MEMORANDUM

TO: Joint Committee on General Sustainability Assessment Criteria for Professional Services

FROM: Jeff Olsen, Chairperson of the Joint Committee

DATE: **September 11, 2017**

SUBJECT: Proposed New NSF Standard – N*SF 391.1 General Sustainability Assessment Criteria for Professional Services*

Enclosed for your review is the draft NSF Standard - N*SF 391.1 General Sustainability Assessment Criteria for Professional Services*. Please review the ballot for this standard and submit your vote by the ballot due date of **October 2, 2017** via the online workspace (http://standards.nsf.org).

Each Joint Committee member will vote *affirmative*, *abstain*, or *negative with comment*. Each negative vote **must** be justified in the comment section. Please include exactly why you oppose and what changes must be made in order for you to support the proposed draft.

Comments submitted during the balloting period, as well as the public comment period, will be responded to in writing. New substantive issues will be brought forward to the Joint Committee during a revision ballot (if applicable).

A copy of the NSF International Standard Development and Maintenance Policies are available here for further information on the process.

Purpose
The purpose of this Standard is to establish a set of general practices and performance criteria by which professional service providers may demonstrate their sustainability performance to meet the growing demand from governmental and private entities for sustainable products and services. Companies achieving certification to this Standard will have achieved documented and measurable levels of environmental, social, economic, and supply chain sustainability within the operations of their businesses and facilities, as well as externally within their communities.

Background
NSF International (NSF) developed this Standard to address the lack of a uniform measure of sustainability that can be applied across a range of professional service providers and their offerings. As with sustainable product standards, a workable sustainable professional service standard must be relevant and credible to the marketplace – including large institutional purchasers of professional services -- and incentivize meaningful environmental, social, economic and supply chain practices and outcomes by professional service providers, while providing the flexibility needed to accommodate service providers of different sizes, business models, and geographic footprints. To the extent practicable, it is a goal of this Standard to be applicable across a spectrum of professional service providers in the marketplace, from small and medium enterprises (SMEs) to large privately-held and public corporations.

Public Health Impact
The new standard intends to have a positive impact on public health.

If you have any questions about the technical content of the ballot, you may contact me in care of:

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General Sustainability Assessment Criteria for Professional Services

NSF International Standard/
American National Standard

NSF/ANSI Standard for Sustainability –

General Sustainability Assessment Criteria for Professional Services

1   General

NSF 391.1 is an ANSI-approved standard defining a set of qualifying Key Performance Indicators (KPI) for professional services organizations, which also serves as a sustainability credential for suppliers. It is intended as an earned sustainability credential for professional service organizations and, thereby, as a reference tool for procurement professionals seeking to purchase more sustainable services.

NSF International (NSF) developed this Standard to address the lack of a uniform measure of sustainability that can be applied across a range of professional service providers and their offerings. The Standard complements NSF's expertise in developing sustainability standards for products. As with sustainable product standards, a workable sustainable professional service standard must be relevant and credible to the marketplace – including large institutional purchasers of professional services -- and incentivize meaningful environmental, social, economic and supply chain practices and outcomes by professional service providers, while providing the flexibility needed to accommodate service providers of different sizes, business models, and geographic footprints. To the extent practicable, it is a goal of this Standard to be applicable across a spectrum of professional service providers in the marketplace, from small and medium enterprises (SMEs) to large privately-held and public corporations.

Though no intent exists to deter "microbusinesses" (firms with 1-9 employees)[1] from attempting conformity or seeking to qualify for the credential itself, the 391.1 standard was not developed with a view toward such organizations due to their unique operational characteristics, including, as a general matter, their smaller workforce, smaller physical footprint, fewer financial resources, and simpler supply chains.[2]

The prerequisites, KPIs (Key Performance Indicators) and assigned point values in this Standard were developed to establish minimum required levels of achievement for companies seeking base levels of sustainability and those seeking to demonstrate leadership.

One of the major challenges in defining sustainability for the professional service sector has been the scarcity of accurate information on applicable multi-attribute sustainability characteristics. Comparing the sustainability of any one product or service to another can be complex, often prompting reliance on "single-attribute" standards which reduce sustainability to a single metric– for example, energy efficiency, carbon footprint, or lists of hazardous chemicals. Such single-attribute standards are particularly ill-suited to the professional service sector, where investments in human capital and related policies may compete with energy use and environmental impacts in determining the long-term stability of the business and its impact on the community and natural environment. The NSF 391.1 standard incorporates a broader approach to sustainability, building on the concept of the "triple bottom line,"i.e. environmental, social, and economic (ESE) sustainability, and then going one step further, to factor in sustainability within the supply

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[1] The standard defines the terms "Microenterprise" with the statutory definition established in 15 U.S.C. 6901 and "Microbusiness" as recently defined by the Small Business Administration ("SBA"). See Definition section for more information.

[2] NSF understands that these generalizations do not apply to all microbusinesses, and that some may be very similar.

chain as a fourth category.[3]

The criteria in this Standard ensure that professional service providers pursuing sustainability in their operations are able to understand the expectations of customers and personnel responsible for procurement of sustainable professional services. The Standard is intended to establish a minimum threshold in determining conformity, while providing supplemental criteria that, when achieved, can lead to "leadership" recognition within the industry.

1.1 Purpose

The purpose of this Standard is to establish a set of general practices and performance criteria by which professional service providers may demonstrate their sustainability performance to meet the growing demand from governmental and private entities for sustainable products and services. Companies achieving certification to this Standard will have achieved documented and measurable levels of environmental, social, economic, and supply chain sustainability within the operations of their businesses and facilities, as well as externally within their communities.

1.2 Scope

The Standard is one of the first to focus on the service industry subsectors described as "professional services". Professional service firms are often characterized as those that have low capital intensity, high knowledge intensity, and a professionalized workforce.[4] This Standard is applicable to the professional service subsectors identified in GSA's Professional Services Schedule ("PSS").[5] These services include: Financial and Business Solutions; Advertising and Integrated Marketing Services; Language Services; Professional Engineering Services; Mission Oriented Business Integrated Services; Worldwide Logistics Services; Environmental Services; and Consolidated Services. If you believe your organization meets the definition of professional services, but is not on this listing, please contact NSF Standards to see if this standard can be used by you to obtain sustainability certification.

Some subsectors of the service industry rely heavily on the use, consumption, or conversion of raw materials, hazardous materials, manufactured goods, and/or energy to deliver the marketed service (a few examples might include commercial cleaning services, commercial landscaping, pest management, taxi service, and air travel). In these cases, the energy, material, or product-intensive nature of the service may dominate the overall "sustainability footprint" of the subsector, and the traditional lifecycle impacts of these energy and materials inputs may be the largest determinant in the service's triple-bottom line sustainability. NSF will address these service sectors as part of a separate, complementary Standard.

1.3 Boundary

Service providers come in many different sizes and structures, from single-owner proprietorships, co-ops and partnerships with a single leased office, to publicly-traded corporations with dozens of leased and owned buildings/campuses across the country and even world-wide. While the business boundary of a small local enterprise may be obvious, the boundaries can be ambiguous in the case of large multilayer corporations, operating within multiple owned and leased properties, where the presence of holding companies, parent companies and subsidiaries may blur operational lines. For this reason, this Standard recognizes the importance of establishing a clear organizational boundary for the entity engaged in the certification process.

"Organizational boundary" is a critical concept to understand, as defining this 'boundary', in turn, defines

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[3] EPA, United States Environmental Protection Agency, Washington, DC 20402 <https://www.epa.gov/>.

[4] The Sustainable Procurement Leadership Counsel ("SPLC"), Guidance for Leadership in Sustainable Purchasing Version 1.0 (2014) at 147.

