See a Social Security Number? Say Something!
Report Privacy Problems to https://public.resource.org/privacy
Or call the IRS Identity Theft Hotline at 1-800-908-4490
### Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation) The organization may have to use a copy of this return to satisfy state reporting requirements.

#### A
For the 2007 calendar year, or tax year beginning ____________, 2007, and ending ____________

#### B
Check if applicable
- Address change
- Name change
- Initial return
- Amended return
- Application pending

C
- Business for Social Responsibility
- 111 Sutter Street, 12th Floor
- San Francisco, CA 94104

D
- Employer Identification Number
  - 52-1764268

E
- Telephone number
  - 415-984-3200

F
- Accounting method.
  - Cash
  - Accrual
  - Other (specify)

#### G
Web site: N/A

#### J
Organization type
- [X] 501(c) 3
- (insert no.) 4947(a)(1) or 527

K
Check here [ ] if the organization is not a 509(a)(3) supporting organization and its gross receipts are normally not more than $25,000. A return is not required, but if the organization chooses to file a return, be sure to file a complete return.

#### L
Gross receipts
- Add lines 6b, 8b, 9b, and 10b to line 12
- 10,324,675

---

### Part II: Revenue, Expenses, and Changes in Net Assets or Fund Balances (See the instructions.)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a Contributions, gifts, grants, and similar amounts received</td>
<td>474,673</td>
</tr>
<tr>
<td>1b Direct public support (not included on line 1a)</td>
<td></td>
</tr>
<tr>
<td>1c Indirect public support (not included on line 1a)</td>
<td></td>
</tr>
<tr>
<td>1d Government contributions (grants) (not included on line 1a)</td>
<td></td>
</tr>
<tr>
<td>1e Total (add lines 1a through 1d)</td>
<td>913,703</td>
</tr>
<tr>
<td>2 Program service income including government fees and contracts</td>
<td>7,319,117</td>
</tr>
<tr>
<td>3 Membership dues and assessments</td>
<td>2,066,593</td>
</tr>
<tr>
<td>4 Interest on savings and temporary cash investments</td>
<td>25,262</td>
</tr>
<tr>
<td>5 Dividends and interest from securities</td>
<td></td>
</tr>
<tr>
<td>6a Gross rents</td>
<td></td>
</tr>
<tr>
<td>6b Less: rental expenses</td>
<td></td>
</tr>
<tr>
<td>6c Net rental income or (loss)</td>
<td></td>
</tr>
<tr>
<td>7 Other investment income (describe)</td>
<td></td>
</tr>
<tr>
<td>8a Gross amount from sales of assets other than inventory</td>
<td></td>
</tr>
<tr>
<td>8b Less: cost or other basis and sales expenses</td>
<td></td>
</tr>
<tr>
<td>8c Gain or (loss) (attach schedule)</td>
<td></td>
</tr>
<tr>
<td>9 Special events and activities (attach schedule) If any amount is from gaming, check here</td>
<td></td>
</tr>
<tr>
<td>9a Gross revenue (not including $ ____________ of contributions reported on line 1b)</td>
<td></td>
</tr>
<tr>
<td>9b Less: direct expenses other than fundraising expenses</td>
<td></td>
</tr>
<tr>
<td>9c Net income or (loss) from special events Subtract line 9b from line 9a</td>
<td></td>
</tr>
<tr>
<td>10a Gross sales of inventory, less returns and allowances</td>
<td></td>
</tr>
<tr>
<td>10b Less: cost of goods sold</td>
<td></td>
</tr>
<tr>
<td>10c Gross profit or (loss) from sales of inventory (attach schedule)</td>
<td></td>
</tr>
<tr>
<td>11 Other revenue (from Part VII, line 103)</td>
<td></td>
</tr>
<tr>
<td>12 Total revenue. Add lines 1e, 2, 3, 4, 5, 6c, 7, 8d, 9c, 10c, 11c, 12</td>
<td>10,324,675</td>
</tr>
<tr>
<td>13 Program services (from line 44, column (B))</td>
<td>7,635,952</td>
</tr>
<tr>
<td>14 Management and general (from line 44, column (C))</td>
<td>1,711,654</td>
</tr>
<tr>
<td>15 Fundraising (from line 44, column (D))</td>
<td>55,966</td>
</tr>
<tr>
<td>16 Payments to affiliates (attach schedule)</td>
<td></td>
</tr>
<tr>
<td>17 Total expenses. Add lines 16 and 44, column (A)</td>
<td>9,403,572</td>
</tr>
<tr>
<td>18 Excess or (deficit) for the year Subtract line 17 from line 12</td>
<td>921,103</td>
</tr>
<tr>
<td>19 Net assets or fund balances at beginning of year (from line 73, column (A))</td>
<td></td>
</tr>
<tr>
<td>20 Other changes in net assets or fund balances (attach explanation)</td>
<td></td>
</tr>
<tr>
<td>21 Net assets or fund balances at end of year Combine lines 18, 19, and 20</td>
<td>1,315,657</td>
</tr>
</tbody>
</table>

---

BAA For Privacy Act and Paperwork Reduction Act Notice, see the separate instructions.
<table>
<thead>
<tr>
<th>Part I: Statement of Functional Expenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>22 a Grants paid from donor advised funds (attach sch)</strong></td>
<td></td>
</tr>
<tr>
<td>(cash $ ___________________)</td>
<td></td>
</tr>
<tr>
<td>(non-cash $ ___________________)</td>
<td></td>
</tr>
<tr>
<td>If this amount includes foreign grants, check here □</td>
<td></td>
</tr>
<tr>
<td><strong>22 b Other grants and allocations (attach sch)</strong></td>
<td></td>
</tr>
<tr>
<td>(cash $ ___________________)</td>
<td></td>
</tr>
<tr>
<td>(non-cash $ ___________________)</td>
<td></td>
</tr>
<tr>
<td>If this amount includes foreign grants, check here □</td>
<td></td>
</tr>
<tr>
<td><strong>23 Specific assistance to individuals (attach schedule)</strong></td>
<td></td>
</tr>
<tr>
<td>24 Benefits paid to or for members (attach schedule)</td>
<td></td>
</tr>
<tr>
<td><strong>25 a Compensation of current officers, directors, key employees, etc listed in Part V-A</strong></td>
<td></td>
</tr>
<tr>
<td>25a 775,112.</td>
<td>420,516.</td>
</tr>
<tr>
<td><strong>25 b Compensation of former officers, directors, key employees, etc listed in Part V-B</strong></td>
<td></td>
</tr>
<tr>
<td>25b 0.</td>
<td>0.</td>
</tr>
<tr>
<td><strong>25 c Compensation and other distributions, not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)</strong></td>
<td></td>
</tr>
<tr>
<td>25c 0.</td>
<td>0.</td>
</tr>
<tr>
<td><strong>26 Salaries and wages of employees not included on lines 25a, b, and c</strong></td>
<td></td>
</tr>
<tr>
<td><strong>27 Pension plan contributions not included on lines 25a, b, and c</strong></td>
<td></td>
</tr>
<tr>
<td>27 49,372.</td>
<td>39,934.</td>
</tr>
<tr>
<td><strong>28 Employee benefits not included on lines 25a - 27</strong></td>
<td></td>
</tr>
<tr>
<td>28 642,845.</td>
<td>519,955.</td>
</tr>
<tr>
<td><strong>29 Payroll taxes</strong></td>
<td></td>
</tr>
<tr>
<td>29 383,493.</td>
<td>310,183.</td>
</tr>
<tr>
<td><strong>30 Professional fundraising fees</strong></td>
<td></td>
</tr>
<tr>
<td>30</td>
<td></td>
</tr>
<tr>
<td><strong>31 Accounting fees</strong></td>
<td></td>
</tr>
<tr>
<td>31</td>
<td></td>
</tr>
<tr>
<td><strong>32 Legal fees</strong></td>
<td></td>
</tr>
<tr>
<td>32</td>
<td></td>
</tr>
<tr>
<td><strong>33 Supplies</strong></td>
<td></td>
</tr>
<tr>
<td>33</td>
<td></td>
</tr>
<tr>
<td><strong>34 Telephone</strong></td>
<td></td>
</tr>
<tr>
<td>34</td>
<td></td>
</tr>
<tr>
<td><strong>35 Postage and shipping</strong></td>
<td></td>
</tr>
<tr>
<td>35 16,184.</td>
<td>13,919.</td>
</tr>
<tr>
<td><strong>36 Occupancy</strong></td>
<td></td>
</tr>
<tr>
<td>36 355,887.</td>
<td>300,256.</td>
</tr>
<tr>
<td><strong>37 Equipment rental and maintenance</strong></td>
<td></td>
</tr>
<tr>
<td>37</td>
<td></td>
</tr>
<tr>
<td><strong>38 Printing and publications</strong></td>
<td></td>
</tr>
<tr>
<td>38</td>
<td></td>
</tr>
<tr>
<td><strong>39 Travel</strong></td>
<td></td>
</tr>
<tr>
<td>39 529,077.</td>
<td>479,462.</td>
</tr>
<tr>
<td><strong>40 Conferences, conventions, and meetings</strong></td>
<td></td>
</tr>
<tr>
<td>40 677,543.</td>
<td>668,915.</td>
</tr>
<tr>
<td><strong>41 Interest</strong></td>
<td></td>
</tr>
<tr>
<td>41</td>
<td></td>
</tr>
<tr>
<td><strong>42 Depreciation, depletion, etc (attach schedule)</strong></td>
<td></td>
</tr>
<tr>
<td>42 47,520.</td>
<td>47,520.</td>
</tr>
<tr>
<td><strong>43 Other expenses not covered above (itemize)</strong></td>
<td></td>
</tr>
<tr>
<td>a See Statement 1</td>
<td></td>
</tr>
<tr>
<td>b 43a 1,847,997.</td>
<td>1,286,811.</td>
</tr>
<tr>
<td>c 43b</td>
<td></td>
</tr>
<tr>
<td>d 43c</td>
<td></td>
</tr>
<tr>
<td>e 43d</td>
<td></td>
</tr>
<tr>
<td>f 43e</td>
<td></td>
</tr>
<tr>
<td>g 43f</td>
<td></td>
</tr>
<tr>
<td>h 43g</td>
<td></td>
</tr>
<tr>
<td><strong>44 Total functional expenses Add lines 22a through 43g (Organizations completing columns (B) - (D), carry these totals to lines 13 - 19)</strong></td>
<td></td>
</tr>
<tr>
<td>44 9,433,572.</td>
<td>7,635,952.</td>
</tr>
</tbody>
</table>

