



# 2011 SUSTAINABILITY REPORT

# ABOUT THIS REPORT

This sustainability report covers 100% of Strategic Sustainability Consulting's sixth year of operations, from July 2010 to June 2011. Once again, we have used the Global Reporting Initiative's G3 Guidelines as our reporting standard and as a guide for calculating our economic, environmental, and social impacts. Accordingly, we have reported on all core sustainability indicators (or explained why they were omitted), but have not gone through an external assurance process. We have not restated any information from previous Sustainability Reports.

As in past years, we have used the GRI Boundary Protocol and the associated GRI Reporting Principle in deciding what to include in this report. We decided that all work-related activities carried out by SSC staff are "material" and are thus included in our calculations. In accounting for work done through the SSC Consultant Network, we have included only our direct impacts (such as energy used to host online networking events) and not our indirect impacts (such as the energy used by each attendee). However, when members of the SSC Consultant Network are hired by SSC for a specific project, their activities for that period are considered material and are reported accordingly.

This report is published on the Strategic Sustainability Consulting website ([www.sustainabilityconsulting.com](http://www.sustainabilityconsulting.com)) and is freely available to the public. We hope that our stakeholders will take the opportunity to read it and give us feedback. If you have any questions or comments about this report, please contact Jennifer K. Woofler at 1-202-470-3248 or [jennifer@sustainabilityconsulting.com](mailto:jennifer@sustainabilityconsulting.com).

We are a company built on the principles of sustainability, and that includes a commitment to transparency and disclosure. Be sure to check out our previous sustainability reports to see how far we've come.

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# LETTER FROM THE PRESIDENT



Welcome to the sixth annual sustainability report from Strategic Sustainability Consulting. It's incredible to look back and see the changes in our company since 2005. I am so proud of the work that we've done, the clients that we've served, and our colleagues in the SSC Consultant Network.

We were successful in every aspect of our business in 2011, which was a welcome relief from the tumultuous rollercoaster of 2010. Looking ahead to the coming year, I am enthusiastic about our role in the sustainability consulting industry, and excited to continue our work in the field.

## YEAR IN REVIEW

We took on additional clients ranging from major insurance companies to seafood manufacturers. Our existing client base pushed their sustainability efforts to new heights despite the climate of economic uncertainty, and it paid off. In 2011, our clients were recognized on the Dow Jones Sustainability Index (DJSI), tackled energy efficiency in their Chinese supplier factories, and published their first integrated sustainability report. In one case, a client almost tripled its score on the Walmart Supplier Sustainability Assessment.

Our carbon footprint decreased to its lowest point in five years, to just 15.1 tons of carbon. As we've noted in past reports, being a small company means that a couple of flights across the country each year have a dramatic effect on our carbon profile, and so I'm not yet ready to promise that our carbon profile will always be so favorable. At the same time, I do believe that we've found the right balance between air travel, ground travel, and web/video conferencing.

From a social point of view, the SSC Consultant Network continues to expand with more than 600 professionals ready to jump in and provide support for our engagements. We also streamlined our internship program this year, which we talk about in the social section of this report. And as we head towards the fall, we're preparing to bring on an additional in-house position to assist with project management.

## THINKING ABOUT CONTEXT

In the last few months, there has been a lot of discussion in sustainability circles about the concept of context and the need for companies to go beyond simply reporting a series of indicators.

Take this example: I mentioned above that in 2011, SSC had a carbon footprint of 15.1 tons of CO<sub>2</sub>-e. But what does that really mean? Is that really good or really bad? Without additional context, it's hard to tell. (Hint: it's really good. And we'll tell you why on page 11.)

This year, we're pushing the boundaries of our sustainability reporting, and sharing how our activities have rippled out into the world. For each of the major reporting sections, we'll report on the outcomes of our activities. Not just how many clients we served—but what our consulting helped those clients to achieve. Not just how many webinars we conducted, but who received that training. Not just how many miles we traveled, but what those miles helped us to do.

I'll tell you a secret: this was MUCH harder than I thought it would be. And I suppose that's the reason that so many sustainability reports just stop at reporting the numbers. Trying to tie our activities to specific outcomes is a challenging task—and one that we will continue to wrestle with in the coming years. I hope that you will join us, and share your own experiences and tips along the way!

## LOOKING AHEAD

Last year, I wrote the introduction to this report on a plane, as I traveled to Hawaii for a well-deserved vacation. This year, I'm tackling it from my office on the Sunday morning after Thanksgiving. While some people might think that I am a workaholic, I like to believe that no holiday break is complete without a little reflection about where we've come and where we're going. And I can't wait until next year to see what 2012 holds for us all!

A handwritten signature in black ink that reads "Jennifer Woofter". The signature is fluid and cursive.

Jennifer Woofter, President  
Strategic Sustainability Consulting

## WHAT THE GLOBAL REPORTING INITIATIVE (GRI) SAYS ABOUT SUSTAINABILITY CONTEXT

Information on performance should be placed in context. The underlying question of sustainability reporting is how an organization contributes, or aims to contribute in the future, to the improvement or deterioration of economic, environmental, and social conditions, developments, and trends at the

local, regional, or global level. Reporting only on trends in individual performance (or the efficiency of the organization) will fail to respond to this underlying question. Reports should therefore seek to present performance in relation to broader concepts of sustainability.

# ABOUT OUR COMPANY

Strategic Sustainability Consulting (SSC) provides under-resourced organizations with the tools and expertise needed to manage their social and environmental impacts. Using a combination of traditional strategic planning techniques and cutting-edge sustainable development knowledge, we offer clients a highly customized approach to bridging the gap between organizational values and operational performance.

## DURING THE 2010-2011 REPORTING PERIOD

<b>We were...</b>	Headquartered in the Washington, DC area Organized as a limited liability company A carbon-neutral company
<b>We served...</b>	7 Small and Midsize Companies 2 Large Companies 2 Non-profit Organizations 1 Municipal Government
<b>We provided...</b>	Sustainability Planning, Green Audits, Carbon Footprint Analysis, Green Business Certification, Supply Chain Management, Sustainability Reporting and Communications, and Stakeholder Engagement
<b>We were organized...</b>	600+ Sustainability Professionals in the SSC Consultant Network 24 Active Personnel (employees, contractors, interns, volunteers) E-business model, without commercial office space

## OUR KEY IMPACTS

At Strategic Sustainability Consulting, our biggest impact is in the services that we deliver to clients. Our aim is to be “net positive” in our work, outweighing any negative impacts caused by our activities with the positive results achieved by our clients.

### HERE'S WHAT THAT LOOKS LIKE IN PRACTICE:

- Our work allows clients to strategically plan for sustainability, minimizing risk, creating competitive advantage, and driving innovation. As a result, clients grow stronger while reducing their carbon footprints.
- We help clients satisfy their most important customers (like Walmart!), thereby creating happy value chains. We also help clients look back into their supply chain, ensuring that their vendors meet environmental and social expectations.
- Our work creates jobs for other sustainability consultants, as we bring together experts to deliver the highest-quality services.
- The federal, state, and local taxes that we pay support public education, local infrastructure, and a social safety net.
- Running a business generates emissions, from the computers we use to the HVAC systems that keep us warm. While we've minimized our impact by organizing as an e-business (without commercial office space), we acknowledge that our activities have impacts.
- Like all businesses, we generate waste. While this is quite minimal and can generally be recycled or composted, we're conscious that some things still end up in the landfill.
- While the vast majority of our work is done remotely, we frequently travel to client sites, some of which are quite far flung. This travel generates emissions, which we offset each year.