[5] GSA Professional Services Schedule (PSS) http://gsa.federalschedules.com

that aspect of the business which may seek and be awarded with a certification under this Standard. Aspects of a business which fall outside this boundary may not apply nor be considered for certification since their measure of sustainability lacks meaningful relevance to the institutions seeking to purchase their services. The question to answer, therefore, is which aspects of a business characterize what shall be inside and what outside this 'boundary'?

For companies that only offer professional services, the service line can be equivalent to the entire company or specified locations. For companies that offer a mix of professional and non-professional services NSF 391.1 will not certify the non-professional services-line; however, given the nature of the life cycle impacts associated with professional services, NSF 391.1 includes criteria applicable to the entire company, facilities and other boundaries that may impact the non-professional service-line.

The approach by which this Standard identifies and defines organizational boundary is similar to that already in use by the World Resources Institute ("WRI") and the World Business Council for Sustainable Development in the 2004 edition of their document, *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard* (2004) ("GHG Protocol Standard").[6] Under this approach, in determining the appropriate boundaries of a Professional Service Provider seeking certification, the organization may define its organizational boundaries based on operational control.

Under the GHG Protocol Standard, "a company has operational control over an operation if the former or one of its subsidiaries has the full authority to introduce and implement its operating policies at the operation.

Applying the operational control standard to the certification process, the organizational boundaries of the Service Provider organization would include the business entity directly responsible for providing the service itself that has operational control over the day-to-day operations or operational decision -making of the Service Professional.

1.4 Relationship to legislative and regulatory obligations

Fundamental to the application of sustainable Environmental, Social and Economic (ESE) criteria is an understanding that professional service providers shall operate in full compliance with applicable legal requirements. A precondition for assessing conformity under this Standard shall be determining compliance with applicable health and safety, environmental, labor, fiduciary, and other relevant regulations and legal obligations applicable to the service provider.

Applicants must self-declare to material compliance with all conformity and compliance requirements which apply to their professional service and operational locations, and disclose any violations that might be (i.e. are pending or known), or have been, reflected in a regulatory citation, fine, disciplinary action, or order of consent or settlement (including those with no admission of fault).

1.5 International trade aspects

The criteria included within this Standard have been prepared, adopted, and applied with the intent of avoiding unnecessary obstacles to international trade.

1.6 The role of Lifecycle Analysis and other impact assessment tools

Lifecycle Analysis (LCA) and the broader concept of lifecycle thinking are well-accepted ideas for inventorying and accounting for the diverse range of energy, environmental, and health impacts occurring throughout the "lifecycle" (sourcing, manufacture, marketing, distribution, use, and disposal) of consumer, commercial, and industrial products and product-intensive services. The role of life cycle considerations in analyzing less product-intensive services becomes more complicated as the human-resource and community-resource inputs and impacts approach or exceed the significance of materiel and energy

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[6] WRI 10 G Street NE, Suite 800 Washington, D.C. 20002 <http://www.ghgprotocol.org>

inputs and impacts in determining the service's overall sustainability profile.

In the context of a labor-intensive service, for example, traditional life cycle considerations do not typically capture the additional impact categories relevant to a triple-bottom-line sustainability assessment: namely, social and economic sustainability. The prerequisites and KPIs developed for the social and economic sustainability Chapters do, however, attempt to address potential service impacts (both positive and negative) over the duration of the service.

1.7 Sound scientific, economic, and ethical foundation

The criteria contained in this Standard were developed and selected based on sound scientific, economic, and ethical principles.

2   Normative references

The following documents contain requirements that, by reference in this text, were considered during the development of this Standard and serve as reference materials for understanding the Standard's requirements. At the time of publication, the indicated editions were valid. All of the documents are subject to revision and parties are encouraged to utilize the latest editions of the documents indicated below.

Building Research Establishment Environmental Assessment Methodology (BREEAM)

B- Lab[7]

Carbon Disclosure Project (CDP)[8],

Council on Environmental Quality ("CEQ"), *Guiding Principles for Sustainable Federal Buildings and Associated Instructions* (February 2016)[9]

Department of Energy (DOE), Federal Energy Management Program (FEMP), *2016 Guiding Principles for Sustainable Federal Buildings Updates Crosswalk: Existing Buildings* (May 2016).[10]

DOE, FEMP, *2016 Guiding Principles for Sustainable Federal Buildings Updates Crosswalk: New Construction and Modernization*, (May 2016)[10]

CFR 48, Chapter 1, *Federal Acquisition Regulation (2016)[11]*

EPA, *Comprehensive Procurement Guideline (CPG) Webpage[3]*

EPA*, Environmentally Preferable Purchasing Program Pilot to Assess Standards and Ecolabels for EPA's Recommendations to Federal Agencies Final PILOT Assessment Guidelines (December 2016)[3]*

EPA, National Waste Minimization Program - *Priority Chemicals (Archived Webpage)[3]*

EPA*, Safer Choice Program Webpage[3]*

EPA, *Significant New Alternatives Policy (SNAP) Program Webpage[3]*

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[7] B Lab 15 Waterloo Avenue, Berwyn, PA 19312 <https://www.bcorporation.net/>

[8] CDP Level 371 Queen Victoria Street London EC4V 4AY <https://www.cdp.net/en>

[9] Sustainable Facilities Tool <http://sftool.gov/>

[10] US Department of Energy 1000 Independence Ave. SW Washington DC 20585 <https://energy.gov/>

[11] Government Printing Office, 732 N. Capitol St., NW, Washington, DC 20401 <www.gpo.gov>.

EPA, *WaterSense Webparge*[3]

EPA and United States Department of Energy, ENERGY STAR Webpage[12]

Executive Order (EO) 13693,, *Planning for Federal Sustainability in the Next Decade,* Federal Register Vol. 80, No. 57, March 25, 2015

Global Reporting Initiative (GRI), G4 Sustainability Reporting Guidelines (2013)[13]

Green Electronics Council, *Electronic Product Environmental Assessment Tool (EPEAT®)*[14]

The International Labour Organization's Fundamental Conventions (published 2002)[15]

ILO C29 Forced Labour Convention, 1930[15]

ILO C105 *Abolition of Forced Labour Convention,* 1957[15]

ILO C182 *Worst Forms of Child Labour Convention*, 1999[15]

ISO 14001, 2004, *Environmental management systems – Requirements with guidance for use*[16]

ISO 24000 Social Sustainability (DIS)[16]

ISO 26000 Social Responsibility[16]

ISO 14040*, 2006, Environmental management – Life cycle assessment – Principles and framework*[16]

ISO 20400. 2017, Sustainable Procurement - Guidance[16]

United Nations Global Compact Sustainable Development Goals

United Nations Guiding Principles on Business and Human Rights (UNGPs)

UNEP *The role of Product Service Systems in a Sustainable Society*[17]

UNEP *Product-Service Systems and Sustainability: Opportunities for Sustainable Solutions*[17]

Dow Jones Sustainability Index

United States Department of Agriculture (USDA), *BioPreferred*[18]

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[12] Environmental Protection Agency and U.S. Department of Energy, 1200 Pennsylvania Ave NW, Washington, DC 20460 <http://www.energystar.gov>.

[13] Global Reporting Initiative, PO Box 10039, 1001 EA, Amsterdam, The Netherlands. <www.globalreporting.org>.

[14] EPEAT®, 1001 SE Water Ave., Suite 360, Portland, OR 97214 <http://www.epeat.net>.

[15] International Labour Office, 4 route des Morillons CH-1211 Geneva 22, Switzerland <www.ilo.org>

[16] International Organization for Standardization, 1 ch. de la Voie-Creuse, Case postale 56, CH-1211 Geneva 20, Switzerland <www.iso.org>.

