
SUSTAINABLE
growth



Report Parameters



This sustainability report covers 100 percent of Strategic Sustainability Consulting's fifth year of operations, from July 2009 to June 2010. Once again, we have used the Global Reporting Initiative's (GRI) G3 Guidelines as our reporting standard and as a guide for calculating our economic, environmental, and social impacts. Accordingly, the 2010 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 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 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 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.

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OUR SUSTAINABILITY PERFORMANCE AT A GLANCE

Aspects	Goals in 2009	Status in 2010	Note
Economic Impact	Develop a system for tracking the economic impact of our services at the client level.	Complete	We're in the final stages of developing a system for tracking the economic and environmental impact of our work. We will be testing it in 2010 and will report back in next year's report.
<i>2011 Goal: Conclude testing and report on client-level impacts.</i>			
Environmental Management	No increase in carbon footprint.	Incomplete	Our carbon footprint was 49.4 tons of CO ₂ -e in 2010, bigger than 2009 but smaller than 2008.
<i>2011 Goal: Identify a better way to measure carbon footprint progress.</i>			
Labor Practices	Increase number of certified SSC Green Auditors so that distance traveled to clients averages less than 750 miles.	Complete	All Green Audits conducted by SSC during the year were led by local consultants who traveled less than 50 miles to the client site.
<i>2011 Goal: Put our Green Auditor training online.</i>			

Message from the President

Let me begin by saying that it feels really good to have our fifth year of operations over and done.. The economic recession caught up with SSC in late 2009, leading to several months of nerve-wrenching uncertainty. Even though we bounced back to stable footing in early 2010 and are now rolling along at a healthy clip, I will admit that I feel some hesitation in writing the introduction to this sustainability report. Like many other small private companies, we don't produce an annual financial report, and so our sustainability report is the one place where it comes together – our chance to try and make sense of it all. Frankly, I'd just prefer to focus on the future and pretend that this last year didn't happen.

I also realize that in times like this when a sustainability report is most valuable. It's fabulous (and fun) to announce a huge increase in revenue and a decrease in carbon emissions – just read our 2009 sustainability report. It's the tough times, however, that provide the most opportunity for reflection and learning. So here's our year in a nutshell:

On the economic front, revenue was down for the year. This was mostly due to a couple of horrible months in the latter part of 2009 when many clients almost completely shut down their sustainability projects. It also had to do with a major shift in SSC strategy – at the beginning of the year we started up several larger projects with clients that have a longer payoff period, rather than going by

our historical model of working on many small, short-term projects where clients paid immediately. Thankfully, we've completed that transition and see relatively smooth sailing ahead.

On the environmental side, our carbon footprint was up, in large part due to a single trip to China taken by two of our consultants. This wasn't really a surprise, and we're struggling with how to truly measure progress when year-to-year comparisons can be so dramatically influenced by a single event. One option that we are considering is calculating a corporate-wide three-year rolling carbon average, to help smooth out some of the bumps. Another option is to look at project-based carbon footprints – identifying how much carbon each client engagement generates (and how much carbon we're able to help them save as a result of our work). Check back next year to see if we've made any progress!

From the social sustainability angle, we had more people work with SSC than ever before, but we tended towards contracting out smaller projects at lower compensation rates. We adjusted salaries for in-house personnel and temporarily suspended performance bonuses (reinstated in mid-2010). Of course many organizations had to tighten their belts during the major upheaval of the economic recession. We're simply glad we were able to stay on course and are hoping to rebound in the coming quarters.

On the bright side, we added two very talented people to our in-house staff to focus on project management, marketing, and outreach.

But enough with the look back – let's talk about the future. As the economy gradually picks up steam, clients are re-starting the projects that were put on hold, and we're continuing to see a huge demand from clients who need an expert hand navigating the Walmart Supplier Sustainability Scorecard. We continue to begin most of our engagements with a sustainability assessment and roadmap development, but are also now seeing more work in the areas of life-cycle assessment, sustainable packaging, and vendor relationship management.

We expect the coming year to be better than the last, but not without challenges. Our focus will be demonstrating to clients that sustainability can have measurable results. That means improving their scores with Walmart, creating sustainability reports, and translating employee engagement into increased productivity and reduced energy costs.

