



The Alliance Center JUST Label Policies

December 2018



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Non-Discrimination Policy

The Alliance Center is committed to the maintenance of an equitable workplace. We demonstrate our commitment by being an equal opportunity employer as stated in our employee handbook (see below).

From The Alliance Center Employee Handbook:

COMMITMENT TO DIVERSITY

Equal Employment Opportunity

The Alliance for Sustainable Colorado is an equal opportunity employer. In accordance with applicable law, we prohibit discrimination against any applicant or employee based on any legally-recognized basis, including, but not limited to: veteran status, uniformed service member status, race, color, religion, sex, age (40 and over), pregnancy (including childbirth, lactation and related medical conditions), national origin or ancestry, physical or mental disability, genetic information (including testing and characteristics), sexual orientation (including actual or perceived orientation), gender identity or any other consideration protected by federal, state or local law. Our commitment to equal opportunity employment applies to all persons involved in our operations and prohibits unlawful discrimination by any employee, including supervisors and co-workers.

Sexual and Other Unlawful Harassment

The Company is committed to providing a work environment that is free of illicit harassment. As a result, the Company maintains a strict policy prohibiting sexual harassment and harassment against applicants and employees based on any legally-recognized basis, including, but not limited to: veteran status, uniformed service member status, race, color, religion, sex, age (40 and over), pregnancy (including childbirth, lactation and related medical conditions), national origin or ancestry, physical or mental disability, genetic information (including testing and characteristics), sexual orientation (including actual or perceived orientation), gender identity or any other consideration protected by federal, state or local law. All such harassment is prohibited.

Our anti-harassment policy applies to all persons involved in our operations and prohibits harassing conduct by any employee of the Company, including nonsupervisory employees, supervisors and managers. This policy also protects employees from prohibited harassment by third parties, such as vendors, clients, tenants, or temporary or seasonal workers. If such harassment occurs on the job by someone not employed by the Company, the procedures in this policy should be followed.

Sexual Harassment Defined

Sexual harassment includes unwanted sexual advances, requests for sexual favors or visual, verbal or physical conduct of a sexual nature when:



- Submission to such conduct is made a term or condition of employment; or
- Submission to, or rejection of, such conduct is used as a basis for employment decisions affecting the individual; or
- Such conduct has the purpose or effect of unreasonably interfering with an employee's work performance or creating an intimidating, hostile or offensive working environment.

Sexual harassment also includes various forms of offensive behavior based on sex. The following is a partial list:

- Unwanted sexual advances.
- Offering employment benefits in exchange for sexual favors.
- Making or threatening reprisals after a negative response to sexual advances.
- Visual conduct: leering, making sexual gestures, displaying of sexually suggestive objects or pictures, cartoons, posters, websites, emails or text messages.
- Verbal conduct: making or using derogatory comments, epithets, slurs, sexually explicit jokes or comments about an employee's body or dress.
- Verbal sexual advances or propositions.
- Verbal abuse of a sexual nature, graphic verbal commentary about an individual's body, sexually degrading words to describe an individual, suggestive or obscene letters, notes or invitations.
- Physical conduct: touching, assault, impeding or blocking movements.
- Retaliation for making reports or threatening to report sexual harassment.

Other Types of Harassment

Harassment on the basis of any legally protected classification is prohibited, including harassment based on veteran status, uniformed service member status, race, color, religion, sex, age (40 and over), pregnancy (including childbirth, lactation and related medical conditions), national origin or ancestry, physical or mental disability, genetic information (including testing and characteristics), sexual orientation (including actual or perceived orientation), gender identity or any other consideration protected by federal, state or local law. Prohibited harassment may include behavior similar to the illustrations above pertaining to sexual harassment. They include conduct such as:

- Verbal conduct including threats, epithets, derogatory comments or slurs based on an individual's protected classification;
- Visual conduct including derogatory posters, photography, cartoons, drawings or gestures based on protected classification; and
- Physical conduct including assault, unwanted touching or blocking normal movement because of an individual's protected status.



