



CASE STUDIES E-BOOK

Best Practice in Sustainability Reporting

Real-life examples of best practice in
sustainability reporting in construction

sustainIQ

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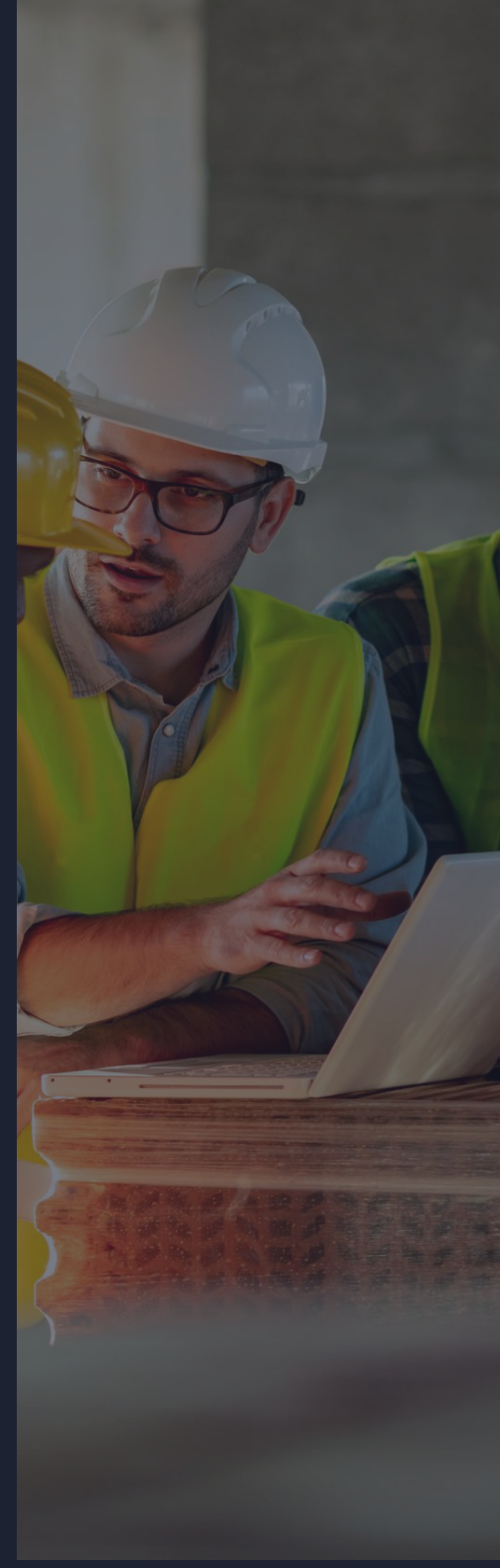
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Introduction

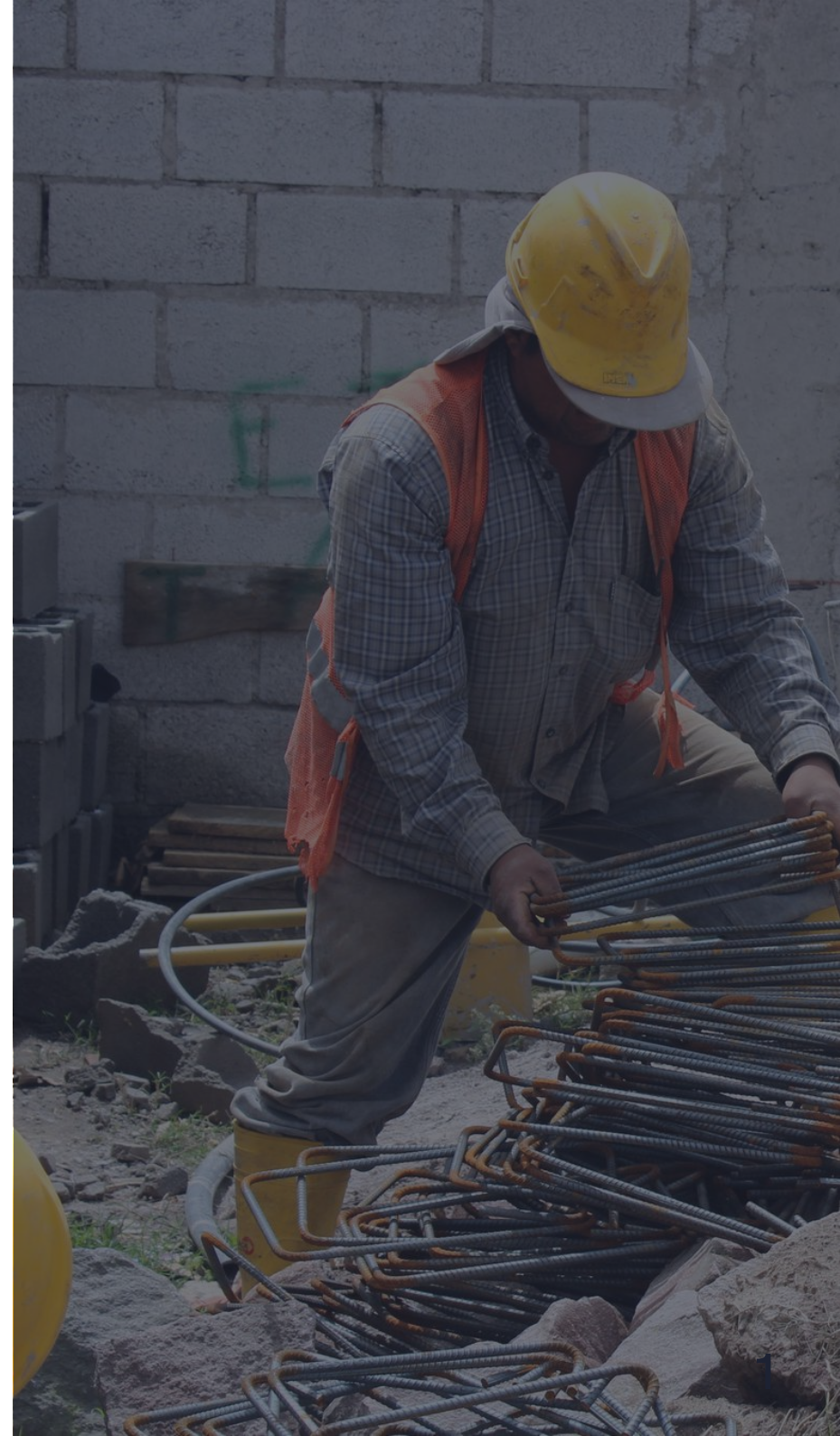
WHAT DOES BEST PRACTICE LOOK LIKE?