It's exciting to see our work in sustainability move beyond assessments and recommendations to actually implementing initiatives and seeing the fruits of our labors. It's especially gratifying to see clients get recognized and applauded for their progress – in fact, it's the icing on the (whole-wheat, vegan, locally-sourced) cake!



Jennifer K. Woofler
PRESIDENT
Strategic Sustainability Consulting

A handwritten signature in black ink that reads "Jennifer K. Woofler".



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 2009-2010 REPORTING PERIOD...	
We were...	Headquartered in the Washington, DC area Organized as a limited liability company A carbon-neutral company
We served...	3 Small and Midsize companies 2 Large companies 1 School 1 Municipal Government 1 Non-Profit Organization
We provided...	Sustainability Planning Services, Green Office Audits, Carbon Footprint Analyses, Supply Chain Management Solutions, Sustainability Reporting and Communications Services, and Stakeholder Engagement Strategies
We were organized...	500+ Sustainability Professionals in the SSC Consultant Network 28 Interns/Volunteers A mix of virtual and physical office space

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

Competitive Pricing of Services*
Cost Savings Suggestions to Clients*
Pro-bono Services
Taxes

OUR ENVIRONMENTAL IMPACTS

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

OUR SOCIAL IMPACTS

Social/Community Services to Clients *
Economic Value Distributed to Consultants*
Labor/Human Rights in Supply Chain

MAJOR STRENGTHS

SSC Reputation and Client Testimonials*
Network of Sustainability Consultants and Experts*
Business Structure (*Low overhead, ability to work remotely*)

MAJOR WEAKNESSES

Reliance on Fossil-Fuel-Based Transportation*
Administrative Burden of a Growing Company
Limited Time for Business Development

MAJOR OPPORTUNITIES

Licensing our Methodology*
Repeat Client Engagements*
Localized Services Through the SSC Consultant Network

MAJOR CHALLENGES

Overall Business Environment*
Differentiating from Competitors
Measuring Long-Term Impact of Engagements

Governance, Commitments, and Engagement

A VALUES-BASED GROWTH STRATEGY

Our growth strategy is determined by a cautious balancing of priorities. Obviously, as a young 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:

Strategic Sustainability Consulting is vertically organized, 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.

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 providing pro-bono work to clients who would otherwise be unable to fund sustainability 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 International Labour Organization (ILO) Conventions.

Community Service – we participate in the local community through volunteerism and charitable giving.

EXTERNAL GUIDANCE

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

Universal Declaration of Human Rights

International Labour Organization Standards on Labor Rights

AccountAbility 1000 Accountability Series

Global Reporting Initiative

United Nations Global Compact

MEMBERSHIPS AND ASSOCIATIONS

Sustainable Business Network of Washington (SBNOW)

U.S. Environmental Protection Agency (EPA) and U.S. Department of Transportation “Best Workplace for Commuters”

EPA EnergyStar Small Business Partner

DC Net Impact Professional Chapter

Green America (formerly Co-Op America)

STAKEHOLDER ENGAGEMENT

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, in order to discover 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. We also solicit feedback from our webinar participants to help us identify what’s going well and where we can improve. (*See the Product Responsibility section for those results.*)

Our consultants – the SSC Consultant Network grew substantially over the past year, and we’ve carefully cultivated our relationship with this group of approximately 500 sustainability professionals through monthly web conferences and other networking opportunities. Our relationship goes two ways—we provide a safe place for learning and sharing of best practices, and the SSC Consultant Network provides us a rich resource for our client engagements.

Our local community – we are involved with the local Washington, D.C., 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 judging a local socially responsible business plan competition. (*See the Economic section for more information.*)

SSC CONSULTANT NETWORK HIGHLIGHTS

Below are a few of the topics discussed over the past year at SSC Consultant Network discussion forums.

PRACTICING WHAT WE PREACH

How important is it that sustainability consultants “walk the talk” in our personal lives and business decisions? How can we justify flying to see a client or eating a delicious meal that traveled more than 1,000 miles to our plate?

GREEN BUSINESS CERTIFICATION PROGRAMS

As the number of green business certifications flourish, which ones are credible and appropriate? What should we say to clients who come to us with the sole goal of getting a green seal of approval, but who don’t have real commitment?

