

Our Stakeholders

Progress Against 2012 Goals

- Develop better outreach processes to connect and network with like-minded businesses.** We improved our customer relationship management (CRM) software, which allowed us to more strategically engage with a wider variety of partners, clients, and consultants.
- Expand our administrative and project management staff.** We added a second support staff position to help us manage an increased workload, and have identified two other positions to fill in the future.
- Keep our carbon footprint at or below 7.5 pounds of carbon per work hour.** This year, we generated 13.5 pounds of carbon per person. Why? Check out our environmental profile for more information. (Hint: it's all about the business travel.)



STRATEGIC
SUSTAINABILITY
CONSULTING

2013 Sustainability Progress

Our People

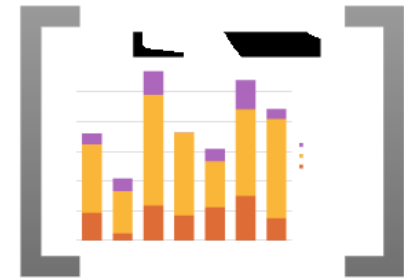
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Region	2008	2009	2010	2011	2012	2013
US	23	50	30	22	13	11
Other	1	0	1	2	0	1

Our people are the heart of our organization. We are committed to providing a safe, healthy, and inclusive work environment for all of our employees. We believe in continuous learning and growth, and we encourage our employees to share their knowledge and expertise with one another.

Social Profile

2014 Goals

- Economic:** Renew our B Corp certification. Revamp our online store for a smoother payment process.
- Environmental:** Update our carbon footprint baseline to account for new office space. Begin tracking waste and recycling.
- Social:** Find new office space, and set up a co-working environment that allows the SSC Consultant Network to engage face-to-face.



Environmental Profile

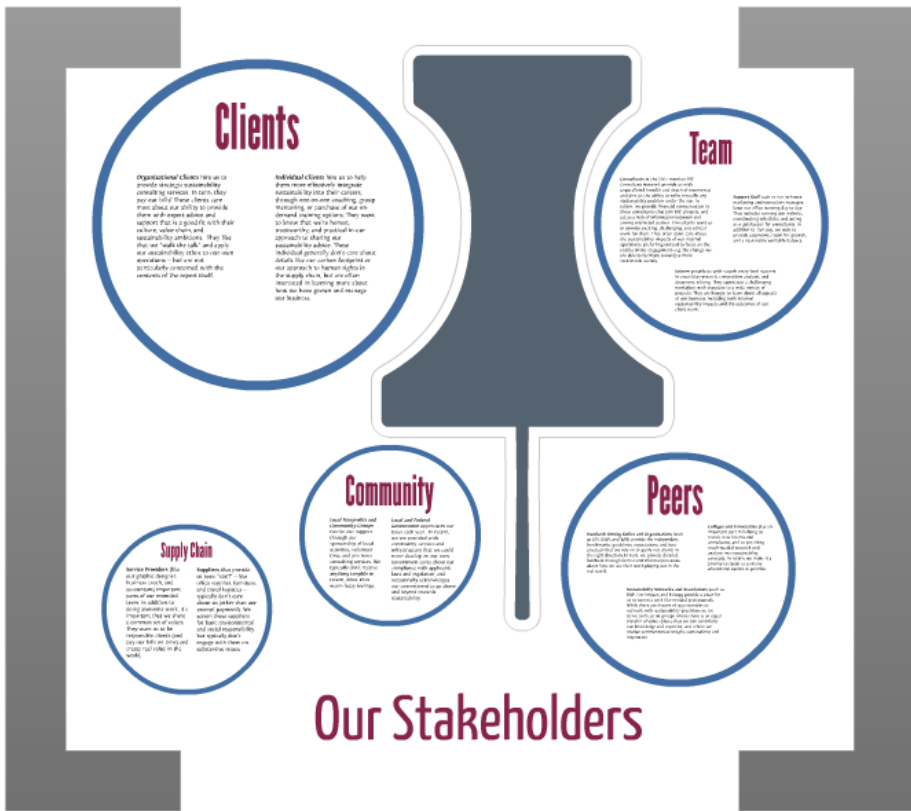
Tons of Carbon

We like to compare our absolute carbon emissions against adjusted numbers. We have made carbon our primary focus, and we are committed to reducing our carbon footprint. To date, we've seen a consistent trend line.

2013 Carbon Breakdown

Air travel is consistently our biggest carbon driver.





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Social Profile

2014 Goals

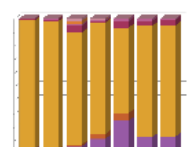
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Environmental Profile

Tons of Carbon

2013 Carbon Breakdown

Environmental Profile



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Clients

Organizational Clients hire us to provide strategic sustainability consulting services. In turn, they pay our bills! These clients care most about our ability to provide them with expert advice and support that is a good fit with their culture, value chain, and sustainability ambitions. They like that we "walk the talk" and apply our sustainability ethos to our own operations – but are not particularly concerned with the contents of the report itself.

Individual Clients hire us to help them more effectively integrate sustainability into their careers, through one-on-one coaching, group mentoring, or purchase of our on-demand training options. They want to know that we're honest, trustworthy, and practical in our approach to sharing our sustainability advice. These individual generally don't care about details like our carbon footprint or our approach to human rights in the supply chain, but are often interested in learning more about how we have grown and manage our business.

Team

Consultants in the 600+ member SSC Consultant Network provide us with unparalleled breadth and depth of experience, and give us the ability to solve virtually any sustainability problem under the sun. In return, we provide financial compensation to those consultants that join SSC projects, and act as a hub of information between and among interested parties. Consultants want us to provide exciting, challenging, and ethical work for them. They often don't care about the sustainability impacts of our internal operations, preferring instead to focus on the results of our engagement – e.g. the change we are able to facilitate towards a more sustainable society.

Support Staff such as our in-house marketing and operations manager, keep our office running day-to-day. This includes running our website, coordinating schedules, and acting as a gatekeeper for consultants. In addition to fair pay, we seek to provide autonomy, room for growth, and a reasonable work/life balance.