Ever wondered what best practice in sustainability reporting really looks like? Construction has huge challenges globally to measure, monitor and reduce GHG emissions, all while continuing to build positive social value and economic impacts, working toward a net positive future that benefits the lives of stakeholders.

With the incoming EU Corporate Sustainability Reporting Directive (CSRD), the Financial Stability Board's Task-Force on Climate-Related Financial Disclosures (TCFD), Streamlined Energy Carbon Reporting (SECR), Green Public Procurement (GPP) and many more countless legislations, it's clear sustainability is increasingly becoming a core process in every aspect of every business, and things aren't slowing down.

Not knowing what good practice looks like, however, and having no benchmarks across global markets makes it hard for organisations to determine what they need to capture data on, never mind develop reports for.

If you're looking for inspiration, read on to discover how these contractors and construction-sector organisations are leading the way in sustainable innovation, and changing the future of the construction industry.





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HENRY BROTHERS

Meeting Net Zero Targets - Loughborough University

SustainIQ - Henry Brothers Case Study



Henry Brothers Ltd LOUGHBOROUGH UNIVERSITY PAVILLION

Henry Brothers' Loughborough University Pavilion 4 is an extension to the existing Pavilions with the University.

The project is designed to achieve certification as a Passivhaus Classic building which stems from Loughborough University's commitment to achieving Net Zero Carbon as an organisation by 2030.

Background

HENRY BROTHERS NET ZERO COMMITMENTS

Henry Brothers Ltd are a leading Main Contractor operating across the United Kingdom. With strong commitments to net-zero and carbon reduction, Henry Brothers ensure every project across all sites works to eliminate carbon production where possible. This project for Loughborough University is no exception, where their implementation of SustainIQ on the project will streamline carbon data to ensure it is captured at source. Henry Brothers can use best practice adopted from our net zero carbon project to further enhance the low carbon output for the building.

How SustainIQ is being used

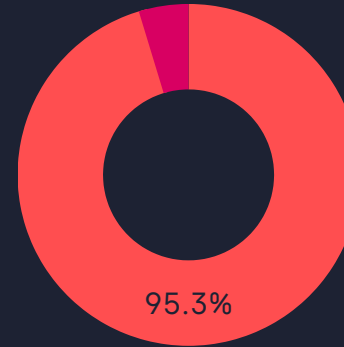
COMPLETE ESG REPORTING

- Sustainable procurement of products and materials including FSC & recycled aggregates
- Measuring the environmental impact of the project including:
 - Waste management
 - Capturing and measuring Scope1, 2 and 3 emissions (Scope 3 supplier transport emissions only)
 - Supplier transport emissions calculated using SustainIQ project QR codes
 - Water usage
 - Biodiversity
- Tracking sub-contractor and supplier accreditations to ensure in line with Henry Brothers Net Zero Carbon commitments
- Calculating the impact of Social Value initiatives delivered throughout the Project

Benefits of SustainIQ

- Assist with monitoring, measuring and reporting the Passivhaus Contractor Requirements for the project
- Monitor, measure and report the full ESG / sustainability performance throughout the project
- Aiding in developing Carbon reduction commitments and plans using SustainIQ emissions data
- Produce reports in real time including site waste management plans, carbon reduction plans, biodiversity logs and social value reports
- Increase transparency of performance by providing visibility of performance data with client
- Providing real time data for compliance and regulatory inspections
- Measurement against project KPI's in accordance with Company and project sustainability assessments
- Benchmarking performance against sustainability KPIs & commitments
- Data capture is shared across teams, with responsibilities assigned to ensure data captured at source in real-time

Percentage of waste avoiding landfill on this project



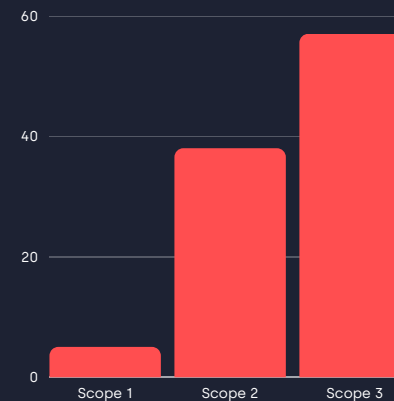
Waste management and resource efficiency.

