Sustainable Supply Chain & Technology Program
Agenda

- Current trends and the benefits of becoming a green supplier, Trish Donohue, NYSP2I
- Doing Business with New York State, Nancy Fisher, Empire State Development
- B Corporations & Measuring the Impact of Your Business, Hardik Savalia, B Lab
- An Overview of ISO 50001 and How Energy Affects your Profitability, Jerry Skaggs, UL DQS, Inc.
- ESD’s Environmental Investment Program, Jim Gilbert, Empire State Development
- Available Assistance to Achieve Green Procurement Goals & the Sustainable Supply Chain Knowledge Clearinghouse, Trish Donohue, NYSP2I
Defining “Supply Chain Sustainability”

- The United Nations Global Compact defines **supply chain sustainability** as “the management of **environmental, social and economic impacts** (sustainability), and the encouragement of good governance practices (accountability), throughout the **lifecycles of goods and services** (supply chain)”

- Supply Chain Sustainability aligns with the UN Global Compact’s **ten universally accepted principles** (see next slide)

- “The **objective of supply chain sustainability is to create, protect and grow long-term environmental, social and economic value** for all stakeholders involved in bringing products and services to market.”

UN Global Compact - The Ten Principles

The UN Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labor standards, the environment and anti-corruption in a commitment to sustainability and responsible business practices.

**Human Rights** (derived from *The Universal Declaration of Human Rights*)

- **Principle 1**: Businesses should support and respect the protection of internationally proclaimed human rights; and
- **Principle 2**: make sure that they are not complicit in human rights abuses.

**Labour** (derived from *The International Labour Organization's Declaration on Fundamental Principles and Rights at Work*)

- **Principle 3**: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- **Principle 4**: the elimination of all forms of forced and compulsory labor;
- **Principle 5**: the effective abolition of child labor; and
- **Principle 6**: the elimination of discrimination in respect of employment and occupation.

**Environment** (derived from *The Rio Declaration on Environment and Development*)

- **Principle 7**: Businesses should support a precautionary approach to environmental challenges;
- **Principle 8**: undertake initiatives to promote greater environmental responsibility; and
- **Principle 9**: encourage the development and diffusion of environmentally friendly technologies.

**Anti-Corruption** (derived from *The United Nations Convention Against Corruption*)

- **Principle 10**: Businesses should work against corruption in all its forms, including extortion and bribery.
Stages of Supply Chains

“Environmental, social and economic impacts occur during every stage of supply chains. In addition, governance, which is how an organization demonstrates accountability for its stakeholders, is important at every stage”

UN Global Compact, “A Practical Guide for Continuous Improvement for Small and Medium Enterprises”
Stages of Supply Chains

**Inputs**
- Transportation
- Packaging
- Energy
- Water

**Outputs**
- Resource extraction
- Suppliers
- Food manufacturing
- Consumer
- Future Generations

**Use & Distribution**
- Use & Distribution

**Impact**
- Waste water
- Air emissions
- All other wastes

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Environmental Impacts of Supply Chains

- The environmental impacts of a product occur at every stage of the product’s lifecycle.
- Environmental impacts include:
  - high energy use
  - abundant greenhouse gas emissions
  - hazardous wastes
  - air emissions
  - water consumption
  - wastewater generation
- Planetary impacts from using natural resources in supply chains can:
  - create deforestation
  - a loss of biodiversity
  - permanent damage to ecosystems

With our global economy, the affects of doing business can have devastating results if parties are unaware of their suppliers’ activities especially in regions where regulations are minimal or unenforced and natural resources are taken for granted.
Benefits of a Sustainable Supply Chain

• Ensures compliance with laws and regulations
• Enables company to meet customer requirements
• Differentiates company from their competition
• Adheres to and supports international principles for sustainable business conduct
• Improves social, economic and environmental impacts
• Acts in the company’s own interests, the interests of their stakeholders, and the interests of society at large

Benefits of becoming a “Sustainable Supplier”

Cost Reduction
• Identify opportunities for efficiency improvements leading to reduction in total cost of ownership

Risk Reduction
• Mitigate business and brand risk by understanding environmental impacts of self and suppliers

Revenue Growth
• Seen as a leader verses competition
• Viewed as a trustworthy and respectable company
• Become a supplier of choice
Supplier Benefits: MeadWestvaco Corporation (MWV) is a global leader in packaging and packaging solutions:

**Why do our customers care about sustainability?**

**Profitable Growth Strategies**
- Drive organic growth
- Differentiate products in the marketplace
- Sustain competitive position and expand scope of product offerings
- Attract and retain customers
- Attract and retain talent
- Drive cost out through efficiency and productivity gains

**(Do More Good)**

**Regulatory and Voluntary Reporting**
- Mandatory GHG reporting effective 2010 for facilities that emit more than 25,000 tons GHGs per year
- SEC interpretive guidance issued on climate change disclosures
- Voluntary disclosure of corporate carbon emissions (CCX, CDP)
- Voluntary registries of facility emissions with specific methodologies
- Climate-related shareholder resolutions, including disclosure requests

**(Do No Harm)**

MWV
Components of Sustainable Supply Chain Programs

• **Commit:**
  - Develop a **business case** by understanding the drivers for a sustainable supply chain
  - Establish a sustainable supply chain **vision** and set objectives
  - Establish sustainability **expectations** for the company’s supply chain

• **Assess:**
  - Determine the **scope** based on business priorities and impacts (map suppliers; determine key, strategic, high risk suppliers)

• **Define & Implement:**
  - **Communicate** expectations and engage with suppliers to improve performance (**Code of Conduct**)
  - Monitor to establish baseline and assess performance (**Supplier Scorecards** and Audits)
  - Ensure **alignment** and follow-up internally (remediate supplier non-compliance and invest in continuous improvement)
  - Enter into **collaboration** and partnerships (capacity building)

• **Measure & Communicate:**
  - **Track** performance against goals
  - Be **transparent**
  - **Report** on progress to stakeholders