**Joint Costs. Check □ if you are following SOP 98-2.**

Are any joint costs from a combined educational campaign and fundraising solicitation reported in (B) Program services? □ Yes □ No

If "Yes," enter (i) the aggregate amount of these joint costs $__________, (ii) the amount allocated to Program services $__________, (iii) the amount allocated to Management and general $__________, and (iv) the amount allocated to Fundraising $__________.
Part III - Statement of Program Service Accomplishments (See the instructions.)

Form 990 is available for public inspection and, for some people, serves as the primary or sole source of information about a particular organization. How the public perceives an organization in such cases may be determined by the information presented on its return. Therefore, please make sure the return is complete and accurate and fully describes the organization's programs and accomplishments.

What is the organization's primary exempt purpose? See Statement 2. All organizations must describe their exempt purpose achievements in a clear and concise manner. State the number of clients served, publications issued, etc. Discuss achievements that are not measurable. (Section 501(c)(3) and (4) organizations and 4947(a)(1) nonexempt charitable trusts must also enter the amount of grants and allocations to others.)

<table>
<thead>
<tr>
<th>Program Service Expenses</th>
<th>(Required for 501(c)(3) and (4) organizations and 4947(a)(1) trusts, but optional for others)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. See Statement 3</td>
<td></td>
</tr>
<tr>
<td>(Grants and allocations</td>
<td></td>
</tr>
<tr>
<td>$</td>
<td></td>
</tr>
<tr>
<td>7,635,952</td>
<td></td>
</tr>
<tr>
<td>b</td>
<td></td>
</tr>
<tr>
<td>(Grants and allocations</td>
<td></td>
</tr>
<tr>
<td>$</td>
<td></td>
</tr>
<tr>
<td>c</td>
<td></td>
</tr>
<tr>
<td>(Grants and allocations</td>
<td></td>
</tr>
<tr>
<td>$</td>
<td></td>
</tr>
<tr>
<td>d</td>
<td></td>
</tr>
<tr>
<td>(Grants and allocations</td>
<td></td>
</tr>
<tr>
<td>$</td>
<td></td>
</tr>
<tr>
<td>e Other program services</td>
<td></td>
</tr>
<tr>
<td>(Grants and allocations</td>
<td></td>
</tr>
<tr>
<td>$</td>
<td></td>
</tr>
<tr>
<td>f Total of Program Service Expenses</td>
<td>should equal line 44, column (B). Program services</td>
</tr>
</tbody>
</table>

BAA

Form 990 (2007)
## Form 990 (2007) Business for Social Responsibility

**Page 4**

### Part IV. Balance Sheets

*(See the instructions.)*

**Note:** Where required, attached schedules and amounts within the description column should be for end-of-year amounts only.

<table>
<thead>
<tr>
<th>(A) Beginning of year</th>
<th>(B) End of year</th>
</tr>
</thead>
<tbody>
<tr>
<td>45 Cash—non-interest-bearing</td>
<td>45</td>
</tr>
<tr>
<td>46 Savings and temporary cash investments</td>
<td>753,298. 46 2,384,937.</td>
</tr>
<tr>
<td>47a Accounts receivable</td>
<td>2,090,391.</td>
</tr>
<tr>
<td>b Less: allowance for doubtful accounts</td>
<td>77,000. 47c 2,013,391.</td>
</tr>
<tr>
<td>48a Pledges receivable</td>
<td></td>
</tr>
<tr>
<td>b Less: allowance for doubtful accounts</td>
<td></td>
</tr>
<tr>
<td>49 Grants receivable</td>
<td>231,204. 49 227,002.</td>
</tr>
<tr>
<td>50a Receivables from current and former officers, directors, trustees, and key employees (attach schedule)</td>
<td></td>
</tr>
<tr>
<td>b Receivables from other disqualified persons (as defined under section 4958(f)(11)) and persons described in section 4958(c)(3)(B) (attach schedule)</td>
<td></td>
</tr>
<tr>
<td>51a Other notes and loans receivable (attach schedule)</td>
<td></td>
</tr>
<tr>
<td>b Less: allowance for doubtful accounts</td>
<td></td>
</tr>
<tr>
<td>52 Inventories for sale or use</td>
<td>52</td>
</tr>
<tr>
<td>53 Prepaid expenses and deferred charges</td>
<td>64,434. 53 240,772.</td>
</tr>
<tr>
<td>54a Investments—publicly-traded securities</td>
<td>126,136. 54a</td>
</tr>
<tr>
<td>b Investments—other securities (attach sch)</td>
<td></td>
</tr>
<tr>
<td>55a Investments—land, buildings, &amp; equipment: basis</td>
<td>55a</td>
</tr>
<tr>
<td>b Less: accumulated depreciation (attach schedule)</td>
<td></td>
</tr>
<tr>
<td>56 Investments—other (attach schedule)</td>
<td>56</td>
</tr>
<tr>
<td>57a Land, buildings, and equipment: basis</td>
<td>302,659. 57b</td>
</tr>
<tr>
<td>b Less: accumulated depreciation (attach schedule)</td>
<td></td>
</tr>
<tr>
<td>58 Other assets, including program-related investments (describe ▶)</td>
<td></td>
</tr>
<tr>
<td>59 Total assets (must equal line 74): Add lines 45 through 58</td>
<td>2,793,597. 59 5,046,628.</td>
</tr>
<tr>
<td>60 Accounts payable and accrued expenses</td>
<td>429,835. 60 995,531.</td>
</tr>
<tr>
<td>61 Grants payable</td>
<td>61</td>
</tr>
<tr>
<td>62 Deferred revenue</td>
<td>1,969,208. 62 2,735,440.</td>
</tr>
<tr>
<td>63 Loans from officers, directors, trustees, and key employees (attach schedule)</td>
<td>63</td>
</tr>
<tr>
<td>64a Tax-exempt bond liabilities (attach schedule)</td>
<td></td>
</tr>
<tr>
<td>b Mortgages and other notes payable (attach schedule)</td>
<td></td>
</tr>
<tr>
<td>65 Other liabilities (describe ▶)</td>
<td></td>
</tr>
<tr>
<td>66 Total liabilities. Add lines 60 through 65</td>
<td>2,399,043. 66 3,730,971.</td>
</tr>
</tbody>
</table>

