Introductory Webinar

Sam Hummel
Outreach Director
919-475-8136
sam@purchasingcouncil.org
1. Background
2. Opportunity
3. Activities
4. Membership
In 2008, the Keystone Center convened the Green Products Roundtable as a multi-sector, multi-stakeholder forum for engaging two questions that are fundamental to any organization seeking to exercise leadership in sustainable purchasing:
What is a credible green claim?
What is a green product?
In 1995, there were, give or take, 12 to 13 ecolabels active in the marketplace in North America.
By 2008, there were over 70 ecolabeling programs, as well as a range of other standards and certifications. In theory, each of these programs was designed to make the job of green purchasing easier by helping purchasers to differentiate preferable products. In practice, the sheer number of labels, standards, certifications, and other forms of guidance was proving confusing and challenging. Participants in the Roundtable were concerned that this posed challenges for the entire marketplace.
Over the course of four years, between 2008 and early 2012, the Roundtable produced a number of intellectual products, including a lexicon of green product terminology, and guidance for determining the credibility of green claims. That was all rolled into commentary submitted to the Federal Trade Commission during the update of the Federal Trade Commission’s Green Guides; the FTC has acknowledged that the multi-sector, multi-stakeholder consensus nature of GPR’s commentary made it particularly valuable input.
The Roundtable then turned its attention to how product claims were being used in institutional purchasing. They recognized that purchasing staff did not have the capacity to exhaustively evaluate the credibility of each claim in the marketplace, and they felt that that evaluation process could be shared. They also noticed that in some cases the limited capacity purchasing organizations had to devote to sustainability was consumed evaluating claims in product categories that did not contribute substantially to the organization’s overall footprint. And finally, they realized that the claim “we’re doing sustainable purchasing” has a credibility question attached to it? What would an organization need to do in order to be able to make that claim credibly? They developed the GPR Prioritization Framework to illustrate the kinds of things they felt an institution would need to do in order to have confidence that it had addressed the material impacts in its spending through credible actions.
In January of 2012, the group convened in Washington, DC at the offices of EPA to discuss next steps. It was clear from the work on the Framework that a shift was needed in focus from “products” to “purchasing”, and, from “green” to a more holistic focus on “sustainability”. The greatest opportunity to transform the sustainability of our economy lay in producing guidance that would meet purchasing decision-makers’ need to deliver solutions that, increasingly, must perform from an economic, social and environmental perspective.
At that meeting, Institutional purchasers explained that in addition to struggles with product-level guidance, each of their programs were encountering similar system-level barriers that they could not cost-effectively overcome on their own.

The challenges they articulated fell into three main focus areas: program guidance, performance measurement and leadership recognition.
This conversation led to a common understanding among the group that the biggest obstacle keeping the sustainable purchasing movement from reaching its full potential is a lack of standardization in how sustainable purchasing is defined, guided, measured and rewarded. Each organization is internalizing the cost of trying to overcome a lack of clarity that is, in fact, shared by most everyone in the marketplace.
The conversation in January 2012 produced collective excitement about a big, blue sky idea that could bring significant clarity for all marketplace actors…
Aligning with the excellent work already underway by many groups, such as TSC, RPN, NASPO, WSCA, EPA, GSA, UNEP, ICLEI, and others…
Could we collaborate to launch a shared program for guiding, measuring, and recognizing leadership in sustainable purchasing?
We were particularly encouraged in this thought by the example of the USGBC and LEED because if one takes a look at many of the barriers facing the green building movement in the early 90’s, it’s clear that many of the problems were shared by everyone in the marketplace, just like those facing the sustainable purchasing movement today. And if one looks at how those problems got resolved, it’s equally clear that a pivotal moment was the creation of an independent, multi-sector and multi-stakeholder organization through which a shared guidance, measurement and leadership recognition program could be credibly developed.

We believe that creating a similar organization and program for institutional purchasing can bring similar benefits to the sustainable purchasing movement.

