

## **A credit score system for socially responsible lending**

**Begoña Gutiérrez-Nieto, Carlos Serrano-Cinca and Juan Camón-Cala**

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Keywords: OR in banking, Credit scoring, AHP, social banking, social impact assessment, financial ratios

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# **A credit score system for socially responsible lending**

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## **Abstract**

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## **Keywords**

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# **A credit score system for socially responsible lending**

## **1. Introduction**

Financial institutions use credit scoring to distinguish among good and bad borrowers. For the majority of these entities a good borrower is simply the one who pays back his loans. However, for social banks, good borrowers are those that, furthermore, perform activities with a social impact; they do good in the ethical sense of the word. Consequently there is a growing interest in incorporating social issues into credit score systems. Beyond assessing the non-payment probability, these systems should incorporate both the social commitment of the applicant and the social impact of the project to be financed. This paper presents a credit score model that incorporates social and financial variables. Financial variables are those commonly used by banks. Social variables are not yet standardized, being a hot topic for research (Vanclay, 2010; IAIA, 2011; and GRI, 2011).

There are different kinds of social financial institutions. This paper focuses on socially responsible lenders, which give loans to socially orientated projects. One example is ethical banks, who offer social returns, as well as financial returns, to their depositors. Another example is the Community Development Financial Institutions (CDFI), aimed at financially excluded enterprises; see Appleyard (2011). Microfinance Institutions (MFIs) give loans to the poorest, Morduch (1999). Financial cooperative structures also have a social aim, an example are the Rotating Savings and Credit Associations (ROSCA), an informal savings and loan scheme, frequent in developing countries, studied by Ambec and Treich (2007).

This paper proposes that loan applications presented to these kinds of entities be assessed from a financial and a social point of view. Being financial institutions, they should apply a scoring mechanism, in line with Basel Accords (BIS, 2004). But this credit scoring has to be different from the one applied by a mainstream bank, where only repayment matters. Social lenders should examine the social side of the applicant project: how many jobs are to be created, especially for disadvantaged workers? What is the intended impact in the community, or in the environment?

The proposed decision-making model incorporates social issues, weighing them up with financial issues for decision making by socially responsible lenders. These institutions have different missions; for example, some prioritize the environment, whereas others prioritize women empowerment. The model incorporates the importance of each aspect, in a coherent way with the institutional mission. This is done by means of Analytic Hierarchy Process (AHP) methodology by Saaty (1980), a technique that simplifies a multifaceted problem by means of hierarchical analysis methodology. AHP allows incorporating the knowledge of specialists in different fields within an expert system and enables subjective judgments between different criteria. AHP has been applied in social issues to aggregate measures of corporate social performance; see Ruf et al (1998).

The model assesses the credit history of the applicant (past), accounting information and intangible assets from the applicant itself (present), and the project to be financed, from the financial and from the social point of view (future). These criteria are reflected in different measurable indicators, which are evaluated by credit analysts. Beyond a score, the model allows identifying the strengths and weaknesses of the project to be financed.

The most challenging aspect of the model is how to value social impacts related to organizational aims (Forbes, 1998; Munda, 2004; Frame and O'Connor, 2011). Among all the different available approaches, the Social Return on Investment (SROI) by REDF (2001) has been chosen. SROI tries to transform social aims into financial measures by using proxies. This is especially useful for scoring purposes. In our approach, SROI results are weighed with the preferences matrix obtained through AHP.

The model has been tested on a real case: a loan application by a bike courier company presented to a Spanish financial services cooperative. This cooperative has limited resources and has to prioritize those applications that, being financially sustainable, have a high social impact. This justifies the need for a social credit scoring methodology.

The rest of the paper is structured as follows: Section 2 present a discussion on socially responsible lenders, their credit scoring systems, and the different methodologies used for social impact valuation. Section 3 presents the social credit

scoring model. Section 4 illustrates a real loan application and its assessment. The final section discusses the conclusions.

## **2. Socially responsible lenders and social impact assessment**

### **2.1. Entities that finance social projects**

There is a wide range of entities that fund social projects. Different criteria can be applied to establish a classification: the type of institution, its mission, the way the institution is funded, and the kind of financial instrument intermediated. This way, five categories are found: ethical banks (1), financial entities with a social mission (2), revolving loan and savings funds structures (3), social entities that do not collect savings (4), and conventional banks that offer loans for social purposes (5). Table 1 presents these categories, with a brief explanation and the way they assess loan applications.

