How Environmental Sustainability Drives Success in Operational Management

April 17th, 2019

Agenda

- CSR & Sustainability: Importance, Drivers
- CSR State of the Legal Industry Report Highlights
- Let’s Play Jeopardy! Sustainability Success Drivers
- Gaylord Resort Sustainability Tour: Aspire
- Roadmap & Best Practices Sustainability Resources

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Nadia Wagner is the Regional Office Administrator for the New York and Boston offices of Beveridge & Diamond, PC, a premier national environmental firm. Wagner has been in the legal industry for more than 30 years and has served on numerous committee and board positions for the New York City Chapter of ALA, including a term as President in 2004-2005. She currently serves as team leader for ALANYC's Sustainability and Community Connections Teams. She is a graduate of SUNY at Stony Brook where she earned a bachelor's degree in psychology.

Gayatri Joshi is Vice President of ecoAnalyze, a sustainability and data collection consulting firm to the law firm community. She works with law firms engaging in sustainability initiatives, helping to organize and track information. She helped develop and launch the LFSN American Legal Industry Sustainability Standard (ALISS), an online sustainability assessment for law firms. As Executive Director of the LFSN, she also provides education, resources and best practices in sustainability.

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Factors currently driving CEOs to take action on sustainability issues

- **Brand, trust and reputation**: 79%
  - Potential for revenue growth/cost reduction: 69%
  - Consumer/customer demand: 49%
  - Personal motivation: 47%
  - Employee engagement & recruitment: 41%
  - Government/regulatory environment: 38%
  - Impacts of development gaps on business (e.g. water): 27%
  - Pressure from investors/shareholders: 15%
  - Other: 12%

97% believe sustainability is important to the future success of their business.

Source: UNGC-Accenture CEO Study 2013, 2016

What’s in it for your firm

- **Operational Efficiencies**: Find efficiency in operations and better use of resources
- **Cost Efficiencies**: Reduce associated cost by finding efficiencies with innovation
- **Altruism**: Doing the right thing; complete the wider CSR program
- **Economics**: Enhance revenue streams and position for growth markets
- **Differentiation**: Stand out from rest, brand as sustainable
- **Reputation**: Talent attraction, employee retention, and client interest

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Outlook for law firm sustainability programs

- 27% Very Good
- 37% Good
- 29% Neutral
- 6% Poor
- 2% Very Poor

64% outlook is good or very good

50+ responded to the CSR & Sustainability Survey regarding their sustainability program.

85% Have received an RFP with sustainability questions

Importance of sustainability to your stakeholders

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Very Good</th>
<th>Good</th>
<th>Neutral</th>
<th>Poor</th>
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<tbody>
<tr>
<td>New Clients</td>
<td>77%</td>
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<td>Existing Clients</td>
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<td>Partners</td>
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<td>Associates</td>
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<td>Staff</td>
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35% Equity Ownership Leading Efforts

Outlook for law firm sustainability programs

- 64% good or very good
- 35% Equity Ownership Leading Efforts

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Most cited challenge: Engagement
Most cited industry tackles: Paper & Travel

- 42% Don’t currently measure effectiveness
- 74% Positive effects on employee morale
- 59% Positive effects on cost efficiencies
- 22% Positive effects on revenue
- 12% have very effective sustainability programs
ALISS is a sustainability assessment specific for the legal industry, identifying strengths and opportunities to improve law office sustainability programs.

- 60+ Top Level Questions
- Granular
- Deep-dive Assessment
- Roadmap
- Benchmarking
- Best Practices
- Thought Provoking
- Aspirational

Weighted-point rating system based on how many personnel are affected by a firm's sustainability actions.

Provides guidance on how to improve the program through the questions and suggested actions.

A firm’s sustainability accomplishments are recognized at the Platinum, Gold, Silver, Bronze, and Reporter, ALISS certification levels.

Internal Stakeholder Engagement
- Policy
- Governance
- Employee Engagement

Measuring & Reporting
- Consumption/Recycling/Waste Reduction
- CO2 Emissions
- Targets
- Public Reporting
- Third Party Verification
- Awards & Recognitions
- Audit

External Sustainability Activities
- Firm Economics
- PR & Communications
- Volunteerism/Community/Pro Bono

Internal Sustainability Activities
- Business Travel
- Employee Commuting
- Energy
- Water Conservation
- Cleaning Supplies
- Green Building Design
- Sustainable Operations
- Supply Chain
- Meetings & Events

Innovation & Challenge
- Two Case Studies

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TIME TO PLAY JEOPARDY!