Interns provide us with superb entry-level support in areas like research, competitive analysis, and document editing. They appreciate a challenging workplace with exposure to a wide array of projects. They are hungry to learn about all aspects of our business, including both internal sustainability impacts and the outcomes of our client work.

Community

Local Nonprofits and Community Groups receive our support through our sponsorship of local activities, volunteer time, and pro bono consulting services. We typically don't receive anything tangible in return, other than warm fuzzy feelings.

Local and Federal Government appreciates our taxes each year. In return, we are provided with community services and infrastructure that we could never develop on our own. Government cares about our compliance with applicable laws and regulation, and occasionally acknowledges our commitment to go above and beyond towards sustainability.

Supply Chain

Service Providers (like our graphic designer, business coach, and accountant) important parts of our extended team. In addition to doing awesome work, it's important that we share a common set of values. They want us to be responsible clients (and pay our bills on time) and create real value in the world.

Suppliers that provide us basic "stuff" – like office supplies, furniture, and travel logistics – typically don't care about us (other than our prompt payment). We screen these suppliers for basic environmental and social responsibility but typically don't engage with them on substantive issues.

Peers

Standards Setting Bodies and Organizations (such as GRI, SASB, and WRI) provide the independent benchmarks, guidelines, expectations, and best practices that we rely on to guide our clients in the right direction. In turn, we provide detailed feedback through formal and informal processes about how we see their work playing out in the real world.

Sustainability Networks and Associations (such as ISIP, Net Impact, and B Corp) provide a place for us to connect with like-minded professionals. While there are dozens of opportunities to network with sustainability practitioners, we strive to focus on groups where there is an equal transfer of value – places that we can contribute our knowledge and expertise, and where we receive commensurate insight, camaraderie, and inspiration.

Colleges and Universities play an important part in helping us recruit new interns and consultants, and to providing much-needed research and analysis into sustainability concepts. In return, we make it a priority to speak at as many educational events as possible.

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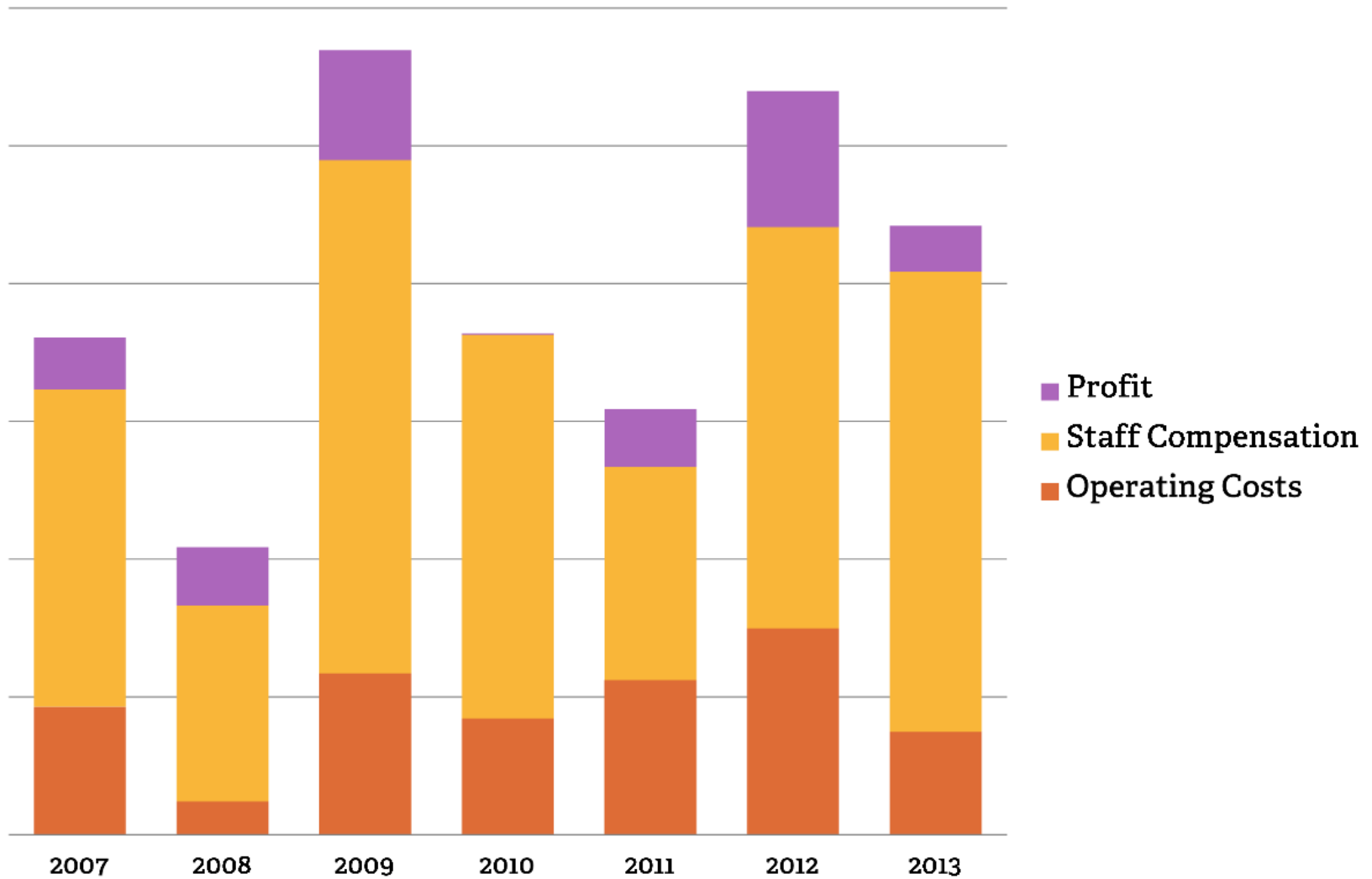
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Historical Revenue



Our People

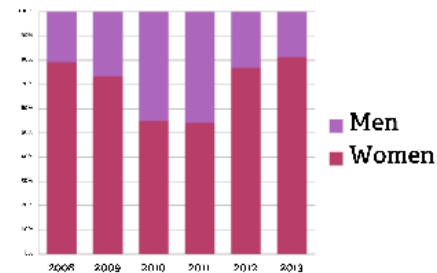
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US	23	30	30	22	13	15
Other	1	0	1	2	0	1

* 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. Similarly, it does not include consultants in the SSC Consultant Network that did not actually work for us during the reporting period.

