

2007



sustainability report



STRATEGIC  
SUSTAINABILITY  
CONSULTING

## REPORT PARAMETERS

This sustainability report covers 100% of Strategic Sustainability Consulting's second year of operations, from July 2006 to June 2007. 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, the 2007 SSC Sustainability Report meets GRI's Application Level A, which indicates that 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 the 2006 Sustainability Report.

Using the GRI Boundary Protocol and the associated GRI Reporting Principles, 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 monthly 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. Woofter at 1-202-470-3248 or [jennifer@sustainabilityconsulting.com](mailto:jennifer@sustainabilityconsulting.com).

### GRI Content Index

Topic	GRI Indicators	Page
Strategy and Analysis	1.1-1.2	4, 7
Organizational Profile	2.1-2.8	6
Report Parameters	3.1-3.16	above
Governance, Commitments, and Engagement	4.1-4.18	9
Disclosure of Management Approach and Performance Indicators	5	11
Economic	EC1-EC9	11
Environmental	EN1-EN30	15
Social: Labor Practices and Decent Work	LA1-LA15	19
Social: Human Rights	HR1-HR10	21
Social: Society Performance	SO1-SO6	22
Social: Product Responsibility	PR1-PR9	24



PROGRESS

**Our Sustainability Performance at a Glance**

Aspects	2005-6 Targets	Progress	Note
Corporate Governance	Restructure as a limited liability company	○	Our plans were delayed by a possible office relocation, but we plan to reorganize in the second half of 2007.
	Formalize a Board of Advisors	●	We realized partway through the year that this goal was a bit over the top—as a microenterprise we don't need a formal board. We did, however, start the DC CSR Entrepreneurs in 2006, a networking group of local sustainability-focused business executives. They have provided us with great advice over the past year, and we look forward to sharing best practices in the future.
<b>GOAL: RESTRUCTURE FROM A SOLE PROPRIETORSHIP.</b>			
Economic Impact	Increase our client base	●	We doubled our client base this year, and more than half of our previous clients came back for another engagement.
	Improve indirect economic impact measurement	●	We have continued to track our pro-bono work, and have set up systems to help measure the impact of our consulting work.
<b>GOAL: REACH OUT TO LOCAL COMMUNITY - DERIVE 10% OF REVENUES FROM WASHINGTON, DC-AREA CLIENTS.</b>			
Environmental Management	Improve tracking on waste generation	●	We separated and measured our paper trash—the key area of waste in the office.
	Improve tracking on materials	●	We tracked our office purchasing, but found that it was minimal and will not implement a long-term tracking system.
<b>GOAL: REDUCE MILES DRIVEN, INCREASE PUBLIC TRANSIT USE.</b>			
Labor Practices	Formalize our sustainability consultant network	●	We instituted a number of programs to formalize the SSC Consultant Network this year, including a new consultant database, regular online meetings, and a standardized code of ethics.
<b>GOAL: DEVELOP A CERTIFICATION SYSTEM THAT RANKS CONSULTANTS BY SKILL AND ISSUE-AREA EXPERTISE.</b>			

## I. MESSAGE FROM THE PRESIDENT

I'm delighted to introduce Strategic Sustainability Consulting's 2007 sustainability report, covering our second year of operations. Because our business has grown substantially during this period, I'd like to highlight some of the key changes that impact our triple bottom line.

First and foremost, we attained financial self sufficiency—our top priority as a new business—by expanding our client base and retaining key engagements. We introduced several new services, including the very popular SSC Green Office Audit, and continued to provide specialized advisory services around sustainability assessments, sustainability reporting and communications, and stakeholder engagement. As part of our effort to provide sustainability consulting services at all budget levels, we also began hosting online webinars—where clients can sign up for an hour-long session on “Sustainability 101” topics without committing to a full engagement. All of these developments positioned SSC for further growth in 2008, and we continue to expect great things.

While this growth has been good for our financial bottom line, it has also

meant an increase in our environmental impact. Increased travel—mainly by air—for onsite client work significantly grew our emissions. Although we have once again offset our carbon emissions, and are proud to be a carbon-neutral business, the increase in our ecological footprint is a source of concern. Looking to the future, we see our carbon emissions continuing to grow for the next year, leveling off in 2009-2010, and finally beginning to decrease in 2011 as we increase our reliance on a global network of consultants who can respond locally to far-flung clients.

