

PART I - ECONOMIC DEVELOPMENT

1. NRDC's mission statement illustrates our relentless commitment to not only our members, employees, stakeholders, and the surrounding community, but to all people and living things on the planet. The Natural Resources Defense Council's purpose is to safeguard the Earth: its people, its plants and animals and the natural systems on which all life depends. We work to restore the integrity of the elements that sustain life—air, land and water—and to defend endangered natural places. We seek to establish sustainability and good stewardship of the Earth as central ethical imperatives of human society. NRDC affirms the integral place of human beings in the environment. We strive to protect nature in ways that advance the long-term welfare of present and future generations. We work to foster the fundamental right of all people to have a voice in decisions that affect their environment. We seek to break down the pattern of disproportionate environmental burdens borne by people of color and others who face social or economic inequities. Ultimately, NRDC strives to help create a new way of life for humankind, one that can be sustained indefinitely without fouling or depleting the resources that support all life on Earth.
2. NRDC is as diverse as the ecosystems, climates, and wildlife around the globe that need our protection; we employ attorneys, scientists, advocates, and experts specializing in programs as varied as air quality, water quality, ecosystems, marine mammals, environmental justice, smart growth, oceans, nuclear, public health, China, climate, market innovation, communications, legislative affairs, litigation, advocacy campaigns, and international issues.
3. As a nonprofit legal and advocacy organization NRDC does not offer products in the traditional business sense, but we do offer our members and the public a number of innovative resources and services. At the Santa Monica office we have a built-in Environmental Action Center (EAC), which is open to the public and is designed to increase awareness of the threats to our environment and public health, and to help empower individuals to become involved in NRDC's efforts to protect those systems at the local, national and international levels. The EAC invites the public to learn first-hand about state-of-the-art green building and design and about how buildings can greatly reduce environmental harm by minimizing the use of land, water, energy, and materials in ways that are attractive and healthy for occupants as well as practical for owners. In addition to an exhibition space with rotating exhibits on environmental issues, the EAC houses a gift shop that sells materials related to NRDC's mission. The gift shop sells trail maps, nature identification manuals and hiking guides pertaining to Southern California in order to promote awareness of, and encourage the public to explore some of the many undeveloped natural places in the region. The gift shop also sells items of general environmental interest that educate the public about issues central to NRDC's mission. Finally, the gift shop sells some clothing items and other souvenirs that bear NRDC's logo, any sales of which help to raise public awareness of NRDC's existence and mission.
4. NRDC recruits the best and brightest committed environmentalists to fill every role from assistants to directors. Our staff members regularly work with allies from incredibly diverse backgrounds, from governmental agencies, advocacy groups, NGOs, and non-profits, to citizens

and local stakeholders to identify and address issues of environmental concern. With 30 years of expertise behind us and with the grassroots power of 1.3 million members and online activists, NRDC works to solve the most pressing environmental issues we face today: curbing global warming, getting toxic chemicals out of the environment, moving America beyond oil, reviving our oceans, saving wildlife and wild places, and helping China go green.

