



Stratos

**Supporting
Sustainable
Change**

About This Report

Table of Contents

Message from the President	3
About Stratos	4
Performance Scorecard	5
Our Performance	6
Supporting Sustainable Change	6
Financial Performance	8
Our Employees	9
Our Environment	11
Our Community	14
Looking Ahead	14

Stratos Is ...

“a recognized leader and innovator”

At Stratos, timely and transparent disclosure of sustainability performance is a critical element of managing organizational sustainability. It allows stakeholders to hold organizations to account and drives sustainability performance improvements.

This is our first report. We hope it enables you, our employees, clients, partners and stakeholders to better understand our performance and to more effectively hold us to account for performance improvements. Specifically, we wrote this report to:

- **Drive performance improvements** by measuring and analyzing our performance data.
- **Engage our team and associates** and reflect on policies and procedures.
- **Enhance our accountability to our stakeholders** by publicly disclosing our sustainability performance.
- **Demonstrate the value in building sustainability** into organizational strategy.

As with many of the organizations we work with, we found the experience of compiling this report invaluable — we have learned much about our sustainability performance. We have identified a number of performance improvements and have set in place plans to execute changes in the coming year.

While we are experts in sustainability reporting, we deliberately set out to build a pragmatic report that reflects our scale and needs. We believe that, for a firm of our type, publishing a report of our sustainability performance is a useful management practice that adds value to the firm.

This report covers our Ottawa office activities during the 2009 fiscal year, beginning April 1, 2008 and ending March 31, 2009, and our Calgary office activities since its inception in January 2009.

We welcome your feedback as we evaluate the success of this report and test our approach to future performance disclosure. If you have questions or comments, please contact Karla Heath at kheath@stratos-sts.com.

Report in Context

Since generating this report, we have commenced work on a new five-year plan for Stratos. The publication of this report marks a transition point, with the five-year plan leading to a renewed vision for the growth of the company in the years to come. A core part of the planned 2010 launch of our new vision will be increased communication and transparency with our stakeholders.

At our 2009 Annual Stratos Retreat, we kicked off our strategic planning process by inviting the Stratos team to share their vision for the company. To provide a sense of our ambition and future hopes, we include a selection of employee perspectives in “Stratos is...” text boxes throughout this report.

Message from the President

Materiality

Stratos helps organizations of all sizes assess the materiality of sustainability issues for their operations and stakeholders. Using this expertise, we analyzed and identified our own key sustainability issues. The Stratos team tested and validated the results, providing valuable perspectives and input for this report.

You can read more about our approach to materiality by reading our [Materiality Practitioners' Guide](#).

Our Key Sustainability Issues

Our work to support our clients in creating sustainable change

Our economic contribution (including to employees and business partners)

Employee development

Office health and well-being

Work-life balance

Greenhouse gas (GHG) emissions

Paper use

Materials consumption

Community involvement and investment

Welcome to Stratos' first sustainability report. Our vision at Stratos is a world where decision makers at all levels integrate sustainability into their actions to improve ecological and human well-being. I am proud to present this account of our approach to meeting that vision and our sustainability performance in the last year.

It is my hope that you will get a sense of what a great team we have at Stratos. We are a high-performing group of sustainability professionals who bring passion and strong expertise to our work and are protective of our independence and unique culture. This past year has been an important year for the company with the opening of our Calgary office to grow our presence and service to clients in Western Canada. We see our growth as a key measure of the value and change that we help create.

While we are proud of our accomplishments, there are areas where we need to focus our efforts to maintain our unique culture and minimize our negative environmental impacts. We are committed to improving our performance, particularly in the areas of employee overtime, air travel, and paper use.

In the coming year, the continuing economic uncertainty will mean challenging market conditions for our clients and likely for all professional service firms. We believe that sustainability is critical to organizational success and will form a key plank of economic recovery in Canada. We believe our well-diversified and expert practice will help our clients to maintain their business and even thrive through these challenging times.

In 2009 we will renew our vision for Stratos. We are developing a new five-year plan for the company and are committed to growing a business that creates the sustainable change necessary to help our clients succeed.