As our economic and environmental footprints have grown over the past year, so has our social reach. With more than 150 sustainability professionals in the SSC Consultant Network, we now have the capability to put together a team of experts on any sustainability topic under the sun. Supplementing this freelance team is a cadre of stellar research interns who work on a remote basis in their own locales. This model allows us to be responsive to an ever-widening client need for consulting services—and to draw on the cream of the sustainability

consulting crop—while keeping our overhead low, a move that reinforces our economic and environmental bottom lines.

Looking ahead to the coming year, I see a tipping point approaching. Awareness of sustainability issues is at an all time high. Whether you're a skeptic or a true believer, you know that “green” is on tomorrow's agenda and that you need to be prepared. At SSC, we're ready to help clients navigate that murky road—identifying key social and environmental impacts and strategically planning for a sustainable future.

At the same time, the number of people getting into the sustainability consulting business is astounding. Three years ago when SSC was founded, we were one of a handful of consultancies catering to triple bottom line clients—and the only one (to my knowledge) with an explicit focus on meeting the needs of under-resourced clients (like SMEs, NGOs, social entrepreneurs, and faith communities). Today, there are well over three dozen boutique sustainability consultancies in the United States alone—each trying to differentiate itself in the marketplace.



This explosion in interest—both from clients and from the consultants who serve them—presents a challenge and an opportunity. At SSC, our first priority will always be to provide the highest quality consulting services in a manner that truly helps our clients understand and plan for a sustainable future. To that end, we believe that we must practice what we preach. I am proud to say that we are still one of a very few consultancies that publishes a sustainability report detailing its own impacts. We firmly believe that there is no company (even ourselves) that will not benefit from a commitment to transparency and continuous improvement.

In short, it's an exciting time to be in the sustainability business, and I can't wait to see what 2008 brings. I encourage you to stay up to date with our activities, and I hope you will continue to provide feedback and suggestions.

*Jennifer K. Wooster*

July 2007

## 2. ORGANIZATIONAL PROFILE

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 2006-2007 Reporting Period...

We were...	Headquartered in Bethesda, MD (a Washington, DC suburb) A sole proprietorship A carbon-neutral company
We served...	8 Small and Medium Size Companies 12 Large Companies 2 Universities 1 Research Organization 2 Non-Profit Organizations 199 Webinar Participants
We provided...	Sustainability Planning, Green Office Audits, Carbon Footprint Analysis, Supply Chain Management, Sustainability Reporting and Communications, and Stakeholder Engagement
We were organized...	150+ Sustainability Professionals in the SSC Consultant Network 8 Interns/Volunteers No designated office space (e-business model)
We traveled to...	United States, Canada, China, Sweden, Hungary, and Germany
We were recognized...	Runner-up in the 2006 Eileen Fisher Vision Grant for Women-Owned Businesses with a Social Conscience

## KEY RISKS AND OPPORTUNITIES (Section 1.2)

### 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\*  
Cost Savings Suggestions to Clients  
Taxes

#### Our Environmental Impacts

Environmental Benefits for Clients\*  
Energy Use  
Waste/Recycling  
Transportation to/from Clients\*

#### 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

Not Enough Time for Business Development\*  
No Formalized Marketing Strategy\*  
Over-Reliance on a Single Consultant (Jennifer K. Woofter)

#### Major Opportunities

Local SMEs as Potential Clients\*  
Repeat Client Engagements\*  
Expanding Internationally  
Licensing Our Methodology

#### Major Challenges

Overall Business Environment - Lack of Interest from Many SMEs\*  
Burgeoning Sustainability Consulting Industry—How Should SSC Compete?



# GROW TH STRAT EGY

## 4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT

Strategic Sustainability Consulting has a vertical governance structure, with all decisions going through the president. As such, there are no separate governance structures responsible for setting strategy or organizational oversight. The company does, however, set aside several days every six months for financial and sustainability planning purposes, and SSC staff and associated consultants are invited to participate in the process.

