

Strategy and analysis

- 1.1 CEO letter [CEO letter](#)
- 1.2 Description of key impacts, risks, and opportunities [CEO letter](#)

Organizational profile

- 2.1 Name of the organization Framework LLC DBA Framework:CR
- 2.2 Primary brands, products, and/or services
- 2.3 Operational structure Consulting firm
- 2.4 Location of company headquarters Wilton, CT
- 2.5 Countries of operation Operations based in the United States; projects in the United States and Mexico
- 2.6 Nature of ownership and legal form Private company (LLC)
- 2.7 Markets served Public and private companies and nonprofit organizations in the financial services, information technology, construction, food, insurance, media, and retail sectors
- 2.8 Scale of reporting organization Confidential
- 2.9 Significant changes during the reporting period None
- 2.10 Awards received in the reporting period None

Report parameters

- 3.1 Reporting period January-December 2007
- 3.2 Data of most recent previous report July 2007
- 3.3 Reporting cycle Biennial with annual web-based updates of the GRI content index. The next full report will be issued in June/July 2009
- 3.4 Contact point Aleksandra Dobkowski-Joy  
[adjoy@frameworkcr.com](mailto:adjoy@frameworkcr.com)  
+1 (203) 563-0644
- 3.5 Process for defining report content Applied GRI principles of materiality, stakeholder inclusiveness, sustainability context, and completeness. Conducted competitive review and benchmarking of competitors and evaluated and prioritized impacts.
- 3.6 Boundary of the report Framework:CR operations
- 3.7 Limitations on scope or boundary of the report Not applicable
- 3.8 Basis for reporting on joint ventures, subsidiaries, outsourced operations, and other entities Not applicable
- 3.9 Data compilation Applied GRI Indicator Technical Protocols to calculate quantitative indicator data
- 3.10 Explanation of the effect of any re-statements Not applicable
- 3.11 Significant changes from previous reporting periods Not applicable
- 3.12 GRI content table GRI Content Index
- 3.13 Assurance We did not seek external assurance for this report update.

Governance, commitment, and engagement

- 4.1 Governance structure of the organization Framework:CR is owned and operated by CEO Kathee Rebernak
- 4.2, 4.3, 4.4., 4.5, 4.6, 4.7, 4.9, 4.10 (Board structure/governance) Not applicable
- 4.5 Linkage between compensation of executives/managers and company Compensation is linked to performance and to contributions towards company growth

performance	
4.8 Statements of mission or values, codes of conduct	<a href="#">About Framework:CR</a> Code of Conduct is incorporated into internal employee handbook. Each Framework:CR employee is expected to read, understand, and comply with the provisions of the handbook.
4.11 Precautionary principle	Applied to the extent practicable/ relevant
4.12 Endorsements of external charters, principles, initiatives	Framework:CR is an Organizational Stakeholder of the GRI
4.13 Membership in associations	National Investor Relations Institute, Net Impact, Women's Network for a Sustainable Future
4.14 List of stakeholder groups	Employees and associates, clients, alliance partners, vendors/suppliers, global sustainability community
4.15 Basis for identification and selection of stakeholders	We engage with stakeholders that are impacted by our activities and can influence our operations. We have limited contact with our local community and with our competitors, thus, interaction with these stakeholders is limited.
4.16 Approaches to stakeholder engagement	Informal feedback including direct conversations, email, and project-related communications (i.e., debriefings).
4.17 Key topics and concerns raised by stakeholders and how those issues are being addressed	Our stakeholders look to us for advice on how to navigate the changing landscape of corporate responsibility strategy-setting and communications. Among issues raised are the following: <ul style="list-style-type: none"> <li>▪ Changing/increased expectations (from consumers, investors, and general public) around disclosure of environmental, social, and governance performance</li> <li>▪ Budgetary constraints compounded by weak economic conditions.</li> <li>▪ New means of communicating performance: online reporting, social media, etc.</li> </ul>