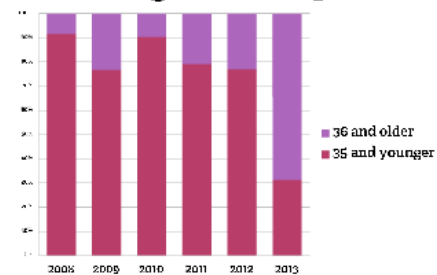


Social Profile

Gender Diversity



Age Diversity



- **Economic:** our online
- **Environmental:** to account and recycle
- **Social:** F environment to engage

Our People

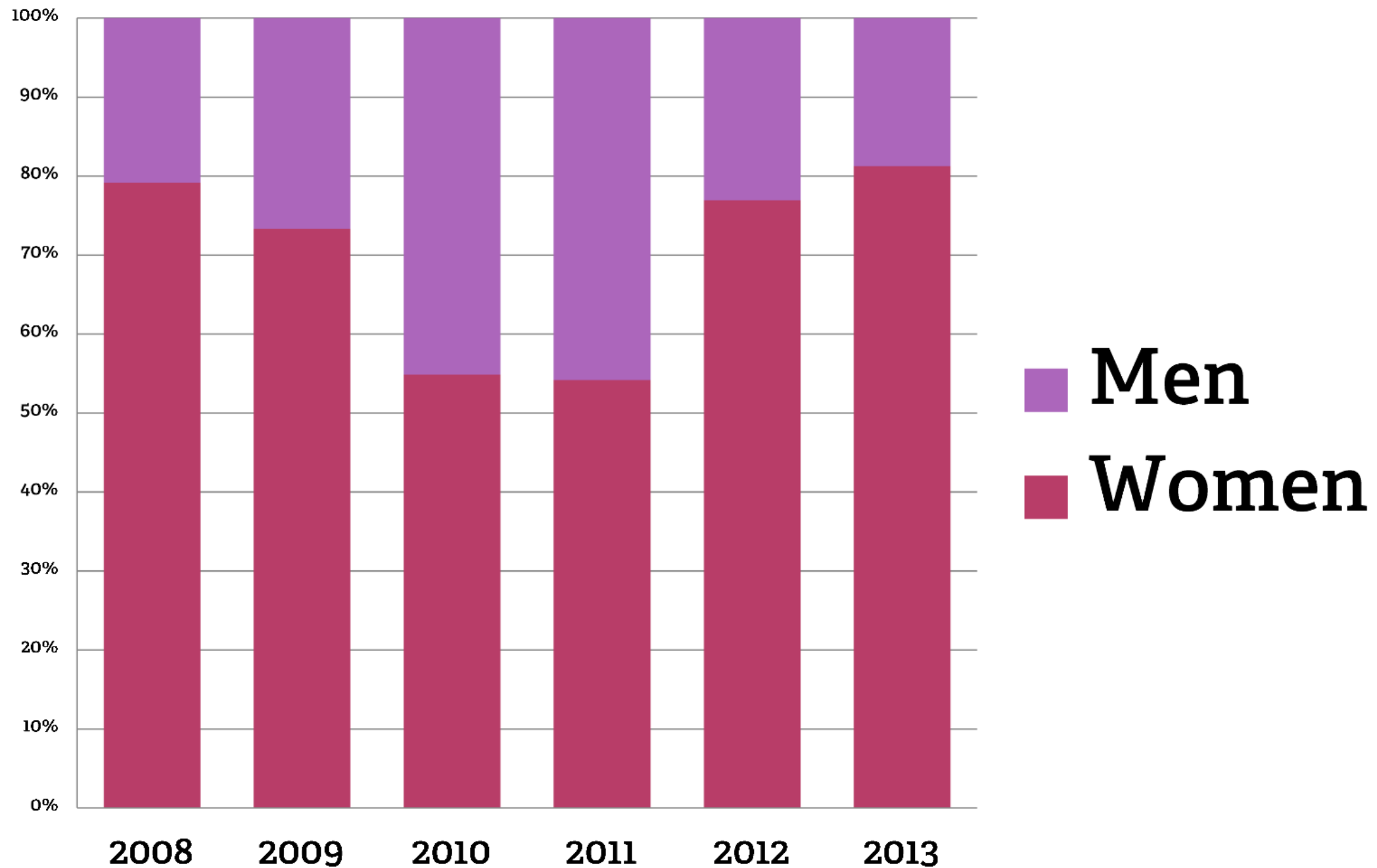
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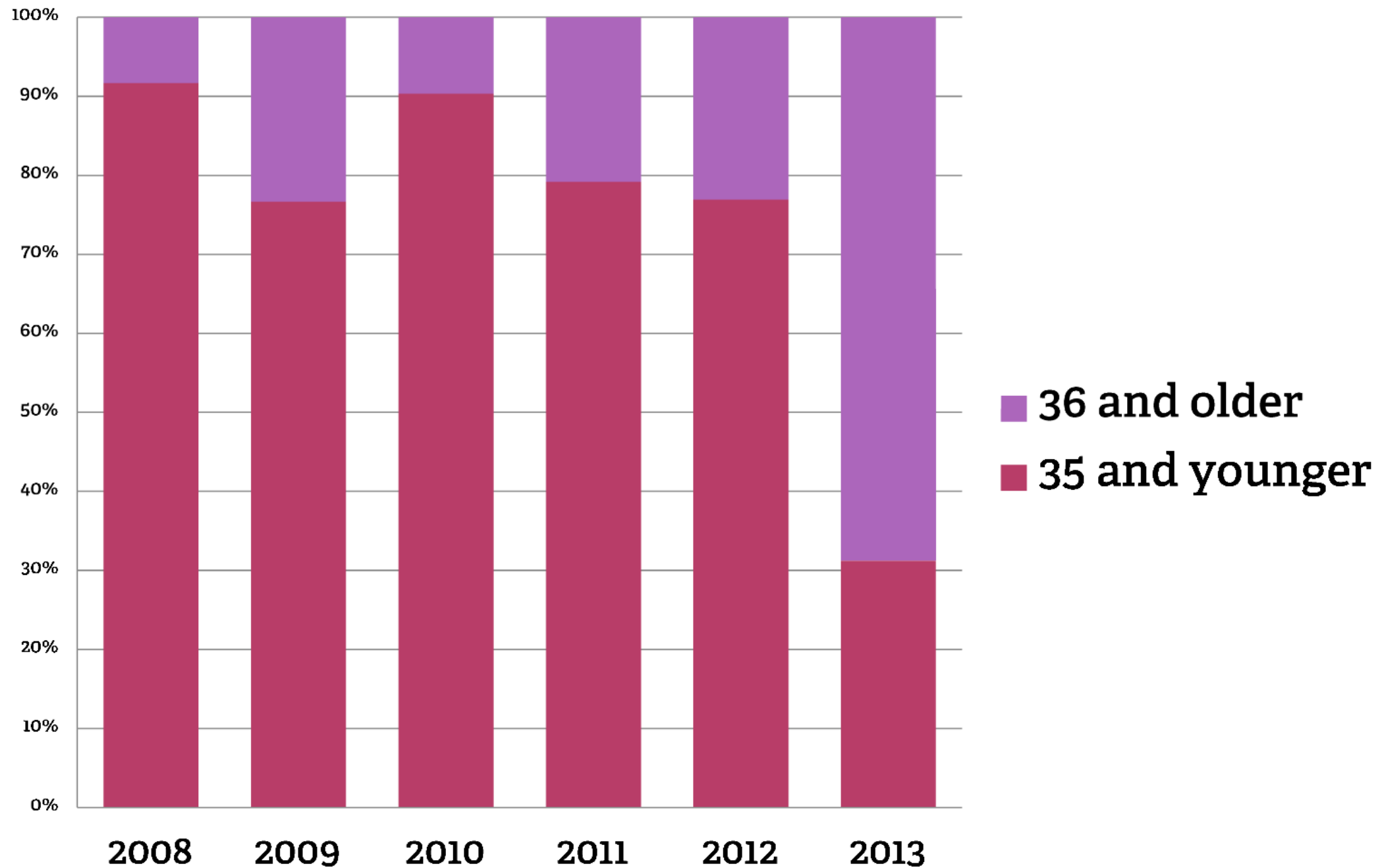
Gender Diversity