[17] United Nations Environment Programme United Nations Avenue, Gigiri PO Box 30552, 00100 Nairobi, Kenya <http://www.unep.org/>

[18] U.S. Department of Agriculture Procurement Policy Division, 300 7th Street SW Washington, DC 20024 <http://www.biopreferred.gov>.

United States Department of Energy, *Federal Energy Management Program*[10]

USGBC, *Leadership in Energy and Environmental Design (LEED)*[19]

Sustainable Procurement Leadership Counsel ("SPLC"), Guidance for Leadership in Sustainable Purchasing Version 1.0 (2014)

World Business Council for Sustainable Development (WBCSD), *Global Water Tool* [20]

3   Definitions

3.1 capital: Any form of wealth (money or property) that is employed or transformed by the activities of an organization[21].

3.2 certified minority business enterprise (MBE): The result of the process by which a business enterprise in a specified commodity or service area as defined at least 51% owned, controlled and managed by an ethnic-minority group member.

3.3 climate change: A change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods.[22]

3.4 community investment: Community investment recognizes direct financial investments made by a Service Provider in the community in which its services are provided, and/or where its operational facilities are located. Examples of community investments include financial contributions made in not-for-profit 501 (C)(3), B Corporations or equivalent.

3.5 diversity: Individual differences (e.g., personality, learning styles, and life experiences) and group/social differences (e.g., race/ethnicity, class, gender, sexual orientation, country of origin, physical or cognitive abilities, as well as cultural, political, religious, or other affiliations) avowed and ascribed by individuals.

3.6 diversity spend: The amount or percentage of funds spent on purchasing goods or services from Minority, Veteran, Woman or Disabled Business Enterprises. Diversity spend can be measured by Tier 1-Direct Spend and Tier 2 Indirect Spend.

3.7 economic (economic impact): A change in the productive potential of the economy that has an influence on a community's or stakeholder's well-being and longer term prospects for development.[11]

3.8 equity: Creating opportunities for equal access and success for historically underrepresented populations such as racial and ethnic minority and low-income people, in three main area such as representational equity, the proportional participation at all levels of an institution; resource equity, the distribution of educational resources in order to close equity gaps; and equity-mindedness.

3.9 environment: The sum of all external conditions affecting the life, development, and survival of an organism.

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[19] U.S. Green Building Council, 2102 L Street, NW Suite 500 Washington DC 20037 <http://www.usgbc.org>.

[20] World Business Council for Sustainable Development.4, chemin de Conches, 1231 Conches-Geneva, Switzerland, <http://www.wbcsd.org/>.

[21] International Integrated Reporting Council The Helicon, Third Floor, 1 South Place, London, EC2M 2RB <http://integratedreporting.org/>

[22] United Nations Framework Convention on Climate Change (UNFCCC)

3.10 environmental policy: A statement by the organization of its intentions and principles in relation to its overall environmental performance, which provides a framework for action and for the setting of its environmental objectives and targets.

3.11 environmental Management Policy (EMS): The part of a company's overall management system that includes organizational structure, planning activities, responsibilities, practices, procedures, processes, and resources for developing, documenting, implementing, achieving, reviewing, and improving its environmental practices**.**

3.12 governance: The system by which an organization makes and implements decisions in pursuit of its objectives. It typically includes the system of rules as well as practices and processes by which a company is directed and controlled related to the following five issues:

— accountability
— ethical conduct
— legal and regulatory compliance
— recognition of stakeholders and their interests
— transparency

Effective governance involves balancing the interests of different organizational stakeholders including employees, shareholders, management, customers, suppliers, government and the community. Since governance also provides the framework for attaining an organization's objectives, it encompasses practically every sphere of management, from action plans and internal controls to performance measurement and corporate disclosure.

3.13 inclusion: is involvement and empowerment, where the inherent worth and dignity of all people are recognized. An inclusive environment promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs, backgrounds, and ways of living of its members.

3.14 materiality: A measure of the effect which the absence or presence of the attribute being assessed has upon the final outcome of the evaluation. Material attributes will have real importance or great consequences to the conclusions stakeholders may draw when reviewing the related information.

3.15 net zero: Consuming only as much energy as is produced, achieving a sustainable balance between water availability and demand, and eliminating solid waste sent to landfills.

3.15.1 net zero energy: means producing, from renewable resources, as much energy on site as is used over the course of a year. Achieving Net Positive Energy means producing, from renewable resources, more energy on site than is used over the course of a year.

3.15.2 net zero waste: means reducing, reusing, and recovering waste streams to convert them to valuable resources with zero solid waste sent to landfills over the course of the year.

3.15.3 net zero water building: means a building that is designed, constructed, or renovated and operated to greatly reduce total water consumption, use non-potable sources as much as possible, and recycle and reuse water in order to return the equivalent amount of water as was withdrawn from all sources, including municipal supply, without compromising groundwater and surface water quantity or quality.[10]

3.15.4 net zero water: means limiting the consumption of water resources and returning it back to the same watershed so as not to deplete the resources of that region in quantity or quality over the course of the year.

3.16 product service system (PSS): A procurement arrangement where an organization shifts from purchasing a product (or range of products) to purchasing its function. It requires the customer to rethink

their needs, and the supplier to tailor its offering to meet those needs. For example, an organization needs durable and clean floors to walk on (function), not flooring products, flooring installation products, cleaning chemicals, mops, pails, or gloves (products). In a PSS arrangement, the supplier and customer have aligned goals, including reduced costs. Such arrangements also can facilitate meeting sustainability goals and "extend an organization's interests beyond their usual boundaries, in terms of both product life cycle phases (pre-production, production, distribution, use and end-of-life) and connections with other products and services, which taken together, will result in an integrated offering for the customer."[17]

3.17   professional service provider: Organizations generally characterized by high knowledge intensity, low capital intensity, and a professionalized workforce.

3.18   professional service-line level: The materials, activities and segments of the company centered on delivering a professional service.

3.19   protected class business – A business which falls into one of the following categories: certified minority-owned; certified women-owned; certified LGBT-owned; certified 8(a) small disadvantaged[23]; small veteran-owned and service disabled veteran-owned; small, certified HUBZone.

3.20   publicly available reporting: Reporting information via public disclosure on a website, company report, or available upon request.

3.21   recycle: To minimize waste generation using a cyclic process to recover and reprocess usable products that might otherwise become waste.

3.22   renewable energy: Energy from renewable sources, including solar electric (photovoltaic), solar thermal, wind, geothermal, biogas, biomass, hydro and renewable co-generation on-site or off-site, on- or off-grid.

3.23   risk management: The forecasting and evaluation of risks and opportunities together with the identification of procedures to avoid, minimize, or optimize their impact

3.24   spend goal: A predetermined amount or percentage that a company strives to achieve with particular groups of suppliers particularly in measuring the company's diversity spend.

3.25   social policy: The identification of issues, the development of standards, and the implementation of programs that address governance or corporate responsibility for the ethical treatment of individuals/employees, communities, and other stakeholders.

3.26   stakeholders: Individuals affected by an organization, including its employees, customers, suppliers, and the communities in which it operates.

3.27   stakeholder mapping: A process that draws from multiple perspectives to determine an organization's key stakeholders from its entire stakeholder spectrum.[24]

3.28   supply chain: The all-inclusive set of materials, personnel and processes involved in the production, sale and delivery of a particular product or service, extending from raw material acquisition to consumer purchase, to end of life disposition.

