



Do Good. Do Well. Win.™

February 15, 2011

Communication on Progress

Covering the period from 1 July 2009 through 30 June 2010.

BrownFlynn

For more information on sustainability at BrownFlynn and our commitment to the Ten Principles of the UN Global Compact, please read our 2009-2010 Sustainability Report – a GRI-checked A-level report – available online at:

United Nations
Global Compact

<http://www.bfreport2010.com>

Communication
on Progress

CEO letter

The purpose of our work at BrownFlynn is to assist and guide organizations towards the management of their economic, environmental and social impacts. Our vision is for a sustainable economy and we believe that the United Nations Global Compact is a serious contributor towards this shared vision. The Ten Principles endorse and address human rights, fair labor, responsible environmental management and anti-corruption. These mirror the principles we hold true for our business and the principles we recommend for our clients. As such, we remain committed to supporting the UNGC and each of the Ten Principles.

Human rights

Assessment, Policy and Goals

Human rights are important to BrownFlynn, however these issues are not material impacts from our operations. We support the Universal Declaration of Human Rights and apply our Sustainable Purchasing Policy to eliminate known offenders from our value chain. As a boutique consulting firm operating in the United States, we have no direct Human Rights impacts in our services, nor are we aware of any impacts in the products and services we purchase.

Implementation

We utilize our Sustainable Purchasing Policy to direct the removal of any offending products or services from our value chain. We do not have the scale or resources to perform first-party investigations of the products we buy, so we rely on the markets, government or other third-parties to identify troubling products or services.

Measurement

We have had no known impacts and do not expect to have any.



Labor

Assessment, Policy and Goals

We commit to support and uphold any and all labor laws which apply to BrownFlynn. We utilize a general office policy to explain employee benefits and explain any employee rights and responsibilities. More information about our policies and culture can be found in our 2009-2010 Sustainability Report.

Implementation

BrownFlynn management has an open-door policy, is committed to providing fair wages and a safe, healthy work environment. We have no labor violations to report. We are in compliance with all relevant labor regulations and have remained in compliance during the entire period.

Measurement

Our company culture is described in our 2009-2010 Sustainability Report. We have had zero incidents and do not expect to have any.

Environment

Assessment, Policy and Goals

As environmental sustainability continues to grow and significantly impact personal and business decisions around the globe, our conviction to improve our own performance is stronger than ever. Although some of our greatest examples of advancing environmental sustainability are through our client work, we also strive to respect the environment with our internal operations. Our environmental footprint may be small, but we believe everything we can do to conserve energy, reduce waste and use less water counts.

We have developed an environmental policy and are now in the process of setting concrete and manageable goals. We utilize a Sustainable Purchasing Policy to guide the selection of products and services. Our environmental policy broadly describes initiatives to reduce energy consumption, manage our waste stream and seek continuous improvement opportunities. Our goals for the upcoming year are to identify energy baselines and reduce consumption and to screen suppliers based on our new Sustainable Purchasing Policy. More information can be found in our 2009-2010 Sustainability Report.

Implementation

We recycle heavily and eliminate waste when possible. We manage our energy consumption downward, although more robust management data is not yet available. We purchase recycled paper (one of our major “raw materials”) despite the premium. We have an internal Environmental Team for developing the strategies, goals and tools of environmental management. This team’s target for this year is to identify baselines, set reduction targets and implement a screening based on the Sustainable Purchasing Policy.



Measurement

Despite our size, we are committed to indentifying and reducing our environmental impact on a relative basis. We have an internal team to identify goals and implement plans to achieve them. Our commitments and related performance will be identified, at least annually, in our GRI sustainability report. While we are committed to reducing our environmental impact, that impact is very small and involves no large-volume or unique waste or emissions. We have not had any compliance incidents, nor do we expect to have any.

Anti-Corruption

Assessment, Policy and Goals

Much like human rights, as consulting service providers, corruption is not a material issue. Nonetheless, we have zero tolerance for corruption and follow all applicable laws.

Implementation

Our anti-corruption policy is to be fully compliant with the law.

Measurement

We evaluate our anti-corruption performance against the applicable laws. We have not had any corruption issues, nor do we expect to have any.

Contact Information

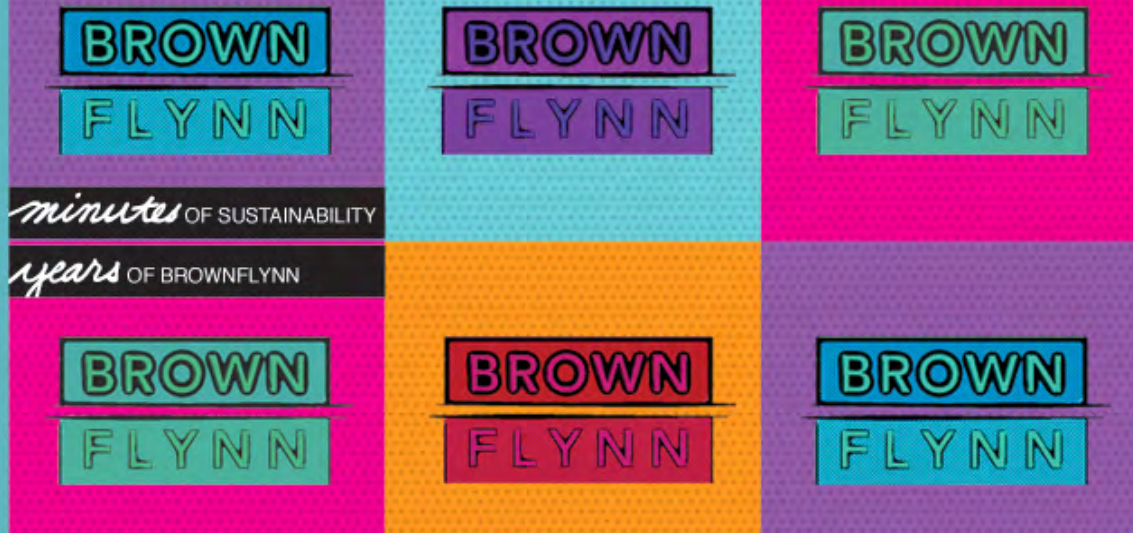
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2009 - 2010 Sustainability Report



Artistic Inspiration

The Report

"In the future, everybody will be world famous for fifteen minutes."

— Andy Warhol

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This is our latest work of art—the BrownFlynn 2009-2010 Sustainability Report. The title, *15 Minutes of Sustainability. 15 Years of BrownFlynn.*, reflects our desire to tell our history, our story and the powerful impacts of sustainability. In the world of YouTube, E! and iTunes, it is easier than ever to find notoriety, yet harder than ever to hang on to it. With the rapid growth in sustainability, is it just “a flash in the pan”? As Warhol would say, has it had its “15 minutes of fame”? The answer is simple. Sustainability is about the future. It is about successfully meeting present social, economic and environmental needs without compromising the ability of future generations to meet theirs. As we celebrate our 15th anniversary this year, we are confident that sustainability has and will continue to stand the test of time as a successful business strategy and way of life. Far from being a fad, our longevity and growth are testimonies to the belief that sustainability is becoming the new normal.

In the future, we believe the world will be more sustainable. The impact of this will contribute to the health of businesses, families and our planet. Think about it. What if the famous quote wasn’t “15 minutes of fame” but instead, “15 minutes of sustainability”? If we all spent 15 minutes each day focused on intentionally engaging in sustainable behaviors, what could happen? Throughout our report, we’ll give you an idea of how significant 15 minutes can be.

This report is inspired not only by Andy Warhol’s great words, but also his creativity, memorable works of art and his ability to impact generation after generation. We can only hope to do the same.

15

minutes OF SUSTAINABILITY

years OF BROWNFLYNN



Expression from Leadership

Letter from the Principals

"They always say time changes things, but you actually have to change them yourself."

—Andy Warhol

Dear Friends,

As we were writing our 2nd annual sustainability report, we were also planning for a monumental business milestone. This year, in 2011, we are proud to celebrate BrownFlynn's 15th anniversary. While "time changes things" we have found that, our commitment to corporate responsibility has not wavered. To demonstrate the deep connection between sustainability and our business, we are tying the release of our 2009/2010 sustainability report to our anniversary celebration. Furthermore, after 15 years in business, we decided to challenge our readers to imagine the possibilities of "15 minutes of sustainability."

If you were given an extra 15 minutes today, what would you do with it? Would you sleep more or work out longer? Would you spend more time with your family or finish that report for your boss? Would you take that extra couple of minutes to turn off all the lights and electronics in the house before leaving or sort through the items that can be recycled from breakfast, lunch and dinner?

At BrownFlynn, we define sustainability as the integration of three pillars: People, Planet and Prosperity. We have integrated this triple-bottom-line thinking into our operations and built a business around guiding companies in developing strategies that are focused on their social, environmental and economic impacts. Believe it or not, if you answered "yes" to any of the questions above, you are in one way or another, thinking about or engaging in sustainable practices. Thank you—that's a great start! And, for those of you that spend more than 15 minutes a day, or week, or month, or year devoted to sustainability—thank you as well and please continue your dedicated efforts. As you will read throughout this report, the impacts of "15 minutes of sustainability" can be life-changing.

This past year, we have seen many "minutes of fame" for sustainability. From Dodd-Frank passing both Houses to the UN Climate Change Conference in Copenhagen, "sustainability" has seen its name in the headlines. And, as companies begin to realize the top-line and bottom-line benefits of integrating environmental, social and governance impacts into their strategies, "sustainability" will endure. BrownFlynn expects the trends, stakeholder pressures and reputational benefits of sustainability to increase for the foreseeable future and we remain committed to helping our clients keep pace with these business expectations.

At the same time, we will continue to live our motto of "doing well by doing good." We



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will try to inspire our stakeholders, and all of you, to think about sustainability every day so that in the end, everyone wins.

Now...what will you do with your 15 minutes of sustainability?

Sincerely,

A handwritten signature in black ink, appearing to read "Barb Brown & Margie Flynn". The signature is written in a cursive, flowing style.

Barb Brown & Margie Flynn



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"Sometimes the little times you don't think are anything while they're happening turn out to be what marks a whole period of your life."

—Andy Warhol

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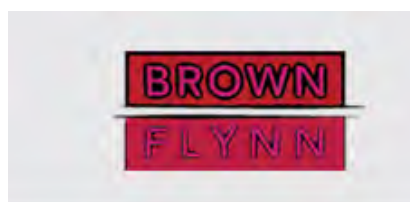
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BrownFlynn is a corporate responsibility and sustainability consulting Firm headquartered in Highland Heights, Ohio. We partner with clients to integrate environmentally and socially responsible practices into their business strategies and help them communicate those messages internally and externally, creating a cultural shift that results in bottom-line impact. [Click here](#) to learn more about our services and review a sampling of BrownFlynn's client case studies.

BrownFlynn also believes in advancing sustainability through education. In 2008, BrownFlynn was named the first U.S.-certified trainer for the Global Reporting Initiative (GRI), the international "gold standard" for sustainability management and reporting. This resulted in the launch of BrownFlynn Learning—the Firm's corporate sustainability training division.

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About BrownFlynn

2.52 billion liters of water flow over Niagara Falls every 15 minutes. That's enough to meet the needs of the 1.1 billion people in the world who don't have access to safe drinking water.¹

Our Mission

BrownFlynn commits to create a world in which all companies operate in a manner that provides for the freedom of current and future generations' ability to prosper.

