

CITY BLITZ

Need & Opportunity: Global to Local

June 7, 2018

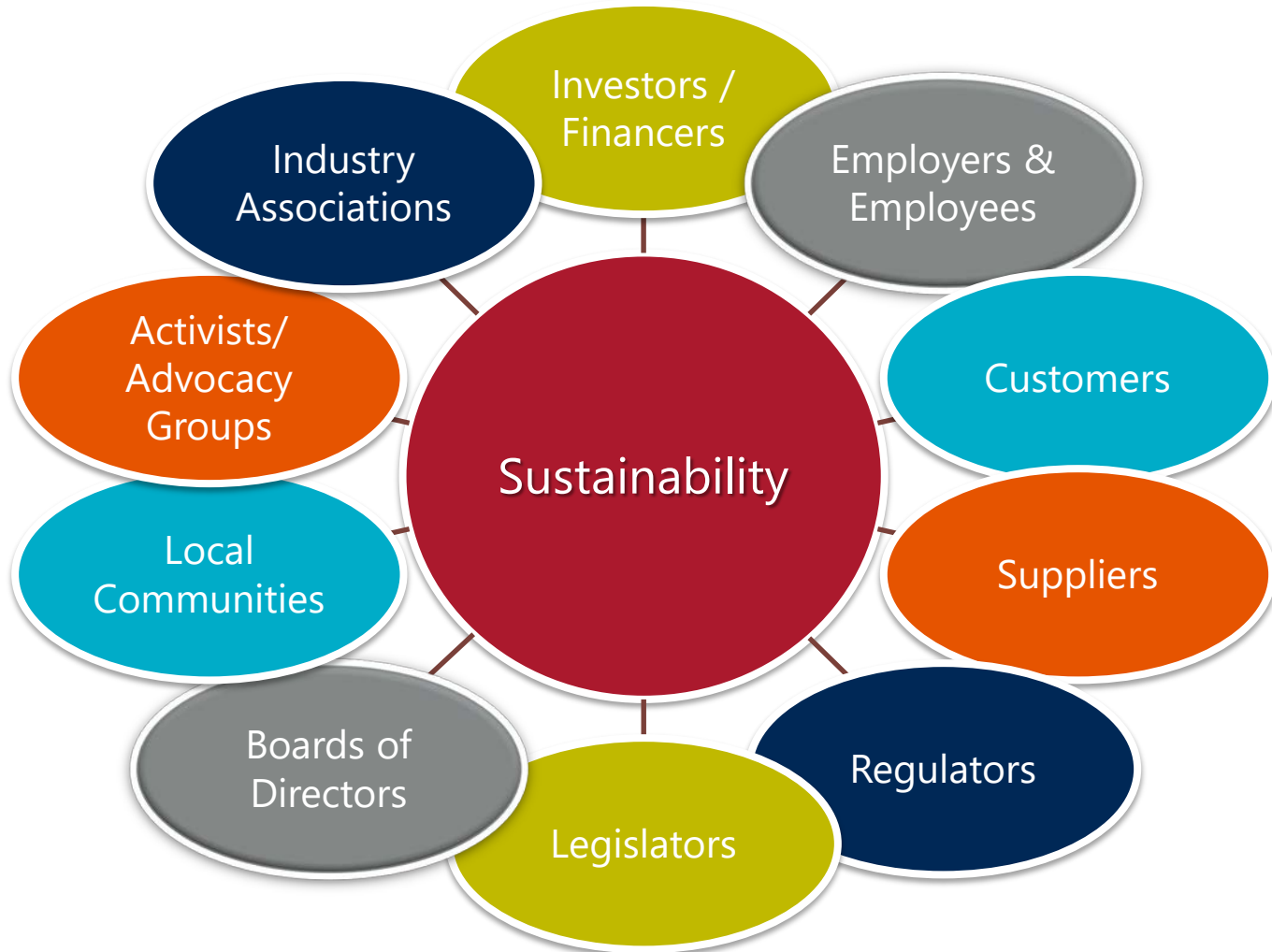
The logo for BrownFlynn, featuring the company name in white serif font inside a dark red rectangular box with a thin white border. The box is flanked by two horizontal white lines on each side.

BrownFlynn

Do Good. Do Well. **Win.**[™]

Global Perspective

Who are the potentially interested stakeholders?



What is our common denominator (globally)?