This is our first report and a test for Stratos. It marks a point of departure as we renew our vision and continue to grow and evolve our business. We value your feedback and perspectives on our approach and whether this disclosure will bring you continued value.



D. Michael van Aanhout

About Stratos

Stratos Is ...

“adaptive”

*“known for its
elegant solutions”*

Stratos is Canada’s leading sustainability consultancy. We are a values-based firm with unique understanding and insight into corporate, public sector and civil society perspectives on sustainability. With offices in Ottawa and Calgary, we work with corporations, governments, institutions and non-governmental organizations (NGOs) across Canada and internationally, providing analysis, information, strategic advice and tools to decision-makers to integrate sustainability into their strategies, plans and practices. We provide services to our clients through our public sector management practice and our corporate sustainability practice.

We have a highly skilled and innovative team of 22 employees in our Ottawa and Calgary offices, with expertise spanning a wide range of sustainability issues and industries.

We are known for providing high quality analysis and commentary on sustainability, as well as objective and practical services and advice. Stratos differentiates itself through:

- an exclusive focus and expertise in sustainability
- a combination of skills and depth of experience with sustainability policy, strategy, management and assurance
- our capacity to convene stakeholders and to apply their perspectives to sustainability management.

Our Vision

A world where decision makers at all levels integrate sustainability into their actions to improve ecological and human well-being.

Our Mission

To provide business, governments and organizations with expert advice, information and tools that will assist the development and implementation of more sustainable policies and practices.

Objectives

Meaningful work that makes a difference

Innovative and quality work

Collegial and balanced lifestyle

Strong and efficient decision-making processes

Contribute to community well-being

Performance Scorecard

See below for a summary of our key performance indicators and achievements in the 2009 fiscal year and our targets for 2010. In our next report, we hope to include more specific and quantifiable performance targets in several of these areas.

	2009 Key Performance Indicators	2010 Targets
Supporting Sustainable Change	<ul style="list-style-type: none"> Opened our Calgary office 115 client projects initiated with 61 clients Consistently positive client feedback 	<ul style="list-style-type: none"> Develop further approaches for measuring the impact of our work >90% of projects internally assessed as having an impact Hold four external Stratos forum events to create networks and to encourage thought leadership and collaborative approaches
Financial Performance	<ul style="list-style-type: none"> 72% growth in revenue from 2005 to 2009 Expenses: <ul style="list-style-type: none"> Salaries: 74% Profit Share: 12% Operations: 6% Benefits: 4% Taxes: 2% Business Promotion: 2% 	<ul style="list-style-type: none"> Sustainable financial growth targeting 20% growth in revenue from 2009
Our Employees	<ul style="list-style-type: none"> Finalist for ECO Canada 2009 Employer of the Year award 619 hours of employee training Launch of the Stratos Academy 	<ul style="list-style-type: none"> 10% improvement in the average rating for employee satisfaction survey question related to feeling overworked Develop an annual training plan for each employee Deliver three new Stratos Academy training sessions 100% employee engagement in our five-year planning exercise 100% employee retention
Our Environment	<ul style="list-style-type: none"> 127 tonnes GHG emissions (5.8 tonnes per employee) 89% commuting days via sustainable transportation 3% reduction in paper use compared to 2008 fiscal year 	<ul style="list-style-type: none"> Expand our GHG inventory to include the use of taxis for business travel Explore video conferencing technology and use web meeting technology to reduce GHG emissions Identify an "energy champion" to encourage better team energy management practices Implement sustainable procurement tools for hotels, rental cars, courier services, and food and beverage purchases Reduce total paper use by 5% over the 2009 fiscal year
Our Community	<ul style="list-style-type: none"> \$4,890 donated to registered charities, including sponsoring a summer internship at Pollution Probe 260 hours volunteering as a company 46 employee hours volunteering in the community during office hours 	<ul style="list-style-type: none"> Encourage employees to spend 1% of business hours volunteering for the cause of their choice \$5,000 charitable donations allocated in accordance with our Community Investment Program

Our Performance

- 1 Supporting Sustainable Change
- 2 Financial Performance
- 3 Our Employees
- 4 Our Environment
- 5 Our Community

2009 Key Performance Indicators

Opened our Calgary office

115 client projects initiated with 61 clients

Consistently positive client feedback

2010 Targets

Develop further approaches for measuring the impact of our work

>90% of projects internally assessed as having an impact

Hold four external Stratos forum events to create networks and to encourage thought leadership and collaborative approaches

1 Supporting Sustainable Change

Our most important impact on sustainability is through our work with clients and partners. Our ambition is to catalyze sustainable change beyond our own operations: with our clients, in the market and in society.

