Create • Grow • Sustain

Celebrating SUCCESS

2014 REPORT

Business Roundtable™
Business Roundtable (BRT) is an association of chief executive officers of leading U.S. companies with more than $7.3 trillion in annual revenues and nearly 16 million employees. BRT member companies comprise nearly a third of the total value of the U.S. stock market and invest more than $150 billion annually in research and development — equal to 61 percent of U.S. private R&D spending. Our companies pay $182 billion in dividends to shareholders and generate nearly $500 billion in sales for small and medium-sized businesses annually. BRT companies give more than $9 billion a year in combined charitable contributions.

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

Copyright © 2013 by Business Roundtable
Create • Grow • Sustain

Celebrating SUCCESS

2014 REPORT
DEAR BUSINESS LEADERS AND STAKEHOLDERS:

On behalf of the members of the Business Roundtable, I am proud to share with you our 2014 sustainability report — *Create, Grow, Sustain: Celebrating Success*. Now in its seventh year, the report features narratives from 150 CEOs on how their companies have contributed to the extraordinary sustainability successes of the U.S. economy in recent years.

One sign of their success is the substantial rise in U.S. energy efficiency. According to the U.S. Energy Information Agency (EIA), U.S. energy use per dollar of GDP decreased an average of 1.9 percent per year between 1992 and 2012. This steady decline in “energy intensity” primarily reflects a combination of overall increased energy efficiency and continued growth of the service sector, an area of the economy with lower energy demand.

This encouraging trend is poised to continue. For instance, EIA projects that energy efficiency incentives, including tighter efficiency standards for automobiles, appliances and lighting, will accelerate the decline in U.S. energy intensity over the next decade. As the CEO testimonials in this report demonstrate, Business Roundtable member companies have made — and are making — enormous contributions to America’s good-news story on energy efficiency.


(2005 Energy Intensity = 1.0)

Business Roundtable member companies are making a positive difference in ways that are diverse and creative. That progress is reflected in the news that U.S. environmental quality indicators have improved markedly in recent years. For example, according to the U.S. Environmental Protection Agency, between 2000 and 2012, average atmospheric concentrations of criteria air pollutants decreased dramatically:

- Carbon monoxide fell by 57 percent;
- Lead fell by 52 percent;
- Nitrogen dioxide dropped by 38 percent;
- Sulfur dioxide dropped by 54 percent; and
- Fine particulate matter decreased by 33 percent.²
The Business Roundtable companies have made enormous strides in boosting efficiency and reducing emissions. Our efforts are paying off for America — and Americans. As the chart suggests, in addition to the dramatic reductions in several important air pollutants, recent trends in U.S. carbon emissions are also noteworthy. According to EIA, U.S. carbon emissions declined by more than 11 percent between 2007 and 2012.

There are some powerful stories behind these impressive trends. I invite you to read Create, Grow, Sustain: Celebrating Success to learn how U.S. companies are increasing sustainability efforts and improving quality of life in America and around the world.

Sincerely,

David M. Cote
Chairman and Chief Executive Officer, Honeywell
Vice Chair, Business Roundtable

