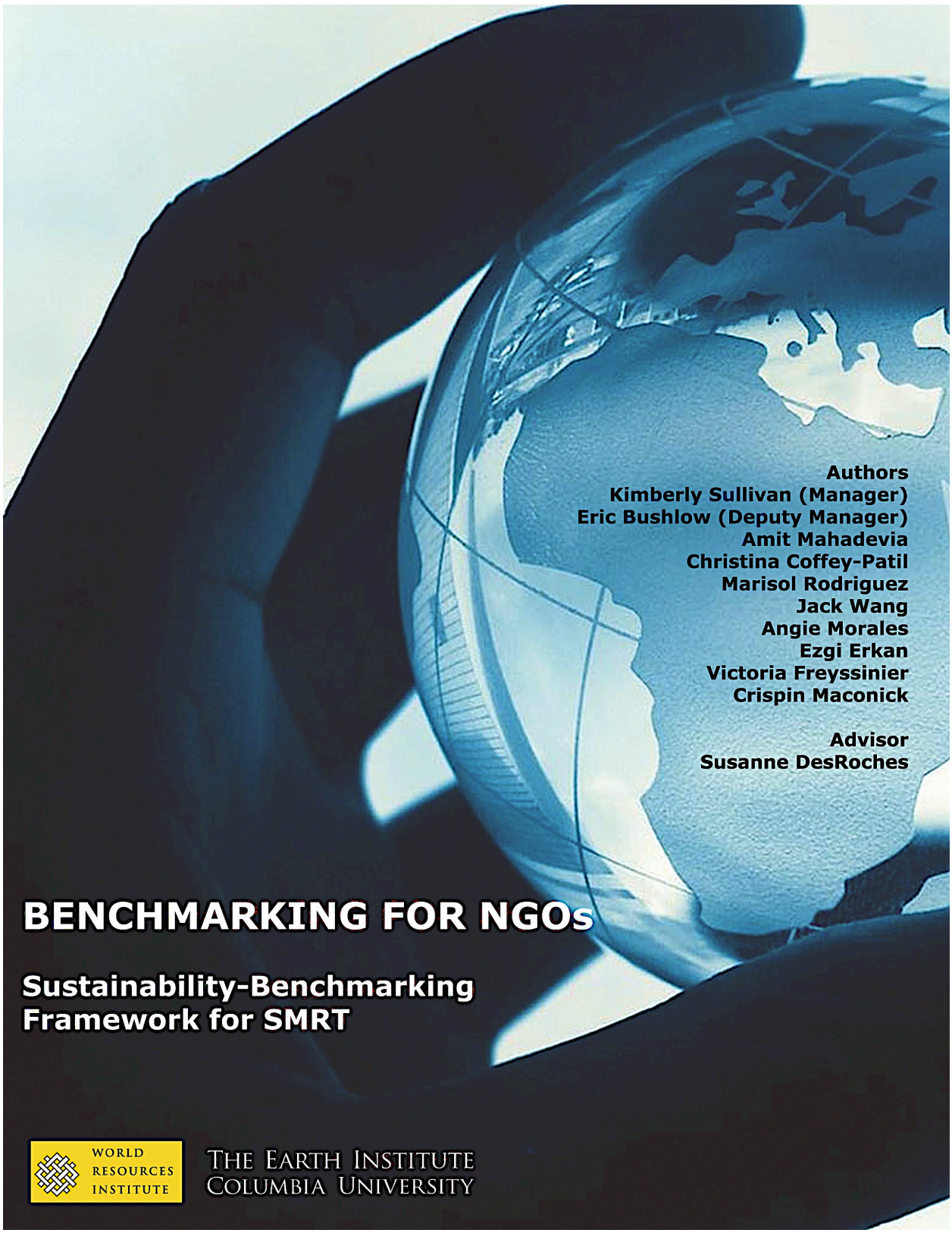


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# BENCHMARKING FOR NGOs

## Sustainability-Benchmarking Framework for SMRT


WORLD RESOURCES INSTITUTE

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# Acknowledgements

The research team would like to thank the World Resources Institute (WRI) and the Sustainability Managers Round Table (SMRT) for this opportunity. A special thanks to Amanda Stevens and Anthony Guerrero for their support and guidance, as well as to the research team's faculty advisor, Susanne DesRoches and the other faculty supporting the Capstone Workshop Program. Finally, thank you to all of the organizations that completed the survey, volunteered to be interviewed, and volunteered to be test-case participants:

- Cole-Hamilton, Alex
- Colin, Maddie
- DeRiel, Elise
- Dickinson, John
- Freed, Adam
- Gosling, Johanna
- Grais, Alex
- Guerrero, Anthony
- Haugen, John
- Hoffmann, Austin
- Jones, Kelly
- Kaminski, Marisa
- Kumar, Monika
- Littlefield, Julie
- Miller, Alison
- Netanya Huska
- Nicole Jackson
- Rubinfeild, Adam
- Russell, William
- Sabelli, Andrea
- Sandford, Judy
- Stevens, Amanda
- Tanjir Hossain
- Varnadore, Hilari
- Wanstand-Evans, Kristi

For a full list of SMRT members and interviewees see **Appendix Item 5.**

# Executive Summary

### a. Purpose of This Report

This report is intended to guide The Sustainability Managers Roundtable (SMRT) members in their effort to compare sustainability performance against peers. Specifically, this research describes the development of a sustainability-benchmarking framework for SMRT (the ***SMRT Tool***) and provides recommendations on how to adopt the framework.

Many SMRT members already know that "what gets measured gets improved"[1]—and in a time of increasing scrutiny from funders[2] it has never been more important to transparently report on and improve sustainability performance. This research takes a progressive stance on defining sustainability by including not only environmental, social and governance (ESG) performance measures, but also financial KPIs. Surveys of SMRT members indicate that most are already collecting environmental performance data, but are investing far fewer resources in the other three categories. To meet the requirements of a rapidly evolving reporting landscape, this research will show that organizations should emphasize performance in all four areas. The ***SMRT Tool*** can help organizations report in all four areas even with limited resources.

Many SMRT members feel that existing reporting frameworks like the Global Reporting Initiative (GRI) do not meet their immediate needs and require unrealistic levels of resources. This report and the associated ***SMRT Tool*** (See **Appendix Item 6**) will provide each SMRT organization with a framework that meets their objectives. The ***SMRT Tool*** can also prepare organizations and their leadership to eventually adopt common reporting frameworks like GRI. Using the ***SMRT Tool***, organizations will find that effective performance comparisons are within reach and immediately realizable.

### *Key Terminology*

***Key performance indicators*** (KPIs) are both quantitative and qualitative metrics measuring sustainability performance (environmental, social, governance, and financial). An example of a KPI would be *total annual scope 1 emissions*.

***Frameworks*** are an assembly of KPIs that are combined to create a sustainability report. An example of a framework would be *GRI's reporting guidelines*.

***Benchmarking*** defines a process whereby an organization compares performance to another on specific KPIs.

***Normalization*** is a process by which KPIs are divided by a chosen denominator (e.g., number of employees) to make results comparable between organizations.

[1] Shore, J. (2014, September 16). These 10 Peter Drucker Quotes May Change Your World. Retrieved May 2, 2015, from http://www.entrepreneur.com/article/237484

[2] Linnell, D. (2014, February 13). Why Evaluation Is Important for Your Nonprofit. Retrieved May 2, 2015, from http://tsne.org/why-evaluation-important-your-nonprofit

### b. Background

Many for-profit organizations currently set targets around sustainability—and use common reporting frameworks to benchmark performance (e.g., GRI). The evolution of reporting frameworks like GRI has contributed to more standardized approaches to reporting key environmental, social, governance, and financial indicators. However, there is little guidance for organizations that exist outside the for-profit sector. While many non-profit organizations report on mission effectiveness in addressing areas like environmental and social issues, there is little emphasis on benchmarking internal performance in these same areas. The goal of this project is to develop a benchmarking framework that permits accurate analyses of internal non-governmental organizations (NGOs) performance, cross-NGO comparisons, and harmonization with existing for-profit benchmarking frameworks.

### c. Sustainability Mangers Round Table (SMRT)

This study and associated research centered on identifying a feasible benchmarking framework to be used by SMRT. The SMRT was established in 2010 and is made up of a collection of NGOs and development banks that share knowledge of non-profit sustainability (Organizations shown in **Figure 1**). There are approximately eleven active members that meet bimonthly.


*Figure 1. SMRT member composition*

### d. Methods

To determine the most relevant KPIs for SMRT members, 25 established benchmarking frameworks were identified and reviewed. From these frameworks approximately 1,300 KPIs were extracted. These 1,300 KPIs were distilled down to 29 KPIs by using discrete screening criteria. Screening criteria were based largely on survey results of the SMRT members, interviews of SMRT members and industry experts, and academic research.

Select SMRT members were then identified to test this refined list of KPIs assessing the feasibility of adoption and the utility of suggested normalization factors. Further refinement of chosen KPIs based on the results of the test-cases produced our final recommendation—a customized benchmarking framework for NGOs called the ***SMRT Tool***.

### e. Summary of Recommendations

***SMRT Tool***

The final recommendation identifies 29 primary KPIs that comprise the ***SMRT Tool***. Compared to GRI's 79 KPIs, a refined list of 29 KPIs is manageable for smaller organizations with limited resources looking to benchmark annually. Both qualitative and quantitative measures were chosen for each of the four primary buckets of KPIs (Environment, Social, Governance, and Financial described in **Table 1**). Qualitative KPIs were included based on feedback from SMRT members expressing interest in how organizations are achieving progress on quantitative KPIs. Expert interviews also support the inclusion of qualitative measures.

| KPI Category | Sample KPI |
|---|---|
| Environment | What policies and practices were implemented over the last year that contributed to major changes in waste KPIs? |
| Social | Percent women in management positions |
| Governance | Percentage of primary supplier contracts with clauses covering environmental, social and governance factors. |
| Financial | Annual kWh reduction over annual spending on related sustainability initiatives. |

*Table 1. Sample KPIs from the **SMRT Tool***

While survey results indicated that financial KPIs were not a high priority for most SMRT members, expert interviews and academic literature suggested an evolving trend favoring integration of ESG and traditional financial-performance indicators. As such, the research team decided to include certain financial measures that accomplish this recommended integration.

The research identified three normalization factors that are considered relevant to SMRT organizations based on expert interviews, interviews of SMRT members, or academic research. These normalization factors include per square foot, per full-time employee (FTE), and per operating expenses.

A pilot test of the ***SMRT Tool*** revealed a wide variety in scope of current reporting activities among SMRT organizations. Some organizations reported on a global scale for KPIs, while other organizations only reported on their headquarters or a single location. This variety in scope inspired a "basic" versus "advanced" reporting designation within the ***SMRT Tool***. The distinction between these two designations primarily relates to the scope of reporting. Reporting just for one physical location is classified as "basic", while reporting for multiple locations is considered "advanced". The ***SMRT Tool*** automatically classifies each organization based on data entered. It should be noted that programs are required to maintain a consistent scope across all KPIs in the ***SMRT Tool***.

The ***SMRT Tool*** is an excel-based reporting framework. All KPIs are programmed into the tool, and once data is entered all quantitative KPIs are normalized automatically in the excel document. The tool generates a standard output, or scorecard (Screenshot shown in **Figure 2**). This scorecard can be used for performance comparisons among SMRT members.

| KPI # | Category | Sub Category | KPI | Normalization Factor | 2012 | 2013 | 2014 | Qualitative Responses |
|---|---|---|---|---|---|---|---|---|
| **Environmental** | | | | | | | | |
| E - 1a | Water | Measurement | Annual total water withdrawal by source (Gallons) | *per sqft* | 19.8 | 18.3 | 17.5 | - |
| E - 1b | Water | Performance Metric | Percentage of total volume of water recycled and reused (Gallons) | % | 0% | 0% | 0% | - |
| E -1c | Water | Qualitative Response | What policies and practices were implemented over the last year that contributed to major changes in this categories KPI? | - | - | - | - | Installed low flow tolets in main office |
| | | | | | | | | |
| E - 2a | Waste | Measurement | Annual total waste (Tons) | *per sqft* | 0.0 | 0.0 | 0.0 | - |
| E - 2b | Waste | Performance Metric | Waste to recycling (waste diverted from landfill) (% of tons) | % | 89% | 63% | 55% | - |
| E - 2c | Waste | Qualitative Response | What policies and practices were implemented over the last year that contributed to major changes in this categories KPI? | - | - | - | - | 0 |
| | | | | | | | | |
| E - 3a | Energy | Measurement | Annual total energy consumed (kWh) | *per sqft* | 21.0 | 20.7 | 19.9 | - |
| E - 3a.1 | Energy | Measurement | Purchased electricity (kWh) | *per sqft* | 21.0 | 20.7 | 19.9 | - |
| E - 3a.2 | Energy | Measurement | Renewable sources (kWh) | *per sqft* | 20.7 | 19.4 | 18.8 | - |
| E - 3a.3 | Energy | Measurement | Alternative sources (kWh) | *per sqft* | N/A | N/A | N/A | - |
| E - 3b | Energy | Qualitative Response | What policies and practices were implemented over the last year that contributed to major changes in this categories KPI? | - | - | - | - | new HVAC system; changed building cleaning schedule to daylight hours to reduce time building spent in operations |
| E - 3c | Energy | Performance Metric | Change in total energy consumed as compared to last year (kWh) | % | - | -1% | -4% | - |
| | | | | | | | | |
| E - 4a | Emissions | Measurement | Annual total Greenhouse Gas Emissions (mt CO2e) in Scope 1 | *per sqft* | 0.0 | 0.0 | 0.0 | - |
| E - 4b | Emissions | Measurement | Annual total Greenhouse Gas Emissions (mt CO2e) in Scope 2 | *per sqft* | 0.0 | 0.0 | 0.0 | - |
| E - 4c | Emissions | Measurement | Annual total Greenhouse Gas Emissions (mt CO2e) in Scope 3 | *per sqft* | 0.1 | 0.1 | 0.1 | - |
| E - 4c.1 | Emissions | Measurement | Annual FTE commute (mt CO2e) | *per sqft* | 0.0 | 0.0 | N/A | - |
| E - 4c.2 | Emissions | Measurement | Annual Business travel (mt CO2e) | *per sqft* | 0.0 | 0.0 | 0.0 | - |
| E - 4c.2.1 | Emissions | Measurement | Air travel (mt CO2e) | *per sqft* | 0.0 | 0.0 | 0.0 | - |
| E - 4c.2.2 | Emissions | Measurement | Land travel (mt CO2e) | *per sqft* | 0.0 | 0.0 | 0.0 | - |
| E - 4d | Emissions | Qualitative Response | What policies and practices were implemented over the last year that contributed to major changes in this categories KPI? | - | - | - | - | 0 |
| E - 4e | Emissions | Performance Metric | Change in total Scope 1 and Scope 2 emissions (mt CO2e) | % | | -3% | -5% | - |

*Figure 2. Screenshot of **SMRT Tool** Scorecard*

*Assembling Resources Needed For Reporting*

The ***SMRT Tool*** alone cannot accomplish all that is needed to achieve robust sustainability reporting—organizations must also align internal operations to ensure comprehensive data collection. Within the tool, instructions are provided that detail what data is needed to satisfy each KPI. With this information, organizations should work to assemble resources and personnel that can help with data collection. Some organizations related that certain information was difficult to collect, requiring collaboration with departments like human resources. It is recommended that an

interdisciplinary team comprised of representatives from HR, finance, facilities and sustainability leadership meet with some regularity to strategize around data collection.

*Ensuring Support for Sustainability Initiatives*

SMRT members may need to prove the benefits of reporting to secure needed resources. To help SMRT members make the case for sustainability reporting, this research identifies numerous benefits of reporting that include:

1. Creation of long-term value
2. Improved brand or image
3. Improved innovation
4. Enhanced operational efficiencies
5. Better management of supply-chain relationships

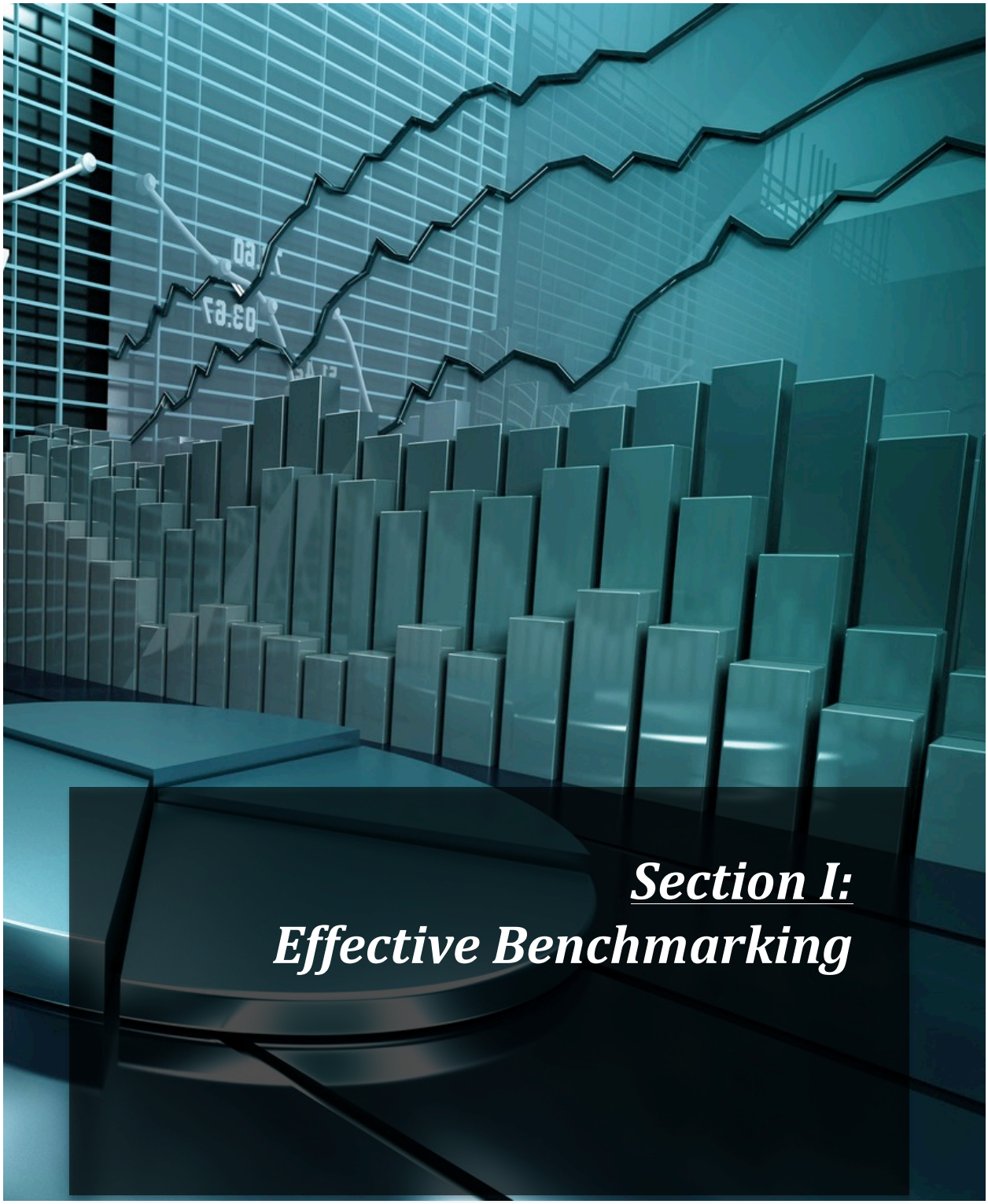
A playbook of 11 benefits associated with sustainability reporting is included in the *SMRT Tool Organizational Use* section of this report (p.22-29).

