



# FT/IFC TRANSFORMATIONAL BUSINESS AWARDS 2022

## Judging Criteria

|             |  | LEVEL 1<br>Business As Usual                          | LEVEL 2<br>Adequate                                   | LEVEL 3<br>Commendable                            | LEVEL 4<br>Notable  | LEVEL 5<br>Transformational   |
|-------------|--|---|---|---|---|---|
| INNOVATION  | <b>Business Model Approach</b>                     | Proven approach                                       | Best practice in existing markets                     | Innovative approach within country context        | Innovative approach within regional context   | Transformative initiative   |
|             | <b>Market Innovation</b>                           | Existing products or services to existing markets     | New products and services to existing markets         | New products and services to new domestic markets | New products or services to new regional markets  | Transformative products or services to new markets  |
|             | <b>Financial Structure</b>                         | Proven structure                                      | Best practice in existing markets                     | Innovative approach within country context        | Innovative approach within regional context   | International groundbreaking structure  |
|             | <b>Approach to Diversity and Inclusion</b>         | Proven approach                                       | Best practice in existing markets                     | Innovative approach within country context        | Innovative approach within regional context   | International groundbreaking structure  |
| IMPACTS     | <b>Environmental Impacts &amp; Benefits</b>        | No environmental benefits, potential negative impacts | No significant environmental benefits                 | Limited environmental benefits                    | Significant environmental benefits and mitigation of material impacts                                 | Exceptional environmental benefits and full mitigation of material impacts                                    |
|             | <b>Social Impacts &amp; Benefits</b>               | No social benefits, potential negative impacts        | No significant social benefits                        | Limited social benefits                           | Significant social benefits and mitigation of material impacts  | Exceptional social benefits and full mitigation of material impacts   |
|             | <b>Economic Impacts &amp; Benefits</b>             | Negative economic returns                             | Variable economic returns                             | Stable economic returns                           | Significant economic returns, demonstrate potential for exceptional returns in the medium/long-term   | Exponential economic returns  |
| SCALABILITY | <b>Potential for Scalability and Replicability</b> | Not scalable or replicable without loss of benefits   | Limited replicability, loss of benefits in scaling up | Limited replicability                             | Practice likely to be replicated within market segment, increased benefits in scaling up              | Practice likely to be replicated as a new international standard, significant benefits increase in scaling up |
|             | <b>Financial Sustainability</b>                    | Negative financial returns                            | Variable financial returns                            | Stable financial returns                          | Significant financial returns, demonstrated potential for exceptional returns in the medium/long term | Exceptional financial returns   |



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## Judging Criteria - Impact Investing category

|                                 | <b>LEVEL 1</b><br>Business As Usual             | <b>LEVEL 2</b><br>Adequate   | <b>LEVEL 3</b><br>Commendable                                    | <b>LEVEL 4</b><br>Notable  | <b>LEVEL 5</b><br>Transformational  |
|---------------------------------|---|--|--|--|---|
| <b>Innovation</b>               | Proven approach                                 | Current best practice  | Limited innovation   | Significant innovation   | Exceptional innovation  |
| <b>Impact Management System</b> | No impact management and measurement toolkit    | Follows industry standards but not embedded in impact management systems | Industry standards embedded; limited impact support to investees | Industry standards embedded; active engagement with investees to increase impact | Industry standards embedded, innovative approaches to helping investees to achieve impact |
| <b>Impact Results</b>           | No positive impacts, potential negative impacts | No significant positive impacts  | Limited positive impacts   | Significant positive impacts   | Exceptional positive impacts  |
| <b>Financial Returns</b>        | Variable financial returns                      | Stable financial returns   | Significant financial returns/low scalability                    | Significant financial returns/high scalability                                   | Exceptional financial returns and scalability   |