

July 15, 2010

## ABA SEER Sustainability Framework for Law Organizations

(Note: This framework has been approved by the Council of the ABA Section of Environment, Energy and Resources (SEER) and is supported by the ABA Standing Committee on Environment Law, the Law Practice Management Section and other ABA groups.)

### Overview of Contents

This Sustainability Framework –the model policy, implementation guidelines and references--can be found on the ABA Web site at <http://www.abanet.org/environ/committees/climatechange/>. The framework tool shows how sustainable development relates to lawyers and their individual firms, corporate law departments, and other law organizations (“firms”). It is designed to allow such entities to demonstrate in a meaningful way what they are doing to be good organizational citizens in fulfilling the economic, social and environmental responsibilities that sustainability entails.

The Framework is designed for flexible use. Firms and other law organizations desiring to adopt a public policy on only environmental or social aspects of sustainability may find those parts of the tool useful for that purpose. Other firms, such as the many that have already piloted the Framework, may want to embrace sustainability’s full *Triple Bottom Line (TBL)* of economic, social and environmental responsibility. Firms that adopt the model Triple Bottom Line policy presented below, or develop one substantially like it, will be so identified on the ABA SEER website. The Model Policy will be considered to have been adopted by each endorser not developing its own TBL version. Endorsing firms are also expected to (1) develop a plan for improving performance under their policy; (2) report their progress via the web or otherwise to SEER’s Committee on Climate Change, Sustainable Development and Ecosystems by July 1, 2011 or two years after committing to such a policy, wherever comes later; and (3) provide a program update every two years thereafter. Adopters are expected to review the Guidelines and References, below, as they plan their implementation, but have the option of taking other approaches to fulfill their commitment. Update reports may be sent by email or simply provided through an ongoing live link to the firm’s website showing their sustainability programs/performance. In any event, this progress and program information will also be noted on the ABA SEER website. In addition, the site will list any major sustainability-related recognition (environmental, community, employee, economic) provided to the firm by the ABA; a city, state or foreign bar association; or a governmental entity.

This document contains the following parts:

- A. **Background; Frequently Asked Questions.** This provides background information on the sustainability concept, on why and how this initiative was developed, and on how it relates to other ABA initiatives.
- B. **Model Sustainability Policy.** This is a one-page policy that covers the economic, social and environmental elements that law firms have found practical and many firms are already following. It was based on the elements of sustainability now embraced by leading corporations, non-governmental organizations and standards-setting bodies. The intention is that the Model Policy be adjusted by each endorsing law organization, producing a version of a commitment to sustainability’s Triple Bottom Line of economic, social and environmental responsibility that best fits the organization’s own location, structure, nature, values and culture. Those endorsing firms not developing their own versions are assumed to adopt the Model Policy as written.
- C. **Implementation Guidelines.** The Guidelines provide suggestions on how a firm might use the policy and make it an effective instrument for driving constructive change within the organization. Special guidance is provided on how the approach may be simplified for sole practitioners. The resources mentioned in the References section of this document can be used to help identify practices and programs to be taken by firms to implement their policy. Among the more useful tools cited are those developed by various ABA sections; bar organizations from California, Oregon and Massachusetts; and

a number of major cities. In addition, a document entitled *Shared Ideas for Implementing the ABA Model Sustainability Framework* (“Shared Ideas for Implementation”) is provided on the SEER website. This posting is a periodically updated collection of practices used by various law firms and other service-type organizations to fulfill their economic, social and environmental responsibilities. Bear in mind some listed practices will likely be inappropriate for some firms, and none of these practices are required to be included in the plan. The purpose of the list is simply to stimulate ideas. Each law organization should implement its sustainability policy in a practical way, in a way that is most suitable to its resources, location, structure, values, culture, and nature of operations, and services.

- D. References.** This is provided to help those who seek more insight and help on various sustainability topics related to the practice of law. It mentions other ABA tools and groups, those from a number of state and local bar organizations and cities, as well as other resources.

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## **A. Background: Frequently Asked Questions**

### **1. Why should a law firm or other law organization adopt the Sustainability Framework initiative, especially during tough economic times?**

As further explained in the answer to question 6, below, sustainability entails the balance of economic, social and environmental responsibility. It reminds us that in tough economic times, we have a responsibility to sustain the financial viability of our law organization while doing what we can to demonstrate social and environmental actions that help fulfill the expectations of our stakeholders—our partners, employees, clients, suppliers, communities, governments, and others. Indeed, during periods of economic stress, a number of sustainability issues become of paramount importance, such as employee relations, ethical compliance, waste and cost reduction (such as through energy conservation, paper savings, e-communications in lieu of travel, etc.), assistance for the unfortunate, and the counseling of clients on all these matters. As reported in the Wall Street Journal (Mar.20, 2009), some major firms are coping with a drop-off of business by paying their lawyers a reduced salary to perform public service.