SUSTAINABILITY PROPOSALS – TIPS AND TRICKS

What is the best way to approach an RFP with a client you’ve never worked with before? How can you speed up the arduous proposal writing process?

THE CARBON DISCLOSURE PROJECT

The CDP Project hit the big time when Walmart began asking its suppliers to disclose their emissions via annual CDP reporting. Since consultants are now regularly asked to help prepare these reports, our forum on the CDP Project was one of the most active places on our website!

FAVORITE SUSTAINABILITY CALCULATORS

We’ve compiled (with the help of the SSC Consultant Network) more than 10 different free, online calculators that can help quantify economic and environmental benefits of sustainability. Our favorite? The Paper Calculator from the Environmental Defense Fund.

MASTER LIST OF SUSTAINABILITY CONSULTANCIES

Our industry has exploded over the last five years and, there are sustainability consultancies cropping up everywhere. We created a site to list them all – both to keep an eye on our competitors, and to make it easy to seek out peers for collaboration.

KEY COMPETENCIES OF A SUSTAINABILITY CONSULTANT

We offered our thoughts on the “must have” skills required of a sustainability consultant and asked members of our network to respond.

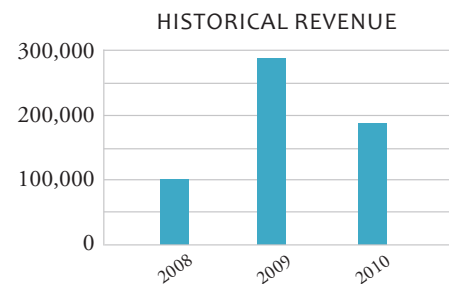
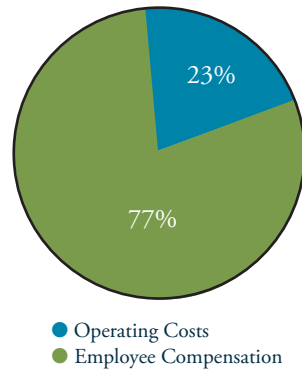
Discussion forums are open only to premium members of the SSC Consultant Network. Consultants can obtain premium membership two ways: by becoming a certified SSC Green Auditor or by subscribing to an annual Premium Membership. For more information, see www.sustainabilityconsulting.com/premium-membership/.

Management Approach and Performance Indicators

KEY FINANCIAL METRICS (thousands of \$ USD)

Revenues	\$182
Operating Costs	-\$42
Employee Compensation	-\$139
Retained Earnings	\$5

2010 ECONOMIC VALUE GENERATED



ECONOMIC

This year was a transitional one for SSC. We saw the recession take a major toll on our clients (especially small business and nonprofit clients), many of whom pulled back from pursuing sustainability. The overwhelming message we heard was “we still want to do it, just not this year.”

At the same time, we saw new clients emerge on the horizon – particularly mid-size companies and manufacturers and distributors in the Walmart supply chain.

In prior years, clients were curious about “going green” and hired us to conduct an SSC Green Audit to assess their current practices, survey their employees, calculate their carbon footprints, and provide high-level recommendations about where to focus their energy. They were not necessarily committed to implementing any of those recommendations, or to making sustainability a core part of their operations. Rather, they were focused on baby steps and understanding where they stood.

This year, that philosophy changed. We saw a greater number of clients come to us, not just looking for an assessment, but also wanting a clear roadmap with goals, metrics, and milestones against which they could track progress. These clients are highly motivated and ready to actually implement changes in their operations, purchasing, transportation, employee benefits, and packaging. They are reaching out to actively engage their employees and vendor, and looking to communicate their green progress to customers.

From a financial perspective, the change in client needs resulted in a huge drop-off in revenue for the latter half of 2009 (as smaller, one-off projects disappeared) and an influx of new revenue in the first part of 2010 (as the Walmart suppliers began their longer-term engagements with us). Overall, it meant a drop in revenue over the previous year, but a healthy growth trajectory as we continue to add new clients who are seeking services in these new categories.