Disability Accommodation

To comply with applicable laws ensuring equal employment opportunities for individuals with disabilities, the Company will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an employee or applicant for employment unless undue hardship and/or a direct threat to the health and/or safety of the individual or others would result. Any employee who requires an accommodation in order to perform the essential functions of his or her job should contact the Chief Executive Officer to request such an accommodation. The Chief Executive Officer will communicate with the employee and engage in an interactive process to determine the nature of the issue and what, if any, reasonable accommodation may be appropriate. In some cases, this interactive process may be triggered without a request from the employee, such as when the Company receives notice from its own observation or another source that a medical impairment may be impacting the employee's ability to perform his or her essential job functions.

Employees who wish to request unpaid time away from work because of a qualifying disability should speak to the Chief Executive Officer regarding a proposed accommodation.



Gender Diversity Policy

The Alliance Center is committed to ensure gender diversity and inclusiveness within our workforce. Our goal is to have a workforce that is gender balanced in all job classifications and at all levels, with women being given the same opportunities for recruitment, hiring, training, promotion and leadership positions as are presented to men. Gender diversity (and gender equality) refers not only to having relatively equal numbers of employees of both genders in the organization but, most importantly, to having women, as well as men, in senior leadership, executive and board positions.

Currently our executive director, Brenna Simmons St. Onge is female as well as 82% of our staff.

Another way we demonstrate our commitment is by being an equal opportunity employer as stated in our employee handbook.

From The Alliance Center Employee Handbook:

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Our anti-harassment policy applies to all persons involved in our operations and prohibits harassing conduct by any employee of the Company, including nonsupervisory employees, supervisors and managers. This policy also protects employees from prohibited harassment by third parties, such as vendors, clients, tenants, or temporary or seasonal workers. If such harassment occurs on the job by someone not employed by the Company, the procedures in this policy should be followed.

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- Physical conduct including assault, unwanted touching or blocking normal movement because of an individual's protected status.



Ethnic Diversity Policy

The Alliance Center is committed to building an organization that celebrates diversity and embodies inclusivity. We encourage and desire applicants from all backgrounds, ethnicities and walks of life to join our team and help grow a more inclusive sustainability movement that truly serves all people. The Alliance Center provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability or genetics.

We include the statement above on all job postings and also include the following in our employee handbook.

From The Alliance Center Employee Handbook:

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- Physical conduct including assault, unwanted touching or blocking normal movement because of an individual's protected status.

GOAL STATEMENT

Our organization will be engaging a diversity, equity and inclusion consultant in 2019 to help us create the policies and practices required to hire and retain a diverse workforce that appropriately reflects the community in which we work and serve.



Full-Time Employment Policy

The Alliance Center is committed to hiring full-time employees as the primary basis of our workforce. At The Alliance Center, Full-time employees are those who are normally scheduled to work and who do work a schedule of 40 hours per week. We recognize that full-time employment is a necessity for individuals and families to achieve financial stability and well-being. As such, full time employees benefit themselves and also their families and communities.



Pay Scale Equity

The Alliance Center is committed to a compensation scale equity program for all of their employees across all job classifications and pay-scale gradients from the lowest job classification employee to the highest job classification employee. Compensation scale equity addresses salary, wage and benefits inequities within organizations. The goal of a compensation equity program is to reduce the huge discrepancies in employee compensation that relate to the traditional overvaluation of work performed by senior executives and the undervaluation of work performed by employees in the lowest job classifications.

Currently, our organization has a maximum compensation scale ratio of 1:2.31, where 1 represents the compensation of the lowest-compensated full-time salaried employee and 2.31 represents the compensation of the highest compensated salaried employee/senior executive.

GOAL STATEMENT

Our organization will be working with a HR consultant in 2019 to define a pay scale equity policy . The currently proposed pay equity policy is as follows:

- Have the highest paid full-time position make no more than 3.5 times our lowest paid full-time position.
- Limit the within pay category range to 10 percent of the average category pay



Union Friendly Policy

The Alliance Center supports the right of our employees to self-organize and to join or form a union to represent themselves in collective bargaining. Employees also have the right to refrain from any or all such activities. The Alliance Center will not resist or campaign against unions or take actions against employees for involvement or membership in a union or informal self-organization.