## RISKS AND OPPORTUNITIES

As a boutique sustainability consultancy, business stability is one of our biggest risks. Like many of our peers, we experienced a contraction of clients (and therefore revenue) during the economic upheavals of 2009 and 2010. Today, the economic outlook is mixed, which makes planning for the future a challenge. Fortunately, we are well positioned for flexibility due to our hybrid business model. A small in-house team keeps our overhead expenses low, but we are able to ramp up quickly for larger projects by drawing on the wealth of expertise in our 600+ member SSC Consultant Network.

Another risk we face is operating in a crowded marketplace. Currently, there are more than 80 different sustainability consultancies operating in the United States alone. While there are only a handful of major competitors

playing in our niche, it is a challenge to connect with prospective clients who may be overwhelmed at the available options and uncertain how to choose a good consultant from a bad one. In fact, according to our “2011 State of the Industry” survey, only 18% of respondents say that prospective clients know what to look for in a qualified sustainability consultant.

The flip side to a crowded marketplace is that there is great opportunity for “coopetition”. We partner with the best and the brightest in our industry—joining forces on client engagements, sharing best practices, and identifying new trends and innovations in sustainability. As clients become savvier about sustainability, they are better able to articulate their needs (beyond just “going green”) and we are better able to select engagements that get at the heart of what we do best.



Figure 1: 2011 “State of the Industry” Survey of Sustainability Consultants, October 2011

## OUR SUSTAINABILITY PERFORMANCE AT A GLANCE

ASPECTS	GOALS IN 2010	STATUS IN 2011	NOTE
Economic Impact	Finalize a system for tracking the impact of our services at the client level and report on the results.	Partially Complete	We've created a snap shot graphic for clients that outline the impacts of our work. See page 9 for an example.
2012 GOALS: Establish template packages for SSC Consultant Network projects and partnerships to ensure consistent governance of projects, including a standard Master Services Agreement, mutual non-disclosure agreement, Code of Ethics, and eco-tracking document. Develop a partnership "dossier" that will allow us to more quickly and effectively identify sustainability professionals to collaborate with, and put this information on our website to facilitate the process of mutual evaluation.			
Environmental Management	Identify a better way to measure carbon footprint progress.	Complete	We have extended our carbon tracking to cover five years, and use additional adjusted carbon footprinting (per \$ revenue and per work-hour) to account for growth.
2012 GOALS: Our aim for 2012 is to generate a carbon footprint of 8.0 pounds of carbon per work hour or less, which is our average for the 2009-2011 period.			
Labor Practices	Put our Green Auditor training online.	Complete	In January 2011, we put our Green Auditor certification online, which made it more affordable and eliminated the need for participant travel (some more than 1,000 miles!).
2012 GOALS: Launch "Social Media for Sustainability Professionals" online course to help members of the SSC Consultant Network leverage social media to promote their brands, improve collaboration, and shape the sustainability conversation. Participate in at least four web-based sustainability training events.			

# GOVERNANCE, COMMITMENTS, AND ENGAGEMENT

Strategic Sustainability Consulting is vertically organized; all decisions go through the president. There are no separate governance structures responsible for strategy or organizational oversight. However, every six months several days are set aside for financial and sustainability planning, key SSC staff and consultants are invited to participate in the process.

## A VALUES-BASED GROWTH STRATEGY

We are concerned about our own economic viability, but we are also careful to only choose growth opportunities that we believe are good for our clients, good for the environment, and good for society. In this pursuit, we uphold five guiding values:

### OUR GUIDING VALUES

We believe that corporate social responsibility is not just the “right” thing to do, but that it also makes good business sense. With the goal of long-term sustainable development in mind, we commit to:

- **Integrity** - we go beyond mere compliance with the law and look for ways to be more honest, more accountable, and more transparent in everything we do.
- **Positive Social Impact** - we offer products and services that make the world a better place, including pro-bono work to clients who would otherwise be unable to fund CSR initiatives.
- **Environmental Responsibility** - we choose environmentally-friendly alternatives, encourage e-meetings, and offset our carbon emissions.
- **Social Responsibility** - we endorse the Universal Declaration of Human Rights and strive to buy only from suppliers who respect ILO Conventions.
- **Community Service** - we participate in the local community through volunteerism and charitable giving.

## EXTERNAL GUIDANCE

Additionally, we use the following external charters, standards, and guidelines in formulating our business strategy and decision-making processes:

- Universal Declaration of Human Rights
- ILO Standards on Labor Rights
- AA 1000 Accountability Series
- Global Reporting Initiative
- UN Global Compact

## MEMBERSHIPS AND ASSOCIATIONS



## STAKEHOLDER ENGAGEMENT

Values like integrity and accountability are the foundation of good business—but don’t necessarily tell us how to add value to our clients, our communities, and our natural environment. Discovering the path to triple bottom line success requires reaching out in a collaborative way with our stakeholders, exploring how we can build Strategic Sustainability Consulting into a company that creates meaningful change in the world. During the reporting period, we engaged with:

**Our clients** – being a boutique consultancy, we work very closely with our clients—getting feedback at each step of the engagement process.

**Our consultants** – the SSC Consultant Network has grown substantially and we’ve carefully cultivated our relationship with this group of approximately 630 sustainability professionals through a variety of social media platforms. Our LinkedIn group grew dramatically as we use it to regularly engage in conversations with other sustainability consultants.

**Our local community** – our involvement with the local Washington, DC community has ranged from simply attending networking happy hours to judging a local socially responsible business plan competition. (See page 8 for more information.)

# SPOTLIGHT ON: B CORPORATIONS

In February 2011, Strategic Sustainability Consulting became a certified B Corporation.

Certified B Corporations are a new type of corporation which uses the power of business to solve social and environmental problems.

B Corps, unlike traditional businesses:

- Meet comprehensive and transparent social and environmental performance standards;*
- Meet higher legal accountability standards;*
- Build business constituency for good business.*

There are over 450 Certified B Corporations across 60 different industries. From food and apparel to attorneys and office supplies, B Corporations are a diverse community with one unifying goal: **to redefine success in business.**

Through SSC's public B Impact Report, anyone can access performance data about the social and environmental practices that stand behind our services. See SSC's B Impact report at [www.bcorporation.net/strategicsustainabilityconsulting](http://www.bcorporation.net/strategicsustainabilityconsulting), and learn more about B Corporations at [www.bcorporation.net](http://www.bcorporation.net).

**Certified B Corporation**

What is a B Corp? ... Become a B Corp ... B Corp Community ... B Corp Services ... News & Media

**Strategic Sustainability Consulting**  
Industry: Sustainability Consulting  
Products/Services: Sustainability Consulting  
Location: Herndon, VA  
Ownership: P/L/LLC  
<http://www.strategicsustainabilityconsulting.com>

**About Strategic Sustainability Consulting**

Strategic Sustainability Consulting provides mid-to-large organizations with the tools and expertise needed to understand and manage their social and environmental impacts. Through materiality assessments, green office auditing, supply chain management, stakeholder consultations, sustainability disclosure and social marketing, SSC helps organizations find the business value in being a responsible corporate citizen. These products and services can help you to identify your own social and environmental impact, create a sustainability plan to align your trade focus, calculate your carbon footprint and go carbon neutral, develop a sustainability report to share your commitment, and green your supply chain and optimize your product life cycle.

We became a B Corp because we believe strongly in "building our self" and in joining this wonderful community of like-minded business men and women for our own benefit, but also as a way to promote sustainable business practices to our clients.