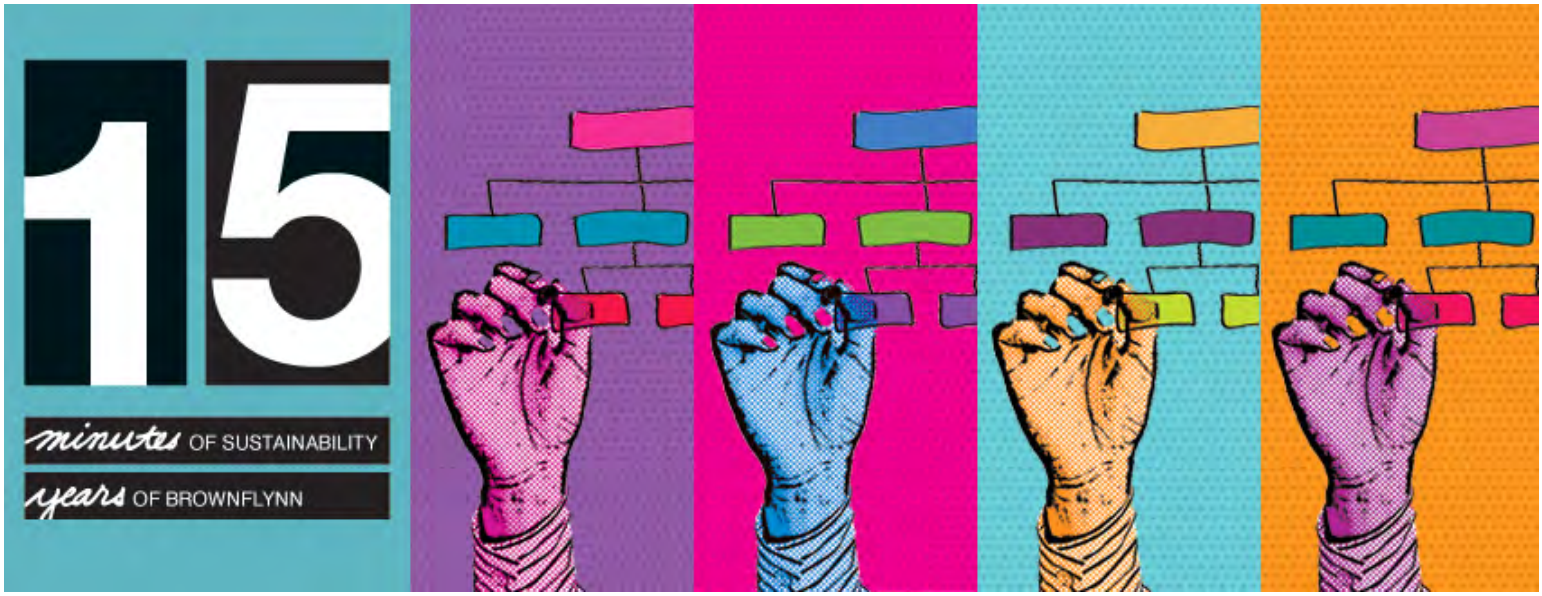
Our Culture

The principals at BrownFlynn have established a legacy of honesty, accountability, flexibility, open communication and innovation for employees, clients and partners of the Firm. "No idea is a bad idea," "Thank you," "Family first" and "I have confidence in you" are commonplace phrases at BrownFlynn. We believe it is an extraordinary place to work and learn.

A framed copy of the "I am BrownFlynn" graphic sits on each of our desks as a constant reminder of our company values; the statements it contains, created by our team, represent a way of living, working and building relationships that we embrace both inside and outside of BrownFlynn. The meaning behind each statement is part of our commitment to "walk the talk" or genuinely live the tenets of sustainability—something we are accountable for in our performance reviews. Each of us has strengths and opportunities for growth, including advancing our knowledge so we can pass on our own learning to our clients.

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Every 15 minutes, 118 people say “I do.” That’s 59 marriages every 15 minutes.²

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Our Team & Governance

Team

BrownFlynn comprises highly talented consultant team members with experience in corporate responsibility, sustainability strategy and execution, stakeholder engagement, finance, organizational development and marketing communications. Barb Brown and Margie Flynn, our principals and co-owners, provide leadership to the team and offer strategic counsel and direction to clients. To see full biographies of the BrownFlynn team members, [click here](#).

BrownFlynn also works with a Senior Advisory Team of individuals outside the organization. Our Senior Advisory Team members provide the Firm and clients with expertise that is complementary to BrownFlynn’s palette of service offerings.

Partners

Recognizing that no two clients are alike, we strive to match client needs with the most creative, effective and efficient resources. We have established relationships with a variety of technical and creative experts – from lawyers and engineers to designers and multimedia producers – that allow BrownFlynn to leverage our expertise while delivering on specific client needs. To see a sampling of our partner organizations, [click here](#).

Governance

BrownFlynn’s co-owners and principals, Barb Brown and Margie Flynn, guide and approve all final decisions in the consulting and communications division of the Firm. Our Director of Learning reports to BrownFlynn’s principals, but is primarily responsible for daily decision-making regarding the operations of our training division—BrownFlynn Learning. In 2010, a Director of Operations was hired to help implement efficiencies and oversee day-to-day operations at BrownFlynn. All staff members report to the DOO including the office manager, senior consultants, associate consultants, executive assistants, our research analyst and any short- or long-term interns.

Advisory Board

For more than a decade, BrownFlynn has benefited from counsel and specific expertise from its Advisory Board. The Board is designed to give non-binding advice to BrownFlynn and possesses no fiduciary or legal responsibilities to the Firm. The Board serves two primary purposes:

- Members act as a “sounding board” on a variety of critical business issues — those of utmost importance to the Firm and its future growth and success.
- The Board creates a “networking community” and generates business leads and suggestions, especially in BrownFlynn’s growth areas.

For a complete list of Advisory Board members, [click here](#).

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years OF BROWNFLYNN



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118 babies are born every 15 minutes in the United States. Every 15 minutes, 462 babies are born in China and 714 are born in India.³

Diversity

As a small business and women-owned Firm, we understand first-hand the challenges women face in running their own business and appreciate that our success defies the statistics. BrownFlynn qualifies for a number of regional and state business certifications and supplier diversity programs. [Click here](#) for a complete listing of these qualifications and certifications.

While we are proud of our accomplishments and hope to serve as an example for other small-business owners, we also see an opportunity to increase diversity within our own organization in terms of gender, race and, as important, diversity of thought.

Diversity of Gender at BrownFlynn (2009/2010): 25% Male | 75% Female

As of Date of Publication, Diversity of Gender at BrownFlynn: 13% Male | 87% Female



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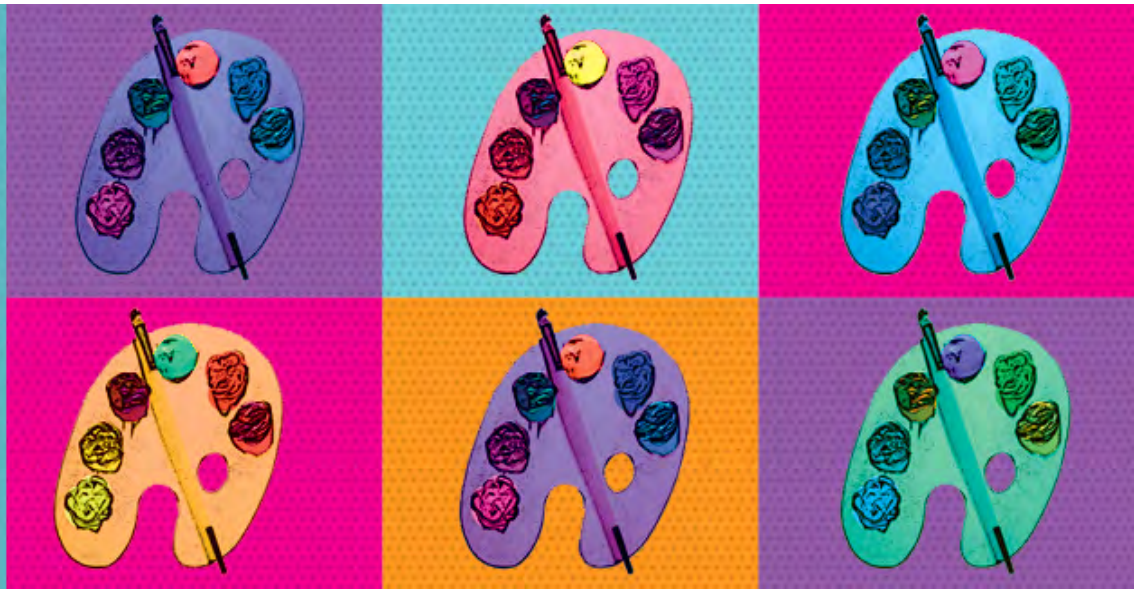
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Artistry

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"Being good in business is the most fascinating kind of art. Making money is art. Working is art. Good business is the best art."

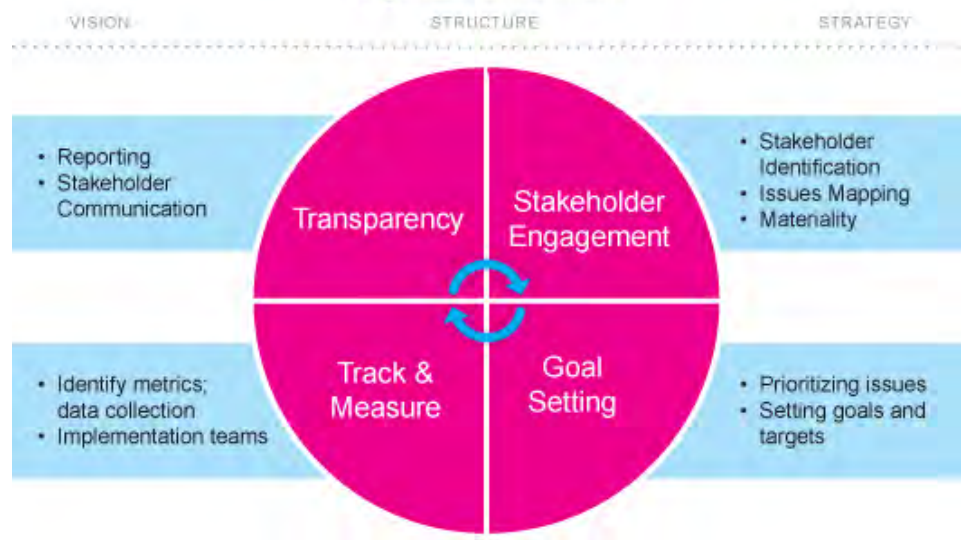
—Andy Warhol

BrownFlynn has three main practices areas: Consulting, Communications and Training



BrownFlynn's holistic approach to sustainability and corporate responsibility consulting meets clients where they are on their sustainability journey. Every client engagement is a collaborative process. Through our proven facilitation methods and techniques, we help clients discover their unique sustainability opportunities. For some, that means establishing a vision and framework for creating a sustainability strategy—we can uncover the bold sustainability goals, metrics and action plans that will generate bottom-line results. For others, it means helping to uncover new opportunities through the sustainability "lens". Throughout any engagement, we help create sustainability champions who are instrumental in driving an organization's success.

Organize for Success



BrownFlynn's Prioritization FrameworkSM

During this reporting period, we witnessed a proliferation of available environmental, social and governance data on public companies. This data is used to generate a plethora of sustainability rankings, indices, ratings and awards. BrownFlynn helps cut through the complexity to help our clients assess their current positioning within rankings and in relation to peer companies to generate specific recommendations on improving performance. To learn more about BrownFlynn's Prioritization Framework, [click here](#).

