



BSR®

BSR

Report

2016

#WhatIReallyReallyWant
is for all women to
be able to reach
their full



Welcome to the BSR Report 2016.

This short publication is intended to provide a snapshot of our profile and our performance. It is supplemented by significantly more information on our website, including our theory of change, project case studies, and more detailed financial results.

We are publishing this report to provide stakeholders with important insights into who BSR is, the extent of our global footprint, and how we assess our performance.

We are also publishing this report because we believe the discipline of transparency inspires improved performance.

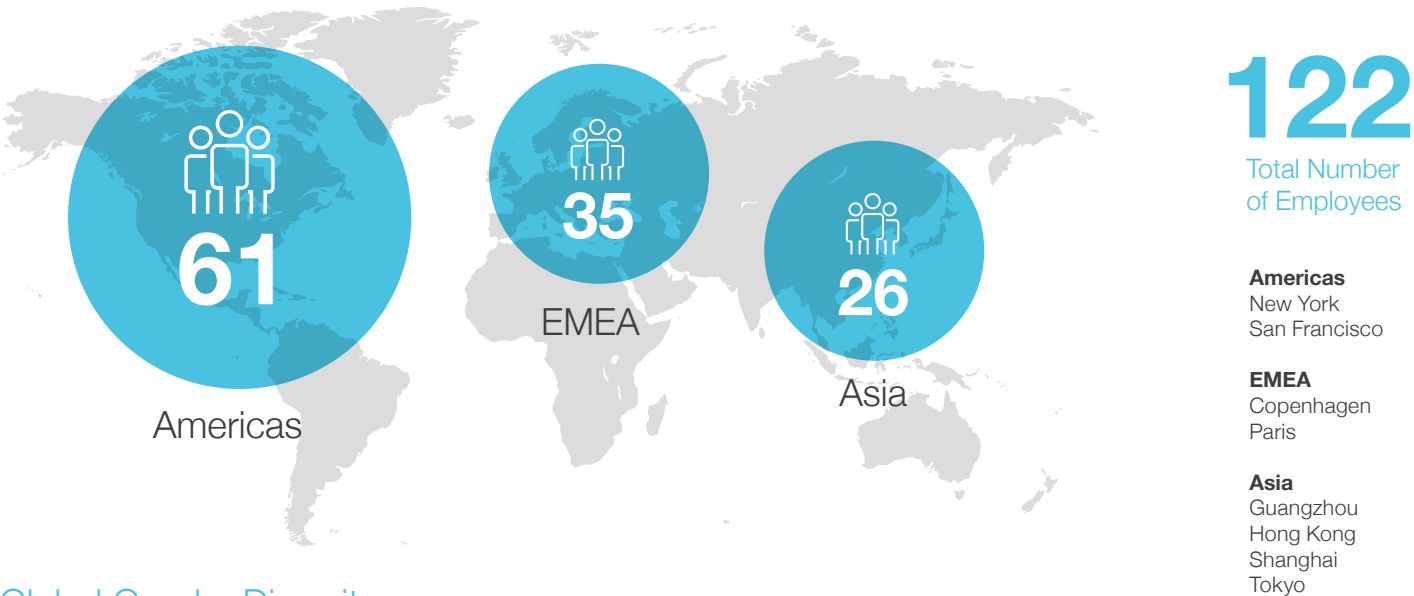


Employees

In 2016, BSR employed a total of 122 staff across all of our eight offices. Below, we have noted the ethnic diversity data of our U.S.-based staff in 2016, as well as the gender diversity of our full global staff based on their cohort level.

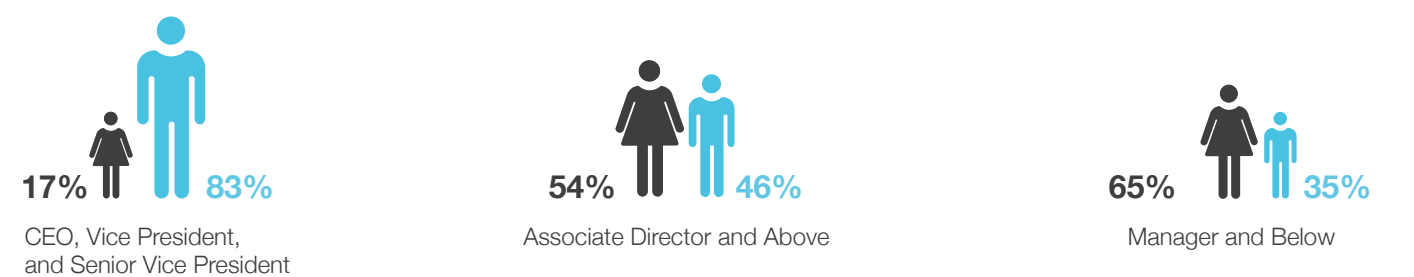
Employee Numbers by Location

*This data refers to the total number of staff who were employed by BSR as of December 31, 2016.