Sustainability Success Drivers
Sustainability roadmap and best practice resources

These resources are available in the supplement materials. Both reports have been included in those materials and may also be found on the LFSN website.

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What we do

The LFSN is in part supported by the generosity of the Leadership Council of Firms

Dedicated to law firm sustainability
LFSN members include many of the top U.S. law firms committed to promoting environmental sustainability and corporate social responsibility in the legal industry.

Committed to improvement
ALISS is an online self-assessment tool used by firms to measure key aspects of sustainability and to identify specific areas of strength and opportunities for improvement.

Devoted to knowledge sharing
LFSN fosters knowledge sharing and collaboration through webinars, roundtables and resources, including on-demand learning and case studies that explore a wide range of sustainability topics.
What we do

We build technology solutions
Our primary business is technology. We build customized online tools to assist law firms in collecting, managing, sharing and analyzing sustainability-related data across the organization.

We know sustainability
We are an eco-focused company. We are familiar with all aspects of sustainability, particularly those of interest to law firms. We understand the challenges you face and can provide practical solutions, education and advice to help your law firm achieve its goals.

We are dedicated to law firms
We serve the legal industry and provide support to any legal-industry related organization. We are well experienced in the operation of law firms and can therefore provide the most practical, specific and relevant expertise you require.

Want more resources? Contact us!

Come visit us at:
https://www.lfsnetwork.org
# CSR & Sustainability

## Current State of the Legal Industry Report 2018

This report explores law firm perception of the importance of corporate social responsibility & sustainability and their effects on both the bottom line and engagement. The report identifies challenges law firms face as well as factors for success in furthering CSR & sustainability program efforts.

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<td>RFPS &amp; Sustainability</td>
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<td>Positive Effects</td>
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<td>Wishlist Projects</td>
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<td>Success Factors</td>
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1. Leading Sustainability Efforts

Most firms have leadership guiding their sustainability programs by equity owners, committees, or senior administrators. Sustainability leader roles vary, but generally, leaders are providing direction, developing initiatives, measuring and managing programs. Depending on leadership background, focus also varies, from facilities and operations to external client facing initiatives and broader corporate citizenship.

Source: LFSN Sustainability Survey 2018. Respondents N: 55 Q1: 54
2. Importance to Stakeholders

The majority of firms said sustainability is important to partners, associates, and new and existing clients. Less than 20% believed that sustainability had little to no importance in each stakeholder group.

Some firms commented that they have other stakeholders that consider sustainability very important, specifically vendors, Millennials and new recruits.

Source: LFSN Sustainability Survey 2018.
3. RFPs and Sustainability

The vast majority of firms report receiving RFPs or Requests for Information on sustainability policies or values at some point in time. There are some firms who receive these requests frequently and others that have not received any such requests. Possible factors include clients’ public status, CSR and sustainability goals, and respondents’ awareness of firm’s RFP pipeline.

Q: Does your firm receive RFPs or requests for information that include asking for your firm’s sustainability policies or values?

- **85%** Has Received
- **19%** Receives Majority of the Time
- **15%** Never Received

4. Positive Effects

A majority of firms have seen the positive effects of their sustainability program on the morale of employees, cost efficiencies and firm reputation.

A majority of firms have been less able to identify positive effects on revenue, client attraction, and client retention.

Source: LFSN Sustainability Survey 2018.
5. Budgets

A small percentage of firms are seeing a budget increase for their sustainability programs. A majority of firms do not have a specific budget for sustainability programs. There were no reported decreases in sustainability budgets.

Q: How does your sustainability budget compare with last year’s budget?

- Increase 8%
- Neutral 35%
- No Specific Budget 57%

6. Challenges

The most cited challenge was overall employee engagement, including, compliance, awareness, apathy, and keeping momentum. Part of the broader engagement scope, firms also struggled with leadership buy-in.

The next most cited challenge was allocating resources, whether budget, staffing or time. Many also struggled with developing a framework around their sustainability program, including how to implement initiatives as well as metrics and business justification.

Q: What are your top 3 challenges in your sustainability program? Please Rank.