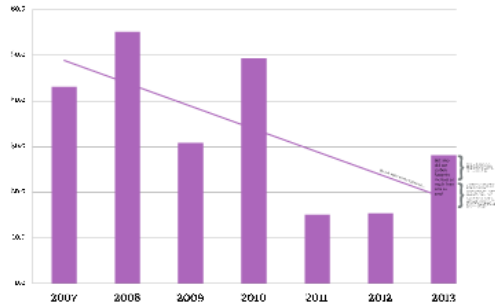
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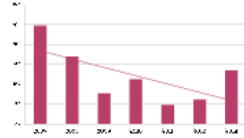
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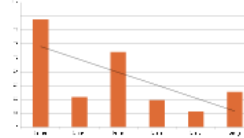
Tons of Carbon



Pounds of Carbon per Work-Hour

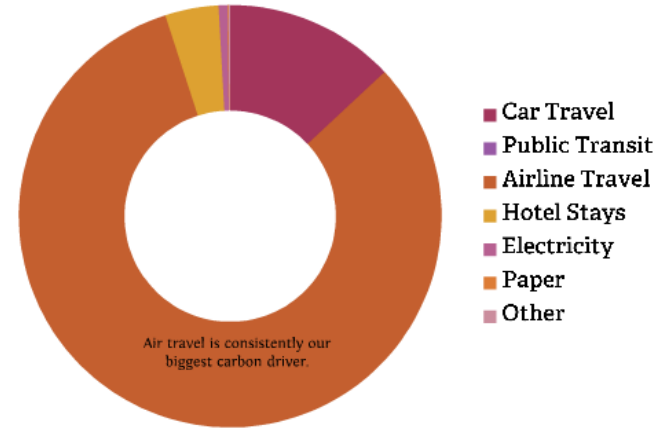


Pounds of Carbon per \$ Revenue

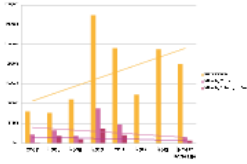


We like to compare our absolute carbon emissions against adjusted numbers -- like how much carbon we generated relative to staff size and revenue. So far, we've seen a consistent trend line.

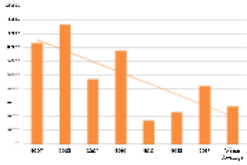
2013 Carbon Breakdown



Ground Travel



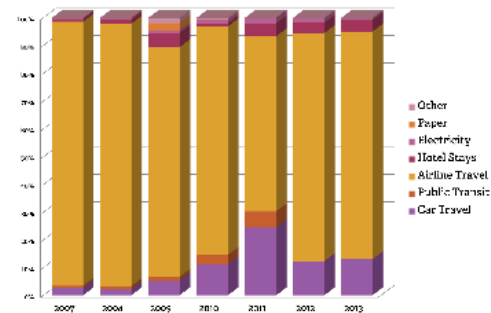
Air Travel (miles flown)



As our air travel has decreased over the years, our ground travel has increased. That's fine by us -- ground travel has a significantly lower carbon impact, so every mile that we can switch helps the environment, and our carbon footprint.