Category	Score	Weight	Percentage
Accountability	8	10%	80%
Employees	18.2	30%	54.6%
Community	17.8	60%	27.6%
Environment	28.2	80%	35.25%
<b>Composite B Score</b>	<b>128.7</b>		

**Highlights:** From a B Impact Assessment

- Environment: >17% of corporate revenue from sustainable materials, >50% of energy used at corporate facilities is renewable, adopting low-carbonized by use of renewable energy
- Community: >10% of annual profits donated to charity, >50% of company's primary suppliers are independent and local, >75% of company's community is local within local community, employee ethics program over 20 hours per year past date of its community service

**Publications:**

- Clean Technology [Link](#)
- Decoding a Sustainability Champion [Link](#)
- Sustainability Change Management [Link](#)

**The Change We Seek**

There vision is "sustainability for every company". Everything they do is focused on making it easy, practical, and cost-effective for organizations to measure their impact on the environment while building strong, resilient business models. When approached strategically, sustainability can be a tool to drive innovation, efficiency, brand awareness, and supply chain optimization. They want to help organizations - especially those who have traditionally been overlooked in the sustainability sphere - find ways to make sustainability good for business.

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## B CORP DECLARATION OF INTERDEPENDENCE

We envision a new sector of the economy which harnesses the power of private enterprise to create public benefit.

This sector is comprised of a new type of corporation - the B Corporation - which is purpose-driven and creates benefit for all stakeholders, not just shareholders.

As members of this emerging sector, as entrepreneurs and investors in B Corporations, we hold these truths to be self-evident:

- That we must be the change we seek in the world.
- That all business ought to be conducted as if people and place mattered.
- That, through their products, practices, and profits, businesses should aspire to do no harm and benefit all.
- To do so requires that we act with the understanding that we are each dependent upon another and thus responsible for each other and future generations.

# SPOTLIGHT ON: WILLIAM JAMES FOUNDATION

The William James Foundation works with for-profit entrepreneurs, both in the idea stage and in the early venture stage, who have built a defined social and/or environmental goal into how they do business. The Foundation's primary function is to manage business plan competitions that:

***Provide sustainable entrepreneurs with detailed and constructive feedback, and a chance at more than \$100,000 worth of in-kind prizes and cash.***

***Offer our reading judges an opportunity to use their lifetime of experience to support projects they find personally meaningful in a way that taps their interest and respects their schedule.***

***Allow our sponsors to become part of a conversation with the next generation of sustainable entrepreneurs and leading figures in the areas of socially responsible finance, academia, management, and entrepreneurship.***

At Strategic Sustainability Consulting, our community giving program centers on our support for the William James Foundation's annual Socially Responsible Business Plan Competition. For six years in a row, we've acted as a judge in the competition, providing extensive feedback to participants on the structure and content of their plans. We also act as an in-kind sponsor, donating a block of sustainability consulting hours to one of the winners.

In 2011, we worked with prize-winner Komaza, a social enterprise creating sustainable economic opportunities for farmers living in Africa's semi-arid regions. Working through village-based field staff, Komaza partners with families and help them plant and maintain small-scale, income-generating tree farms.



After an initial discussion with Komaza staff, we focused our consulting support on analyzing sustainable forestry certifications and carbon trading options for the organization.

Learn more about the William James Foundation at [www.williamjamesfoundation.org](http://www.williamjamesfoundation.org) and about Komaza at [www.komaza.org](http://www.komaza.org).

## TIMELINE

**November 2010:** SSC reviews 4 business plan summaries, providing detailed feedback and recommending 2 to move forward to the second round of competition.

**MARCH 2011:** SSC reviews 2 full business plans, providing extensive comments and critiques.

**APRIL 2011:** Final awards are announced at Affinity Labs in Washington, DC.

**JUNE - AUGUST 2011:** SSC works with Komaza, a "microforestry" social enterprise and WJF winner.

# ECONOMIC IMPACTS

Our company motto is “sustainability for every company” and we make it our mission to provide sustainability support for organizations of all shapes and sizes. The reality is, however, that not every company is able and willing to pay for sustainability consulting services. That means we have to be strategic about how we approach business.

## REVENUE BREAKDOWN

We offer products and services at a variety of price points, and geared towards different audiences. See page 17 for more information about our products and services.

The vast majority of our white papers and recorded webinars are free, and suitable for organizations that need help on a specific issue or theme, but who lack a dedicated sustainability budget or executive leadership support to hire a sustainability consultant directly.

We also offer about two dozen on-demand training programs for sustainability consultants and organizations who want to tackle sustainability in a “do it yourself” manner. These programs include our Chief Sustainability Officer Masterclass (12-weeks), Green Auditor Certification (3 days), and How to Conduct a Waste Audit (1 hour).

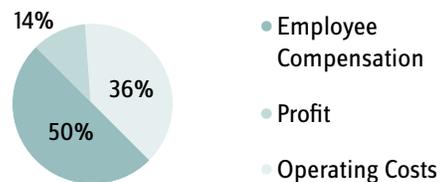
The bulk of our revenue comes from work directly with clients—those organizations who hire SSC to help them develop and implement a sustainability strategy. That work includes sustainability assessments, stakeholder engagement, sustainable supply chain management, internal and external communications strategies, sustainability software implementation, and specific tasks like carbon footprinting, water footprinting, waste auditing, and sustainability reporting.

## A CLOSER LOOK AT THE NUMBERS

### KEY FINANCIAL METRICS (Thousands of \$ USD)

Revenues	\$154
Operating Costs	- \$56
Staff Compensation	- \$77
Retained Earnings	\$21

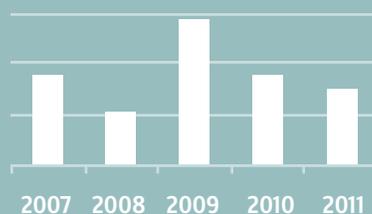
### 2011 ECONOMIC VALUE GENERATED



### 2011 REVENUE



### HISTORICAL REVENUE





## THE RIPPLE EFFECT

One of the most challenging aspects of our work is quantifying the economic benefits that our clients experience as a result of working with us.

In a few cases, it's an easy calculation, such as the \$40,000 savings in annual electricity costs that one client will save by retrofitting its warehouse lighting.

But in most cases, it's more challenging. For example, this year we helped a client almost triple its score on the Walmart Supplier Sustainability Scorecard, which was deemed "instrumental" in helping to increase the amount of work that our client will do with Walmart in the coming year. Can we quantify that benefit? And if so, how much credit can you take for something that was important, but not the sole criteria?

We continue to wrestle with these issues, and will not publish any aggregated data on indirect economic benefits to clients until we can clearly explain our methodology. The last thing we want is to be seen as "puffing" our numbers, and right now we don't have a consistent way to measure the indirect economic benefits that we bring to client engagements. For now, we'll continue to look at each engagement on a case-by-case basis to identify the best ways to measure our clients' return on investment.

## LOOKING TO THE FUTURE

It is difficult to predict our future economic impacts, and we are constantly thinking about growth. But growth in what way?

In the last year, we fielded three inquiries about mergers and acquisition, none of which was ultimately a good fit. We're big believers in the value of specialized service providers who stick to what they're good at. We don't want to be part of a larger organization that tries to be all things to all people, nor do we want to be forced into taking on sub-optimal projects just to meet a sales goal.

We also passed on several potential client engagements that felt "not quite right." Those opportunities got passed along to the SSC Consultant Network, and in one case we facilitated the selection of another consultant who was the right fit for the project.

In short, we're currently focused on growing our business in a very careful, very cautious way. While we are able to quickly scale up for new projects, we are quite strict in the type of projects and clients we partner with. This approach ensures that we are able to continue to deliver amazing, personalized services to each of our clients—both now, and as they continue that journey towards sustainability.