What is the current global direction?



SUSTAINABLE DEVELOPMENT KNOWLEDGE PLATFORM



- HOME
- HIGH-LEVEL POLITICAL FORUM
- STATES
- SIDS
- SDGS**
- TOPICS
- UN SYSTEM
- STAKEHOLDER ENGAGEMENT
- PARTNERSHIPS
- RESOURCES
- ABOUT

Sustainable Development Goals

	1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY
6 CLEAN WATER AND SANITATION 	7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	13 CLIMATE ACTION 	Conserve and sustainably use the oceans, seas and marine resources for sustainable development	15 LIFE ON LAND 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	17 PARTNERSHIPS FOR THE GOALS

Local Perspective

What is our common denominator (locally)?



How big is the LA County footprint?

Breaking down the details:

- 19th largest economy in the world
- 37 county departments
- 88 cities
- More than 10M in population
- Close to 250,000 businesses – with more minority- and women-owned business than any other in the nation
- \$24.2 billion budget for contracts for goods and services
- LACERA (Los Angeles County Employee Retirement Association)
 - More than 165,000 members
 - More than 62,000 benefit recipients
 - Approximately \$50B in assets under management

Who has the biggest footprint?

Employer	Employees
County of Los Angeles	107,500 ¹
Los Angeles Unified School District	90,800 ¹
City of Los Angeles (including DWP)	49,500 ¹
University of California, Los Angeles	46,200 ²
Federal Government (non-Defense Dept.)*	45,000 ³
Kaiser Permanente	36,900 ⁴
State of California (non-education)	29,900 ³
University of Southern California	18,900 ⁴
Northrop Grumman Corp.	16,600 ⁴
Target Corp.	15,000 ⁴
Ralphs / Food 4 Less (Kroger Co.)	13,500 ⁴
Bank of America	13,000 ⁵
Providence Health & Services	13,000 ⁴
Long Beach Unified School District	12,800 ¹
Metropolitan Transportation Authority (Los Angeles County)	12,800 ¹
Walt Disney Co.	12,500 ⁴
Albertsons / Vons / Pavilions	12,400 ⁵
Cedars-Sinai Medical Center	11,600 ⁴

AT&T Inc.	11,500 ⁵
United Parcel Service (UPS)	10,800 ⁴
Home Depot	10,600 ⁵
Boeing Co.	9,500 ⁵
Wells Fargo	9,200 ⁴
ABM Industries Inc.	8,500 ⁵
California Institute of Technology	8,200 ⁴
Fedex Corp.	7,900 ⁵
Edison International	7,600 ⁵
AHMC Healthcare Inc.	7,000 ⁶
Allied Universal	6,600 ⁴
City of Long Beach	6,300 ¹
Dignity Health	6,100 ⁴
Universal Services of America	5,900 ⁶
Southern California Gas Co.	5,600 ⁴
Costco Wholesale	5,500 ⁴
Warner Bros. Entertainment Inc.	5,400 ⁴
Amgen Inc.	5,300 ⁴
Long Beach Memorial Medical Center	5,200 ⁴
Raytheon Co.	5,200 ⁴
NBCUniversal	5,000 ⁴

Defining Sustainability Metrics

"You can't manage what you don't measure"

How significant is this market?

Based on sustainability reporting standards and frameworks, there are 100+ organizations producing lists, rankings, ratings, and scorecards of the “top companies” and “most sustainable” companies.



What are the potential issues of concern?

Environmental

- Materials
- Energy
- Water
- Biodiversity
- Emissions
- Effluents and Waste
- Products and Services
- Environmental Compliance
- Transport
- Supplier Environmental Assessment
- Environmental Grievance Mechanisms

Human Rights

- Non-discrimination
- Freedom of Association & Collective Bargaining
- Child Labor
- Forced /Compulsory Labor
- Security Practices
- Indigenous Rights
- Supplier Human Rights Assessment
- Human Rights Grievance Mechanisms

Labor Practices & Decent Work

- Training and Education
- Employment
- Labor/Management Relations
- Occupational Health & Safety
- Diversity & Equal Opportunity
- Equal Remuneration for Men and Women
- Supplier Assessment for Labor Practices
- Labor Practices Grievance Mechanisms

Economic

- Economic Performance
- Philanthropy
- Market Presence
- Indirect Economic Impacts
- Economic Inclusion
- Procurement Practices