---

1 U.S. Energy Information Administration.
4 U.S. Energy Information Administration.
<table>
<thead>
<tr>
<th>Company Name</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3M</td>
<td>1</td>
</tr>
<tr>
<td>A. O. Smith Corporation</td>
<td>2</td>
</tr>
<tr>
<td>ABB Inc. USA</td>
<td>3</td>
</tr>
<tr>
<td>Abbott</td>
<td>4</td>
</tr>
<tr>
<td>Accenture</td>
<td>5</td>
</tr>
<tr>
<td>ACE Limited</td>
<td>6</td>
</tr>
<tr>
<td>ADP</td>
<td>7</td>
</tr>
<tr>
<td>The AES Corporation</td>
<td>8</td>
</tr>
<tr>
<td>Aetna Inc.</td>
<td>9</td>
</tr>
<tr>
<td>AGCO Corporation</td>
<td>10</td>
</tr>
<tr>
<td>AK Steel Corporation</td>
<td>11</td>
</tr>
<tr>
<td>Alcoa Inc.</td>
<td>12</td>
</tr>
<tr>
<td>Altec, Inc.</td>
<td>13</td>
</tr>
<tr>
<td>American Electric Power Company, Inc.</td>
<td>14</td>
</tr>
<tr>
<td>Anadarko Petroleum Corporation</td>
<td>15</td>
</tr>
<tr>
<td>Arch Coal, Inc.</td>
<td>16</td>
</tr>
<tr>
<td>AT&amp;T Inc.</td>
<td>17</td>
</tr>
<tr>
<td>Ball Corporation</td>
<td>18</td>
</tr>
<tr>
<td>Barclays PLC</td>
<td>19</td>
</tr>
<tr>
<td>Bayer AG</td>
<td>20</td>
</tr>
<tr>
<td>Bechtel Group, Inc.</td>
<td>21</td>
</tr>
<tr>
<td>BlackRock, Inc.</td>
<td>22</td>
</tr>
<tr>
<td>The Blackstone Group L.P.</td>
<td>23</td>
</tr>
<tr>
<td>BNSF</td>
<td>24</td>
</tr>
<tr>
<td>The Boeing Company</td>
<td>25</td>
</tr>
<tr>
<td>CA Technologies</td>
<td>26</td>
</tr>
<tr>
<td>Caesars Entertainment Corporation</td>
<td>27</td>
</tr>
<tr>
<td>Campbell Soup Company</td>
<td>28</td>
</tr>
<tr>
<td>Cardinal Health, Inc.</td>
<td>29</td>
</tr>
<tr>
<td>Caterpillar Inc.</td>
<td>30</td>
</tr>
<tr>
<td>CBRE Group, Inc.</td>
<td>31</td>
</tr>
<tr>
<td>CF Industries Holdings Inc.</td>
<td>32</td>
</tr>
<tr>
<td>CH2M Hill Companies, Ltd.</td>
<td>33</td>
</tr>
<tr>
<td>Chevron Corporation</td>
<td>34</td>
</tr>
<tr>
<td>CIGNA Corporation</td>
<td>35</td>
</tr>
<tr>
<td>Cisco Systems, Inc.</td>
<td>36</td>
</tr>
<tr>
<td>CNH Industrial</td>
<td>37</td>
</tr>
<tr>
<td>The Coca-Cola Company</td>
<td>38</td>
</tr>
<tr>
<td>Cognizant Technology Solutions Corporation</td>
<td>39</td>
</tr>
<tr>
<td>Comcast Corporation</td>
<td>40</td>
</tr>
<tr>
<td>ConocoPhillips</td>
<td>41</td>
</tr>
<tr>
<td>Convergys Corporation</td>
<td>42</td>
</tr>
<tr>
<td>Covidien plc</td>
<td>43</td>
</tr>
<tr>
<td>Company Name</td>
<td>Page</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>CSX Corporation</td>
<td>44</td>
</tr>
<tr>
<td>Cummins Inc.</td>
<td>45</td>
</tr>
<tr>
<td>CVS Caremark Corp.</td>
<td>46</td>
</tr>
<tr>
<td>Darden Restaurants, Inc.</td>
<td>47</td>
</tr>
<tr>
<td>DaVita HealthCare Partners Inc.</td>
<td>48</td>
</tr>
<tr>
<td>Day &amp; Zimmermann</td>
<td>49</td>
</tr>
<tr>
<td>Deere &amp; Company</td>
<td>50</td>
</tr>
<tr>
<td>Dell Inc.</td>
<td>51</td>
</tr>
<tr>
<td>Deloitte LLP</td>
<td>52</td>
</tr>
<tr>
<td>Deutsche Bank</td>
<td>53</td>
</tr>
<tr>
<td>DIRECTV</td>
<td>54</td>
</tr>
<tr>
<td>Dominion Resources, Inc.</td>
<td>55</td>
</tr>
<tr>
<td>The Dow Chemical Company</td>
<td>56</td>
</tr>
<tr>
<td>Duke Energy Corporation</td>
<td>57</td>
</tr>
<tr>
<td>DuPont</td>
<td>58</td>
</tr>
<tr>
<td>Eastman Chemical Company</td>
<td>59</td>
</tr>
<tr>
<td>Eaton</td>
<td>60</td>
</tr>
<tr>
<td>Edison International</td>
<td>61</td>
</tr>
<tr>
<td>Eli Lilly and Company</td>
<td>62</td>
</tr>
<tr>
<td>EMC Corporation</td>
<td>63</td>
</tr>
<tr>
<td>Exelis Inc.</td>
<td>64</td>
</tr>
<tr>
<td>Express Scripts, Inc.</td>
<td>65</td>
</tr>
<tr>
<td>Exxon Mobil Corporation</td>
<td>66</td>
</tr>
<tr>
<td>EY</td>
<td>67</td>
</tr>
<tr>
<td>FedEx Corporation</td>
<td>68</td>
</tr>
<tr>
<td>First Solar, Inc.</td>
<td>69</td>
</tr>
<tr>
<td>Fluor Corporation</td>
<td>70</td>
</tr>
<tr>
<td>FMC Corporation</td>
<td>71</td>
</tr>
<tr>
<td>Freeport-McMoRan Copper &amp; Gold Inc.</td>
<td>72</td>
</tr>
<tr>
<td>Frontier Communications Corporation</td>
<td>73</td>
</tr>
<tr>
<td>Gannett Co., Inc.</td>
<td>74</td>
</tr>
<tr>
<td>General Electric Company</td>
<td>75</td>
</tr>
<tr>
<td>General Mills, Inc.</td>
<td>76</td>
</tr>
<tr>
<td>W.W. Grainger, Inc.</td>
<td>77</td>
</tr>
<tr>
<td>Hanesbrands Inc.</td>
<td>78</td>
</tr>
<tr>
<td>Harman International Industries, Inc.</td>
<td>79</td>
</tr>
<tr>
<td>The Hartford Financial Services Group</td>
<td>80</td>
</tr>
<tr>
<td>The Hertz Corporation</td>
<td>81</td>
</tr>
<tr>
<td>Honeywell</td>
<td>82</td>
</tr>
<tr>
<td>Humana Inc.</td>
<td>83</td>
</tr>
<tr>
<td>IBM Corporation</td>
<td>84</td>
</tr>
<tr>
<td>Ingersoll Rand</td>
<td>85</td>
</tr>
<tr>
<td>International Paper Company</td>
<td>86</td>
</tr>
</tbody>
</table>
The Interpublic Group of Companies, Inc. 87
ITC Holdings Corp. 88
ITT Corporation 89
Johnson & Johnson 90
Johnson Controls, Inc. 91
Kindred Healthcare, Inc. 92
KPMG LLP 93
Macy’s Inc. 94
Marathon Oil Corporation 95
MassMutual Financial Group 96
MasterCard 97
McGraw Hill Financial 98
McKesson Corporation 99
Medtronic, Inc. 100
Microsoft Corporation 101
Motorola Solutions, Inc. 102
NASDAQ OMX 103
National Gypsum Company 104
Navistar International Corporation 105
NextEra Energy, Inc. 106
Norfolk Southern Corporation 107
Northrop Grumman Corporation 108
Owens Corning 109
Peabody Energy Corporation 110
PepsiCo, Inc. 111
Pfizer Inc 112
PG&E Corporation 113
PricewaterhouseCoopers LLP 114
Principal Financial Group, Inc. 115
The Procter & Gamble Company 116
Qualcomm Incorporated 117
R. R. Donnelley & Sons Company 118
Rockwell Automation Corporation 119
Ryder System, Inc. 120
SAP 121
SAS ...................................................... 122
Siemens Corporation ................................ 123
Simon Property Group, Inc. ...................... 124
Southern Company .................................. 125
Stanley Black & Decker, Inc. ................. 126
State Farm Insurance Companies ............. 127
Steelcase Inc. ........................................... 128
Suffolk Construction Company, Inc. ........ 129
SunGard Data Systems Inc. .................... 130
Target Corporation .................................. 131
Tenet Healthcare Corporation ................. 132
Tenneco ............................................... 133
Texas Instruments Incorporated .............. 134
Thermo Fisher Scientific Inc. ................. 135
Tishman Speyer Properties, L.P. ............. 136
TransCanada Corporation ...................... 137
Tyco International Ltd. ......................... 138
United Parcel Service, Inc. .................... 139
United Technologies Corporation ............ 140
Verizon Communications ..................... 141
Visa Inc. .................................................. 142
Walmart ................................................ 143
WESCO International, Inc. .................... 144
Western & Southern Financial Group ....... 145
Whirlpool Corporation ......................... 146
The Williams Companies, Inc. ............... 147
Wyndham Worldwide Corporation .......... 148
Xerox Corporation ................................... 149
Xylem Inc. .............................................. 150
Since 1902, 3M has been improving lives. Social and environmental stewardship is central to who we are and is embedded in our vision:

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

With operations in more than 70 countries — and 55,000 products sold across nearly 200 countries — we are intricately woven into the global economy and deeply invested in humanity. No one is ever far from a 3M product, which empowers us to make a difference city by city, village by village and person by person.

Rapid communication advances are quickly merging our world into a global community with shared values. Together, we face uncertainties surrounding energy availability, raw materials, education, employment, and human health and safety.

It’s clear that global dynamics are challenging the sustainable growth of future generations, and 3M is using its greatest assets — ideas and innovation — to find answers to these issues.

In 2013, for our worldwide energy-conservation efforts, 3M earned the U.S. Environmental Protection Agency’s ENERGY STAR® award. This was the ninth consecutive year that 3M received the honor, an industry first. 3M has also been listed on the Dow Jones Sustainability Index since its inception in 1999.

With industries ranging from health care to electronics to automotive, we invent technologies that make daily life easier, safer and more fulfilling. Some of the recent ways in which we’ve applied this to sustainability and the environment include:

- Developing and launching energy-efficient films for tablets, Post-it® Super Sticky Greener Notes, air-barrier building solutions, Envision® graphics films, 360 Encompass™ software and an energy-saving LED light bulb
- The continued success of our Pollution Prevention Pays program, which has prevented more than 1,914,886 tons of air, water and waste pollution and has also reduced our global greenhouse gas emissions 55 percent since 2006 on an absolute basis (even as company sales grew 30 percent over the same period of time)
- Ongoing support to protect and restore vital ecosystems around the world. By working with partners such as The Nature Conservancy, the 3M Foundation has provided more than $21 million to preserve more than 1 million acres of land

3M is committed to creating a sustainable future by designing products that support our customers’ sustainability efforts, embedding sustainable practices across our supply chain and — perhaps most importantly — empowering curious and passionate people to join together and design a better tomorrow.

