

CREATE • GROW • SUSTAIN

Leading by Example



More Than Leaders. Leadership.

2015 REPORT



More Than Leaders. Leadership.

Business Roundtable CEO members lead companies with \$7.2 trillion in annual revenues and nearly 16 million employees. Business Roundtable member companies comprise more than a quarter of the total market capitalization of U.S. stock markets and invest \$190 billion annually in research and development — equal to 70 percent of U.S. private R&D spending. Our companies pay more than \$230 billion in dividends to shareholders and generate more than \$470 billion in sales for small and medium-sized businesses annually. Business Roundtable companies also make more than \$3 billion a year in charitable contributions.

Please visit us at www.brt.org, check us out on Facebook and LinkedIn, and follow us on Twitter.

Copyright © 2015 by Business Roundtable

CREATE • GROW • SUSTAIN

Leading by Example



More Than Leaders. Leadership.

2015 REPORT

April 2015

DEAR BUSINESS LEADERS AND STAKEHOLDERS:

On behalf of the members of Business Roundtable, I am proud to share with you our 2015 sustainability report — *Create, Grow, Sustain: Leading by Example*. Now in its eighth year, the report features narratives from 148 CEOs on how their companies have contributed to sustainable economic growth and a cleaner environment in the United States and around the world.

Aided by the efforts of Business Roundtable member companies, the United States is a sustainability leader. For example, between 2002 and 2012, global greenhouse gas (GHG) emissions increased by approximately one-third while U.S. GHG emissions decreased by more than 9 percent. Business Roundtable companies helped drive this success by setting sustainability goals, improving energy efficiency, investing in renewable energy, and developing new technologies that are transforming the way Americans produce and use energy.

In anticipation of the December 2015 meeting in Paris of the United Nations Framework Convention on Climate Change, this year's report has a special focus on actions or activities by Business Roundtable member companies that help limit GHG emissions.

I hope you will enjoy reading *Create, Grow, Sustain: Leading by Example* and learning more about how U.S. companies are providing solutions to our greatest sustainability and quality of life challenges.



Sincerely,

A handwritten signature in black ink, appearing to read "Nicholas K. Akins".

Nicholas K. Akins

Chairman, President and Chief Executive Officer,
American Electric Power
Chair, Energy and Environment Committee, Business Roundtable

TABLE OF CONTENTS

3M	1
A. O. Smith Corporation	2
ABB Inc. USA	3
Abbott	4
Accenture	5
ACE Group	6
AECOM	7
The AES Corporation	8
Aetna Inc.	9
AK Steel Corporation	10
Alcoa Inc.	11
Altec, Inc.	12
American Electric Power	13
Anadarko Petroleum Corporation	14
Aramark Corporation	15
Assurant, Inc.	16
AT&T Inc.	17
Ball Corporation	18
Barclays PLC	19
Bayer AG	20
Bechtel Group, Inc.	21
BlackRock, Inc.	22
The Blackstone Group L.P.	23
BNSF	24
The Boeing Company	25
BorgWarner Inc.	26
Boston Consulting Group	27
CA Technologies	28
Caesars Entertainment Corporation	29
Campbell Soup Company	30
Cardinal Health, Inc.	31
Caterpillar Inc.	32
CBRE Group, Inc.	33
CF Industries Holdings Inc.	34
CH2M HILL, Inc.	35
Chevron Corporation	36
Cigna Corporation	37
Cisco Systems, Inc.	38
CNH Industrial	39
Cognizant Technology Solutions Corporation	40
Comcast Corporation	41
ConocoPhillips	42

Convergys Corporation	43
Corning Incorporated	44
CSX Corporation	45
Cummins Inc.	46
CVS Health	47
DaVita HealthCare Partners Inc.	48
Day & Zimmermann	49
Deere & Company	50
Dell Inc.	51
Deutsche Bank	52
DIRECTV	53
Dominion Resources, Inc.	54
The Dow Chemical Company	55
Duke Energy Corporation	56
Eastman Chemical Company	57
Eaton	58
Edison International	59
Eli Lilly and Company	60
EMC Corporation	61
Exelis Inc.	62
Express Scripts, Inc.	63
EY	64
FedEx Corporation	65
First Solar, Inc.	66
Fluor Corporation	67
Freeport-McMoRan Copper & Gold Inc.	68
Frontier Communications Corporation	69
GE	70
General Mills, Inc.	71
W.W. Grainger, Inc.	72
The Guardian Life Insurance Company of America	73
Harman International Industries, Inc.	74
Honeywell	75
Humana Inc.	76
IBM Corporation	77
Ingersoll-Rand	78
International Paper Company	79
The Interpublic Group of Companies, Inc.	80
ITC Holdings Corp.	81
ITT Corporation	82
Johnson & Johnson	83
Johnson Controls, Inc.	84

JPMorgan Chase & Co.	85
Kindred Healthcare, Inc.	86
KPMG LLP	87
Lockheed Martin Corporation	88
Macy's Inc.	89
Marathon Oil Corporation	90
Marathon Petroleum Corporation	91
MassMutual Financial Group	92
MasterCard	93
McGraw Hill Financial	94
McKesson Corporation	95
MDC Partners	96
Medtronic, Inc.	97
Motorola Solutions, Inc.	98
Navistar International Corporation	99
NextEra Energy, Inc.	100
Norfolk Southern Corporation	101
Northrop Grumman Corporation	102
Oracle Corporation	103
Owens Corning	104
Peabody Energy Corporation	105
PepsiCo, Inc.	106
Pfizer Inc	107
PG&E Corporation	108
Pitney Bowes Inc.	109
PricewaterhouseCoopers International Limited	110
Principal Financial Group, Inc.	111
The Procter & Gamble Company	112
Qualcomm Incorporated	113
Realogy Holdings Corp.	114
Rockwell Automation Corporation	115
RR Donnelley	116
SAS	117
Sempra Energy	118
Siemens AG	119
SIRVA, Inc.	120
Southern Company	121
Stanley Black & Decker, Inc.	122
Starr Companies	123
State Farm Insurance Companies	124
Steelcase Inc.	125
Suffolk Construction Company, Inc.	126

SunGard Data Systems Inc.	127
Tenet Healthcare Corporation	128
Tenneco	129
Texas Instruments Incorporated	130
Thermo Fisher Scientific Inc.	131
Tishman Speyer	132
TransCanada Corporation	133
Tyco International	134
United Technologies Corporation	135
UPS	136
Verizon Communications	137
Visa Inc.	138
Voya Financial	139
Walmart	140
WESCO International, Inc.	141
Western & Southern Financial Group	142
Whirlpool Corporation	143
The Williams Companies, Inc.	144
WPP	145
Wyndham Worldwide Corporation	146
Xerox Corporation	147
Xylem Inc.	148

With sales in more than 200 countries of more than 60,000 products, 3M is a global innovation company that never stops inventing.

Over the years, our innovations in industries ranging from consumer products to health care, electronics to energy, and industrial to safety and graphics, have led to the development of products that improve life for hundreds of millions of people worldwide. Not only have we made driving at night easier, buildings safer, and consumer electronics lighter and less energy intensive, but we've also helped reduce infection rates and improved patient care. Our company's vision guides our business decisions:

- ▶ 3M Technology Advancing Every Company
- ▶ 3M Products Enhancing Every Home
- ▶ 3M Innovation Improving Every Life

Put simply, we are committed to improving our business, our planet and *every life*.

Striving to improve every life means putting 3M's innovative solutions to work to help address global challenges including energy availability and security, raw material scarcity, water stress, human health, safety, education, and development.

It all starts with anticipating the needs of our customers. We're investing heavily in the development of sustainable materials and the launch of many exciting new products with sustainability advantages, including 3M™ Novec™ Engineered Fluids, Scotch-Brite® Greener Clean Heavy Duty Scrub Sponge and Scour Pad, 3M Littmann® Classic III™ Stethoscope, 3M Petrifilm™ Rapid Yeast and Mold Plate, expanded 3M™ Air and Vapor Barrier portfolio, hard hat-attachable 3M Speedglas™ Welding Shield, 3M™ Floor Pads with Recycled Content, and more.

We also focus on how our products are made. Now in its 40th year, our Pollution Prevention Pays program, has saved 3M 1.9 million metric tons of waste and \$1.8 billion since 1975. Indexed to net sales, we've reduced global water usage by 42 percent (2005–14) and improved energy efficiency by 50 percent (2000–14), as we've voluntarily achieved a 57 percent absolute reduction in greenhouse gas emissions (2002–13).

Improving every life also means empowering individuals and being intricately linked to the health of our communities. Accordingly, our support of education programs reaches more than 7.6 million young people each year, and we have provided more than \$20 million in cash; volunteerism; and in-kind donations to nonprofit partners for disaster preparedness, relief and recovery since 2005.

Moving forward, our emphasis on **innovation and invention** will continue to grow, as will our emphasis on collaboration — with customers, partners and communities.



www.3M.com/sustainability

Put simply, we are committed to improving our business, our planet and *every life*.



A handwritten signature in black ink that reads "Inge G. Thulin".

Inge G. Thulin

Chairman of the Board, President and Chief Executive Officer



www.aosmith.com

A. O. Smith is in a unique position to address the issue of sustainability as a global water technology company. We have placed our emphasis on products, plants and people as we work to develop sustainable solutions for our customers and employees.

As a global water technology company, A. O. Smith Corporation is in a unique position to address the issue of sustainability. Over the last several years, we have placed our emphasis on products, plants and people as we work to develop sustainable solutions for our customers and our employees.

- ▶ Products: We developed our first high-efficiency residential water heater in 1976, and today our company offers the most extensive line of high-efficiency and renewable-energy residential and commercial water heaters and boilers on the market. Over the last five years, another focus has been on water treatment technology to meet the growing need for fresh, clean water around the world. Our engineers created a patented technology that increases the output of fresh water from reverse osmosis residential water treatment products. We market these innovative water treatment products in China and, earlier this year, introduced them in India and Vietnam.
- ▶ Plants: Each of our global facilities is charged with making the most efficient use of materials and resources. This has led to a number of innovative projects that not only reduce cost but also benefit the environment. Our Ashland City, Tenn., plant, for example, implemented an enhanced parts-washing process that reduced water usage 36 percent last year, saving more than 21 million gallons of water. Similarly, our plant in Nanjing, China, modified its pretreatment processes to find an alternative to phosphorus pretreating. This innovation not only reduced chemical discharges, but also improved the corrosion resistance of our water heater tanks.
- ▶ People: We have developed incentive programs that encourage our employees to think about sustainability and resource conservation as they do their jobs. The most visible is the Chairman's Green Star Award, which is given annually to the employees of the plant that has achieved the greatest year-over-year reductions in natural gas consumption, electricity usage and water consumption. All of our global operations participate in this competition, and their efforts have led to numerous innovative approaches to saving scarce resources.

One of A. O. Smith Corporation's values is to be a good corporate citizen, and we believe developing creative, sustainable solutions that allow our customers and us to conserve resources helps us live up to that aspiration. We will continue to find ways to emphasize sustainability now and in the future.



Ajita G. Rajendra
Chairman and Chief Executive Officer

ABB's greatest impact in sustainability lies in the increased productivity and reduced environmental impact that our products, systems and services help our customers to achieve. However, we are also doing a lot within our own operations to improve our sustainability.

Following are some examples from just one of our manufacturing facilities, our small power transformer plant in South Boston, Va. Beginning in 2013, the plant undertook an analysis to identify projects that would not only improve sustainability but also offer cost savings.

Energy Efficiency

One of the most obvious improvement areas was lighting. The 120,000-square-foot main building was upgraded from conventional metal halide lighting to LED in 2013. The project included the addition of smart lighting controls and cost \$425,000. Energy savings, combined with lower maintenance costs and improved productivity, were estimated at \$300,000 per year, so we've already made back our initial investment.

Similarly, the paint line at the plant was using a flow coat process that, last year, was replaced with a spray and powder coat process. Annual savings from this project are estimated at more than half a million dollars on an investment of \$800,000.

Finally, we applied some of our own energy-saving technology in the form of high-efficiency motors along with drives, switchgear and controls to a slitter machine used in a fabrication process. Combined annual savings are expected to be more than \$100,000, but the project will also cut carbon dioxide emissions by 375 metric tons per year.

Waste Reduction

South Boston historically has generated around 180 tons of wood pallet waste per year. The wood was cut up on site and then sent to landfills. In 2014, ABB began sending the wood to a grinding facility for use either as wood mulch or as fuel for a nearby biomass-fired power plant. Clearly, this was a win from an environmental perspective, but it also eliminated \$20,000 per year in avoided disposal fees and increased productivity.

Looking Ahead

As a transformer plant operating since the 1960s, there remain traces of polychlorinated biphenyls (PCBs) onsite from historical operations prior to ABB. Although they are far below any regulatory threshold, ABB has taken steps to mitigate the risk of outflow of PCBs from the site with a \$250,000 project to reconstruct the storm water channel.

The improvements made at South Boston are indicative of how ABB lives our values and "walks the talk" with regard to sustainability.



A handwritten signature in black ink that reads "Greg Scheu". The signature is fluid and cursive, with "Greg" on top and "Scheu" below it.

Greg Scheu
President, Americas

Power and productivity
for a better world™



www.abb.com/sustainability

From lighting to waste reduction, one plant shows that sustainability has a business case.



www.abbott.com/citizenship

As a 125-year-old company, sustainability is fundamental to our worldview. We are deeply committed to running our company for the long term to ensure that we continue to deliver the products and performance that patients and customers, communities and shareholders expect from us.

Our purpose at Abbott is to help people live the best lives they can through better health. We primarily do this, of course, through the products we develop and bring to people around the world. We pursue this same mission through all of our actions as a company. The title of this report, *Create, Grow, Sustain*, nicely captures both the philosophy of our business and the results we strive to deliver.

First, we create products for people of all ages — in nutrition, diagnostics, pharmaceuticals and medical devices — to help them live healthier, fuller lives. We're committed to advancing both health and health care through continual innovation of new and better technologies and solutions. Last year, this included the introduction of breakthrough products in glucose monitoring and infectious-disease testing, and advances in cataract treatment, in vascular stents, and in nutrition targeted to meet specific needs and preferences.

Second, we're growing our company — and the benefits it delivers — around the world. Today, approximately 50 percent of our sales come from faster-growing economies — countries where billions of people are gaining unprecedented access to care. In 2014, we built new manufacturing facilities in India and China to serve growing demand in these countries and to help build local economies.

And third, recognizing that human health is inextricably linked to the health of our planet, Abbott has long been dedicated to operating in ways that are mindful and respectful of the world around us. We continue to set and meet ambitious goals to continually reduce the environmental impact of our operations.

By 2020, we intend to reduce carbon dioxide emissions by 40 percent from 2010 levels, total water intake by 30 percent and total waste generated by 50 percent. We're making excellent progress. Through 2014, our carbon emissions have been reduced by 21 percent, water intake by 13 percent and waste by 31 percent. As a result of this work and our broad-based efforts to operate as a responsible business, we were named to the Dow Jones Sustainability Index for the 10th year in a row — once again leading our industry sector in this important benchmark.

As a 125-year-old company, sustainability is fundamental to our worldview. We are deeply committed to running our company for the long term to ensure that we continue to deliver the products and performance that patients and customers, communities and shareholders expect from us.



Miles D. White

Chairman and Chief Executive Officer

At Accenture, corporate citizenship is central to our vision to improve the way the world works and lives. From our **Skills to Succeed** initiative to our efforts to drive sustainable economic growth with our people, clients and suppliers, we are playing a vital role in convening people and organizations to create long-term value for our communities, strengthen our business and enhance our contribution to society.

Our recent achievements include:

- ▶ Teaming with our **Skills to Succeed** partners to equip more than 800,000 people with the skills to get a job or build a business — more than tripling the impact we set out to achieve;
- ▶ Reducing our per employee carbon emissions by more than 43 percent in fiscal year 2014 against our fiscal year 2007 baseline — avoiding approximately 2 million metric tons of carbon dioxide;
- ▶ Receiving a disclosure score of 94 (out of 100) and a performance score of “A” on our 2014 CDP Climate Change response. Additionally, we were included on the Global Climate and Supply Chain Performance Leadership indices in recognition of our actions to mitigate climate change; and
- ▶ Enabling client sustainability through a comprehensive set of assets, offerings and tools, as well as our insights and deep experience, to help our clients achieve high performance. For example, we are helping the city of Seattle boost energy efficiency and realize its goal of reducing downtown power usage by up to 25 percent.

Building on our progress, we recently set a series of goals to help us increase our impact. For example, by the end of fiscal year 2020, we will:

- ▶ Work with our strategic partners to equip more than 3 million people with the skills to get a job or build a business; increase our focus on the successful transition from skill-building programs to sustainable jobs and businesses; and bring together more organizations across sectors to create large-scale, lasting solutions aimed at closing global employment gaps; and
- ▶ Reduce our per employee carbon emissions by more than 50 percent against our fiscal year 2007 baseline, and begin to measure and report the impact of our sustainability initiatives with clients and suppliers.

We are more confident than ever of our ability to team with a wide range of partners across business, government and civil society to make an even more profound and measurable difference in the years to come. This is Accenture at its best.



www.accenture.com

We are more confident than ever of our ability to team with a wide range of partners across business, government and civil society to make an even more profound and measurable difference in the years to come. This is Accenture at its best.



Stephen J. Rohleder

Stephen J. Rohleder
Group Chief Executive — North America



insured.[™]

acegroup.com

ACE continues to focus on reducing its carbon footprint. In 2014, we established a new goal of reducing GHG emissions by 10 percent per employee from 2012 to 2020. Since 2006, ACE's GHG emissions have been reduced nearly 22 percent per employee.

Property and casualty insurance companies are in the business of providing protection against risks, including the impact of natural catastrophes. Climate change is particularly important to our industry because it may be contributing to the frequency and severity of hurricanes, droughts and other weather-related events. With operations in 54 countries, ACE's business is exposed to the full impact of a changing climate. As a result, climate change is integrated into ACE's enterprise risk-management strategies as well as other aspects of our business.

In our business, ACE has been a pioneer in developing advanced environmental risk insurance solutions, including coverage for premises-based exposures, contractors' and project pollution liability, and renewable energy and environmental cleanup projects. We offer green building consulting services and a property policy that enables rebuilding to greener standards after a loss. Environmental risk is a meaningful and growing business for ACE, as it is a meaningful and growing issue for society.

In our operations, ACE continues to focus on reducing its carbon footprint. In 2014, the company established a new goal of reducing greenhouse gas (GHG) emissions by 10 percent per employee from 2012 to 2020. The commitment follows the successful achievement of our first emissions-reduction goal. Since 2006, ACE's GHG emissions have been reduced nearly 22 percent per employee.

In our corporate philanthropy, the environment is also a priority. Around the world, grants from ACE's charitable foundations are helping to preserve sensitive lands and habitats, finance "green-business" entrepreneurs, and educate farmers on growing sustainable crops.

ACE's environmental program is entering its ninth year. We remain at the forefront in addressing environmental issues and the implications of climate change for all areas of our business. We were honored last year when Ceres designated ACE a "Leading" company in its first-ever report evaluating climate risk disclosures by insurers. ACE was one of only nine companies out of 330 ranked to earn this distinction.

We are proud of the progress we have made thus far and are committed to taking further steps to make meaningful improvements in the environment.



Evan G. Greenberg
Chairman and Chief Executive Officer

We live in an age that demands action to protect the prospects of a healthy society and environment for future generations. At AECOM, sustainability is the foundation of our business, from the integrated approach we bring to projects to our efforts to build healthy, resilient cities to how we operate as a company.



www.aecom.com

A Better Approach

Today's complex challenges require a new approach to infrastructure. That's why we've built a company dedicated to understanding complexity and finding holistic responses. We've brought together an unprecedented range of professionals — from planners and ecologists to designers and engineers — in order to more fully appreciate the bigger picture, connect better ideas and find smarter solutions.

This collaborative approach delivers projects with better environmental, social and economic value:

- ▶ Green infrastructure systems that naturally treat storm water while improving community landscapes;
- ▶ Efficient transportation systems that use less energy and improve mobility; and
- ▶ High-performance buildings that use fewer resources while providing healthy, more productive places for research, work and living.

Building Healthier Cities

With two-thirds of the world's population projected to live in cities by 2050, we recognize the vital importance of building healthy urban environments. We're engaged in a series of far-reaching efforts to sustain better environments for urban living.

- ▶ Working with the United Nations, AECOM has developed a system to help cities evaluate their preparedness for disaster risks and inform programs that improve urban sustainability.
- ▶ Partnering with the Rockefeller Foundation's 100 Resilient Cities program, we've helped shape and test a process to guide cities around the world toward a comprehensive resiliency strategy.
- ▶ Volunteering expertise to CDP, we produce an annual study of cities' vital environmental information to share understanding of climate change risks and actions cities can take to mitigate and adapt to it.

Improving Operations

In addition to the client and pro bono work we do around sustainability, we continuously seek to improve our own operations.

At a recent meeting with President Obama, AECOM announced plans to further reduce our greenhouse gas (GHG) emissions across our global operations. This program extends efforts we've made across our organization to reduce our carbon impact and natural resource usage. Our goal is to minimize our GHG emissions and maximize the benefits to the environment and our business.

Through our collaborative approach to integrated infrastructure, our partnerships and our efficient operations, AECOM is committed to making the world a better place.

We've brought together an unprecedented range of professionals — from planners and ecologists to designers and engineers — in order to more fully appreciate the bigger picture, connect better ideas and find smarter solutions.



A handwritten signature in black ink that reads "Michael S. Burke".

Michael S. Burke
Chairman and Chief Executive Officer



www.aes.com

AES has a long history of improving lives by providing safe, reliable and sustainable energy solutions as well as making a lasting difference in the communities we serve.

The AES Corporation has been at the forefront of bringing innovation to generating and distributing electricity more efficiently. By being a sustainable company, we are able to meet the energy needs of the markets we serve.

Our sustainability activities focus on specific areas, or material aspects, within the context of five broad strategic initiatives: financial excellence, operational excellence, environmental performance, stakeholder engagement and AES people.

For our customers, we are committed to providing reliable and affordable power. Consistent with AES' mission of improving lives by providing safe, reliable and sustainable energy solutions in every market we serve, we implement sustainable, diversified solutions across our businesses in different and innovative ways. In 2014, AES was awarded a 20-year power purchase agreement to provide 100 megawatts of interconnected battery-based energy storage in California. This award is an industry first in a competitive solicitation with other power capacity alternatives and will help California move toward a clean power grid, taking advantage of energy storage for flexible, emissions-free power while supporting renewable power sources.

For society, sustainability means investing in the communities in which we operate. In 2014, AES businesses received more than 30 awards and recognitions for their corporate social responsibility and sustainability programs.

For the environment, we are committed to operating in a responsible manner and provide not just environmentally compliant but also environmentally sound energy solutions for each market we serve. AES projects currently underway globally include construction and retrofits of power plants to operate under ever-increasing environmental standards.

For AES people, we make sure that our people have diverse opportunities to learn and develop their potential, while maintaining a safe workplace. In 2014, AES received several top place to work awards at the corporate and local levels. 2014 was our safest year on record with no AES people fatalities.

For our investors, sustainability means successful financial growth and long-term performance.

In 2014, AES was named as one of the World's Most Ethical Companies by the Ethisphere Institute. AES was also named to the Dow Jones Sustainability Index for North America for the first time and, after only two years of participation, was ranked in the top quartile for sustainability among all electric utilities assessed by RobecoSAM.

We believe that our businesses do more than just provide power and that it is our responsibility to provide infrastructure solutions that support a sustainable social, economic and environmental future.



Andrés Gluski

President and Chief Executive Officer

As an organization focused on building a healthier world, we are ever mindful of our impact on the environment around us. We are focused on implementing changes — both big and small — that protect our most valuable resources. Our efforts include myriad initiatives focused on renewable energy, energy use reduction, building performance and conservation.

In 2015, we will complete our third major solar panel installation at an Aetna-owned facility, increasing the amount of clean energy we produce by 70 percent. Through 2014, our solar fields in Hartford and Windsor, Conn., produced 1.74 million kilowatt hours (kWh) of electricity from renewable energy sources. This is equivalent to 1,200 metric tons of carbon dioxide (CO₂) emissions savings.

All Aetna-owned facilities use the United States Environmental Protection Agency's ENERGY STAR® Portfolio Manager program, allowing better monitoring of on-going energy consumption. We have also leased 33 ENERGY STAR®-labeled facilities across the country. Combined, our owned and leased portfolio of properties reduced electrical consumption by 26.7 million kWh between 2010 and 2014, equivalent to a savings of 18,411 metric tons of CO₂ emissions.

In 2015, we will complete the implementation of a retro-commissioning project at our Hartford, Conn., headquarters. This initiative uses technology to ensure that all building systems are operating at their peak performance — lowering costs and increasing efficiency. It also includes a preventive maintenance program, which alerts us as facility needs change and systems need upgrading.

Our employees actively participate in efforts to conserve our natural resources. We facilitate carpooling and telecommuting to help reduce commuter traffic and the pollutants it creates. More than 43 percent of our employees engage in teleworking. In 2014 alone, these teleworkers reduced Aetna's carbon footprint by preventing 127 million miles of driving, saving 5.3 million gallons of gas and reducing CO₂ emissions by 46,700 metric tons.

In addition, our conservation efforts include numerous recycling programs and initiatives aimed at reducing the use of paper, saving the equivalent of 28,472 trees. At Aetna-owned facilities, we recycle paper, cardboard, glass and plastic bottles. In 2014, these properties recycled 1,733 tons of paper and cardboard, saving the equivalent of 3,914 metric tons of CO₂ emissions.

The path to environmental sustainability is ever evolving. As approaches and technologies change, our primary focus remains — building healthier communities, a healthier nation and a healthier world. Doing so sustainably will ensure that our efforts will benefit generations to come.



www.aetnagogreen.com

The path to environmental sustainability is ever evolving. As approaches and technologies change, our primary focus remains — building healthier communities, a healthier nation and a healthier world. Doing so sustainably will ensure that our efforts will benefit generations to come.



A handwritten signature in black ink, appearing to read "Mark T. Bertolini".

Mark T. Bertolini
Chairman and Chief Executive Officer



www.aksteel.com

Across our operations,
AK Steel recycles
approximately 800,000 tons
of scrap steel each year —
keeping everything from
old vehicles to appliances
out of landfills.

At AK Steel, our flat-rolled steel products create benefits for our customers, and our business helps grow and sustain healthy economies. For example, our high-efficiency electrical steels reduce energy loss in power transmission and distribution equipment. And our advanced high-strength steels help automotive customers design lighter vehicles that maintain superior strength upon impact. In addition, steelmakers such as AK Steel provide well-paying jobs to thousands of people. The very nature of our business helps support economic sustainability, growth and prosperity in communities all across America.

As a member of an industry that leads the global steel sector in voluntary emissions reductions and energy conservation, AK Steel focuses on operating in an environmentally responsible manner. The company takes a proactive approach to environmental management by following our comprehensive environmental policy. This includes encouraging recycling, recovery and reuse of residual materials as well as reducing and preventing emissions to the extent demonstrated feasible. In regard to energy and environmental conservation, we participate in the U.S. government's ENERGY STAR® program, and all of our steel plants have received ISO 14001 environmental management certification.

Across our operations, AK Steel recycles approximately 800,000 tons of scrap steel each year — keeping everything from old vehicles to appliances out of landfills. In 2014, AK Steel also entered into an agreement with Toyota Motor Engineering & Manufacturing North America, Inc. and Green Metals, Inc. to recycle cast iron borings and other materials. While still in the development phase, the project is yet another example of the innovative work that manufacturers, suppliers and recycling experts are pioneering together to reuse viable materials and reduce waste. Separately, in recognition of AK Steel's ongoing environmental efforts, our steel plant in Coshocton, Ohio, previously received the prestigious "Green Factory Environmental Achievement Award" from Honda and "Wildlife at Work Certification" from the Wildlife Habitat Council. Each of those accomplishments reflects our commitment to the environment at all of our steel plants and offices.

As a responsible corporate citizen, AK Steel contributes to every community in which we operate. Through the AK Steel Foundation, the company contributed more than \$1.5 million in 2014 to support community and nonprofit programs, scholarships and grants. AK Steel is also a corporate supporter of one of the largest fine arts funds in the nation. On a personal note, I was honored to chair the 2014 Greater Cincinnati United Way campaign. Together with volunteers from AK Steel and hundreds of others, the campaign raised \$61 million to improve education, income and health across the region.



James L. Wainscott

Chairman, President and Chief Executive Officer

In 2014, Alcoa accelerated our transformation to build our multimaterial value-add businesses and create a globally competitive commodity business. Besides driving profitable growth, the transformation is advancing sustainability for Alcoa and our customers. Alcoa's businesses are delivering innovative products and solutions that create a more energy-efficient world and meet ever-increasing demands for light-weighting in automotive and aerospace.

We put aluminum-intensive vehicles on the fast track as the first high-volume model replaced its steel body with military-grade aluminum. Ford's new F-150-pickup is 700 pounds lighter than its predecessor and offers customers significant fuel economy, greater payload, improved handling and greater ruggedness. To meet future demand for auto sheet, Alcoa recently unveiled our revolutionary Micromill™ technology. Automotive parts made with Micromill material will be twice as formable and at least 30 percent lighter than parts made from high-strength steel, allowing the industry to push the boundaries of new, innovative vehicle designs for lighter, safer and more stylish cars.

In the aerospace market, Alcoa continued delivering game-changing solutions as we have done since the first flight at Kitty Hawk. Today, our innovations provide sustainable solutions to our aerospace customers, playing a vital role in improving the fuel efficiency of new aircraft fleets by 20 percent and reducing engine fuel burn by 15 percent. Our agreement with Pratt & Whitney for state-of-the-art jet engine components combines Alcoa's proprietary alloys and unique manufacturing processes with Pratt & Whitney's technology. Together, we've cracked the code on forging an aluminum fan blade that is lighter and enables better fuel efficiency. To meet growing demand for hotter-running and more fuel efficient engines, in 2014 we acquired Firth Rixson, building out our leading position in jet engine innovation.

While we continue to bring enormous value to our customers and society through light-weighting, we are equally determined to continue reducing the impact on the environment of our own operations. We took decisive action in 2014 to improve the profitability of our commodity business and move down the aluminum and alumina cost-curves. The results also go beyond Alcoa's bottom line. Through energy efficiency improvements as well as closures and curtailments of less efficient facilities, we reduced our absolute emissions by 3 million metric tons in 2014. Over the last two years, we've achieved a 13 percent reduction in absolute emissions.

We also continue to invest in the safety, health and wellbeing of our employees and their families. Our world-class safety culture consistently delivers safety performance in the top tier of the mining and manufacturing industries. While our 59,000 Alcoans and the contractors who supported us worked fatality-free for 811 consecutive days, tragically a contractor was fatally injured in 2014 while working on a project at our Point Comfort operations in Texas. We used that stark reminder to re-emphasize to our employees that fatal and serious injury prevention must remain a daily focus. With respect to other outcome-based safety indicators, we improved our days away, restricted and transferred rate 8.3 percent from a 2013 baseline.

Thanks to the acceleration of our transformation, Alcoa innovation is not only driving profitable growth, but also helping to solve more and more of our world's biggest sustainability challenges. Our innovations in light-weight metals are increasingly being used by our customers and their consumers to create a more sustainable global society. Our vision is advancing each generation, and we are committed to continue advancing a sustainable world for generations to come.



www.alcoa.com

Thanks to the acceleration of our transformation, Alcoa innovation is not only driving profitable growth, but also helping to solve more and more of our world's biggest sustainability challenges.

Our innovations in light-weight metals are increasingly being used by our customers and their consumers to create a more sustainable global society.



A handwritten signature in black ink, appearing to read "Klaus Kleinfeld".

Klaus Kleinfeld

Alcoa Chairman and Chief Executive Officer



www.altec.com

The path to environmental sustainability is ever evolving. As approaches and technologies change, our primary focus remains — building healthier communities, a healthier nation and a healthier world. Doing so sustainably will ensure that our efforts will benefit generations to come.

Altec is committed to social responsibility and sustainability, which is ingrained in our core values that go back to our founding in 1929. Environmental stewardship is reflected in the products we build, the facilities where we build them, the way we do business — and most importantly in the way we contribute to our customers and associates.

We are dedicated to being a leader for sustainability efforts and to listening and creating solutions. That's why we acknowledge the tremendous challenges and opportunities our customers face and are committed to responsibly care for the environment and communities in which we operate. Altec's allegiance is evident in the development of numerous sustainability initiatives that focus on people, business and the environment.

- **People.** Customers and associates are our number one priority at Altec. That's why we consistently develop and implement key safety measures in all aspects of our business. Through innovation and operational excellence, we are building the safest and most reliable equipment while setting the standard for safety in markets throughout the world.
- **Product.** Our Green Fleet product line, which includes lightweight materials like fiberglass and aluminum, alternative fuels, and the Altec Jobsite Energy Management System (JEMS®) is growing to make a difference. These products increase efficiency and decrease fuel consumption and greenhouse gas emissions, all while lowering noise pollution. Through innovative technology and support, these products result in savings for our customer and a safer, healthier work environment.
- **Plant.** Each Altec facility has established procedures and environmental management programs to decrease waste and emissions. Since 2011, we have reduced our air particulates by nearly six tons and volatile organic compounds by 35 tons corporate-wide. We've also focused on sustaining the environment through recycling and zero landfill waste generation in our facilities. In addition, we have implemented powder and e-coat paint systems and wash bays that use 100 percent recycled water.

Through the implementation of safety and sustainability initiatives, we've reduced our environmental footprint to build a better and healthier environment. Altec is dedicated to supporting sustainability throughout our products' life cycles and strives to generate environmental stewardship solutions that contribute to sustainable change and economic growth.



Lee J. Styslinger III
Chairman and Chief Executive Officer

At a time of unprecedented change in the electric utility industry, AEP is focused on redefining our business and laying a sustainable foundation to continue providing the safe, reliable and affordable electricity that powers our customers' lives.

Technology is advancing more rapidly than ever before in our industry, largely driven by customer expectations and the desire to generate electricity with less environmental impact. AEP is investing in a stronger, more flexible grid that will support further integration of distributed energy resources — such as rooftop solar and microgrids — as well as utility-scale intermittent generation. This is especially important as we prepare to build five new solar facilities in Indiana and Michigan and continue to diversify our overall generation resource mix. Ultimately, a smarter and more resilient grid will increase reliability and improve the customer experience.

Shale gas development continues to drive economic improvement in many parts of our service area. Our economic and business development team provides expertise and tools to help oil and gas companies explore opportunities for relocation or expansion. Our transmission team helps ensure that these companies can get quick access to electricity through our innovative "skid station" — a portable substation that can be installed in a matter of weeks. These efforts support job creation and electricity demand growth.

Safety remains our No. 1 priority. 2014 marked our company's third consecutive year with no employee fatalities — an accomplishment we have not achieved since the 1970s. We are now refocusing our efforts on the fundamentals of safety to prevent slips, trips, falls and overexertion on the job.

AEP continues to be a solid investment choice for our shareholders, who received a total return of 35 percent in 2014, including a 6 percent increase in our annual dividend. We also continue to focus on "lean" and culture-related initiatives to ensure that we can operate as effectively as possible and to tap into the ingenuity of our employees in an environment that fully supports innovation and entrepreneurship.

By building upon our legacy of operational excellence, fostering a culture of collaboration and adaptability, executing our growth strategy, and investing in the infrastructure and technologies that improve customer service, we are redefining ourselves as the utility of the future — one that will continue to power our nation's economy for many decades to come.



www.aepsustainability.com

AEP is investing in a stronger, more flexible grid that will support further integration of distributed energy resources — such as rooftop solar and microgrids — as well as utility-scale intermittent generation. Ultimately, a smarter and more resilient grid will increase reliability and improve the customer experience.



A handwritten signature in black ink that reads "Nicholas K. Akins".

Nicholas K. Akins

Chairman, President and Chief Executive Officer



www.anadarko.com

Our 6,000-plus employees worldwide share a commitment to operating in a sustainable manner and proactively work with the communities where we operate every day.

At Anadarko, we view sustainability as an integral component of continuing to fulfill our corporate mission. Our 6,000-plus employees worldwide share a commitment to operating in a sustainable manner and proactively work with the communities where we operate every day. We achieve sustainability by living our core values of integrity and trust, servant leadership, open communication, people and passion, and commercial focus, which guide our activities and decisions.

At Anadarko, we take a proactive approach to improving operational efficiency, reducing our greenhouse gas (GHG) emissions and openly sharing information regarding these initiatives with our stakeholders. As responsible environmental stewards, we frequently go above and beyond regulatory compliance by implementing industry-leading technology and practices to minimize operational impacts.

In 2014, Anadarko:

- ▶ Piloted an electric drilling rig in our Wattenberg field to reduce GHG emissions, generator fuel and maintenance costs, and community light and noise impacts;
- ▶ Partnered with Environmental Defense Fund and other industry partners in the Methane Detectors Challenge to identify and field-test next-generation technologies to improve the monitoring of methane emissions from oil and natural gas operations;
- ▶ Eliminated 5.4 million pounds of carbon dioxide emissions through use of “dual-fuel” fracks that replace up to 70 percent of the diesel fuel used to power completion equipment with liquefied natural gas;
- ▶ Continued implementation of water management strategies across our operations, exemplified by Wattenberg where we recycled more than 46 million gallons of water and our Water-on-Demand network saved more than 1.3 million gallons of diesel, while eliminating the associated GHG emissions; and
- ▶ Participated in a second multistakeholder study published by The University of Texas in *Environmental Science & Technology* reporting on methane emissions from natural gas production sites.

These examples represent just a few of the more notable highlights from 2014. And while our actions demonstrate our sensitivity to and commitment to preserve natural environments, we also believe that open communication and transparency regarding these and other initiatives is important in building public trust. In 2014, we continued reporting to the Carbon Disclosure Project, and we developed an enhanced website to more accurately characterize our approach to corporate responsibility, built upon the three pillars of sustainable development, good governance and adding value. Our new website exhibits how Anadarko employees live our core values daily, remaining committed to our safety and environmental policies, creating collaborative community relationships, and ultimately developing energy resources vital to the world’s health and welfare.



Al Walker

Chairman, President and Chief Executive Officer

At Aramark, our mission is to enrich and nourish lives. It's also our responsibility.

Every day, our 270,000 associates in 22 countries prepare and serve meals; maintain facilities; and deliver uniforms to millions of people where they learn, work, play and recover. We apply our passion and commitment to service excellence to develop innovative practices that have positive impacts on our business, our environment, our own employees and the communities we serve together. Our corporate responsibility platform is a reflection of our mission and focuses on supporting our diverse workforce, advancing consumer health and wellness, protecting our environment, and strengthening communities.

When it comes to environmental sustainability, we improve our own practices while offering expertise and solutions to clients. We concentrate on issues integral to our business: purchasing, waste, building operations and transportation.

Responsible purchasing is a priority, and we have taken steps to ensure that our purchases include locally sourced food. We work with up-and-coming businesses like FarmLogix, a farm-to-kitchen technology solution, allowing us to connect with local farms to supply fresh produce to clients. Our efforts support farmers and fisheries and reduce transportation fuel and emissions.

We are also advancing animal welfare. In collaboration with the Humane Society of the United States, the nation's largest, most effective animal protection organization, we are addressing a broad spectrum of issues impacting the treatment of animals. Commitments include purchasing only cage-free eggs by 2020 and crate-free pork by 2017.

Effective waste management extends across our operations, from what we purchase to what we serve. Reducing waste, offering reusable products, recycling and composting are standard operating procedure at thousands of our locations.

Green building operations ensure that we use energy efficiently while lending expertise to clients to help them manage energy in their facilities. Our efforts go beyond energy efficiency to an array of practices including water-saving devices, low-impact green cleaning, and "blue" cleaning that uses electrically activated water to clean hard surfaces.

With a fleet of more than 8,000 vehicles, including hundreds of hybrid, it's essential that we adhere to optimal maintenance and operation protocols to minimize fuel use and emissions. Route optimization in our uniforms business relies on GPS devices plus state-of-the-art software to enable drivers to map the most efficient route and reduce fuel and emissions.

We have a deep respect for the environment, and our values of integrity and respect guide our actions every day. With sustainable programs and practices, we can inspire real environmental change.



A handwritten signature in black ink that reads "Eric J. Foss".

Eric J. Foss
Chairman, President and CEO



www.aramark.com

We apply our passion and commitment to service excellence to develop innovative practices that have positive impacts on our business, our environment and our communities.



www.assurant.com

Embedded in our Assurant culture and reflected in our values is a passion to serve our communities that is at the heart of our sustainability practices.

Embedded in our Assurant culture and reflected in our values is a passion to serve our communities that is at the heart of our sustainability practices.

As a provider of specialty protection products and services to safeguard against risks, we understand the importance of protecting what matters. Being a responsible corporate citizen is common sense — for our customers, business partners, shareholders, employees and neighbors.

I'm proud of the work our nearly 18,000 employees embrace every day to enhance the quality of life in our communities with a focus on health and wellness, homes and property, and other hometown help initiatives. From supporting United Way's health and education programs or the financial literacy efforts of Junior Achievement to volunteering to build affordable homes through Habitat for Humanity, Assurant is creating opportunities for a better, brighter future.

Another way we're working towards a more sustainable future is by investing time and resources to reduce our carbon footprint. With operations in 13 countries, we're integrating environmental considerations into our business planning, including:

- Recycling and reusing resources to reduce waste;
- Conserving water with more efficient cooling systems; and
- Improving our energy efficiency and making improvements to operations.

Assurant improved our energy performance across the enterprise by making cost-effective enhancements to our buildings such as switching to high-efficiency lighting. Since 2009, the company has reduced electrical energy usage annually by 7 percent — that's enough energy to power more than 2,000 average-size homes for one year. We also added solar power to our energy mix in 2013, launching the largest solar installation in Springfield-Dayton, Ohio.

Our robust efforts helped us earn U.S. Environmental Protection Agency (EPA) ENERGY STAR® performance certifications for six buildings at four of our locations. The ENERGY STAR® designation signifies that these buildings perform in the top 25 percent of similar facilities nationwide for energy efficiency and meet strict energy efficiency performance levels set by the EPA.