Society

- Anti-Corruption
- Public Policy
- Anti-competitive Behavior
- Local Communities
- Supplier Assessment for Impacts on Society
- Grievance Mechanisms for Impacts on Society

Product Responsibility

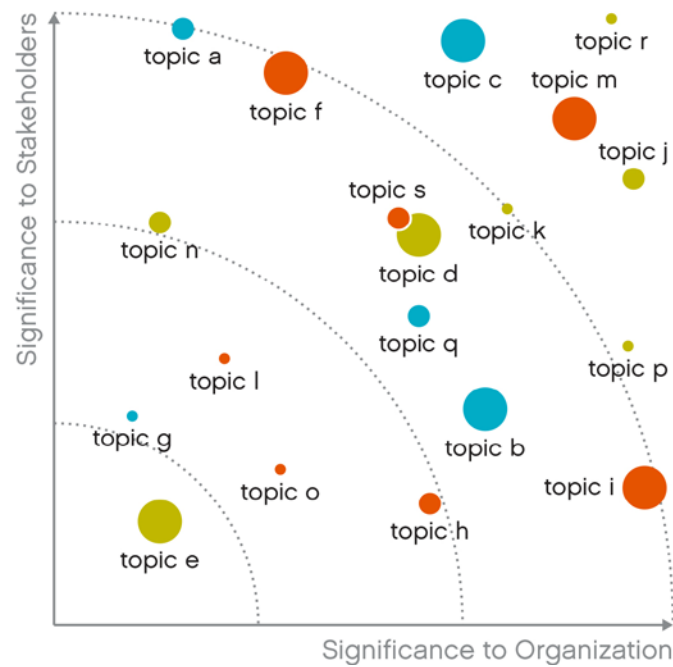
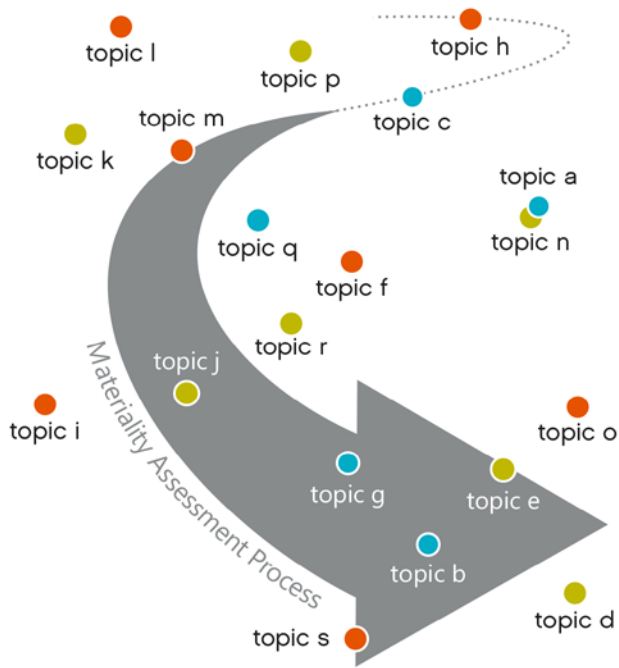
- Customer Health & Safety
- Product & Service Labeling
- Marketing Communications
- Customer Privacy
- Product Compliance

Materiality Assessment Process

BrownFlynn's materiality assessment is an objective process that will help verify focus areas, uncover any blind spots, prioritize, and determine what's most actionable.

Current & Potential Focus Areas

Prioritized Focus Areas



- Material Topic Categories (color)**
- Blue circle: Economic Responsibility
 - Orange circle: Social Responsibility
 - Green circle: Environmental Responsibility
- Opportunity for Action (size)**
- Large dashed circle: Highly Actionable
 - Medium dashed circle: Moderately Actionable
 - Small dashed circle: Not Actionable

Who is actually doing this?