SustainIQ provides Henry Brothers with full reporting across all waste management activities. Using SustainIQ, Henry Brothers produce site waste management plans, forecast waste across projects, build waste minimisation plans to share with site personnel, set targets and objectives and track progress.

SustainIQ helps Henry Brothers to comply with all applicable legislation by ensuring all waste management licences, certificates and exemptions are valid, and by applying all European Waste Catalogue (EWC) codes to facilitate easy input of each waste category.

Henry Brothers use the SustainIQ reporting dashboard to track performance and progress towards targets, analyse their waste data, identify main waste materials, and understand when waste is being produced in line with their construction programme. This information is shared with the project team including design and procurement departments to identify opportunities to apply circular construction principles on future projects.

GHG Emissions Breakdown for this project



Understanding & measuring GHG emissions in real-time.

As a Passivhaus Classic building, it's pivotal that Henry Brothers achieve high standards in the finished build, but also in their operational performance throughout the project.

To achieve the net zero carbon commitments within the contract, Henry Brothers used SustainIQ to access their GHG emissions data in real time to inform decision-making across the project.

SustainIQ provided the project team with full analysis of Scope 1, Scope 2 and Scope 3 (transport) emissions at every stage of the project.

Streamlining sustainability with complete real-time environmental reporting

Using insights from SustainIQ in areas such as waste management, energy, supplier transport, water usage and fuel consumption, Henry Brothers were able to change aspects of the projects' operations or value chain, and in turn eliminate or reduce emissions to keep the project within the clients' net zero commitment requirements.



JUSTIN HICKLIN - CONSTRUCTION DIRECTOR

“We are very excited to be part of Loughborough University's wider Net Zero Carbon 2030 agenda through constructing the extension of Loughborough University Sport Park Pavilion 4.

The Passivhaus designed building recognises the importance of reducing carbon emissions through design. A first for Henry Brothers, we have strict quality controls and processes in place in order to achieve Passivhaus Classic standard through adherence to design requirements to achieve low energy demands. SustainIQ will be pivotal in capturing our operational carbon use for the project providing carbon data for monitoring and measuring, providing continuous improvement against our project KPI's.”



160
Students reached via education engagements



192
Weeks of apprenticeships delivered on this project

Measuring Social Value.

SustainIQ provides Henry Brothers with full sustainability & ESG reporting. Using all four reporting pillars across this project, Henry Brothers also captured social value performance data including education engagements, placement, and apprenticeship opportunities.

This resulted in significant opportunities for young people to engage with the project team, provided career opportunities and delivered real economic value with regards Social Return on Investment. All activities were logged on SustainIQ throughout, providing Henry Brothers and their client with full social value analytics throughout the project.

Measuring local procurement



80% of subcontractors within 40 miles.

Social value is not only generated in interactions and engagements, but through purchasing decisions.

On this project, Henry Brothers invested a significant portion of the value generated across the project back into the local economy by letting sub-contractor work packages and supplier orders to local businesses helping to drive the economic development of the region.

This contributes to their commitments to developing a positive socio-economic impact as part of their wider sustainability strategy.

We'll change your world, for good.

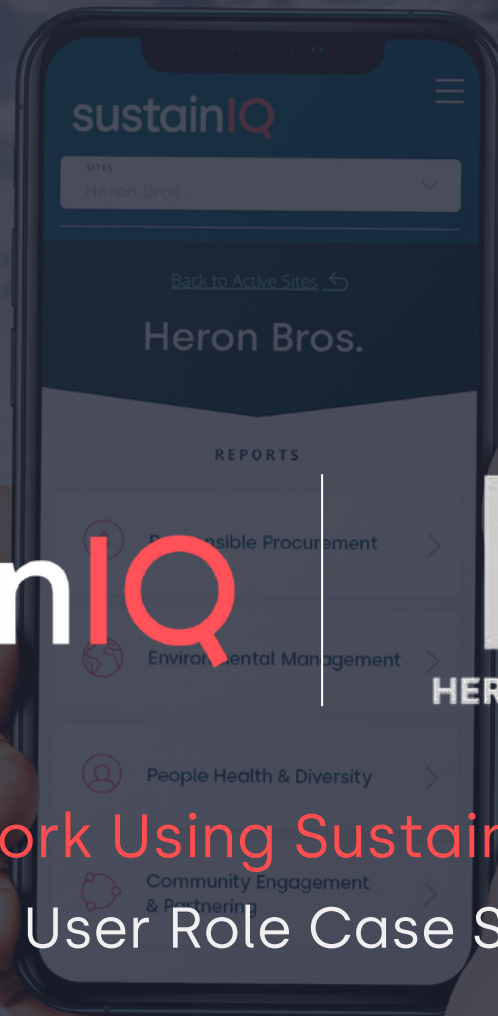
SustainIQ is on a mission to change the world for good. If you are interested in learning more about this particular case, or perhaps want to read more case studies like this one, get in touch at hello@sustainiq.com, or read more at <https://sustainiq.com/case-studies>.

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HERON BROS

Winning More Work Using Sustainability - Bid Manager
User Role Case Study



The Challenge

As a Bid Manager, I see more and more detailed information on our responsible business practices being requested in tenders all the time. It can be hard to paint a clear picture in our response, as we're usually restricted in how much we can write.

The ability to concisely answer questions, backed up with data and effective visuals extracted from SustainIQ is very impactful. The infographics, charts and graphs speak a thousand words, which helps greatly when words are limited.