**Economic performance**

<b>Disclosure of management approach</b>	See <a href="#">CEO letter</a>
EC1. Direct economic value generated	Confidential (proprietary information)
EC2. Financial implications and risks and opportunities related to climate change	Upside: growth potential for Framework:CR as more companies develop strategies around addressing climate change and disclose climate change-related performance  Downside: higher energy costs, travel expenses, and other operational costs in a carbon-constrained economy
EC3. Coverage of defined benefit plan obligations	Not applicable
EC4. Significant governmental assistance	None
EC5. Entry level wage compared with local minimum wage	Not applicable (no entry-level positions)
EC6. Spending on locally based suppliers	Preferential hiring of local suppliers for services such as IT support, design, and accounting services.
EC7. Procedures for local hiring and promotion of senior managers	Job advertisements broadcast in local community; preferential recruitment of working mothers, local community members and promotion from within
EC8. Development and impact of infrastructure investments	None
EC9. Indirect economic impacts	Local job creation Internship programs provide job skills and placement opportunities to recent graduates Local sourcing of support services contributes to local economic development and success of small businesses

## Environmental performance

### Disclosure on management approach

Framework:CR's environmental impacts are mostly limited to employee commuting, business travel, use of office supplies, and energy/materials involved in maintaining the Framework:CR office. Environmental performance for 2007 is listed for relevant GRI indicators below. For quantitative indicators, we have included 2006 data for comparison. Our performance against 2007 and our goals for 2008 and beyond are provided in the table of goals/targets. We will continue to track performance using the GRI technical indicator protocols as a basis for measurement.

In 2007 we evaluated the feasibility and value of purchasing offsets for our greenhouse gas emissions. We determined that, at this time, certification of offsetting projects is not robust enough to guarantee with certainty that appropriate emissions are being permanently avoided/retired. We will revisit this issue in 2008.

We will develop a formal environmental policy and incorporate it into the associate's handbook in 2008. We will review the policy and specific environmental protocols with each employee and with new hires.

Ultimate organizational responsibility for environmental performance rests with the CEO.

	2007	2006
EN1. Materials used by weight or volume (printing paper) * note: amount specified is amount purchased within the given reporting year	Approximately 126 lbs (excluding envelopes, stationary, folders, and writing pads)	Approximately 100 lbs (excluding envelopes, stationary, folders, and writing pads)
EN2. Percentage of materials used that are recycled input materials (printing paper)	Approximately 85% post-consumer recycled content (combined figure)	75% post-consumer recycled content (combined figure)
EN3. Direct energy consumption by primary energy source (nonrenewable fuel oil for office heating) Note: Increased use of heating oil and electricity (and the related increase in GHG emissions) is attributable to a higher number of people working directly from Framework offices.	37 GJ	18 GJ
EN4. Indirect energy consumption by primary source (office-based electricity consumption)	17 GJ	11 GJ
EN5. Energy saved due to conservation and efficiency improvements (not quantified)	Office thermostat adjustments, sleep mode on computer monitors	
EN7. Initiatives to reduce indirect energy consumption and reductions achieved (not quantified)	Limited business travel, employee telecommuting	
EN16. Total direct and indirect greenhouse gas emissions by weight Note: GHGs from electricity generation decreased due to midyear switch to wind power.	2.7 tonnes (heating oil) 1.2 tonnes (electricity) <b>3.9 tonnes total</b>	1.3 tonnes (heating oil) 1.3 tonnes (electricity) <b>2.6 metric tonnes total</b>
EN17. Other relevant indirect greenhouse gas emissions by weight * note: We included a radiative forcing factor for plane travel in 2007, causing business travel emissions to increase. This is a more conservative approach. Without the radiative forcing factor, total business travel GHGs in 2007 would be 8.08 tonnes, for a total of 12.4 tonnes GHGs.	4.3 tonnes (commuting) 17.3 tonnes (business travel) <b>21.6 tonnes total</b>	3.3 tonnes (commuting) 5.9 tonnes (business travel) <b>9.2 metric tons total</b>
EN18. Initiatives to reduce greenhouse gas emissions and reductions achieved	Encourage and support employee telecommuting, limit business travel, purchase clean energy. Heating oil is 5% biofuel (soybean oil), a renewable resource.	



EN22. Total weight of waste by type and disposal method (not quantified)

Paper waste is recycled: approximately 227 lbs. of paper were recycled in 2007.  
Used or damaged office equipment (computer equipment, toner, batteries) is returned to the manufacturer for recycling

EN26. Initiatives to mitigate environmental impacts of products and services  
EN6, EN8, EN9, EN10, EN11, EN12, EN13, EN 14, EN15, EN19, EN20, EN21, EN23, EN24, EN25, EN27, EN28, EN29, EN30

Business travel is kept to a minimum. Documents are transferred electronically to reduce printing needs and mailing impacts.  
Insignificant (non-material) impacts or not applicable because no impact exists

**Social performance**

**Labor practices/decent work**

**Disclosure on management approach**

The Framework:CR employee handbook lays out provisions and expectations regarding fair and equitable labor conditions. Each employee is required to read and abide by these provisions.