Whether in good times or bad, the adoption and implementation of the policy should not only strengthen a firm’s reputation or “brand,” but its efficiency, productivity and employee recruitment and retention. It will more closely align the firm with the growing legions of current and potential clients who are now embracing the Triple Bottom Line of sustainability. Such alignment should enable the firm to better understand and reflect the values of such clients and provide more effective counsel. Moreover, the tool should improve the firm’s appreciation for the critical social, environmental and economic issues that lie ahead for society as a whole, and ultimately, for its clients and itself. Finally, the adoption and implementation of the policy by many ABA members should show others that the association, which has long supported the Triple Bottom Line of sustainability, is willing to “walk the talk” and enhance the reputation of the US legal profession as a responsible, caring contributor to the public good.

### **2. Why is the ABA involved in this initiative?**

Sustainable development./sustainability is not new to the ABA. As far back as 1992, the association made a commitment to sustainable development, reaffirming that commitment in a formal resolution adopted in August 2003. A year before the resolution, ABA President Robert Hirshon wrote Secretary of State Colin Powell expressing the ABA’s desire that the US support the ideas of domestic good governance and the application of the rule of law in negotiations at the then-upcoming World Summit on Sustainable Development in Johannesburg. Indeed, as noted in the report supporting the 2003 resolution:

“Laws and effective governance are central to sustainable development. Because governance is based largely on law, sustainable development raises profound challenges—and opportunities—for the rule of law and for lawyers.”

The report went on to say:

“Applying sustainable development from a legal perspective means understanding, developing, and applying legal mechanisms that are relevant to the complex relationships among economic, social, and environmental priorities. This suggests a cross sectional approach...that integrates a variety of legal specialties, including environmental, labor, property, tax, corporate, finance, international trade, and risk management.”

The Sustainability Framework offers firms a way to reflect the ABA’s commitment to sustainability in their own operations—to “walk the talk.” In so doing, endorsing firms will no doubt be drawing on and showcasing a range of ABA initiatives and policies they are using, such as those dealing with the environment, diversity, pro bono legal services, and professional responsibility.

### **3. My law firm would like to adopt the Sustainability Framework. What do we have to do?**

The firm need only declare they are endorsing the Model Sustainability Policy presented below or developing one substantially like it and undertake the other steps noted in the General Requirements of the Guidelines below.

### **4. Why was the Sustainability Framework program developed?**

This initiative was developed to give practical effect to the resolutions on sustainability previously adopted by the ABA and to show that the legal profession was willing to share leadership in the march toward sustainability with corporations, NGOs, governments and other sectors of society that have already embraced the Triple Bottom Line of economic, social and environmental responsibility. It responded to law firms that wanted a vehicle by which they could demonstrate their commitment to sustainability to their corporate clients and communities.

### **5. How was the Sustainability Framework initiative developed? Who was involved?**

The Framework was developed by SEER’s CCSDE Committee working for several years with a special team of ABA members from over 20 firms; with the SEER Council, the Law Practice Management Section and the Standing Committee on Environmental Law (SCEL); and with numerous other groups within the ABA. The Framework was also built to embrace environmental and other sustainability practices tools developed by various state and local bar organizations and cities.

As a starting point, the CCSDE group began in late 2006, using a model sustainability policy accepted by 16 major companies in a study commissioned by The Conference Board, a leading US business association. (See The Conference Board, *Going Green: Corporate Commitment to Citizenship and Sustainability Issues Takes on a Greater Role*, Executive Action Series no. 260, p. 7). That model was modified by the working team through 14 rounds of comments and revisions to make it suitable for law organizations.

The tool was vetted through an extensive review process, which included ongoing oversight and support by the SEER Council and SCEL and review at three SEER section meetings. In addition, the document was distributed for comment to the state bar associations and a broad range of ABA groups, including those involved with professional responsibility, labor, diversity, pro bono legal services, students, young lawyers, and women. The following law firms piloted the tool:

- Ballard Spahr Andrews & Ingersoll, LLP
- Berg Hill Greenleaf & Ruscitti LLP
- Giarmarco, Mullins & Horton
- Holland + Knight (Chicago office)

- Levenfeld Pearlstein, LLC
- Manko, Gold, Katcher & Fox, LLP
- McMahon DeGulis, LLP
- Robinson & Cole LLP
- Pepper Hamilton LLP
- Porter Wright Morris & Arthur LLP
- Schwabe Williamson & Wyatt
- Sonnenschein Nath & Rosenthal, LLP
- Nixon Peabody LLP

Many of these firms shared their progress and lessons at a workshop in Chicago in April 2008, and their feedback prompted further improvements to the tool.