**Organizations that follow SFAS 117, check here ▶ and complete lines 67 through 69 and lines 73 and 74**

| 67 Unrestricted | 231,209. 67 983,367. |
| 68 Temporarily restricted | 163,345. 68 332,290. |
| 69 Permanently restricted | |

**Organizations that do not follow SFAS 117, check here ▶ and complete lines**

| 70 Capital stock, trust principal, or current funds | 70 |
| 71 Paid-in or capital surplus, or land, building, and equipment fund | 71 |
| 72 Retained earnings, endowment, accumulated income, or other funds | 72 |
| 73 Total net assets or fund balances. Add lines 67 through 69 or lines 70 through 72. (Column (A) must equal line 19 and column (B) must equal line 21) | 394,554. 73 1,315,657. |
| 74 Total liabilities and net assets/fund balances. Add lines 66 and 73 | 2,793,597. 74 5,046,628. |
Part IV-A: Reconciliation of Revenue per Audited Financial Statements with Revenue per Return (See the instructions.)

a. Total revenue, gains, and other support per audited financial statements
   b. Amounts included on line a but not on Part I, line 12:
      1. Net unrealized gains on investments
      2. Donated services and use of facilities
      3. Recoveries of prior year grants
      4. Other (specify)

   Add lines b1 through b4
   c. Subtract line b from line a
   d. Amounts included on Part I, line 12, but not on line a:
      1. Investment expenses not included on Part I, line 6b
      2. Other (specify)

   Add lines d1 and d2
   e. Total revenue (Part I, line 12) Add lines c and d

Part IV-B: Reconciliation of Expenses per Audited Financial Statements with Expenses per Return

a. Total expenses and losses per audited financial statements
   b. Amounts included on line a but not on Part I, line 17:
      1. Donated services and use of facilities
      2. Prior year adjustments reported on Part I, line 20
      3. Losses reported on Part I, line 20
      4. Other (specify)

   Add lines b1 through b4
   c. Subtract line b from line a
   d. Amounts included on Part I, line 17, but not on line a:
      1. Investment expenses not included on Part I, line 6b
      2. Other (specify)

   Add lines d1 and d2
   e. Total expenses (Part I, line 17) Add lines c and d

Part V-A: Current Officers, Directors, Trustees, and Key Employees (List each person who was an officer, director, trustee, or key employee at any time during the year even if they were not compensated) (See the instructions.)

<table>
<thead>
<tr>
<th>(A) Name and address</th>
<th>(B) Title and average hours per week devoted to position</th>
<th>(C) Compensation (if not paid, enter 0)</th>
<th>(D) Contributions to employee benefit plans and deferred compensation plans</th>
<th>(E) Expense account and other allowances</th>
</tr>
</thead>
<tbody>
<tr>
<td>See Statement 5</td>
<td>745,112</td>
<td>54,260</td>
<td>0.</td>
<td></td>
</tr>
</tbody>
</table>

BAA

Form 990 (2007)
**Part V-A** Current Officers, Directors, Trustees, and Key Employees (continued)

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>75a Enter the total number of officers, directors, and trustees permitted to vote on organization business at board meetings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>75b Are any officers, directors, trustees, or key employees listed in Form 990, Part V-A, or highest compensated employees listed in Schedule A, Part I, or highest compensated professional and other independent contractors listed in Schedule A, Part II-A or II-B, related to each other through family or business relationships? If 'Yes,' attach a statement that identifies the individuals and explains the relationship(s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>75c Do any officers, directors, trustees, or key employees listed in Form 990, Part V-A, or highest compensated employees listed in Schedule A, Part I, or highest compensated professional and other independent contractors listed in Schedule A, Part II-A or II-B, receive compensation from any other organizations, whether tax exempt or taxable, that are related to the organization? See the instructions for the definition of 'related organization.'</td>
<td></td>
<td></td>
</tr>
<tr>
<td>75d Does the organization have a written conflict of interest policy?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Part V-B** Former Officers, Directors, Trustees, and Key Employees That Received Compensation or Other Benefits (If any former officer, director, trustee, or key employee received compensation or other benefits (described below) during the year, list that person below and enter the amount of compensation or other benefits in the appropriate column. See the instructions.)

<table>
<thead>
<tr>
<th>(A) Name and address</th>
<th>(B) Loans and Advances</th>
<th>(C) Compensation (if not paid, enter -0-)</th>
<th>(D) Contributions to employee benefit plans and deferred compensation plans</th>
<th>(E) Expense account and other allowances</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Part VI: Other Information (See the instructions.)**

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>76 Did the organization make a change in its activities or methods of conducting activities?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If 'Yes,' attach a detailed statement of each change</td>
<td></td>
<td></td>
</tr>
<tr>
<td>77 Were any changes made in the organizing or governing documents but not reported to the IRS?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If 'Yes,' attach a conformed copy of the changes.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>78a Did the organization have unrelated business gross income of $1,000 or more during the year covered by this return?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b If 'Yes,' has it filed a tax return on Form 990-T for this year?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>79 Was there a liquidation, dissolution, termination, or substantial contraction during the year? If 'Yes,' attach a statement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>80a Is the organization related (other than by association with a statewide or nationwide organization) through common membership, governing bodies, trustees, officers, etc., to any other exempt or nonexempt organization?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b If 'Yes,' enter the name of the organization: N/A and check whether it is exempt or nonexempt</td>
<td></td>
<td></td>
</tr>
<tr>
<td>81a Enter direct and indirect political expenditures. (See line 81 instructions)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b Did the organization file Form 1120-POL for this year?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Form 990 (2007) Business for Social Responsibility**

**Part VI. Other Information (continued)**

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>82 a Did the organization receive donated services or the use of materials, equipment, or facilities at no charge or at substantially less than fair rental value?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>b If 'Yes,' you may indicate the value of these items here. Do not include this amount as revenue in Part I or as an expense in Part II (See instructions in Part III)</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>83 a Did the organization comply with the public inspection requirements for returns and exemption applications?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>b Did the organization comply with the disclosure requirements relating to <em>quid pro quo</em> contributions?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>84 a Did the organization solicit any contributions or gifts that were not tax deductible?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>b If 'Yes,' did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>85 a <strong>501(c)(4), (5), or (6)</strong> Were substantially all dues non deductible by members? 85 b Did the organization make only in-house lobbying expenditures of $2,000 or less?</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>c Dues, assessments, and similar amounts from members</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>d Section 162(e) lobbying and political expenditures</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>e Aggregate non deductible amount of section 6033(e)(1)(A) dues notices</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>f Taxable amount of lobbying and political expenditures (line 85d less 85e)</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>g Does the organization elect to pay the section 6033(e) tax on the amount on line 85f?</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>h If section 6033(e)(1)(A) dues notices were sent, does the organization agree to add the amount on line 85f to its reasonable estimate of dues allocable to non deductible lobbying and political expenditures for the following tax year?</td>
<td>N/A</td>
<td></td>
</tr>
</tbody>
</table>

**86 501(c)(7) organizations**

- **a** Initiation fees and capital contributions included on line 12
- **b** Gross receipts, included on line 12, for public use of club facilities

**87 501(c)(12) organizations.**

- **a** Gross income from members or shareholders
- **b** Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them)

**88 a** At any time during the year, did the organization own a 50% or greater interest in a taxable corporation or partnership, or an entity disregarded as separate from the organization under Regulations sections 301 7701-2 and 301 7701-3? If 'Yes,' complete Part IX

**89 a** **501(c)(3) organizations**

- **section 4911**
- **section 4912**
- **section 4915**

**b** **501(c)(3) and 501(c)(4) organizations** Did the organization engage in any section 4958 excess benefit transaction during the year or did it become aware of an excess benefit transaction from a prior year? If 'Yes,' attach a statement explaining each transaction

**90 a** List the states with which a copy of this return is filed

- **CA**

**91 a** The books are in care of **Dan Luscher** Telephone number **415-984-3200**

Located at **111 Sutter Street, San Francisco CA**

**b** At any time during the calendar year, did the organization have an interest in or a signature or other authority over a financial account in a foreign country (such as a bank account, securities account, or other financial account)?