Once we've won a tender, SustainIQ is invaluable for recording progress against what we said we would do and again, the user-friendly format enables us to capture all the information we need and ensure we deliver.

Put simply, SustainIQ uncovers the data we need and lets us share it in an impactful way to increase our chances of winning business.



JUDE JACKSON, BID MANAGER, HERON BROS.

The Results



Competitive advantage. SustainIQ makes it easier to demonstrate our credentials in bids and strengthens our tender responses.



Time saved. 100+ days since Jan '20 - one day per tender response



Trust. Using accurate, verifiable data in our reports builds trust with clients and other stakeholders



Risk reduction. We can show our compliance at the touch of a button, reducing risk and potential costs.

At Heron Bros. we recognise that sustainability creates value for our business and indeed it's critical to our future. SustainIQ really helps us to benchmark our performance on every project and we measure it against every million pounds of turnover.

We've set ourselves some challenging goals for the coming years to drive continuous improvement throughout the business in order to deliver the sustainable growth that's required. Knowing that we can measure, monitor and report on our progress in a way that's easy to interpret and visually appealing is a definite benefit of using SustainIQ. It helps us communicate to our clients and staff alike and ensures we stay on track on our sustainability journey.



JUDE Jackson, BID Manager



The Benefits

DATA ILLUSTRATION FROM ONE PROJECT - ANDERSONSTOWN LEISURE CENTRE



96.2% waste diverted from landfill



69% local supply chain within 20 miles of site



57% Construction Academy candidates employed by Heron Bros.



1,300 residents benefitted from social value delivery



£30,000 social value investment budget managed and tracked

SustainIQ

Companies with an ESG or Sustainability Strategy need a way to measure their inputs, monitor their outputs and report their impact. SustainIQ enables the data hidden within your company to be uncovered at the touch of a button and extracted to help inform strategic decision-making.

Our unique integrated reporting dashboard lets users quickly access quantitative data presented visually using graphs, filtered reports and performance charts, while qualitative feedback is also stored to produce a full and holistic overview of your sustainability and create helpful infographics.

Data is gathered across four pillars, which can be configured to meet your specific needs:

- Responsible Procurement
- Environmental Management
- People, Health and Diversity
- Community Engagement and Partnering

If you've ever had to gather data across all these areas, you'll know how painful and time-consuming it can be. Not any more, thanks to SustainIQ!

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Touch-of-a-button Annual Sustainability Reporting
SustainIQ - McCue Case Study

McCue ANNUAL SUSTAINABILITY REPORTING

McCue care about the socio-economic impact of their business, ensuring every project falls within the aims of their four ESG pillars - Procurement, Planet, People & Place.

Using SustainIQ for annual sustainability reporting, McCue has simplified what previously was a resource-heavy, time-consuming task, with access to instant performance data reports, saving time and money across the organisation.



Background MCCUE ESG & SUSTAINABILITY

McCue is an award-winning project management, commercial fit-out and bespoke joinery company with extensive experience across a wide range of sectors through the UK & Europe.

McCue works with main contractors and retailers, including: Maybourne Group, Ardmore, Urban Outfitters, H&M, Gardiner & Theobald and Marella Cruises.

How SustainIQ is being used

CAPTURING ESG DATA ON ONE INTEGRATED DASHBOARD

- Using SustainIQ across all projects, reporting on GHG emissions in scope 1, 2 and 3.
- Benchmarking performance against their baseline emissions year of 2020, monitoring annual decreases in GHG emissions
- Providing instant environmental, social, and economic reports, including:
 - BREEAM compliant reports
 - Streamlined energy carbon reporting.
 - Full environmental performance reports.
- Site waste management plans;
- Community engagement planners;
- Internal and external social value reporting.
- Gaining a real-time insight to sustainability performance across all projects, allowing for easy comparison and cross-checking to identify opportunities.
- Unlimited users, unlimited sites all for one set fee.

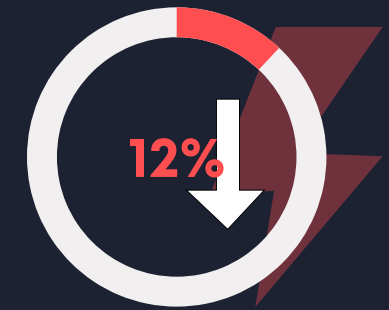
Benefits of SustainIQ

- SustainIQ provides McCue with one central location to pull sustainability & ESG reporting together.
- That data then allows McCue to measure their performance against goals outlined in their [McCue Cares strategy](#).
- Annually, SustainIQ eliminates time-spent generating time-consuming reports, outputting required information for annual and legislative reporting at the touch of a button.
- SustainIQ allows for goals to be set for each individual site, allowing McCue to set parameters for each project that align with the ambitions of their sustainability goals and objectives.
- McCue align their strategy with the UN Sustainable Development Goals (UNSDGs), and can measure performance directly through SustainIQ's reporting dashboard.