Public Sector & Supply Chains (evolving)

Public Sector Developments - Cleveland

Public Sector Developments - Chicago

Public Sector Developments - Atlanta

Public Sector Developments - State of Washington

Public Sector Developments - U.S. Postal Service

Public Sector Developments - U.S. Army

Case Study: Atlanta

City of Atlanta

2015 - 2016 GRI Report on Sustainability Metrics for City of Atlanta

March 22, 2017



power to
change
ready. set. realize

ATLANTA GRI
SUSTAINABILITY REPORT

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Identifying Important Issues

Step 1: Identification

Principle 1: Stakeholder inclusiveness

Beginning in 2010, the Atlanta Mayor's Office of Sustainability organized several sessions with stakeholder that included the participation of more than 300 individuals across the City representing neighborhoods, schools, business, community organizations, and government agencies.¹²

[G4-19,20]: List Material Aspects & Boundaries

Principle 2: Sustainability Context

This GRI report presents a broad reference to the issues of sustainability with the goal of communicating the magnitude of the impact of the City of Atlanta at local, regional, and global level. Stakeholder identified 6 areas of impact (see Table 3). This GRI report describes how these areas of impact are related to the long-term organization strategy, risks, and opportunities, including supply chain topics for the City of Atlanta administration.

Step 2: Prioritization

Principle 3: Materiality

During the programmed sessions, stakeholders prioritized the 6 areas of impact described in Table 3 and their respective goals using a sustainability matrix.

Step 3 & 4: Validation and Review

Principle 4: Completeness and Principle 1 & 2: Stakeholder inclusiveness and Sustainability Context

Once the areas of impact and goals were prioritized, the Mayor's Office of Sustainability convened several additional sessions with stakeholder groups and experts to validate the 6 areas of impact as well as to discuss possible metrics required for each of the areas.

Table 3. Areas of Impact (Material Aspects)

6 Areas of Impact	Economic		Social	
	Growing Business	Transportation & Mobility	Land Use	Education
Urban Agriculture	X		X	X
Climate Resilience & Renewables	X	X	X	X
Energy Efficiency	X		X	X
Alternative Fuel Vehicles	X	X		X
Waste Diversion	X		X	X
Watershed Protection	X		X	X

Engaging Stakeholders & Reaching Consensus

[G4-26]: Stakeholder Engagement Approaches

The City of Atlanta approaches to engage stakeholders are the following:

- Regular planned stakeholder engagement events organized with partner organizations. One example of this type of event is the *Sustainable Atlanta Roundtable (SART)*.¹⁵ This event is organized in conjunction with *Sustainable Atlanta* and the *Southface Energy Institute*. The event takes place the first Friday of every month from 7:30 am to 9:00 am. The SART event is open to the general public.
- Participation in events organized by stakeholders and partner organizations,
- Participation in media shows such as TV news, newspapers, and radio shows,
- Emails and on-line surveys to stakeholders, and
- Personal call and snail-mail to stakeholders.

