



2006 SUSTAINABILITY REPORT



STRATEGIC
SUSTAINABILITY
CONSULTING



GRI CONTENT INDEX

Topic	GRI Indicators	Page(s)
Strategy and Analysis	1.1-1.2	2
Organizational Profile	2.1-2.8	3
Report Parameters	3.1-3.16	4
Governance, Commitments, and Engagement	4.1-4.18	5
Disclosure of Management Approach and Performance Indicators	5	6
<i>Economic</i>	<i>EC1-EC9</i>	6
<i>Environmental</i>	<i>EN1-EN30</i>	7
<i>Social: Labor Practices and Decent Work</i>	<i>LA1-LA15</i>	8
<i>Social: Human Rights</i>	<i>HRI-HR10</i>	9
<i>Social: Society Performance</i>	<i>SO1-SO6</i>	10
<i>Social: Product Responsibility</i>	<i>PR1-PR9</i>	11

THE 12 FEATURES OF A SUSTAINABLE SOCIETY

Features of Natural Capital

1 In their extraction and use, substances taken from the earth do not exceed the environment's capacity to disperse, absorb, recycle or otherwise neutralize their harmful effects (*to humans and/or the environment*)

2 In their manufacture and use, artificial substances do not exceed the environment's capacity to disperse, absorb, recycle or otherwise neutralize their harmful effects (*to humans and/or the environment*)

3 The capacity of the environment to provide ecological system integrity, biological diversity and productivity is protected or enhanced

Features of Human Capital

4 At all ages, individuals enjoy a high standard of health

5 Individuals are adept at relationships and social participation, and throughout life set and achieve high personal standards of their development and learning

6 There is access to varied and satisfying opportunities for work, personal creativity, and recreation

Features of Social Capital

7 There are trusted and accessible systems of governance and justice

8 Communities and society at large share key positive values and a sense of purpose

9 The structures and institutions of society promote stewardship of natural resources and development of people

10 Homes, communities and society at large provide safe, supportive living and working environments

Features of Manufactured Capital

11 All infrastructure, technologies and processes make minimum use of natural resources and maximum use of human innovation and skills

Features of Financial Capital

12 Financial capital accurately represents the value of natural, human, social and manufactured capital



MESSAGE FROM THE PRESIDENT

Welcome to Strategic Sustainability Consulting's first sustainability report. We've been in business for a year, and now that we have collected some data we thought it was high time to disclose it. We tell our clients that transparency is the single most important factor in being a responsible organization, and so we're thrilled to be walking our talk!

Being a small business, we're especially cognizant of the challenges faced by under-resourced organizations trying to be socially and environmentally responsible. In the coming months, we'll be focused on developing better, more rigorous indicators to track the right data in a way that's cost-effective and truly measures our progress towards a sustainable business model. For now, we've focused on qualitative aspects of our business, an often-overlooked yet critical measure of our commitment to operating in the most ethical, most sustainable manner possible.

As we move from a start-up to a bona fide business model, we'll face additional questions—with serious environmental and social consequences. Should we move from a home-based business to dedicated office space? Should we move from a consultant network model to direct employees? How can we best leverage our involvement in the local community? And how do we balance the economic challenges of growing a small business with the desire to maximize our social and environmental performance?

While we don't have all the answers, we do have a set of principles that guide our strategic decisions. These 12 Features of a Sustainable Society, promoted by Forum for the Future (and based on the Four System Conditions of The Natural Step and the Five Capitals of Natural Capitalism), are characteristics of an ideal world. We'd like to make that vision a reality, and so all of our decisions are judged against whether or not we're moving towards those 12 Features.

In the coming year, we hope to capitalize on our early successes and continue to grow in an environmentally responsible, socially just, and economically viable way. It's an exciting time here at Strategic Sustainability Consulting, and we're eager to get started on our second year of operations. We encourage you, our stakeholder, to give us feedback. Like what we're doing? Think we're missing an important issue? Want to get involved in one of our projects? Let us know!