2021 Energy & GHG Emissions Performance Summary



Decrease in scope 1 emissions compared with 2020

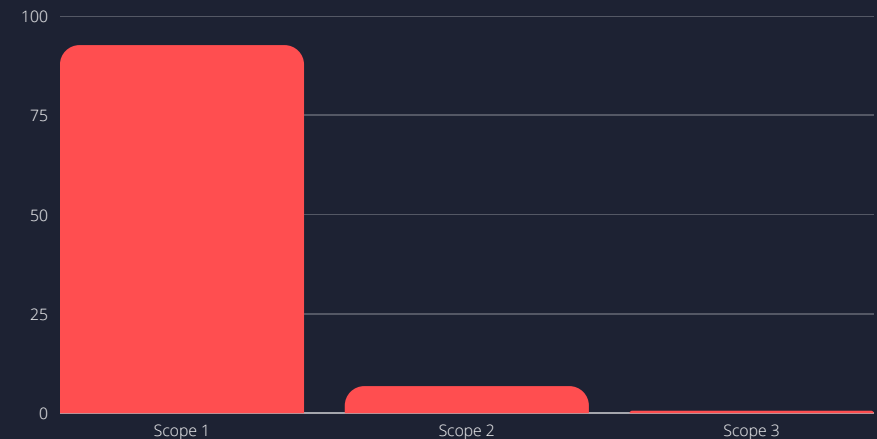


Decrease in energy usage compared to 2020

Measuring against set baselines.

SustainIQ allows McCue to measure their environmental performance in real-time against their emissions baseline year. Tracking reductions in GHG emissions in scope 1, 2 & 3, McCue can work toward set targets in areas such as Net-Zero and resource efficiency, empowered by technology and the power of accurate data.

GHG emissions breakdown across scopes 1, 2 & 3



Breaking down GHG emissions.

To achieve net-zero, organisations need to understand where GHG emissions are being generated, and why. With SustainIQ's support, McCue have implemented a carbon reduction plan that aligns with the requirements outlined in public procurement note 06/21, and can now track GHG emissions in scope 1, 2 and 3 year-on-year to determine where outputs are occurring, why they exist and how to reduce emissions in order to achieve net-zero.



GARY PURDY - MANAGING DIRECTOR

“Annual sustainability reporting is key to determine where we are in relation to our goals, and is important to show transparency to stakeholders.

Our annual reporting process ensures we remain focused on our goals, while informing our business decisions. SustainIQ is now an essential part of our annual reporting process, significantly improving what previously was a timely process often taking months of preparation and staff time saving us time and money.”

Measuring social value.

McCue is committed to maximising the social impact they can have across all communities they work in. With commitments to People, Health & Diversity and the Community, McCue are embracing their approach to health and wellbeing, apprenticeships, placements and charity partnerships. Using SustainIQ's social value reporting capabilities, McCue can capture social value performance across projects, and use that data to not only report annually, but support answers in PQQs and tender responses to help them consistently win business.

2340

weeks of apprenticeships delivered

430

employees participating in health & wellbeing initiatives

226

hours of health & wellbeing programmes



4 community & volunteering initiatives in 2021



34 hours of community initiatives



12 employees participating in volunteering

Gaining a competitive edge.

Sustainability & ESG reporting and commercial success are now intrinsically linked. Increasingly, construction organisations are finding that up to 20% of weighting in a quality submission in a PQQ or tender can be allocated to sustainability-centric questions. Having:

- a defined methodology for reporting
 - data to support green claims and credentials
 - data to support social value generation
 - information on how you benefit the local economy
- are now all key to not only being a responsible and considerate contractor, but winning business.

We'll change your world, for good.

SustainIQ is on a mission to change the world for good. If you are interested in learning more about this particular case, or perhaps want to read more case studies like this one, get in touch at hello@sustainiq.com, or read more at <https://sustainiq.com/case-studies>.

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FELIX O'HARE
& CO LTD

Delivering on Public Sector Requirements - St Paul's School

SustainIQ - Felix O'Hare Case Study

Felix O'Hare & Company Ltd ST PAUL'S SCHOOL, NAVAN

Felix O'Hare & Company Ltd is a building and construction contractor with over 100 years of experience. The company is ethically led, with strong corporate values and a commitment to doing business sustainably. Currently in their third year of subscription, the company uses SustainIQ on all of its construction projects across Northern Ireland and the Republic of Ireland.

The St Paul's School, Navan project involved the redevelopment of the existing school and construction of a new, 32 classroom, two-storey school on the existing football pitch, with a two classroom ASD/special needs unit. The building was constructed using a precast concrete frame which included all walls, floors and stairs. The roof consisted of structural steel/purlins overlaid with an aluminium standing seam roof. The external façade consisted of facing brickwork and rendered blockwork. The project was completed in autumn 2021.

How SustainIQ is being used

USED ACROSS ALL COMPANY TEAMS

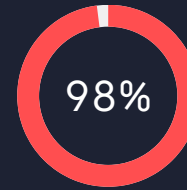
- To increase transparency and improve company performance across all projects.
- By the IMS Compliance Team, to ensure compliance with legislation, ISO 14001 and contract requirements.
- To satisfy regulators such as the EPA.
- To report on sustainability assessments such as Considerate Constructors Scheme (CCS).
- By the Contracts team, to report on progress at monthly meetings.
- By the Estimating & Bid Department to provide evidence for future Education PQQs and tenders.
- By the PR, Marketing & Comms Department to fulfil awards submissions, project capability statements, stakeholder newsletters and press releases to share our progress.

Benefits of SustainIQ

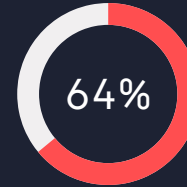
STREAMLINED ESG & SUSTAINABILITY REPORTING

- SustainIQ is used to compile each project's sustainability performance centrally. The information is then used for various reasons including:
 - Demonstrating compliance with Green Public Procurement (GPP) and contract requirements.
- Internal monitoring and reporting against the project brief.
- Sustainability performance is included in monthly progress reports.
- Allowing site teams to keep track of their sustainability performance in real time.