Inge G. Thulin
Chairman of the Board, President and Chief Executive Officer
One of the ways A. O. Smith Corporation has raised awareness of the importance of sustainable business practices across our global workforce is by making sustainability fun. We have incorporated a sustainability component into several of our global employee recognition programs, and we have found this encourages employees to think creatively and find solutions to the issues of energy conservation, waste reduction and sustainability.

In 2009, we introduced “The chairman’s Green Star Award,” a global competition exclusively devoted to energy conservation and sustainability. Last year, each of our manufacturing facilities in the United States, Europe, China, Canada and Mexico participated in this program, which recognizes the plant that achieves the most year-over-year reductions in natural gas consumption, electricity usage and water consumption. The winning facility was our commercial water heater operation in McBee, South Carolina, which — in one year — saved more than 2 million gallons of water, reduced electricity consumption by more than 10 percent and cut natural gas consumption by more than 5 percent. During the same 12-month period, the plant increased its output of commercial water heaters approximately 7 percent. Teams of McBee employees worked on this initiative, upgrading component washers to reduce water and natural gas consumption, modifying curing furnaces, and replacing the plant’s 30-year-old lighting system with high-efficiency lamps and motion sensors.

Resource conservation is also an element of the global employee recognition program that rewards employees for putting A. O. Smith values to work in their daily jobs. One of our engineering laboratories in Shanghai that evaluates water purification products for the Chinese market, undertook an extensive upgrade project to reduce the amount of water consumed in the testing process. The team in Shanghai installed a closed-loop water circulation system that filters and reuses process water and greatly reduces the need to tap into municipal water sources. In addition, the team installed an automatic, self-cleaning filter to remove any impurities before discharging water to the municipal sewage system. The new system saves approximately 30 million gallons of water per year while significantly reducing the lab’s water costs.

In keeping with this year’s theme, I should point out that A. O. Smith makes certain to celebrate our successes with employees. We held a special event for all of the employees of the McBee plant to recognize their sustainability efforts. Later this year, we will recognize the Shanghai employees who participated in upgrading the test lab’s water system.

Ajita G. Rajendra
President and Chief Executive Officer
ABB has earned a reputation as a leader on sustainability issues since we produced our first sustainability performance report in 1998. We’ve grown since then, especially in North America, and one challenge we’ve faced is implementing ABB’s sustainability standards within recently acquired organizations. In 2013, we achieved ISO 14001 certification for all major sites within the predecessor Baldor Electric company, and we are working now on ISO 18000 certification for all ABB facilities in the United States that have not yet achieved it.

Beginning this year, ABB has set our most ambitious targets yet for energy efficiency — a 20 percent energy use reduction by 2020 — and the first ever companywide target for water use, aiming for a 25 percent reduction in water-stressed areas.

In North America, ABB’s substantial growth has prompted expansions at a number of locations and we’ve taken the opportunity to improve sustainability at these sites. One example is our 150,000-square-foot New Berlin, Wisconsin, facility, where we manufacture motors, drives, electric vehicle charging systems and energy storage systems. A 16,000-square-foot addition to the manufacturing floor is expected to receive Leadership in Energy and Environmental Design (LEED) Silver-level certification this spring while a new 90,000-square-foot building in nearby Wauwatosa will be completed in April, also with a LEED rating of Silver.

High-efficiency lighting, low-flow plumbing fixtures and a high-performance building shell are just a few of the new plant’s features, but the improvements even extend to the parking lot with preferred spaces for high-efficiency vehicles and charging facilities for electric cars. Still, much can be done with smaller, incremental improvements at existing sites.

For example, in 2013 our switchgear factory in Lake Mary, Florida, expanded its recycling program and not only reduced waste but also the costs associated with disposal. The results are compelling: a 50-ton reduction in the plant’s contribution to landfills and more than $17,000 in avoided cost. These figures don’t even include scrap metal recycling, which is handled separately.

ABB is keenly focused on growth, particularly in North America, and our approach to sustainability is an integral part of our growth strategy. For us, sustainable business is good business.

Greg Scheu  
President and CEO
In 2013, Abbott achieved two significant milestones: We marked our 125th anniversary and became a new company with our former research-based pharmaceutical business separating into a new company, AbbVie. Both of these milestones speak to our longstanding commitment to sustainability and to our constant focus on reinventing Abbott in new ways to attain new levels of achievement in the years ahead.

As a new company with a 125-year legacy, Abbott also has new opportunities before us to build upon and strengthen our long record of making responsible and sustainable business practices integral to the way we operate. It begins with the way we research, design, manufacture and distribute our products and extends to the many ways that our business helps build a healthy and thriving society.

A fundamental part of this work is our commitment to a healthy environment. We work to constantly reduce our environmental impact to protect the planet while also strengthening our business by improving efficiency and reducing costs.

Our environmental work is guided by three priorities: climate change, water conservation and product stewardship. Across these areas, we set challenging goals and implement focused and innovative companywide initiatives to meet them. A few examples of our recent progress:

- Fourteen of our manufacturing and two non-manufacturing facilities now send zero waste to landfill, which has helped drive progress toward our goals of reducing total waste and greenhouse gas emissions.
- By switching to cleaner energy sources, improving efficiency and other continuous-improvement initiatives, we’ve reduced carbon dioxide emissions by 21 percent since 2010, with the goal of achieving a 40 percent reduction by 2020.
- Across our global operations, we’ve reduced our water intake by 18 percent since 2010, and we’re working to reach a 30 percent reduction by 2020.

Our commitment to responsible environmental and business practices was recognized for the ninth consecutive year by the Dow Jones Sustainability Index, one of the most prestigious benchmarks for global corporate sustainability. In 2013, we were named the health care industry group leader, securing the highest scores in economic, social and environmental performance.

These are just a few examples demonstrating our broad commitment to sustainability — of our environment and resources, of the communities we are part of, and of our company, for all the people who depend on it. We look forward to sharing our continued progress with you in the years to come.

Miles D. White
Chairman and Chief Executive Officer
At Accenture, fostering environmentally sustainable growth for our company and stakeholders is at the heart of our environmental strategy, and our efforts to ensure sustainable growth span our entire operations, from internal operations to the services we provide our clients to how we engage with our employees and suppliers. Environmental stewardship is ingrained in our code of business ethics and our core values, specifically stewardship.

In the last year:

- We provided the city of Chicago with one of the most comprehensive databases of building energy use ever assembled by a U.S. city — identifying a potential annual energy savings of more than $100 million.
- We convened thought leaders from around the world at Sustainability 24 and highlighted the forum with a 12-hour live, online broadcast, connecting 62 speakers with thousands of viewers.
- We were recognized with a disclosure score of 92 (out of a possible 100) on CDP’s Global 500 and continue to partner with the organization across several areas.