**Analogy: USGBC / LEED**

<table>
<thead>
<tr>
<th>BEFORE (early 1990’s)</th>
<th>AFTER (early 2010’s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market fragmented by inconsistent guidelines</td>
<td>LEED provides buyers and suppliers with common language</td>
</tr>
<tr>
<td>No shared training program for green building</td>
<td>LEED AP makes training accessible to everyone</td>
</tr>
<tr>
<td>Can’t differentiate credible from greenwash</td>
<td>LEED identifies credible standards and eco-labels</td>
</tr>
<tr>
<td>Leadership recognition based on marketing</td>
<td>Leadership recognition based on performance</td>
</tr>
<tr>
<td>Shared challenges solved project by project</td>
<td>Shared challenges addressed through LEED versioning</td>
</tr>
<tr>
<td>Documentation is expensive and rare</td>
<td>Documentation costs steadily decrease</td>
</tr>
<tr>
<td>Creativity consumed reinventing the wheel</td>
<td>Creativity focused on innovation</td>
</tr>
<tr>
<td>ROI demonstrated on case by case basis</td>
<td>ROI of LEED approach consistently documented</td>
</tr>
<tr>
<td>Green building is expensive</td>
<td>Building LEED-certified adds negligible cost</td>
</tr>
<tr>
<td><em>&quot;A common standard is impossible.&quot;</em></td>
<td><em>&quot;A common standard is widely embraced and used.</em></td>
</tr>
<tr>
<td><em>&quot;Green building will always be niche.&quot;</em></td>
<td><em>&quot;Green building is becoming the norm.</em>*</td>
</tr>
</tbody>
</table>

*Sustainable Purchasing Leadership Council*

Introductory Webinar - Fall 2013
Following that meeting in January, a Steering Committee was formed to guide the launch of the Sustainable Purchasing Leadership Council as a multi-sector, multi-stakeholder collaboration, with the mission to….
Mission

To support and recognize institutions for strategic leadership in understanding and taking responsibility for all of the consequences of all of their goods and services spending.

…to support and recognize institutions for strategic leadership in understanding and taking responsibility for all of the consequences of all of their goods and service spending.
Notice that the mission is to support institutions. To support entire organizations.
We expect that purchasing and sustainability professionals will lead the implementation and maintenance of the the organization’s sustainable purchasing efforts.
But their ability to deliver success will depend on the cooperation and participation of stakeholders throughout purchasing organizations and their supply chains.
Our job is to support that effective internal and external cooperation and participation.
Over the last 9 months, more than 30 organizations from a number of sectors, industries and regions stepped forward with financial and other resources to support the founding of the Council. All have made a three year membership commitment.
Additionally, a number of organizations with strategically aligned missions and memberships, such as the Institute for Supply Management, ANSI and the National Association of State Procurement Officials, have joined the Council as strategic partners.
1. Background
2. Opportunity
3. Activities
4. Membership
The members of the Council are convening around a common leadership vision and ambition. The vision is of a world in which the production, use and disposal of goods and services enhance the long-term health and vitality of people and the planet. The ambition is to exercise leadership in rapidly transforming the sustainability of the global economy through the power of institutional procurement. The Council's members think that's possible, and believe the Council offers a unique opportunity for organizations to exercise strategic leadership… A way to transform what are currently a set of shared challenges into a set of shared opportunities.
Ultimately, we expect that the Council will be international in scope, and we are already engaged with international initiatives such as UNEP’s Sustainable Public Procurement Initiative.

But looking only at the United States, for a moment…

Final consumption—purchases of goods and services—is the demand engine that drives our economy. The $15.2 trillion dollars that households, government, and foreign countries spend on goods and services is what drives all of the economic activity in the United States.

