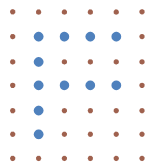


Moving the needle

2008 Sustainability Report



Framework : CR
October 2009

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About this report

This is Framework:CR's second full sustainability report, published October 2009, for the reporting period January 2008—June 2009. After using the term “corporate responsibility” in reference to our environmental, social, and governance performance in our 2006 report and 2007 performance update, we now use the term “sustainability” in both our internal and external communications. We believe this term is reflective of trends in the market and resonates more with our stakeholders.

The structure of this report remains largely the same, however, and that is predominantly narrative. We have focused on our material issues and communicated our progress against existing goals and targets. We will continue to track our progress via key performance indicators on an annual basis.

We have applied the Global Reporting Initiative Sustainability Reporting Guidelines (GRI G3) in developing this report. The GRI content index can be found on page 15 of this report. We have self-declared a GRI application level of A for this report.



About Framework:CR

For the past decade Framework:CR has been working with companies to improve and communicate their environmental, social, governance, and financial performance. Framework's core team has extensive experience in sustainability strategy, environmental strategy and management, law, business management, financial and corporate communications, and public affairs and has worked in both the private and public sectors.

We work from the premise that, to generate maximum value, sustainable business practices must be integrated consistently across all business units, and key sustainability messages should be embedded throughout all communication channels. An integrated sustainability effort raises awareness of sustainability vision and objectives; drives innovation; strengthens customer, investor, employee, supplier, and other relationships; and, ultimately, improves overall business performance and profitability.

We help our clients in three primary ways:

- we provide expert counsel on sustainability trends, standards, strategy, and communications;
- we increase capacity to allow them to undertake and complete projects they might otherwise not have the time or the personnel to handle, and
- we help them connect and communicate with their key stakeholder groups.

We have delivered value in sustainability strategy and communications to such clients as Avon Products, CEMEX, Citigroup, Del Monte Foods, Granite

Construction, H.J. Heinz, Pitney Bowes, Seventh Generation, Staples, and Symantec. Our value to our clients lies in our ability to see the big picture; our keen understanding of the relationship between sustainability performance and business value; our broad experience with different sectors and corporate cultures; our flexibility and responsiveness; and our ability to raise awareness and influence organizational change. Not least, we deliver balanced, transparent, and consistent sustainability communications that help clients improve their credibility and brand equity.

We are well-versed in current sustainability reporting and accountability standards, and the firm is an organizational stakeholder of the [Global Reporting Initiative](#).

Framework is a woman-owned business certified by the [Women's Business Enterprise National Council](#).

For more information, please visit www.frameworkcr.com.



To our stakeholders

Our work over the past several years, and in particular in view of the recession, has given me two important insights, both of which inform not only our client work but also the strategic direction of our firm.

The first is that **sustainability is not for wimps**; it's hard work, and results are often slow to reveal themselves. Rather than discourage us, however, that knowledge has instilled in us a strong desire to tackle the challenges that sustainability poses on as many fronts as we can.

The second lesson is that while our work with clients is rewarding and challenging in many ways, **client work alone is insufficient to advance our mission to promote sustainability**. And so we have begun to work in ways that go well beyond traditional client work to promote sustainability leadership. These include

- conducting [research](#) that helps corporate practitioners advance sustainability in their companies;
- collaborating [with the Yale Center for Business and the Environment](#) to promote sustainability education for the next generation of business leaders;
- launching a local [Net Impact Professional chapter](#); and
- forming alliances with like-minded people and firms and working with them to better understand how, together, we can promote and facilitate sustainability leadership.

These efforts serve two important goals: to further our mission and to broaden our reach and visibility in the field.

As a result, despite a dismal economic environment, millions of job losses nationwide, and severe budget cuts within both current and prospective clients, Framework's business continued to grow during 2008. Revenue increased 74 percent over that of 2007 and, as I projected in my [2007 letter to stakeholders](#), 2.8 times that of 2006. Some of that growth was due to project work that began in 2007, and much of it came from clients with which we have worked for two, three, and in some cases as many as ten years. What this result also tells me is that while the economic crisis and the recession that began, by most accounts, late in 2007 continues today, interest in sustainability continues unabated. Our job is to cultivate that interest and facilitate sustainable business practices.

Despite a dismal economic environment, millions of job losses nationwide, and severe budget cuts within both current and prospective clients, Framework's business continued to grow during 2008.

