



## From the Desk of the President



**Michael A. Gibbons**  
President, GSC

### Supplier Diversity as a Component of 3S

The history of the melting pot theory can be traced back to [Letters from an American Farmer](#) (1782) when J. Hector de Crevecoeur, a French settler in New York, envisioned the United States not only as land of opportunity, but as a society where individuals of all nations are melted into a new race of men, whose labors and posterity will one day cause changes in the world.

Our nation is ever-changing. The great melting pot continues to morph, but with different concentrations. Oftentimes, minorities are shut out of business opportunities. Progressive companies and the US government are taking steps to implement supplier diversity programs and these programs are paying off.

As a consultant in the past, when bidding on an RFP, certain diverse suppliers were given preference in the vetting process. Invariably we would always poll the group to see what people we might have on board that might help us meet these criteria. This is certainly not what the supplier diversity programs had in mind – and it never worked.

[Supplier Diversity](#) is a business program that encourages the use of suppliers in the following categories:

- Minority-owned
- Women-owned
- Veteran-owned
- Service disabled veteran-owned
- Historically underutilized business
- SBA-defined small business vendors

It is not directly correlated with supply chain diversification, although utilizing more vendors often enhances supply chain diversification.

Minority- and women-owned business enterprises (MWBs) are among the fastest-growing segments of the U.S. economy. Minority-owned businesses generate an (1997) estimated \$495 billion in annual revenue and employ nearly 4 million workers, while women-owned firms employ about 19 million people and generate \$2.5 trillion in annual sales.

Veteran-Owned (VOB) and Service Disabled Veteran-Owned Businesses (SDVOB) are some of the most prominent groups on the American entrepreneurial landscape, and being sought after by corporate supplier diversity directors. There are over 25 million veterans in this country; roughly 1 in 5 adult males. 1 in 7 small businesses are owned by a veteran.

Many companies provide incentives for minority - and women-owned operations to do business with them. Many managers are accountable for ensuring that each area of the value chain—from suppliers and vendors to customers —is fully represented by companies with effective diversity initiatives of their own.

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## From the Desk of the President

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Contrary to misconceptions, supplier diversity does not have to cost more and may provide tangible benefits to the bottom line. According to [recent research from the Hackett Group](#), there is no evidence that companies that pursued supplier diversity programs had less effective operations. This finding was based on a study of 50 companies from both the service and manufacturing sectors.

Companies that have supplier diversification programs generated 133% greater returns in the cost of procurement than the average company, which resulted in an additional \$3.6 million to the bottom line.

*"Companies that focus on supplier diversity, driven by a sense of social responsibility, government mandates, or a range of other factors, are just as able to run effective procurement operations as their peers that ignore supplier diversity,"* said Hackett Senior Business Advisor Kurt Albertson.

The government also plays a role. I was recently watching a speech by President Obama to a veterans group announcing that the US was going to implement a policy where companies that hire wounded vets, particularly from Iraq and Afghanistan, would receive tax credits.

One company that is a good example of this is Wyndham Worldwide. Wyndham Worldwide, one of the world's largest hospitality companies, achieved significant growth in its spending with diverse suppliers in 2010. [Wyndham Worldwide](#) spent 10.3% of its total purchases with diverse suppliers, a 51% increase over the previous year. The program focuses on nine groups: African-American; Hispanic-American; Asian-American; Native-American; gay, lesbian, bi-sexual and transgendered; women; veteran and disabled-veteran; and disabled-owned businesses.

*"Internationally, developing relationships with diverse business owners and organizations also supports our growth in emerging markets, generating new ideas and opportunities for business in local communities, and supports the overall strength of the global travel and tourism economy."* – Paul Davis, Senior VP, Strategic Sourcing at Wyndham Worldwide

Implementing a supplier diversity program is also good PR. In 2000, total purchasing power in the United States was over \$6.5 billion, with white non-Hispanics accounting for nearly 80% of that purchasing power. This number will drop significantly as minority purchasing power rises from approximately 20% in 2000 to over 45% by the year 2045. In fact, between 1990 and 1997, buying power in African-American, Hispanic, and Asian communities rose by 54%, 58%, and 72%, respectively. This trend is expected to continue with minority purchasing power surpassing \$2 trillion by 2015 and \$3 trillion by 2030. In the [Wyndham Worldwide case](#), the supplier diversity initiative has received numerous accolades, including awards from the U.S. Minority Business Development Agency, Florida Minority Supplier Diversity Council, the Kissimmee/Osceola County Chamber of Commerce, and the Morris County Hispanic-American Chamber of Commerce in New Jersey.