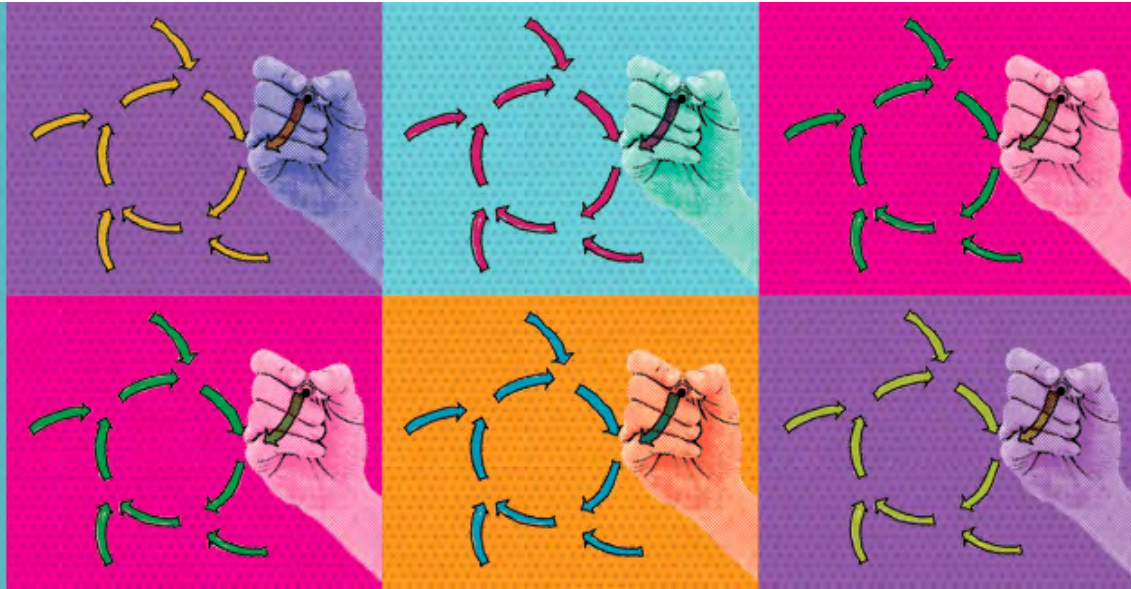
Our sustainability training division, BrownFlynn Learning, teaches companies how to triple their bottom line—environmentally, socially and economically—through workshops, webinars, on-site training, conferences and other venues. [Click here](#) for more information about BrownFlynn Learning. In this reporting year, BrownFlynn conducted six, GRI-certified training courses—educating nearly 75 participants from diverse industries. Each participant received a certificate of completion from the Global Reporting Initiative. Further, we designed and facilitated several customized workshops to fulfill the specific sustainability education needs of our clients. These workshops reached a variety of audiences including C-level executives, sustainability councils and teams, plant operational staff and sales and marketing teams.

BrownFlynn expanded its client base in 2010 to serve many new clients in our industry verticals—Mining, Minerals and Aggregates, Consumer Goods, Building Materials and Healthcare.

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“There comes a point in life where either you accept whatever you’re doing and just exist, or you stop talking about what you used to be and do something completely different.”

—Andy Warhol

Our experience in pulling together our first report benefited the development of our 2nd annual sustainability report. While we had better data collection and metrics, we are in a “continuous improvement” mode and are confident we can keep enhancing our overall sustainability strategy and communication process. The GRI process and guidelines provided us with a strong framework to follow and with the same management benefits that we identify for our clients. This year’s reporting process includes the following:

- Organizing for success;
- Engaging internal stakeholders to review last year’s goals and determine report content; and
- Set goals of material (relevant) topics to internal stakeholders.

This report describes the progress our sustainability teams—Community Engagement, Employee Orientation & Engagement, Employee Health & Wellness, Environmental Stewardship and Business Innovation—made on the goals declared in our last report. As we achieved goals, we consolidated or retired teams and assimilated what were once aspirational goals into BrownFlynn’s everyday culture. As we identified our 2010/2011 goals we achieved clarity and balance by aligning them more explicitly to the triple bottom line concepts of people, planet and prosperity. This report also demonstrates our annual commitment to transparent reporting on our sustainability performance.



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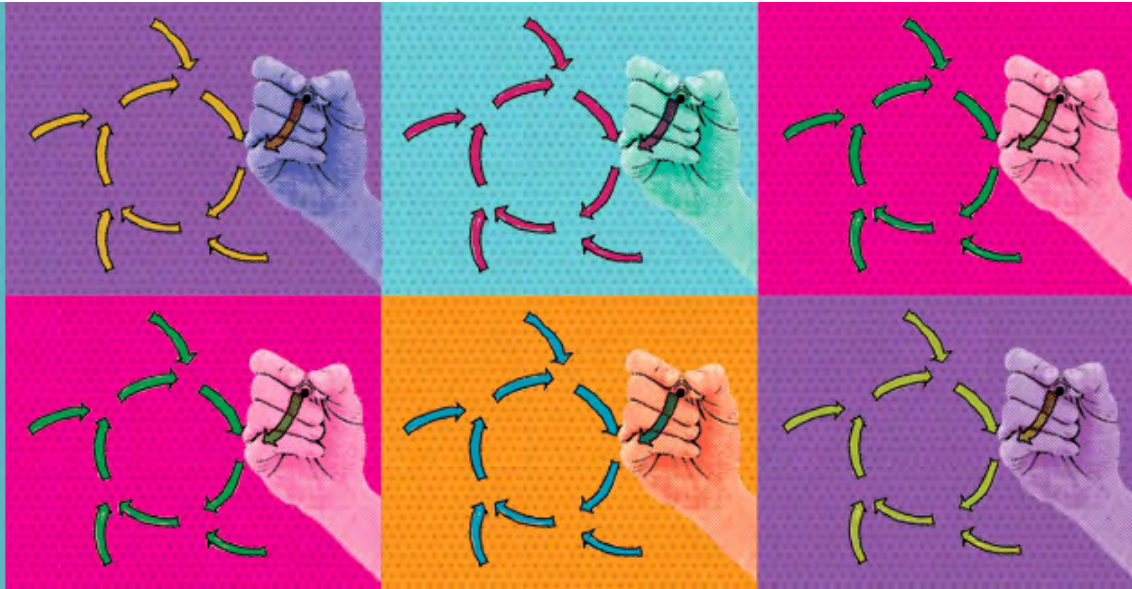
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Every 15 minutes, every square mile in the United States receives 700 million kWh of energy from sunlight. At 3.5 million square miles, the United States receives 2,465 trillion kWh of energy every 15 minutes of sunlight—this is 23 million times our consumption rate.⁵

Parameters

With this report, we intend to provide our stakeholders with factual information regarding:

- Opportunities we see to enhance our economic, social and environmental performance
- Systems and infrastructure to address these opportunities
- Goals for the upcoming year

We will publish our Sustainability Report annually, based upon our UNGC Communication on Progress commitment date and the compilation of the previous year's data and performance metrics. Our report is available online with a fully downloadable and customized printing option at www.bfreport2010.com.

The scope of this sustainability report includes data or activities within the BrownFlynn organization. All data and information are from July 1, 2009 – June 30, 2010, unless otherwise noted.

We recognize the importance of external reporting standards in promoting transparent and comparable disclosures on company performance. BrownFlynn follows the Global Reporting Initiative (GRI) G3 Guidelines in our reporting practices. BrownFlynn principals have reviewed and approved this report.

For more information on BrownFlynn's 2009/2010 Sustainability Report, please contact Melissa Wicinski at sustainability@brownflynn.com.



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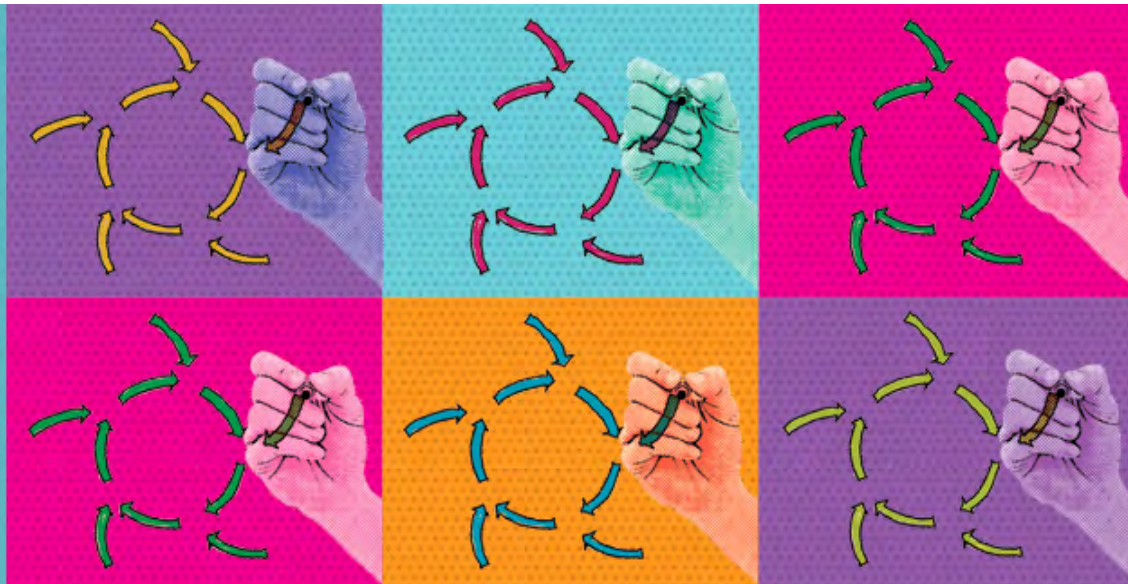
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Every 15 minutes, almost 43 million text messages are sent in the United States.⁶

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Stakeholder Engagement

To understand the issues and opportunities our stakeholders find most significant to our organization, BrownFlynn actively engaged internal and external stakeholders in the 2008/2009 reporting process. For this report, we focused mainly on employee engagement activities. To determine progress on the goals set in 2008/2009, the sustainability teams reported new activities, progress on goals, suggested modifications and other updates during monthly staff meetings. In addition, our reporting staff interviewed each sustainability team leader to measure goal status, opportunities and challenges their teams encountered throughout the reporting year.

To set new goals, our reporting staff surveyed the Principals and staff of BrownFlynn to evaluate the current team structure, share best practices and success stories, identify areas of improvement and map material topics for BrownFlynn's 2010/2011 sustainability goals. An executive summary of the survey findings was prepared and shared at a facilitated half-day workshop for the entire BrownFlynn staff. At this workshop, the organic assimilation of goals and retirement of some of the sustainability teams took place and new goals were set for 2010/2011.

While we used these specific methods of engagement as a formal part of the reporting process, stakeholder engagement is an ongoing effort. In addition to annual staff retreats and performance reviews, BrownFlynn encourages frequent internal stakeholder engagement and transparency through monthly staff meetings and weekly project update sessions attended by all employees.

To demonstrate our deep commitment to stakeholder engagement, BrownFlynn partnered with the Institute for Sustainable Development (ISD) to conduct a landmark stakeholder engagement survey. ISD, also known as GreenPlus (www.gogreenplus.org) is a national, North Carolina Research Triangle-based nonprofit that assists small- and medium-sized organizations with their sustainability efforts. ISD partners with academic institutions UNC, Duke University, NC State, Elon University and chambers of commerce in their efforts. The survey and final report focused on the importance of stakeholder engagement in developing an organization's sustainability strategy. Responses from almost 200 businesses, nonprofits and governmental agencies uncovered how various organizations and companies value and practice stakeholder engagement and how it impacts their sustainability efforts. For a full version of the final report, [click here](#). BrownFlynn and ISD intend to conduct the survey on a biennial basis going forward.