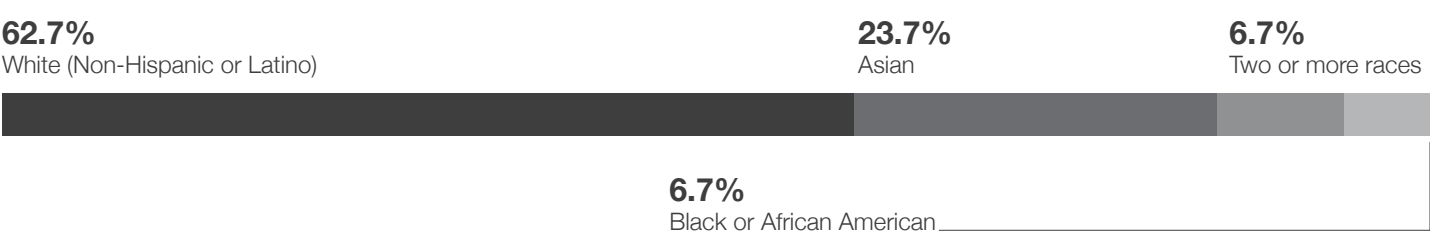
Global Gender Diversity

*This data refers to the total number of staff who were employed by BSR as of December 31, 2016.



U.S. Ethnic Diversity Data

*This data comes from BSR's EEO-1 report filed in Fall 2016. Due to varying international laws, we can only provide ethnic diversity data for the United States.

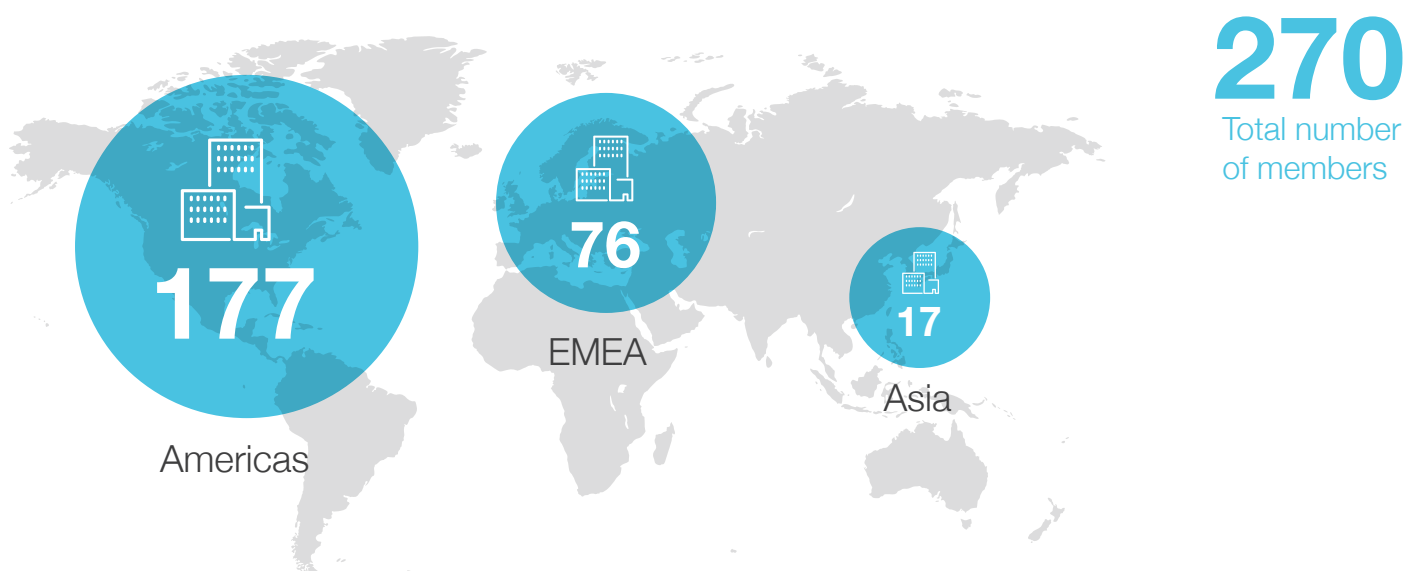


Membership

BSR gives businesses access to a powerful global network of member companies, thought leaders, peers, and stakeholders—all focused on creating viable sustainability solutions. Throughout 2016, BSR had 270 member companies participate in our network, representing more than 10 industries. More than 65 percent of these companies joined from the Americas, 28 percent from the EMEA region, and 6 percent from the Asia region.

*These numbers include members who left during or after 2016.