5. NRDC is dedicated to increasing the productivity of our employees, programs, and operations in general. Internal committees meet regularly focus on a wide range of topics from operations to management to budget. These committees include staff members of all levels and solicit the input of all our offices around the United States and in China. We hold a bi-annual all-staff retreat, which enables our five national offices as well as our international and satellite offices to come together in person to discuss programmatic and institutional goals, giving us the chance to work together to identify our core values, improve our management structure, touch base on our top priorities, and facilitate team building by creating a space for employees to meet and interact in a relaxing atmosphere away from the office. Individual offices and programs also host their own periodic retreats to address general long-term issues and goals and to collaborate on agendas for upcoming campaigns and projects.
6. NRDC is committed to providing quality jobs and encourages employees' personal and professional growth within positions on all levels of the organization. Job descriptions at NRDC encompass a wide range of required tasks and responsibilities, and many positions have a cross-programmatic function, enabling employees to undertake work related to matters outside their immediate area of expertise and build relationships with colleagues throughout the organization. NRDC also has in place an annual promotion review protocol in which employees who demonstrate exemplary performance and/or those who have taken on additional responsibilities are considered for promotion. Regularly scheduled meetings and retreats encourage staff members of all levels to contribute to project discussions and participate in the decision-making process. For important institutional decisions, leadership staff sends organization-wide emails to update employees and frequently encourage staff members to direct their input through their managers, thereby extending the dialogue to the local office level.
7. NRDC regularly offers our staff training opportunities to promote the ongoing development and diversification of employee skill sets. Some of the training sessions we have offered in the Santa Monica office include Office Equipment, Microsoft Office Skills, Adobe Photoshop Skills, Red Cross First Aid/CPR/AED, and sexual harassment prevention. An NRDC-wide Management Training program is currently being rolled out. Additionally, NRDC regularly encourages and sometimes requires employees to take part in various internal retreats and training sessions such as bi-annual staff retreats, local office retreats, litigation retreats, and program retreats designed to bring staff together to collaborate on projects, share information, and strengthen strategy.
8. NRDC's Communications and Publications departments produce creative and effective materials to educate the general public about environmental issues and NRDC's accomplishments. These include:

- Specialized websites targeting people of all ages and backgrounds;
- Informational videos starring staff experts and celebrity supporters discussing key environmental issues and featuring a call to action for NRDC members;
- The award-winning OnEarth magazine, featuring contributors including America's finest writers and poets -- Rick Bass, Ian Frazier, William Greider, Edward Hoagland, Elizabeth Kolbert, Maxine Kumin, Bill McKibben, Richard Manning, Mary Oliver, Alex Shoumatoff, and others -- whose original work appears on pages filled with prize-winning photography and splendid art;
- A bimonthly newsletter called Nature's Voice;
- A variety of informational brochures and pamphlets;
- Pocket information cards on topics like recycled paper shopping guides and mercury in fish guides;
- Specialized Spanish language materials.
- **NOTE: Please see ATTACHMENT 1 for a sample of some of our films, brochures, and publications.**

Here in the Santa Monica office, we also offer tours of our LEED Platinum Certified building twice a week. Over 10,000 people have come through our building since we opened our doors in 2004 to learn about its many environmentally-friendly features including solar panels, a greywater recycling facility, non-toxic paints and building materials, recycled content in carpets, countertops, and restroom stall dividers, specialized architectural design maximizing natural light and airflow, and showcasing sustainable materials such as bamboo.

PART II - SOCIAL RESPONSIBILITY

1. NRDC has many policies in place to facilitate and encourage employee communication & feedback about the quality of their working relationships and their social work environment. The Santa Monica office is a very positive place to work, with an open-door policy across the board. We hold monthly staff meetings during which all staff are encouraged to contribute agenda items and raise any issues of interest or concern. NRDC also regularly solicits feedback on customer service and new programs by supplying anonymous survey links sent out via email. NRDC is committed to working toward fair and prompt resolution of employee concerns regarding work requirements, conditions of employment or the applicability of a given policy. It is NRDC's hope that most concerns can be resolved before they become conflicts, through open, direct, and frequent communication between and among co-workers, supervisors and supervisees, and the Human Resources Department. NRDC also has procedures in place should concerns arise. This policy is designed so that all staff members have the opportunity to voice concerns in a confidential manner.
2. NRDC offers many family-friendly policies and benefits for employees. Our generous maternity and paternity policy provides up to 16 weeks unpaid leave for certain family and medical reasons and up to 26 weeks for the care of a covered service member with a serious injury or illness. This leave may be available for one or more of the following reasons: the birth of a child and in order to care for the newborn; the placement of a child with the employee for adoption or foster care; the employee's own serious health condition that renders the employee unable to perform the essential functions of his or her position; the serious illness of an immediate family member (although not required by the FMLA, it is NRDC's policy to extend leave to employees in the case of a domestic partner's serious illness); to care for a covered service member with a serious injury or illness if the employee is the spouse, domestic partner, child, parent or next of kin of the service member; because of any "qualifying exigency" arising out of the fact that the employee's spouse, domestic partner, son, daughter or parent is a covered service member on active duty (or has been notified of an impending call or order to active duty) in support of a contingency operation. FMLA leave is available to all employees who have completed at least 12 months of service with NRDC and have worked a minimum of 1,250 hours in the 12-month period preceding the commencement of leave. NRDC also offers dependent medical and dental coverage through its insurance carriers to same and opposite sex domestic partners of its employees.
3. Although NRDC does not have a child care policy, we do offer a Flexible Spending Account which allows employees to contribute pre-tax salary through payroll deduction into either both or one of two FSAs—medical or child/dependent care—to assist in paying expenses not covered by NRDC's insurance plans. Thus, the FSAs allow employees to pay for expenses before these dollars are subjected to taxation. In addition, employees' taxable salary is lowered by the amount the employee contributes to the FSAs. This option is communicated to employees during their new hire orientation and at any time thereafter by the Office Administrator should an employee demonstrate interest.