Ultimate organizational responsibility for labor issues and performance rests with the CEO.

LA1. Total workforce by employment type	<b>2007</b>	<b>2006</b>
	3 professional	3 professional
	1 administrative (part time)	1 administrative
	1 paid intern	1 paid intern
	3 freelance	3 freelance
LA2. Total number and rate of employee turnover	Confidential	
LA3. Benefits provided to full-time employees that are not available to part-time employees	Paid personal leave Paid holiday leave Health insurance reimbursement	
LA4. Percentage of employees covered by collective bargaining	None	
LA5. Minimum notice period regarding operational changes	At least six weeks	
LA6. Percentage of total workforce represented in joint management-worker health and safety committed	Not applicable	
LA7. Rates of injury, occupational diseases, lost days, absenteeism, and fatalities	None	
LA8. Education and training around, and activities to prevent serious diseases	None	
LA9. Health and safety topics covered in union agreements	Not applicable	
LA10. Average hours of training per year per employee by employee category	Training provided on an as-needed basis (software applications, language study, professional development). Hours of training are not currently tracked.	
LA11. Programs for skills management and lifelong learning and for continued employability	Training provided on an as-needed basis. Employees may make request for specific skills training.	
LA12. Percentage of employees receiving regular performance and career development reviews	100%	
LA13. Diversity statistics	75% workforce female 25% male Interns: 100% male Framework:CR is a certified woman-owned business	
LA14. Ratio of basic salary of men to women by employee category	Not applicable (job positions not comparable)	

## Human rights

### Disclosure on management approach

The Framework:CR Employee Handbook contains provisions related to nondiscrimination, equal opportunity, and other human rights issues. Each employee will be required to read and abide by these provisions.

Ultimate organizational responsibility for human rights issues and performance rests with the CEO.

HR1, HR2, HR3, HR4, HR5, HR6, HR7, HR8, HR9      None or not applicable (the information covered under these indicators is not material to Framework:CR operations)

## Society

### Disclosure on management approach

The Framework:CR Employee Handbook contains provisions related to ethics and anti-corruption. Each employee will be required to read and abide by these provisions.

Ultimate organizational responsibility for social performance rests with the CEO.

SO3. Percentage of employees trained in anti-corruption policies and procedures      All employees are required to read, understand, and agree to the provisions regarding Professional Conduct, including avoidance of conflicts of interest, in the Framework:CR Employee Handbook.

SO5. Public policy positions and participation in lobbying      None

SO6. Total value of contributions to political parties      None

SO1, SO3, SO4, SO7, SO8      Not applicable (the information covered under these indicators is either not applicable or not material to Framework:CR operations)

## Product responsibility

### Disclosure on management approach

Ultimate organizational responsibility for delivery of services rests with the CEO. Each employee receives instruction in appropriate processes and procedures to follow with regard to project management and client servicing.

PR5. Practices related to customer satisfaction, including results of surveys measuring customer satisfaction      Frequent client communication to ascertain satisfaction; formal debriefing meetings or calls following the completion of a project.

PR6. Programs for adherence to laws, standards, and codes relating to marketing communications      Framework:CR complies with all laws and regulations governing marketing communications, including those related to electronic communications and anti-spam measures.

PR7. Incidents of noncompliance with regulations governing marketing communications      None

PR8. Total number of substantiated complaints regarding breaches of customer privacy      None

PR1, PR2, PR3, PR4, PR9      None or not applicable (the information covered under these indicators is either not applicable or not material to Framework:CR operations)



Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	G3 Profile Disclosures <b>OUTPUT</b>	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report Externally Assured	Same as requirement for Level B	
	G3 Management Approach Disclosures <b>OUTPUT</b>	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category	
	G3 Performance Indicators & Sector Supplement Performance Indicators <b>OUTPUT</b>	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.	Report Externally Assured	Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report Externally Assured	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	

\*Sector supplement in final version

