



## **I. Introduction**

Since its inception, Levenfeld Pearlstein, LLC (the “Firm”) has been committed to all-around excellence rather than mere growth and money. While we have expanded, we have continued to feed our passion to accomplish large and meaningful objectives that impact society. It is through this commitment to each other in building not only a great place to work and earn a living, that we will continue to accomplish great things as a Firm.

Participation as the first law Firm in the country to adopt the American Bar Association Model Sustainability Policy and Implementation Guidelines - being economically prosperous while at the same time caring about each other, helping our community and preserving the earth’s resources – helps us accomplish our goals. The adoption and implementation of this Sustainability Policy will not only strengthen our Firm’s reputation or “brand,” but the Firm’s efficiency, productivity and employee recruitment and retention. It will more closely align the Firm with the growing legions of current and/or potential clients who are now embracing sustainability. Moreover, this tool is consistent the Firm’s continued appreciation for the critical social, environmental and economic issues that lie ahead for society as a whole, and ultimately, for our clients and the Firm itself.

## **II. Timeline**

- 1. Commencement Date: October 1, 2007**
- 2. Benchmarking Dates: April 15, 2008, September 15, 2008, April 15, 2009, September 15, 2009 and April 15, 2010.**
- 3. Completion Date: September 30, 2010**
- 4. Completion Celebration Date: October 1, 2010**

## **III. Vision**

It is in the best interests of our Firm and society as a whole that our organization move along the path to sustainability. To that end, we will strive to achieve the following performance, publicly communicate this commitment, and publicly report our progress and challenges in fulfilling it:

### **1. Economic success: the wise use of financial resources**

- a. Organization’s Economic Prosperity. Our organization is positioned to survive and prosper economically.
- b. Employees’ Economic Prosperity. Through the compensation we provide for our employees, we will provide a foundation for their family members to have the opportunity to provide choices in how they will live and fulfill their lives. To the extent we can solve their compensation needs, then they are free to do “the right thing” for themselves and others who are less fortunate.
- c. Community’s Economic Prosperity. We will help our community survive and prosper economically through the taxes, salaries, and suppliers we pay, and through our civic and philanthropic efforts.

## **2. Social responsibility: respect for people**

- a. Respect for Employees. We treat our employees in a respectful, fair, non-exploitative way, especially with regard to compensation and benefits; promotion; training; open, constructive dialogue with management; involvement in decision-making; working conditions that are safe, healthy and non-coercive; right of privacy; employment-termination practices; and work-life balance.
- b. Wellness. We will provide the opportunity and openly promote wellness for our employees for the benefit of their physical health, mental health and to maintain their spirit and energy. We will provide these opportunities at our cost in order to create a shared commitment among colleagues in the laudable pursuit of mastering these endeavors.
- c. Diversity, Fair Hiring Practices. We promote diversity and use hiring practices that are fair, responsible, non-discriminatory, and non-exploitative for our employees, management board, and suppliers.
- d. Responsible Governance; Professional Courtesy. We manage our risks properly, use our economic power responsibly, and operate our organization in a way that is ethical and legal. We treat, with due respect, others who are involved with us in the discussion of legal issues and resolution of legal claims, especially our adversaries.
- e. Dealing With Clients. Our priorities are clients first, Firm second and then individuals in the Firm. We acknowledge that our primary legal and ethical duty is to serve our clients honestly and effectively. Our integrity and honesty are at the heart of our business. We will compete fairly for business, respect the privacy and confidentiality of our clients, and provide them efficient and effective services under the conditions we promise. We will keep our word and deliver on our promises.
- f. Awareness and Advice. We will help raise the awareness of our employees about sustainability issues in the primary fields of our legal practice, and include consideration of such issues in the advice we provide our clients.
- g. Well-being of Stakeholders. We work collaboratively with our communities and other stakeholders to enhance the well-being of others through pro bono services, philanthropy, a commitment to the environment and our commitment to excellence in all things.

## **3. Environmental responsibility: respect for life; the wise management and use of natural resources**

- a. Resource and Energy Conservation. We will conserve our use of natural resources and energy to the extent practicable.
- b. Waste and Pollution Prevention and Management. We will reduce, to the extent practicable, the quantity and degree of hazard of the wastes we generate from our operations, and handle them in a safe, legal, and responsible way to minimize their environmental effects. We will reduce, to the extent practicable, the direct and indirect emissions of greenhouse gases and other harmful air pollutants from our operations and travel. We are the first Chicago-based law firm to have joined the Chicago Climate Exchange, which provides monetary incentives to reduce our greenhouse gas footprint by reducing electricity use and corporate travel.
- c. Reduction of Supply Chain Impacts. We will work with others in our supply chain to help assure adverse environmental impacts and risks associated with our operations are reduced and properly controlled, and environmental benefits optimized.