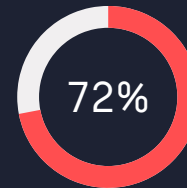
KEY PERFORMANCE DATA FROM THIS PROJECT



of construction stage waste diverted from landfill, with spoil from excavations being reused on site



of emissions on the project came from supply chain transport (scope 3), with a full breakdown of emissions sources provided by SustainIQ across all three scopes



of suppliers of products and materials were procured within a 30-mile radius, having a significant positive socio-economic impact through procurement

"Having SustainIQ keeps us a step ahead in recording data to demonstrate our credentials on public procurement education projects. The data is used to satisfy the requirements of GPP, LEED, Considerate Constructors Scheme and much more. We also use it to demonstrate compliance to the EPA (Environmental Protection Agency) with regards to applicable legislation. On this project, it was excellent to be able to clearly show our impact, with data being recorded on site across all stages of work."

GERARD BROOKS, CONTRACTS MANAGER
FELIX O'HARE & COMPANY LTD



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Achieving BREEAM Excellent - Europe's First Eco-Mosque
SustainIQ - Gilbert-Ash Case Study

This groundbreaking project involved the construction of Europe's first Eco-Mosque – an iconic building designed and built to BREEAM Excellent rating. With capacity for over 1,000 worshippers, an underground car park and a build cost of £23million, this is considered to be the most architecturally distinguished mosque in the UK.

Gilbert-Ash Limited is an innovative company with a unique approach to construction, fit-out and refurbishment. With 70+ years' experience, the company's integrated approach is tailored for each build. One of SustainIQ's first customers, Gilbert-Ash uses the platform on all its construction projects across the UK.

How SustainIQ is being used

USED ACROSS ALL COMPANY TEAMS

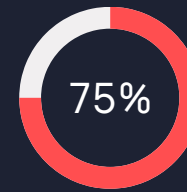
- The Site Manager on this project used the Environmental Pillar to:
 - Record all waste being transferred off site
 - Ensure compliance with applicable waste management legislation
 - Record all energy and water usage
 - Produce a biodiversity log of all site initiatives
- The Contracts Manager used it to:
 - Report on site impacts during progress meetings
- The IMS Department used it to:
 - Track site impacts to ensure compliance with ISO 9001 and ISO14001
- The Site Team used the Community pillar to:
 - Assist with the Considerate Constructors Scheme audits
- The QS Department used the Procurement pillar to:
 - Record and track use of all FSC/PEFC timber, recycled materials and those made from recycled content
- The Buying Team used it to:
 - Calculate the % of the supply chain located within a 30-mile radius of the project
- The HR Department used the People pillar to:
 - Report on apprenticeships in line with social value requirements in the contract

Benefits of SustainIQ

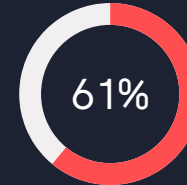
STREAMLINED ESG & SUSTAINABILITY REPORTING

- Given the eco-credentials of this project and the fact that it had to meet a BREEAM Excellent rating, SustainIQ provided a range of benefits, such as:
 - Allowing the Site Team to keep track of their sustainable performance in real time
 - Increased accuracy of information as it was recorded at source
- Readily available information for Considerate Constructors Scheme site visits
- Simplified production of progress reports for client and GA Board
- Time saved on data collection amounting to c.156 hours over the course of the project
- Integrated data across all pillars providing a comprehensive picture of the project's impact

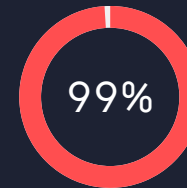
KEY PERFORMANCE DATA FROM THIS PROJECT



less time is spent compiling data each week – reduced from 2 hrs to just 30 mins, saving a whole month over the course of this project



of suppliers orders were procured within 30 miles radius of the project having a significant positive socio-economic impact through procurement