**6. I thought sustainability was about environmental issues. If so, why does this initiative also cover matters related to economic, staff, community, philanthropic and ethical topics?**

Environmental responsibility is just one aspect of sustainability as it applies to organizations, the other being social and economic. Together, these three aspects are often referred to as the “Triple Bottom Line” (TBL) of organizational responsibility. Philanthropic initiatives, employee safety and development, diversity, legal and ethical compliance and other topics covered by the Model Policy for law organizations are consistent with the scope of sustainability as covered by the Global Reporting Initiative’s Sustainability Reporting Guidelines, currently used by three-fourths of the world’s largest companies as the framework for their public sustainability reports. (Such reporting by the 100 largest US companies has doubled from 37 % in 2005 to 65% in 2009.) As noted above, the model policy also very closely tracks one that was accepted by 16 leading North American companies as a reflection of the scope of organizational sustainability. The draft ISO 26000 Standard on social responsibility, which is intended to apply to all types of organizations, also defines sustainable development to encompass the TBL. In the academic world, the Sustainability, Tracking, Assessment and Rating System (STARS 1.0) of January 2010, endorsed by over 500 universities and colleges, notes:

“Today, most uses of and references to sustainability emphasize the concept’s simultaneous economic, environmental, and social dimensions. For example, businesses talk about the triple bottom line: people, planet, and profits (or, alternately, human capital, natural capital, and financial capital). Likewise, sustainability educators commonly refer to the Three E’s of sustainability: economy, ecology, and equity.”

Moreover, the scope of the model policy is consistent with the vision of sustainable development already acknowledged by the House of Delegates (HOD) of the ABA. In its 2003 resolution on sustainable development, the HOD adopted “the internationally accepted concept of sustainable development, as recognized at the United Nations Conference on Environment and Development in 1992 and subsequent international conferences: simultaneous achievement of environmental protection, economic development, social development, and peace, for present and future generations.”

Sustainability is similar to the concept of Corporate Social Responsibility or CSR and the latter terms are often used to mean the full triple bottom line of sustainability. However the ISO 26000 Standard on Social Responsibility (SR) indicates that SR as applied to corporations as well as other organizations covers traditional environmental, social (community and employee) issues as well as the economic well being of supporting communities, but excludes one thing sustainability encompasses: the economic viability of the organization itself.

**7. How does this initiative relate to other ABA environmental and social programs concerning law firm practices, such as the Climate Challenge, and ABA’s pro bono, ethical and diversity programs?**

The sustainability policy adopted by firms embracing the Framework serves as an umbrella which can sweep in many other ABA groups and initiatives. For example, a number of firms that piloted the Framework are using the ABA-EPA Climate Challenge initiative, which was endorsed by the ABA House of Delegates in its February 2009 resolution, to help address their commitment to environmental responsibility. The policy tool is also intended to be consistent with and support the ABA's initiatives on diversity, pro bono legal services, business development, and professional responsibility, among other areas. It can serve as a vehicle through which firms can showcase their work in these many areas. See the section on References, below, which provides further information on these other ABA programs and groups.

**8. If my firm endorses the Framework and develops a policy under it, will we be expected to make changes in it if the tool later changes?**

Given the extensive review process that led to the development of the policy tool, it is not anticipated that the tool will change in significant ways in the future. Of course, new ideas for implementation will be shared as firms and ABA and state bar groups contribute them. In any event, firms are not expected to adopt the policy verbatim or to absolutely adhere to the guidelines, and therefore will not lose their status even if adjustments are made to the tool later.

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## **B. Model Sustainability Policy**

**Vision:** It is in the best interests of our law organization and society as a whole that our organization move along the path to sustainability, that is, the so-called Triple Bottom Line of social, economic and environmental responsibility. To that end, we will strive to achieve the following vision of performance, publicly communicate this commitment, and periodically report our progress and challenges in fulfilling it. To identify practices and programs to help implement this policy, we will give due consideration to the relevant policies, programs and other tools of the ABA and state and local law and governmental organizations, and will publicly cite in our policy below or elsewhere those major initiatives we embrace.