### A VALUES-BASED GROWTH STRATEGY

Our growth strategy is determined by a careful balancing of priorities. Obviously, as a new company 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 are guided by the following 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.

#### 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

- Sustainable Business Network of Washington (SBNOW)
- Clean Energy Partnership
- US EPA and US DOT “Best Workplace for Commuters”
- EPA EnergyStar Small Business Partner
- DC Net Impact Professional Chapter
- Co-Op America



## STAKEHOLDER ENGAGEMENT

As a new company in an emerging industry, there are no norms for what makes a good “sustainability consultancy”. We think that values like integrity, honesty, 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. The

process of discovering this path to triple bottom line success requires reaching out in a collaborative way with our stakeholders, to explore how we can build Strategic Sustainability Consulting into a company that creates meaningful change in the world. Thus, in the last year, we engaged with:

**Our clients** – we get regular feedback during the consulting process, and were delighted to have more than 50% of our previous clients come back for a second engagement. It’s a little harder to measure our success with webinar participants and so we introduced a customer satisfaction survey at the conclusion of each session (see Product Responsibility section for the results). This survey allows us to measure what worked, where we could improve, and how we can better meet their sustainability consulting needs in the future.

**Our consultants** – formalizing the SSC Consultant Network was one of our key goals for 2006-7 and one piece of that process was introducing a monthly online meeting for consultants. At these meetings we share best practices, address challenges, and brainstorm ideas for the future. These meetings have grown in popularity over time, and we currently see several dozen participants for each session.

**Our local community** – we are involved with the local Washington, DC community primarily through memberships in the DC Net Impact (Professional Chapter) and the Sustainable Business Network of Washington (SB NOW). Our involvement has ranged from simply attending networking happy hours to speaking at organized events such as “How to Green Your Business”.

**Our peers** – to reach out to the broader sustainability community, we exhibited at the 2006 Green Festival, started the DC CSR Entrepreneurs club of sustainability-minded CEOs, and joined Co-op America and the Clean Energy Partnership. These associations have allowed us to keep on the cutting edge of sustainability research, and to ensure that we’re up to date with new developments that our clients can use to improve their sustainability bottom line.

## ECONOMIC PROFILE

Our second year of operations began with SSC in a “start-up” phase, but concluded with a robust bottom line. We introduced new services, substantially expanded our client base, and partnered with several organizations to create alliances and referral programs. In short, we could not be more pleased.

**New Services** – To better respond to the time and budget constraints of our small and medium size clients, in 2007 we introduced the SSC Green Office Audit. This simple and streamlined process determines a client’s key social and environmental impacts, calculates a carbon footprint, and creates a 6-month kick-off sustainability action plan. A “mini” version of the audit is also available to microenterprises. And for individuals that just want a bite-sized piece of sustainability, in January we introduced a series of online webinars. These webinars, offered several times a month, cover topics from Sustainability Consulting 101 to Green Purchasing, Understanding Carbon Offsets, and Building a CSR Program.

**New Clients** – We welcomed a host of new clients this year. We worked with ten Fortune 500 companies in an intensive two-day sustainability training session in Shanghai, China, helped three companies undertake Green Office Audits, and provided specialized consulting services to a variety of other organizations—including social marketing advice, supply chain consulting, job coaching for sustainability entrepreneurs, and CSR research and analysis.

**New Partners** – To expand our webinar offerings, we partnered with several sustainability issue experts. Michelle Bishop of Bishop Communications ([www.bishopcommunications.com](http://www.bishopcommunications.com)) led our *Green IT* webinar, Miriam Karell of Three Point Vision ([www.threepointvision.com](http://www.threepointvision.com)) led our *Principles of Sustainability* webinar, and Mary Guarino of Stellar Self ([www.stellarself.com](http://www.stellarself.com)) led our *Bringing Our Values to Work* webinar. We also teamed up with the DC Net Impact professional chapter to offer a 4-part series *Becoming a Sustainability Champion in Your Organization* in March 2007, and worked with TheGreenOffice.com on carbon footprint analyses and offsets.

Looking to the future, we expect to continue this growth trajectory, with a focus on the small and medium size business market. We also plan to expand our webinar offerings to include new topics, especially areas where we can bring in external experts.