\*\*\*Table 1\*\*\*

1. *Ethical banks.* These banks are a special kind of banks whose depositors acknowledge that their savings will fund target groups focused on social or environmental issues (Buttle, 2007). The most widespread ethical bank is Triodos Bank, a European-based bank, with 278,289 accounts and 17,283 loans in 2010. Triodos Bank first applies a negative filter to its credit applications, rejecting sectors such as tobacco or gambling, and then, it uses a traditional credit scoring (Triodos Bank, 2011).

2. *Financial entities with a social mission.* A well-known example is credit unions, which are self-help, cooperative financial institutions. Anyone can become a member of a credit union within the accepted common bond of association, and its members can make use of its services accepting the corresponding responsibilities (Goddard et al., 2002). Many savings banks also belong to this category, providing community outreach, and supporting charitable and cultural activities. They do not generally perform social responsible lending, but some of their lending activities are intended for disadvantaged groups. Most of their loans are evaluated under financial criteria, applying a filter when the loan is socially oriented.

3. *Revolving loan and savings funds structures.* These entities are not pure financial institutions. They are socially rooted initiatives that collect informal savings coming from individuals or companies under revolving loan and savings funds structures. An example is financial services cooperatives, whose members have to meet certain ethical standards. Members deposit their savings in the cooperative and this gives the right to ask for loans, when necessary. Credit applications are evaluated by an experts' commission that represents cooperative members. They analyse the financial needs of the applicant, and the social aspects of the application, trying to find the most suitable financial solution for the member and for the cooperative. A similar idea lies behind the Rotating Savings and Credit Associations (ROSCA) structures in developing countries; see Ambec and Treich (2007). A ROSCA collects its members' savings and redistributes them in a rotary way among all the members. Every member enjoys his loan, and the ROSCA ends. These loans are approved by a commission or all the ROSCA members (Bouman, 1995).

4. *Social entities that do not collect savings.* These are non-banking institutions funded by loans or grants. These funds are channelled to loans for individuals or companies excluded from the financial circuit. They are, for example, non-profit Microfinance Institutions (MFIs). According to Schreiner (2002), in MFIs the conventional credit scoring complements but does not substitute the personal evaluation by loan officers. Community Development Financial Institutions (CDFI) also belong to this category. CDFIs access grants and philanthropic investment and give loans to social enterprises (Appleyard, 2011).

5. *Conventional banks that offer loans for social purposes.* Social issues attract clients in conventional banks. This way, they offer socially responsible credit cards or charitable savings accounts (Fock et al., 2011). They also give loans, as for example USA banks under the 1977 Community Reinvestment Act, which requires depository institutions to take affirmative actions to meet the credit needs of their communities, including low income neighbourhoods (Johnson and Sarkar, 1996). Financial institutions have developed, from clients' past behaviour databases, a good number of credit scoring systems, applying statistical models or expert systems. They do not usually analyse the social impact of the loan. Although they are not lenders, ethical mutual funds and Social Venture Capital institutions (SVC) invest in socially driven companies and they are deeply interested in the social valuation of the applicant.

## **2.1. Social impact assessment**

The most complex part of a social credit score is Social Impact Assessment (SIA). According to Burdge (2003) there is minimal consensus as to the definition for SIA. Becker (2001), for example, defines SIA as the process of identifying the future consequences of a current or proposed action, which are related to individuals, organizations and social macro-systems.

Different social reporting standards emerge from SIA. The Triple Bottom Line provides a framework for measuring and reporting corporate performance by using economic, social and environmental parameters, Elkington (1997). Research is being conducted into developing frameworks in organisations, Mingers and White (2010). The Global Reporting Initiative (GRI) constitutes the world's most widely used sustainability reporting framework, and follows the Triple Bottom Line approach (GRI, 2011). GRI is used by organizations of any size, sector, or location but allows excessive arbitrariness (Moneva et al., 2006). There is no ISO standard for Social Impact Assessment, whose existence may be desirable, Vanclay (2006). In that sense, Tsai and Chou (2009) propose four different management standards for companies to obtain sustainable competitive advantages.

A different approach to measure social impact is the Social Return on Investment (SROI). It was first developed by the Roberts Enterprise Development Fund, with the aim of assessing the economic value of the job creation by its services programs in San Francisco, REDF (2001). This approach is based on cost-benefit analysis and tries to transform social aims into financial measures by using proxies. For example, if a social project is hiring homeless individuals, one of the proxies would assess the annual savings in homeless benefits.

