MAGNIFY YOUR IMPACT
**THE NETWORK**

**NET IMPACT** is a global network of leaders who are changing the world through business. Spanning six continents, our membership makes up one of the most innovative and influential networks of MBAs, graduate students, and professionals in existence today. Our members believe that business can both **earn a profit** and **create positive social change**.

**NET IMPACT’S MISSION** is to make a positive impact on society by growing and strengthening a community of new leaders who use the power of business to make a positive net social, environmental, and economic impact. Our network is comprised of:

- CSR Leaders
- Social Entrepreneurs
- Environmental & Renewable Energy Experts
- Nonprofit Directors
- International Development Agents
- Socially-Responsible Investors
- Thought-Leaders for the Future of Business
- Select Undergraduate Students

**NETWORKING OPPORTUNITIES** are provided through local chapter events, annual conferences, and online networking tools. Net Impact members consistently rate our network as the most important reason they join and stay involved.

The following pages provide an overview of Net Impact.

Visit [www.netimpact.org](http://www.netimpact.org) to discover how members can **magnify their impact**.
Net Impact members are committed, talented, and inspirational. Whether graduate students or professionals, our members are actively improving the world through businesses and nonprofits, start-up endeavors and Fortune 500s.

When we polled our members last spring, 78 percent told us they were currently using business to change the world in their graduate school or community. 97 percent said they will use the power of business to improve the world at some point in their career. Meet two who are below:

**JEREMY LITCHFIELD**

I have been involved with Net Impact for over five years, starting with the student chapter at American University. In the last year though, I have realized just how powerful of a support network it can be in helping to make an impact. It started with the 2007 Green Challenge and the tools Net Impact provided in helping me to create a more environmentally sustainable workplace at my former employer.

Then in August of 2007, I took the step to launch a line of environmentally sustainable performance apparel, Atayne. Net Impact was right there to connect me with other members to help me get my company off the ground. As I lead Atayne in the changing environment of the apparel industry, my professional and Net Impact goals go hand in hand, change the accepted definition of performance from one P to three – people, planet, and profits.

**GENEVIEVE WANG**

This past year, my colleague Nathalie Spelman and I launched an office greening initiative at our company, Foster’s Wine Estates. Net Impact played a critical role in helping us turn our vision into reality by connecting us with individuals who had succeeded in launching their own grassroots sustainability efforts within their organizations. Speaking with these people was very motivating for us, and their advice helped us move past a number of challenges.

The “Impact at Work” program worked with us one-on-one and provided us with valuable resources and ideas for building and supporting our effort. In just 5 months, our membership has grown to 50 employees, and we’ve involved the greater organization through several company-wide events and activities. We look forward to working with Net Impact as we continue to improve and evolve our effort, and engage more employees throughout Foster’s Americas.
Through Central Offices in San Francisco and Lisbon and more than 160 chapters on six continents, Net Impact offers a portfolio of programs that enable members to transform ideals into measurable results.

Campus Greening Initiative
Net Impact’s Campus Greening Initiative (CGI) is designed to help Net Impact student members put their beliefs into action through campus environmental sustainability efforts. The goals of CGI are for students to use business skills to improve their universities’ impact on the environment, as well as to raise awareness of environmental problems and solutions among emerging business leaders.

Career Center
The Net Impact Career Center is a comprehensive resource for recruiters to connect with business students and professionals who want to leverage their skills to make positive social and environmental impact. The Career Center consists of an active Job Board with mainstream and CSR jobs and internships from around the globe. In addition, the Career Center contains invaluable resources for individuals interested in applying their ideals to their career.

Nonprofit Capacity Building
Net Impact offers a number of programs that enable our members to make an impact in their communities. Service Corps provides an opportunity for members to participate in volunteer consulting projects at nonprofits, building capacity in much needed areas like marketing and strategic planning. The Board Fellows program places Net Impact members on nonprofit boards and thus increases our members’ willingness to continue building nonprofit capacity throughout their career.

Curriculum Change
The Net Impact Curriculum Change Initiative supports students at MBA programs who are working to enhance their curriculum with the addition of socially and environmentally related classes and discussions. Through online resources, conference calls, and in-person events, the Curriculum Change Initiative inspires and equips student changemakers.