All of the other B2B transactions in the economy are ultimately driven by this final consumption. This final consumption by households, government, and foreign countries is, therefore, the engine that drives all of the upstream social and
Of that 15 Trillion dollars in final consumption, about 10 Trillion, or 70 percent, is spent by households, about $2.6 Trillion, or 17%, by government, and the remaining $1.9 Trillion is international consumption of American goods and services. The Council certainly aspires to guide government spending of $2.6 Trillion in B2G transactions. But the largest demand driver in the economy is the $10.7 trillion spent by private households. Consumer purchasing decisions are dispersed across 300 million people whose habits are expensive to influence, slow to change, and at times downright irrational.
But three quarters of household consumption is consumption of services. Fuel and energy. But also hospitals, restaurants, communications, financial services, travel, hospitality, education, personal care.

Which means that 50% of the GDP is being spent on services that are provided by large organizations—banks, hospitals, hotels, universities, airlines.

Much of the purchasing of these B2C service providers is indirect purchasing: goods and services bought for consumption by internal stakeholders (business units or functions) rather than the external customer or client.

For these companies, indirect purchasing therefore represents a significant opportunity for leadership and leverage at the scale of the economy, as a whole.
That $10 Trillion of demand drives approximately 70% of US jobs.
And it also drives almost 4 billion Megatons of CO2 emissions. That’s 10% of the global total of CO2 emissions generated by United States institutional purchasing.
The organizations that create this $10 Trillion dollars in demand have a tremendous opportunity to fundamentally alter the social and environmental impacts of consumption.

The ambition that has drawn together the members of this Council is a desire to make it significantly simpler and more efficient for these organizations to be strategic in seizing that opportunity.

By working together, we can provide guidance to the private sector and government purchasers who manage this $10 Trillion of spending. We will help these institutional purchasers to send meaningful signals into the marketplace, through their supply chains. We will help purchasing institutions to overcome the challenges that they currently face in trying to achieve their leadership goals. And we will publicly recognize organizations for seizing the opportunity for strategic leadership that sustainable purchasing represents.
But what makes institutional purchasing so strategically important is that a relatively small group of people negotiate the contracts through which much of that spending takes place. The average institutional purchasing professional contracting goods and services for their organization’s operations facilitates a quantity of final consumption spending equal to the spending of hundreds of consumers. It is these professionals - whether they have “procurement” in their job title or not – who hold the key to transforming our economy. While it is true that a great deal of institutional purchasing is still not actively managed, it is - when compared to consumer purchasing - highly centralized, rational, transparent and responsive to new information.
There is no group of people that are better positioned to demand transparency into the upstream and downstream impacts of purchased goods and services. There is no group better positioned to take that information and incorporate it into purchasing decisions. There’s no group better equipped to drive down the cost of sustainable products and services so that everyone can afford them. There’s no group with greater necessity for ensuring that end-users understand, like and adopt new products and services.

When the US Green Building Council was starting out, the idea that architects and designers were uniquely responsible for the sustainability of the spaces we inhabit was not self-evident - or popular - whereas that idea seems obvious today. As a species, we have a very short
While purchasers have a uniquely influential role to play, they can’t do it alone. It’s going to take a lot of collaboration with other marketplace stakeholders… and fortunately, the marketplace is full of stakeholders similarly working to advance sustainability. If you are a supplier, policymaker, public interest advocate or in any number of other types of organizations and you want to help grow the capacity of institutional purchasers to obtain, evaluate and incorporate sustainability considerations into their purchasing, this Council is for you, too. Because that's what we are all about. In fact, one of the things that has lead to the formation of this Council as a multi-stakeholder space is the realization that many of the problems that purchasing professionals encounter when trying to advance sustainability are problems for stakeholders like you as well.
Our goal is to create clarity for all these marketplace stakeholders by hosting an independent, multi-sector, multi-stakeholder space in which all the excellent work already under way can be brought together, collectively vetted and organized into a shared program for guiding, measuring and recognizing leadership in sustainable purchasing. That is the opportunity …and the challenge.
1. Background
2. Opportunity
3. Activities
4. Membership
In July, we officially launched the Council at an event streamed live from American University in Washington, DC, which was hosted by Joel Makower of GreenBiz.
In August, we hosted the Founding Summit of the Council at the National Academies of Science in Washington, DC. The Summit was attended by over 60 representatives of Founders and Partners of the Council, and we laid out an ambitious agenda for the next two years.
Based on input received at the Summit, we have prioritized three activities for the coming months…
We agreed that within 12 months, if not sooner, we would achieve…
Within two years, we will complete…
What we are building is a leadership community that will develop and host a number of programs for professionals and stakeholders involved in institutional procurement, similar to what USGBC developed for professionals and stakeholders involved in construction. The Council will host a vibrant knowledge-sharing community, provide guidance resources, develop a shared training and credentialing program, host meetings and an expo, develop a leadership rating system for Sustainability in Institutional Procurement, and do outreach to raise the visibility of this movement so that it gets the attention and resources it needs to be the changemaking force we need it to be. Our bylaws, which are available on our website, ensure that we meet the requirements for developing a voluntary consensus standard.
In our programs, we will emphasize a step-wise approach to leadership in sustainable purchasing, which includes:

1. **Analyze** the impacts associated with their total goods and services spending and uncover hotspots within it,

2. **Action Plan** proven and cost-effective strategies for meeting the organization’s goods and services needs in ways that mitigate impacts and increase the financial sustainability of the organization,

3. **Implement** their action plan within their incumbent procurement processes and tools,

4. **Measure** the action plan’s performance in ways that efficiently track and demonstrate improvements in outcomes, support benchmarking, and allow for assurance, and

5. **Earn Leadership Recognition** for their sustainable purchasing efforts from a credible third party.

In our programs, we will support and incentivize organizations to:

- Analyze the impacts associated with their total goods and services spending and uncover hotspots within it,
- Develop an action plan to address these.
- Implement that plan,
- Measure performance,
- And ultimately, if desired, earning recognition for demonstrated leadership.
Last year, in preparation for launching the Council, we conducted a pilot project with AASHE, the Association for the Advancement of Sustainability in Higher Education, looking at the opportunities for providing guidance, measurement, and recognition for leadership in sustainable purchasing within the context of AASHE’s STARS program, which provides sustainability tracking, assessment, and rating for higher education. The pilot suggested that just 5 purchasing categories (Electricity, Food, Construction, Fuels, and Waste) represented 64% of spending and 83% of estimated supply chain environmental impacts. The key insight of this pilot project was therefore that spend analysis and prioritization can significantly improve the effectiveness of sustainable purchasing programs by directing attention to categories that offer the greatest opportunity for benefit and leadership.
The rating system will formalize the framework into a points- or credits- based recognition program that honors organizations that exercise leadership in sustainable purchasing and procurement.
Our founding members have told us these are some of the reasons why they joined, and the ways they expect to get value out of the Council.
There are a lot of reasons, but they can basically be summarized in four categories: shape the future; reduce costs & risks; increase the value of the what they are already doing; and get access to credible information, market insights, experts and knowledgeable peers.
If you are thinking about how to make the case for membership to your organization, this will be a good slide to come back to.
1. Background
2. Opportunity
3. Activities
4. Membership
While the Council’s members are organizations, the dues they pay and the benefits they receive depend on the types of staff they wish to engage in the Council’s work. This is because many member organizations have staff whose primary interest in the Council is distinct from other staff at the same organization. The Council has defined three basic roles through which an organization’s staff can engage in the work of the Council:

- In a Purchaser Role.
- In a Supplier Role.
- Or in a Public Interest Advocate Role.
For example, a government agency responsible for environmental protection may have staff who advocate for sustainable production and consumption and also have procurement staff who buy goods and services for the agency’s operations.
Similarly, a corporation that supplies goods or services to the marketplace will have purchasing staff who are distinct from the company’s sales staff, and both functions may see value in participating in the Council. Recognizing the different perspectives and interests of these groups of staff, the Council has created Membership Roles whose benefits and dues are tailored to each group.
In the governance structure of the Council, the Bylaws are written to ensure that each of these three roles has equal voice and representation in every decision-making body involved in producing Council work products: Board, Committees, Technical Advisory Groups, and Working Groups. The Council will provide opportunities for Role-specific communities of practice to form, but all major decision-making and content development will involve equal voice and representation from each of the three roles.
When an organization applies to be a member, they can choose to sign up for just one Role or multiple Roles - if they have the appropriate dedicated staff to participate in multiple Roles. When a member organization’s employees register for events, the online community, elections and other activities they will be asked to identify themselves with a Role the member has purchased. Their eligibility for the Role will be verified and they will be clearly identified with that Role when participating in Council work, such as on event badges, in the member directory, and in the online community.
The Purchaser Role is appropriate for employees who have significant responsibility for guiding their organization’s purchasing of goods and services, and who do not have revenue generating responsibilities. If their organization is a supplier to institutions, they must not have any responsibilities related to growing sales and revenue. As you can see, practically any type of organization may have staff that could fit this role, including procurement, operations and sustainability staff who do not have revenue-generating responsibilities. The staff of a membership organization representing purchasers, such as a professional society, may also participate in this role.
The Supplier Role is appropriate for employees with revenue generating responsibilities related to the design, marketing and provision of goods or services to institutional customers. Organizations most likely to be interested in this role include distributors, manufacturers, service providers — including professional services. Certifiers, standards developers and labelers are also considered suppliers as they are selling an assurance product. Staff of member organizations representing suppliers, such as trade associations, may also participate in this Role. The types of professionals most likely to be interested in this role include product development, marketing, sales and customer service staff. Sustainability staff may also fall into this category if they have any responsibilities related to growing their organization’s sales to institutional customers.
The Public Interest Advocate Role is appropriate for employees of public interest advocacy organizations who do not have responsibilities related to promoting products or services, such as product certifications or standards. They also should have technical expertise related to the intersection of institutional purchasing and the aspects of the public interest for which their organization is an advocate. Examples of professionals that might participate in this role include non-profit program staff, subject matter experts from government agencies that have a public interest advocacy mission, and researchers and faculty at academic institutions.
Members in every one of these roles enjoy the following benefits. The opportunity to engage with thought leaders in the institutional purchasing profession and other stakeholders; The opportunity to participate in the technical development of the Council’s guidance, measurement and leadership recognition programs; Access to member-only resources and expert communities of practice; Member discounts on registration for events and trainings; Public recognition for your engagement in the sustainable purchasing movement and the opportunity to share your thought leadership through SPLC communication platforms; And Eligibility for SPLC awards programs.

Please check our website for the latest information on member-to-member engagement opportunities.
Additional member benefits are tailored to the membership Roles. Purchasers are eligible for Purchaser Representative Seats on Council decision-making bodies; And, may vote in the election of the three Purchaser Representatives on the Board. They also will have access to purchaser-focused spaces in which they can get assistance on their current work, such as crafting an RFP, without unfairly advantaging any supplier. Purchasers will also be able to take advantage of product and service discounts offered by Supplier members, for example.

Members with the Supplier Role will be eligible for Supplier Representative Seats on the Council decision-making bodies. Supplier Representative Seats are unique because they enable companies that supply a given product to participate on a Technical Advisory Group developing guidance for that product. (Due to the conflict of interest, purchasers from supplier companies may not sit on TAGs developing
Membership dues correspond to the size of a member organization and the role or roles in which they choose to participate. Size is measured by annual budget for federal and state agencies, local governments and non-profits. For for-profit corporations, the dues level corresponds to the company’s annual revenue. Companies filing separate tax returns are separate for membership purposes. Subsidiaries that do not file separate tax returns may not join separately from their parent company.