- **If 'Yes,' enter the name of the foreign country**

**See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts**

**BAA**

**TSEA0107L 09/10/07**
## Part VI Other Information (continued)

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>At any time during the calendar year, did the organization maintain an office outside of the United States?</td>
<td>Yes</td>
</tr>
</tbody>
</table>

If "Yes," enter the name of the foreign country: France, China

### Part VII Analysis of Income-Producing Activities (See the instructions.)

#### Note: Enter gross amounts unless otherwise indicated.

<table>
<thead>
<tr>
<th>Description</th>
<th>(A) Business code</th>
<th>(B) Amount</th>
<th>(C) Exclusion code</th>
<th>(D) Amount</th>
<th>(E) Related or exempt function income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program service revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conferences and Seminars</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consulting Revenue</td>
<td>541610</td>
<td>285,974</td>
<td></td>
<td></td>
<td>2,036,507</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4,673,159</td>
</tr>
<tr>
<td>Product sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>196,508</td>
</tr>
<tr>
<td>Subscription revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>12,219</td>
</tr>
<tr>
<td>Medicare/Medicaid payments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>114,750</td>
</tr>
<tr>
<td>Fees &amp; contracts from government agencies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership dues and assessments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,066,593</td>
</tr>
<tr>
<td>Interest on savings &amp; temporary cash investments</td>
<td>14</td>
<td>25,262</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends &amp; interest from securities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net rental income or (loss) from real estate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt-financed property</td>
<td></td>
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</tr>
<tr>
<td>Not debt-financed property</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Net rental income or (loss) from pers prop</td>
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<tr>
<td>Other investment income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gain or (loss) from sales of assets other than inventory</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Net income or (loss) from special events</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross profit or (loss) from sales of inventory</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Other revenue:</td>
<td></td>
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<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal (add columns (B), (D), and (E))</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>285,974</td>
</tr>
<tr>
<td>Total (add line 104, columns (B), (D), and (E))</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9,099,736</td>
</tr>
</tbody>
</table>

#### Note: Line 105 plus line 1e, Part I, should equal the amount on line 12, Part I.

### Part VIII Relationship of Activities to the Accomplishment of Exempt Purposes (See the instructions.)

**Line No.**

Explain how each activity for which income is reported in column (E) of Part VII contributed importantly to the accomplishment of the organization's exempt purposes (other than by providing funds for such purposes).

**See Statement 6**

### Part IX Information Regarding Taxable Subsidiaries and Disregarded Entities (See the instructions.)

<table>
<thead>
<tr>
<th>Name, address, and EIN of corporation, partnership, or disregarded entity</th>
<th>(A) Percentage of ownership interest</th>
<th>(B) Nature of activities</th>
<th>(D) Total income</th>
<th>(E) End-of-year assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Part X Information Regarding Transfers Associated with Personal Benefit Contracts (See the instructions.)

**a** Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? **Yes** X **No**

**b** Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? **Yes** X **No**

**Note:** If "Yes" to (a), file Form 8870 and Form 4720 (see instructions).
**Part XI. Information Regarding Transfers To and From Controlled Entities.** Complete only if the organization is a controlling organization as defined in section 512(b)(13).

### Did the reporting organization **make** any transfers to a controlled entity as defined in section 512(b)(13) of the Code? If 'Yes,' complete the schedule below for each controlled entity.

<table>
<thead>
<tr>
<th>(A) Name, address, of each controlled entity</th>
<th>(B) Employer Identification Number</th>
<th>(C) Description of transfer</th>
<th>(D) Amount of transfer</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Did the reporting organization **receive** any transfers from a controlled entity as defined in section 512(b)(13) of the Code? If 'Yes,' complete the schedule below for each controlled entity.

<table>
<thead>
<tr>
<th>(A) Name, address, of each controlled entity</th>
<th>(B) Employer Identification Number</th>
<th>(C) Description of transfer</th>
<th>(D) Amount of transfer</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Did the organization have a binding written contract in effect on August 17, 2006, covering the interest, rents, royalties, and annuities described in question 107 above? (Yes) [X]

**Please Sign Here**

Signature of officer: [Signature]

Type of paid name and title: [Name]

Date: [11/17/08]

Preparer's signature: [Signature]

Firm's name (or yours if self-employed, address, and ZIP code): [RK Taylor & Associates 2890 North Main St., Suite 305, Walnut Creek, CA 94597]

EIN: [68-0422725]

Phone no: [(925) 944-7662]

Preparer's SSN or PTIN: [000009948]

Date: [11/17/08]

Check if self-employed: [X]

Check if General Instruction X: [X]
### Part I: Compensation of the Five Highest Paid Employees Other Than Officers, Directors, and Trustees

<table>
<thead>
<tr>
<th>(a) Name and address of each employee paid more than $50,000</th>
<th>(b) Title and average hours per week devoted to position</th>
<th>(c) Compensation</th>
<th>(d) Contributions to employee benefit plans and deferred compensation</th>
<th>(e) Expense account and other allowances</th>
</tr>
</thead>
<tbody>
<tr>
<td>See Statement 7</td>
<td></td>
<td>802,417.</td>
<td>83,810.</td>
<td>0.</td>
</tr>
</tbody>
</table>

Total number of other employees paid over $50,000: 42

### Part II: Compensation of the Five Highest Paid Independent Contractors for Professional Services

<table>
<thead>
<tr>
<th>(a) Name and address of each independent contractor paid more than $50,000</th>
<th>(b) Type of service</th>
<th>(c) Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting Strategies 6220 NE Blisan St., Portland, OR 97213</td>
<td>Conf Planning</td>
<td>95,753.</td>
</tr>
<tr>
<td>Morrison &amp; Foerster 425 Market Street San Francisco, CA 94105</td>
<td>Legal</td>
<td>52,050.</td>
</tr>
</tbody>
</table>

Total number of others receiving over $50,000 for professional services: 0

### Part II-B: Compensation of the Five Highest Paid Independent Contractors for Other Services

<table>
<thead>
<tr>
<th>(a) Name and address of each independent contractor paid more than $50,000</th>
<th>(b) Type of service</th>
<th>(c) Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sissel Waage 1516 Grant Street Berkeley, CA 94703</td>
<td>Consulting</td>
<td>94,936.</td>
</tr>
</tbody>
</table>

Total number of other contractors receiving over $50,000 for other services: 0
**Schedule A (Form 990 or 990-EZ) 2007**  
**Business for Social Responsibility**  
**52-1764268**  
**Page 2**