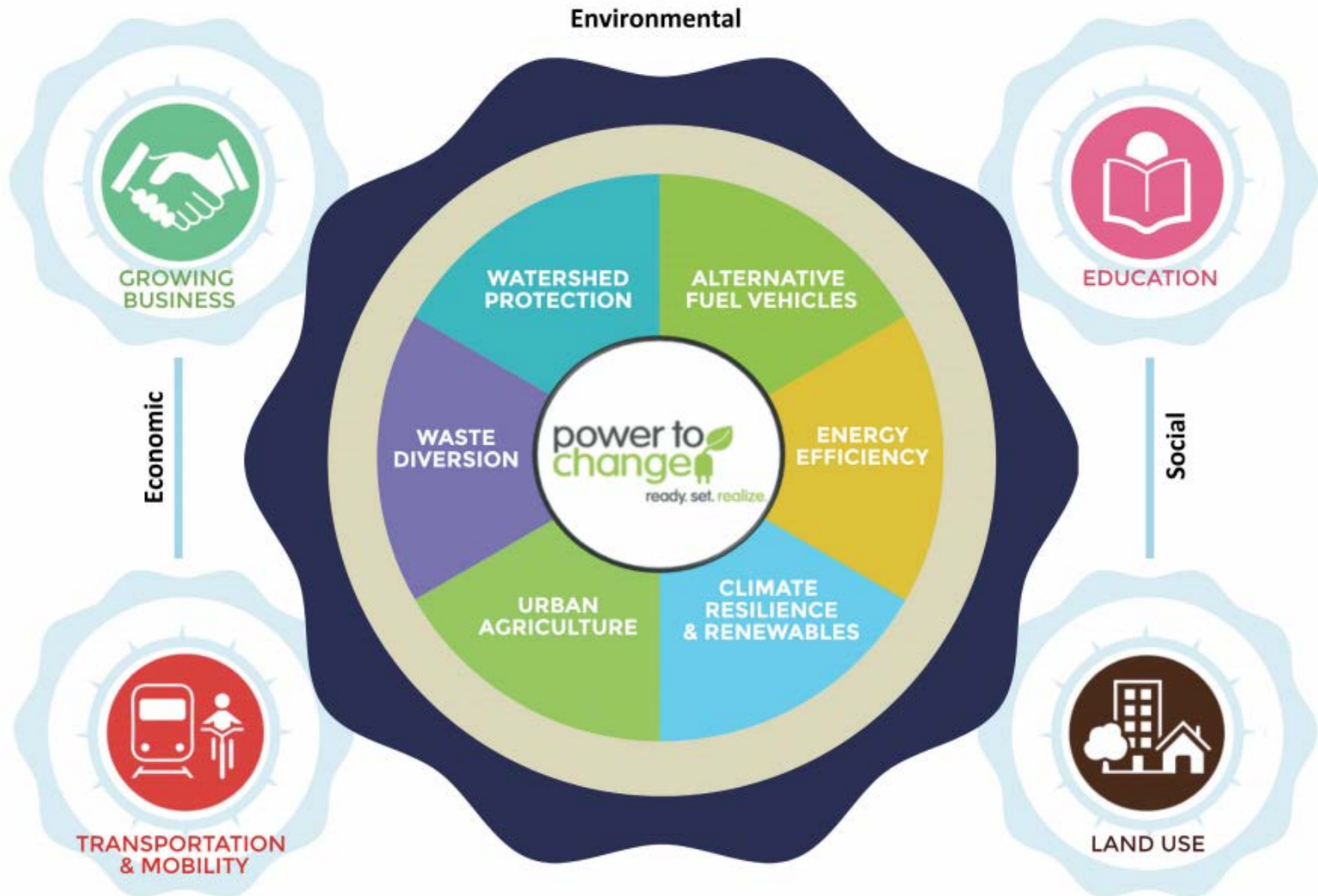
Many events for stakeholder engagement took place during the years 2011 and 2012 for the identification and validation of materiality described in this report. The Power to Change 2.0 Engagement Plan was revised in 2012 and early 2013 and included multiple meetings with all the different stakeholder groups. For more information on stakeholders, visit: <http://p2catl.com/about/stakeholders/>



Table 4: List of Stakeholders

Emory University EPA/Spelman College	Georgia Institute of Technology SCAD/AIA	UGA College of Agricultural & Environmental Sciences	
AECOM AGL Resources American Fueling Systems Atlanta Apartment Association	BOMA Davis, Pickerin, & Seydel Ecological Strategy GreenAIR Environmental	Perkins+Will Selig Enterprises Siemens SP Recycling Corporation	The Dawson Company Waste Management Weston Solutions Woodline Solutions
Atlanta Planning & Advisory Board (APAB)		Resources for Residents and Communities	
Assoc. County Commissioners of Georgia Atlanta Fulton County Recreation Authority Atlanta Regional Commission	City of Atlanta Consultant City of Atlanta Department of Watershed Management City of Atlanta Office of Buildings	City of Atlanta, Department of Public Works DeKalb County Economic Development EPD	Georgia DNR-Environmental Protection Division Hartsfield Jackson International Airport Invest Atlanta
Atlanta Habitat for Humanity Atlanta Recycles BATMA Clean Air Campaign Clean Cities Atlanta	Elemental Impact Executive Director, Atlanta Local Food Initiative Georgia Conservancy	Georgia Recycling Coalition GreenerAtlanta Life Cycle Building Center Livable Communities	Coalition Midtown Alliance SEEA Trust for Public Land US Green Building Council GA Chapter

Creating an Initiative



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↳ Leveraging Other Examples

State of California



CIO \$283 billion



CIO \$188 billion



CIO \$91 billion
Procurement \$6 billion



Procurement \$9 billion

NYC COMPTROLLER STORY

NYC Comptroller influences industry on sustainability measurement, management and performance reporting

Comptroller's Office oversees over \$150B in pension investments and seeks long term sustainability of these retirement funds

- Fiduciary responsibility of investing and protecting the Fund for more than **237,000 retirees and beneficiaries** and more than **344,000 City and affiliated employees**
- Monitors and manages:
 - Traditional financial and reputational risks of the Fund
 - Alignment with the basic values of the constituents, such as workers rights and environmental concerns
- Recognizes regulatory (i.e., Dodd-Frank) and non-regulatory (i.e., Sustainability Reporting) market developments will have an influence on the resilience of investment portfolio

Evolution of the NYC Comptroller story

July 2012 - ". . . the New York City Comptroller's Office secured agreements from **Apple, Dell, HP and Intel**, who agreed to encourage, and in many cases **require**, their major suppliers to issue sustainability reports encompassing both environmental and social issues. Together, these firms represent more than 50 percent of the personal computer market, making them some of the most exposed to risk."