Living Wage Policy

The Alliance Center is committed to providing a minimum of a Living Wage for all employees. 'Living Wage' is defined as financial compensation that reflects what individuals need to support themselves and their families above the poverty line, based on the actual costs of living in a specific community. A living wage helps with the essential costs of living and an improved standard of living for low-wage individuals and families.

At The Alliance Center, we recognize that the minimum hourly wage is a first step for individuals and families to attain basic human needs. A living wage is a second step in that it takes into account the local costs of living, such as a family's likely minimum food, childcare, health insurance, housing, transportation, and other basic necessities costs, and estimates a living wage that allows residents to meet minimum standards of living in their community or region.

We specifically require that all full time positions meet or exceed the [Living Wage Calculator's "2 adults \(1 Working\)" pay level](#). All non-full time positions must exceed the ["1 Adult"](#) pay level. Any deviations must be approved in writing to be the senior management team.

The Alliance Center is not only committed to paying a living wage based on the [Living Wage Calculator](#), but also to advocating for a living wage through conversations and media.



Gender Pay Equity

The Alliance Center strives for gender pay scale equity. Our goal is to eliminate systemic bias and discrimination that relates to the undervaluation of work traditionally performed by women and to ensure that women are treated on the same basis with men in terms of compensation for the work they perform.

The Alliance Center takes the following proactive steps to help ensure gender pay equity:

1. **Set and disclose a pay range on job postings when hiring for all positions.** The pay range is based on the position to be filled and the level of knowledge, responsibility, and value the position adds to the organization. We do not ask for a candidate's pay history as their pay will fall within the previously approved range based on the skills the candidate brings to the organization and not what prior employers paid them.
2. **Conduct annual pay equity evaluations.** These evaluations, led by the Executive Director with support from the Controller, occur during our annual budget process and take into account the relevant market comparisons for each position as well as the pay range between each position category. The evaluation sets pay ranges to ensure the organization is staying up with market trends and appropriately adjusting compensation based on any role changes. This pay range is used during each employee's annual review.
3. **Conduct annual equity pay reviews.** In addition to their own evaluation, each manager gathers feedback from the full team to help inform the employee's actual pay increase. Any pay change is agreed to by both the manager and Executive Director. The pay change should also be based on clear goals established by the manager with the employee in the employee's prior year review. The employee's performance goals and potential salary impacts for the next year are also set at this time.

GOAL STATEMENT

The Alliance Center will engage a human resource agency in 2019 to update our performance review and pay equity policies and practices. We will review and establish pay scale across all positions. At a minimum, we will explore internally disclosing position category pay ranges as well as having all pay raises be openly discussed and determined by our senior management team.



Family Friendly Policy

The Alliance Centers is committed to being a family friendly organization. We offer flexible work arrangements such that parents can come in late in case they need to drop off their children or can work from home if their child is ill. We do this because we care about the wellbeing of our employees and their families.

The Alliance Center provides a minimum of 12 weeks of paid and employment-protected parental leave as stated in the employee handbook.

From The Alliance Center Employee Handbook:

Paid Parental Leave Policy

The Company will permit eligible employees to take up to 12 weeks of paid parental leave in a 12month period for the following reasons:

- Birth of the employee's child;
- Placement of a child under the age of one with the employee for adoption;
- Placement of a child under the age of one with the employee for foster care; and

If both spouses or civil union/domestic partners (“partners”) work for the Company and are eligible for paid parental leave under this policy, the spouses/partners will be limited to a combined total of 16 work weeks off for the birth, adoption or placement of the same child, however no individual employee may take more than 12 weeks individually. In no case will an employee receive more than 12 weeks of paid parental leave in any 12-month period, regardless of whether more than one qualifying event occurs during that 12-month period.