3.29   supply chain management: An information management tool which integrates procurement, operations and logistics, beginning with raw materials acquisition and ending with customer satisfaction*.*

3.30   sustainability: A concept based in the principle that humans depend on the natural environment for survival and well-being, and that humans and nature can exist in productive harmony. Sustainability is

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[23] US Small Business Administration 409 3rd St, SW. Washington DC 20416 <https.//www.sba.gov>

[24] Business for Social Responsibility, <https://www.bsr.org/>

the condition that ensures that negative human impacts on social, economic and environmental infrastructure are sufficiently mitigated through the protection of these resources for current and future generations.

3.31   third-party verification: An assessment activity that is performed by a person or body that is independent of the person or organization that is being assessed, and which has recognized expertise in the subject of the assessment.

3.32   tier 1 supplier: Suppliers whose services represent significant spend, or which are otherwise indispensable to the continuity of production or service provision for an organization.

4   Conformance, evaluation, and assessment criteria

4.1 Elements
This sustainability assessment Standard is divided into four basic categories consisting of credits that are potentially available to organizations seeking compliance with the Standard. The four categories are:

— environmental
— social
— economic
— supply chain

While the focus of the Standard is on the "triple bottom line," i.e., environmental, social, and economic sustainability, the Standard consolidates ESE considerations relating to the applicant's supply chain into a fourth "supply chain" category to simplify assessment of supply chain requirements and applicants' submission of qualifications relating thereto.

Each of the four categories is further divided into subcategories reflecting the diverse nature of attributes and impacts resulting from or occurring within a service provider's operation.

4.2 Intended users of this Standard

Intended users of this Standard include professional service providers (as defined in section 1.2) that deliver a service with a limited reliance on products. Service providers will be able to use the standard as a model to guide the organization's overall operations, including its management structure, procurement policies, employee policies, and community and customer interactions, toward increased sustainability via continual improvement. Consumers or entities that purchase services will be able to reference conformity to the Standard in identifying sustainable professional service providers during the procurement process. Independent third party certifiers will be able to use the Standard in conducting audits during the conformity assessment process leading to certification.

4.3 Service identification

The service provider claiming conformance shall provide a narrative description of the services performed by the firm. The description shall directly address the nature of the services provided and how they qualify to be classified "professional services," as discussed and described in section 1.2 above. If services are being delivered by a project team that is either "housed" or situated in many locations/facilities, the service provider shall clearly explain how it developed its response and established the relevant boundaries, taking into account that many KPIs may or may not be measured (or available) at the individual project team level. The narrative should provide enough detail and clarity to allow for the procurement professional and third-party assessor to make an informed evaluation of the provider's claims.

4.4 Scoring methodology for certification

4.4.1   Minimum compliance requirements

The Standard presumes that all applicants will have been in material compliance with all applicable standards of professional performance, legal and regulatory requirements, professional ethics, etc., as reflected in federal, state, and local law, professional codes of conduct, and licensing requirements during the 12 month period preceding conformity assessment under this Standard.

The NSF 391.1 Standard itself will not independently enumerate the potential range of conformity and compliance requirements applicable to any given service provider in detail, nor will the NSF 391.1 certification process require auditors to conduct an independent factual investigation regarding the applicant's material compliance with these requirements, beyond reviewing the self-declaration and accompanying disclosure of any pending compliance matters.

4.4.2   Prerequisites

Within each of the four sustainability categories that make up the NSF 391.1 standard, applicants must demonstrate compliance with certain "prerequisite" requirements identified for all professional service providers, regardless of size, location, or service area.

These "prerequisites" are similar in structure to that of point-based key performance indicators, but they will be requirements that all applicants must meet, regardless of their level of performance on elective KPIs. Prerequisites, where established, reflect certain organizational or operational policies, or minimum sustainability practices or performance aspects deemed critical to ensuring the credibility of any applicant seeking certification under a sustainability standard.

Compliance with all listed prerequisites is necessary but not sufficient for an applicant to obtain certification under the NSF391.1 Professional Service Standard. Upon demonstrating compliance with listed prerequisites, the applicant (and the auditor reviewing the applicant's eligibility for certification), can then proceed to the discretionary point components of the standard.

4.4.3   Key Performance Indicators (KPI): allocation of earned points toward certification

NSF 391.1 establishes a point-based scoring system for each of the four sustainability categories (environmental, social, economic and supply chain). Applicants that demonstrate compliance with the established prerequisites in each of the four categories must also earn discretionary points to attain certification. Applicants must select from and comply with a variety of KPIs, composed of recommended management, operational, and procurement practices, or publicly-disclosed and attained performance goals, impact reductions, or positive environmental, social, economic or supply chain actions.

In total, the NSF 391.1 Standard offers applicants the opportunity to earn up to 25 points in each of the four sustainability categories, for a maximum score of 100 points. Individual KPIs are weighted in value from 1 to 4 points.

4.4.4   Minimum points floors in each sustainability category

Organizations must achieve a minimum number of points within each sustainability category, as identified in Table 1 below. These minimum point floors ensure that certified services will make balanced investments in all four categories of sustainability. Applicants earn these points by demonstrating compliance with selected KPIs within the category, each of which has a specific point value or range of point values.

Applicants seeking either the "basic level conformance" NSF 391.1 Sustainable Service certification or the "Leadership level conformance" certification must earn at least 10 points within each sustainability category, and then incremental points in any category, dependent upon the level of certification being sought.

4.4.5   Additional point opportunities from categories of applicants' choice

In addition to earning the point minimums established for each of the four sustainability categories, applicants must earn an additional 10 points (basic certification) or 30 points (leadership certification) drawn from any one or more of the categories of their choice, to reach a combined score of 50 points (basic certification) or 70 points (leadership certification). This additional point requirement promotes additional investments in sustainability while allowing, but not requiring, applicants to identify specific sustainability areas for particular focus.

Table 4.1: Tiered scoring system and levels of sustainability performance for 391.1 Sustainability Assessment for Professional Services

Certification level	Requirement (category)	Category				Total points required
		Environment	Economic	Social	Supply chain	
All applicants	prerequisites	All	All	All	All	--
	minimum points from <u>each</u> category	10	10	10	10	40
Basic level conformance	additional points from any category	10				50
Leadership conformance	additional points from any category	30				70
Total available points	points in each	25	25	25	25	100

5   Prerequisite criteria

5.1 Environmental

5.1.1   Environmental policy

The organization shall have an active environmental policy. At a minimum, the environmental policy shall clearly communicate the overall intentions and direction of the organization related to its own environmental performance and its supply chain as formally expressed by senior management. The organization shall make the environmental policy publicly available.

5.1.2   Identification of environmental issues

The organization shall identify the material environmental impacts applicable to their service business including, to the extent applicable, energy inputs, raw material inputs, products, and waste; emissions to air; discharges to water and soil, and other environmental aspects, used in or resulting from service delivery. The analysis shall be documented.

5.1.3   Energy inventory

The organization shall document an energy use inventory that encompasses all company leased or owned facilities included in the service provision (e.g., energy consumption data from energy bills and

meter readings, fuel bills, gas bills). Companies in leased spaces without access to separate metering shall either obtain the information from building owners or estimate their energy usage for these spaces based on pro rata allocation of the overall building energy use or on the average square footage occupied during the previous calendar year and usage factors appropriate to the type of facility. Estimates shall be documented. The energy inventory shall cover 12 consecutive months within the previous 24 months.

5.2 Economic

5.2.1   Codes of conduct

Codes of Conduct are broadly defined as commitments made voluntarily by companies which put forth standards and principles directing behavior in the marketplace. This section addresses the integration of sustainability principles and practices in the company's Code of Conduct. The organization shall submit the organization's values, principles, standards, code of ethics, and norms of behavior that ensure progress toward sustainability goals.

5.2.2   Ethical business practices
The organization shall document how the organization manages and adheres to ethical business practices, including its policies on foreign corrupt practices,[25] bribery, extortion, embezzlement, conflict-of-interest and anti-competitive behaviors.