Our employee volunteers on Eco Teams across our U.S. offices created innovative approaches to eco-smart work practices and supported our efforts to drive their adoption. Last year, our Eco Employee Resource Group in Washington, DC, combined its goals with those of Skills to Succeed, our corporate citizenship initiative. By forging a relationship with The Nature Conservancy and its Growing Leaders on Behalf of the Environment program, we are helping provide approximately 40 internships as well as professional skills training for future eco leaders.

Additionally, we launched a new Smart Work Travel Calculator, which allows project teams to quickly estimate savings in cost, employee commuting time and carbon dioxide possible by implementing alternative travel models enabled by collaboration technology.

This focus on sustainability and inclusion extends to our supply chain. Last year, 99 percent of the RFPs issued by Accenture Procurement included questions about suppliers’ environmental performance, e.g., whether they have set targets for reducing their environmental impact, have been accredited through an environment system like ISO 14001, etc.

We are inspired by our progress and achievements over the past year and remain committed to incorporating leading environmentally responsible practices into our business strategy and operations and to fostering environmental awareness and responsibility reporting among our stakeholders, including our employees, clients and suppliers. Along with our 281,000 employees, we will continue looking for innovative ways to positively impact our communities and the environment in the year ahead.

Jorge Benitez
Chief Executive, United States and Senior Managing Director, North America
At ACE Group, a global insurance organization, we recognize our responsibility to provide solutions that help clients manage environmental risks, to reduce our own environmental impact and to make meaningful contributions to environmental causes.

Climate change is particularly important to the property and casualty insurance industry because it may be contributing to the frequency and severity of natural catastrophes such as hurricanes, droughts and other weather-related events, and our business provides protection against these risks.

ACE has been a pioneer in developing environmental risk insurance solutions, including coverages for premises-based exposures, contractors’ and project pollution liability, and renewable-energy and environmental cleanup projects. We also offer Leadership in Energy and Environmental Design (LEED) consulting services and a property policy that enables rebuilding to a greener standard after a loss.

Since the inception of our environmental program eight years ago, we remain focused on minimizing our carbon footprint globally. We have reduced our overall greenhouse gas emissions by more than 27 percent per employee since 2006, and we continue to strive for further reductions in 2014 and beyond. Examples of these efforts include energy efficiency projects and improvements at our owned, LEED-certified office buildings in Philadelphia and Bermuda.

The environment is a priority in our corporate philanthropy as well. Grants from the ACE Charitable Foundations provide continued support to a range of philanthropic environmental activities around the world. Some of these include the restoration and preservation of areas in the Mount Saint Peter Nature Reserve in the Netherlands; fostering sustainability and resource-management programs for farmers in Vietnam; and financing green-business entrepreneurs in the United States.

In recognition of our environmental efforts, ACE was named — for a second consecutive year — to the CDP’s Global 500 Climate Performance Leadership Index as well as to its S&P 500 Climate Performance Leadership Index. ACE was the only insurance company named to both indexes.

Evan G. Greenberg
Chairman and Chief Executive Officer
For more than 60 years, ADP’s commitment to taking care of our clients, associates and community has served as the cornerstone of our mission — to help our clients grow and achieve business success. ADP’s corporate social responsibility focus is anchored by four pillars: employability, ethics and compliance, environmental sustainability and associate engagement.

Employability is a cross-cutting issue that aligns to this year’s “create, grow, sustain” theme. ADP pays more than 34 million people worldwide, and one in six people in the United States. Last year, we sold $1.4 billion in products and services that helped our clients create, grow and sustain their businesses. Our cloud and mobile solutions help make clients more productive, as evidenced by the more than 360,000 clients now processing in the cloud and the more than 2 million client employees accessing their pay and benefits information on mobile, helping to reduce our carbon footprint and increase engagement.

Employability is also about investing in the talent of tomorrow. We believe that education is the key to unlocking economic potential for individuals and society. Through the ADP Foundation, we provide merit college scholarships to the children of associates and support scholarship programs at several science, technology, engineering and mathematics (STEM)-oriented universities. This past year, the ADP Foundation provided more than $1.4 million in education-based grants.

Our focus on education extends to Hyderabad, India, where ADP India has adopted five schools to improve the wellbeing of 2,100 primary school-aged children. ADP India’s program, Making an Impacting Difference at Schools, works with a local nongovernmental organization to assess progress and coordinate resources. Local associates also volunteer their time providing school supplies and uniforms. It’s incredibly gratifying to see the impact that our associates are making in our communities.

Another education program is the Math and Science Teachers Academy at University of Texas El Paso. Seventy-two graduate teaching professionals now teach more than 11,000 school children the skills they need to be successful and employable.

Our innovative solutions drive value for our clients and the environment. ALINE, the ADP pay card, eliminates the need for paper checks and addresses the unbanked market. Digital Records significantly reduce the need to store paper-based employee documents. Imagine the potential environmental impact of 600,000 clients storing all their employee records digitally!

Through our focus on employability, ADP is committed to helping companies and individuals grow, positively impacting the communities in which we work and live.

Carlos Rodriguez
President and CEO

More than 2 million client employees [are] accessing their pay and benefits information on mobile, helping to reduce our carbon footprint and increase engagement.
As one of the first independent power producers in the United States and a multinational electric power company, AES has long been dedicated to improving lives by providing safe and reliable energy while being a responsible corporate citizen. In the 21 countries where we currently operate, we make our core values of safety, integrity, honoring commitments, striving for excellence and having fun through work the foundation of everything we do to create highly efficient energy and infrastructure solutions that will meet today’s and tomorrow’s power needs.

In delivering sustainable energy solutions, we seek meaningful engagement with our stakeholders to further our objectives of:

- Maintaining a safe, reliable and affordable power supply while leveraging our platforms;
- Meeting or exceeding environmental requirements with a focus on innovative energy infrastructure solutions;
- Contributing to the social and economic wellbeing of the local communities; and
- Creating shareholder value through long-term growth and performance.

The diverse mix of our electric generation portfolio and deep expertise in industry technologies provide AES the strength and flexibility to maximize electricity efficiency, cost-effectiveness and availability while making efficient use of natural resources and creating value and economic growth for the countries we serve.

Sustainable solutions are being implemented across our businesses in different and innovative ways. I am proud to have our sustainability efforts and practices described in AES’s first sustainability report. In the Philippines for instance, after acquiring the 450-megawatt (MW) Masinloc thermal power plant, AES invested in operational and environmental performance improvements that dramatically improved the plant’s efficiency and availability. Our Angamos coal-hybrid plant in Chile uses the first-of-its-kind efficient sea water cooling tower in South America and also incorporates 40 MW of battery storage. Our global energy storage fleet can provide emissions-free improvements and flexible power capacity for the electric grid. We are also providing sustainable solutions for low-income communities like solar water heating systems that can reduce energy consumption by up to 50 percent.

Additionally, we invest in a wide range of social, economic and environmental programs, including: educational programs about how to safely use electricity; vocational training and employment programs for young people; and sustainable environmental management programs such as reforestation, reef conservation and beach cleaning.

Wherever we operate or undertake new projects, AES draws upon our experience and uses new technologies to implement the right solutions for the communities and the countries that we serve to make a positive, lasting difference and build a sustainable future.