Employee Eligibility

To be eligible for paid parental leave under this policy, an employee must meet the following criteria:

- The employee is regularly scheduled to work at least 40 hours per week;
- The employee has been employed with the Company for 24 continuous months;
- The employee has worked at least 1,250 hours during the 12 consecutive months before the leave is to begin; and

Part-time and temporary employees are not eligible for paid parental leave under this policy

Requests for Paid Parental Leave

Absent unforeseen circumstances, employees must notify the Chief Executive Officer at least two months prior to their anticipated date of departure for leave. In the event of



unforeseen circumstances, such as a premature birth or the unexpected placement of an adopted or foster child, notice must be given as soon as possible.

All requests for paid parental leave must be substantiated by appropriate documentation, such as a copy of the child's birth certificate. The documentation must be provided before the leave begins or as soon as otherwise practicable.

Use of Paid Parental Leave

Paid parental leave may be taken during the first three-month period immediately following the birth, adoption or placement of a child with the employee. Paid parental leave must be taken in one continuous period of leave. Any unused leave will be forfeited at the end of the three-month time period. Upon termination of employment, an employee will not be eligible for payment of any unused leave. The Company may take disciplinary action, up to and including termination, against an employee who uses paid parental leave for purposes other than those described in this policy.

Effect on Other Rights, Benefits or Policies

During the paid parental leave period, the Company will maintain the employee's group health insurance coverage under the same terms and conditions that would apply had the leave not been taken. If an employee fails to return to work after the period of paid parental leave has ended, the Company may seek to recover any premiums paid for maintaining applicable insurance coverage, unless the employee's failure to return to work was due to circumstances beyond his or her control. If an employee's paid parental leave also qualifies as unpaid leave under any federal, state or local leave law, the leaves will run concurrently, where possible under the law(s).

Return From Parental Leave

When an employee returns from paid parental leave, the Company will reinstate the employee to his or her former position, or one with similar status, pay, benefits that the employee held as of the date of his or her leave. The Company will not reinstate an employee who would not have otherwise continued to be employed (such as due to layoff, reduction in force, project completion or other reason) had paid parental leave not been taken.



Occupational Safety Policy

The Alliance Center strives to provide a safe and healthy work environment for all of our employees and to foster and advance safety and health management systems for the benefit of our employees. To do this, we will comply with all aspects of the Occupational Safety and Health Administration Requirements (OSHA)

In the preceding 36-month period, The Alliance Center has not had an OSHA reportable accidents, illnesses or hospitalizations.

In the preceding 60-month period, The Alliance Center has not had an OSHA reportable fatal accident or violations.



Hazardous Materials Policy

The Alliance Center is committed to provide a non-toxic work environment. The Alliance Center strives to provide non-toxic interior finishes, air purification systems, and access to fresh air.

In the preceding 36-month period, The Alliance Center has not had an OSHA reportable accidents, illnesses or hospitalizations.

In the preceding 60-month period, The Alliance Center has not had an OSHA reportable fatal accident or violations.



Worker Happiness Policy

The Alliance Center is committed to creating and supporting a positive work environment that is conducive to happiness. We are concerned about our employees and their families' wellbeing and thus we strive to create an appropriate work-life balance and provide workplaces where our employees are happy.

We proactively monitor our employee's satisfaction in the following ways:

1. Annual happiness survey, based on the JUST happiness survey, conducted at the beginning of our annual budget cycle to inform any team investments for the next year. The aggregated survey findings are provided to all employees.
2. Individual staff check-ins conducted by the employee's manager at each employee's first, third and sixth months of employment and then annually thereafter.



Employee Benefits Policy

The Alliance Center provides benefit plans for our full-time employees that include a health care insurance coverage (medical & dental), a retirement plan, and life insurance.

The Alliance Center specifically

- Pays 100% of comprehensive (medical & dental) health insurance premiums for full time employees.
- Offers a SIMPLE IRA retirement plan with a 3 percent employer match
- Provides group life insurance for employees
- Provides three weeks of paid time off for employees that have worked 3 years or less and four weeks paid time off for employees that have worked more than 3 years
- Provides a local transit (RTD) pass for all full time employees

GOAL STATEMENT

The Alliance Center will explore adding vision benefits as well as contributing towards an employee's family member(s) coverage as part of our annual May 2019 policy renewal.