Jennifer K. Woofter

1 KEY RISKS AND OPPORTUNITIES

Compared to other companies, Strategic Sustainability Consulting has a rather unusual profile. For one thing, we're much smaller than most other organizations—in fact, we have just one direct employee (although we have several dozen consultants in an extended network). And we don't have designated office space, so our environmental impacts are a bit smaller than other companies. Nonetheless, we do have a sustainability footprint—which we've tried to assess below:

Keeping in mind our core impacts, our main goals for the coming year include:

Restructuring as a limited liability company (LLC).

Increasing our client base, and thus our operating budget.

Expanding our environmental management system to cover materials and waste.

Formalizing our sustainability consultant network to ensure a just and competent workforce.

To make sure we stay on track, we've committed to a twice-yearly strategic review of our operations and impacts. We believe that these goals are both ambitious and achievable, and we look forward to reporting on our progress next year.

OUR SUSTAINABILITY ASSESSMENT SUMMARY *(main impacts are designated with *)*

Our Stakeholders

SSC Clients*
SSC Network Consultants*
Local Community
Sustainability and CSR Networks

Our Economic Impacts

Pro-bono Services*
Competitive Pricing of Services*
Taxes

Our Environmental Impacts

Environmental Services*
Energy Use
Waste/Recycling
Transportation*

Our Social Impacts

Social/Community/Stakeholder Services*
Work/Life Balance of Consultants*
Labor/Human Rights in Supply Chain

Major Strengths

Network of Sustainability and CSR Consultants and Practitioners*
Market Niche
Business Structure
(Low Overhead, Ability to Work Remotely)

Major Weaknesses

Small Client Base*
Administrative Burdens
Budget Constraints for Marketing

Major Opportunities

Local SMEs as Potential Clients*
Formal Consultant Network*
Expanding Internationally

Major Challenges

Overall Business Environment -
Lack of Interest from Many SMEs*
Legal Constraints of Being a Sole Proprietorship*

Our Services

Sustainability Assessments – The most essential component of corporate social responsibility (CSR) is understanding an organization's key social and environmental impacts. Whether you're starting from scratch, facing a specific challenge, or tracking the progress of new initiatives, our sustainability assessments can help you identify the challenges and opportunities associated with corporate citizenship.

Supply Chain Standards – Our most popular service, Supplier Audits, is a highly customized, client-based service that helps small and medium size organizations tackle corporate social responsibility issues in their supply chain. Unlike expensive auditing firms or niche advocacy groups, Supplier Audits allows clients to focus on the social and environmental issues important to them. More importantly, Supplier Audits provides guidance through each step of supply chain management, so that even organizations new to corporate social responsibility can feel confident that they are implementing best practices from start to finish.

Sustainability Reporting and Disclosure – Once an organization has taken the initial steps along the path to social and environmental responsibility, it's time to make that hard work pay off! One of the best ways to reap the benefits of corporate citizenship is a sustainability report. We can help you figure out what information to report, when to report it, and how to report it.

Stakeholder Consultation – Consulting your stakeholders is a great way to get an "outside the box" view of an organization's operations, and can boost your credentials as a socially responsible organization. As a third-party facilitator, we can help you build trust among employees, suppliers, customers, and community members. Together, we can determine where your organization shines, and where it needs a little polishing.

Strategic Sustainability Consulting is a small business located in Bethesda, Maryland—a suburb in the Washington, D.C. metropolitan area. We specialize in helping under-resourced organizations manage their social and environmental impacts through a variety of products and services.

For our first year of operations, we've been structured as a sole proprietorship. Strategic Sustainability Consulting's founder and president, Jennifer K. Woofter, is the only direct employee of the organization, and she works with a network of additional sustainability consultants on a project-by-project basis. This model allows Strategic Sustainability Consulting to maintain low overhead costs, and provides our clients with an individually-customized team for each project we undertake (see Labor Standards).

During the reporting period, we worked with clients in the United States, Canada, and the U.K. Our primary business was sustainability assessments and supply chain management, with a secondary focus on sustainability reporting, stakeholder engagement, and shareholder advocacy services. Additionally, we've been involved in one-off projects including background CSR research for other consultancies, freelance writing for social enterprises, and strategy consulting for a new CSR organization.