June 2013 – [How corporate reporting improved Microsoft's supply chain](#), GreenBiz

December 2013 – [Incorporating sustainability into supply chain management: A look inside Intel's approach](#), GRI Newsletter

City of Cleveland – Rewarding Transparency

LOCAL PRODUCER, LOCAL FOOD PURCHASER, & SUSTAINABLE BUSINESS PROGRAM



SUPPORTING LOCAL &
SUSTAINABLE BUSINESSES



CITY OF CLEVELAND
Mayor Frank G. Jackson

Mayor's Office of Equal Opportunity



*Approved programs for SUBE
Sustainable Business Certification:

Option #1



Option #2



Option #3



FREQUENTLY ASKED QUESTIONS

How do I participate? Is registration required?

To participate, you must be certified with the City of Cleveland's Office of Equal Opportunity as a Local Producer and/or Local Sustainable Business Enterprise. For additional information, please visit their website at: www.city.cleveland.oh.us/oeo

To complete the online application through the Certification and Compliance Reporting System, B2Gnow, please visit the website at: <https://cleveland.diversitycompliance.com>

Can I receive multiple discounts?

Yes. You can receive multiple discounts or credits up to 4% bid discount or four evaluation credits for all three incentives.

- Sustainable Businesses (SUBE) must be certified by an approved rating system*
- Can be combined with MBE/FBE/CSB certification bid discounts to receive up to a maximum of a 9% bid discount or nine evaluation credits

How do I receive the Local Food Purchaser bid discount or evaluation credit?

Your submitted bid or proposal should include schedules and attachments indicating your commitment and ability to purchase a minimum of 20% local food. OEO determines compliance with the Local Food incentives.

Is there additional documentation required for Local Food Purchasers?

Yes. Local Food Purchasers must show invoices to demonstrate 20% local food purchases over the length of the contract.

Sustainable Pittsburgh

The Solution

To address this need for a credible sustainability performance platform, we developed performance programs tailored to southwestern PA's unique sustainability needs and opportunities that targets different sectors. They are based on market-selected practices and peer-reviewed by knowledge experts. SP's sustainability performance programs include:

- [Sustainable Pittsburgh Challenge](#) (for businesses, nonprofits, colleges/universities, local governments, and K-12 schools –formerly known as the Green Workplace Challenge)
- [Sustainable Small Business Designation](#) (for small businesses)
- [SWPA Sustainable Business Compact](#) (for mid to large businesses)
- [Sustainable Pennsylvania Community Certification](#) (for municipalities and taken statewide in partnership with the PA Municipal League)
- [Sustainable Pittsburgh Restaurants](#) (for restaurants operating in southwestern PA)
- [I Am Sustainable Pittsburgh](#) (for individuals interested in becoming more sustainable at home, at work, and in their communities)

These voluntary programs provide a pathway for organizations to advance their sustainability goals and objectives, resulting in positive impacts for the organization, the local community, and for the region.

UMass Dartmouth



Search this site

Net Impact UMass
Dartmouth

UNIVERSITY
SUSTAINABILITY
REPORT: a report card
on successes &
efficiencies

CAMPUS GREENING
PROJECTS

MORE GLOBAL
FIRSTS: sustainability
reports for our local
communities

About / Join

Who we are and what we do
[Student testimonial letter](#)



History & awards:

- Gold Chapter 2011-2013
- Silver Chapter 2009-2010
- Small Chapter of the Year Runner Up 2010
- Established 2007

[Click here to learn more or join.](#)

First-in-the-world achievements in
sustainability reporting for a
university

- 1st A level GRI-guided report (2010)
- 1st A+ level GRI-guided report (2012)

Highlights:

- carbon emissions cut 25% in 3 yrs.
- students volunteered 190,000hrs/yr.
- energy efficiency = reduced costs

[Click here to learn more.](#)

First-in-the-world achievements in
sustainability reporting in our
community

- City of Fall River:
1st A level GRI-guided city report
1st GRI-guided city report in USA
- Town of Dartmouth:
1st A level GRI-guided town report
1st GRI-guided town report in USA

[Click here to learn more.](#)

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Next Steps

What are the potential issues of concern?