Establishing a Supplier Code of Conduct

In an effort to create a sustainable supply chain, a company should establish a Supplier Code of Conduct (CoC)

A Code of Conduct:

- Engages and sets internal and external expectations between customers and suppliers
- Enables company to meet their supply chain sustainability goals and improve performance

Key Steps to developing a CoC:

1. Consult with Stakeholders, including suppliers
2. Base expectations on existing international norms of behavior rather than inventing new standards, to avoid undermining international law and prevent conflicting expectations for suppliers with multiple buyers
3. Consult with Cross functional teams, in particular supply management professionals
4. Consider a requirement that suppliers cascade these expectations to their supply base

Supply Chain Sustainability – A Practical Guide for Continuous Improvement, United Nations Global Compact
Score Card Examples

A few large retail companies and product manufacturers are leading the way

<table>
<thead>
<tr>
<th>Who</th>
<th>Questions</th>
<th>Scoring</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wal-Mart</td>
<td>• 15 Yes/No</td>
<td>• 1 methodology for all product suppliers</td>
<td>• Started w/ top tier – now 133,000 product suppliers</td>
</tr>
<tr>
<td></td>
<td>- based party on quantitative measurements</td>
<td>• Scoring methodology publicly available</td>
<td>• Questions the same for first 3 years</td>
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<tr>
<td></td>
<td>• 4 Types</td>
<td></td>
<td>• Basic information and resources for suppliers to answer questions</td>
</tr>
<tr>
<td></td>
<td>- Energy and Climate</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>- Material Efficiency</td>
<td></td>
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<tr>
<td></td>
<td>- Natural Resources</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>- People &amp; Community</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• 17 quantitative (12 core, 5 optional)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proctor &amp;</td>
<td>• 7 types</td>
<td>• 1 methodology for all product suppliers</td>
<td>• Started with top 400 – now top 600</td>
</tr>
<tr>
<td>Gamble</td>
<td>- Energy</td>
<td>• Scoring methodology publicly available</td>
<td>• Questions generally the same for first two years</td>
</tr>
<tr>
<td></td>
<td>- Water</td>
<td></td>
<td>• Basic information and resources for suppliers to answer questions</td>
</tr>
<tr>
<td></td>
<td>- Waste</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>- GHG emissions</td>
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</tr>
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<td></td>
<td>- Environ. mgmt. system</td>
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<tr>
<td></td>
<td>- Fines and sanctions</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Innovative suggestions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hewlett</td>
<td>• Detailed survey of environmental and social business practices</td>
<td>• 1 methodology for all suppliers</td>
<td>• All suppliers (service and manufacturers) receive risk assessment</td>
</tr>
<tr>
<td>Packard</td>
<td></td>
<td>• Scored on environmental and social risk potential</td>
<td>• Resources are deployed to help risky suppliers</td>
</tr>
</tbody>
</table>

“We’re still very much learning how to make this work. Our scorecard is only as good as the responses we get, so at least initially, we have to keep it simple.” – Wal-Mart Sustainability Employee
Sustainability Reporting

Annual reporting to internal and external stakeholders and the public is recommended to demonstrate commitment and report on continuous improvement progress.

Objective is to measure and disclose company’s performance towards their sustainable development and supply chain goals.

Reporting -

• Stimulates and enhances sustainability and transparency in the supply chain
• Demonstrates the management of environmental and social impacts in the supply chain
• Provides assurance of good governance in the supply chain and a vehicle for transparency
Continuous Improvement through Environmental Labels

Why are environmental labels needed?

“In general, procurement practitioners are not environmental experts, and environmental experts do not have the necessary understanding of the procurement process... Useful tools for bridging this competency gap are the so-called environmental labels.”

Blue Angel – 1st label created in 1978 by the German Federal Ministry for Interiors

What is the difference between environmental labels and ecolabels

“Environmental labels” are many labels and declarations of environmental performance. “Ecolabels” are a sub-group and they respond to special criteria of comprehensiveness, independence and reliability and are based on life cycle considerations.
Examples of Enablers for a Sustainable Supply Chain

Third party validation of sustainability commitments

– “Selected” Suppliers/Purchasing Programs: e.g., NYS Executive Order 4
– Standards: e.g., ISO 50001
– Benefit Corporations: B Lab Certified
– Eco labels
Today’s Presenter

Empire State Development
• Nancy Fisher, CEcD, EDFP, Deputy Director
Small Business Division, Procurement Information Unit

NYS Dept. of Environmental Conservation
• Beth Meer, Special Assistant
Commissioner’s Designee to Co-Chair the EO 4 Interagency Committee on Sustainability and Green Procurement
Agency Purchasing Requirements

Order of Purchasing Priority

• **First** – Agency uses **Preferred Sources***
• **Second** – Agency uses **Centralized (State) Contracts for commodities, services and technology***
• **Third** – Agency-Established Contracts
• **Fourth** – Agency conducts its own procurement, including Discretionary Spending

* Must meet Agency’s form, function and utility

• Review the Procurement Council Guidelines
Preferred Sources

Preferred Source status is granted to

- Dept. of Corrections & Community Supervision – Corcraft:  www.CORCRAFT.org
- Industries for the Blind of NYS:  www.IBNYS.org
- NYS Industries for the Disabled:  www.NYSID.org
- Office of Mental Health:  www.omh.ny.gov/omhweb/buyomh/

*Individual companies cannot become a Preferred Source. Your company may be able to become a supplier to the Preferred Sources. Contact the Preferred Sources directly for information.*
Agency uses Office of General Services (OGS) Centralized Contracts*

*Statewide contracts that are generally competitively bid or negotiated
Types of OGS Centralized Contracts – Mandatory Usage

- **Commodities**

- **Services**

- **Technology**
Examples of OGS Centralized Contracts

- **Commodities**
  - A/V Equipment
  - Athletic Equipment
  - Copy Paper
  - Furniture
  - Highway Materials
  - Rock Salt
  - Office Supplies
  - Medical Equipment
  - Fuels

- **Services**
  - Rubbish Removal
  - Bank Card Services
  - Moving Services
  - Elevator Maintenance

- **Technology**
  - Telecommunications
  - Computer Hardware
  - Printers
  - Computer Software
OGS Centralized Contracts

- Nearly 1,500 currently exist
- May contain one item or thousands of items
- Search Procurement Services Group contracts [http://www.ogs.ny.gov/Purchase/Search/default.asp](http://www.ogs.ny.gov/Purchase/Search/default.asp)
Register for OGS Bid Opportunities

Online Vendor Registration for Bidder Notification Service (BNS)

- Register your business online at OGS website
- Free & simple process
- Strongly recommend creating a general business e-mail account for bid notifications
  (for example: bids@yourcompany.com)

Bid Opportunities

- Identify centralized contract(s) that include goods and/or services offered by your business.
- Learn all you can about the centralized contract area(s) and specific bid requirements.