*Benchmarking Performance within SMRT*

The ***SMRT Tool's*** output is a simple-to-use scorecard meant for benchmarking efforts between organizations. As different organizations prepare scorecards, a number of steps should be taken by SMRT to ensure proper benchmarking occurs. These steps include:

1. Identify SMRT leaders willing to collect individual-member scorecards
2. Make scorecards available in a centralized repository (database or online)
3. Identify strong performers for quantitative KPIs
4. Examine qualitative responses and develop best practices
5. Publish identified best-practices within SMRT
6. Compare performance and best practices to for-profit and non-profit industry examples

The *SMRT Tool Organizational Use* section (p.22-29) discusses each of these steps in more detail.



# ***Section I:***
# *Effective Benchmarking*

# Introduction

The past 15 years have seen dramatic advances in for-profit sector sustainability reporting. Specifically, the use of reporting increased in multinational corporations and for-profit companies. [3] In fact, the Global Reporting Initiative (GRI) estimates that in 1999, fewer than 100 for-profit companies used their framework.[4] In 2013, KPMG conducted a survey of 4,100 for-profit companies finding nearly three quarters of respondents actually produce a sustainability report—80% of the largest 100 companies use GRI.[5] Tools like GRI cater mostly to for-profit reporting, permitting a relatively comprehensive understanding of performance. Yet, for non-profits and non-governmental organizations (NGOs) there is minimal guidance on sustainability reporting.[6] This deficit in reporting guidance prevents effective benchmarking between these types of organizations. It should be noted that in this report, the term *sustainability* encompasses environmental, social, governance, and financial performance.

### a. Statement of purpose

While non-profit organizations differ from for-profit organizations in financial reporting requirements, primary stakeholder groups, and organizational goals, they all share a common interest in the disclosure of organizational sustainability. [7]

The purpose of this project is to develop a sustainability-benchmarking framework that allows for comparisons (i.e. results that can be normalized across a variety of organization sizes and structures) among NGOs while also harmonizing with existing for-profit benchmarking tools. This framework will allow SMRT members to compare themselves against other NGOs and non-profits, while also permitting comparisons to for-profit organizations (harmonization). Additionally, by adopting the recommended framework organizations will build competencies that can eventually enable them to execute on more complicated frameworks like GRI.

### b. Overview of SMRT members

The SMRT formed in 2010 to provide a forum for sustainability professionals at various NGOs to share best practices. As a group, SMRT is intent on comparing sustainability performance amongst themselves. The members of SMRT include the below organizations:

---

[3] Crespy, C. T., & Miller, V. V. (2011). Sustainability reporting: A comparative study of NGOs and MNCs. Corporate Social Responsibility and Environmental Management, 18(5), 275-284. doi:10.1002/csr.248

[4] A New Phase: Growth of Sustainability Reporting. (2011). Global Reporting Initiative. Retrieved April 27, 2015, from https://www.globalreporting.org/resourcelibrary/GRI-Year-In-Review-2010-2011.pdf

[5] The KPMG Survey of Corporate Responsibility Reporting 2013 (Rep.). (2013). Retrieved April 27, 2015, from KPMG website: http://www.kpmg.com/Global/en/IssuesAndInsights/ArticlesPublications/corporate-responsibility/Pages/corporate-responsibility-reporting-survey-2013.aspx?dm_i=4J5,21EAU,2NHPCK,7CCYT,1

[6] Crespy, C. T., & Miller, V. V. (2011). Sustainability reporting: A comparative study of NGOs and MNCs. Corporate Social Responsibility and Environmental Management, 18(5), 275-284. doi:10.1002/csr.248

[7] Ibid.

| Organization | Mission Description |
|---|---|
| **Action Aid** | International organization that provides relief from disasters and conflicts, empowers women, fights hunger, holds governments accountable, and makes education accessible.[8] |
| ***Environmental Defense Fund* (EDF)** | Works to preserve the natural systems that sustain all life. Concentrate on places and policies where they can have the largest impact. Some of their key initiatives focus on climate change, emissions, sustainable fishing, ecosystem health, and resiliency. [9] |
| ***Inter-American Development Bank (IADB)*** | Established in 1959, it is the leading source of development financing for Latin America and the Caribbean. They support efforts to reduce poverty and inequality. They aim to bring about development in a sustainable, climate-friendly way. [10] |
| **Natural Resources Defense Council (NRDC)** | Environmental action group that works to safeguard the earth—its people, its plants and animals, and the natural systems on which all life depends. As an organization, they advocate for stringent environmental protection. Staff members work with businesses, elected leaders, and community groups on issues like reviving the world's oceans, curbing global warming and creating a clean energy future. [11] |
| ***Oxfam UK and International*** | Focus on achieving a world without poverty. Oxfam works on community development and achieving lasting change. Key issues addressed by Oxfam include food, water, health and education, women's rights, businesses and poverty, conflicts and disasters, aid and development, citizens' rights, climate change and poverty. [12] |
| ***Union of Concerned Scientists (UCS)*** | Nonprofit science-advocacy organization based in the United States. Engineers and Scientists work together to develop and implement innovative, practical solutions to some of the planet's most pressing problems. UCS focuses on clean energy, clean vehicles, food and agriculture, global warming, nuclear power and nuclear weapons. [13] |
| ***WaterAid*** | Focus on bringing water, sanitation and hygiene where it is needed most. Influence policy and practices ensuring access to water and sanitation for impoverished populations. Water Aid's global aims include: to promote and secure poor people's rights and access to safe water, improved hygiene and sanitation, to support governments and service providers in developing their capacity to deliver safe water, and to advocate for the essential role of safe water, improved hygiene and sanitation in human development. [14] |
| ***Winrock*** | Organization works to empower the disadvantaged, increase economic opportunity, and sustain natural resources. Winrock implemented projects addressing some of the most important and critical issues the world is facing today, such as agriculture and sustainability, clean energy, climate change, economic opportunity, forest and natural resource |

[8] *What we do | ActionAid. (n.d.). Retrieved March 20, 2015, from http://www.actionaidusa.org/what-we-do*
[9] What we do. (n.d.). Retrieved April 12, 2015, from http://www.edf.org/what-we-do
[10] *About the Inter-American Development Bank. (n.d.). Retrieved March 20, 2015, from http://www.iadb.org/en/about-us/about-the-inter-american-development-bank,5995.html*
[11] *About Us. (n.d.). Retrieved March 20, 2015, from http://www.nrdc.org/about/*
[12] *About Us. (n.d.). Retrieved March 20, 2015, from http://www.ucsusa.org/about-us*
[13] *About Us. (n.d.). Retrieved March 20, 2015, from http://www.ucsusa.org/about-us*
[14] WaterAid America - Who we are - Our strategy. (n.d.). Retrieved April 12, 2015, from http://www.wateraid.org/us/who-we-are/ourstrategy

| | |
|---|---|
| | management, gender and social inclusion, water, and youth and education. [15] [16] |
| ***World Bank*** | Established in 1944, the World Bank is headquartered in Washington, D.C. with more than 10,000 employees in more than 120 offices worldwide. The World Bank consists of five organizations: The International Bank for Reconstruction and Development, The International Development Association, The International Finance Corporation, The Multilateral Investment Guarantee Agency and The International Centre for Settlement of Investment Disputes. The World Bank's Global Practices bring together knowledge and expertise in 14 sectors. The goal is to help developing countries find solutions to the toughest global and local development challenges—from adapting to climate change to boosting food security or increasing access to energy. [17] |
| ***World Resources Institute (WRI):*** | WRI's mission is to move human society to live in ways that protect Earth's environment and its capacity to provide for the needs and aspirations of current and future generations. [18] |
| **World Wildlife Fund (WWF)** | WWF's mission is to preserve the natural environment and minimize threats to the diversity of life on Earth. Their work focuses on six areas: forests, marine, freshwater, wildlife, food and climate. By linking these six areas in an integrated approach they can direct all their resources to protecting vulnerable places, species and communities worldwide. [19] |

*Table 2. Sustainability-Managers Round Table Organizations and Mission Descriptions*

[15] *What We Do. (n.d.). Retrieved March 20, 2015, from http://www.winrock.org/what-we-do*
[16] *Where We Work. (n.d.). Retrieved March 20, 2015, from http://www.winrock.org/where-we-work*
[17] *About. (n.d.). Retrieved March 20, 2015, from http://www.worldbank.org/en/about*
[18] WRI Mission & Goals. (n.d.). Retrieved April 27, 2015, from http://wri.org/about/mission-goals
[19] *Our Work. (n.d.). Retrieved March 20, 2015, from http://www.worldwildlife.org/initiatives*

# Recommendations for SMRT Sustainability Reporting

The following sections outline the research team's proposed framework, suggested normalization approach and strategies for adopting the recommended reporting framework. The information in this section is largely based on the *Research Methods and Results* section, which identifies the most important findings from various stages of the research that contributed to the overall recommendations. While the reporting framework, associated KPIs and normalization factors are summarized below, please refer to the ***SMRT Tool*** (**Appendix Item 6**) for a more detailed look at the actual reporting framework, calculations of specific KPIs, and the output scorecard.

***SMRT Tool:*** *Final KPI Measures and Normalization Factors*

The final KPI framework or ***SMRT Tool*** was created after integrating results from the test-case phase, expert and SMRT-member interviews, academic research and survey results. Each KPI is paired with potential normalization factors. Both KPIs and normalization factors are referenced indicating their source framework or research supporting their use. **Tables 3-6** outline the final framework and all the KPIs included in the ***SMRT Tool***.


| Governance KPIs | Sub-KPI | Normalization Factor(s) | KPI Reference |
|---|---|---|---|
| Describe current policies and targets your organization has in place for:[20] | GHG Commitments | Description | SMRT Request |
| | Employee Commute | Description | SMRT Request |
| | Business Travel | Description | SMRT Request |
| | Waste | Description | SMRT Request |
| | General Procurement | Description | SMRT Request |
| | Events | Description | SMRT Request |
| | Investments | Description | SMRT Request |
| | Building/Construction | Description | SMRT Request |
| | Water | Description | SMRT Request |
| | Energy | Description | SMRT Request |
| | Electronics | Description | SMRT Request |
| | Sustainability Training | Description | SMRT Request |
| | Other | Description | SMRT Request |

[20] Sustainability Managers Round Table. (2015). "Client Request".

| | | | |
|---|---|---|---|
| Is the evaluation of your CEO and those who directly report to CEO tied to achieving specific social and environmental metrics or objectives? [21] | N/A | Y/N | B Corporation |
| Is the evaluation of your senior management tied to achieving specific social and environmental metrics or objectives? [22] | N/A | Y/N | B Corporation |
| Percentage of primary supplier contracts with clauses covering environmental, social and governance factors. [23] | N/A | Percent | Dow Jones Sustainability Index |
| Does the company use environmental criteria in the selection process of its suppliers and sourcing partners (ISO14000, Energy Consumption, etc.)? [24] | N/A | Y/N | Dow Jones Sustainability Index |
| Does the company publish a separate CSR/H&S/Sustainability report or publish a section in its annual report on CSR/H&S/Sustainability? [25] | N/A | Y/N | Thomson Reuters |

*Table 3. Governance KPIs*


| Social KPIs | Sub-KPI | Normalization Factor(s) | KPI Reference |
|---|---|---|---|
| Percent women in management positions [26] | N/A | Percent | Bloomberg |
| Percent minorities in management positions [27] | N/A | Percent | Bloomberg |
| Does the company report or show to use human rights criteria in the selection or monitoring process of its suppliers or sourcing partners? [28] | N/A | Y/N | Thomson Reuters |

[21] B Corporation. (2015). "Company Assessment" Accessed from http://b-lab.force.com/bcorp/PrintImpactAssessment?id=a03C000000ISEB8IAP.
[22] B Corporation. (2015). "Company Assessment" Accessed from http://b-lab.force.com/bcorp/PrintImpactAssessment?id=a03C000000ISEB8IAP.
[23] Dow Jones Sustainability Index. (2015). "Corporate Sustainability Assessment Methodology". Accessed from http://www.sustainability-indices.com/images/Measuring_Intangibles_CSA_methodology_03_2014.pdf
[24] Ibid.
[25] Thomson Reuters. (2015). "Asset4 ESG Data". Accessed from http://thomsonreuters.com/content/dam/openweb/documents/pdf/tr-com-financial/fact-sheet/esg-data-fact-sheet.pdf
[26] Bloomberg L.P. (2015). "KPI Research Methodology". Accessed from Bloomberg Terminals.
[27] Ibid.
[28] Thomson Reuters. (2015). "Asset4 ESG Data". Accessed from http://thomsonreuters.com/content/dam/openweb/documents/pdf/tr-com-financial/fact-sheet/esg-data-fact-sheet.pdf

| | | | |
|---|---|---|---|
| Does the company describe, claim to have or mention processes in place to improve the skills training of its employees? [29] | N/A | Y/N | Thomson Reuters |

*Table 4. Social KPIs*


| Financial KPIs | Sub-KPI | Normalization Factor(s) | KPI Reference |
|---|---|---|---|
| Financial implications and other risks and opportunities for the organizations activities due to climate change. [30] | N/A | Description | GRI |
| Annual kWh reduction over annual spending on related sustainability initiatives. [31] | N/A | Initiative Spending | Expert Interviews |
| Annual mt CO2e reduction over annual spending on related sustainability initiatives. [32] | N/A | Initiative Spending | Expert Interviews |
| Annual gallons of water reduction over annual spending on related sustainability initiatives. [33] | N/A | Initiative Spending | Expert Interviews |
| Annual tons of waste reduction over annual spending on related sustainability initiatives. [34] | N/A | Initiative Spending | Expert Interviews |
| Ratio of median compensation of women versus men in FTE managerial roles in the company? [35] | N/A | Percent | B Corporation |
| Ratio of median compensation of women versus men in FTE non-managerial roles in the company? [36] | N/A | Percent | B Corporation |

*Table 5. Financial KPIs*

[29] Thomson Reuters. (2015). "Asset4 ESG Data". Accessed from http://thomsonreuters.com/content/dam/openweb/documents/pdf/tr-com-financial/fact-sheet/esg-data-fact-sheet.pdf
[30] Global Reporting Index. (2015) "Sustainability Reporting Guidelines". Accessed from https://www.globalreporting.org/resourcelibrary/GRIG4-Part1-Reporting-Principles-and-Standard-Disclosures.pdf
[31] Sandford, J. (2015, February). Expert Interview.
[32] Ibid.
[33] Ibid.
[34] Ibid.
[35] B Corporation. (2015). "Company Assessment" Accessed from http://b-lab.force.com/bcorp/PrintImpactAssessment?id=a03C000000ISEB8IAP.
[36] Ibid.


| Environmental KPIs | Sub-KPI | Normalization Factor(s) | KPI Reference |
|---|---|---|---|
| Annual total water withdrawal by source (Gallons) [37] | N/A | Per Square Foot[38], Per Full-Time Equivalent (FTE)[39], Per Operating Expenses[40] | GRI |
| Percentage of total volume of water recycled and reused (Gallons) [41] | N/A | Percent | GRI |
| What policies and practices were implemented over the last year that contributed to major changes in the above water KPIs? [42] | N/A | Description | Expert Interviews |
| Annual total waste (Tons) [43] | N/A | Per Square Foot, Per FTE, per Operating Expenses | Thomson Reuters |
| Waste to Recycling (waste diverted from landfill) Ratio (Tons) [44] | N/A | Percent | Thomson Reuters |
| What policies and practices were implemented over the last year that contributed to major changes in the above waste KPIs? [45] | N/A | Description | Expert Interviews |
| Annual total energy consumed (kWh) [46] | | Per Square Foot, Per FTE, per Operating Expenses | SASB |