What's Missing

We've chosen not to reveal specific financial information in this report (like net sales, revenue, assets, and capitalization). Being a sole proprietorship, that kind of transparency is a little too much! In the coming year, however, we'll be investigating ways to disclose financial information in an appropriate manner. For now, we're relying on standardized financial accounting methods to keep us on the straight and narrow. And since this is our first report, we don't have any "major changes" to report—like facility openings or closings.



3 | REPORT PARAMETERS

This sustainability report covers our first year of operations, from July 2005 to July 2006. We're committed to annual sustainability reporting, and plan to expand the breadth and depth of our disclosure as time goes by. As a micro-enterprise, we face obvious reporting challenges—most notable a VERY tight budget.

Additionally, we're aware of the materiality issues associated with a new small business's sustainability report. In general, we have reported with the information at hand, and have tried to identify areas where we need to improve our metrics. We'll openly admit that for many of the indicators to follow, we've had to use estimates, and one of our main goals for 2007 is to implement a relevant quantitative tracking system. In the meantime, we'll explain our measurement (or "best guess") techniques throughout this report.

To get an outsider perspective, we've asked a number of external stakeholders to review drafts of the report, to highlight

opportunities for improvement and give constructive criticism when appropriate. A partial list of stakeholder reviewers can be found at the end of the report.

Since this is our first report, we've chosen to use the Global Reporting Initiative's G3 Sustainability Reporting Guidelines to help structure our economic, environmental, and social disclosures. Although they are currently in draft format, we believe the G3 Guidelines are the best standards out there—and we want to use the best! Find out more about the G3 Guidelines at www.grig3.org.

If you have questions or comments about this report, please contact Jennifer K. Woofter at 1-202-470-3248 or jennifer@sustainabilityconsulting.com.



Because we are organized as a sole proprietorship complemented by a network of independent consultants, governance structures at Strategic Sustainability Consulting are somewhat more “vertical” than at other organizations.

SSC President Jennifer K. Woofter makes the major strategy decisions, with input from colleagues in the sustainable development network. Additionally, a biannual strategic planning process (in January and July), based on the 12 Features of a Sustainable Society (inside front cover), provides oversight for day-to-day decisions and makes sure that the business is focused on the triple bottom line and aligned with our guiding values.

Our Guiding Values

At Strategic Sustainability Consulting, we believe that corporate social responsibility is not just the “right” thing to do, but 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.

At present, Strategic Sustainability Consulting does not have a governance committee, although we hope to formalize a Board of Advisors in 2007. In the meantime, consultants in the SSC network are encouraged to take ideas and complaints directly to the top.

Stakeholder Engagement

During our first year of operations, Strategic Sustainability Consulting did not undertake any formal stakeholder engagement. We did, however, spend a LOT of time networking with local sustainable development organizations, including:

DC Sustainable Business Network www.dcsbn.org

Washington Area Business Alliance for Sustainability
www.wabas.com

DC Net Impact (Professional Chapter)
http://finance.groups.yahoo.com/group/DC_Net_Impact/

The William James Foundation www.williamjamesfoundation.org

The Clean Energy Partnership www.cleanenergypartnership.org

We solicit feedback from stakeholders through occasional surveys, as well as our quarterly e-newsletter, sent to more than 150 colleagues, clients, competitors, and other interested parties. And we regularly post to relevant listservs on a variety of topics, inviting dialogue on topics ranging from sustainability metrics for small business to work/life balance for entrepreneurs.

Stakeholder Survey: D.C. Churches on the Road to Sustainable Development

In May, we sent out a survey to 450 local churches asking how they are incorporating environmental stewardship, community service, and social justice into their day-to-day operations. The results will be published in a special report, *Caring for His Creation: D.C. Area Churches on the Road to Sustainability*, in late 2006.