Gutiérrez-Nieto et al (2009) present a revision of the main social assessment methodologies in the microcredit field. The Consultative Group to Assist the Poorest (CGAP), an independent policy and research centre on microcredit, analyse different research methods used for data gathering and analysis to detect changes in client lives from microfinance programs, CGAP (2011). The result of this kind of assessment could be incorporated in social credit scoring systems, which has driven this paper.

### 3. Modelling the credit scoring decisional process

This section illustrates a real case of social lending and how a credit score was obtained. It is a loan application presented to a Spanish financial services cooperative, Coop57. The research team asked Coop57 managers' for real case data to develop and test a social credit score methodology. The applicant was a bike courier company: La Veloz. Both the funder and the applicant enjoy high standards of commitment towards society. They were pleased to collaborate with the research team publishing their case, which could help other entities looking for references in social credit scoring.

Coop57 is a social entity that intermediates savings, but it is not supervised by the Spanish Central Bank. It is a revolving loan and savings fund structure; built on members' savings, which are social enterprises. These enterprises fund the cooperative, and when they have financial needs, ask the cooperative for a loan. When the 2009 financial crisis hit Spain, companies had difficulties accessing bank loans. Cooperative members' financial needs are now higher, so it is necessary to prioritize among loan applications. These applications are assessed by a financial and a social committee.

The credit score decisional system has been modelled with AHP (Saaty, 1980). AHP, as a tool to build expert systems, allows incorporating the knowledge of human specialists in a given subject into computer software. Experts in accounting statements analysis, in financial projections and in social impact assessment collaborated in the building of the model. Although there is commercial software that performs AHP, the research team decided to build a tailored spreadsheet-based information system. That allowed the calculation of financial ratios or discounted cash-flows and the matrix calculus needed by AHP. The spreadsheet has four main tabs, representing each of the AHP stages: (1) modelling, (2) prioritization, (3) assessment and (4) synthesis (Saaty, 1980). Figure 1 shows the credit score process developed.

\*\*\* Figure 1 \*\*\*

**1) Modelling.** This first stage built the model to represent the decisional process and selected the criteria to be assessed. This model was based on the credit application form used by the social committee and the financial committee of the cooperative. The proposed model was verified and improved by the cooperative's board of directors. The



model has three main branches: history (past), company (present) and the project to be financed (future). Each branch has several criteria and each criterion has a set of associated indicators. Criteria are constructs, latent variables that cannot be directly measured. To enable the assessment of each criterion a series of indicators reflecting the criterion were selected. These indicators are proxy variables, which are measurable. For example, some indicators associated to the “innovation” criterion are the number of patents or the number of R+D projects. Table 2 shows the three main branches, the 26 criteria and a selection of the associated indicators.

\*\*\* Table 2 \*\*\*

The first branch (History) aims at analysing the past repayment behaviour of the applicant. For this reason, three criteria were included: history of payments to the cooperative (1), history with financial institutions and public sector (2) and history of payments to suppliers (3). Some associated indicators are related to timely payments, write-offs or lawsuits. They are obtained from internal sources or public records from credit reference agencies.

The second branch (Present) tries to analyse the financial health of the applicant, as well as its intangible assets. The first four criteria analyse business growth (4), profitability, efficiency and productivity (5), short-term liquidity (6), and long-term solvency (7). Indicators are financial ratios extracted from the last 5 years annual reports. The second group of criteria analyses intangible assets, according to the three categories suggested by Sveiby (1997) in his Intangible Assets Monitor: human capital, internal assets and external assets. Human capital criteria aim at analysing the expertise of the board (8), the skills of the staff (9) and the company’s labour responsibility (10). Internal assets criteria assess the vision and values’ coherence (11), the quality of the applicant processes and technology (12), and its degree of innovation (13). External assets criteria assess customers’ value (14), the applicant’s social image (15), its commitment with the community (16) and the applicant’s transparency levels (17).

The third branch (Future) analyses the project to be financed, from a financial and from a social point of view. Financial criteria are based on classical financial analysis, in terms of profitability (18), risks (19) and liquidity (20). Profitability is assessed in terms of discounted cash-flows to calculate the Net Present Value and other

indicators. Risk is assessed by means of a risk matrix, which combines the occurrence probability and the impact of typical risks in business analysis. One of them is the reputational risk, which has a clear impact in social companies, Schaefer (2004). Finally, liquidity takes common indicators such as the pay-back.