Our most important impact on sustainability is through our work with clients and partners. Our ambition is to catalyze sustainable change beyond our own operations: with our clients, in the market and in society.

We make a concerted effort to focus our work in areas that make a difference. We have a "go, no-go" decision checklist to determine whether potential projects align well with our vision, mission and strategic objectives, and have the potential to make a meaningful difference. We also hold project closure meetings to assess project results and impact, and regularly survey our clients to ensure that our work made a difference. We receive consistently positive feedback from our clients, which for us is a key performance indicator.

We position ourselves as connectors, making linkages across sectors with NGOs, academics and industry associations to encourage thought leadership and collaborative approaches, and working regularly with strategic partners who are experts in their respective fields. In the 2009 fiscal year we held our first Industry Association Sustainability Leadership Forum where representatives from 15 Canadian industry associations met to share sustainability best practices and the challenges facing industry associations in Canada. We have planned several similar events for the 2010 fiscal year.

Over the past year we initiated 115 client projects with 61 clients. We also opened a new Calgary office to better support our Western clients.

While this brief report cannot provide a detailed account of the contributions we made to each of our clients, below we present a small sample of projects from the past year that provide insight into how we work to improve our clients' sustainability.

StatoilHydro Canada

StatoilHydro

Stratos worked closely with StatoilHydro Canada in developing their Integrity and Social Responsibility (ISR) plan. This included identifying key issues, assessing strengths and gaps in current performance, conducting a focused benchmarking exercise of industry peers and StatoilHydro Canada, and working with senior leaders and the Executive Team to advise on the preparation of the company's ISR plan and action plans. Stratos also supported StatoilHydro Canada with the design and delivery of ISR awareness training for employees at its field operations site and its Calgary headquarters. The ISR plan sets the foundation for how StatoilHydro Canada builds and maintains relationships with communities and how they meet their broader social responsibilities in Canada.

Stratos Is ...

"a connector of people and thoughts in the sustainability space"

Northern Contaminated Sites Program – Indian and Northern Affairs Canada



Stratos has a long-standing relationship with the Northern Contaminated Sites Program (NCSP) of Indian and Northern Affairs Canada (INAC). Since 2001, Stratos has provided NCSP with advice on developing and implementing a contaminated sites management framework. INAC's mandate in the North addresses all areas of sustainability. This management framework allows NCSP to approach contaminated sites remediation in a way that considers environmental, social and economic development aspects in the North and in affected Aboriginal and Northern communities.

In 2008, Stratos was honoured to receive a Deputy Minister's Award for its contribution to governance and management of NCSP.

Stratos Is ...

*"a catalyst for
meaningful change"*

*"pushing the
envelope"*

Stratos' work has helped Canada Post focus its efforts on CSR improvements in key areas, improving the quality of CSR communication and making improvements to key management processes.

Mining Association of Canada



The Mining Association of Canada / L'Association minière du Canada

Stratos' strategic advice and practical hands-on support contributes to the ongoing success of the Mining Association of Canada's "Towards Sustainable Mining" (TSM) Initiative. In 2008/2009, Stratos continued to work closely with MAC on developing and implementing TSM, which is recognized as one of the leading industry association sustainability initiatives in Canada and internationally. Stratos continued to manage the work of MAC's TSM Community of Interest (COI) Advisory Panel, facilitating the Panel's biannual meetings, providing technical support and training to the TSM self-assessment and external verification system. Additionally, Stratos provided advice and support on framework and protocol development and revision, including approaches for implementing MAC's Aboriginal relations framework. Stratos also prepared a practical and detailed guide for members on energy use and GHG emissions management, providing training to support them in their performance improvement efforts. Stratos continues to play a key role in the collection and reporting of TSM performance data in MAC's annual TSM Progress Report.