The report will provide an overview of how local faith communities are integrating issues of sustainable development into their worship practices, community outreach services, and overall theological mission. Trends revealed in the survey will help non-faith organizations learn how to better work with churches. For example, how can the local non-profits best help Christian outreach efforts? What environmental advocacy and social justice groups are best suited to work with local churches? What issues and concerns do both faith and non-faith communities share?

Results of this survey will help inform our work with churches, and we hope provide a valuable service to our local community as well.

What's Missing

We've chosen not to disclose executive compensation.

DISCLOSURES ON MANAGEMENT APPROACH AND PERFORMANCE INDICATORS

Economic Performance

While Strategic Sustainability Consulting is a for-profit business, we explicitly pursue a revenue model designed for maximum social and environmental impact. Recognizing that few—if any—consultancies specialize in helping small and medium size organizations achieve social and environmental excellence, we designed a system that keeps our overhead low and our services affordable.

To be honest, our main economic goal for the coming year is achieving financial viability as a company. Starting up the

company, developing a client base, investing in basic office equipment, and traveling to several conferences has cost money—and we're just now beginning to see a positive cash flow. Our projections for 2007 show a modest profit, and with any luck next year we'll be reporting on how that profit is making a positive social and environmental impact in our community.

Even before we make a profit, though, we're committed to pro-bono work—we think of it as a win-win situation. As a new business, all the work we do (even if it's for free) helps to build our portfolio, and at the same time allows small businesses and organizations with limited budgets to explore new sustainability management options. In the last year, we've donated our time and services to the following organizations:

Redeem PLC (UK), Tsunami – Stories of Human Resilience (US), US Responsible Media Forum (US), Wildlife Habitat Canada (Canada), and William James Foundation (US)

We're thrilled to announce that Strategic Sustainability Consulting has been selected as a semi-finalist in the Eileen Fisher "Eileen's Vision Grant Program 2006". The program provides grants to women-owned businesses "with a strong vision, a social conscience and a solid business plan." We won't know if we've advanced to the next round until August, so keep your fingers crossed! For more information on Eileen's Vision Grant Program, go to www.eileenfisher.com.

Working with SMEs

Helping small and medium size organizations move towards sustainability is our business—and it presents a unique set of challenges and opportunities. On the bright side, the SME market is largely underserved by sustainability consultancies and so we have a huge percentage of the available market share. On the flip side, many (well, most) smaller organizations have yet to see the real benefits of implementing corporate social responsibility programs. The data is out there—but we face a real challenge in communicating the triple bottom line value to an audience too often focused on staying afloat for another quarter.

GRI INDICATOR	2005-2006	2006-2007
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 to governments	Given our organization as a sole proprietorship, we've decided not to disclose this information—although we are proud to say we're in compliance with all tax requirements and use standard financial accounting methods to track our economic footprint.	We plan to reorganize into an LLC at the end of 2006, which will make financial transparency less of a privacy issue. In particular, we'll be devoting attention to better IT systems to track expenditures and standardize our billing procedures.
EC2 Financial implications of 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.
EC5 Entry level wage compared to local minimum wage for significant locations of operation	We do not have any "entry level" positions. Our services are designed to bill at \$50-\$150 an hour.	We do not anticipate hiring any "entry level" positions in 2006-2007.
EC6 Practices and proportion of spending on locally-based suppliers at significant locations of operation	Our major expense for the reporting period was for graphic design services, for which we used a local company.	Our goal is to purchase locally (within 100 miles) whenever possible—that is, when an economically, socially, and environmentally equivalent product is available.
EC7 Procedures for local hiring, and proportion of senior management in locations of significant operation from the local community	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.	None anticipated
EC9 Indirect economic impacts	We donated more than \$5,000 in pro-bono services during the reporting period.	We'll be looking for better ways to track and quantify our indirect economic impacts for 2006-2007, including a formal giving program.
What's Missing	We don't have a pension plan (EC3), nor did we receive any financial assistance from the government (EC4). Additionally, we didn't make any infrastructure investments during the reporting period (EC8). We don't have any economic certifications (although we plan to self-certify as a woman-owned small business (WOSB) with the Small Business Administration in 2007), and we haven't received any economics-related civil and criminal fines or other penalties during the reporting period (or ever!).	