Toward those ends, **we conducted a strategic review of our business in August 2008** and, from that work, developed our mission statement (see below), which informs and guides every decision we make. We continued that conversation during a December retreat and refined our strategic direction and goals in May. During that process, we found that the strategic priorities we outlined in our first report, published in 2007, help us to further our mission, which is:

- to promote sustainability
- to consciously evolve for the benefit of our clients, partners, and selves
- to build strong, lasting partnerships
- to be bold, thoughtful, and responsive in all that we do



Each of the strategic priorities we outlined in our 2006 report helps us to support and further our mission. We have updated the language and reiterate them here:

- *To facilitate integration of sustainability principles into business strategy and sustainable business practices into operations.*
- *To cultivate new relationships with clients, emerging leaders, and peers each year and to strengthen the ones we have.*
- *To remain at the forefront of our industry in our ideas and our work.*
- *To provide a work environment that facilitates responsive, top-quality service and encourages the pursuit of personal interests.*

We fully accomplished all but three of the goals that we had set for 2008. We established our environmental policy before year-end 2008 and, in August of this year, established a procurement policy. As with many sustainability challenges, however, the devil is in the details, and best intentions often collide with reality. As a small business with limited bargaining power, we are particularly challenged to carry out our policy or even to obtain the information we need to make informed decisions. We are working on ways to meet this challenge for us and for other small businesses.

We support the United Nations Global Compact (UNGC) and the Calvert Women's Principles. We continue to support the ten principles of the UNGC mainly through our work with clients, and with the release of this report we are pleased to announce our support of the [Calvert Women's Principles](#) (CWP). We will promote the CWP by encouraging our clients and other companies to adopt them in their own organizations and, to the extent feasible, will implement them in our own operations.

We have so many ideas and aspirations for how we can

move the needle and simply not enough hours in each day. I am ever grateful for the members of this firm who work so hard to make the most of each hour and the relationships that come from our work. And I am grateful for our clients, who allow us to participate in conversations that will, we hope, lead to important action.

Sincerely,



Kathee Rebernak
Founder and CEO

We want to hear your thoughts, reactions, and feedback on our report; please comment via our [blog](#) or call or write to us.



Assessing materiality

We encourage our clients, most of which are large, public companies, to undertake a formal materiality analysis as an important element of both sustainability strategy development and sustainability communications. As a small company, we have adapted our materiality analysis process to fit the needs and scope of our organization.

Stakeholder / Engagement	High-priority issues / concerns for stakeholders	Strategic considerations for Framework:CR
Clients <ul style="list-style-type: none"> Project scoping Post-project debriefs Informal conversations 	<ul style="list-style-type: none"> Quality work, sound counsel Delivery of products/services on-time and on-budget Responsiveness High value for the money 	<ul style="list-style-type: none"> Is the project and client aligned with our core competencies, our culture, and our mission? Can we appropriately manage the project and its outcomes? Can we deliver excellent value and exceed
Potential clients <ul style="list-style-type: none"> Needs assessment “Check-in” calls 	<ul style="list-style-type: none"> Value added during business-development cycle Sound guidance re: appropriate products/services 	<ul style="list-style-type: none"> Can we offer the right solution to win business? Is there a good fit with the client’s culture? Will our work help to promote sustainability within
Employees <ul style="list-style-type: none"> Performance evaluations Weekly team meetings Informal conversations 	<ul style="list-style-type: none"> Working environment Team structure, responsibilities Work-life balance and benefits Training and development Cultural fit and values fit 	<ul style="list-style-type: none"> How can we recruit top talent with the right mix of skills and expertise? How can we most effectively balance workloads? As a small business, what benefits can we reasonably offer? How can we best strengthen and reinforce Framework:CR culture?
Partners <ul style="list-style-type: none"> Alignment assessment Project scoping Post-project debrief 	<ul style="list-style-type: none"> Opportunity to build new business and raise brand profile Strengthened service offering Expanded capacity 	<ul style="list-style-type: none"> Can our partners deliver the type of results we expect from ourselves? Do partner skills/expertise appropriately complement our own? Is there a good fit with the partner’s culture?
Suppliers <ul style="list-style-type: none"> Selection process Project scoping Check-ins and debriefs 	<ul style="list-style-type: none"> Consistent revenue stream “Win-win” relationship Opportunities for referrals and new business 	<ul style="list-style-type: none"> Are we getting the service we need and quality we expect at a fair price? Do our suppliers understand and implement sustainability in their business practices?
Community <ul style="list-style-type: none"> Participation in local events Local partnerships 	<ul style="list-style-type: none"> Job creation Use of local suppliers Payment of taxes 	<ul style="list-style-type: none"> Can we tap into and/or develop an appropriate candidate pool? What local resources are most valuable to our firm?



Stakeholders and strategic issues

We have defined several key stakeholder groups and engage with them on an ongoing basis to understand their needs and concerns. See below. At the same time, we balance those needs with our own business objectives and strategic goals by asking ourselves: what do we want to achieve and how do we want to achieve it?

Many of our current stakeholder engagement efforts are informal, including, for example, multiple conversations held with a particular stakeholder over time. As a small company, we share the outcomes of these conversations amongst ourselves, and they become part of our institutional memory. As we grow, we may need to establish a more formal tracking system to capture the insights gleaned from stakeholder engagement.