Canada Post Corporation



Stratos has worked with Canada Post to support the development of the company's corporate social responsibility program. Stratos has provided strategic advice on the business impacts of and response to the corporate social responsibility agenda including:

- Assisting Canada Post in identifying material CSR issues for the company.
- Assessing the Canada Post environmental management system and advising on areas to strengthen controls.
- Identifying and engaging Canada Post stakeholders to understand perspectives on CSR performance and priorities.
- Supporting Canada Post in embedding CSR into core business processes, including procurement standards.

Stratos' work has helped Canada Post focus its efforts on CSR improvements in key areas, improving the quality of CSR communication and making improvements to key management processes.

2009 Key Performance Indicators

72% growth in revenue from 2005 to 2009

Expenses:

- Salaries: 74%
- Profit Share: 12%
- Operations: 6%
- Benefits: 4%
- Taxes: 2%
- Business Promotion: 2%

2010 Target

Sustainable financial growth targeting 20% growth in revenue from 2009

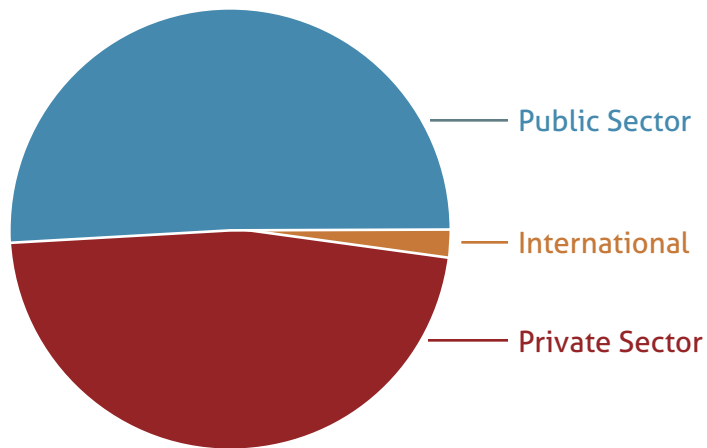
2 Financial Performance

We believe that our financial success is a key indicator of the value and impact of our business and services. Our focus on continuous learning and building long-term client relationships has contributed to steady positive growth.

From our 2005 baseline, revenues have increased...

2006	2007	2008	2009
23%	23%	32%	72%

Stratos has two lines of business. In our 2009 fiscal year, our **public sector consulting practice** contributed 51% of our total revenue, while our **private sector practice** contributed 47%. Our **international work** (for international institutions and companies) accounted for 2%.

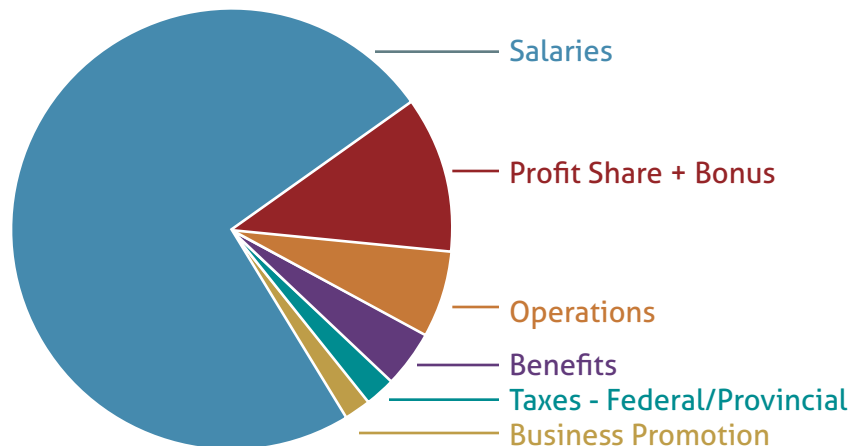


Stratos Is ...