Impact at Work
For members not working in CSR roles, but still wanting to make a difference in their company, Net Impact has launched Impact at Work. This unique program empowers individuals to make a difference—sometimes small, sometimes huge—in the way their company does business. Whether it is implementing an office recycling or paper reduction program, providing fair trade coffee in the canteen or presenting a case on the effects of their company’s operations in the developing world, we provide our members the tools they need to make their voices heard.

Education
Net Impact offers the Issues in Depth call series and Learning Center to support our members in their professional growth. Our interactive Issues in Depth calls provide members the opportunity to learn from nonprofit and for-profit leaders as they share their experience working with social or environmental impact issues. The Net Impact Learning Center is a one-stop shop for continuing education with online resources focused on helping individuals hone their skills in areas such as nonprofit management, international and community development, and corporate social responsibility.

Net Impact Undergrad
In response to growing demand, Net Impact recently began working with select groups of undergraduate students at colleges and universities across the United States and Canada. Since the fall of 2007, we have launched over a dozen Net Impact Undergrad chapters to educate and inspire students around themes of corporate social responsibility, social entrepreneurship, green business, and other topics related to how business can be used to make a positive impact on the world.

“I see Net Impact as an opportunity for professionals and students to work together, building the capacity needed to use business as a positive force for change.”

- 2006 Member Survey Respondent
The Net Impact Conferences mobilize students and professionals through an exciting array of keynotes, panels, case studies, simulations, and special events. Participants leave with a fresh perspective on the role of business in society, a new appreciation for their individual role as an emerging business leader, and a strong connection with a network of like-minded colleagues.

The highlight of the conferences are keynote speeches from leaders of prominent nonprofits or Fortune 500 companies. Past US keynotes include:

- **Honorable Al Gore**, Generation Investment Company
- **Yvon Chouinard**, Founder of Patagonia
- **Chad Holliday**, CEO of DuPont
- **Tensie Whelan**, Executive Director of the Rainforest Alliance
- **Gary Erickson**, CEO of Clif Bar
- **Orin Smith**, CEO of Starbucks Coffee Company
- **Marian Wright Edelman**, President and Founder of Children’s Defense Fund

The conferences are designed to inspire new leaders by expanding their vision of the possible as they set their course through the world of business. To achieve this goal Net Impact has developed more than two days of dynamic curriculum including:

- Leading thinkers and success stories in the nonprofit, private, and public sectors
- Cutting-edge panels and interactive sessions on topics like corporate social responsibility, social entrepreneurship, nonprofit business, and more
- Networking opportunities with over 1,800 like-minded professionals and graduate students
- A Career Expo with progressive companies and nonprofits
- Action-oriented take-aways to engage your company, school, or community

The **2008 Net Impact North America Conference** will take place November 13-15 in Philadelphia at The Wharton School of the University of Pennsylvania. The **2008 Net Impact Europe Conference** will take place June 12 - 14 in Geneva in conjunction with the International Organizations MBA HEC Geneve, INSEAD and University of Nottingham Business School.

For more information visit [www.netimpact.org/events](http://www.netimpact.org/events).
A GROUP OF BUSINESS SCHOOL STUDENTS BEGAN A DIALOGUE

Where could MBAs who wanted to utilize their business skills to both make money and achieve positive social good find others who shared these values? How could they network with socially-minded leaders and learn about the latest trends on issues important to them? Where could they find jobs and volunteer opportunities that would enable them to transform their ideals into action?

Unable to find the answers externally, a group of students decided to form a network to foster these goals. They called the network “Students for Responsible Business,” and held their first Socially Responsible Business conference in 1993 in Washington, D.C.

THE DIALOGUE GAINS MOMENTUM

From six chapters made up of just over 100 students in 1993, the network grew to 16 chapters of more than 500 students in 1994, and reached 40 chapters and several thousand students by 1999.

THE MOMENTUM BECOMES NET IMPACT

By 1999, the group faced a new opportunity as recent graduates wanted to stay connected to the movement. Without the collegiality of a Net Impact club and peers, and in jobs that often lack outlets for building values into daily work, they feared losing their commitment and ideas for how to use business to improve the world. In 1999, Students for Responsible Business changed its name to Net Impact. The “Net” implies both a powerful network, and the bottom line (as in net income or net profit). The “Impact” refers to the impact members have on their schools, companies, social sector organizations, and communities. Together, the words denote the positive change that all can create through the power of the Net Impact network.