Environmental

- Materials
- Energy
- Water
- Biodiversity
- Emissions
- Effluents and Waste
- Products and Services
- Environmental Compliance
- Transport
- Supplier Environmental Assessment
- Environmental Grievance Mechanisms

Human Rights

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Product Responsibility

- Customer Health & Safety
- Product & Service Labeling
- Marketing Communications
- Customer Privacy
- Product Compliance

CITY BLITZ

Where do you see the opportunities? The challenges?

How should we decide on the most relevant metrics?

Who needs to be at the table?

Who should be in charge and responsible?

What are the goals, objectives, targets, and timelines?

Where do we find the resources to fund such an effort?

What are the other big questions we need to address?

Thank You

For more information on BrownFlynn's services, please visit www.brownflynn.com or contact us below.

Mike Wallace
Managing Director
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mikew@brownflynn.com

The logo consists of the text "BrownFlynn" in white, sans-serif font, centered within a dark red rectangular box. The box has a thin white border and is flanked by two short horizontal white lines on each side, resembling a stylized plug or connector.

BrownFlynn

Do Good. Do Well. **Win.**[™]

About BrownFlynn





About BrownFlynn

- Award-winning corporate responsibility and sustainability consulting firm founded in January 1996
- 100% of our business is derived from sustainability consulting, communications and training services
- First U.S.-certified Global Reporting Initiative training organization, Organizational Stakeholder and first Community Leader
- Since 2006, BrownFlynn has advised clients on the GRI, producing GRI-based reports and utilizing the framework as a robust management tool
- Founding member of U.S. Business Council for Sustainable Development
- Extensive experience in guiding regional, national and global clients on their sustainability journeys, with extensive experience in the health care industry
- Training and Consultancy Partner with Boston College Center for Global Citizenship (BCCCC)
- Advisory Board Member and Chair of Ratings & Rankings and Responsible Supply Chain Councils for the Corporate Responsibility Association (CRA)
- BrownFlynn is registered as a: Cleveland Small Business (CSB), Female Business Enterprise (FBE), Local Producer Enterprise (LPE), Small Business Enterprise (SBE), and a Disadvantaged Business Enterprise (DBE)

Our Expertise

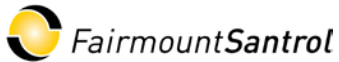
Giving Companies the Confidence to Take Action that Delivers Value

- Understand Your Landscape
- Set Your Direction
- Tell Your Story
- Engage Your Stakeholders



Representative Clients

Our clients are regional, national, and global in footprint and operate in a variety of industries:

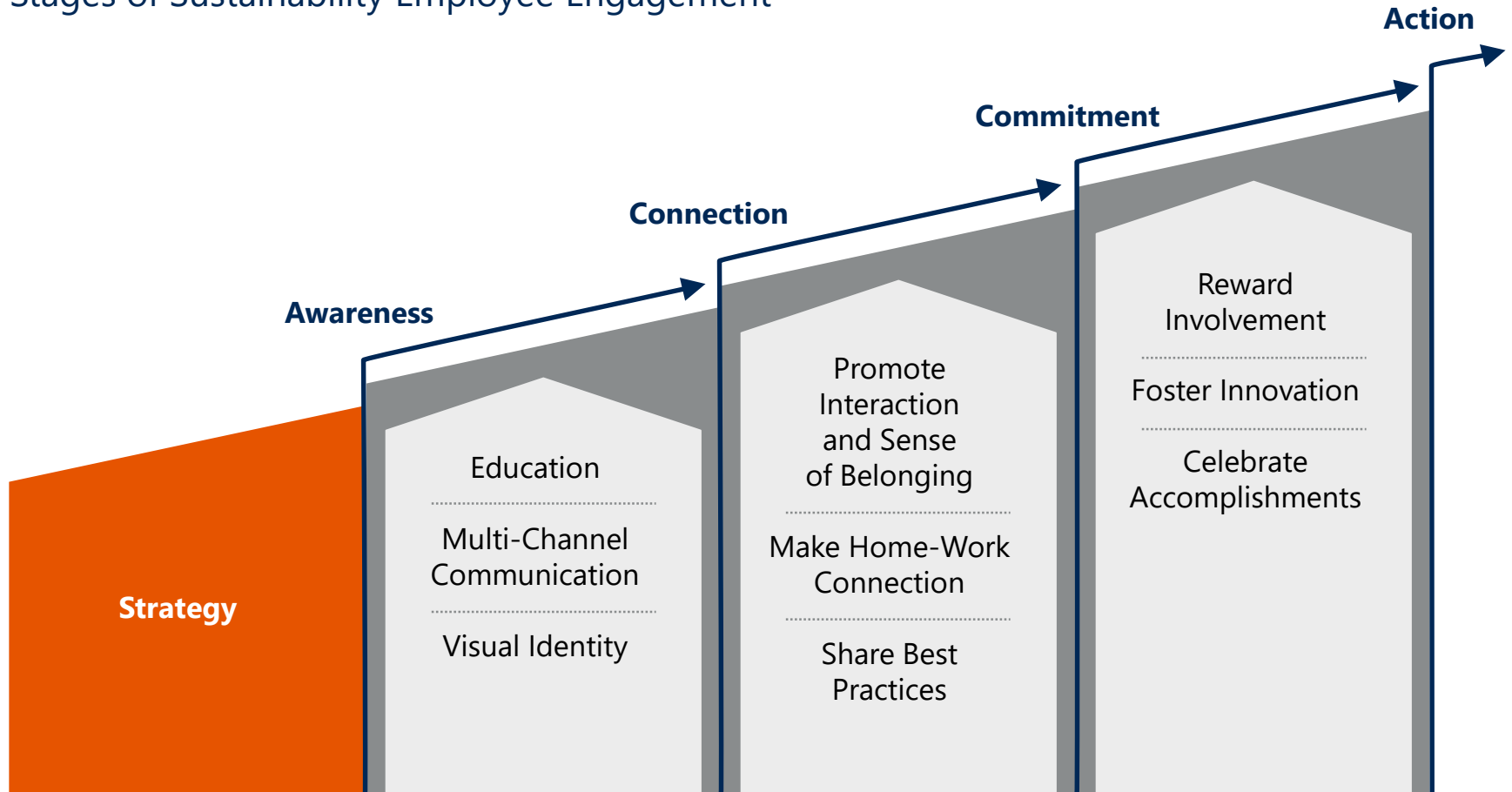


BrownFlynn Framework for PrioritizationSM



The BrownFlynn Engagement PathwaySM

Stages of Sustainability Employee Engagement



Our GRI Experience

- 3M
- Altria Client Services
- American Electric Power
- ArcelorMittal
- Baxter
- BNY Mellon
- Bristol-Myers Squibb
- Campbell Soup Company
- Carnival
- ConAgra Foods
- Consumers Energy
- Dell
- Eastman Chemical
- Eaton Corporation
- Energizer
- Fairmount Santrol
- Forest City Enterprises
- Fortune Brands
- General Motors
- Georgia-Pacific
- Green Mountain Coffee
- Highmark
- KeyBank
- Layne Christensen
- Limited Brands
- MillerCoors
- Monsanto
- Mosaic
- Pfizer
- Sodexo
- Target
- Tennessee Valley Authority
- The Dow Chemical Company
- ThyssenKrupp Elevator America
- Unimin Corporation
- Waste Management

360

ORGANIZATIONS
TRAINED ON GRI

880

INDIVIDUALS
TRAINED ON GRI

31/40

GRI-BASED REPORTS/TOTAL
SUSTAINABILITY REPORTS

I COLLABORATE

I HAVE INTEGRITY
 I do my best the first time
I THINK FIRST
 I am responsive
I AM GENUINE
I AM ACCOUNTABLE
 I am open-minded
I AM DEDICATED
I AM CREATIVE
I SEEK OPPORTUNITIES
 I am valued
 I TAKE ACTION
 I listen actively
 I embrace laughter and levity
 I make a difference
I TAKE RISKS
 I VALUE OTHERS' OPINIONS
 I am an outstanding communicator
 I always think "we"

I ask questions

I am resilient

I am respectful

I have a path I delight our clients

We Are BrownFlynn.