Environmental Performance

For our first year of operations, we've focused on the environmental aspects of our products and services—making sure that we deliver the most environmentally sound solutions to our clients via sustainability assessments, supply chain management, stakeholder engagement, and sustainability reporting. But we've also tried to be cognizant of the environmental impacts of our own operations.

We don't have designated office space, but instead use our personal living space, shared conference rooms, and the occasional coffee shop to conduct our business—so accounting for our direct environmental impact requires us to be a little creative. In fact, identifying the best ways to track our environmental progress has been one of our key challenges during the past year. For now we don't have a formal environmental policy, but we do publicly commit to choosing environmentally-friendly alternatives, encouraging e-meetings, and offsetting our carbon emissions.

During this reporting period, we've chosen to focus on direct energy consumption (our computer use) and energy related to transportation (auto and air travel). We're especially proud of our carbon-free status. In July we calculated our carbon emissions from our first year of operations and were so pleased by the ease of the process that we offset 1000% of our carbon emissions—that's 10 times our actual impact. It's a small but meaningful step; one we hope can be an inspiration to our colleagues and clients.

Next year, we'll expand our tracking to material use and waste (specifically recycling)—although if this year was any indication, we have minimal material use (less than 1 ream of paper/person) and even less waste. Accounting for biodiversity impacts and water use are longer term goals. And within the next 2-3 years, we hope to formalize our environmental management system with a recognized certification, like ISO 14001.

GRI INDICATOR	2005-2006	2006-2007
EN3 Direct energy consumption broken down by primary energy source	We estimate that SSC used 104 kWh/person (or roughly \$15/person) worth of electricity for powering our computers—our only direct energy consumption.	We anticipate equal electricity consumption for the next reporting period.
EN6 Total energy saved due to conservation and efficiency improvements	We have our laptops set to power down after 15 minutes of inactivity, but have not measured this energy savings.	We don't anticipate measuring our energy savings for the next reporting period.
EN7 Initiatives to provide energy-efficient products and services	We include energy efficiency audits as part of our standard "Green Office Audit".	We will partner with energy experts in the coming year to provide more robust energy efficiency options to our clients.
EN12 Location and size of land owned, leased, or managed in, or adjacent to, protected areas	We don't have designated office space, but instead use our personal living space 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.	
EN17 Greenhouse gas emissions	Based on the carbon calculator from Carbon fund.org that tracks electricity consumption, vehicle miles, and air miles, we generated 0.4 tons of carbon during our first year of operations. We offset 1000% of those carbon emissions—ten times our actual impact.	As a growing company, we will probably have a larger carbon footprint in the coming year. We remain committed to minimizing our energy use, and will offset our carbon emissions each year.
EN22 Total number and volume of significant spills	None	None anticipated
EN26 Initiatives to manage the environmental impacts of products and services and extent of impact reduction	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.	We'll be formalizing relationships with several new groups in the coming year, which will provide our clients with cutting edge environmental strategy planning.
EN27 Percentage of products sold that is reclaimed at the end of the products' useful life by product 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 Incidents of, and fines or non-monetary sanctions for, non-compliance with applicable environmental regulations	We incurred no environmental compliance penalties, nor do we anticipate any fines or sanctions in the coming reporting period.	
EN29 Significant environmental impacts of transportation used for logistical purposes	Our main transportation impacts are related to offsite meetings and conferences. During the current reporting period, we logged 575 miles by car and 450 miles by airplane. We seek out meeting locations close to public transit options whenever e-meetings aren't a feasible option.	With at least one international trip planned in the coming year, we anticipate an increased number of both vehicle and airplane miles for the next reporting period.
EN30 Total environmental protection expenditures by type	None	None anticipated
What's Missing	For this reporting period, we haven't tracked water use (EN9-EN11, EN21), indirect/renewable energy use (EN4-EN5, EN8), biodiversity impact (EN13-EN16, EN25), or non-carbon emissions (EN18-EN19, EN23). Additionally, we haven't tracked our materials use (EN1-EN2) or waste (EN20, EN24), although we estimate that less than 50 lbs of waste/person was generated (mainly paper supplies) during the reporting period.	