- Employee Engagement: 14%, 41%
- Leadership Buy-In: 8%, 23%
- Resources: 9%, 10%
- ROI, Tracking & Benchmarking: 5%, 10%
- Communication & Awareness: 5%, 17%
- Program Implementation: 8%, 14%
- Program Structure & Organization: 5%, 6%


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7. Firm Focus

The most cited focus for 2018 was employee engagement, in line with the most cited challenge. Firms were focusing on program recruiting, program ideas, and communications.

Firms looked to reduce environmental impact through addressing new buildouts, reducing carbon footprint and technology innovations.

Firms are also looking at social impact, in addition to, or to integrate with environmental sustainability initiatives.

8. Wishlist Projects

The vast majority of firms cited waste/consumption projects as wishlist items, with paper and energy being the most mentioned. Notable wishlist items included gardens, reporting/tracking as well as volunteerism.

Q. What are your top 3 projects that you would like to implement in your firm if budget were not an issue? Please rank.

Source: LFSN Sustainability Survey 2018. Respondents N: 55  Q8: 24

- Paper: 21% First Rank, 21% Second Rank, 21% Third Rank
- Energy Efficiency: 16% First Rank, 13% Second Rank, 19% Third Rank
- Commuting: 21% First Rank, 19% Second Rank, 16% Third Rank
- Composting: 11% First Rank, 11% Second Rank, 8% Third Rank
- Recycle/Reuse: 8% First Rank, 8% Second Rank, 11% Third Rank
- Building Design: 8% First Rank, 8% Second Rank, 6% Third Rank
- Carbon Footprint: 5% First Rank, 5% Second Rank, 13% Third Rank
- Air Quality: 5% First Rank, 5% Second Rank, 16% Third Rank
- Energy: 5% First Rank, 5% Second Rank, 13% Third Rank
- Garden: 5% First Rank, 6% Second Rank, 4% Third Rank
- Procurement: 6% First Rank, 6% Second Rank, 13% Third Rank
- Reporting/Tracking: 4% First Rank, 5% Second Rank, 6% Third Rank
- Technology: 4% First Rank, 5% Second Rank, 13% Third Rank
- Water Conservation: 6% First Rank, 4% Second Rank, 13% Third Rank
- Catering/Food: 4% First Rank, 6% Second Rank, 4% Third Rank
- Firm Procedures: 4% First Rank, 4% Second Rank, 6% Third Rank
- Training: 4% First Rank, 4% Second Rank, 4% Third Rank
- Volunteerism: 4% First Rank, 4% Second Rank, 4% Third Rank

% of Total First Rank Responses  % of Total Second Rank Responses  % of Total Third Rank Responses
9. Effectiveness

Almost half of firms believe that their sustainability program is effective, although nearly the same number of firms report that they do not measure the effectiveness of their program.

Q: How effective is your firm's sustainability program?

- Very Effective: 12%
- Moderately Effective: 29%
- Not So Effective as We Would Like: 17%
- We Don't Measure Effectiveness: 42%

10. Success Factors

Most firms identified senior executive support as one of the most important factors to a successful program. Many firms also cited this as one of the top 3 challenges.

Q. What factors contribute the most to a successful sustainability program?

- 80% Senior Executive Support
- 65% Communication & Engagement
- 43% Impact on Revenue

11. Useful Tools

The vast majority of firms believe that the sharing of best practices in the industry would be useful. More than half would find it useful to track sustainability information.

Q. Which of these would be useful for your sustainability program?

- Becoming Certified: 13%
- Benchmarking with a Scorecard: 38%
- Best Practices: 73%
- Carbon Footprinting: 24%
- Finding Sustainable Vendors: 42%
- UNSD Goals: 11%
- Tracking Sustainability Information: 56%

A majority of firms believe that the outlook for sustainability in law firms is good in the near future. Less than 10% believe the outlook is poor.

Q. What do you think is the outlook for sustainability programs in law firms over the next 2-3 years?

13. Key Issues for Legal Sector

A majority of firms believes the legal industry should tackle waste and consumption. More than half that cited consumption believe that paper consumption should be a focus.

Some firms would like to see the legal industry address commercial tenant issues and policy.

Q. What sustainability issue do you think the legal industry should tackle? Is your firm supportive of this issue?


Waste/Consumption 62%
Carbon Footprint 17%
Best Practices 7%
Unsure 7%
Policy 3%
Commercial Tenant 3%
Paper 61%
Travel 17%
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Contact Us

Endnotes

The Law Firm Sustainability Network conducted an online survey from May – July 2018. Fifty-three US-based law firms responded. A majority of law firms respondents are from leading US or global law firms with 250-1,000+ attorneys. Questions and categories are listed in the order that they were presented in the survey, excluding Challenges question, in which categories are listed by highest to lowest percentage cited mentions.