Our Changing Carbon Profile

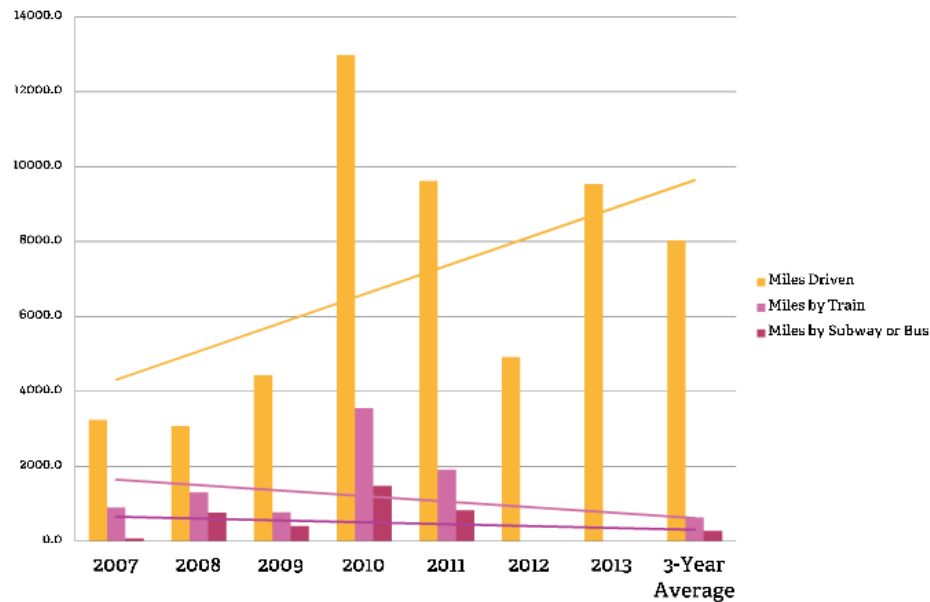


Environmental Profile

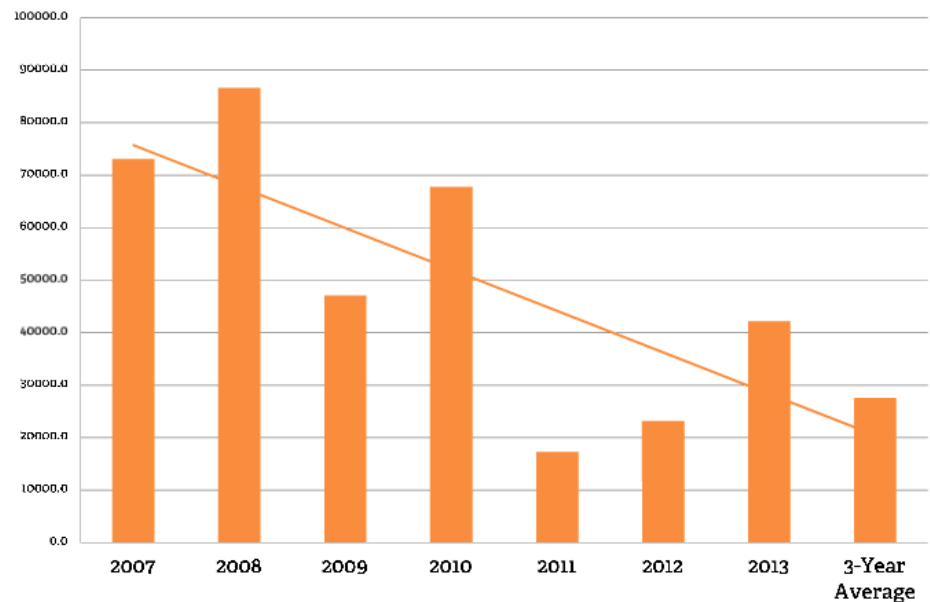


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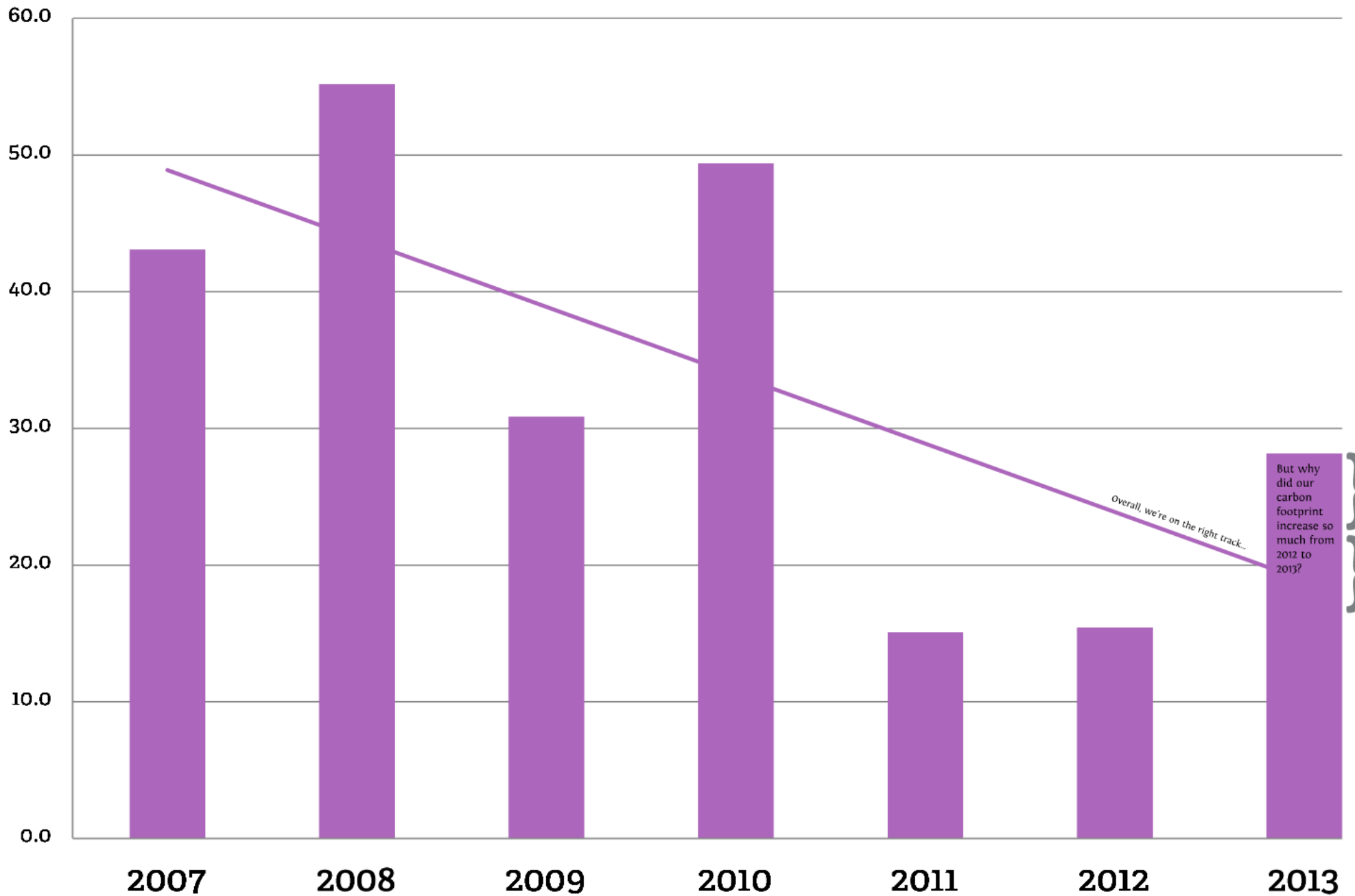
Ground Travel