5.2.3   Reporting

The organization shall provide documentation of its sustainability policies and operations. Reports submitted to any of the following entities will satisfy this requirement: GRI, or UN Global Compact.

5.2.4   Stakeholders
The organization shall undertake a stakeholder mapping exercise at least once every three years, and make the results of such exercise publicly available.

5.3 Social

5.3.1   Labor practices

The organization shall have, and make available to all employees at the time of hire an employee handbook and/or policies that clearly define the company's commitment to their labor practices, including wage rates and salaries, benefits, leave, wage deductions, training and other educational opportunities, retirement and pension benefits (including 401k deposits and contributions), anti-discrimination policies, performance management and career paths.

5.3.2   Conditions of work and social protection

The organization shall have a written policy that clearly states a commitment to prevent harassment, discrimination and violence in the workplace, and shall carry out all appropriate actions in a timely manner to address and/or remedy any instances when violations of this policy occur. The organization shall implement procedures to document and confidentially report events, complaints, cases, and management responses and actions related to allegations and investigations about harassment, discrimination, or threatening behavior including physical, sexual or verbal abuse.

5.3.3   Health, safety and social well-being

The organization shall have a documented policy affirming the value of physical and mental well-being on employee health and productivity.

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[25] *See* Foreign Corrupt Practices Act of 1977 (FCPA) (15 U.S.C. § 78dd-1, et seq.)

5.3.4   Turnover

The organization shall track turnover of all its employees on an annual basis.

5.3.5   Workforce: human rights

The organization shall demonstrate that it has a human rights policy that aligns with the international Bill of Human Rights ILO core convention, United Nations guiding principles on Human Rights.

5.3.6   Diversity and inclusion: equal employment opportunity (EEO)

The organization shall demonstrate that it has a written EEO plan and shall demonstrate that it enforces policies that prohibit discrimination against a job applicant or an employee because of the person's race, gender, color, religion, sex (including pregnancy), sexual orientation, national origin, age, veteran status, disability or genetic information.

5.3.7   Diversity and inclusion: hiring and recruitment

The organization shall promote diverse hiring and inclusive recruitment and retention practices.

5.3.8   Diversity and inclusion: tracking

The organization shall track its diversity makeup to include gender, age, race, and tenure (if applicable) by job level.

5.3.9   Community involvement and development: volunteerism and pro bono

The organization shall support community or non-governmental organizations through at least one method of financial support, in-kind donations of products or services, pro bono donations, or general or skills-based volunteerism.

5.4 Supply chain

5.4.1   Supplier code of conduct

The organization shall have a Supplier Code of Conduct based on criteria from an internationally recognized social responsibility guideline or standard. At a minimum, the Supplier Code of Conduct shall address the following criteria: child labor; forced labor; health and safety; discrimination; discipline; harassment; working hours; compensation; corruption; and bribery.

5.4.2   Supplier diversity plan and strategy

The organization shall have a supplier diversity policy to provide opportunities for qualified protected class businesses.

— certified Women owned;
— certified Veteran owned;
— certified Minority Business Enterprise (MBE) owned;
— certified LBGT from National Gay Lesbian Chamber of Commerce; and
— certified disabled from US Business Leadership Network

5.4.3   Supplier diversity commitment

The organization shall have an internal mechanism for reporting its annual supplier diversity spend.

5.4.4   Procurement – policies, plans and supply chain

The organization shall have a sustainable procurement policy that addresses social, economic and environmental impacts of its purchasing behaviors. Adherence to SPLC's Guidelines will satisfy this prerequisite.

5.4.5   Material impacts

The organization shall identify the material economic, environmental and social impacts that the organization is either directly responsible for in the daily conduct of its business, or indirectly responsible for through its relevant and material service supply chain to at least the Tier I level. In performing this prerequisite, the organization shall consider the impacts in these areas on relevant stakeholders – both voluntary (e.g., business organization interests) as well as involuntary (e.g., community residents, labor and municipal entity interests).

Additional Point Opportunities Sections 6-9

6   Environmental KPIs

6.1 Demonstrated reductions in energy usage

The organization shall earn points as indicated below for reducing its facility-related energy use. Points may only be claimed under one of the two metrics, either absolute or intensity, but not both. The most recent reporting year shall be 12 consecutive months within the previous 24 months prior to applying for certification.

   Absolute reductions

   — 1 point for at least 1.0 % reduction over the previous reporting year or at least 4% over the previous four reporting years

   — 2 points for at least 1.5 % reduction over the previously reporting year or at least 6% over the previous four reporting years

   — 3 points for at least 2.0 % reduction over the previous reporting year or at least 8% over the previous four reporting years

   Intensity reduction (Emissions per unit of measure such as facility area)

   — 1 point for at least 1.5 % reduction over the previous reporting year or at least 6% over the previous four reporting years

   — 2 points for at least 2.0 % reduction over the previously reporting year or at least 8% over the previous four reporting years

   — 3 points for at least 2.5 % reduction over the previous reporting year or at least 10% over the previous four reporting years

6.2 Demonstrated reductions in GHG Scope 1 & 2 emissions

The organization shall earn points as indicated below for reducing its combined Scope 1 and 2 greenhouse gas emissions. Points may only be claimed under one of the two metrics, either absolute or intensity, but not both. The most recent reporting year shall be 12 consecutive months within the previous 24 months prior to applying for certification.

Absolute reductions

— 1 point for at least 1.0 % reduction over the previous reporting year or at least 4% over the previous four reporting years

— 2 points for at least 1.5% reduction over the previously reporting year or at least 6% over the previous four reporting years

— 3 points for at least 2.0% reduction over the previous reporting year or at least 8% over the previous four reporting years

Intensity reduction (Emissions per unit of measure such as headcount or revenue)

— 1 point for at least 1.5% reduction over the previous reporting year or at least 6% over the previous four reporting years

— 2 points for at least 2.0% reduction over the previously reporting year or at least 8% over the previous four reporting years

— 3 points for at least 2.5% reduction over the previous reporting year or at least 10% over the previous four reporting years

Emissions shall be measured using a recognized GHG inventory standard such as the World Resources Institute (WRI) Greenhouse Gas Inventory (or equivalent).

6.3 GHG emission inventory (scope 3)

The organization shall earn 2 points for creating and making publicly available a greenhouse gas inventory of its material Scope 3 greenhouse gas emissions. The greenhouse gas inventory shall cover 12 consecutive months within the previous 24 months and shall follow a recognized GHG inventory standard such as the World Resources Institute (WRI) Greenhouse Gas Inventory (or equivalent).

6.4 Percentage renewable energy

The organization shall earn points for using renewable energy in the most recent reporting year as follows: Up to 3 points may be earned. The most recent reporting year shall be 12 consecutive months within the previous 24 months prior to applying for certification.

— 1 point if 10% of total usage is renewable energy
— 2 points if 25% of total usage is renewable energy
— 3 points if 50% of total usage is renewable energy

The following sources of renewable energy may be considered for attainment of the above percentages:

— self-generated renewable power;

— direct consumption from installations owned by the organization and for which ownership of any associated energy attribute certificates have been retained;

— purchased renewable power;

— purchase from on-site installations owned by a third-party (i.e., PPAs);

— direct line to an off-site generator with no grid transfers;

— direct procurement from a grid-connected generator;

— contract with utility service suppliers (green electricity products);

— unbundled energy attribute certificate purchases. (i.e., RECs or G.O.)

Note that above percentage may not count renewable energy included in utility-provided energy unless separately contracted for as a green-power product.