Diverse communities pay attention to these types of programs and will reward companies that implement supplier diversity programs. The GSC supports initiatives that provide opportunities for businesses that might otherwise be marginalized in the corporate world. Experience has shown that these diverse suppliers allow corporations to maintain or increase profits while demonstrating socially responsible attitudes towards sourcing.

#### SOURCES:

[http://en.wikipedia/wiki/Letters\\_from\\_an\\_American\\_Farmer](http://en.wikipedia/wiki/Letters_from_an_American_Farmer)

[http://en.wikipedia/wiki/Supplier\\_diversity](http://en.wikipedia/wiki/Supplier_diversity)

<http://gbr.pepperdine.edu/2010/08/supplier-diversity-and-competitive-advantage-new-opportunities-in-emerging-domestic-markets/>

<http://www.wyndhamworldwide.com/media/press-releases/press-release?wwprdid=1019>

*"Companies that have supplier diversification programs generated 133% greater returns in the cost of procurement than the average company, which resulted in an additional \$3.6 million to the bottom line."*

## GSC Annual Meeting



**Save the Date!** – Thursday, November 17, 2011  
**Global Sourcing Council Annual Meeting**

**Reception:** 4:00 PM (Eastern)

**Program:** 5:00PM

**Location:** South African Consulate, NYC

Details coming soon on Keynote speaker and events!

## Global Trade News

### Solid, Seasonal Growth in August

In August, the number of waterborne shipments coming through U.S. ports grew at a solid rate. Specifically, we saw a 4% month-over-month increase. This is consistent with last year's month-over-month increase. And it compares favorably with month-over-month changes from years past: 3% in 2009, flat in 2008, and down 2% in 2007.

In terms of absolute level of trade activity, we're continuing to run about 1% behind where we were this time last year. Pretty good news, particularly given the various pieces of economic bad news that are circulating.

How do we make sense of this, given all the doom and gloom from analysts? Well, the most important takeaway is that, amazingly, retailers have bet on a reasonably healthy holiday season. This is good news, to be sure. However, if the holiday season is not as healthy as expected, we're going to be faced with an ugly first half of 2012, as retailers -- and their supply chain partners -- will be coping with way too much inventory.

Expect seasonal declines in the months ahead, and buckle your seatbelts for the holiday season. It will tell us a lot about what we can expect in the first half of 2012.

*Reprinted with permission of Cargo Business News. This column appeared in Volume 89, issue no. 12 of the magazine.*

*Josh Green is the CEO of [Panjiva](#), an intelligence platform for global trade professionals*



**Josh Green**  
CEO, Panjiva

## Sourcing Innovation



**[Dr. Art Murray](#)**

CEO, Applied Knowledge Sciences, Inc.  
Co-Director, Enterprise of the Future  
Program, The George Washington  
University Institute for Knowledge  
and Innovation

### Why Smart Cities Are a Smart Investment

*Smart cities, when designed and implemented correctly, can overcome many of the challenges of global sourcing and greatly increase your chances of success.*

#### What is a smart city?

Over a hundred major cities around the world have been labeled as “smart,” with possibly hundreds more on the way. These include many different types, which has created confusion in the marketplace. One familiar type is a *Digital City* or *Cyber-City*, such as [Songdo](#) in the Republic of Korea, which seeks to connect every person and device in a complex, massive array of high-speed networks and servers. Global information and communications technology (ICT) giants such as Cisco, IBM and Siemens are major players in shaping this type of city.

By contrast a *Knowledge City* focuses on education, lifelong learning, personal growth, innovation, and intellectual capital development. One example is the [Dubai Knowledge Village](#), which bills itself as “*the world’s only Free Zone area dedicated to human resource management and learning excellence.*”

A third variety, the *Eco-City*, attempts to achieve environmental sustainability through the widespread adoption of renewable resources. The [Masdar project in the United Arab Emirates](#) takes this concept to the point of being totally self-contained in a “carbon-neutral, zero-waste” sense.

In reality, a true Smart City must be all three types integrated together in a holistic and systemic way. Such cities exhibit many of the characteristics we look for in evaluating global sourcing opportunities, such as sustainability, strategic design, global competitiveness, and societal well-being. They are also by nature more resilient to the socio-economic risks associated with high-impact events such as natural and man-made disasters, financial crises, and political upheaval.