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

- a. Organization's Economic Prosperity. Our organization will be positioned to survive and prosper economically.
- b. 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 will treat those within each level of our workforce in a respectful way, especially with regard to compensation and benefits; promotion; training; open, constructive dialogue with management; working conditions that are safe and healthy; employment-termination practices; and encouraging wellness and appropriate work-life balance.
- b. Diversity, Fair Hiring Practices. We will promote diversity and use hiring practices for our employees, management board, and suppliers that are fair and responsible and do not discriminate on the basis of factors such as gender, sexual orientation, religion, age, disability, ethnicity or race, that are unrelated to the requirements of the job,
- c. Responsible Governance; Professional Courtesy. We will manage our risks properly, use our economic power responsibly, and operate our organization in a way that is ethical and legal. We will treat with due respect others who are involved with us in the discussion of legal issues and resolution of legal claims.
- d. Dealing With Clients. We will embrace our primary legal and ethical duty to serve our clients honestly and effectively. We will compete fairly for their business, respect their privacy and confidentiality, and provide them efficient and effective services under the conditions we promise.

- e. 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.
- f. Well-being of Stakeholders. We will work collaboratively with stakeholders in our community to enhance the well-being of others through pro bono legal services, other voluntary efforts, philanthropy, and/or other ways.

**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 also reduce to the extent practicable the direct and indirect emissions of greenhouse gases and other harmful air pollutants from our operations and travel.
- c. Reduction of Supply Chain Impacts. We will work with others in our supply chain to the extent practicable to help reduce adverse environmental impacts and risks associated with our operations and optimize environmental benefits,

## C. Implementation Guidelines

(1) General Requirements. To adopt the Sustainability Framework, a firm must declare it is endorsing the Model Sustainability Policy presented above, or developing one substantially like it. (Modified versions of the Model Policy adopted by other firms can be found on the ABA SEER website with the Framework.) Adopters not developing their own Triple Bottom Line policy will be considered to have adopted the model. Adopting firms are also expected to (a) develop a plan for improving performance under their policy; (b) report their progress via the web or otherwise to SEER’s Committee on Climate Change, Sustainable Development and Ecosystems by July 1, 2011 or two years after committing to such a policy, wherever comes later; and (c) provide program updates every two years thereafter. Adopters should review the Guidelines and References, below, as they plan their implementation, but have the option of taking other approaches to fulfill their policy commitment. Progress reports may be sent by email or simply provided through an ongoing live link to the firm’s website showing their sustainability programs/performance. In any event, this information will be noted on ABA’s website along with any sustainability-related recognition (environmental, community, employee, economic) provided to the firm by the ABA; a city, state or foreign bar association; or a governmental entity.

(2) Flexible Implementation. Each law organization should implement its sustainability policy in a practical way, in a way that is most suitable to its resources, location, structure, values, culture, and nature of operations, and services. The resources mentioned in the References section of this document (see below) can be used to help identify practices, programs and other actions to be taken. In addition, a document entitled *Shared Ideas for Implementing the ABA SEER Sustainability Framework* is provided on the SEER website. It is not expected that the organization adopt all of the practices listed there; indeed, other practices may be just as effective for the organization, if not more so. Also, given the breadth of the policy, it is expected that organizations will prioritize and pace their efforts toward implementation over time.

(3) Systematic Approach. A simple management system approach, though not essential, may prove helpful in fulfilling the policy. This entails a sequential process of planning, implementing the plan, reporting and evaluating performance, adjusting the approach, and periodically repeating these steps for continual improvement. Here are some more specific steps that may be worth considering, too, especially for larger organizations:

- (a) **Secure Approval and Buy-in.** Secure the approval and support of firm management and at least the majority of the partners. Discuss with employees what you are trying to accomplish by adopting this sustainability initiative and why you think the organization should do it; secure employee buy-in.

**(b) Adopt and Post Policy.** Adopt and sign the Model Sustainability Policy, or one substantially like it that covers the Triple Bottom Line of social, economic and environmental responsibility. Post it in one or more prominent places in your office area.

**(c) List with ABA:** Notify the ABA Climate Change, Sustainable Development and Ecosystems (CCSDE) Committee within the Section on Environment, Energy and Resources (SEER), and ask that your organization be listed on the ABA website as one that has endorsed the Sustainability Framework. Indicate whether you are simply adopting the Model Policy or a version of your own.

**(d) Appoint Coordinator, Support Group.** Identify a sustainability coordinator to oversee your implementation of the policy, and track and report progress to the CCSDE. A small steering committee of key supporting managers may be useful for providing guidance, oversight and policy decisions.

**(e) Assess Status.** Assess the current status of your organization's fulfillment of its adopted policy. In this regard, it may be helpful to review the ABA and state bar tools and other resources mentioned in the References section, below, as well as the *Shared Ideas for Implementing the ABA SEER Sustainability Framework* provided on the SEER website. Other firms and resources may also provide useful suggestions.