[37] Global Reporting Index. (2015) "Sustainability Reporting Guidelines". Accessed from https://www.globalreporting.org/resourcelibrary/GRIG4-Part1-Reporting-Principles-and-Standard-Disclosures.pdf
[38] Bare, J., Gloria, T., & Norris, G. (2006). Development of the Method and U.S. Normalization Database for Life Cycle Impact Assessment and Sustainability Metrics. *Environmental Science & Technology Environ. Sci. Technol., 40*(16), 5108-5115. doi:10.1021/es052494b
[39] B Corporation. (2015). "Company Assessment" Accessed from http://b-lab.force.com/bcorp/PrintImpactAssessment?id=a03C000000ISEB8IAP
[40] Almeida, J., Verbist, B., Achten, W. M., Maertens, M., & Muys, B. (2012). Sustainability in Development Cooperation: Preliminary Findings on the Carbon Footprint of Development Aid Organizations. Sust. Dev. Sustainable Development, 22(5), 349-359. doi:10.1002/sd.1553
[41] Global Reporting Index. (2015) "Sustainability Reporting Guidelines". Accessed from https://www.globalreporting.org/resourcelibrary/GRIG4-Part1-Reporting-Principles-and-Standard-Disclosures.pdf
[42] Sandford, J. (2015, February). Expert Interview.
[43] Thomson Reuters. (2015). "Asset4 ESG Data". Accessed from http://thomsonreuters.com/content/dam/openweb/documents/pdf/tr-com-financial/fact-sheet/esg-data-fact-sheet.pdf
[44] Ibid.
[45] Sandford, J. (2015, February). Expert Interview.
[46] SASB. (2015). "Conceptual Framework". Accessed from http://www.sasb.org/wp-content/uploads/2013/10/SASB-Conceptual-Framework-Final-Formatted-10-22-13.pdf

| | | | |
|---|---|---|---|
| | Purchased electricity (kWh) | Per Square Foot, Per FTE, per Operating Expenses | SASB |
| | Renewable sources (kWh) | Per Square Foot, Per FTE, per Operating Expenses | SASB |
| | Alternative sources (kWh) | Per Square Foot, Per FTE, per Operating Expenses | SASB |
| What policies and practices were implemented over the last year that contributed to major changes in the above energy KPIs? [47] | N/A | Description | Expert Interviews |
| Annual total Greenhouse Gas Emissions (mt CO2e) in Scope 1 [48] | N/A | Per Square Foot, Per FTE, per Operating Expenses | Greenhouse Gas Protocol |
| Annual total Greenhouse Gas Emissions (mt CO2e) in Scope 2 [49] | N/A | Per Square Foot, Per FTE, per Operating Expenses | Greenhouse Gas Protocol |
| Annual total Greenhouse Gas Emissions (mt CO2e) in Scope 3 [50] | | Per Square Foot, Per FTE, per Operating Expenses | Greenhouse Gas Protocol |
| | Annual FTE commute (mt CO2e) | Per Square Foot, Per FTE, per Operating Expenses | Greenhouse Gas Protocol |
| | Annual Business travel (mt CO2e) | Per Square Foot, Per FTE, per Operating Expenses | Greenhouse Gas Protocol |
| | Air travel (mt CO2e) | Per Square Foot, Per FTE, per Operating Expenses | Greenhouse Gas Protocol |
| | Land travel (mt CO2e) | Per Square Foot, Per FTE, per Operating Expenses | Greenhouse Gas Protocol |
| What policies and practices were implemented over the last year that contributed to major changes in the above emissions KPIs? [51] | N/A | Description | Expert Interviews |

*Table 6. Environmental KPIs*

[47] Sandford, J. (2015, February). Expert Interview.
[48] World Resources Institute (WRI). (2012). Greenhouse Gas Protocol. Retrieved from http://www.ghgprotocol.org/files/ghgp/public/ghg-protocol-revised.pdf.
[49] Ibid.
[50] Ibid.
[51] Sandford, J. (2015, February). Expert Interview.

***SMRT Tool:*** *Requiring Consistent Scope for Data Comparison*

SMRT members expressed significant interest in the ability to accurately compare performance to other organizations. To achieve comparable results, organizations must use a consistent scope of reporting across all KPIs and normalization factors. The importance of this consistency cannot be overstated. Information on how to define an organization's scope of reporting is detailed in the *SMRT Tool Organizational Use* section. The ***SMRT Tool*** requires organizations to define their scope before completing any specific KPIs.

Without self-imposed scope rigidity, results from each SMRT member will be very difficult to compare to other organizations. A simple example is used to illustrate the impact of variable scope on benchmarking. Take *organization A* that decides to use a global scope across all KPIs. For the *total annual waste generation* KPI, *organization A* uses a global volume and normalizes by total global full-time employees (FTEs). For this example, *organization A* has a waste volume of 300 tons. Their total FTEs equal 1,500. Therefore, their normalized KPI value is 0.2 tons per FTE.

*Organization B* decides to use the total waste generated by one office location (150 tons) and total global FTEs (1,500). Their normalized KPI value is 0.1 tons per FTE.


*Figure 3. Benchmarking without consistent scope*

When *organization A* and *organization B* decide to compare results and benchmark performance, *organization B* will be recognized as the stronger performer (shown in **Figure 3**). Unless the organizations share their scope of reporting and realize that *organization B* used the waste generated by one office over total global FTEs, it is likely that both organizations will assume that *organization B* performs better on waste management than *organization A*. However, if *organization B* normalizes *total annual waste generation* by the FTEs in that office (*organization B* has 50 FTEs at this office), *organization A* exhibits superior performance compared to *organization B* (0.2 tons per FTE and 3 tons per FTE respectively; results shown in **Figure 4**).


*Figure 4. Benchmarking with consistent scope*

In the above example, it is easy to understand the importance of scope consistency when making performance comparisons. Absent consistent scope, there is the possibility that strong performers will be mistakenly identified, as inconsistent scope may be responsible for the appearance of strong performance.

Scope is also used to differentiate between *basic* and *advanced* organizations from a reporting perspective. If an organization reports on only one office, it is automatically categorized as *basic* (Unless the organization has only 1 location). However, reporting on more than one location achieves an *advanced* designation. Once an organization progresses beyond reporting for a single location, the ***SMRT Tool*** provides a "% Reporting Scope Metric" that relates progress towards reporting on global operations. This metric is derived from the average percentage of FTEs, number of offices, and total square feet included in the scope of reporting. The metric is calculated as the average percentage of the values shown in **Figure 5**.

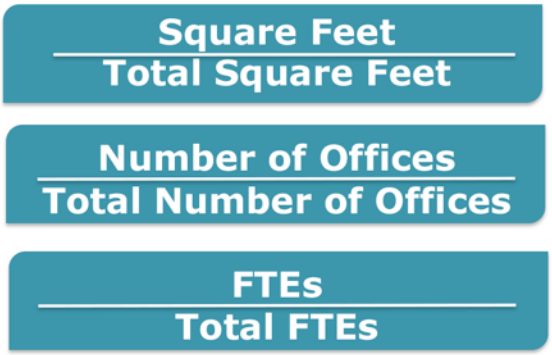



*Figure 5. Values used to calculate "% Reporting Scope Metric"*

To illustrate how this metric is calculated, **Table 7** shows *organization C*, an *advanced* organization that has the following information entered into the ***SMRT Tool***:

| Organization | In-Scope Square Feet | Total Square Feet | In-Scope Number of Offices | Total Number of Offices | In-Scope FTEs | Total Number of FTEs |
|---|---|---|---|---|---|---|
| Organization C | 1800 | 15000 | 2 | 10 | 100 | 150 |
| **In-Scope Percent** | **Percent of Total SQFT** | | **Percent of Total Offices** | | **Percent of Total FTEs** | |
| | **12%** | | **20%** | | **66%** | |
| **% Reporting Scope Metric** | **(12% + 20% + 66%)/3=** | | | | **33%** | |

*Table 7. Calculation of "% Reporting Scope Metric"*

***SMRT Tool:*** *Normalization Approach*

As referenced in the *Research Methods and Results* section of this report, numerous normalization factors were identified and ultimately applied to each individual KPI based on expert opinion, academic research, survey responses, and methods used in existing, well-established reporting frameworks (i.e. one of the 25 frameworks reviewed for this report). For the KPIs in **Tables 3-6**, particularly the environmental KPIs, more than one normalization approach is recommended. The research team concluded that depending on SMRT member composition different normalization factors might be valuable. Instead of limiting the potential factors to only one, multiple factors were included to permit flexibility. The scorecard produced as an output of the ***SMRT Tool*** automatically normalizes data for multiple normalization factors when more than one option is recommended.

**Table 8** outlines the factors used for normalization (N-4, N-5, N-6). It should be noted that each of these factors are dependent on the scope of reporting. For example, if an organization chose to report on headquarter performance, the value for N-4 would only apply to the headquarters building. Thus, the specificity of the response to N-1 (shown in **Table 9**) plays a major role in identifying the appropriate normalization-factor scope.

**Table 9** highlights information collected that helps in making general comparisons between both quantitative and qualitative KPIs. Information like *number of offices in scope* provides context for qualitative responses. If an organization outlines practices that contributed to emissions reductions, it is important to know the number of offices where those practices apply (N-3).

| KPI # | Normalization Factors |
|---|---|
| N - 4 | Total square feet included in the scope |
| N - 5 | Number of Full Time Equivalent (FTE) included in the scope |
| N - 6 | Operating expenses included in the scope |

*Table 8.* ***SMRT Tool*** *Normalization Factors*

| KPI # | Additional Information Used for General Comparisons |
|---|---|
| N - 1 | What is the scope of your organization's reporting (Headquarters, National, Global)? |
| N - 2 | List of countries included in the scope |
| N - 3 | Number of offices included in the scope |

*Table 9. **SMRT Tool** Additional Information Used for General Comparisons*

***SMRT Tool:** For-Profit Benchmarking*

An explicit focus for many SMRT members is the ability to compare performance to outside-industry examples, potentially in the for-profit sector. With the exception of a small number of KPIs included in the final framework, the majority of KPIs are directly taken from established frameworks already used in the for-profit sector. The benefit of this correlation is the ability to examine outside-industry performance on the exact same KPIs suggested in the ***SMRT Tool***. Furthermore, adoption of the ***SMRT Tool*** can help organizations begin to build reporting capabilities that closely align with the requirements of other existing, mainstream frameworks already used in the for-profit sector (e.g., GRI).

There are additional resources outside of GRI that offer potential benchmarking opportunities with for-profit organizations. While the research team could not access specific KPIs and associated measurement methodologies for GMI Analyst, this searchable database offers performance assessments of various for-profit companies on environmental, social and governance KPIs.[52] Using this database, SMRT members can search for specific companies and compare performance on ESG KPIs. Bloomberg BCAUSE offers similar functionalities permitting users to search for specific companies and associated performance on a number sustainability KPIs. [53] Please note, however, that both of these solutions require a fee-based membership.

[52] GMI Analyst. (n.d.). Retrieved May 2, 2015, from http://gmianalyst.com/
[53] Sustainability at Bloomberg | BCAUSE | Bloomberg L.P. (n.d.). Retrieved May 2, 2015, from http://www.bloomberg.com/bcause/#home

# *SMRT Tool* Organizational Use

Successful use of the ***SMRT Tool*** requires strategies that enable robust data collection, marketing of benchmarking internally, and effective performance comparisons. This section focuses on bridging the gap between identifying a sustainability framework and effective use of that framework at both the organization and SMRT levels.


*Practice 1: Establish an interdisciplinary sustainability team.*

Numerous SMRT organizations related difficulty in accessing key normalization data (e.g., total number of FTEs). In many cases, organizations suggested that communicating with other departments like human resources or finance would allow them to report these figures. It is the opinion of the research team that forming an interdisciplinary team that assembles relevant personnel from key departments will enhance each organization's reporting capabilities. Suggested composition of these teams is as follows:

- Lead sustainability practitioner (likely the SMRT point of contact)
- Representation from human resources
- Representation from finance
- Representation from local facilities management (1 for each location)
- Representation from employee-travel department (or third-party vendor)
- IT lead with expertise in data collection and analysis

These teams should meet quarterly with the explicit objective of identifying important data sources and obstacles to data collection.

*Practice 2: Agree on a data collection scope and maintain consistency in reporting.*

The ***SMRT Tool*** requires use of a consistent scope across all quantitative KPIs. The purpose of this requirement is to ensure that data is comparable across SMRT. For instance, if one organization reports global emissions and normalizes using headquarters square feet and another organization uses headquarters emissions and global square feet, data is not comparable. Thus, establishing the scope of reporting is an essential step to generating accurate comparisons across SMRT members.

To identify an appropriate scope, organizations should ask the following question: *What scope will permit us to collect data for all recommended quantitative KPIs and associated normalization factors?* Organizations may have some data for multiple office locations or even global operations; however, having some data for a certain scope is not sufficient justification to select that scope. It is imperative that organizations choose a scope that permits reporting on every KPI in the ***SMRT Tool***.

It is understandable that some organizations may struggle with aggregating data according to a desired scope. For instance, depending on an organization's HR system identifying which employees are international versus US-based may prove challenging. However, every organization should strive for this level of data transparency, as it will only enhance the benchmarking process.

It should be noted here that qualitative responses do not have a required scope, as they are not normalized. However, it is beneficial if an organization can narrow the scope of qualitative responses to apply solely to the scope of the quantitative KPIs. Narrowing the scope of qualitative responses will allow organizations to more effectively compare strategies deployed to quantitative outcomes—a key focus for many SMRT members.

*Practice 3: Identify a main point of contact tasked with facilitating data sharing with SMRT.*

Given that the primary objective of this research is to establish a benchmarking framework that provides accurate performance comparisons across SMRT members, it is important to highlight that without an effective data-sharing strategy these comparisons will not happen. Test-case responses indicated that some organizations wished to keep certain information confidential. Each organization should go through the ***SMRT Tool*** and identify both the KPIs they are willing to share and those that must remain confidential.

Having identified the KPIs that can be shared with other SMRT members, each organization should establish a main point of contact that will facilitate data sharing with the SMRT. It is also important to consider which KPIs are most important to each organization from a benchmarking standpoint. These data preferences should be communicated to the SMRT to ensure that data sharing is robust and meaningful.

## Benefits of Sustainability Reporting: 11 reasons why benchmarking is valuable

Formulating a strong argument for benchmarking sustainability performance against peer organizations requires knowledge of how this process can improve organizational outcomes. The following section provides 11 succinct reasons why sustainability reporting is beneficial to any organization. These benefits can be used in a variety of ways, not the least of which to achieve leadership buy-in.

1. *Creation of long-term value* [54]

   Measuring sustainability performance and setting long-term targets help organizations anticipate future challenges and deliver long-term value. For NGOs, long-term value might translate to the ability to deliver on key mission objectives over time.

2. *Improved organizational image* [55]

   Organizations that transparently report on sustainability often foster an improved organizational image or brand. Improved organizational image can lead to increased revenue or funding.

3. *Improved innovation* [56]

   Measuring sustainability performance and identifying strategies to improve outcomes fosters a culture of innovation. Applying sustainability innovation to products and services can lead to market differentiation and recognition of an organization's value by key stakeholders.

4. *Enhanced operational efficiencies* [57]

   More efficient use of resources often leads to substantial cost savings. Sustainability reporting will help identify opportunities for improved resource efficiency. These savings could be applied to mission-driven activities.

[54] Generation. (2012). Sustainable Capitalism. *Generation Investment Management LLP.*
[55] Hejase, H. (2012). Exploring the Multiple Benefits of CSR on Organizational Performance: Case of Lebanon. Journal of Social Sciences. Retrieved April 29, 2015.
[56] Ibid.
[57] Ibid.

5. *Better management of supply chain relationships* [58]

   Critically examining the sustainability performance of suppliers will help align services provided with organizational values. The results of improved supplier standards can be reduced costs and risks (e.g., addressing suppliers that contradict the values expressed by the organization).

6. *Easier access to capital* [59]

   In the for-profit sector, companies that report on sustainability often note easier access to capital. This is likely due to the lender's perception that investment is less risky given the organization's level of transparency. For NGOs, similar transparency may result in increased funding from various sources of capital.

7. *Employee retention and engagement* [60]

   Engaging staff in improving sustainability performance can result in numerous benefits including better retention rates due to job satisfaction and alignment of organizational commitments with employee values. Promoting an organization's sustainability performance can also attract new employees that share the same ideals.

8. *Ability to tie compensation to performance* [61]

   Measuring and benchmarking sustainability performance permits an organization to hold various staff members and leaders accountable for improvements. When compensation is tied to sustainability performance improvements are more likely to occur.

9. *Identify areas of vulnerability* [62]

   External sustainability benchmarking often draws attention to areas of poor performance usually gone undetected in internal audits. For instance an organization may believe they are performing well on environmental factors choosing not to invest in improvements. Once benchmarking is introduced, performance deficits are more readily identified and therefore can be addressed.

[58] Hejase, H. (2012). Exploring the Multiple Benefits of CSR on Organizational Performance: Case of Lebanon. Journal of Social Sciences. Retrieved April 29, 2015.
[59] Ibid.
[60] Ibid.
[61] Generation. (2012). Sustainable Capitalism. *Generation Investment Management LLP.*
[62] Cherchye, L and Kuosmanen, T. "Benchmarking sustainable development: A synthetic meta-index approach". (April 2004). Accessed April 26, 2015. http://www.econstor.eu/bitstream/10419/63606/1/391513214.pdf

10. *Better risk management* [63]

    Reporting transparently on sustainability performance to key stakeholders can mitigate future scrutiny. Proactively addressing various stakeholder interests and integrating sustainability performance monitoring into operations will ensure that future stakeholder concerns are effectively addressed minimizing risks to funding and operations.

11. *Benchmarking leads to performance improvement* [64]

    Research has shown that organizations, municipalities, and even countries that benchmark sustainability performance often show immediate improvements. When organizations measure sustainability performance, they are more likely to improve as compared to peers that do not.

[63] Hejase, H. (2012). Exploring the Multiple Benefits of CSR on Organizational Performance: Case of Lebanon. Journal of Social Sciences. Retrieved April 29, 2015.
[64] Blanding, Michael. "Corporate Sustainability Reporting: It's Effective." Harvard Business School. May 23, 2011. Accessed April 25, 2015. http://hbswk.hbs.edu/item/6701.html

## Effective Benchmarking: Strategies to enhance performance comparisons within SMRT

After establishing a process for collecting data needed for the ***SMRT Tool*** and achieving internal buy-in for the benchmarking effort, organizations must then leverage their data to create actionable intelligence. The SMRT provides an excellent forum for making performance comparisons between members and identifying best practices to improve organizational outcomes. This next section focuses on the key steps SMRT should take to ensure successful benchmarking and performance improvement. It should be noted that the success of these practices center on the broad adoption of the ***SMRT Tool*** as a means to make performance comparisons.

**Steps for benchmarking performance within SMRT**:

1. *Share best practices for data collection and use of technologies.*

   Some SMRT members will be better than others at collecting the data required by the ***SMRT Tool***. Time should be allocated during SMRT meetings to discuss best practices in data collection. For instance, some organizations may automate data collection using certain IT platforms—these types of insights should be shared and documented for members to reference.