To further improve our environmental performance at Assurant, in addition to our energy reduction efforts already underway, our sustainability plans include:

- Continuing to encourage environment-friendly practices as we work with vendors and suppliers;
- Conserving natural resources and further promoting responsible forestry practices; and
- Developing innovative and flexible sustainability solutions to improve our operational performance.

We're proud to join Business Roundtable and other member companies in their efforts around sustainability. We'll continue to build on our accomplishments, working harder to create better communities and a greener environment.



A handwritten signature in black ink that reads "Alan B. Colberg".

Alan B. Colberg
President and Chief Executive Officer

A sustainable world is one in which communities, businesses and economies thrive and people live better, fuller lives.

AT&T plays a pivotal role by delivering fast, secure and mobile connectivity to everything on the Internet — everywhere, at every moment and on every device.

We're working to build smarter energy systems and to help cities and utility companies leverage the Internet of Things to better manage their infrastructures. And we're working with auto manufacturers to make driving a vehicle safer and more efficient. All these collaborations use the power of connectivity to better manage resources such as energy, water and fuel and, in the process, help make people's lives better.

As we look to the future, we must also ensure that we're offering consumers sustainable choices. Our eco-rating system for mobile devices helps our customers make informed decisions about the environmental benefits and features of their mobile devices. And these ratings also encourage our suppliers to pursue more transparent manufacturing processes and build more sustainable mobile devices. Based on its success the past several years, we recently expanded this program to include additional environmental and social criteria.

Investing in sustainability also means investing in people. AT&T Aspire is our \$350 million commitment to preparing students for success in school and for 21st-century careers. Our Aspire Accelerator initiative provides organizations that support student learning with a customized program of financial investment, expert services and mentorship. It's become a catalyst for game-changing technology solutions in education. We're also collaborating with online education leader Udacity on a nanodegree program, which offers affordable online training for high-demand tech jobs at AT&T and elsewhere.

Technology is taking our company's longstanding commitment to sustainability to new levels and giving us opportunities to play an even more important role in creating a better, healthier future.



A handwritten signature of Randall Stephenson in black ink.

Randall Stephenson
Chairman and Chief Executive Officer



www.att.com/csr

A sustainable world is one
in which communities,
businesses and economies
thrive and people live better,
fuller lives. Technology is
taking AT&T's longstanding
commitment to sustainability
to new levels and giving us
opportunities to play an even
more important role
in creating a better,
healthier future.



www.ball.com/sustainability

Our sustainability vision is to balance the economic, environmental and social impacts of our products and operations in our decisionmaking process to create long-term value for all of our stakeholders.

Ball Corporation's 2014 results were among the best in our company's 135-year history, fueled by the diligent focus of our 14,500 global employees on Drive for 10 — our common vision to achieve enduring success.

Sustainability is essential to maximizing value in our existing businesses. Our sustainability vision is to balance the economic, environmental and social impacts of our products and operations in our decisionmaking to create long-term value for our stakeholders. We set aggressive goals and made significant progress toward achieving them in 2014. A few examples include:

- Working with NASA and others in the aerospace industry on the Green Propellant Infusion Mission, which uses an alternative to conventional chemical propulsion systems that is less harmful to the environment, increases fuel efficiency and diminishes operational hazards. It also offers significant in-flight advantages for future satellites.
- Launching Cut/4 CArboN, our industry's first product carbon footprint reduction goal: By 2020, Ball strives to reduce the carbon footprint of our most common metal beverage can formats by 25 percent.
- Giving more than \$4 million through The Ball Foundation, employee donations and the corporate match to charitable organizations in communities where Ball operates, as well as logging nearly 18,000 hours of volunteer service in the United States and Canada.
- Developing revolutionary metal technologies that allows significant lightweighting of beverage and aluminum aerosol containers while meeting all package integrity requirements.
- Signing our first renewable energy contract, under which Ball will purchase the output of three wind turbines, supplying about 20 percent of the Findlay, Ohio, plant's power needs over a 20-year period.
- Supporting recycling rate increases for aluminum beverage cans. For example, we are collaborating with The Recycling Partnership in the United States, MetalMatters in the United Kingdom and Every Can Counts in nine European countries.
- Gathering feedback from more than 10,800 employees in our biennial global employee engagement survey. The results will help us build on the already strong engagement of our people while focusing on the areas important to achieving our Drive for 10 vision.

At Ball, our commitment to sustainability has never been stronger. Our employees around the world continue working together to seek new opportunities; control what we can control; operate with a sense of urgency; and develop innovative ways to be more efficient, nimble and effective. These practices have served us well since 1880 and will guide us as we maintain our focus on creating value for our shareholders, customers, employees, suppliers and communities.



John A. Hayes

Chairman, President and Chief Executive Officer

Finance and banking can play a critical role in social and economic progress when undertaken in the right way. This means considering how our day-to-day decisions impact broader society and how we can create products, services and solutions that deliver commercial value and benefit society.

Climate change and resource scarcity are among society's greatest challenges. As a global organization, Barclays is fully committed to minimizing our environmental impact when and where possible. We are also helping our clients respond to their own environmental challenges by playing a pivotal role in enabling the flow of capital towards environmentally or socially beneficial activities. A range of business lines and product groups are actively delivering solutions across the firm.

- We exceeded our 2015 target of reducing carbon emissions by 10 percent against a 2012 baseline: we achieved a 22 percent reduction through the implementation of programs and policies that improved our operational energy efficiency and streamlined our business travel.
- We are an active participant in the emerging green bond market. We support the market through our commitment to invest a minimum of £1 billion in green bonds by November 2015 to form part of our liquid asset buffer — one of the largest such investments by a bank. We were a signatory to the Green Bond Principles and launched a Green Bond Index in partnership with MSCI Inc.
- Additionally, we have been an active underwriter on a variety of green bond transactions and helped clients on £5.9 billion of financing in the clean energy and clean technology sectors globally in 2014, up from £4 billion in 2013.
- As a key founder of the Banking Environment Initiative (BEI), we are working with our peers to collectively address environmental challenges for the financial sector, our clients and the communities where we operate. We signed the BEI's Soft Commodities compact with the Consumer Goods Forum — a client-led initiative to transform soft commodity supply chains and help clients achieve zero net deforestation by 2020 — and developed a suite of trade products to support clients in the move towards sustainability, including sustainable shipment letters of credit.
- Our environmental risk management team ensures that environmental issues form part of credit risk assessment and that environmental risk policies are clearly referenced in credit sanctioning standards. In 2014, 302 transactions were screened (up from 236 in 2013), including five Project Finance transactions (versus 34 in 2013).

While we are making progress, we recognize that there is much more that we can do. Barclays is committed to playing a leading role in industry efforts and working in collaboration with clients and other stakeholders to develop sustainable solutions that support the futures of our businesses and those we serve around the world.



A handwritten signature in black ink, appearing to read "Tom King".

Tom King
CEO, Investment Bank



www.barclays.com

Barclays is committed to playing a leading role in industry efforts and working in collaboration with clients and other stakeholders to develop sustainable solutions that support the futures of our businesses and those we serve around the world.



Science For A Better Life

www.bayer.com

Sustainability makes economic sense for our company. It does not play an isolated role at Bayer but forms an integral part of our corporate strategy.

Our mission, "Bayer: Science For A Better Life," represents our commitment to serving society and is a constant source of motivation. With our strategic focus on the life sciences, especially on health care and nutrition, innovation and sustainability are Bayer's driving forces and the basis for our success.

Success for Bayer is more than just profitable economic growth. It also means improving the quality of millions of people's lives around the world through the systematic use of innovative products; business models; and partnerships with physicians, veterinarians and farmers.

Bayer has numerous examples of how a sustainable orientation in portfolio and business practices matters in order to overcome some of the great challenges of our time.

One such challenge is the growing world population, which also means an increasing need for medical treatments. For example, one person in seven suffers from one or more neglected tropical diseases (NTD). Each year, NTDs kill or disable millions of people, primarily in tropical and subtropical areas. They also hinder economic productivity by limiting the ability of infected individuals to work. As a partner of the London Declaration, Bayer has pledged to improve the lives of the 1.4 billion people worldwide affected by NTDs. Our efforts are dedicated to capacity-building efforts and medicine donations programs.

In addition, Bayer supports family planning programs in more than 130 countries, giving women access to modern contraceptives. This includes a partnership with the Bill & Melinda Gates Foundation to provide access to the Population Council-developed contraceptive implant for more than 27 million women in more than 50 developing countries.

An expected world population of more than 9 billion people by 2050 also requires increasing agricultural production by approximately 60 percent. To tackle this challenge Bayer not only offers innovative seed and crop protection products but also education to improve agricultural methods and output. As an example, we have launched programs in Asia for new, sustainable rice-growing methods (e.g., sowing pregerminated rice directly into the paddy soil). Compared with conventional cultivation methods, this uses 20 percent less water, increases yields by 10 percent and reduces the emission of the greenhouse gas methane by up to 30 percent.

Sustainability thus makes economic sense for our company. It does not play an isolated role at Bayer but forms an integral part of our corporate strategy. And, moreover, sustainability is close to the heart of our employees — and to mine.



Marijn Dekkers

Dr. Marijn Dekkers

Chairman of the Board of Management

Our projects contribute to sustainability in some of the most impactful ways across the globe, including urbanization, energy and water security, and climate resilience. As a premier engineering, construction and project management company, we plan for and integrate sustainability to generate better outcomes for our customers and the societies that benefit from them.

Aligning Bechtel's expertise in road and rail, master planning, aviation, energy, communications and water transmission enables us to support the growing demand for modern, durable infrastructure. And we merged our talent in nuclear and government services into one powerful team that is making the world cleaner and safer, spanning activities from research and application to discovery and development in defense, global security, energy and environmental stewardship.

Bechtel delivered groundbreaking results in 2014 including the best safety record in the company's 117-year history, spending more than \$17 billion on procurement and contracts around the world, and being recognized by the U.S. Department of Energy with 12 sustainability awards. At our major global offices, we reduced our carbon footprint by cutting greenhouse gas emissions by 9.2 percent since 2011.

At the United Kingdom's second-busiest airport, we are using our Building Information Modeling technology to expand Gatwick sustainably. Calculating efficiencies from renewable energy, water retention and mechanical configurations for some 30 airport buildings, two terminals and six piers, \$26 million was projected in savings over its 30-year whole-life cost.

In the remote mountains of Peru, we spent more than \$78 million on local goods and services in 16 rural towns surrounding our Las Bambas copper project. Bechtel and our partners assisted in the transition to a formal economy by conducting tax management training for more than 300 entrepreneurs.

Bechtel also met the company's commitment to employ and train 400 apprentices during the construction of three liquefied natural gas plants in Gladstone — one of the largest single intakes of apprentices in Australia's history.

Through our global partnerships with DiscoverE, Engineers Without Borders, FIRST® Robotics and Junior Achievement, we supported nearly 110,000 children, youths and adults with enhanced access to health, education and livelihoods. We also shared our knowledge with leading organizations. Bechtel prepared the U.S. Council for International Business' paper on infrastructure to help the United Nations formulate the post-2015 Sustainable Development Goals and launched the Global Sustainability Series with the Center for Strategic and International Studies, a leading policy institution based in Washington, D.C.



A handwritten signature in black ink, appearing to read "Bill Dudley".

Bill Dudley

President and Chief Executive Officer



www.bechtel.com

As a premier engineering, construction and project management company, we plan for and integrate sustainability to generate better outcomes for our customers and the societies that benefit from them.



www.blackrock.com

Whether we are investing in renewable power or investing for a longer life, we make today's decisions with a better tomorrow as our goal.

Meeting the challenge and opportunity of sustainability requires being in it for the long term: Whether we are investing in renewable power or investing for a longer life, we make today's decisions with a better tomorrow as our goal.

BlackRock is working to provide a better financial future for the millions of retirees who will live into their 80s and even beyond. At the same time, we are working to give our clients opportunities to invest in ways that align with their values. Indeed, more and more people are interested not only in the financial returns generated by their investments but also the societal and environmental impact.

We've recently launched BlackRock Impact to help clients realize those investing goals. This platform, which includes the \$225 billion in assets we manage tied to social and environmental strategies, aims to deliver specialized investment offerings with clear and transparent metrics on the societal or ecological outcomes they can help create. This initiative builds and delivers scalable investment solutions to address issues such as economic development and quality of life as well as the environment.

As a long-term investor, we encourage sustainable business models, engaging with companies in which we invest to build mutual understanding for shared long-term success. Last year, I wrote to chief executives about the temptation to reward shareholders with short-term buybacks at the expense of capital investment in research, people or products. I argued that this short-termism was actually damaging companies' ability to generate and grow long-term returns.

As a firm, we believe in operating in a sustainable fashion. As BlackRock grows, we continue in our commitment to use our resources responsibly. We've cut our own energy consumption, for example, by 11 percent per employee since 2012. We've also shrunk our carbon footprint by investing in green buildings and by consolidating data centers. One of our biggest data centers is now powered by renewable hydro-electric power, and we have started building a second one like it. Our volunteer programs also enable BlackRock's employees around the world to give back to the communities that host them.

To us, sustainability means long-term thinking in every respect, whether it be reducing our energy consumption, contributing to communities or building better financial futures for our clients. It is about responsible decision-making — an attribute that's at the very core of BlackRock.



Larry Fink
Chief Executive Officer

Good corporate citizenship is a cornerstone of our investment philosophy of taking the long view. We seek to preserve and protect the \$290 billion in assets our investors have entrusted us to manage, which includes a portfolio of companies across industries and geographies that employs more than 618,000 people globally. A footprint of this scope enables us to think about sustainability from multiple vantage points, as no one-size-fits-all approach will suffice as we work with management across our portfolio to create more efficient and sustainable companies.

We don't make an initial investment unless we see an opportunity for transformative intervention — a process of evaluation that begins when we first look at a potential transaction. Our portfolio operations team partners with company management to leverage decades of experience identifying improvements that can be made early in our ownership period to have a meaningful impact as soon as possible. For example, shortly after closing the firm's largest acquisition last year, manufacturer Gates Global, we helped establish an initiative that supports the reduction of energy costs and associated environmental impacts. Often, our work in this area is as much about improving existing processes as it is about starting something new, and at Gates, we're helping to implement measures that prevent waste and encourage more efficiency in the company's use of valuable resources.

We have convened sectorwide summits where companies in our portfolio can learn best practices and new practices from one another, resulting in industry-specific "playbooks" to facilitate quick deployment of these performance-improvement techniques. Within our hospitality portfolio, the efforts of Hilton Worldwide, Motel 6, Extended Stay, La Quinta and BRE Select to reduce their environmental footprints were recently profiled in a *LODGING Magazine* cover feature and will be leveraged as we adapt this expertise to other assets, most recently including The Cosmopolitan of Las Vegas.

Our ability to deploy capital with a multiyear time horizon has also enabled us to invest in large renewable infrastructure projects around the globe — including the Bujagali Hydropower Plant, which increased the proportion of Uganda's electricity generated from renewable sources to 90 percent — and we continued to build our position in the renewables market in 2014. Last year, we launched Global Water Development Partners to create long-term and sustainable water facilities around the world, and backed Onyx Renewable Partners to develop and operate utility-scale wind and solar projects in North America. In Europe, our offshore wind venture Meerwind was inaugurated in November, providing an environmentally friendly energy supply for hundreds of thousands of German households. Closer to home, the U.S. Department of Energy issued a presidential permit for the Champlain Hudson Power Express, an innovative smart-grid project led by Blackstone portfolio company Transmission Developers Inc., which will reduce greenhouse gas emissions by bringing clean hydroelectricity to New York consumers.

Blackstone's approach to sustainability is rooted in careful, patient investing and meaningful operational improvements. We measure our success not in months or quarters, but understand that our efforts will have lasting impact years to come, beyond our ownership period. Firms like ours can pursue remarkable results for our investors while taking responsible action rooted in strong corporate citizenship and the art of the long view.



A handwritten signature in black ink that reads "Stephen A. Schwarzman". The signature is fluid and cursive, with "Stephen A." on the top line and "Schwarzman" on the bottom line.

Stephen A. Schwarzman

Chairman, Chief Executive Officer and Co-Founder



www.blackstone.com

Blackstone's approach to sustainability is rooted in careful, patient investing and meaningful operational improvements. We measure our success not in months or quarters, but understand that our efforts will have lasting impact years to come, beyond our ownership period.



www.bnsf.com/gri

BNSF's investment in our network, more than \$47 billion since 2000, is a testament to our strong and long-term commitment to running a safe, efficient and reliable railroad while ensuring a sustainable and resilient company.

At BNSF Railway Company, we are proud of our part in moving North America's freight by rail, the most sustainable mode of land freight transport. BNSF's improvements in fuel efficiency have resulted in the ability to move one ton of freight, on average, almost 500 miles on a single gallon of diesel fuel. Every year, BNSF trains reduce our customers' emissions by more than 32 million metric tons of carbon dioxide equivalent emissions when compared to over-the-road options.

Ensuring the safety of our employees and of our operations in the communities we serve is also a central tenet of our business. In fact, 2014 was a record year for us in many areas of safety, including the lowest number of employee injuries and substantive decreases in the number of derailments and hazardous material releases.

In 2014, we issued our first sustainability report based on the Global Reporting Initiative's G4 guidelines, which addressed material issues important to our stakeholders and business. Future reports will continue to look at how we pursue opportunities to develop, test and deploy technologies that result in even more sustainable freight transport.

We continually strive to reduce impacts on the environment. Some of our efficiency and innovation efforts include:

- ▶ Having the newest and cleanest locomotive fleet in the nation means BNSF can use less fuel and produce fewer greenhouse gas emissions, particulates and nitrogen oxides;
- ▶ Using automated gates at 10 intermodal facilities to minimize truck-idling time and reduce air emissions by an average of 50 percent;
- ▶ Being the first U.S. rail carrier to use wide-span electric cranes that produce zero carbon emissions onsite and reduce the number of trucks needed to move containers within a rail yard;
- ▶ Installing automatic engine start/stop devices on more than 93 percent of our locomotives and reducing annual fuel usage by about 8,000 gallons for each locomotive equipped with this technology; and
- ▶ Being an industry leader in R&D, including Positive Train Control and liquefied natural gas locomotives.

It is critically important for us to maintain and improve our infrastructure, expand our capacity and invest in our network in order to meet our country's freight rail transportation demand. BNSF's investment in our network, more than \$47 billion since 2000, is a testament to our strong and long-term commitment to running a safe, efficient and reliable railroad while ensuring a sustainable and resilient company.



Matthew K. Rose

Executive Chairman

Since Boeing was founded nearly 100 years ago, our people have never shied away from big goals that others thought were impossible. As we mark 100 years in operation next year, we will continue to set ambitious goals for ourselves — in technology, innovation, safety, quality productivity and, importantly, the environment.

Several years ago, we set a target of zero growth by 2017 in greenhouse gas (GHG) emissions, water use, hazardous waste generation and solid waste sent to landfills — all as our commercial production rates increase by 50 percent. It is a very big goal. Reaching it means designing new buildings to Leadership in Energy and Environmental Design (LEED) standards and supporting hundreds of teams across the company who spearhead their own environmental projects because they are inspired to build something better for the communities in which we work and live.

Boeing employees' efforts are reinforced and encouraged by our suppliers, many of whom are making their own environmental gains, and our customers, who want to become more energy efficient and environmentally progressive. As our customers increasingly make choices based on societal as well as dollar values, the shared responsibility and collaboration among us is essential.

It is this kind of chain reaction on a global scale that has kept the spirit of innovation and leadership alive at Boeing. Last year, we began powering our 4.3-million-square-foot 737 factory in Washington with 100 percent renewable energy. Our site in drought-ridden Southern California is saving millions of gallons of water each year by re-using water — reducing demand by 15 million gallons of potable water annually. Boeing's liquid hydrogen-powered Phantom Eye unmanned airborne system — which produces only water as a by-product — flew three times last year and has successfully flown a total of nine times.

These and other actions to reduce GHG emissions earned Boeing a 2014 Climate Leadership Award from the U.S. Environmental Protection Agency, as well as other awards.

Going forward, we will continue to be a leader in helping the aviation industry meet aggressive environmental targets to improve fuel efficiency and reduce carbon emissions and noise. As part of that commitment, Boeing is investing billions of dollars to design, build and deliver the world's most fuel-efficient commercial airplanes, such as the 787 Dreamliner and, in the future, the 737 MAX and 777X.

We lead the industry in working with partners to develop sustainable aviation biofuel around the globe. Over the past year, Boeing's ecoDemonstrator 787 tested more than 25 new technologies to reduce carbon emissions and noise. We also recently launched our first all-electric-propulsion satellites.

Everyone at Boeing is committed to further innovation to improve our products', our services' and our industry's environmental performance. As we prepare for our second century of innovation and leadership, we do so with a clear view of our planet, our responsibility to future generations and the ways in which our teams are changing the world.



boeing.com/environment

Since Boeing was founded nearly 100 years ago, our people have never shied away from big goals that others thought were impossible. As we prepare for our second century of innovation and leadership, we do so with a clear view of our planet, our responsibility to future generations and the ways in which our teams are changing the world.



A handwritten signature of Jim McNerney.

Jim McNerney
Chairman and Chief Executive Officer

A clean, energy-efficient world: that's our vision for the future. From the products we develop to how we manufacture them, BorgWarner delivers technologies to improve fuel economy, emissions and performance. Whether they are behind the wheel of a sedan or commercial truck, we help people feel good about driving.

Building Environmentally Friendly Products ...

Our advanced technologies help reduce emissions and improve fuel economy for all types of on-and off-road vehicles around the world. The 2015 Green Car of the Year®, the BMW i3, as well as four of *Green Car Journal's* Top 5 for 2015, feature many leading BorgWarner technologies.

Our turbochargers and dual-clutch transmission components boost fuel economy by up to 30 percent and 15 percent, respectively. Exhaust gas recirculation modules improve fuel economy by up to 5 percent in gasoline engines, reduce carbon monoxide emissions by up to 30 percent and decrease nitrogen oxide (NO_x) emissions by up to 80 percent in diesel engines. Cam phasers can add up to 5 percent in fuel economy and reduce NO_x emissions by up to 45 percent. Pressure sensor glow plugs decrease diesel cold-start particulate emissions between 20 percent and 70 percent. (Percentages may vary depending on vehicle application, vehicle use and data sourced for comparison.)

BorgWarner has also developed innovations for hybrid and electric vehicles. Torque vectoring eAWD systems deliver superior traction with up to 20 percent better fuel economy, and eGearDrive® electric drive transmissions produce high torque capacity and efficiency with smooth, quiet operation. Our award-winning Eco-Launch™ solenoid valve helps stop/start systems improve fuel economy with smoother launches during restarts.

... In Eco-Friendly Facilities

In the past four years, five new BorgWarner facilities have earned Leadership in Energy and Environmental Design (LEED) certification — we've led the way with the first LEED building in Poland, the first LEED automotive supplier facility in Brazil and the most energy-efficient building in India. Our LEED-certified facilities use natural lighting, harness solar power, recycle rainwater, divert construction waste from landfills and conserve green space.

At all our facilities, we strive to conserve, recycle and reuse our resources efficiently. In England, new transformers optimize voltage, protect equipment from power surges and reduce energy use 15 percent. In Michigan, programmable lights with wireless sensors save 300,000 kilowatt hours per year. In Illinois, 128 tons of scrap metal are recycled, and 11 tons of reground plastic are reused as raw material. In North Carolina, 100 percent of waste plastic is recycled with 70 percent used to produce new products, and about 1,000 tons of oil, scrap metal, bottles, cardboard, paper and pallets are recycled each year — 92 percent of the facility's waste stream.

At BorgWarner, sustainability starts with our manufacturing facilities and continues with the advanced technologies we produce to improve fuel economy, emissions and performance. BorgWarner strives to protect the environment, making the vehicles we drive more efficient and the world we live in cleaner.



James R. Verrier

President and Chief Executive Officer

Sustainability has become a critical business issue, and in this environment, competitive advantage flows to companies that know how to do more with less. Based on insights from our annual sustainability study with *MIT Sloan Management Review*, today 65 percent of executives say that sustainability is on their top management agenda — up from just 46 percent in 2010.

Despite the broad management consensus on sustainability's importance, our 2014 study with *MIT Sloan* and the United Nations (UN) Global Compact found that many companies struggle to integrate sustainability into their strategies and operations. For instance, 86 percent believe that their boards should play a strong role in their companies' sustainability efforts, but only 42 percent report that their boards actually do.

To help elevate sustainability on the strategic agenda, we are privileged to partner with the UN Global Compact on the Global Compact Board Programme. The program seeks to enable boards of directors — helping them to understand their material sustainability issues and to define their appropriate governance roles. Since 2013, the program has already been successfully piloted by six multinational companies.

We also support clients on their sustainability journeys in hundreds of projects across geographies and industries. For example, when working with a European retailer, we identified both €160 million in sustainability-related cost savings in packaging, waste and energy and an incremental €75 million in earnings before interest and taxes increase via innovative new sustainability products.

Though BCG's broadest contribution to sustainability is through our work with commercial clients around the world, we're also proud of our longstanding partnership with the WWF. In Hong Kong, we helped develop a plan to move WWF's Low Carbon Manufacturing Programme from a budget deficit to a financially self-sustaining position, freeing up resources for greater impact. And in 2014, we joined with WWF to evaluate the health of the Baltic Sea, identifying opportunities to add 550,000 jobs and €32 billion in economic value to the region by 2030.

Lastly, we recognize that the size and nature of our business creates an environmental impact. Over the last several years, we've implemented five global BCG Green initiatives focused on video conferencing, travel, office energy consumption, printer settings and recycling to diminish that impact.

At BCG, we are committed to using our unique capabilities to contribute to long-term sustainability in society, with our clients and through our own footprint.



THE BOSTON CONSULTING GROUP

www.bcg.com

Sustainability has become
a critical business issue,
and in this environment,
competitive advantage flows
to companies that know how
to do more with less.



A handwritten signature of Rich Lesser.

Rich Lesser
President and Chief Executive Officer



www.ca.com/sustainability-report

We believe that CA Technologies has a large responsibility and huge opportunity to make a positive impact on the world. It's something we work to achieve every day.

At CA Technologies, innovation drives everything we do, from developing products to fostering sustainability. Our innovations are enabling businesses and organizations to take advantage of the enormous opportunity of the application economy — where software drives business models and is shifting how companies deliver, consumers purchase, governments serve, and individuals around the world connect and interact. To us, "Create, Grow, Sustain" involves gathering and acting on knowledge, seeking opportunities to innovate, and forming strategic alliances to combine efforts.

For example, we created our CA DCIM product to gather knowledge by measuring and managing power and cooling in our own data centers and facilities. Now, the product is used by CA Technologies customers around the globe to gain greater insight into energy use. CA DCIM not only facilitates greater efficiency and reliability, but it can also help IT administrators visualize and manage space and capacity to better optimize data center operations. They can even visualize a data center's thermal environment in real time with 2D or 3D heat maps.

CA DCIM is an innovation that contributed to our carbon footprint reduction of approximately 26 percent since 2006 by implementing efficiencies in our data centers and labs. Our efforts in this area are reflected in our CDP disclosure score of 90 out of 100.

By forming strategic alliances, we magnify the impact of our combined efforts. Recent collaborations include:

- ▶ **Datotel:** CA DCIM enables Datotel to safeguard service quality for its customers by optimizing data center availability, efficiency and capacity. As a result, they are better positioned to succeed in the application economy; and
- ▶ **RagingWire:** CA DCIM has enabled RagingWire to ensure 100 percent availability and visibility across its colocation campuses as well as hundreds of customer data center environments.

To us, sustainability also means working to improve the world by supporting efforts that enrich the lives of others. As an IT company, we have a clear and vested interest in advancing science, technology, engineering and math learning. It's one of our top community priorities. Through global partnerships and programs, our goal is to help transform the lives of young people and inspire the next generation of tech leaders.

We believe that CA Technologies has a large responsibility and huge opportunity to make a positive impact on the world. It's something we work to achieve every day.



Mike Gregoire
Chief Executive Officer

At Caesars Entertainment Corporation, the world's most geographically diversified casino-entertainment company, we believe that outstanding corporate citizenship is connected to distinguished financial performance. Our corporate citizenship efforts support the wellbeing of our employees and guests and build resilience for our local communities and our natural environment.

We focus on innovation and measurement, which help us create better experiences for our guests, employees and communities and enrich our environment. Ultimately, our corporate citizenship work brings our brand to life, providing value and inspiration for everything we do. It is what drives our pursuit to be a great neighbor and better place to play or work.

Our 2014 Corporate Citizenship Report, "Serious Play," demonstrates how Caesars is making a positive impact through environmental and social initiatives. We track our progress in key areas such as community investment performance, responsible gaming, employee development, and environmental stewardship. Highlights include:

- ▶ **Tourism in New Orleans.** Since 1999, Harrah's New Orleans, which has more than 2,000 employees, 450 hotel rooms and 5 million visitors per year, has been fully integrated into the daily life of the local community. We have worked with local leaders and tourism officials to bring renewed vitality to the city. Since 2007, the resort's employees have volunteered more than 35,000 hours to charitable causes and Caesars has donated \$5 million to local charities.
- ▶ **Diverse suppliers.** We buy about \$3 billion in goods and services per year. Over the past few years, we have conducted several round-table meetings at which suppliers are invited to hear about opportunities at Caesars, learn about our procurement requirements and network with representatives from our businesses. Thousands of small minority-owned or women-owned suppliers have participated in such events, and some have grown by more than 200 percent.
- ▶ **Caesars Foundation.** To date, the foundation has donated more than \$66 million to support our communities. We added a new focus area on educational innovations to better align with our support of various scholarships and partnerships such as Teach for America and The Public Education Foundation. We granted more than \$3.6 million to our community partners including Opportunity Village, Second Wind Dreams, Meals on Wheels, Clean the World and National Park Trust.
- ▶ **Our HEROs.** Our employee volunteers, Caesars HEROs, contributed more than 164,000 hours in more than 600 volunteering events to support a variety of social and environmental programs. That's the equivalent of more than 80 full-time employees volunteering for an entire year.
- ▶ **Serious about responsible gaming.** Our approach to responsible gaming spans research, partnerships with leading organizations, use of innovative technology to support responsible gaming programs, and comprehensive training and practical tools for all our staff. In May 2013, Caesars hosted the 15th International Conference on Gambling & Risk Taking — more than 450 people from 27 countries attended, making this the biggest conference in the history of the event.
- ▶ **Environmental leadership.** We were the only gaming-entertainment company to win the Climate Leadership Award for excellence in greenhouse gas management. From 2007 to 2013, we have cut our carbon dioxide equivalent emissions by more than 151,000 metric tons per year. Our enterprise-wide waste diversion was 35 percent. We also expanded our electric vehicle charging stations, and currently have 48 electric vehicle spots in our northern Nevada resorts.

I encourage you to look at "Serious Play" for more details on the various social and environmental initiatives our employees, guests and communities were engaged in from 2013 to 2014.



A handwritten signature in black ink, appearing to read "Gary W. Loveman".

Gary Loveman

Chairman, President and Chief Executive Officer



[http://caesarscorporate.com/
about-caesars/reports](http://caesarscorporate.com/about-caesars/reports)

At Caesars Entertainment Corporation we believe that outstanding corporate citizenship is inextricably connected to distinguished financial performance. Our corporate citizenship efforts support the wellbeing of our employees and guests, and build resilience for our local communities and our natural environment.



www.campbellcsr.com

Guided by our Purpose, "Real Food that Matters for Life's Moments," we're making a sustainable difference in the world by advancing our 2020 sustainability agenda.

At Campbell, our businesses and our people are guided and inspired by our Purpose, "Real Food that Matters for Life's Moments." Our Purpose affirms our connection to the core values that have inspired trust in our company for 145 years, and it bridges us to the priorities of new generations. We believe that what we do every day matters and that we have a fundamental responsibility to safeguard the planet's natural resources, help our communities thrive, provide a supportive workplace for our employees and deliver solid returns for our shareholders.

Guided by our Purpose, we're making a sustainable difference in the world by advancing our 2020 agenda, which established our sustainability and corporate citizenship goals:

- ▶ Cut the environmental footprint of our product portfolio in half, as measured by water consumption and greenhouse gas (GHG) emissions per metric ton of product produced;
- ▶ Measurably improve the health of young people in our hometown communities; and
- ▶ Leverage corporate social responsibility (CSR) and sustainability as key drivers of employee engagement and performance in our culture.

Campbell is making significant progress toward achieving these goals, which we announced in 2010. In fiscal year 2014, we:

- ▶ Reduced GHG emissions by 2.4 percent or more than 17,500 metric tons;
- ▶ Cut water consumption by 12.7 percent or more than 788 million gallons; and
- ▶ Achieved a waste recycling rate of 86 percent worldwide.

During fiscal year 2014, we expanded our commitment to sustainable agriculture. First, we aim to reduce GHG emissions and water use by 20 percent per metric ton of food for five key Campbell ingredients: tomatoes, carrots, celery, potatoes and jalapeños. Second, we continue to work with peer companies, growers, suppliers and customers to help achieve zero net deforestation by 2020. Third, we will help preserve rainforests by sourcing our Palm Oil needs from certified sustainable sources by 2015.

We continued our Campbell Healthy Communities programming, a \$10 million, 10-year initiative that is promoting better nutrition, physical fitness and access to healthier foods for children in Camden, N.J., a city where many families live in poverty. Separately, we provided more than \$60 million in food donations and global giving per year. In addition, the Campbell Soup Foundation distributed more than \$1.5 million in grants to nonprofit community service organizations, with more than half of those grants dedicated to agencies serving Camden.

These are just a few examples of Campbell's commitment to CSR and sustainability, a commitment that includes transparency with our consumers and our stakeholders.



Denise M. Morrison

President and Chief Executive Officer

From hospitals to homes, Cardinal Health is an essential link that helps health care providers reduce costs, enhance efficiency and improve quality. Making health care more efficient is more than a vision for Cardinal Health — it's a commitment that's ingrained in our culture.

An important part of that commitment is doing our part to create a cleaner, safer environment. We deliver pharmaceuticals, medical products and services to more than 100,000 locations each day. We're the industry-leading distributor of direct-to-home medical supplies and a leading manufacturer of medical and surgical products. We understand that we have a rare opportunity — and responsibility — to leverage our assets, expertise and influence to make our communities stronger and our world more sustainable. This year, we will continue to focus our efforts in four primary areas:

- ▶ **Pollution Prevention:** minimizing waste generated in our operations and maintaining high rates of reuse and recycling;
- ▶ **Energy Efficiency, Use and Sourcing:** using energy efficiently throughout our business to reduce impacts to the environment and minimizing greenhouse gas emissions through energy conservation and by giving preference to renewable energy sources when feasible;
- ▶ **Design for Environment:** designing products, packaging and services to reduce consumption of natural resources and energy requirements, to reduce waste and emissions, and to maximize overall product functionality; and
- ▶ **Employee and Public Outreach:** promoting environmental awareness and engagement among employees.

A key initiative over the past five years has been to develop a robust, companywide recycling program. We are proud to have increased recycling to greater than 77 percent of our total waste, with more than 92 million pounds of material being recycled in fiscal year 2013 alone.

We also remain committed to collaborating with leading organizations and initiatives that share our commitment to sustainability, including:

- ▶ the **Dow Jones Sustainability Index (DJSI)** and the **DJSI North American Index**,
- ▶ **Practice Greenhealth's Greening the Operating Room Initiative**,
- ▶ the **National Association of Environmental Managers**, and
- ▶ the **U.S. Environmental Protection Agency SmartWay®** program.

We are proud and feel very privileged to be part of the health care system. I thank our more than 34,000 employees for their dedication and service to our customers, the patients we serve, our environment and our communities. And I look forward to continuing our journey to see what we can accomplish together.



A handwritten signature in black ink that reads "G. Barrett".

George S. Barrett
Chairman and Chief Executive Officer



www.cardinalhealth.com

We are proud and feel very privileged to be part of the health care system.

I thank our more than 34,000 employees for their dedication and service to our customers, the patients we serve, our environment and our communities.



www.caterpillar.com/sustainability

Our commitment to sustainability — as a global team, it's who we are and what we do every day. We protect the health and safety of ourselves and others. We innovate to make our products more efficient and to prevent waste. We support infrastructure development and environmental responsibility.

Caterpillar is the world's largest manufacturer of heavy equipment, so sometimes it's hard for people to make the connection between our business and our commitment to sustainability. For me, it's not hard at all. As a global team, it's who we are and what we do every day. We protect the health and safety of ourselves and others. We innovate to make our products more efficient and to prevent waste. We support infrastructure development and environmental responsibility. Quite simply, Caterpillar is a diverse global team striving to build a better world, one community at a time.

Sustainability, one of Our Values in Action, is not new to us. "Making Sustainable Progress Possible" has long been a cornerstone commitment to our customers, employees and stockholders. Sustainability drives innovation at Caterpillar — through innovation and technology, we reduce resource consumption, emissions and their associated costs.

Our innovative new products include Solar Turbines' SoLoNOx™ technology that reduces nitrogen oxides (NO_x) emissions from gas turbines and our Intelligent Compaction system that enables paving machines to achieve desired criteria on a new roadway in as little as a single pass. In greenhouses, our generator sets generate power efficiently and also use carbon dioxide (CO₂) beneficially to aid plant growth. Mining reclamation sites use Cat® equipment to restore land to its native state. Sustainability also drives internal process innovations, such as our transportation and packaging improvements that mean fewer, more efficient shipments; increased safety; and reduced CO₂ emissions and costs.

And then there is Caterpillar Reman. For more than 40 years, we've been remanufacturing our products, restoring them to be as strong and useful to our customers as if they bought them brand new. Through remanufacturing alone, Caterpillar has kept more than 1,000,000 tons of greenhouse gas out of the atmosphere.

And we're so proud of the Caterpillar Foundation, which since 1952, has given hundreds of millions of dollars to support sustainable progress for families and communities in every corner of the world.

We are a company built on values; 2015 is our 90th anniversary as a company living and operating according to those values. We are a global team, the best there is, and we will continue to make sustainable progress possible one community at a time.



Doug Oberhelman

Chairman and Chief Executive Officer

Buildings are the focus of many of the most important issues related to environmental sustainability. As the world's largest commercial real services firm we are mindful of our dual responsibility to lead by example through our own actions and to provide impactful solutions for owners and occupiers.

Our environmental policy, which is part of our broader commitment to corporate responsibility, has three elements.

- First, we are focused on actions aimed at our own occupancy and ways of doing business. These include our commitment to measure and mitigate energy usage, create a sustainable procurement process, and occupy sustainable office space. We were particularly proud to have been awarded the first wellness certification for our corporate headquarters in downtown Los Angeles and our alternate workplace initiative, called "Workplace 360," is helping to reimagine how office space is used and occupied. Additionally, our efforts have been recognized by both the Dow Jones Sustainability Index for North America and FTSE4GOOD Index.
- Our second strong focus is on our work for clients. We have an active training program to help our sales professionals become better advisors to clients on sustainability issues. More than 2,000 of our professionals have completed this program — the first in our sector. In addition, we achieved more than 400 U.S. Environmental Protection Agency (EPA) ENERGY STAR® labels and more than 330 Leadership in Energy and Environmental Design (LEED) Existing Building certifications at properties we manage for clients. Both are the highest totals in our industry.
- Finally, we endeavor to advance the industry through involvement in policy discussions and academic studies. A cornerstone of these efforts is our Real Green Research Challenge. We are granting \$1 million over four years, to support collaborative research with New York, Stanford, Cleveland State, Central Michigan and Maastricht universities as well as the EURO Institute. Projects underway are focused on advancing the industry's understanding of the rates of green building adoption, motivations of occupiers seeking green space, designing optimal energy management plans for corporate campuses, the economic value of sustainability and how best to motivate building occupants to be more energy efficient. Results of these studies will be made public this year, and we believe that they will have real impact on future policy and practices in the field.

CBRE recognizes that our position as the market leader comes with responsibilities. We take these responsibilities — to our clients, our people and our communities — seriously and work hard every day to earn the trust of all our constituencies.



www.cbre.com/sustainability

CBRE recognizes that our position as the market leader comes with responsibilities. We take these responsibilities — to our clients, our people and our communities — seriously and work hard every day to earn the trust of all our constituencies.



A handwritten signature of the name "Bob Sulentic" in black ink.

Bob Sulentic

President and Chief Executive Officer

CF Industries plays a key role in one of the most fundamental and essential human needs — feeding the world.

CF Industries plays a key role in one of the most fundamental and essential human needs — feeding the world. Plant nutrients, such as the nitrogen we produce, are as essential to life as air and water because of the critical role they play in plant growth. Plant nutrients make it possible for today's farmers to meet the nutritional requirements of the world's 7 billion people — and their role will only increase in importance as the global population grows to 9 billion within this half-century.

As one of the world's largest manufacturers of nitrogen-based fertilizers, CF Industries is well positioned to meet the needs of farmers who use our products to increase the yield and quality of their crops and grow enough food to sustain more than 200 million people annually.

Food Security

CF Industries is doing our part to meet growth in food demand by investing more than \$4 billion in expansion projects that will increase our company's nitrogen capacity by 28 percent upon completion in 2016. We are building new capacity at our existing complexes in Donaldsonville, La., and Port Neal (Sergeant Bluff), Iowa. Together, these projects will create 200 new permanent jobs, as many as 4,500 construction-related jobs at peak and an estimated 1,400 indirect jobs within these communities. As the new capacity comes online, the incremental production will help take risk out of the overall food supply chain by decreasing North American farmers' reliance on imported nitrogen.

Safety and Environmental Stewardship

Environmental health and safety is integral to CF Industries' culture, values and operational strategy. Our strong safety culture and mindset center on returning our employees and contractors home safely to their families each day. We invest a significant amount of capital annually to ensure that our nitrogen manufacturing complexes and distribution facilities are safe and environmentally friendly. Through a relentless focus on safe operating practices, CF Industries has been proud to deliver a health and safety record that is consistently better than peer averages. During 2014, our employees achieved the lowest recordable injury incidence rate in our company's history.

An important aspect of our safety performance is our commitment to being good stewards of the environment. We work continuously to achieve energy and natural gas efficiencies within our operations and uphold a rigorous schedule of preventive maintenance and turnarounds. These efforts help keep our employees, neighbors and communities safe; reduce emissions; and keep our plants operating as efficiently as possible.

Through the dedication and hard work of CF Industries' more than 2,200 employees, we are sustaining our business, and ultimately the world, through the safe, reliable production of plant nutrients. We are proud of our role in this noble, and essential, mission.