Social Performance

Social Performance: Labor Practices and Decent Work

Starting up a business is tough work, and there have been many times when the goal of work/life balance has seemed like a pipe dream. With a year under our belt, we're now seeing the light at the end of the tunnel, and are well on our way to being "one of the best places to work" for sustainability consultants. In fact, we've been named one of the Best Workplaces for Commuters by the EPA for our telework policies—a practice we believe is essential to our success. We admit it—we do some of our best "big thinking" in slippers.

As we mentioned in the introduction, Strategic Sustainability Consulting is structured as a sole proprietorship, with only one direct employee (President Jennifer K. Woofter). To supplement our staff, we have more than two dozen consultants spread over four continents—each specializing in a different aspect of sustainable development and/or corporate social responsibility. These consultants are hired on a project-by-project basis, and while they do not receive employee benefits we do strive to provide them with enriching, well-paid projects that add to the ultimate goal of sustainable development.

Because of this structure, our most obvious labor-related risk is Strategic Sustainability Consulting's dependence on its founder and president, Jennifer K. Woofter. In her current role, Ms. Woofter draws upon 7+ years of experience in the fields of corporate social responsibility, ethical investing, and organizational accountability systems to help clients make the leap between good intentions and long-term sustainable performance. Currently, and for the foreseeable future, the SSC brand will be inextricably linked to Ms. Woofter's reputation and expertise.

Up until now, we've worked with consultants on an informal basis. It's worked well—we haven't had any labor-related fines or complaints—but we can definitely do more. In the coming year, we'll formalize the process, compiling a "virtual notebook" of SSC policies and practices—including privacy protection, whistleblower and grievance procedures, public policy involvement, gift restrictions, and fair competition.

We endorse the Universal Declaration of Human Rights and strive to buy only from suppliers who respect ILO Conventions. As we look to the future and an expanding consultant network, we plan to create a more structured labor policy and program to ensure that we respect diversity, fair labor standards, health and safety regulations, and human rights—so stay tuned!



LABOR PRACTICES & DECENT WORK PERFORMANCE INDICATORS

What's Missing

Since SSC has only one direct employee, we haven't reported on things like gender breakdown or labor-relations. And as a service-based business operating wherever there's a power outlet for our laptops, we don't have much of an office health and safety program, nor do we have a formal training/review process. Finally, no one working with SSC is represented by a labor union, we don't have a benefits program, and we don't have a work/life policy—although we do occasionally take days off to watch important television events like the World Cup. In short, we don't report on GRI labor indicators LA1-LA15.

Social Performance: Human Rights

We take human rights seriously—and we promote the Universal Declaration of Human Rights and the ILO Conventions on Non-Discrimination, Freedom of Association, Child Labor, Forced Labor, and Compulsory Labor. Within our organization, that means choosing Fair Trade products whenever possible and avoiding suppliers with a record of human rights abuses. And we emphasize human rights in our services—especially in our Supply Chain services. In the coming year, our main goals related to human rights include compiling best practices for our consultant network and expanding our screening to 100% of our suppliers.



GRI INDICATOR	2005-2006	2006-2007
HR1 Percentage of significant investment agreements that include human rights clauses or that underwent human rights screening	We did not make any significant investment agreements during the reporting period.	None anticipated
HR2 Percentage of major suppliers and contractors that underwent screening on human rights	We screened our major suppliers (office supplies, computer hardware, and graphic design) for human rights issues—all met our requirements.	For the coming year, we will screen 100% of our suppliers on issues of human rights (as well as environment, workplace, community, product, and ethics issues).
HR3 Type of employee training on policies and procedures concerning aspects of human rights relevant to operations, including number of employees trained	We make sure that our consultants are familiar with relevant human rights and labor agreements (such as the UDHR).	We plan to put together a training manual with relevant materials to standardize the training process.
HR4 Incidents of discrimination	None—and we make a specific effort to work with diverse clients, consultants, and networks.	None anticipated
HR5 Incidents of violations of freedom of association and collective bargaining	None	None anticipated
HR6 Incidents of child labor	None	None anticipated
HR7 Incidents of forced or compulsory labor	None	None anticipated
HR8 Procedures for complaints and grievances filed by customers, employees, and communities concerning human rights, including provisions for non-retaliation	We have an open door policy—if consultants, clients, and other stakeholders have concerns, they are encouraged to go straight to the top and complain to the president.	As part of the planned training manual, we will include a provision on whistle-blower protection and grievance procedures.
HR9 Percentage of security personnel trained in organization's policies or procedures regarding human rights	None	None anticipated
HR10 Incidents involving rights of indigenous people	None	None anticipated