In the coming year, we anticipate adding several projects with both new and existing clients, likely resulting in multi-year engagements. We expect to focus more on “tier two” projects including life-cycle and closed-loop manufacturing assessments. We will continue to offer our standard suite of services to smaller companies, but will now exclusively offer our Green Auditing service through our network of 50+ certified SSC Green Auditors. Using the network of trained auditors will allow us to provide clients with local experts in the field and will keep our transportation costs (and carbon footprint) modest.

GRI INDICATOR	DESCRIPTION: ECONOMIC	OUR PERFORMANCE FROM 2008 - 2010
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 sidebar on page 12.
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, 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 versus 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.

OUR COMMUNITY GIVING

Our community giving program centers on our support for the William James Foundation’s annual Socially Responsible Business Plan Competition. For five years in a row we’ve helped judge the competition, providing extensive feedback to participants on the structure and content of their plans. Additionally, through our sponsorship of the program, we donated a block of sustainability consulting hours to one of the winners. Learn more at www.williamjamesfoundation.org.

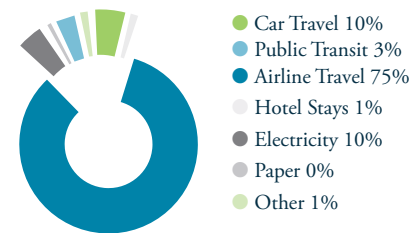
This year, we worked with WJF prize winner Peartree Preschool to develop a sustainability plan for their brand new operations in Brooklyn, New York.

Upon seeing our initial recommendations, the founder of Peartree Preschool said, “This green strategy is wonderful. I feel like you guys went inside my head, organized my thoughts, and then made them even better and easy to understand.”

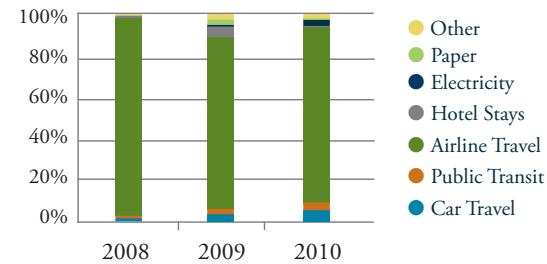
KEY ENVIRONMENTAL METRICS

Note: 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—since we don't maintain regular office space.