2. *Identify SMRT leaders willing to collect individual-member scorecards.*

   It is important that the SMRT form a small task force focused on the collection of SMRT member data. Specifically, the ***SMRT Tool*** provides a scorecard as an output. This task force should collect the scorecard of every member organization. This team should also ensure that SMRT members submit data at least annually. Without centralized oversight, organizations are less likely to hold themselves accountable for data collection and regular reporting to SMRT.

3. *Make scorecards available in a centralized repository (database or online).*

   It is ideal if collected scorecards can eventually exist in a searchable database. While this may be ambitious early in the benchmarking process, over time the quantity of data will likely become overwhelming and require some degree of organization. A centralized, searchable database will likely be the best solution for tracking data over time.

4. *Identify strong performers for quantitative KPIs and use qualitative responses to develop best practices.*

   Using ***SMRT Tool*** scorecards, SMRT members should begin the benchmarking process by examining performance on quantitative KPIs. Many of the quantitative KPIs are in the environmental category. Extract the data from each member's scorecard and identify the top three performers with respect to normalized values.

   For instance, examine *annual total GHG emissions per square foot* for all SMRT members and select the three strongest performers. Then look at the qualitative KPIs that relate to the quantitative KPIs being compared. In this example, SMRT should look at the following qualitative KPIs:

   a. What policies and practices were implemented over the last year that contributed to major changes in the emissions KPIs?
   b. Governance measures including:
      i. Employee commute policies
      ii. Business travel policies
      iii. GHG commitments

   Discuss the qualitative KPIs of these top performers with the entire SMRT and assess the merits of each in contributing to quantitative-KPI improvements. Record insights from these conversations and identify potential best practices to be adopted by interested SMRT members.

5. *Dedicate time to sharing qualitative responses not tied to quantitative outcomes and discuss noteworthy ideas.*

   Some qualitative responses are not tied directly to quantitative measures, but they require analysis in order to identify actionable insights. Take for instance the governance KPI: *Does the company use environmental criteria in the selection process of its suppliers and sourcing partners (ISO14000, Energy Consumption, etc.)?*

   While knowing the percentage of organizations that use this practice is interesting, what's more important is to understand how organizations comprehend the impacts of such policies. Use these types of KPIs to facilitate discussions within SMRT. Be sure to record these conversations and spend time identifying potential best practices to be used by SMRT members.

6. *Create best-practice guides emanating from steps 1, 4 and 5.*

   Steps 1, 4, and 5 focus on identifying best practices from the ***SMRT Tool*** scorecards provided by each SMRT member. Once best practices are identified, use the task force outlined in step 1 to create best-practice guides that can be shared among SMRT members. These insights can also be catalogued online for easy access when each SMRT member decides to pursue sustainability performance improvements.

7. *Compare performance and best practices to for-profit and non-profit industry examples.*

   Lastly, compare identified high performers for both quantitative and qualitative KPIs to outside-industry examples. As mentioned earlier in this report, the ***SMRT Tool*** is intentionally designed to harmonize with existing for-profit benchmarking tools. The benefit of using KPIs directly from existing for-profit frameworks is that performance on these KPIs is searchable on company and framework websites.

   For instance, measures from GRI are easily found on for-profit company websites—often within many company's corporate social responsibility reports. Take the time as a group to search for outside industry examples and compare SMRT-member performance to these benchmarks.

# ***Section II***

*Development of the SMRT Tool*

# Research Methods and Results

The following sections describe the research team's approach to identifying the sustainability KPIs applicable to SMRT. Each section also summarizes the results of relevant research efforts, ultimately used to inform the final recommendations. The team began by compiling potential benchmarking frameworks and relevant KPIs. Then the team acquired survey data from SMRT members, interviewed SMRT members and industry experts, performed an in-depth literature review and conducted a pilot of the refined framework (test-cases). This section also outlines limitations in data collection.

### a. SMRT Survey Methodology and General Findings

The purpose of the SMRT-member survey was to gain insight into existing SMRT-member initiatives and strategies surrounding sustainability. It was also used to guide the selection of specific KPIs. The survey was divided up into two main sections:

1. Information about the organization
2. Impressions of various KPIs, frameworks, normalization approaches and benchmarking processes

The first block consisted of questions relating to each participant's organization. The survey began with general questions such as organizational structure and office count. Participants were also asked to answer questions about the buildings they currently occupy. The survey then examined existing sustainability policies and purchasing practices exercised by each organization. Participants were then asked to answer questions about sustainability data collection. Finally, participants were asked about their sustainability team and their experiences collecting data.

The second block consisted of questions on the various categories of KPIs from different benchmarking frameworks. Participants were asked to assess the priority of different KPI buckets in relation to their own organization. They were also asked whether data was feasible to collect and if they were willing to share the data. Lastly, participants were asked to assess a variety of normalization factors (e.g., per square foot, per full-time employee) that would ultimately make data comparable for sustainability benchmarking. Understanding the applicability of normalization factors for SMRT members helped the research team provide tailored recommendations on how to normalize sustainability KPIs.

Survey respondents were also asked to answer open-ended questions. To make sense of this information, the research team focused on the following:

- Identifying common themes
- Grouping comments into pre-defined categories

- Highlighting key issues or concerns
- Identifying potential screening criteria to be applied to KPI refinement

The survey was programmed and distributed through Qualtrics.[65] The survey analysis was conducted through IBM SPSS Statistics (See **Appendix Item 1** for full survey).[66]

*General Survey Findings and Impact on Recommendations*

The survey provided insight into the aspects of sustainability reporting that SMRT members value most. The survey also helped illustrate the priority-level and feasibility of collection associated with a variety of KPI categories that were ultimately used to inform the KPI screening criteria. Lastly, the research team was able to identify the areas of strength and weakness in relation to data collection and reporting.

*Noteworthy Insights:*

- SMRT members conveyed many existing sustainability policies for a variety of topics. Based on interview results, there is some consensus that organizations would benefit from learning about policies that have worked for other organizations in the form of qualitative responses. [67] [68] Qualitative KPIs focusing on organizational policies are part of the final framework recommendation.
- There is a general lack of data being collected by organizations outside of emissions; especially in social and governance. This result is consistent with the findings from the literature review. Lack of transparency into these issues can weaken organizational legitimacy with regards to promoting sustainability. [69] The final KPI framework includes robust social and governance KPIs as well as environmental and financial KPIs.
- The Economic KPIs that SMRT members prioritize most is wage by gender, which is reflected in the final KPI framework.
- All Environmental KPIs were considered a high priority among SMRT members. Waste and water were the lowest KPIs relative to the others (largely due to feasibility of data collection concerns). All of these KPIs were included in the final KPI framework due to their categorical importance.
- Worker rights and community engagement were of higher priority than the other KPIs in Social & Governance. The team incorporated worker rights into the final KPI framework.
- The top three normalization factors that were most applicable to participants were total number of staff, square feet/meter, and total revenue/annual budget, respectively. All of these normalization factors are used in the final framework. KPIs that can be normalized through these three factors were more heavily weighted in the final recommendation.

[65] Qualtrics. (2013). Qualtrics. Retrieved from http://www.qualtrics.com
[66] IBM Corp. (2013). IBM SPSS Statistics for Windows, Version 22.0. Armonk, NK: IBM Corp.
[67] Sandford, J. (2015). Semi structured interview for experts. [Telephone interview].
[68] SMRT Member (2015, March 30). SMRT Member Interview.
[69] Crespy, C. T., & Miller, V. V. (2011). Sustainability reporting: A comparative study of NGOs and MNCs. Corporate Social Responsibility.

**Tables 10-13** provide data from the survey responses. This data is the basis of the above conclusions (For full survey results see **Appendix Item 2**).

| | Yes | No | I don't know | Yes (%) | No (%) | I don't know (%) | N |
|---|---|---|---|---|---|---|---|
| GHG commitments | 4 | 3 | | 57.1 | 42.9 | 0.00 | 7 |
| Business travel | 4 | 3 | | 57.1 | 42.9 | 0.00 | 7 |
| Waste | 5 | 2 | | 71.4 | 28.6 | 0.00 | 7 |
| Events | 3 | 2 | | 60.0 | 40.0 | 0.00 | 5 |
| Investments | 2 | 3 | 1 | 33.3 | 50.0 | 16.7 | 6 |
| Purchasing and procurement | 4 | 3 | | 57.1 | 42.9 | 0.00 | 7 |
| Facilities management | 3 | 4 | | 42.9 | 57.1 | 0.00 | 7 |
| Energy consumption | 3 | 4 | | 42.9 | 57.1 | 0.00 | 7 |
| Water consumption | 2 | 5 | | 28.6 | 71.4 | 0.00 | 7 |
| Social or community impact | 1 | 5 | | 16.7 | 83.3 | 0.00 | 6 |
| Other | 4 | 3 | | 57.1 | 42.9 | 0.00 | 7 |

*Table 10. Sustainability policies in place*

| | Yes | No | Yes (%) | No (%) | N |
|---|---|---|---|---|---|
| Economic | 3 | 4 | 42.9 | 57.1 | 7 |
| Energy | 5 | 2 | 71.4 | 28.6 | 7 |
| Water | 3 | 4 | 42.9 | 57.1 | 7 |
| Waste | 4 | 3 | 57.1 | 42.9 | 7 |
| Emissions | 6 | 1 | 85.7 | 14.3 | 7 |
| Social | 2 | 5 | 28.6 | 71.4 | 7 |
| Governance | 2 | 5 | 28.6 | 71.4 | 7 |
| Other | 1 | 6 | 14.3 | 85.7 | 7 |

*Table 11. Types of data collected for own organization*

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| **Economic KPIs** | | | | | |
| Economic value created | 7 | 1 | 5 | 2.86 | 1.345 |
| Wage by gender | 7 | 2 | 5 | 3.57 | 1.272 |
| Local suppliers | 7 | 2 | 5 | 3.14 | .900 |
| Percent budget for public benefit | 7 | 1 | 5 | 3.29 | 1.704 |
| **Environmental KPIs** | | | | | |
| Energy consumption | 7 | 3 | 5 | 4.29 | .951 |
| Water management | 7 | 2 | 5 | 3.71 | 1.380 |
| Waste management | 7 | 3 | 5 | 4.00 | 1.000 |
| Emissions | 7 | 3 | 5 | 4.57 | .787 |
| **Social & Governance KPIs** | | | | | |
| Worker rights | 7 | 1 | 5 | 3.43 | 1.397 |
| Human rights | 7 | 3 | 5 | 4.00 | 1.000 |
| Community engagement | 7 | 3 | 5 | 4.00 | 1.000 |
| Lobbying | 7 | 1 | 5 | 3.14 | 1.676 |
| Regulation compliance | 7 | 1 | 5 | 3.71 | 1.496 |

*Table 12. KPI priority to organization*

| | Yes | No | Yes (%) | No (%) | N |
|---|---|---|---|---|---|
| Total number of staff | 6 | 1 | 85.7 | 14.3 | 7 |
| Total revenue/annual budget | 4 | 3 | 57.1 | 42.9 | 7 |
| Square feet/meter | 5 | 2 | 71.4 | 28.6 | 7 |
| Total number of offices | 3 | 4 | 42.9 | 57.1 | 7 |
| Per region of operation | 3 | 4 | 42.9 | 57.1 | 7 |
| Per budget | 1 | 6 | 14.3 | 85.7 | 7 |
| Per project | 1 | 6 | 14.3 | 85.7 | 7 |
| Per core operation (function) | 2 | 5 | 28.6 | 71.4 | 7 |
| Other | 1 | 6 | 14.3 | 85.7 | 7 |

*Table 13. Applicable normalization factors*

### b. SMRT Interview Methodology and General Findings

The objective of conducting SMRT-member interviews was to gain further insight into organizational behavior and reporting preferences. The research team asked a standard list of questions when interviewing SMRT members, while allowing for some discussion. The primary benefit of asking the same questions is the collection of relatively comparable results.

SMRT-member interview leads were identified through the survey—survey respondents indicated whether they would be willing to be interviewed. A total of 8 survey respondents agreed to be interviewed. Each respondent was assigned to an individual research-team

member that conducted a 30-minute phone interview using the standardized interview guide (see **Appendix Item 3**). Once complete, insights were extracted and stored on a common team document. These insights ultimately contributed to the overall recommendations.

The interview guide was developed through a series of iterative processes. First, an analysis of data gaps emanating from the survey prompted the creation of specific interview questions. These questions were added to a running list. This list was refined to include the semi-structured format, permitting both conversational and data-oriented questions. Further refinement eliminated redundancies to achieve an overall efficient conversation given the relatively short amount of time to complete the interview.[70]

*General SMRT-Member Interview Findings Contributing to Recommendations*

The following overview highlights some of the main interview findings emanating from conversations with SMRT members:

- There were an overwhelming number of SMRT members interested in the qualitative descriptions of how organizations achieve improvements in quantitative KPIs. Specifically, when organizations considered observed improvements in environmental KPIs many were interested in understanding how those improvements were achieved. By pairing all environmental KPIs with qualitative KPIs centering on policies and practices that would affect quantitative outcomes, the final recommended framework assists in answering the "how" question.

- There was interest in permitting flexibility in the scope of reporting to accommodate existing reporting capabilities. Specifically, some organizations may only be able to report for their headquarters, while others can report for global operations. The scope of an organization's reporting is a key component of the final recommended framework. Organizations are given credit for increasing the scope of their reporting across all recommended KPIs.

- There was general interest in adopting a normalization approach that permits accurate comparisons across organizations at the KPI level. There was specific interest in per FTE, per square foot/meter, per revenue/budget/operating expenses, and per number of offices as normalization factors—all mirroring largely what the survey identified as important and feasible to collect. Most of these factors are used in the final framework.

- SMRT members also related that it was important for each member organization to be able to compare their results to outside industry benchmarks. This insight contributes to the overall effort to ensure harmonization with for-profit benchmarking systems. Furthermore, the use of KPIs from existing, well-known frameworks will assist organizations in adopting more complex frameworks like GRI in the future.

[70] Adams, A., & Frost, G. (2008). Integrating Sustainability Reporting Into Management Practices.

### c. Expert Interview Methodology and General Findings

The opinions of industry experts were essential to the development of recommendations. As such, multiple industry-expert interviews were conducted also using a semi-structured format (See **Appendix Item 4**). However, most questions included in this interview guide permitted relatively open-ended responses as compared to the SMRT-member interviews, which used a more structured format for the purposes of discrete data collection.

Expert interviews were also 30-minute phone conversations. The goal of these conversations centered on validating the research team's approach to identifying a useful benchmarking framework for NGOs. [71] Interviewees were asked to comment on frameworks identified, approaches to normalization, and impressions of NGO reporting requirements. Conversations were not recorded, but notes from each interaction were stored on a team-tracking document.

*General Expert Interview Findings Contributing to Recommendations*

- A mix of financial KPIs that relate an integrated picture of both financial and environmental, social and governance (ESG) performance should be included in any framework. [72] [73]
- Suggested integrated measures might include reductions in emissions over spending on related initiatives. [74]An integrated measure associated with each environmental-KPI category (Waste, Water, Energy, Emissions) is included in the final recommendation. Specifically, these measures compare changes in performance for each environmental category with spending on relevant sustainability initiatives.
- Qualitative measures should be included in the final framework to ensure that other organizations can replicate successes.[75] The final framework includes qualitative KPIs that describe how improvements were made on quantitative KPIs.
- Every framework should rely heavily on quantitative KPIs (majority of KPIs) that are measurable and transparent in data collection methodologies. This is particularly important for GHG-emissions measurement.[76] A substantial emphasis is placed on quantitative KPIs, especially in the environmental section of the final recommendation.
- Important normalization factors for NGOs to consider include per square foot/meter, per FTE/employee and per revenue/operating expenses.[77] All of these factors were used in the final recommended framework.
- Generally, experts referenced GRI as the most commonly used reporting framework. GRI KPIs were included in the final recommended framework.

[71] Keeble, J. J., Topiol, S., & Berkeley, S. (2003). Using indicators to measure sustainability performance at a corporate and project level. *Journal of Business Ethics*, *44*(2-3), 149–158. http://doi.org/10.1023/A:1023343614973.
[72] Russell, W. (2015, April). Expert Interview.
[73] Sandford, J. (2015, February). Expert Interview.
[74] Ibid.
[75] Ibid.
[76] Dickinson, J. (2015, April). Expert interview.
[77] Sandford, J. (2015, February). Expert Interview.

### d. Academic Literature Review

The literature review was conducted using a search of key terms in Google Scholar. [78] **Table 14** describes the search terms used.

| Search Term | Results | Accessed |
|---|---|---|
| GRI normalization between organizations | 3,420 | March 27, 2015 |
| Compare KPI between organizations | 89,200 | March 26, 2015 |
| Normalize data between organization | 71,800 | March 13, 2015 |
| Sustainability index (2011 – Present) | 181,000 | March 9, 2015 |
| Sustainability benchmarking NGO (2011 – Present) | 16,400 | March 5, 2015 |
| Sustainability performance NGO (2011 – Present) | 18,900 | March 6, 2015 |

*Table 14. Results of Academic Literature Search*

Initially, search terms that contained the words *index*, *benchmarking*, and *performance* were limited to more recent articles (2011 or later). As search terms were further refined, the team expanded the search to include papers from beyond the five-year time frame. There were over 30 different academic papers that were potentially relevant to this research. The team examined the reference sections of these papers to identify additional research. Research references throughout this document exemplify the results of the literature review.

### e. KPI Identification, Refinement, and Creation of Test-Case Framework

The research team adopted a five-step process to identify sustainability KPIs based largely on established, academically reviewed approaches (shown in **Figure 6**). [79]


*Figure 6. Five-step process to identify sustainability KPIs*

[78] http://scholar.google.com
[79] Keeble, J. J., Topiol, S., & Berkeley, S. (2003). Using indicators to measure sustainability performance at a corporate and project level. *Journal of Business Ethics*, *44*(2-3), 149–158. http://doi.org/10.1023/A:1023343614973.