W. Anthony Will

President and Chief Executive Officer

Our clients face many uncertainties and opportunities. In this time of global transformation, we are called on to change the game and be more creative than ever before. Standing with our clients, we use state-of-the-art climate models to predict the infrastructure needed to protect communities and are integrating ecosystem services and natural capital to reduce costs, foster conservation outcomes and improve the resiliency of engineering solutions. We've established policies to maintain the highest level of human dignity on any project we touch. We're continuing to hold fast to the values that got us here, like safety, ethics and advancement of women and disadvantaged populations in our workforce.

As we celebrate 10 years of sustainability and corporate citizenship reporting and transparency in our operations, we know that the journey to create the foundation for human progress is just beginning. Walking side by side with our clients, we have learned together how to account for our environmental footprints and have made commitments to reduce those impacts. For example, in 2014 we set an ambitious goal of reducing our carbon footprint 25 percent by 2017 regardless of business growth, and I'm happy to report that we are making solid progress toward that goal. Collectively, we are all working to reduce impacts while expanding economic opportunity.

For the next 10 years, our collective mission is to move from footprints to handprints: to create economic, social and environmental value from our work. That's why we engaged world-renowned fair labor expert, Verité, to help develop a global Worker Welfare Policy, which applies to our operations and suppliers. We cannot solve this problem alone. Systemic change must occur at an industry level, so we openly share our policy, toolkit and best practices with our competitors and clients. We also regularly collaborate with stakeholders across the public, private and nongovernmental sectors to improve worker conditions.

The same holds true for other sustainability and citizenship initiatives. We're working with outstanding nonprofit collaborators — including The Nature Conservancy, Water For People, Engineers Without Borders and Bridges to Prosperity — to strengthen global communities, create opportunity and improve environmental outcomes by designing infrastructure in the context of ecosystems. Most important, we work every day with outstanding clients who continue to challenge us with complex and dynamic problems. Solving these problems means that we need to create a seat for everyone at our shared table.



www.ch2m.com

Our collective mission is
to move from footprints
to handprints: to create
economic, social and
environmental value
from our work.



Jacqueline Hinman
Chief Executive Officer



www.chevron.com

Guided by our core values, Chevron works to be respected not just for our accomplishments but for getting results the right way. We are committed to operating safely; protecting our workforce and the environment; and dealing responsibly and ethically with our stockholders, employees, local businesses, governments and communities.

Affordable and reliable energy underpins economic growth in the United States and around the world. It helps grow economies and promotes rising living standards. Chevron is committed to responsibly developing global energy supplies for continued growth, development and prosperity.

We believe that preserving a safe and healthy environment goes hand in hand with meeting the world's energy needs. At Chevron, we continually evaluate and strive to improve our processes to build greater energy efficiency, conserve energy and natural resources, and reduce the environmental impacts of our activities and operations. Getting results the right way happens throughout the life of a project — from planning and construction through operation and decommissioning. To achieve this goal, we use our Operational Excellence Management System to manage issues of safety, health, the environment, reliability and efficiency. We have four environmental principles that define our commitment to operating in an environmentally responsible manner: include the environment in decisionmaking, reduce our environmental footprint, operate responsibly and steward our sites.

Chevron shares the concerns of governments and the public about climate change risks and recognizes that the use of fossil fuels to meet the world's energy needs is a contributor to greenhouse gases (GHGs) in the Earth's atmosphere. Guided by our Policy Principles for Addressing Climate Change, Chevron believes that a successful climate policy is one where GHG management is accomplished equitably by the top-emitting countries through long-term and coordinated national frameworks. We are taking steps to manage GHGs and other air emissions while supporting the growth of the global economy. Additionally, we apply cost-effective technologies to improve energy efficiency across our business.

- ▶ For more than 15 years, Chevron has invested billions in flare-reduction efforts in western Africa. Since 2009, our Agbami facility off the shores of Nigeria has been operating with no routine flaring.
- ▶ The Chevron-operated Gorgon liquefied natural gas project will inject and store naturally occurring carbon dioxide (CO₂) into a deep reservoir unit more than two kilometers beneath Barrow Island, Australia. This will reduce GHG emissions from the project by between 3.4 and 4.0 million tons per year, making it a world leader in CO₂ injection and storage.

Chevron works to be respected not just for our accomplishments but for getting results the right way. We are committed to operating safely; protecting our workforce and the environment; and dealing responsibly and ethically with our stockholders, employees, local businesses, governments and communities.



John S. Watson

Chairman and Chief Executive Officer

Create

Our Cigna team is proud to serve as a catalyst for change in the more than 30 countries in which we operate around the world. With more than 35,000 colleagues, we are driven by a mission to help the people we serve improve their health, wellbeing and sense of security — all with the goal of building a better world both today and for future generations.

One way we achieve our mission is through Cigna Connects, our approach to leading corporate responsibility at Cigna, which meaningfully connects our mission to a broad range of environmental, social and governance initiatives. Simply put, Cigna Connects works to create positive impacts in the health of people, communities and the environment.

Grow

Cigna publishes our unique set of environmental, social and governance goals in our annual Cigna Connects Corporate Responsibility Report. Our report, which communicates our goals and the commitments of our sustainability efforts, is written in accordance with the Global Reporting Initiative G4 guidelines.

In addition, we've adopted a strategic sustainability performance plan to execute a comprehensive, best-in-class sustainability program that is cost efficient, data driven, and provides value to Cigna and our stakeholders.

The plan included setting Cigna's first three-year (2017) environmental cost and conservation targets detailed in our Corporate Responsibility Report.

Sustain

To reach our 2017 environmental goals, we are monitoring our emissions performance and making capital investments to support our emissions reductions target. And we are engaging Cigna employees and integrating the principles of sustainability into decisionmaking processes.

A significant part of Cigna's brand promise is to make it easy for the people we serve to achieve their desired state of wellness — and as a global health service company, we understand the connection between personal health and the health of our environment. Cigna considers managing the risks and opportunities associated with climate change and resource scarcity a significant aspect of being a responsible business.

Celebrating Success

We're proud of our progress to date and also recognize that sustainability is about the future. We're committed to continually improving our efforts as a responsible business to contribute to the health of society and our planet.



A handwritten signature in black ink that reads "David M. Cordani".

David M. Cordani
President and Chief Executive Officer



Cigna.com/corporateresponsibility

To reach our 2017 environmental goals, we are monitoring our emissions performance and making capital investments to support our emissions reductions target.



csr.cisco.com

As companies, countries and cities become digital, we believe there is enormous opportunity to create a sustainable, circular economy through the value created by what we call the Internet of Everything. With Cisco's products and services, companies around the world can improve their operations — becoming more efficient, saving money and benefiting the planet.

Networking technology connects people in meaningful ways. It delivers new opportunities and rich experiences, which connect people and businesses around the world. Cisco has been changing the way we work, live, play and learn for more than three decades, and it is my belief that we are now embarking on the most exciting phase of the Internet, the Internet of Everything.

The Internet of Everything makes intelligent connections between people, processes, data and things, and I believe its impact on society will be five to 10 times greater than the impact of the Internet to date. It offers countries the opportunity to provide better, richer lives and transforms job creation for their citizens through connected education and health care, smarter cities, low-carbon electricity, and more efficient government services. Just as the Internet of Everything supports human progress, it also generates positive environmental outcomes, such as addressing climate change, eliminating waste and protecting water resources. I am proud that Cisco is helping our customers reduce their impact on the planet and that Cisco is setting aggressive goals to reduce the environmental impact of our own activities.

Cisco collaboration technologies like Cisco TelePresence® and Cisco WebEx® solutions are helping customers make real and significant reductions in business travel and employee commuting. Connected city and real estate solutions also contribute to reductions in employee commuting and improvements in building utilization. Improvements in product architecture are increasing product energy efficiency and reducing energy use in data centers. By implementing these solutions in our own business in 2014, Cisco reached a 30 percent absolute reduction in Scope 1 and 2 greenhouse gas (GHG) emissions worldwide from a fiscal year 2007 baseline.

Looking forward, we have set new five-year goals to 1) reduce Cisco's total Scope 1 and 2 and Scope 3 business-air-travel GHG emissions worldwide by 40 percent in absolute terms by 2017 (from a 2007 baseline) and 2) use electricity generated from renewable sources for at least 25 percent of our electricity every year through 2017.

In 2014, we collected more than 12,000 metric tonne of used product from customers for re-use and recycling and re-used more than \$360 million of Cisco equipment. In 2014, Cisco spent \$9.6 million on energy efficiency and renewable energy initiatives as part of the global EnergyOps Program, resulting in a reduction of 237 million kilowatt hours in energy use.

The future success of Cisco and the Internet of Everything will ultimately be measured by the extent to which we're able to harness technology to benefit humanity. We remain deeply committed to improving lives, communities and the environment. I couldn't be more excited for Cisco to be part of that future.



John T. Chambers

Chairman and CEO

CNH Industrial believes that success should be judged by how it is achieved and has always sought to ensure that our ambitions for growth are in harmony with the principles of sustainable development. As such, sustainability has become an integral part of CNH Industrial's daily approach to business, serving as a compass that guides the integration of environmental and social concerns with those that are strictly business related. The company culture of acting responsibly is rooted in the firm belief that the progress and success of an organization is inseparable from the values that guide it and the creation of value for all stakeholders.

CNH Industrial believes that a robust corporate governance model is essential to effectively managing the interests of all our stakeholders. A clear and comprehensive Code of Conduct establishes the principles that drive the day-to-day CNH Industrial activity, the Sustainability Plan transparently communicates the commitment to guarantee continuous improvement, and the Sustainability Report recounts the achievements.

During 2014, our proven commitment to sustainable development led to significant results in several areas. The accident frequency rate for employees decreased by 11 percent. Our focus on R&D — which has consistently enabled us to meet emissions performance targets well in advance of regulatory requirements — continued in 2014 with more than \$1.1 billion invested, while our intellectual property portfolio now totals more than 7,518 active patents.

We continued to offer new, more efficient products that consume less and pollute less in all segments — including precision farming, widely recognized as the most efficient driver toward sustainable agriculture.

In addition, continued efforts to reduce the environmental impact of our industrial footprint have led to improvements in several key performance indicators in line with our targets: a 14 percent reduction in carbon dioxide emissions and a 12 percent reduction in water withdrawal per hour of production. Contributing to these improvements were the World Class Manufacturing (WCM) initiatives and some 395,000 suggestions from workers at plants worldwide. Engagement with stakeholders is also fundamental to the process of continuous improvement and, to date, 130 of our supplier plants have implemented WCM.

Our sustainability efforts in 2014 led to CNH Industrial being ranked as an Industry Leader in the Dow Jones Sustainability World and Europe indices in the Machinery and Electrical Equipment industry. In addition, CNH Industrial has been named a CDP climate disclosure leader with a score of 98 (out of 100) and a CDP climate performance leader with a score of "A" (on a scale of "A" to "E") for our commitment to reducing carbon emissions.



www.cnhindustrial.com

CNH Industrial believes
that success should be
judged by how it is achieved
and has always sought to
ensure that our ambitions
for growth are in harmony
with the principles of
sustainable development.



A handwritten signature in black ink, appearing to read 'Richard J. Tobin'.

Richard J. Tobin
President and Chief Executive Officer



www.cognizant.com

In this new age of digital business, we believe that advanced technologies — guided by human inspiration and commitment — can empower all of us to create, grow and sustain opportunities for those whose lives we touch.

Opportunity Decoded. At Cognizant, we help enterprises around the world decode the opportunities and master the challenges of the new age of digital business. Increasingly, we are employing digital technologies — guided by human inspiration and commitment — in our efforts to create, grow and sustain opportunities for those whose lives we touch.

Creating Opportunities through Education. As the world of digital business demands proficiency in science, technology, engineering and math (STEM), we are making major investments in STEM education. In 2014, we made 33 Making the Future grants serving 5,000 students with 300,000 hours of programs in 22 states and sponsored 10 Maker Corps sites reaching another 26,500 students. Our Project Outreach volunteer effort supports learning initiatives in India and other countries, with more than 25,200 associates dedicating nearly 278,000 hours to mentoring, career counseling and talent development efforts. A key focus is our “100” effort, which will help 100 schools in India achieve a 100 percent pass rate, 100 percent graduation rate and 100 percent employability for graduates. Last year, Cognizant Foundation helped set up smart classrooms and computer and science laboratories to serve underprivileged students in rural areas.

Growing and Developing Human Potential. Cognizant’s primary asset is our 200,000-plus talented associates. We are committed to developing their potential while providing a healthy work environment. Our award-winning professional development arm, Cognizant Academy, offers interactive as well as classroom-based learning programs to nurture employees’ abilities at each career stage. We recruit talent through initiatives such as our Global Campus program, which spans some 20 countries. Programs such as Women Empowered, CAMO to Cognizant and Completely Cognizant encourage diversity and enhance opportunities for women, veterans and other affinity groups. Last year, we expanded our Wellness First health and safety initiatives, including Stepathlon, which encourages employees to count their steps toward better health, and Cognathon, a wellness run in various cities in which more than 10,000 of our associates participated.

Sustaining Our Environment. We continue to be responsible stewards of the environment. Since 2013, we have powered several major facilities in India with renewable energy; more than 10 percent of our global energy consumption now comes from wind and biomass. Our Go Green energy program has reduced per capita carbon emissions 43 percent versus the 2008 baseline. Employee volunteers, known as Green Brigadiers, participated in more than 100 environmental projects planting trees, cleaning up water bodies and tracking flora and fauna in protected forests using digital technologies.

Thanks to the dedication of the Cognizant team, we have achieved many successes in education, human potential and the environment. Through our associates’ passion for innovation, technology expertise and shared sense of purpose, we will keep challenging ourselves to aim higher — and do more — for our communities, society and planet.



A handwritten signature in black ink, appearing to read "Francisco D'Souza".

Francisco D'Souza
Chief Executive Officer

At Comcast NBCUniversal, we are finding new ways of conserving energy and operating more efficiently. As we invest in technological innovations and practices that reduce our environmental impact, we also empower our customers to save energy. Through our programming, we raise awareness of environmental issues and encourage others to conserve resources by making changes in their daily actions.

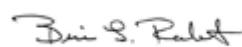
Comcast is focused on reducing energy usage and conserving natural resources, both in our customers' homes and in our business operations.

- Comcast is helping lead the cable industry's initiative to adopt comprehensive energy management strategies impacting cable system operators, programmers and vendors.
- We have implemented consumer programs to reduce fuel consumption (self-installation) and paper waste (online paperless billing).
- Our Xfinity Home platform offers an energy-management application to give our customers greater awareness and control of their energy use.
- Comcast continues to invest in green vehicles for our fleet and has installed GPS technology in our vehicles to reduce fuel consumption.
- We have implemented a number of recycling programs across our businesses.
- Comcast global headquarters in Philadelphia is one of the tallest Leadership in Energy and Environmental Design (LEED) Gold-certified buildings in the United States.
- Additionally, Comcast has broken ground on the Comcast Innovation and Technology Center in Philadelphia: a 59-story, 1,121-foot tower designed to attain LEED Platinum certification.

NBCUniversal brings an environmental perspective to many aspects of the business.

- The state-of-the-art Brokaw News Center in Los Angeles advances environmental stewardship through the use of energy-conserving technology ranging from alternative lighting to efficient power management controls to advanced cooling systems, representing annual savings of 800,000 kilowatt hours.
- Universal Pictures Home Entertainment has been dedicated to reducing the carbon footprint of its supply chain by transitioning to DVD and BluRay cases made with 20 percent less plastic, procuring paper products made of recycled material to reduce carbon dioxide emissions, and maximizing the efficiency of its transportation operations.
- In 2014, NBCUniversal's Green is Universal initiative celebrated its seventh Earth Week with a slate of environmentally themed events, programming and public awareness initiatives.

We are determined to meet the challenges of the new global economy with the same level of entrepreneurial determination that has defined our company for 50 years. With leadership and innovation, we can contribute solutions for today's environmental challenges while creating a more technologically advanced tomorrow.

A handwritten signature in black ink that reads "Brian L. Roberts".

Brian L. Roberts
Chairman and Chief Executive Officer



www.comcastcorporation.com

We are determined to meet the challenges of the new global economy with the same level of entrepreneurial determination that has defined our company for 50 years. With leadership and innovation, we can contribute solutions for today's environmental challenges while creating a more technologically advanced tomorrow.



[www.conocophillips.com/
sustainable-development/pages/default.aspx](http://www.conocophillips.com/sustainable-development/pages/default.aspx)

Long-term success in our industry demands strong health, safety, and environmental and social performance. We take pride in our accomplishments, but always look for ways to improve. Since 2009, we've reduced or avoided GHG emissions by 3 to 5 percent year-on-year — a total of over 5 million metric tons — while growing our business.

By most measures, 2014 was another successful year for ConocoPhillips on our journey as an independent exploration and production company. While we are pleased with our progress, it is impossible to ignore the weakening of oil and gas prices.

The energy landscape has changed dramatically in just a short period of time, and future prices are uncertain. So we are focused on the things we can control while positioning our company for sustained success.

We developed an environmental strategy framework to guide improvements in our environmental performance. We have strategies, plans and actions completed to address sustainable development. Long-term success in our industry demands strong health, safety, and environmental and social performance. We take pride in our accomplishments, but never stop looking for ways to improve.

Our sustainability efforts are anchored by action plans for:

- Climate change;
- Biodiversity;
- Water; and
- Stakeholder engagement and human rights.

These plans include objectives related to understanding our footprint, managing projects and operations, addressing risk and opportunity, and engaging externally. Our report includes details about our objectives, commitments and performance against these plans.

We continue to work to reduce greenhouse gas (GHG) emissions in our operations and to integrate climate change-related activities and goals into business planning. Since 2009, we have reduced or avoided GHG emissions by 3 to 5 percent year-on-year.

We are committed to building a culture of collaboration and invest in the personal growth of our employees. We also strive to make our company a safer place to work. In 2014, we implemented our "8 Life Saving Rules" worldwide with a continued focus on process safety.

For our global signature charitable contribution programs focused on water and biodiversity, we are pilot testing programs with Conservation International, the Smithsonian Institution, George Mason University and the National Fish and Wildlife Foundation.

In the water-scarce region of the Red Hills in New Mexico, our scientists and engineers designed a water management solution that used more than 300,000 barrels of nonfresh or recycled produced water to complete wells in 2014.

The ConocoPhillips commitment to sustainable development provides the foundation for our actions, which concentrate on conducting business to promote economic growth, a healthy environment and vibrant communities, now and into the future.



Ryan M. Lance

Chairman and Chief Executive Officer

At Convergys we recognize the increasing concern regarding the environment and have undertaken a number of initiatives to minimize the risk our operation has on the environment. We are fully committed to playing our part in the preservation of natural resources and in preventing environmental pollution. Our policy and commitment is to carry out our business taking full account of the needs of the environment. They include actions to reduce energy and water consumption, to track and minimize greenhouse gas (GHG) emissions, and to ensure that paper is used economically and that recycled materials are used wherever it is practical.

Examples of our activity in this area include:

- ▶ Promoting the “3-R” model: reduce, reuse, recycle;
- ▶ Providing an e-mail footer for employees that reads, “Please consider the environment before printing this e-mail. Protecting the environment is also in your hands.”;
- ▶ Assessing, monitoring and reporting the environmental effects of the organization’s activities;
- ▶ Training employees in environmental issues;
- ▶ Minimizing the production of waste, energy consumption and GHG emissions;
- ▶ Promoting the use of recyclable and renewable materials;
- ▶ Reducing and/or limiting the production of pollutants to water, land and air;
- ▶ Controlling noise emissions from operations; and
- ▶ Minimizing the risk to the general public and employees from operation and activities undertaken by Convergys.

We recognize that our business activities have direct and indirect impacts on the societies in which we operate. We endeavor to manage these responsibly, believing that sound and demonstrable performance in relation to corporate social responsibility policies and practices is a fundamental part of business success. We are in the early stages of tracking and reporting our energy usage and GHG emissions. The figures below reflect our current electrical output. We are committed to showing year-over-year improvement in tracking our emissions and reductions.

Carbon dioxide (CO₂) output for Convergys sites in North America (1,178 metric tons) is equivalent to CO₂ from:

- ▶ 5,633,888 gallons gas consumed;
- ▶ 4,568 homes’ energy use for a year;
- ▶ 663 tanker trucks worth of gasoline for a year;
- ▶ 116,438 barrels of oil consumed; or
- ▶ 6,887 homes’ electricity use for one year.

The 125,000-strong Convergys team is committed to our sustainability goals. We will continue to track and report our progress toward these goals throughout 2015 and in the future.

A handwritten signature in black ink that reads "Andrea J. Ayers".

Andrea Ayers
President and Chief Executive Officer



www.convergys.com

We recognize that our business activities have direct and indirect impacts on the societies in which we operate. We endeavor to manage these in a responsible manner, believing that sound and demonstrable performance in relation to corporate social responsibility policies and practices is a fundamental part of business success.

CORNING

www.corning.com

We not only create products
that make a positive
difference in the world,
we also continuously innovate
our processes to increase
our energy efficiency and
help sustain this planet
that we share.

At Corning, our passion for innovation drives everything we do. For more than 160 years, we've applied our expertise in specialty glass, ceramics and optical physics to develop products that create new industries and transform people's lives. Our technologies have helped make the air cleaner, increased the speed of information, and changed the way people interact with the world and each other. Yet experience has taught us that to succeed long-term, we must not only innovate, we must also maintain the trust of our stakeholders. One way we do that is by being a good corporate citizen. Thus, we not only create products that make a positive difference in the world, we also continuously innovate our processes to increase our energy efficiency and help sustain this planet that we share.

- Corning's diverse product portfolio includes numerous innovations that make the environment cleaner and increase energy efficiency. Our ceramic substrates and particulate filters have helped reduce auto emissions by 99 percent since 1970. Today, our new environmental technology is helping reduce cold-start emissions, which occur in the first 30 seconds of starting an engine and account for 70 percent of a car's total emissions. Our strong, lightweight automotive glass can significantly reduce the weight of windshields, helping automakers achieve better fuel economy. We're also working with a company called View to develop dynamic windows that can increase energy efficiency. And we're developing ultracapacitors to improve energy storage.
- Our comprehensive Global Energy Management program has been in place since 2006. Since its inception, we have improved Corning's energy efficiency by nearly 30 percent. Our achievements earned Corning recognition as a 2014 ENERGY STAR® Partner of the Year for 2014 and 2015.
- We are committed to continuous improvement. We have pledged through the Clinton Global Initiative to invest at least \$25 million to improve our energy efficiency by an additional 15 percent by 2020. We have set a goal of reducing energy intensity at Corning Precision Materials in Korea (acquired in 2014) by 25 percent in five years. And we are participating in an immersive new ENERGY STAR® training program that helps us benchmark against other companies and learn from their energy management programs.

We're proud of Corning's efforts but know that environmental stewardship will always be a work in progress. We look forward to evolving to meet the needs of a changing world, just as we have done for 164 years.



Wendell Weeks

Wendell P. Weeks
Chairman and Chief Executive Officer

Every day, CSX moves freight across a 21,000-mile network, making the essential connections that support the global supply chain and American competitiveness. With roots that date back to the early 19th century and a business focused on meeting increasing and evolving demands, growing sustainably — by every definition of the word — is the only way to grow.

As a railroad that reaches nearly two-thirds of Americans, CSX has a responsibility to minimize our impact on the environment, especially regarding the largest part of our footprint — fuel. Rail continues to be the most fuel-efficient way to ship goods over land. CSX can transport one ton of freight 470 miles on one gallon of fuel, benefitting not only the environment, but also customers and our bottom line. We also made steady progress on our goal of reducing greenhouse gas emissions by 6 to 8 percent by 2020. Our combined sustainability efforts were recognized by the Dow Jones Sustainability Index for North America as well as by the CDP S&P 500 Climate Disclosure and Performance Leadership indices.

CSX is focused on delivering service excellence for our customers, economic development opportunities for our communities and sustainable results for shareholders. In 2014, new opportunities emerged across nearly all of our markets, and today we serve the most diverse business mix in company history. To meet that demand, CSX worked with affiliates to open a new state-of-the-art facility in Winter Haven, Fla. The terminal incorporates sustainable design solutions like Leadership in Energy and Environmental Design (LEED) certification and expands CSX's intermodal capacity, which now comprises nearly 40 percent of CSX volume.

While we concentrate on operating a safe and efficient railroad every day, we also have a responsibility beyond our rails to support our communities. To reach the 23 states where we operate, CSX invests in long-term, national partnerships that help advance our goals while also addressing real societal needs, including The Conservation Fund, City Year, Action for Healthy Kids and Alliance for Community Trees. CSX also engages employees in service with our time and talent. In 2014, employees completed nearly 25,000 volunteer hours, which CSX matched with grant donations through our Dollars for Doers program.

With a vision of being the safest, most progressive North American railroad, CSX will remain focused on reducing our footprint, connecting our supply chain, supporting our communities and engaging openly on sustainability issues from the first mile to the last mile.



www.csxcsr.com

CSX can transport one ton
of freight 470 miles on
one gallon of fuel, benefitting
not only the environment,
but also customers and
our bottom line.



Michael Ward

Michael J. Ward
Chairman and Chief Executive Officer



cummins.com/sustainability

Last year, Cummins invested a record \$754 million in R&D, and we ensured that our new technologies got to our customers by launching more than one new or improved product each week.

At Cummins, we demand that everything we do leads to a cleaner, healthier, safer environment. As the world's largest independent engine manufacturer, we have helped reduce diesel engine emissions in North America by nearly 100 percent over the past 20 years. We have also reduced air emissions in Europe, China, India, Brazil and many other countries around the world. This focus on sustainability is a win for our customers, a win for our company and a win for our environment.

We develop the leading technology to meet emissions standards while providing economic value and fuel savings to our customers. While Cummins is best known for diesel engines, we also design and manufacture engines that run on natural gas, bio-fuels and diesel-electric hybrids. We constantly look ahead, researching promising new technologies like engine electrification, renewable energy and smart grids, and fuel cells. Last year, Cummins invested a record \$754 million in R&D, and we ensured that our new technologies got to our customers by launching more than one new or improved product each week.

Cummins' commitment to the environment goes beyond engine design and is at the core of our business decisions. For example, we are opening new distribution centers in regions where our customers grow. This improved support decreases our customers' lead times and the environmental impact of transporting parts and inventory around the globe. We also have sustainability plans at our sites around the world, finding ways to reduce energy, waste or water.

Our commitment to environmental stewardship also allows us to attract and retain talented people who want to bring meaningful change to their communities. Each year, our employees log tens of thousands of hours on service projects designed to improve the environment. In recent years, Cummins employees have brought safe drinking water and environmental education to students in China, improved water conservation in a village in India, and created a green roof at a university in Mexico.

In 2014, Cummins adopted our first-ever comprehensive environmental sustainability plan and introduced goals to further reduce our water and energy use, waste production, and greenhouse gas emissions. We have made great progress on these goals and have a plan to reduce our environmental footprint even further. For example, we are committed to achieving water neutrality at 15 Cummins sites and zero disposal at 30 sites in the next five years.

Going forward, Cummins will continue to be a catalyst for environmental action. Our vision and mission demand it, our business success depends on it, and the ingenuity and energy of our employees can make it happen.



Tom Linebarger
Chairman and Chief Executive Officer

At CVS Health, we're helping people on their path to better health in the face of a rapidly changing health care system. Our goal is to contribute to the long-term sustainability of that system by increasing access to pharmacy and basic health care, improving delivery of service, and ultimately, creating better health outcomes. As we strive toward this goal, an important lens guiding decisions is our strategy for corporate social responsibility (CSR), Prescription for a Better World. This framework focuses us on three pillars: building healthier communities, protecting our planet and creating economic opportunity. It also helps us understand the actions we must take to sustain our business.

One way we're building healthier communities is demonstrated by our stand on tobacco. We quit selling tobacco products in 2014 because we fundamentally believe that tobacco use directly conflicts with our purpose of helping people on their path to better health. Now we're investing in awareness campaigns and smoking cessation initiatives to help millions of Americans quit smoking for good and improve their quality of life.

Our commitment to health is centered on providing access to health care and providing support for people living with chronic diseases. Chronic disease impacts everyone: more than half of Americans suffer from a disease that limits their lifestyle, and the costs are estimated at \$1 trillion annually. Through our 7,800 retail pharmacies and more than 900 walk-in medical clinics, we're helping patients manage their illnesses and reduce costs. We're applying our expertise to connect patients more seamlessly with their pharmacy and health care professionals and to better coordinate with health systems to prevent readmissions. It's another way we're building healthier communities.

Protecting our planet is another of our CSR priorities because we believe in the strong connection between human and environmental health. The investments we're making to reduce our environmental impact and improve our operational efficiency run the gamut from new lighting fixtures and more efficient HVAC systems to a growing list of chemicals we've banned or are phasing out of products. A 2014 highlight was achieving Leadership in Energy and Environmental Design (LEED) Platinum certification for our CVS/pharmacy store in West Haven, Conn., making it the most energy-efficient CVS/pharmacy store in the country. The store is a model for other facilities, allowing us to pilot innovations and uncover best practices.

Finally, we're creating economic opportunities for our colleagues, suppliers, communities and investors. For example, we're focusing on a more robust effort that ensures that our suppliers are carefully screened — not just for the capabilities to meet our quality and safety demands, but also for compliance with our social standards.

The future is bright. As we've been for more than 50 years, CVS Health is helping people on their path to better health, and we are committed to leveraging our scale, expertise and the innovative spirit of our company to help further our Prescription for a Better World.



A handwritten signature in black ink that reads "Larry J. Merlo".

Larry J. Merlo
President and Chief Executive Officer



www.cvshealth.com/social-responsibility

The future is bright. As we've been for more than 50 years, CVS Health is helping people on their path to better health, and we are committed to leveraging our scale, expertise and the innovative spirit of our company to help further our Prescription for a Better World.

By optimizing the water used in pretreatment filtration, DaVita has reduced water consumption in clinics by 30 percent per treatment from the 2010 baseline, surpassing our goal of a 10 percent reduction by the end of 2015.

At DaVita Kidney Care, we believe in operating both effectively and responsibly in our more than 2,170 dialysis centers and business offices. While we will never compromise patient care in our pursuit to be better stewards of the environment, as a united community we seek to find innovative solutions to reduce our impact while setting the standard for sustainable health care.

In 2010, we formalized our commitment to environmental stewardship by setting five sustainability goals, and we have implemented new programs and business practices to achieve them. One of the process innovations relates to increasing the efficiency of the water used for hemodialysis, an extremely water-intensive process. By optimizing the water used in pretreatment filtration, DaVita has reduced water consumption in clinics by 30 percent per treatment from the 2010 baseline, surpassing our goal of a 10 percent reduction by the end of 2015.

In 2014, DaVita launched a building management systems pilot in 150 clinics in the northwestern United States. The goal is to increase patient and teammate (employee) comfort while reducing energy consumption through improvements in temperature controls and set points. DaVita anticipates at least a 10 percent reduction in energy consumption and intends to expand these systems to the rest of the country in 2015 (in facilities where applicable).

We are also focused on selecting environmentally preferable materials in our new construction and in renovating clinics. Our new dialysis center design leverages solar shades, light shelves, daylight systems, LED lighting, energy-efficient HVAC systems, and sustainably produced and procured floor and ceiling finishes.

Refurbishing dialysis machine parts diverted more than 147,000 pounds of waste from landfills in 2013. In 2014, we recycled more than 4,200 cellular devices in partnership with Cellular Recycler and Verizon, generating \$110,000 in donations to DaVita Village Trust, a nonprofit seeking to improve global community health through education, prevention and treatment.

We could not sustain our programs without the dedication and passion of our more than 1,100 Green Champions across the country. We also launched the first-ever annual Earth Day service event, with teammates across the nation contributing 3,200 volunteer hours to environmental service projects in their local communities around Earth Day 2014.

We are working diligently to achieve our 2015 Environmental Goals to reduce energy, water and paper and to increase education and environmentally responsible procurement. These goals have inspired collaboration, change and innovation as we aim to lessen our footprint while maintaining — and improving — our patients' quality of care.



A handwritten signature in black ink, appearing to read "KJ Thiry".

Kent J. Thiry

Chairman and Chief Executive Officer

Managing our environment is one of the most important ways Day & Zimmermann can have an impact on helping future generations thrive. As a responsible corporate citizen, it is our duty to make a difference in our communities, continuously bettering sustainable solutions that preserve our world.

First and foremost, we are committed to creating a more sustainable environment by helping our customers and employees meet their environmental goals. Our sustainability work goes to the heart of our brand promise — “We do what we say®” — to provide immediate results at our plants and for our customers and communities. By championing a sustainability mindset, we engage our customers and employees, gain competitive advantage, and protect our planet.

Day & Zimmermann works with major utility companies to reduce their impact on the environment and comply with regulatory requirements. Nuclear power represents a proven form of clean energy, and Day & Zimmermann has a footprint at 70 percent of the U.S. nuclear fleet. We have also supported dozens of customers in following the guidelines of the Clean Air Act by converting coal fired industrial boilers to cleaner-burning natural gas.

We successfully support the Hawthorne Army Depot (HWAD) where the energy management system adheres to the highest and most up-to-date international energy standards from the International Organization for Standardization in order to reduce greenhouse gases and carbon footprints. As a result of our work, HWAD is the first Army installation to achieve such certification as well as one of the first companies in the United States to earn the distinction.

Day & Zimmermann designs and builds Leadership in Energy and Environmental Design (LEED) certified structures using early-stage energy modeling to present data for sustainable decisionmaking. This enables our customers to deploy strategies and meet their goals aimed at energy efficiency, water conservation, carbon dioxide emissions reduction, use of alternative energy, use of recovered and recycled materials, enhanced indoor environmental quality, and improved stewardship of resources. Recently, we designed a U.S. Army Reserve training center intended to reach a LEED Gold status in Camp Parks, Calif. — one of the few such sustainable, net-zero military facilities in the country.

At Day & Zimmermann, we believe that fulfilling our environmental goals will lead to benefits, both immediate and long-lasting, for our customers, employees, and the communities in which we live and conduct business.



A handwritten signature in black ink that reads "Hal Yoh".

Harold L. Yoh III
Chairman and Chief Executive Officer



www.dayzim.com

Our sustainability work goes to the heart of our brand promise — “We do what we say®” — to provide immediate results at our plants and for our customers and communities. By championing a sustainability mindset, we engage our customers and employees, gain competitive advantage, and protect our planet.



www.JohnDeere.com

We're proud of our success reducing our environmental footprint, keeping employees safe, and improving our communities. Still, we know our efforts will never be complete — we will always challenge ourselves to do more.

John Deere's concern for the environment and our employees, customers, and communities is reflected in everything we do.

In 2014, we made progress toward our aggressive 2018 eco-efficiency goals aimed at reducing energy and water use, curbing greenhouse gas emissions, and increasing the percentage of waste material we recycle. Two examples:

- ▶ A new solar energy system began providing approximately 10 percent of the power required by our manufacturing and parts distribution facilities in Bruchsal, Germany. Some 6,500 solar modules convert solar energy into as much as 1.6 gigawatt hours of electrical power and help reduce carbon dioxide emissions by approximately 1,000 tons annually.
- ▶ A new building at our factory near Des Moines, Iowa, incorporates concepts that will reduce energy consumption by 25 percent. The facility also has a retention pond for storm water control; a chemical containment process; and berms to minimize the effect that factory noise, light, and appearance can have on nearby properties.

We are also designing John Deere products to minimize the environmental impact throughout their life cycles. For example:

- ▶ Our new L-Series Skidders' continuously variable transmission enables constant engine speed, which along with features such as auto idle and auto shutdown, extends component life and reduces fuel consumption, noise, and engine wear.
- ▶ The John Deere ZTrak™ Z925M mower with electronic fuel injection (EFI) provides up to 25 percent fuel savings. The EFI responds to the load on the engine with the right amount of fuel, delivering maximum fuel efficiency. In addition, certain ZTrak models have been designed to operate on alternative or bio-based fuels, including models that can use biodiesel, propane, or ethanol blends up to E-85.

Responsible citizenship is also reflected in efforts to protect the well-being of our employees. We extended our exemplary safety record in 2014 with more than half of our locations reporting zero lost-time incidents. Recordable incidents and those resulting in time away from work declined to all-time lows.

Furthermore, our support of citizenship activities — such as reducing world hunger, improving educational opportunities, and developing communities — increased significantly in 2014, and record numbers of our employees volunteered around the globe.

We're proud of our success reducing our environmental footprint, keeping employees safe, and improving our communities. Still, we know our efforts will never be complete — we will always challenge ourselves to do more.



Samuel R. Allen

Chairman and Chief Executive Officer

We are now in our second year as a once-again private company. Privatization was an unconventional move, but it's helping us be bold, evolve fast, and plan long term for a future in which we can lead and better serve our customers.

We're applying that same bold approach to our corporate responsibility strategy, which is evident in our 2020 Legacy of Good plan — a plan that includes ambitious, long-term goals for our own solutions, processes and people and also strives to measure the ripple effect of how our technology is helping others benefit the world.

This approach has been driving innovation at Dell in a big way. We recently launched the industry's first certified closed-loop recycling system, turning our customers' e-waste into reusable plastics for the manufacture of new Dell products. We were also first in our industry to use AirCarbon packaging — plastic made from methane, not oil. It's not carbon neutral, it's carbon negative!

Because of innovative efforts like these, we are making terrific progress to achieve our 2020 sustainability goals, which include a commitment to make our entire product portfolio 80 percent more energy efficient and our packaging 100 percent waste-free. Today, we are the world's largest technology recycler and more than halfway to our ambitious goal of recycling 2 billion pounds of electronics by 2020.

Our global team is actively engaged in helping us reach these goals. Over the last two years, our 100,000 team members invested more than 1.45 million volunteer hours in the charities and causes important to them. And they are dramatically helping reduce our carbon footprint by participating in growing numbers in our flexible work programs.

Our efforts recently earned Dell the 2015 Accenture Circular Economy Pioneer Award and the 2014 Keep America Beautiful Vision for America Award.

That's all good news, but we realize that one company alone can't truly move the needle where sustainability is concerned. It is through collaboration that we will enable the real change that the future demands. And that is what Dell's corporate responsibility strategy is all about — encouraging sustainable practices through our entire ecosystem to build a lasting legacy of good.



www.dell.com/2020

We realize that one company alone can't truly move the needle where sustainability is concerned. It is through collaboration that we will enable the real change that the future demands.



A handwritten signature of Michael Dell.

Michael Dell

Chairman and Chief Executive Officer



Deutsche Bank

www.db.com

Deutsche Bank applies high environmental and social standards to our business to support a sustainable future. As a corporate citizen, Deutsche Bank is uniquely positioned to bring to scale new ideas that address acute global challenges.

At Deutsche Bank, we strive to add value to society through our involvement in global issues such as access to education, social inclusion and climate change. Our code of business conduct and ethics defines our commitment to sustainability, which is at the heart of our corporate responsibility principles.

Improving the Investing Process

Integrating environmental, social and governance issues in the investment process is a focus for Deutsche Bank. To push these efforts, our asset and wealth management division created a team in 2014 responsible for developing and improving the division's capacities and competencies in the field of sustainable investing. We believe that this is a precondition for achieving the best possible long-term performance for our clients, and we see it as part of our fiduciary duty.

Raising Capital for Environmental and Social Investment

Deutsche Bank is one of the leading private sector financiers in clean energy. In 2014, we allocated more than €978 million to clients' renewable energy projects. We advised and provided financing to projects with a total capacity of 1,793 megawatts worth €4.25 billion.

In 2014, Deutsche Bank joined 12 other major financial institutions in publishing the Green Bond Principles, which provide a framework for integrity and transparency of tax-exempt bonds that raise funds for sustainable development. The group set out requirements for designating, disclosing, managing and reporting on capital raised from green bonds to ensure that the funds will make a difference for people and the environment.

Tackling Social Challenges

As a global universal bank, Deutsche Bank can help enable communities and economies to prosper. With a total investment of €80.45 million in 2014 benefitting more than 5.8 million people, Deutsche Bank and our foundations continue to be among the world's most active corporate citizens.

Our social investment programs touched the lives of 1.6 million people last year. They ranged from microfinance and impact investing via community development and building enterprise initiatives to support for the disadvantaged. As a pioneer and thought leader in microfinance, we have lent approximately \$330 million to more than 130 microfinance institutions in 51 countries since 1997.

Deutsche Bank applies high environmental and social standards to our business to support a sustainable future. As a corporate citizen, Deutsche Bank is uniquely positioned to bring to scale new ideas that address acute global challenges.



Jacques Brand

Chief Executive Officer, Deutsche Bank North America

We're serious about being the Earth's favorite TV provider. Our employees weave sustainability into their work every day, both within our walls and outside. Sustainability is too important to begin and end with us, and that's why we're working with our customers, suppliers, business partners and other stakeholders to reduce DIRECTV's environmental footprint.

While DIRECTV focuses broadly on our overall environmental impacts, we recognize climate change as a serious societal challenge that demands effective action. We are committed to improving the resource efficiency of our operations and our products while helping to lead our industry on a more sustainable path.

Operations Impacts

- We have reduced our global carbon footprint by 11.6 percent since 2011 through a combination of improvements across our fleet and facilities.
- Our fleet has seen dramatic improvements in energy efficiency. In fact, our fuel consumption in the United States is down 22 percent since 2011.
- We have also installed DIRECTV's first solar array — a 1 megawatt facility located at our California Broadcast Center.

Product Impacts

- In 2014, DIRECTV was once again honored to receive the ENERGY STAR® Partner of the Year award. Currently, more than 85 percent of DIRECTV's receivers deployed in the United States are ENERGY STAR® certified.
- Since 2012, we have reduced the emissions associated with our customers' energy use by more than 278,000 metric tons of carbon dioxide equivalent.

Leadership

- In 2014, we established a DIRECTV Climate and Carbon Emissions Policy. The policy commits DIRECTV to continue to improve the resource efficiency of DIRECTV operations and products.
- We have set a new company goal of reducing our Scope 1 and Scope 2 emissions by 40 percent by 2020, in line with the latest scientific research in the field of climate change.
- We continue to transparently report on our carbon reduction efforts through CDP. We were recognized as a performance leader by CDP and were added to the Dow Jones Sustainability Index.