## IV. Implementation and Communication Plan

***Doing things right.*** Planning is important, but execution is vital to success. Doing the right thing only works when we do things right and are rigorous about execution.

### A. Planning and Communication

*(a) Establish Sense of Urgency through Communication<sup>1</sup>:* Discuss with our employees what we are trying to accomplish by adopting this sustainability initiative. We want to obtain a leadership role and this requires a sense of urgency. We will take the following communication steps:

1. The Chairman of the Firm will send a written communication through the intranet briefly describing the policy, and adding the fact that the Executive Committee supports the effort on a strategic basis.
2. The Firm will conduct a meeting regarding the policy to secure employee buy-in and explain the changes that the employees must embrace to accomplish our mission.
3. The policy will be adopted and published on the Firm's intranet. The HR department will conduct an internal marketing campaign including posting references to the policy in internal office settings. Staff shall participate in an idea exchange to implement some of the objectives set forth in the policy. A pamphlet will be prepared for each employee explaining what *they* can do in the format attached.
4. The Executive Director will speak about this topic at the upcoming "Ask Angie" sessions.
5. The policy, including an action plan to implement the policy, will be included on the Firm's website with the appropriate messaging so others can benefit without cost. We will invite others to copy and/or comment on the policy. We will also provide a progress report of how we are doing at points in time that will be available to the public through the internet.
6. We will notify the American Bar Association and ask that our organization be listed on the ABA website as one that has adopted a substantial equivalent of the model policy.

### *(b) Create a Guiding Coalition:*

1. Task Force. A Task Force will be established for this initiative with specific goals and measurable benchmarks. The Task Force will be lead by Jamie Brusslan and he will oversee the implementation of the policy, and with the assistance of the Task Force, track and report progress. The Task Force will create a checklist of ideas to assess the current status of sustainability of our organization. Our Director of Administration will be a sitting member of this Task Force.
2. The Task Force will be the guiding coalition on this initiative. They will obtain education through webinars or travel, as necessary.
3. The Task Force will participate in an annual evaluation of the implementation. This year the Task Force will establish the current benchmarks for future comparison and measurement.
4. Jamie Brusslan will make a presentation about the initiative to all the practice groups, service groups and groups of staff constituencies.

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<sup>1</sup> The implementation technique used in this section of the policy is adapted from John P. Kotter, "Why Transformation Efforts Fail," *Harvard Business Review* (March-April 1995).

5. The Task Force must provide a good role model for the behavior expected of employees.

6. A budget of expenditures related to the initiatives in this policy will be proposed and approved prior to each calendar year by the Executive Director.

(c) *Communication of the Vision after the Initial Communications*

1. It is essential that the Firm uses every vehicle possible to constantly communicate the new vision regarding sustainability. The Chairman, the Executive Director and the Task Force will participate actively in this communication process along with the Firm's entire management team.

2. The Edge Newsletter (the Firm's outside publication to clients) will describe the policy, the reasons LP is embracing it and will provide updates as to the Firm's progress in implementing the policy.

(d) *Empowering Broad-Based Action*

1. The Task Force will communicate the organization's progress in implementing the policy. This is most credibly done when noteworthy achievements and best practices are conveyed along with description of challenges and obstacles for further improvement.

2. Every six months the Task Force will provide a status report to the chairman identifying progress on goals and obstacles. We will then post the results on our website.

3. System changes or structures that undermine the vision will be reviewed and/or modified.

4. The Task Force will conduct a "lunch and learn" annually in the Firm to raise awareness, obtain participation and encourage non-traditional ideas to overcome the obstacles.

(e) *Generating Short-Term Wins*

1. The Task Force must plan its communications in advance in order to know when to celebrate "small wins" and how to communicate the improvement in performance.

2. Significant contributions to the sustainability vision will result in recognition and financial and/or other non-financial rewards in the Firm's management discretion.

3. The Task Force needs to look for and create "small wins" to maintain enthusiasm for the initiative.

(f) *Consolidating Gains and Producing More Change*

1. With increased communication about "small wins", system, structure and policies that do not conform to the initiative will be modified willingly by employees of the Firm.

2. The HR Department should consider how to orient new employees who embrace the concepts set forth in this policy.

3. Part of consolidating gains is to determine who is interested and provide support to those change agents. Those people will create additional themes to keep the initiative in front of the mind.

(g) *Anchoring New Approaches in the Culture*

1. This policy needs to gravitate from an initiative to an integral part of the Firm's strategy.

2. The connections between the new behaviors and organizational success must be continually communicated to our stakeholders in the Firm.