To assess the social impact of the project, we adapted the Millennium Development Goals, the GRI framework and the GRI Financial Services Sector Supplement, GRI (2011). The first social criterion is impact on job creation (21). The second social criterion is impact on education (22). The third social criterion is impact on diversity and equal opportunities (23). The fourth social criterion is community outreach (24). The fifth social criterion is impact on health (25). Finally, the last social criterion is impact on the environment (26). All of them have associated indicators taken from GRI (2011). In the case of employment, education, community outreach and environmental criteria, quantitative indicators are calculated using the SROI approach. For example, to assess the social impact of job creation; first, the number of new jobs if the loan was finally approved were estimated for the next years; second, outcomes were mapped, such as the value of the wages, the taxes and social security contributions and the unemployment benefits saved. These values were taken from the Spanish Statistics Institute. Then, quantitative data is obtained by calculating the present value of the outcome applying the appropriate discount rate.

Notice that the model was designed to be comprehensive and non-redundant. Comprehensiveness means that any aspect that could be of interest in the credit score process can fit into the model. Non-redundancy means that any of the aspects would fit only in one of the criteria. This is because one aspect either belongs to the present, the past or the future, either is tangible or intangible, either is financial or social. The same pattern has led the selection of the criteria in each branch.

**2. Prioritization.** In the second stage, members of the cooperative board expressed their preferences individually by means of pairwise comparisons among the 26 proposed criteria. To this end, they were asked on their preferences in a loan application. For example, if they preferred impact on employment or impact on education. They were also asked on their degree of preference. For example they stated that “the impact on employment is extremely preferred over the impact on education”. These individual preferences were aggregated by means of the geometric mean, and

after applying the AHP algorithm, the cooperative preferences were set. According to Aczel and Saaty (1983) the geometric mean is the appropriate rule for combining judgments since it preserves the reciprocal property of the judgments matrix. No inconsistency arose from the preferences of the board members. Figure 2 displays these preferences in the form of weights. Preferences reflect the mission/vision of the cooperative, and what matters in giving loans. So, unless the board would like to update them, they are going to remain unchanged. Figure 2 reveals that, for board members, the present of the company (50.2%) is more important than the payment history (29.4%) or the project (20.4%); the information provided from accounting statements is more valued (59.05%) than the intangible assets information (40.95%); and the social impact of the project (67.53%) weighs more than financial projections (32.47%).

\*\*\* Figure 2 \*\*\*

**3. Assessment.** In the third stage, the value of the applicant indicators was introduced in the system to enable the assessment of the different criteria. Members of the social committee, as well as members of the financial committee, equivalent to bank credit analysts, scored each criterion based on indicators values, by using a 7 point Likert scale, ranging from excellent to extremely low. For example, a member of the financial committee, after analysing sales and profit growth ratios scored as “low” the criterion “business growth”. The same procedure was followed in the social assessment. Social committee members, after analysing the number of jobs created, the percentage of handicapped staff and the SROI quantitative data, assigned an “excellent” to the impact on employment. Having several analysts evaluating the loan application, their assessments were aggregated by using the geometric mean.

**4. Synthesis.** Finally, after multiplying board’s preferences with analysts’ assessments, partial scores were obtained for each criterion and each branch. The final score is obtained from these partial scores. This final score is important, but the 36 partial scores related to criteria and branches allow identifying the strengths and weaknesses of the application. These are shown as traffic light icons in the balanced scorecard of Figure 2.

#### **4. Assessment of the loan application presented by the bike courier company**

La Veloz is a bicycle messenger company under the cooperative legal form. Its values are based on equitable wages, the use of sustainable and environmentally friendly means of production like bicycles, and a commitment towards community. In fact, the company chose to be based in an impoverished neighbourhood. La Veloz is a member of Coop57 since 2005. It has previously asked for five loans to expand its business. The current situation of crisis has led its clients to delay their payments, and banks have also tightened the conditions of loan approval. This time, they asked for a 60,000 € loan to be repaid in five years with monthly instalments. The assessment of the different criteria and indicators are explained below.

**1. History.** Given the long-term relationship that links La Veloz to Coop57, its credit history was well known and positive. To assess the history with financial institutions and public sector, records from credit reference agencies were searched. No engagement in lawsuits and no presence in debtors' lists were detected. The information on La Veloz from suppliers was positive. The partial score is very high: 9.03 over 10 in Figure 2.