Centralized Contracts

- Bidders awarded contracts through the centralized contract bid process must be prepared to market your goods or services to contract users. Have marketing materials ready!
- A successful bid and resultant contractor number is not a guarantee of a sale. It is a competitive advantage and an opportunity for potential sales.
Contracts may allow vendor participation

**BENEFITS**

- Maximize manufacturer’s ability to market and support a statewide contract – must be added by the manufacturer, not OGS
- Provide opportunities for sale from contractor’s designated local resellers, dealers, distributors or agents
- Promote New York small, minority, women-owned business participation
How to participate as a reseller, dealer, distributor or agent on OGS centralized contracts?

• Check contract to determine availability of participation
• Examples

  Computer Storage          Copiers
  Audio/Visual              Microcomputers
  Printers                  Carpet

• Contact contractor directly for participation opportunities
• All sales must agree with contract terms and conditions!
NYS Procurement Transformation Project
Strategic Sourcing

- Leverages State’s buying power
- Initiated by Division of Budget with OGS purchasing and consultant staff
- Gathers data to conduct quantitative analysis and apply qualitative judgments to secure best value
- Input from vendor community being gathered via surveys and Requests for Information
- Vendors are encouraged to sign up for OGS Bidder Notification Service and the New York State Contract Reporter

More information on Procurement Transformation at the OGS website:
http://www.ogs.state.ny.us/BU/PC/SourcingFAQ.asp
Third

Agency determines if an established agency contract can be used

Fourth

Agency conducts its own procurement
The NYSCR is New York’s official publication of procurement activity for New York State agencies, public authorities and public benefit corporations (other than notifications from the Office of General Services).

State agencies must advertise procurements of $50,000 or more (including discretionary purchases) when they solicit bids from the business community for goods, services and construction projects in the NYSCR.
NYSCR is FREE!

- Registration is required for general access
- Enhanced service is $79 per year for “E”Alert bid notification service to subscribers
- “E”Alert subscriber chooses type of message & category(ies) of interest
- “E”alert display message contains
  - Solicitation title (link to ad)
  - Location of project
  - Name of Agency soliciting goods/services
  - Bid due date
Daily Publication
& Posting Bid Results

New ads appear every business day – Monday through Friday

- All ads are searchable, archived & retrievable
- Agencies post projected procurements under $50,000 by category
- Agencies post bid results
  ✓ Enables marketing of a business to prime contractors
Agency Discretionary Purchasing Authority

Discretionary purchases are procurements made below statutorily established dollar amounts and at the discretion of the agency, without the need for a formal competitive procurement process. Use of discretionary purchasing streamlines the procurement process.

Discretionary Purchasing Guidelines
Discretionary Purchasing Authority Thresholds

- $50,000 for most State agencies

**Discretionary levels increase to:**

- $200,000 for purchases from a New York Small Business or New York Certified Minority or Woman-Owned Business Enterprise (M/WBE)

- $200,000 for commodities or technology that are recycled or remanufactured

A New York State Small Business is defined as

- Resident to New York State
- Independently owned and operated
- 100 or fewer employees
- Not dominant in its field

There is no certification process for “New York State Small Business”

A Minority/Woman-Owned Business Enterprise (M/WBE) must be certified by NYS Empire State Development

For information on the certification process, contact Empire State Development

mwbecertification@esd.ny.gov or visit their website: http://esd.ny.gov/MWBE/Certification.html
EO 4 Criteria for Green Purchasing

- Protect public health and the environment, esp. children
- Reduce waste; use durable, reused, or reman content
- Recycle and compost; make content easy to reuse, reman, recycle or compost; use recycled content
- Reduce toxic chemical use; prevent pollution
- Reduce greenhouse gases; use renewable energy
- Manage resources sustainably; conserve water
- Minimize adverse impacts throughout life cycle; support product stewardship
- Minimize volume and toxicity of packaging
How Criteria are Used in Purchasing

- Green Specifications:
  - Requirements & encouragements for all purchases by agencies, including general contracts, competitive contracts & discretionary
  - Part of form, function and utility

- Green General Contracts & Aggregate Buys
  - Some are entirely green

- Green Product and Service Offerings
  - Many existing contracts contain green products
  - Many preferred sources offer green products
29 green specifications covering 63 products adopted

- Computers, cleaners, lamps, pest management, ink

8 tentatively approved

- Photovoltaic systems, toilets, carpet, hand dryers

19 under development

- Office furniture, toner, paint, road aggregate, food

EO 4 Green Specifications
www.ogs.ny.gov/EO/4
100% recycled, PCF Paper

Statewide contracts for paper issued Summer 2008:
- 100% recycled, processed chlorine free
- Copy and janitorial

FY 08-09
- 22% of copy paper, 34% of janitorial paper = $4.5 M

FY 09-10
- 49% of copy paper, 75% of janitorial paper = $13.4 M

Significantly fewer complaints
Green Cleaning

- Public schools in substantial compliance with law
- 84% of agencies use green cleaning products all or most of the time

- Green cleaning products cost the same or less, work as effectively, as traditional products
- SED reports widespread use and no complaints from schools or parents
OGS green cleaning website lists 1700 products that meet the requirements of NYS law and EO 4.