The LFSN CSR & Sustainability Current State of the Legal Industry 2018 Survey was conducted in collaboration with Pamela Cone, a graduate student in Corporate Social Responsibility and Founder and CEO of Amity Advisory.

EcoAnalyze’ s employee engagement tools were used to conduct the LFSN Survey.
American Legal Industry Sustainability Standard (ALISS)

ALISS is a sustainability assessment specific for the legal industry, identifying strengths and opportunities to improve law office sustainability programs

ALISS Assessment:
- 60+ top level questions
- Deep-dive assessment
- Granular
- Thought provoking
- Aspirational
- Benchmark
- Weighted-point rating system based on how many personnel are affected by a firm’s sustainability actions
- Provides guidance on how to improve the program through the questions and suggested actions
- Four major categories
  - Internal Stakeholder Engagement
  - Measuring & Reporting
  - External Sustainability Activities
  - Internal Sustainability Activities
- A firm’s sustainability accomplishments are recognized at the Platinum, Gold, Silver, Bronze, and Reporter, ALISS certification levels.
ALISS CATEGORIES AND SUBCATEGORIES

- **Internal Stakeholder Engagement**
  - Policy
  - Governance
  - Employee Engagement
- **Measuring & Reporting**
  - Consumption/Recycling/Waste Reduction
  - CO2 Emissions
  - Targets
  - Public Reporting
  - Third Party Verification
  - Awards & Recognitions
  - Audit
- **External Sustainability Activities**
  - Firm Economics
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- **Internal Sustainability Activities**
  - Business Travel
  - Employee Commuting
  - Energy
  - Water Conservation
  - Cleaning Supplies
  - Green Building Design
  - Sustainable Operations
  - Supply Chain
  - Meetings & Events
- **Innovation & Challenge**
  - Two Case Studies
15 Firms  ●  47 Cities  ●  74 Offices
AMLaw 100, 200, Regional and Boutique Firms
Over 30% of firms and offices explicitly include sustainability in Business Strategy Planning.

More than 75% of offices have policies that support sustainability regarding Energy, Paper, and Recycling & Waste.

Over 90% of the offices report at least 5% participation from each category of employees.

100% of offices have measured either paper and/or energy usage (consumption).

More than 50% of firms and offices are participating in the ABA Office Management program.

More than 90% of offices have used aspects of their sustainability program to strengthen client relationships.

Nearly 30% of offices are either in a LEED or green building certified space.

Nearly 90% of offices indicated that they reduce waste by some action.

Over 80% of offices are purchasing paper that has a certification for its sustainable production.

Nearly 40% of offices review sustainability practices of new vendors.

66% of firms received a certification of Bronze or higher based on their sustainability actions.

*The ALISS Detailed Report is available to ALISS Participants.*
Over 30% of firms and offices explicitly include sustainability in Business Strategy Planning.
Do you have written policies that promote sustainability in any of the following areas…?

More than 75% of offices have policies that support sustainability regarding Energy, Paper, and Recycling & Waste.

- Energy: 56, 76%
- Paper: 61, 82%
- Recycling & Waste: 68, 92%
Which personnel participate in your sustainability initiatives?

- **Associates**: 67, 91%
- **Legal Asst/Sec.**: 72, 97%
- **Partners**: 73, 99%
- **Professional Staff**: 72, 97%

Over 90% of the offices report at least 5% participation from each category of employees.
100% of offices have measured either paper and/or energy usage (or consumption).

<table>
<thead>
<tr>
<th>Category</th>
<th>Measured</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Business Travel</td>
<td>36</td>
<td>49%</td>
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<tr>
<td>Employee Commuting</td>
<td>13</td>
<td>18%</td>
</tr>
<tr>
<td>Energy</td>
<td>52</td>
<td>70%</td>
</tr>
<tr>
<td>Paper</td>
<td>68</td>
<td>92%</td>
</tr>
<tr>
<td>Waste/Trash</td>
<td>19</td>
<td>26%</td>
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<tr>
<td>Water</td>
<td>4</td>
<td>5%</td>
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Do you participate in the ABA-EPA Law Office Climate Challenge programs?

More than 50% of firms and offices are participating in the ABA Office Paper Management program.