**2.1. The company: accounting information.** The economic crisis hit the company which is reflected in business growth financial ratios. Despite the fall in sales, jobs have been maintained, which has negatively affected productivity ratios. Finally, solvency ratios reflect the mismatch between collections and payments, which led the company to ask for the loan. The partial score is 5.2 over 10.

**2.2. The company: intangibles.** Among all the indicators, the following can be highlighted: the awards received by managers as well as their experience, the high educational levels of the staff, the lack of absenteeism from work, and the low level of wage inequality. All indicators of vision and values were positive and coherent with the daily performance of the company. Some weaknesses arose in innovation, given the low level of R+D investment. The management systems were acceptable, presenting an Enterprise Resource Planning, monthly budgets and cash flow forecasts. Customers' loyalty indicators were positive; the company displayed a remarkable presence in mass media, and also actively participated in community networks. By contrast, the company did not audit its accounts, did not present sustainability reports, and its webpage did not display updated corporate information. The partial score is 9.81 for human capital, 8.64

for internal capital and 5.74 for external capital, which after weighing gives an 8.92 score.

**3.1. The project: financial criteria.** The Net Present Value was positive, but low. The risk level of the applicant was low, given the probability and impact of each risk analysed. The possibility of new competitors entering the market and a scenario of high interest rates should be watched. Loan securitization was not possible, which negatively affected the liquidity criterion. The partial score is 5.11 over 10.

**3.2. The project: social criteria.** The project hardly has an impact on education, neither on health nor on equal opportunities. The impact on employment is noticeable. It was assessed through SROI using the following data from the Spanish Statistical Institute: average wages in the sector, average tax burden in Spain and freed up resources associated with unemployment benefits.

The company is based on a street of an impoverished neighbourhood. By using SROI, the positive impact of having the company there can be quantified by considering the wages and expenses saved by the city council in security. Local police surveillance costs were taken as a proxy of the security feeling in the neighbourhood, due to bike messengers passing by.

Two environmental aspects were assessed through SROI: savings in CO<sub>2</sub> from using bikes instead of vehicles based on fuel consumption, and savings in waste treatment due to recycling practices. As a proxy of the first outcome, the average price of CO<sub>2</sub> emissions by the CO<sub>2</sub> trading market was taken. By using bikes for delivery, 50 CO<sub>2</sub> tons were saved annually. As a proxy of the second outcome, the estimated cost per ton of waste processed was taken, getting data from the regional government. The recycling activity of the company saved 0.5 tons of waste.

The final score of the social impact of the project is 8.54 over 10. Quantifying the social impact through the SROI technique has shed light on interesting issues. Contrary to what was expected, environmental benefits of the bike courier activity were low in monetary terms, because the average price of CO<sub>2</sub> emissions by using bikes is 16,39 € per ton, and the estimated cost of waste processed is 61,68 € per ton. The community outreach of the project was much more relevant in monetary terms, as well

as its impact on employment, just considering that average annual wages in the sector are 14,400 €, and annual savings in unemployment benefits are 7,014 €.

The scores of the three main branches are 9.03 for history, 6.72 for the situation of the company and 7.43 for its future project. After applying their weights, a final score of 7.54 over 10 is reached. Given all the above reasons, the applicant qualifies for the loan, with some recommendations to improve some aspects of the company.

## **5. Conclusions**

Many different entities perform social responsible lending: ethical banks, social entities that collect savings and microfinance institutions are the most relevant. They usually employ a credit score system that relies on financial aspects. They generally use a social filter that rejects non suitable applications on the basis of a negative impact on the environment, or vetted sectors such as tobacco or gambling. This paper proposes the use of well formalized social credit score systems. This means that social aspects of the credit application should be evaluated with the same meticulousness as financial aspects are analysed. To this end, some Social Impact Assessment (SIA) methodologies could be useful.

A model for social credit score has been proposed. It contains three main aspects: (1) applicant credit history, (2) the present situation of the company, evaluated from accounting information, as well as from intangible assets information, and (3) the project to be financed, evaluated from the financial and from the social point of view. The model proposes the assessment of the following social aspects: impact on employment, impact on education, diversity and equal opportunities, community outreach, impact on health and impact on the environment. These criteria are reflected in a good number of measurable indicators. The Social Return On Investment (SROI) is one of them, very appropriate for a credit score due to its quantitative nature.