Tying materiality to our mission

In assessing our stakeholders' concerns and our own strategic issues, we came to several conclusions that are now reflected in the Framework:CR mission statement.

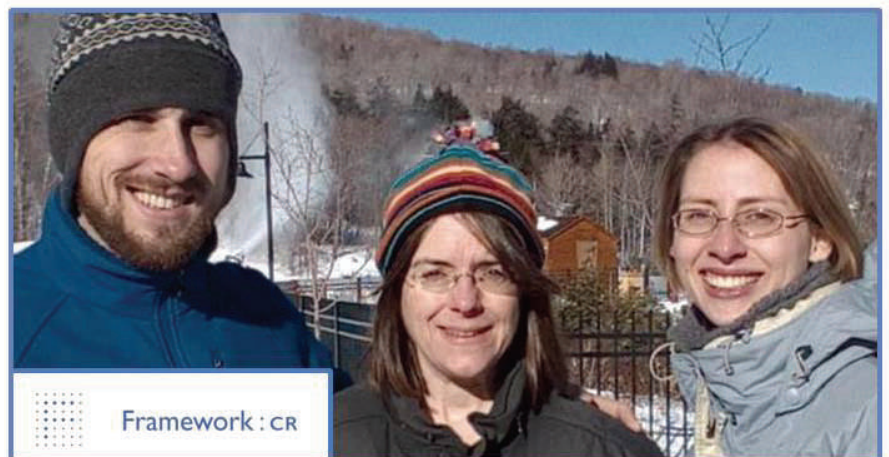
Our firm's identity and short- and long-term success are predicated on our ability to:

- Promote sustainability;
- Consciously evolve for the benefit of our clients, our colleagues, and ourselves;
- Be bold, thoughtful, and responsive in all we do; and
- Build strong, lasting partnerships.

We have set specific goals for each of these objectives, and we discuss the application of our mission statement in this report and throughout our website. We also present other aspects of our economic, environmental, and social performance as part of our GRI Content Index.

Strategic review process

We conducted a strategic review of our business in White Plains, New York, in August 2008 and, from that work, developed our mission statement, which informs and guides every decision we make. We considered this review process so valuable that we have pledged to revisit it, in some shape or form, regularly. Consequently, we held a second strategic review in Vermont in December 2008 (pictured at right) and a third in Norwalk, Connecticut, in May 2009.



It's all about the mission

Our mission is

- *to promote sustainability*
 - *to consciously evolve for the benefit of our clients partners, and selves*
 - *to build strong, lasting partnerships*
 - *to be bold, thoughtful, and responsive in all that we do*
-

The first aspect of our mission, **to promote sustainability**, is the mandate from which all of our decisions with respect to the others flow. We have outlined below a few of the key initiatives we have undertaken to advance our mission.

One of our core objectives is to promote the understanding and integration of sustainability principles into the activities of everyone with whom we interact. In addition to our client work, we furthered this objective throughout the course of 2008 and the first half of 2009, through, for example,

- strategic research
- our partnership with the Yale Center for Business and the Environment
- An all-day forum on sustainability disclosure
- our partnership with the Women's Network for a Sustainable Future
- the New Haven, Connecticut, Net Impact Professional Chapter
- articles, reviews, and blog posts

- our efforts to maintain work-life balance
- our efforts to minimize our environmental footprint

Strategic research

Beginning in February, 2009, Framework examined data from 123 US corporations listed on the Fortune 500 to determine if there is any correlation between the organizational structures that support corporate sustainability and external recognition for sustainability performance. The purpose of the research was to help companies find the most effective way to formalize the sustainability function; the resulting publication, "[Where Sustainability Lives,](#)" is available for download on our website.

Upon reviewing the data, we concluded that

- **Vertical structure matters:** a company is more likely to receive recognition if the sustainability function lives higher in the organization
- **Horizontal structure matters:** a company is more likely to receive recognition if the sustainability function lives within certain departments (*i.e.*, a dedicated sustainability department; environment, health, and safety; and corporate or public affairs)
- **Board oversight matters**
 - **Reporting to the board of directors:** a company is more likely to receive recognition if the person in charge of sustainability reports to the board of directors
 - **Reporting frequency:** a company is more likely to receive recognition if the person in charge of sustainability reports frequently to the board of directors



Partnership with the Yale Center for Business and the Environment

Framework initiated a partnership with the [Yale Center for Business and the Environment](#) in the spring of 2008 and began working directly with students during the fall 2008 semester.

In collaboration with Professor Maureen Burke's business and environment clinic, we seek to (1) connect leading companies with graduate students from the Yale School of Management and the Yale School of Forestry & Environmental Studies, and (2) provide real-world experience to the next generation of corporate leaders.