What's Missing

We don't have any human rights certifications, and haven't won any human rights awards, but neither have we incurred any human rights fines or sanctions.



Social Performance: Society Performance

At Strategic Sustainability Consulting, 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—this sustainability report is a prime example. In the coming year, as we begin to formalize our consultant network, we'll adopt specific policies on gifts, lobbying and public policy, and competitive business practices. Until then, we implement corporate governance guidelines on a project-by-project basis.

GRI INDICATOR	2005-2006	2006-2007
S01 Programs and practices for assessing and managing the impacts of operations on communities, including entering, operating and exiting	During this reporting period and for the next 12 months, 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.	
S02 Extent of training and risk analysis to prevent corruption	None	As small business increasingly faces the realities of climate change, we see a business opportunity by offering strategies to improve efficiency and offset emissions.
S03 Actions taken in response to instances of corruption	None	In the coming year, we'll be reorganizing into an LLC, which will increase our financial accountability and allow us to be more transparent across our triple bottom line.
S04 Participation in public policy development and lobbying	We've recently become involved with the Clean Energy Partnership (www.cleanenergypartnership.org), a non-partisan, not-for-profit business group that lobbies for more sustainable energy policies. And in the coming year, we're committed to becoming more active in public policy development in support of sustainable development.	
S05 Total value of contributions to political parties or related institutions broken down 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.	
S06 Instances of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	None	None anticipated
What's Missing	We don't have any community/society certifications, and we haven't received any awards/fines related to community involvement or associated issues.	

Social Performance: Product Responsibility

As a consultancy focusing on sustainable development management systems, we don't have traditional issues of "product responsibility"—like worrying about product recalls. Instead, our responsibility lies in helping our clients improve their product impacts.

We aim to "offer products and services that make the world a better place" through organizational systems than minimize and mitigate social and environmental impacts. And while we don't have a formal product quality policy or program, we think our performance speaks for itself. Just ask some of our clients!

As a charitable environmental conservation organization, Wildlife Habitat Canada is very involved in granting to smaller grassroots conservation organizations and conducting conservation projects of our own. These projects are seen and felt by the Canadian conservation community and people outside the organization—outwardly, we do good things for the environment and Canadians. However, when it comes to our internal office operations, we rarely devote the time, resources or energy required to critically analyse our corporate actions. We know that the way we operate on a day-to-day basis speaks to the core values of the organization and gives us credibility for "walking the talk", yet we tend to get wrapped up in projects and ignore this very critical aspect of any sustainable organization.

Enter Strategic Sustainability Consulting. All we had to do was provide a list of suppliers we wanted to audit for their environmental and social performance and SSC did the rest—providing us with both comprehensive and summary reports of our suppliers' performance and suggesting helpful actions we could take moving forward. With SSC's results we could easily evaluate our supplier's performance against our own values and work towards creating a sustainable procurement policy for the organization. The unanticipated benefit of the SSC audit was the momentum it created in the office in terms of engaging the staff in an active dialogue around how we as colleagues, individuals, parents, friends and neighbours could change our actions to become more sustainable!

AMY SEABROOKE
Wildlife Habitat Canada

Looking to the future, we hope to add more technical aspects to our services—like pairing up with energy audit and waste management experts. Right now, we're in contact with several groups that provide these services, and we're moving towards formalizing those relationships in the next year.