NET IMPACT GOES INTERNATIONAL

Net Impact welcomed our first chapter outside of North America into the network with a chapter launch in Europe. Within the next years chapters started popping up in cities such as Sydney, Buenos Aires, and Melbourne and in universities such as McGill in Canada and the London Business School to truly make Net Impact an international organization.

NET IMPACT CONTINUES TO GROW

Today, Net Impact is proud to support more than 160 student and professional chapters, with members in more than 70 countries. Our inaugural Europe Conference “Sustainable Prosperity - Taking on the Global Challenge” reflects the continued global expansion of our network of more than 10,000 new generation leaders: MBAs, graduate students, and young professionals who together are shaping the future of business. In addition, with the launch of its online Member Community, a new social networking technology, Net Impact enables members to extend their circle of like-minded leaders across geographic boundaries.
THE FACTS

Below is a sampling of recent trends, facts, and statistics related to themes our members care about and how they make a difference.

CORPORATE SOCIAL RESPONSIBILITY

78% of employees would rather work for an ethical and reputable company than receive a higher salary

- The Cherenson Group, 2001

More than 80% of 4,238 executives across 116 countries believe that, beyond earning returns for investors, corporations should contribute to the public good by going above and beyond what is legally required to minimize pollution and other negative effects of their operations

- The McKinsey Quarterly

MBA EDUCATION

Net Impact has a 24% chapter penetration rate in U.S. Business Schools with full-time programs (87 schools out of 363 MBA programs)

- Beyond Grey Pinstripes

Net Impact has 100% of the U.S. Top 30 MBA programs as ranked by Business Week in 2004, as well as 100% of the Top 20 MBA programs as ranked by U.S. News and World Report in 2006 and Wall Street Journal in 2005

- Career Journal Online

PHILANTHROPY

Corporate foundations gave $4.2 billion in 2006 (an increase of 6% from 2005) and 57% expect to give more in 2007

- The Foundation Center

Corporate giving, including grants from corporate foundations, increased substantially by 18.5 percent, to $13.8 billion

- The Chronicle of Philanthropy

SOCIAL RESPONSIBLE INVESTING

Socially Responsible Investing grew 260% since 1995. Nearly 1 out of every 10 dollars under professional management in the U.S. today is involved in socially responsible investing

- Social Investment Forum: 2005 Report

Morningstar listed 224 socially conscious funds in November 2005, with total assets of over $40 billion, up from $36 billion in January 2005

- Business Ethics Magazine, Winter 2005

SOCIAL ENTREPRENEURSHIP

Of the approximately 2 million citizen sector organizations working in the United States, 70 percent of them were established in the last 30 years. Eastern Europe has seen more than 100,000 such organizations established in the seven years following the fall of the Berlin Wall

- Ashoka

65% of Net Impact members have expressed the likelihood that entrepreneurship lies in their future. Conversely, only 3% said they would never launch their own venture


ENVIRONMENT

Between 1970 and 2000, terrestrial species declined by 30%, and freshwater species have declined by 50%

- World Wildlife Fund

The U.S., with less than 5 percent of the global population, uses about a quarter of the world’s fossil fuel resources, burning up nearly 25% of the coal, 26% of the oil, and 27% of the world’s natural gas

- Worldwatch Institute Study, January 2004
The answers

**What does it cost to be a member?**
- Lifetime membership is $350
- Professional membership is $50 a year
- Student membership is $25 a year
- International Student Special Rate: $15 a year
- International Special Professional Rate: $25 a year

**How does Net Impact get its funding?**
Net Impact receives support from a variety of sources including: national and local foundation grants; corporate sponsorships; membership dues; fee-for-service arrangements; and individual donations.

**How can individuals make a donation to Net Impact?**
Individuals can make a donation online through our website. Visit [www.netimpact.org/donate](http://www.netimpact.org/donate).