The following types of energy are considered renewable for determining the above percentages:

— wood and wood waste;
— municipal solid waste;
— landfill gas and biogas;
— ethanol;
— biodiesel;
— hydropower;
— geothermal;
— wind;
— solar

6.5 *Prerequisite for leadership level certification only -* GHG emission inventory (scope 1 and 2)

The organization shall create and make publicly available a greenhouse gas inventory covering its Scope 1 and 2 greenhouse gases. The greenhouse gas inventory shall be 12 consecutive months within the previous 24 months and shall follow the World Resources Institute (WRI) Greenhouse Gas Inventory guidelines (or equivalent).

6.6 Recycling program

The organization shall earn 1 point for demonstrating that a recycling program is in effect within its facilities, both leased and owned. At a minimum, the recycling program shall include paper products, beverage containers, miscellaneous plastic and glass products, and ink and toner cartridges (electronic products are addressed in a separate KPI). If the organization is leasing office space in a building that does not have a recycling program managed by the building landlord or building management, the organization shall arrange to obtain recycling services independently.

6.7 Percentage of property with green building certification

The organization shall earn up to 2 points (as shown below) for leasing or owning facilities with green building certifications such as the United States Green Building Council's (USGBC) Leadership in Energy and Environmental Design (LEED), Energy Star (USEPA), the Building Research Establishment Environmental Assessment Methodology (BREEAM), Green Globes, or a comparable green building standard. Certifications of either the structure or the interior renovation may be included in the calculation of certified floor area up to the maximum of the floor area rented or owned.

Percentage of organizational boundary (leased and owned facilities) that is green certified at the end of the reporting period. The reporting period shall be 12 consecutive months within the previous 24 months

prior to applying for certification.

— 1 point 50 % or more green certified
— 2 points 75 % or more green certified

6.8 Environmental management system (EMS)

The organization shall earn points as shown below for having an Environmental Management System (EMS) in place:

— 1 point for a company-wide EMS system, or
— 1 point for one or more facilities demonstrating current certification to ISO14001.

6.9 Report environmental performance externally via a credible third party

The organization shall earn 1 point for publicly reporting its environmental performance using one or more credible third party environmental reporting vehicles such as the Carbon Disclosure Project (CDP) questionnaires, the Global Reporting Initiative (GRI) standard, B-lab, the International Integrated Reporting framework or other similarly recognized reporting systems.

6.10   Environmentally sound disposition of electronic waste

The organization shall earn 2 points for demonstrating that an electronics waste management program is in effect. The program shall address responsibly managing the end-of-life phase of electronic products, including those which are leased or provided through a servicizing contract. At the end of their useful life or lease, electronic products shall be managed using one of the following approaches and not disposed of through landfill disposal or incineration. Electronic products shall include, at a minimum, computers, tablets, mobile phones, monitors, video displays, printers, copiers and computer peripherals.

— re-used through donation to second-user organizations with a signed agreement for certified end-of-life management consistent with this key performance indicator;

— sold to an electronic refurbisher certified to the e-Stewards, Responsible Recycling (R2), or a substantially equivalent standard;

— returned to the original vendor, if that vendor participates in the EPEAT (or a substantially equivalent) take-back program;

— directed to a third party electronic products recycler certified to the e-Stewards, Responsible Recycling (R2) , or a substantially equivalent standard.

6.11   Web conferencing

The organization shall earn 1 point for demonstrating that more than 75% of the professional service staff have access to webcasting, and/or video conferencing technology capability and that its use in lieu of travel is encouraged throughout the organization via communications and training.

6.12   Green offering

The organization shall earn 1 point for demonstrating that it has developed a 'greener' professional service offering (i.e., an offering that utilizes less travel, less energy, and/or provides greener deliverables); that the service is actively promoted to clients as an option; and that the green service has been purchased by one or more clients in the organization's previous 24 months.

6.13   Professional service provider building owners

The organization shall earn 2 points for conducting and documenting a comprehensive energy, water, and waste audit identifying opportunities for environmental performance improvement.

6.14 Net-zero energy, water and waste

The organization shall earn 2 points for improving building efficiency, performance, and management by ensuring that all new construction greater than 5000 gross square feet is designed to achieve energy net-zero and, where feasible, water or waste net-zero by fiscal year 2030. For the purposes of this section, new construction includes construction that entered the planning or construction process in the last 12 months prior to application submittal.

6.14 Employee training

The organization shall earn 1 point for having a documented training program in place to communicate environmental policies and processes to employees no less frequently than annually. Training records shall be maintained.

7 Economic KPIs

7.1 Risk management

The organization shall earn 1 point for providing evidence of an integrated risk management policy or audit process that provides details on management procedures pertaining to climate change risk.

The organization may earn 1 additional point for explaining its prioritization of risks and/or opportunities.

7.2 Global cyber program

The organization shall earn 3 points for providing an established global cyber security program to identify, respond and remediate cyber related incidents. This should include the assessment and deployment of approved vendor patches, scanning and management of vulnerabilities and deployment of the latest anti-virus definition across the enterprise.

7.3 Codes of conduct: assessment and mitigation of stakeholder impacts

The organization shall earn 1 point for providing a statement that presents the firm's vision and strategy for assessing and mitigating any adverse significant economic, environmental and social impacts that the organization's activities may have on affected stakeholders (such as suppliers, workers, local communities, and local residents).

7.4 Management incentives

The organization shall earn 1 point for linking management compensation to sustainability results, or 2 points for linking at least 10% of management compensation to sustainability results, or 3 points for linking at least 20% of management compensation to sustainability results.

7.5 Ethical business practices: communication and training

The organization shall earn 1 point for conducting communication or training sessions on anti-corruption, ethical business practices, or similarly related topics for its governance body members, employees and, where appropriate, suppliers and other stakeholders.

7.6 Disclosure of ethical business practices and performance

The organization shall earn 1 point for disclosing reports related to compliance with ethical business practices.

7.7 Community investment

7.7.1 Financial investments: benefiting local communities

The organization shall earn 1 point for investing 0.5%, or 2 points for investing 1% or more of its net income (calculated annually in accordance with generally accepted accounting principles) in projects, programs, or infrastructure benefitting local communities.

7.7.2 Financial Investments: Impact Assessment

The organization shall earn 1 point for quantifying or verifying impacts resulting from Community Investments. Verification reports or other documentation shall be provided by the beneficiaries of the investments.

7.7.3 Thought leadership

The organization shall earn 3 points for documenting an annual investment in research and development activities that advance thought leadership into sustainable operations. Such activities may include, but are not limited to, publication of literature; underwriting of research studies; sponsorship of educational forums, or similar events. This KPI does not include activities described in the Social category pertaining to employee education and training.

7.8 Disclosure, transparency and reporting

Disclosure, Reporting and Transparency considers the degree to which an organization makes company information pertaining to governance, stakeholders (including employees), environmental performance, and supply chain publicly accessible.

The organization shall earn 2 points for obtaining a third-party sustainability audit assessment, by a qualified third-party assessor (e.g., EcoVadis, Veritas, CERES, or other credible audit providers).

7.9 Governance

The organization shall earn 2 points for publicly reporting the governance structure of the organization, including committees of the highest governance body. It should identify any individuals or groups responsible for decision-making on economic, environmental and social performance and impacts. Possible evidence to earn this point could include the existence of a Board-level sustainability committee or outside Advisory Board (in the case of smaller or privately-held companies).

7.10 Sustainability investments

7.10.1 Policy

The organization shall earn 1 points for developing a sustainable investment strategy policy for sustainable investment.

7.10.2 Implementation

The organization shall earn 2 points for developing and implementing a sustainable investment strategy for sustainable investments. The strategy document shall be reviewed on an annual basis.