We welcome stakeholder feedback specific to this report or our sustainability

Materiality

The GRI materiality principle asserts that report content and sustainability goals should be material, or relevant, to a reporting organization and its stakeholders for maximum effectiveness. Material issues or topics:

- Reflect the reporting organizations significant environmental, social or economic impacts,
- Are identified as important by internal and/or external stakeholders, and/or
- Relate to particular contemporary or regional sustainability trends identified by sustainability professionals, scientific experts, etc.

According to GRI, an organization should report on all of its material topics, typically associated with specific G3 performance indicators. To do so, the organization should either fully disclose relevant performance data or information, or explain the reason for excluding certain performance information from the report.

During the 2008/2009 reporting cycle, BrownFlynn engaged in a materiality exercise to determine which issues are most significant to our Company and stakeholders. For this year's goal setting process, we identified no significant changes to our material issues. Because we are a small consulting Firm, some of the GRI indicators are not as relevant to our business as they might be to a manufacturing company or one that is significantly larger in size. However, we have included material topics that reflect significant impacts relative to our own organization (for example, transportation impacts) even if they represent a relatively small impact in comparison to other organizations. We also included topics in which our impact may be small (for example, water use) but for which we feel responsible for managing as a part of our commitment to the environmental pillar of sustainability.

A complete list of material indicators can be found in our GRI Content Index with reference to fully disclosed information or reasons for not including certain information in this report. [Click here](#) to access our GRI Content Index.



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"People need to be made more aware of the need to work at learning how to live because life is so quick and sometimes it goes away too quickly."

— Andy Warhol

Throughout our history, BrownFlynn has engaged in a variety of activities for the benefit of people, planet and prosperity. Since last year's sustainability report was published, the Firm established systems for tracking and improving our sustainability performance.

In our last report, we highlighted the formation of five sustainability teams that integrated all three components of the triple bottom line—people, planet and prosperity. Those teams were titled:

- Community Engagement
- Employee Orientation and Engagement
- Employee Health and Wellness
- Environmental Stewardship
- Business Innovation

Each team was responsible for designing realistic, measureable goals in their focus area and developing and implementing the infrastructure, practices and metrics to measure and achieve those goals. Each team created two goals for the 2009/2010 reporting year. This report highlights the team's efforts to deliver on each goal.

At the conclusion of our reporting year, June 30, 2010, BrownFlynn significantly evolved its sustainability strategy in two specific ways. First, the teams have been organically phased out and incorporated into everyday work activities for the entire BrownFlynn staff. It was difficult for a small staff to keep every team member involved and the staff up-to-date. Instead of dividing into teams to create goals, our strategy for 2010/2011 hinges on coming together as one team to identify and meet our goals. The second evolution is the direct focus on the triple bottom line categories—People, Planet and Prosperity. For a full list of our 2010/2011 goals, please visit "The Gallery" section of this report.

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Masterpiece Sustainability Strategy

If everyone in the United States turned off one light for an extra 15 minutes, we would save almost 3 million kWh of electricity.²

Community Engagement

Giving back and reaching out to our community have been at the core of BrownFlynn's business since our founding in 1996. Our team members fulfill our vision of "doing well by doing good" by donating personal and professional time to initiatives that they, and we, care about. We provide financial support to select organizations in our community and also contribute in-kind services to help non-profits achieve their goals.

Last year, our Community Engagement Team identified that the Company had a greater opportunity to track and report its philanthropic efforts, volunteer hours or pro bono time. The team set the following two goals:

1. Develop a formal BrownFlynn community investment policy that includes guidelines for employee volunteering, pro bono work and philanthropic/charitable giving.
2. Begin planning a strategic community outreach initiative for BrownFlynn's 15th anniversary in 2011.

Both goals were met during the reporting year. BrownFlynn's community investment policy is communicated to all employees and is an important discussion point in the overall on-boarding and orientation process. The policy has also been included in employee performance dashboard goals. The policy is:

Each employee at BrownFlynn receives 40 hours of PTO for volunteer efforts or pro bono work. To participate, employees request (in writing) the time off and track and report on the approved activities. A formal tool was created in our time management system to make monitoring easier and consistent. In addition, the following parameters apply:

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- Engagements must support people, planet or prosperity
- Principals must approve all volunteering applications
- Volunteering and pro bono work can only be done for 501(c)3-designated, tax-exempt organizations
- Up to 40 volunteer and pro bono hours per employee each year during working hours
- Personal time volunteering can be included
- BrownFlynn will achieve 100% participation from all employees
- Some pro bono efforts will be driven by Principals' commitments

The Community Investment Policy also states that BrownFlynn will donate 1% of our annual net income to the community through philanthropic support, charitable giving, volunteerism or pro bono activities—70% of those financial contributions will support the 3Ps, and 30% will be used at the discretion of the Principals.

In the 2009/2010 reporting year, BrownFlynn did begin planning for its 2011, 15th anniversary community outreach program. Historically, BrownFlynn celebrates anniversaries every five years by “walking the talk” and giving back in some way to the community. For 2011, our 15th anniversary, BrownFlynn will focus on sustainability education. An internal committee was established and began concept and timeline development in the last reporting year. [Click here](#) to learn about BrownFlynn's 5th and 10th anniversary contributions.

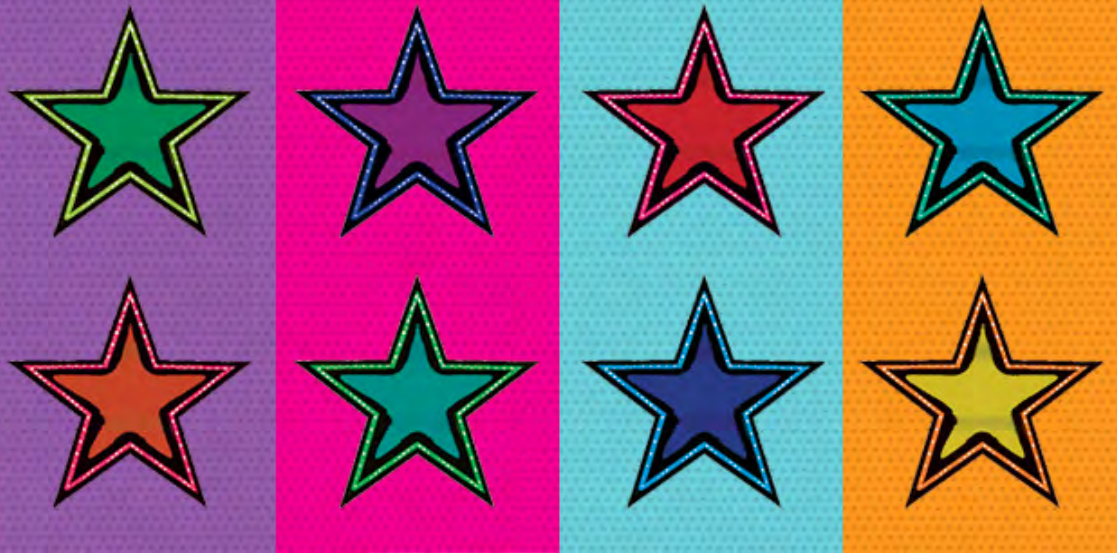
The following represents highlights of our community engagement efforts in 2009 and 2010:

- Our employees spent 837 hours giving back to the community through volunteer and pro bono activities.
- Some of the organizations that benefited from that time included: NEO Green Building Council, U.S. Green Building Council, Big Brothers / Big Sisters, Catholic Diocese of Cleveland Foundation, Adoption Network of Cleveland, Nature Center at Shaker Lakes, Shoes & Clothes for Kids, Cain Park, Women in Sports and Events, Leadership Cleveland, ParkWorks, JumpStart, St. Paschal Baylon Church, PRSA, St. Martin de Porres High School, St. Paul's Pre-School, American Red Cross Blood Services of Northeast Ohio, Corporate Sustainability Network, Business for Social Responsibility, In Counsel with Women and Policy Bridge.
- During the holiday season, the BrownFlynn team took an afternoon to volunteer together at the Cleveland FoodBank. During our time there, we prepared food for hundreds of people who needed it most in our own back yard.
- In our reporting year, BrownFlynn donated more than 1% of our net income to charitable organizations.

15

minutes OF SUSTAINABILITY

years OF BROWNFLYNN



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Every 15 minutes, 44,800 people ride the New York subway.⁸



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Employee Orientation and Engagement

Employee engagement is fundamental to our success. As we grow, we have the opportunity to welcome talented new individuals to the Firm and ensure that our existing team members have the proper tools to do their job and feel connected to the business. It is essential to keep our orientation and employee engagement programs current and compelling to ensure employee commitment and efficiency.

In 2009 and 2010, the Employee Orientation and Engagement Team focused exclusively on employee orientation and the ways in which we introduce new employees to BrownFlynn, our culture and our practices. The team set two goals:

1. Develop electronic orientation communications.
2. Audit and update the Book of Answers, our online employee reference manual.

Both goals were met during the reporting year. The mission of the Employee Orientation and Engagement Team was to improve the on-boarding process and the esprit de corps at BrownFlynn. The first critical goal that came out of this mission was to develop a professional online orientation program that would facilitate the acclimation of new associates and manage the many logistical considerations that are a part of on-boarding. During the implementation of this goal, the team saw an opportunity to make improvements, but also an opportunity to leave some things as they are. At BrownFlynn, we are proud of our flexible culture which allows us to quickly meet the needs of our clients. The orientation process was developed with this in mind and it allows new associates to be quickly immersed in the culture and activities of BrownFlynn.

The second goal was to audit and update the Book of Answers – our internal resource library. While this is a very tactical goal, the opportunity it creates is strategic. By making the Book of Answers a more accessible and user-friendly resource, we were able to share information more easily, bring on new associates more quickly and operate with more consistency between associates.

In addition to meeting our goals, BrownFlynn has implemented many initiatives throughout its 15-year history to support employee engagement. Embracing laughter and levity is one component of our corporate culture that strengthens internal

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relationships and, in turn, our performance as an organization. At BrownFlynn, we promote fun and team-building through a number of different activities including weekly team meetings, milestone celebrations, out-of-office gatherings and an open-door communications policy.

In addition, to ensure employees feel comfortable in the rapidly evolving field of sustainability and corporate responsibility, our leaders set aside professional development funds for education and training opportunities, including conferences, webinars, and other external training and education opportunities.

Furthermore, team members are competitively compensated for their hard work and dedication. The Principals and Director of Operations conduct individual, semi-annual employee performance reviews to check performance against dashboards. At the end of each calendar year, BrownFlynn reviews, and, if warranted, adjusts compensation based upon performance and cost of living. We also offer our employees a competitive benefits package, including healthcare, retirement plans, life insurance, profit sharing and paid time off for vacation and holidays. In this reporting year, BrownFlynn also added both short- and long-term disability for all full-time employees.



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minutes OF SUSTAINABILITY

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524 bicycles and 68,000 pairs of shoes are sold every 15 minutes.⁹



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Employee Health and Wellness

BrownFlynn strives to create an environment that promotes healthy employee lifestyles. Our employee healthcare plan includes specific programs and information on preventative care, wellness maintenance and chronic disease management. In addition, we have exercise equipment available on-site and encourage the use of paid time off for rest and rejuvenation. With the creation of our Health and Wellness Team, we aimed to enhance BrownFlynn's efforts to assist our team members to thrive personally and professionally. Our Employee Health and Wellness Team set two goals in the 2009/2010 reporting year:

1. Develop and implement a healthy, local and organic snack purchasing initiative.
2. Develop and begin to implement an employee health and wellness awareness program.

