KITH CONSULTING · NORTHWOOD CAPITAL · WEEK 6

A disclosure system Northwood keeps

Week 6 readout for Sarah Mitchell, Chief Operating Officer

Disclosure-as-a-Service · Final
Portfolio edition: Kith Climate cohort case, fictional client.
All four gates signed · Nothing sent to LPs yet

Open the deliverables portal

THE ANSWER FIRST

You now hold three things that work together

An LP climate report

Anonymised, in TCFD order, with four framework indices. Now with Scope 3 and financed emissions. It has had 22 checks run: 18 pass, 4 not applicable, none fail, and is final.

Your own answer desk

A dashboard, plus a data pack your own Claude answers from, citing the data row behind every answer.

A system that repeats

A reference library, an engine and nine re-run steps that rebuild every output from next year’s data.

21,778 t

Scope 1 and 2, calendar 2025, ownership-period basis

12,494 t

Financed emissions following PCAF; Scope 3 estimated at about 289,000 t (grade C)

$12.6M

Physical-risk expected loss, gross: Fund I $1.9M, Fund II $10.7M

10 of 10

Companies with no board oversight, climate role or target

DELIVERABLES PORTAL

Every deliverable, one click away

D3

LP climate report

Draft, indices, QA result

Open

D4

Dashboard and pack

Your view, and rules for your Claude

Open

D5

Ten board pages

One per company, for its own board

Open

D2

Register and gaps

32 concepts, 16 data requests

Open

D1

Reference library

Playbook, 11 frameworks, 2 method standards

Open

D6

Process log

How it ran, Week 1 promises, pricing

Open

Next year

Leave-behind

Re-run note and hand-off notes

Open

All files

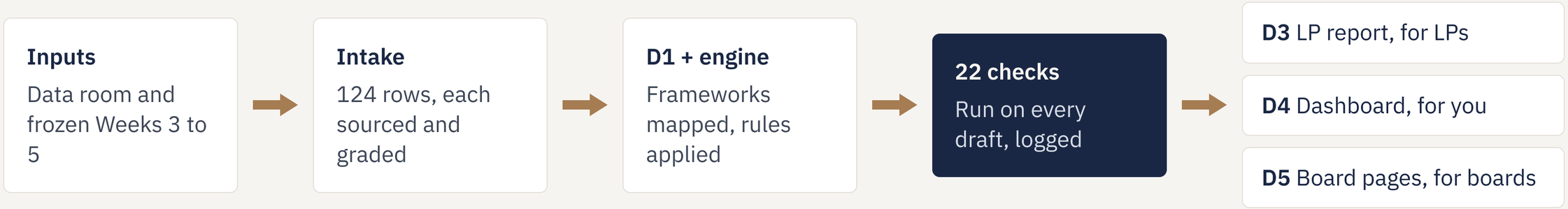
The full portal

32 pages, final v2

Open

HOW THEY WORK TOGETHER

One data table feeds every output



D2 closes the loop

The register shows each gap for each company; the 16 data requests turn the gaps into questions. Answers become next year’s inputs.

No figure is typed

Every number in the report, dashboard and board pages resolves from the same data table, so the three can never disagree.

D6 records the run

The process log keeps what worked and what it took, so the next cycle starts from evidence.

HOW THE WEEK RAN

A blind scout first, then four signed gates

Step 1

Scoping

22 scoping decisions, the week scaffolded, a sandbox set up

Step 2

Scout run

A full library built with no client data: register, engine, 21 checks

Gate 1

G1 spec signed

Charter of 15 rules, 20 assumptions, ten owner rulings

Gate 2

G2 results signed

Intake, D1 to D5, two reviewers, all must-fix findings closed

Gate 3

G3 frozen

Process log, hand-off notes, frozen (60 files)

Gate 4

Final signed

Open items closed, Scope 3 and PCAF built, all outputs reissued as v2

67

decisions, recorded in the owner’s words as they were made

4 gates

each signed by the engagement owner and frozen

Weeks 2 to 5

read from frozen outputs, not rebuilt

WHY THIS STRATEGY

The library had to stand on its own

Build the library blind, then run Northwood through it under gates.

Hybrid option C, chosen by the engagement owner.

It proves the asset is reusable

A library built with Northwood’s data in view tends to fit only Northwood. The scout saw none, so what it produced works for the next client too.

It puts review effort where judgment sits

The gated build reviewed only what differed from the scout, the lesson from Week 4. Reviewers spent their time on Northwood’s facts.

It tests every assumption against real files

The scout made 23 guesses about client evidence. Real data confirmed some and broke others, and each break became a rule or a check.