<table>
<thead>
<tr>
<th>Part III: Statements About Activities (See instructions.)</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 During the year, has the organization attempted to influence national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum? If 'Yes,' enter the total expenses paid or incurred in connection with the lobbying activities.</td>
<td>$N/A</td>
<td>1 X</td>
</tr>
<tr>
<td>(Must equal amounts on line 38, Part VI-A, or Line 1 of Part VI-B.) Organizations that made an election under section 501(h) by filing Form 5768 must complete Part VI-A. Other organizations checking 'Yes' must complete Part VI-B AND attach a statement giving a detailed description of the lobbying activities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 During the year, has the organization, either directly or indirectly, engaged in any of the following acts with any substantial contributors, trustees, directors, officers, creators, key employees, or members of their families, or with any taxable organization with which any such person is affiliated as an officer, director, trustee, majority owner, or principal beneficiary? (If the answer to any question is 'Yes,' attach a detailed statement explaining the transactions.)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**See Statement 8**

| a Sale, exchange, or leasing of property? | 2a | X |
| b Lending of money or other extension of credit? | 2b | X |
| c Furnishing of goods, services, or facilities? | 2c | X |
| d Payment of compensation (or payment or reimbursement of expenses if more than $1,000)? | 2d | X |
| e Transfer of any part of its income or assets? | 2e | X |
| 3a Did the organization make grants for scholarships, fellowships, student loans, etc.? (If 'Yes,' attach an explanation of how the organization determines that recipients qualify to receive payments.) | 3a | X |
| b Did the organization have a section 403(b) annuity plan for its employees? | 3b | X |
| c Did the organization receive or hold an easement for conservation purposes, including easements to preserve open space, the environment, historic land areas or historic structures? If 'Yes,' attach a detailed statement | 3c | X |
| d Did the organization provide credit counseling, debt management, credit repair, or debt negotiation services? | 3d | X |
| 4a Did the organization maintain any donor advised funds? If 'Yes,' complete lines 4b through 4g. If 'No,' complete lines 4f and 4g | 4a | X |
| b Did the organization make any taxable distributions under section 4966? | 4b | N/A |
| c Did the organization make a distribution to a donor, donor advisor, or related person? | 4c | N/A |
| d Enter the total number of donor advised funds owned at the end of the tax year | 4d | N/A |
| e Enter the aggregate value of assets held in all donor advised funds owned at the end of the tax year | 4e | N/A |
| f Enter the total number of separate funds or accounts owned at the end of the tax year (excluding donor advised funds included on line 4d) where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts | 4f | 0 |
| g Enter the aggregate value of assets held in all funds or accounts included on line 4f at the end of the tax year | 4g | 0 |
I certify that the organization is not a private foundation because it is (Please check only ONE applicable box.)

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>☐</td>
<td>A church, convention of churches, or association of churches, Section 170(b)(1)(A)(i)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>☐</td>
<td>A school, Section 170(b)(1)(A)(ii) (Also complete Part V)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>☐</td>
<td>A hospital or a cooperative hospital service organization, Section 170(b)(1)(A)(iii)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>☐</td>
<td>A federal, state, or local government or governmental unit, Section 170(b)(1)(A)(v)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>☐</td>
<td>A medical research organization operated in conjunction with a hospital, Section 170(b)(1)(A)(vi) Enter the hospital’s name, city, and state</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>☐</td>
<td>An organization operated for the benefit of a college or university owned or operated by a governmental unit, Section 170(b)(1)(A)(v) (Also complete the Support Schedule in Part IV-A)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11a</td>
<td>☑</td>
<td>An organization that normally receives a substantial part of its support from a governmental unit or from the general public, Section 170(b)(1)(A)(vi) (Also complete the Support Schedule in Part IV-A)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11b</td>
<td>☐</td>
<td>A community trust, Section 170(b)(1)(A)(vii) (Also complete the Support Schedule in Part IV-A)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>☐</td>
<td>An organization that normally receives: (1) more than 33-1/3% of its support from contributions, membership fees, and gross receipts from activities related to its charitable, etc., functions - subject to certain exceptions, and (2) no more than 33-1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Also complete the Support Schedule in Part IV-A)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>☐</td>
<td>An organization that is not controlled by any disqualified persons (other than foundation managers) and otherwise meets the requirements of section 509(a)(3) Check the box that describes the type of supporting organization.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐</td>
<td>Type I</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐</td>
<td>Type II</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐</td>
<td>Type III-Functionally Integrated</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐</td>
<td>Type III-Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Provide the following information about the supported organizations. (See instructions.)

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name(s) of supported organization(s)</td>
<td>(b)</td>
<td>Employer identification number (EIN)</td>
<td>(c)</td>
<td>(d)</td>
</tr>
<tr>
<td></td>
<td>Type of organization (described in lines 5 through 12 above or IRC section)</td>
<td>Is the supported organization listed in the supporting organization’s governing documents?</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
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<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total

14 | ☐ | An organization organized and operated to test for public safety, Section 509(a)(4) (See instructions) |   |   |

BAA

Schedule A (Form 990 or 990-EZ) 2007
### Part IV-A Support Schedule

(Complete only if you checked a box on line 10, 11, or 12) **Use cash method of accounting.**

**Note:** You may use the worksheet in the instructions for converting from the accrual to the cash method of accounting.

<table>
<thead>
<tr>
<th>Calendar year (or fiscal year beginning in)</th>
<th>(a) 2006</th>
<th>(b) 2005</th>
<th>(c) 2004</th>
<th>(d) 2003</th>
<th>(e) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 Gifts, grants, and contributions received. (Do not include unusual grants. See line 28.)</td>
<td>377,707</td>
<td>628,957</td>
<td>826,886</td>
<td>1,793,396</td>
<td>3,626,946</td>
</tr>
<tr>
<td>16 Membership fees received</td>
<td>1,847,688</td>
<td>1,828,108</td>
<td>1,857,592</td>
<td>1,778,695</td>
<td>7,312,083</td>
</tr>
<tr>
<td>17 Gross receipts from admissions, merchandise sold or services performed, or furnishing of facilities in any activity that is related to the organization's charitable, etc., purpose</td>
<td>5,864,785</td>
<td>5,239,239</td>
<td>4,775,228</td>
<td>3,695,508</td>
<td>19,574,760</td>
</tr>
<tr>
<td>18 Gross income from interest, dividends, and rec'd from payments on securities loans (sec. 512(a)(3)); rents, royalties, income from similar sources, and unrelated business taxable income (less sec. 511 taxes) from businesses acquired by the organization after June 30, 1975</td>
<td>19,749</td>
<td>18,127</td>
<td>8,827</td>
<td>3,455</td>
<td>50,158</td>
</tr>
<tr>
<td>19 Net income from unrelated business activities not included in line 18</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 Tax revenues levied for the organization's benefit and either paid to it or expended on its behalf</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21 The value of services or facilities furnished to the organization by a governmental unit without charge. Do not include the value of services or facilities generally furnished to the public without charge</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22 Other income. Attach a schedule. Do not include gain or (loss) from sale of capital assets</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23 Total of lines 15 through 22</td>
<td>8,109,929</td>
<td>7,714,431</td>
<td>7,468,533</td>
<td>7,271,054</td>
<td>30,563,947</td>
</tr>
<tr>
<td>24 Line 23 minus line 17</td>
<td>2,245,144</td>
<td>2,475,192</td>
<td>2,693,305</td>
<td>3,575,546</td>
<td>10,989,187</td>
</tr>
<tr>
<td>25 Enter 1% of line 23</td>
<td>81,209</td>
<td>77,144</td>
<td>74,685</td>
<td>72,711</td>
<td>355,556</td>
</tr>
</tbody>
</table>

#### 26 Organizations described on lines 10 or 11:

- a Enter 2% of amount in column (e), line 24
- b Prepare a list for your records to show the name of and amount contributed by each person (other than a governmental unit or publicly supported organization) whose total gifts for 2003 through 2006 exceeded the amount shown in line 26a. Do not file this list with your return. Enter the total of all these excess amounts.
- c Total support for section 509(a)(1) test Enter line 24, column (e)
- d Add Amounts from column (e) for lines 18 50,158 19
- e Public support (line 26c minus line 26d total). 266 10,542,441
- f Public support percentage (line 26e (numerator) divided by line 26c (denominator)) 95.93%