Multi-state contract issued in May 2010 (led by MA) has 18 contractors (9 operative in NYS) and more than 200 products.

Available for use by agencies, school districts and municipalities.
Green Computer Aggregate Buy

- FY 08-09 met highest environmental standard in the country (EPEAT Gold +7)
- Savings have steadily increased each year: $130 million saved off contract price FY 08-09
- Will save $16 million in energy use over life of computers
- Avoided 5 million lbs of solid waste
- Reduced toxic chemical use by 30,852 lbs
Recommendations for Successful Bidding

✓ Marketing Suggestions
✓ Vendor Information
✓ Contract Award Process
Not all government entities are alike

- **State Agencies**
  Operate under State Finance Law

- **Municipalities** (counties, cities, towns, etc.)
  Operate under General Municipal Law

- **Other Entities**
  - **Authorities**
    Operate under Public Authorities Law
  - **School Districts**
    Operate under General Municipal Law & State Education Law
Market to State Agencies

- Understand the legal purchasing requirements
- Use the state agency telephone directory available from the Office for Technology http://www6.oft.state.ny.us/telecom/phones/
Know the vocabulary of procurement

- **IFB – Invitation For Bid** – used in procurement of commodities, awarded to the *responsive* and *responsible* bidder on the basis of *lowest price*.

- **RFP – Request for Proposals** – used for procurements when factors in addition to cost are weighed and awarded to the *responsive* and *responsible* proposer offering the *best value*.

For a *glossary* of commonly used procurement terms, refer to the procurement guidelines

State Finance Law Bidder Requirements

- Bidder must be **responsive** to bid requirements
- Bidder must be a **responsible** bidder meeting **FLIP** requirements
  - **F**inancial & Organizational Capacity
    - **L**egal Authority
      - **I**ntegrity
    - **P**ast Performance

- Comptroller’s Vendor Responsibility information
  [http://www.osc.state.ny.us/vendrep/index.htm](http://www.osc.state.ny.us/vendrep/index.htm)
What is a Responsible vendor?

A responsible vendor is one that has the capacity to fully perform its contractual obligations, and the integrity to justify the award of public dollars.
NYS VendRep System
Office of the State Comptroller

• Allows business entities (vendors) to enter and maintain their Vendor Responsibility Questionnaire information in a secure, centralized database
• Makes information available to New York State agencies
• Requires assignment of a NYS Vendor ID number
NYS Vendor Identification Number
Office of the State Comptroller

• **Needed to:**
  • Enroll in NYS VendRep System
  • Receive payments

• **How to obtain a Vendor ID:**
  • Contact your contracting State agency
  • Contact OSC Help Desk, if you do not have a contracting State agency
Before submitting a bid

- Register with soliciting agency to receive bids and amendments
- Request a NYS Vendor ID, if submitting to State agency
- Maintain up-to-date business profile to receive proper notifications, where applicable
- Read entire proposal and follow instructions
- Enroll in NYS VendRep System, if required
- Submit questions for clarification during the inquiry period
- Verify bid submittal for accuracy and completeness
Critical points for bid submission

- Submit a timely bid (one minute late may be a late bid resulting in bid rejection)
- Submit a signed and completed bid package
- Price bid competitively
- Submit required mandatory forms
- Be responsive to all bid requirements
- Demonstrate vendor responsibility
- Provide proper licenses, insurance, and current references where required
Bid Improvement Opportunities

• If unsuccessful in receiving an award, request an agency debriefing to learn how to improve future bids
• A debriefing will detail shortcomings of your bid submission
  ✓ Take notes
  ✓ Ask questions
  ✓ Request assistance from Procurement Technical Assistance Centers
    http://www.dla.mil/db/procurem.htm
  ✓ Request assistance from Small Business Development Centers in your area
    http://www.nyssbdc.org
In general, green products are competitively priced and perform well:

- Cheaper: traffic safety equip, glass beads, toner
- Same: janitorial paper, computers, cleaning products, ink
- Good payback: vehicles, appliances
- Somewhat volatile: copy paper, motor oil (within 10%)
Challenges and Opportunities

- Learning curve for purchase and use; time consuming to navigate market
- Existing accounting systems don’t track green
- Lingering perception of increased costs
- Leased space

- Offer paper, cleaning products on statewide contracts
- Support development of independent, third party standards
- Share models for green procurement tracking
- Revise state’s boilerplate leases; facilitate discussions with landlords
Contract Award Process

- Contracts generally require the Office of the State Comptroller’s (OSC) approval
- Agency award process may take several months for award recommendation which includes final approval by OSC
- NYS VendRep provides current information on contracts being reviewed by OSC
Procurement Resources
Free Technical Assistance

- **Procurement Technical Assistance Centers (PTAC)** – funded by the United States Department of Defense - seven PTAC locations in New York

  [http://www.dla.mil/SmallBusiness/Pages/ProcurementTechnicalAssistanceCenters.aspx](http://www.dla.mil/SmallBusiness/Pages/ProcurementTechnicalAssistanceCenters.aspx)

- **Small Business Development Centers (SBDC)** – administered by State University of New York and funded by the Small Business Administration, New York State, and host campuses for SBDC locations

  [http://www.nyssbdc.org](http://www.nyssbdc.org)

- Look for procurement “how to” workshops, conferences, and other events on the NYSCR
Doing Business with Other States & Countries

- **National Association of State Purchasing Officials** - Find information about Cooperative Purchasing Agreements (used by multiple states) and links to purchasing information for all 50 States
  
  http://www.naspo.org/

- **MERX – Doing business with Canada** - Site for doing business with Canadian public sector – new tenders advertised daily
  
  http://www.merx.com

- **International Division – Empire State Development** - International trade consulting & assistance
  
  http://www.esd.ny.gov/International/Export.html
Internet Resources

Information contained in this presentation can be found in a guide developed by NYS Office of General Services and Empire State Development:

Special Assistant for Pollution Prevention and Green Procurement
NYS Dept of Environmental Conservation
625 Broadway, Albany, NY 12233
(518) 402-2796
eemeer@gw.dec.state.ny.us