<table>
<thead>
<tr>
<th>Program</th>
<th>Number of Firms</th>
<th>Number of Offices</th>
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<tbody>
<tr>
<td>ABA Office Paper Management</td>
<td>8</td>
<td>38</td>
</tr>
<tr>
<td>EPA Energy Star</td>
<td>6</td>
<td>32</td>
</tr>
<tr>
<td>EPA Green Power Partnership</td>
<td>5</td>
<td>31</td>
</tr>
<tr>
<td>EPA Waste Wise</td>
<td>6</td>
<td>21</td>
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</table>
Have you used any aspect of your sustainability program to do any of the following…?

- More than 90% of offices have used aspects of their sustainability program to strengthen client relationships.

- Attract new business: 48 (65%)
- Increase the firm’s revenue: 29 (39%)
- Strengthen client relationships: 67 (91%)
Do you occupy a building or lease office space that is LEED certified, or green certified through a separate green building certification program?

Nearly 30% of offices are either in a LEED or green building certified space.
How do you reduce waste in your operations?

Nearly 90% of offices indicated that they reduce waste by some action.

- **Adopt a No Landfill policy with the disposal of all IT assets: remarket, donate, and/or recycle**: 45 (61%)
- **Create a reuse center for office supplies**: 53 (72%)
- **Provide designated recycling points**: 59 (78%)
- **Reuse packaging whenever possible**: 45 (61%)
What percentage of your paper purchases is certified for its sustainable production?

Over 80% of offices are purchasing paper that has a certification for its sustainable production.

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<tbody>
<tr>
<td>10%</td>
<td>19</td>
<td>26%</td>
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<td>30%</td>
<td>21</td>
<td>28%</td>
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<tr>
<td>50%-70%</td>
<td>2</td>
<td>3%</td>
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<tr>
<td>100%</td>
<td>18</td>
<td>24%</td>
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</table>
Have you surveyed your vendors to review their sustainability practices?

Nearly 40% of offices review sustainability practices of new vendors.
20 ALISS Actions You Can Do Too (90% or more of ALISS offices are)

- Create written policies around paper or recycling and waste
- Make written sustainability policies available on the Intranet or Sustainability Portal Page
- Include Executive Level and Management in governance of sustainability program
- Include employees at all levels to participate, partners, associates, paralegals and secretaries and staff
- Include multiple departments in sustainability program
- Communicate successes and initiatives to employees using firm announcements and intranet
- Communicate the importance of sustainability internally by firm management
- Communicate your sustainability issues and values with clients, particularly in marketing materials
- Promote sustainability activities through events and sponsorships
- Measure your paper consumption (to create a benchmark)
- Recycle cardboard, metal containers, newspaper, junk mail, office/mixed paper, toner cartridges, plastic bottles and containers
- Utilize video conferencing as a substitute for in-person meetings, as appropriate, to reduce impact from business travel
- Provide subsidies to staff and/or tax benefit programs for using public transportation
- Set computers, monitors and printers into power savings mode for energy efficiency
- Adjust heating and cooling for seasonal changes
- Favor electronic communications over paper, internally
- Use electronic court filings when possible
- Purchase paper that is certified for its sustainable production
- Recycle name tags at events
- Strengthen client relationships using aspects of your sustainability program

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Quick and Easy Wins

Set printer to duplex printing as default
Set printer to draft quality to save the toner
Use fonts that are small, thin (Courier) or has perforation
Use small font sizes like 10 /11pt and decrease margins to .25 in.
Use electronic copies for internal documents
Switch to at least 30% recycled paper
Use track changes and comments to review
Signage or posters to communicate

Create a reuse center for office supplies
Use central procurement for purchasing
Reuse materials like bubble wrap for mailing packages
Limit use of disposables in favor of reusable supplies
Use mailing/logistics vendors with sustainability practices
Use discarded paper for notepads
Unsubscribe from junk mail and publications
Opt for electronic publications when possible

Provide reusable ware in cafés and conference rooms
Remove or limit bottled water in conference rooms
Use linens instead of disposable napkins
Use local food sourcing from a sustainable vendor
Donate leftover food from events to food banks
Run the dishwasher only when full
Opt out of single-serve coffee pods

Create recycling center points
Create simple, clear signage for recycling points
Provide recycling for paper and metals/plastics at desks
Recycle:
- Batteries, electronics, appliances, phones, etc.
- Paper, toner, ink
- Glass, metal and plastic containers, plastic bags
- Name tags, signage, handouts