of waste on the project was diverted from landfill

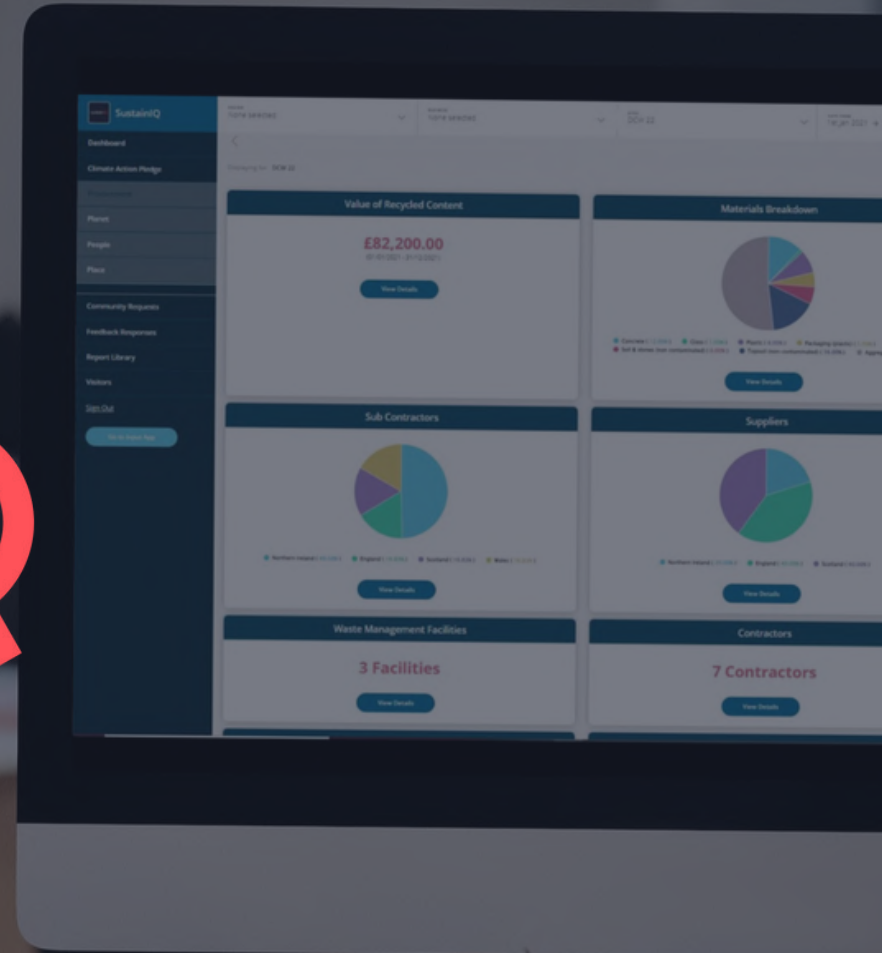
"We are evolving our business model to build a resource-efficient and sustainable company and SustainIQ is a key collaborator with us on that journey. This was a challenging, but highly rewarding project, made simpler by streamlined, real-time data recording and reporting. SustainIQ enabled us, at the touch of a button, to demonstrate the green credentials of Europe's only Eco-Mosque and provided vital intelligence at every stage"

CIARAN BEGLEY, PROJECT DIRECTOR
GILBERT-ASH LIMITED



sustainIQ

Our Solution



Meet SustainIQ

THE ALL-IN-ONE SUSTAINABILITY & ESG REPORTING SOFTWARE

SustainIQ provides users with one integrated reporting dashboard for all aspects of ESG.

Report on areas such as **Waste Management**, **Scope 1, 2 & 3 GHG Emissions**, **Social Value**, **Biodiversity**, **Workplace Wellbeing**, **Diversity** and much more.

Discover how you can save time & money, drive competitiveness, build trust in supply chains and create a sustainable brand image with SustainIQ

WHEN DO I NEED SUSTAINIQ?

If your organisation is working for public sector clients, or perhaps private sector clients that require sustainability reporting, SustainIQ can be a gamechanger.

Reporting across four pillars, SustainIQ makes it simple to gather data across multiple sites and locations on one central dashboard. Streamline your sustainability reporting with our easy-to-use, mobile software system.

Waste Management Plan

Waste Summary Report - A

Type	Total T	Total T/m2	Total T/100k	Total M3	Total Volume
xxxx	1253	1.2	0.2	123	
xxxx	1253	1.2	0.2	123	
xxxx	1253	1.2	0.2	123	

Waste Sum

Type

xxxx

xxxx

Biodiversity initiatives at Site A

Biodiversity

Ecology Reports	2	Lorem ipsum dolor sit amet, consectetur adipiscing elit
Recommendations Implemented	1	Lorem ipsum dolor sit amet, consectetur adipiscing elit
Biodiversity Champions	3	Lorem ipsum dolor sit amet, consectetur adipiscing elit

Peop

Apprenticeships

314.8
Weeks

£34,0



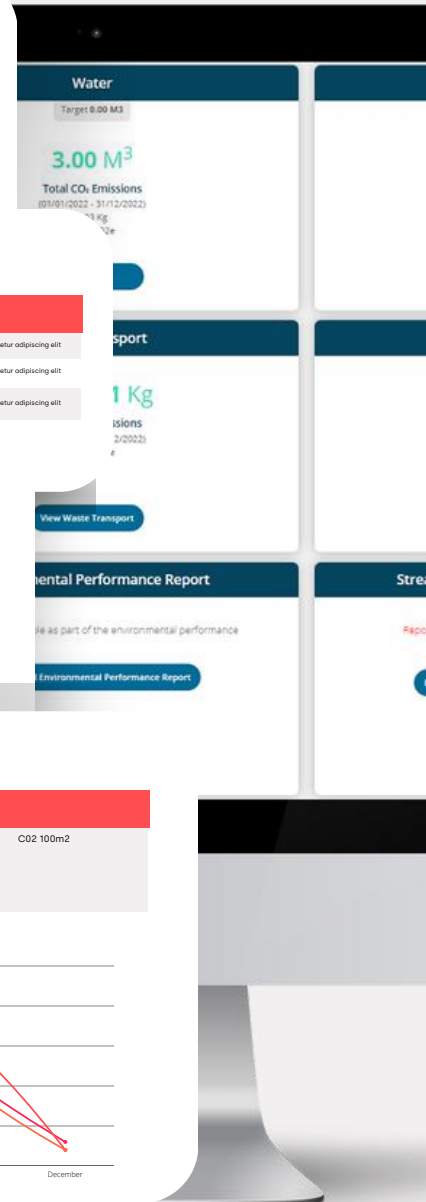
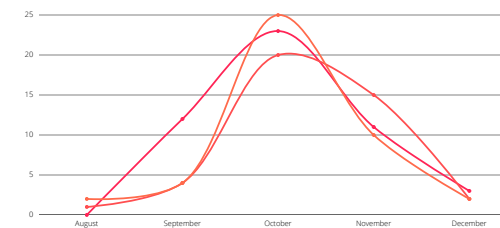
Beneficiaries

Lorem ipsum dolor sit amet, consectetur adipiscing elit

Energy use over time

Energy Use

Type	Usage	Unit	CO2	CO2 100k	CO2 100m2
xxxx	1253	1.2	0.2	123	
xxxx	1253	1.2	0.2	123	
xxxx	1253	1.2	0.2	123	





Responsible Procurement



Environmental Management



People, Health & Diversity



Community Engagement & Partnering

Our Four Reporting Pillars

REPORTING ON PEOPLE, PLANET AND PROFIT.