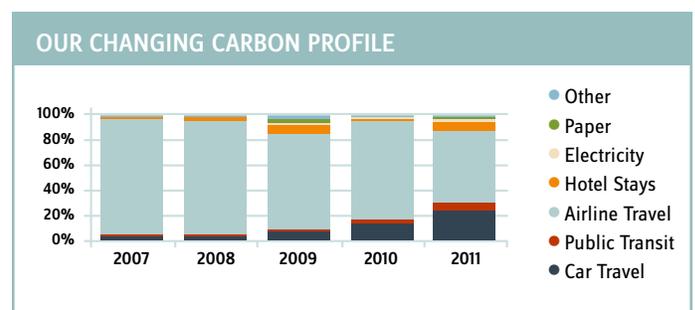
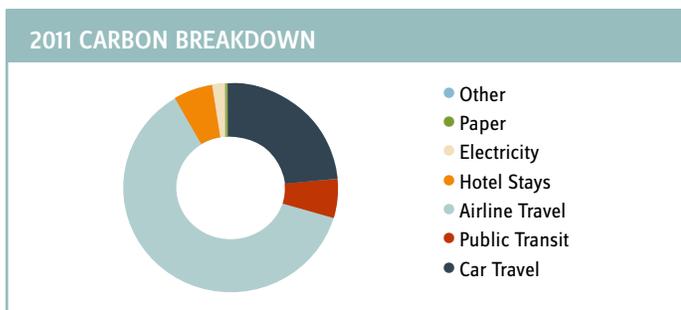
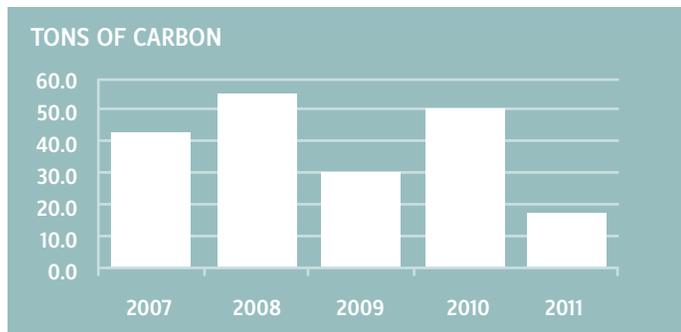
# ENVIRONMENT IMPACTS

Strategic Sustainability Consulting is designed so that our internal operations have the least possible impact on the environment. We don't have traditional office space - consultants work from home when they are not at client sites, and we use shared office space when needed. We use technology like video conferencing, web conferencing, and file sharing to stay connected and engaged with our network of consultants, clients, and colleagues. We don't have any paper marketing, but utilize our website and social media sites to promote our services. We have switched subscriptions, invoices, and paychecks to electronic versions - saving us postage and carbon. We run a near paperless organization.

## OUR CARBON FOOTPRINT

Despite our best efforts, SSC is not without environmental impact. Travel to see clients, attend conferences, and develop new partnerships adds up quickly, especially on those occasions (about once a month) where our consultants hop on a plane. This year, we didn't have

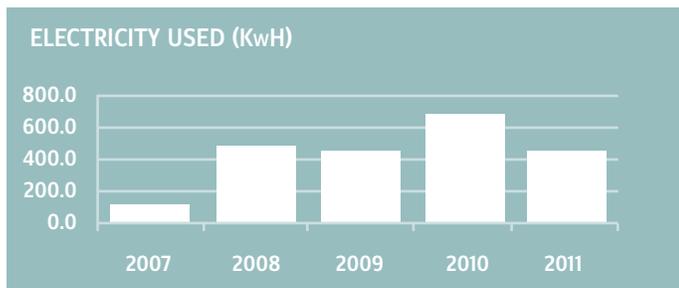
much international travel and were able to group most of our domestic travel into a couple of longer trips. As a result, we achieved our lowest carbon footprint (in absolute emissions and emissions-per-work-hour) in five years. As in previous years, we have offset 100% of our emissions (see page 28).



## ENERGY

Because we do not maintain separate commercial office space, we have a relatively small energy profile. As a general practice, we've implemented basic energy saving activities like turning out unneeded lights, setting computers to stand-by mode, and buying EnergyStar office equipment.

In calculating our carbon footprint, we have only accounted for electricity used to power our computers, based on an estimate of 75 watts per hour per computer, and have not considered the heating, air conditioning, and ventilation energy associated with our staff working from home, client locations, or coffee shops. In offsetting our carbon footprint, all 449 kWh of electricity used during the reporting year were offset through the purchase of Renewable Energy Credits (RECs). (See back page for additional details.)



## WASTE

Back in 2008, we tracked every piece of waste that our staff generated. At the end of the year it only came to 15 pounds and it consisted mostly of junk mail and those ever-present forms sent by the IRS. Since then, we haven't tracked our waste in a formal way. Instead, we focus on eliminating waste at the source—removing ourselves from mailing lists, opting not to pick up every brochure offered at conferences, and obtaining electronic copies of client documents rather than printouts. This year we also purchased a new printer with duplex printing capabilities, so now the few documents that we do need to print each month are double-sided.

## WATER

Like other consulting firms, our main water use is related to kitchen and bathroom needs. Without dedicated office space, our organizational water use is just too difficult to measure, and so we don't formally track it. When possible, we make smart water decisions—such as choosing eco-friendly hotels (and opting to reuse towels and sheets more than once).

## TRANSPORTATION AND TRAVEL

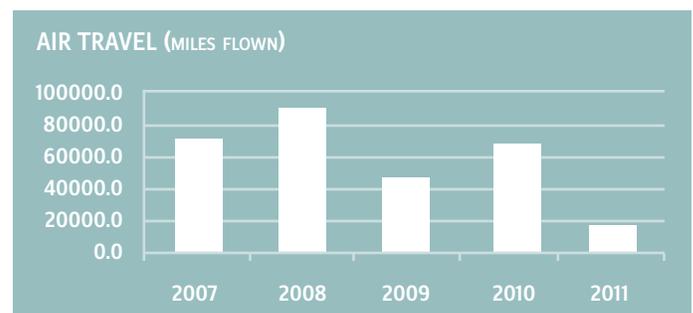
Our consultants spend the vast majority of their time behind computers, but occasionally we need to meet clients face-to-face—generally between 2-4 times a year. That means we end up traveling quite regularly. To minimize the carbon emissions associated with our travel, we do the following things:

- When traveling locally, we try to use public transit whenever feasible. Our Herndon office (where SSC President

Jennifer Woofter lives, and near where other in-house staff reside), is not accessible by subway. However, the DC metro expansion project is expected to provide two new subway stops in Herndon over the next few years.

- Rather than flying, we generally take ground transportation for trip of less than 300 miles. That means we can service clients from North Carolina to New York without hopping on an airplane.
- When flying longer distances, we opt for direct flights whenever possible. It's easier on our consultants, and saves significant carbon along the way.
- We combine trips whenever possible, mixing client engagements with business networking events and conferences. Sometimes our consultants even tack on a couple of days of vacation to the end of their trip.

The reality is that business travel will continue to occur with some regularity, and that a few extra trips (particularly to international destinations) can dramatically influence our overall carbon footprint. While the amount of ground vs. air travel shifts from year to year, travel emissions as a whole consistently make up more than 90% of our total carbon footprint.



## LOOKING TO THE FUTURE

We expect our carbon emissions to bounce around, as our travel itineraries fluctuate with the number of new clients, types of projects, and events that we attend. For that reason, we believe it is most appropriate to look at a rolling 3-year average when setting carbon goals. Our aim for 2012 is to generate a carbon footprint of 8.0 pounds of carbon per work hour or less, which is the average for the 2009-2011 period.

# SOCIAL IMPACTS

One of the most innovative and exciting aspects of our business is the SSC Consultant Network. Rather than employing a small staff of sustainability generalists, we've instead opted to create a wide collaboration of sustainability specialists. As of June 2011, we had approximately 600 consultants in the network. These professionals have a wide range of experience—from new college graduates to seasoned experts—and cover issues from sustainable forestry management in Southeast Asia to green product innovation in the automotive industry. We're delighted to have access to these strategists, facilitators, process innovators, labor and human rights specialists, and governance gurus. In addition to being an inspiration to each other, these consultants also allow SSC to put together a world-class team for any client project under the sun.