"keeping an edge"

"influencing where Canada can go on the global stage"

Our most significant expense is employee compensation. We strive to offer competitive compensation packages, including salary, health and dental benefits, generous vacation time, and profit sharing and performance bonuses.



2009 Key Performance Indicators

Finalist for ECO Canada 2009 Employer of the Year award

619 hours of employee training

Launch of the Stratos Academy

2010 Targets

10% improvement in the average rating for employee satisfaction survey question related to feeling overworked

Develop an annual training plan for each employee

Deliver three new Stratos Academy training sessions

100% employee engagement in our five-year planning exercise

100% employee retention

Stratos Is ...

“unique”

“going where our imagination can take us”

3 Our Employees

The Stratos team are expert and experienced sustainability professionals. We foster a supportive, open and high performance culture. We are a values-based firm committed to the highest standards of professional practice and operations as articulated in our **Code of Conduct** which is reviewed and signed by all employees on an annual basis.

Professional Development

Training

Professional development and training for Stratos employees is vital to delivering high quality services and enabling employee growth and advancement. We annually set a budget for professional development and training, working with employees to identify courses, conferences, and training opportunities that build their skills, support their long-term career objectives, and support our capacity to deliver high quality, expert advice to our clients. This past year, employees participated in 619 hours of training. Stratos also pays the cost of professional association memberships for its employees and encourages active participation in association activities.

Performance Reviews

Stratos uses annual and mid-year performance appraisals to provide management and employees with a structured opportunity to review and discuss an employee’s performance and progress related to corporate and personal goals. We continuously improve our performance appraisal process based on employee feedback to ensure fairness and clarity, and to improve the quality of performance discussions within our team. This year we further enhanced the appraisal process through a detailed performance matrix that provides a framework for setting personal goals and objectives and assessing performance. Seeking and giving peer feedback is an important part of our culture and is also a key component of our performance appraisal process. Our informal mentoring program ensures that employees are engaged in projects that interest them and that align with their skills and professional goals.

A Learning Culture

Stratos has implemented unique educational activities to help create a learning culture and share internal expertise.

Stratos Academy: New in the 2009 fiscal year, we launched this program of half- or full-day training sessions on specific areas or skills, delivered by fellow Stratos employees. In the 2009 fiscal year, Stratos Academy training included modules on environmental management systems and proposal writing.

2008 ECO Canada Employee Satisfaction Survey Results

Stratos was a finalist for the ECO Canada 2009 Employer of the Year award. This nomination is based on the results of an employee satisfaction survey administered and analyzed by [ECO Canada](#). Clear communication of organizational goals, values, and objectives and clear job descriptions were identified as being some of Stratos' key strengths. The most significant concern raised by the survey is that employees feel overworked. Stratos is committed to achieving work-life balance and will work more diligently towards this balance in the future.

Employee Satisfaction Scores

Industry Average
3.93 / 5

Stratos
4.40 / 5

“Performance evaluation processes have evolved and improved based on input and ideas from all levels of employees in the firm”

– Employee comment made on the 2008 ECO Canada Employee Satisfaction Survey

Stratos Forum: We continued bi-monthly meetings to share information on our approach and on lessons learned from innovative client projects. The Forum offers an excellent venue for sharing best practices, providing a safe place for employees to refine presentation and facilitation skills. Six forums took place this year with presentations on topics such as Aboriginal engagement, risk assessment and ecosystem services.

Stratos Lunch 'n' Learn: An informal meeting to encourage team discussion to generate ideas and insights on a particular topic, or to host an external expert on a topic such as sustainability challenges in the oil sands. We held four Lunch 'n' Learn sessions in the 2009 fiscal year.

Employee Engagement

Engaging the Stratos team on our future priorities and management of the firm is a critical part of our success. In the last year, we invited employees to participate in a risk assessment process to develop a risk profile for Stratos. This workshop allowed employees at all levels to openly discuss and explore a range of risks to the organization, including human resource-related risks. The results of this exercise will help Stratos to anticipate and mitigate potential corporate risks.

Q: There is employee consultation and participation on organization and employee issues.