Empire State Development
Procurement Information Services/
New York State Contract Reporter
Phone: (518) 292-5220
Or “Contact Us” through the NYS Contract Reporter
www.nyscr.org

New York State
Office of General Services (OGS)
Procurement Services Group (PSG)
Phone: (518) 474-6717
customer.services@ogs.ny.gov
www.ogs.ny.gov
B Corporations

& Measuring the Impact of Your Business

For businesses in New York State

With the New York State Pollution Prevention Institute

June 20, 2012
**Agenda**

Share 2 Tools that *every* business in NYS should know:

1) **B Impact Assessment** to measure your impact for free

2) **Benefit Corp Status** to maintain your social mission
Context: Big Trend

Use market forces to solve social problems

- Conscious consumers | 60 million Americans
- Socially responsible investors | $2.7 trillion dollars
- Social entrepreneurs and sustainable business | 100,000+ businesses
**Big Problem**

Our current capitalist system wasn’t designed for this

- Current [corporate law](#) works against sustainability and social impact

- No [standards](#) to distinguish ‘good companies’ from good marketing
Big Need #1

The evolution of capitalism

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<thead>
<tr>
<th>20th Century</th>
<th>21st Century</th>
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<tbody>
<tr>
<td>Shareholder corporation</td>
<td>Benefit Corporation</td>
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<tr>
<td>Maximize</td>
<td>Create</td>
</tr>
<tr>
<td>shareholder value</td>
<td>social and shareholder value</td>
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<tr>
<td>exclusively</td>
<td>simultaneously</td>
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the change we seek™  B Corporations * Impact Investing * Public Policy
Big Need #2

Standards to drive support

Last 10 years \[\rightarrow\] Next 10 years

Good products \[\rightarrow\] Good companies

- USDA Organic
- Fair Trade Certified
- + 500 others

B Impact Assessment
B Impact Assessment

is a comprehensive assessment of overall social and environmental performance

**Workers**
- Job Growth
- Compensation & Benefits
- Work Environment
- Employee Ownership

**Community**
- Suppliers
- Local
- Diversity
- Charity/Volunteerism

**Environment**
- Energy Use
- Facilities
- Supply Chain
- Manufacturing

+ Social Enterprise Business Models
  - Beneficial Products/Services
  - Targeting Underserved Communities
  - Beneficial Supply Chain

Certified B Corps earn 80 of 200 points

Must be verified w/ random on site audit
# B Impact Assessment - Results

**: Revenue**

- **2008:** 17.4 points earned, 78.9% of points available
- **2011:** 12.9 points earned, 86.2% of points available
- **2012:** 4.4 points earned, 63.1% of points available

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<th>2011</th>
<th>2012</th>
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<tr>
<td>Corporate Accountability</td>
<td>17.4</td>
<td>78.9%</td>
<td></td>
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<tr>
<td>Transparency</td>
<td>12.9</td>
<td>86.2%</td>
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<tbody>
<tr>
<td>Compensation, Benefits &amp; Training</td>
<td>31.1</td>
<td>62.2%</td>
<td></td>
</tr>
<tr>
<td>Worker Ownership</td>
<td>6.2</td>
<td>68.8%</td>
<td></td>
</tr>
<tr>
<td>Work Environment</td>
<td>6.4</td>
<td>87%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community</th>
<th>2008</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Products &amp; Services</td>
<td>16.3</td>
<td>27.1%</td>
<td></td>
</tr>
<tr>
<td>Community Practices</td>
<td>38.8</td>
<td>53%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Environment</th>
<th>2008</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Products &amp; Services</td>
<td>13.8</td>
<td>46%</td>
<td></td>
</tr>
<tr>
<td>Environmental Practices</td>
<td>9.1</td>
<td>45.5%</td>
<td></td>
</tr>
</tbody>
</table>

**Total:** 126.5

---

**Highlights:**

- **Environment:** 40 million books reused or recycled, saving landfills
- **Employees:** Added 91 jobs during recession (33% growth); 64% of employees have ownership in the company; >50% of health insurance covered for employees and their families; >25% of new positions were filled with internal candidates
- **Community:** Over $8MM raised for global literacy and local libraries; >10% suppliers are located in low-income communities
**Benefit Corporation Legislation**

**Key Provisions:**

**Purpose**
- to create **material positive impact** on society and the environment

**Accountability**
- directors and officers **shall consider** effect of decisions on stakeholders

**Transparency**
- publish annual report in accordance with a **third party standard**

“The most original, constructive thought in corporate governance in 25 years.”
Former President, American Bar Association
Benefit Corporation Legislation

Business support drives strong bi-partisan support

- 8 unanimous votes
- 892-62 in favor
- signed by both R and D Governors

Why?

- 100% voluntary
- No regulations
- No cost
- Market-based
First Day to Register in California

“Five years from now, ten years from now, we’ll look back and say this was the start of the revolution. The current system doesn’t work – this is the future.”

Yvon Chouinard
Patagonia
WHAT IS A BENEFIT CORPORATION?

Benefit Corporations are a new class of corporation that 1) creates a material positive impact on society and the environment; 2) expands fiduciary duty to require consideration of non-financial interests when making decisions; and 3) reports on its overall social and...
What is a Certified B Corporation?

B Corps use the power of business to solve social and environmental problems.

A Better way to do Business.

1) Meet independent, comprehensive and transparent standards of social and environmental performance; 80pts minimum; must go through verification process

2) Meet higher legal standards of accountability
   Adopt Benefit Corp status or something similar
B Corp: Patagonia

- Ventura, CA
- 1300 Employees
- Apparel and Outdoor Wear Company
  - Pioneer in organic and PCR textiles
  - Founded 1% for the Planet
  - Leader in supply chain transparency
B Corp: Cascade Engineering

- Grand Rapids, MI
- 1000 Employees
- Sustainable manufacturing at scale
  - Quality jobs in depressed economy
  - Moving into renewables and BoP
  - Vision for regional sustainable economic development
**B Corp: Freelancers Insurance Company**

- New York, NY
- 50 Employees
- Insurance for Underserved

- Plans specifically designed to be affordable for independent workers
- 45% of customers are low-income
- Creating other financial services products
B Corp: Tri-Ciclos

- Santiago, Chile
- Cultural change through recycling

- 680 tons recycled from 5 puntos limpios
- National Innovation Award 2011
- 1st Empresa B in South America
Take Away

Use the 2 Free tools created for you:

1) **B Impact Assessment** to measure your impact for free

2) **Benefit Corp Status** to maintain your social mission
Historic Opportunity

Support a global movement of entrepreneurs, investors, and consumers with one unifying goal . . .