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Quick and Easy Wins

Buy Energy Star Electronics/Appliances
Donate or refurbish out of use electronics for reuse
Recycle older electronics
Set printers, laptops, copiers on power savings mode
Use Green-e to buy electronics/appliances
Turn off electronics, lights, etc. when not in use
Check for “last out, lights off” (nights, weekends & holidays)
Use energy-efficient lighting like LEDs

Measure your indoor air quality
Make sure filters are replaced regularly
Maintain a no smoking/vaping policy in the office
Purchase environmentally friendly/non-toxic cleaning products
Use non toxic carpeting/paints in buildouts and maintenance
Use WaterSense toilets, etc.
Purchase products that have a Life Cycle Analysis
Maximize natural lighting in hallways and offices
Keep spaces open and clutter free

Adjust HVAC when it is not needed like nights and weekends
Adjust HVAC for seasonal use to expend less energy
Keep vents open and unblocked by furniture or other items
Complete regular maintenance on your HVAC system
Make sure heating/cooling ducts are sealed properly
Buy RECS for your energy usage
Include green energy purchasing
Have your energy company do a free audit

Utilize video and audio conferencing as appropriate
Encourage bike couriers versus car when possible
Use car rental companies that have hybrid/electric/high mpg cars
Encourage mass transportation with transit programs/incentives
Enable cycling/walking with access bike racks, showers, route maps
Introduce travel policies that reward car sharing
Include in your travel policy use for high mpg cars, carbon offsets
Basic Steps to Start a Sustainability Program

- Identify a Sustainability Champion
- Benchmark Your Program
- Look for Opportunities to Reduce Environmental Impact
- Get Leadership Buy-in and Establish Your Team
- Communicate on all levels
- Track Sustainability Information
- Engage Employees

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Your Sustainability Champion

- Cares about sustainability
- Is happy to volunteer and also lead (even better if sustainability becomes a part of his or her role)
- Wants to make change and understands business justification
- Can help organize, recruit and inspire others
- Wants to feel his or her efforts are valued and appreciated!
Leadership & Sustainability Powerhouse Team

- Identify someone in leadership or management that can make decisions or can influence
- Start identifying potential team members based on interest in sustainability and by department or function for skill set and diversity of perspective and influence
- Make sure those individuals have time to devote to initiatives and/or make it easy for them to help
- Identify sustainability goals
Look for Opportunities to Reduce Environmental Impact

- Have the team come together and brainstorm areas of opportunity to reduce impact, big and small.
- Look for “low hanging fruit” and quick, easy, and close to cost-neutral projects to tackle at first, but that will be impactful, such as printing, light bulbs, recycling, etc.
- Identify areas by looking at different firm functions or departments of where enhancements or improvements can be made, such as IT, facilities, reproduction, catering, library/knowledge resources, etc.
- Start with a pilot program for most projects— that’s the best way to ensure success.

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Benchmark Your Program

- Benchmark your starting point in any potential project and note what actions you have undertaken (think of ALISS)
- Develop a baseline so changes can be measured and tracked
- Build business justifications for future projects
- Note the new changes in your benchmarking assessment and apply for certifications, case studies and awards
Track Sustainability Information

- Track your sustainability information in a simple excel sheet or other management system. Capture information similar to what’s in the Sustainability Tracker, energy, paper, sustainable vendors, etc.
- Analyze the data and determine fulfillment for reducing environmental impact and CSR regimes and programs either quantitively or qualitatively.
- Learn what improvements and enhancements can be made across offices or departments.
Engage Employees

- Create ways for employees to participate and encourage them.
- Make it fun through contests, activities, volunteerism and education like a Step or Bike Challenge, photo contests, quizzes, short films.
- When engaging employees, make it meaningful, get their input on what they like, what works, their ideas. Use a commuting survey to develop better transit incentives or to help decide on a donation.
- Communicate your sustainability values and share the initiatives with employees, whether through flyers, intranet, manual; if you receive a certification, tell everyone at the firm and explain why the firm went through the process.
Communicate on All Levels

- Communicate to your employees when you begin a pilot program so they know what to expect and what to do and why you’re doing it.
- Communicate the benefit of those changes so your employees and leadership can support the program through the intranet, flyers, etc.
- Communicate to your clients, talent and markets through your website and marketing materials the actions you have taken and certifications and awards you have received.

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