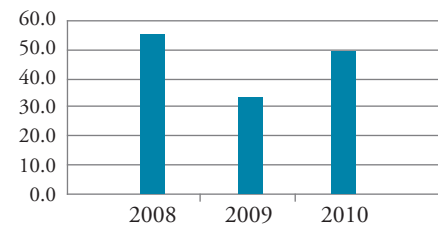
2010 CARBON BREAKDOWN



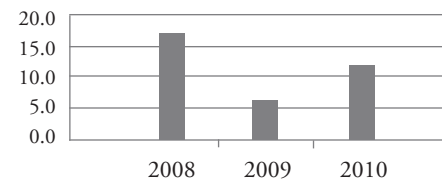
OUR CHANGING CARBON PROFILE



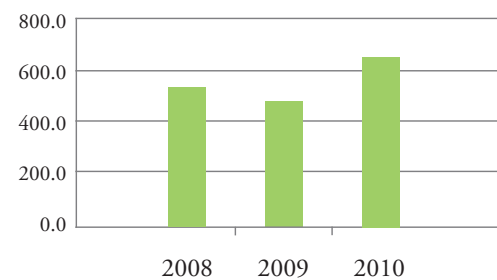
TOTAL CARBON EMISSIONS



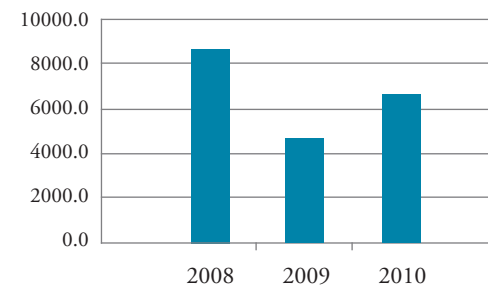
POUNDS OF CARBON PER WORK-HOUR



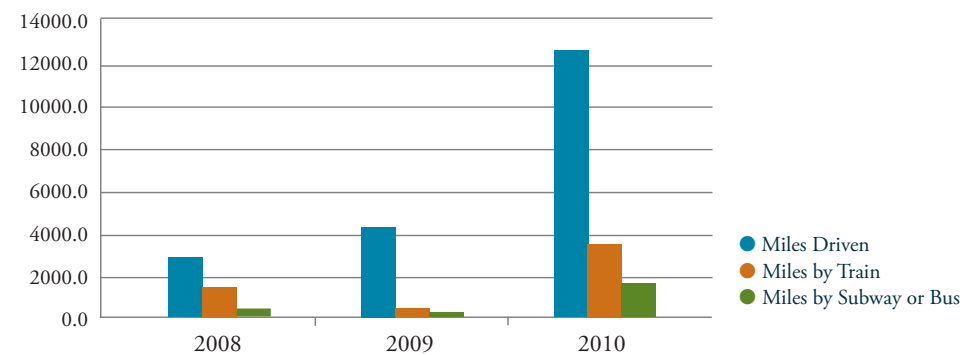
ELECTRICITY USED (KwH)



AIR TRAVEL



GROUND TRAVEL



SSC is an e-business, without designated office space for much of the year. Last summer, however, we rented shared office space at Space 88 in downtown Silver Spring, MD (see picture). This collaborative work environment provided professional meeting space when we needed it, but didn't sit empty when we're off conducting onsite client work. It's a great fit for us—and an example of where what's good for our financial bottom line is also good for the environment.

Strategic Sustainability Consulting is designed to make 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 put on a monthly webinar to share our knowledge with others, without having to travel from our desks. We don't produce any paper marketing materials, but instead utilize our website and other online social media 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.

And yet, we're not without significant impact. Travel to and from client sites adds up quickly, and this year we did an extra set of trips devoted solely to business development. As a result, our travel has increased across all categories and, along with it, our carbon footprint jumped from 30.9 tons to 49.4 tons of CO₂-e over the past year. As in previous years, we have offset 100 percent of our emissions (see back page).

While it's true that our ground travel increased, the real jump in our carbon footprint can be attributed to a single trip to Asia in March 2010. Two of our consultants traveled to the Shanghai region of China to evaluate a client's supplier factories. The team reported back on a variety of sustainability issues including energy, water, and waste. It was an important component of developing the client's sustainability roadmap, and not something we could outsource to a local provider or conduct remotely. We were fortunate to be able to

group visits to three suppliers into a single trip, but that flight from the east coast of the United States to Shanghai and back nearly doubled our carbon footprint.

The reality is that these trips will continue to occur with some regularity, but not on a consistent cycle of one-per-year. As a result, our carbon footprint is likely to fluctuate up and down, making a year-to-year comparison problematic. Simply shifting a trip to China from the end of one year to the beginning of the next can totally distort the annual footprint calculations – yet not really make a difference in terms of our actual sustainability practices.

So, how do we take an accurate measurement of our carbon footprint? We're looking at two different options. The first is to compare our annual performance against a rolling three-year average. We think that looking at an average carbon footprint will smooth out some of the bumps that come from those big intercontinental trips. Honestly, we don't think it's possible to get our carbon footprint down much further, but looking at our annual performance against a rolling average will at least alert us if the carbon footprint starts to creep up.

The second approach is more client-centered and will look at carbon impact for each engagement. Right now we just tally up our carbon impacts as a whole and then compare them to the number of hours we worked or the total revenue we earned. Starting next year, we're going to also look at how much carbon is associated with each client project. By tallying up the carbon we "spend" traveling back and forth and the carbon we "earn" by helping the client reduce its own carbon footprint, we'll have a starting place for understanding our net impact. Check back next year to see what we find!

GRI INDICATOR	DESCRIPTION: ENVIRONMENT	2008			2009			2010		
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.	487.9 Kwh of electricity			450 Kwh of electricity			655 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, collaborative work space (see side box), 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.	None.								
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: ENVIRONMENT	2008			2009			2010		
EN16	Total direct and indirect greenhouse gas emissions by weight.	55.2 tons of carbon			30.9 tons of carbon			49.4 tons of carbon		
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.	In 2008, we introduced the SSC Green Auditor Certification, a training program that allows us to contract local auditors to perform SSC Green Audit.			Using local SSC Green Auditors allowed us to cut our air travel emissions in half during the 2009 reporting period.			In 2010, 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.	26.5 lbs paper, 100 percent recycled			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 14 for information on our business travel impacts.								
EN30	Total environmental protection expenditures and investments by type.	We spent approx. \$775 in carbon offsets.			We spent approx. \$850 in carbon offsets.			We spent approx. \$500 in carbon offsets.		