Assuming we continue to be successful, we also expect some growing pains. Can we continue to work on an e-business model, without designated office space? Can we continue to rely on the SSC Consultant Network for our project teams, or do we need to bring on full-time employees? Do we need to introduce new management systems and IT infrastructure, or can we stay lean? We’re excited to see what the future brings, and we hope you’ll check back next year to see the results!

**SUPPORT FOR SUSTAINABILITY ENTREPRENEURS**

Our community giving program centers on our support for the William James Foundation’s annual Socially Responsible Business Plan Competition. For two 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’ve also acted as an in-kind sponsor, donating 10 hours of sustainability consulting services to one of the winners. In 2007, we worked with Georgetown University’s Net Impact Chapter (a student association promoting socially responsible business) to build the case for “greening” plans for a new business school building.

GRI Indicator	Description	What we said in 2005-6   Our performance in 2006-7		Looking to 2007-8
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.	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 expect to begin reporting on several economic value indicators in the coming year.
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.	We do not have any “entry level” positions. Our services are designed to bill at \$50-\$150 an hour.		As we look to hire an office manager, we expect to pay well above minimum wage.
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 web development services, 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 donated more than \$5,000 in pro-bono services.	We donated \$3,000 in pro-bono services.	We plan to donate approximately \$5,000 in services over the coming year.



## ENVIRONMENTAL PROFILE

During our second year of operations, business grew exponentially and so did our environmental footprint. Adding personnel (albeit on a remote e-basis) and working longer hours accounted for some of the increase, but looking back over the numbers it is clear that our primary environmental impact came from business travel. In fact, over 95% of our carbon emissions for the year came directly from air travel. With clients all over the world, this is a hard trend to reverse and we don't expect our carbon emissions to level off for at least another year. By then, we plan to have local consultants available for a large percentage of our projects—thus eliminating the need for such extensive air travel.

In the meantime, we're taking a variety of steps to reduce our environmental footprint. We continue to use an e-business model and are free from the economic and environmental overhead of designated office space. We purchase "green" alternatives whenever possible (from an EnergyStar LCD projector all the way down to recycled-content Post-It notes). And to



reduce the impacts of our travel, we fly nonstop whenever possible, opt for public transit when feasible, and always reuse our towels during hotel stays. And perhaps most importantly, we have offset our remaining carbon emissions. In 2006-7, we offset 43.1 tons of carbon through TheGreenOffice.com.

Because we operate on an e-business model, with no designated office space, we have once again accounted only for our direct environmental impacts. For example, we have calculated the energy required to power our computers during working hours, but have not accounted for indirect energy use (like heating and air conditioning). This is an issue we continue to struggle with, and hope to explore more in future reports.

ENVIRONMENTAL  
IMPACT

PAPER

PLASTIC

GRI Indicator	Description	What we said in 2005-6	Our performance in 2006-7	Looking to 2007-8
EN1	Materials used by weight or volume.	Not tracked.	During the reporting period we purchased approximately \$500 worth of office supplies (mainly paper products and ink cartridges), as well as approximately \$2,500 worth of marketing collateral (letterhead, folders, business cards, etc.)	After examining our materials use in 2006-7, we've decided that this category is of minimal environmental impact to our business and is generally mitigated with our green purchasing programs. We do not plan to track our materials for the coming year.
EN2	Percentage of materials used that are recycled input materials.	Not tracked.	Our office paper (our main material) was 30% PCW recycled content.	We have recently upgraded to office paper that is 100% PCW recycled content.
EN3	Direct energy consumption by primary energy source.	None.		
EN4	Indirect energy consumption by primary source.	104 Kwh of electricity	104 Kwh electricity	We anticipate our electricity use holding steady.
EN5	Energy saved due to conservation and efficiency improvements.	Not tracked.	In 2006, we expanded our sustainability consulting services to include advice on biodiversity protection, including external standards and stakeholder engagement for land issues.	
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. In the coming year, we will be tracking the results of those services by surveying our clients' changing energy profiles.		
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	We've implemented basic energy saving office 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 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.		
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.		