4. NRDC solicits employee input for benefits by including one representative from each office on the HR Committee, which reviews all benefits. Colleagues can consult their local committee representative with any suggestions or questions about benefits, which will then be taken up and reviewed by the Council, NRDC's group of coordinating officers. At the end of the review process, all new and proposed benefits are reviewed by upwards of 50 people. Our Benefits Director in the New York office is also happy to take direct calls and emails from employees to answer any questions people may have. Additionally, NRDC conducts regular benchmarking surveys to determine rises in the cost of living and to check our wages against the market to ensure that we offer our employees extremely competitive salary and benefits packages.
5. On top of job-related training, the NRDC Santa Monica office has offered many additional training and educational opportunities to employees. These include an in-office retirement planning and informational session with Fidelity Investments (our 403(b) provider), complete with individual question-and-answer sessions for anyone desiring extra information, optional in-office influenza vaccinations, an NRDC-organized blood drive in conjunction with the UCLA Blood and Platelet center, and an NRDC-sponsored in-office health fair including massage, chiropractic consultation, general healthy living information, and work-life balance consultation.
6. NRDC requires all staff to participate in performance evaluations on an annual basis. These annual evaluations serve as a chance for staff members and their managers to review objectives and performance over the past year and also to plan new objectives for the coming year. To ensure fairness, the evaluation process involves input from the staff member and the manager, allows the staff member to respond to any comments made by the manager, and is submitted to the office manager and to the HR director.
7. NRDC offers a summer legal internship program for law students interested in gaining experience in environmental law. NRDC's summer legal interns write briefs, draft complaints, prepare legal analyses, obtain affidavits, investigate corporate and government malfeasance, participate in policy advocacy campaigns, and draft white papers and comments for submission to Congressional committees and administrative agencies. NRDC hires passionate students who possess the intelligence, skill, self-confidence, and maturity to take on enormous responsibility. In exchange for their hard work, our interns receive an active role on the frontlines of the environmental movement. Over the course of a summer, an NRDC intern will generally work with lawyers in several different program areas and amass experience that he/she could not obtain anywhere else. In regard to internships and all other employment opportunities, NRDC is committed to a workplace based on equal opportunity and a strong belief in the increased effectiveness that comes from a diverse workforce. To this end, NRDC hires staff that reflects this country's full range of racial, ethnic, cultural, and socioeconomic identities; creates a workplace where true diversity is fostered and different perspectives are valued and freely exchanged; ensures that all members of the NRDC community feel welcome and respected, and have equal opportunities to thrive and advance

within the institution; and is committed to supporting low-income communities and communities of color particularly affected by environmental inequities.

8. NRDC supports local charities and community programs in a number of ways. All employees are provided with information about EarthShare's workplace giving campaigns, which boost employee morale, help establish workplaces and companies as environmental leaders, and provide critical funding needed to protect our natural resources. NRDC is also a non-profit beneficiary of EarthShare, and as such contributes a set number of hours each year in employee volunteer time to various EarthShare projects and campaigns. The NRDC Santa Monica office also coordinates an annual holiday charity drive to benefit our neighboring business Step Up on Second. Employees generously donate clothing, household items, and non-perishable food. Step Up on Second's mission is to provide help, hope, and a home for individuals affected by severe and persistent mental health issues, and young adults who have experienced trauma and are at risk of developing mental health issues, and their families.