Redefine success in business
Our Vision

Best in for the world
An Overview of ISO 50001 and How Energy Affects Your Profitability

Jerry Skaggs, P.E.
Environmental, Health, Safety and Energy Program Manager
The purpose is to enable you to establish the systems and processes necessary to improve energy performance, including energy efficiency, use, consumption and intensity.

Implementation should lead to reductions in energy cost, greenhouse gas emissions and other environmental impacts, through systematic management of energy.
What is ISO 50001?

A formalized approach to addressing the sources and ways you use and consume energy.

It uses the same concepts of Plan – Do – Check – Act as other ISO standards.
Why should I care?

Energy represents as much as 30 percent of a building's operating costs, with buildings sector using approximately 66% of the electric energy in the US.

Electricity consumption in buildings doubled between 1989 and 2005.
What does it mean to me?

A 30 percent reduction in energy consumption can lower operating costs by $25,000 per year for every 50,000 square feet of office space.

Increased asset value is another benefit derived from energy efficiency measures.

For every $1 invested in energy efficiency, asset value increases by an estimated $3.

That means that energy efficiency can be used as a low-risk, high-return investment.
There are several considerations in addressing the implementation of an energy management system, such as ISO 50001:

Greenhouse Gas is a symptom, not a cause. Reduction in energy consumption will, by default, reduce Greenhouse Gas emissions, as well as, other related environmental and societal aspects, impacts, risks and hazards.

The bottom line is a consideration, as implementation can be financially driven, but with environmental benefits.
Volvo ISO 50001 EnMS/SEP, A Case Study of EMS Integration, Implementation and Certification.

Benefits

- EnMS creates a legacy where there are management changes every 2-3 years, future general managers will not want to drop the ball.
- Part of creating a “World Class” manufacturing facility and a carbon neutral facility and add to energy savings and improved financials for tough manufacturing environment.
- Integration with ISO 14001 EMS was a benefit.

Challenges

- Fast Track / Limited internal support / external support.
- Toughest certification of all standards.
- SEP adds to the challenge of certification.
"Specific operational strategy must be the key part of the Energy Policy and M & V Strategy...done properly, will lead to a positive ROI on the overall Benchmarking, Certification or Non-Certification process”

### Where sustainability matters

<table>
<thead>
<tr>
<th>By industry</th>
<th>Total</th>
<th>Manufacturing</th>
<th>Energy</th>
<th>Financial</th>
<th>Professional services</th>
<th>High tech/telecom</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing corporate reputation, brands</td>
<td>72</td>
<td>79</td>
<td>78</td>
<td>70</td>
<td>70</td>
<td>63</td>
</tr>
<tr>
<td>Overall corporate strategy</td>
<td>60</td>
<td>64</td>
<td>69</td>
<td>60</td>
<td>58</td>
<td>41</td>
</tr>
<tr>
<td>Marketing of products/services</td>
<td>59</td>
<td>68</td>
<td>59</td>
<td>55</td>
<td>54</td>
<td>53</td>
</tr>
<tr>
<td>Developing new products/services</td>
<td>57</td>
<td>72</td>
<td>65</td>
<td>48</td>
<td>49</td>
<td>54</td>
</tr>
<tr>
<td>Developing regulatory strategy</td>
<td>53</td>
<td>65</td>
<td>74</td>
<td>48</td>
<td>41</td>
<td>55</td>
</tr>
<tr>
<td>Managing internal operations</td>
<td>50</td>
<td>54</td>
<td>51</td>
<td>44</td>
<td>46</td>
<td>52</td>
</tr>
<tr>
<td>Planning investments</td>
<td>48</td>
<td>52</td>
<td>73</td>
<td>41</td>
<td>39</td>
<td>44</td>
</tr>
<tr>
<td>Purchasing, supply chain management</td>
<td>43</td>
<td>52</td>
<td>44</td>
<td>34</td>
<td>36</td>
<td>42</td>
</tr>
<tr>
<td>Attracting and retaining talent</td>
<td>39</td>
<td>39</td>
<td>34</td>
<td>35</td>
<td>43</td>
<td>31</td>
</tr>
</tbody>
</table>
Organizational Barriers to Energy Management

- Energy not valued as an organizational ‘currency’
- Continuous monitoring, metrics and performance measurement absent
- Economic performance, financial and qualitative benefits (ROI) absent
- First costs more important than recurring costs
- Disconnect between capital and operating budgets
- Technical training lacking

- Sustainability “culture” immature
- Deep Process quality management systems not embedded
- Stakeholders focus on production and not efficient use of energy or resources
- Functional silo’s vs. cultural silo’s
- IT data, monitoring and systems
“Uncertainty in carbon markets, environmental regulations, concerned investors, climate change policy pose risks that cannot be managed using existing norms and procedures.”
ISO 9001
ROI benchmarks 9-13%
- MNC’s mandated or implied Tier 1 and 2 adoption
- Competitive advantage & supply chain drivers added further incentives
- Operational benefits realized but marginally documented
- No real performance metrics

ISO 14001
ROI Benchmarks 7-12%
- Similar drivers as ISO 9001, plus
- Environmental responsibility
- Evolving into CSR & CSV
- No real performance metrics

ISO 50001
- Published ROI Data Suggests 6.5-17% range expected within 1-2 years
- Performance metrics (self-defined) incorporated
- Web-based & continuous performance tools
- Measured benchmarking
- Compatible with ISO 9001, 14001, and SEP
Benefits of an effectively implemented EnMS can include:

Reduced operational and overhead costs → increased profitability

Reduced air emissions, such as GHG:
- Increased efficiency of energy sources
- Increased assurance of legal, internal compliance
- Variables affecting energy use and consumption are identified

ISO 50001 is a foundational tool that any organization can use to manage energy.