Continuing Education Policy

The Alliance Center is committed to supporting, sponsoring, and contributing financially to continuing education and training activities that are relevant to an employee's professional knowledge and skills and to the specific need of his or her job.

Each department budgets professional development funds for each full-time employee. The Alliance Center also encourages and pays for attendance at industry events such as Green Build, Sustainable Denver Summit, and other relevant conferences as well as paying the 100% of the associated fees for professional association memberships, such as the United States Green Building Council and the Colorado Nonprofit Association.

GOAL STATEMENT

The Alliance Center will develop a formal continuing education policy clarifying employer financial support for any employee advanced degree or certificate programs. This policy will also specify the minimum annual professional development funds allocated for each employee based on their job tier (e.g. - Directors, Managers, Coordinators, etc).



Local Control Policy

The Alliance Center has worked relentlessly to create meaningful relationships with the communities we serve. As an organization rooted by our intentional shared space in downtown Denver but one that also leads impact programming across the State of Colorado, community has multiple definitions to us.

1. The majority of our collaborative office and event space customers live in the Denver metro area and therefore we consider metro Denver and particularly the City and County of Denver as one distinct community.
2. Given our roots in Denver, the majority of our programming and partnerships focus on Front Range issues. Colorado's booming Front Range from Fort Collins to Colorado Springs as well as the surrounding mountain and plains communities are our next community.
3. Finally, our organization's goal of a fossil fuel-free Colorado by 2050 requires state-wide solutions and partnerships. Our current focus is in forming strong partnerships in the Front Range, but our goal is one that will impact the entire State of Colorado in the coming years.

The Alliance Center engages with its local community by hosting public, educational events that highlight how climate change is connected to all aspects of our lives and inspires collective civic duty. Additionally, as part of our stakeholder engagement strategy, we bring together local leaders, community members, and innovators across various sectors and geographic areas to brainstorm practical solutions to our environmental concerns and showcase ideas that can be scaled and replicated.

The Alliance Center's policy on local control is that:

- A minimum of 90% of senior leadership lives within 50 miles of The Alliance Center.
- Majority of board members live a maximum of 50 miles from the community where The Alliance Center is located and 90% live within the State of Colorado.
- The Alliance Center pays any applicable taxes in the local community where The Alliance Center is located



Local Sourcing Policy

Local sourcing is an important component of healthy and sustainable communities. The Alliance Center is committed to seeking local sources for purchase of goods and services. The Alliance Center will be an advocate for and active member of local sourcing groups in the places where it does its business.

This past year The Alliance Center has purchased 75% of its goods and services, based on total dollars spent, from locally-owned, independent businesses.



Responsible Investing Policy

The Alliance Center supports socially responsible investing (SRI) and banking. We recognize that socially responsible investing is an investment in people, community, environment and country as well as in the prosperity of organizations.

GOAL STATEMENT

The Alliance Center's finance committee will adopt and take the necessary steps to abide by the following policy to ensure our investing and banking activities reflect our organization's mission and values

- 100 percent of our company investing portfolio in SRI funds or impact investments.
- Only bank or utilize financial instruments (credit cards, loans, etc) from credit unions, Community Development Financial Institutions (CDFIs) or Benefit Corporations (BCorps)
- Only include SRI options in our employee SIMPLE IRA retirement plan

Our SRI investments do not support companies that derive significant revenue from the following activities:

- Oil and gas extraction
- Manufacture of weapons
- Manufacture of alcohol products
- Manufacture of tobacco products
- Direct involvement with gambling
- Generation of electricity from nuclear power