#### 27 Organizations described on line 12:

- For amounts included in lines 15, 16, and 17 that were received from a 'disqualified person,' prepare a list for your records to show the name of, and total amounts received in each year from, each 'disqualified person.' Do not file this list with your return. Enter the sum of such amounts for each year:

  |-------|-------|-------|-------|
  | b | For any amount included in line 17 that was received from each person (other than 'disqualified persons'), prepare a list for your records to show the name of, and amount received for each year, that was more than the larger of (1) the amount on line 25 for the year or (2) $5,000. (Include in the list organizations described in lines 5 through 11b, as well as individuals.) Do not file this list with your return. After computing the difference between the amount received and the larger amount described in (1) or (2), enter the sum of these differences (the excess amounts) for each year:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>d Add Line 27a total</td>
<td>and line 27b total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e Public support (line 27c total minus line 27d total)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f Total support for section 509(a)(2) test Enter amount from line 23, column (e)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>g Public support percentage (line 27e (numerator) divided by line 27f (denominator))</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>h Investment income percentage (line 18, column (e) (numerator) divided by line 27f (denominator))</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### 28 Unusual Grants:

For an organization described in line 10, 11, or 12 that received any unusual grants during 2003 through 2006, prepare a list for your records to show, for each year, the name of the contributor, the date and amount of the grant, and a brief description of the nature of the grant. Do not file this list with your return. Do not include these grants in line 15.
### Part V: Private School Questionnaire (See instructions.)
(To be completed ONLY by schools that checked the box on line 6 in Part IV)

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>29 Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If 'Yes,' please describe, if 'No,' please explain (If you need more space, attach a separate statement.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>32 Does the organization maintain the following:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a Records indicating the racial composition of the student body, faculty, and administrative staff?</td>
<td>32a</td>
<td></td>
</tr>
<tr>
<td>b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?</td>
<td>32b</td>
<td></td>
</tr>
<tr>
<td>c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?</td>
<td>32c</td>
<td></td>
</tr>
<tr>
<td>d Copies of all material used by the organization or on its behalf to solicit contributions?</td>
<td>32d</td>
<td></td>
</tr>
<tr>
<td>If you answered 'No' to any of the above, please explain (If you need more space, attach a separate statement.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33 Does the organization discriminate by race in any way with respect to:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a Students' rights or privileges?</td>
<td>33a</td>
<td></td>
</tr>
<tr>
<td>b Admissions policies?</td>
<td>33b</td>
<td></td>
</tr>
<tr>
<td>c Employment of faculty or administrative staff?</td>
<td>33c</td>
<td></td>
</tr>
<tr>
<td>d Scholarships or other financial assistance?</td>
<td>33d</td>
<td></td>
</tr>
<tr>
<td>e Educational policies?</td>
<td>33e</td>
<td></td>
</tr>
<tr>
<td>f Use of facilities?</td>
<td>33f</td>
<td></td>
</tr>
<tr>
<td>g Athletic programs?</td>
<td>33g</td>
<td></td>
</tr>
<tr>
<td>h Other extracurricular activities?</td>
<td>33h</td>
<td></td>
</tr>
<tr>
<td>If you answered 'Yes' to any of the above, please explain (If you need more space, attach a separate statement.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>34a Does the organization receive any financial aid or assistance from a governmental agency?</td>
<td>34a</td>
<td></td>
</tr>
<tr>
<td>b Has the organization's right to such aid ever been revoked or suspended?</td>
<td>34b</td>
<td></td>
</tr>
<tr>
<td>If you answered 'Yes' to either 34a or b, please explain using an attached statement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>35 Does the organization certify that it has complied with the applicable requirements of sections 4 01 through 4 05 of Rev Proc 75-50, 1975-2 C.B. 587, covering racial nondiscrimination? If 'No,' attach an explanation.</td>
<td>35</td>
<td></td>
</tr>
</tbody>
</table>
### Part VI-A: Lobbying Expenditures by Electing Public Charities

(See instructions.)

<table>
<thead>
<tr>
<th>Check ▶ a if the organization belongs to an affiliated group</th>
<th>Check ▶ b if you checked 'a' and 'limited control' provisions apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limits on Lobbying Expenditures (The term 'expenditures' means amounts paid or incurred.)</td>
<td></td>
</tr>
<tr>
<td>36 Total lobbying expenditures to influence public opinion (grassroots lobbying)</td>
<td>36</td>
</tr>
<tr>
<td>37 Total lobbying expenditures to influence a legislative body (direct lobbying)</td>
<td>37</td>
</tr>
<tr>
<td>38 Total lobbying expenditures (add lines 36 and 37)</td>
<td>38</td>
</tr>
<tr>
<td>39 Other exempt purpose expenditures</td>
<td>39</td>
</tr>
<tr>
<td>40 Total exempt purpose expenditures (add lines 38 and 39)</td>
<td>40</td>
</tr>
<tr>
<td>41 Lobbying nontaxable amount Enter the amount from the following table —</td>
<td></td>
</tr>
<tr>
<td>If the amount on line 40 is</td>
<td>The lobbying nontaxable amount is —</td>
</tr>
<tr>
<td>Not over $500,000</td>
<td>20% of the amount on line 40</td>
</tr>
<tr>
<td>Over $500,000 but not over $1,000,000</td>
<td>$100,000 plus 15% of the excess over $500,000</td>
</tr>
<tr>
<td>Over $1,000,000 but not over $1,500,000</td>
<td>$75,000 plus 10% of the excess over $1,000,000</td>
</tr>
<tr>
<td>Over $1,500,000 but not over $17,000,000</td>
<td>$225,000 plus 5% of the excess over $1,500,000</td>
</tr>
<tr>
<td>Over $17,000,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>42 Grassroots nontaxable amount (enter 25% of line 41)</td>
<td>42</td>
</tr>
<tr>
<td>43 Subtract line 42 from line 36. Enter -0- if line 42 is more than line 36</td>
<td>43</td>
</tr>
<tr>
<td>44 Subtract line 41 from line 38. Enter -0- if line 41 is more than line 38</td>
<td>44</td>
</tr>
<tr>
<td>Caution: If there is an amount on either line 43 or line 44, you must file Form 4720.</td>
<td></td>
</tr>
</tbody>
</table>

#### 4-Year Averaging Period Under Section 501(h)

(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 45 through 50.)

<table>
<thead>
<tr>
<th>Calendar year (or fiscal year beginning in)</th>
<th>(a) 2007</th>
<th>(b) 2006</th>
<th>(c) 2005</th>
<th>(d) 2004</th>
<th>(e) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>45 Lobbying nontaxable amount</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>46 Lobbying ceiling amount (150% of line 45(e))</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>47 Total lobbying expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>48 Grassroots nontaxable amount</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>49 Grassroots ceiling amount (150% of line 48(e))</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50 Grassroots lobbying expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Part VI-B: Lobbying Activity by Nonelecting Public Charities

(For reporting only by organizations that did not complete Part VI-A) (See instructions.)

During the year, did the organization attempt to influence national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of

- a Volunteers
- b Paid staff or management (Include compensation in expenses reported on lines c through h.)
- c Media advertisements
- d Mailings to members, legislators, or the public
- e Publications, or published or broadcast statements
- f Grants to other organizations for lobbying purposes
- g Direct contact with legislators, their staffs, government officials, or a legislative body
- h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any other means
- i Total lobbying expenditures (add lines c through h.)

If 'Yes' to any of the above, also attach a statement giving a detailed description of the lobbying activities

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

Schedule A (Form 990 or 990-EZ) 2007

Business for Social Responsibility

Page 6

N/A
51 Did the reporting organization directly or indirectly engage in any of the following with any other organization described in section 501(c) of the Code (other than section 501(c)(3) organizations) or in section 527, relating to political organizations?

<table>
<thead>
<tr>
<th>(a)</th>
<th>(b)</th>
<th>(c)</th>
<th>(d)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Line no</td>
<td>Amount involved</td>
<td>Name of noncharitable exempt organization</td>
<td>Description of transfers, transactions, and sharing arrangements</td>
</tr>
</tbody>
</table>

- N/A

52a Is the organization directly or indirectly affiliated with, or related to, one or more tax-exempt organizations described in section 501(c) of the Code (other than section 501(c)(3)) or in section 527?