## Dues Schedule

<table>
<thead>
<tr>
<th>Annual Budget/Revenue</th>
<th>Purchaser Role</th>
<th>Supplier Role</th>
<th>Public Interest Role</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Annual Dues</td>
<td>Annual Dues</td>
<td>Annual Dues</td>
</tr>
<tr>
<td>less than $50 thousand</td>
<td>$100</td>
<td>$150</td>
<td>$100</td>
</tr>
<tr>
<td>$50 thousand to $250 thousand</td>
<td>$150</td>
<td>$500</td>
<td>$125</td>
</tr>
<tr>
<td>$250 thousand to $1 million</td>
<td>$225</td>
<td>$1,000</td>
<td>$250</td>
</tr>
<tr>
<td>$1 million to $5 million</td>
<td>$350</td>
<td>$2,000</td>
<td>$350</td>
</tr>
<tr>
<td>$5 million to $25 million</td>
<td>$550</td>
<td>$4,000</td>
<td>$500</td>
</tr>
<tr>
<td>$25 million to $100 million</td>
<td>$850</td>
<td>$7,000</td>
<td>$750</td>
</tr>
<tr>
<td>$100 million to $500 million</td>
<td>$1,350</td>
<td>$10,000</td>
<td>$1,000</td>
</tr>
<tr>
<td>$500 million to $2 billion</td>
<td>$2,100</td>
<td>$13,000</td>
<td>$1,250</td>
</tr>
<tr>
<td>$2 billion to $10 billion</td>
<td>$3,250</td>
<td>$16,000</td>
<td>$1,500</td>
</tr>
<tr>
<td>greater than $10 billion</td>
<td>$5,000</td>
<td>$20,000</td>
<td>$1,750</td>
</tr>
</tbody>
</table>

1 For federal and state agencies, the dues level corresponds to the annual budget of the agency. For local government and non-profits, the dues level corresponds to the annual budget of the whole organization. For for-profit corporations, the dues level corresponds to the annual revenue of the company. Companies filing separate tax returns are separate for membership purposes. Subsidiaries that do not file separate tax returns may not join separately from their parent company.
As an incentive for members to go ahead and join the fun, we’re offering a 30% discount until midnight on December 18th. Applications must be submitted before then and payment must be received within 45 days.

### Early Bird Discount

#### 30% off before December 19th

(Applications must be submitted within window. Payment must be received within 45 days)