SustainIQ provides full reporting across four pillars which categorise different types of data in each reporting section.

Using our mobile, multi-platform software, report on the following areas under each pillar:

Responsible Procurement

- Circular Economy, Volume of Recycled Goods, Socio-Economic Impact, Supplier Accreditations and Standards, Supply Chain Portal, Work Package Management

Environmental Management

- Waste Management, GHG Emissions, Transportation Emissions in Scopes 1 and 3, Biodiversity, Water, Full Environmental Performance Reporting, Benchmarking and Goal Setting

People Health & Diversity

- Health and Safety, Training Initiatives, Apprenticeships, Wellbeing Initiatives and Diversity & Inclusion Initiatives

Community Engagement & Partnering

- Community Initiatives, Volunteering, Charitable Donations, Education Engagement, Responsible Leadership and Charity Partnerships

Testimonials and Feedback

WHAT OUR CUSTOMERS HAVE TO SAY.



NOEL MULLAN
COMMERCIAL DIRECTOR
HERON BROS

The multi-user, multi-site SustainIQ app has helped us to increase awareness of our corporate responsibility strategy by engaging all staff across our projects. This has resulted in a significant improvement by positively impacting the communities in which we work, the natural environment and our economic performance.



MARIA BRADLEY
HR DIRECTOR
GILBERT-ASH

The big benefit for us in using SustainIQ is the ability to generate reports, and to be able to tailor them to suit our requirements. It's the only system that we've seen that captures all our data in one place and allows us to produce either a collective report or specific reports - whatever is required by our internal or external stakeholders.



CIARAN MCCONNELL
MANAGING DIRECTOR
JP CORRY

SustainIQ allows us to drill into our data to review and measure the community initiatives we have invested in. Seeing the quantifiable impact of those initiatives provides transparency and visibility to our staff on why we do the programs. Because the data all feeds into one source, we can draw down the information and use it to improve.



MARK CAMPBELL
CONTRACTS DIRECTOR
FELIX O'HARE & CO

Before SustainIQ, we were working hard on our sustainability goals, but had no way to bring all that information together for tenders, Board reports or customer presentations and we couldn't evidence our impact. Now, SustainIQ gives us all that rich data at the touch of a button and it's been transformational.



GARY PURDY
MANAGING DIRECTOR
MCCUE

Working in and with key London Councils on multi-million pound contracts in the Greater London area, we have seen how important it is to meet our clients' sustainability goals. SustainIQ allows us to measure, monitor and report on the social, economic and environmental impact of our projects and ensure clients achieve those vital goals.

Get Started with Best Practice

BOOK A SUSTAINABILITY REVIEW.

You too can implement best practice in sustainability reporting across all your company sites & locations.

If you have a specific challenge in a certain area of sustainability reporting, we would be happy to arrange a demo or discussion at a time that suits.

Simply click below and we'll get the ball rolling.

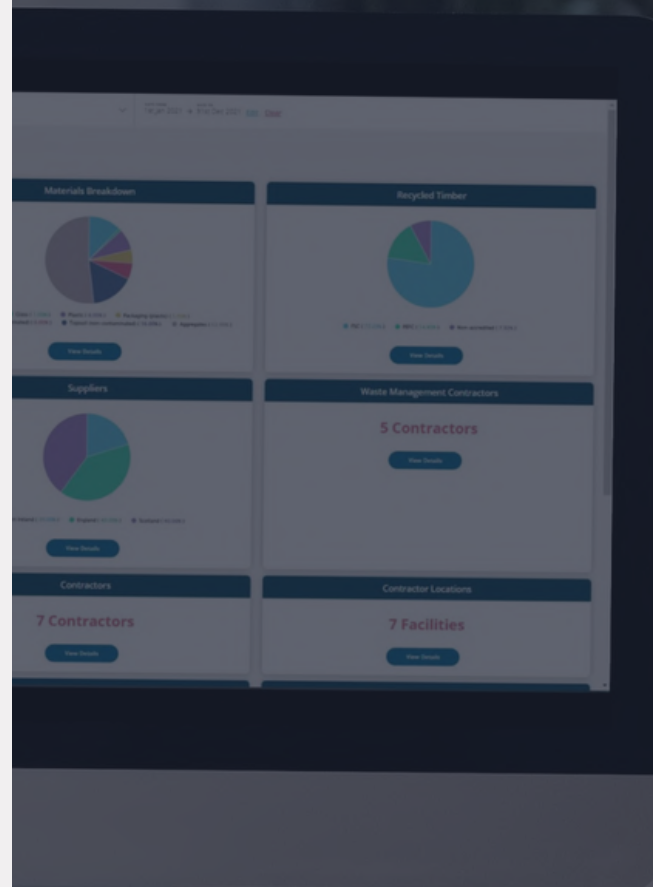


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