When designed, implemented and managed correctly, they can be entrepreneurial hotbeds of intellectual capital development, a key ingredient for competing in the global knowledge economy. By purposefully crafting a holistic living, working and learning experience, smart cities can attract, retain and grow the best talent in the world.

Providing all of these aspects together is uncharted territory – a place in which the lines between the real and the virtual, the local and the global, become blurred. This is important as company stakeholders grow increasingly frustrated at the wide variation in results obtained as they shift their strategies from on-shoring to off-shoring to re-shoring. This whipsaw effect occurs in part because virtual and on-site approaches each have their own set of plusses and minuses. Smart cities offer the potential for bringing these two worlds together.

### Sourcing implications

Over half the world’s population now live in cities, and the percentage is expected to increase for the foreseeable future. For this reason alone, smart cities are a good bet.

Along with our colleague Dr. Azamat Abdoullaev, we recently published an [article on Smart Cities in KMWorld Magazine](#). Days later, [Barron’s ran a similar article](#) as their cover story. Since Barron’s is an investment publication, it naturally focuses on economic opportunities and recommends shares in some of the major players in ICT, energy and infrastructure. However, there are additional strategies which should not be overlooked.

*[continued on page 5](#)*



**[Mark Minevich](#)**

President, Going Global Ventures Inc.  
Senior Advisor, AlphaMundi Group,  
Switzerland, and Adore Creative  
Sustainability entrepreneur,  
impact investor, and strategic advisor in  
smart cities and emerging technologies

## Sourcing Innovation

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For example, many investors and institutions are reluctant to commit large sums of money to the development of human capital. Yet a growing body of evidence shows close correlation between economic growth and investment in intellectual capital and entrepreneurship. More specifically, cities and regions which form clusters around specific industries enjoy a higher rate of return on investment.

Even greater leverage can be obtained when using the infrastructure of a smart city to support and enhance the creation, sharing and application of knowledge within and across a group of critical, interrelated disciplines. This is an overlooked opportunity that may not last as more firms take advantage of the added benefits that can be achieved through the innovative aggregation of key resources.

### Characteristics to look for in selecting a smart city

As smart cities have evolved, a common set of characteristics has emerged which can serve as indicators when choosing locations for various operations. In seeking global sourcing partners and locations, we recommend cities with the following characteristics:

**1. A safe, clean, healthy and sustainable environment** for living, working and learning, including world class arts and entertainment, education, finance, health care and housing. For most of the last century, living, working and learning environments were kept separate and distinct. While people still like to switch from one modality to another, the boundaries between work, education and life are fading fast. Look for growing interest in architectural designs which blend residential, commercial and societal attributes.

**2. A digital infrastructure** designed not just for connecting but for enabling knowledge flows – meaning the creation, sharing and application of high-value knowledge. The best smart cities maximize ICT economies of scale through a combination of ubiquitous broadband, cloud computing and tools to support collaboration. Too often, ICT infrastructure development narrowly focuses on bandwidth. A smart city expands this focus and provides its workforce with the tools they need to perform knowledge-intensive work in a virtual environment.

**3. Business and entrepreneurship-friendly policies.** Many of today's tax, regulatory and organizational structures are outdated and in need of reform. For example, government incentives tend to be focused on select groups or activities, often at the expense of others. Globally competitive smart cities are characterized by incentive programs which consider much broader objectives oriented towards creating a highly intelligent and enlightened workforce overall.

**4. Economic Resilience.** We define economic resilience as the ability of an economy to absorb a catastrophic event and quickly return to a new state of stability that is stronger than the previous state. Resilient cities and their surrounding regions are naturally dynamic and more competitive under all circumstances. This goes beyond the normal notion of disaster recovery and requires stitching together a supply network to an extent never before attempted. As we like to say, *"It doesn't do you any good if you're open for business and your customers and suppliers aren't."*

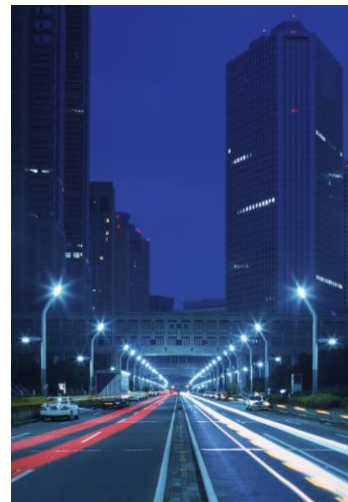
### Successful sourcing in the global knowledge economy

The world has become highly complex and fast-changing. This presents both serious challenges and exciting opportunities for the global sourcing community.