<table>
<thead>
<tr>
<th>Annual Budget/Revenue</th>
<th>Purchaser Role</th>
<th></th>
<th>Supplier Role</th>
<th></th>
<th>Public Interest Role</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Annual Dues</td>
<td>Early Bird</td>
<td>Annual Dues</td>
<td>Early Bird</td>
<td>Annual Dues</td>
<td>Early Bird</td>
</tr>
<tr>
<td>less than $50 thousand</td>
<td>$100</td>
<td>$70</td>
<td>$150</td>
<td>$105</td>
<td>$100</td>
<td>$70</td>
</tr>
<tr>
<td>$50 thousand to $250 thousand</td>
<td>$150</td>
<td>$105</td>
<td>$500</td>
<td>$350</td>
<td>$125</td>
<td>$85</td>
</tr>
<tr>
<td>$250 thousand to $1 million</td>
<td>$225</td>
<td>$158</td>
<td>$1,000</td>
<td>$700</td>
<td>$250</td>
<td>$175</td>
</tr>
<tr>
<td>$1 million to $5 million</td>
<td>$350</td>
<td>$245</td>
<td>$2,000</td>
<td>$1,400</td>
<td>$350</td>
<td>$245</td>
</tr>
<tr>
<td>$5 million to $25 million</td>
<td>$550</td>
<td>$385</td>
<td>$4,000</td>
<td>$2,800</td>
<td>$500</td>
<td>$350</td>
</tr>
<tr>
<td>$25 million to $100 million</td>
<td>$850</td>
<td>$595</td>
<td>$7,000</td>
<td>$4,900</td>
<td>$750</td>
<td>$525</td>
</tr>
<tr>
<td>$100 million to $500 million</td>
<td>$1,350</td>
<td>$945</td>
<td>$10,000</td>
<td>$7,000</td>
<td>$1,000</td>
<td>$700</td>
</tr>
<tr>
<td>$500 million to $2 billion</td>
<td>$2,100</td>
<td>$1,470</td>
<td>$13,000</td>
<td>$9,100</td>
<td>$1,250</td>
<td>$875</td>
</tr>
<tr>
<td>$2 billion to $10 billion</td>
<td>$3,250</td>
<td>$2,275</td>
<td>$16,000</td>
<td>$11,200</td>
<td>$1,500</td>
<td>$1,050</td>
</tr>
<tr>
<td>greater than $10 billion</td>
<td>$5,000</td>
<td>$3,500</td>
<td>$20,000</td>
<td>$14,000</td>
<td>$1,750</td>
<td>$1,225</td>
</tr>
</tbody>
</table>
In an effort to encourage members to bring their full expertise to the table, the Council is offering a discount for organizations that sign up for more than one role when they have staff eligible to participate in more than one role. For example, a university could join simply for the benefit of the procurement professionals in its facilities division, but if the university has faculty or researchers that could contribute to the work of the Council, we think it is important to incentivize that more full engagement. Similarly, a supplier company could join purely for the sake of having its product development team gain insights from Council work, but if the company has procurement staff who could contribute to the Council’s work and benefit from the community of practice, we want to encourage all that more full engagement.

As with any discount, this discount is offered at the will of the Council and is subject to change. It will likely be re-evaluated in January, so
Organizations that are eligible to take advantage of both discounts may do so and save up to 50% on their membership. The actual cumulative discount will vary depending on the size and combination of roles.

### Early Bird + Multi-Role

Discounts can be combined for big savings, *if you act fast!*

#### Example: Large Public University

<table>
<thead>
<tr>
<th>Roles</th>
<th>Participating Employees</th>
<th>Dues</th>
<th>w/ MR Discount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Interest Advocate</td>
<td>Faculty, researchers</td>
<td>$2,100</td>
<td>$1,260</td>
</tr>
<tr>
<td>Purchaser</td>
<td>Facilities staff</td>
<td>$1,250</td>
<td>$1,250</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$2,510</strong></td>
<td></td>
</tr>
<tr>
<td>w/ Early Bird Discount</td>
<td></td>
<td></td>
<td>$1,757</td>
</tr>
<tr>
<td><strong>Total Discount</strong></td>
<td></td>
<td></td>
<td><strong>48%</strong></td>
</tr>
</tbody>
</table>

#### Example: Medium Supplier Company

<table>
<thead>
<tr>
<th>Roles</th>
<th>Participating Employees</th>
<th>Dues</th>
<th>w/ MR Discount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchaser</td>
<td>Procurement staff</td>
<td>$550</td>
<td>$550</td>
</tr>
<tr>
<td>Supplier</td>
<td>Product development staff</td>
<td>$4,000</td>
<td>$2,400</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$2,950</strong></td>
<td></td>
</tr>
<tr>
<td>w/ Early Bird Discount</td>
<td></td>
<td></td>
<td><strong>$2,065</strong></td>
</tr>
<tr>
<td><strong>Total Discount</strong></td>
<td></td>
<td></td>
<td><strong>55%</strong></td>
</tr>
</tbody>
</table>
Transforming the world such that the production, use and disposal of goods and services ENHANCE the longterm health and vitality of people and the planet won’t be easy. But it is the call of our times. By working together, we can do it. And in the process we’ll discover more meaning in our work than we ever thought possible and have a lot of fun building new relationships. We are excited about the future of this organization and energized by the purpose-driven professionals it is attracting. Our journey is just beginning and we’d like to invite you to be part of it the whole way.