We continue to expand our efforts in other areas to minimize DIRECTV's environmental impacts. In 2014, we recycled more than 24 million pounds of e-waste and were a founding member of the R2-Leaders program. We also kept more than 4,000 tons of waste from entering landfills. The scope of sustainability at DIRECTV continues to increase, and we are now integrating sustainability into all of our jobs.



A handwritten signature in black ink that reads "Michael White".

Michael White

Chairman, President and Chief Executive Officer



www.directv.com/sustainability

We are proud of the progress that we have made as a company, and we recognize that we have more to do for our stakeholders and our planet. Our company sustainability goals serve as a guide for us to continue to innovate, and our employees continue to inspire DIRECTV toward a more sustainable path of business.



www.dominioncsr.com

Dominion is committed to providing shareholder, employee and community value through strong economic performance and responsible environmental stewardship.

Dominion is committed to providing shareholder, employee and community value through strong economic performance and responsible environmental stewardship. This commitment is deeply rooted in the company's legacy and our enduring core values of safety, ethical behavior, excellence and teamwork.

As an energy company, we are keenly aware that our operations have a significant impact on the economy, the environment and the community. That is why we seek effective collaboration with lawmakers, regulators, industry peers, nongovernmental organizations and others in the pursuit of a smarter, cleaner and more efficient energy economy.

Continuous performance improvement is something we focus on relentlessly. It helps drive the superior performance we strive for in our core businesses, but it also benefits our sustainability initiatives by challenging us to set high standards and to deliver long-term rewards to those with a stake in our business.

In the past year:

- We continued to execute a \$20 billion, multiyear infrastructure expansion program — the largest in company history — to serve our customers' energy needs for decades to come — creating jobs, tax revenues and economic opportunities for local communities;
- We expanded our renewable energy-generating portfolio by placing into service more than 200 megawatts (MW) of solar power in California and Tennessee. We plan to bring more zero-emission solar capacity online in Virginia and other areas in 2015;
- We continued to partner with Virginia commercial, industrial and governmental customers to construct and operate up to 30 MW of solar energy facilities on leased rooftops and other grounds of private businesses and public properties;
- We began building a \$3.4–3.8 billion natural gas liquefaction project at our Cove Point terminal on the Chesapeake Bay, providing significant new economic benefits to the region and potentially reducing global greenhouse gas emissions;
- We contributed more than \$18 million to about 1,300 charitable organizations in the regions we serve, and Dominion employees donated more than 100,000 hours of volunteer service to their communities; and
- We were named Utility of the Year by *Electric Light & Power*, a leading trade publication, for the company's outstanding safety performance, reputation, infrastructure investments, and environmental and sustainability initiatives.

These are just some recent examples of the ways we live up to our citizenship and stewardship commitments — or the ways we "create, grow, sustain," in the words of this report. We look forward to making more positive contributions to the people and places we serve in the years ahead.



A handwritten signature in black ink, appearing to read "Thomas F. Farrell II".

Thomas F. Farrell II
Chairman, President and Chief Executive Officer

Even in today's volatile and uncertain environment, doing well by doing good is possible, especially if you set bold and ambitious goals and create a culture that carries them forward.

Dow has done this very visibly over the past 20 years, regularly reporting on progress. Our goals have delivered \$13 billion in savings since 1995 — a number that continues to grow. They have led us to meaningful changes in culture and behavior as well as successes through innovation and collaboration — not just within the company but with our customers and our communities.

In 1995, we realized that sustainability cannot be a separate pillar of strategy; it gives us our license to operate. We launched our 2005 environment, health and safety (EH&S) goals, which sought to drastically reduce our company's footprint through aggressive waste, water use and energy reduction targets. Our investment paid off: With just \$1 billion of input, Dow created a strong safety culture throughout our company, and we generated \$5 billion of value in return — proving that more sustainable practices can benefit the bottom line.

Over the last decade, we have built on the success we had in reducing our footprint and focused on our "handprint," the global sustainability multiplier effect of our products and solutions. We have considered our products' lifecycles, further improved efficiency and unlocked chemistry as the world's indispensable toolbox for society's use. We have already celebrated a number of milestones that demonstrate our success in reaching our 2015 goals, including: attaining our target of 10 percent of revenues from products "highly advantaged" by sustainable chemistry; exceeding our target of delivering three breakthroughs to world challenges in the areas of food, water, energy and climate change, and health and hygiene; and achieving community acceptance ratings in 11 key communities in which we operate.

As we look toward the next generation of sustainability at Dow, we are challenging ourselves to think beyond our operations (footprint) and the impact of our products (handprint). With society facing unprecedented challenges, we must leverage our breadth and depth of scientific knowledge to provide solutions at the intersection of business, government and society and deliver a blueprint for change. But none of us can do this alone. New levels of collaboration — often with seemingly unlikely partners — are required to drive change.

Two decades into our sustainability journey, we know that capitalism can do more to make a positive difference for all of the world's 7 billion people — not to mention the 2 billion more on their way by 2050. We hope you will join us in achieving this sustainable future.

A handwritten signature in black ink, appearing to read "Liveris".

Andrew N. Liveris
Chairman and CEO



www.dow.com

With society facing unprecedented challenges, we must leverage our breadth and depth of scientific knowledge to provide solutions at the intersection of business, government and society and deliver a blueprint for change.



sustainabilityreport.duke-energy.com

Much of our work is focused on the future. Last year, we announced \$8 billion in new infrastructure as well as solar and natural gas investments. We're also preparing for the next generation of customers and workers, reducing our environmental footprint, and so much more.

This past year was both challenging and promising for Duke Energy. In the end, we emerged as a stronger company, and we're moving forward with a clear vision for how we'll continue to innovate, lead and succeed in this ever-changing industry.

Raising the standard

A February 2014 incident at our retired Dan River Steam Station caused coal ash to flow into the adjacent river. We immediately went to work to stop the leak and remove coal ash from the river, and we are applying what we learned to set new standards for managing coal ash, closing ash basins and strengthening operational excellence throughout the company.

Connecting with customers

We're also taking steps to improve our customers' experience with Duke Energy. That means communicating in new ways, simplifying account management, and better understanding our customers' needs and expectations.

Energy saving light bulbs continue to be popular among customers. In recent years, we've distributed nearly 61 million bulbs. We're also helping low-income customers make their homes more efficient. In the end, we will drive value by making customers central to all that we do, maintaining affordable rates, and enhancing the resilience and capabilities of the power grid.

Strengthening communities, improving the environment

In 2014, The Duke Energy Foundation provided more than \$26 million in grants and matching donations to nonprofits that focus on one of our four priorities: education, economic and workforce development, the environment, and community impact and cultural enrichment. We also created a \$10 million fund to benefit waterways around and downstream of our Carolinas operations.

We have taken significant actions to reduce our carbon dioxide emissions over the past several years — for example, closing 40 coal-fired generating units and building modern natural gas-fueled plants. We have also invested more than \$4 billion in wind and solar facilities. And we're advocating for climate change policies that reduce emissions while balancing the impact on customers' rates, state economies and power reliability.

Preparing for the future

Much of our work is focused on the future. Last year, we announced \$8 billion in new infrastructure as well as solar and natural gas investments. We're also preparing for the next generation of customers and workers, reducing our environmental footprint, and so much more.

We're building upon our good work and positioning Duke Energy for continued success in 2015 and beyond. I'm excited to see what we will achieve on this difficult yet vital and fulfilling journey.



A handwritten signature in black ink that reads "Lynn J. Good".

Lynn J. Good

Vice Chairman, President and Chief Executive Officer

At Eastman, sustainability serves as a lens for how we do business. We are committed to environmental stewardship; supporting our communities; and creating an inclusive, collaborative, safe and healthy workplace. For us, sustainability drives us to develop innovative products that help make the world a better place and motivates us to focus on reducing waste, carefully managing resources and conserving energy throughout our operations. Our approach to sustainability is why Eastman continues to grow and be successful.

As a specialty chemical company, we are committed to delivering consistent value for all of our stakeholders. Eastman's growth strategy continues to focus on three key factors — innovation, productivity and leveraging opportunities to expand our portfolio. We made great progress in 2014, delivering our fifth year of earnings growth and completing an unprecedented four acquisitions.

Winning with customers through innovation often drives us to look for sustainable solutions. We continuously work with our value chain partners to understand the needs of our changing world, embedding sustainability both up and down our supply chains. As examples of that focus, Eastman became a signatory of the United Nations Global Compact and the first U.S.-based company to join Together for Sustainability last year. This was a natural step for us, as we have embedded principles of customer focus, sustainable procurement, ethical business practices and fair labor standards into our processes and operations since our beginnings.

Also in 2014, we increased our corporate social responsibility efforts to develop a global strategy for social investment. As our company continues to grow, we realize that we have the ability to make a broader impact around the world. With a focus on environment, education, economic development, ethics and empowerment, the new corporate social responsibility strategy is designed to assess the collective impact of our efforts, locally and globally.

None of this good work would be possible without the dedication of our team members. The men and women of Eastman are committed to doing the right thing. Our ability to further ingrain sustainability into our culture is a direct reflection of the outstanding work our team members do every day.



A handwritten signature in black ink, appearing to read "Mark J. Costa".

Mark J. Costa
Chief Executive Officer

EASTMAN

www.eastman.com/sustainability

At Eastman, sustainability serves as a lens for how we do business. We are committed to environmental stewardship; supporting our communities; and creating an inclusive, collaborative, safe and healthy workplace.

Sustainability drives us to develop innovative products and motivates us to focus on reducing waste, carefully managing resources and conserving energy throughout our operations.

Providing electrical, hydraulic and mechanical power that is efficient, safe, reliable, cost effective and sustainable is a global imperative in which Eaton plays a major role. It's our mission every day to seek answers to the critical power management challenges facing our customers, our communities and our planet.

Providing electrical, hydraulic and mechanical power that is efficient, safe, reliable, cost effective and sustainable is a global imperative in which Eaton plays a major role. It's our mission every day to seek answers to the critical power management challenges facing our customers, our communities and our planet.

At Eaton, we create numerous products focused on power-management solutions to drive economic growth and environmental improvement. Eaton engineers continue to design and develop these products with sustainability as a driving force. Products include fuel and pneumatic systems that help decrease jet fuel consumption and greenhouse gas emissions; LED lighting that reduces power consumption and heat while it improves optical performance; and innovative filtration technologies that reduce the need for disposable media, thus reducing waste, while providing finer debris filtration in critical manufacturing processes.

In 2014, Eaton's new products included lightweight alloy hollow valves used on 2.0-liter automotive engines that help drive better fuel economy and lower emissions, and the PowerXL DE1 Variable Speed Starter, designed to use less start-up power in electrical distribution systems built to harness solar energy and reduce demand on local power grids.

Also in 2014, Eaton continued to make our facilities and processes more sustainable through investments in energy-saving projects that included LED lighting upgrades, renewable energy installations, building shell insulation, equipment upgrades, new energy efficient facilities and more. These actions helped Eaton surpass our goal to reduce global energy use by 25 percent between 2006 and 2016 as a participant in the U.S Department of Energy's Better Buildings, Better Plants program.

Sustainability is at the core of Eaton's business and values, which include supporting strong and sustainable communities wherever we operate. During World Environment month last June, our employees participated in local green projects focusing on energy efficiency, community gardens, recycling, sponsorships and much more. These efforts continue throughout the year and capture the spirit of Eaton's philosophy of "doing business right."

Yet, we strive to do better. Recently, Eaton started a new conversation about how we measure and report sustainability, driven by the Global Reporting Initiative G4 standards. Our goal is to do more of what makes the greatest impact. Eaton devised a rigorous process to analyze the business issues most material to our sustainability metrics. Information is power — and we're using it to multiply Eaton's effectiveness in improving the environment and protecting lives.



Alexander M. Cutler
Chairman and Chief Executive Officer

Transforming the Grid

The needs of our customers are changing. They want cleaner air and water and a healthier environment. They want an electric power system that is more secure, reliable, environmentally responsible, and offers them more choices and control — while keeping electricity affordable. Edison International intends to be a leader in developing a more advanced, flexible, resilient and low-carbon grid — what we call the “21st century power network.”

Our Southern California Edison (SCE) utility is investing billions annually to transform its electric system, from the historical model of centralized generation and one-way power flows toward a future of two-way flows and distributed energy resources. These resources include rooftop solar, electric vehicles and energy storage, all which help reduce greenhouse gas (GHG) emissions. Already, California is home to more than one-quarter of the nation’s distributed generation.

Opportunities for Growth

Solar energy offers a huge opportunity to foster sustainability and economic growth. SCE is among the nation’s leading utilities for helping homes and businesses go solar, connecting a new solar customer every 15 minutes — 34,000-plus in 2014 alone. Since 2007, SCE has paid \$800 million-plus in rebates to more than 65,000 solar customers.

Among our competitive businesses, which focus on clean energy products and services, is SoCore Energy, which installs solar panels for commercial customers including Walgreens and Ikea. Through 2014, SoCore has produced 39 million kilowatt-hours of energy, equivalent to reducing 64,000 metric tons of GHG emissions.

Zero-emission vehicles represent another growth area. Currently, SCE serves 36,000 electric vehicle owners, a number growing by more than 1,200 monthly. On the competitive side, we’ve invested in Proterra, a leader in zero-emission commercial vehicles. To date, Proterra buses have traveled more than 940,000 miles, preventing more than 1.6 million tons of carbon dioxide emissions.

Energy storage is a potentially game-changing technology, which can facilitate renewable energy. SCE is helping to advance this technology, with research that includes the \$50 million Tehachapi Energy Storage Project, the largest storage demonstration of its kind in North America. In late 2014, SCE also procured 264 megawatts of storage capability, on pace toward meeting state-mandated targets by 2020. These contracts with four up-and-coming suppliers helped bolster the nascent energy storage industry.

Present and Future

In sum, the next-generation power system must meet customer needs, foster sustainability and drive economic growth now and in the future. Edison International is listening to its customers; we have every reason to give them what they want.

*Ted Craver*

Theodore (Ted) F. Craver, Jr.

Chairman, President and Chief Executive Officer



www.edison.com

Edison International intends to be a leader in developing a more advanced, flexible, resilient and low-carbon grid — what we call the “21st century power network.”



www.lilly.com

We've put in place new goals through 2020 to further reduce our environmental impacts. We're targeting another 20 percent improvement in energy efficiency with a corresponding 20 percent reduction in GHG emissions, a 20 percent improvement in waste efficiency, and a 15 percent absolute reduction in phosphorus emissions.

When Colonel Eli Lilly founded our company in 1876, he set a clear precedent for serving communities and operating responsibly. Today, this remains an integral part of our brand promise: **Lilly unites caring with discovery to make life better for people around the world.** This promise includes fostering environmental sustainability, because we believe there's a strong relationship between a healthy environment and healthy people.

The way we operate our business today will have a long-lasting impact. We subscribe to the concept of the triple bottom line: that society, the environment, and business all benefit when each element is strong. That's why we're committed to reducing our environmental footprint.

Our previous environmental goals included:

- **Energy and greenhouse gas (GHG) emissions — 15 percent improvement.** Since 2007, we've improved energy efficiency by more than 17 percent and reduced GHG emissions by more than 16 percent (per square foot of facility space). At our facility in Branchburg, N.J., our new 40-acre solar array will generate 12.6 million kilowatt hours of electrical energy per year. This is roughly equal to the electricity used by 1,500 homes and avoids 3,900 metric tons of carbon dioxide emissions annually.
- **Water intake — 25 percent reduction.** We've reduced water intake by about 35 percent over the past 7 years. Our reduction of 6.6 billion liters over the goal period would fill nearly 13,000 Olympic-sized swimming pools.
- **Waste to landfill — 40 percent reduction.** Our waste to landfill has been reduced by more than 73 percent from 2007 to 2013. This equals the amount of waste that would fill about 2,300 garbage trucks.

By reducing our waste, energy, and water use, we've saved more than \$200 million over the past 7 years. Conserving resources is good for the environment, our business, and the communities in which we live and work.

We've put in place new goals through 2020 to further reduce our environmental impacts. We're targeting another 20 percent improvement in energy efficiency with a corresponding 20 percent reduction in GHG emissions, a 20 percent improvement in waste efficiency, and a 15 percent absolute reduction in phosphorus emissions.

We share our goals and performance with independent, internationally recognized agencies like the United Nations Global Compact, CDP, and UK Carbon Trust. We look forward to using our partnership with Business Roundtable to share and take advantage of best practices.



John C. Lechleiter, Ph.D.

Chairman, President, and Chief Executive Officer

Times of great transformation are times of great opportunity. And indeed, we are in a time of dramatic and rapid changes in our industry and in our society.

IT continues to be redefined by four powerful trends: mobile devices, cloud computing, big data and social networking. The pace of this transformation has further accelerated in the past year, becoming both incredibly disruptive and extremely rich in opportunity.

EMC helps organizations redefine themselves for this data-driven, cloud computing-enabled world. Just as we redefine how businesses store, protect, analyze, share and secure information, we must redefine how we create value for our society and our planet.

EMC's greatest assets are our innovative employees and our industry-leading technology. We strive to leverage them in ways that create prosperity and wellbeing for our investors, our communities and our environment through:

- ▶ Delivering products, solutions and services in a sustainable and responsible manner;
- ▶ Producing innovative technologies that help our customers maximize the value from the massive amount of data being created, stored and processed in a manner that supports their own sustainability journey;
- ▶ Collaborating in the development of environmental and social solutions that use our technologies;
- ▶ Using our technologies within EMC to accelerate our own journey to sustainability; and
- ▶ Inspiring and empowering our people to contribute their skills and knowledge to advance a sustainable future.

We focus on the areas where we have the greatest potential for positive impact, then hold ourselves accountable by measuring and reporting our progress. Along the way, we continue to have candid conversations with our stakeholders and work with our peers to drive change across our industry.

While there are enormous challenges facing our society, we have never had greater opportunities in front of us to apply IT and our collective talents for a better future.



A handwritten signature in black ink, appearing to read "Joseph M. Tucci".

Joseph M. Tucci
Chairman and Chief Executive Officer

EMC²

www.emc.com/sustainability

EMC helps organizations redefine themselves for this data-driven, cloud computing-enabled world.

Just as we redefine how businesses store, protect, analyze, share and secure information, we must redefine how we create value for our society and our planet.

At Exelis, the motto for our environmental sustainability efforts is “keep looking, keep improving.” Throughout our business, we know that there are always going to be more and better ways to reduce water consumption, energy use and waste generation.

At Exelis, we are strongly committed to operating a successful and responsible global business with a focus on growth and a commitment to our values of respect, responsibility and integrity.

One aspect of our corporate responsibility program that is a particularly important is our mandate to minimize the environmental impacts of our operations, which is accomplished by efficiently using our resources, specifically with regards to energy.

In 2014, Exelis continued to make a number of energy efficiency improvements throughout our facilities, resulting in an **8 percent reduction of energy consumption compared to 2013**. In the process, we also reduced our greenhouse gas emissions.

Although some of the energy reduction can be attributed to facility consolidation efforts, there were several initiatives implemented in 2014 worth highlighting.

- ▶ Using energy-efficient light bulbs, motion-activated light switches, updated HVAC systems, energy audits of electrical equipment, and energy purchases from suppliers that generate electricity with hydropower and solar energy, our electronic systems division decreased its energy usage across all of its sites by 14 percent.
- ▶ We reduced energy costs at our Roanoke, Va., facility in part by optimizing the energy-intensive production of “ultra pure” (low-contaminant) water, which also reduced overall water consumption by 22 percent.

Supporting Environmental Sustainability

At Exelis, we also develop a wide range of technologies that address environmental issues, from systems that decrease aircraft emissions and improve forest health to our satellite payloads that provide data about weather, climate and environmental conditions.

We pride ourselves on making business-related decisions that are rooted in our values of respect, responsibility and integrity. This energizes our employees and leaders to commit to and continuously improve our operations and corporate responsibility program, particularly our environmental sustainability efforts.

To learn more about our commitment to corporate responsibility at Exelis, please visit www.exelisinc.com/company/corpresp.



A handwritten signature in black ink that reads "David F. Melcher".

David F. Melcher
Chief Executive Officer and President

When you pull into the parking lot at Express Scripts, our advances in sustainability are readily apparent.

We have built charging stations for electric cars in our parking garage. Our security team patrols our site using electric vehicles and Segways. The newest building on our St. Louis campus has a Leadership in Energy and Environmental Design (LEED) Gold Core and Shell Certification. Our food service team donates used cooking oil to local vendors to turn into biofuel.

In the building, dim rooms light up when people walk in, room temperature adjusts to the number of people meeting, furniture is 100 percent recyclable, and employees read from documents that started as newspapers or paper plates.

These are just a few of the visible ways in which we are more sustainable. There are many more things beyond this list that have become a part of our commitment to more sustainable business practices.

For nearly 30 years, our primary mission at Express Scripts has been to make the use of prescription drugs safer and more affordable. During that time — on behalf of thousands of clients and tens of millions of members — we have also worked to make the pharmacy benefit more sustainable, both financially and from an environmental perspective.

We improve processes to reduce the misuse of prescription drugs and gain insight from data to build better pharmacy solutions. By doing so, we reduce the cost of health care and create better patient outcomes. The work we do — from helping people stay adherent to their medications or shipping prescription drugs in more environmentally friendly containers — directly ties to the Business Roundtable sustainability goals.

Express Scripts employees remove waste in all of its forms and help our company become a greater champion for sustainability. Whether it is using solar power to reduce energy use, building for environmental excellence or driving out pharmacy waste, we are doing all we can to push more sustainability and to be a catalyst for greater environmental responsibility.

Sustainability has graduated from being a thing we wanted people to focus on to being a core part of our jobs. I'm proud of what Express Scripts and other Business Roundtable companies have done and will continue to do to improve sustainability.



A handwritten signature in black ink, appearing to read "George Paz".

George Paz
Chairman and Chief Executive Officer



lab.expressscripts.com

Our primary mission at Express Scripts has been to make the use of prescription drugs safer and more affordable. On behalf of thousands of clients and tens of millions of members, we have also worked to make the pharmacy benefit more sustainable, both financially and from an environmental perspective.



ey.com/sustainability

Research conducted by EY's Beacon Institute for Purposeful Business finds that, across industries and geographies, corporate focus is moving steadily from value creation for its own sake to value creation without harm to actively building value for and with a wider set of stakeholders.

Current global realities have changed the game for business. Megatrends such as population growth, an expanding middle class, transformational technologies and an intense demand for natural resources are reshaping the purpose of corporations. Research conducted by EY's Beacon Institute for Purposeful Business finds that, across industries and geographies, corporate focus is moving steadily from value creation for its own sake to value creation without harm to actively building value for and with a wider set of stakeholders.

The powerful CEO narratives of Business Roundtable's sustainability report speak to this shift, and EY is proud to contribute to the conversation. Across the globe, EY has nearly 200,000 people fulfilling our purpose of building a better working world. This purpose is present in all that we do: in serving our clients; developing our people; supporting our communities; and working with nonprofits, policymakers, regulators and trade interests like Business Roundtable. Through such collaboration, we believe that we have a significant role to play in fostering sustainable and responsible economic growth.

EY professionals help businesses and governments around the world respond to the environmental and social challenges posed by the global megatrends and identify responsible paths to growth. Whether it is measuring the carbon footprint of products, assessing the effectiveness of a worker-safety system, developing a global human rights policy or helping to communicate the value of a corporate responsibility program, our professionals work closely with clients every day to help them build a better working world.

EY also is sharpening our own efforts to conduct business in an environmentally and socially responsible way. We have built a global methodology for measuring and managing our environmental impacts and greenhouse gas emissions. Through our Entrepreneur of the Year and Entrepreneurial Winning Women programs, we support small- to medium-sized enterprises, women entrepreneurs and game-changers building businesses that benefit society and the environment. In working with organizations such as Kiva, the Network for Teaching Entrepreneurship, Earthwatch and Endeavor, EY is strengthening local communities and helping to tackle the challenges of poverty and access to education.

Change has been a constant at EY for more than 150 years, but we've always tried to manage our business responsibly, focusing on sustainable, long-term growth. Our values and purpose challenge us to adapt and innovate, so that by working collaboratively, we all find ways to create, grow and sustain.



Mark Weinberger
Global Chairman and Chief Executive Officer

Because we're at the nexus of global trade, we have a major role in creating prosperity for millions of people. Because we are vitally integrated into the communities of 220 countries and territories around the world, FedEx keeps moving forward. Movement is at our core, as represented by the arrow in our FedEx logo. It's a built-in symbol of our forward thinking, and we're applying that to global citizenship activities in bigger and better ways.

FedEx global citizenship is about connecting the world responsibly and resourcefully. More than ever, we are aligning our citizenship goals with our business goals to create the most far-reaching, impactful programs possible.

Our business goals include strategic acquisitions, new hubs and enhanced services to create a more profitable FedEx. But just as important, achieving such business goals strengthens the link between emerging economies and the global marketplace. We are creating social and economic benefits for businesses from South Africa to South Korea. Growing our operations expands the possibilities for companies — from those with a few employees to those with thousands on the payroll.

Here in the United States, FedEx has long-standing programs to help small and medium-sized businesses navigate a complicated international regulatory environment. These programs help FedEx customers reach across oceans and continents to new markets.

We believe that our commitment to global citizenship underpins our long-term growth and profitability. Our fuel reductions contain costs and reduce emissions. Our diversity efforts add team members with broader talents and perspectives. Our participation in jet fuel alternatives research frames a future that may save money *and* the environment. Global citizenship can be a strong, long-term, competitive advantage.

No matter how smart our strategies may be, there can be no success without our people. FedEx team members move forward with commitment; they execute with precision; they create possibilities for the world. It's their insight and action that keep FedEx moving forward and creating countless possibilities for our customers, shareowners and the world.

FedEx will continue to have big ambitions for our global citizenship strategy and work hard to achieve our goals. We're pleased with our progress but never satisfied.



A handwritten signature in cursive script, appearing to read "Frederick W. Smith".

Frederick W. Smith

Chairman and Chief Executive Officer



<http://csr.fedex.com>

FedEx global citizenship is about connecting the world responsibly and resourcefully.

More than ever, we are aligning our citizenship goals with our business goals to create the most far-reaching, impactful programs possible.



[www.firstsolar.com/en/about-us/
corporate-responsibility](http://www.firstsolar.com/en/about-us/corporate-responsibility)

Over the years, First Solar's utility-scale power plants have led the way in driving down the cost and ensuring the reliability of solar electricity, enabling the global transition to renewables. Solar has evolved into a valued component of the global generation portfolio in terms of cost competitiveness and energy yield.

Since 1999, First Solar has been creating enduring value by delivering clean, affordable and reliable solar photovoltaic (PV) energy solutions that enhance the environment and everyday lives of people around the world. In January 2015, we celebrated a significant milestone — becoming the first thin film PV company to have 10 gigawatts (GW) of modules installed worldwide. First Solar's 10 GW of installed capacity produces enough clean electricity annually to power 5 million average households and displace 7 million metric tons of carbon dioxide based on worldwide averages.

Over the years, First Solar's utility-scale power plants have led the way in driving down the cost and ensuring the reliability of solar electricity, enabling the global transition to renewables. According to the U.S. Federal Energy Regulatory Commission, renewables provided approximately 50 percent of new electricity generating capacity in 2014 — 34 times more than coal, nuclear and oil combined. Solar has evolved into a valued component of the global generation portfolio, able to hold its own in terms of cost competitiveness and energy yield.

In addition to utility-scale generation, we are developing solutions for some of the world's most pressing energy challenges: hybrid power plant solutions that reduce fuel consumption; off-grid energy access solutions that can address the needs of the 1.3 billion people living without electricity; and distributed generation solutions for residential, commercial and industrial customers.

Our recent partnership with Clean Energy Collective, the nation's leading community solar provider, will enable us to develop community solar solutions for residential customers and businesses. Community solar benefits from economies of scale and provides customers with a compelling solar product without physical constraints on their home or lease agreement. Community solar solutions give everyone a way to go green.

First Solar has been at the forefront of innovation in the solar industry, investing more than \$100 million in R&D, implementing aggressive cost and efficiency roadmaps, and developing PV technology with superior environmental life cycle benefits. With the smallest carbon footprint, lowest life-cycle water use and fastest energy payback time in the industry, First Solar thin film modules are the leading eco-efficient PV technology, generating more energy with the lowest environmental impact per kilowatt hour. In addition to addressing energy security, climate change and water scarcity, First Solar energy solutions are delivering competitive, accessible and reliable solar electricity globally.



A handwritten signature in black ink that reads "James A. Hughes".

James A. Hughes
Chief Executive Officer

Create. Since 2012, Fluor has focused and strengthened the company's ability to serve our clients. In 2014, we took our next steps on a deliberate and purposeful path to provide integrated solutions to our clients' project needs and to assure capital efficiency and cost and schedule certainty — two critical drivers for their financial success and a sustainable future.

Grow. As a result, we are fully committed to a strategic direction that moves our company from an engineering, procurement, maintenance and construction company toward an integrated solutions provider.

Our company's success begins with leadership. We have a history and tradition of conducting our business with skilled and capable leaders — Fluor leaders. And we are committed to building leaders of the future, also a Fluor tradition that is recognized and highly valued.

And while leadership is important, leadership that is framed on core values is essential. Fluor core values of safety, integrity, teamwork and excellence shape our behaviors and reinforce our culture throughout the world. Each serves as a critical component of the fabric of our company and shapes our decisions and actions on a daily basis.

Sustain. We are a strong, competitive and sustainable company and our success is measurable.

Safety. Fluor continued our strong safety record in 2013:

- ▶ 394 million self-perform and subcontractor work hours performed;
- ▶ Slight decline in the total recordable case incidence rate to 0.30; and
- ▶ Slight increase in the Days Away Restricted Transferred incidence rate to 0.13 per 200,000 global hours worked.

Although we experienced three separate industrial incidents in 2014 leading to fatalities, Fluor leaders and employees addressed the safety challenges they presented, strengthening our commitment to safe work practices globally and to safety as a core value of our company.

Environment. Fluor achieved a 12 percent reduction in our normalized carbon footprint through 2013, adding to the **50 percent** reduction in our normalized carbon footprint over the past eight years. We continued on track to improve cost and energy efficiency throughout 2014.

Community. Fluor and our employees contributed more than \$8.5 million in 2013 in financial support to community initiatives.

- ▶ Employees volunteered approximately 44,800 hours.
- ▶ Fluor Foundation gave more than \$1.9 million in grants to American and international universities.
- ▶ More than 545,400 meals were served in our global communities

The strength of any enterprise can be measured by its performance and commitment to core beliefs and values. Our values and beliefs are bedrock to a sustainable future for Fluor and our stakeholders.

The strength of any enterprise can be measured by its performance and commitment to core beliefs and values. Our values and beliefs are bedrock to a sustainable future for Fluor and our stakeholders.



A handwritten signature in black ink that reads "David T. Seaton".

David T. Seaton
Chairman and Chief Executive Officer

We play a significant role in contributing to worldwide sustainable development through our operations and the products we deliver.

Freeport-McMoRan is a U.S.-based natural resource company with a global portfolio of mineral assets, significant oil and gas resources in the United States, and a growing production profile. We play a significant role in contributing to worldwide sustainable development through our operations and the products we deliver.

Global energy demands are growing at a rapid pace, and copper is essential for building the energy systems of the future. Copper's superior efficiency as a conductor of electricity makes the red metal vital for a lower-carbon economy. We are the largest publicly traded producer of copper, and with more than 100 billion pounds of recoverable copper reserves and substantial incremental resources, we are pursuing opportunities to increase production.

Within our operations, improvements in energy efficiency reduce costs and greenhouse gas emissions. We have been investing more than \$10 million annually into energy-related research and development through our technology center, technical services and operational improvement groups.

I am pleased to share some achievements over recent years:

- ▶ Deployed proprietary alternative anode technology to reduce energy required in producing electrowon copper;
- ▶ Used excess process heat from the sulfur burner at our Safford mine in Arizona to generate up to 15 megawatts (MW) of power for continuous use at mine processing operations;
- ▶ Provided mining-related property for a combined 20 MW of solar power generation in Arizona;
- ▶ Implemented High Pressure Grinding Rolls, the first application in the global copper industry, resulting in a greater than 15 percent reduction in grinding energy requirements;
- ▶ Installed high-efficiency ball mills and a hydraulic roll crusher to process higher volumes of ore at our U.S. flagship Morenci operation in Arizona, resulting in an approximately 25 percent more energy-efficient crushing circuit;
- ▶ Developed an approach to achieve energy-efficient blasting and downstream energy-intensive crushing and grinding operations; and
- ▶ Maintained ISO 50001 certification at our Atlantic Copper smelter in Spain for its energy management system.

These projects and initiatives have resulted in improved energy efficiencies at our operations. As we expand production to meet demand, total energy use and emissions will increase. Economically deploying state-of-the-art technologies and energy programs reduces these impacts. This is a win-win for our business and all stakeholders in our pursuit of sustainable development.



A handwritten signature in black ink, appearing to read "RC Adkerson".

Richard C. Adkerson
Chief Executive Officer

Frontier Communications Corporation is a thriving communications company that has evolved from a company serving mainly rural areas and small and medium-sized towns and cities to a major provider of broadband infrastructure and services across the United States. Our 100 percent U.S.-based workforce is committed to delivering innovative and reliable products and solutions that emphasize convenience, service and customer satisfaction.

We focus on delivering broadband capability to all of our customers regardless of location. Investments in our network have made broadband available to more than 92 percent of households throughout our service area, much of which is hard to reach due to difficult topography and low population density. Our broadband infrastructure and services connect rural markets to business, community, educational and economic opportunities, all of which “create, grow and sustain” rural America.

Yet broad sections of rural America continue to face significant economic challenges. We believe these challenges can be addressed with investment, creativity and innovation. To that end, in September 2014, Frontier — along with our partners DISH Network and CoBank — launched the America’s Best Communities (ABC) prize competition. This \$10 million competition is focused on stimulating growth and revitalization in small cities and towns across our footprint. ABC is an unprecedented effort to identify and invest in innovative ideas and proposals that will grow and sustain rural economies. The winning ideas, to be announced in 2017, will provide a roadmap for growth for all rural communities across the United States. In addition, this \$10 million investment will have an eight to 10 times multiplier effect as businesses and communities dedicate additional resources to change the face of their communities. By investing in and creating this contest, Frontier is affirming our commitment to support sustained economic success in our nation’s small communities.

More than 345 local communities, often joining with their neighbors, have submitted their applications and proposals. These ideas are community specific and include plans for smart housing, workforce and small business development, business incubators in regional locations that reduce commuting times and benefit of the environment, training centers, and even a rural airway runway project.

Frontier believes that rural America is an emerging market worthy of support and investment. We are proud to be part of a campaign that will bring to life innovative proposals to improve lives and livelihoods across our many communities and strengthen and sustain those economies.



www.frontier.com

Frontier believes that rural America is an emerging market worthy of support and investment. We are proud to be part of a campaign (the America’s Best Communities prize competition) that will bring to life innovative proposals to improve lives and livelihoods across our many communities and strengthen and sustain those economies.



A handwritten signature of Maggie Wilderotter's name.

Maggie Wilderotter
Chairman and Chief Executive Officer



www.gesustainability.com

Creating technology to help our customers transform industries while reducing environmental impact — that is what Ecomagination has always been about.

At GE, solving problems for our customers and finding solutions that benefit the planet, its people and the economy are a fundamental part of our business strategy and the backbone of our culture.

We live in a slow-growth, volatile world where many people face real challenges: lack of access to quality health care and reliable power, a shortage of natural resources, and lack of adequate infrastructure. To succeed as a global business, we must help build the communities where we operate. As a global infrastructure business, in more than 170 countries, we know this goes hand in hand with our ability to grow. In fact, GE may be one of the only companies in the world that can integrate the technology and talent needed to take on these challenges.

Technology

To help our customers and communities be more productive and resilient, GE created our Ecomagination initiative in 2005 based on the idea that efficiency can help customers transform industries while reducing environmental impact. In the 10 years since, we have grown the initiative and made credible progress.

We have invested more than \$15 billion in R&D to build cleaner technologies and the result is best-in-class efficiency hitting the market. The LEAP jet engine, for example, will power the next generation of narrow-body aircraft and has the potential to be 15 percent more fuel efficient than the engine it replaces. The H turbine is the largest, most fuel-efficient gas turbine in the world at 61 percent efficiency. The Tier 4 locomotive emissions are 76 percent lower in nitrogen oxide with 85 percent fewer particulates than our engines from 10 years ago. We have generated more than \$200 billion in revenue from Ecomagination technologies like these and have seen more than \$300 million in savings from reduction in our greenhouse gas emissions and water use.

Talent

Sustaining innovation like this requires a company culture focused on efficiency, speed and market impact. At GE, we have more than 300,000 people around the world who operate with accountability to deliver outcomes for our customers. We have been redefining how we embrace a “culture of simplification.” One of the hardest things in business is to stay focused in the midst of volatility and change. We use simplification to bring decisions closer to customers and make our teams accountable for outcomes, not process.

There are a record 7 billion people living today who require an increasing amount of resources. By combining talent, technology and culture we can make a lasting positive impact on the world and help facilitate sustainable growth.



Jeffrey R. Immelt
Chairman and Chief Executive Officer

Our sustainability mission is to protect and conserve the natural resources that our business depends on.

In support of this mission, we focus our sustainability efforts on areas where we can have the greatest impact. Inside our operations, we're working to reduce our natural resource consumption, including reducing energy and water usage, waste generation and greenhouse gas emissions.

Recognizing that a significant portion of the environmental footprint of our products occurs upstream of our supply chain — primarily in agriculture — we're also focused on improving the sustainability of our raw materials and watersheds. We work with smallholder farmers in developing countries and large-scale growers in developed economies to address challenges and pursue opportunities unique to each growing region.

Additionally, as more consumers seek opportunities to live sustainably, we believe that aligning our brands with our unwavering commitment to improve our environmental footprint is a recipe for success. One example of this practice is in our natural and organic business.

From Cascadian Farm and LÄRABAR to Muir Glen, Annie's and more, General Mills' natural and organic brands not only help consumers make sustainable choices, but they also bring valuable perspective and insight to our broader supply chain. Here are a few examples of how our natural and organic brands contributed to our sustainability mission:

- With our acquisition of Cascadian Farm, we have taken the brand's organic vegetable farming methods and applied best practices to some of our conventional Green Giant vegetable crops;
- We know that native pollinators play an essential role in agriculture — particularly in the growth of tomatoes and almonds used in our Muir Glen and LÄRABAR products. Biodiversity is an important lever in strengthening the health of pollinators, so we proactively fund research to improve the health and effectiveness of bees. This research will play a role in increasing yields of tomatoes and almonds as well as broccoli, cauliflower, fruit and honey used in Green Giant, Honey Nut Cheerios and Nature Valley Granola bars; and
- Our Cascadian Farm business recently partnered with sustainable packaging suppliers to develop a cereal box liner made from renewable sources. The packaging innovation helped reduce the environmental impact of the brand.

As a global food company, we are committed to providing nutritious and great-tasting foods that meet consumer needs while simultaneously upholding sound environmental and social practices. The combination of these practices is just one way in which we fulfill our company's mission of nourishing lives.



KJ Powell

Ken Powell
Chairman and Chief Executive Officer



www.generalmills.com

As a global food company, we are committed to providing nutritious and great-tasting foods that meet consumer needs while simultaneously upholding sound environmental and social practices. The combination of these practices is just one way in which we fulfill our company's mission of nourishing lives.



www.graingercsr.com

Grainger's commitment to corporate social responsibility is an extension of who we serve and how we operate.

As North America's leading broad line supplier of maintenance, repair and operating products, Grainger helps businesses and institutions keep their facilities operating and their employees safe. Our customers count on us to provide them what they need to get their jobs done, and we are committed to being here to serve them now and long into the future. It is this responsibility to the long term that is the foundation of Grainger's commitment to sustainability.

In 2014, Grainger set our first environmental target to reduce our scope 1 and scope 2 greenhouse gas emissions intensity in North America by 33 percent per unit revenue from 2011 to 2020. Grainger continues to publicly disclose our carbon footprint annually through the CDP, and in 2014 we expanded our disclosure to include three additional scope 3 emissions categories.

Grainger is committed to growing in an environmentally friendly way by ensuring that our major new construction projects are built to Leadership in Energy and Environmental Design (LEED) specifications. We currently operate 18 LEED-certified buildings totaling more than 3.6 million square feet, including our new data center, which last year was the first data center to be certified by the new LEED v4 standard.

One of our ongoing focus areas is improving energy efficiency at our distribution centers. The majority of these facilities now include building-management systems that coordinate and manage mechanical and electrical equipment for maximum efficiency, saving an average of 10 to 15 percent in energy consumption per building. Additionally, Grainger currently operates four megawatts of solar capacity between our distribution centers in New Jersey and California, which represents 3.1 percent of our annual electricity consumption in the United States.

With more than 50,000 environmentally preferable products in our offering, Grainger also helps customers drive efficient and sustainable practices in their operations. We partner with our suppliers to continually bring innovative products and services that help customers maintain sustainable facilities through energy management, water conservation, waste reduction and air-quality improvement.

Grainger's commitment to corporate social responsibility is an extension of who we serve and how we operate. We are proud of our progress and resolute in our responsibility to ensure that future generations benefit from the work we do today.



James T. Ryan
Chairman, President and Chief Executive Officer

The Guardian Life Insurance Company of America® (Guardian) is committed to providing individuals and businesses with the financial guidance and protection they need to deliver on their most important promises. Our offerings range from life insurance, disability income insurance, annuities and investments for individuals to workplace benefits — such as dental, vision and 401(k) plan solutions — for businesses. For more than 150 years, much of Guardian's success has derived from our core values: people count, we do the right thing and we hold ourselves to very high standards. Guardian's commitment to corporate social responsibility (CSR) is exemplified by a workplace environment that balances the social, ecological and economic needs of doing business today. For Guardian, sustainability is about creating value for our clients, our employees and our communities by striving for continuous improvement and embedding this mindset into our business model.

