeholders) into the prioritization process to develop a materiality matrix, which is presented on the next page.

In an effort to focus on what matters most, the team set the materiality threshold to report on topics of medium significance and above. As a result, some topics that are relevant and important to WESST fell below this threshold for reporting. They are nonetheless actively managed as part of our operations and will continue to be included in future materiality assessments. It is also worth noting that the report includes energy, greenhouse gas emissions and water, which were topics of low influence to our stakeholders. Many stakeholders did not view these as influential topics because of our small size and relatively low environmental footprint, but some commented on the importance of reporting on them. WESST’s decision to include them is based on the broader importance of these areas for organizations regardless of size.

> “I don’t believe that I would be in business today had it not been for the assistance I received from WESST ten years ago.”

---

Terri Munson, That Computer Gal | WESST Las Cruces
**Materiality Matrix**

Material topics are those that matter most to WESST’s contributions today and in the future; they represent the risks and opportunities associated with enhancing our positive impacts responsibly. The matrix lists the most relevant topics and highlights those prioritized for reporting (material aspects).

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**WESST 2012 Materiality Matrix**

Topics were grouped within the matrix based on two dimensions: significance of the impact and influence on stakeholders' assessments and decisions. The threshold for reporting was set to include topics of medium or higher significance. These material topics are highlighted in bold white text in the matrix.

---

**MATERIAL TOPICS FOR REPORTING**

---

**Key**

Prefix for GRI categories and subcategories:
- LA: Social/Labor Practices and Decent Work
- EC: Economic
- EN: Environmental
- PE: NGO Program Effectiveness
- PR: Social/Product Responsibility

---
Material Aspects & Boundary
The following table lists the material aspects identified for this report and their associated boundaries.

<table>
<thead>
<tr>
<th>GRI Category/Subcategory</th>
<th>Material Aspect</th>
<th>Aspect Boundary*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic</td>
<td>Economic Performance</td>
<td>Within the organization</td>
</tr>
<tr>
<td></td>
<td>Indirect Economic Impacts</td>
<td>Outside of the organization</td>
</tr>
<tr>
<td></td>
<td>Ethical Fundraising</td>
<td>Within the organization</td>
</tr>
<tr>
<td></td>
<td>Procurement Practices</td>
<td>Within the organization</td>
</tr>
<tr>
<td>Social: Labor Practices &amp; Decent Work</td>
<td>Employment</td>
<td>Within the organization</td>
</tr>
<tr>
<td>Program Effectiveness</td>
<td>Program Monitoring, Evaluation and Learning</td>
<td>Within the organization</td>
</tr>
<tr>
<td>Note: This area and associated aspects are from GRI’s NGO Sector Supplement</td>
<td>Gender and Diversity in Programs</td>
<td>Within the organization</td>
</tr>
<tr>
<td></td>
<td>Affected Stakeholder Involvement</td>
<td>Within the organization</td>
</tr>
<tr>
<td></td>
<td>Feedback, Complaints and Action</td>
<td>Within the organization</td>
</tr>
<tr>
<td>Environmental</td>
<td>Energy</td>
<td>Within and outside of the organization</td>
</tr>
<tr>
<td></td>
<td>Emissions</td>
<td>Within and outside of the organization</td>
</tr>
<tr>
<td></td>
<td>Water</td>
<td>Within and outside of the organization</td>
</tr>
</tbody>
</table>

*Aspect boundary refers to where impacts occur for each material aspect: within the organization or outside of it.

Stakeholder Feedback
The key topics across all stakeholder groups are presented in the materiality matrix. Of particular interest to clients is sharing stories about WESST’s accomplishments with clients and WESST client successes from startup through later business stages. This report includes brief client testimonials, and we are looking into ways to share more client stories through our website and other communications.

External Assurance
WESST did not seek external assurance for this integrated report beyond the annual financial audit. The financial information provided in this report is based on the consolidated financial statements prepared by Hinkle + Landers, P.C., a financial accounting CPA firm contracted by WESST with the direct involvement of the board of directors. The Independent Auditors’ Report and Financial Statements are available for download from the Financials page of our website: http://www.wesst.org/about/financials.
**GRI Content Index**

In defining report content, we used the GRI G4 Guidelines along with the NGO Sector Supplement, which has not yet been updated to the G4.

**General Standard Disclosures**

The table includes a few direct responses for brief disclosures that were not in the main report content.