Stratos score: **4.52 / 5**

Stratos employees are actively engaged in business planning. The Stratos Board holds quarterly town hall meetings to keep employees informed of business decisions and financial information, and every year we hold a corporate retreat to facilitate team building among Stratos employees, reflecting on the successes and challenges of the past year and focusing on key priorities for the coming year.

Office Health and Well-being

Our team enjoys a vibrant office environment. Stratos' culture is relaxed, informal, energetic and positive. Stratos prides itself on open communication practices, maintaining an open door policy to encourage frequent discussion among employees. Every Monday morning we hold a meeting with all employees to ensure active management of their workload.

We also support flexible work hours for our employees, the option to work from home, and subsidized fitness memberships. The social committee plans birthday celebrations and social outings such as an annual holiday breakfast, attending festival events, or “Just because” lunches. As we have seen our business and number of employees grow, we are placing a high priority on preserving the Stratos culture and the collegial and supportive environment it creates.

2009 Key Performance Indicators

127 tonnes GHG emissions (CO₂e)
(5.8 tonnes per employee)

89% commuting days via
sustainable transportation

3% reduction in paper use
compared to 2008 fiscal year

2010 Targets

Expand our GHG inventory to
include the use of taxis for
business travel

Explore video conferencing
technology and use web
meeting technology to reduce
GHG emissions

Identify an "energy champion"
to encourage better team energy
management practices

Implement sustainable
procurement tools for hotels,
rental cars, courier services, and
food and beverage purchases

Reduce total paper use by 5%
over the 2009 fiscal year

4 Our Environment

Stratos is committed to applying leading environmental management practices to its operations.

Our significant environmental impacts include:

Business travel: Emissions associated with our business travel, particularly air travel, are our most significant environmental aspect. As a consulting firm, meeting and building relationships with clients is a critical factor in our success. Finding the right balance between face-to-face meetings and reducing greenhouse gas (GHG) emissions is an ongoing challenge.

Procurement and materials consumption: Our procurement and consumption of materials such as paper, office supplies, food and drink, and services such as hotel accommodation is significant. Due to our waste reduction and recycling practices, we believe the impact of our waste generation and disposal is limited.

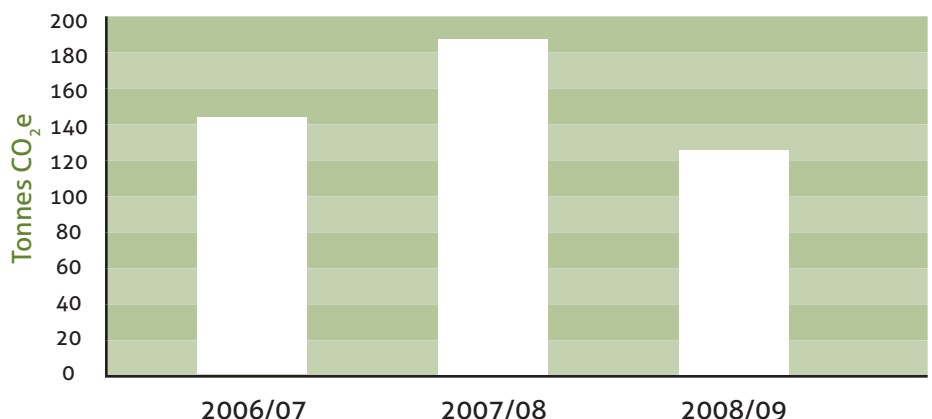
Office energy consumption: Our office energy consumption has a measurable environmental impact. As a leasehold tenant, however, we have limited control over the measurement and monitoring of our energy consumption.

Employee commuting: Our commuting practices have limited environmental impact through the commitment of the Stratos team to sustainable modes of transport and our office's central location.

Our total GHG emissions (CO₂e) in the 2009 fiscal year were 127 tonnes, equivalent to the emissions associated with 115 round-trip flights from St. John's to Vancouver.

A third party calculated our GHG emissions data for our 2007/2008 fiscal years based on data we submitted on office operation, business travel and paper use. The third party did not provide Stratos with the detailed methodology and worksheets used; as a result, we cannot determine precisely how this methodology differs from the WBCSD/WRI GHG Protocol which we have used to calculate our 2009 fiscal year emissions. Given the raw data, it appears the decrease in GHG emissions in the 2009 fiscal year was largely due to this change in methodology.