KEY DECISIONS

The calls that shaped what you received

Question	What we chose	Why it matters to Northwood
Who sees names	Anonymised LP report; named dashboard for you	Your protocol bars company names in LP disclosures
Descriptors	Groups of at least three: Fund I or Fund II company	Four sectors hold one company each, so a sector label would identify it
Coverage	All ten companies through one pipeline	Data existed for all ten; one pipeline made the extra six cheap
Frameworks	Global library, each Tier 1 framework labelled as asked today or library coverage	No EU or UK LP is named today; you are ready if one asks
Your tools	Static dashboard plus query pack, Option B	Works with no Kith access and no special software
Governance	Names you as responsible executive; formal confirmation is your action	LPs and buyers ask who owns climate risk
Close-out	Fund split, PCAF and a Scope 3 estimate built; pricing option A	LPs commit by fund; financed emissions and Scope 3 are what LPs ask next

QUALITY ASSURANCE

How you know the numbers are right

22
quality checks on the LP report, each with a test that proves it can fail

All
final output files rebuilt byte for byte from the pinned inputs alone

40 of 41
reviewer findings fixed over two gates, all 12 must-fix among them; one carried

2
cold tests of the query pack in separate Claude sessions, as you would use it

19
framework checks against official text; three scout errors corrected

30
questionnaire answers, each quote checked word for word by script

WHAT REAL DATA EXPOSED

Each break became a permanent check

What broke on Northwood’s data	What the system now does
The engine added the fund total to the company rows: Scope 1 would have read 23,899 t, not 11,599 t	Check Q22: a headline equals the fund roll-up or the company sum, never both
The LP draft printed internal company codes that the scout’s name check missed	A tighter name-leak scan; the builder refuses to copy any file with a leak
Sector labels singled out four companies	Fund labels, minimum group of three, tested by check Q21
The scout assumed EU investors; the data room names none	EU frameworks labelled library coverage until an LP asks (DR6-11)
Week 4’s “carbon” column was mostly a customer-data line, not a carbon cost	Board pages leave it out; one example is recomputed by hand before any frozen column is quoted

Synthetic data passed every check. Real data exposed two defects as soon as the report was drafted. That is why the gated build ran on Northwood’s own files before anything was signed.

BRIEF AGAINST DELIVERY

The brief asked for five things; each is delivered

The brief asked for	What was delivered	Where
Process reference	Engagement playbook: eight stages, client inputs, automation and human split, QA protocol, version rules	D1
Standard references: TCFD primary, CSRD stretch	IFRS S2 in TCFD structure as primary; ESRS E1 (CSRD) mapped requirement by requirement; plus SFDR PAI, ILPA EDCI, six Tier 2 and one Tier 3. Each file dated, with its verification status and a re-check date	D1
Methodology references	Materiality scoring, the A/B/C data-quality rubric, narrative voice, and an anonymisation convention	D1
The report	TCFD-structured LP report from the frozen Weeks 3 to 5 data; every figure drawn from the data table; 22 checks run: 18 pass, 4 not applicable, none fail	D3
Process log	Process log, a Week 1 promise-by-promise reconciliation, and a pricing reflection	D6

Also built D2 register and data requests, D4 dashboard and query pack, D5 ten board pages

THE BRIEF’S QA CHECKLIST

All eleven checks run, plus eleven more

The brief’s eleven	Result
Q01 Data traces to a source	Pass
Q02 Factors match method version	Pass
Q03 Material topics in matrix and text	Pass
Q04 Changes over 10% explained	N/A, Year 1
Q05 No unsourced number in text	Pass
Q06 Forward-looking text hedged	Pass
Q07 Boundary in every section	Pass
Q08 Targets have baseline and method	N/A, none
Q09 Governance names the owner	Pass
Q10 Prior year reconciles	N/A, Year 1
Q11 Sign-off has every contact	Pass

Added for Northwood	Result
Q12 No company named	Pass
Q13 Qualification sentence verbatim	Pass
Q14 Framework ids resolve	Pass
Q15 “About”, never a tilde	Pass
Q16 Report date equals the setting	Pass
Q17 Synthetic data labelled	N/A, real
Q18 Emission rows graded A, B, C	Pass
Q19 Derived figures recompute	Pass
Q20 Year status declared	Pass
Q21 No fund label singles one out	Pass
Q22 Roll-up or sum, never both	Pass

Week 6 readout · Portfolio edition · 11 · 18 pass, 4 not applicable, 0 fail

THE BRIEF'S REPORTING PROCESS

The automation carries the structure; people carry the judgment

1 Intake | **2 Materiality** | 3 References | 4 Data | 5 Interviews | 6 Draft | 7 QA | 8 Sign-off

The automation carried

- Framework mapping: 32 concepts to four Tier 1 frameworks
- Drafting from data-table figures, so no figure is typed
- Interview prep packs written from the gaps
- The record: decisions, content indices, versions
- All 22 checks on every run, logged

