

Wyatt, Tarrant & Combs, LLP Firm Sustainability Policy

1. Introduction

Wyatt, Tarrant & Combs, LLP (the “Firm”) has always been committed to all-around excellence in client service, while recognizing the important civic role the Firm and our attorneys play in our community. From Wilson Wyatt’s long career in public service to the Firm’s continuing commitment to leadership development, charitable organizations and the arts, the Firm has always been about more than law. Now, a new call to action has been issued for businesses to measure and reduce their impact on the environment. The Firm recognizes that, in order to be a good corporate citizen, it must take up the call by first addressing its own operations.

The adoption and implementation of this Sustainability Policy will not only continue the Firm’s traditional role as a civic leader but will strengthen the Firm’s reputation and allow for the Firm to have a broader appeal to the many individuals and businesses that value sustainability in a meaningful way. Sustainability is, after all, about the wise use of resources for the long term health of the Firm, our communities and our employees and clients.

2. Timeline

- A. Commencement Date: April 19, 2011
- B. Benchmarking (status evaluation) Dates: May 20, 2011
- C. Completion Date: TBD
- D. Completion Celebration Date: TBD

3. Vision and Commitment

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

- [1] *Resource and Energy Conservation.* We will conserve our use of natural resources and energy to the extent practicable.
- [2] *Waste and Pollution Prevention and Management.* We will reduce, to the extent practicable, the quantity and degree of hazard of the wastes we generate from our operations, and handle them in a safe, legal, and responsible way to minimize their environmental effects. We will reduce, to the extent practicable, the direct and indirect emissions of greenhouse gases and other harmful air pollutants from our operations and travel.
- [3] *Reduction of Supply Chain Impacts.* We will work with others in our supply chain to help assure adverse environmental impacts and risks associated with our

operations are reduced and properly controlled, and environmental benefits optimized.

4. **Planning and Communication**

A. Establish Sense of Urgency through Communication¹: Discuss with our employees what we are trying to accomplish by adopting this sustainability initiative. We want to obtain a leadership role and this requires a sense of urgency. We will take the following communication steps:

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

B. Create a Guiding Coalition

- [1] Task Force. A Task Force will be established for this initiative with specific goals and measurable benchmarks. The Task Force will be lead by Director of Human Resources and she will oversee the implementation of the policy, and with the assistance of the Task Force, track and report progress. The Task Force will create a checklist of ideas to assess the current status of sustainability of our organization. Our Managing Partner will be a sitting member of this Task Force.

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

- [2] The Task Force will participate in an annual evaluation of the implementation. This year the Task Force will establish the current benchmarks for future comparison and measurement.
- [3] A designated member of the Task Force will make a presentation about the initiative to all Service Teams and groups of staff constituencies.
- [4] The Task Force must provide a good role model for the behavior expected of employees.
- [5] A budget of expenditures related to the initiatives in this policy will be proposed and approved prior to the beginning of each fiscal year by the Managing Partner.

C. Communication of the Vision after the Initial Communications

- [1] It is essential that the Firm uses every vehicle possible to constantly communicate the new vision regarding sustainability. The Managing Partner, the Director of Human Resources and the Task Force will participate actively in this communication process along with the Firm's entire management team.
- [2] External Firm publications will describe the policy, the reasons Wyatt is embracing it and will provide updates as to the Firm's progress in implementing the policy.

D. Empowering Broad-Based Action

- [1] The Task Force will communicate the organization's progress in implementing the policy. This is most credibly done when noteworthy achievements and best practices are conveyed along with description of challenges and obstacles for further improvement.
- [2] Every six months the Task Force will provide a status report to the Managing Partner identifying progress on goals and obstacles. We will then post the results on our website.
- [3] System changes or structures that undermine the vision will be reviewed and/or modified.
- [4] The Task Force will conduct a "lunch and learn" annually in the Firm to raise awareness, obtain participation and encourage non-traditional ideas to overcome the obstacles.

E. Generating Short-Term Wins

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

- [2] Significant contributions to the sustainability vision will result in recognition and financial and/or other non-financial rewards in the Firm management's discretion.
- [3] The Task Force needs to look for and create "small wins" to maintain enthusiasm for the initiative.

F. Consolidating Gains and Producing More Change

- [1] With increased communication about "small wins", the system, structure and policies that do not conform to the initiative will be modified willingly by employees of the Firm.
- [2] The HR Department should consider how to orient new employees who embrace the concepts set forth in this policy.
- [3] Part of consolidating gains is to determine who is interested and provide support to those change agents. Those people will create additional themes to keep the initiative top of mind.

G. Anchoring New Approaches in the Culture

- [1] This policy needs to gravitate from an initiative to an integral part of the Firm's strategy.
- [2] The connections between the new behaviors and organizational success must be continually communicated to our Partners in the Firm.
- [3] We must share our experiences with others outside of the Firm (clients, new recruits and others in the business community) so that we can inspire others to undertake a similar commitment.