## WAGES AND BENEFITS

Compensation at SSC is divided between employees and independent contractors. In both cases, personnel are paid at approximately the average hourly wage for their job category (assistant, junior consultant, senior consultant, etc.) based on our experience within the sustainability consulting industry. Employees receive additional benefits from SSC, including:

- Contribution to a SEP IRA retirement plan equivalent to 25% of annual salary (for full- and part-time employees who have worked at SSC for at least three years)
- Paid time off (PTO) of up to 4 hours per month to volunteer at a local school or registered non-profit.

OUR PEOPLE			
Gender	2009	2010	2011
Women	22	17	13
Men	8	14	11
Age	2009	2010	2011
<35	23	28	19
>35	7	3	5
Region	2009	2010	2011
US	30	30	22
Other	8	14	11

\* For the purposes of this report, we have only included indicators for consultants and interns that were hired for specific projects. It does not include joint business development initiatives that did not result in a contractual engagement during the reporting period. Similarly, it does not include consultants in the SSC Consultant Network who participated in our general networking activities, but did not actually work for us during the reporting period.



## **DIVERSITY AND HARASSMENT**

We value workforce inclusion and the unique contribution that each of our consultants brings to the SSC Consultant Network. We believe that we benefit from the different skills and experiences of consultants from a host of different backgrounds.

We prohibit discrimination based on race, color, religion, gender, sexual orientation, gender identity, age, national origin, citizenship status, veteran status, and disability. We have a strict policy against bullying and harassment, and believe that all consultants should be treated with fairness and respect and, in turn, should treat others in the same fashion. We do not tolerate degrading or humiliating jokes, slurs, intimidation or any harassing conduct toward others.

## **HEALTH AND SAFETY**

We expect all SSC personnel—whether part of our in-house staff or members of the SSC Consultant Network conducting work on our behalf—to act in a manner that protects the health and safety of themselves and those around them. For the vast majority of the time, when people are working from their home offices, that basically means “don’t trip over your slippers.”

When we’re out at a job site with a client, however, health and safety takes on a whole new meaning. We’ve been in underground mines, blasting sites, seafood canning plants, Chinese textile factories, and dryer sheet manufacturing facilities. Some of these places have been spotless and shiny, and others have had serious health and safety concerns. It is our policy to wear safety gear when appropriate, and to ask for a safety briefing before entering a potentially hazardous situation. Consultants are always free (and encouraged) to decline to enter a facility that they deem to be unsafe.

## **HUMAN RIGHTS**

As a professional services company operating primarily in the United States with without full-time employees, we don’t have much of a human rights impact. Aside from publicly supporting international conventions and standards such as the Universal Declaration of Human Rights and the ILO Conventions on fair labor practices, the main way we promote respect for human rights is through our consulting services. We include a human rights screening component in our Supply Chain services, and help our clients identify fair trade options in their purchasing policy. We also help clients understand what a commitment to human rights standards (such as the UN Global Compact) means in principle, and in practice.

# SPOTLIGHT ON: SSC INTERNSHIPS



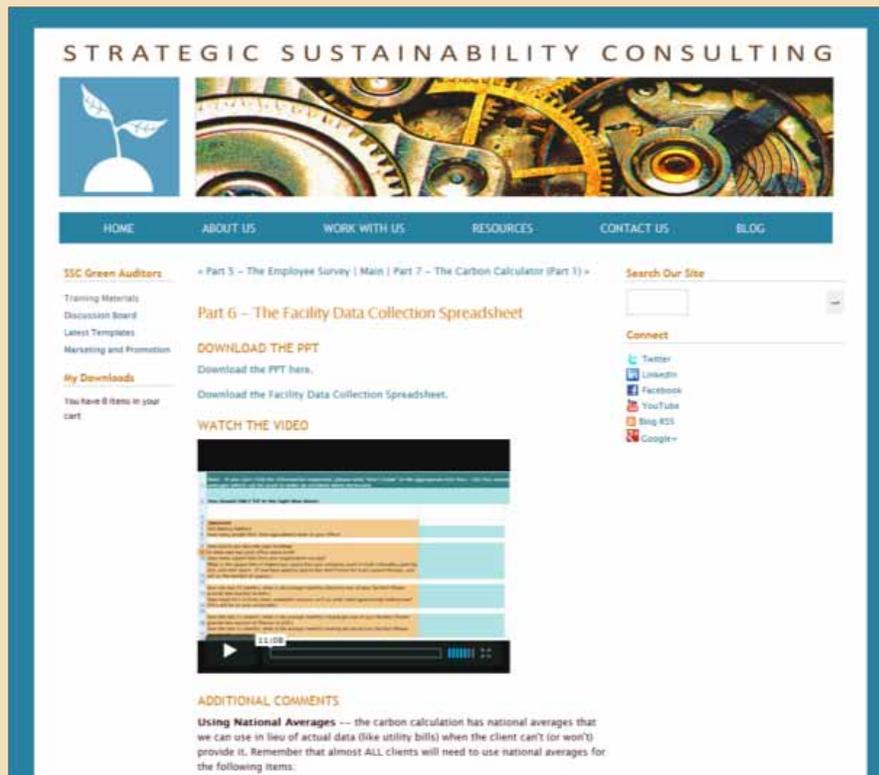
From 2006 to 2010, our internship program revolved around 5-7 interns that cycled through three times a year (coinciding with the fall, spring, and summer semesters). Each intern worked on a variety of projects—ranging from helping develop a client’s sustainability action plan to calculating a company’s carbon footprint or writing a white paper exploring sustainable manufacturing practices.

We loved working with our interns, but they needed (rightfully so) a lot of support and oversight, so in 2011 we changed up our internship program. We eliminated the fall and spring internships, and coordinated our summer internships with local MBA programs at Georgetown University, George Washington University, and American University.

Acting as junior consultants, our summer interns get a taste of sustainability consulting, and we get to capitalize on MBA students’ business savvy, sophisticated research and writing skills, and professional approach to client interaction—a win-win for everyone involved.

Want to learn more? Our 2011 summer interns were gracious enough to be interviewed at the end of their engagement with SSC, and we’ve put together a short video that is posted on our website. It’s unscripted and unedited, so you can see the good, bad, and ugly sides of the SSC intern experience. Visit <http://www.sustainabilityconsulting.com/internships> for all the details.

# SPOTLIGHT ON: SSC GREEN AUDITORS



In 2009, we developed a 3-day program to train and certify SSC Green Auditors, equipping them with our proprietary tools and methodology. By providing these professionals with the consistent and rigorous process we've perfected with more than 75 different clients, they can deliver a high-quality Green Audit to their local small businesses and we can reduce the need to travel great distances to client sites. At the end of the reporting period, we had more than 50 certified SSC Green Auditors throughout the United States and Canada.

In 2011 we moved the entire certification program online to further expand our pool of SSC Green Auditors, and to make it more affordable for prospective auditors looking to add the SSC Green Audit to their suite of offerings. Broken down into 13 sections, participants can watch video training, download templates, participate in discussion forums, and get marketing ideas.