BrownFlynn made significant progress on both goals during the reporting year. While developing a new snack purchasing initiative, we first examined our Firm's break room. Ours, like many company break rooms, was stocked with coffee, candy and soda. While coffee made the cut, we have replaced soda with juice and tea options and candy with fresh fruit, nuts, granola bars and other healthier choices. Many of the fruit options are organic and bought from local farmers.

Given our size, we do not have a full-service cafeteria, yet we did see an opportunity to make certain purchases in bulk. The "wholesale" bulk retailers carry few organic options and almost no local goods, except those regional or national brands which are coincidentally located nearby. However, buying in bulk during a single trip minimizes the time and expense of shopping at multiple store and, in many cases, minimizes the packaging associated with the product and saves the Firm money.

We also made significant progress on our second goal. First, we elected to extend elements of our health benefits including short- and long-term disability. BrownFlynn's healthcare insurance provider provides a monthly health tip email that is shared with the entire staff. Internally, we began sharing articles, recipes and other health tips more regularly. Many of us also take advantage of the shower amenities available at our office to enable a midday run or bicycle ride.

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15

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Americans emit more than one pound of CO₂e per person every 15 minutes.¹⁰

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Environmental Stewardship

As environmental sustainability continues to grow and significantly impact personal and business decisions around the globe, our conviction to improve our own performance is stronger than ever. Although some of our greatest examples of advancing environmental sustainability are through our client work, we also strive to respect the environment with our internal operations. Our environmental footprint may be small, but we believe everything we can do to conserve energy, reduce waste and use less water counts.

The Environmental Stewardship Team created the following goals for our Firm:

1. Create and implement an environmental policy.
2. Create a sustainable purchasing policy.

Sustainable Purchasing and Supply Chain

In 2011, we will begin to follow our Sustainable Purchasing Policy that was created as a result of our goals set in BrownFlynn's last sustainability report. During this reporting year, we gave preference to sustainable purchasing options for office supplies and marketing materials—products made of partially or all post-consumer recycled content. For example, BrownFlynn's printed marketing materials are created using Forest Stewardship Council (FSC)-certified and carbon neutral products and we use recycled paper for all our day-to-day printing projects. In addition, we prefer to purchase cleaning and landscaping materials with minimal environmental impacts.

Going forward, we believe our formal policy which contains a clear system for evaluating and selecting products, will allow us to be more effective in tracking and improving our environmental impact. We also believe that part of bringing the highest value possible to clients includes choosing local suppliers who understand and respond to environmental and social concerns. We currently select our vendors based on location, cost, and environmental and social performance.

Energy Use

Although our energy footprint is relatively small (given the size of the building we occupy

and limited use of major energy consuming devices), the global energy and climate change crisis presents opportunities to reduce costs and risks associated with dependence on fossil fuels. We aspire to lessen our energy-related impacts through individual behavior at our office and investment in alternative energy.

To lower our carbon footprint, BrownFlynn is currently taking part in Ecovations™, a renewable energy program offered by our natural gas supplier, Dominion East Ohio and supplied by Integrys Energy Services, Inc. Through this program, the carbon dioxide emitted by burning eight percent of the natural gas we use each year is offset by sourcing gas from renewable alternatives and by purchasing carbon offsets. In addition, we updated one of our two air conditioning units from a SEER 11 to a SEER 13 model. The efficiency of air conditioners is often rated by the Seasonal Energy Efficiency Ratio (SEER) which is defined by the Air Conditioning, Heating and Refrigeration Institute in its standard ARI 210/240, Performance Rating of Unitary Air-Conditioning and Air-Source Heat Pump Equipment. This change allowed BrownFlynn a potential energy reduction of 14.4%. Also, the new unit takes a different type of refrigerant which is compliant with EPA standards.

We practice small energy conservation steps daily by shutting down all computers and power sources at the end of the work day, lowering the thermostat in the winter, turning off lights every time we leave a room, and making use of natural light whenever possible. We have also exchanged inefficient lighting for newer technologies and have ongoing discussion on ways we could reduce our consumption.

To factor out seasonal variation, we evaluate the rolling 12-month average kWh consumed. In June of 2008, our 12-month average was close to 2,400 kWh. By June of 2010, our 12-month average had fallen to 1,900, or more than 20%. In this reporting period (July 2009 – June 2010), consumption fell from 2,200 to 1,900, or 13%.

For an office our size, one of the critical factors in consumption is head count. While we do not have clear data demonstrating which consumption drivers are fixed and which are variable, we evaluated the rolling 12-month average consumption data against total head count. In June of 2008, kWh per FTE was nearly 275. By June of 2010, we have reduced this number to less than 225 kWh per FTE, a reduction of 20%.

Transportation

Carbon emissions associated with employee transportation and business travel, possibly our most significant environmental impact, is an area where BrownFlynn has an opportunity to improve practices. In the past year, we made important steps to encourage telecommuting (30% of our staff works at least one day a week from their home offices) and have reduced travel through communications technology upgrades and a company-wide conversion from desktops to portable laptop computers.

BrownFlynn Learning Training Events

While conducting our two-day, GRI-certified training course, we have adopted many sustainable practices to lessen our impact on the environment, including:

- Catering from Café Ah-Roma, which has a strong commitment to fair trade coffee and living wages. The Café chain caters focuses on the needs of the communities in which it operates by providing a forum for discussion groups, poetry sessions, open mic nights and different types of performance artists. Further, the café is housed inside the training facility which enables us to eliminate travel issues.
- Trinity Commons, the facility in which we conduct our training sessions, was created as part of an environmentally friendly renovation of Trinity Cathedral (the headquarters of the Episcopal Diocese of Ohio). The facility has won several awards for urban revitalization, sustainable building practices and historical restoration, most notably the Cleveland Engineering Society's Excellence in Renovation Award..

Waste and Recycling

Standard office waste represents another of our relatively significant environmental

impacts. Presently, we provide recycling options for basic office waste and continue to upgrade our receptacles to include signage listing the kinds of waste that can and cannot be recycled. Raising awareness with our team members has encouraged all of us to be more conscious about what gets thrown away. We've reduced the amount of waste we produce in the office by switching from paper towels to cloth hand towels; using silverware and ceramic dinnerware instead of plastic and paper plates (any disposable dinnerware used is biodegradable) and recycling all plastic/glass/aluminum cans, paper, cardboard and newspaper. As mentioned before, we also try to buy in bulk to reduce the amount of packaging that goes to the landfill.

To gain a better understanding of our waste stream and opportunities to reduce the amount going to a landfill, BrownFlynn conducted a waste audit for the 2008/2009 sustainability report. Using those numbers as a baseline, BrownFlynn can report that in this reporting period we did reduce waste and increase the amount of recycled items in the office.

The audit estimated the volume of each category below in gallons. We used the U.S. Department of Environmental Quality's volume-to-weight conversion factors to estimate the total weight of each category. We measured recycled materials separately using the same process.

2008/2009



2009/2010



Finally, based on our internal records and tracking systems, BrownFlynn can report the following changes to our overall environmental footprint:

Please note: We did increase our staff size in 2009/2010 reporting year.

Environmental Footprint in 2008/2009

Natural Gas Consumption: 222.5 MCF
Electricity Consumption: 26,677 KWH**
Water Consumption: 3,300 cubic feet
Auto Mileage: 9,500 miles
Printed Paper: 26,400 sheets

Environmental Footprint in 2009/2010

Natural Gas Consumption: 231.8 MCF*
Electricity Consumption: 22,565 KWH**
Water Consumption: 14,400 cubic feet***
Auto Mileage: 7,973 miles
Printed Paper: 29,500 sheets****

* Slightly colder winter months; still within our normal range of natural gas consumption

** KWH = The unit of measure for the electricity used over time (KW = 1,000 watts of electricity)

*** In Dispute/ Erroneous Reading/Defective Meter

**** Increase in business—although our paper usage increased by 12%, our revenues increased 60%

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Every 15 minutes, almost 87,000 songs are purchased on iTunes.¹¹

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Business Innovation

BrownFlynn's economic performance is a fundamental aspect of our sustainability. Without the financial resources necessary to continue operations, we would be limited in our ability to benefit internal and external stakeholders, our communities or our environment. Because we are a private company, we choose not to disclose specific financial information in this report, but instead focus on business innovations and growth that play a central role in our prosperity.

As such, our Business Innovation Team chose last year to create the following two goals which would establish some additional discipline around innovation:

1. Develop a process for generating, tracking and vetting new business ideas.
2. Begin implementing a minimum of one idea by the end of December 2009.

Both goals were met during the reporting year. BrownFlynn developed a concrete system of generating, tracking and vetting new business ideas. Ideas generated and captured in staff meetings, innovation sessions and as a result of other client work. Then, the ideas are vetted by the Business Innovation Team and appropriately addressed by the Firm's principals. This system allows each idea to be heard and gives each an equal chance of being incorporated into BrownFlynn's business.

Our second goal was to begin implementing one innovation by the end of 2009. The fulfillment of this goal is the creation of the BrownFlynn Prioritization Framework™. The Prioritization Framework brings a disciplined analysis to the many sustainability rankings, identifying which are the most credible and material to a client and then creating a tailored strategy to improve on the areas of opportunity and leverage the areas of strength which drive the ranking. While rankings are not the driving motivation behind business decisions, rankings can be powerful sources of information shaping the perception of a business. By managing the performance behind the most important rankings, companies can take control of the conversation and manage their reputation.

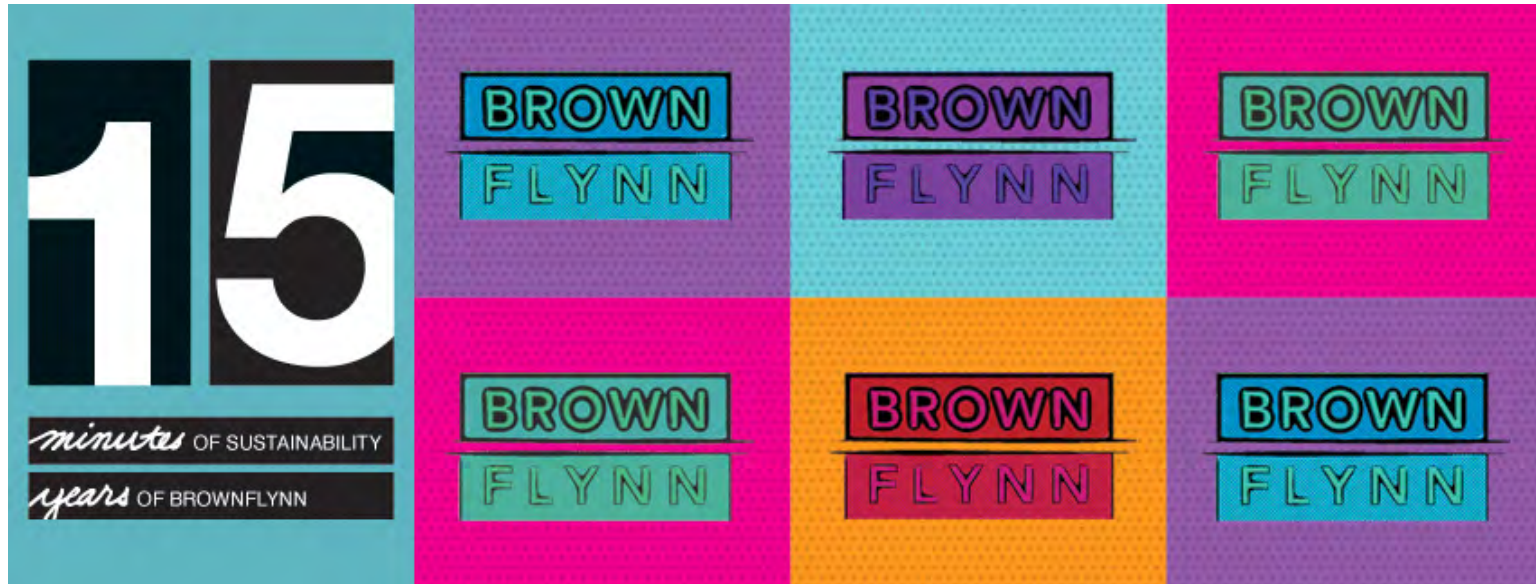
Ongoing, our success as consultants depends upon our ability to serve the unique needs of each of our clients. We call it "meeting our clients where they are" on their sustainability journey. We are facilitative consultants. Rather than presenting our clients with a "one size fits all" approach, we adapt our approach to the client's culture, industry, communications style and organizational structure. Our role is to guide our

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clients in a way that capitalizes on their existing strengths and potential opportunities. As a result, our clients have full buy-in and ownership of their sustainability strategies going forward. More often than not, this approach unveils new innovations resulting in revenue and cost saving opportunities.