LABOR PRACTICES AND DECENT WORK

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 2010, we had approximately 500 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.

We've also continued to reap the benefits of our 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 and calculating a company's carbon footprint to writing a white paper on sustainability standards for small business and developing a webinar on family-friendly workplaces. Acting as junior consultants, 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.

OUR PEOPLE*

Gender	2008	2009	2010
Women	19	22	17
Men	5	8	14
Age	2008	2009	2010
< 35	22	23	28
≥ 35	2	7	3
Region	2008	2009	2010
US	23	30	30
Other	1	0	1

* For the purposes of this report, we have only included labor 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. This report 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.



Because Green Audits have become such a core part of our business, in 2009 we decided to take our proprietary tools and methodology and create a formal certification program to train and license local auditors across the United States. By providing these professionals with the consistent and rigorous process we've developed over the past several years, they can deliver a high-quality Green Audit in their region, and we can reduce our need to travel great distances to client sites. At the end of this year, we had more than 50 certified SSC Green Auditors in the U.S. and Canada.

GRI INDICATOR	DESCRIPTION: LABOR	PERFORMANCE FROM 2007-2009
LA1	Total workforce by employment type, employment contract, and region.	See table at left.
LA2	Total number and rate of employee turnover by age group, gender, and region.	See table at left.
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Not applicable.
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. (Additional)	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 interns are free to join any of our sustainability webinars for free, as a component of our professional development efforts. Members of our SSC Consultant Network are also encouraged to participate in our regular web meetings on a variety of professional topics (see Governance section).
LA12	Percentage of employees receiving regular performance and career development reviews.	All of our interns receive performance reviews at the conclusion of their internships.
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.

Fig. 4



HUMAN RIGHTS

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 policies. We also help clients understand what a commitment to human rights standards (such as the UN Global Compact) means in principle and in practice.

SOCIETY PERFORMANCE

Over the past three years, we've worked to formalize our SSC Consultant Network. In 2007, we created a Code of Ethics, and in 2008 we developed a database that categorizes and ranks consultants on their skills and area of expertise. With the

introduction of the SSC Green Auditor certification in 2008, we have further refined our ability to ensure delivery of high-quality services by consultants committed to our values of integrity and accountability.