To establish an indicator pool, the research team first identified popular and well-respected sustainability indices. This search resulted in the following 25 frameworks:

- GRESB
- IFMA
- Dow Jones Sustainability Index
- Global 100
- Global Reporting Initiative (GRI)
- Sustainability Accounting Standards Board (SASB)
- Carbon Disclosure Project (CDP)
- B Corp Impact Assessment
- Energy Star Portfolio Manager
- New Zealand Business Sustainability Benchmarking
- UK Department for Environment, Food, and Rural Affairs
- Environmental Performance Index (Yale)
- GMI Analyst
- MSCI
- LEED v4
- ISO
- The Greenhouse Gas Protocol
- The General Reporting Protocol (The Climate Registry)
- Sustainalytics
- RepRisk
- Bloomberg ESG
- Thomson Reuters ESG
- EMAS
- The Global Compact
- Energy Points

It should be noted that this search utilized a broad scope as to incorporate as many frameworks as possible that may be relevant to SMRT. [80] After identifying the frameworks, KPIs within the 25 frameworks were extracted resulting in a total of 1,297 KPIs that established the full indicator pool.[81] These KPIs were then sorted into 4 separate categories including environmental, social, governance, and financial. These KPI categories were determined based on the frequency of each type of KPI across all 25 frameworks described in **Table 15**.

| Category | Percentage of frameworks with this category |
|---|---|
| **Environmental** | 24/25 (**96%**) |
| **Social** | 18/25 (**72%**) |
| **Governance** | 21/25 (**84%**) |
| **Financial** | 17/25 (**68%**) |

*Table 15. Frequency of KPI Types Across 25 Frameworks*

Using the survey, interviews, and literature review the team developed a list of screening criteria that helped define which metrics are applicable to SMRT members.[82] Also, consolidating redundant

[80] Marinela, G. (2010). Environmental Benchmarking for Local Authorities. *Management & Marketing*, (1), 17–30.
[81] Keeble, J. J., Topiol, S., & Berkeley, S. (2003). Using indicators to measure sustainability performance at a corporate and project level. *Journal of Business Ethics*, *44*(2-3), 149–158. http://doi.org/10.1023/A:1023343614973.
[82] Ibid.

indicators from the various frameworks helped reduce the number of KPIs. [83] The screening process described in **Figure 7** was applied to each category of KPIs to create the final framework.

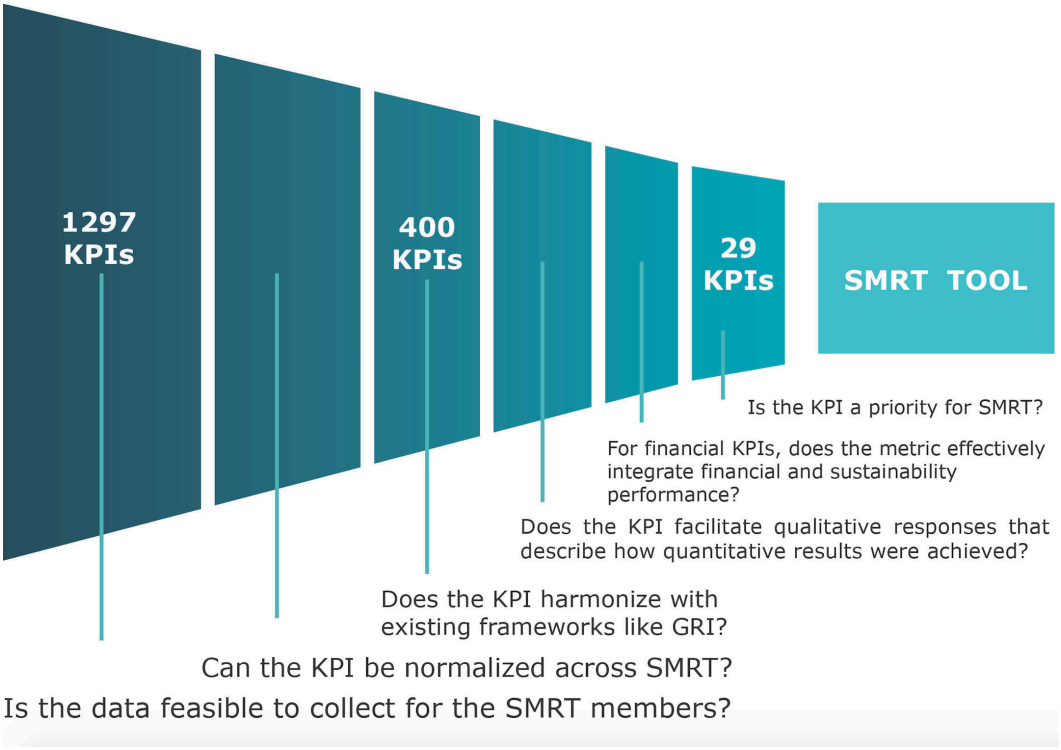



*Figure 7. Screening criteria used to identify KPIs included in **SMRT Tool***

The first phase of KPI screening involved two criteria:

1. Is the data feasible to collect for SMRT members (Based on survey results)? [84]

   Using survey results, each KPI was assessed based on feasibility scores self-reported by SMRT members. It is essential that the majority of KPIs suggested are reasonable for SMRT members to collect. However, it should be noted that some KPIs scoring low on feasibility were included in the final framework. For instance, water and waste KPIs were included given their importance to strong sustainability performance.

2. Can the KPI be normalized across SMRT? [85]

   Each KPI was evaluated as to whether a specific normalization factor could be applied to permit accurate comparison across a diverse set of organizations. It should be noted that qualitative KPIs naturally failed this particular screening, but were passed on to the next round of screening due to SMRT-member interest and expert opinion.

[83] Keeble, J. J., Topiol, S., & Berkeley, S. (2003). Using indicators to measure sustainability performance at a corporate and project level. *Journal of Business Ethics*, *44*(2-3), 149–158. http://doi.org/10.1023/A:1023343614973.
[84] Ibid.
[85] Ibid.

After applying the above screening criteria, approximately 400 KPIs remained. A second round of screening using additional criteria followed. These criteria included:

1. Does the KPI harmonize with existing for-profit frameworks like GRI? [86]

   An explicit SMRT-member interest was the ability to compare NGO performance to outside-industry examples. If KPIs closely match existing for-profit benchmarking frameworks like GRI, SMRT members would likely be able to compare performance to for-profit entities.

2. Does the KPI represent overall categorical importance? [87]

   When examining KPIs in one of the four categories identified including environmental, social, governance and financial some KPIs emerge as more important to track than others. An example of this for emissions KPIs would be comparing Thomson Reuters' KPI *"Total direct flaring or venting of natural gas emissions in tonnes"* [88] to Greenhouse Gas Protocol's KPI *"Annual total Greenhouse Gas Emissions (mt CO2e) in Scope 1"* [89]. When creating a refined list of KPIs, Thomson Reuters' KPI is less important in relating overall categorical performance than Greenhouse Gas Protocol's KPI on total scope 1 emissions, which is likely to include emissions from direct flaring.

3. For financial KPIs, does the metric effectively integrate financial and ESG performance? (e.g., Total operating budget vs. kWh saved/sustainability initiative spending)[90] [91] [92]

   While SMRT members conveyed in the survey through self-reported priority scoring that financial metrics were less important, both expert opinion and academic research support inclusion of these KPIs. Specifically, experts agree that KPIs conveying the integration of both ESG and financial performance are most valuable. An example of this type of integrated KPI is *the reduction in emissions over spending on related sustainability initiatives*—a KPI used in the final recommended framework.

4. Is the KPI a priority for SMRT? (Based on survey results and interviews)[93]

   Categories of KPIs that ranked high in priority on the SMRT survey were given additional attention, as these KPIs are likely the most important to each SMRT member.

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[86] Hess, D. (2014). Law and the Transition to Business Sustainability, 125–139. http://doi.org/10.1007/978-3-319-04723-2.
[87] Keeble, J. J., Topiol, S., & Berkeley, S. (2003). Using indicators to measure sustainability performance at a corporate and project level. *Journal of Business Ethics*, *44*(2-3), 149–158. http://doi.org/10.1023/A:1023343614973.
[88] Thomson Reuters. (2015). "Asset4 ESG Data". Accessed from http://thomsonreuters.com/content/dam/openweb/documents/pdf/tr-com-financial/fact-sheet/esg-data-fact-sheet.pdf
[89] World Resources Institute (WRI). (2012). Greenhouse Gas Protocol. Retrieved from http://www.ghgprotocol.org/files/ghgp/public/ghg-protocol-revised.pdf.
[90] Sandford, J. (2015, February). Expert Interview.
[91] Eccles, R. G., Herron, J., & Serafeim, G. (2014). *Reliable Sustainability Ratings: The Influence of Business Models on Information Intermediaries*.
[92] Russell, W. (2015, April 2). Expert Interview.
[93] SMRT Member (2015, March 30). SMRT Member Interview.

5. Does the KPI describe how quantitative results were achieved (e.g., what policies or practices lead to improvements in performance)? [94] [95]

   As discussed earlier, qualitative KPIs failed some of the above screening criteria, but were deemed important based on SMRT member and expert interviews. These types of measures allow organizations to understand how progress is achieved—an essential goal for many SMRT members interviewed.

After this final set of screening criteria was applied, 29 KPIs remained composing our framework used for the test-case pilot.

### f. Test-Case Methodology and General Findings

In order to understand the feasibility of adopting the proposed KPI framework, a pilot was conducted using four test-case organizations. Test-case organizations were given one week to provide data for the proposed framework.

SMRT members volunteering to be test-cases were given a list of 29 KPIs entered into an Excel document. Each KPI was paired with specific instructions on how to report required information. Each test-case organization was expected to return the excel document completed to the best of their abilities. Excel results were then analyzed to determine individual-KPI feasibility and efficacy of identified normalization factors.

*General Outcomes of the Test-Case Pilot Applicable to Overall Recommendations*

Of the four test-case organizations, only one provided comprehensive data on nearly every KPI. Organizations that did not report on certain KPIs generally indicated that it would be feasible to collect the data, but required more time to coordinate with other departments (e.g., human resources). Based on the general agreement that nearly all the KPIs would be reasonable to collect now or some time in the near future, it was the research team's conclusion that no single KPI should be removed from the overall test-case framework with the exception of a few KPIs that appeared redundant like *change in total energy consumed as compared to last year (kWh)*. Therefore, the feasibility assessment found that generally, the recommended framework would be feasible for most organizations now or sometime in the near future.

The research team initially anticipated that a tiered approach to the framework (advanced versus basic KPIs) might be best given the variety of reporting capabilities represented in SMRT. However, after reviewing the test-case data, there was not sufficient evidence to suggest a core (basic) set of KPIs as compared to a more advanced set of KPIs. As such, the research team concluded that all KPIs should be required.

[94] SMRT Member (2015, March 30). SMRT Member Interview.
[95] Sandford, J. (2015, February). Expert Interview.

However, another interesting trend emerged regarding the scope of reporting that lead to a different tiered approach. As referenced in the summary of SMRT-interview findings, SMRT members desire flexibility in reporting scope. Specifically, SMRT members desire the ability to report on headquarters or global operations, while still maintaining adequate comparability of performance. The research team decided that while every KPI is required, organizations could select the scope of their reporting and maintain that scope across all quantitative KPIs. Qualitative KPIs like organization policies often have a global scope and therefore are not subject to the same scope requirements. As such, organizations solely reporting on one office location would qualify for a "basic" reporting designation, while organizations reporting for more than one location would be considered "advanced".

The requirement that organizations define and maintain the scope of their reporting imposes a degree of rigidity contributing to the creation of results that can be benchmarked. In order to achieve reliable comparisons across SMRT members, each organization must maintain their chosen scope throughout all quantitative KPIs and associated normalization factors even when more robust data may exist for select KPIs. An example of why consistent scope is important is given in the *Recommendations for SMRT Reporting* section (p.18).

The feasibility of using different normalization factors was also assessed in the test-case phase. The research team had hoped to have more data offering guidance on ideal normalization at the KPI level; however, only one organization submitted a complete data set. That said, nearly all test-case organizations were able to complete the normalization table included in the test-case framework.

However, feedback on the "Number of regions" normalization factor suggested variable interpretation of this metric. As such, this factor was eliminated and replaced with "List of countries included in the scope" of reporting. Number of FTE males and females were also eliminated in favor of "total FTEs in scope". It should be noted that normalization factors were adjusted to include the language "in scope" ensuring that normalized KPI values only applied to an organization's selected scope.

### g. Research and Data Collection Limitations

*Survey Limitations*

While the survey was engineered to yield useful data from all SMRT members, many organizations did not participate. Lack of participation limits the overall utility of this survey as a gauge of SMRT interests and opinions as it relates to sustainability benchmarking. As such, conclusions emanating from survey-data analysis must be weighted against expert opinion and academic-research findings.

*Test-Case Pilot Limitations*

As noted earlier, an overall low sample size for test-case participants prevented more detailed analyses specifically around normalization and tiered reporting. Additionally, many organizations favored qualitative comments indicating data was available, but hard to find. This type of response helped validate the intended framework would be appropriate for SMRT, but once again prevented more detailed analyses.

*Framework Access Limitations*

The research team occasionally had difficulty gaining access to all identified frameworks and their associated KPIs. In some cases, a membership fee is required. To help with this challenge, the research team tried to gain access through SMRT members; however, this effort did not result in improved access.

*Frameworks/benchmarking tools the research team could not access but might be useful to SMRT:*

- GMI Analyst (focused on public companies only)
- MSCI (focused on private sector)
- Energy Points (focused on buildings, goods)
- ISO 14000 (applicable to all types of organizations)

# Appendix

## Appendix Item 1: SMRT Roundtable Survey

Thank you for your interest in a Columbia University SMRT Roundtable Capstone questionnaire about sustainability metrics. The intent of this survey is to gauge the interest of SMRT Roundtable Members for a variety of key performance indicators (KPIs) in relation to their own organization. First, you will be asked general questions about your own organization. Second, you will be asked about what your organization is currently doing with sustainability metrics. Then, you will be asked about KPIs and how they relate to your organization.

Your thoughts are important to us. Please do your best to answer each question. If you are not sure how to answer or feel uncomfortable about a question, just skip it. It usually takes people about 20 minutes to complete the survey.

Your individual answers will be recorded anonymously. If you have any questions about the survey, please contact Kimberly Sullivan at kes2187@columbia.edu

In order to progress through this survey, please use the following buttons:
Click the >> button to continue to the next page

Q1 Please choose one of the following organizations that you belong to:

- ❍ ActionAid
- ❍ Amherst College
- ❍ Environmental Defense Fund
- ❍ Inter-American Development Bank
- ❍ Natural Resource Defense Council
- ❍ Oxfam UK
- ❍ Oxfam International
- ❍ Smith College
- ❍ Union of Concerned Scientists
- ❍ WaterAid
- ❍ World Bank
- ❍ World Resources Institute
- ❍ World Wildlife Fund
- ❍ AOC
- ❍ Winrock
- ❍ Other

Answer If Please choose one of the following organizations that you belong to: Other Is Selected
Q1_1 Please enter the name of your organization below:

**General questions about your organization**

Q2 What best describes your organizational structure?
- ❍ Centralized
- ❍ Decentralized
- ❍ Other

Q3 How many offices does your organization have?

Q4 How many employees does your organization have?

General questions about your organization (continued)

Q5 What percentage of your offices are owned or leased?

% Owned

% Leased

Q6 What percentage of your offices are stand-alone or shared buildings?

% Stand-alone

% Shared

Q7 Which (if any) certifications or ratings apply to at least one of your buildings? (Please choose all that apply)
- ❑ LEED
- ❑ BREEAM
- ❑ Living Building
- ❑ EnergyStar Rating
- ❑ Other _____

Q8 Please answer the following questions about your organization: My organization currently has sustainability policies in place for ...

| | Yes | No | I don't know |
|---|---|---|---|
| GHG commitments | ❍ | ❍ | ❍ |
| Business travel | ❍ | ❍ | ❍ |
| Waste | ❍ | ❍ | ❍ |
| Events | ❍ | ❍ | ❍ |
| Investments | ❍ | ❍ | ❍ |
| Purchasing and procurement | ❍ | ❍ | ❍ |
| Facilities management | ❍ | ❍ | ❍ |
| Energy consumption | ❍ | ❍ | ❍ |
| Water consumption | ❍ | ❍ | ❍ |
| Social or community impact | ❍ | ❍ | ❍ |
| Other | ❍ | ❍ | ❍ |

Q9 Please answer the following questions about your organization: My organization participates in environmental or social purchasing efforts for ...

| | Yes | No | I don't know |
|---|---|---|---|
| Paper | ❍ | ❍ | ❍ |
| Catering / Food | ❍ | ❍ | ❍ |
| Energy | ❍ | ❍ | ❍ |
| Electronics | ❍ | ❍ | ❍ |
| Hotels | ❍ | ❍ | ❍ |
| Other | ❍ | ❍ | ❍ |

**General questions on sustainability key performance indicators**

Definition: Sustainability key performance indicators (KPIs) are a measurable value that illustrates the effectiveness of achieving sustainability objectives.

Q10 Does your organization currently collect sustainability data for its own operations (e.g., GHG emissions, water consumption, waste production)?

- ❍ Yes
- ❍ No
- ❍ I don't know

Answer If Please choose all that apply: your organization currently collect sustainability data for (e.g., GHG emissions, water consumption, waste production)? Yes Is Selected

Q11 What types of data does your organization collect? (Please choose all that apply)

- ❑ Economic
- ❑ Energy
- ❑ Water
- ❑ Waste
- ❑ Emissions
- ❑ Social
- ❑ Governance
- ❑ Other _____

Answer If Does your organization currently collect sustainability data for its own operations (e.g., GHG em... Yes Is Selected

Q12 What types of sustainability key performance indicators (KPIs) does your organization prefer to use? (Please choose all that apply)

- ❑ Qualitative
- ❑ Quantitative

Answer If Please choose all that apply: your organization currently collect sustainability data for (e.g., GHG emissions, water consumption, waste production)? Yes Is Selected

Q13 Has your organization encountered any hurdles while collecting that data?

Answer If Please choose all that apply: your organization currently collect sustainability data for (e.g., GHG emissions, water consumption, waste production)? Yes Is Selected

Q14 Who in your organization is primarily responsible for collecting data for sustainability key performance indicators (KPIs)?