Each funder has a different mission: for example, some prefer environmental protection and some others aim at women empowerment. A possible way of including the preferences of the institution in the social credit score is using Analytic Hierarchy Process (AHP), a methodology enabling subjective judgments between different criteria.

Through AHP, the knowledge of the financial analysts as well as SIA analysts has been introduced within the decision support system. This way, the social credit score system implements the mission and know-how of the lender.

The model has been applied to a real loan application presented by a social enterprise (bike messenger) to a financial services cooperative. The paper illustrates the four stages followed to develop the social credit score system: (1) modelling, (2) prioritization, (3) assessment and (4) synthesis. The model obtains a final score that qualifies the loan application. Beyond score, strengths and weaknesses of the application are identified. In the analysed case, its strengths were its solid credit history and its social assessment, in terms of impact on employment and community outreach.

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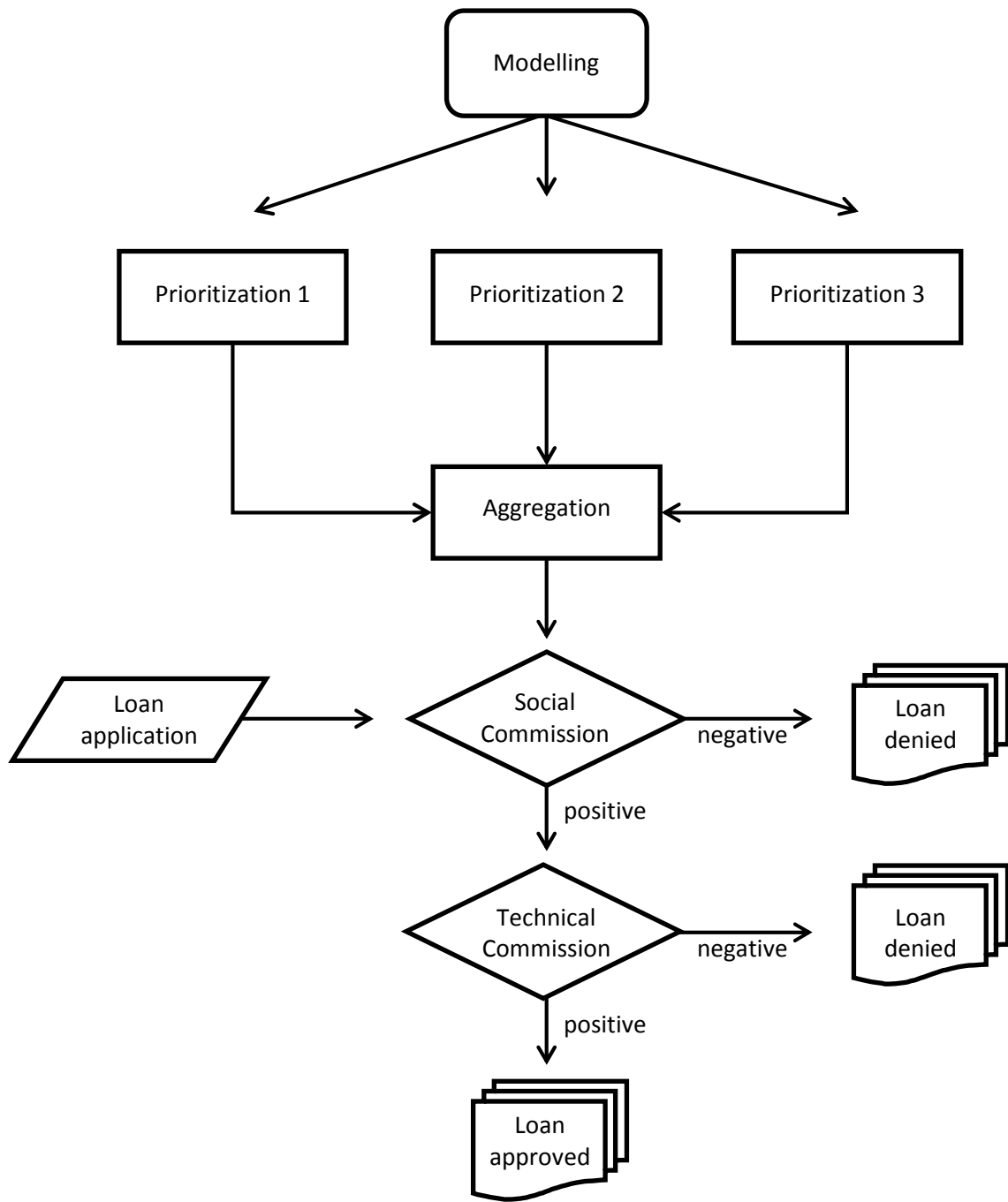