**(f) Create Plan with Goals.** Establish a plan for implementing the sustainability policy in a way that makes sense for the organization. One way to do this is to have teams propose the objectives, metrics, and goals, and then a leadership group can select the priorities and spread them across a number of years so that progress is steady but not overwhelming. Employees should be encouraged to suggest ideas for improvements, too. Part of the plan may involve reviewing and updating existing policies and procedures. Large organizations will need to resolve what they want to adopt as firm-wide initiatives or goals, while still leaving local offices with enough flexibility to address local conditions. Some firms create a list of optional actions and assign points to them, then set levels of recognition for individual offices based on points achieved.

**(g) Identify Implementation Leaders.** Assign people within the organization to lead the implementation of each key objective or goal. An implementation team may also be useful in some cases.

**(h) Evaluate and Report Progress.** Evaluate and report progress and challenges at least every two years via the web or in other ways. Report internally first, then publicly. This is most credibly done when noteworthy achievements and best practices are conveyed along with a description of challenges, shortcomings, and plans for further improvement. Sometimes firms find it easiest to pull together information on their environmental, pro bono, diversity and other sustainability topics that has already been published in a variety of documents. A public report may also take the form of a brochure or other publication for clients. Or it may entail posting a simple progress report and/or description of sustainability-related programs and other initiatives on the website of the organization and linking that to SEER's website. You may contact the CCSDE Committee at the ABA to arrange for posting.

**(i) Recognize Achievements.** Celebrate success; recognize exceptional performance; have some fun.

**(j) Adjust and Repeat Process.** Adjust the objectives as appropriate, and repeat the process for continual improvement. Eventually meld the process and policy structure into the organization's regular business planning. Make this part of the organization's culture.

**(k) Tell Others.** Share your experience with others outside the organization (clients, new recruits, other law organizations, communities, media, etc.); inspire others to pursue sustainability.

(4) Sole Practitioners. A simplified version of the policy can be adopted by very small law organizations, even sole practitioners. In the case of the latter, irrelevant provisions in the Model Policy, such as those on employees, can be eliminated. A sole practitioner's progress report might, for example, cover paper reduction and recycling practices as well as energy conservation achieved through the use of compact fluorescent bulbs, using conference calls in place of travel, converting to a high fuel efficiency vehicle and purchasing carbon offsets for air travel. The report could also talk about the preference and use of green hotels and fairtrade coffee. Social matters might include continuing legal education, pro bono legal services and other voluntary community work, and donations. The progress report could be published in a simple self-published single-page brochure or posted on the lawyer's website.

## D. References

### 0. General --Triple Bottom Line Approach to Law Firm Sustainability

- a. *The Sustainability Handbook—The Complete Management Guide to Achieving Social, Economic and Environmental Responsibility* (Environmental Law Institute, 2007), (covers sustainability programs at large and small companies, NGOs, universities, and local governments).
- b. Guidance on public sustainability reporting and ideas for performance measurements may be found at the Global Reporting Initiative website, at [www.globalreporting.org/](http://www.globalreporting.org/). A law organization may declare its report to be a GRI report if it reports performance on 10 GRI indicators, including at least one each under the economic, social and environmental categories, respectively.
- c. The International Organization for Standardization's ISO 26000 Guideline Standard on Social Responsibility, applicable to organizations of all types and sizes, at <http://isotc.iso.org/livelink/livelink/fetch/2000/2122/830949/3934883/3935096/home.html?nodeid=4451259&vernum=0>
- d. Association for the Advancement of Sustainability in Higher Education, *Sustainability Tracking, Assessment and Rating System, (STARS), 1.0* (January 2010), endorsed by over 500 universities and colleges, available at [www.aashe.org/files/documents/STARS/STARS\\_1.0\\_Technical\\_Manual.pdf](http://www.aashe.org/files/documents/STARS/STARS_1.0_Technical_Manual.pdf)
- e. Michael Nasi, "Greening the Bar Through Sustainability Initiatives," *Texas Bar Journal*, April 2009, available at [http://www.texasbar.com/Template.cfm?Section=Past\\_Issues&Template=/ContentManagement/ContentDisplay.cfm&ContentID=23748](http://www.texasbar.com/Template.cfm?Section=Past_Issues&Template=/ContentManagement/ContentDisplay.cfm&ContentID=23748)
- f. James Brusslan, Rachael Roper, and William Blackburn, "Green is Good But Sustainability is the Goal," presentation at the Law Marketing Association Green Conference, Chicago, Sept 25, 2009 [http://www.nixonpeabody.com/linked\\_media/publications/LMA\\_midwest\\_sustainability\\_presentation\\_September\\_2009.pdf](http://www.nixonpeabody.com/linked_media/publications/LMA_midwest_sustainability_presentation_September_2009.pdf) .
- g. Barry Woods, "Advancing the New Economy—Oregon Lawyers Embrace Sustainability," *Oregon State Bar Bulletin*, Oct. 2009, available at <http://www.osbar.org/publications/bulletin/09oct/newecon.html>
- h. Freshfields Bruckhaus Deringer LLP, *Corporate social responsibility: Making a difference around the world*, April 2009, at <http://www.freshfields.com/csr/downloads/2008csr.PDF>
- i. *The 21<sup>st</sup> Century Corporation: The CERES Roadmap for Sustainability* (2009), at <http://www.ceres.org/Page.aspx?pid=1211>
- j. *ABA Multistate Forum on Law Organization Sustainability Practices*, status report, January 15, 2010, at <http://www.abanet.org/environ/committees/climatechange/>
- k. Washington Lawyers for Sustainability, (various training programs and tools), at <http://www.washingtonlawyersforsustainability.org>