Air Travel (miles flown)



Tons of Carbon



Overall, we're on the right track...

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But why did our carbon footprint increase so much from 2012 to 2013?

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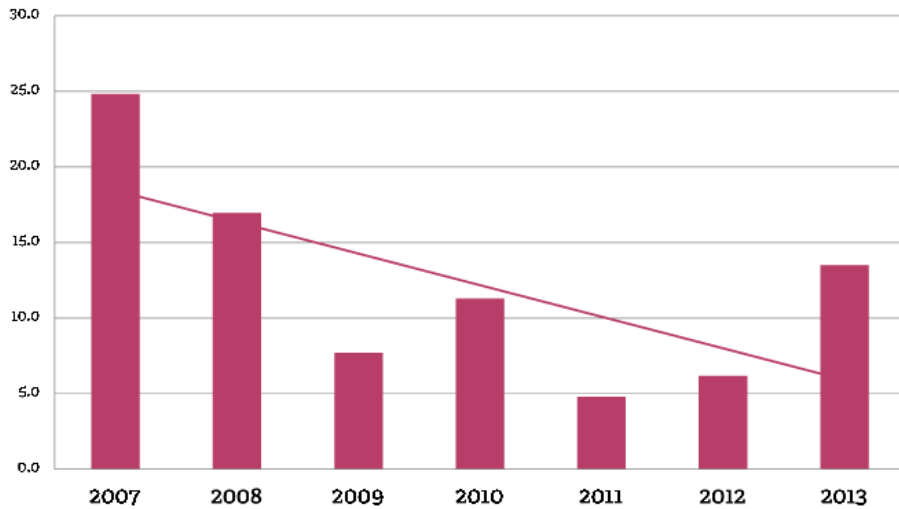
One international business trip to Asia accounted for about half of the increase -- although by combining two projects with Asian clients into one trip, we were able to dramatically reduce travel impacts.

The second half of the increase was due to a change in the way we tackle waste audits for a particular client in New Jersey.

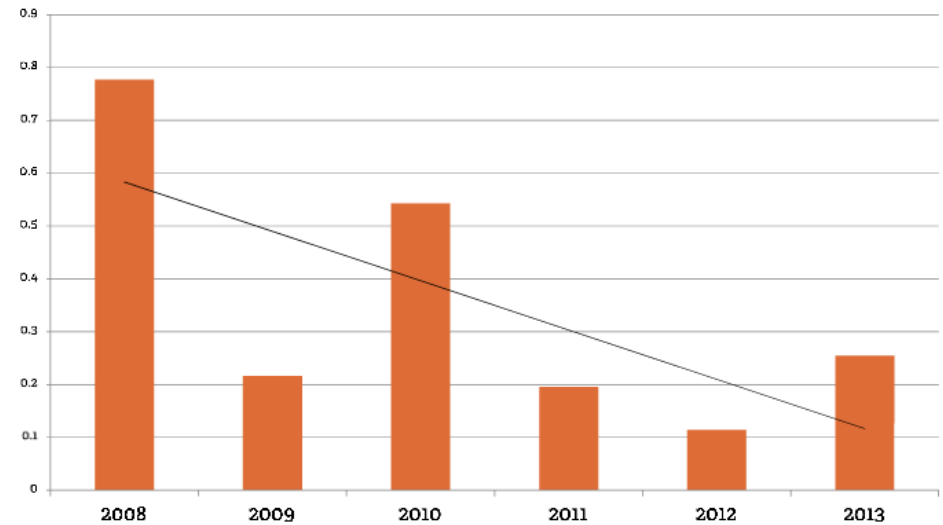
In past years, we've brought our summer interns to conduct the waste audit -- they carpool together from DC to keep impacts low.

This year, we invited members of the SSC Consultant Network (who are often hungry for practical experience in the field) to join us. Several of the participants traveled significant distances by air and car -- and that greatly increased the carbon footprint of the project.