Total GHG Emissions*



*Annual data shown for illustrative purposes only, due to a change in calculation methodology in 2008/09. Going forward, 2008/09 data will be used as the baseline.

Our Carbon Neutral Commitment

Stratos is committed to being a Carbon Neutral Company. This means taking responsibility for reducing the greenhouse gas (GHG) emissions produced from our operations and activities, after making internal reductions and purchasing offsets, to net zero.

Stratos is proud to be a carbon neutral company. We purchase carbon offsets for greenhouse gas (GHG) emissions resulting from business travel (air, rail, and rented/employee owned cars), employee commuting, office energy consumption and paper consumption. While we feel these activities cover the majority of our emissions, in the future we plan to broaden the scope of our GHG inventory to include taxi travel. We are developing reduction strategies to help us reduce our emissions, setting quantifiable reduction targets where feasible.

We prepared our GHG inventory and methodology according to the Greenhouse Gas Protocol and supplementary guidance documents published by the World Business Council for Sustainable Development (WBCSD) in partnership with the World Resources Institute (WRI). It has also been reviewed by our offsets provider, **Offsetters**.

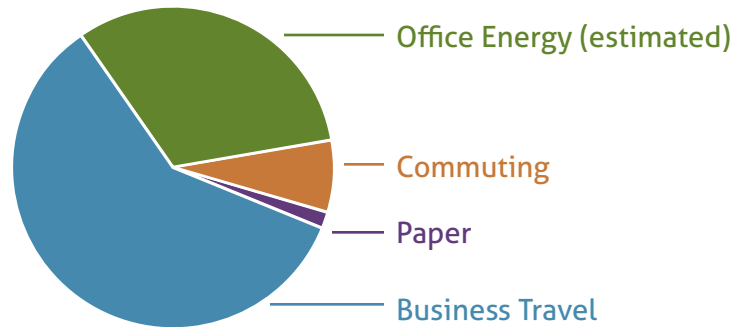


Business Travel

Business travel, particularly air travel, is our most significant environmental aspect. Air travel made up 99% of our total kilometres travelled in the reporting year and 59% of our total GHG emissions (76 tonnes).

In the coming year we will explore the use of video conferencing and web meeting technology to help reduce the need to travel.

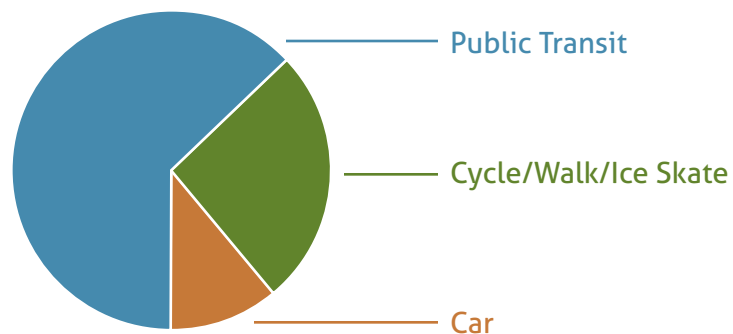
2008/09 GHG Emissions by Source



Employee Commuting

Our employees are dedicated to sustainable commuting practices. Almost all employees cycle, walk, ice skate down the Rideau Canal, or rely on public transit to commute to work. Only two employees commute regularly by car. These exemplary commuting practices can be attributed to Stratos' flexible working hours policy, the accessible location of our office, and most importantly the environmental commitment of our team. Our commuting practices resulted in 9 tonnes of GHG emissions in the 2009 fiscal year.

2008/09 Commuting Days by Mode of Transportation



Office Energy Consumption

While the Stratos culture is one of conservation, we do not have a formal energy conservation program. As leasing tenants, we do not have access to actual energy use data. We use ENERGY STAR® equipment and set our computers to go into sleep mode when not in use. We try to be diligent about turning off lights and equipment at the end of the day; however, random audits have demonstrated that this is not always the case. Translating employee awareness regarding energy conservation into action is an area for continued improvement.