- Yes
- No

If "Yes," complete the following schedule

<table>
<thead>
<tr>
<th>(a)</th>
<th>(b)</th>
<th>(c)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of organization</td>
<td>Type of organization</td>
<td>Description of relationship</td>
</tr>
</tbody>
</table>

- N/A
Statement 1
Form 990, Part II, Line 43
Other Expenses

<table>
<thead>
<tr>
<th></th>
<th>(A) Total</th>
<th>(B) Program Services</th>
<th>(C) Management &amp; General</th>
<th>(D) Fundraising</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bad debts</td>
<td>28,978</td>
<td>28,138</td>
<td>840</td>
<td></td>
</tr>
<tr>
<td>Hiring</td>
<td>81,285</td>
<td>38,018</td>
<td>43,267</td>
<td></td>
</tr>
<tr>
<td>Info Systems</td>
<td>203,208</td>
<td>26,017</td>
<td>177,191</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>21,946</td>
<td>18,003</td>
<td>3,943</td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td>19,035</td>
<td>19,035</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>152,666</td>
<td>119,583</td>
<td>33,083</td>
<td></td>
</tr>
<tr>
<td>Office Expense</td>
<td>193,271</td>
<td>110,122</td>
<td>83,149</td>
<td></td>
</tr>
<tr>
<td>Production costs</td>
<td>224,759</td>
<td>201,530</td>
<td>23,229</td>
<td></td>
</tr>
<tr>
<td>Professional services</td>
<td>605,320</td>
<td>520,115</td>
<td>85,205</td>
<td></td>
</tr>
<tr>
<td>Staff Development</td>
<td>8,624</td>
<td>6,386</td>
<td>2,238</td>
<td></td>
</tr>
<tr>
<td>Taxes</td>
<td>93,305</td>
<td>90,638</td>
<td>2,667</td>
<td></td>
</tr>
<tr>
<td>Temporary help</td>
<td>215,600</td>
<td>109,226</td>
<td>106,374</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,847,997</td>
<td>$1,286,811</td>
<td>$561,186</td>
<td>$0</td>
</tr>
</tbody>
</table>

Statement 2
Form 990, Part III
Organization’s Primary Exempt Purpose

Business for Social Responsibility seeks to create a just and sustainable world by working with companies to promote more responsible business practices, innovation and collaboration.

Statement 3
Form 990, Part III, Line a
Statement of Program Service Accomplishments

<table>
<thead>
<tr>
<th>Description</th>
<th>Grants and Allocations</th>
<th>Program Service Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>A leader in corporate responsibility since 1992, Business for Social Responsibility (BSR) works with its global network of more than 250 member companies to develop sustainable business strategies and solutions through consulting, research and cross-sector collaboration. With six offices in Asia, Europe and North America, BSR leverages its expertise in environment, human rights, economic development, and transparency and accountability to guide global companies toward creating a just and sustainable world. Visit <a href="http://www.bsr.org">www.bsr.org</a> for more information. Includes Foreign Grants: No</td>
<td>$0</td>
<td>$7,635,952</td>
</tr>
</tbody>
</table>
### Statement 4
Form 990, Part IV, Line 57
Land, Buildings, and Equipment

<table>
<thead>
<tr>
<th>Category</th>
<th>Basis</th>
<th>Accum. Deprec.</th>
<th>Book Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture and Fixtures</td>
<td>$ 74,819.</td>
<td>$ 37,005.</td>
<td>$ 37,814.</td>
</tr>
<tr>
<td>Machinery and Equipment</td>
<td>142,874.</td>
<td>43,425.</td>
<td>99,449.</td>
</tr>
<tr>
<td>Improvements</td>
<td>52,769.</td>
<td>30,076.</td>
<td>22,693.</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>32,197.</td>
<td>11,627.</td>
<td>20,570.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 302,659.</strong></td>
<td><strong>$ 122,133.</strong></td>
<td><strong>$ 180,526.</strong></td>
</tr>
</tbody>
</table>

### Statement 5
Form 990, Part V-A
List of Officers, Directors, Trustees, and Key Employees

<table>
<thead>
<tr>
<th>Name and Address</th>
<th>Title and Average Hours Per Week Devoted</th>
<th>Compensation</th>
<th>Contribution to EBP &amp; DC</th>
<th>Expense Account/ Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mats Lederhausen</td>
<td>Board Member $</td>
<td>0. $</td>
<td>0. $</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter Street</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>San Francisco, CA 94104</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thomas Bergmark</td>
<td>Board Member $</td>
<td>0. $</td>
<td>0. $</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter Street</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>San Francisco, CA 94104</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tony Brown</td>
<td>Board Member $</td>
<td>0. $</td>
<td>0. $</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter Street</td>
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<tr>
<td>San Francisco, CA 94104</td>
<td></td>
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</tr>
<tr>
<td>Bob Corcoran</td>
<td>Board Member $</td>
<td>0. $</td>
<td>0. $</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter Street</td>
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<tr>
<td>San Francisco, CA 94104</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Aron Cramer</td>
<td>CEO</td>
<td>270,676.</td>
<td>34,766.</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter Street</td>
<td></td>
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<tr>
<td>San Francisco, CA 94104</td>
<td></td>
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</tr>
<tr>
<td>Robert Dunn</td>
<td>Former CEO</td>
<td>0. $</td>
<td>0. $</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter Street</td>
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<tr>
<td>San Francisco, CA 94104</td>
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</tr>
<tr>
<td>Pamela Passman</td>
<td>Board Member $</td>
<td>0. $</td>
<td>0. $</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter Street</td>
<td></td>
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<tr>
<td>San Francisco, CA 94104</td>
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</tr>
<tr>
<td>Mark Tercek</td>
<td>Board Member $</td>
<td>0. $</td>
<td>0. $</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter Street</td>
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<tr>
<td>San Francisco, CA 94104</td>
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</tr>
<tr>
<td>Andrew Vickerman</td>
<td>Board Member $</td>
<td>0. $</td>
<td>0. $</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter Street</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>San Francisco, CA 94104</td>
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</tbody>
</table>
## Statement 5 (continued)

**Form 990, Part V-A**

List of Officers, Directors, Trustees, and Key Employees

<table>
<thead>
<tr>
<th>Name and Address</th>
<th>Title and Average Hours Per Week Devoted</th>
<th>Compensation</th>
<th>Contribution to EBP &amp; DC</th>
<th>Expense Account/Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mike Wilkinson</td>
<td>Board Member 2.00</td>
<td>0. $</td>
<td>0. $</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter Street, San Francisco, CA 94104</td>
<td></td>
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</tr>
<tr>
<td>Jeff Zalla</td>
<td>Board Member 2.00</td>
<td>0.</td>
<td>0.</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter Street, San Francisco, CA 94104</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Arnold Hiatt</td>
<td>Board Member 2.00</td>
<td>0.</td>
<td>0.</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter Street, San Francisco, CA 94104</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eric Olson</td>
<td>Vice President 40.00</td>
<td>182,100.</td>
<td>6,000.</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter Street, San Francisco, CA 94104</td>
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<td></td>
</tr>
<tr>
<td>Dianne Osgood</td>
<td>Vice President 40.00</td>
<td>170,747.</td>
<td>6,161.</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter Street, San Francisco, CA 94104</td>
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<td></td>
<td></td>
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<tr>
<td>Dan Luscher</td>
<td>CFO 40.00</td>
<td>121,589.</td>
<td>7,333.</td>
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</tr>
<tr>
<td>111 Sutter Street, San Francisco, CA 94104</td>
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</tbody>
</table>

Total $745,112. $54,260. $0.