GRI Indicator	Description	What we said in 2005-6	Our performance in 2006-7	Looking to 2007-8
EN16	Total direct and indirect greenhouse gas emissions by weight.	Based on the carbon calculator from Carbonfund.org, we generated 0.4 tons of carbon. We offset 1000% of those carbon emissions—ten times our actual impact.	Based on the (more comprehensive) carbon calculator from TheGreenOffice.com, we generated 43.1 tons of carbon—95% of which is directly attributable to air travel. We offset 100% of those emissions, making us a carbon-neutral business.	We anticipate a slight increase in our carbon footprint next year, and a leveling off after that.
EN17	Other relevant indirect greenhouse gas emissions by weight.	None.		
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	None.		
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.	This year we generated 16.4 pounds of paper waste, 100% of which was recycled.	We anticipate our paper waste generation to remain steady.
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.	None.		
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.	575 miles by car; 450 miles by airplane	3,234 miles by car; 900 miles by train; 70 miles by subway; 73,141 miles by airplane	We anticipate our airline miles slightly increasing, but our driving miles decreasing.
EN30	Total environmental protection expenditures and investments by type.	We spent approximately \$20 in carbon offsets.	We spent approximately \$600 in carbon offsets.	



GRI: LA1-LA15

## LABOR PRACTICES AND DECENT WORK PROFILE

One of the most innovative and exciting aspects of our business is the SSC Consultant Network. Rather than employ a small staff of sustainability generalists, we've instead opted to create a wide collaboration of sustainability specialists. As of June 2006, we had more than 150 consultants in the network, hailing from fifteen countries and five continents. 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.

developing a webinar on family-friendly workplaces. They get a taste of sustainability consulting, and we get to capitalize on their enthusiasm and dedication to the issues—a win-win for everyone involved.

In the coming year, we expect to rely more on the SSC Consultant Network, hiring consultants on a project-by-project basis and working primarily with a core group of professionals who have been vetted through team projects before being sent out on their own. We also plan to transition our most promising interns over to the SSC Consultant Network, so that we can continue to reap the benefits of their knowledge.

This year we also introduced a research internship program. Three times a year (coinciding with the fall, spring, and summer semesters) we take on a handful of promising interns to help us with background research and analysis. They work approximately 20 hours a week on projects ranging from helping develop a client's sustainability action plan to calculating a company's carbon footprint, writing a white paper on sustainability standards for small business to

What we said in 2005-6	Our performance in 2006-7	Looking to 2007-8
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-LA14.	While our workforce structure hasn't changed in the last year in terms of benefits, collective bargaining agreements, health and safety programs, etc., we have added people to our operations. See the table on the opposite page for more information. Once again, we incurred no penalties or fines for labor-related noncompliance.	As our business continues to grow, we anticipate working with additional consultants on a freelance basis, as well as adding office/project management staff position.

### Gender, Age, and Regional Breakdown of Our People

Employee Status	Gender	Age	Region
Consultants (3)*	Women = 2 Men = 1	25-35 = 2 35-45 = 1	US = 3
Interns (8)	Women = 5 Men = 3	20-25 = 4 25-35 = 4	US = 7 Japan = 1

\* For the purposes of this report, we have only included labor indicators for consultants 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.

## HUMAN RIGHTS PROFILE

As a professional services company operating primarily in the United States 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.



GRI Indicator	Description	What we said in 2005-6   Our performance in 2006-7   Looking to 2007-8
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	We have not made any significant investment agreements.
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	We screened our major suppliers (office supplies, computer hardware, and graphic design) for human rights issues—all met 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.	We make sure that our consultants are familiar with relevant human rights and labor agreements (such as the Universal Declaration of Human Rights), which are covered in our Code of Ethics.
HR4	Total number of incidents of discrimination and actions taken.	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.	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.	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.	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.	Not applicable – we do not have security personnel.
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	None.

**SOCIETY PERFORMANCE PROFILE**

In the 2006 sustainability report, we set a goal of formalizing the SSC Consultant Network. Part of that goal was to develop a series of policies around corporate governance and business ethics. Since that time, we have developed a Code of Ethics which covers issues such as acceptable gifts, conflict of interest, health and safety, confidentiality and proprietary information, and whistleblower

protection. All of our consultants are now required to sign the Code of Ethics (and undergo a brief training session) before joining a project team.