Andrés Gluski
President and CEO
As we transform ourselves into a consumer-oriented company, we have made it our mission to build healthier communities, a healthier nation, a healthier world.

We recognize that any comprehensive effort to improve the health of communities where we live and work must include a commitment to a more sustainable environment. As a leader in social responsibility, we are employing innovation and determination to ensure that we move the sustainability needle.

Our changing energy needs say it all. We optimized our energy performance and reduced our energy consumption across the Aetna-owned portfolio of facilities in 2012 and 2013, excluding the Coventry Health Care properties we acquired last year and are still incorporating into our efforts. We saved more than 17.8 million kilowatt hours across the enterprise from 2011 to 2013 — a 15.6 percent energy reduction over two years.

The lynchpin of this effort is our Sustainable Data Center and Technology Initiative. Recognized by the Computerworld Honors Program in 2013 for using information technology to promote positive social and economic change, our green data center project enables 20 percent greater operating efficiency — adding at least a decade of life to our data centers.

The idea is to capture all the heat in a relatively small, concentrated space and cool it more efficiently while using high-voltage power distribution to reduce demand. As a result, our data center energy costs went from an annual growth rate of almost 30 percent to a year-over-year reduction of almost 14 percent, even as the demand for IT support continued to grow.

This multiyear effort has changed our culture. Our engineering teams continually look for new ways to drive efficiency, improve performance and lower power consumption as we deploy each new technology asset in our data centers, cloud infrastructure and specialty engines.

The green data center project has added significant momentum to our already robust energy use reduction effort, which includes a variety of energy-saving techniques and behavior changes. We also continue to invest in renewable energy, virtually doubling our annual production of electricity in 2013 to 465,000 kilowatt hours with the addition of solar panels to a second Aetna-owned facility.

Maintaining, lighting and heating any commercial property requires a lot of energy, but a clear focus on our mission and goals is making new assumptions possible for environmental performance in our sector. We are improving the quality of life for Americans and people across the globe, and we are doing so sustainably.

Mark T. Bertolini
Chairman, CEO and President
AGCO remains committed to our vision of providing high-tech solutions for professional farmers feeding the world, aligned with our long-term economic, social and environmental sustainability approach. Delivering products and solutions that will help farmers increase their production while reducing their environmental impact per crop produced is a primary focus of our sustainability effort and, frankly, a business growth opportunity for us. We are seeing farmers around the world face challenges such as difficult weather, turbulent economies and volatile financial markets. Our role and business is to serve the agricultural community and to do so with the most precise tools and technologies to achieve sustainability for both our business and world. Over my 10 years at AGCO, I have seen how our products and technology deliver efficiency and productivity in farming. Now we are innovating and working to better those yields with new solutions. One key focus in our product development is accelerating farmers’ ability to deliver more food, fuel and fiber through our Fuse™ Technologies initiative.

Fuse Technologies enhances our customers’ ability to plan, produce, and protect crops through the crop cycle from enterprise planning to planting, applications, harvesting, and grain storage. Fuse delivers leading-edge precision agriculture and communication solutions through seamless innovation, integration and enhanced optimization — resulting in input optimization and improved yields.

Fuse Technologies is our global technology platform, aiding us in delivering solutions that minimize downtime, increase wireless connectivity and integrate diagnostic services. From machinery to grain storage solutions, Fuse can help any grower run a smarter, more profitable farm.

Fuse represents a new day for AGCO: We have more than doubled our resources in key areas so we can offer more new products and services in precision agriculture.

Issues such as food security, farmer livelihood and climate change are extremely complex and have many diverse factors. However, helping to solve those challenges as well as stepping into the next generation of farming through Fuse Technologies are compelling business opportunities — ones that excite and motivate all of us at AGCO.

Martin Richenhagen  
Chairman, President and Chief Executive Officer
As a responsible corporate citizen, we believe that economic and environmental sustainability are very important to our country. At the local level, strengthening our communities is also important. In that regard, through programs, scholarships and grants, we contribute to the sustainability of every community in which we operate.

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 good-paying jobs to thousands of people. We are large employers and significant consumers of locally made goods and services. The very nature of our business helps support economic sustainability, growth and prosperity in communities all across America.

On the environmental front, we completed a significant environmental remediation and restoration project in 2013 on a stream in Middletown, Ohio. The project, which began in 2010, was part of an agreement with federal and state environmental protection agencies and environmental groups that was reached in 2006. During the project, contaminated soil was properly removed and disposed, and more than 7,000 new trees and shrubs were planted, returning the area to its natural state.

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. From the paper in our offices to our steelmaking raw materials, we strive to reclaim, reuse and recycle wherever possible. In fact, our operations recycle approximately 800,000 tons of scrap steel each year — keeping everything from old vehicles to appliances out of landfills. In recognition of our 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 reflect our commitment to the environment at all of our steel plants and offices.

As a responsible corporate citizen, we believe that economic and environmental sustainability are very important to our country. At the local level, strengthening our communities is also important. In that regard, through programs, scholarships and grants, we contribute to the sustainability of every community in which we operate.

On a personal note, I was honored to serve as the vice chair for the United Way of Greater Cincinnati’s 2013 fundraising campaign. I will be serving as chair of the campaign in 2014, helping AK Steel and the United Way make a positive difference in the lives of others.

James L. Wainscott
Chairman, President and CEO
For more than 125 years, Alcoa has delivered the sustainable solutions the world needs, with innovations that set us apart as a true leader. We are growing in the areas the world needs most, meeting ever-increasing demands for lightweighting in automotive, commercial transportation and aerospace and for energy-efficient buildings.

Our founders partnered with inventors and business leaders such as the Wright Brothers and Henry Ford to launch the aviation and automotive industries. Since then, Alcoa has helped a wide variety of industries grow and prosper in sustainable ways:

- **We’re making aerospace soar.** From fasteners to alloys, jet engines to forgings, our innovations enable the aerospace industry to produce lighter, more fuel efficient aircraft while improving safety, performance and durability. Our new third-generation aluminum-lithium alloys lower the weight of certain major applications on aircraft by up to 10 percent compared to composite-inventive airplanes, while increasing fuel efficiency.

- **Our aluminum puts the automotive industry in the fast lane.** Consumer demand for fuel efficiency has led to a historic shift to aluminum-intensive automobiles. Every 10 percent reduction in vehicle weight results in a 7 percent fuel savings. The “aluminization” of the Ford F-150 — which is 700 pounds lighter thanks to aluminum — is just the beginning. Aluminum in cars is expected to double by 2025 from 2012 levels and our automotive triple-play expansions in Iowa, Tennessee and Saudi Arabia are ready to meet the demand. While we’re reducing body mass and improving fuel and energy efficiency, aluminum is also improving safety, durability and vehicle performance.

- **We’ve reinvented the wheel.** Since inventing the forged aluminum wheel, Alcoa innovation continues to improve it. Today, it’s stronger, lighter and more durable to increase payload and enhance fuel efficiency. Aluminum wheels are on average 35 percent lighter than steel wheels, reduce fuel cost by up to 5 percent and increase payload by up to 3 percent.