NOTE: Please see ATTACHMENT 2 for more information about EarthShare and the NRDC Santa Monica's other community giving initiatives.

PART III - STEWARDSHIP OF THE NATURAL ENVIRONMENT

1. As a LEED Platinum certified green building, the NRDC Santa Monica office implements a number of energy conservation measures. About 20 percent of the building's electricity is generated by a PowerLight 7.5 kW solar electric array. This system produces up to 37.5 kWh of electricity daily. To supplement the electricity from our solar panels, we buy "renewable energy generation credits," from the Bonneville Environmental Foundation. This means that we pay for clean, renewable electricity generated by off-site windmills, rather than using supplemental electricity from coal-fired power plants. The refrigerator, microwave, range, and dishwasher in our building's staff kitchen all carry the Energy Star rating. Energy Star is a partnership among appliance and equipment manufacturers, the U. S. Environmental Protection Agency (U.S. EPA), and the U.S. Department of Energy to manufacture appliances that exceed government energy efficiency standards by 10 to 25 percent. In commercial buildings, more energy is used for lighting than for anything else. Our building was strategically designed to dramatically reduce artificial lighting demand. Sunlight reaches every story through three light wells, extending from ground floor to roof, and through windows on both sides of the building. Daylight sensors dim hallway lights when sufficient daylight is present and occupancy sensors turn office lights off when rooms become vacant. The office fixtures, suspended from the ceiling, project light up and down, allowing 90 percent of the light to be utilized (which is about 50 percent better than typical systems) with reduced glare. All offices and conference rooms have interior windows facing the hallways. Translucent glass, used for the terrace restroom windows and terrace skylight, and clerestories afford privacy while diffusing natural light throughout the building. Lighting in all of the enclosed offices is provided by low-mercury Philips ALTO T-8 lamps, which contain three times less mercury than standard fluorescent bulbs, which are considered hazardous waste by the U.S. EPA after their use. Combined with energy-efficient lighting design, the bulbs reduce the building's average annual mercury waste by 600 milligrams, compared to that of a standard project. The amount of mercury eliminated by NRDC would be toxic to over 2,000 people each year. Occupancy sensors throughout the building turn lights off when rooms are vacated, and all but the building's emergency lights go off automatically every evening and may be turned on manually when needed. The building's emergency lights, located in corridors and stairways, remain illuminated around the clock; however, they are linked to sensors and dim when enough daylight is present.
2. Less than one-fifth of one percent of our planet's water is accessible fresh water, and only about 30 percent of that is potable. Over 80% of municipally supplied water is used in buildings. Our building achieves a 60% water savings compared to a conventional building of the same size, resulting in an annual water savings of over 60,000 gallons. This is accomplished through an advanced water treatment and recycling system and the use of low-flow plumbing and high efficiency fixtures; all the toilets in the building are dual-flush, using either 0.6 or 1.2 gallons per flush as needed (conventional toilets use 1.6 gallons per flush), our two waterless, odor-free urinals contribute to the building's water efficiency and are more hygienic than standard models, and all the sinks and showers in the building are equipped with low-flow aerators to reduce water consumption. In addition to reducing our potable