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

- a. Organization's Economic Prosperity
  - (1) Practice tips on starting and running a law firm from the ABA General Practice, Solo and Small Firm Division, at [www.abanet.org/genpractice/resources/startafirm.html](http://www.abanet.org/genpractice/resources/startafirm.html)
  - (2) Law Practice Management Section, at <https://www.abanet.org/lpm/home.shtml>
- b. Community's Economic Prosperity

### 2. Social responsibility: respect for people

- a. Respect for Employees
  - (1) Work-life balance guidance from the ABA General Practice, Solo and Small Firm Division, at [www.abanet.org/genpractice/resources/life.html](http://www.abanet.org/genpractice/resources/life.html)
  - (2) ABA House of Delegates Resolution 111A (Feb. 3, 1997), promoting the use of alternative work schedules, at [www.abanet.org/environ/about/resolutions/alternativeworkschedules.shtml](http://www.abanet.org/environ/about/resolutions/alternativeworkschedules.shtml)
  - (3) ABA Commission on Lawyer Assistance Programs, at <http://www.abanet.org/legalservices/colap/>
- b. Diversity, Fair Hiring Practices
  - (1) Molly McDonough, "Demanding Diversity—Corporate Pressure Is Changing the Racial Mix at Some Law Firms," *ABA Journal*, vol. 91(March 2005).

- (2) *Diversity in the Workplace: A Statement of Principle*, at [www.acc.com/vl/public/Article/loader.cfm?csModule=security/getfile&pageid=16074](http://www.acc.com/vl/public/Article/loader.cfm?csModule=security/getfile&pageid=16074)
- (3) ABA Section on Labor and Employment Law, at [www.abanet.org/labor/](http://www.abanet.org/labor/)
- (4) ABA Center for Ethnic and Racial Diversity, at [www.abanet.org/diversity/](http://www.abanet.org/diversity/)
- (5) ABA Advisory Council on Diversity, at [www.abanet.org/leadership/diversity.html](http://www.abanet.org/leadership/diversity.html)
- (6) ABA Commission on Racial and Ethnic Diversity in the Profession, at [www.abanet.org/minorities](http://www.abanet.org/minorities)
- (7) ABA Presidential Commission on Diversity, *Diversity in the Legal Profession-- the Next Steps: Report and Recommendations* (2010), available at [http://new.abanet.org/centers/diversity/PublicDocuments/Diversity\\_Summary\\_Report.pdf](http://new.abanet.org/centers/diversity/PublicDocuments/Diversity_Summary_Report.pdf)

c. Responsible Governance: Professional Courtesy.

- (1) ABA Center for Professional Responsibility, at [www.abanet.org/cpr](http://www.abanet.org/cpr)
- (2) ABA ETHICSearch Ethics Research Service, at [www.abanet.org/cpr/ethicsearch/](http://www.abanet.org/cpr/ethicsearch/)

d. Dealing With Clients

ABA Center for Professional Responsibility, at [www.abanet.org/cpr](http://www.abanet.org/cpr)

e. Awareness and Advice

Council of Bars and Law Societies of Europe, *CSR: Corporate Social Responsibility and the Role of the Legal Profession—A Guide for European Lawyers*, Update No. 2, June 2008, available at [http://www.ccbe.org/fileadmin/user\\_upload/NTCdocument/EN\\_CSR\\_guidelinespd1\\_1221057092.pdf](http://www.ccbe.org/fileadmin/user_upload/NTCdocument/EN_CSR_guidelinespd1_1221057092.pdf) (defines CSR using the triple bottom line; especially useful for lawyers who have client's with European operations)