3. We must share our experiences with others outside of the Firm (clients, new recruits and others in the business communication) so that we can inspire others to undertake a similar commitment.

## V. Checklist of Implementation Tasks:

### General:

- (1) Adopt the Model Sustainability Policy.
- (2) Post that policy in one or more prominent places in our office area.
- (3) Periodically assess and report progress in fulfilling that policy or set of values.

### 1. Economic success: the wise use of financial resources

#### a. Organization's Economic Prosperity

- Develop and implement strategies and tactics to strengthen the business over the short and long terms.

#### b. Community's Economic Prosperity

- (1) Donate money and/or time to charitable or economic development activities that strengthen the Chicagoland community and that focus on helping children and their families.
- (2) Create the opportunity for voluntary automatic deductions from employee compensation for donations to social and environmental causes of the employee's choice.
- (3) Use local suppliers and contractors, if available, for needed products and services.
- (4) Buy fairtrade or Direct Trade coffee and/or other "fairtrade" products for use by the organization.

### 2. Social responsibility: respect for people

#### a. Respect for Employees

- (1) *Communication with Management*: Conduct regular employee meetings and/or use other techniques (surveys, focus groups, etc.) by which employees can provide constructive feedback to management; communicate management's response.
- (2) *Employee Development*:
  - (a) Encourage and support continuing legal education for lawyers and paralegals, and appropriate annual training for other staff, as well.
  - (b) Provide all employees regular performance reviews and personal development plans.
  - (c) Provide 360 degree surveys to insure that members of the Firm behave in a way that is respectful.
  - (d) Provide training for partners and senior associates on how to supervise and coach younger attorneys and other employees.
- (3) *Employee's Economic Prosperity*:
  - (a) As the employees' compensation increases to a high level of comfort, seek opportunities for employees to give back.
  - (b) Insure that employees are paid fairly against the marketplace.
- (4) *Safety*:
  - (a) Assure employees have ergonomically appropriate equipment, furniture, and workstations (including lighting), and the training to do their jobs safely.
  - (b) Periodically assess the office for compliance with good electrical safety practices and correct any problems noted.
  - (c) Provide training on safety related to travel, as relevant (e.g., responding to hotel fires, avoiding street crime, safety in airplanes, food safety, obtaining medical care). Provide a defibrillator in all offices, on all floors.

- (d) Provide back-safety training for employees who often lift boxes of records or other heavy items.
- (e) Periodically check exits to assure they are not blocked or locked so as to prevent emergency egress, and are properly marked if visitors may be confused about their location.
- (f) Establish emergency response procedures that cover fires, explosions, workplace violence and other hazards, and that include evacuation procedures and contacting emergency response authorities; have the entire staff conduct a drill annually and evaluate the results.
- (g) Have the offices evaluated for the presence of the following, and, if present in potentially harmful quantities, manage them appropriately to prevent harmful exposures:
  - (i) Friable asbestos
  - (ii) Harmful mold
  - (iii) Radon
  - (iv) Lead paint (for older properties)
- (h) Assure that office air is otherwise safe and comfortable.
- (5) *Employee Privacy*: Establish procedures for maintaining the privacy of employee records.
- (6) *Work-life Balance*: Adopt measures to help assure the proper work-life balance of employees, including as appropriate, the following:
  - (a) Telecommuting, where practicable
  - (b) Retention of temporary help during times of heavy workloads
  - (c) Family leave policy
  - (d) Opportunities for part-time work
  - (e) Clear communication of work priorities and deadlines to subordinates
  - (f) Competitive vacation policy
  - (g) Policy on overtime for hourly workers
  - (h) Provide professional help outside the Firm for employees to cope with the stress and time pressure of the practice of law.

b. Diversity, Fair Hiring Practices

- (1) Adopt the practices promoted in *Diversity in the Workplace: A Statement of Principle*, at <http://www.acca.com/gcadvocate/diversitystmt.html>.
- (2) Include diversity as important criteria in the hiring of employees, as well as suppliers, consultants, and other retained firms.

c. Responsible Governance; Professional Courtesy

- Provide initial and regular refresher training to employees on the relevant codes of ethics and disciplinary rules, and establish a policy that adherence to them is a condition of employment.
- Communicate to employees concerning honesty and integrity in our business practices regularly.

d. Dealing With Clients

- (1) Assure employees are aware of the rules on ethics, privacy and confidentiality of information, and work-product and attorney-client privileges.
- (2) Establish methods for securing the confidentiality of client hard copy and e-information as required. Provide an ESI policy to the Firm.
- (3) Institute periodic surveys or other regular measures to collect feedback on client satisfaction with services; respond as appropriate.
- (4) Assure that the advertising and promotional practices of the organization conform with ABA guidelines and local rules.

e. Awareness and Advice

- Use training sessions or other techniques to raise awareness of employees about the sustainability policy and the sustainability issues in the primary fields of your legal practice.

f. Well-being of Stakeholders

- Enhance the well-being of others through pro bono services for environmental, educational, medical, or poverty projects or other charitable causes in our community.