7.11 Compensation & fair wages

The organization shall earn1 point for documenting and publicly disclosing the ratio between CEO (or head executive) and median employee compensation.

The service provider shall earn 1 additional point for any one of the following practices:

— limiting the ratio between CEO (or head executive) and median employee compensation to no more than 25:1.

— limiting the ratio between top and bottom compensation to no more than 10:1 (meaning that no full-time permanent employee may be paid more than 10x the least-paid full-time permanent employee).

— limiting total executive compensation to no more than twice an executive's annual salary.

— capping tax deductions for the expense of executive compensation.

8   Social and labor KPIs

8.1 Social reporting

8.1.1   Assurance

The organization shall earn up to 4 points for obtaining third-party verification of the economic, social, environmental and supply chain indicators in its Corporate Social Responsibility Report based on a recognized international or national standard. One point may be earned for verification of each section.

8.2. Labor practices

8.2.1   Workforce benefits

The organization shall earn 1 point for offering participation in a retirement plan such as pension or 401(k) based upon employee classification and benefit eligibility.

8.2.2   Health, safety and social well-being policies

The organization shall earn 1 point for implementing at least three, or 2 points for implementing at least six, of the following health, safety and social well-being initiatives:

— providing a training program to all employees on emotional well-being, stress reduction and management, and resilience;

— including employee health, safety and social well-being as one of the topics reported to the board of directors or Senior Leadership at least one time per year;

— setting an annual budget or establishing funding for health promotion activities or programs, and documenting the completion of each program or activity;

— operating an active health, safety and social well-being promotion committee with members of management and employees represented by equal numbers that reports at least once a year to the Board of Directors or Senior Leadership;

— establishing written goals for the health, safety and social well-being program and measuring

progress towards achieving organizational objectives; establishing improvement goals, education, training, counseling, prevention and risk control programs to assist employees regarding chronic diseases;

— providing lactation support services (education, lactation consultants, mother's room);

— having an employee assistance program (EAP) for regular check-ups, counseling and intervention pertaining to the mental and emotional well-being of employees;

— encouraging screening tests for diseases, health risk factors (e.g., blood pressure checks, mammograms, and colonoscopies);

— implementing alcohol-free workplace policies;

— offering office-organized physical activity/exercise;

— providing for smoking counseling, nicotine replacement, etc.;

— providing healthy food access/healthy vending machines;

— offering gym memberships or discounted gym memberships;

— establishing transition policies to promote well-being and resilience when returning to work after a health/well-being related absence (mental or physical)

8.2.3   Health, safety and social well-being: care-giving

The organization shall earn 1 point for implementing at least three, or 2 points for implementing at least six, of the following care-giving initiatives:

— on or near-site child-care center (sponsored or operated by employer or union);

— child-care subsidies or discounts (*e.g.*, U.S. URC Section 129 plans);

— back-up child-care (center-based/in-home);

— child-care resource and referral services (stand alone or embedded in an employee assistance program [EAP]);

— dependent care spending account program (e.g., U.S. IRC section 125 plans);

— parental/caregiver support;

— on-site or virtual caregiver support group;

— parenting seminars/webinars;

— support for grandparents raising grandchildren;

— support of employees with responsibility for individual(s) with special needs;

— travel-related dependent care expense reimbursement (for child, elder or special needs);

— elder care;

— on or near-site elder-care center (sponsored or operated by employer or union);

— elder-resource and referral services (stand alone or embedded in and EAP);

— geriatric counseling for elders;

— back-up elder care (center-based/in-home)

— in-home elder care assessments.

8.2.4   Flexible workplace policies and practices

The organization shall earn 1 point for implementing at least three, or 2 points for implementing at least six, of the following workplace flexibility policies/practices below.

— flextime: ability to adjust workday start and end times;

— telework: full time, every regularly scheduled workday;

— telework: on a regular weekly/monthly basis;

— alternative worksites: shared, remote workspaces outside of company locations established specifically for teleworkers;

— hoteling: designated shared workspaces at a company location available to employees who work remotely, but occasionally come into the office;

— compressed workweek: full-time options that enable employees to work longer days for part of a week or pay period in exchange for shorter days or a day off during that week or pay period;

— seasonal schedules: (e.g., summer hours);

— part-time/reduced work schedules;

— job sharing: full-time position shared by two people, each working part-time hours;

— shift changes for hourly workers: employees may trade, pick-up or drop shifts;

— phased return-to-work after FMLA-eligible leave;

— annualized hours: part-time or full-time employees' number of hours worked are calculated on an annual basis as opposed to weekly, thus enabling flexibility in scheduling blocks of time off, such as summer month;

— work-life, cultural or flexibility needs assessment conducted within the past three years, or related questions included on an employee engagement survey;

— HR systems support flexible staffing (e.g., adaptable full-time employee headcount policy) including time tracking and reporting and flexibility metrics both qualitative and quantitative;

— manger and employee flexibility education and training (stand alone or incorporated into other training);

— aligning performance management outcomes/rewards with flexibility goals;

— aligning flexibility efforts with other department functions (e.g., facilities, real estate, IT);

— career on- and off-ramps;

— scaling intensity of work upward and down in response to temporary life events;

— retiree job corps/phased retirement: enabling retirees to work on short-term, temporary projects .

8.2.5   Workplace policies: paid and unpaid time off

The organization shall earn 1 point for implementing at least five, or 2 points for implementing at least ten, of the following paid and unpaid time off options for its employees:

— paid leave (e.g., personal days, sick days, vacation, holidays, PTO bank);

— ability to use paid time off to care for dependents;

— paid maternity/paternity leave;

— short-term disability (STD);

— long-term disability (LTD);

— paid sabbaticals;

— unpaid sabbaticals;

— unpaid leave of absence with job guarantee (beyond 12 weeks' leave mandated by FMLA and any state law);

— paid leave of absence with job guarantee (beyond paid leave mandated by any state or federal law);

— paid or unpaid time off for military reservists to fulfill their duties;

— paid time off for new parents beyond six weeks from delivery;

— domestic partners covered by lead benefits;

— foster parents covered by some benefits;

— adoptive parents covered by some lead benefits;

— paid caregiver leave;

— leave donation program (giving the gift of time to colleagues in need);

— ability to purchase additional time off;

— ability to use paid time off in advance of accrual.

8.3 Workforce training and education

The organization shall earn 1 point for reporting the average number of training hours employees engaged in during the last fiscal year and 1additional point for providing tuition reimbursement.

8.4 Community involvement and development

8.4.1   Community involvement and development: volunteerism and pro bono

The organization shall earn 1 point for offering at least 8 hours for volunteer/pro bono activities per employee per fiscal year to participate in company-approved or organized opportunities; or

The organization shall earn 1 point for achieving a participation rate of 50% or more of its total employee base per fiscal year, in company approved or organized volunteer/pro bono activities.

> NOTE — The median number of hours per participating employee was 6 (CECP giving in numbers 2014).

8.4.2   Community involvement and development: community engagement

The organization shall earn 1 point for supporting employee service on the boards of non-profit organizations, community or school task forces, non-elected boards or committees, or non-elected government service commissions, by providing time-off, schedule flexibility, travel expense reimbursement, and/or training.

The organization shall earn 1 additional point for having policies in place to incentivize employee engagement in community work to meet company commitments and objectives (e.g. matching employee gifts, dollars for doers, employee volunteer awards, etc.).

8.4.3   Community involvement and development: goals

The organization shall earn 1 point for incorporating community involvement policies, strategies and practices into employee leadership development or skills training.

8.5 Diversity and inclusion strategy

For the purposes of section 8.5, the term "diversity" relates to differences in race, ethnicity, religion, sexual orientation, gender, gender identity, or disability.