- **We’re building the future.** Buildings are major consumers of energy and emitters of greenhouse gases (GHGs). Alcoa’s aluminum components enhance energy efficiency, reduce carbon emissions and help achieve the growing demand for green building standards. Our Reynobond architectural panel with EcoClean coating cleans itself and the air around it with the daily air-cleansing power of 80 trees. OptiQ Ultra Thermal Windows provide enhanced thermal performance and help retain interior heat.

In addition to delivering innovations for customers in a wide range of industries, we’re reducing our environmental footprint and increasing efficiency. For every metric ton of aluminum we make today, we emit 24 percent less GHG than we did in 2005.

As a leader in safety, we continue to invest in the health and wellbeing of our employees and their families. The year 2013 was our safest ever, with no employee or contractor fatalities and 36 percent fewer days away, restricted and transferred injuries than the prior year’s historical low. More than 20,000 Alcoans committed to a daily wellness campaign for lasting lifestyle changes.

Alcoa’s innovations in lightweight metals, differentiated products and solutions are essential for a sustainable global society. We are committed to continuing to build on our founders’ innovation heritage and sound business principles to achieve the Alcoa vision — “Advancing each generation” — for our shareholders, customers, employees, communities and partners.

Klaus Kleinfeld
Chairman and Chief Executive Officer
Altec is committed to sustainability throughout our company — in our business, our people and the environment. Environmental stewardship is not only reflected in the products we build and in the facilities where we build them but also in the way we do business.

We consistently strive to contribute to a healthier environment by keeping sustainability at the forefront of engineering and research, production and manufacturing processes, and all other aspects of our business.

Altec is proud to be the industry leader for sustainability efforts and is dedicated to listening and creating solutions. That’s why we acknowledge the tremendous challenges and opportunities our customers face to responsibly care for the environment and the communities in which they operate. Altec’s allegiance is evident in the development of numerous “Create, Grow and Sustain” initiatives that focus on people, business and the planet.

➤ **Create.** Customers and associates are our number one priority at Altec. That’s why we create the best possible solutions through innovative technology and support. The result is not only savings for our customer but also a safer, healthier work environment for our associates.

➤ **Grow.** Our Green Fleet product line, which includes lightweight materials (like fiberglass and aluminum), alternative fuels, and the Altec Job Site Energy Management System (JeMS®) is growing to make a difference. These products decrease fuel consumption and greenhouse gas emissions, while lowering noise pollution.

➤ **Sustain.** Each Altec facility has established procedures and environmental management programs and actively engages in recycling steel, copper and aluminum as well as consumer recyclables. The installation of powder-coat and e-coat paint systems has substantially reduced solid waste volume and air emissions. We’ve also focused on sustaining the environment through zero landfill waste generation in most facilities. In addition, we have implemented wash bays that use 100 percent recycled water.

By creating products and implementing sustainability initiatives and manufacturing processes to reduce our environmental footprint, Altec is dedicated to “Create, Grow, and Sustain.” We support sustainability throughout our products’ life cycles and strive to generate environmental stewardship solutions that contribute to sustainable change and economic growth.

Lee J. Styslinger III
Chairman and CEO
We believe our country needs an “all-of-the-above” approach to energy production that allows us to take full advantage of our indigenous resources in an environmentally responsible manner.

Building upon our company’s 107-year history of innovation and operational excellence, AEP is embracing the changes facing our industry to ensure that we can continue to provide safe, reliable and affordable electricity to our customers while being good stewards of the environment and rewarding our shareholders.

We are transforming and further diversifying our generating fleet through coal-fueled unit retirements, environmental retrofits and refueling of some units with natural gas. Meanwhile, we are making significant investments in our transmission and distribution systems to support the changing energy mix, the integration of smaller-scale power generation, such as rooftop solar, and the increasing adoption of energy efficiency and smart-grid technologies. These investments — along with our focus on areas such as cybersecurity and outage recovery efforts — will allow us to enhance the resiliency of the grid, improve reliability for customers and help protect the electric system.

In 2013, our employees delivered the best environmental performance in company history. We continue to focus on environmental improvement as one of the first utilities in the nation to participate in an interstate trading program to improve water quality in the Ohio River.

We also improved on some key safety measures in 2013, experiencing fewer injuries and completing our second year in a row with no fatalities.

AEP provided shareholders with a 14.2 percent total return on their investment for the year, and we began a journey to reshape our culture to be as agile, collaborative and customer-focused as possible.

We believe our country needs an “all-of-the-above” approach to energy production that allows us to take full advantage of our indigenous resources in an environmentally responsible manner. To that end, AEP has developed new ways to quickly provide the power that gas companies need for shale gas extraction. We continue to support the development of clean coal technologies and are increasing our renewable energy portfolio as well.

We also are working with the federal government as it develops regulations to reduce carbon dioxide emissions from power plants. It’s important to maintain an appropriate balance between environmental protection and the impact on customers and the economy.

The next 100 years at AEP will undoubtedly be very different than the last. In the midst of change, our employees are responding to the challenges we face with creativity and resourcefulness, making sure that AEP is positioned to meet our customers’ energy needs for decades to come.

Nicholas K. Akins
Chairman, President and Chief Executive Officer
At Anadarko, we view sustainability as integral to continuing to fulfill our corporate mission. Protecting health and the environment coupled with responsible care for our employees, contractors and communities are core to delivering consistently positive economic performance. We achieve sustainability by living our core values of integrity and trust, servant leadership, open communication, people and passion, and commercial focus, all of which guide our activities and decisions.

Prudent care of the environment is fundamental to our activity at all stages of development, from staking a well to final reclamation, and our focus on conducting business the right way is evidenced by the record safety performance we achieved in 2013. Anadarko constructively engages and cooperates with regulators, nongovernment organizations, academia and other stakeholders to identify, quantify and address risks by developing and implementing leading industry practices. In 2013, Anadarko:

- Worked with industry, regulators and the Environmental Defense Fund to draft proposed regulations in Colorado to detect and address methane leaks, thereby enhancing air quality and building public trust;
- Established a first-of-its-kind petroleum engineering program at the University of Eduardo Mondlane in Maputo, Mozambique, which teams with leading petroleum engineering schools in the United States to train and prepare local Mozambicans for future opportunities in the oil and natural gas industry;
- Teamed with the Elbow Fish and Game Club in Pennsylvania to develop, implement and communicate best management practices for enhancement of wildlife and ecological sustainability on existing pipeline rights of way;
- Participated in a multistakeholder study, published by the University of Texas in the Proceedings of the National Academy of Sciences, reporting on methane emissions from natural gas production sites; and
- Implemented comprehensive water-management and recycling programs, whereby our Marcellus operations eliminated more than 60,000 truck trips and 3 million miles of truck traffic in 2013, and our Wattenberg Field and Eagleford Shale operations achieved significant reductions in truck traffic and associated emissions.

Energy is essential to modern life and critical to the success of industrial and developing economies. We remain dedicated to preserving the environment while adapting to evolving global politics, cultures and priorities. Living our core values, thereby remaining committed to our safety and environmental policies, supports Anadarko’s mission of developing energy resources for the welfare of a global society.

Al Walker
President and Chief Executive Officer
Create, Grow, Sustain: Celebrating Success

Coal is leading a transformation in developing countries, lifting hundreds of millions of people out of poverty.