We see innovation as such an important driver in our success that we have retained it as a goal for the 2010/2011 report. We understand that our continued focus on innovation will, in turn, contribute to our client's ability to innovate.





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"I think having land and not ruining it is the most beautiful art that anybody could ever want."

— Andy Warhol

Balance is an essential element of sustainability. The very word implies stability and conjures images, such as a tight rope walker dipping neither left nor right, but making steady progress toward the ultimate goal. For some, the triple bottom line – people, planet and prosperity – means juggling the various demands and pressures. For us, the triple bottom line means balance. BrownFlynn came together in the summer of 2009 to prepare for our annual reporting process. As a team, we identified a number of possible sustainability goals for 2010/2011. As we further developed and narrowed these goals, we wanted to achieve balance. We divided the goals into the three pillars of sustainability—people, planet and prosperity—and evaluated them based on their materiality or feasibility. BrownFlynn then selected bold goals for each of the triple bottom line categories.

People

In the world of sustainability, it is often the 'Planet' issues that are in the headlines, but, in our opinion, it is the 'People' pillar that makes it all work. At BrownFlynn, our people are our stakeholders – our principals, employees, current and potential clients, friends, families and the communities we impact.

Our "People" goals for 2010/2011 are to:

1. Plan and execute our 15th anniversary celebration while educating the community on the importance of sustainability.
2. All BrownFlynn employees will participate in a signature educational event.

During our 15th year of business, BrownFlynn is committed to educating our stakeholders on the importance of sustainability. Whether through the launch and promotion of this report or through topical webinars, our leaders and staff will spend the year sharing trends, technology, behaviors, opportunities and challenges of sustainability—our goal is to plan or participate in at least 15 events throughout the course of the 2011 calendar year.

The cornerstone anniversary event will be in April, when we will host the largest GRI-certified training course in the world. Partnering with colleges and universities

throughout the state of Ohio, BrownFlynn hopes to train in one location more than 150 MBA and college seniors on the GRI framework for reporting and managing sustainability strategies.

3. Improve employee engagement through education and wellness activities.

We believe that engaged employees are essential to a thriving business. As a small but growing business, finding, engaging and retaining talent is a necessary competency. Our approach to improving this process is to hold quarterly events focused on exercise, continue to build upon our strong orientation and on-boarding program, and foster a culture of continual education. Most importantly, we need to have fun doing it!

4. Plan and host an annual employee retreat to set goals, review processes and reflect on opportunities and challenges from the past year.

Committed to asking for and responding to employee feedback and ensuring every voice is heard, BrownFlynn intends to continue its annual tradition of holding a staff retreat off-site. This allows for complete concentration on internal issues and goal setting for the future.

Planet

As sustainability consultants, we are sensitive to the growing strains on the environment and are convinced that the world's great enterprises will drive the solutions to our common environmental problems. We dedicate a significant part of our work to helping clients envision the role they can play. Our biggest opportunities lie in helping our clients imagine and achieve bold environmental goals.

We too, however, have operational impacts that ought to be carefully managed. Although our impacts are relatively small, they are deserving of our time and attention. Last year, we focused on creating an Environmental Policy and a Sustainable Purchasing Policy. This year, we will leverage these policies to manage our environmental impact.

Our “Planet” goals for 2010/2011 are to:

1. Reduce energy consumption by evaluating baseline drivers and implementing at least one initiative to save energy.

Our first goal is to identify and achieve an energy reduction target. We, like most Firms, have many projects which could be considered “low-hanging fruit” – those projects which are relatively easy or inexpensive and have outsized results. We will also identify possible future improvements, including the more challenging or expensive projects, such as changing established habits or making capital improvements. In every case, the financial and environmental benefit will be compared to the financial and environmental cost associated with the improvement, as well as the financial and environmental opportunity cost associated with taking no action.

2. Evaluate our supply chain based on our sustainable purchasing policy.

Our second goal is to use our Sustainable Purchasing Policy to evaluate our “supply chain.” As consultants, we aren't consuming raw materials to manufacture consumer goods, but we do use resources to accomplish our work. We use fuel driving or flying to clients. We use computers, peripherals and software programs. We use printing and shipping services. We eat. And, we use paper. Where we see opportunity without sacrificing quality, we will make changes within our supply chain.

What is the difference between profit and prosperity? Prosperity implies healthy profits over time. It also implies overall economic well-being for the owners, employees, suppliers and customers of a Firm. Profit in an owner-employee context, for example, can be imagined as zero-sum – the wage of the employee limits the profit of the owner. Prosperity, on the other hand, allows for both the owner and employee to be prosperous and in the best cases, for the prosperity of either to be to the benefit of both.

Our “Prosperity” goals for 2010/2011 are to:

1. Continue fostering a culture of innovation and launch at least one new product in 2010/2011.

Our first goal is a continuation of last year’s goal: continue fostering a culture of innovation. This is not the type of goal which ever achieves completion. In the business of consulting, it is essential to be in front of our clients developing the products and services they will need in the future. While we believe that we have an innovative culture capable of solving these future problems, we see an opportunity to improve our discipline around maintaining and leveraging this culture. That said, we will strive to innovate and create at least one new product or service in 2010 and 2011.

2. Drive profitability by instilling a culture of individual accountability.

Our second goal is to drive profitability by instilling a culture of individual accountability. In March, we hired a Director of Operations to manage our growing workforce and client engagements. With this addition, we have enhanced our internal processes and reporting to allow for better decision-making and staff management. Specific enhancements include:

- Tracking of profitability by practice areas (allows better decision-making on what work we pursue and how to price)
- New time tracking procedures (allows us to accurately assess each team member’s utilization rate relative to the target utilization rates for each role within the company)
- Probability-weighted pipeline tracking (improved accuracy of revenue forecasting and better gauge of prospect-to-client win rates)

These improvements have added a significant level of clarity and rigor to our decision-making processes and, by sharing this data regularly with the entire team, contributes to the transparency and individual accountability which are core to our culture.

Overall, our largest opportunity to have positive, sustainable impact is with our clients. To fulfill our mission to create a world in which all companies operate in a manner that provides for the freedom of current and future generations' ability to prosper, our overriding strategy has been and will always be to assist and enable our clients to make bold and powerful improvements to their own triple-bottom-line.

According to Andy Warhol, everyone will have their own 15 minutes of fame. We are confident that the sustainability movement and efforts to enhance corporate responsibility will continue to build over the next several years. We believe that because of this, more people and companies will start to pay attention to their actions. We hope that it will result in a healthier planet and a better life for generations to come.

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"I would be less selfish with my time—putting convenience aside and solely concentrating on what is best for my children and what they need to be happy."

- Melissa Wicinski



"Get outside of yourself and think of others—give a hug; complement a co-worker on a good job, a nice haircut or a great smile; sponsor a friend who is running a race for a cause; visit an elderly neighbor who is alone; or just say thank you!"

- Barb Brown



"Rethink that purchase—that “need”—and focus on whether it is necessary. Often there is something I already have that can be reused, repurposed and given new life instead. So often we buy new when there are other options."

- Jennifer Klie



"Teach someone something about being healthy, lean and green! If you learn the ‘why’ behind opting for a healthier lifestyle, you’re more likely to live it! Also, take care of a plant because it connects you to nature and makes you appreciate the dedication and beauty that we are often so far removed from."

- Katie Kaminski



"If I only had 15 minutes to better our world, the people in my life or my prosperity, I would spend it trying to help someone else – whether it was someone I knew or didn't know. I really enjoy helping people and I would rather spend my 15 minutes helping someone else than myself."

- Marissa Beechuk



"For the people around me, I want to communicate the importance of sustainability to all my younger cousins so that they grow up, not with a mindset of "only 15 minutes" but one of "**at least** 15 minutes." I want to reinforce this as a principle to live by and continually expand upon."

- John Barrett



"I would reach out via email to a minimum of 225 other people (15 X 15) and ask them to join me in donating 15 items (food or clothing) each to a local shelter in their areas. I also would ask them to reach out to 15 more people and request the same things. The multiplying effect would hopefully touch the lives of thousands of people in need."

- Margie Flynn



"I will spend my 15 minutes persuading people to think more carefully about their choices and to listen more carefully to their loved ones. 15 minutes doesn't seem like a lot of time, but it is plenty of time to make an impact and there is no such thing as a small impact. Turn the TV off and invest in someone."

- Shawn Feils



"I would educate someone about the value of recycling--reduce, reuse, recycle. I think people would feel good about taking care of the environment. For instance, by recycling a 3 foot high stack of newspapers, a 32 foot tree is saved."

- Anita Zak



"Each day, I try to spend five minutes reflecting on the broader goals I want to achieve that week, month or year. From trying to live a healthier lifestyle to striving to reduce the environmental impact of my travel, I identify something I can do in a few minutes to advance my personal objectives. I think being deliberate and thoughtful about what each one of us can do to improve our own personal sustainability can make a tremendous difference."

- Hallie Rich



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"Don't pay any attention to what they write about you. Just measure it in inches."

—Andy Warhol

UNGC Principles

BrownFlynn is a member of the United Nations Global Compact (UNGC), indicating our commitment to uphold 10 universal principles in the areas of:

- Human Rights
- Labor Standards
- Environment
- Anti-Corruption

The Global Compact expects members to "embrace, support and enact, within their sphere of influence" these principles as core values. BrownFlynn ensures the principles are maintained in our own operations to the extent that they are relevant (for example, we've never had an issue with human rights abuses, child labor, forced or compulsory labor, corruption, etc.). Based on the areas of opportunity we identified last year, we created formal policies and procedures for improving our environmental impacts. We support the UNGC principles through our client engagements, promoting them as necessary elements of corporate responsibility in general, whether or not our clients are UNGC signatories. As members of the UNGC, we are required to produce an annual Communication on Progress (COP) describing our efforts to advance the 10 principles.

GRI Context Index

Our GRI Content Index provides a description of the all GRI Indicators and Profile Disclosures and their location within this report if applicable. [Click here](#) for a complete version of BrownFlynn's GRI Context Index.

GRI offers a service for organizations to have self-declared Application Levels confirmed. GRI concluded that our report fulfilled the requirements for Application Level A.