Pounds of Carbon per Work-Hour



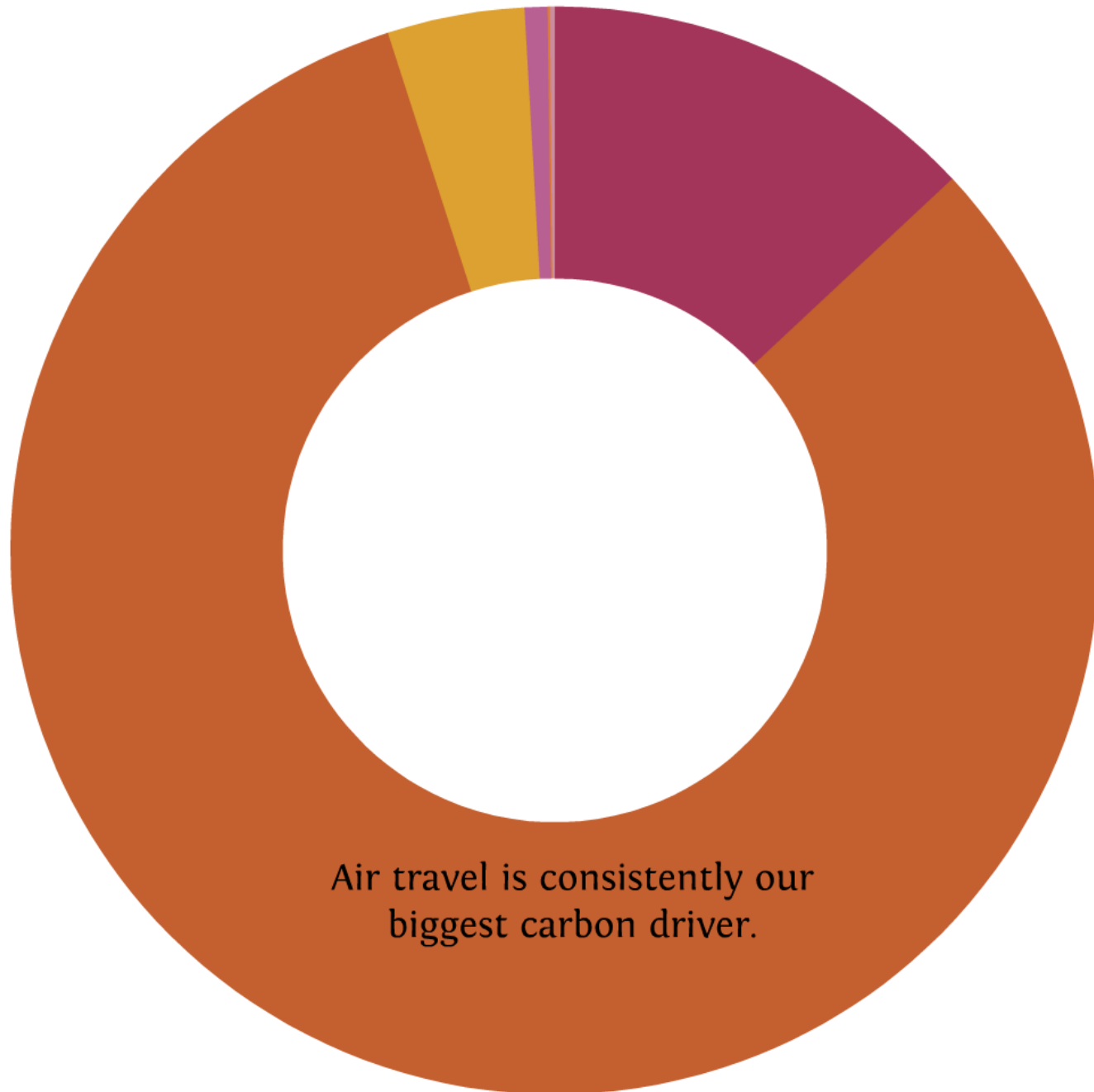
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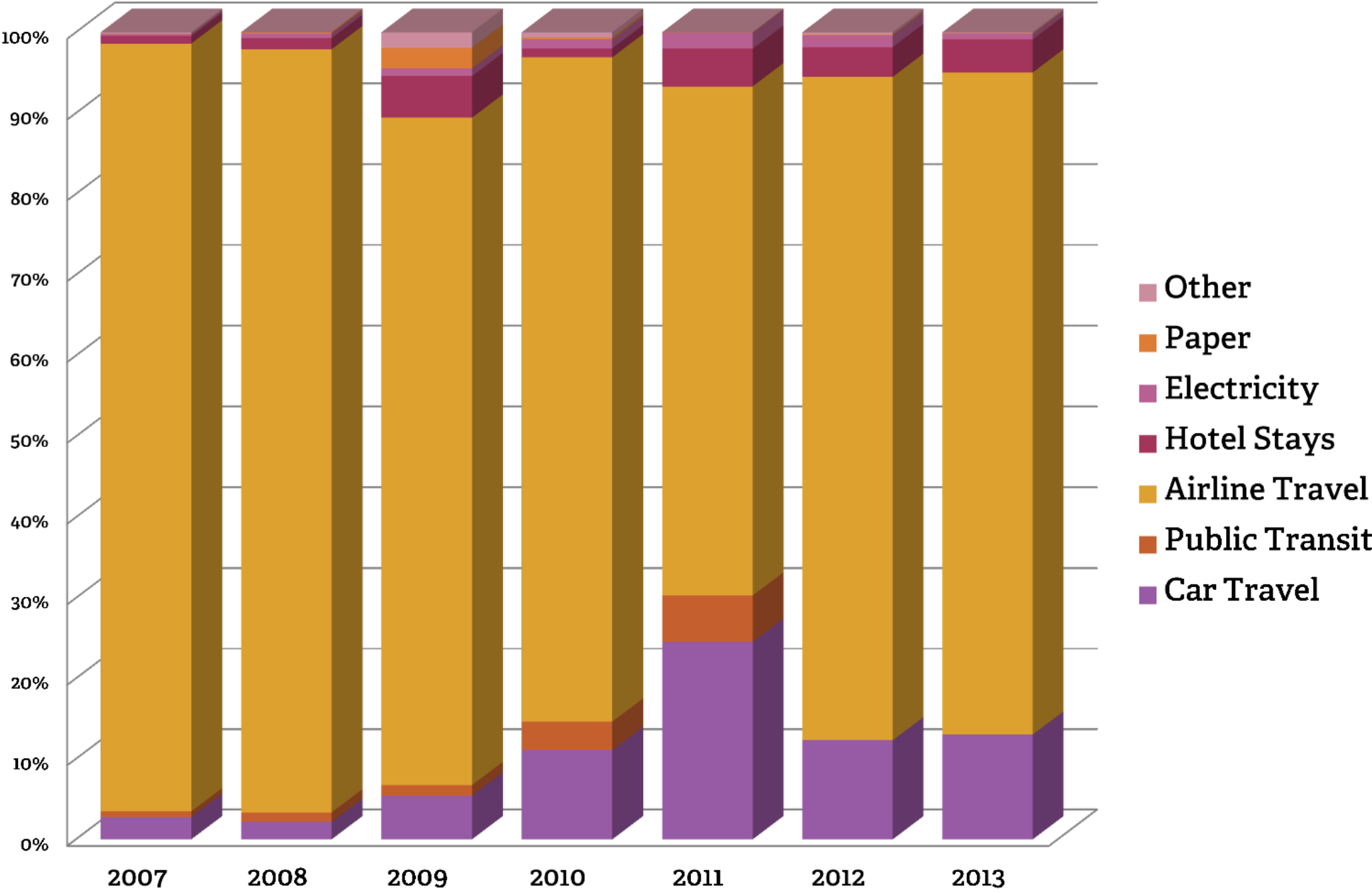
2013 Carbon Breakdown