As part of our CSR initiatives in 2014, Guardian took meaningful action to improve our environmental sustainability efforts through energy reduction and efficiency initiatives, reducing paper consumption, and recycling. A few examples of our recent success are:

- ▶ Minimizing electronic waste and paper consumption with cloud-based technology solutions to deliver invoices, billing statements, forms, applications and ID cards to customers;
- ▶ Concentrating storage space and reducing printed pages by 987 million since 2013;
- ▶ Reducing data center hardware by 40 percent through consolidation efforts;
- ▶ Building offices to energy-efficient Leadership in Energy and Environmental Design (LEED) certifications in Plano, Texas, and Bethlehem, Penn.;
- ▶ Installing low-EMT lighting in data centers to reduce power consumption; and
- ▶ Deploying PC and IP phone power saving settings.

Guardian is also committed to supporting strategic philanthropic initiatives that increase opportunities for people to build better lives. In 2013, Guardian announced our commitment to financial literacy through our Money Management for LifeSM program. Through strategic alliances with community colleges nationally, the program offers a for-credit course as a scholarship to help educate and arm students with the critical skills and knowledge required to manage their personal finances. Designed by education professionals to achieve rigorous academic outcomes, the course provides Guardian the opportunity to share our extensive knowledge of disciplined cash management, banking, credit, taxes, savings and personal risk mitigation.

Through the recent launch of our corporate sustainability council, we look forward to continuing to drive deep employee engagement around sustainability and strategic philanthropy for years to come.



Deanna M. Mulligan

Deanna M. Mulligan
President and Chief Executive Officer



www.guardianlife.com

For more than 150 years,
much of Guardian's success
has derived from our core
values: people count,
we do the right thing and
we hold ourselves to very
high standards.

HARMAN is confident that our commitment to creativity, communication and collaboration will continue to yield positive results as we engage in activities to improve our environmental footprint, share our stories with our many stakeholders and participate in others' efforts to improve sustainability.

From our technological innovations for the car, work and home to the strong relationships we cultivate among our employees, suppliers and customers, HARMAN harnesses the power of creativity, communication and collaboration to achieve our goals and those of our customers.

In 2015, just a few months ago, HARMAN announced two transformative acquisitions. Amidst great change at our company, we took the opportunity to reinforce our values to ensure that all of our current and future employees would understand what we stand for and how we operate. Emphasizing our values around integrity, teamwork and respect, inclusion, innovation, and excellence creates a baseline of expectations about our culture and sets the stage for how we will create, grow and sustain success.

Reflecting our values, HARMAN issued our second sustainability report in 2014 to document our achievements and set forth our strategy and goals for the coming years. The theme for this report, "partnership, progress, potential," represents HARMAN's ongoing commitment to developing innovations that enhance HARMAN, our customers' businesses and our communities; to transparency and measuring our work; and to our core belief that we can always improve on past performance. Among the report's highlights:

- ▶ We efficiently increased operational activity without increasing manufacturing energy usage through our corporate energy challenge;
- ▶ We realized improvements in power consumption, weight and heat generation in our speakers, amplifiers, infotainment systems and other automotive electronic components without sacrificing performance; and
- ▶ We avoided more than 3,500 tons of waste through improved product design considerations.

In addition, the report outlines the strategy set by HARMAN's sustainability council, which is composed of executives from across the company who share best practices, discuss challenges and determine how best to track our progress. Each member has a vested interest in improving the company's responsible business practices and actively encourages employees to get involved and contribute their own ideas.

HARMAN is confident that our commitment to creativity, communication and collaboration will continue to yield positive results as we engage in activities to improve our environmental footprint, share our stories with our many stakeholders and participate in others' efforts to improve sustainability. This includes our continued response to the CDP's questionnaire on climate change, our support of the United Nations Global Compact and our engagement in many customer supply chain studies. To maintain our position as an innovation-driven company and an operational and cost leader, HARMAN will stay focused on the triple bottom line of social, environmental and financial sustainability. We will uphold our values at all times; we will set aggressive targets — and meet them; and we will engage our employees, customers and partners to amplify our efforts and inspire others to act. Through partnership, we will measure progress and realize our potential. We are proud of the work we've done to date and eager to do more.



A handwritten signature in black ink, appearing to read "Dinesh C. Paliwal".

Dinesh C. Paliwal

Chairman, President and Chief Executive Officer

Nothing is more important than ensuring a clean, safe and healthy environment for our families, colleagues, neighbors and communities. That's why Honeywell integrates health, safety and environmental protections into everything we do.

Good business, economic growth and responsibility can — and must — go hand in hand. That principle is what guides Honeywell as we grow and accelerate productivity while meeting or exceeding regulatory standards. Both in our own practices and in the technological innovations we create, we are working toward a cleaner, safer, healthier world.

Honeywell's Sustainable Opportunity Policy is deliberately and directly embedded into our companywide operating system. The policy combines our commitment to safeguarding natural resources with our commitment to discovering new possibilities to foster innovation and drive economic growth by expanding the world's sustainable capacity.

At the heart of Honeywell's commitments are the goals of reducing greenhouse gases (GHGs), boosting energy efficiency and conserving water.

Here are a few examples of how Honeywell is continuously improving:

- We exceeded our first public goal to reduce global GHGs by more than 30 percent and improve energy efficiency by more than 20 percent between 2004 and 2011;
- A second five-year goal, set to reduce our GHG emissions by an additional 15 percent per dollar of revenue from 2011 levels, was met three years early;
- In March, we announced a third public goal: by 2019, Honeywell will reduce our global GHG emissions by an additional 10 percent per dollar of revenue from our 2013 levels;
- Since 2010, our facilities have implemented more than 2,100 efficiency projects including building automation/controls, lighting and mechanical upgrades; and
- Honeywell maintains a global inventory of our water usage and continually looks for conservation opportunities while strategically targeting water conservation projects in areas that are experiencing "water stress" as defined by the World Resources Institute.

A sustainable environment is also a safe environment. The safety of our colleagues and partners is our top priority. We have implemented strategic processes that identify and eliminate risks, promoting an overarching and continuously improving culture of safety excellence. And the results speak for themselves: Honeywell has a safety record that is in the top quartile for large companies based on a weighted average for the sectors in which we operate.

Nearly half of our product and service portfolio is dedicated to energy efficiency. In fact, the United States could reduce its energy consumption 20–25 percent by immediately and comprehensively adopting existing Honeywell technologies. With innovations such as programmable thermostats, energy management systems, turbochargers, green fuels, industrial controls and lighter aircraft components, we are building a world that is safer and more secure, more comfortable and energy efficient, more innovative and productive; a world where quality of life is always improving.

A handwritten signature in black ink that reads "David M. Cote".

David M. Cote
Chairman and Chief Executive Officer

Honeywell

honeywell.com

With innovations such as programmable thermostats, energy management systems, turbochargers, green fuels, industrial controls and lighter aircraft components, we are building a world that is safer and more secure, more comfortable and energy efficient, more innovative and productive; a world where quality of life is always improving.

We acknowledge that global warming poses a serious threat to our natural environment and impacts the health and wellbeing of those for whom we provide care. Our Healthy Planet focus is a call to action to improve our environmental sustainability.

Our Humana community has been caring for people and their health for more than 50 years. In that time, our commitment to corporate social responsibility (CSR) has changed the way we do business. Today more than ever, we recognize the intrinsic link between the health of our planet, the people we care for and economic performance. That link is the driving force for our CSR platform — Healthy People, Healthy Planet, Healthy Performance.

We acknowledge that global warming poses a serious threat to our natural environment and impacts the health and wellbeing of those for whom we provide care. Our Healthy Planet focus is a call to action to improve our environmental sustainability. In fact, we're so dedicated to reducing our footprint that last year we established a second generation of sustainability goals. By the end of 2017, we intend to achieve:

- ▶ 5 percent reduction in annual energy consumption from our 2013 baseline consumption;
- ▶ 5 percent decrease in greenhouse gas (GHG) emissions from our 2013 baseline emissions; and
- ▶ 40 percent waste-diversion rate of waste to landfill.

Reducing Energy Consumption and GHG Emissions

Our facilities represent one of our biggest opportunities to increase efficiencies and reduce pollution. From sophisticated improvements in our data centers to LED lighting to solar array panels, we're investing in a sustainable future by taking action now. Thanks to these efforts and others (e.g., enhanced design standards), we are set to meet our consumption and GHG emissions targets.

Improving Recycling and Waste Management

Humana is dedicated to adopting best practices for recycling and waste management. Last year we instituted a green standard to outfit our facilities with single-stream recycling and shared collection bins. As part of the standard, we installed shared collections bins at more than 30 locations, and as a result, recycling has increased by 8 percent.

Engaging Humana's 56,500 associates in our sustainability efforts is critical to achieving our goals. By leveraging the passion of our associates and creating opportunities for participation, we're on our way to reaching our 40 percent waste-diversion goal.

Our Future

At Humana, we continue to set new metrics and benchmarks to track our sustainable progress. We are proud of the progress we have made, but we know the journey is far from over. Looking ahead to 2017 and beyond, we're committed to improving the health and wellbeing of all the communities we serve by making it easy for people to achieve their best health.



Bruce Broussard

Bruce Broussard

President and Chief Executive Officer

The phenomena of data, cloud computing, and social and mobile technologies are changing business, society and the way the world works. More than ever, organizations are applying new technologies to transform their operations, products and services to become more efficient, innovative and sustainable. At IBM, we are intent on enabling this transformation by providing technology, research and expertise to address grand environmental and sustainability challenges for our clients and the world.

In doing so, we are building on a long history of protecting the environment and making our own operations increasingly energy efficient. Since 1990, our energy conservation actions have avoided more than 4 million metric tons of carbon dioxide (CO₂) emissions (equal to 59 percent of our 1990 global CO₂ emissions) while saving \$513 million.

However, our greatest opportunities for building a more sustainable planet come from helping transform our clients' operations. Let me share just three examples of how IBM's cloud, analytics, mobile, social and security capabilities are helping companies and institutions improve efficiency, conserve energy and resources, and become more sustainable.

Data-Driven Agriculture Solutions

In our partnership with the Flint River Soil and Water Conservation District, U.S. Department of Agriculture Natural Resources Conservation Service, The Nature Conservancy, and the University of Georgia, IBM is integrating complex data streams generated by GPS-enabled farm equipment and infield sensors with IBM's Deep Thunder weather forecasting technology. This delivers information on mobile devices to help farmers decide when to irrigate, plant and fertilize their crops.

Cloud-Based Enterprise-Wide Analytics for Energy Companies

IBM's cloud-based Insights Foundation for Energy analytics platform is being deployed by energy and utility companies to enable forecasting and integration of renewable energy into the electric grid. The platform also couples software for data integration and visualization with advanced analytics to enable better decision-making about maintenance and repairs.

"Green Horizon" Project Helps China Deliver on Ambitious Energy and Environmental Goals

IBM is partnering with the Beijing Municipal Government on a system to pinpoint the type, source and level of pollutant emissions and predict air quality in the city. IBM's cognitive computing systems will analyze and learn from real-time data generated by air quality monitoring stations, meteorological satellites and IBM's advanced optical sensors. Applying supercomputing power, scientists from IBM and the government aim to create visual maps showing the source and dispersion of pollutants across Beijing 72 hours in advance with street-scale resolution. This ambitious 10-year initiative aims to help China transform its national energy systems and protect the health of its citizens.



www.ibm.com

The phenomena of data, cloud computing, and social and mobile technologies are changing business, society and the way the world works. More than ever, organizations are applying new technologies to transform their operations, products and services to become more efficient, innovative and sustainable.



A handwritten signature in black ink that reads "Virginia M. Rometty".

Virginia M. Rometty

Chairman, President and Chief Executive Officer



www.ingersollrand.com

Our employees make the difference. They provide products and services that enable our customers to reduce energy demand, become more efficient and realize more productivity with less energy intensity.

Our sustainability vision is integrally woven into the DNA of our company, and in the passion of our employees globally to be at the forefront of our industries. It is how we think about delivering value to our customers every day. It is part of what makes the culture of our company special to our employees, and it is fundamental to how we create lasting value for our shareholders.

Last year we made a public commitment to significantly increase energy efficiency and reduce environmental impacts from our operations and product portfolio by 2030, with key milestones specified for 2020:

- We will reduce the climate impact related to the refrigerant used in our products by 50 percent before 2020 and will incorporate lower-global warming potential (GWP) alternatives across our portfolio by 2030. We will introduce products that are energy and operationally efficient; that use refrigerants with dramatically lower GWP; and that do not compromise the safety, performance or efficiency that end users expect.
- We will reduce the greenhouse gas (GHG) footprint of our own operations by 35 percent before 2020.
- We will invest \$500 million in product-related research and development over the next five years to fund long-term GHG emissions reductions.

In early 2015, we announced EcoWise™, the first milestone of our Climate Commitment. EcoWise™ is an Ingersoll Rand product portfolio endorsed for using next generation, low-GWP refrigerants. Three of our products have earned the EcoWise™ endorsement: the Trane Sintesis™, an energy efficient and quiet air-cooled chiller; the Trane Series E™ CenTraVac, a large-capacity, low-pressure chiller that is up to 10 percent more energy efficient than comparable centrifugal chillers; and a Thermo King truck and trailer product. We will introduce more products in the future.

This ambitious roadmap will create sustainable choices for our customers, reduce the climate impact of our operating footprint and spur the development of lower-GHG emissions options in applications where none exist today. It will result in the avoidance of approximately 21 million metric tons of carbon dioxide equivalent globally before 2020, which is equal to the energy used by nearly 2 million U.S. homes in one year.

Our employees make the difference. They provide products and services that enable our customers to reduce energy demand, become more efficient and realize more productivity with less energy intensity.

It's an example of how we are all connected to our customers and the world.



Michael W. Lamach
Chairman and Chief Executive Officer

As the world's largest packaging and paper company, our wise use of natural resources is critical to the sustainability of our business and the environment. Our story begins in the forest and extends through the entire life cycle of our products. From manufacturing to end-use, sustainability impacts every aspect of our business. For the past 116 years, we have been a company rooted in values and growing with purpose, and that commitment doesn't change.

International Paper is focused on advancing responsible forestry around the world and we are proud to be a participant in the WWF's Global Forest and Trade Network, an initiative focused on eliminating illegal logging and promoting environmentally and socially responsible forest management worldwide. In addition to this collaboration, International Paper is involved in projects all around the world.

- In the United States, International Paper's \$7.5 million contribution to the National Fish and Wildlife Foundation created the Forestland Stewards Initiative, a pioneering partnership that will conserve and restore 200,000 acres of forestland across the U.S. south, representing some of America's most iconic landscapes, critical habitats for endangered wildlife and jobs for 1 million workers.
- In India, International Paper celebrated the billionth sapling produced for farmers as part of a long-running farm forestry program. Through the program, high-quality seedlings are made available for more than 40,000 local farmers to plant on their lands. The program ensures a sustainable source of wood fiber for our mills and provides a valuable source of income for local farmers.

We're committed to continuous improvement in all aspects of our process and to being transparent about our sustainability progress. For example, as part of our ongoing energy efficiency efforts, we participate in the U.S. Department of Energy's Better Plants program and are committed to achieving a 25 percent reduction in energy intensity over the next 10 years across our U.S. manufacturing facilities. Several years ago, we set 12 voluntary sustainability goals with a 2010 baseline and a 2020 target date. We've already exceeded several of these goals and continue to raise our performance bar even higher.

It is only through the power of our 58,000 talented employees aligned around our quest to be a global leader in sustainability, that we deliver better results for the environment, for our business and for each other. Our employees play a unique role in improving the world we live in today as well as for tomorrow's generation. That is why we believe that "sustainability is in our nature."



A handwritten signature in black ink, appearing to read "Mark S. Sutton".

Mark S. Sutton
Chairman and Chief Executive Officer

As the world's largest packaging and paper company, our wise use of natural resources is critical to the sustainability of our business and the environment. Our story begins in the forest and extends through the entire life cycle of our products. From manufacturing to end-use, sustainability impacts every aspect of our business.



www.interpublic.com/about/sustainability

As a company responsible
for creating some of
the world's most iconic
campaigns, we have a special
responsibility to ensure that
the work we do and the way
we deliver that work are
in sync with the long-term
health of the environment.

As a company responsible for creating some of the world's most iconic campaigns, we have a special responsibility to ensure that the work we do and the way we deliver that work are in sync with the long-term health of the environment.

Sustainability — building our practices in line with social and environmental concerns — is a top priority for IPG. This past year, we have taken steps to solidify and strengthen this commitment — both at the corporate and agency levels.

We have committed to bringing our sustainability reporting practices into compliance with the [Global Reporting Initiative \(GRI\)](#). At the same time, we have published a new report, [STRONGER](#), as well as a dynamic [website](#), both of which are solely committed to highlighting our efforts in this area.

As we strive to provide clients with globally focused marketing solutions, we are committed to managing the environmental footprint of our business operations. We are a global marketing services company: our people are our key asset and our primary environmental footprint is defined by the infrastructure that houses our 47,400 employees worldwide. And this is where we have begun to make inroads in terms of measuring our progress. Since 2004, we have reduced our rentable square foot per employee by 31 percent and also realized more than \$6 million in savings from our office recycling program. By migrating, where possible, from physical to virtual servers, we have reduced our power consumption from our enterprise data centers by 66 percent. In moving toward compliance with GRI, we are exploring the systems and tools that are needed to begin the process of more closely measuring and managing our emissions and waste. Our recently launched sustainable travel program enables employees traveling for business to take carbon emissions into consideration when booking their flights.

As part of IPG's long-term growth strategy, our agencies and clients are developing campaigns that create new markets for sustainable products. This fundamental change in marketing shifts demand toward more environmentally responsible products and can result in consumer behavior change that positively impacts the environment.

Sustainability and corporate citizenship are key components of our culture at IPG. In addition to the specific work we are committed to doing around our environmental footprint, our agencies commit thousands of hours each year to causes they care deeply about. This is critical to the future of our business and to ensuring healthy communities where IPG employees live and work.



Michael I. Roth
Chairman and Chief Executive Officer

As we are an owner and operator of the high-voltage power grid covering most or parts of seven states, safety and reliability are of paramount concern to us. Fulfilling this responsibility in a way that grows and sustains the natural environment around our structures is integrated into our business practices.

The transmission of electricity from power generating sources to substations serving local businesses and communities involves thousands of miles of towers and wire along interconnected corridors of land. Through proper vegetation management and creative partnerships, these transmission corridors can serve as stable natural greenways hosting native plants and animals and recreational opportunities.

Here are a few examples of sustainable environmental practices in ITC's transmission corridors

- ▶ Planting native grasses in three electric transmission line corridors in the Cedar Rapids area in late 2014 to help restore a dwindling Iowa resource — native prairie lands. ITC's plantings cover about 42 acres and feature native grasses, wildflowers and broadleaf native plants. Well-established prairie grasses will help prevent various kinds of invasive trees from taking root and growing into the power lines, potentially threatening electric reliability;
- ▶ Collaborating with Stony Creek Metropark, a 4,500-acre multi-use recreational park north of Detroit, to manage wildlife habitat in ITC's transmission corridor passing through the park. A vegetation management plan developed in 2010 focuses on the removal of invasive woody and herbaceous species and the re-establishment and seeding of native prairie grasses and wildflowers. Removing invasive plants eliminates competition for space, water and food and also encourages the establishment of native species to increase biodiversity in the area. We are proud that the Stony Creek project is among 10 ITC environmental conservation efforts certified by the national Wildlife Habitat Council. The council promotes and certifies habitat conservation and management on corporate lands through partnerships and education; and
- ▶ Partnering with The Nature Conservancy in a multiyear effort to restore Lakeplain prairie lands in southeast Michigan, including some found along ITC transmission line corridors. Restoration involves eliminating invasive plant species that crowd out the original prairie and are detrimental to wildlife. This effort, which began in 2013, helps restore ecosystem functions; improve and increase habitat for rare insects, plants and animals; and increase flora and fauna diversity.

Through resourceful partnerships and sound vegetation management practices, ITC will continue to grow and sustain natural environments while maintaining safe and reliable electric transmission service for customers.



A handwritten signature in cursive script that reads "Joseph L. Welch".

Joseph L. Welch

Chairman, President and Chief Executive Officer



www.itctransco.com

Through proper vegetation management and creative partnerships, high-voltage electric transmission corridors can serve as stable natural greenways serving native plants and animals.

At ITT, we know that sustainable practices can help us serve our customers more efficiently and effectively. To that end, our facilities are integrating sustainability into their operations while embracing our global lean transformation efforts.

ITT has a strategy that is sharply focused on developing our capabilities to provide differentiated value to customers. Following this strategy results in our ability to both optimize the solutions we offer our customers and provide a premier customer experience. Our approach has been supported and enhanced by our ability to work at the intersection with sustainability.

For our customers, an optimized solution often helps both address their tough problems and further their sustainability goals. We have long partnered with customers to achieve these goals, and we continually find new ways to provide differentiated value. In the past year, copper-free brakes pads have been our latest success, joining innovations such as PumpSmart® monitoring and control systems that help conserve energy and increase efficiency, connector solutions for hybrid vehicles, and industrial shock absorbers that provide environmental benefits.

At ITT, we know that sustainable practices can help us serve our customers more efficiently and effectively. To that end, our facilities are integrating sustainability into their operations while embracing our global lean transformation efforts.

For example, one of our facilities in the United Kingdom reduced its electrical consumption by more than 15 percent by installing LED lighting, adding motion sensors in offices and shared areas, and installing systems that use resources only on demand. The site also reduced water usage by 12 percent and natural gas usage by 30 percent through a variety of efforts. Another facility in Germany reduced its electric consumption by 25 percent by working with its utility company to define areas for energy control and reduction. Other initiatives include installing modern reclamation systems that reduce waste, eliminating compressed air leaks, establishing recycling programs and implementing paperless systems.

All of these efforts reflect the commitment of our employees around the globe, and we are especially focused on their health and safety. In 2015, we continued our diligence in auditing our sites, educating and empowering supervisors to recognize and correct unsafe acts and conditions, implementing targeted support programs, and introducing online tools that help us maintain safe workplaces.

While these efforts are important, we'll continue to integrate new approaches. At ITT, our employees invest themselves every day in finding new ways of solving complex problems through their bold thinking and collective know-how. By continually trying to find sustainable solutions for our customers, we differentiate ourselves and help create a positive enduring impact for generations to come.



Denise L. Ramos

Chief Executive Officer and President

Our mission at Johnson & Johnson is to help people live longer, healthier and happier lives. And Our Credo defines our responsibilities to the patients and consumers we serve, our employees, the communities in which we live and work, and our shareholders. Good citizenship and sound sustainability principles are an important part of those responsibilities, and we take this work very seriously.

Innovation and Collaboration in Health Care

Innovation is at the heart of everything we do. We believe that innovation must be focused on the patient and consumer with the goal of constantly delivering a better outcome and greater satisfaction. Collaboration is the engine of innovation at Johnson & Johnson. For instance, in responding to the Ebola crisis, we accelerated our pioneering vaccine program by working with the U.S. National Institutes of Health. We have also worked with Stop TB Partnership's Global Drug Facility and with USAID to expand access to our multidrug resistant tuberculosis compound, SIRTURO™. We've expanded our collaboration with the International Partnership for Microbicides for the development and commercialization of dapivirine, which is designed for the prevention of sexual transmission of HIV, and we are working with Viv Healthcare to develop a two-drug single-tablet regimen for maintenance treatment of people living with HIV.

Helping to Safeguard Our Communities

Throughout our corporation, we are working to reduce energy consumption while increasing the proportion of energy we use from renewable sources. We continue to look for ways to reduce water consumption and waste throughout our products' lifecycles. One example is our commitment to integrating and expanding our Earthwards® approach to drive continuous sustainability improvements and innovation across all of our products. To date, more than 73 products have gained Earthwards® recognition. This has been achieved ahead of our five-year Citizenship & Sustainability goal.

Leading a Dynamic and Growing Business Responsibly

As a part of our responsibility to good citizenship, we remain committed to enhanced transparency and increased engagement with stakeholders. In January, we announced an extended agreement with the Yale Open Data Access (YODA) project to provide access to our portfolio of medical devices and diagnostics products, setting new industry standards by being the first company to do so. This followed an initial agreement with YODA for our pharmaceutical products in 2014.

We're very proud of our ongoing efforts to improve the health of women and children, which include the work we do with our partners in support of the United Nations (UN) Millennium Development Goals. Since 2010, we have reached more than 200 million women and children. In addition, in 2014 we expanded programs using mobile technology to communicate vital health information to new and expectant mothers in South Africa and India. And we recently announced a global partnership with Save the Children that has the potential to help improve the survival and healthy development of millions of children under age 5 over the next three years.

We've defined our purpose at Johnson & Johnson as caring for the world, one person at a time. I truly believe that spirit inspires everything we do.



A handwritten signature in black ink, appearing to read "Alex Gorsky".

Alex Gorsky

Chairman and Chief Executive Officer

Johnson & Johnson

www.jnj.com/caring/citizenship-sustainability

Our Credo defines our responsibilities to the patients and consumers we serve, our employees, the communities in which we live and work, and our shareholders. Good citizenship and sound sustainability principles are an important part of those responsibilities, and we take this work very seriously.



www.johnsoncontrols.com

Sustainability is not something we do but who we are. We have successfully demonstrated how doing what is right supports the business, the environment and the communities in which we operate.

For 130 years, Johnson Controls, a global multi-industrial company, has made sustainability an integral part of business through our vision and values. We are continually recognized for these efforts through the results we deliver. We collaborate with customers, suppliers and communities worldwide, acting ethically to protect the environment and improve quality of life. Through our products, services, operations and partnerships, we promote the efficient use of resources, supporting global sustainability as well as business success.

We work to grow our business through sustainable products and services, improving operational effectiveness and expanding our engagement with key stakeholders on sustainability issues. These strategies not only reduce the environmental footprint of our operations and supply chain but also drive profitable growth as we lower costs, increase productivity, and exceed increasing expectations for more sustainable products and services.

In 2014, three key initiatives have positioned the company for continued success.

- ▶ We completed our first **materiality assessment**, which helped identify the sustainability priorities of our customers, suppliers, investors and other external stakeholders. These priorities were reviewed and assessed based on importance and impact to our business. Top priorities will be incorporated into our goals and future reporting.
- ▶ We have created enterprise leadership teams focused on manufacturing and operations, commercial excellence, procurement, and talent management. **The Johnson Controls Operating System** is the foundation from which we will deliver the strong, consistent performance that defines best-in-class multi-industrial companies.
- ▶ We set a **new sustainability baseline and established new targets** for 2020. Over the last six years, we have improved greenhouse gas (GHG) and energy performance in line with our previous targets, including reducing absolute GHG emissions by an average of 1 percent per year.

Johnson Controls remains committed to strengthening communities through environmental conservation, social service and education where we work and operate. In 2014, we donated \$14.3 million and more than 15,600 employees in more than 65 countries logged more than 239,000 volunteer hours to support these efforts. We are especially proud of our Conservation Leadership Program, which supports hands-on youth environmental education around the globe. This year, more than 1,500 students participated.

It is the dedication and hard work of all of our employees across the globe that allow us to achieve the sustainability goals we set for ourselves and to stand behind our vision of creating a more safe, comfortable and sustainable world.



A handwritten signature in black ink, appearing to read "Alex A. Molinaroli".

Alex A. Molinaroli
President and Chief Executive Officer

JPMorgan Chase recognizes that achieving greater environmental and social sustainability is essential to preserving the natural systems on which life depends. Increasing demand for the world's natural resources, urban migration and other factors have combined to create environmental and social risks and opportunities for governments, corporations and other institutions globally. JPMorgan Chase is bringing our scale, resources and financial expertise to bear to help our clients and communities navigate these complex challenges and capitalize on sustainable business opportunities.

Our work is focused on creating scalable financial solutions to protect the climate and reduce pollution that will help our clients achieve their sustainability objectives. In 2014, leveraging our deep expertise in debt capital markets, we led the development of the Green Bond Principles, which build investor confidence in this growing asset class through best-practice disclosure guidelines. We continue to be a leading underwriter in the Green Bond market, mobilizing billions in capital for environmentally beneficial projects. Additionally, we provide advisory, capital raising and lending for renewable energy and clean technology companies, and we are one of the largest investors and arrangers of capital for wind, solar and geothermal projects in the United States. We are also the founding sponsor of NatureVest — an ambitious effort by The Nature Conservancy to scale private investment in conservation.

Innovation is fundamental to who we are, so it's natural that JPMorgan Chase is active in the impact investing market through our sector-leading research, principal investing portfolio, and structuring and placement services. In 2013, we partnered with the Bill & Melinda Gates Foundation to structure the Global Health Investment Fund, which finances the development of global health products to address diseases that disproportionately affect low-income communities.

We recognize that our efforts alone will not be enough to address these complex issues — and that by collaborating with communities, nonprofits and other stakeholders we can achieve greater impact. That's why, in 2014, we made a \$100 million, five-year commitment to Detroit's economic recovery, working in partnership with the city's leaders to restore the Motor City to prosperity. We are investing in Detroit and other cities not only because it makes good business sense — if the cities and communities we serve are thriving, our company will thrive — but also because we believe the private sector needs to do its part to address core economic challenges.

As environmental and social issues increase in importance, effective management of such issues requires a dedicated focus. We work proactively with our clients to understand their environmental and social performance, manage risks, and promote best practices. Balancing these issues with financial priorities is fundamental to risk management and a core part of our corporate responsibility. Last year, we convened senior executives from across Fortune 500 firms at our inaugural sustainability summit to examine the relevance of sustainability to raising capital and maintaining shareholder value.

We are proud of what we have accomplished and continue to look for ways to maximize the impact of our business and philanthropic investments — not only because it's the right thing to do, but also because our long-term success depends on the vitality of the communities, companies and customers we serve.



A handwritten signature of Jamie Dimon in black ink.

Jamie Dimon
Chairman and Chief Executive Officer

JPMORGAN CHASE & CO.

[www.jpmorganchase.com/corporate/
Corporate-Responsibility/environment.htm](http://www.jpmorganchase.com/corporate/Corporate-Responsibility/environment.htm)

We are proud of what we have accomplished and continue to look for ways to maximize the impact of our business and philanthropic investments — not only because it's the right thing to do, but also because our long-term success depends on the vitality of the communities, companies and customers we serve.



www.kindredhealthcare.com

Kindred is committed to doing the right thing for our employees and patients and to giving back to the communities in which we work and live.

Sustainability is a cornerstone of what we do each day — whether it is talent development and sustainability, economic growth and sustainability, or environmental investment and sustainability. We are committed to doing the right thing for our employees and patients and to giving back to the communities in which we work and live.

We know that our greatest strength comes from approximately 103,000 dedicated employees who create a culture of caring and our strong reputation for quality, and so it is our priority to take care of our teammates. We put this into action through a commitment to health, wellbeing and professional development as well as in creating work environments that are safe and smoke free.

As part of our commitment to deliver on our promise of hope, healing and recovery for our patients, we place a high value on improving the clinical practice, talents and leadership of our caring professionals. By providing training and nationally recognized educational opportunities, we enable our health care team to create better tomorrows for our patients and their families.

Complementing the training and retention of our employees, we also provide opportunities that encourage wellness, reward healthy lifestyles and support a vibrant and smoke-free workforce. Creating healthier environments for our teammates and patients, in 2013 we became tobacco free at all of our hospitals and nursing centers as well as at our corporate offices.

An essential part of the Kindred mission is to also take care of each other. Since 2005, the HOPE (Helping Others Persevere through Emergencies) Fund has provided \$4.8 million in assistance to more than 4,200 employees facing challenging and catastrophic life events. Similarly, our compassionate employees paid it forward to their teammates in need by donating more than 5,000 hours in paid time off in 2014 alone.

As one of the nation's 85 largest nongovernment employers, we believe it is our responsibility to improve our communities and the environment.

As part of our investment in our local communities, in 2014 we announced a \$39.5 million expansion of our national Support Center, which will create 500 new jobs; house Kindred University, providing best-in-class training for all of our employees; create new outdoor green space; and feature a "green roof" to conserve energy.

As strong stewards to our communities, it is our responsibility to do our part to reduce energy use and invest in a greener future. In 2014, Kindred reduced energy consumption from the 2009 baseline by an amount equivalent to the annual greenhouse gas emissions from 597 passenger cars or the carbon dioxide emissions from the electricity use of 390 homes for one year. We furthered this investment and reduced our use of electricity at our Support Center by 21.8 percent from 2009 to 2014.

In pursuing good corporate citizenship, we share a commitment to participating in and supporting ongoing efforts to raise awareness and critical funds for the diseases and chronic conditions that most affect our patients. Through the Kindred Foundation, we have strong ongoing national and regional partnerships with the American Lung Association, the American Heart Association and the Alzheimer's Association. In addition to our financial support, we also proudly provide matching donations to funds raised by employees to make a positive impact in local communities.



A handwritten signature in black ink, appearing to read "Benjamin A. Breier".

Benjamin A. Breier

President and Chief Executive Officer

At KPMG, we are always focused on the long-term impacts of our decisions. That is why environmental sustainability is a pillar of KPMG's corporate responsibility strategy, and has been for years.

Through KPMG's Living Green program, our 27,000 people in offices across the country are integrating cleaner, smarter, more sustainable practices into the way we do business — from operations to supplier relationships to the way we serve our clients and communities.

That begins with investing in our own infrastructure, and using energy-efficient technologies and designs to reduce our energy and water consumption and carbon footprint.

Within the past year, our 25th KPMG office attained Leadership in Energy and Environmental Design (LEED) certification from the U.S. Green Building Council. And going forward, all of our major office renovations and new office construction will meet LEED standards. This helped us reduce electricity usage by 8 percent in four years — effects that will continue to have a positive impact for many years to come. In addition, new processes and workflows, driven by technology, reduced paper consumption by 29 percent in four years.

We're also seeking out renewable energy sources and plan to increase our use of them. The solar panels installed on the roof of our Montvale, N.J., office satisfies more than 10 percent of the facility's electricity needs.

Our environmentally responsible conduct also is evident in the way we engage the broader marketplace. We offer a suite of Tax and Advisory services that enable our clients to reduce their environmental impact.

We also track the emissions we generate via travel and energy usage during client engagements. This encourages sustainable behavior among our teams, and our reports serve to inform and raise awareness among our clients.

And Living Green is integrated into KPMG's Family for Literacy program, which is focused on helping to eradicate childhood illiteracy. Several of the new books we provide to children in low-income communities focus on how we can better care for our environment and the importance of doing so. And we donate the proceeds of our organization's toner cartridge recycling program to the nonprofit social enterprise First Book to secure additional new books for children in need.

Corporate responsibility is at the heart of our firm's culture. We're committed to continuing to live green by further minimizing our organization's environmental impact and exhibiting sustainable behaviors in the way we serve our clients and the communities where we operate.

A handwritten signature in black ink that reads "John Veihmeyer".

John Veihmeyer

Chairman, KPMG International, and Chairman and Chief Executive Officer, KPMG in the United States



www.kpmg.com

Corporate responsibility is at the heart of our firm's culture. We're committed to continuing to live green by further minimizing our organization's environmental impact and exhibiting sustainable behaviors in the way we serve our clients and the communities where we operate.

Our sustainability efforts focus on six high-impact areas and a related set of performance indicators that help shape our strategic plans.

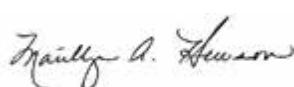
Lockheed Martin's sustainability mission is to foster innovation, integrity and security to protect the environment, strengthen communities and propel responsible growth. Our commitment to sustainability influences our operations and informs our decisionmaking at every stage of our business lifecycle. In 2014, we cut carbon emissions, tightened ethical conduct controls, and introduced a Sustainability Technologies line of business to strengthen our portfolio of clean energy and cyber-training solutions.

Our sustainability efforts focus on six high-impact areas and a related set of performance indicators that help shape our strategic plans.

- **Governance:** Our team of global ethics officers achieved the highest-ever satisfaction score based on feedback from employees whose nonanonymous reports of misconduct resulted in an ethics investigation.
- **Information security:** Our cyber incident response assistance allowed us to become one of the first U.S. National Security Agency-recognized companies accredited to help organizations respond to cyber attacks on their networks.
- **Supplier sustainability:** We introduced new training for 13,000 suppliers on counterfeit parts to help alleviate quality and safety risks in the supply chain.
- **Product performance:** We increased the commercial viability of new technologies like tidal power generation, energy storage and ocean thermal energy conversion. In 2014, our energy efficiency programs saved electric and gas utility customers more than a million megawatt hours of electricity and more than 10 million therms of gas.
- **Resource efficiency:** We voluntarily reduced our carbon emissions, water use and landfill waste from a 2010 baseline, resulting in emitting less than what was required to avoid the worst impacts of climate change, and we approved onsite renewable energy projects that will generate an additional three megawatts of solar power at our facilities once they are completed and fully functional by the end of 2015.
- **Talent competitiveness:** We met or exceeded our workplace safety goals and announced new multimillion-dollar partnerships with nonprofit organizations to promote science, technology, engineering and math (STEM) to young people and inspire them to pursue STEM careers.

Our addition to the Dow Jones Sustainability World Index and our continued inclusion on CDP leadership indices help confirm that our business strategy, which incorporates sustainability into our daily work, is not only responsible but also relevant to investors.

All of this represents our extraordinary opportunity to engineer a better tomorrow.



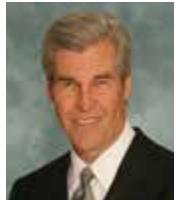
Marillyn A. Hewson

Chairman, President and Chief Executive Officer

Seven years ago, in 2008, Macy's, Inc. established a five-point action plan for sustainability. It has served as the roadmap for our ongoing commitment to reducing our company's carbon footprint as we create, grow and sustain our success in this area. We have made continuous improvement, and we are delighted to report a number of significant accomplishments during 2014.

- Macy's reduced electricity consumption by another 2 percent. Since 2002, our electrical usage on a kilowatt-per-square-foot basis has been reduced by nearly 40 percent, one of the most effective records of any large organization.
- We added 19 new solar power installations, bringing our total to 74 on Macy's, Inc. buildings. In total, they generate more than 46 million kilowatt hours of renewable energy each year.
- We rolled out a nationwide sustainability tracking system called "Green Grade" to measure use of energy, paper and recycling in every Macy's store. The results are updated frequently and posted publicly to encourage associates to take actions that will lead to improved scores.
- We continue to use less paper, with a reduction of about 5 percent in 2014 from 2013 levels.
- We recycled 77,613 tons of cardboard, plastic, hangers, pallets, paper and other materials in our drive to divert materials that were otherwise destined to landfills. This was our fifth consecutive year of increases in recycling volume.
- We initiated a structured program to investigate how to reduce packaging waste related to products in our supply chain. In part, we organized collaborative discussions among a group of our largest housewares merchandise vendors to share best practices, generate new ideas, and investigate new standards in how products are packed and shipped.
- We collaborated with Volta Industries to install 17 new free-to-operate electric vehicle (EV) charging stations outside eight Macy's stores in the Los Angeles area. This installation brings the number of EV charging stations available to customers at Macy's store locations in Southern California to 33.
- We entered a new phase of an industry-leading program to install energy-saving LED light bulbs in stores nationwide. In 2014, LED technology was extended to begin replacing fluorescent fixtures in store locations.
- Macy's Private Brands — the company's product development organization — joined the Sustainable Apparel Coalition, a trade organization working to reduce the environmental and social impacts of apparel and footwear products around the world.

To learn more, I invite you to read the Macy's, Inc. Report on Sustainability at macyinc.com/SocialResponsibility.

A handwritten signature in black ink that reads "Terry J. Lundgren".

Terry J. Lundgren
Chairman and Chief Executive Officer



macysgreenliving.com

Seven years ago, in 2008, Macy's, Inc. established a five-point action plan for sustainability. It has served as the roadmap for our ongoing commitment to reducing our company's carbon footprint as we create, grow and sustain our success in this area. We have made continuous improvement.



www.marathonoil.com/lov2013

To minimize air emissions, each Marathon Oil asset evaluates its emissions, identifies and prioritizes significant sources, and develops emissions-reduction plans for their specific operations. We are focused on reducing methane emissions as a means of reducing GHG emissions.

Marathon Oil Corporation believes that developing oil and natural gas resources safely and responsibly is vital to the growth and sustainability of our Company, the communities we call home and our industry. As we deliver energy resources, Marathon Oil is accountable and responsible to our shareholders and business partners, supports those who work for us, and strives to make a positive difference in the communities where we operate.

Our goal is to be recognized as the premier independent exploration and production company. Seven strategic imperatives guide our efforts, starting with an uncompromising focus on our core values to be healthy and safe, environmental stewards, open and honest, community partners, and results focused. These long-standing values help us to earn and retain our license to operate and, together with our strategic imperatives, drive business performance.

Marathon Oil also recognizes the importance of *how* we achieve results. We apply the highest operating standards and best practices to our business activities and believe that safety and regulatory compliance are non-negotiable. We set corporate-level corporate social responsibility (CSR) commitments and hold local asset teams responsible for achieving them.

Within this context, Marathon Oil recognizes and is working to address stakeholder concerns over global greenhouse gas (GHG) emissions and local air emissions. To improve transparency, we significantly increased our reporting on emissions, methodology and mitigation strategies in our 2013 *Living Our Values* CSR report.

To minimize air emissions, each asset evaluates its emissions, identifies and prioritizes significant sources, and develops emissions-reduction plans for their specific operations. We are focused on reducing methane emissions as a means of reducing GHG emissions. In 2013, our most recent year of available data, Marathon Oil achieved a 5 percent reduction in corporate GHG emissions, a 13 percent reduction in GHG emission intensity and a 7 percent reduction in methane emission intensity compared to 2012.

As we pursue our goal and seek to profitably grow our Company, Marathon Oil remains committed to being a safe, responsible operator, partner and neighbor.



A handwritten signature in black ink that reads "Lee M. Tillman".

Lee M. Tillman
President and Chief Executive Officer

Through our work as a manufacturer, transporter and marketer of fuels and other petroleum products, Marathon Petroleum Corporation supplies the fundamental building blocks of prosperity. Our products provide social benefits by driving economic development and improving living standards for people from all socioeconomic backgrounds. At the same time, our constant drive to invest in efficiency and the latest technologies has enabled us to accomplish this critical work while reducing emissions.

We have made aggressive investments to improve energy efficiency at our refineries, generating returns while simultaneously improving environmental performance. At the six refineries we owned from 2002 through 2013, gross throughputs increased by approximately 40 percent while we *reduced* our criteria air pollutant emissions by 56 percent. During the same period, direct greenhouse gas emissions from those plants increased by only 6 percent.