GRI INDICATOR	2005-2006	2006-2007
PR1 Procedures for improving health and safety across the life cycle of products and services	Our Sustainability Assessment services include an examination of the organization's health and safety policies, programs, and performance.	We don't anticipate adding any specific health and safety services in the coming year.
PR2 Number and type of instances of non-compliance with regulations concerning health and safety effects of products and services	None	None anticipated
PR3 Procedures for product and service information and labeling	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.	None anticipated
PR4 Number and type of instances of non-compliance with regulations concerning product and service information and labeling	None	Our goal is to purchase locally (within 100 miles) whenever possible—that is, when an economically, socially, and environmentally equivalent product is available.
PR5 Procedures 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.	We hope to track longer-term customer satisfaction over the coming year.
PR6 Procedures and programs for adherence to laws, standards, and voluntary codes related to marketing communications including advertising, promotion and sponsorship	None	None anticipated
PR7 Number and type of instances of non-compliance with regulations concerning marketing communications including advertising, promotion and sponsorship	None	None anticipated
PR8 Percentage of customer data covered by the data protection procedures	Although we don't have any formal procedures for protecting client data, all information is considered confidential unless express permission is given to share details with the public. Additionally, all SSC information is backed up on an external hard drive on a weekly basis.	As part of formalizing our consultant network, our partners will all sign confidentiality agreements to ensure that client data is protected.
PR9 Number of substantiated complaints regarding breaches of customer privacy	None	None anticipated
What's Missing	We haven't won any product or service awards, but neither have we incurred any product fines or sanctions.	

Stakeholder Feedback

Strategic Sustainability Consulting would like to thank the following people (and several others who chose to remain anonymous), who gave us excellent feedback in preparing this report.

Ronan Chester, The Healthiest Home and Building Supplies

Arvin Ganesan, Pew Center on Global Climate Change

Dave Nelson, Independent Consultant

Carmen Turner, Teck Cominco Limited

Congratulations to Strategic Sustainability Consulting for publishing their first Sustainability Report while demonstrating their commitment to strong leadership in sustainability. Adopting a brand new set of guidelines (G3 Guidelines) with the GRI is an impressive accomplishment as SSC is likely one of the first organizations to release a report based on the new standards. Although following the G3 clearly requires more disclosure on a formal management approach to sustainability, SSC has been able to produce a SR that is still interesting to read! This report not only provides valuable insight to SSC stakeholders, it is also a benchmark for other companies as they start to comply with the new GRI guidelines.

CARMEN TURNER
Teck Cominco Ltd.
Sustainability & Corporate Affairs





2007 GOALS AT A GLANCE

Top-Line Business Goals

Restructure as a limited liability corporation (LLC).

Increase our client base, and thus our operating budget.

Establish a Board of Advisors.

Economic Goals

Standardize our billing procedures.

Implement system to better track indirect economic impacts.

Increase disclosure of key economic performance data.

Environmental Goals

Solidify partnerships with environmental experts to expand client offerings.

Expand our environmental tracking system to cover materials and waste.

Social Goals

Formalize our sustainability consulting network to ensure a just and competent workforce.

Compile a “virtual notebook” of SSC policies and practices, including privacy protection, whistleblower and grievance procedures, public policy involvement, gift restrictions, and fair competition.

Expand our supplier screening to ensure 100% of our vendors meet our labor and human rights criteria.

Develop a system to track client satisfaction.



STRATEGIC
SUSTAINABILITY
CONSULTING

4938 Hampden Lane, Suite 221
Bethesda, MD 20814
(202) 470.3248

info@sustainabilityconsulting.com

WWW.SUSTAINABILITYCONSULTING.COM



This report is a production of **EcoVision Partners**, a collaboration of Strategic Sustainability Consulting, Studio 22, and Ecoprint. For more information, go to www.ecovisionpartners.com.

Printed on 100% Post-consumer Recycled, Process Chlorine Free paper using 100% Wind Energy in a Carbon Neutral process.



EcoVision
PARTNERS