- ❍ Paid sustainability department / team
- ❍ Volunteer sustainability department / team
- ❍ Facilities
- ❍ Other

Answer If Does your organization currently collect sustainability data for its own operations (e.g., GHG em... Yes Is Selected

Q15 Does your organization currently compare sustainability performance across offices or regions?

- ❍ Yes
- ❍ No
- ❍ I don't know

Q16 Does your organization report sustainability performance data (e.g., GRI, CDP)?

- ❍ Yes
- ❍ No
- ❍ I don't know

Answer If Does your organization currently use data for sustainability benchmarking or key performance indicators (KPIs) (e.g., example from GRI)? Yes Is Selected

Q17 Which sustainability benchmarks or KPIs does your organization currently use?

Answer If Does your organization report sustainability performance data (e.g., GRI, CDP)? No Is Selected

Q18 If you answered no, when would your organization consider adopting a formal reporting framework?

- ❍ We are not planning on adopting a formal framework
- ❍ 1 - 3 years
- ❍ 3 - 5 years
- ❍ More than 5 years
- ❍ I don't know our plans at this time

Q19 Which stakeholders are most interested in your organization’s sustainability performance?

**Specific questions about sustainability KPIs**

For the following questions: 1. Please tell us the priority of the following key performance indicators (KPIs) in relation to your organization2. Whether the data is feasible to collect3. Whether your organization is willing to share the data among SMRT roundtable members

Q20 Economic KPIs

| | Priority to your organization | | | | | Feasible to collect? | | | Willing to share data? | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Not at all1 | 2 | 3 | 4 | High priority5 | Yes | No | Idon'tknow | Yes | No | Idon'tknow |
| Economic value created | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ |
| Wage by gender | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ |
| Local suppliers | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ |
| Percent budget for public benefit | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ |

Q21 Environmental KPIs

| | Priority to your organization | | | | | Feasible to collect? | | | Willing to share data? | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Not at all1 | 2 | 3 | 4 | High priority5 | Yes | No | Idon'tknow | Yes | No | Idon'tknow |
| Energy consumption | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ |
| Water management | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ |
| Waste management | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ |
| Emissions | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ |

Q22 Social & Governance KPIs

| | Priority to your organization | | | | | Feasible to collect? | | | Willing to share data? | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Not at all1 | 2 | 3 | 4 | High priority5 | Yes | No | Idon'tknow | Yes | No | Idon'tknow |
| Worker rights | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ |
| Human rights | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ |
| Community engagement | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ |
| Lobbying | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ |
| Regulation compliance | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ | ❍ |

Q23 What other key performance indicators (KPIs) are important to your organization's mission that were not included above?

Q24 What frequency would your organization be willing to report on sustainability metrics?

- ❍ More than once a year
- ❍ Once a year
- ❍ Once every two years
- ❍ Other _____

**Questions about normalization methods**

Definition: Normalization is the scaling of data so that it can be compared across organizations.

Q25 Please tell us how applicable are the following data normalization factors for sustainability benchmarking when analyzing your organization? (Please check all that apply)

- ❑ Total number of staff
- ❑ Total revenue/annual budget
- ❑ Square feet/meter
- ❑ Total number of offices
- ❑ Per region of operation
- ❑ Per budget
- ❑ Per project
- ❑ Per core operation (organizational function)
- ❑ Other _____

**Questions about collection methods**

Q26 How does your organization collect and track sustainability metrics? (Please check all that apply)

- ❑ IT platform (e.g., SAP, Energy Point)
- ❑ Microsoft Office or equivalent
- ❑ Paper records
- ❑ Periodic rough estimation
- ❑ I don't know
- ❑ We don't
- ❑ Other _____

Answer If How does your organization collect and track sustainability metrics? (Please check all that apply) IT platform (e.g., Excel, SAP, EnergyPoint) Is Selected

Q27 Which software or platforms are you currently using?

Answer If How does your organization collect and track sustainability metrics? (Please check all that apply) Paper records Is Selected Or How does your organization collect and track sustainability metrics? (Please check all that apply) Periodic rough estimation Is Selected Or How does your organization collect and track sustainability metrics? (Please check all that apply) I don't know Is Selected Or How does your organization collect and track sustainability metrics? (Please check all that apply) We don't Is Selected Or How does your organization collect and track sustainability metrics? (Please check all that apply) Other Is Selected

Q28 Would an IT platform be helpful at your organization to keep track of sustainability data?

- ❍ Yes
- ❍ No
- ❍ I don't know

Q29 Please let us know any additional thoughts you have about sustainability platforms in the box below:

Q30 Does your organization have a budget to invest in improved metric-reporting processes including IT platforms and/or personnel?

- ❍ Yes
- ❍ No
- ❍ I don't know

Q31 Are you willing to participate in a short phone interview about sustainability KPIs and indices?

- ❍ Yes
- ❍ No

Answer If Are you willing to participate in a short phone interview about sustainability metrics and indices? Yes Is Selected

Q32 Please provide your preferred email below, and we will reach out to you about this opportunity:

Email:

Q33 Please let us know if you have any additional comments:

## Appendix Item 2: Survey Results

There were a total of 7 participants (n = 7) who completed the survey. Due to the small sample size, we could not assume normality; our analysis was limited to frequencies and descriptive statistics.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Centralized | 3 | 42.9 | 42.9 | 42.9 |
| | Decentralized | 2 | 28.6 | 28.6 | 71.4 |
| | Other | 2 | 28.6 | 28.6 | 100.0 |
| | Total | 7 | 100.0 | 100.0 | |

*Table 16. What best describes your organizational structure?*

Around 43% of respondents were from centralized organizational structures. With a larger sample size we could see whether feasibility to collect or sharing KPI data were statistically significant depending on organizational structure.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 4 | 1 | 14.3 | 14.3 | 14.3 |
| | 7 | 3 | 42.9 | 42.9 | 57.1 |
| | 12 | 1 | 14.3 | 14.3 | 71.4 |
| | 30 | 1 | 14.3 | 14.3 | 85.7 |
| | 130 | 1 | 14.3 | 14.3 | 100.0 |
| | Total | 7 | 100.0 | 100.0 | |

*Table 17. Number of offices in your organization*

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 148 | 1 | 14.3 | 14.3 | 14.3 |
| | 450 | 1 | 14.3 | 14.3 | 28.6 |
| | 500 | 1 | 14.3 | 14.3 | 42.9 |
| | 537 | 1 | 14.3 | 14.3 | 57.1 |
| | 800 | 1 | 14.3 | 14.3 | 71.4 |
| | 1700 | 1 | 14.3 | 14.3 | 85.7 |
| | 15000 | 1 | 14.3 | 14.3 | 100.0 |
| | Total | 7 | 100.0 | 100.0 | |

*Table 18. Number of employees in your organization*

The organizations ranged from having 4 to 130 offices and having 148 to 15,000 employees. These ranges imply that there huge disparity in size between SMRT Roundtable members. Knowing these ranges could help us recommend various normalization factors to make data comparable between organizations.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 0 | 2 | 28.6 | 28.6 | 28.6 |
| | 5 | 2 | 28.6 | 28.6 | 57.1 |
| | 15 | 1 | 14.3 | 14.3 | 71.4 |
| | 25 | 1 | 14.3 | 14.3 | 85.7 |
| | 50 | 1 | 14.3 | 14.3 | 100.0 |
| | Total | 7 | 100.0 | 100.0 | |

*Table 19. Percent buildings owned*

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 50 | 1 | 14.3 | 14.3 | 14.3 |
| | 75 | 1 | 14.3 | 14.3 | 28.6 |
| | 85 | 1 | 14.3 | 14.3 | 42.9 |
| | 95 | 2 | 28.6 | 28.6 | 71.4 |
| | 100 | 2 | 28.6 | 28.6 | 100.0 |
| | Total | 7 | 100.0 | 100.0 | |

*Table 20. Percent buildings leased*

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 0 | 2 | 28.6 | 28.6 | 28.6 |
| | 1 | 1 | 14.3 | 14.3 | 42.9 |
| | 5 | 1 | 14.3 | 14.3 | 57.1 |
| | 15 | 1 | 14.3 | 14.3 | 71.4 |
| | 20 | 1 | 14.3 | 14.3 | 85.7 |
| | 50 | 1 | 14.3 | 14.3 | 100.0 |
| | Total | 7 | 100.0 | 100.0 | |

*Table 21. Percent stand-alone buildings*

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 6 | 1 | 14.3 | 14.3 | 14.3 |
| | 50 | 1 | 14.3 | 14.3 | 28.6 |
| | 80 | 1 | 14.3 | 14.3 | 42.9 |
| | 85 | 1 | 14.3 | 14.3 | 57.1 |
| | 95 | 1 | 14.3 | 14.3 | 71.4 |
| | 100 | 2 | 28.6 | 28.6 | 100.0 |
| | Total | 7 | 100.0 | 100.0 | |

*Table 22. Percent shared buildings*

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 1 | 2 | 28.6 | 28.6 | 28.6 |
| | 2 | 4 | 57.1 | 57.1 | 85.7 |
| | 3 | 1 | 14.3 | 14.3 | 100.0 |
| | Total | 7 | 100.0 | 100.0 | |

*Table 23. Number of building certifications*

Knowing the breakdown of owned and leased buildings can give us an idea of which frameworks or KPIs would work best for the member organizations. Because most of the buildings member organizations operate in are leased, they could encounter principal-agent problems when it comes to acquiring water consumption data to fulfill certain KPI data requirements. Understanding the difficulty of acquiring data helps our team appropriately differentiate tiers for KPI reporting.

| | Yes | No | I don't know | Yes (%) | No (%) | I don't know (%) | N |
|---|---|---|---|---|---|---|---|
| GHG commitments | 4 | 3 | | 57.1 | 42.9 | 0.00 | 7 |
| Business travel | 4 | 3 | | 57.1 | 42.9 | 0.00 | 7 |
| Waste | 5 | 2 | | 71.4 | 28.6 | 0.00 | 7 |
| Events | 3 | 2 | | 60.0 | 40.0 | 0.00 | 5 |
| Investments | 2 | 3 | 1 | 33.3 | 50.0 | 16.7 | 6 |
| Purchasing and procurement | 4 | 3 | | 57.1 | 42.9 | 0.00 | 7 |
| Facilities management | 3 | 4 | | 42.9 | 57.1 | 0.00 | 7 |
| Energy consumption | 3 | 4 | | 42.9 | 57.1 | 0.00 | 7 |
| Water consumption | 2 | 5 | | 28.6 | 71.4 | 0.00 | 7 |
| Social or community impact | 1 | 5 | | 16.7 | 83.3 | 0.00 | 6 |
| Other | 4 | 3 | | 57.1 | 42.9 | 0.00 | 7 |

*Table 24. Currently has sustainability policies in place*

| | Yes | No | I don't know | Yes (%) | No (%) | I don't know (%) | N |
|---|---|---|---|---|---|---|---|
| Paper | 6 | 1 | | 85.7 | 14.3 | 0.00 | 7 |
| Catering / Food | 6 | 1 | | 85.7 | 14.3 | 0.00 | 7 |
| Energy | 4 | 2 | 1 | 57.1 | 28.6 | 14.3 | 7 |
| Electronics | 5 | 2 | | 71.4 | 28.6 | 0.00 | 7 |
| Hotels | 2 | 4 | 1 | 28.6 | 57.1 | 14.3 | 7 |
| Other | 2 | | | 100.0 | 0.00 | 0.00 | 2 |

*Table 25. Participates in environmental or social purchasing efforts*

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Yes | 6 | 85.7 | 85.7 | 85.7 |
| | No | 1 | 14.3 | 14.3 | 100.0 |
| | Total | 7 | 100.0 | 100.0 | |

*Table 26. Currently collect sustainability data for its own operations*

| | Yes | No | Yes (%) | No (%) | N |
|---|---|---|---|---|---|
| Economic | 3 | 4 | 42.9 | 57.1 | 7 |
| Energy | 5 | 2 | 71.4 | 28.6 | 7 |
| Water | 3 | 4 | 42.9 | 57.1 | 7 |
| Waste | 4 | 3 | 57.1 | 42.9 | 7 |
| Emissions | 6 | 1 | 85.7 | 14.3 | 7 |
| Social | 2 | 5 | 28.6 | 71.4 | 7 |
| Governance | 2 | 5 | 28.6 | 71.4 | 7 |
| Other | 1 | 6 | 14.3 | 85.7 | 7 |

*Table 27. Types of data collected for own organization*

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Paid sustainability department / team | 3 | 42.9 | 50.0 | 50.0 |
| | Volunteer sustainability department / team | 2 | 28.6 | 33.3 | 83.3 |
| | Facilities | 1 | 14.3 | 16.7 | 100.0 |
| | Total | 6 | 85.7 | 100.0 | |
| Missing | System | 1 | 14.3 | | |
| Total | | 7 | 100.0 | | |

*Table 28. Primarily responsible for collecting data for sustainability KPIs*

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Yes | 6 | 85.7 | 100.0 | 100.0 |
| Missing | System | 1 | 14.3 | | |
| Total | | 7 | 100.0 | | |

*Table 29. Compare sustainability performance across offices or regions*

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| **Economic KPIs** | | | | | |
| Economic value created | 7 | 1 | 5 | 2.86 | 1.345 |
| Wage by gender | 7 | 2 | 5 | 3.57 | 1.272 |
| Local suppliers | 7 | 2 | 5 | 3.14 | .900 |
| Percent budget for public benefit | 7 | 1 | 5 | 3.29 | 1.704 |
| **Environmental KPIs** | | | | | |
| Energy consumption | 7 | 3 | 5 | 4.29 | .951 |
| Water management | 7 | 2 | 5 | 3.71 | 1.380 |
| Waste management | 7 | 3 | 5 | 4.00 | 1.000 |
| Emissions | 7 | 3 | 5 | 4.57 | .787 |
| **Social & Governance KPIs** | | | | | |
| Worker rights | 7 | 1 | 5 | 3.43 | 1.397 |
| Human rights | 7 | 3 | 5 | 4.00 | 1.000 |
| Community engagement | 7 | 3 | 5 | 4.00 | 1.000 |
| Lobbying | 7 | 1 | 5 | 3.14 | 1.676 |
| Regulation compliance | 7 | 1 | 5 | 3.71 | 1.496 |

*Table 30. KPI priority to organization*

Environmental KPIs consistently had the highest mean scores when considering priority to a SMRT Roundtable organization. Although these results are not statistically significant, the data implies that SMRT Roundtable members focus more on Environmental KPIs over Economic or Social & Governance KPIs.

| | Yes | No | I don't know | Yes (%) | No (%) | I don't know (%) | N |
|---|---|---|---|---|---|---|---|
| Economic value created | 3 | | 4 | 42.9 | 0.0 | 57.1 | 7 |
| Wage by gender | 3 | 1 | 3 | 42.9 | 14.3 | 42.9 | 7 |
| Local suppliers | 2 | 1 | 4 | 28.6 | 14.3 | 57.1 | 7 |
| Percent budget for public benefit | 3 | 1 | 3 | 42.9 | 14.3 | 42.9 | 7 |

*Table 31. Feasible to collect Economic KPIs*

| | Yes | No | I don't know | Yes (%) | No (%) | I don't know (%) | N |
|---|---|---|---|---|---|---|---|
| Economic value created | 3 | | 4 | 42.9 | 0.0 | 57.1 | 7 |
| Wage by gender | 1 | 1 | 5 | 14.3 | 14.3 | 71.4 | 7 |
| Local suppliers | 2 | 1 | 4 | 28.6 | 14.3 | 57.1 | 7 |
| Percent budget for public benefit | 2 | 1 | 4 | 28.6 | 14.3 | 57.1 | 7 |

*Table 32. Willing to share Economic KPIs*

| | Yes | No | I don't know | Yes (%) | No (%) | I don't know (%) | N |
|---|---|---|---|---|---|---|---|
| Energy consumption | 6 | | 1 | 85.7 | 0.0 | 14.3 | 7 |
| Water management | 4 | 1 | 2 | 57.1 | 14.3 | 28.6 | 7 |
| Waste management | 3 | | 4 | 42.9 | 0.0 | 57.1 | 7 |
| Emissions | 7 | | | 100.0 | 0.0 | 0.0 | 7 |

*Table 33. Feasible to collect Environmental KPIs*

| | Yes | No | I don't know | Yes (%) | No (%) | I don't know (%) | N |
|---|---|---|---|---|---|---|---|
| Energy consumption | 5 | | 2 | 71.4 | 0.0 | 28.6 | 7 |
| Water management | 4 | | 3 | 57.1 | 0.0 | 42.9 | 7 |
| Waste management | 4 | | 3 | 57.1 | 0.0 | 42.9 | 7 |
| Emissions | 5 | | 2 | 71.4 | 0.0 | 28.6 | 7 |

*Table 34. Willing to share Environmental KPIs*

| | Yes | No | I don't know | Yes (%) | No (%) | I don't know (%) | N |
|---|---|---|---|---|---|---|---|
| Worker rights | 2 | | 5 | 28.6 | 0.0 | 71.4 | 7 |
| Human rights | 2 | | 5 | 28.6 | 0.0 | 71.4 | 7 |
| Community engagement | 3 | | 4 | 42.9 | 0.0 | 57.1 | 7 |
| Lobbying | 1 | 1 | 5 | 14.3 | 14.3 | 71.4 | 7 |
| Regulation compliance | 3 | 1 | 3 | 42.9 | 14.3 | 42.9 | 7 |

*Table 35. Feasible to collect Social & Governance KPIs*

| | Yes | No | I don't know | Yes (%) | No (%) | I don't know (%) | N |
|---|---|---|---|---|---|---|---|
| Worker rights | 2 | | 5 | 28.6 | 0.0 | 71.4 | 7 |
| Human rights | 2 | | 5 | 28.6 | 0.0 | 71.4 | 7 |
| Community engagement | 2 | | 4 | 33.3 | 0.0 | 66.7 | 6 |
| Lobbying | 1 | 2 | 4 | 14.3 | 28.6 | 57.1 | 7 |
| Regulation compliance | 3 | 1 | 3 | 42.9 | 14.3 | 42.9 | 7 |

*Table 36. Willing to share Social & Governance KPIs*

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Once a year | 6 | 85.7 | 85.7 | 85.7 |
| | Once every two years | 1 | 14.3 | 14.3 | 100.0 |
| | Total | 7 | 100.0 | 100.0 | |

*Table 37. Frequency willing to report*

| | Yes | No | Yes (%) | No (%) | N |
|---|---|---|---|---|---|
| Total number of staff | 6 | 1 | 85.7 | 14.3 | 7 |
| Total revenue/annual budget | 4 | 3 | 57.1 | 42.9 | 7 |
| Square feet/meter | 5 | 2 | 71.4 | 28.6 | 7 |
| Total number of offices | 3 | 4 | 42.9 | 57.1 | 7 |
| Per region of operation | 3 | 4 | 42.9 | 57.1 | 7 |
| Per budget | 1 | 6 | 14.3 | 85.7 | 7 |
| Per project | 1 | 6 | 14.3 | 85.7 | 7 |
| Per core operation (function) | 2 | 5 | 28.6 | 71.4 | 7 |
| Other | 1 | 6 | 14.3 | 85.7 | 7 |

*Table 38. Applicable normalization factors*

The top three normalization factors that were most applicable to participants were Total number of staff, Square feet/meter, and Total revenue/annual budget, respectively. KPIs that are able to be normalized through these three factors should be more heavily weighted when considering our recommended list of KPIs.