Fig. 5

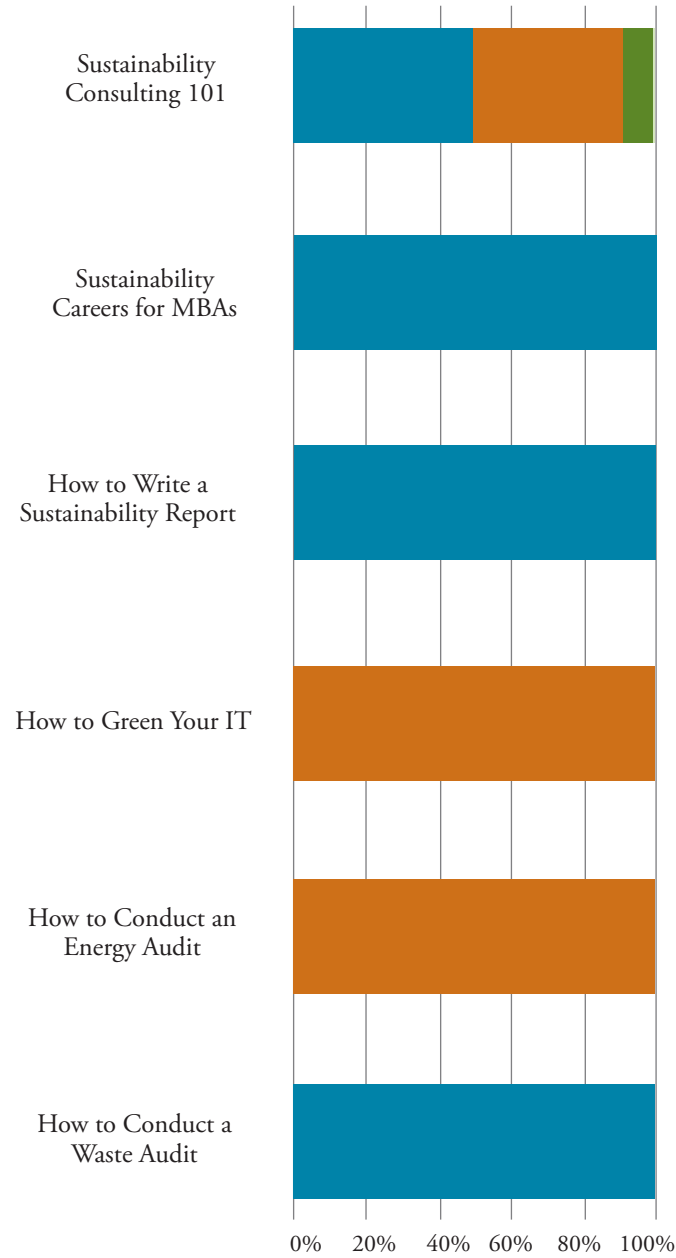
GRI INDICATOR	DESCRIPTION: HUMAN RIGHTS	OUR PERFORMANCE FROM 2008 – 2010
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening. (Core)	We have not made any significant investment agreement.
HR2	Percentage of 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 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. (Additional)	We make sure that our consultants are familiar with relevant human rights and labor agreements (such as the UDH), 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 taken 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: HUMAN RIGHTS	OUR PERFORMANCE FROM 2008 – 2010
SO1	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 percent of revenues from D.C.-area clients.
SO2	Percentage and total number of business units analyzed for risks related to corruption.	None.
SO3	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.
SO4	Actions taken in response to incidents of corruption.	We haven't had any incidents of corruption, and no expectations of problems in the future.
SO5	Public policy positions and participation in public policy development and lobbying. (Core)	In 2008 and 2010, we were not active in public policy or lobbying. In 2009, we formally supported the Employee Free Choice Act (EFCA), which would grant workers greater rights to organize under collective bargaining agreements.
SO6	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.
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	None.
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	None.

PRODUCT RESPONSIBILITY

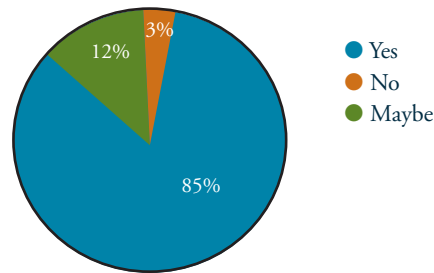
As a consulting company, our “product responsibility” record is determined by the quality of the services we provide to our clients. When we help a small business create a sustainability plan, calculate a nonprofit’s carbon footprint, or coach a social entrepreneur on how to succeed in the “green” marketplace, we consistently see that 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 indications that we’re on the right track. The majority of our organizational clients (businesses, nonprofits, associations) have come back for a second (or third) engagement, and a significant number of our webinar participants have signed up for more sessions.

HOW WOULD YOU RANK THIS WEBINAR?



● Excellent ● Good ● Fair ● Bad ● Terrible

WOULD YOU RECOMMEND THIS WEBINAR TO OTHERS?



● Yes
● No
● Maybe

GRI INDICATOR	DESCRIPTION: PRODUCT RESPONSIBILITY	PERFORMANCE FROM 2008-2010
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 a feedback survey (see chart at left 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.

Our Carbon Neutral Pledge



Fig. 6

We at SSC we take our environmental impact very seriously, especially our carbon emissions. Despite having few carbon inputs (no office space to heat and cool, no commuting every day to work), we still have substantial greenhouse gas (GHG) emissions. For this reporting year, our activities generated 30.9 tons of carbon—83% of which came as a result of air travel to client sites. In the coming year, we will continue to place a priority on engaging local consultants to reduce the amount of air travel needed to deliver our services.

In the meantime, however, we remain committed to neutralizing our unavoidable carbon emissions. 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.