Number of BSR Members by Region



Number of BSR Members by Industry

Consumer Products	67	Heavy Manufacturing	15
Energy and Extractives	20	Power and Utilities	10
Financial Services	39	Transportation	8
Food, Beverage, and Agriculture	33	Travel and Tourism	5
Healthcare	22	Professional Services	3
Information and Communications Technology	48		

Impacts and Outcomes

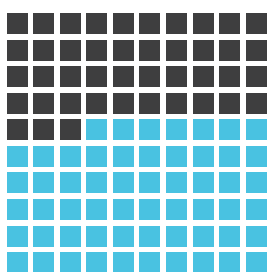
To evaluate progress toward BSR's mission of working with business to create a just and sustainable world, it is important that we assess our work from the perspective of impacts and outcomes. Impacts are the changes we want to see in the world, and outcomes are new approaches by organizations that create impacts.

How It Works

BSR staff are tasked with undertaking an impacts and outcomes assessment at the completion of every BSR project. These reviews assess factors such as whether the outcome represents a significant step toward achievement of our mission, or how many people, organizations, and companies are affected by the outcome. We learn lessons about our theory of change and insights that help us design more impactful projects in the future.

Our goal is for an impacts and outcomes assessment to be undertaken for 95 percent of BSR projects. During 2016—the third year of applying this process—we fell short of that goal, with reviews completed 57 percent of the time.

Percentage of 2016 Projects Reviewed for Impacts and Outcomes



57%
150 out of 263

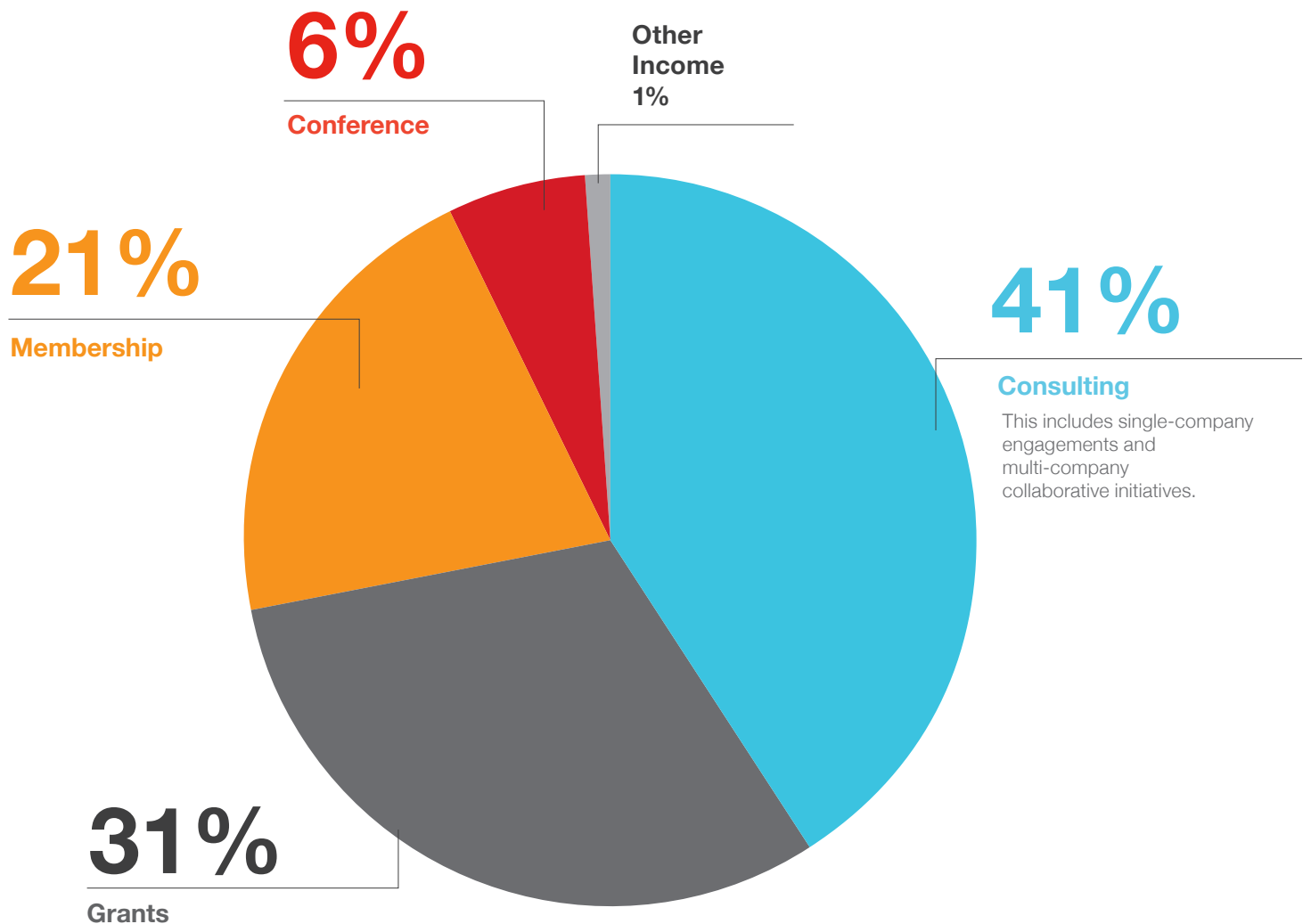
This number includes projects funded by grants, in addition to our consulting work.