We have been a partner company under the U.S. Environmental Protection Agency's ENERGY STAR® program since 2009 and have made a corporate commitment to consider energy efficiency in all investment and operating decisions. Since the program began, Marathon Petroleum has received 30 of the 39 recognitions awarded to U.S. refineries under the ENERGY STAR® Program. This represents 77 percent of such recognitions — a disproportionately large share considering that our refineries represent less than 10 percent of the total U.S. capacity.

In addition to our environmental stewardship, we are actively engaged in the communities where we do business. We take a grassroots approach to our community involvement — one that is driven by our employees, who live in and near the communities where we work. Our employees volunteer their time, resources and expertise according to their communities' unique needs, and Marathon Petroleum follows suit, supporting their individual efforts and making corporate contributions. As a result, we are engaged where, when and how we are most needed.

The petroleum products that we manufacture, transport and market make commercial activity and prosperity possible. Our products heat and cool our homes, are used in building materials that provide shelter from the elements, are integral to producing medical supplies and equipment, and enable farmers to feed the world. Our fuels empower people to travel to markets, schools and community events. They allow businesses to provide goods and services to those who need them. Marathon Petroleum is committed to doing this indispensable work while continuing to be a good neighbor and steward of our world's resources.



A handwritten signature in black ink, appearing to read "Gary R. Heminger".

Gary R. Heminger
President and Chief Executive Officer



www.marathonpetroleum.com

The petroleum products that
we manufacture, transport
and market make commercial
activity and prosperity
possible.



We'll help you get there.

www.massmutual.com

We've made sustainability a priority to help ensure that future generations have the same opportunities we've had to cherish our environment.

For 164 years, Massachusetts Mutual Life Insurance Company (MassMutual) has been helping people secure their future and protect the ones they love. As a mutual company owned and operated for the benefit of our policyowners, it's our nature to think long term, so we've made sustainability a priority to help ensure that future generations have the same opportunities we've had to cherish our environment.

MassMutual's sustainability efforts span a wide range of initiatives including conserving natural resources, reducing carbon emissions, recycling, expanding our renewable energy use and ensuring that our facilities run at optimum efficiency.

In addition to our expansive 3.5-acre solar array, Leadership in Energy and Environmental Design (LEED) for Existing Buildings Silver certification from the U.S. Green Building Council and ongoing efforts to keep our facilities running at top performance, we continue to chip away at our carbon footprint. In 2014, we completed a \$19.5 million data center renovation project that not only makes our customers' data more secure, but also reduces our carbon emissions by more than 25 percent, saving 2.8 million kilowatt hours (kWh) per year and an estimated 70 million kWh over the life of the system.

And our sustainability efforts go far beyond our facilities. A focus on the environment is part of our company culture. For example, we actively support carpooling, van share programs and parking benefits to reduce the environmental impact of our employees as they commute to and from work. In addition, we've installed 21 free electric vehicle-charging stations on our campuses and built the infrastructure to easily put in 400 stations to accommodate a growing number of employees who drive these vehicles.

We also strive to make a difference in the communities where we work, live and do business. In addition to paperless programs for our customers and mentoring other businesses in our region about their sustainability efforts, we've taken an active role in feeding those in need in our community. Now in its fourth year, our 7,000-square-foot garden at our headquarters produces 2.5 tons of fresh fruit and vegetables annually, providing food pantries much-needed produce for hundreds of families in our region.

MassMutual's focus on sustainability is as enduring as the commitment we made to our policyowners when we were first founded in 1851, and we've made great strides in reducing our environmental impact by investing in our facilities and supporting our communities and employees. Through our work, we are creating a brighter and more sustainable future, ensuring that all those who depend on us — including our policyowners, customers and communities — can continue to count on us for the long term.



Roger W. Crandall

Chairman, President and Chief Executive Officer

At McGraw Hill Financial,
our work to ensure
environmentally sustainable
growth encompasses
everything we do.
Whether through employee
engagement and facilities
management, or innovative
products, services and
thought leadership, a
dedication to environmental
responsibility is an integral
part of our strategy.

At McGraw Hill Financial, we are dedicated to environmental responsibility as an integral part of our strategy, whether through employee engagement and facilities management, innovative products and services, or thought leadership.

Business Roundtable's theme of "create, grow, sustain" aptly characterizes MHFI's activities in 2014. We continue to expand our business's product offerings and leverage our thought leadership related to climate change. This past year, S&P Ratings expanded its environmental research, which included exploring the rapid growth of the green bond market and the financial impact of climate change. We also launched several new products including the S&P Green Bond Index and S&P/TSX 60 Environmental, Social and Governance Index. We were pleased with the selection of Neeraj Sahai, president of S&P Ratings, to the Advisory Council of the United Nations Environmental Program Inquiry into the Development of a Sustainable Financial System.

Operational sustainability is a priority for our business and is evident through our ambitious environmental performance targets, which include continuing to decrease our greenhouse gas emissions and increase recycling. In order to achieve these goals, we regularly examine ways to reduce our facilities' footprints. For example, our U.K. locations are certified to ISO 14001 and ISO 50001 standards by an independent third-party auditor. To lower emissions, we continue to increase efficiency practices, such as installing ENERGY STAR® compliant printers/copiers throughout our U.S. offices. This past year, we earned Leadership in Energy and Environmental Design (LEED) certification at several locations and we continue to retrofit our offices to comply with sustainable building design and operational standards.

Our employees are our partners in this effort. We encourage small steps including turning off lights and shutting down PCs at the end of the day. We also empower our employees to make a difference in improving the environmental quality of our communities through our global network of green teams and dedicating part of our annual Community Impact Month to sustainable projects and organizations.

We are proud of our record and the recognition that our work has received. Last year, we were named to the Dow Jones Sustainability Index and placed in the 96th percentile. We look forward to creating more opportunities to enhance environmental sustainability and create value for our businesses, stakeholders and the environment.



Douglas L. Peterson
President and Chief Executive Officer

In the nearly two centuries since McKesson was founded, our industry has seen many transformations. Yet our 85,000 employees worldwide remain committed to the shared purpose that has always defined our company: driving better health for our customers, employees and the communities we serve. Core to this commitment is a strong focus on business practices that promote better health for the environment and better quality of life for our communities.

- **Fleet Efficiency:** Since 2010, McKesson has focused on reducing fleet emissions by replacing unleaded gasoline and diesel engines with more fuel-efficient compressed natural gas engines in our U.S. Pharmaceutical sales fleet. Between fiscal years 2013 and 2014 alone, fleet usage decreased 23 percent, fleet carbon dioxide (CO₂) emissions decreased 23 percent and average CO₂ emissions per vehicle decreased 17 percent.
- **Building Efficiency:** McKesson uses the U.S. Environmental Protection Agency's ENERGY STAR® Portfolio Manager to benchmark our facilities. To date, we have benchmarked 114 buildings across our U.S. portfolio, of which 17 qualify as ENERGY STAR®, totaling 1.8 million square feet. Our headquarters building in San Francisco earned an ENERGY STAR® Rating of 91 out of 100.
- **Supply Chain Efficiency:** To analyze our distribution operations, McKesson developed the Supply Chain Sustainability Model (SCSM) in partnership with IBM Research. SCSM collects energy use and carbon emissions from fleet vehicles and every piece of equipment in the distribution center. In doing so, SCSM provides McKesson with increased agility to adjust operations, resulting in decreased carbon emissions and reduced fuel consumption.
- **Employee Environmental Councils:** McKesson's Environmental Councils drive awareness of local sustainability initiatives and help scale enterprise-wide programs. The 50 environmental chairpersons represent a variety of locations, from offices of between 10 and 2,000 employees to distribution centers. These councils lead our Green Week program, including activities that encourage employees to make personal choices that can reduce carbon emissions. We also recognize employees who create better health for our planet through the McKesson Community Heroes program, which honors exceptional employee volunteers with grants to the nonprofits they support.

At McKesson, we're proud of our ongoing efforts to make a positive impact on the lives of our employees and the environment. I invite you to learn more about our focus on better health in our [Corporate Citizenship Report](#).

A handwritten signature in black ink that reads "John Hammergren".

John Hammergren

Chairman, President and Chief Executive Officer

MCKESSON

www.mckessoncorporatecitizenship.com

As a global leader in health care, McKesson is committed to business practices that improve the environmental health of our planet. Across our businesses, McKesson employees are focused on ways to reduce emissions, improve energy efficiency, and affect environmental change at our workplaces and in our local communities.

We believe that our society's future depends on innovations from the next generation of leaders. Critical to empowering this future talent and innovation — and essential to the DNA of MDC Partners — is balancing economic, environmental and social responsibility.

At MDC Partners, known as "The Place Where Great Talent Lives," we strive to empower the most talented and entrepreneurial thought leaders to drive business success for our client partners while having a positive impact on the world around us. We do this by leveraging technology, marketing, communications, data analytics, insights and strategic consulting solutions to drive meaningful, measurable returns on marketing and communications investments for more than 1,500 clients worldwide.

Balancing economic, environmental and social responsibility is essential to the DNA of MDC Partners and critical to our efforts to attract and retain industry-leading talent to foster groundbreaking innovation. With a network of 55 partner agencies with 10,000 employees around the globe, it is imperative that we consider not only the business impact of our work, but also the impact of that work on the communities where we live, work and play.

We endeavor to reduce our negative impact on the environment by implementing policies to educate our people on positive environmental practices and programs to reduce our carbon footprint. For example, using virtual meeting technology allows us to reduce unnecessary travel and carbon emissions and implementing energy management strategies helps us conserve resources and reduce our impact on the global environment.

In our communities, we use a three-pronged approach: we invest our time on the ground, volunteering with charitable partners; we invest our creative talent in developing effective tools and campaigns to raise awareness for our partner charities; and we invest our treasure to help our charitable partners build the capabilities, resources and programming that will support young people in achieving their potential. We focus our efforts on areas of innovation and creative expression, holistic educational opportunities, and health and wellbeing initiatives for young people worldwide. We also seek out opportunities to support the cultivation and development of diverse talent.

Together with our network of partners, we strive to create a future powered by innovative approaches to our work and the world around us; grow our impact for our clients and on our communities; and create a sustainable future by empowering the next generation of leaders with the tools, environment and experience to fuel their success.

**Miles S. Nadal**

Chairman and Chief Executive Officer

There is significant opportunity in health care. Our collective desire to live longer and healthier lives, as well as to recover more quickly and easily from illnesses, will always exist. While we have made tremendous progress as a health care community around the globe, we have more to do. As a company, we can make our therapies and services more valuable to health care, treat more people in more ways, and do this in ways that are affordable to both the individual and the health care ecosystem.

As a company, we recognize that our long-term business sustainability has an impact on external social and environmental sustainability.

- In India, we are creating a sustainable social business that increases awareness, diagnosis and treatment of hearing disabilities among underserved patients. The Shruti program, which relies on smart phone-based technology, was launched with India's Health Management and Research Institute, Shroff Charitable Eye Hospital and the Health Management Resource Institute in Hyderabad and with Grameen Kalyan in Bangladesh. More than 70,000 people have been screened by trained community health care workers, with 30 percent receiving follow-up care and hundreds receiving surgery.
- We advance patient safety using proven design, reliability, manufacturability methodologies during the product development process and drive quality improvements in our manufacturing operations using the Medtronic Operating System framework, which applies Lean Sigma tools to achieve continuous improvements.
- We promote ethics in sales and marketing through responsible business practices related to brand management, marketing, communications and promotions. We also consider the prevention of anticompetitive practices and compliance with regulatory authorities.
- Responsible management of our supply chain helps to ensure that our suppliers conduct business operations in an ethical manner as well as to comply with our code of conduct and all applicable laws related to environmental responsibility, workplace health and safety, and human resources.
- In 2014, we set new environmental goals after successfully achieving the majority of our 2013 environmental objectives. By 2020, we are looking to reduce our greenhouse gas emissions, energy use and solid waste by an additional 15 percent and our water use by an additional 10 percent.

Ultimately, sustainability relies on people. One of the aspects of our business that I am most proud of is our people and their commitment to working responsibly. Medtronic's lifesaving therapies and solutions reached more than 10.5 million patients around the world last year. This year, we look forward to making an even bigger impact on patients and the overall health care system while preserving long-term sustainability.



www.medtronic.com/corporate-citizenship

One of the aspects of our business that I am most proud of is our people and their commitment to working responsibly. Medtronic's lifesaving therapies and solutions reached more than 10.5 million patients around the world last year.



A handwritten signature in black ink that reads "Omar Ishrak".

Omar Ishrak

Chairman and Chief Executive Officer

While we've reached many of our goals, Motorola Solutions understands that sustainability must factor into all of our business decisions for the company to continue to do right by our customers, shareholders, neighbors and our employees.

Motorola Solutions is now singularly focused on providing the very best in mission-critical communications solutions to our public safety and commercial customers. As we simplify our business and execute our growth strategy, our commitment to operating sustainably and responsibly in the communities where our employees and customers live and work remains as strong as ever.

Our solutions and services help ensure public safety in an increasingly complex world, so that when nothing happens to threaten public safety, everything else can. We aim to help create safer cities while leaving a smaller environmental footprint. We also continue to source our raw materials sustainably, and we carry on the community-building work of the Motorola Solutions Foundation, whose grants support public safety and educational programs that help inspire tomorrow's engineers.

We've significantly reduced our products' environmental impact. Our core radio product lines — ASTRO and TETRA — now use Common Virtualized Core architecture to maintain reliability while using 75 percent less power, producing 75 percent less heat and weighing up to 66 percent less than before. The initiative cuts energy consumption and lowers costs associated with air conditioning. Our systems contain up to 82 percent less volume at their cores, requiring fewer raw materials and reducing the recycling needs at the end of the product lifecycle.

Our continuing leadership with the innovative Solutions for Hope program in the Democratic Republic of Congo (DRC) supports our efforts to use conflict-free sources of tantalum, and we're working to verify that we use conflict-free suppliers for tin, tungsten and gold. The program continues to expand into new areas of the DRC, where we are able to verify that payments for raw materials do not finance armed conflict. Instead, this income is supporting community development near the mines and helping support the implementation of regional traceability methods.

Our company and employees help make our world a safer, better-educated place through the Motorola Solutions Foundation, which in 2014, granted \$13.5 million to public safety education groups as well as hundreds of schools and other charities that encourage science, technology, engineering and math education. By encouraging student interest in technology careers and making our communities safer, we are helping to ensure a bright future for everyone.

We embrace the challenge to improve our communities and enhance our own sustainability every year through aggressive goal setting. We met our 2015 waste-reduction goal two years early, aiming to increase our recycling rate to 90 percent by this year. Our employees handily beat a companywide goal of 65,000 combined service hours in 2014. We are looking to increase the use of renewable energy by 30 percent before 2020.

While we've reached many of our goals, Motorola Solutions understands that sustainability must factor into all of our business decisions for the company to continue to do right by our customers, shareholders, neighbors and employees. We look forward to meeting and exceeding the standards we've set as a leader in corporate sustainability.

**Greg Brown**

Chairman and Chief Executive Officer

Navistar is pursuing a lean transformation designed to drive functional excellence, eliminate waste and achieve continuous improvement across the enterprise. In keeping with Business Roundtable's sustainability theme, "create, grow, sustain," our approach aligns closely with the long-term economic, social and environmental benefit that is the essence of sustainability.

We work diligently to reduce the carbon footprint of our products and to minimize their environmental impacts during the entire product life cycle. Our leadership in aerodynamics has made our heavy-duty vehicles among the most fuel-efficient products on the road. We continue to expand our portfolio of truck and school bus products that deliver low emissions using proven technology and other environmentally friendly solutions such as our new propane-fueled school bus.

Our Project Horizon concept vehicle is using advanced yet available technology to demonstrate the potential for future improvements in fuel economy, safety and ease of operation, including reduced emissions of greenhouse gases (GHGs). Approximately 90 percent of the content by weight of our vehicles is recyclable, and we are planning to increase the use of recycled and recyclable content in new models.

Our major truck, bus and engine manufacturing facilities are ISO 14001 certified, and our focus on lean continues to reduce the environmental impact of our operations. In 2013, we achieved our goal of reducing the GHG emissions caused by our facilities by 20 percent, using 2008 as a baseline, and we achieved additional reductions in 2014. We are on track to increase our recycling rate to 55 percent by the end of 2015.

At Navistar, we work to assure compliance with safety, environmental and social standards throughout our supply chain. We strive to keep employees healthy and safe while fostering growth and opportunity for minority companies in our supply base. Lean transformation reinforces our commitment to workplace safety, including management engagement in recognizing and mitigating the risks of illness or injury. Our Drive Home Safety campaign, which encourages employees in our parts distribution centers to focus on safe operations, is one good example of engaging everyone in the process and making it personal.

We're also proud of our commitment to science, technology, engineering and math education, which expands the talent pool for our industry while providing tangible benefits to the communities where we live and work.



www.navistar.com

We continue to expand our portfolio of truck and school bus products that deliver low emissions using proven technology and other environmentally friendly solutions such as our new propane-fueled school bus.



A handwritten signature in black ink.

Troy A. Clarke

President and Chief Executive Officer



www.NextEraEnergy.com/crr

Our vision at NextEra Energy
is to be North America's
leader in the generation
and delivery of clean energy
— in every market where
economics are favorable,
by deploying diverse
technologies and at
multiple points in the
energy value chain.

At NextEra Energy, Inc., sustainability is a big part of who we are and what we do, and we prove it every day. In 2014, we generated more electricity from the wind and sun than any other company in the world. Yet that accomplishment doesn't begin to tell the whole NextEra Energy story.

Our electric utility, Florida Power & Light Company (FPL), is the third largest in America and operates one of the cleanest power plant fleets. Our nuclear power plants in four states safely generate enough energy to power 5 million homes. We're also investing heavily in pipelines, transmission lines and other critical infrastructure to ensure the future reliability of the electric grid.

Our vision at NextEra Energy is to be North America's leader in the generation and delivery of clean energy — in every market where economics are favorable, by deploying diverse technologies and at multiple points in the energy value chain. Here are a few more examples of how that vision translates into sustainability at our company.

- ▶ **Leading in wind and solar energy.** We operate more than 100 wind energy centers in 19 states and Canada, large solar facilities in five states and Canada, and in January 2015, announced plans to install more than 1 million solar panels at three additional solar centers in Florida;
- ▶ **Achieving emissions rates far lower than average.** Our billions of dollars in clean energy investments have enabled our power plant fleet to achieve 2014 emissions rates of sulfur dioxide, nitrogen oxide and carbon dioxide that were 96 percent, 82 percent and 58 percent lower, respectively, than the U.S. electric industry's average;
- ▶ **Reducing water withdrawal rates.** Historically, the power generation industry has been one of the largest users of water, but mainly because of our modernization programs at FPL and our commitment to solar and wind power, we have reduced our water withdrawal rate by more than 40 percent since 2007;
- ▶ **Reusing and recycling materials.** We work hard to avoid waste. During three recent power plant modernization projects alone, we recycled more than 250,000 tons of concrete and nearly 85,000 tons of steel; and
- ▶ **Equipping the workforce of the future.** We think it's important that the next generation share our clean energy vision. That's why we've supported solar education in our primary schools and nuclear and wind technology training at the college level.

We know that our nation still faces challenges as we move toward a clean energy future. At NextEra Energy, we are proud to be a leader in meeting those challenges and helping to achieve that goal.



Jim Robo

Chairman and Chief Executive Officer

As a freight rail company that provides transportation services across 22 eastern U.S. states, with links to the global marketplace, Norfolk Southern is uniquely positioned to contribute to reducing the nation's greenhouse gas (GHG) emissions.

The environmental advantages of moving consumer goods and other products by rail are well documented in terms of fuel efficiencies and emissions reduction. Through investments and partnerships, Norfolk Southern strives to continuously improve on those supply chain efficiencies, which helps our customers shrink their own emissions footprints.

Fuel efficiency — and, more broadly, energy efficiency — is a core sustainability issue for Norfolk Southern. Our diesel locomotive fleet accounts for about 90 percent of the railroad's annual GHG emissions, and the fuel bill is one of our largest operating expenses. We are fully engaged in reducing those environmental impacts and costs. For example, over four years starting in 2010, we reduced our GHG emissions intensity by nearly 8 percent per revenue ton-mile of freight moved, even as business volumes grew.

We achieved this through strategic investments in innovative and industry-leading initiatives. A majority of our road locomotives, for example, are equipped with train-handling technology we pioneered with an industry partner, with average fuel-efficiency gains of around 5 percent. We've developed a unique in-house locomotive rebuild program that recycles 1970s and 1980s platforms and outfits them with more-fuel-efficient, cleaner-burning engines. We are investing hundreds of millions of dollars in terminal and rail improvements to shave time, costs and emissions from train routes.

We began broadly focusing on energy conservation with a 2007 initiative to install more cost- and energy-efficient lighting systems in 600 offices, shops and terminal facilities. Now, we are embedding sustainability deeper into operations as we embark on a \$50 million energy conversion project at our largest locomotive shop in Altoona, Pa. The project will reduce our nonlocomotive GHG emissions by around 7 percent, in part by replacing three 1950s coal-fired boilers with cleaner natural gas heaters.

In 2011, we started Trees and Trains, a carbon mitigation program, with a \$5.6 million investment to reforest 10,000 acres of former woodlands in the Mississippi Delta. Nearly complete, the project will generate 1.12 million tons of carbon-offset credits and benefit a region long served by our railroad.

Norfolk Southern embraces the view that conserving energy, reducing emissions and protecting natural resources are our corporate responsibilities. With a focus on building long-term value through sustainable business practices, Norfolk Southern and all our stakeholders — customers, investors, employees, suppliers, communities — share in the benefits.



Wick Moorman

Wick Moorman
Chief Executive Officer



www.nssustainability.com

Norfolk Southern embraces the view that conserving energy, reducing emissions and protecting natural resources are our corporate responsibilities. With a focus on building long-term value through sustainable business practices, Norfolk Southern and all our stakeholders — customers, investors, employees, suppliers, communities — share in the benefits.

We renewed our commitment to environmental sustainability with the establishment of our 2020 science-based environmental goals.

As a leading global security company, Northrop Grumman provides innovative products and solutions to address the diverse and complex issues facing our customers worldwide. We understand the impact of environmental and energy security in providing solutions for our nation and allies. We also recognize that the sustainment of our business is dependent upon the health and sustainment of natural resources.

For more than 25 years, our advanced sensor technologies and data modeling systems have provided scientists with global climate data they need for environmental risk analyses to inform policymakers of necessary actions to mitigate and adapt to evolving environmental conditions. Our 2014 environment and energy security milestones and initiatives included:

- ▶ The Northrop Grumman-built Aura satellite celebrated its 10th year in orbit in 2014, delivering Earth observation and climate data supporting scientific study of the atmosphere, land and sea;
- ▶ We joined the U.S. National Oceanic and Atmospheric Administration's Weather-Ready Nation Ambassador Initiative, a program designed to provide timely weather data to communities, businesses and individuals to enable responsiveness and resilience to extreme weather events; and
- ▶ Northrop Grumman-developed software supported the U.S. Department of Energy's SunShot Initiative, a collaborative effort to make solar energy cost competitive with other electricity forms by 2020. Our software provides regional cloud cover and solar insolation forecasts to optimize location of solar installations.

People are at the heart of these milestones and all we do at Northrop Grumman. In addition to the energy that we devote to development and expansion of our capabilities, our employees volunteer thousands of hours to sustainability efforts in local communities worldwide. From participating in public lands and coastal clean ups to judging science fairs and mentoring the next generations of scientists and engineers, our employees are committed to contributing to the global community.

We are devoted to fostering and inspiring current and future generations of scientists, engineers and innovative leaders. The Northrop Grumman Foundation supports diverse science, technology, engineering and math (STEM) programs, including ECO Classroom in partnership with Conservation International. This "classroom below the canopy" equips STEM teachers with a unique scientific and environmental experience to inspire and engage students in their classrooms and beyond.

In addition to our focus on the future, Northrop Grumman is taking action now to preserve vital natural resources. In 2014, we renewed our commitment to environmental sustainability with the establishment of our 2020 science-based environmental goals. Our environmental sustainability program, greeNG, is driving our strategy to integrate sustainability across the enterprise.



A handwritten signature in black ink, appearing to read "Wes Bush".

Wes Bush

Chairman, Chief Executive Officer and President

For Oracle, corporate citizenship and sustainability mean being responsible not only to our shareholders, but also to our stakeholders — those affected by and with an interest in our activities — including employees, customers, partners, society and the environment.

We are committed to sustainable business practices and to developing products and services that help protect the environment. Oracle technology helps other organizations better execute and measure their own sustainability initiatives. In collaboration with partners, we provide sustainability solutions that can be easily integrated with our customers' core business activities. Whether through measurement accounting, risk management, waste reduction, optimization of logistics networks or hyper-efficient data center infrastructure, Oracle is in the unique position of being able to provide solutions that address the entire nexus of IT and sustainability business requirements.

Our facilities portfolio spans more than 10 million square feet of owned real estate and 11 million square feet of leased space. We continuously invest in technologies and solutions that reduce our energy and water use, greenhouse gas emissions and waste at our owned facilities and data centers across the globe.

Below are some of the highlights of Oracle's recent sustainability-related accomplishments.

- In 2014, for the seventh year in a row, Sustainability Innovation Oracle Excellence Awards were given to 11 customers that are using Oracle products to meet their sustainability goals and to the six partners that helped them achieve those goals.
- Our two largest data centers — the Utah Compute Facility and the Austin Data Center — won the prestigious ASHRAE Technology Award in 2014 for leveraging innovative, energy-saving technologies such as airflow containment and evaporative cooling.
- We observed a 30 percent decrease in energy use and 44 percent decrease in natural gas use at Oracle headquarters between 2000 and 2013.
- Between 2012 and 2013, we decreased our Scope 1 emissions by 10 percent and our Scope 2 emissions by 3 percent, despite a significant growth in our workforce and facilities portfolio.
- We have reduced the onsite carbon emissions at our global events, including Oracle OpenWorld, by 27 percent since 2011. One hundred percent of the remaining emissions are offset by Oracle.

We are proud of Oracle's sustainability leadership and the positive impact that our efforts are making in the communities where we conduct business.



[www.oracle.com/corporate/
citizenship/sustainability/index.html](http://www.oracle.com/corporate/citizenship/sustainability/index.html)

For Oracle, corporate citizenship and sustainability mean being responsible not only to our shareholders, but also to our stakeholders — those affected by and with an interest in our activities — including employees, customers, partners, society and the environment.



A handwritten signature in blue ink that reads "Safra Catz".

Safra Catz
Chief Executive Officer



sustainability.owenscorning.com

At Owens Corning, our people and products make the world a better place. The people of Owens Corning are committed to expanding our impact through sustainability in order to deliver on this purpose every day.

Our commitment to sustainability is a continuous process that candidly acknowledges how much more work is needed to expand our impact. Our progress is embedded across all aspects of our company, focused on six key areas.

Safety: We are expanding our safety goals beyond accident prevention to “living safely.” Owens Corning was the proud recipient of the National Safety Council’s Green Cross for Safety medal in 2014.

Operations sustainability: We have continued progress toward our ambitious 2020 environmental footprint goals, including intensity reductions in energy; greenhouse gas emissions; particulate, air emissions; and water use. In 2014, we installed the largest onsite solar photovoltaic system in the state of New York at our Delmar EcoTouch® insulation plant.

Product sustainability: We extended our products’ life cycle sustainability and transparency and expect to meet our goal of publishing transparency documentation on all our core products by the end of 2015. We recycled more than 1 billion pounds of glass into our insulation products and 2 billion pounds of asphalt shingles, representing approximately 10 percent of the North American market.

Supply chain sustainability: We doubled our freight miles driven on natural gas (converted from diesel), further paving the way to meet our goal of 50 percent by 2020.

Energy efficiency collaboration: We continued to drive net-zero energy building capabilities and improved cost, performance, durability and safety through partnerships with customers, specifiers, architects and builders in both the residential and commercial markets.

Strategic philanthropy: We assisted nearly 4,000 families through the donation of insulation and roofing materials for their homes and expanded our health and educational assistance to China, India and Mexico.

We achieved a perfect score on the Human Rights Campaign Corporate Equality Index for the tenth consecutive year and have been listed on the Dow Jones Sustainability World Index for the fifth consecutive year. We were also named the Industry Sector Leader in Sustainability for the second consecutive year.

Our commitment to expanding our impact through sustainability is unwavering and is an essential element of growing our company.



A handwritten signature in black ink that reads "Michael H. Thaman".

Michael H. Thaman
Chairman and Chief Executive Officer

During a time when much of the global conversation is centered on energy policy, economic growth and environmental advancement, Peabody Energy believes that there are three key approaches to what many nations have embraced as a solution to meet these objectives — 21st Century Coal.

Sustainable Mining

21st Century Coal mining operations demand an intense focus on operational excellence. Everything matters — from a commitment to safety to restoring the land for generations to follow.

Safety is a core value and way of life at Peabody and is supported by our systems, standards, training and risk management programs. We also work to continually improve productivity and resource recovery through enhanced mining and extraction methods and are focused on land restoration and supporting the communities where we do business.

The ability to maximize recovery of resources is also important in modern mining. Production both above and below ground is optimized using multiple mining methods, and Peabody typically recovers 90 to 96 percent of mined coal seams in open-cut mining.

Energy Access

We believe that energy poverty is one of the world's biggest human and environmental crises. Energy is essential to a better, longer life, bringing improvements in health and longevity and in economic growth. The lack of electricity prevents refrigeration of medicines and vaccines, sterilization of medical tools, and sanitization of water.

We believe that coal is one of the keys to increasing access to electricity and improving human health and welfare. Not only does energy use increase longevity, but it also drives global economic growth. There is a clear correlation between expanding coal use and growing economies. Since 1970, coal use has increased 353 percent with a similar increase in world gross domestic product (GDP).

Clean Coal Solutions

The world's environmental goals — including clean water, electricity for health and lower carbon emissions — can be met through today's advanced coal technology. The United States is proof that today's high-efficiency controls at coal-fueled plants can drive major environmental improvements. Since 1970, coal used for electricity has increased more than 170 percent, as GDP more than doubled and key emissions per kilowatt hour decreased 90 percent.

All of us share the same basic desire to make the world cleaner, healthier and more energy secure. And while we need all forms of energy to address global energy needs, 21st Century Coal is essential to increasing access to low-cost electricity while using today's advanced technologies to improve emissions.

Coal is the only affordable fuel, at scale, to meet global energy demands, and we are proud to play an essential role in expanding energy access, enabling longer healthier lives and strengthening economies around the world.



A handwritten signature in black ink that reads "Glenn L. Kellow". The signature is fluid and cursive, with "Glenn L." on the left and "Kellow" on the right, with a small circle drawn next to "Kellow".

Glenn L. Kellow
President and Chief Executive Officer-Elect



www.peabodyenergy.com

The United States is proof that today's high-efficiency controls at coal-fueled plants can drive major environmental improvements.

Since 1970, coal used for electricity has increased more than 170 percent, as GDP more than doubled and key emissions per kilowatt hour decreased 90 percent.



[www.pepsico.com/Purpose/
Performance-with-Purpose](http://www.pepsico.com/Purpose/Performance-with-Purpose)

Adapting to our changing world requires an understanding of the fact that business does not operate in a vacuum — it operates under a license from society. Companies that recognize this and embed sustainable business practices into the fabric of their organization will rise to the top and flourish.

Businesses today are operating in a volatile world. Traditional models are being disrupted. Societies around the globe are facing new challenges. A growing population promises to make resources scarcer and competition fiercer.

In the face of such challenges, great companies will see opportunities. They will see new ways to perform today while also transforming for tomorrow. They will think in terms of both quarters and generations.

Adapting to our changing world requires an understanding of the fact that business does not operate in a vacuum — it operates under a license from society. Companies that recognize this and embed sustainable business practices into the fabric of their organization will rise to the top and flourish.

Nearly a decade ago, we articulated our vision for how PepsiCo would do business in this new world. We called it “Performance with Purpose.” Importantly, it was not about corporate social responsibility — that is what companies do with the money they make. Our view was that we had to fundamentally change the way we make our money.

We are focused on four key priorities:

- ▶ Providing a wide range of beverages, foods and snacks, from treats to healthy eats, in response to consumer demand;
- ▶ Finding innovative ways to minimize our impact on the environment and lower our costs through energy and water conservation, as well as reduce our use of packaging material;
- ▶ Providing a safe and inclusive workplace for our employees globally; and
- ▶ Respecting, supporting and investing in the local communities in which we operate.

In the years since, PepsiCo has shown how a clear, focused sustainability agenda can be ingrained into a company’s daily operations, drive innovation and foster competitive advantage.

Performance with Purpose is enabling us to stay ahead of the trends reshaping our industry, drive top and bottom line growth, attract the best and brightest talent, and retain our license to operate in our communities. In short, it is allowing us to “future-proof” PepsiCo and create value for all of our stakeholders.

Fifty years ago, Pepsi-Cola and Frito-Lay joined forces to create one of the world’s leading food and beverage companies. Our success ever since has been fueled by our commitment to doing business the right way. As we prepare to mark our 50th anniversary and look out toward the next half-century, Performance with Purpose will further strengthen our company and the world around us. It will allow us to navigate new challenges and turn them into new opportunities. It will help position us to deliver sustainable long-term growth. And as more and more companies embrace similar thinking, it is the way we will improve our world for future generations.



Indra K. Nooyi

Chairman and Chief Executive Officer

At Pfizer, we understand that embedding environmental sustainability into our business brings significant value to our company, the patients we serve and the communities we touch. Recognizing the potential for harm caused by climate change, we aim to be a leader in advancing responsible energy use and environmental stewardship. For 15 years, Pfizer has voluntarily set — and met or exceeded — public goals to reduce our greenhouse gas (GHG) emissions.

Between 2000 and 2012, Pfizer reduced GHG emissions by more than 40 percent, and we did so a year ahead of schedule. We are now working to decrease GHG emissions by an additional 20 percent by 2020. To do so, we are focusing on efficiency and conservation in our operations worldwide.

We are off to a great start. In 2014 alone, Pfizer achieved a 5 percent carbon emissions reduction (approximately 100,000 metric tons of carbon dioxide equivalent), the equivalent of removing 20,000 vehicles from the road or the energy used in 9,000 homes. More than 125 energy efficiency projects were completed last year, resulting in an energy savings of 60 million kilowatt hours or 2.5 million gallons of gasoline. These projects included chiller optimization, switching to cleaner fuels, and increasing onsite generation capacity with combined heat and power.

Pfizer also supports the development of renewable energy technologies. In partnership with an energy vendor, we are implementing the capacity to harness solar energy, totaling approximately 10 million kilowatt hours, at our Vega Baja and Guayama sites in Puerto Rico. This energy will be available to the sites' communities for purchase. At our Puurs facility in Belgium, we are on track for a second wind turbine to be operational in 2016.

With a sustainable future in mind, Pfizer continues to bring to patients new, innovative medicines that significantly improve their lives. By working to reduce our environmental impact, we help create a healthier environment for the local communities in which we operate and in the world at large.



A handwritten signature in black ink that reads "Ian C. Read".

Ian C. Read
Chairman and Chief Executive Officer



www.pfizer.com/responsibility

With a sustainable future in mind, Pfizer continues to bring to patients new, innovative medicines that significantly improve their lives.



www.pgecorp.com/sustainability

At PG&E, our commitment to sustainability begins with the nearly 16 million people who count on us every day for the energy that powers their lives — safely, reliably, affordably and cleanly.

At PG&E, our commitment to sustainability begins with the nearly 16 million people who count on us every day for the energy that powers their lives — safely, reliably, affordably and cleanly.

Driven by our goal of becoming the safest utility in the nation, we continue to invest heavily to build a better company and, as a result, a better California. Last year, this included making great strides in gas safety excellence, becoming one of the world's first utilities to achieve two prestigious international certifications for best-in-class asset management. We also delivered record electric reliability to customers for the sixth year in a row, thanks in large part to investments that modernized our infrastructure and incorporated the latest smart-grid technology.

But our success is ultimately defined by much more than just providing gas and electricity. Californians look to us to enable an ever-improving quality of life and a better future through everything we do, from leading on clean energy to giving back to our communities and fueling economic growth. Recent examples of our commitment include:

- ▶ Delivering some of the nation's cleanest energy with more than half of our electricity coming from greenhouse gas-free resources;
- ▶ Extending our leadership on fleet electrification, introducing the utility industry's first plug-in electric utility truck that can provide power for up to 100 homes;
- ▶ Helping customers save millions of dollars on their energy bills through the nation's largest utility energy efficiency program;
- ▶ Achieving industry-leading supplier diversity results, helping thousands of businesses to grow and hire;
- ▶ Building career pathways for veterans and women through our pioneering PowerPathway™ workforce development program;
- ▶ Making our second land transfer as part of the Land Conservation Commitment, which ultimately will permanently protect 140,000 acres of PG&E-owned watershed lands; and
- ▶ Setting a new record for employee and retiree giving in our annual Campaign for the Community, raising \$7.3 million for schools and nonprofits.

We are proud to work on behalf of all of our stakeholders to create broad and long-lasting value that is shared by customers and neighbors, employees, investors, business partners, and others. Our progress is reflected in the recognition we receive, such as our selection once again for the Dow Jones Sustainability North America Index, Civic 50 and the Top 100 Military Friendly® Employers.

Moving forward, we want to engage even more deeply with our stakeholders. Our annual sustainability report is one way we hold ourselves accountable. We welcome your thoughts on our performance.



A handwritten signature in black ink that reads "Anthony F. Earley Jr."

Anthony F. Earley, Jr.

Chairman of the Board, Chief Executive Officer and President

For more than 50 years, Pitney Bowes has been a leader in environmental practices including product take-back and recycling programs that continue to spark innovations in design, manufacturing and operations. In 1996, we joined the U.S. Environmental Protection Agency's WasteWise Initiative, and since 2007, we have been part of its WasteWise Hall of Fame — an honor shared by only 15 other companies. Today, 95 percent of our equipment parts are recyclable, and each year, we recycle more than 10 million pounds of materials while growing additional revenues by turning used equipment into factory certified green solutions.

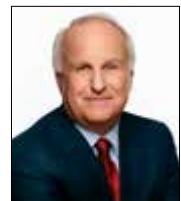
Through site consolidations, energy conservation initiatives and employee education programs, we have reduced our energy consumption and carbon emissions. We publicly report our carbon footprint through the CDP. By the end of 2013, we had reduced electricity consumption by 21 million kilowatt hours from our 2007 baseline, saving \$2.98 million and reducing our carbon footprint by 12,453 metric tons.

Such achievements require a workforce that is engaged and equipped to deliver. Like environmental responsibility, our commitment to employees' growth and development is fundamental to our culture and our vision of sustainable success. Examples include:

- ▶ Our agile work program, which enables employees to reduce commuting time and gain flexibility about where and how they work. In 2013, with 27 percent of our U.S. workforce agile or mobile, employees saved 455,073 hours in travel time and 765,925 gallons of gasoline, reducing greenhouse gas emissions by 8.1 million pounds. This success has earned us recognition two years in a row on FlexJobs' list of the top 100 companies with remote jobs.
- ▶ Our partnership with leading education nonprofit organizations, which is helping to transform lives in communities all over the world. Enthusiastic participation in community service energizes employees to apply their skills in new ways and collaborate more effectively for our clients. Last fall, a single weeklong program in Connecticut drew 475 employee volunteers to education projects involving 23 community agencies.

As a technology leader powering billions of transactions around the world — both physical and digital — Pitney Bowes is committed to responsible business practices. Building on a long tradition of corporate citizenship, we have developed smart, sustainable programs that are creating new opportunities for our business while benefiting clients, employees and communities everywhere.

Corporate responsibility is vital to how we do business. And it's the essence of what makes Pitney Bowes a great company.



A handwritten signature in blue ink that reads "Marc B. Lautenbach".

Marc B. Lautenbach
President and Chief Executive Officer



www.pb.com/responsibility

Building on a long tradition
of corporate citizenship,
we have developed smart,
sustainable programs that are
creating new opportunities
for our business while
benefiting clients, employees
and communities everywhere.

Corporate responsibility or sustainability has evolved from a luxury to a business imperative. Ultimately, it is the lens through which every business will be judged by its consumers, workforce, society and even investors. And as businesses move to embrace sustainability, they also need to be able to report on it in a credible and trustworthy way.

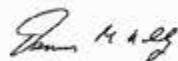
Corporate responsibility or sustainability has evolved from a luxury to a business imperative. Ultimately, it is the lens through which every business will be judged by its consumers, workforce, society and even investors. And as businesses move to embrace sustainability, they also need to be able to report on it in a credible and trustworthy way. Across the PwC network, we have 195,000 employees working with thousands of companies, including 417 of the Fortune Global 500. This presents our network with a unique opportunity to address governance, social and environmental challenges. Not only do we develop insights and methodologies that help clients measure and manage their environmental impacts and make more sustainable business decisions, but we also proactively manage our own footprint and engage our staff in that effort.

As a professional services network keen on developing responsible leaders, we've supplemented our existing talent programs with a corporate responsibility e-learning module. "Think Corporate Responsibility" helps our people understand the social and environmental issues affecting businesses across all industries, whether they're responding to natural resource scarcity because of climate change or facing public scrutiny over business ethics.

In managing our own environmental impact, currently PwC firms representing more than 80 percent of our network (by revenue) have carbon reduction approaches in place, including reduction targets, carbon offsetting and the purchase of green electricity. Fiscal year 2014 showed a 47 percent increase in avoided emissions from carbon offsets and the purchase of green electricity, resulting in an annual reduction of 3 percent in our net emissions. We believe that there is potential to improve our performance further and that setting a network greenhouse gas reduction target is a priority.

However, it is by connecting environmental, social and economic challenges and opportunities, that an organization is best placed to prosper. Our Total Impact Measurement & Management framework calculates the value of social, environmental, tax and economic impacts, which enables business leaders to compare the total impacts of their decisions and manage the tradeoffs. We are piloting this approach ourselves and PwC firms are supporting some pioneering companies in doing the same.

At PwC, we see resource scarcity and climate change as one of the transformative forces interacting to change the future. Our response to this challenge in addressing our own sustainability issues and supporting our clients to do the same is just one way we demonstrate our purpose of building trust in society and solving some important problems.



Dennis M. Nally
Chairman

The Principal Financial Group® is a global investment management leader. We create, grow and maintain sustainability solutions as part of our core value of integrity.