Over the course of each 13-week semester, graduate students select and complete a project defined by their corporate client. Framework helps make this process possible for one group of students by engaging the client, ensuring the project definition meets course requirements for content and timing, facilitating the client/student relationship, and advising on the project as needed. At the end of the term, the students present the results to the client for further consideration, feedback, and implementation.

In the fall 2008 semester, Framework connected three students with [Seventh Generation](#), one of the world's most trusted brands of authentic, safe, and environmentally-responsible products for a healthy home. The students examined ways for Seventh Generation to enhance sustainability within its own supply chain. They conducted telephone and in-person interviews with employees and tier 1 suppliers; attended a sustainability summit in Burlington, Vermont; and delivered final recommendations as to how Seventh Generation can further strengthen its relationships with value chain partners.

In the spring of 2009, Framework worked with three students to help [Nestlé Waters North America](#) (NWNA), a

division of Nestlé, to consider packaging, marketing, and branding issues for a cause-related brand of bottled water. The students made final recommendations to the NWNA executive team, many of which are currently in the process of implementation.

Partners' perspectives

"I see a lot of value in this program. The experience was a great opportunity for us and the students to learn from each other and find new ways to move the needle together, which is really what sustainability is all about. The folks at Framework really get that."

Gregor Barnum, Seventh Generation's Director of Corporate Consciousness



"Framework:CR provided timely and constructive feedback as our project [with Nestlé Waters North America] evolved and helped us to form good client relationships. We each developed personal and interpersonal skills that will stand us in great stead as we seek jobs at the intersection of business and the environment."

Jen Ace, 2009 graduate of the Yale School of Forestry and Environmental Studies



Forum on sustainability disclosure

In the fall of 2008, Framework hosted a [one-day forum](#) to stimulate conversation about the risks and opportunities inherent in environmental, social, and governance (ESG) disclosure. Held on September 22, 2008, immediately in the wake of the news that Lehman Brothers had failed, the federal government had bailed out AIG, and Bank of America had bought failing Merrill Lynch, the topic could not have been timelier.

Speakers from [Calvert](#), [Citigroup](#), [Ethical Corporation](#), [Fair Factories Clearinghouse](#), [HIP Investor](#), [KPMG](#), and [Trillium Asset Management](#), among other organizations, addressed and facilitated discussion among some 40 attendees.

The Women's Network for a Sustainable Future

Since 2006 Framework has donated time and expertise to help the Women's Network for a Sustainable Future (WNSF) communicate with its constituents by reporting on the [annual businesswomen's sustainability leadership summit](#) and advising on website content. In October 2008, the WNSF focused on the recent financial crisis and the opportunities that it brings to make positive change in organizations. Panelists from AIG Investments, American Express, JPMorgan Chase, and Intel Corporation helped attendees to identify ways of building sustainability into their own corporate cultures.

In May 2009, the WNSF held its [West Coast Summit](#) at Intel headquarters in Santa Clara, California. Speakers from the California Air Resources Board, UPS, HP, Intel, and SVB Financial Group (among others) discussed the role of the technology industry in promoting and facilitating the country's transition to a low-energy, low-carbon economy.

Net Impact New Haven Professional Chapter

Framework Principals Aleksandra Dobkowski-Joy and Kyle Whitaker founded and now serve as co-presidents of the [Net Impact Professional chapter based in New Haven](#), Connecticut. [Net Impact](#) is an international nonprofit organization whose mission is to make a positive impact on society by growing and strengthening a community of leaders who use business to improve the world. The New Haven chapter is currently the only Net Impact Professional chapter in the State of Connecticut.

Net Impact New Haven has brought together a diverse network of professionals from the academic, business, financial services, nonprofit, and government communities. Although the chapter is relatively young, the group has already convened several networking and speaker events. We look forward to growing our membership and offering a consistent event schedule in the months to come.

Articles, reviews, and blog posts

Framework weighs in on top sustainability issues by publishing articles and reviews through a number of online and print publications, including [Ethical Corporation](#) magazine, [Environmental Leader](#), and [Sustainable Life Media](#).

We also frequently post formal and not-so-formal commentaries on our own [company blog](#); we've contemplated a new world order with our "[Experience Economy](#)" post, considered how sustainability messaging is finding its way into [all aspects of our lives](#), and aired the perspectives of [corporate practitioners](#) from General Mills, The Campbell's Soup Company, and Symantec in response to our research into "[Where Sustainability Lives](#)". We participate in discussions on social networking sites such as LinkedIn and [JustMeans](#).



Work-life balance

We are keenly aware of the challenges to a sustainable work-life balance inherent in running a small consulting firm. At the same time, we firmly believe that having a life outside of the office is the key to our ability to bring our best selves to our work. We closely monitor hours worked per week, forecast staffing needs to anticipate and prevent bottlenecks, and maintain an ongoing conversation as to how best to structure our client and internal workloads.