[Click here](#) to review the official Application Level A Check Statement from GRI.



STANDARD DISCLOSURES PART I: Profile Disclosures

1. Strategy and Analysis

Profile Disclosure	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for omission	Explanation
1.1	Statement from the most senior decision-maker of the organization.	Fully	Expression from Leadership				
1.2	Description of key impacts, risks, and opportunities.	Fully	Expression from Leadership				

2. Organizational Profile

Profile Disclosure	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for omission	Explanation
2.1	Name of the organization.	Fully		BrownFlynn, Ltd.			
2.2	Primary brands, products, and/or services.	Fully	Canvas (Who We Are), Artistry (BrownFlynn Services)				
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	Canvas (Who We Are)				
2.4	Location of organization's headquarters.	Fully	Canvas (Who We Are)				
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully		BrownFlynn is headquartered in Highland Heights, Ohio, however we serve clients globally. BrownFlynn is a certified training partner of the GRI in the United States.			
2.6	Nature of ownership and legal form.	Fully	Canvas (Who We Are)				
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Not		BrownFlynn is a certified training partner of the GRI in the United States.		Proprietary information	We have no geographic limitations and our target sectors and types of customers are proprietary.
2.8	Scale of the reporting organization.	Fully	Canvas (Who We Are)				
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully		No significant changes to report.			
2.10	Awards received in the reporting period.	Fully	Canvas (Who We Are)				

STANDARD DISCLOSURES PART I: Profile Disclosures

3. Report Parameters

Profile Disclosure	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for omission	Explanation
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	Creating the Portrait (Report Parameters)				
3.2	Date of most recent previous report (if any).	Fully		The last report was published December 2009 covering our fiscal year from July 1, 2008 to June 30, 2009.			
3.3	Reporting cycle (annual, biennial, etc.)	Fully	Creating the Portrait (Report Parameters)				
3.4	Contact point for questions regarding the report or its contents.	Fully	Creating the Portrait (Report Parameters)				
3.5	Process for defining report content.	Fully	Creating the Portrait (Stakeholder Engagement & Materiality)	There were no material changes to BrownFlynn or the market which necessitated re-engaging external stakeholders.			
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	Creating the Portrait (Report Parameters)				
3.7	State any specific limitations on the scope or boundary of the report. See Completeness Principle for explanation of scope.	Fully	Creating the Portrait (Report Parameters)				
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully		This is not applicable to BrownFlynn during this reporting period.			
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully		Any variations in measurement or calculation will be reported in conjunction with the data in the relevant sections.			
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully		No restatements in this report or reporting period.			
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully		No significant changes to report.			
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	Easels (GRI Index)	You are here. Welcome!			
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully		We are not seeking assurance at this time.			

STANDARD DISCLOSURES PART I: Profile Disclosures

4. Governance, Commitments, and Engagement

Profile Disclosure	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for omission	Explanation
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	Canvas (Who We Are)				
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	Canvas (Who We Are)				
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Fully		BrownFlynn is a privately-held partnership.			
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully		Employees at BrownFlynn enjoy an open door policy with senior management and the Firm principals. BrownFlynn does not have shareholders. The Firm is organized as a partnership.			
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully		BrownFlynn is a privately-held partnership.			
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully		BrownFlynn is a privately-held partnership.			
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	Fully		BrownFlynn is a privately-held partnership.			
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	Canvas (Who We Are) , Masterpiece (Our Sustainability Strategy)				
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully		BrownFlynn is a privately-held partnership.			
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully		BrownFlynn is a privately-held partnership.			

STANDARD DISCLOSURES PART I: Profile Disclosures

4. Governance, Commitments, and Engagement

Profile Disclosure	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for omission	Explanation
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully		The activities and services of BrownFlynn do not lead to instances of "grave harm"; however, we consider the safety of our employees and clients in everything we do.			
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	Canvas (Who We Are)				
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Partially	Canvas (Who We Are)			Proprietary information	We have additional memberships; however, we consider all unstated information to be proprietary.
4.14	List of stakeholder groups engaged by the organization.	Fully	Creating the Portrait (Stakeholder Engagement & Materiality)	There were no material changes to BrownFlynn or the market which necessitated re-engaging external stakeholders.			
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	Creating the Portrait (Stakeholder Engagement & Materiality)	There were no material changes to BrownFlynn or the market which necessitated re-engaging external stakeholders.			
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	Creating the Portrait (Stakeholder Engagement & Materiality)				
4.17	Key topics and concerns that have been raised through stakeholder engagement and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	Gallery (2010/2011 Sustainability Goals)	Key topics which were raised through stakeholder engagement were: community engagement, employee health and wellness, energy consumption, sustainability risks in our supply chain, product and service innovation, and profitability.			

G3 Content Index

STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

G3 DMA	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
Disclosure on Management Approach EC								
Aspects	Economic performance	Fully	Canvas (Who We Are)					
	Market presence	Fully	Canvas (Who We Are)					
	Indirect economic impacts	Not			All	Not available	We have not yet quantified our indirect economic impacts, nor have we identified a management approach to this issue.	
Disclosure on Management Approach EN								
Aspects	Materials	Fully	Masterpiece (Environmental Stewardship)					
	Energy	Fully	Masterpiece (Environmental Stewardship)					
	Water	Fully	Masterpiece (Environmental Stewardship)					
	Biodiversity	Not			All	Not material	We are concerned about biodiversity, however it is unclear how our operations contribute to or inhibit biodiversity. We do not have a management approach for this aspect, however should this become a material issue, we will follow the same collaborative process to develop an appropriate approach.	
	Emissions, effluents and waste	Fully	Masterpiece (Environmental Stewardship)					
	Products and services	Fully	Masterpiece (Environmental Stewardship)					
	Compliance	Fully	Masterpiece (Environmental Stewardship)					
	Transport	Fully	Masterpiece (Environmental Stewardship)					
	Overall	Fully	Masterpiece (Environmental Stewardship)					

STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

G3 DMA	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
Disclosure on Management Approach LA								
Aspects	Employment	Fully		We comply with all labor laws which apply to BrownFlynn.				
	Labor/management relations	Fully		We comply with all labor laws which apply to BrownFlynn.				
	Occupational health and safety	Fully	Masterpiece (Employee Health and Wellness)					
	Training and education	Fully	Masterpiece (Employee Engagement)					
	Diversity and equal opportunity	Fully		We comply with all labor laws which apply to BrownFlynn.				
Disclosure on Management Approach HR								
Aspects	Investment and procurement practices	Fully	Masterpiece (Environmental Stewardship) - Sustainable Purchasing Policy					
	Non-discrimination	Fully		We comply with all labor laws which apply to BrownFlynn.				
	Freedom of association and collective bargaining	Fully		We comply with all labor laws which apply to BrownFlynn.				
	Child labor	Fully		We comply with all labor laws which apply to BrownFlynn.				
	Forced and compulsory labor	Fully		We comply with all labor laws which apply to BrownFlynn.				
	Security practices	Fully		We comply with all labor laws which apply to BrownFlynn.				
	Indigenous rights	Fully		We comply with all labor laws which apply to BrownFlynn.				
Disclosure on Management Approach SO								
Aspects	Community	Fully	Masterpiece (Community Engagement)					
	Corruption	Fully		We comply with all commerce laws which apply to BrownFlynn.				
	Public policy	Not			All	Proprietary information	BrownFlynn is a privately-held partnership and chooses not to disclose this information.	
	Anti-competitive behavior	Fully		We comply with all commerce laws which apply to BrownFlynn.				
	Compliance	Fully		We comply with all commerce laws which apply to BrownFlynn.				

G3 Content Index

STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

G3 DMA	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
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Disclosure on Management Approach PR

Aspects	Customer health and safety	Not			All	Not material	As consultants, our services have no health or safety consequences.	
	Product and service labeling	Fully		We follow all applicable laws and regulations relative to marketing and communications, including service labeling.				
	Marketing communications	Fully		We follow all applicable laws and regulations relative to marketing and communications.				
	Customer privacy	Fully		BrownFlynn as a practice signs confidentiality and non-disclosure agreements with all clients, and we ensure this confidentiality by establishing firewalls between engagement teams where there may be conflicts of client interest.				
	Compliance	Fully		We comply with all commerce laws which apply to BrownFlynn.				

STANDARD DISCLOSURES PART III: Performance Indicators

Economic

Performance Indicator	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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Economic performance

EC1	Direct 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.	Partially	Creating the Portrait (Stakeholder Engagement & Materiality); Masterpiece (Community Engagement)	As a private company, we choose not to report financial performance data externally but are transparent with our employees about the financial performance of the company.		Proprietary information	As a private company, we choose not to report financial performance data externally; however, we are transparent with our employees about the financial performance of the company.	
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully		While we understand climate change poses significant environmental risks for all businesses, we see opportunities to counsel clients in designing sustainability strategies that will enable them to more effectively anticipate and respond to issues related to climate change. We engage companies on holistic sustainability and do not have the capability to segment revenues by the underlying risks and opportunities, such as climate change.				
EC3	Coverage of the organization's defined benefit plan obligations.	Partially	Masterpiece (Employee Engagement)			Proprietary information	While we choose not to report this information externally, employees receive frequent updates about benefits including health care, profit-sharing and retirement plans.	
EC4	Significant financial assistance received from government.	Fully		BrownFlynn has received no significant financial assistance in this reporting period.				

STANDARD DISCLOSURES PART III: Performance Indicators

Economic

Performance Indicator	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Market presence								
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Not				Proprietary information	As a small, private company, we choose not to report this data at this time.	
EC6	Policy, practices, and proportion of spending on locally based suppliers at significant locations of operation.	Partially	Masterpiece (Environmental Stewardship)	Sustainable Purchasing Policy	Proportion of spending	Not available	We have not yet begun tracking the proportion of our spending on locally based suppliers. We will report the proportion in our 2010/2011 report.	2010/2011 Sustainability Report
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Fully		BrownFlynn is a boutique firm operating in a niche field from a single office. We do not have a formal procedure for hiring locally, however 100% of our senior management team has been hired locally.				

Indirect economic impacts

EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully		No infrastructure investments made during reporting period.				
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Partially		We intend to more fully explore and describe our indirect economic impacts in future sustainability reports.		Not available	There is a separation between the provision of services and indirect economic benefits accrued making collection, at this time, an excessive expense.	

Environmental

Performance Indicator	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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Materials

EN1	Materials used by weight or volume.	Not			All	Not material	As a service firm, we have few material inputs and do not track the weight or volume of materials used.	
EN2	Percentage of materials used that are recycled input materials.	Fully	Masterpiece (Environmental Stewardship)	Sustainable Purchasing Policy				

STANDARD DISCLOSURES PART III: Performance Indicators

Environmental

Performance Indicator	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Energy								
EN3	Direct energy consumption by primary energy source.	Fully		BrownFlynn uses natural gas to heat our office. July 2007 - June 2008: 222.5 MCF, or 253.8 GJ July 2008 - June 2009: 222.5 MCF, or 253.8 GJ July 2009 - June 2010: 231.8 MCF, or 264.4 GJ Data obtained from previous energy bills.				
EN4	Indirect energy consumption by primary source.	Fully	Masterpiece (Environmental Stewardship)	BrownFlynn uses electricity for normal office applications. July 2007 - June 2008: 28,860 kWh July 2008 - June 2009: 26,677 kWh July 2009 - June 2010: 22,565 kWh Data obtained from previous energy bills. Electricity is purchased from FirstEnergy, which has the following generation profile: 35% Coal, SO2 controlled 29% Nuclear (emissions free) 19% Coal 9% Combustion Turbine (Natural Gas/Oil) 8% Renewable (Hydroelectric/Wind Turbine/Solar) (emissions free)				
EN5	Energy saved due to conservation and efficiency improvements.	Fully	Masterpiece (Environmental Stewardship)					
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Not				Not applicable	There is not a direct correlation between the energy we consume and the services we provide.	
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	Masterpiece (Environmental Stewardship)					
Water								
EN8	Total water withdrawal by source.	Partially	Masterpiece (Environmental Stewardship)	BrownFlynn uses water for normal office applications. We have no products or services which directly consume water. July 2007 - June 2008: 2600 cubic feet July 2008 - June 2009: 3300 cubic feet July 2009 - June 2010: data not available Data obtained from previous energy bills.	Data for the current reporting period.	Not available	During the reporting period, we have had a malfunction in the water meter, preventing accurate data collection. We will report on this period in the 2010/2011 report, contingent on the repair of the water meter and the correct accounting of water usage for the period.	2010/2011 Sustainability Report
EN9	Water sources significantly affected by withdrawal of water.	Not				Not applicable	No water sources are significantly impacted by our water withdrawal.	