**How can companies get involved with Net Impact?**
Net Impact offers companies the opportunity to partner with us through Annual Sponsorship. Whether interested in recruiting outstanding MBA talent, achieving powerful brand recognition among thousands of future business leaders, participating in the annual conference, or promoting CSR in a company, Annual Sponsorship of Net Impact is a forward-thinking investment promising strong returns. Please email info@netimpact.org for more information.

**How can nonprofits get involved with Net Impact?**
Net Impact members can bring a unique value to nonprofit organizations: business skills coupled with an enthusiasm to improve the world. Please email info@netimpact.org for more information.

**What is the difference between Net Impact Chapters and Net Impact The Organization?**
Net Impact is a 501c3 nonprofit with offices in San Francisco and Lisbon. Our chapters, in graduate schools and cities, are separate groups that affiliate with Net Impact. We support local chapters through providing tools, best practices, events, a chapter leader network, and programs for members to participate in. Chapters are asked to follow basic requirements and adhere to the Net Impact mission; however, they are run by volunteer leaders who set goals and activities with a high level of autonomy.

**How can someone start a Net Impact chapter in their school or community?**
Starting a chapter is a great opportunity to unite, inspire and mobilize new-generation leaders in a school or community and to join the movement to shape the future of business and society. Net Impact can provide a comprehensive toolkit to help plan events, recruit members, win faculty support, influence curriculum and gain visibility. For details on starting a chapter, email chapters@netimpact.org.

**Why does Net Impact charge annual dues?**
Grants and fundraising cover only a fraction of the costs to support our 10,000 person network. We depend on modest annual membership dues to continue to expand and strengthen the network that our members value.
Triple Bottom Line: The term is used as a framework for measuring and reporting corporate performance against economic, social and environmental parameters, thus widening the scope of traditional corporate reporting.

www.wikipedia.org

AA1000 Assurance Standard

The AA1000 Assurance Standard covers the principles that define a robust and credible assurance process, the essential elements of a public assurance statement, and the independence, impartiality and competency requirements for assurance providers. It be used for stand-alone assurance, but can be best understood and used in conjunction with the rest of the AA1000 Series. The AA1000 Assurance Standard is based on assessment of reports against three Assurance Principles:

• Materiality: does the sustainability report provide an account covering all the areas of performance that stakeholders need to judge the organisation’s sustainability performance?
• Completeness: is the information complete and accurate enough to assess and understand the organisation’s performance in all these areas?
• Responsiveness: has the organisation responded coherently and consistently to stakeholders’ concerns and interests?

www.AccountAbility21.net

Social Accountability 8000 (SA8000) Standard

The Social Accountability 8000 (SA8000) Standard is an auditable certification standard based on international workplace norms of International Labour Organisation (ILO) conventions, the Universal Declaration of Human Rights and the UN Convention on the Rights of the Child. A summary of the Standard elements follows:

• Child Labor: No workers under the age of 15; minimum lowered to 14 for countries operating under the ILO Convention 138 developing country exception; remediation of any child found to be working
• Forced Labor: No forced labor, including prison or debt bondage labor; no lodging of deposits or identity papers by employers or outside recruiters
• Health and Safety: Provide a safe and healthy work environment; take steps to prevent injuries; regular health and safety worker training; system to detect threats to health and safety; access to bathrooms and potable water
• Freedom of Association and Right to Collective Bargaining: Respect the right to form and join trade unions and bargain collectively; where law prohibits these freedoms, facilitate parallel means of association and bargaining
• Discrimination: No discrimination based on race, caste, origin, religion, disability, gender, sexual orientation, union or political affiliation, or age; no sexual harassment
• Discipline: No corporal punishment, mental or physical coercion or verbal abuse
• Working Hours: Comply with the applicable law but, in any event, no more than 48 hours per week with at least one day off for every seven day period; voluntary overtime paid at a premium rate and not to exceed 12 hours per week on a regular basis; overtime may be mandatory if part of a collective bargaining agreement
• Compensation: Wages paid for a standard work week must meet the legal and industry standards and be sufficient to meet the basic need of workers and their families; no disciplinary deductions
• Management Systems: Facilities seeking to gain and maintain certification must go beyond simple compliance to integrate the standard into their management systems and practices.