During 2014, we made significant progress in several areas:

- ▶ **Advancing our climate change goals.** In 2011, we set a long-term goal of reducing energy use and our carbon footprint by 10 percent by the end of 2016. To date, we've already reduced carbon emissions by more than 13 percent and energy consumption by 10 percent.
- ▶ **Improving our CDP ranking.** We were one of only 34 companies named a CDP Performance Leader and one of 63 companies named a CDP Disclosure Leader. **We earned a 99 out of 100 for disclosure** and were included in the "A" band for climate performance.
- ▶ **Achieving Leadership in Energy and Environmental Design (LEED) certification for our child development center.** When first built, our child development center was awarded LEED Gold New Construction. Last year, we showcased our continuous improvement in operational efficiency and achieved LEED Gold Existing Buildings Operations + Maintenance.
- ▶ **Boosting recycling efforts.** Our enhanced recycling program includes new containers, better signage, more effective communications, and improved processes for greater consistency and increased landfill diversion across our campus. We currently divert more than 70 percent of ongoing waste from landfills.
- ▶ **Continuing our campus renovations with sustainability as a top priority.** Each component of the multiyear renovation of our headquarters considers the environmental impact:
 - **Recycling.** To date, we've recycled more than 90 percent of the materials removed — metals, carpet, drywall, furniture, etc.
 - **Energy.** The first building to be renovated was designed to earn an ENERGY STAR® design score of 94.
 - **LEED.** Our headquarters building was designed to achieve LEED New Construction.

Commercial Real Estate

Principal Real Estate Investors, our dedicated real estate group, has a long-standing commitment to corporate stewardship and an established track record in responsible property investing. In 2014, this group received the Green Star designation for three funds from the Global Real Estate Sustainability Benchmark Survey and was cited by *Commercial Property Executive* as being among the greenest U.S. real estate companies.

Look Ahead

As we continue to improve our operations, we're developing the framework for our next long-term sustainability goals, focusing on energy efficiency, carbon footprint reduction, water efficiency, waste and recycling, and environmentally preferable purchasing.

These are just a few ways in which we're creating a more sustainable future for our employees and the communities where we have a presence.



A handwritten signature in black ink that reads "Larry Zimpleman".

Larry Zimpleman

Chairman and Chief Executive Officer



[www.principal.com/
corporate-social-responsibility](http://www.principal.com/corporate-social-responsibility)

In 2014, The Principal
achieved LEED Gold Existing
Buildings Operations +
Maintenance certification for
our child development center.



www.pg.com/sustainability

At P&G, our sustainability objective is to create industry-leading value with brands and products that consumers prefer, while at the same time conserving resources, protecting the environment and improving social conditions for those who need it most.

At P&G, our sustainability objective is to create industry-leading value with brands and products that consumers prefer, while at the same time conserving resources, protecting the environment and improving social conditions for those who need it most.

Our goals are to create value for consumers and shareowners — and lead the consumer products industry with effective and lasting solutions to environmental and social sustainability challenges.

Our strategic “where to play” choices are designed to deliver our objective and goals. We are focused first on serving consumers who care for the environment but don’t want to trade off performance and value. We do this by focusing on our largest brands, by developing sustainable end-to-end supply solutions and by building long-term social programs that improve life.

Our “how to win” choices ensure clarity, consistency and engagement across all of P&G. We preserve resources by designing products and operations with less water, energy and material waste; partner with experts in industry, governments, nongovernmental organizations and academic communities to maximize impact; and pioneer with innovation to create products that delight consumers while minimizing our environmental footprint — all while embedding sustainability into the business.

We are making progress:

- ▶ 70 P&G sites are now zero waste to landfill — nearly 50 percent of all our manufacturing facilities;
- ▶ 54 percent of the virgin wood fiber used in our tissue/towel products is certified by Forest Stewardship Council®, exceeding our goal to have 40 percent certified by 2015;
- ▶ We established new goals that call for traceability of palm oil and palm kernel oil to our supplier mills by December 31, 2015, and to plantations by 2020; and
- ▶ The P&G Children’s Safe Drinking Water program has now delivered more than 7 billion liters of clean, safe drinking water, saving more than 40,000 lives.

These efforts have helped us meet consumer needs and make a positive environmental and social impact in our world. We believe our strategic choices position us to accelerate our progress.



A. G. Lafley
President and Chairman of the Board

At Qualcomm, we define sustainability as a strategy that drives long-term growth and profitability through the inclusion of environmental, social and corporate governance issues in our business model, specifically as they relate to our key spheres of influence: our workplace, supply chain and local communities, as well as the marketplace and public policy realm.

In our operations, we aim to minimize our carbon footprint, conserve water and reduce waste. Recent accomplishments include:

- ▶ Employing an advanced water treatment system that reduces the water used in the cooling towers of a new cogeneration plant by more than 5.4 million gallons annually;
- ▶ Completing design of a new 357,000-square-foot high-performance office building at our headquarters that meets Leadership in Energy and Environmental Design (LEED) Gold criteria; and
- ▶ Using an energy-efficient, modular data center, which helped to avoid approximately 1.5 million kilowatt hours of energy use in 2014.

These efforts extend to our supply chain as well. As we design our products, we practice the “precautionary principle,” taking preventive measures regarding certain chemicals. We continue to design integrated circuit products devoid of lead, brominated flame retardants, PVC, phthalates and other substances of concern.

We continued our multiyear effort to create a transparent supply chain free of conflict minerals — tin, tantalum, tungsten and gold — that may contribute to armed conflict and human rights abuses in the Democratic Republic of the Congo and adjoining countries. We determined the supply chain for our semiconductor business to be conflict free for tantalum in December 2013.

We also leverage our innovations to achieve our sustainability objectives in the communities we serve. Through our Smart Cities initiative, we’re re-imagining the role of technology and connectivity in today’s cities. Qualcomm technologies can help empower cities worldwide to provide a scalable ecosystem of smart, efficient and sustainable services for infrastructure, buildings, transportation and energy.

And we continue to expand our Wireless Reach Program. We have collaborated with more than 450 organizations to create sustainable advanced wireless technology projects that strengthen economic and social development with a focus on education, entrepreneurship, health care, the environment and public safety.

When it comes to sustainability, we may not have all the answers just yet, but if my experiences in 2014 showed me anything, it’s that we have the people and the expertise to apply our paradigm-shifting capabilities not only to the mobile ecosystem but also to the way we do business.



Steve Mollenkopf
Chief Executive Officer



www.qualcomm.com

Who is responsible for sustainability at Qualcomm?

The short answer is “everyone.” We’ve integrated sustainability throughout our company, from our daily operations to our executive leadership to our board of directors. Sustainability factors into our strategic decisions, our product design and the everyday thinking and behavior of our employees worldwide.



www.realogy.com

Across our company locations, we make environmental stewardship a priority through recycling; conservation; and efficient office management practices such as paper reduction, alternative commute options, local community initiatives and other environmentally friendly efforts.

At Realogy, a global leader in residential real estate franchising and brokerage, we take a holistic view of sustainability for our company and our employees. Being a socially responsible company is paramount to Realogy and engrained in our company culture, which is built on a foundation of ethics and integrity. We fully support Business Roundtable's "create, grow, sustain" vision for sustainability.

Create

Realogy's commitment to social responsibility and sustainability was never more visually evident than during the construction of our new headquarters facility in Madison, N.J., last year. As we finish our first full calendar year working in our new surroundings, we are proud to report that the building interior received Leadership in Energy and Environmental Design (LEED) Gold certification and its exterior received LEED Silver certification from the U.S. Green Building Council.

Grow

Across our company locations, we make environmental stewardship a priority through recycling; conservation; and efficient office management practices such as paper reduction, alternative commute options, local community initiatives and other environmentally friendly efforts. In 2014, Realogy shredded and recycled 5 million pounds of used paper that will save 46,000 trees or 116 acres of forest.

This past year we rolled out a flexible work arrangement program to all of our locations to encourage telecommuting and flexible hours as a way to be more environmentally and socially responsible. Our relocation services subsidiary, Cartus, received a GreenCircle award from the Connecticut Department of Energy and Environmental Protection underscoring its positive environmental impact, which includes a rideshare program with more than 600 riders.

Sustain

Our companywide wellness program, iThrive, has helped Realogy achieve recognition as a Gold Standard Employer by the CEO Roundtable on Cancer for three consecutive years. We support preventive care and early detection by covering 100 percent of the cost for annual physical exams, screening and vaccinations for employees and family members in our medical benefits plans.

We believe that by committing to high standards of integrity and maintaining strong ethical values, we are able to create and sustain a positive workplace that helps us recruit and retain the best employees. For the past four years, Realogy has been named among the World's Most Ethical Companies® by Ethisphere Institute. The enduring value of our commitment to ethics is that other companies and organizations can see our commitment, and they choose to do business — and keep doing more business — with us because of it.



A handwritten signature in black ink that reads "Richard A. Smith".

Richard A. Smith

Chairman, Chief Executive Officer and President

Evolving technology is changing the manufacturing landscape: from labor intensity to highly efficient production processes; from aging industrial plants to clean, safe, efficient production facilities; from isolated operations to an integrated, responsive supply chain.

We call this vision The Connected Enterprise. The Connected Enterprise focuses on rapid value creation through tighter integration between industrial assets and the rest of the enterprise value chain. It's characterized by industrial operations that are more nimble and more sustainable. The Connected Enterprise brings together people, processes and technology to achieve enhanced productivity, sustainability and economic performance.

The implementation of The Connected Enterprise will drive more change in industrial operations in the next 10 years than occurred in the past 50 years. Rockwell Automation is at the forefront of enabling industry leaders to move The Connected Enterprise from concept to reality and to further enhance business performance through integrated control and information. We've focused our technologies and partnerships on enabling the right information at the right time across processes, facilities, suppliers and consumers to help our customers make faster and better decisions.

Rockwell Automation understands the evolving industry challenges confronting global manufacturers — because we are one. We implemented an enterprise-wide strategy several years ago to better connect our global manufacturing facilities and accelerate the business value of The Connected Enterprise. This has improved our performance and enhanced socially responsible and sustainable practices as well as innovation at our global facilities.

Citing both our own record of environmental stewardship and our ability to help our customers improve, *Newsweek* ranked Rockwell Automation No. 8 in the 2014 Green Rankings of U.S. companies. We were again named a member of the Dow Jones Sustainability North American Index through continually improving our sustainability activities, such as waste reduction and energy efficiency improvements. We continue to work safer than our peers with a safety performance that is among the best in the industry. In 2014, we were again named one of the "World's Most Ethical Companies" by Ethisphere™ Institute.

We have a long history — 111 years — of serving customers with technology innovation, deep domain expertise, and a culture of integrity and social responsibility. This is the foundation of our mission to improve the standard of living for everyone by making the world more productive and sustainable.



Keith Nosbusch

Keith D. Nosbusch
Chairman of the Board and Chief Executive Officer

**Rockwell
Automation**

www.rockwellautomation.com/
solutions/sustainability

Evolving technology is changing the manufacturing landscape: from labor intensity to highly efficient production processes; from aging industrial plants to clean, safe, efficient production facilities; from isolated operations to an integrated, responsive supply chain. Rockwell Automation is at the forefront of enabling industry leaders to move The Connected Enterprise from concept to reality to further enhance business performance.

RR Donnelley believes that a sustainable environment is critical to our society, our business and our people. Throughout our company's history, our commitment to responsible business practices has never wavered.

RR Donnelley believes that a sustainable environment is critical to our society, our business and our people. Today, RR Donnelley is in 14 different time zones on five continents in nearly 40 countries throughout the world, and is dedicated to operating responsibly in all of them.

As a leading integrated communication services provider, RR Donnelley connects organizations with their audiences through the power of words and images. As multichannel communication evolves, meeting our customers' changing needs will continue to influence how we manufacture products and deliver services in line with our sustainability, environmental, health and safety policies.

We've integrated our sustainability practices across all of our worldwide operations because we understand that it is cost effective and good for our environment. These sustainability initiatives focus on four areas: resource efficiency, green procurement, waste minimization and stewardship.

In more than 100 RR Donnelley facilities worldwide, our efforts have resulted in a cumulative annualized energy savings equivalent to 17.93 million gallons of gasoline, or the amount used by 30,859 cars. We've achieved this using many different technologies, including lighting upgrades, improved compressed air systems, efficient emission control devices and heat recovery installations.

In our Shenzhen, China, facility we have a regenerative thermal oxidizer that reduces 99 percent of the volatile carbon emissions from our web printing process stack air. In addition to treating the process air, the regenerative thermal oxidizer runs on natural gas and is designed to be 92 percent thermally efficient. We have over 40 locations with similar pollution control devices.

RR Donnelley's logistics business is a SmartWay® Transport Partner at our United States and Canada operations. We collaborate with the U.S. Environmental Protection Agency, Natural Resources Canada and the freight industry to increase energy efficiency while trimming greenhouse gas emissions and air pollution and supporting our goal of transporting materials in the cleanest, most efficient way possible.

We also apply our extensive supply chain expertise by collaborating with customers and suppliers to help them meet their sustainability goals while minimizing our effects on the environment. From our associations with certified forestry initiatives, to our sourcing of more sustainable inks, we work to minimize the environmental footprint as we produce our customers' products.

We source certified paper that originates from forests that meet stringent environmental requirements established by independent, third-party organizations. Requirements include compliance with laws; conservation of natural ecosystems, water resources and soils; limits on the use of pesticides and herbicides; protection of natural forest ecosystems; and protection of the rights of indigenous people who live and work in the forests.

Throughout our company's history, our commitment to responsible business practices has never wavered. Having achieved our 150th anniversary in 2014, we embark on our next 150 years with an ongoing commitment to sustainability, using resources efficiently and helping our customers do the same.



Thomas J. Quinlan

Thomas J. Quinlan III
President and Chief Executive Officer

SAS' corporate responsibility efforts center on preparing our people and our business for a sustainable future. The "three pillars of sustainability" continue to be key elements of our business model as we make decisions and build practices that support our environment and our people.

The amount of data in the digital universe is doubling almost every other year. This data informs how we interact, think and perform. The knowledge we gain from our own data allows us to be good environmental stewards in the numerous offices we have across the globe. From incorporating the best design, engineering, materials and technology available to recycling and energy usage — we follow green building standards for all design, construction and renovation projects. Protecting our planet is as important to us as we know it is to our community.

Our people continue to be SAS' greatest resource. Year after year, SAS ranks high on a variety of lists for best places to work — not only in the United States but around the world. This recognition validates the strong connection we've made between our culture and creative minds.

The investments we make in employee health, wellbeing and work-life balance allow our employees do their jobs well. SAS, in turn, maintains exceptional retention rates — with turnover far below the industry average. That loyalty means that customers benefit from relationships with experienced, committed employees.

From a business standpoint, SAS' roots are in managing and analyzing large amounts of data. As the analytics market expands, SAS still leads the way. In 2014, we experienced a record 39th consecutive year of growth and profitability, with \$3.09 billion in revenues.

We also take our role seriously when it comes to helping prepare the next generation of innovators, which is why education is our primary philanthropic initiative. To support that effort, in 2014 we introduced SAS Analytics U, which provides students and teachers free and low-cost options for accessing SAS analytics software and training. Additionally, SAS supports a host of education initiatives promoting science, technology, engineering and math.

Our world continues to evolve in ways we can't even imagine. I hope you share our excitement about our company's future and the opportunities we all have to contribute to a sustainable planet.



sas.com/csr

The "three pillars of sustainability" continue to be key elements of our business model as we make decisions and build practices that support our environment and our people. Protecting our planet is as important to us as we know it is to our community.



Jim Goodnight
CEO



www.Sempra.com/responsibility

We recognize that while the need for energy is clear, generating and delivering it involves complex choices — so for us, sustainability is about balance.

At Sempra Energy, our low-carbon business strategy outlines our priorities as we grow and sustain our company: energy efficiency, renewable energy, natural gas and innovation. This strategy is based on our forecast that, in a carbon-constrained world, demand for lower-carbon sources of energy will continue to rise. Yet while the need for energy is clear, generating and delivering it involves complex choices. So for us, sustainability is about balance.

Corporate governance

For employees and suppliers, we seek diversity, engagement, strong business ethics and a focus on safety. Fifty-four percent of our board members are women or people of color and this diversity, coupled with disciplined risk management, rigorous business ethics and strong management systems, drives excellence in corporate governance.

Economic performance

For shareholders, we focus on financial performance, growth and producing an increasing dividend. With 2014 earnings of more than \$1.1 billion and a steadily increasing dividend, our total shareholder return was 27 percent in 2014; 133 percent over five years; and 306 percent over 10 years.

Environmental performance

For customers, we deliver energy that is safe and reliable, yet also clean and affordable. Since 1990, we have helped our California customers save more than 600 million therms of natural gas and more than 5.5 million megawatt-hours of electricity. More than 30 percent of our California utility customers' energy comes from renewables and this number will increase to 33 percent by 2020. Outside of California, we have invested more than \$2 billion in renewable energy projects that can produce, in aggregate, more than 1,700 megawatts of clean energy, and we plan to build or operate more than 1,000 megawatts of additional renewable capacity over the next five years. Our emissions are 40 percent below the national average, and we are on track to reduce our emissions intensity 10 percent by 2016 (against a 2010 baseline).

Social performance

For regulators and policymakers, we operate safely and efficiently, and we are good corporate citizens. More than 1 percent of our pretax income is set aside for communities and more than 70 percent of our recent California giving is directed into programs helping the underserved and communities of color. Forty-five percent of our purchasing in California went to diverse business enterprises, and our reliability, health and safety performance is excellent.

At Sempra Energy, our sustainable business model speaks for itself: it's diversified, sensitive to climate concerns and future focused.



Debbie Reed

Debra L. Reed

Chairman and Chief Executive Officer

Sustainability is a guiding principle for all of us at Siemens. I'm proud to report that in 2014, the Dow Jones Sustainability Index once again named Siemens as the world's most sustainable company in our industry group. For the seventh time in a row, Siemens captured the No. 1 spot in the area of industrial conglomerates — acting in the interests of future generations and reflecting our commitment to balancing the three dimensions of sustainability: people, planet and profit.

At Siemens, our strength lies in our ability to deliver coordinated solutions that lead to fewer emissions, more efficient power generation and less consumption of natural resources. Last year, environmentally friendly, energy-efficient Siemens technologies helped our customers save 428 million metric tons of carbon dioxide — roughly equivalent to nine times the emissions of New York City!

When it comes to sustainable energy, we firmly believe that a balanced mix of environmentally responsible energy and power solutions will be required to maintain a supply that is reliable and affordable. That's just one of the reasons why we continue to make significant investments in innovation across the energy value chain — from wind power and renewables to efficient gas turbines to distributed power generation to smart-grid technologies and everything in between.

Our sustainability strategy is also rooted in a commitment to energy efficiency, which extends across our businesses.

For example, at our rail manufacturing plant in Sacramento, Calif. — which is powered by up to 80 percent solar energy — we're building energy-efficient locomotives that are helping rail systems comply with federal emissions regulations. For manufacturers, Siemens' optimized drive technologies can cut energy consumption by 70 percent. And our health care imaging equipment is among the most energy efficient in the market.

We're also currently working with the U.S. National Park Service to implement energy and water conservation measures at 13 of our nation's most historic sites in the Washington, D.C. area — including the iconic National Mall. And our Building Technologies division works with a variety of municipal, industrial, commercial and institutional customers nationwide to customize infrastructure improvement programs that can help reduce energy and operating costs.

At Siemens, we're harnessing our long history of leadership in technology and engineering to address the challenges of the 21st century. With a focus on finding solutions to create a more sustainable planet, we're acting in the interest of future generations — people, planet and profit. For us, that's what sustainability is all about.



A handwritten signature in black ink that reads "Lisa Davis".

Lisa Davis

Member of the Managing Board, Siemens AG

SIEMENS

www.siemens.com/sustainability

We're harnessing our long history of leadership in technology and engineering to address the challenges of the 21st century. With a focus on finding solutions to create a more sustainable planet, we're acting in the interest of future generations — people, planet and profit.

At SIRVA, we believe in doing well by doing good, and corporate sustainability efforts are a fundamental piece of how we meet that standard.

SIRVA is a leading provider of relocation and mobility services, and we executed more than 280,000 mobility events spanning approximately 170 countries in 2014. As a global business, we take pride in the value we provide our clients and the standards we hold ourselves and our partners accountable to every day.

At SIRVA, we believe in doing well by doing good, and corporate sustainability efforts are a fundamental piece of how we meet that standard.

Accountability is important — not only to customers and employees but also to social, ethical and environmental standards. That is why we work hard to integrate sustainability practices along every step of the relocation experience that serve to better our business and preserve natural resources for the future success of our organization and for our clients and partners.

The core of our sustainability efforts stem from our globally integrated mobility network. With one of the most expansive supply chains in the industry, we can mobilize resources around the world to affect real change. Initiatives include:

- ▶ Leveraging technologies to more efficiently deliver our services across the relocation process to minimize impact on people and the environment;
- ▶ Improving vehicle maintenance and operational efficiency of our van lines to maximize cargo utilization and reduce the overall carbon footprint for our fleet;
- ▶ Moving our global headquarters to a Leadership in Energy and Environmental Design (LEED) Gold certified building and repurposing existing construction materials to reduce waste by more than 80,000 pounds;
- ▶ Decreasing paper dependence by adopting document imaging technologies, which have resulted in a reduction in the paper consumption;
- ▶ Reducing energy consumption by upgrading to ENERGY STAR[®] rated workstations; and
- ▶ Implementing virtualized server environments to improve energy efficiency by 47 percent.

SIRVA is dedicated to constantly finding innovative ways to deliver value to our clients and the local communities we touch around the world, and sustainability efforts like these are an integral piece of that mission. This commitment to promoting sustainable practices also expands to the partners, as we seek to work with the highest-quality providers who are aligned with our sustainability philosophy.

By adhering to our corporate sustainability policies, finding new and innovative ways to be a more sustainable business, and encouraging our partners to do the same, SIRVA is investing in the long-term environmental, economic and social health of our organization and our world. Developing and following these practices will ensure that we become a global leader, not only in the relocation and moving industries, but also in corporate sustainability.



A handwritten signature in black ink, appearing to read "Wes W. Lucas".

Wes W. Lucas

President and Chief Executive Officer

Clean, safe, reliable and affordable energy drives our economy, makes lives better and strengthens communities. Southern Company is focused on finding better ways to make, move and help customers use energy more wisely.

As we look to a future that presents new opportunities and changing expectations, we're sharpening our focus on innovation and challenging ourselves for fresh ideas about how to best serve customers. Southern Company is working to invent our energy future.

Over the past four decades, according to the U.S. Energy Information Administration, electricity consumption in America has grown five times as fast as other energy sources. The signs point to even greater electrification of our economy and all the benefits that brings. For this reason and others, innovation around electricity is becoming more important than ever.

A major focus for Southern Company is on developing the full portfolio of energy resources, including an expansion of low-carbon options. Through our subsidiaries, we are building two of the first new nuclear power units in a generation of Americans, developing large-scale coal gasification technology with carbon capture, significantly increasing the role of solar power and other renewable energy sources, incorporating more natural gas generation, and growing our energy-efficiency options. Doing it all is essential to serve customers today and set a strong foundation for tomorrow.

Innovation is embedded in our customer-focused business model and commitment to making the communities we serve better off because we're there. The Southern Company system has engaged in robust, proprietary research and development across five decades to deliver better ways to make energy work for customers. We are continuing to build on that legacy because we understand the important role energy has in helping families attain a better standard of living. Initiatives such as the National Carbon Capture Center, Water Research Center and Mercury Research Center are adding to a proud tradition.

Making communities better means more than just providing a quality product at an affordable price with great customer service. The people of Southern Company and our subsidiaries also play active roles in the lives of our communities. Employees give about 250,000 volunteer hours a year to civic causes, partner in economic development efforts that bring new jobs and capital investment to the southeast annually, and work with a wide range of stakeholders to support natural habitat conservation throughout the region.

We see energy as more than mere infrastructure. It's a way for America to play offense — to build a secure future for generations to come. Southern Company is leading that charge.



www.southerncompany.com

Innovation is embedded
in our customer-focused
business model and
commitment to making the
communities we serve better
off because we're there.
We are continuing to build
on that legacy because we
understand the important
role energy has in helping
families attain a better
standard of living.



Thomas A. Fanning

Thomas A. Fanning

Chairman, President and Chief Executive Officer

At Stanley Black & Decker
we are ECOSMART. Our
culture is committed to
improving the sustainability
of our operations, our
products, our communities
and our customers.

Stanley Black & Decker is the world-leading provider of power tools, hand tools and tool storage systems; the world's second-largest commercial electronic security provider; and a leading global provider of engineered fastening systems. At Stanley Black & Decker we are ECOSMART. Our culture is committed to improving the sustainability of our operations, our products, our communities and our customers. We challenge ourselves to seek new and better ways to deliver on our economic, environmental and social responsibilities. ECOSMART means that we are vigilant about our sustainability initiatives and that we place a priority on maintaining a transparent dialogue with all of our stakeholders.

People

The ECOSMART mindset is helping us create a paradigm shift in how we attract, develop and retain the next generation of talent. Whether we are increasing our already world-class efforts to instill environmental and safety accountability in our workforce or investing in their leadership capacity, we believe our most valuable, sustainable asset is our people.

- ▶ In 2014, our Stanley Leadership Development Program hosted 92 associates across 12 different countries who contributed more than \$82 million in productivity projects, process improvements, new product launches and order to cash excellence initiatives.
- ▶ Our Total Recordable Incident Rate across a global workforce of 50,000+ employees remains below 1.0.

Planet

Our ECOSMART culture helps us identify environmental strategies that ensure that we stay ahead of climate-related influences and reduce the environmental impact of our operations. 2014 saw the extension of the ISO 50001 Energy Management Standard to our global operations to instill a refreshed awareness to the way we use power within our facilities.

- ▶ In 2014, we achieved the highest attainable score on both the Climate Disclosure Leadership Index and the Climate Performance Leadership Index of the CDP and remained listed on the Dow Jones Sustainability North American Index.
- ▶ Since 2009, we have disclosed reductions in impacts from our global operations exceeding 50 percent in our energy consumption, waste generation and water consumption intensity metrics.

Products

Our vision of being a sustainable leader by advancing stewardship across the entire value chain, includes sustainable considerations for our products. ECOSMART is helping us form a new product design process to assist in reducing the environmental impacts of our products without compromising quality and value.

Via ECOSMART, we will reinforce our position as a sustainable business leader and increase our shareholder value by maximizing our revenues, minimizing our costs and business risks, and protecting our brands.

A handwritten signature in black ink that reads "John Lundgren".

John Lundgren

Chairman and Chief Executive Officer

Starr Companies is a leading insurance and investment organization with a presence on five continents. Through our operating insurance companies, Starr provides property, casualty, and accident and health insurance products as well as a range of specialty coverages including aviation, marine, energy, construction, cyber, political risk and excess casualty insurance.

As the insurance industry's fastest growing company, our commitment to sustainability starts with the products and services we provide, which help our clients create, sustain and grow in an ever-changing world of risk.

Our insurance programs for environmental contractors offer various safety training options, including hazard communication, occupational safety and health, noise and air monitoring, and ergonomic assessments. These services help our environmental contractor clients improve their own operations, which in turn helps their clients stay greener, cleaner and more sustainable.

In addition, much of Starr's business property insurance is written on broker manuscript forms in which Starr agrees to an endorsement that enables owners of damaged or destroyed buildings to rebuild them to Leadership in Energy and Environmental Design (LEED) standards.

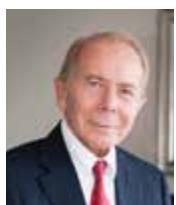
As Starr continues to grow rapidly, our long-range planning is done with sustainability in mind — for example, our initiatives to conserve energy and reduce waste. Our headquarters at 399 Park Avenue in New York City is on track to become ENERGY STAR® certified this year. Starr's New York offices recycled almost 35 tons of paper in 2014 with our Shred-IT program, and efforts are underway to broaden this program to all Starr offices around the world.

Our New York offices are replacing all MR16 bulbs with LED bulbs, resulting in a savings of 24 watts per fixture, and more than 20,000 kilowatt hours per year. Within the next 12 to 24 months, we expect to replace our fluorescent tube lighting with LED bulbs.

We strive to build our new offices sustainably, as well. Our Los Angeles location, for example, features floor tiles and countertops made from 100 percent recycled materials, hardwood flooring made from bamboo, and furniture built out of recycled materials.

Finally, we have nearly finished converting our fleet of almost 70 vehicles to more energy-efficient hybrid models.

Ours is a business of great challenges and opportunities. And as we build upon a success story started in 1919 by our founder, Cornelius Vander Starr, we are making sure that the progress we make today will serve the generations of tomorrow.



A handwritten signature in black ink that reads "Maurice R. Greenberg".

Maurice R. Greenberg
Chairman and Chief Executive Officer



www.starrcompanies.com

Ours is a business of great challenges and opportunities.

And as we build upon a success story started in 1919, we are making sure that the progress we make today will serve the generations of tomorrow.



[www.statefarm.com/aboutus/
community/green/green.asp](http://www.statefarm.com/aboutus/community/green/green.asp)

For more than nine decades, we have been chosen by our customers and collaborating organizations to help manage the risks of everyday life, recover from the unexpected and realize their dreams. We're honored to take part in these and other initiatives to help sustain our communities and our society for future generations.

State Farm marked a milestone in 2014 — 50 years as the leading home insurer in the United States. And we've been the largest auto insurer in the United States since 1942. But unlike when we first became the industry leader decades ago, our world no longer evolves over the course of years or months; it changes almost instantaneously. That's why we place such importance on growing with our customers, meeting their expectations in the times they need us most.

Most importantly, we value our customers' safety. State Farm has led the charge in highway and automobile safety, specifically teen driver safety. Three years ago, we started Celebrate My Drive®, our program designed to celebrate earning a driver's license while making smart driving choices. In 2014, thousands of high schools all over North America joined the celebration — with more than 6 million safe driving commitments made.

It's also important for us to help customers grow safe driving habits and responsibility. We are in the initial stages of offering our usage-based auto insurance program, Drive Safe and Save™, as a free mobile app for smartphones. The program enables customers to personalize their auto premiums based on how much and — in some cases — how safely they drive. It also allows State Farm another resource to better match price to risk and offer more competitive pricing to new and current customers. Last year, another of our apps — State Farm Driver Feedback™, which helps drivers improve in the areas of hard acceleration, deceleration and swerves — was listed among the top trailblazing apps by DALBAR, the financial community's leading independent expert for evaluating, auditing and rating business practices, customer performance, product quality and service.

Our effort to promote customer safety extends to the home. Since 1993, the State Farm Arson Dog Program placed more than 350 dogs and their partners to work throughout the United States to help prevent property damage and lost lives as a result of arson fires. We work with organizations such as the Insurance Institute for Business and Home Safety, BuildStrong Coalition, Home Fire Sprinkler Coalition, Federal Alliance for Safe Homes, and the International Code Council, to promote stronger, safer homes and communities.

And we believe in fostering the future of our communities. We work alongside organizations, including the James B. Hunt Jr. Institute for Educational Leadership and Policy and America's Promise Alliance, to help students see the importance of staying in school so they may reach their greatest potential. We support internationally benchmarked College and Career Ready Standards as a way to promote strong academic standards and provide a level playing field on which students can learn and compete.

We also focus on sustainability in our own workspaces. We improved the efficiency of our buildings, which in 2014 reached a composite ENERGY STAR® score of 88 (out of 100). And at new leased facilities in north Texas, metro Atlanta and metro Phoenix, developments are intentionally transit oriented, providing connectivity to a number of public transportation options to help facilitate and ease employee movement.

For more than nine decades, we have been chosen by our customers and collaborating organizations to help manage the risks of everyday life, recover from the unexpected and realize their dreams. We're honored to take part in these and other initiatives to help sustain our communities and our society for future generations.



Edward B. Rust Jr.
Chairman and Chief Executive Officer

Since people often think about Steelcase as a furniture company, some are surprised when we say we're in the people business. It's true: we provide products and solutions for offices, schools, health care facilities and other workspaces. Fundamentally, however, our purpose is to unlock human promise. So how does sustainability fit?

At Steelcase, sustainability is about creating the social, economic and environmental conditions that allow people to reach their full potential. By honoring the connections between our business and the people, companies and communities with which we engage, we create a solid foundation for people to thrive.

This perspective guides how we design our products and services, the research we conduct, the investments we make, and the opportunities we explore. Sustainability is a systems approach to doing business — and core to our purpose.

Innovation

Advancing sustainability creates lenses for innovation and new ways to increase value.

When we launched our Think® chair in 2004, it was iconic: the world's first Cradle to Cradle Certified™ product. Two years ago, we revisited its design with the goal of taking a first-of-a-kind product and making it even better. Think was rethought. It's now made with fewer parts, increased durability and improved ergonomics.

Innovation is not just about reimagining our products — it's about seeking new opportunities in our business model, allowing us to work with customers to address global challenges and improve lives. Two key facets of our company, Steelcase Health and Steelcase Education, focus on significant social challenges — health care and learning. These groups house experts who conduct research and form partnerships, investing in solutions that not only create great environments, but also transform health and learning outcomes.

Building Resilience

Resilience today isn't business as usual — it requires strategies and initiatives that anticipate future needs.

The research investments we make enable us to identify trends and structure our business in step with future challenges and opportunities. Our Workspring® locations are a result of insight-based research, building on the idea of collaborative consumption and the need for access rather than ownership.

How we invest also creates new models of resilience. What was once defined as philanthropy is now a partnership between businesses and communities. Through partnering and investing in things like innovative educational centers, Steelcase serves as a catalyst for problem-solving and progress — ensuring a brighter future for everyone.

The Road Ahead

As a company that's existed for more than a century, we know that leadership is earned. Our legacy of leadership has sturdy ties to the past — but our ability to positively impact tomorrow will require systems thinking at an even greater scale.

With a legacy of sustainability achievements behind us and a commitment to our purpose as our guide, we couldn't be more inspired by the road ahead.

A handwritten signature in black ink, appearing to read "Jim Keane".

Jim Keane
President and CEO

steelcase inc

www.steelcase.com

Advancing sustainability creates lenses for innovation and new ways to increase value. Innovation is not just about reimagining our products — it's about seeking new opportunities in our business model, allowing us to work with customers to address global challenges and improve lives.



www.suffolk.com

As part of Suffolk Construction's "build smart" promise, we continually strive to make a positive impact on our community and the environment.

As part of Suffolk Construction's "build smart" promise, we continually strive to make a positive impact on our community and the environment.

Over the past year, we have taken a fresh approach to engage, inspire and educate all of our employees in sustainability practices. We launched an internal campaign and social networking site titled "build smart. BE GREEN," which has proven to be popular and effective. In just the past few months, more than one-third of our employees have registered and have been actively participating — and that number continues to climb. These actions have collectively saved more than 450,000 pounds of carbon dioxide emissions, 415,000 kilowatt hours of energy, 25,000 pounds of waste and 475,000 gallons of water. These savings are not only being recognized in our offices, but also in the homes of our employees. We're finding that engaging our employees in positive, sustainable actions is helping to drive innovation and measurable business impact. By greening from within we are growing a corporate culture that understands and embraces environmentally sustainable practices. This is helping us to attract and retain top talent, strengthen our brand and ultimately achieve our sustainability goals as an organization.

Our employees also continue to drive us toward becoming a greener and more efficient organization on an external level. Our people are well versed in green building rating systems and are leveraging state-of-the-art collaboration and knowledge management tools, virtual design construction models, lean construction principles, and creative uses of mobile technologies to streamline operations, minimize waste and help our clients achieve their green building goals. As a result, the number of buildings we have delivered that are certified or registered for Leadership in Energy and Environmental Design (LEED) has risen dramatically over the past several years.

At Suffolk, we have embraced sustainable business practices and applied our build smart approach to our construction management process and everything we do. We are confident that this approach leaves us strategically positioned to provide optimal value to both our business and our environment.



John F. Fish
Chairman and Chief Executive Officer

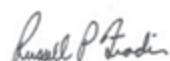
SunGard is committed to adapting to today's challenges, anticipating those of tomorrow and helping our clients achieve more. Our focus on corporate citizenship and sustainability is an important component of this agenda. We are an organization that is fueled by a passion for continuous and consistent improvement in all aspects of our business. We are constantly looking for ways to provide greater value for our clients and create an even better work experience for our approximately 13,000 employees. And as one of the world's leading software and technology services companies serving more than 15,000 customers in more than 100 countries, we believe that we have an obligation to help raise ethical, social and environmental standards wherever we do business.

In 2014, we continued to work on increasing operational efficiency across the company, maintaining the highest standards of ethics and governance, and finding new ways to provide our employees with more opportunities to leverage their talent and skills for social good.

Here are some of the highlights:

- We continued to reduce energy consumption and greenhouse gas emissions across our offices, with our largest data centers earning their highest ENERGY STAR® scores to date;
- We launched an electronic asset management program in the United States to improve the security, reuse and resale of our electronic assets. Since the inception of the program, we have diverted more than 1,360 pounds of electronic waste from entering landfills;
- We are implementing enhanced environmental, social and governance procurement and vendor standards to further embed these practices in our supply chain;
- We hosted more than 120 employee-led community and philanthropic events in 2014 and are growing opportunities for employees to donate their time and technology skills through science, technology, engineering and math education mentorships and consulting for nonprofits; and
- Partnering with the Target Sustainability Program in Christchurch, New Zealand, our local employee sustainability team successfully reduced their office waste output by 58 percent, server electricity use by 15 percent and office electricity use by 8 percent per year. These best practices now act as a model for other offices to follow.

As SunGard continues to grow and evolve, we remain committed to advancing these values and standards across the company. I'm proud of our progress and look forward to the innovative solutions we will bring to our communities and the marketplace in the years to come.

A handwritten signature in blue ink that reads "Russell P. Fradin".

Russ Fradin
President and Chief Executive Officer

SUNGARD®

<http://sungard.com>

SunGard is committed to adapting to today's challenges, anticipating those of tomorrow and helping our clients achieve more. As part of that, we believe that we have an obligation to help raise ethical, social and environmental standards wherever we do business.



tenethealth.com

At Tenet Healthcare, we take seriously our responsibility to reduce our environmental impact, with several initiatives designed to preserve the Earth's resources and safeguard a healthier planet. Sustainability is a top priority, guided by an advisory council of leaders from our hospitals.

At Tenet Healthcare, we take seriously our responsibility to reduce our environmental impact, with several initiatives designed to preserve the Earth's resources and safeguard a healthier planet. Sustainability is a top priority, guided by an advisory council of leaders from our hospitals. These are some highlights from 2014.

Energy Conservation

We focused on opportunities to improve energy efficiency throughout our network. For example, our Baptist Health System in San Antonio, Texas, replaced virtually all light fixtures, which will decrease lighting energy consumption by 57 percent. We are implementing similar plans to reduce companywide energy usage by 5 percent.

Waste Reduction

In 2014, Tenet's use of FDA-approved reprocessed medical devices led to an increase in savings of 110 percent over the prior year. We have recycling initiatives at all of our facilities, and 30 Tenet hospitals have integrated programs that systematically track and manage waste removal. These 30 hospitals recycled 17 percent of their total waste last year. They also reduced biohazard waste to just 11 percent of total waste, which is in line with benchmarks set by Practice Greenhealth.

Environmentally Conscious Construction

The U.S. Green Building Council awarded Leadership in Energy and Environmental Design (LEED) Silver certification to our newly opened Resolute Health Hospital in New Braunfels, Texas. We used recycled materials in the construction and recycled 3.5 million pounds of waste. Resolute uses condensation from cooling towers for make-up water, along with efficient irrigation controls, saving more than 4 million gallons annually compared to nearby hospitals.

Healthier Food

We adopted healthier standards for our cafeterias and patient meal operations, offering more fruits and vegetables and fewer sugar-sweetened drinks. In fact, healthier options like water, pure juice and milk accounted for 56 percent of all drink purchases last year. Some of our hospitals maintain their own produce gardens, and many others procure produce and dairy from local farms.

Community Engagement and Recognition

Sixty percent of our hospitals hosted events focused on sustainability, including prescription drug take-back events, onsite farmers' markets and Earth Day celebrations. Practice Greenhealth also gave environmental achievement awards to 12 Tenet hospitals.

Economic sustainability is paramount to Tenet. We provided \$800 million in charity care and care for the underinsured and uninsured last year. Our 110,000 employees, with average annual compensation of \$70,000 and all earning more than nine dollars per hour, are truly making a difference.

I'm proud of Tenet's impact and grateful to our employees for their efforts to be responsible global citizens.



Trevor Fetter

President and Chief Executive Officer

The theme for Business Roundtable's 2015 sustainability report aligns with the commitments Tenneco makes to serve our customers as well as the needs of society.

At Tenneco, we **create** products that enable cleaner and safer vehicles ranging from the smallest cars to the largest commercial vehicles that operate both on- and off-road.

As the scope of environmental regulations continues to expand, we enhance our technology offerings to serve large horsepower engine applications including locomotive, marine and power generation. This expansion is supported by continuing research into the core sciences that underpin technology-based solutions that meet our customers' present and future needs while fulfilling the continuing demand for cleaner air.

By supplying and, in many cases, pioneering these technologically advanced products, we are continuing to **grow** our businesses at a steady pace as global demand for personal mobility, commercial transportation and infrastructure development increases. We expect the global market for emission control products to nearly triple in size by 2025 and are well positioned to capture a significant portion of that future growth by helping our customers meet increasingly stringent regulations.

While providing products that respect the Earth and its finite resources, we also work to create and **sustain** environmentally responsible operations within our manufacturing facilities worldwide.

Over the last six years, Tenneco has achieved a 29 percent reduction globally in greenhouse gas (GHG) emissions through a variety of improvement measures such as installing more efficient lighting systems in our plants, replacing older equipment and preventing heat losses at our facilities. By improving productivity and operational efficiency and using significantly less energy to manufacture our products, over this same time period Tenneco's revenues have grown from \$4.6 to \$8.4 billion without a significant increase in overall energy use.

While implementing these relatively small — but important — incremental improvements, we also have made more dramatic changes. For example, our Hosur, India, plant recently cut GHG emissions by 90 percent and overall energy costs by 62 percent by converting to electricity generated by wind power.