Here's what Michael Jackson, a newly minted SSC Green Auditor, had to say about the online training:

*The training taught me how some of the basic principles of the green industry applies to small to mid-size businesses. I learned how to engage businesses, perform preliminary scoping, and what information is needed to perform a carbon footprint calculation.*

*The training focuses a lot on interaction with the client, which I find very important because, in the fledging green industry, most people don't know what they want, need, or how to meet their organizational plans to become sustainable. I learned that, as a SSC Green Auditor, I'm not only there to provide a final report that explains an organization's sustainable position, but also I'm able to provide workshops and coaching, and help my clients create Sustainability Action Plans. I love the videos and the online platform that provided access to material and discussion forums.*

-- Michael Jackson, Green Innovations

# PRODUCT AND SERVICE IMPACTS

As a consulting company, our “product responsibility” record is determined by the quality of the services we provide to our clients. When we help a small business create a sustainability plan, calculate a non-profit’s carbon footprint, or coach a social entrepreneur on how to succeed in the “green” marketplace—our success is directly related to our clients’ success.

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## SUSTAINABILITY SERVICES

Sustainability is our business, so it makes sense to summarize our consulting services here. For readers who want to learn more, we encourage you to check out our website at [www.sustainabilityconsulting.com](http://www.sustainabilityconsulting.com) or contact us for a more personal conversation.

### Sustainability Assessments and Planning

Most of our clients come to us at the early stages of their sustainability journey. They know they want to “go green” but need help getting there. This is our “sweet spot” – the thing we do best. We work with clients to develop a clearly articulated sustainability strategy that puts all the pieces together into a coherent, cost-effective, and engaging platform. From this strategy flows specific sustainability programs, actions, and tools—with associated Key Performance Indicators (KPIs), milestones, and goals.

### Stakeholder Engagement and Peer Benchmarking

Clients often want to know how they stack up in the eyes of their stakeholders. We provide services to help clients identify their most important stakeholders and understand and categorize stakeholders’ key expectations. For some clients, we also facilitate stakeholder panels, which provide independent feedback on client initiatives—like sustainability reports, new community giving programs, or supplier standards.

Many clients also want to see how they compare against their peers. We create sustainability profiles (using first- and third-party information) for the client and 5-7 of its peers. Looking at a variety of different issues, we’re able to quickly identify where the company is competitively positioned, and where it lags the industry.

### Sustainability Reporting and Communications

We help clients tell their sustainability story. Too often, organizations simply regurgitate a litany of all their social and environmental programs—adding charts and graphs wherever they have data. By helping clients first understand where they are today, what their key stakeholders care

about, and what their sustainability roadmap looks like, we can clear away the clutter and focus on what really matters.

For clients who are at the beginning stages of their sustainability communications journey, we can help them develop an internal and external communications strategy, produce a sustainability report, and identify the best platforms (including social media) to engage with key audiences.

### Carbon and Energy

We provide carbon footprinting services, including support for implementing sustainability software. This service is included in our SSC Green Audit product, as well as a stand-alone service for companies (particularly Walmart suppliers) who need to be able to report their carbon emissions from directly controlled operations as well as contract manufacturers in the supply chain.

We’ve partnered with Efficiency Exchange to provide on-the-ground energy auditing, training, and management services for our clients with operations in China. This relationship has proved to be an extremely valuable addition to our suite of services, and our Walmart suppliers find that they get a huge “bang for the buck” by working with a US-based company with trained personnel in China.

### Waste and Water

We provide waste auditing and water footprinting for our clients—primarily for those companies in the Walmart supply chain who must report waste and water numbers in their operations and supply chain. In some cases, we also work with clients to identify waste reduction and water conservation opportunities, including new technology, new service providers, and optimization of production processes.

### Sustainable Supply Chains

Most of our clients come to us with at least a few environmental programs already in place—like office recycling. Few, however, have established systems to encourage sustainable practices in their supply chains. That’s where we come in. We help clients establish

vendor codes of conduct that set out clear expectations for environmental, labor, and human rights practices. Then, we create a system of vendor evaluation to ensure that those expectations are communicated and met throughout the vendor relationship. Finally, we work with clients to develop a streamlined system to collect select sustainability information from vendors, to help them understand and communicate their complete life cycle impacts of their products and services.

## ACCOUNTING FOR THE IMPACTS OF OUR SERVICES

We calculate and report our corporate-wide carbon footprint each year, but 2011 is the first time that we've also broken down our carbon impacts by client. Ultimately we also hope to include the carbon saving that our clients see as a result of our engagements, but that continues to be a work in progress. For now, our Eco-Scorecard provides a good indication of the carbon intensity of a particular project.

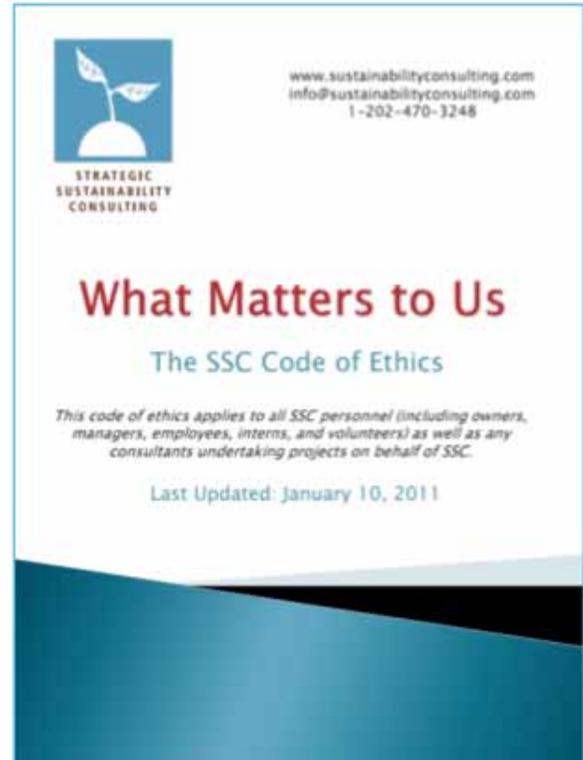
## OUR CODE OF ETHICS

In 2007, we formalized a Code of Ethics that applied to everyone working under the SSC banner. In 2011, we revised and expanded the Code, and published it on our website. All employees, contractors, interns, and volunteers agree in writing to abide by the code at the beginning of our relationship. The Code includes provisions on open communication, outside interests, privacy and confidentiality, equal employment opportunity, harassment, supply chain diversity, environmental responsibility, health and safety, gifts and entertainment, doing business with the government, company assets and intellectual property, charitable contributions, political activities, memberships on Boards and Committees, and transparency, investigations, inspections and inquiries.

### SAMPLE ECO-SCORECARD

Project Description: Work with client's marketing team to develop and roll out new "green communications" engagement strategy.

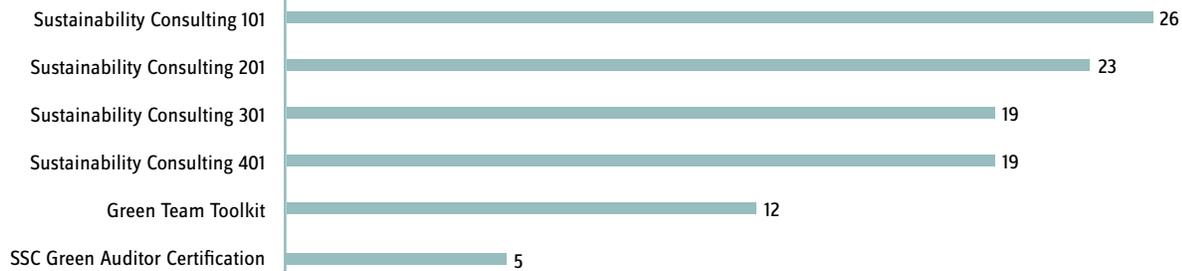
Electricity (kWh)	10.8
Miles Driven	26.8
Miles Flown	1312
Hotel Nights	6
CO <sub>2</sub> -e (tons)	0.85