Knowledge is the greatest source of wealth in the world. Today's knowledge workforce is drawn to companies located in places that provide a living, working and learning environment that enables them to lead enriched and fulfilled lives. This means creating environments that combine the best of the physical and virtual worlds.

Including smart cities as part of your global sourcing strategy is not only smart but most likely inevitable. Now is the time to act.

*"Knowledge is the greatest source of wealth in the world. Today's knowledge workforce is drawn to companies located in places that provide a living, working and learning environment that enables them to lead enriched and fulfilled lives. This means creating environments that combine the best of the physical and virtual worlds."*



## Sourcing in Practice



**Alison Owens**

Assoc. Professor, Director,  
CQUniversity International Education  
Research Centre, Sydney

### Australian Organisations Test Offshore Waters

The Australian economy continues to enjoy modest annual growth and unemployment of less than 5% against the economic trends of US and European slumped economies. In this context, however, it is almost impossible for organisations with large customer-facing service commitments to recruit and retain quality staff for contact centre work, traditionally considered low-value, temporary and non-career employment by Australians.

In the current market, an Australian agent will cost approximately AUD\$8,500 per month with on-costs included, compared to a US agent at AUD\$3,600 or a Filipino agent at AUD\$1,900. For such reasons, Australian organisations are looking abroad for their contact centre talent and exploiting American experience and expertise in rolling out their offshore business solutions.

Over 70% of offshoring of contact centre work remains US or UK derived but Australian business is cautiously growing offshore delivery of business processes, both back and front of office. Given the costs of scarce onshore labour, there is a developing view that there is no alternative if Australian organisations are to remain competitive.

Recent research conducted in collaboration between CQUniversity Australia and Sykes Enterprises sought the views of C-level executive staff in a selection of Australian telecommunication, media-entertainment and financial services organisations on their offshore contact centre ventures. Cost savings of between 30% and 60% were reported by participant organisations but the benefits of offshoring contact centre work were considered far more comprehensive. The capacity to offshore after hours' work of a 24/7 service is popular with domestic staff and can be spread across time zones to minimise the disruptions of shift work and expensive overtime payrolls. Indeed, Australian customer service has helped populate US managed contact centres in Manila which were empty over the day as American customers slept but Australians worked. Further to this, offshoring has provided Australian organisations with critical flexibility for seasonal spikes in demand precluding the hiring and firing scramble associated with short term, intense demands and delivering inexpert services.

Sending a business process offshore is a decision that needs careful consideration of cultural alignment and empathy, language proficiency, local infrastructure and labour market characteristics and trends, as well as consideration of which processes to migrate; well-defined, repeatable and robust tasks preferred. Offshoring such processes can actually improve quality metrics and also provide a powerful benchmarking activity for organisations that invest in adequate training, proper remuneration and customer care.

For a wide range of reasons, including high Australian tolerance for the US influenced Filipino accent, the strong customer service focus of Filipino culture and friendly time zone proximities, Australian organisations are finding the Philippines a successful offshore extension to their contact centre services.

*"Sending a business process offshore is a decision that needs careful consideration of cultural alignment and empathy, language proficiency, local infrastructure and labour market characteristics and trends, as well as consideration of which processes to migrate."*

## Reflection

### A River Runs Through It

I am writing from the riverbank of one of the most beautiful towns in Vermont - the town in which I got married. It's a remarkable place, not just for its epic beauty but also for the strength of its recovery from Hurricane Irene. Some towns felt the storm's wrath harder than others, especially those that co-exist with normally tranquil rivers. In the peak and aftermath of the storm, the rivers of Vermont grew to unprecedented scale, bursting their banks and taking large swathes of land and property. The force of nature took its path; change was unstoppable and brutal. In many places, the landscape is permanently altered. With much work and an extraordinary exhibition of community teamwork, normality has rapidly returned. I dare to say that the town is more beautiful and more elegant than ever.

In recent years, dare I say weeks, we have seen vast changes occur in the world. We have seen the world, as we know it, permanently altered. The economics of the world today are not the economics of the world in our childhood. Those parents reading this with children of a young age may genuinely wonder what the world of tomorrow holds for this next generation. Can a world so battle-scarred, so economically-torn, so politically-strained, yet find a new beauty and new purpose? Some ask whether a world so altered by mobile and remote working practices, a workplace that is now global, has a place and purpose for them.