f. Well-being of Stakeholders

- (1) ABA Standing Committee on Pro Bono and Public Service; the Center for Pro Bono, at [www.abanet.org/legalservices/probono/](http://www.abanet.org/legalservices/probono/); for pro bono volunteer opportunities, see [www.abanet.org/legalservices/probono/volunteer.html](http://www.abanet.org/legalservices/probono/volunteer.html)
- (2) ABA House of Delegates Resolution 121A, *Recommendation on Pro Bono Policies and Procedures*, adopted Aug. 7-8, 2006, at <http://www.abanet.org/leadership/2006/annual/dailyjournal/hundredtwentyonea.doc>
- (3) The Pro Bono Institute and The Law Firm Pro Bono Challenge<sup>®</sup> at [www.probonoinst.org](http://www.probonoinst.org) .
- (4) ABA Section of Individual Rights and Responsibilities, at [www.abanet.org/irr](http://www.abanet.org/irr)
- (5) ABA Center for Human Rights, at [www.abanet.org/humanrights/home.html](http://www.abanet.org/humanrights/home.html)

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

General

- (1) Oregon Lawyers for a Sustainable Future, *Law Office (Environmental) Sustainability Tools*, at [www.earthleaders.org/olsf/office\\_practices](http://www.earthleaders.org/olsf/office_practices)
- (2) Janine Robben, "The Case for Sustainability," *Oregon State Bar Bulletin*, Feb./Mar. 2007, pp.17-23, at <http://www.osbar.org/publications/bulletin/07febmar/sustainability.html>
- (3) Rachael Loper and Robert Loper, "How Green is My Law Firm," White Paper for The Legal Marketing Association, Nov. 2008, available at <http://www.legalmarketing.org> and [www.carltonfields.com/files/upload/Going%20Green%20-%20FINAL%5B1%5D.pdf](http://www.carltonfields.com/files/upload/Going%20Green%20-%20FINAL%5B1%5D.pdf) .
- (4) ABA Section on Environment, Energy and Resources, at [www.abanet.org/environ/](http://www.abanet.org/environ/)
- (5) State Bar of California *Lawyers Eco-Pledge and Law Office Sustainability Policy and Guidelines* (practices), adopted by the California State Bar Board of Governors, Oct. 3, 2008, at [calbar.ca.gov/calbar/pdfs/bog/special/Eco-Pledge-Policy.pdf](http://calbar.ca.gov/calbar/pdfs/bog/special/Eco-Pledge-Policy.pdf) and [www.calbar.ca.gov/state/calbar/calbar\\_generic.jsp?cid=10144&n=93887](http://www.calbar.ca.gov/state/calbar/calbar_generic.jsp?cid=10144&n=93887) .
- (6) Massachusetts State Bar Association *Lawyers Eco-Challenge and Green Guidelines* (including pledge, green guidelines and other resources) , Jan. 8, 2008, at [www.massbar.org/about-the-mba/initiatives/lawyers-eco-challenge](http://www.massbar.org/about-the-mba/initiatives/lawyers-eco-challenge)
- (7) The Greater Philadelphia Green Business Commitment—Tenant Checklist and Owner Checklist, at [www.phillygreenbiz.com/the-checklist](http://www.phillygreenbiz.com/the-checklist)