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Socially responsible lenders	Concept	Credit score
<i>Ethical banks</i>	Financial institutions that only fund target groups or causes, generally social and/or environmentally orientated.	Purely financial score. Previously, they apply a negative filter to avoid projects with a negative impact on social or environmental issues.
<i>Financial entities with a social mission</i>	Financial entities with a social mission: members' self-help, or a percentage of profits allocated to charities. They grant social and conventional loans.	Purely financial score. Sometimes they apply a positive screen to finance socially oriented projects.
<i>Revolving loan and savings funds structures</i>	Social institutions with a social mission, generally members' self-help. They collect savings from its members and only grant loans to them.	A commission representing its members assesses loan's applications. To meet some social criteria it can be compulsory to become a member and apply for a loan.
<i>Social entities that do not collect savings</i>	Social institutions that only fund target groups or causes, generally social and/or environmentally orientated. They do not collect savings. Examples are non-profit Microfinance Institutions and Community Development Financial Institutions.	Sometimes the score does not exist: the applicant or business just needs to belong to the target group. For example, poverty scorecards to assess the poverty level of the applicant before asking for a loan.
<i>Conventional banks that offer loans for social purposes</i>	Conventional financial institutions that offer social and conventional financial products. The social issue is a small niche market for them.	Conventional financial score, based on expert systems or multivariate mathematical models.

**Table 1.** Entities that finance social projects



**Figure 1.** Flowchart of the social credit scoring decisional process

Branch	Criterion		Indicators examples	
History	1. <i>History with our company</i>		Payment delays, overdue debts or lawsuits from internal records on past relationship with the applicant.	
	2. <i>History with financial institutions and public sector</i>		Risk public data from companies that assess creditworthiness.	
	3. <i>History with suppliers and costumers</i>		Overdue or unpaid trade bills from customers and suppliers.	
The company	Accounting information	4. <i>Business growth</i>	Financial ratios such as turnover growth or profits growth.	
		5. <i>Profitability, efficiency and productivity</i>	Financial ratios such as staff productivity and efficiency ratios, ROE or ROA.	
		6. <i>Short-Term Liquidity</i>	Financial ratios such as working capital or quick ratio.	
		7. <i>Long-Term Solvency</i>	Financial ratios such as financial expense coverage ratios, debt or solvency ratios.	
	Intangibles	Human capital	8. <i>Management board</i>	Leadership and management skills of the management board, such as awards received, years of experience or educational levels.
			9. <i>Staff</i>	Attitude, knowledge, and motivation skills of the staff.
			10. <i>Labour responsibility</i>	Items measuring the quality of the relationships between the company and its employees.
		Internal capital	11. <i>Vision and values</i>	Items measuring the coherence between vision and values and the activity of the company.
			12. <i>Processes and technology</i>	Use of adequate processes and technology such as intranet, e-commerce, or cash flow budgets.
			13. <i>Innovation</i>	Innovation levels, measured by the number of R+D projects financed or the number of registered patents.
		External capital	14. <i>Customers</i>	Value of the applicant's customers, measured by the length of customer relationships or the complaint ratio.
	15. <i>Social Image of the company</i>		Presence in the mass media, awards and recognitions or web page popularity.	
	16. <i>Networks</i>		Presence in social and neighbourhood networks, or customers and suppliers with good social reputation.	
	17. <i>Transparency</i>		External reporting indicators such as publicly available annual financial statements or sustainability reports.	
	The loan	Financial criteria	18. <i>Profitability</i>	Net Present Value of the project based on hypotheses on income and expenses evolution.
			19. <i>Risks</i>	Risks associated to the project such as brain drain, harmful lobbying or reputation fall.
			20. <i>Liquidity</i>	How and when the investment will be recovered, measured by the pay-back.
Social criteria		21. <i>Impact on employment</i>	Number of jobs created, and SROI calculated on the basis on applicant's average annual wages, taxes and social security contributions and unemployment benefits saved.	
		22. <i>Impact on education</i>	Number of people that will improve their educational levels and SROI calculated on the basis on the costs of training courses within the company.	
		23. <i>Diversity and equal opportunities</i>	Percentages of insertion jobs, ethnic minority staff or handicapped employees to be hired.	
		24. <i>Community outreach</i>	How the project increases community income or reduces misbehaviour among young people, measured by the staff volunteer time devoted to the community, or the purchases percentage made to suppliers in the neighbourhood.	
		25. <i>Impact on health</i>	How the project promotes healthy diet or reduces mental disorders, measured by the reduction of sick leave and savings in medicaments.	
		26. <i>Impact on the environment</i>	Tons of CO2 saved by reducing emissions and tons of waste saved by recycling	