Like many, I was truly saddened by the passing of Steve Jobs this last week. A man of purpose who used his unique insights not just to create popular products, but to positively shift human behavior and the marketplace for many businesses. As he put it, when he was a kid, only the guys on Star Trek had video-calling on their communicators -- and now it is a reality for millions more.

Changes in nature, forces of nature, people and issues of significance - and technology - all these things transform our world daily. Along with many countries in the world, the US is embarked on a tough climb out of dark economic days. This is a difficult journey that many countries will make.

The fractured landscape and ravaged banks of the rivers in the otherwise tranquil Vermont hillsides were a brutal reminder of nature's force and the inequality and impartiality of change. So it may seem when we look at the economy, lost jobs and slow recovery. Perhaps, for some, a feeling of inequality.

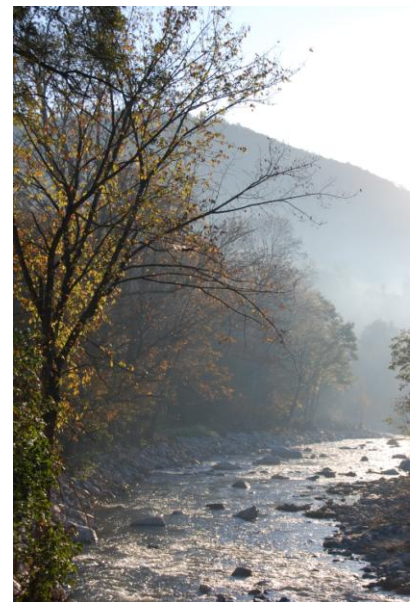
But this is a story of hope - and the voice of recovery. Beyond the hard work, the teamwork, the painful loss of what was once to the discovery of what is new - and what can be - we cling to an old economy at our peril if we fail to embrace the opportunity of the new. To accept change, for what it is and how it is, and see it as the opportunity to move along, move further and aim even higher.

I view the global economy as both very challenged, and very challenging. But as I stand by the river here in Grafton and watch this wonderful town exceed its former glory, I, for one, embrace what lies ahead. The river keeps running. The storm is a chapter, a catalyst. We must accept change...and embrace it.

*David Kinnear is Chairman of The Global Sourcing Council and a founding partner in GSSOCX.*



**David Kinnear**  
Chairman, GSC



## Viewpoint



**Mark Hillary**  
CEO, IT Decisions

### Brazil Is Digital Now, But Is It Obvious?

It's great to see US entrepreneurs coming down to Brazil [and writing about the hi-tech economy in well-read media](#) such as The [Huffington Post](#) – a [title I write for myself](#) – but it's not always so great when some of the facts are misrepresented or mistaken. So when I read [Steve Rosenbaum's](#) report from the [Digital Age 2.0](#) conference in São Paulo last week I sighed a few times. The hosts, [Now! Digital](#), put this event together and, though there are some excellent digital media commentators right here in São Paulo from Brazil, Europe, and the US, I can't see that any of them got invited.

Anyone reading our website knows that [we don't think the tech sector in Brazil is perfect](#), there is still a long way to go, but the reality is that the US is not perfect, neither is the UK. If we judge all our failings against a perfect situation then the present state is bound to be wanting.

What upset me the most about the feature in question? Perhaps just that it is impossible to capture the development of hi-tech Brazil by flying down from the US for a 2-day visit. I've been living in Brazil since the start of the year and I am endlessly meeting other foreigners in business here who have been in hi-tech Brazil for decades. I still feel like the new kid on the block even though São Paulo is now my home.

If I were going to list a few comments on the feature then I might start by saying:

- [Greater São Paulo](#) has about 19.6m residents, not 16m. On this scale that might seem trivial, but it's like ignoring the [City of Dublin](#) six times over.
- Wi-fi is no better or worse than I experience in most major European or US cities. All of my [local bars and cafes](#) offer free wi-fi to customers, which is more than I can say for my own experience in London.
- 3G is still rolling out. Then how come my [HTC Desire](#) works any place that I have gone to in the city, helping me check the web, upload photos, and view bus routes wherever I am?
- Smartphone penetration is lower than older handsets, [but sales are more than doubling this year](#).
- Talk of the "C-class" is more easily understood by illustrating that in a country of almost 200m people, over 100m are considered to be in class C... the basic consumer class. [So Brazil's societal classes appear more diamond-shaped than stacked up like a pyramid](#).
- This also means that the 80m Internet users estimate probably has to be taken with a grain of salt. I don't mean to dispute wherever the figure is from, but given that most members of social classes A, B, and C might be expected to be using the Internet it appears low. Stats are usually a year old and this market is moving so fast...
- A real red herring is repeating the line that Brazilians all use Orkut. Yes, they used to up to 2010, but I live here and I have never been asked by anyone for my Orkut ID. It's Facebook, Twitter, and LinkedIn all the way now – with the latter [experiencing over 400% growth in Brazil in the past year alone](#).

*"If we judge all our failings against a perfect situation then the present state is bound to be wanting."*

I don't want this to sound like a rant or an endless list of corrections to Steve's article – I [like much of what Steve has written in the past](#) - and not all his comments were wrong. But clearly the conference organisers at DA2.0 were feeding some [duff info](#) to the visitors. When Brazil has a really great story to tell in [innovation](#), [entrepreneurial start-ups](#), and [corporate IT](#), that's more than just a shame.

*Mark Hillary is CEO of [IT Decisions](#), a Brazilian technology analysis firm, and author of "Who Moved My Job?"*

## Sourcing Regulation

### Is There a Problem with LEED?

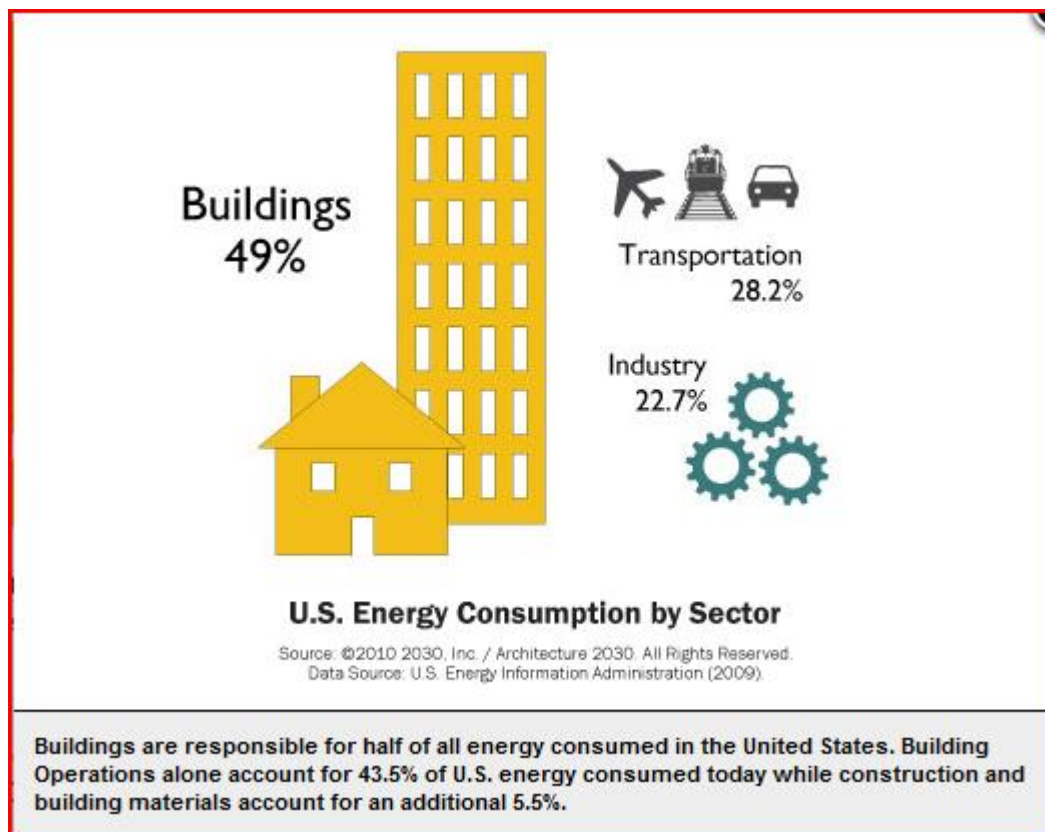
If you are not familiar with the publication [Miller-McCune](#), I recommend it as an extremely useful source for information on leading edge issues in our society. In a recent issue, there was an article about a lawsuit challenging the claims of the LEED (Leadership in Energy and Environmental Design) certification. This program is run by the [U.S. Green Building Council](#) and their website is a source for information about the certification and its application. It was officially launched in 2000.