Positive Products Policy

The Alliance Center is committed to support products and services that contribute to the betterment of people, communities, and the environment. Positive products refers to the production, selling, and purchase of fair trade products and services that are environmentally friendly, people friendly, and animal friendly. These products and services positively address societal concerns such as: renewable energy; water services; public transportation; pollution and waste management; social and economic inequalities and inequities; discrimination; poverty and other social injustices; affordable housing; improvements in nutritional foods; health care and safety; advancements in education; animal welfare; promotion of the arts and sciences; and conservation and reclamation of the natural environment. Conversely, The Alliance Center is not involved in the manufacture or provision of firearms, tobacco, narcotics, illicit drugs, gambling, pornography, prostitution, payday lending, organized crime, irresponsible forestry, fossil fuel extraction and refining, Living Building Challenge red list materials and chemicals, or the nuclear industry. The Alliance Center is not involved in prostitution, payday lending, gambling, genetically modified food or patenting life.

The Alliance Center is a co-working space and does not produce any tangible products. Our services include renting office space and event spaces to mission driven organizations and businesses.

GOAL STATEMENT

In 2019, The Alliance Center will create a positive purchasing and contracts guide for staff to use when making purchasing and vendor selection decisions. This guide will include minimum product standards (Living Building Challenge red list, Fair Trade, Forest Stewardship Council, etc.) as well as positive company screens (like B Corporations, JUST, BALLE, local, etc.).

The intention is for this guide to inform organizational purchasing decisions and also serve as a resource to be shared with the local business community via our Best for Colorado program. This guide will specifically identify criterion that can be used to identify preferred companies and products as well as include companies we support and encourage others to support as well.



Animal Welfare Policy

The Alliance Center is committed to supporting animal welfare and will not be involved in the production, promotion, or sale of goods and services that are antithetical to the well-being of animals. For the purposes of this policy, animal welfare refers to the ethical, merciful, non-abusive, and non-harmful treatment of animals and to the prevention of any distress or pain so they enjoy a dignified and humane quality of life. This means that all animals must be humanely raised and cared for throughout their lives. When raised for food, animals must not be subject to factory farms, gestational crating, or other similar types of overtly restrictive confines, and they must be transported and humanely slaughtered in accordance with and beyond all state and federal laws, regulations, and guidelines.

The Alliance Center will only purchase products from suppliers who follow animal welfare practices, and will not conduct or participate in any animal testing or experimentation or do business with enterprises that use inhumane animal treatment practices. The Alliance Center does not conduct business with factory farms, does not conduct business with enterprises that use gestational crating or other similar types of overtly restrictive confines, and does not conduct business with slaughterhouses that are not USDA-Certified.

The Alliance Center is a co-working space and event space and, as such, does not utilize or sell animal products outside of our café or special events.

GOAL STATEMENT

The Alliance Center will adopt a policy clarifying how our organization can support Animal Welfare in our routine business decisions and specifically how we can limit our animal product demand as much as possible.

At a minimum, this policy will cover:

- 1) Food purchased for work functions - both individual meetings and larger events.** Vegetarian and vegan are the default food options for company paid meetings and public events. In the event meat is offered, beef should be selected only if no other options exist. All food to be local (within 200 miles) and organic, if available. If meat is provided, it must be USDA-Certified.
- 2) Food served at paid customer event space rentals.** Expand upon a to be developed food and beverage guide educating customers why it is important and making it easy for them to hold meat-free events. Also provide customer financial incentives to hold meat-free events via our green event initiative.



3) Food provided from our 1st floor café. Set cafe food and beverage expectations when negotiating 2019 lease renewal and use as key part of choosing eventual operator. These expectations will establish vegetarian and vegan option as the default and most prevalent option, require any meat to be USDA-certified, prioritize local and organic for all offerings, and also cover other healthy food and drink best practices as detailed by the [WELL](#) and [FitWel](#) standards.



Transparency Policy

The Alliance Center is committed to being ethically transparent in all aspects of our organization. The Alliance Center supports a voluntary disclosure policy and will provide ongoing open access and communication to internal and external audiences on important organizational information. This includes our purpose, governance structure, environmental impacts, and involvement in social and environmental causes.