ISO 50001 Components in place:
- Baseline
- Policy
- Plan
- Team/Leader

Superior Energy Performance

Facility-level conformance to ISO 50001 with validated energy performance improvement

ISO 50001: Foundation of SEP

DOE 2011
### Benchmark Your EnMS Maturity

<table>
<thead>
<tr>
<th>Definition of Maturity Class</th>
<th>Mean Class Performance</th>
</tr>
</thead>
</table>
| **Best-in-Class:** Top 20% of aggregate performance scorers | ▪ 9% reduction in carbon footprint  
▪ 6% reduction in energy costs  
▪ 7% reduction in facilities costs  
▪ 10% reduction in paper costs  
▪ 7% reduction in transportation / logistics costs  
▪ 16% increase in customer retention |
| **Industry Average:** Middle 50% of aggregate performance scorers | ▪ 6% reduction in carbon footprint  
▪ Increase in energy costs contained to 4%  
▪ 1% reduction in facilities costs  
▪ 5% reduction in paper costs  
▪ 1% reduction in transportation / logistics costs  
▪ 5% increase in customer retention |
| **Laggard:** Bottom 30% of aggregate performance scorers | ▪ 5% increase in carbon footprint  
▪ 18% increase in energy costs  
▪ 18% increase in facilities costs  
▪ 12% increase in paper costs  
▪ 19% increase in transportation / logistics costs  
▪ 4% increase in customer retention |

Source: Aberdeen Group, May 2009
Six Steps to Planning an Energy Management System
Step One:
Secure Commitment from Top Management

• Set Energy Policy
• Define Scope and Boundaries

Step Two:
Collect, Track, and Analyze Energy Data

• Current and past energy use, consumption
• Estimate future energy use, consumption
Step Three:

Identify Key Energy Uses

- Facilities
- Systems
- Equipment
- Processes
- Personnel
- Relevant Variables
Step Four: Establish a Baseline

- Reference point for energy performance
- Outlines current energy performance
- Predicts future energy performance
- Provides benchmarking method
**Step Five:** Identify Energy-Saving Opportunities

- New Sources
- Renewable Sources
- Alternative Sources

**Step Six:** Prioritize Opportunities

- Return on Investment
- Ease of Implementation
Common Elements with other Systems

ISO 14001:2004
- Legal and Other Requirements
- Significant Energy Use
- Objectives, Targets and Action Plans
- Operational Controls
- Evaluation of Compliance

ISO 9001:2008
- Design
- Procurement

Common Clauses
- Policy
- Management Commitment
- Appointment of Representative
- Competency, Training and Awareness
- Communication
- Control of Documents and Records
- Monitor and Measure
- Internal Audits
- Corrective / Preventive Action
- Management Review
UL DQS ISO 50001 Tools

UL DQS offers: Practitioner’s Guide & Self Assessment Tool

Practitioner’s Guide

Scorecard Tool
Jerry Skaggs, P.E.
Environmental, Health, Safety and Energy Program Manager

Jerry.skaggs@us.dqs-ul.com
412.818.5580 - Cell
or
Energy.interest@us.dqs-ul.com
Environmental Services Unit

Environmental Investment Program
Formed 1988 to create Markets for Recyclables
  - Curbside recycling collection was new
  - Fulfilled need to help businesses recognize and act on opportunities to use recycled materials

1998 Pollution Prevention added to mission

2010 Sustainable Product/Technology Development category added

Primary Metrics
  - Tons of Materials Recycled or Pollution Prevented
ENVIRONMENTAL INVESTMENT PROGRAM / EIP

- Invests appropriations from Environmental Protection Fund
- Proposals reviewed competitively
- FY 2012-13: $1 million
- [www.nyworks.ny.gov](http://www.nyworks.ny.gov)
- Deadline: July 16, 2012
INVESTMENT AREAS

I. Reuse, Remanufacturing Recycling (3R’s)

II. Pollution Prevention (P2)

III. Sustainable Product and Technology Development/Implementation
A. Capital (Fixed Assets)

B. Research (Technology demonstration/deployment)

C. Technical Assistance
EIP Evaluation Criteria

- Return on $ invested per:
  - ton new recycle/reuse/remanufacturing capacity
  - unit of pollution prevented
- Proposed match or $’s leveraged
- Compared to other projects in portfolio and round
EIP Evaluation Criteria

- Capture economic benefits of enhanced environmental performance
  - Increased productivity and competitiveness
  - Increased capacity and revenues
  - Jobs created or retained
Sustainable Product/ Tech Development

- Creation of new or reformulated products and industrial process technologies
- Must enhance environmental sustainability in a measurable way when compared to the conventional product or process technology
Sustainable Product/Tech Development Priorities

- Enhance environmental performance by addressing:
  - Industrial process waste in any or all media
  - Hazardous waste
  - Toxic and heavy metal reductions/substitutions
  - Recycled content feedstock
  - Lifecycle design for reuse/remanufacturing of products/technologies
A. CAPITAL

- Provides grants for up to 50% of eligible costs
  - Often significantly less than 50%
- Maximum $500,000 per project
- Used primarily for machinery/equipment tied to
  - Recycling Capacity Expansion
  - Reducing Pollution
  - Sustainable Product Production
- Private firms must apply through non-profit or municipality (e.g. IDA, EDC, LDC)
Capital Project Example

- Niagara Co. IDA o/b/o VanDeMark Chemical, Inc., Lockport (2007)
- $500,000 toward $1.9 million project
  - Installed new control system plus distillation and glass-lined steel tanks
  - Reduce emissions by controlling the process better
  - Recover and recycle spent solvents
  - Saving over $500,000 per year in raw material costs
  - Enabled start up of new production line
    - Over $1 million per year increased sales
Capital Project Example