We believe that our efforts enable us to maintain an appropriate balance in our ability to provide superior client service, grow the firm responsibly, promote sustainability through means other than client work, and find time to relax and recharge.

Read our perspectives on the work-life balance equation beginning on page 12 of this report.

Our environmental footprint

Our environmental impacts, like those of many other office-based businesses, are limited to mainly employee commuting, business travel, use of office supplies, and the energy and materials required to maintain our operations. Our [environmental policy](#) outlines our approach to understanding, measuring, and managing these impacts, and we publish performance metrics for energy consumption, greenhouse gas emissions, paper use, and recycling in our GRI Index.

Even though our impacts are relatively limited, we constantly look for ways to improve. For example, in order to decrease our travel impact, we telecommute, work remotely whenever possible rather than fly to client sites, and opt for public transportation whenever feasible. In 2008 and the first half of 2009, we dramatically reduced our paper use, with purchases of copy and printing paper decreasing by 60 percent from the previous year. In order

to keep paper use to a minimum, we print only those documents that will be used as hardcopy references, are work-products in final stages of proofing, or reflect other critical materials that need to be archived in physical format. In addition, we ask for electronic copies of documents whenever possible and require all suppliers to send invoices electronically.

Our continuing evolution

We continue to expand the scope of our strategic client services and to find ways to promote sustainability and sustainable business practices. In the fall of 2008, we began offering webinars on sustainability strategy, reporting, and employee engagement. We are expanding our repertoire of courses to include an in-depth look at materiality analysis in the fall of this year.



Perspectives on work-life balance

Kathee Rebernak: a comfortable space along the continuum

I am not a good poster child for work-life balance. In fact, I'm afraid I don't set a very good example for Framework employees in their effort to achieve work-life balance. Perhaps that's because, to me, the concept of balance implies that there's work, on the one hand, and life, on the other. While that may be true for a large majority of people, when work is intricately connected to life, as is mine, it is difficult if not impossible to separate the two.

I prefer to think of what most people refer to as work-life balance as a work-life continuum. My work feeds my life, and vice versa. For example, I am deeply involved in [my children's school](#); I serve on the communications committee as well as the board of trustees. I bring my expertise to the school largely because I believe in its educational philosophy and that the school contributes to a more sustainable society.

In addition, even though I often work evenings and some weekends, I know that I can take the occasional day off in the middle of the week to clean out my closets or attend a school event. And the nature of my work allows me the flexibility to take my children to school one day a week and work from the nearby café. That is how I find my comfort zone along the work-life continuum.

Because Framework continues to evolve and grow, we are constantly faced with challenges to capacity.

Aleksandra Dobkowski-Joy: finding balance

The job title "consultant" typically conjures up a series of vivid images: constant Blackberry™ use, frequent plane travel, packed schedules, and, of course the vaunted 60-, 70-, or even 80-hour work-week.

Although I am a consultant, I fit into few of these stereotypical scenarios. At Framework, that we do much of our work remotely allows us to limit our travel and the time we must spend away from office and homes. I do have a Blackberry™, but it is often off unless I am traveling or awaiting a specific phone call. Most importantly, I don't work 80-hour weeks, and I am quite certain that I am not interested in doing so. Yes, there are times when assignments pile up and deadlines must be met, but in my opinion, if we are consistently putting in killer hours, we're not living up to our mission of promoting sustainability in our own lives.

It's not easy to find balance. Because Framework continues to evolve and grow, we are constantly faced with challenges to capacity. Framework's culture not only emphasizes excellence and responsiveness in the execution of client work, but also highly values and promotes innovation and exploration. At any given time, multiple ideas for in-house research or product development are in play, each exciting and full of potential. Based on our "idea backlog", we could all of us, easily, be working twice as many hours as we do. It's hard to pull back, so in the past year, we have begun to address this issue more formally by establishing specific goals and parameters for which (and how many) in-house projects we will pursue.

As for client work, we are also improving our forecasting capacity and working to resolve bottlenecks before they occur. I can think of few things more frustrating than being abruptly presented with an assignment with an impossibly short deadline that requires reshuffling prior work and personal commitments. The stress it causes



eventually wears away any gains to the firm's well-being while creating tension in relationships and personal life.

We thus emphasize relationship-building with our clients, in the expectation that stronger connections and frequent communication will enable us to develop a better feel for the issues affecting project pacing: what might cause deadlines to move up or change, and when a project might morph into something else entirely. The more information we have, the better we can adapt to meet our clients' needs while still maintaining the time necessary to deliver our best product. Obviously, not every urgent situation can be predicted, but again, if a client relationship is predicated on putting out fires and performing at "beck and call", it's one that we need to evaluate and potentially terminate for the long-term sustainability of the firm.