At Arch Coal, we are always mindful of how much we owe the courageous and ingenious fellows who electrified America and modernized coal mining. Decade after decade, coal-based energy has fueled socioeconomic progress in our great nation.

In recent years, we have broadened our focus to the next great objective — global sustainability and poverty alleviation. Most Americans take our constant flow of energy for granted. Meanwhile, almost half of the world’s population still lacks modern access to electricity. Responsible coal use is leading a positive transformation in developing countries. The electricity and steel from coal has raised hundreds of millions of people out of poverty during the past decade, and our work continues. From clean water supplies to sanitized hospitals, the indispensable energy from coal will continue to do the heavy lifting of modernization.

As the world’s people continue to progress, so do we. Coal-based power is cleaner than ever, and new technology will advance the industry further still. Innovative technology already has enabled U.S. power plants to reduce traditional emissions by 90 percent per unit of coal consumed, and new coal-based plants can reduce significantly more than 95 percent of such emissions. Even as we celebrate our successes, we seek to drive even greater environmental progress.

At Arch Coal, helping to satisfy society’s appetite for energy and steel in a responsible manner is all in a day’s work. We’re developing modern-day energy solutions that make a positive contribution to economic, environmental and societal goals both here and abroad. Arch has invested more than $50 million in clean-energy innovators, university programs and public-private partnerships, and we are a founding member of the U.S. Department of Energy’s National Carbon Capture Center.

Coal is an indispensable fuel for meeting the needs of the world’s growing populations and economies, and we take our role very seriously. It is both a privilege and a great responsibility to fuel socioeconomic progress — past, present and future.

John W. Eaves
President and CEO
At AT&T, we’re all about using communications technology to improve people’s lives and help businesses — including our own — operate more sustainably. We connect millions of people every day, making everything more immediate, seamless and efficient. And as we do these things, we also work hard to find new ways to reduce the energy, fuel and resources we use. Here’s how we’re helping create a more sustainable world:

- **Responsible Product Stewardship:** We recently expanded our *eco-rating system for devices* so consumers can learn more about the environmental impact of their smartphones and tablets. And we’re committed to minimizing our impact throughout the life cycles of our products. For example, in 2012, we recycled *1.17 million pounds of cell phone batteries* and accessories and collected about *3.1 million cell phones* for reuse and recycling.

- **Alternative-Fuel Vehicles:** Last year, we reached the halfway point of our commitment to invest up to $565 million to deploy about *15,000 alternative-fuel vehicles* over the course of 10 years. Already, we’ve put more than *8,900 natural gas, hybrid and all-electric vehicles* on the road, saving *7.7 million gallons of gasoline* over the last four years.

- **Water Management:** We teamed up with Environmental Defense Fund (EDF) to find new ways to conserve water in our operations, developing a set of tools that generated water savings of *up to 40 percent*. These free tools can help other companies save water, so we’re working with EDF to promote their use in water-stressed areas. If they’re adopted by other U.S. companies, they could collectively save *28 billion gallons of water* a year. We have also set our own commitment to reduce our water consumption by *150 million gallons* annually by 2015.

These kinds of initiatives — in addition to the products, services and next-generation networks we provide — have great potential to create a more sustainable future. But it’s not just about technology. We’re also committed to serving our communities in other ways, such as helping at-risk high school students succeed in school and prepare for careers through our AT&T Aspire program. And we’re very proud that our employees, along with those of three other wireless providers and more than 4 million Americans, have joined our efforts to end texting while driving through the “It Can Wait” movement.

Innovation means nothing if future generations can’t reap the benefits. That’s why our commitment to sustainability will always be at the center of how we do business at AT&T.

*Randall Stephenson*
Chairman and Chief Executive Officer
Thanks to the hard work and dedication of our 14,500 employees worldwide, Ball Corporation had a solid 2013 and is positioned for success in 2014 and beyond. Though the challenges of the global economy remain relatively unchanged, Ball continues to adapt and execute toward “Drive for 10,” our vision to ensure that Ball thrives for another 130-plus years.

The careful balance of our economic, environmental and social impacts is a big part of “Drive for 10” and key to Ball’s enduring success. In 2013, we earned our place on the prestigious Dow Jones Sustainability Index, an important recognition for us as the most sustainable company in the containers and packaging industry. We also made considerable progress on our sustainability journey, as we remained focused on the areas where we can have the greatest impact:

**Innovation**

We continued our lightweighting efforts in our global packaging businesses. In 2012 and 2013, we saved more than 6,500 metric tons of aluminum in our North American metal beverage business, equivalent to more than 50,000 tons of carbon dioxide emissions. In Europe, we launched our lighter extruded aluminum can, which uses recycled aluminum to create a metal alloy that exhibits increased strength and allows lightweighting of the container without affecting package integrity. This breakthrough technology allows Ball to lightweight our extruded aluminum aerosol packaging by as much as 10 percent with further lightweighting expected in the future. Additionally, Ball Aerospace developed and shipped our Global Precipitation Measurement (GPM) Microwave Imager (GMI), an instrument that is essential for a new era in precipitation measurements and that launched aboard NASA’s GPM mission in February 2014.

**Operations**

We focus our operational sustainability efforts around six priorities: safety, electricity, gas, water, waste and volatile organic compound emissions. Since 2010, we have reduced our total recordable incident rate by 27 percent and increased energy efficiency in our global can business by seven percent. Additionally, in 2013, 33 of our 58 manufacturing plants achieved or maintained their zero-waste-to-landfill status.

**Community**

At Ball, we strive to enrich the communities where we live and work worldwide. We have a robust employee giving and volunteer program and, through the Ball Foundation, invest millions of dollars in our communities each year in the areas of education, recycling and community engagement. The Foundation committed $1 million to support relief efforts following the devastating floods that impacted our home state of Colorado in 2013.

John A. Hayes  
Chairman, President and Chief Executive Officer
Barclays is committed to driving sustainable economic development and social prosperity. If we put society and sustainability at the heart of everything we do, we will help people achieve their ambitions in the right way and become the “Go-To bank” for all of our stakeholders.

Skip McGee
Chief Executive, Americas
Our products offer real solutions. With sustainability and science going hand-in-hand, we will continue the systematic development of our innovative portfolio to improve the quality of people’s lives in the face of increasing global challenges.

This year’s theme, “Celebrating Success,” is very fitting, as we have just celebrated our anniversary at Bayer — 150 years of innovations. We can proudly say that sustainability has been and will continue to be a crucial cornerstone of our success as we create, grow and sustain innovations that help or even save millions of people around the world every year.

Bayer’s focus is on health care, agriculture and high-tech materials. Our mission, “Bayer: Science For A Better Life,” motivates us daily to remain a world-class innovation company. Our commitment to sustainability is a big part of gaining societal acceptance and appreciation for our innovations, which give us our license to operate. Bayer has numerous examples of how a sustainable orientation in portfolio and business practices helps to overcome some of the great challenges of our time.

One challenge is the growing world population, which means an increasing need for medical treatments. For example, one person in seven suffers from one or more neglected tropical diseases (NTDs). 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, most of whom are among the world’s poorest. Our efforts are dedicated to capacity-building efforts and medicine donations programs.