CARBON NEUTRALITY AT SSC

When we started SSC in 2005, we made a pledge to be a carbon-neutral company. For the fifth year in a row, we’ve fulfilled that pledge by purchasing high-quality carbon offsets. This year, we 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 approx. 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.

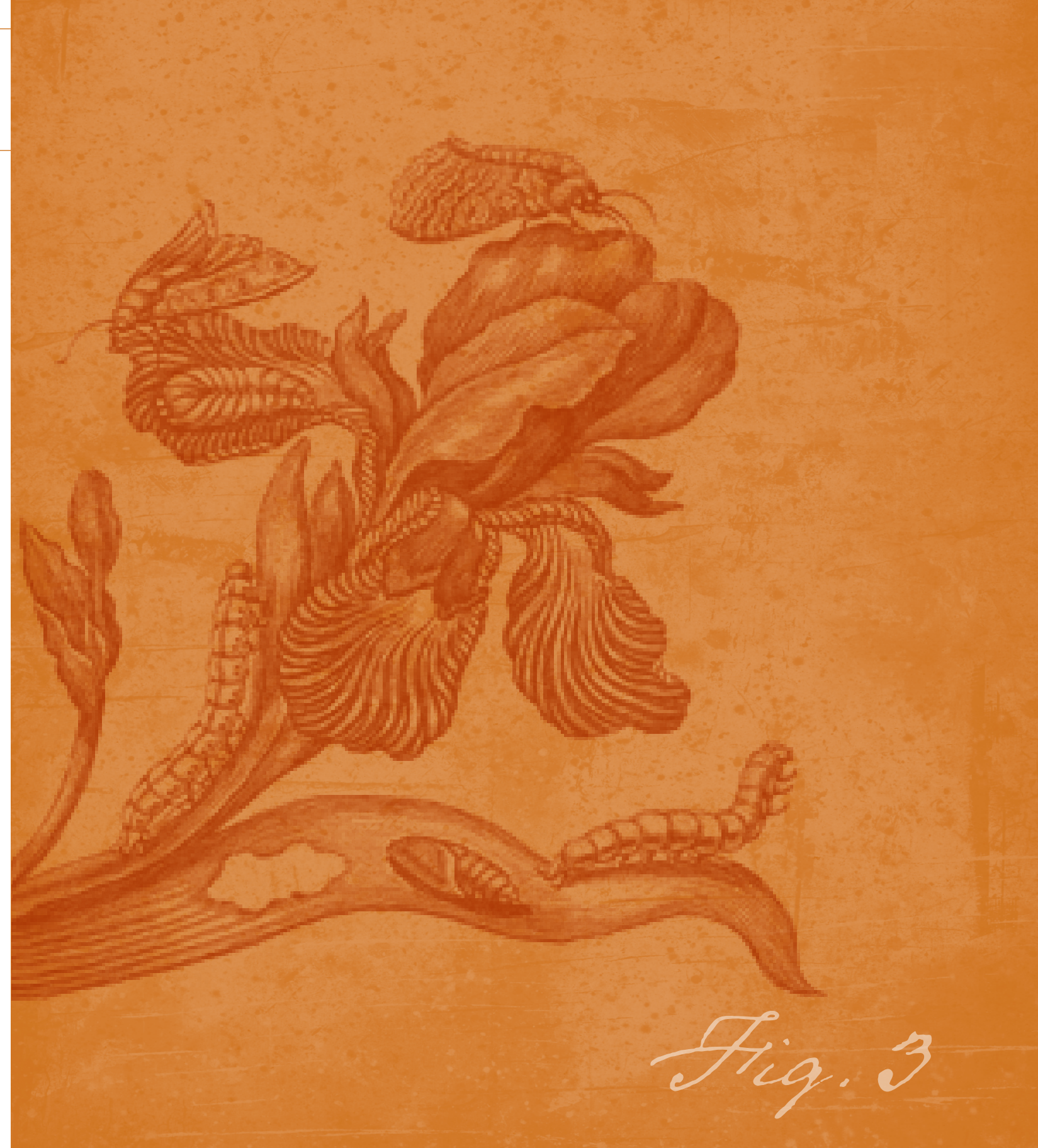


Fig. 3

SUSTAINABILITY FOR EVERY COMPANY



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