Finally, my desire for work-life balance is clearly not unique. Where I differ from many people is in my ability to influence and advocate for sustainable work-life practices at my job. I am not shy to speak up when I think we are working too hard or taking on too much. And although everyone's "balancing act" is different, my hope is that by bringing attention to this issue, I can help to further shape and encourage a sustainable work-life equation at Framework.

Kyle Whitaker: opening Framework's Washington office

According to the Connecticut Public Broadcasting Network, Connecticut has lost more young workers than any other state since 1990. It is a troubling trend for the Nutmeg State; perhaps even more so for young workers who remain there. Why? The high cost of living and an aging population make Connecticut an increasingly challenging place for young workers to balance their personal and professional lives effectively. I learned this lesson firsthand.

In May 2009, after a year and a half with Framework, I decided to leave Connecticut myself. It was a difficult decision knowing that moving may cost me a job that I cherish, working for a company that I deeply respect.

Because Framework's culture emphasizes work-life balance and employee wellness, however, I had no qualms about taking this dilemma directly to founder and CEO Kathee Rebernak. Rather than showing me the door, Kathee encouraged me to relocate to a place where I could better achieve work-life balance and—ultimately—be more productive.

Connecticut has lost more young workers than any other state since 1990. It is a troubling trend for the Nutmeg State; perhaps even more so for young workers who remain there.

I moved from Connecticut to Washington, DC, in June. Framework joined the [Affinity Lab](#)—a collaborative workspace that shares our values of community and sustainability—thereby providing me with an office and a sense of community away from our Wilton headquarters.

I've been in Washington now for a few short months (the operative word being "short"), but I take that as a good sign. After all, time does fly when you are having fun. I am forever grateful to Framework for helping me to grow both personally and professionally.



Goals

2008 Goals		Progress in 2008
Economic		
<ul style="list-style-type: none"> 2008 revenues to triple those of 2006 Implement and fund retirement account for employees 	<ul style="list-style-type: none"> ▲ ▶ ▲ 	<ul style="list-style-type: none"> In 2007, grew revenues by 57 percent over 2006 In 2008, grew revenues by 74 percent over 2007, a total of 2.8 times 2006 revenues Funded employee retirement plan in January 2009
Social		
<ul style="list-style-type: none"> Complete environmental policy and incorporate into Employee Handbook Revise/update Employee Handbook as appropriate 	<ul style="list-style-type: none"> ▲ ▲ 	<ul style="list-style-type: none"> Environmental policy completed and incorporated into Employee Handbook No changes made to Employee Handbook
<ul style="list-style-type: none"> Work with the Yale Center for Business and the Environment to coordinate a sustainability practicum (linking a corporate partner with students to complete a one-semester project) Continue work with the Women's Network for a Sustainable Future (WNSF) Provide services to not-for-profit organizations 	<ul style="list-style-type: none"> ▲ ▲ ▲ 	<ul style="list-style-type: none"> Completed two projects with the Yale Center for Business and the Environment (Fall 2008 and Spring 2009 semesters) Attended WNSF annual summit and contributed a pro-bono write-up of the event Framework Principals established and became co-Presidents of the Net Impact New Haven Professional Chapter
<ul style="list-style-type: none"> Host a day-long forum on transparency and disclosure for investor relations and legal professionals Participate as a panelist or speaker in two or more sustainability conferences or events per year Publish articles in the sustainability press Engage with academic institutions and organizations promoting awareness of career opportunities in sustainability Establish a Framework:CR blog dedicated to advancing and integrating sustainability in business 	<ul style="list-style-type: none"> ▲ ▲ ▲ ▲ ▲ ▲ 	<ul style="list-style-type: none"> Held Disclosure Forum in September 2008 Framework CEO Kathee Rebernak facilitated a session at the ECCOA Forum and also served as a panelist for the WestFair Chapter of the IABC in May 2008. Kathee also presented a webinar in January 2009 on sustainability strategy and reporting for the Environmental Bankers Association Published report reviews and articles for Ethical Corporation magazine and Sustainable Life Media, among others Speaker for Yale University's Business and the Environment Clinic Launched the Framework:CR blog
Environmental		
<ul style="list-style-type: none"> Revisit decision not to purchase carbon offsets. Consider additional ways to mitigate greenhouse gas emissions 	<ul style="list-style-type: none"> ▲ 	<ul style="list-style-type: none"> Evaluated feasibility and value of purchasing carbon offsets. Given evolving and uncertain nature of offset certification schemes, offsets were not purchased
<ul style="list-style-type: none"> Evaluate effectiveness of informal tracking system for waste and recycling, institute additional controls as necessary 	<ul style="list-style-type: none"> ▼ 	<ul style="list-style-type: none"> After tracking data for 2006 and 2007, we dropped the ball on this goal and did not track recycling data in 2008 or the first half of 2009. We established a new tracking system in July 2009, which is currently in use
<ul style="list-style-type: none"> Formalize office supply purchasing policy and incorporate into the Employee Handbook 	<ul style="list-style-type: none"> ▼ 	<ul style="list-style-type: none"> We established a procurement policy in August 2009, later than we had planned
<ul style="list-style-type: none"> Configure computer systems to decrease energy use and improve energy efficiency 	<ul style="list-style-type: none"> ▶ ▶ 	<ul style="list-style-type: none"> Instituted policy to replace old computer models with more energy-efficient models Working with IT provider to implement an automatic overnight system shut-down to save energy when systems are not in use