- Center for Economic Growth o/b/o Ecovative Design, LLC, Green Island (2011)
- $250,000 toward $1.6 million project
  - Machinery & Equipment to expand production of EcoCradle™
  - Unique, sustainable packaging product made from NYS agricultural waste products and papermill sludge.
- Project will:
  - Increase production efficiency
  - Reduce industrial waste
  - Create market for NYS agricultural waste products
B. RESEARCH

- Demonstrate/deploy new technology or product for commercialization
- Positioned between basic research and seed capital for start-up / expansion
- Maximum award: $200,000
  - Awards up to 80% of project cost
  - Requires 20% cash match
  - No fixed assets allowed
  - Proposer must be small/medium-sized (<500 employees) business or non-profit organization
Research Example

- Ecovative Design, Green Island (2010)
- $200,000 toward $404,000 project
  - Commercializing research initially conducted at RPI
  - Create packaging and insulation products from agricultural and paper mill residuals
    - Refining production methods
    - Physical property testing to meet ASTM and other relevant standards
    - Customer evaluation
Research Example

- American Aerogel, Rochester (2010)
- $186,000 toward $712,000 project
  - Co-funded in-part by NYSERDA
  - RIT is one of the research partners
- Improving insulation of refrigerated tractor trailers
  - Higher R-value
  - Longer life
  - Reduced wall thickness
    - Enables better back-haul utilization
C. TECHNICAL ASSISTANCE

- Provide waste prevention/P2 assessment and deployment services
- Generally caps projects at $100,000/yr
- Requires minimum 50% match
  - Match must include cash contributions from assisted businesses
- Proposer must be municipality or non-profit organization
Technical Assistance Example

- High Tech of Rochester (completed 2009)
  - Assessed 22 Companies for P2/Recycling Opportunities
  - 13 were chosen/elected to move to implementation
  - Results:
    - Solid waste reduced by 428 tons/yr
    - Air emissions reduced by 4.7 tons/yr
    - Hazardous waste reduced by 6.8 tons/yr
    - Saving over $1 million annually on raw material and waste management costs
    - Additional savings in electricity usage
    - Environmental marketing benefits

- Similar Projects in other areas of NYS (all RTDC’s)
  - Mohawk Valley TDC, CITEC (North Country), ITAC (NYC)
INELIGIBLE PROJECTS

- “End-of-pipe” Pollution Control Technologies
- Compliance
- Incineration/W-T-E/RDF
- Shifting Waste from One Medium to Another
- Remediation
HOW TO GET STARTED

- Consult with ESU staff: environment@esd.ny.gov
- Complete CFA Application: www.nyworks.ny.gov
- If necessary, secure eligible proposer as partner
- Update financials (Capital and Research)
Invest in NYS Businesses

Areas of interest are 3Rs, P2, Sustainable Products/Tech

Capital, Research, Technical Assistance

Matching Funds Required

Evaluated by: Environmental Results, Likelihood, Cost/Result, Economic Benefit to Business

Begin by Consulting with an ESU Specialist

Apply through CFA
EIP CONTACT INFO

Consolidated Funding Application

www.nyworks.ny.gov

Albany (main) office (518) 292-5340

environment@esd.ny.gov

www.esd.ny.gov/environment

www.esd.ny.gov/recycle

Finger Lakes, WNY, Southern Tier Regions

Jim Gilbert (585) 399-7055

jgilbert@esd.ny.gov
Sustainable Supply Chain & Technology Program
Establishing a means for NYS manufacturers to become green suppliers by improving their processes and purchasing decisions to create a more sustainable supply chain infrastructure, resulting in capacity building and job growth.

Enablers:
1. Knowledge Clearinghouse Resource – Website providing guidance on non-regulatory, voluntary standards and certification requirements necessary to enter new and emerging “green” markets
2. Sustainable Manufacturing Assessment and Implementation Assistance
3. Marketing and Awareness of NYS Companies as Green Suppliers and Providers
NYSP2I may assist companies who are early in the **Sustainability Maturity Curve**: Those Gaining an *Understanding* of Sustainability; Starting to *Follow* their competitors.
The Goal of the **NYSP2I Sustainable Supply Chain** program is to move assisted companies toward *Operationalizing*, enabling them to become Potential *Leaders*, having a *competitive advantage*
1. NYSP2I SSC Knowledge Clearinghouse Website

Website created to inform public about becoming a sustainable supplier and/or purchaser.

- **Define** “Sustainable Supply Chain” & benefits, trends
- **How to Measure** impacts (energy, water, air, waste)
- **Tools for Analyzing** impacts
- **Guidance for Reporting** to customers and public
- **Benchmark practices for Improving** operational impacts
- **Guidance for Continuous Improvement and Control**
- **Means for Marketing** “green suppliers”

*Available Summer 2012*
2. Sustainable Manufacturing Assessment and Implementation Assistance

Assist or Assess companies with one or more of the following:

- Enable capability to respond to customer requests for completing sustainability [scorecards](#) → Scorecard completed and [accepted](#) by customer with an acceptable rating

- Enable positioning to become [certified](#) to a sustainability standard or label → Certifying body or consulting firm confirmed company is ready to start certification process

- Enable commencement of a [Sustainable Purchasing Program](#) with a Supplier Code of Conduct and Scorecard → Company [implemented](#) program to their suppliers
3. Marketing and Awareness of NYS Companies as Green Suppliers and Providers

- Company Self-Marketing
- NYSP2I Clearinghouse Website Company Profiles
- Case Studies and Company Profiles in Outreach Events
- Networking / Matchmaking Event(s)
Primary Metrics:
- Retained and new **jobs!!**
- Retained and new **revenue**
- Retained and new **customers**

Secondary Metrics:
- Company implemented a “**system**” to enable measuring and reporting
- Environmental **reductions** were measured / achieved (media in lbs, gals, kWh, etc.)
- Company **communicated** and/or **reported** results
Q&A

Please enter your questions in the “Q&A” box on your screen