G3 Content Index

STANDARD DISCLOSURES PART III: Performance Indicators

Environmental

Performance Indicator	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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Water

EN10	Percentage and total volume of water recycled and reused.	Not				Not applicable	None of our water is used for external landscaping or embedded in our products or services. All water is returned to the Cleveland sewer system and ultimately Lake Erie, save for drinking water consumed.	
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Biodiversity

EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Fully		Our office is located in Highland Heights, Ohio, a suburb of Cleveland, Ohio and is neither in nor adjacent to protected areas or areas of uniquely high biodiversity.				
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Fully		Our services have no significant impacts on biodiversity.				
EN13	Habitats protected or restored.	Not				Not applicable	Our services have no significant impacts on biodiversity.	
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Not				Not applicable	Our services have no significant impacts on biodiversity.	
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				Not applicable	Our services have no significant impacts on biodiversity.	

STANDARD DISCLOSURES PART III: Performance Indicators

Environmental

Performance Indicator	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Emissions, effluents and waste								
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully		<p>We have data concerning quantities of natural gas consumption and electricity consumption, however we do not know the true emissions from our heating/cooling system and the disaggregated fuel sources of our electricity.</p> <p>BrownFlynn uses natural gas to heat our office. Pounds of CO2 emitted are derived using formulas provided by University of California - Irvine. July 2007 - June 2008: 222.5 MCF = 26,813 lbs CO2 July 2008 - June 2009: 222.5 MCF = 26,813 lbs CO2 July 2009 - June 2010: 231.8 MCF = 27,934 lbs CO2</p> <p>Data obtained from previous energy bills. UC-I: http://www.physics.uci.edu/~silverma/units.html.</p> <p>BrownFlynn uses electricity for normal office applications. The EPA estimates that our electricity provider emits 1538 lbs CO2/MWh. July 2007 - June 2008: 28,860 kWh = 44,386 lbs CO2 July 2008 - June 2009: 26,677 kWh = 41,029 lbs CO2 July 2009 - June 2010: 22,565 kWh = 34,705 lbs CO2</p> <p>Data obtained from previous energy bills. EPA site: http://oaspub.epa.gov/powpro/ept_pack.charts.</p> <p>Total calculated emissions: July 2007 - June 2008: 71,199 lbs CO2 July 2008 - June 2009: 67,842 lbs CO2 July 2009 - June 2010: 62,639 lbs CO2</p>				
EN17	Other relevant indirect greenhouse gas emissions by weight.	Partially		Other sources of indirect emission include frequent auto and air travel; however, we do not fully track the data to report on these sources of emissions.		Not available	Not all emissions information is available, such as emissions from air fare. As this information becomes available, we would expect to report our indirect emissions more fully.	2011/2012 Sustainability Report
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	Masterpiece (Environmental Stewardship)	While we do not currently have an greenhouse gas emissions reduction plan, our efforts to reduce energy consumption in our office building and to substitute technology for travel will decrease our direct and indirect emissions greenhouse gas emissions.				
EN19	Emissions of ozone-depleting substances by weight.	Fully		We have no direct emissions of such substances.				
EN20	NOx, SOx, and other significant air emissions by type and weight.	Fully		We have no direct emissions of such substances.				
EN21	Total water discharge by quality and destination.	Fully		Our water discharge is to the Cleveland area sewer system. After public processing, we ultimately return 100% of the water we draw to the Lake Erie watershed.				

STANDARD DISCLOSURES PART III: Performance Indicators

Environmental

Performance Indicator	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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Emissions, effluents and waste

EN22	Total weight of waste by type and disposal method.	Partially	Masterpiece (Environmental Stewardship)	While we do not yet have the systems to measure total weight of waste, we understand the relative proportions of waste we create by type and disposal method. Data included in this report.		Not available	Our waste is not measured by weight or type by our trash hauler, nor are we certain of the final destination of our trash or sorted recycling. We are committed to reporting all available data.	2011/2012 Sustainability Report
EN23	Total number and volume of significant spills.	Fully		We do not handle, process or ship spillable materials.				
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, Not and VIII, and percentage of transported waste shipped internationally.					Not applicable	We do not handle, process, or ship hazardous materials.	
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	Our sewage discharges are processed by the Northeast Ohio Regional Sewer District and returned, ultimately, to Lake Erie.	

Products and services

EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	Masterpiece (Environmental Stewardship)	We have a policy of, when possible, engaging our clients and partners remotely through telephone and web applications. This reduces our travel impacts, but since we do not have data on the impact of our travel, we do not know the extent of impact mitigation due to this policy.				
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Fully		Our "products" are services and cannot be packaged or recycled.				

Compliance

EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully		No fines or non-monetary sanctions to report.				
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STANDARD DISCLOSURES PART III: Performance Indicators

Environmental

Performance Indicator	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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Transport

EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations and transporting members of the workforce.	Partially	Masterpiece (Environmental Stewardship)	Not currently tracked, but we plan to calculate carbon emissions associated with employee commuting and business travel in future reports.	Data for the current reporting period.	Not available	We have a policy of eliminating travel when possible, but we do not currently have the ability to collect adequate data concerning travel-related emissions.	2011/2012 Sustainability Report
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Overall

EN30	Total environmental protection expenditures and investments by type.	Not				Not applicable		
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Social: Labor Practices and Decent Work

Performance Indicator	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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Employment

LA1	Total workforce by employment type, employment contract, and region.	Fully	Canvas (Who We Are)	We have two principals and eight employees, all full-time status and located at our office in Highland Heights, Ohio.				
LA2	Total number and rate of employee turnover by age group, gender, and region.	Not				Proprietary information	The size of our firm may result in the ability to identify specific individuals through this data reporting. At this time, we choose to protect the confidentiality of our employees.	
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Not				Proprietary information	The size of our firm may result in the ability to identify specific individuals through this data reporting. At this time, we choose to protect the confidentiality of our employees.	

Labor/management relations

LA4	Percentage of employees covered by collective bargaining agreements.	Fully		No employees are covered by a collective bargaining agreement.				
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Fully		We do not have a policy or regulatory requirement to provide a minimum notice and no employees are covered by a collective bargaining agreement.				

Social: Labor Practices and Decent Work

Performance Indicator	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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Occupational health and safety

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.	Fully	Masterpiece (Employee Health & Wellness)					
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Partially		We have had no workplace injuries, fatalities or lost-time accidents in the reporting period.		Proprietary information	Due to our small size, we choose not to report additional data.	
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully		We have no such education, training, counseling, prevention, or risk-control programs in place.				
LA9	Health and safety topics covered in formal agreements with trade unions.	Fully		No employees are covered by a collective bargaining agreement.				

Training and education

LA10	Average hours of training per year per employee by employee category.	Fully	Masterpiece (Employee Orientation & Engagement)	While it is the policy at BrownFlynn to support and encourage additional training and education, this training is primarily external and self-directed. We do not collect data on training.				
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	Masterpiece (Employee Orientation & Engagement)					
LA12	Percentage of employees receiving regular performance and career development reviews.	Fully	Masterpiece (Business Innovation)					

Diversity and equal opportunity

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				Proprietary information	Due to the small size of our organization, we choose not to disclose details about the composition of governance bodies and employee population.	
LA14	Ratio of basic salary of men to women by employee category.	Not				Proprietary information	Due to the small size of our organization, we choose not to disclose details about the composition of governance bodies and employee population.	

G3 Content Index

Social: Human Rights

Performance Indicator	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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Diversity and equal opportunity

HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	Fully		BrownFlynn has no significant investment agreements for the reporting period.				
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	Fully	Masterpiece (Sustainable Purchasing Policy)	We have created a Sustainable Purchasing Policy which includes evaluating suppliers on multiple sustainability issues. Our significant suppliers and contractors are comprised of small, local service firms and large national retailers. Should we learn of human rights violations within our supply chain, we will take action, however we do not have plans to screen all of our suppliers and contractors.				
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.	Fully		Our operations consist of providing consulting services, which do not have human rights impacts.				

Non-discrimination

HR4	Total number of incidents of discrimination and actions taken.	Fully		No incidents to report.				
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Freedom of association and collective bargaining

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.	Fully		We follow all applicable laws and regulations relative to freedom of association and collective bargaining.				
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Child labor

HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	Fully		We follow all applicable laws and regulations relative to child labor.				
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Forced and compulsory labor

HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	Fully		We follow all applicable laws and regulations relative to forced or compulsory labor.				
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Security practices

HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Fully		We do not employ security personnel.				
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G3 Content Index

Social: Human Rights

Performance Indicator	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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Indigenous rights

HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Fully		No incidents to report.				
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Social: Society

Performance Indicator	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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Community

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.	Not				Not material	BrownFlynn carefully considers its impact on the community. We have had no changes and no plans to change our location and have minimal impact.	
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Corruption

SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully		BrownFlynn has no unique corruption risks and does not engage in corruption risk screening or analysis.				
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully		Every employee receives a copy of the Employee Handbook, which outlines expectations with regard to ethical behavior.				
SO4	Actions taken in response to incidents of corruption.	Fully		No incidents to report.				

Public policy

SO5	Public policy positions and participation in public policy development and lobbying.	Not				Proprietary information	BrownFlynn is a privately-held partnership and chooses not to disclose this information.	
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Not				Proprietary information	BrownFlynn is a privately-held partnership and chooses not to disclose this information.	

Anti-competitive behavior

SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully		No incidents to report.				
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Compliance

SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully		No fines or non-monetary sanctions to report.				
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G3 Content Index

Social: Product Responsibility

Performance Indicator	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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Customer health and safety

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.	Fully		Our consulting and training services do not have direct or unique health and safety impacts. We have not conducted a life-cycle assessment or any other health and safety analysis on our service offerings.				
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.	Fully		No incidents to report.				

Product and service labeling

PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Fully		Our consulting and training services do not have such requirements.				
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Fully		No incidents to report.				
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully		We do not currently administer surveys measuring customer satisfaction, but there are several checkpoints throughout all engagements to assess client satisfaction.				

Marketing communications

PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully		We follow all applicable laws and regulations relative to marketing and communications, however we do not utilize any formal or informal programs to accomplish compliance.				
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.	Fully		No incidents to report.				

Customer privacy

PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully		No incidents to report.				
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Social: Product Responsibility

Performance Indicator	Description	Reported	Cross-Reference	Direct Answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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Compliance

PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Fully		No fines to report.				
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