## Appendix Item 3: SMRT-Member Interview Guide

**INTERVIEW-PROTOCOL SMRT ROUNDTABLE**
Thank you for agreeing to participate. In this interview you will be asked to talk about Key Performance Indicators (KPIs) and sustainability metrics. Some questions I ask you will be more general and some questions will be more specific towards your organization. If you don't want to respond to a particular question, just let me know and we can skip it. Would you mind if we recorded this interview?

[Offer to provide end report if interviewee is a non-roundtable member]

**Basic prompts:**
*Anything else?*
*Can you tell me more?*
*Can you explain why?*

Get quantitative responses when possible.
*How long? How much?, etc. If "all the time" mentioned, ask specifically what it means, get a length of time?*

**Organization**

1. When did your organization begin focusing on sustainability issues for its own operations?

2. Why has your organization started focusing on sustainability?
    a. Did your organization feel any pressure to focus on it's own sustainability?

3. How have sustainability practices or policies impacted your organization?
    a. Can you explain why?

4. Describe the process in which your team uses to collect sustainability data. How long does it take from beginning to completion?

5. Which other organization (for-profit or non-profit) do you follow in terms of reporting/benchmarking?
    a. Can you tell me more?

6. Which area(s) of your organization's core operations do you believe it can improve on when it comes to sustainability?

**KPIs**

7. On a scale from 1 to 5 (1 being strongly disagree and 5 being strongly agree), I'd like you tell me how much do you agree or disagree that these following areas are the main areas of concern for your organization in terms of **internal sustainability**?

    a. Offices/building environment
        i. Why did you say [this number]?
        ii. Can you explain your answer

    b. Employee energy saving behavior
        i. Why did you say [this number]?
        ii. Can you explain your answer

    c. Supply chain (NGOs supply a lot of stuff for projects, like healthcare equipment, water equip. etc.
        i. Why did you say [this number]?
        ii. Can you explain your answer

8. On a scale from 1 to 5 (1 being strongly disagree and 5 being strongly agree), I'd like you tell me how much do you agree or disagree on following areas are in terms of sustainability impact in **relation to your organization**?

    a. Buildings
        i. Why did you say [this number]?
        ii. Can you explain your answer

    b. Air travel
        i. Why did you say [this number]?
        ii. Can you explain your answer

    c. Land/vehicle travel and transportation
        i. Why did you say [this number]?
        ii. Can you explain your answer

**Reporting & Normalization**

9. Would the comparison of sustainability performance between other SMRT Roundtable influence your organization?
    a. Can you explain why?

10. What types of information would you like to see in a sustainability report shared between the SMRT Roundtable members?
    a. Can you tell me more?

## Appendix Item 4: Expert-Interview Guide

**Background:**

*(Brief summary of individual's professional experience and why we are speaking with them)*

1. **What are the most common sustainability-benchmarking tools you've come across? What are the pros and cons of each?**

   *(Mention the frameworks we considered and reference the PPT to get a reaction to what we included in our analysis)*

2. **Are there particular benchmarking frameworks you would recommend specifically for an NGO? Any specific key performance indicators? Why do you feel these KPIs/Frameworks are important to NGOs?**

3. **In your opinion, what categories of KPIs form a complete sustainability picture for an NGO? Should it include environmental, social, governance, and finance KPIs, or only some of these?**

4. **What are the most common normalization factors you've observed (e.g., by sqft, or by employee)? Any ideas on what would be most applicable to NGOs? Why?**

5. **Generally, would you value quantitative KPIs over qualitative KPIs or should a reporting framework have a balance of both?**

6. **Do you know anyone else we should connect with regarding sustainability benchmarking?**

7. **Would you be willing to review our recommended framework in draft form?**

# Appendix Item 5: SMRT Members and Interviewees

## Sustainability Managers Roundtable Members:

*Table 39. List of roundtable organizations and the participants for each organization*

| Organization | Participants |
|---|---|
| Actionaid | Tanjir Hossain |
| Environmental Defense Fund (EDF) | Kelly Jones |
| Natural Resources Defense Counsel (NRDC) | Anthony Guerrero |
| OXFAM International - | Maddie Colin |
| OXFAM (UK) | Johanna Gosling and Alex Cole-Hamilton |
| Union of Concerned Scientists (UCS) | Austin Hoffmann |
| Wateraid | Julie Littlefield |
| Winrock | Alex Grais, Elise DeRiel, Netanya Huska |
| WorldBank | Adam Rubinfield and Monika Kumar |
| World Research Institute (WRI) | Amanda Stevens |
| World Wildlife Fund (WWF) | Nicole Jackson |

## Interviewees:

*Table 40. List of Interviewees and their connection to sustainability benchmarking and normalization*

| Interviewee | Connection to sustainability Benchmarking/Normalization |
|---|---|
| Dickinson, John | Columbia University Professor |
| Freed, Adam | Bloomberg / Columbia University Professor |
| Gosling, Johanna | Oxfam UK |
| Haugen, John | Third Partners / Columbia Alumni |
| Hoffmann, Austin | UCS |
| Jones, Kelly | EDF |
| Kaminski, Marisa | NRDC |
| Miller, Alison | Earth Institute |
| Rubinfeild, Adam | World Bank |
| Russell, William | Columbia University Professor |
| Sabelli, Andrea | IDAB |
| Sandford, Judy | Vice President Cone Communications |
| Stevens, Amanda | WRI |
| Wanstad-Evans, Kristi | START Communities |

# Appendix Item 6: *SMRT Tool*

**SMRT TOOL - Key Performance Indicator (KPI) Framework**

Please fill in the following tabs

**Reporting Scope**
When using this SMRT Tool please fill in your data in each tab consistently with your scope mentioned in 'Normalizations Factors' tab, for the office or offices wherein you have 100% of the data required. This tool allows your organization to analyze and benchmark the sustainability metrics of your a) main office-Basic Tier or b) your organization as a whole/some portion of your organization-Advanced Tier. The inputs N-1 to N-7 at 'Normalization Factors' tab need to be limited to your scope, and are used as the normalization factors. The inputs N-8 to N-11 are to be filled in with total figures of your organization and are used as the denominator in calculating the % of your Reporting (scope/total organization).

**Tiers**
Basic: If you report only on your headquarters or main office, you are categorized in the Basic Tier. This tier denotes the minimum reporting requirements for the SMRT Tool's ability to benchmark your organization. The inclusion of your organization's headquarters or your largest office is required for this tool.
Advanced: If you reporting covers more than your head office, you are assigned as Advanced and your scope coverage compared to your total organization is mentioned in the % of Reporting cell. This tier displays your organization's progress towards integrated holistic reporting. The aim is to reach 100% in reporting.

**Instructions**
Input tabs 'Normalization Factors', 'Environmental', 'Governance', 'Social' and 'Financial' consist of data to be filled in by your organization within your defined scope in 'Normalizations Factors' tab.

'Normalized Scorecard' is a summary output tab automatically generated from the data you entered in the input tabs, and consists of your organization's normalized data. You can select different normalization factors from the drop-down list available in the 'Normalization Factor' column.

Please refer to the 'Descriptions' tab for explanations of the KPIs. You can click on the KPI # to link to the related description, and click again the KPI # in 'Descriptions' tab to return to the original KPI input page.

Each input tab enables to enter data until 2020. Currently, the columns for the years 2012-2014 are visible and 2015-2020 are hided. Going forward, when data is available relevant year's tab can be unhidden.

| Category | KPI | 2014 |
|---|---|---|
| Normalization | Number of FTE | 100 |
| Environmental | Annual total water withdraw by source (Gallons) | 350,000 |
| Normalized | Gallons / FTE | 350,000/100 = 3,500 |

Sample Data Input and Automatically Generated Normalization

**Normalization Factors**

| KPI # | Normalization Factors - KPI Inputs | Response | 2012 | 2013 | 2014 | Notes |
|---|---|---|---|---|---|---|
| N - 1 | What is the scope of your organization's reporting (Headquarters, National, Regional, Global)?* | | | | | |
| N - 2 | List of countries included in the scope | | | | | |
| N - 3 | Number of offices included in the scope | | | | | |
| N - 4 | Total square feet included in the scope | | | | | |
| N - 5 | Number of Full Time Equivalent (FTE) included in the scope | | | | | |
| N - 6 | Operational expenses within in the scope ($) | | | | | |
| | Please provide organization-wide metrics for the following: | | | | | |
| N - 7 | Total number of offices | | | | | |
| N - 8 | Total square feet | | | | | |
| N - 9 | Total number of FTE | | | | | |
| N - 10 | Total operational expenses ($) | | | | | |
| N - 11 | Total spending on sustainability projects ($) | | | | | |

| | | | | |
|---|---|---|---|---|
| Tier ** | | N/A | N/A | N/A |
| % of Reporting | | N/A | N/A | N/A |

** Please check the 'Instructions' on Input tab to fill in the scope data consistently throughout the SMRT Tool*

*** Please check Input tab for descriptions of the Basic and Advanced tiers*

## Environmental

| KPI # | Category | Sub Category | KPI | Response | 2012 | 2013 | 2014 | Notes | Source |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | |
| E - 1a | Water | Measurement | Annual total water withdrawal by source (Gallons) | | | | | | GRI |
| E - 1b | Water | Performance Metric | Percentage of total volume of water recycled and reused (Gallons) | | | | | | GRI |
| E - 1c | Water | Qualitative Response | What policies and practices were implemented over the last year that contributed to major changes in this categories KPI? | | | | | | Expert Interviews |
| | | | | | | | | | |
| E - 2a | Waste | Measurement | Annual total waste (Tons) | | | | | | Thomson Reuters |
| E - 2b | Waste | Performance Metric | Waste to recycling (waste diverted from landfill) (% of tons) | | | | | | Thomson Reuters |
| E - 2c | Waste | Qualitative Response | What policies and practices were implemented over the last year that contributed to major changes in this categories KPI? | | | | | | Expert Interviews |
| | | | | | | | | | |
| E - 3a | Energy | Measurement | Annual total energy consumed (kWh) | | | | | | SASB |
| E - 3a.1 | Energy | Measurement | Purchased electricity (kWh) | | | | | | SASB |
| E - 3a.2 | Energy | Measurement | Renewable sources (kWh) | | | | | | SASB |
| E - 3a.3 | Energy | Measurement | Alternative sources (kWh) | | | | | | SASB |
| E - 3b | Energy | Qualitative Response | What policies and practices were implemented over the last year that contributed to major changes in this categories KPI? | | | | | | Expert Interviews |

| KPI # | Category | Sub Category | KPI | Response | 2012 | 2013 | 2014 | Notes | Source |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | |
| E - 4a | Emissions | Measurement | Annual total Greenhouse Gas Emissions (mt CO2e) in Scope 1 | | | | | | GHG Protocol |
| E - 4b | Emissions | Measurement | Annual total Greenhouse Gas Emissions (mt CO2e) in Scope 2 | | | | | | GHG Protocol |
| E - 4c | Emissions | Measurement | Annual total Greenhouse Gas Emissions (mt CO2e) in Scope 3 | | | | | | GHG Protocol |
| E - 4c.1 | Emissions | Measurement | Annual FTE commute (mt CO2e) | | | | | | GHG Protocol |
| E - 4c.2 | Emissions | Measurement | Annual Business travel (mt CO2e) | | | | | | GHG Protocol |
| E - 4c.2.1 | Emissions | Measurement | Air travel (mt CO2e) | | | | | | GHG Protocol |
| E - 4c.2.2 | Emissions | Measurement | Land travel (mt CO2e) | | | | | | GHG Protocol |
| E - 4d | Emissions | Qualitative Response | What policies and practices were implemented over the last year that contributed to major changes in this categories KPI? | | | | | | Expert Interviews |

**Governance**

| KPI # | Category | Sub Category | KPI | Policies | Targets | 2012 | 2013 | 2014 | Notes | Source |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | |
| G - 1 | Policy/ Management | Qualitative Response | Describe current policies and targets your organization has in place | | | | | | | SMRT Request |
| G - 1a | Policy/ Management | Qualitative Response | GHG Commitments | | | | | | | SMRT Request |
| G - 1b | Policy/ Management | Qualitative Response | Employee Commute | | | | | | | SMRT Request |
| G - 1c | Policy/ Management | Qualitative Response | Business Travel | | | | | | | SMRT Request |
| G - 1d | Policy/ Management | Qualitative Response | Waste | | | | | | | SMRT Request |
| G - 1e | Policy/ Management | Qualitative Response | General Procurement | | | | | | | SMRT Request |
| G - 1f | Policy/ Management | Qualitative Response | Events | | | | | | | SMRT Request |
| G - 1g | Policy/ Management | Qualitative Response | Investments | | | | | | | SMRT Request |
| G - 1h | Policy/ Management | Qualitative Response | Building/Construction | | | | | | | SMRT Request |
| G - 1i | Policy/ Management | Qualitative Response | Water | | | | | | | SMRT Request |
| G - 1j | Policy/ Management | Qualitative Response | Energy | | | | | | | SMRT Request |
| G - 1k | Policy/ Management | Qualitative Response | Electronics | | | | | | | SMRT Request |
| G - 1l | Policy/ Management | Qualitative Response | Sustainability Training | | | | | | | SMRT Request |
| G - 1m | Policy/ Management | Qualitative Response | Other | | | | | | | SMRT Request |

| KPI # | Category | Sub Category | KPI | Policies | Targets | 2012 | 2013 | 2014 | Notes | Source |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | |
| G - 2a | Company Policy | Qualitative Response | Is the evaluation of your CEO and those who directly report to CEO tied to achieving specific social and environmental metrics or objectives? | | | | | | | B Impact |
| G - 2b | Company Policy | Qualitative Response | Is the evaluation of your senior management tied to achieving specific social and environmental metrics or objectives? | | | | | | | B Impact |
| | | | | | | | | | | |
| G - 3a | Supply Chain | Measurement | Percentage of primary supplier contracts with clauses covering environmental, social and governance factors | | | | | | | Dow Jones Sustainability Index |
| G - 3b | Supply Chain | Qualitative Response | Does the company use environmental criteria in the selection process of it's suppliers and sourcing partners (ISO14000, Energy Consumption, etc.)? | | | | | | | Dow Jones Sustainability Index |
| | | | | | | | | | | |
| G - 4 | Reporting | Qualitative Response | Does the company publish a separate CSR/H&S/Sustainability report or publish a section in its annual report on CSR/H&S/Sustainability? | | | | | | | Thomson Reuters ESG |

**Social**

| KPI # | Category | Sub Category | KPI | Response | 2012 | 2013 | 2014 | Notes | Source |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | |
| S - 1a | Diversity | Measurement | Percent women in management positions | | | | | | Bloomberg |
| S - 1b | Diversity | Measurement | Percent minorities in management positions | | | | | | Bloomberg |
| | | | | | | | | | |
| S - 2 | Human Rights | Qualitative Response | Does the company report or show to use human rights criteria in the selection or monitoring process of its suppliers or sourcing partners? | | | | | | Thomson Reuters ESG |
| | | | | | | | | | |
| S - 3 | Training | Qualitative Response | Does the company describe, claim to have or mention processes in place to improve the skills training of its employees? | | | | | | Thomson Reuters ESG |

**Financial**

| KPI # | Category | Sub Category | KPI | Response | 2012 | 2013 | 2014 | Notes | Source |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | |
| F - 1 | Financial Analysis | Policy | Financial implications and other risks and opportunities for the organizations activities due to climate change | | | | | | GRI |
| | | | | | | | | | |
| F- 2a | Financial Analysis | Efficiency | Annual kWh reduction over annual spending on energy efficiency initiatives (kWh/$) | | | | | | Expert Interviews |
| F - 2b | Financial Analysis | Efficiency | Annual mt CO2e reduction over annual spending on emission reduction initiatives (mt CO2e/$) | | | | | | Expert Interviews |
| F - 2c | Financial Analysis | Efficiency | Annual gallons of water reduction over annual on related water efficiency initiatives (gallons/$) | | | | | | Expert Interviews |
| F - 2d | Financial Analysis | Efficiency | Annual tons of waste reduction over annual spending on waste reduction initiatives (tons/$) | | | | | | Expert Interviews |
| | | | | | | | | | |
| F - 3a | Financial Analysis | Diversity | Ratio of median compensation of women versus men in FTE managerial roles in the company? | | | | | | B Impact |
| F - 3b | Financial Analysis | Diversity | Ratio of median compensation of women versus men in FTE non-managerial roles in the company? | | | | | | B Impact |