www.SA-INTL.org

ISO 14000

The ISO 14000 environmental management standards is a series of standards, and guideline reference documents, which cover the following:

• Environmental Management Systems
• Environmental Auditing
• Eco Labeling
• Life Cycle Assessment
• Environmental Aspects in Product Standards
• Environmental Performance Evaluation

www.iso14000.org

Global Reporting Initiative (GRI)

The GRI’s vision is that reporting on economic, environmental, and social performance by all organizations is as routine and comparable as financial reporting. The Sustainability Reporting Framework - of which the Sustainability Reporting Guidelines (GS) are the cornerstone - provides guidance for organizations to use as the basis for disclosure about their sustainability performance, and also provides stakeholders a universally-applicable, comparable framework in which to understand disclosed information.

www.GlobalReporting.org

UN Global Compact

The Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment, and anti-corruption:

Human Rights
* Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
* Principle 2: make sure that they are not complicit in human rights abuses

Labour Standards
* Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
* Principle 4: the elimination of all forms of forced and compulsory labour;
* Principle 5: the effective abolition of child labour; and
* Principle 6: the elimination of discrimination in respect of employment and occupation.
* Principle 7: Businesses should support a precautionary approach to environmental challenges;
* Principle 8: undertake initiatives to promote greater environmental responsibility; and
* Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption
* Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

www.un.org

Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME), launched at the 2007 Global Compact Leaders Summit on 5 July in Geneva, provide an engagement framework specifically for academic institutions to advance corporate social responsibility through the incorporation of universal values into curricula and research. The PRME have been developed by an international task force of sixty deans, university presidents and official representatives of leading business schools and follow from a recommendation of all academic stakeholders of the Global Compact.

www.prme.org

Bottom of the Pyramid

In economics, the bottom of the pyramid is the largest, but poorest socio-economic group. In global terms, this is the four billion people who live on less than $2 per day, typically in developing countries. The phrase “bottom of the pyramid” is used in particular by people developing new models of doing business that deliberately target that demographic, often using new technology. This field is also often referred to as the “Base of the Pyramid” or just the “BoP”.

www.wikipedia.org
“I want to repeat what I said about Net Impact and the role it played in my decision to attend business school in general, and Yale School of Management in particular. My mentors counseled me to consider the size and strength of Net Impact Chapters when choosing a school. They said Net Impact was one of the best aspects of their MBA experience, and believed the organization was an accurate gauge of the overall commitment of students, faculty and administration to social and environmental impact. Net Impact was an important factor in my decision to attend Yale SOM, and I have not been disappointed.”

Matthew E. Kopac,
Yale School of Management,
MBA Candidate, 2009

“The Buzz

“My experience with this Service Corps project was excellent. The volunteer team was a tremendous resource in assisting my organization to prepare for a complete overhaul of our marketing program. The diverse backgrounds and skill sets unique to each team member added significant value to developing a creative and effective solution.”

Ryan Sullivan,
Social Compact

“I have never left a conference so energized to go home and make changes. I am truly excited about using what I learned this year!”

Makisa Upton,
Wal-Mart Stores Inc.

“No, there’s no question that Net Impact has played an important role in creating the dialogue at this institution and in the surrounding community. Moreover, the organization is actually giving rise to its own community of sympathetic individuals, people dedicated to common sense business solutions to problems both local and global.”

Noah Greenberg,
University of Maryland,
Robert H. Smith School of Business

“Net Impact serves as a communication platform connecting me to current events in CSR and corporate governance. Through the newsletters discussions and insights I am more readily prepared to lead consulting engagements with attention to long-term social and environmental, not just financial gains for stakeholders.”

Net Impact Professional Member,
survey respondent

“The Net Impact conference opened my eyes to the world of opportunities for business to lead the charge to insure that people, planet and profit can co-exist. We can change the world and our generation of leaders will do so.”

Brian Goebel,
Emory University Goizueta School of Business

“Net Impact has provided a fantastic network of support - from day one of business school through to this day. I often call on my Net Impact connections for advice, partnerships, or even sales opportunities! To a social entrepreneur Net Impact membership is like having a degree from Wharton for the aspiring Wall Street exec.”

Jennifer Boulden, Founder,
Ideal Bite