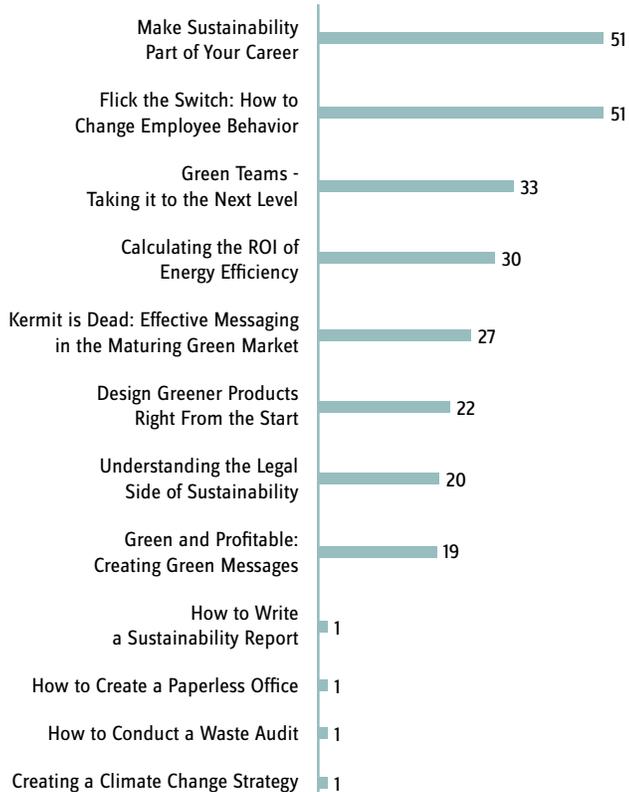
# SPOTLIGHT ON: SSC RESOURCES

We offer more than 100 different resources on our website, including white papers, webinars, on-demand training, toolkits, quick tips, and e-books. Here's a look at what people downloaded during the reporting year.

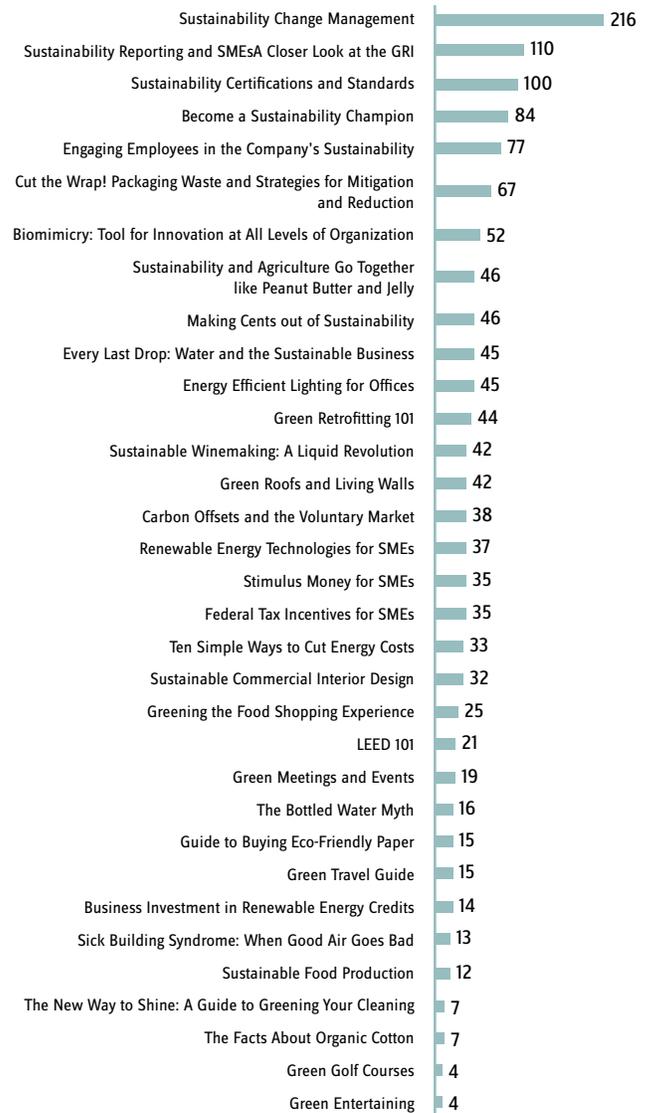
## TOOLS AND ON-DEMAND TRAINING



## WEBINARS



## WHITE PAPERS



# SPOTLIGHT ON: CONSULTANT PROFESSIONALISM

One of the great challenges of sustainability consulting is that there are no universal standards for judging the competence of its practitioners. While we continue to discuss this tough issue with our peers, we've made clear our expectations for professionalism for our consultants via the SSC Consultant Network Pledge—included in our Code of Ethics and published on our website.

- I am competent in my field.
- I will always make every attempt to identify the client's real problems.
- I will always clearly specify my role in the client's project or assignment.
- I will adapt to the individuality of my client's problems or needs.
- My recommendations will be feasible.
- I will at all times avoid any conflict of interest.
- I will never fail to perform my services to the best of my abilities.
- I will never deceive my client.
- I will never promise too much too soon.
- I will never be negligent.
- I will always inform my client of the risks of any undertaking.
- I will always inform my client of my basic approach to his problem.
- The matter of my fee will always be presented forthrightly so that my client will always know what his money will buy.
- I will maintain total confidentiality with regard to my client's business.
- I will always work to the best of my ability to ensure the quick success of my client's project.
- Charges for expenses over and above my regular fee will always be fair and accurate.
- I will only represent opinions as independent if they are free from subordinated judgment and there is no undisclosed interest in the outcome of my client's decision

# GRI CONTENT INDEX

GRI INDICATOR	DESCRIPTION	OUR PERFORMANCE FROM 2009-2011
EC1	Economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	See page 9.
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Our main financial risk from climate change is increasing energy costs associated with electricity and transportation (auto and airplane). As small business increasingly faces the realities of climate change, we see a business opportunity by offering strategies to improve efficiency and offset emissions.
EC3	Coverage of the organization's defined benefit plan obligations.	None.
EC4	Significant financial assistance received from government.	None.
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Our hourly billing rates range from \$15 for administrative tasks to \$200 for senior consultants.
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Our major discretionary expenses are for graphic design and legal advice, for which we use local companies.
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Our consulting network is designed to be national (and sometimes international). We don't have a policy specifying a preference for local vs. non-local hires.
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	None.
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	We donate approximately \$5,000 in pro-bono services to local groups each year.

GRI INDICATOR	DESCRIPTION	2009	2010	2011
EN1	Materials used by weight or volume.	We don't track specific material purchases by weight or volume, and believe that most of our purchasing impacts are mitigated by green purchasing (recycled paper, EnergyStar equipment, etc.).		
EN2	Percentage of materials used that are recycled input materials.	Our main material input is office paper, which is 100% PCW recycled content.		
EN3	Direct energy consumption by primary energy source.	None.		
EN4	Indirect energy consumption by primary source.	450 Kwh of electricity	655 Kwh of electricity	449 Kwh of electricity
EN5	Energy saved due to conservation and efficiency improvements.	We have power-saving settings on our computers, but have not formally tracked the resulting energy savings.		
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Our Sustainability Assessment and Green Office Auditing services include energy efficiency and green energy components. We track the changing energy profiles of clients that conduct annual Green Audits.		
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	We've implemented basic energy saving activities (turning out unneeded lights, setting computers to stand-by mode, buying EnergyStar office equipment) but have not quantified those energy savings.		
EN8	Total water withdrawal by source.	Not tracked.		
EN9	Water sources significantly affected by withdrawal of water.	Not tracked.		
EN10	Percentage and total volume of water recycled and reused.	Not tracked.		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	We don't have separate office space, but instead use our personal living space, client facilities, and the occasional coffee shop to conduct the majority of our business. Thus, we don't have specific land impacts, but try to encourage work in multi-use space—it keeps our overhead low and our environmental impact at a minimum.		
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Not tracked.		
EN13	Habitats protected or restored.	None.		
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	None.		
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not tracked.		
EN16	Total direct and indirect greenhouse gas emissions by weight.	30.9 tons of carbon	49.4 tons of carbon	15.1 tons of carbon