- Car Travel
- Public Transit
- Airline Travel
- Hotel Stays
- Electricity
- Paper
- Other

Air travel is consistently our biggest carbon driver.

Our Changing Carbon Profile





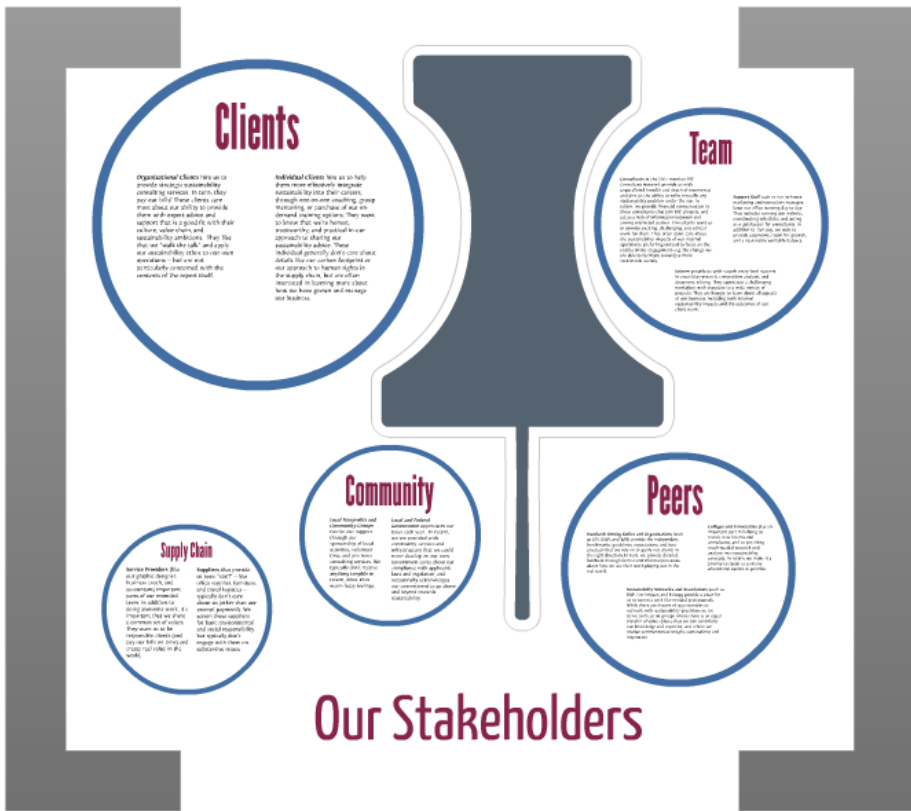
2014 Goals

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- **Social:** Find new office space, and set up a co-working environment that allows the SSC Consultant Network to engage face-to-face.

That's it!

You've seen our performance highlights for 2013. If you're curious about our sustainability policies and programs (which don't change as frequently), please see our 2012 Sustainability Report. It's available on our website at www.sustainabilityconsulting.com.

Or contact us at info@sustainabilityconsulting.com or 1.202.470.3246. We'd love to hear from you!



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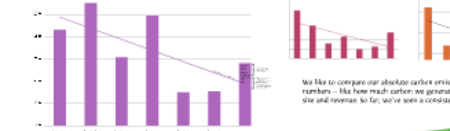
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"For the past several years, we have been proud to have been recognized as one of the best places to work in the industry. We have received several awards for our commitment to sustainability and our commitment to our clients. We are committed to providing high-quality, client-focused service and to fostering a culture of collaboration and innovation. We are also committed to providing a safe and healthy work environment for all of our employees. Our team is diverse and inclusive, and we value the unique perspectives and talents of all of our employees. We are committed to providing a supportive and challenging work environment for all of our employees, and we are committed to providing a safe and healthy work environment for all of our employees."

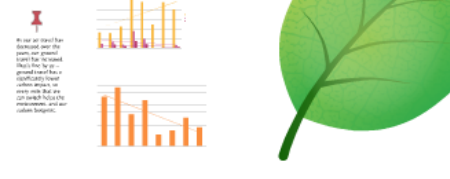


Social Profile

Tons of Carbon



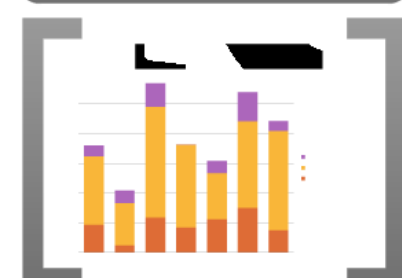
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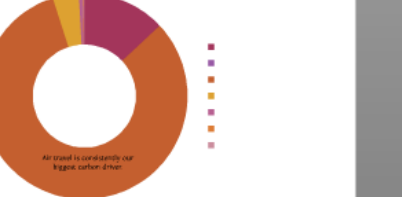
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