**3. Environmental responsibility: respect for life; the wise management and use of natural resources**

a. Resource and Energy Conservation

- (1) Adopt practices encouraged under the 2007 ABA-EPA Office Eco-Challenge Program:
  - (a) Purchase green power, i.e., power from renewable resources.
  - (b) Reduce energy use by purchasing personal computers and other electrical devices bearing the Energy Star certification label from the US Department of Energy, which is granted to energy-efficient items.
  - (c) Use energy-efficient lighting and heating, ventilating and air conditioning systems to the extent this can be decided or influenced by the organization.
  - (d) Conduct and implement an energy-saving audit of the office, where cost effective
  - (e) Assure that at least approximately 90% of all office paper (“mixed office paper”) has at least 30% post-consumer recycled content or that office paper is derived from sustainable wood forests.
  - (f) Recycle discarded mixed office paper.
  - (g) Institute double-sided copying for at least 75% of all drafts and internal documents. (Use printers with an automatic duplex option.)
- (2) Subsidize or otherwise encourage employee use of car pooling, energy-efficient vehicles, car-sharing programs (e.g., FlexCar, I-Go, Zipcar), mass transit, or bikes, or take other measures to reduce the energy consumed by employee commuting or other travel.
- (3) Adopt an internal policy that encourages employees to turn off lights, computers, and other equipment at the end of the workday and otherwise when not likely to be in use.
- (4) Adopt guidelines on the use of teleconferencing and other means to avoid unnecessary travel and associated carbon emissions
- (5) Use filtered tap water instead of bottled water.
- (6) Use durable plates, cups, glasses, and utensils in the kitchen and conference rooms
- (7) Recycle printer cartridges and buy recycled cartridges.
- (8) Recycle the following to the extent practicable:
  - (a) Glass bottles
  - (b) Aluminum cans
  - (c) Batteries
  - (d) Plastic bags
  - (e) Tyvek envelopes
  - (f) Cardboard
- (9) Establish a re-use center for binders, file folders, and other items.
- (10) Sell or donate old office equipment, furniture, and supplies that can’t be reused internally
- (11) Route faxes electronically; maximize the use of e-communications in lieu of paper documents to the extent practicable.
- (12) Narrow the margins on documents to conserve paper unless prohibited by courts or agencies.
- (13) Use paperless court and agency filing procedures
- (14) Re-use one-sided non-confidential paper documents for drafts or notepads
- (15) Use letter-sized paper instead of legal-sized
- (16) Develop a policy on data and document storage to minimize the use of paper (e.g., Imanage Documents, Interwoven Worksites, or MDY FileSURF.)
- (17) Conserve the use of water for grounds watering, where applicable and to the extent that can be decided or influenced by the organization.
- (18) Adopt “green building” features and practices, such as those encouraged under the Leadership in Energy and Environmental Design (LEED) program of the US Green Building Council or under the

guidelines of the Oregon Lawyers for a Sustainable Future, to the extent that can be decided or influenced by the organization.

- (19) Motivate employees to become involved in LEED and other environmental projects or associations for the sustainability of the planet.
- (20) Develop a capital program within the Firm to install motion-sensing switches to turn off lights when employees are not present. Start with public places within the office and move to individual work spaces.
- (21) Encourage each employee to take the City of Chicago Environmental Pledge, relating to conservation of energy, water, air, land and waste,

b. Waste and Pollution Prevention and Management

(The adoption of many of the practices mentioned under a, immediately above, will also prevent waste and pollution.)

- (1) Buy carbon credits to offset the greenhouse gases from travel.
- (2) Use effective cleaners that have low toxicity and high biodegradability, to the extent that can be decided or influenced by the organization.

c. Reduction of Supply Chain Impacts

- (1) Use caterers that minimize disposables.
- (2) Encourage office supply vendors and equipment suppliers to provide items and services that minimize the adverse environmental impacts and risks and maximize the beneficial ones.
- (3) If the office is leased, work with the landlord and office building manager to help minimize the adverse environmental impacts and risks of the operations and maximize the beneficial ones.
- (4) Incorporate environmental criteria in the design and construction office improvements.
- (5) Select hotels with “green” practices for conference sites or regular use.

Endorsed by:



Bryan I. Schwartz  
Chairman of Levenfeld Pearlstein, LLC

Date: October 1, 2007