The lawsuit is being brought by [Henry Gifford](#), who designs mechanical systems for energy-efficient buildings, and works primarily in New York City. While admitting that the LEED certification has had a very positive effect in making people aware of the need for energy-efficient buildings, he challenges the notion that LEED-certified buildings save as much energy as the US Green Building Council claims. His lawsuit was filed in October 2010 for \$100 million. There are other building industry experts who agree with Gifford and have documented energy shortfalls in LEED-certified buildings.

Data from the U.S. Energy Information Administration was used by a nonprofit called Architecture 2030 to demonstrate that 46.9% of the carbon dioxide emissions in the U.S. in 2009 came from the building sector. This compares to 33.5% generated by transportation, such as automobiles. The current data on their [website](#) indicates an even higher number:



**Christine Bullen**  
Past Chair, GSC



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## Sourcing Regulation

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*"The entire LEED rating program is being revised and there will be a new version anticipated for release in November 2012."*

John Scofield, a physicist from Oberlin College, independently examined studies done comparing LEED buildings to conventional ones and agrees: "There is no justification for claims that LEED-certified commercial buildings are using significantly less electricity or have significantly lower greenhouse-gas emissions associated with their operations than do conventional buildings," he says. "LEED buildings do not save energy." He goes on to discuss the difference between "site energy" and "source energy."

"Measured at the building, site energy is the amount of heat and electricity represented in utility bills. It does not, however, account for the conversion of primary energy sources into electricity, which delivers more than half of the energy consumed by typical buildings. Generation of electricity elsewhere and transmitting it to a building is quite inefficient; three BTUs of energy are required to produce one BTU of electricity. Source energy measurement therefore more accurately reflects the true on- and off-site energy costs for a particular building."

Scofield compared LEED to Energy Star and points out that Energy Star does measure source energy and is therefore a much better guideline. Interestingly, LEED scores are based on projections of energy use which are calculated before construction begins rather than measures taken on actual energy use.

To its credit the Green Building Council has been addressing some of these criticisms and since 2009 has been collecting data from LEED buildings to compare actual savings to the predicted savings. The entire LEED rating program is being revised and there will be a new version anticipated for release in November 2012.

The complexity of measuring energy efficiency in a building is illustrated by this comment from the article:

"Indeed, before electricity became cheap and plentiful, buildings were relatively efficient because they often included features such as thick masonry walls and simpler mechanical systems. Plus, tenants and building owners now increasingly fill structures with electric devices such as home electronics, computers and security systems."

Gifford is in the process of designing a new apartment building in Brooklyn using a standard from Germany called [Passivhaus Standard](#) that emphasizes the use of insulation in managing energy use.

The lawsuit is seen as an indication of the evolution in the efficient building industry. Edward Mazria who founded Architecture 2030 did so to lobby building professionals, governments and industry to "reduce fossil-fuel energy consumption by all types of buildings from 2003 levels by 60 percent by 2030. The program also sets increasingly tighter standards so that all new buildings and major renovations will be "carbon neutral" by 2030 as well."

All these efforts are seen as critical in the process to prevent major global issues related to energy use and the buildup of carbon emissions in our environment.

*Source: Ben Ikenson, ["Is LEED the Gold Standard in Green?"](#)*



**THE GLOBAL  
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## About the GSC...

The Global Sourcing Council is focused on assisting organizations from all sectors, buyers and sellers, achieve their economic goals without sacrificing sustainability. The GSC fosters the exchange of information and a dialogue through:

- Best Practices – the GSC defines and delivers best practices celebrating the intellectual and social capital of the world in a respectful and sustainable manner
- Collaboration –the GSC delivers a wide range of events, activities and webinars to enable its members to network, meet, and share ideas, for growth and to further drive the goals of the GSC
- Education – through the delivery of events, information, and certification, the GSC aims to inform and educate its members on all aspects of sustainable outsourcing processes, issues and trends
- Thought Leadership – the GSC offers an open, unbiased discussion platform for new ideas, controversial issues and general information on socially responsible sourcing in a professional and respectful manner.

We are looking forward to hearing from you. Please contact [Wanda Lopuch](#) if you would like to participate in the work of committees or contribute your time, talent or resources in other ways.