- (8) *Green Cities California* (environmental tools and best practices drawn from 10 California cities), at [www.greencitiescalifornia.org/](http://www.greencitiescalifornia.org/)
- (9) Chicago Green Office Challenge, at [www.chicagogreenofficechallenge.org/pages/take\\_the\\_challenge\\_/6.php](http://www.chicagogreenofficechallenge.org/pages/take_the_challenge_/6.php)
- (10) Illinois Green Governments Coordinating Council (information on green practices for offices, state and local governments and educational institutions), at [www.standingupforillinois.org/green/govdb.php](http://www.standingupforillinois.org/green/govdb.php)
- (11) *Green Office Guide*, by the city of Portland, OR at [www.oregon.gov/ENERGY/CONS/BUS/docs/Green\\_Office\\_Guide.pdf](http://www.oregon.gov/ENERGY/CONS/BUS/docs/Green_Office_Guide.pdf)
- (12) Columbus Bar Association *Green Initiative*, at <http://www.cbalaw.org/committees/service/green-initiative/>
- (13) Columbus, OH *GreenSpot* Program, at <http://www.columbusgreenspot.org/>
- a. Resource and Energy Conservation
- (1) *ABA-EPA Law Office Guide to Energy Efficiency*, at [www.abanet.org/environ/climatechallenge/lawofficeguide.pdf](http://www.abanet.org/environ/climatechallenge/lawofficeguide.pdf)
- (2) *Leadership in Energy and Environmental Design* (LEED) program of the US Green Building Council, at [www.usgbc.org/DisplayPage.aspx?CategoryID=19](http://www.usgbc.org/DisplayPage.aspx?CategoryID=19)
- (3) ABA SEER, *One Million Trees Project - Right Tree for the Right Place at the Right Time*, a nationwide public service project, at [http://www.abanet.org/environ/projects/million\\_trees/home.shtml](http://www.abanet.org/environ/projects/million_trees/home.shtml)
- b. Waste and Pollution Prevention and Management
- (1) *ABA-EPA Office Climate Challenge Program*, at [www.abanet.org/environ/climatechallenge/home.shtml](http://www.abanet.org/environ/climatechallenge/home.shtml) , and February 2009 ABA House of Delegates resolution supporting it.
- (2) Office Carbon Footprint Calculator (*Worksheet for Computing an Approximate Greenhouse Gas (GHG) Footprint for a Commercial Business*), by United Stationers Supply Co. and William Blackburn Consulting, Ltd., at <http://www.abanet.org/environ/committees/climatechange/>
- (3) *The Carbon Trust Carbon Footprint Calculator for Small and Medium-sized Businesses*, at [www.carbontrust.co.uk/solutions/CarbonFootprinting/FootprintCalculators.htm](http://www.carbontrust.co.uk/solutions/CarbonFootprinting/FootprintCalculators.htm)
- (4) *A Consumer's Guide to Retail Carbon Offset Providers*, by Clear Air, Cool Planet, at [www.cleanair-coolplanet.org/ConsumersGuidetoCarbonOffsets.pdf](http://www.cleanair-coolplanet.org/ConsumersGuidetoCarbonOffsets.pdf)
- (5) *Offsetting Emissions: A Business Brief on the Voluntary Carbon Market*, by BSR and Ecosystem Marketplace, at [www.bsr.org/reports/BSR\\_Voluntary-Carbon-Offsets-2.pdf](http://www.bsr.org/reports/BSR_Voluntary-Carbon-Offsets-2.pdf)
- (6) *Working 9 to 5 on Climate Change: An Office Guide*, by S. del Pino and P. Bhatia (WRI), at [http://pdf.wri.org/wri\\_co2guide.pdf](http://pdf.wri.org/wri_co2guide.pdf)
- c. Reduction of Supply Chain Impacts
- (1) Guidance on Green Office Supplies for Federal Agencies, at [www.epa.gov/oaintrnt/practices/supplies.htm](http://www.epa.gov/oaintrnt/practices/supplies.htm)
- (2) Enviro-Purchasing website for Rutgers University, US EPA, et al. with green product database and other tools, at [aesop.rutgers.edu/~envpurchase/index.htm](http://aesop.rutgers.edu/~envpurchase/index.htm)
- (3) CERES *Green Hotel Initiative* (best practice checklists and other tools), at [www.ceres.org/Page.aspx?pid=761](http://www.ceres.org/Page.aspx?pid=761)
- (4) Oregon Lawyers for a Sustainable Future, *Law Office (Environmental) Sustainability Tools*, at [www.earthleaders.org/olsf/office\\_practices](http://www.earthleaders.org/olsf/office_practices) (includes checklists for tenant improvements and office building managers)
- (5) State Bar of California *Model Law Office Sustainability Guidelines* (includes guidance on green meetings and the use of sustainable service providers), at [www.calbar.ca.gov/state/calbar/calbar\\_generic.jsp?cid=10145&n=93041](http://www.calbar.ca.gov/state/calbar/calbar_generic.jsp?cid=10145&n=93041)
- (6) Massachusetts State Bar Association *Lawyers Eco-Challenge* (includes guidance on environmentally conscious purchases), at [www.massbar.org/about-the-mba/initiatives/lawyers-eco-challenge](http://www.massbar.org/about-the-mba/initiatives/lawyers-eco-challenge)
- (7) The Greater Philadelphia Green Business Commitment—Tenant Checklist and Owner Checklist (Section III on Operations and Procurement), at [www.phillygreenbiz.com/the-checklist](http://www.phillygreenbiz.com/the-checklist)

- (8) Environmental Defense Paper Calculator (quantifies the environmental benefits of various paper choices), at [www.environmentaldefense.org/papercalculator/](http://www.environmentaldefense.org/papercalculator/)
- (9) Carbon content/ energy use for paper products, at [www.environmentaldefense.org/documents/1618\\_WP3.pdf](http://www.environmentaldefense.org/documents/1618_WP3.pdf)
- (10) US Department of Energy's Energy Star™ certification program for energy-efficient equipment, at [www.energystar.gov/](http://www.energystar.gov/)
- (11) Electronic Product Environmental Assessment Tool (EPEAT), at [www.epeat.net/Criteria.aspx](http://www.epeat.net/Criteria.aspx)