Case Studies



Case studies illustrating the actual impacts and outcomes resulting from a wide range of BSR projects are available [online](#).

Global Unrestricted Revenue by Type

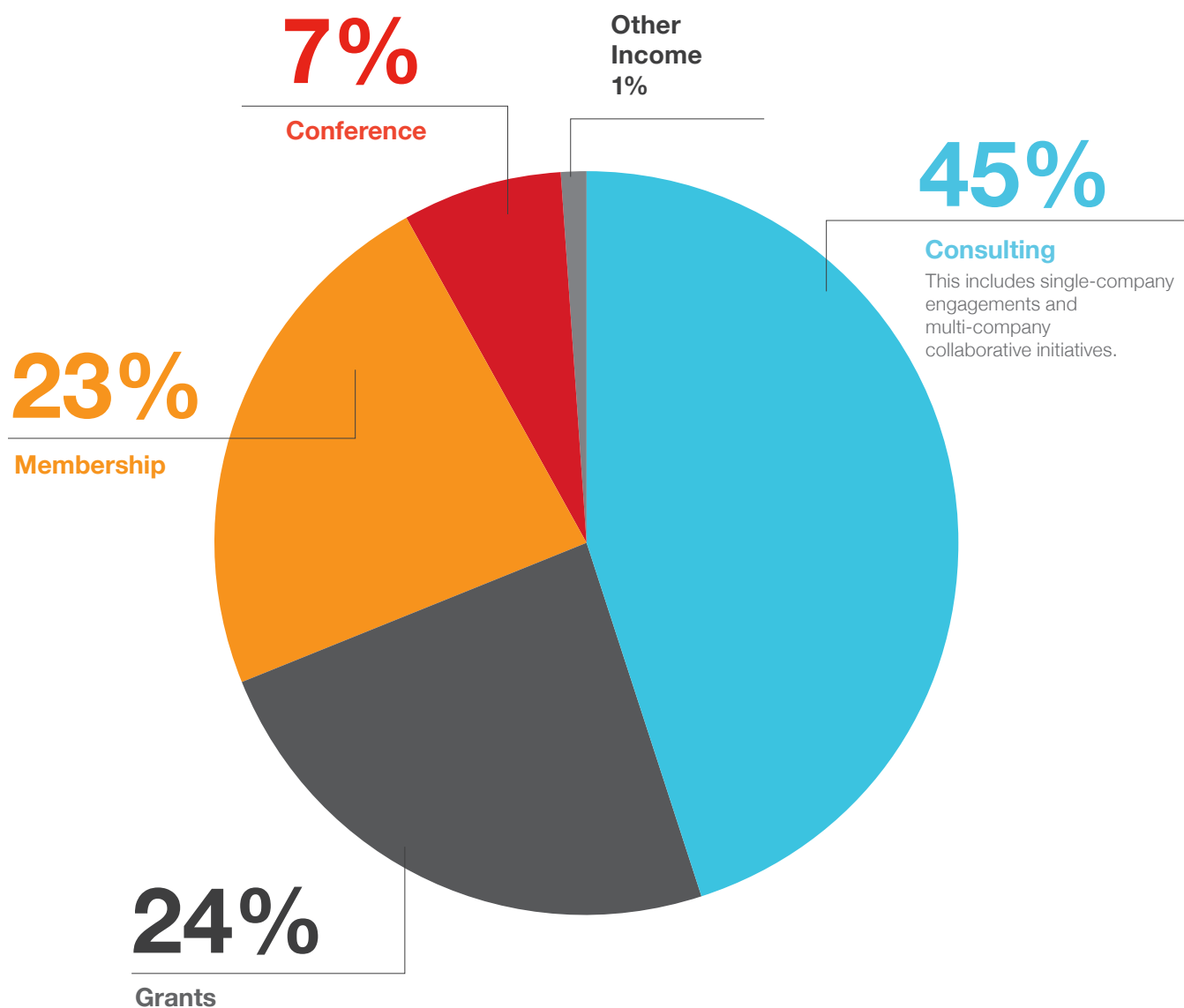


Total Approximate Unrestricted Revenue

US\$23.1 Million

More detailed financial data available [here](#).

Total Global Revenue by Type



Total Approximate Revenue
US\$21.2 Million

More detailed financial data available [here](#).