**Descriptions**

| KPI # | KPI | Description |
|---|---|---|
| | **Normalization Factors** | |
| **N - 1** | What is the scope of your organization's reporting (Headquarters, National, Regional, Global)? | Please report the scope of your data:<br>- If your data only applies to a specific region, country or office location, please describe<br>- Make sure that the data consistently reflects the scope you report in this cell |
| **N - 2** | List of countries included in the scope | Please write down the list of countries applicable to the scope of data (N-1) |
| **N - 3** | Number of offices included in the scope | Number of offices applicable to the scope of data (N-1) |
| **N - 4** | Total square feet included in the scope | Total square feet applicable to the scope of data (N-1) |
| **N - 5** | Number of Full Time Equivelent (FTE) included in the scope | Total Full-time Equivalent (FTE) employees applicable to the scope (N-1)<br>*FTE = number of total hours worked divided by the maximum number of compensable and volunteer hours in a full-time schedule* |
| **N - 6** | Operational expenses within in the scope ($) | Annual operating expenses (management and administration, marketing, research, development, program services expenses etc.) from operations applicable to the scope (N-1) |
| **N - 7** | Total number of offices | Total number of offices of your organization |
| **N - 8** | Total square feet | Total square feet of offices of your organization |
| **N - 9** | Total number of FTE | Total of Full-time Equivalent (FTE) employees of your organization<br>*FTE = number of total hours worked divided by the maximum number of compensable and volunteer hours in a full-time schedule* |
| **N - 10** | Total operational expenses ($) | Total annual operating expenses (management and administration, marketing, research, development, program services expenses etc.) of your organization |
| **N - 11** | Total spending on sustainability projects ($) | Total annual spendings on sustainability projects/initiatives such as:<br>- Efficiency upgrades<br>- Employee sustainability trainings<br>- ESGF based internal operations sustainability projects |

| KPI # | KPI | Description |
|---|---|---|
| **Environmental** | | |
| **E - 1a** | Annual total water withdrawal by source (Gallons) | Annual total water withdrawal by source (Gallons) |
| **E - 1b** | Percentage and total volume of water recycled and reused (Gallons) | Percentage and total volume of water recycled and reused (Gallons) |
| **E - 1c** | What policies and practices were implemented over the last year that contributed to major changes in this categories KPI? | Description of policies or practices implemented (year to date) for water consumption |
| **E - 2a** | Annual total waste (Tons) | Annual total waste (Tons) |
| **E - 2b** | Waste to Recycling (waste diverted from landfill) Ratio (Tons) | Waste to Recycling (waste diverted from landfill) Ratio (Tons) |
| **E - 2c** | What policies and practices were implemented over the last year that contributed to major changes in this categories KPI? | Description of policies or practices implemented (year to date) for waste consumption |
| **E - 3a** | Annual total energy consumed (kWh) | Annual total energy consumed (kWh) |
| **E - 3a.1** | Purchased electricity (kWh) | Purchased electricity from energy utilities or distributors |
| **E - 3a.2** | Renewable sources (kWh) | Renewable sources include: - Solar - Wind - Hydro - Renewable energy credits (RECs) and offsets |
| **E - 3a.3** | Alternative sources (kWh) | Alternative sources include: -Nuclear -Other low carbon energy sources |
| **E - 3b** | What policies and practices were implemented over the last year that contributed to major changes in this categories KPI? | Description of policies or practices implemented (year to date) for energy consumption |
| **E - 3c** | Change in total energy consumed as compared to last year (kWh) | Year Over Year (YOY) change in total energy consumed as compared to last year (kWh) |
| **E - 4a** | Annual total Greenhouse Gas Emissions (mt CO2e) in Scope 1 | Scope 1 includes emissions from company facilities and company vehicles |
| **E - 4b** | Annual total Greenhouse Gas Emissions (mt CO2e) in Scope 2 | Scope 2 includes emissions from purchased electricity (used in the relevant scope) |
| **E - 4c** | Annual total Greenhouse Gas Emissions (mt CO2e) in Scope 3 | Scope 3 only includes emissions resulting from employee mobility |
| **E - 4c.1** | Annual FTE commute (mt CO2e) | Annual FTE commute (mt CO2e) *FTE = number of total hours worked divided by the maximum number of compensable and volunteer hours in a full-time schedule* |
| **E - 4c.2** | Annual Business travel (mt CO2e) | Annual business travel for all travel outside the office |
| **E - 4c.2.1** | Air travel (mt CO2e) | Air travel (mt CO2e) |
| **E - 4c.2.2** | Land travel (mt CO2e) | Land travel (mt CO2e) including train, automobiles, or other vehicles |
| **E - 4d** | What policies and practices were implemented over the last year that contributed to major changes in this categories KPI? | Description of policies or practices implemented (year to date) for GHG Emissions |
| **E - 4e** | Change in total Scope 1 and Scope 2 emissions (mt CO2e) | Year Over Year (YOY) change in Scope 1 and Scope 2 GHG emissions (mt CO2e) |

| KPI # | KPI | Description |
|---|---|---|
| **Governance** | | |
| **G - 1** | Describe current policies and targets your organization has in place? | Please describe current policies and targets your organization has in place |
| **G - 1a** | GHG Commitments | GHG Commitments - Policy description<br>- Target description |
| **G - 1b** | Employee Commute | Employee Commute - Policy description<br>- Target description |
| **G - 1c** | Business Travel | Business Travel - Policy description<br>- Target description |
| **G - 1d** | Waste | Waste - Policy description<br>- Target description |
| **G - 1e** | General Procurement | General Procurement - Policy description<br>- Target description |
| **G - 1f** | Events | Events - Policy description<br>- Target description |
| **G - 1g** | Investments | Investments - Policy description<br>- Target description |
| **G - 1h** | Building/Construction | Building/Construction - Policy description<br>- Target description |
| **G - 1i** | Water | Water - Policy description<br>- Target description |
| **G - 1j** | Energy | Energy - Policy description<br>- Target description |
| **G - 1k** | Electronics | Electronics - Policy description<br>- Target description |
| **G - 1l** | Sustainability Training | Sustainability Training - Policy description<br>- Target description |
| **G - 1m** | Other | Other - Policy description<br>- Target description |
| **G - 2a** | Is the evaluation of your CEO and those who directly report to CEO tied to achieving specific social and environmental metrics or objectives? | Please answer, if possible describe the evaluation policies of CEO/president/board level management tied to social and environmental performance targets |
| **G - 2b** | Is the evaluation of your senior management tied to achieving specific social and environmental metrics or objectives? | Please answer, if possible describe the evaluation policies of senior/top/executive management tied to social and environmental performance targets |
| **G - 3a** | Percentage of primary supplier contracts with clauses covering environmental, social and governance factors. | Primary suppliers are defined as significant sources of supplied goods and materials delivered directly to your organization |
| **G - 3b** | Does the company use environmental criteria in the selection process of it's suppliers and sourcing partners (ISO14000, Energy Consumption, etc.)? | Does the company use environmental criteria in the selection process of its suppliers and sourcing partners (ISO14000, Energy Consumption, etc.)? |
| **G - 4** | Does the company publish a separate CSR/H&S/Sustainability report or publish a section in its annual report on CSR/H&S/Sustainability? | Indicate all separate report(s) your organization participates in such as: - Corporate Social Responsibility (CSR)<br>- Health & Safety (H&S)<br>- Sustainability |

| KPI # | KPI | Description |
|---|---|---|
| **Social** | | |
| **S - 1a** | Percent women in management positions | Percentage of women in management positions (management positions may include senior management, middle management or other leadership in your organization) |
| **S - 1b** | Percent minorities in management positions | Percentage of minorities in management positions (management positions may include senior management, middle management or other leadership in your organization) |
| **S - 2** | Does the company report or show to use human rights criteria in the selection or monitoring process of its suppliers or sourcing partners? | Does the company report or show to use human rights criteria in the selection or monitoring process of its suppliers or sourcing partners? |
| **S - 3** | Does the company describe, claim to have or mention processes in place to improve the skills training of its employees? | Does the company describe, claim to have or mention processes in place to improve the skills training of its employees? |
| Financial | | |
| **F - 1** | Financial implications and other risks and opportunities for the organizations activities due to climate change. | Please provide a brief description of financial implications and risk to your organization due to climate change |
| **F - 2a** | Annual kWh reduction over annual spending on energy efficiency initiatives (kWh/$) | Annual kWh reduced / annual spending on energy efficiency initiatives (please indicate spendings on related area, not total amount spent on sustainability initiatives) |
| **F - 2b** | Annual mt CO2e reduction over annual spending on emission reduction initiatives (mt CO2e/$) | Annual Mt CO2e reduced / annual spending on emission reduction initiatives (please indicate spendings on related area, not total amount spent on sustainability initiatives) |
| **F - 2c** | Annual gallons of water reduction over annual on related water efficiency initiatives (gallons/$) | Annual gallons of water reduced / annual spending on water efficiency initiatives (please indicate spendings on related area, not total amount spent on sustainability initiatives) |
| **F - 2d** | Annual tons of waste reduction over annual spending on waste reduction initiatives (tons/$) | Annual tons of waste reduced / annual spending on waste reduction initiatives (please indicate spendings on related area, not total amount spent on sustainability initiatives) |
| **F - 3a** | Ratio of median compensation of women versus men in FTE managerial roles in the company? | Ratio for median compensation in managerial roles (FTE) - Managerial roles may include senior management, middle management or other leadership in your organization, as defined in S - 1a and S - 1b |
| **F - 3b** | Ratio of median compensation of women versus men in FTE non-managerial roles in the company? | Ratio for median compensation in non-managerial roles (FTE) |

**Normalized Scorecard**

| KPI # | Category | Sub Category | KPI | Normalization Factor | 2012 | 2013 | 2014 | Qualitative Responses |
|---|---|---|---|---|---|---|---|---|
| **Environmental** | | | | | | | | |
| E - 1a | Water | Measurement | Annual total water withdrawal by source (Gallons) | *per sqft* | N/A | N/A | N/A | - |
| E - 1b | Water | Performance Metric | Percentage of total volume of water recycled and reused (Gallons) | *%* | 0% | 0% | 0% | - |
| E -1c | Water | Qualitative Response | What policies and practices were implemented over the last year that contributed to major changes in this categories KPI? | - | - | - | - | 0 |
| | | | | | | | | |
| E - 2a | Waste | Measurement | Annual total waste (Tons) | *per sqft* | N/A | N/A | N/A | - |
| E - 2b | Waste | Performance Metric | Waste to recycling (waste diverted from landfill) (% of tons) | *%* | 0% | 0% | 0% | - |
| E - 2c | Waste | Qualitative Response | What policies and practices were implemented over the last year that contributed to major changes in this categories KPI? | - | - | - | - | 0 |
| | | | | | | | | |
| E - 3a | Energy | Measurement | Annual total energy consumed (kWh) | *per sqft* | N/A | N/A | N/A | - |
| E - 3a.1 | Energy | Measurement | Purchased electricity (kWh) | *per sqft* | N/A | N/A | N/A | - |
| E - 3a.2 | Energy | Measurement | Renewable sources (kWh) | *per sqft* | N/A | N/A | N/A | - |
| E - 3a.3 | Energy | Measurement | Alternative sources (kWh) | *per sqft* | N/A | N/A | N/A | - |
| E - 3b | Energy | Qualitative Response | What policies and practices were implemented over the last year that contributed to major changes in this categories KPI? | - | - | - | - | 0 |
| E - 3c | Energy | Performance Metric | Change in total energy consumed as compared to last year (kWh) | *%* | - | N/A | N/A | - |

| KPI # | Category | Sub Category | KPI | Normalization Factor | 2012 | 2013 | 2014 | Qualitative Responses |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | |
| E - 4a | Emissions | Measurement | Annual total Greenhouse Gas Emissions (mt CO2e) in Scope 1 | *per sqft* | N/A | N/A | N/A | - |
| E - 4b | Emissions | Measurement | Annual total Greenhouse Gas Emissions (mt CO2e) in Scope 2 | *per sqft* | N/A | N/A | N/A | - |
| E - 4c | Emissions | Measurement | Annual total Greenhouse Gas Emissions (mt CO2e) in Scope 3 | *per sqft* | N/A | N/A | N/A | - |
| E - 4c.1 | Emissions | Measurement | Annual FTE commute (mt CO2e) | *per sqft* | N/A | N/A | N/A | - |
| E - 4c.2 | Emissions | Measurement | Annual Business travel (mt CO2e) | *per sqft* | N/A | N/A | N/A | - |
| E - 4c.2.1 | Emissions | Measurement | Air travel (mt CO2e) | *per sqft* | N/A | N/A | N/A | - |
| E - 4c.2.2 | Emissions | Measurement | Land travel (mt CO2e) | *per sqft* | N/A | N/A | N/A | - |
| E - 4d | Emissions | Qualitative Response | What policies and practices were implemented over the last year that contributed to major changes in this categories KPI? | - | - | - | - | 0 |
| E - 4e | Emissions | Performance Metric | Change in total Scope 1 and Scope 2 emissions (mt CO2e) | *%* | | N/A | N/A | - |

| KPI # | Category | Sub Category | KPI | Normalization Factor | 2012 | 2013 | 2014 | Qualitative Responses |
|---|---|---|---|---|---|---|---|---|
| **Governance** | | | | | | | | |
| G - 1 | Policy/ Management | Qualitative Response | Describe current policies and targets your organization has in place | *Y/N* | - | - | - | Policies:<br>Targets: |
| G - 1a | Policy/ Management | Qualitative Response | GHG Commitments | *Y/N* | - | - | - | Policies:<br>Targets: |
| G - 1b | Policy/ Management | Qualitative Response | Employee Commute | *Y/N* | - | - | - | Policies:<br>Targets: |
| G - 1c | Policy/ Management | Qualitative Response | Business Travel | *Y/N* | - | - | - | Policies:<br>Targets: |
| G - 1d | Policy/ Management | Qualitative Response | Waste | *Y/N* | - | - | - | Policies:<br>Targets: |
| G - 1e | Policy/ Management | Qualitative Response | General Procurement | *Y/N* | - | - | - | Policies:<br>Targets: |
| G - 1f | Policy/ Management | Qualitative Response | Events | *Y/N* | - | - | - | Policies:<br>Targets: |
| G - 1g | Policy/ Management | Qualitative Response | Investments | *Y/N* | - | - | - | Policies:<br>Targets: |
| G - 1h | Policy/ Management | Qualitative Response | Building/Construction | *Y/N* | - | - | - | Policies:<br>Targets: |
| G - 1i | Policy/ Management | Qualitative Response | Water | *Y/N* | - | - | - | Policies:<br>Targets: |
| G - 1j | Policy/ Management | Qualitative Response | Energy | *Y/N* | - | - | - | Policies:<br>Targets: |
| G - 1k | Policy/ Management | Qualitative Response | Electronics | *Y/N* | - | - | - | Policies:<br>Targets: |
| G - 1l | Policy/ Management | Qualitative Response | Sustainability Training | *Y/N* | - | - | - | Policies:<br>Targets: |
| G - 1m | Policy/ Management | Qualitative Response | Other | - | - | - | - | Policies:<br>Targets: |

| KPI # | Category | Sub Category | KPI | Normalization Factor | 2012 | 2013 | 2014 | Qualitative Responses |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | |
| G - 2a | Company Policy | Qualitative Response | Is the evaluation of your CEO and those who directly report to CEO tied to achieving specific social and environmental metrics or objectives? | *Y/N* | - | - | - | 0 |
| G - 2b | Company Policy | Qualitative Response | Is the evaluation of your senior management tied to achieving specific social and environmental metrics or objectives? | - | - | - | - | 0 |
| | | | | | | | | |
| G - 3a | Supply Chain | Measurement | Percentage of primary supplier contracts with clauses covering environmental, social and governance factors | *%* | 0% | 0% | 0% | - |
| G - 3b | Supply Chain | Qualitative Response | Does the company use environmental criteria in the selection process of it's suppliers and sourcing partners (ISO14000, Energy Consumption, etc.)? | *Y/N* | - | - | - | 0 |
| G - 3a | Supply Chain | Measurement | Percentage of primary supplier contracts with clauses covering environmental, social and governance factors | *%* | 0% | 0% | 0% | - |

| KPI # | Category | Sub Category | KPI | Normalization Factor | 2012 | 2013 | 2014 | Qualitative Responses |
|---|---|---|---|---|---|---|---|---|
| **Social** | | | | | | | | |
| S - 1a | Diversity | Measurement | Percent women in management positions | % | 0% | 0% | 0% | - |
| S - 1b | Diversity | Measurement | Percent minorities in management positions | % | 0% | 0% | 0% | - |
| | | | | | | | | |
| S - 2 | Human Rights | Qualitative Response | Does the company report or show to use human rights criteria in the selection or monitoring process of its suppliers or sourcing partners? | *Y/N* | - | - | - | 0 |
| | | | | | | | | |
| S - 3 | Training | Qualitative Response | Does the company describe, claim to have or mention processes in place to improve the skills training of its employees? | *Y/N* | - | - | - | 0 |

| KPI # | Category | Sub Category | KPI | Normalization Factor | 2012 | 2013 | 2014 | Qualitative Responses |
|---|---|---|---|---|---|---|---|---|
| **Financial** | | | | | | | | |
| F - 1 | Financial Analysis | Policy | Financial implications and other risks and opportunities for the organizations activities due to climate change | - | - | - | - | 0 |
| | | | | | | | | |
| F - 2a | Financial Analysis | Efficiency | Annual kWh reduction over annual spending on energy efficiency initiatives (kWh/$) | *per spending* | 0.0 | 0.0 | 0.0 | - |
| F - 2b | Financial Analysis | Efficiency | Annual mt CO2e reduction over annual spending on emission reduction initiatives (mt CO2e/$) | *per spending* | 0.0 | 0.0 | 0.0 | - |
| F - 2c | Financial Analysis | Efficiency | Annual gallons of water reduction over annual on related water efficiency initiatives (gallons/$) | *per spending* | 0.0 | 0.0 | 0.0 | - |
| F - 2d | Financial Analysis | Efficiency | Annual tons of waste reduction over annual spending on waste reduction initiatives (tons/$) | *per spending* | 0.0 | 0.0 | 0.0 | - |
| | | | | | | | | |
| F - 3a | Financial Analysis | Diversity | Ratio of median compensation of women versus men in FTE managerial roles in the company? | *%* | 0% | 0% | 0% | - |
| F - 3b | Financial Analysis | Diversity | Ratio of median compensation of women versus men in FTE non-managerial roles in the company? | *%* | 0% | 0% | 0% | - |