**Table 2.** The model: branches, criteria and examples of indicators.

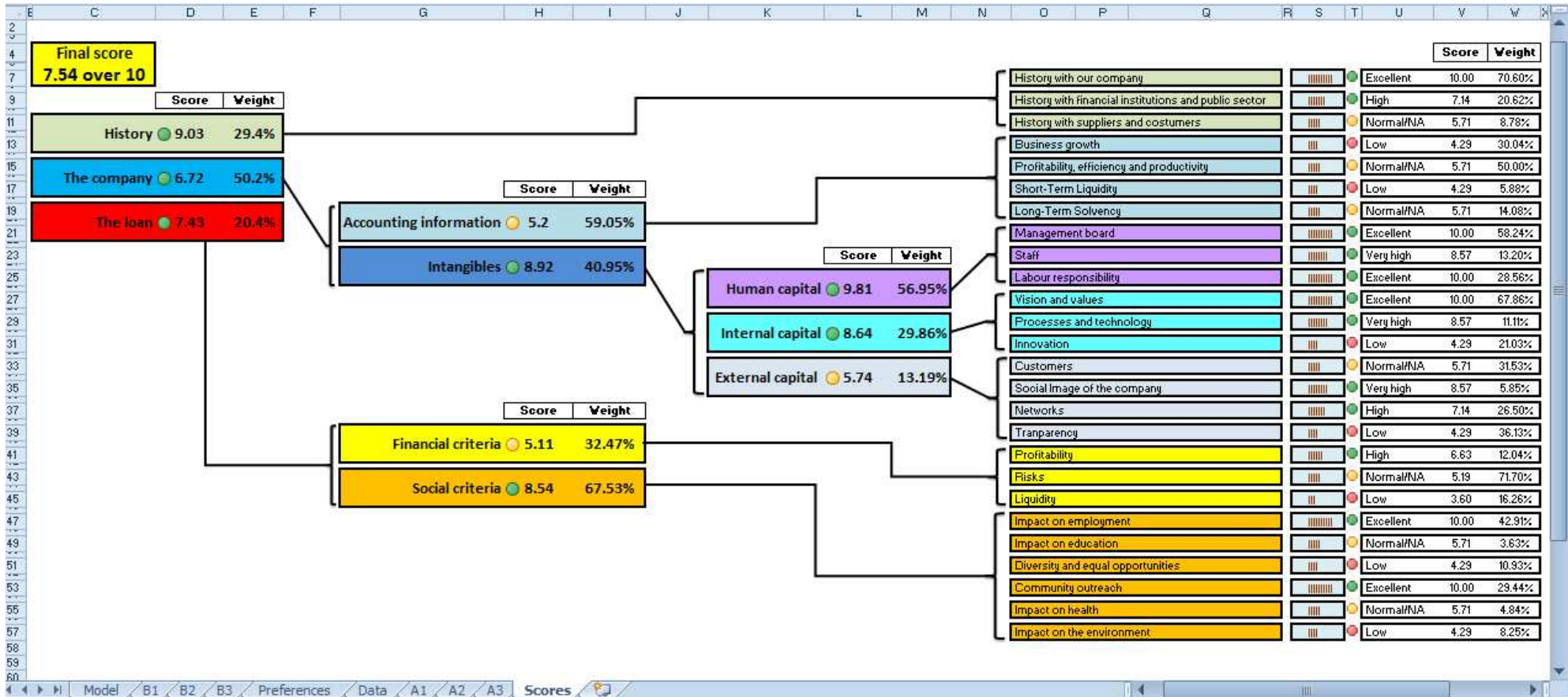


Figure 2. Screenshot of the decision support system, showing the balanced scorecard, which includes board's weights and scores.