water needs, our building's water systems protect Santa Monica Bay by treating our building's runoff, which would otherwise pollute the bay. One aspect of the system works by funneling rainwater to our treatment facility in the building's basement. This treated water exceeds state-of-the-art water quality standards devised by NRDC experts that now apply in major urban centers throughout California. Rainwater that is not captured for our treatment system irrigates our plantings or percolates through porous paving materials to recharge underground water supplies. A hallmark of The Robert Redford building is a sophisticated water recycling system that captures gray water collected from our showers and sinks, and rainwater. This combination of water is run through our Equaris Infinity disinfection and filtration network and then used for irrigation and flushing toilets. The system has a processing capacity of 800 gallons per day and reduces our water consumption by 50 percent. It incorporates two custom-built, 40-footlong cisterns hidden beneath large planters that store a total of roughly 3,000 gallons of rainwater. For rain not captured by our cisterns, our building's porous paving system and landscaping planters allow water to be filtered, then percolate into the ground to recharge the groundwater, instead of contributing to urban runoff. Finally, our building's landscaping includes drought-tolerant plants. This Xeriscape is watered with a drip system that emits measured amounts of water through small tubes to each plant's root ball. The system is far more efficient than sprinkler use, which typically causes up to 60 percent of water sprayed to evaporate without ever reaching roots. Bamboo plants on both sides of the building are watered with a high efficiency subterranean system. The system allows the plants to absorb water only when needed through capillary action. It dramatically reduces evaporation and is 30 percent more efficient than a drip system.

3. NRDC makes significant waste reduction efforts on many levels of our everyday operations. Each employee uses a computer to reduce paper use, each office is outfitted with one or more digital scanners to enable file sharing without printing to paper, all printers are defaulted to a double-sided setting, and all offices purchase only 100% Post Consumer Recycled, processed chlorine free paper (including all company letterhead, which is also printed with soy ink). The NRDC Santa Monica office conducted a waste audit during which all the building's trash was sorted and weighed, and we discovered that nearly 25% of our office's total waste was food scraps and other compostable material. We implemented an office composting program with an indoor composter and collection bins on each floor, which the Eco Committee members attend to on a daily basis. As a result, we have eliminated nearly a quarter of our office's total waste output and the resulting fertilizer also provides a valuable resource to local gardeners, enabling us to reach out to NRDC's local community in a new and meaningful way. **NOTE: Please see ATTACHMENT 3 for more information about our waste reduction efforts.**
4. The NRDC Santa Monica office implements pollution prevention efforts on many levels of our daily operation. Our landscaping, permeable roof pavers, and complete greywater recycling system prevent any of the rainwater that falls on our property from contributing to stormwater runoff, which is one of the leading contributors to ocean pollution in Santa Monica. All rainwater that falls on our property stays on site and is treated and then reused to irrigate plants and flush toilets. We purchase only non-toxic, biodegradable cleaning

products, the majority of which are Green Seal Certified, for our janitorial staff to use. We take part in the City of Santa Monica's battery recycling program, and provide a battery recycling tube in our copy room for all staff to use. We also encourage staff members to bring in any e-waste and household hazardous waste they have in their homes, and regularly bring it to the Santa Monica Solid Waste Management facility for safe and proper disposal. We implemented a composting initiative which has enabled us to reduce our total waste output by nearly 25%, and gives us an opportunity to engage with local gardeners. Green food waste bins are available on all three floors of the building, and members of our office Eco Committee regularly empty them into an indoor composter and monitor the composting process.

5. In keeping with our mission statement, NRDC has developed a thoughtful set of procurement policies for paper, office supplies, food, cleaning supplies, building materials, furnishings, and energy and water-efficient equipment.
 - **Paper** – NRDC purchases only 100% Post-Consumer Recycled, Processed Chlorine-Free paper in all sizes for our copiers and printers. Our letterhead is also 100% recycled stock and is printed with soy-based inks.
 - **Office Supplies** – The NRDC Santa Monica Eco Committee conducted a careful review of supplies with recycled and/or non-toxic content, and negotiated with our office supply vendor to lower our prices on these items by adding them to our contract. These supplies are now available to all five NRDC offices in the US at the contracted price, and the Eco Committee has created a spreadsheet comparison of “conventional” supplies and their eco-friendly counterparts, complete with side-by-side recycled content and price comparisons. This spreadsheet has been made available to several local businesses who have contacted NRDC looking for ways to increase the sustainability of their workplaces.
 - **Food** – Food choices have a great impact on the water quality, global warming, deforestation and many other issues. To reduce these harms, NRDC seeks to limit the consumption of meat, especially the so-called “red meats” (beef, lamb, and pork) provided at NRDC internal events, and move NRDC towards a more local, organic, and plant-based menu. Livestock production is a big contributor to global warming – approximately 18% of global greenhouse gas emissions are attributable to overall livestock activities, which is a greater share even than transportation. And livestock is energy and land intensive too. For example, it takes 25 kilograms of corn feed to produce one kilogram of edible beef. Traditional livestock production is also the driving cause of both global deforestation and the pollution of our rivers and oceans with agricultural runoff. NRDC's policy is to limit the purchase of red meat and instead serve chicken and turkey and a wide variety of vegetarian options at NRDC events (e.g., working staff lunches, public eco-salons), unless there is a very compelling reason to serve other kinds of meat. We can also reduce our institutional ecological footprint by addressing fish consumption at NRDC internal events. The vast majority of fisheries are depleted or over fished and most fish available for eating is not sustainable caught. So to do our part, we will strive to serve at NRDC functions only those fish found on the “best choices” list of the Monterey Bay Aquarium seafood watch website.
 - **Cleaning Supplies** – The NRDC Santa Monica office's cleaning supplies are purchased through Clean Source, a company with a LEED AP on staff to assist in the sourcing of