<table>
<thead>
<tr>
<th>ID</th>
<th>Description</th>
<th>Page or Reference</th>
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<tbody>
<tr>
<td>G4-1</td>
<td>Statement from the most senior decision-maker of the organization</td>
<td>Letter: 1</td>
</tr>
<tr>
<td>G4-3</td>
<td>Name of the organization</td>
<td>About WESST: 2</td>
</tr>
<tr>
<td>G4-4</td>
<td>Primary brands, products, and/or services</td>
<td>About WESST: 2</td>
</tr>
<tr>
<td>G4-5</td>
<td>Location of organization’s headquarters</td>
<td>About WESST: 2</td>
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<tr>
<td>G4-6</td>
<td>Number of countries where the organization operates</td>
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<tr>
<td>G4-7</td>
<td>Nature of ownership and legal form</td>
<td>About WESST: 2</td>
</tr>
<tr>
<td>G4-8</td>
<td>Markets served</td>
<td>About WESST: 2</td>
</tr>
<tr>
<td>G4-9</td>
<td>Scale of the reporting organization</td>
<td>About WESST: 2; Our Contributors: 6; Our People: 5; Our Programs: 8; Financial Performance: 14; Summary Financials: 16</td>
</tr>
<tr>
<td>G4-10</td>
<td>Employees by employment contract and gender</td>
<td>Our People: 5</td>
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<tr>
<td>G4-11</td>
<td>Percentage of employees covered by collective bargaining agreement</td>
<td>0% Collective bargaining agreements are not typical for small service-based nonprofit workforce.</td>
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<tr>
<td>G4-12</td>
<td>Description of organization’s supply chain</td>
<td>Procurement Practices: 15</td>
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<tr>
<td>G4-13</td>
<td>Significant changes during the reporting period</td>
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<td>G4-14</td>
<td>Precautionary approach or principle is addressed by the organization</td>
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<tr>
<td>G4-15</td>
<td>Externally developed charters, principles</td>
<td>Our Programs, Program Effectiveness: 10</td>
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<tr>
<td>G4-16</td>
<td>Memberships in associations</td>
<td>About WESST, Affiliations: 3</td>
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<td>Entities included in the organization’s consolidated financial statements</td>
<td>WESST</td>
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<td>G4-18</td>
<td>Process for defining report content</td>
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<td>G4-19</td>
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<td>Aspect Boundary within the organization</td>
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<tr>
<td>G4-21</td>
<td>Aspect Boundary outside of the organization</td>
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<tr>
<td>G4-22</td>
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<td>G4-23</td>
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<td>G4-24</td>
<td>List of stakeholder groups</td>
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<td>G4-25</td>
<td>Basis for identification</td>
<td>About WESST: Stakeholder Engagement: 4</td>
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<tr>
<td>G4-26</td>
<td>Approaches to stakeholder engagement</td>
<td>About WESST: Stakeholder Engagement: 4</td>
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<tr>
<td>G4-27</td>
<td>Key topics and concerns raised through stakeholder engagement</td>
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<td>G4-28</td>
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<tr>
<td>G4-29</td>
<td>Date of most recent previous report (if any).</td>
<td>About This Report: Inside front cover</td>
</tr>
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<td>G4-30</td>
<td>Reporting cycle</td>
<td>About This Report: Inside front cover</td>
</tr>
<tr>
<td>G4-31</td>
<td>Contact point for questions regarding the report or its contents</td>
<td>About This Report: Inside front cover</td>
</tr>
</tbody>
</table>
Specific Standard Disclosures

The following table lists the material aspects with the location for the associated disclosures of management approach (DMA) and performance indicators. Statements on external assurance and omissions are noted only for the aspects for which they apply.

<table>
<thead>
<tr>
<th>Material Aspects (As in G4-19)</th>
<th>DMA and Indicators</th>
<th>Location (page number or link)</th>
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<tr>
<td>Economic Performance</td>
<td>G4-DMA</td>
<td>Financial Performance: 14</td>
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<td></td>
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<td>G4-EC8:</td>
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<td>G4-EC9:</td>
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<td>G4-GMA:</td>
<td>Economic Impact of WESST’s Programs: 11</td>
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<td>Employment</td>
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<td>G4-LA2:</td>
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<td>Procurement Practices: 15 (DMA-b)</td>
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<td><strong>NGO: PROGRAM EFFECTIVENESS</strong></td>
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<td>NGO: Monitoring, Evaluation and Learning</td>
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<td>NGO: Affected Stakeholder Engagement</td>
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<td>NGO: Feedback, Complaints and Action</td>
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<td>Our Shared Planet: 12–13</td>
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<td>Emissions: 2012 data for energy consumption is not currently available. WESST is currently evaluating performance and will report in the next report. Refer to the Our Shared Planet section for additional information.</td>
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Acknowledgements

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Concept Green LLC

Concept Green LLC is a women-owned microenterprise dedicated to the mighty work of building a sustainable future. Concept Green works with organizations that want to understand, improve and communicate their economic, environmental and social impacts and performance, also known as “triple bottom line” or “corporate responsibility.”

Concept Green’s services include sustainability reporting and communications, program development and training. Its work is guided by the Global Reporting Initiative’s Sustainability Reporting Framework, the most widely used sustainability reporting standard around the world. Concept Green co-owners, Carrie Christopher and Jennifer Pontzer, attended a WESST business planning training course when Concept Green was, quite literally, a concept. Additional training and consulting from WESST has contributed to the company’s success: Concept Green just celebrated its fifth anniversary, that significant milestone for small businesses.

Concept Green walks the sustainability talk by being a Certified B Corporation. B Corps go through a rigorous external assessment of their social, environmental and governance practices. As part of its commitment to community service, Concept Green performs a pro bono project focused on social or environmental benefit. You’re looking at its 2013 project. Learn more about Concept Green at conceptgreen.net.

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WESST Team

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Report Feedback & Contact
We’d love to hear your thoughts on this report. Please contact Julianna Silva at jsilva@wesst.org.

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