GRI Index

Framework:CR 2008	Application level: A, self-declared
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	Sustainability strategy and communications consulting; sustainability advocacy through research, partnerships, and publications
2.3 Operational structure	Consulting firm and idea bank
2.4 Location of company headquarters	Wilton, Connecticut
2.5 Countries of operation	Operations based in the United States; projects in the United States, Mexico, and Germany
2.6 Nature of ownership and legal form	Private company (LLC)
2.7 Markets served	Public and private companies and nonprofit organizations in the construction, consumer products, financial services, food processing, information technology, media, and retail sectors
2.8 Scale of reporting organization	SME
2.9 Significant changes during the reporting period	None
2.10 Awards received in the reporting period	Client Awards Symantec: Co-winner of best first-time reporter (CERES/ACCA North American Reporting Awards) Seventh Generation: Winner, best SME report (CERES/ACCA North American Reporting Awards) EMCOR: 2008 ARC annual report awards: winner, best 10K wrap (2007 annual report)
Report parameters	
3.1 Reporting period	January 2008–June 2009
3.2 Data of most recent previous report	July 2008 (update)
3.3 Reporting cycle	Annual. The next full report will be issued in August 2010
3.4 Contact point	Aleksandra Dobkowski-Joy 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.
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 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	None
3.12 GRI content table	GRI Content Index
3.13 Assurance	We did not seek external assurance for this report.
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 performance	Compensation is linked to performance and to contributions towards company growth
4.8 Statements of mission or values, codes of conduct	The Framework:CR Code of Conduct is incorporated into the internal employee handbook. Each Framework:CR employee is expected to read, understand, and comply with the provisions of the handbook.
4.11 Precautionary principle	To the extent practicable and relevant, we apply the precautionary principle when working with clients on sustainability strategy; in our own operations, we apply it in seeking to improve our environmental and social performance and in analyzing sustainability issues. Basically, we take a forward-looking approach, seek to understand the impact of operations (our own and our clients) whether impacts have been established or not.
4.12 Endorsements of external charters, principles, initiatives	Framework:CR is an Organizational Stakeholder of the GRI and a woman-owned business certified by the Women's Business Enterprise National Council.
4.13 Membership in associations	Net Impact, International Association of Business Communicators (IABC), Women's Network for a Sustainable Future (WNSF), NIRI, WBENC, GRI OS, Just Means, LinkedIn groups: Sustainability Professionals, Just Means, The Responsible Business Group (Ethical Corporation), AA1000 Standards Kathee Rebernak has served on the Ethical Corporation Editorial Advisory Board since 2008.
4.14 List of stakeholder groups	Employees and associates, clients, partners, suppliers, sustainability community, prospective clients, graduate students, educational institutions.
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 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); webinars and feedback.
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 sustainability strategy-setting and communications. Among issues raised are the following, which we address mainly through our work with clients: <ul style="list-style-type: none"> • Changing/increased expectations (from consumers, investors, and general public) around disclosure of environmental, social, and governance performance • Budgetary constraints compounded by weak economic conditions. • New means of communicating performance: online reporting, social media, etc. • Difficulties/challenges in coordinating and integrating sustainability into business operations • Stakeholder engagement • Perceptions that sustainability is a linear process.



Economic performance				
Disclosure of management approach				
See CEO letter				
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				
Framework provides compensation that exceeds local minimum wage standards for all employees				
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 and local community members and promotion from within				
EC8. Development and impact of infrastructure investments				
None				
EC9. Indirect economic impacts				
Local job creation				
Internships provide job skills and placement opportunities to current students and 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 2008 is listed for relevant GRI indicators below. For quantitative indicators, we have included 2007 and 2006 data for comparison. Our goals for 2009 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 neither robust nor consistent enough to guarantee that appropriate emissions are being permanently avoided/retired. We will maintain this position until such time as we are satisfied that offsetting is an appropriate and sound means of reducing greenhouse gas emissions and will revisit the issue on an annual basis.				
In 2008 we developed a formal environmental policy and incorporated it into the employee handbook. Each employee and new hire is expected to read the policy and adhere to the specified environmental protocols.				
Ultimate organizational responsibility for environmental performance rests with the CEO.				
EN1. Materials used by weight or volume (printing paper)				
* note: figures reflect amount of printing paper purchased within the given reporting year				
* Paper purchases (weight) exclude materials such as envelopes, stationary, folders, and writing pads, as these represent a small percentage of total paper use				
	2009¹ (half year)	2008	2007	2006
	0	50 lbs	~ 126 lbs	~ 100 lbs

¹ 2009 figures reflect six months of data, from January through the end of June, 2009.