environmentally friendly cleaning supplies. Most of the supplies we use in our building are Green Seal Certified, and none of them contain any harmful ingredients such as Volatile Organic Compounds (VOC), Chlorine, Bleach, Phosphates, Sodium Laureth Sulfate and other Sulfates, and Petroleum-based products. We also closely work with our janitorial service vendor to ensure that the cleaning crew is properly trained in using environmentally friendly products and in our preferred methods of waste reduction, including non-disposable cleaning tools. We use Intex Solutions to clean our building's carpets—Intex is a partner in NRDC's Environmental Entrepreneurs (E2) program and works with human health as the primary value. They provide for the safety of all humans before, during and after cleaning, minimize human exposure to contaminants, cleaning agents, and cleaning residue, use non-toxic, biodegradable, recyclable cleaning agents and systems, maximize the extraction of pollutants from the building envelope, use HEPA filters on all professional vacuums and pile-lifters to keep surface dust, debris, and bio-pollutants from becoming airborne, minimize chemical, particle, and moisture residues, and dispose of cleaning wastes properly and legally. **NOTE: Please see ATTACHMENT 4 for more information about our purchasing policies and the environmentally friendly products we buy for our office.**

6. One of the many considerations taken into account when selecting the location for the NRDC Santa Monica office was proximity to public transportation. Bus lines for Metro, Big Blue Bus, and the Culver City Bus are all within close walking distance of the office. NRDC participates in Metro's B-TAP program, which gives employees a significant discount on their monthly bus passes, as a promotion for riding public transportation rather than driving in to work. As a further incentive, the B-TAP payments are taken out of employees' paychecks pre-tax. The office also features a locked, lighted outdoor bike storage area and low-flow showers in the restrooms for those who ride into work. The Eco Committee holds a special "Bike to Work Day" celebration each year in conjunction with Metro in order to encourage staff members to consider alternate modes of transportation.
7. As an environmental nonprofit organization, employee training about environmental policies is a part of everyday life at NRDC. Full staff meetings take place once a month, during which each program group, on a rotating basis, gives a presentation of their current agenda and any recent developments of note to the full staff. The administration assistant takes detailed notes during these meetings and posts them on the NRDC intranet for anyone who missed the meeting, so all employees can keep up-to-date with the environmental projects of their colleagues. This keeps the entire staff better informed as a whole and also encourages cross-programmatic initiatives. A daily "NRDC in the News" email serves much the same purpose on a larger scale, reporting highlighted NRDC media hits to keep all offices informed about developments throughout the entire organization. The NRDC Santa Monica Eco Committee has also organized several special educational events such as environmental film nights, Bike to Work Day, and a private tour of the Santa Monica recycling facility led by Andrew Basmajian, Environmental Outreach Coordinator for the City of Santa Monica.
8. NRDC is an environmental nonprofit organization, so 100% of our operations are directed toward environmental initiatives.