8.5.1   Board of directors or advisory board

The organization shall earn 1 point for ensuring that at least 33% of their Board of Directors or Board of Advisors is diverse.

8.5.2   Strategy

The organization shall earn 1 point for establishing a diversity and inclusion strategy for two of the items below, or 2 points for establishing it for all four of the items below:

— the organization shall establish and implement a diversity and inclusion strategy, such as Workforce goals and Affirmative Action Plans (AAPs);

— the organization shall implement professional development plans and emerging talent programs for employees from diverse and underrepresented backgrounds, including programs such as succession planning and mentorship;

— the organization shall implement a comprehensive diversity and inclusion training course and provide supplemental resources for all managers and employees to learn and engage;

— the organization shall identify a senior leader that can serve as the diversity manager and who reports directly to C-suite or senior leadership to lead diversity and inclusion initiatives and report on their progress annually. This person will ensure the feedback, concerns and ideas of employees surrounding diversity and inclusion are embedded throughout the company.

8.5.3   Reporting

The organization shall earn 1 point for publicly reporting its progress in reaching diversity and inclusion goals.

8.5.4   Management

The organization shall earn 1 point for implementing one of the following items, and 2 points for implementing both of the following items:

— the organization will collaborate with Human Resources to establish Employee Resource Groups or Affinity Groups that are treated as business partners and are specifically designed to create a space for diverse groups of employees to voluntarily gather to discuss volunteer initiatives, community involvement, and to create a more inclusive environment. These groups will be open to all employees. They may advise on marketing, recruitment, risk management, and so forth.;

— the organization will conduct in-depth diversity and inclusion assessments covering behavior, attitude and perception for the overall organization and within divisions. Diversity and inclusion measures will be included as part of the organization's overall scorecard, linked to the organizational strategy and tied to incentive compensation.

9   Supply chain KPIs

9.1 Sustainable supply chain mapping

The organization shall earn 1 point for documenting its material Tier 1 suppliers.

9.2 System of accounting for supplier sustainability

The organization shall implement a system of accounting for sustainability actions, practices and outcomes of their service supply chain based on the supply chain documentation of 9.1, above, and shall earn points as indicated below:

9.2.1   Code of conduct for tier 1 suppliers:

The organization shall earn 1 point for providing Tier 1 suppliers with its sustainability Code of Conduct, and incorporating it into all material service supplier contracts. The Code of Conduct shall address at least the following sustainability topics as applicable:

- — pollution prevention and resource reduction;
- — solid waste management;
- — product use and toxicity minimization;
- — energy and GHG emissions minimization/reduction;
- — packaging minimization/reduction;
- — transportation minimization;
- — child labor, human trafficking and forced labor;
- — health and safety;
- — discrimination and anti-harassment;
- — working hours and compensation;
- — corruption and bribery.

9.2.2   Identification of supply chain hotspots:

The organization shall earn 1 point for identifying supply chain hotspots and prioritizing areas to focus its mitigation efforts through Tier 1 service supplier engagement.

9.3.1 Supplier audit strategy:

The organization shall earn 2 points for implementing a supplier audit strategy to effectively monitor and influence improvement of Tier 1 service suppliers' sustainability performance. For purposes of earning this point, the organization may accept a current official audit conducted independently for the Tier 1 service supplier which evaluates the same key sustainability indicators as referenced within the sustainability Code of Conduct (above).

9.3.2 Demonstrated corrective action by supplier:

The organization shall earn 2 points for demonstrating that its Tier 1 service suppliers have taken corrective action within 1 year for any material defects identified in the audit, or shall demonstrate that supplier's contract has been cancelled or notice given of intent to not renew.

9.3.3 Contractual requirements for downstream supply chains:

The organization shall earn 2 points for including a contract clause in any service supply contract requiring Tier 1 service suppliers to demonstrate that they have required their Tier 1 subcontractors/suppliers to commit to the same sustainability Code of Conduct principles.

9.4 Supplier sustainability reporting:

The organization shall earn 3 points for including a contract clause requiring key Tier 1 service suppliers to report sustainability performance under (a) a recognized reporting framework (e.g. GRI, SASB, ISO 24000, CDP, Carbon Trust, SA8000), or (b) a third-party sustainability audit assessment, by a qualified third-party assessor (e.g., EcoVadis, Veritas, CERES, or equivalent).

9.5.1 Supplier diversity spend:

The organization shall earn points based on its spending across specific diversity categories:

For an organization with greater than $20 million in annual revenue:

The organization shall earn 2 points for achieving a 15% aggregate spend with a minimum of 3 percent spend in at least 3 of the 7 certification categories.

- — certified Women owned;
- — certified Veteran owned;
- — certified Minority Business Enterprise (MBE) owned;
- — certified Hub Zone (under-utilized business jurisdiction); *for US Government contracting only*
- — certified 8(A) disadvantaged business; *for US Government contracting only*
- — certified LBGT from NGLCC (National Gay Lesbian Chamber of Commerce); and
- — certified disabled from USBLN (US Business Leadership Network)

For an organization with $20 million or less in annual revenue

The organization shall earn 2 points for achieving a 5% aggregate spend across a minimum of 3 of the 7 certifications categories.

- — certified Women owned;
- — certified Veteran owned;
- — certified Minority Business Enterprise (MBE) owned;
- — certified Hub Zone (under-utilized business jurisdiction); *for US Government contracting only*
- — certified 8(A) disadvantaged business; *for US Government contracting only*

— certified LBGT from NGLCC (National Gay Lesbian Chamber of Commerce); and
— certified disabled from USBLN (US Business Leadership Network)

9.5.2 Supplier diversity management:

The organization shall earn 1 point for achieving each of the following criteria (up to 3 points total):

— the organization shall include its supplier diversity spend goals as a material provision in all RFPs and contracts.

— the achievement of supplier diversity spend goals shall be tied to senior management performance ratings (as demonstrated in the last 12 months prior to submittal of the certification application).

— the organization shall train its purchasing staff on its suppler diversity policy and how to identify and engage diverse suppliers.

9.6 Sustainable supply chain: products

The organization shall earn 2 points for achieving three, or 5 points for achieving six, of the following product requirements. The organization must meet the indicated specifications for not less than 50% of total inventory in each listed category for the 12-month period prior to submittal of the certification application.

— IT equipment including, but not limited to, computers and displays, imaging equipment, TVs and videoconferencing monitors shall be Energy Star or EPEAT certified.

— other electric products shall be Energy Star certified or its equivalent, where available.

— office furniture shall be reused to the maximum extent possible, unwanted furniture shall be placed in a secondary market or recycled, and new furniture purchases or leases shall be BIFMA e3 certified, or its equivalent.

— carpet shall be certified to NSF 140 or an environmental equivalent standard.

— chemical-based cleaning products shall be certified under Safer Choice, Green Seal, or an equivalent sustainability standard. The organization shall also require their use in any contract for cleaning services.

— the organization shall use Safer Choice or its equivalent chemical-based consumer products (e.g., printer/toner cartridges), and require their use in any supply contracts.
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— the organization shall use printer and writing paper with a minimum 30% post-consumer fiber or certified FSC, or equivalent, and shall ensure that other paper products (e.g., disposable cups, paper towels, toilet paper, etc.) comply with an applicable eco-label standard.

— the organization shall show a minimum 5% year-over-year reduction in paper products usage.

9.7 Product service systems

The organization shall earn 3 points for implementing a sustainable product-service system (PSS) procurement agreement with a supplier(s) that includes goals, metrics, and data that include one or more of the following: water consumption, toxic land releases, toxic air emissions, energy consumption, GHG emissions, waste generation, recycling, or measures that are otherwise related to the criteria in the Environmental and Sustainable Supply Chain sections of this Standard.