Our estimated GHG emissions from office energy consumption are 41 tonnes. In the next fiscal year we will engage our facility management company to improve energy consumption measurement practices. We are committed to considering energy efficiency in future lease negotiations.

Procurement and Materials Consumption

Procurement Policy and Tools

In the 2009 fiscal year, we developed a procurement policy highlighting our commitment to environmentally and socially responsible purchasing and to formalizing some of our sustainable procurement tools. The policy triggered a comprehensive ongoing review of the products and services we procure.

Developing the policy and a more formal set of tools has already created positive change. In planning for our annual corporate retreat, we used a sustainability checklist making it easier to ensure that the venue we selected was committed to sustainability performance. In addition, we reviewed a list of our most frequently purchased office supplies and began systematically purchasing more sustainable alternatives, where available.

For several years we have been purchasing organic and fair-trade coffee and tea for the office; in the 2009 fiscal year we began purchasing an organic weekly fruit-basket.

Paper

Stratos uses a large volume of paper in delivering its services. Double-sided printing is a default setting on all Stratos computers and printers and the paper we buy is 100% recyclable, EcoLogo and Forest Stewardship Council (FSC)-certified. In the 2009 fiscal year, we used 445 reams of paper—222,500 sheets or the equivalent of almost 27 trees—an absolute reduction of 3% compared to 2008. We are committed to reducing our paper use and associated GHG emissions even further in coming years. While employees make a strong effort to reduce paper consumption by sharing materials electronically and using the Stratos Intranet, we need to make more efficient use of electronic tools to further reduce paper consumption.

Waste Generation

We produce a small volume of waste. Our kitchen is outfitted with reusable dishes and an employee volunteer composts coffee grinds and tea bags. We recycle all our paper, toner and ink cartridges, as well as beverage containers, cardboard and boxboard through the building recycling program. We reuse office supplies wherever possible and donate any used office furniture or equipment to non-governmental organizations. We do not collect any data pertaining to waste or recyclables as we do not consider the volume to be significant.

In the 2009 fiscal year, we used 445 reams of paper—222,500 sheets or the equivalent of almost 27 trees—an absolute reduction of 3% compared to 2008.

2009 Key Performance Indicators

\$4,890 donated to registered charities, including sponsoring a summer internship at [Pollution Probe](#)

260 hours volunteering as a company

46 employee hours volunteering in the community during office hours

2010 Targets

Encourage employees to spend 1% of business hours volunteering for the cause of their choice

\$5,000 charitable donations allocated in accordance with our [Community Investment Program](#)

5 Our Community

Stratos views itself as an integral part of the local and broader community.

We are an Imagine Company, donating more than 1% of our average pre-tax profits to registered charities.



We support an intern every year to work for a non-governmental organization (NGO). This initiative helps the NGO organization achieve its goals while providing a recent graduate with valuable work experience.

The Stratos team participates in a number of local community events. This past year, we participated in the [Commuter Challenge](#), a local charity softball tournament, and [Lunch Money Day](#), as well as volunteering for the [Ottawa Food Bank](#) and the [Great Canadian Shoreline Cleanup](#). Altogether, we spent 260 hours volunteering as a company.

Stratos has a formal volunteer policy that encourages employees to each spend 1% of office hours volunteering for the cause of their choice. This past year, employees spent 46 hours volunteering in the community during office hours. As this is less than the time allocated, Stratos will work more closely with employees to identify volunteering opportunities.

Looking Ahead

Our first sustainability report provides a concise overview of our sustainability performance, our successes and ongoing challenges, and our plans for future improvement. We will use this report to drive performance improvement, engage our team and associates, and enhance our accountability to our stakeholders.

As we embark on our strategic planning process to develop a new vision and five-year plan for Stratos, we remain committed to strong sustainability performance.

We welcome your feedback on this report, and encourage you to contact Karla Heath kheath@stratos-sts.com with your comments, questions or suggestions.

Stratos Is ...

"providing tangible solutions for organizations and communities"