People carry

- Scope cuts: 67 owner decisions, each recorded
- Conversations with company CFOs and operating leads
- Interpretation: why the absences are the finding
- Sign-off: four gates signed by the engagement owner
- Release: your confirmation before anything goes out

WHERE WE CHOSE A DIFFERENT ROUTE

Every departure is stated, with its reason

The brief or the Week 1 proposal	What we did	Why
CSRD as the stretch framework	Mapped in full; not claimed in the report	No EU LP is named, and CSRD scope for a PE group is a legal question now with counsel
The report drafted by week’s end	Final and passing all checks; not yet sent	Your governance confirmation and Investor Relations review come first
A summary per company	A board page per company instead	Your protocol keeps company data out of LP reports; its own per-company vehicle is the board review
Four priority companies	All ten, same depth	One pipeline made the other six far cheaper than separate builds
Hours per phase in the process log	Counts only; effort hours not measured	The record does not hold time spent; we would not invent hours
Scope 3 screen for two companies	A spend-based estimate for all ten, plus PCAF	Owner rulings D-6-61, D-6-65 to D-6-67; graded C and labelled an estimate

THE BRIEF'S TWO QUESTIONS

Our answers, on the evidence we have

What process would you stand behind?

The eight-stage playbook, run under signed gates. Every figure comes from a sourced, graded row. Twenty-two checks run on every draft. Independent reviewers read the results, and a clean re-run proves the whole set rebuilds.

How long would it take?

Not measured: effort hours and time with company contacts; the record holds counts, not time spent. Under the annual refresh retainer, the first real cycle will be timed, and that sets the number we quote.

FOR YOU, SARAH

Which deliverable to reach for, and when

When you need to	Open	Keep in mind
Report to LPs	D3 LP report and its framework indices	After you confirm the governance arrangements; Investor Relations reviews first
Answer an LP or buyer question	D4 dashboard, or the query pack in your Claude	Every answer cites its row; names stay internal
Brief a company board	D5 that company’s board page	That company’s data only; the deal lead sets the meeting
Chase missing data	D2 data requests	16 requests, one pack per recipient; none sent yet
Check whether a rule applies	D2 applicability, D1 framework notes	“Unknown” means a fact is missing, never no; legal questions go to counsel
Update next year	Re-run note and the D1 library	An analyst runs nine steps; you review the result

One rule across all of them: fund totals count two part-year companies for the months owned, company rows are full-year, and Scope 3 overlaps Scope 1 and 2. Never add across them.

YOUR ANNUAL CYCLE

Next year runs on your protocol’s calendar

January

Send templates

Collection files go to the ten companies, with this year’s data requests folded in

Mid-March

Data back

Energy, fuel and climate questionnaires returned

Mid-April

Re-run

An analyst runs the nine steps; every check must print PASS

Your review

Decide

Headlines against last year, the release list, which requests to send

Q4

Board reviews

Each company’s board page at its annual climate review

Before each cycle Re-check any framework past its re-check date. First due: California SB 253, on or after 11 November 2026 (as at the 8 November report date; not re-checked for this edition).

THE LEAVE-BEHIND

Each deliverable ships with all it needs to be redone

The output

Report, dashboard, board pages and register, all built from one data table

The method

Playbook, methodology notes, and a guide in each folder saying how every figure is made

The reference data

Framework files, applicability rules and evidence rules as dated, structured tables

The re-run note

Nine steps in order, what each makes, and what to check at the end

The test

Could Northwood update this next year with no Kith access? Yes, with one analyst or IT colleague.

The caveat, stated plainly

The nine steps are commands, not spreadsheets, so a technical colleague runs them. Your part is the review. The clean re-run check has already rebuilt every final file from the inputs alone.

HANDED TO YOU

What is now yours

Action	Owner
Formally confirm the governance arrangements: responsible executive, committee oversight, the VP of ESG seat (DR6-01)	You
Investor Relations review of the LP report, then sending	Jennifer Park, then you
Choose which of the 16 data requests to send, folded into the January collection	You
Put the six CSRD and California questions to counsel	You, with a lawyer
Agree the Keystone data-limit wording before its board sees it	Nadia Fernandez (Northwood deal lead for Keystone), with Keystone management
Re-check California SB 253 on or after 11 November 2026 (as at the 8 November report date; not re-checked for this edition)	Kith, under the retainer

Kith’s items are closed: report date, source wording, the fund split, PCAF, the Scope 3 estimate, and pricing (option A, an annual refresh retainer, is recommended; Northwood has not accepted it and no fee is set).

IN ONE LINE

The report is the by-product. The system is what Northwood keeps.

After the brief's own framing: "The draft is a byproduct. The library is the product."

Next step: confirm the governance arrangements, then the report goes to Investor Relations.

Open the deliverables portal