Looking to the future, we see only growing demand for technologies that provide cleaner and safer operation of vehicles and other power sources. Tenneco will continue to create the advanced products and systems that meet those needs while promoting sustainability both in our factories and in the communities we serve.



A handwritten signature in black ink that reads "An S.H." followed by a stylized, cursive "Sherrill".

Gregg Sherrill
Chairman and Chief Executive Officer



Our research into core sciences results in creative solutions for our customers' present and future needs, including environmental regulations that will take effect later in the decade.



www.ti.com/citizenship

Our technology is helping make energy cleaner and less expensive so it can be used more broadly, efficiently and creatively than ever before. The possibilities for energy efficiency and conservation are almost limitless for our customers and our own operations.

Texas Instruments is engineering solutions for some of today's greatest global challenges, including the ever-growing need for energy. Our technology is helping make energy cleaner and less expensive so it can be used more broadly, efficiently and creatively than ever before. The possibilities for energy efficiency and conservation are almost limitless for our customers and our own operations. These efforts are a win for the environment and can improve the way people live globally.

Create

We've quietly been helping our customers create more energy-efficient products throughout much of our company's history. In the past decade, we've been able to reduce the power our semiconductor chips need to operate by about 8 percent on average — every year. When you add up the savings and multiply it by billions of chips, the difference we've been able to make for the environment and in the lives of individuals is substantial.

For example, an estimated 45 percent of the world's total energy use is consumed by motors. In the United States, a typical home has about 50 motors — everything from a garage door opener to a refrigerator icemaker. If all U.S. homes used a variable frequency drive (with TI's energy-efficient chips) to run just their air conditioner fan, we estimate that it could reduce U.S. energy consumption by almost 2 percent and save consumers a combined \$7 billion annually.

Grow and Sustain

While our products are helping reduce global energy needs, we are tackling the same issues on a smaller scale within our manufacturing processes. Our goal is to make more products with fewer resources. Through technology advancements, chip-size reduction and facility-efficiency projects, we are able to reduce resource consumption and emissions.

Each year since 2005, we've reduced the energy required, water extracted and emissions per chip produced by 7 percent or more on average. We have accomplished this despite increased production and added manufacturing capacity. Our conservation efforts reduce the costs of doing business and leave more for our communities today and tomorrow.

Aspire

Customers and consumers are working to reduce their environmental impact, and so are we. As we expand 300-millimeter production and make even smaller, energy-frugal chips, we will further advance our ability to manufacture more with fewer resources and less waste. TI's 2014 Citizenship Report will detail our holistic approach to engineering a better tomorrow.



Richard K. Templeton

Chairman, President and Chief Executive Officer

At Thermo Fisher Scientific, our mission — to enable our customers to make the world healthier, cleaner and safer — defines our purpose as a company and our corporate social responsibility efforts. Our customers are doing amazing work to benefit society, and we are committed to supporting their efforts ethically, responsibly and sustainably.

Globally, we provide state-of-the-art products and services that help our customers achieve their goals for sustainability and minimize resources during manufacture, transportation, use or disposal. From air-quality systems that allow customers to monitor and reduce greenhouse gas emissions to ultralow-temperature freezers that use less energy and contain no chlorofluorocarbons, we are supporting our customers and setting new industry standards for energy efficiency. Some of our recent innovations designed to save energy and minimize waste include:

- ▶ Laboratory equipment that operates in energy-saving mode to reduce consumption by 70 percent;
- ▶ DNA analysis technology that improves energy efficiency by 70 percent, reducing system size by 44 percent and eliminating 15 percent of the weight;
- ▶ Innovative biological safety cabinets that boost energy efficiency by more than 50 percent; and
- ▶ More precise measurements to fill coolers for shipping temperature-sensitive products to reduce the use of dry ice by more than 7,000 tons.

Across our global operations, our focus on practical process improvement enhances productivity and reduces energy and water use as well as waste. For example, 13 Thermo Fisher sites have now achieved zero-waste status. In total, these sites are eliminating 3,500 tons of waste from landfills and reducing associated carbon dioxide emissions by 3.5 percent annually.

At the same time, we have implemented a number of energy efficiency measures to reduce the impact of carbon emissions at many of our largest facilities. In 2014 alone, one-quarter of our sites conducted more than 50 projects to improve operational efficiencies and protect the environment by installing clean-energy fuel cells, lighting retrofits, improved climate controls and upgrading central plant equipment. Future plans call for LED lighting upgrades at our major facilities in keeping with our goal of increasing efficiency year over year.

As the world leader in serving science, we help our customers accelerate life sciences research, solve complex analytical challenges, improve patient diagnostics and increase laboratory productivity. With ongoing investments to expand our capabilities, we will further support their goals for sustainable growth, advance our own environmental stewardship and continue to fulfill our mission.



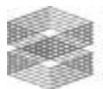
A handwritten signature in black ink that reads "Marc N. Casper".

Marc N. Casper
President and Chief Executive Officer

ThermoFisher
SCIENTIFIC

www.thermofisher.com/responsibility

Our customers are doing amazing work to benefit society, and we are committed to supporting their efforts ethically, responsibly and sustainably.



TISHMAN SPEYER

www.tishmanspeyer.com/sustainability

We leverage cutting-edge technology, industry-leading operations and construction practices to set the standard in every new market we enter, establishing precedents in environmentally friendly and socially responsible practices.

Tishman Speyer strives to design, develop and maintain properties of enduring value around the world, and we believe that the highest quality properties cannot be achieved without incorporating sustainable practices. Since 2006, we have achieved 52 million square feet of certifications in Leadership in Energy and Environmental Design (LEED), BRE Environmental Assessment Method (BREEAM) and High Quality Environmental (HQE), with another 12 million square feet of certifications underway. We leverage cutting-edge technology, industry-leading operations and construction practices to set the standard in every new market we enter, establishing precedents in environmentally friendly and socially responsible practices.

From South America to India, Europe and China, Tishman Speyer sets the bar high by developing state-of-the-art sustainable buildings. In Europe, we are developing TaunusTurm in Frankfurt, Germany, with LEED Platinum status currently pending as well as Tour Esplanade in Paris, France, the first triple-certified building in the world (LEED, BREEAM and HQE). In India, we have WaveRock and in China, The Springs, both of which are certified LEED Gold for New Construction. In Brazil, Rochaverá Corporate Towers is the first LEED Gold-certified building in South America. We believe that our flagship assets redefine possibilities and encourage the growth of sustainable efforts in these regions.

But this is only half of our strategy; we also seek to preserve iconic structures by upgrading and retrofitting their systems to ensure their competitiveness and retain their heritage for the future. As a property manager and owner, we use creativity and technology to envision new solutions and provide a healthier and more comfortable environment for tenants and the broader community. From energy conservation to water and waste reduction, we seek to provide a more sustainable asset while preserving and maintaining the existing structure. At Rockefeller Center, we installed an 8,200-ton-hours ice chiller system to generate cooling using off-peak power. In the Chrysler Building, we outfitted the iconic spire with LED lights, reducing its energy consumption by 50 percent. We also achieved LEED Gold certification at the building, making it one of the oldest skyscrapers in New York with LEED certification.

We are confident that, through collaboration with our stakeholders and supply chain partners, we can continue to uncover new opportunities and deliver innovative solutions for all our assets around the globe.



Jerry Speyer

Chairman and Co-Chief Executive Officer

Energy touches our lives in countless ways. It heats our homes, powers our businesses and fuels our transportation; and, despite significant achievements in efficiency and conservation, global demand continues to grow. At TransCanada, we're proud to have played an active role in delivering the energy to meet this growing demand across North America for more than 60 years.

During that time, we've measured business decisions in terms of our ability to achieve top performance when it comes to safety, society, the environment and economics. The result has been a sustainable operation guided by an unwavering commitment to leadership in all these areas.

We continue this approach today. With \$59 billion in existing assets, our infrastructure is relied upon every day by North Americans to safely deliver 20 percent of the continent's natural gas supply, move one-fifth of Canada's crude oil exports to U.S. markets and generate enough electricity for 11 million homes — one-third of which comes from emissionless sources. We also have \$46 billion in new pipeline and power-generation projects in development to help meet the world's growing demand for affordable energy, delivered safely, responsibly and reliably, every day, 24/7.

As this demand for energy continues to grow, the role of natural resource development is at the forefront of conversation today. TransCanada is taking a proactive, open and collaborative approach to the dialogue, understanding that — like the decisions that have led to more than half a century of sustainable business for our company — this complex issue requires balanced consideration of safety, society, the environment and economics.

In 2014, we were again recognized by third-party organizations for our efforts. We received a score at the 88th percentile on the 2014 Dow Jones Sustainability Index and earned spots on their North America and World indices. We also earned an industry-leading score for our actions to disclose carbon emissions and mitigate the business risks of climate change by the CDP. And we were recognized by Research Infosource Inc. for supporting the research and development of cutting-edge technology to promote improved asset integrity, efficiency and emissions reductions.

Looking forward, an enduring sense of responsibility to all our stakeholders, the environment and a sustainable economy will continue to guide our actions. By collaborating closely with governing bodies, industry peers, academia and nongovernment organizations, we are striving to contribute all we can to this balanced future.



A handwritten signature in black ink, appearing to read "RG".

Russ Girling
President and Chief Executive Officer

TransCanada is taking a proactive, open and collaborative approach to the dialogue, understanding that — like the decisions that have led to more than half a century of sustainable business for our company — this complex issue requires balanced consideration of safety, society, the environment and economics.



www.tyco.com

We are focused on our vision of "Zero Harm to People and the Environment" — a commitment to conduct business in a safe, responsible manner that respects the health and safety of all of our stakeholders.

As the world's largest fire protection and security company, Tyco and our 57,000 employees in 50 countries find smarter ways to save lives, improve businesses and protect where people live and work. We are also focused on our vision of "Zero Harm to People and the Environment," a commitment to conduct business in a safe, responsible manner that respects the health and safety of all of our stakeholders.

As part of this strategy, we are taking meaningful steps to reduce our environmental impact by reducing greenhouse gas (GHG) emissions, waste generation and water use throughout our global operations. We normalize results in these areas based on revenue to eliminate fluctuations from production, acquisitions, divestitures or other factors.

Last year, we achieved a 6 percent reduction in GHG emissions generated by our fleet of 22,000 vehicles and our fixed facilities. We continue to test methods to improve vehicle fuel efficiency and adopt them worldwide. For example, in the United Kingdom, shifting to vehicles with lower wind resistance and removing racks and ladders on roofs reduced emissions by 8 percent. At our manufacturing sites and offices, a combination of measures, such as energy-saving audits, facility consolidations, LED lighting conversions and implementation of green building guidelines, contributed to our carbon emissions reduction.

We produced 2 percent less waste for disposal globally last year. Our Skelmersdale, U.K., facility became our first certified "zero waste to landfill" site by recycling, reusing or finding alternative uses for all waste produced. For the third consecutive year, Tyco Retail Solutions earned *Supply & Demand Chain Executive Magazine's* Green Supply Chain Award for its innovative apparel inventory tag recirculation program that recycled 1.37 billion tags in 2013, saving the equivalent of 1.7 million kilograms of plastic, while reducing waste and costs for customers.

In 2014, we also reduced water use by 6 percent through conservation measures such as low-flow lawn sprinklers and faucets, as well as a retention pond at our Boca Raton, Fla., facility that captures natural runoff for irrigation.

We combine our GHG, waste and water reduction performance into a blended metric to track our overall environmental impact. By this measure, we reduced our environmental footprint 5 percent in 2014, keeping us on track to achieve our five-year reduction goal of 25 percent through 2017.

We are proud of the progress we have made but know we have much more to accomplish. We look forward to updating you on our results as we strive for our "Zero Harm" vision.



George R. Oliver
Chief Executive Officer

As global leaders in the commercial building and aerospace industries, we at United Technologies are aware of the benefits of buildings that use less energy and aircraft that are cleaner, quieter and more fuel efficient. We are committed to developing the smart, sustainable solutions the world needs — while delivering superior customer and shareowner value.

Buildings today account for 40 percent of global energy use. Aviation accounts for 2 percent of global carbon dioxide (CO₂) emissions. Our focus has been on providing solutions through the dedicated efforts of our employees around the world and investments in innovative new technologies.

Our new fuel-efficient, incredibly quiet geared turbofan jet engines cut carbon emissions by over 3,600 metric tons per aircraft per year — equal to planting over 900,000 trees — while reducing fuel burn by 16 percent and noise footprints by up to 75 percent over the best engines on wing today. Installations of our high-efficiency heating, ventilating and air-conditioning systems have avoided the release of more than 160 million metric tons of CO₂ into the atmosphere since 2000. We recently introduced a highly efficient elevator that can work with solar panel energy.

A leading voice in the green building design movement, we partner with industry experts and nonprofits to promote buildings that are safer, smarter and sustainable. In fact, we are the only company that is a founding member of green building councils on four continents.

In the 1990s, we were among the first companies to set sustainability targets for our own operations, and since then we have steadily improved our environmental performance as we tripled revenues. Since 2006 alone, we have reduced greenhouse gas emissions by 30 percent and water consumption by 33 percent.

Across United Technologies, we operate with a commitment to the highest environmental, safety and ethical standards, believing that financial performance and corporate responsibility go hand in hand. We also believe that our continued success depends on our ability to attract and retain the best people — of diverse backgrounds — working together to address today's complex challenges. Our high-performance culture is sustained by our Employee Scholar Program, which encourages lifelong learning among our employees. Since its inception in 1996, participants have earned nearly 37,000 college degrees, representing a company investment of \$1.15 billion — and counting.

These commitments define us as a company and allow us to better support customers, create long-term shareholder value and demonstrate leadership in the communities where we do business.



www.utc.com

United Technologies operates with a commitment to the highest environmental, safety and ethical standards.

In the 1990s, we set sustainability targets for our operations, and we have steadily improved as we tripled revenues. Since 2006, we have reduced greenhouse gas emissions by 30 percent and water consumption by 33 percent.



A handwritten signature in black ink, appearing to read "Gregory J. Hayes".

Gregory J. Hayes
President and Chief Executive Officer



www.responsibility.ups.com/sustainability

While cheap oil will likely slow the pace of deployment of these alternative fuel vehicles for the near term, UPS is already looking at the horizon and the possibility of a future carbon-constrained world.

UPS began creating our alternative fuel fleet in the 1980's using compressed natural gas (CNG) trucks and other technologies with the goal of reducing vehicle emissions and our reliance on oil. This initial fleet grew into what we call our "rolling laboratory." The fuel sources are "all of the above," including natural gas (both CNG and liquefied natural gas), hybrid (electric and hydraulic), propane, electricity, and ethanol in Brazil.

The fleet is reducing our oil consumption by using cheaper, cleaner fuels and in some cases by simply improving fuel economy, as well as reducing criteria pollutants and greenhouse gas emissions. As of January 15, 2015, the fleet contained more than 5,000 alternative fuel and advanced technology vehicles worldwide. We are still growing the fleet, and by the end of 2015, our rolling laboratory will contain more than 7,700 vehicles, a dramatic growth of more than 50 percent in less than 12 months! At that point, our trucks will exceed 7.5 percent of our small package delivery fleet.

While cheap oil will likely slow the pace of deployment of these alternative fuel vehicles for the near term, UPS is already looking at the horizon and the possibility of a future carbon-constrained world. Last year, we bought 2.5 million gallons of renewable diesel fuel (second generation synthetic diesel), made from animal fats, algae and other bio-sources. This year, we will likely surpass that. This is a "drop-in" fuel that we can use without compatibility issues in diesel engines.

Nearly half of our alternative fuel fleet and its fueling infrastructure is built on the economics of relatively cheap natural gas. Still, it is a fossil fuel, although with less carbon than diesel. So UPS is exploring the possibility of using renewable natural gas (RNG) from landfills — and really from anything organic that rots — as a potential future bridge from natural gas to renewable fuels. This RNG, if emitted naturally into the atmosphere, is more than 20 times as powerful a greenhouse gas as the carbon dioxide that is produced if the RNG is instead captured and burned as a fuel. As a double benefit, burning the RNG as a fuel also substitutes for the diesel or other fuel that the truck would otherwise consume. In total, capturing this RNG and consuming it as a fuel in transportation reduces a truck's carbon emissions by as much as *90 percent or more*. UPS already has 19 bio-methane heavy trucks in the United Kingdom operating on landfill gas.

What is the path for the UPS alternative fuel/technology fleet? Create, grow, sustain.



David Abney
Chief Executive Officer

At Verizon, we are unrelenting in our efforts to create a greener planet, from the way we run our network and business operations to the energy-saving solutions we offer our customers.

More Sustainable Operations

Our energy efficiency strategies support our ultimate goal of cutting the carbon intensity of our operations in half by 2020 versus our 2009 baseline. We have made significant progress: as of the end of 2013, we had reduced our carbon intensity by 40 percent, and we continue to invest and innovate to make ourselves a more sustainable company.

For example, in the past two years, we've invested \$137 million in solar and fuel cell technologies for cleaner power for our networks and data centers. We installed 22 megawatts of fuel cell and solar photovoltaic systems to power our operations — the equivalent of electricity for 2,700 homes — which eliminated 20,000 metric tons of carbon dioxide (CO₂). We're using energy management, improved air circulation lighting controls and solar energy in our data centers, which saved 13.2 million kilowatt hours in 2014. Hundreds of Verizon Wireless retail stores have earned Leadership in Energy and Environmental Design (LEED) or ENERGY STAR® certification. And we're leveraging our extensive supply chain to reduce our overall carbon footprint, with 55 percent of our supplier spending dedicated to firms with targets for reducing greenhouse gas emissions.

Solutions for Customers

Verizon's smart solutions enable our customers to better manage their buildings and fleets, run power grids, and telecommute. According to an Accenture study, these solutions reduced CO₂ emissions by 13 million to 17 million metric tons in 2014 — the equivalent of taking 3 million cars off the road.

At the heart of these solutions is the Internet of Things, which connects people, systems and machines in innovative ways. One example is Networkfleet, our telematics product for fleet management, which monitors vehicle performance and minimizes idling, saving fuel and reducing emissions.

A Leadership Commitment

Our commitment to creating a more sustainable company is a key strategic goal for Verizon. That's why we set measurable goals and reward our leaders for achieving them. We are proud to support the United Nations' Framework Convention on Climate Change and to be part of the solution in making the transition to a less carbon-intensive society.

A handwritten signature in black ink that reads "Lowell C. McAdam".

Lowell C. McAdam
Chairman and Chief Executive Officer



[http://responsibility.verizon.com/
sustainability](http://responsibility.verizon.com/sustainability)

Verizon's smart solutions enable our customers to better manage their buildings and fleets, run power grids, and telecommute. According to an Accenture study, these solutions reduced CO₂ emissions by 13 million to 17 million metric tons in 2014 — the equivalent of taking 3 million cars off the road.



www.visa.com

We are committed to providing the programs and technologies that can drive meaningful change in the lives of millions of people, and we look forward to their continued success.

At Visa, we believe that operating with purpose illustrates not only who we are today but also who we are committed to be in the future. Behind every transaction is a person, organization or community, and Visa brings them together through the electronification of payments.

We are driven to innovate and push boundaries in an increasingly competitive and evolving environment but in a manner that promotes cooperation and sustainable development to better serve our communities. As a global payments technology company, Visa's primary opportunity to reduce our direct environmental impact lies in operating our data centers and office buildings efficiently and responsibly, including achieving third-party validation of our progress through Leadership in Energy and Environmental Design (LEED) certification. We curtail paper usage, source our supplies and electronics responsibly, divert waste from landfills, and promote a culture of sustainability among our employees. The societal impact of Visa's business also extends to driving another type of sustainable growth — bringing the financially underserved into the mainstream economy.

More than 2.5 billion people around the world lack access to formal financial services. Most rely on cash for everyday transactions, making simple financial tasks risky, expensive and time consuming. Advancing financial inclusion and financial literacy through strategic philanthropic contributions and payment technology together can help improve the lives of underserved consumers, support job growth and catalyze developing markets.

For more than 50 years, Visa has worked with global partners to extend the benefits of electronic payments to consumers in more than 200 countries. Providing access through our network to disadvantaged and excluded populations around the world is a critical part of our mission. Basic payment accounts are an onramp to promoting financial inclusion and can help lift people out of poverty. Our programs, products and services reach into all regions of the world and, over the last four years, have brought financial access to nearly 200 million previously excluded individuals.

Visa's financial literacy programs have helped children and adults in more than 30 countries, reaching more than 30 million people since 2008. Through interactive games and live theater performances we introduce local communities to the concepts of saving, budgeting and responsible spending.

Our responsibility is to ensure that we live up to our obligations to clients, shareholders and employees, while positively affecting our global community. We are committed to providing the programs and technologies that can drive meaningful change in the lives of millions of people, and we look forward to their continued success.



Charlie Scharf
Chief Executive Officer

While Voya Financial may be a new name in the financial services industry, we have a long-standing commitment to our people, customers, partners and planet. This commitment is reflected in the way we do business and in the values that define our culture.

One of our values is that “we care,” which fuels our passion for delivering products and services that add value to people’s lives. Recognizing that our business is built on trust and integrity, we have made doing the right thing a cornerstone of our culture. We embrace diversity and inclusion, we strive to positively impact our communities through volunteerism and corporate giving, and our people care about the environment — as demonstrated through our track record of sustainable business practices.

The theme of Business Roundtable’s report — Create, Grow, Sustain — mirrors Voya’s approach to environmental sustainability, which is an important pillar of our corporate responsibility program.

By establishing enterprise-wide objectives, Voya has significantly minimized our environmental impact. Since 2007, we have reduced air miles flown by 48 percent, decreased paper use by 64 percent and cut energy use by 39 percent. In fact, during the past nine years, Voya has purchased clean, emission-free wind energy credits for 100 percent of the company’s electric consumption. We also have reduced water use by 24 percent, or 5 million gallons, since 2008. We encourage the use of remanufactured furniture and our efforts to dispose of used electronic equipment in a safe and environmentally responsible manner have diverted 548 tons of electronic waste.

Voya’s commitment to preserving natural resources is reinforced through a strong investment in green energy. In 2007, we were among the first companies to be included in the U.S. Environmental Protection Agency’s 100% Green Power Users list under the Banking and Financial Services category.

Our sustainability program also extends to our people across the United States. For example, several Voya offices have installed electric vehicle chargers, helping to reduce employee car emissions. More than 17 percent of our employees work remotely through our Virtually Orange and work-from-home programs, which have significantly reduced commuting mileage. Additionally, our Orange Goes Green program promotes local, eco-friendly volunteer opportunities while educating our employees about ways that they can reduce their carbon footprints.

At Voya Financial, our vision is to be America’s Retirement Company. While we’re focused on helping Americans build a secure financial future, we’re equally dedicated to ensuring a sustainable environmental future by protecting and preserving our planet.



<http://voya.com>

At Voya Financial, our vision is to be America’s Retirement Company. While we’re focused on helping Americans build a secure financial future, we’re equally dedicated to ensuring a sustainable environmental future by protecting and preserving our planet.



A handwritten signature in black ink.

Rodney O. Martin, Jr.
Chairman and Chief Executive Officer



corporate.walmart.com

As a large company, we believe that we can work with others to lower the true cost of delivering goods and services. We can reshape and strengthen supply chains and other large systems.

At Walmart, our view of corporate responsibility begins with our mission to help customers save money and live better. It continues through our commitment to do that in a way that is sustainable, creates economic opportunity for the people who work for Walmart and with us in our supply chains, and strengthens the communities where we operate and those from which we source.

As a large company, we believe that we can work with others to lower the true cost of delivering goods and services. We can reshape and strengthen supply chains and other large systems.

The past year has been a busy one for our global responsibility efforts.

Opportunity

- We announced a new commitment to enhancing workforce mobility in the retail sector. For our own associates, it includes changes to wage structure, upskilling and scheduling practices. To influence the entire retail sector, we announced a \$100 million commitment to address the gap from frontline to middle-skill jobs.
- Under our Women's Economic Empowerment Initiative, we finalized grants that will take us to having trained more than 800,000 women and launched a "women-owned business" logo for suppliers to place on products to get consumers' attention.

Sustainability

- Through tools like our product Sustainability Index and our new Sustainability Leaders shop on Walmart.com, we are working with suppliers to give customers easy and affordable shopping choices.
- At this year's United Nations (UN) Climate Summit, we announced our Climate Smart Agriculture Platform. Working with suppliers and using the Sustainability Index, we expect to gain increasing insight into key metrics regarding yields, water usage and greenhouse gas levels.
- We welcomed President Obama to one of our many stores with solar energy panels on the roof. We've committed to an additional 400 solar installations in the United States over the next four years.
- At our Product Sustainability Expo, Walmart joined seven other companies to launch the Closed Loop Fund, which will support infrastructure and programs needed to increase recycling in U.S. cities.

Community

- Since announcing our Fighting Hunger Together commitment in 2010, we have donated more than 1.58 billion pounds of food across the United States. Over the next five years, we will provide 4 billion meals to those in need.
- Last year, we joined the UN to cohost a global project forum on disaster resiliency.

We are excited about the contributions of so many of our associates and partners. In the long term, we believe a company is most successful when it delivers value to its customers and uses its strengths to help others.



Doug McMillon

President and Chief Executive Officer

We strive to make a difference in how we manage our business, deliver value to our customers, partner with our suppliers, engage our employees, and support the communities where we live and work. As a result, sustainability is a strategic priority and a companywide responsibility at WESCO. We are committed to improving the efficiency and safety of our operations, as well as those of our customers, while driving cost-effective improvements across the entire supply chain.

Within our own operations, programs focused on energy conservation, waste reduction and fleet efficiency have reduced our environmental footprint. As outlined in our sustainability report update that was published last year, we have:

- ▶ Decreased our greenhouse gas footprint by 12 percent as a result of a multiyear effort to incorporate more efficient lighting and controls in our facilities;
- ▶ Reduced waste generation intensity by more than 48 percent since 2009 by expanding onsite recycling, reusable packaging and other initiatives; and
- ▶ Improved our fleet fuel economy by 11 percent since 2011 by retiring older, inefficient vehicles and adding speed governors.

We're also helping our customers improve their operations through WESCO value creation events and services in the areas of lighting, energy management, renewable energy, and water and waste mitigation. Last year, we conducted 2,100 events with 200 customers that generated more than \$90 million in operational savings.

Finally, safety remains a top priority for our operations, and we continue to invest in the health and wellbeing of our employees. 2014 was our safest year ever and one in which we significantly outperformed the wholesale distribution industry average benchmarks for both the number of U.S. Occupational Safety and Health Administration (OSHA) recordable injuries and the total recordable incident rate. We now have had five consecutive years with decreasing OSHA rates and have made quarter-over-quarter improvements in our safety performance since January 2013.

While we are proud of the progress we have made, we recognize the importance of sustainability and remain committed to driving continuous improvement in our operations and the overall supply chain.

A handwritten signature in black ink that reads "John Engel".

John J. Engel
Chairman, President and Chief Executive Officer



www.wesco.com/sustainability

Sustainability is a strategic priority for our company, and we are committed to improving the efficiency and safety of our operations, as well as those of our customers.

While sustainable practices are a priority for operating our company, we also share the responsibility for helping sustain the larger community.

Our strategic support through donations and sponsorships... strengthens greater Cincinnati's health and human services infrastructure, education and youth programs, arts institutions, and civic and community development efforts.

Commitment to sustainability is part of the fabric of Western & Southern's business and philanthropy.

Our 41-story office tower, Great American Tower at Queen City Square in Cincinnati, Ohio, stands tall as evidence of our commitment. The tower, which was awarded the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Gold certification, incorporates an array of green attributes and has helped inspire expanded use of green building practices in our home city.

Recently, Queen City Square was named the 2014–15 Cincinnati-area winner of The Outstanding Building of the Year Award from the Building Owners and Managers Association International. The winner of this award is judged in several categories, including sustainability and recycling practices.

Significant improvements in sustainability are often achieved incrementally, and the efforts of several internal teams demonstrate how we continually strive toward sustainability.

Corporate Procurement & Supply Chain Management continues to make strides toward our goal of becoming paperless by promoting scanning to email instead of making hard copies. The department also strives to purchase recycled paper products and contract with suppliers to recycle the inks and toner used for printing along with other chemicals used by the enterprise. In addition, the department recycles packing material used for shipping and obsolete-inventoried paper form and material on an annual basis.

Facilities Services promotes sustainability by continually updating equipment and implementing practices to conserve energy and resources. Recently, we installed new equipment including high-efficiency pumps, motor drives, heat-recovery chillers and high-efficiency boilers. By balancing economics with innovation, Facilities watches our bottom line and keeps us moving toward a more sustainable physical plant.

Information Services is expanding the capacity for the server-virtualization initiative, an effort that has cut the number of servers required and reduced power consumption in our data center. Implementing new systems reduces the use of paper, and recycling obsolete computer equipment helps keep toxic materials out of landfills.

While sustainable practices are a priority for operating our company, we also share the responsibility for helping sustain the larger community. Our strategic support through donations and sponsorships (more than \$9 million in 2014) strengthens Greater Cincinnati's health and human services infrastructure, education and youth programs, arts institutions, and civic and community development efforts.

We remain committed to making both our company and our community more sustainable for the long term.



John F. Barrett

Chairman, President and Chief Executive Officer

Whirlpool Corporation has a successful history of improving energy efficiency throughout the home. In the early 1980s, our large home appliances represented nearly 60 percent of the energy consumption in an average home. By 2009, we had reduced it to only 13 percent. Similar improvements have been made in appliance water usage in clothes washers and dishwashers during the last 10 years.

As natural resources become constrained, Whirlpool Corporation has the responsibility to continue to manufacture products that reduce energy and water consumption. As the number one manufacturer of household appliances in the world, we continue to show that consumers don't have to compromise performance, innovation and great aesthetic to have a profound positive impact on the environment.

Leadership means responsibility, and as the leader of an industry with more than 860 million appliances in the United States alone, we recognize that the activities of home appliance manufacturers matter to society. That is why we innovate every day to make the appliances consumers want in 2015 more efficient than the appliances of last year, five years ago and 10 years ago.

Our more than 22,000 U.S.-based employees are passionate about the products they design, build and service and are active proponents in helping to protect our planet. As an example, all of our U.S. refrigerator and freezer plants have implemented the use of a low-global warming potential (GWP) liquid blowing agent, resulting in a GWP impact equivalent of removing 400,000 cars from the road. Additionally, Whirlpool innovations have resulted in refrigeration products that are up to 30 percent more efficient than the previous year.

In 2014, Whirlpool Corporation launched the first heat pump dryer in the United States, addressing the last high energy-using appliance in the home. The HybridCare Heat Pump Duet dryer uses a refrigeration system to dry and recycle the same air. This dryer will save consumers approximately 40 percent in energy compared to standard dryers. Whirlpool also launched the first ENERGY STAR® dryer.

Not only have we made new achievements in the energy and water efficiency of our products, but we also focus sustainability efforts on our production and office facilities. In 2014, we were awarded two Leadership in Energy and Environmental Design (LEED) certifications at our headquarters campus — one for a new building and the other for a complete renovation with sustainability in mind. Additionally, our Findlay, Ohio, plant has announced that it will begin using renewable wind energy, producing zero greenhouse gas emissions with wind turbines that are expected to offset 22 percent of the facility's electric consumption.

As the industry leader, we at Whirlpool Corporation understand our responsibility to continue to innovate so our consumers can have the most efficient appliances with performance that matters to them.



www.whirlpoolcorp.com

As natural resources become constrained, Whirlpool Corporation has the responsibility to continue to manufacture products that reduce energy and water consumption.



A handwritten signature in black ink that reads "Jeff Fettig".

Jeff M. Fettig
Chairman and Chief Executive Officer



williams.com

We're pleased to play a vital role in North America's energy future and are fully committed to continually delivering the economic, social and environmental benefits of natural gas.

At Williams, our core business is natural gas infrastructure, and in one way or another, about 30 percent of U.S. natural gas touches our system. We help keep millions of families warm in the winter, and we support millions of jobs by supplying power generation and producing feedstock used in manufacturing.

Natural gas is the key reason the United States has surpassed Europe in greenhouse gas reduction rates over the past few years as higher carbon fuels are replaced. In fact, a natural gas pipeline that delivers 1 billion cubic feet of product a day helps displace about 6 gigawatts of higher-carbon generation. That's around 39 million tons of carbon dioxide a year and is the equivalent of taking about 7.5 million passenger cars off the road.

Williams is investing billions of dollars to expand our natural gas transportation system, which will help deliver even more emissions reductions in the next decade. New infrastructure will also allow for the deployment of systems that use enhanced emissions reduction technologies.

Building and maintaining this infrastructure, however, requires that we pay close attention to protecting the environment in all stages of development, from a pipeline's design, to its construction and in its operation. It also requires that we listen closely to the concerns of landowners and communities along a pipeline's route.

The benefits of natural gas go well beyond the environment. Natural gas pipeline infrastructure is as important to our country's future prosperity as the interstate highway system. Infrastructure expansion is critical to U.S. energy security, and without it, sustained economic growth that lasts for decades would be hard to imagine.

Williams' rich history dates back to 1908, when the company quickly earned a reputation for delivering work on time and on budget. Today, our core values and beliefs guide the way we operate our business and interact with our industry and the communities where we live and work. Our employees volunteer at local schools, give to United Way and support local nonprofits through our corporate giving programs. Time and again, I've seen our employees give to communities in need, and I know they receive much in return.

We're pleased to play a vital role in North America's energy future and are fully committed to continually delivering the economic, social and environmental benefits of natural gas.



Alan S. Armstrong

President and Chief Executive Officer

WPP has a long-standing commitment to sustainable business practice. We have been producing a standalone sustainability report annually for the past 13 years. Sustainability cuts across all areas of our business: from the work we do for clients to the time we donate to causes through pro bono work to the way we run our company and look after our people. We know that to be successful in the long term we must create value for shareowners, our clients, our people and the world at large.

Inside our business, we are working to make WPP a low-carbon and resource-efficient group. We have set an ambitious carbon-reduction target, aiming for a 65 percent cut in our per-head carbon footprint by 2020. To achieve this, we are investing in improving energy efficiency in our buildings and IT, reducing nonessential air travel through increasing our use of video conferencing, and purchasing renewable energy. Our video-conferencing network now incorporates more than 700 units in 160 cities.

We have made significant progress, cutting the carbon footprint of our business by 33 percent per head since 2006. We are now at 13 percent sourcing for renewable energy, and 13 percent of our floor space is certified to advanced green building standards.

To support the growth of the green economy, we invest in new renewable energy generation in faster-growing markets by purchasing carbon offsets. These offsets are equivalent to 100 percent of our carbon emissions from air travel and support sustainable development in the countries to which we travel.

Communication is key to changing attitudes and behaviour, and one of the most important avenues available to us for tackling climate change is the communications services we provide to clients. Our companies are advisors to some of the world's leading businesses, who are increasingly putting sustainability at the heart of their business strategies. Clients who engaged with us on sustainability were worth £1.35 billion to the group in 2014, 12 percent of total revenues.

We support many nongovernmental organizations working to protect the environment, providing communications services, often on a pro bono basis. A recent example is the major campaign "Why?, Why not?" created by seven WPP companies that successfully engaged hundreds of thousands of young people on the issue of climate change in the lead up to the United Nations Summit in New York. The campaign video was seen by 160 heads of state at the summit's opening ceremony.

As global efforts to protect our environment continue to grow, WPP is committed to playing a full role both within our business and in partnership with our clients.



www.wpp.com/sustainability

Communication is key to changing attitudes and behaviour, and one of the most important avenues available to us for tackling climate change is the communications services we provide to clients.



Sir Martin Sorrell
Group Chief Executive

[www.wyndhamworldwide.com/
corporate-responsibility](http://www.wyndhamworldwide.com/corporate-responsibility)

Since our launch in 2006,
we have been guided by
our core values, consistently
aligning our business and
financial performance
with the responsible way
we operate.

Since our launch in 2006, we have been guided by our core values, consistently aligning our business and financial performance with the responsible way we operate. Our holistic integration of corporate social responsibility (CSR) into our business has been an important driver of our success as one of the best-performing hospitality companies and an overall great place to work.

With more than 100,000 locations in nearly 100 countries, we understand that, as the global market grows, we have an increasing opportunity and responsibility as a corporate citizen to help shape innovation on the world stage. With our unique portfolio of hotels, vacation exchange network, vacation rentals and vacation ownership club resorts, Wyndham Worldwide continues to leverage the vast talent, expertise and passion of our global team to lead change and reduce our impact on the environment.

What has truly set apart our efforts has been innovation. Through unique, industry-leading ideas, we have established new programs and accomplished major milestones, including:

- ▶ Achieving a nearly 13 percent reduction in carbon emissions and a 16 percent reduction in water per square foot of our operationally controlled assets versus 2010;
- ▶ Being named to the Dow Jones North America and World sustainability indices. In our second consecutive year on the Dow Jones North American Index, and the first time on the World Index, we showed strong performance across the assessed criteria, specifically in the areas of our environmental and economic programs. Additionally, we were recognized by CDP, the world's largest global environmental disclosure system. We raised our Climate Disclosure Leadership Index performance score to an all-time high, receiving a 97 (out of 100); and
- ▶ Award-winning CSR programs and initiatives that have resulted in our being named to the 2015 World's Most Ethical Companies by *Ethisphere Magazine*, earning a first-time listing on *Corporate Responsibility Magazine's* 100 Best Corporate Citizens list, being recognized as one of DiversityInc's Top 50 Companies for Diversity and achieving a perfect score on Human Rights Campaign's Corporate Equality Index.

Believing that we can do well for our business and shareholders while doing good for the people and world around us, we continue to achieve great results and realize tangible progress thanks to associates across each business unit who embrace our efforts. We are further defining what CSR means at Wyndham Worldwide and challenging our thinking of what success looks like for us in the years ahead. We must continue to drive and inspire ourselves and each other to aim higher and seek new opportunities in delivering great experiences for our customers, results for our shareholders and services to our communities.



A handwritten signature of Stephen P. Holmes.

Stephen P. Holmes
Chairman and Chief Executive Officer

Xerox has a long history of innovation that has come to define responsible global citizenship. This spirit of invention is an inextricable part of our heritage as a good citizen.

If innovation is the heart of a company, then sustainability is the soul. Consider these facts: Our sustainable product development practices trace their roots to before the first Earth Day in 1970. In 1969, Xerox introduced the first recycled grade of cut sheet paper. During the early 1980s, we introduced the power down feature in office equipment. In the two decades that followed, we pioneered remanufacturing and certified all of our manufacturing and distribution facilities to ISO 14001. And we committed to reducing the emissions of greenhouse gases (GHGs) corporatewide by 25 percent. By 2012, we exceeded our goal by reducing GHGs more than 30 percent from 2002. We celebrated this achievement by setting a new goal to further reduce our GHGs by an additional 10 percent by 2017.

Those commitments have led us on a fascinating journey. And, along the way, we've gained an important insight: the more we invest in sustainability, the more value we create for our people, our customers, our shareholders and our planet. We're still pushing the boundaries of what is possible, focused on helping our clients innovate and engineer the way they work and improving key moments in the lives of billions of people.

For example, our researchers are helping cities in the United States, Latin America and Europe improve traffic flow and parking availability to curb congestion and pollution. We're optimizing offices around the world with our managed print services; transforming complex business processes; and saving our clients energy and money, while helping them increase their productivity and reduce their impact on the environment. And we're helping customers manage their supply chain to increase productivity and to drive sustainability. Multiply these challenges by hundreds more and you begin to see how we are helping the world work better in today's highly connected, agile economy.

From our earliest days, we've been motivated to take a larger role in the world because we've believed that we're part of a greater community. That belief is guided by our values and propelled by our highest ideals of integrity, innovation and excellence. The 140,000-plus Xerox people doing business in more than 180 countries recognize the tremendous opportunity — and responsibility — we have to make a positive impact on our world.

*Ursula M. Burns*

Ursula M. Burns
Chairman and Chief Executive Officer



www.xerox.com

Our values guide the belief that we are part of a greater community. That belief is propelled by our highest ideals of integrity, innovation and excellence.

The 140,000-plus Xerox people doing business in over 180 countries recognize the tremendous opportunity — and responsibility — we have to positively impact the world.

We're doing a lot today, and we'll do more tomorrow. Sustainability is built into our business and into our company's call to action: "Let's Solve Water." This is not something *else* we do. This is what we do every day, in many important ways, all around the world.

Sustainability is at the center of who we are and what we do at Xylem. As a leading global water technology company, we spend our days focused on advancing one of the world's most important sustainability issues — responsible stewardship of our shared water resources.

Our connection to this urgent and global challenge informs how we think about sustainability. It drives us to become a more responsible company and provide the technologies and services that will ensure that we have safe and sustainable water supplies.

We solve our customers' needs in three key ways. With our water productivity solutions, we help them acquire and use water more efficiently and economically. With our water quality solutions, we help manage and renew wastewater in an affordable and environmentally responsible way. And our water resilience solutions help our customers manage and reduce water-related risks, including floods and drought.

Our sustainability strategy focuses on four areas — our offerings, our operations, our external engagement, and our organization and culture. With measurable, long-term goals, our sustainability efforts are designed to effect positive change for all of our stakeholders. Our goals challenge us to be bold and build on the strong work we've completed to date.

A recent example can be found in an Italian wastewater treatment plant where our pumps and mixers have reduced energy consumption by 65 percent. In the Middle East, our ozone-based disinfection systems have enabled a large wastewater treatment plant to turn its wastewater into a valuable source of irrigation water. And in the United States, we supplied technology to recycle 85 percent of all water used in the 68,500-seat Levi Stadium in Santa Clara, Calif.

Through Xylem Watermark, our corporate citizenship and social investment program, we mobilize employees to help bring water to people and communities in need around the globe, including providing contributions to ensure that more than 90,000 Syrian refugees in Jordan have access to an adequate water supply.

We recognize the value of partnerships in advancing change. That's why we are a founding member of the Value of Water Coalition, which has brought together leading industry players to increase awareness about the importance of water issues in the United States.

We're doing a lot today, and we'll do more tomorrow. Sustainability is built into our business and into our company's call to action: "Let's Solve Water." This is not something *else* we do. This is what we do every day, in many important ways, all around the world.



Patrick K. Decker
President and Chief Executive Officer



More Than Leaders. Leadership.

300 New Jersey Avenue, NW
Suite 800
Washington, DC 20001

Telephone 202.872.1260
Facsimile 202.466.3509
Website brt.org