In terms of our impact on communities we continue to emphasize local work with DC-area organizations, and are entering our third year as a judge and sponsor of the William James Foundation's Socially Responsible Business Plan competition.

GRI: S01-S06

GRI Indicator	Description	What we said in 2005-6	Our performance in 2006-7	Looking to 2007-8
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.	During the reporting period, we worked with seven DC-area organizations.	Our 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.	While putting together our Code of Ethics, we looked at our entire operations, looking for areas of corruption risk.	We anticipate revisiting our risk of corruption on a regular basis, particularly as the SSC Consultant Network grows.
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	None.	This year we formalized a Code of Ethics which specify our policies relating to bribery and corruption.	All SSC consultants will be trained on 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 have no expectations of problems in the future.		
S05	Public policy positions and participation in public policy development and lobbying.	We've recently become involved with the Clean Energy Partnership, a non-partisan, not-for-profit business group that lobbies for more sustainable energy policies.	In addition to our CEP membership, we also provided input into a major US presidential candidate's energy platform.	We will continue to support and advocate for public policy that supports sustainable development.
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.		





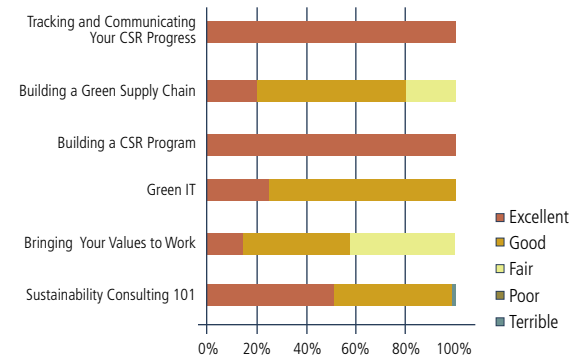
## PRODUCT RESPONSIBILITY PROFILE

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. While it’s too soon to tell whether or not our work is changing the world, there are smaller indications that we’re on the right track. The majority of our organizational clients (businesses, NGOs, associations) have come back for a second (or third) engagement, and a significant

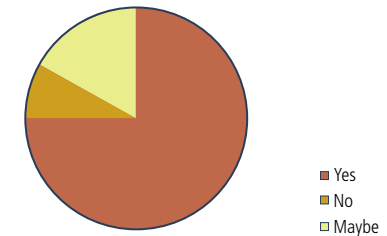
number of our webinar participants have signed up for more sessions. Looking to the future, we’re keen to measure the impact of our services from a sustainability perspective. The first step is to help our clients calculate the social and environmental benefits of working with us. Whether it’s reducing energy and water use, or improving employee satisfaction, we are working on ways to quantify the triple bottom line impacts of hiring a sustainability consultant. These numbers will speak to our efficiency, our “value add”, and will more strategically align our services with our clients’ needs.

GRI Indicator	Description	What we said in 2005-6   Our performance in 2006-7   Looking to 2007-8	
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.	To gauge the success of our webinars, we have instituted a feedback survey (see page 25 for results.)
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.	

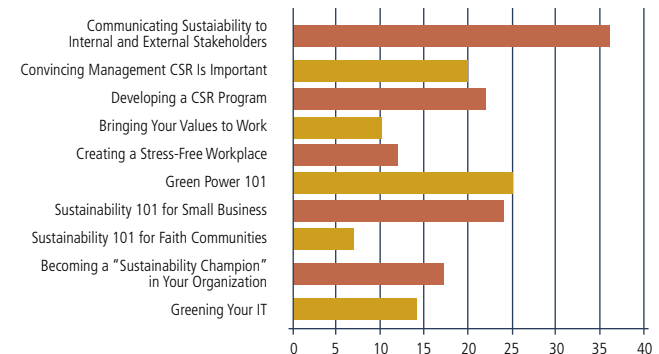
### HOW WOULD YOU RANK THIS WEBINAR?



### WOULD YOU RECOMMEND THIS WEBINAR TO OTHERS?



### WHAT OTHER WEBINARS WOULD YOU LIKE TO TAKE?



During the reporting period, we had 199 webinar participants. All of them were given a chance to provide feedback via the survey questions above, but not all chose to take that extra step. We have reported here on all of the feedback we received.

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