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## Statement 6

**Form 990, Part VIII**

Relationship of Activities to the Accomplishment of Exempt Purposes

<table>
<thead>
<tr>
<th>Line #</th>
<th>Explanation of Activities</th>
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</thead>
<tbody>
<tr>
<td>93</td>
<td>BSR conducts fee for service studies on responsible business practices. The results of these studies are made available to the general public to help others develop an awareness and understanding of socially responsible business practices.</td>
</tr>
<tr>
<td>93</td>
<td>BSR conducts workshops and seminars to provide companies with the opportunity to meet together to exchange practical information, business tools and personal contacts that would help them implement more responsible policies and practices within their businesses.</td>
</tr>
</tbody>
</table>
Statement 7
Schedule A, Part I
Compensation of Five Highest Paid Employees

<table>
<thead>
<tr>
<th>Name and Address</th>
<th>Title &amp; Average</th>
<th>Compensation</th>
<th>Contribut. EBP &amp; DC</th>
<th>Expense Account</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael Oxman</td>
<td>Prog Director</td>
<td>179,405.</td>
<td>21,264.</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter St., San Francisco, CA 94104</td>
<td>40.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pravir Malik</td>
<td>Managing Dir</td>
<td>177,906.</td>
<td>20,357.</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter St., San Francisco, CA 94104</td>
<td>40.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jeremy Prepstius</td>
<td>Prog Director</td>
<td>158,141.</td>
<td>8,585.</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter St., San Francisco, CA 94104</td>
<td>40.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kara Hurst</td>
<td>Prog Director</td>
<td>145,220.</td>
<td>17,122.</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter St., San Francisco, CA 94104</td>
<td>40.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Matthew Jeschke</td>
<td>Managing Dir</td>
<td>141,745.</td>
<td>16,482.</td>
<td>0.</td>
</tr>
<tr>
<td>111 Sutter St., San Francisco, CA 94104</td>
<td>40.00</td>
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</table>

Total $802,417 $83,810 $ 0.

Statement 8
Schedule A, Part III, Line 2
Transactions with Trustees, Directors, Etc.

During the year, companies with which certain board members were affiliated made payments to BSR for membership in BSR, contribution and grant support and conference sponsorship.
BSR’s reach and impact as an organization are evident in our work with individual companies, our experience forging cross-industry collaborations, and in our R&D initiatives. What follows are some examples of projects we have undertaken in the past 12 months. They are intended to illustrate the way we work and reflect projects that we believe to be successful.

GE’s Citizenship Report Sets the Bar High

• Understanding that GE can make a contribution to sustainable development not just from managing its own operations but, more significantly, by understanding the way in which its products and services can address social and environmental needs such as healthcare, climate change and the need for clean water
• Identifying key areas for improvement (such as human rights policy)

Clean Cargo — A Unique Model of Collaboration Between Suppliers and Customers

The Challenge: The safe, environmentally sound and socially responsible transportation of goods is vitally important to society. Employing millions of people worldwide and accounting for 15 percent of global GDP, the international transportation industry plays an essential role in improving the quality of life of individuals and communities around the world. Ocean shipping carries about 95 percent, by weight, of all international trade. Between 1983 and 1990, waterborne trade rose 70 percent worldwide and some analysts predict that by 2025, the volume will double as world trade escalates. The marine industry is internationally regulated but universally accepted practices for addressing environmental impacts are in their infancy.

Our Strategy: In 2002 BSR convened the Clean Cargo Working Group, a unique collaboration between global transportation service providers ("carriers") and multinational companies ("shippers") from a variety of sectors. The overarching goal of the group is to foster continuous improvement of environmental and social performance of freight transport, in a business-to-business forum, by sharing information and promoting best practices. By pursuing a collaborative approach, BSR has provided a forum with the following benefits:
• Increased Trust – Jointly addressing environmental and social challenges helps to build trust among carriers and shippers
• Enhanced Brand Recognition – A company’s ability to attract customers and investors is becoming increasingly dependent on its environmental and social performance
• Increased Efficiency – Multi-industry partnerships enable shippers and carriers to develop solutions that increase efficiency and overall corporate performance
• Improved Stakeholder Relations – Proactive engagement in environmental performance issues improves a company’s position when negotiating with non-industry stakeholders

Impact: The group is poised for continued success as member companies of Clean Cargo already represent nearly 60 percent of the global container capacity. With over 20
members, the Clean Cargo Working Group has jointly developed an environmental performance survey (EPS), a supply chain management tool that facilitates the standardization of information exchange between carriers and ocean shippers. The EPS is a business-to-business tool enabling shippers to evaluate the environmental commitment and actions of their carriers as well as to develop emissions footprints for the transportation impacts of their products. For carriers, it provides a standardized format for reporting their environmental performance to shippers. The group is also working together to shed more light on the “CO2 footprint” of transporting goods intermodally. Led by BSR, the group has developed a draft tool to measure the total impact of goods transported, which includes the carbon footprint of planes, rail and road. Lastly, the group has piloted a survey to assess the social risk of owned/operated transportation services and vessels. Results of the survey will be assessed at the next group meeting and a full process will be launched in 2008.

IBM Supports Small Businesses in Emerging Economies

The Challenge: IBM wanted to develop a virtual business incubator for small- and medium-size enterprises (SMEs) and asked us to help evaluate target markets, assess gaps in current offerings and desired functionality, and identify potential partners. Such an understanding would prepare IBM to develop a solution that best meets the needs of SMEs and maximizes the impact on economic development.

Sino Gold Implements Action Plan for Community Development in China

The Challenge: Sino Gold’s Jinfeng Mine is an Australian-operated joint venture with the Chinese government that entered production in May 2007. Sino Gold sought guidance on how to build its “social license to operate” by promoting long-term community development in the five remote villages surrounding the mine in the mountains of southern China. Sino Gold contacted BSR for advice on the design of a community development strategy that would go beyond traditional public relations or social marketing efforts to promote real, tangible improvements in people’s quality of life.

The Environmental Markets Initiative

The Challenge: The landmark Millennium Ecosystem Assessment — the most far-reaching ecological study ever undertaken, conducted by over 1,300 scientists around the world — found that 60 to 70 percent of environmental functions, such as natural water purification and flood protection, are being degraded faster than they can recover. The private sector, its customers and its suppliers rely on many of these services for consistent supply, business continuity and consumer purchasing power. BSR took on the challenge of identifying and evaluating financial mechanisms that can be applied to these services in order to capture their value through new environmental markets.

Our Strategy: BSR’s Research & Development team conducted a due diligence process with numerous stakeholders, nearly all of whom identified “reaching ecological limits” as
Business for Social Responsibility  
Program Service Accomplishments  

a key megatrend that should frame our efforts. We then worked to identify cutting-edge approaches to environmental management, focusing on the emerging field of Payments for Ecosystem Services, also known as "Environmental Markets."

Women's Health Enables Returns in Global Supply Chains

The Challenge: Women between the ages of 18–25 often comprise the vast majority of developing world workers making products for export to the developed world. Much of this work is performed in environments where access to information about reproductive health, as well as critical health services, is lacking. Moreover, factory managers often question the value of investing financial resources in health programs due to high turnover and the perception that young, unmarried women workers are not sexually active and thus not at risk for reproductive health problems. Despite the challenges presented by this reality, we set out to leverage our unique position to improve the general and reproductive health of women workers along global supply chains.

Our Strategy: After an initial research phase in 2006, BSR's women's health initiative — known as HERproject (Health Enables Returns) — is now focused on testing innovative models for delivering health training, services and more to factory-based women workers in China, India, Indonesia, Pakistan and Vietnam. With ongoing funding from the David and Lucile Packard Foundation, this model coordinates health training pilot projects that are implemented by local NGOs, which are compensated for their services by participating companies. BSR acts as a facilitator of these partnerships, catalyzing corporate action to address the unique health needs of women workers while simultaneously supporting the development of grassroots NGOs. Our model is further enhanced by the quantitative acumen of BSR's primary project partner: the Extending Service Delivery (ESD) initiative, funded by the U.S. Agency for International Development.

Impact: ESD, through a landmark return-on-investment study in a Bangladeshi factory, found that for every $1 invested in women's health training and services, factories reaped a return of $3 in the form of higher productivity, reduced absenteeism and lowered turnover. To help BSR member Nordstrom achieve similar results, we recently launched a series of pilots for the company in five factories in China. Our goal is two-fold: to educate young, female factory workers on women's health issues with a focus on HIV/AIDS and to measure and evaluate any changes in productivity, absenteeism and turnover during the pilot period. Leveraging a peer education model, BSR is training peer educators who are disseminating learning throughout the factory population. Pilot planning is well underway in the other focus countries as well. This initiative has elicited an overwhelmingly positive response from our membership and beyond — confirmation that our strategic, innovative approaches can offer value to businesses while also advancing social well-being.