GRI INDICATOR	DESCRIPTION	2009	2010	2011
EN17	Other relevant indirect greenhouse gas emissions by weight.	The carbon footprint reported in EN16 (above) includes greenhouse gas emissions resulting from our indirect impacts such as business travel.		
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Using local SSC Green Auditors allowed us to cut our air travel emissions in half during the 2009 reporting period. In 2010 and 2011, all SSC Green Audits were conducted by local auditors who traveled less than 50 miles to client sites.		
EN19	Emissions of ozone-depleting substances by weight.	None.		
EN20	NOx, SOx, and other significant air emissions by type and weight.	None.		
EN21	Total water discharge by quality and destination.	None.		
EN22	Total weight of waste by type and disposal method.	Not tracked. (We separate out all paper for recycling, but used a significant portion for kindling in a high-efficiency wood stove over the winter months.)		
EN23	Total number and volume of significant spills.	None.		
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	None.		
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not applicable.		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	We are always seeking ways to improve the quality of our environmental services—including partnering with technical experts, collaboration with academics, and networking with relevant organizations.		
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Because we are a service-based company, we don't sell products per se. That said, all of our reports are printed on recycled paper or are delivered electronically.		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	We incurred no environmental compliance penalties, nor do we anticipate any fines or sanctions in the future.		
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	See page 12 for information on our business travel impacts.		
EN30	Total environmental protection expenditures and investments by type.	We spent approximately \$850 in carbon offsets.	We spent approximately \$500 in carbon offsets.	We spent approximately \$200 in carbon offsets.

GRI INDICATOR	DESCRIPTION	OUR PERFORMANCE FROM 2009-2011
LA1	Total workforce by employment type, employment contract, and region.	Page 13.
LA2	Total number and rate of employee turnover by age group, gender, and region.	Page 13.
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	In 2011, we introduced a SEP IRA retirement fund for employees, including part-time employees that have worked for SSC at least 3 years.
LA4	Percentage of employees covered by collective bargaining agreements.	None.
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	None.
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	None.
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	None.
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	None.
LA9	Health and safety topics covered in formal agreements with trade unions.	Not applicable.
LA10	Average hours of training per year per employee by employee category.	Not tracked.
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Our in-house personnel are free to join any of our sustainability webinars for free, as a component of our professional development efforts.
LA12	Percentage of employees receiving regular performance and career development reviews.	All of our in-house personnel receive performance reviews at least annually, or at the end of their contract (e.g. summer interns).
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Not applicable - we have no separate governance bodies.
LA14	Ratio of basic salary of men to women by employee category.	Not applicable - individuals are paid on a project basis, depending on the scope of their involvement.

GRI INDICATOR	DESCRIPTION	OUR PERFORMANCE FROM 2009-2011
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening. (Core)	We do not have any significant investment agreements.
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken. (Core)	We screen our major suppliers (office supplies, computer hardware, and graphic design) for human rights issues—all meet our requirements.
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained. (Additional)	We make sure that our consultants are familiar with relevant human rights and labor agreements (such as the UNDHR), which are covered in our Code of Ethics.
HR4	Total number of incidents of discrimination and actions taken. (Core)	None—and we make a specific effort to work with diverse clients, consultants, and networks.
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights. (Core)	We explicitly support the right of workers to exercise freedom of association and collective bargaining, and encourage our clients to do the same.
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor. (Core)	In addition to supporting ILO provisions on child labor, our business model requires a highly skilled labor pool. Our auditing services also seek to ensure that no child labor occurs in our clients' supply chains.
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor. (Core)	In addition to supporting ILO provisions on forced/ compulsory labor, we also encourage our clients to specifically prohibit the use of such labor throughout their supply chains.
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations. (Additional)	Not applicable - we do not have security personnel.
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken. (Additional)	None.

GRI INDICATOR	DESCRIPTION	OUR PERFORMANCE FROM 2009-2011
S01	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	We're committed to focusing on the local community working with local businesses, supporting local organizations, partnering with local universities, and contributing to local foundations that promote socially responsible business. Our ongoing goal is to derive 10% of revenues from DC-area clients.
S02	Percentage and total number of business units analyzed for risks related to corruption.	None.
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	In 2007 we formalized a Code of Ethics which specifies our policies relating to bribery and corruption. All SSC consultants sign the Code of Ethics before commencing work with us.
S04	Actions taken in response to incidents of corruption.	We haven't had any incidents of corruption, and no expectations of problems in the future.
S05	Public policy positions and participation in public policy development and lobbying.	In 2009, we formally supported the Employee Free Choice Act (EFCA), which would grant workers greater rights to organize under collective bargaining agreements. In 2010 and 2011, we were not active in public policy or lobbying.
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	SSC does not make political contributions, nor will it do so in the future. Individual consultants, however, are encouraged to be active in the political process.
S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	None.
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	None.

GRI INDICATOR	DESCRIPTION	OUR PERFORMANCE FROM 2009-2011
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Our Sustainability Assessment services include an examination of the organization's health and safety policies, programs, and performance.
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	None.
PR3	Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements.	Although we don't have specific procedures for labeling, our policy is to be as transparent and accountable as possible. We encourage stakeholders to contact us with questions or concerns about information we disclose.
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	None.
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Because we work with clients on a project-by-project basis, we get very specific, immediate feedback.
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	We are in compliance with all marketing communications, and go above legal requirements by using international best practices like the Global Reporting Initiative (GRI) for sustainability reporting.
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	None.
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	None.
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	None.

# OUR COMMITMENT TO CARBON NEUTRALITY

When we started SSC in 2005, we made a pledge to be a carbon-neutral company. For the sixth year in a row, we've fulfilled that pledge by purchasing high-quality carbon offsets. This is the second year in a row that we've partnered with CarbonFund.org to obtain carbon offsets from a Landfill Gas-to-Energy Project. Here are some of the details:

## LOCATION

Greater New Bedford, Massachusetts

## PROJECT TYPE

Landfill Gas-to-Energy

## STANDARD

American Carbon Registry / Environmental Resources Trust's Monitoring, Reporting & Verification Protocol and the Chicago Climate Exchange

## VERIFICATION/VALIDATION

First Environment, Inc.

## ENVIRONMENTAL BENEFITS

- Mitigates climate change
- Waste management
- Odor control and less localized air pollution
- Reduction of local water pollution

## COMMUNITY BENEFITS

- Locally sourced, renewable energy
- Development of new technologies and additional jobs created

## PROJECT DESCRIPTION

The New Bedford Landfill Gas-to-Energy Project is a gas-to-energy plant which produces approximately 3.3 megawatt hours (MWh) of clean electricity. This landfill gas, which includes methane and carbon dioxide, is collected from the landfill to fuel four reciprocating internal combustion engine-generators. With support from Carbonfund.org, the project not only produces power for the regional electricity grid, but also reduces the amount of methane released into our atmosphere.



We at SSC we take our environmental impact very seriously, especially our carbon emissions. Despite having few carbon inputs (no commercial office space to heat and cool, no commuting every day to work), we still have greenhouse gas (GHG) emissions. For this reporting year, our activities generated 15.1 tons of carbon.

As in previous years, we have purchased the highest-quality carbon offsets equal to 100% of our carbon impact. This effectively makes us a "carbon neutral" organization.





**STRATEGIC  
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CONSULTING**

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