EN2. Percentage of materials used that are recycled input materials (printing paper ONLY) * percentage is a combined figure taking into account different recycled content ratios	100% post-consumer recycled content	100% post-consumer recycled content	~ 85% post-consumer recycled content	~ 75% post-consumer recycled content
EN3. Direct energy consumption by primary energy source (fuel oil for office heating) ²	23.6 GJ	33.3 GJ	37 GJ	18 GJ
EN4. Indirect energy consumption by primary source (office-based electricity consumption)	7 GJ	15 GJ	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 in 2007 due to midyear switch to renewable power ³ .	2009 (half year)	2008	2007	2006
	1.23 tonnes (heating oil)	2.54 tonnes (heating oil)	2.7 tonnes (heating oil) 1.2 tonnes (electricity) 3.9 tonnes total	1.3 tonnes (heating oil) 1.3 tonnes (electricity) 2.6 metric tonnes total
EN17. Other relevant indirect greenhouse gas emissions by weight * note: We included a radiative forcing factor for plane travel in 2007, causing an apparent increase in business travel emissions. We continue to use this more conservative approach.	2.7 tonnes (commuting) 4.7 tonnes (business travel) 7.4 tonnes total	5.5 tonnes (commuting) 10.3 tonnes (business travel) 15.8 tonnes total	4.3 tonnes (commuting) 17.3 tonnes (business travel) 21.6 tonnes total	3.3 tonnes (commuting) 5.9 tonnes (business travel) 9.2 tonnes total
EN18. Initiatives to reduce greenhouse gas emissions and reductions achieved	Encourage and support employee telecommuting, limit business travel, purchase clean energy. Heating oil is five percent biofuel (soybean oil), a renewable resource.			
EN22. Total weight of waste by type and disposal method (not quantified) Paper waste is recycled. Used or damaged office equipment (computer equipment, toner, batteries) is returned to the manufacturer for recycling	2009	2008	2007	2006
	Not tracked. We established a tracking system in July 2009 and will report on this indicator in the future.		~ 227 lbs. of paper was recycled	Not tracked
EN26. Initiatives to mitigate environmental impacts of products and services	Business travel is kept to a minimum. Documents are transferred electronically to reduce printing needs and mailing impacts.			
EN6, EN8, EN9, EN10, EN11, EN12, EN13, EN 14, EN15, EN19, EN20, EN21, EN23, EN24, EN25, EN27, EN28, EN29, EN30	Insignificant (non-material) impacts or not applicable because no impact exists			

² Biofuel comprises five percent of total fuel oil.

³ All electricity for 2008 and 2009 was sourced from a renewable energy provider: 33% local wind power, 33% national wind power, 33% New England small hydro.



Social performance			
Labor practices/decent work			
<p>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.</p>			
LA1. Total workforce by employment type	2008	2007	2006
	3 professional 1 administrative (part time) 6 freelance	3 professional 1 administrative (part time) 1 paid intern 3 freelance	3 professional 1 administrative 1 paid intern 3 freelance
LA2. Total number and rate of employee turnover	The firm's core team members and their tenure with the firm: Kathee Rebernak, CEO 6 years Aleksandra Dobkowski-Joy 4.8 years Kyle Whitaker 1.75 years		
LA3. Benefits provided to full-time employees that are not available to part-time employees	Paid personal leave Paid holiday leave Health insurance reimbursement Retirement plan: simple IRA		
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, 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	Direct: 66.7% female 33.3% male 00.0% minorities Indirect: 50.0% female 50.0% male 50.0% minorities Framework:CR is a certified woman-owned business		
LA14. Ratio of basic salary of men to women by employee category	Not applicable (positions not comparable)		



Human rights	
Disclosure on management approach	
<p>The Framework:CR Employee Handbook contains provisions related to nondiscrimination, equal opportunity, and other human rights issues. Each employee is required to read the handbook and abide by these provisions.</p> <p>Ultimate organizational responsibility for human rights issues and performance rests with the CEO.</p>	
HR1, HR2, HR3, HR4, HR5, HR6, HR7, HR8, HR9	None (the information covered under these indicators is not applicable or not material to Framework:CR operations)
Society	
Disclosure on management approach	
<p>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.</p> <p>Ultimate organizational responsibility for social performance rests with the CEO.</p>	
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	
<p>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.</p>	
PR5. Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Frequent client communication to ascertain satisfaction; formal debriefing 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)