We also need to produce more food worldwide — by 2050, 9 billion people are expected to inhabit the Earth. But huge amounts of crops are destroyed every year by diseases like the bacterial leaf blight, which is a great concern for rice farmers across Asia. It causes billions of rice seedlings to wilt. In India alone it destroys up to 80 percent of the crop and affects 6–7 million hectares during severe outbreaks. The effects on farmers and their families can be catastrophic. Bayer has developed a revolutionary rice hybrid, which offers native resistance and higher yields, allowing farmers to be confident about feeding their families and generating surplus for sale.

Innovations such as these are Bayer’s driving force and the basis for our success. Our products offer real solutions. With sustainability and science going hand-in-hand, we will continue the systematic development of our innovative portfolio to improve the quality of people’s lives in the face of increasing global challenges.

Dr. Marijn Dekkers
Chairman of the Board of Management
As a premier engineering, construction and project management company operating across the globe, we get the job done right — no matter how big, complex or remote. Our projects generate sustainable outcomes that benefit our customers and society.

Protecting people and the environment, partnering with communities and society, and promoting local economic development are core elements of our sustainability strategy. We promote environmental sustainability by integrating knowledge and know-how to protect biodiversity; reduce carbon emissions, energy consumption and waste; and support the development of renewable energy.

In the United Kingdom, Crossrail Limited projected that constructing Crossrail, a major rail initiative in London and Europe’s largest infrastructure project, would produce 1.7 million tons of carbon emissions. Using sustainable construction practices, such as increasing the recycled content of concrete and focusing on energy management, the Bechtel and Crossrail team is on track to cut those emissions by nearly 12 percent. Furthermore, through a partnership with the Royal Society for the Protection of Birds, 4.5 million tons of clay and other excavated materials are being transported to Wallasea Island to create the largest coastal habitat in the country. This enabled the project to reduce its excavated materials to landfill by almost 100 percent.

In the United States, we completed three of the world’s largest solar energy installations, powering several hundred thousand homes: Catalina Solar Photovoltaic Generating Facility, California Valley Solar Ranch and the Ivanpah Solar Electric Generating System.

Three U.S. national security sites managed by Bechtel partnerships earned a total of 13 National Nuclear Security Administration Sustainability Awards for 2013. The Lawrence Livermore National Laboratory, the Los Alamos National Laboratory and the Y-12 National Security Complex received these honors for initiatives to conserve water, reduce greenhouse gases and create high-performance, sustainable buildings.

In northeast Australia, we are building three liquefied natural gas complexes, helping Australia and the oil and gas industry meet the rising global demand for low-carbon fuels. Because the project requires importing massive amounts of heavy equipment and materials, we collaborated with local authorities to develop and manage a biosecurity initiative to prevent the introduction of invasive species that could damage the natural habitat.

Promoting sustainability does not end with our projects and facilities. By participating with such leading organizations as the Smart Cities Council, we share our experience and insights with a broader community. This is part of our effort to be the contractor of choice for our customers and employees as we help build a better world.

Bill Dudley
President & Chief Executive Officer
BlackRock has a fiduciary obligation to make the right choices — sustainable choices.

BlackRock is a fiduciary first and foremost. Using that term, we acknowledge our obligation to put the interests of others — clients — ahead of our own. As a fiduciary, we acknowledge how our choices echo in the world around us now and in the years to come. Being a fiduciary means doing what’s right.

Investing on behalf of clients, we evaluate how environmental, social and governance factors impact financial performance. We communicate concerns, encourage change and build mutual understanding as a long-term shareholder. Recognizing that commitment, BlackRock earned the “AA” rating in the 2013 MSCI Research Environmental Social and Governance Industry Report, the highest rating among the five largest global asset managers.

BlackRock is among the leaders in green investments that match client expectations for returns aligned with the development and sustainability priorities of communities around the world. BlackRock was a key partner in the largest “green” bond project to date — a $1 billion offering with a major European insurance group. The transparency, liquidity and impact reporting of green bonds contribute to the creation of a robust and credible market and to projects that improve local communities worldwide.

As a business and a consumer of energy, BlackRock actively seeks alternative approaches that can reduce or offset our environmental impact. Even as we have grown, we have reduced our carbon footprint by consolidating and updating data centers, sourcing renewable hydro-electric power, and employing next-level technology such as LED lighting and sensors. Participating in programs such as the New York City Mayor’s Challenge and London’s Clean City awards, BlackRock helps raise awareness while pursuing an agenda for efficiency and against waste.

Sustainability requires that we take responsibility for the impact we have on the world around us. Last year, BlackRock took responsibility for educating people on the challenges implicit in the blessing of longer lives. A key focus is helping people see the longer arcs of their lives and rethink how they plan to sustain themselves. Helping them plan for longer lives is our fiduciary obligation.

Whether it is the challenge of longevity or the challenge of growing a global business without accelerating environmental decline, BlackRock has a fiduciary obligation to make the right choices — sustainable choices. It’s an obligation we accept and embrace.

Larry Fink
Chief Executive Officer
At Blackstone, we take great care to prioritize the sustainability of the communities where we operate and invest. Responsible stewardship isn’t just the right thing to do — it also aligns with how we preserve and protect the $266 billion in assets we manage on behalf of our investors, largely institutional pension funds. A few recent examples of how we’ve deployed capital show concretely how investments in environmental sustainability can drive meaningful returns for our investors while also positively impacting surrounding communities.

One prominent example is our investment in the development of Meerwind, Germany’s largest offshore wind farm. Slated for completion this year, Meerwind will power 400,000 households while eliminating 1 million tons of carbon emissions annually. Another Blackstone portfolio company, Transmission Developers, Inc., recently announced a $1.2 billion, 1,000-megawatt (MW) power line that will bring Canadian hydropower to New England, thus reducing electricity costs in New England by $2 billion over 10 years. The company is also developing the Champlain Hudson Power Express, which will bring up to 1,000 MW of clean, renewable power to the New York metro area annually, and establishing a $117 million environmental trust for Lake Champlain and the Hudson, Harlem and East rivers.

Our commitment to environmental sustainability extends far beyond the projects we develop. We’re committed, through our dedicated portfolio operations team, to helping the companies in our portfolio implement meaningful sustainability measures. This team supported portfolio company Pinnacle Food Group on its 2013 solar project at a site in California that will generate roughly half of all electricity needs and is advising three other portfolio companies as they pursue solar projects for completion in 2014. We also convene our hospitality-sector portfolio companies at regular summits to share best practices and explore ways to generate cost savings and improve environmental performance and sustainability measures — having a multiplier effect across geographies. Additionally, we are implementing portfolio-wide programs focused on achieving cost savings through regional partnerships with utilities, which include installing LED lighting and streamlining operations assessments to ultimately find easily replicable solutions.

We strive to instill the same values at our own offices. Through recycling efforts, our New York headquarters, for example, saved 38,700 kilograms of carbon dioxide monthly in 2012; we expect the same result for 2013. Finally, our firmwide commitment to paperless conferences and events saves hundreds of thousands of dollars annually and represents our commitment to sustainability in practice.

Our determination to operate responsibly and sustainably is rooted in the firm’s guiding principles — integrity, accountability, transparency and excellence. Meaningful initiatives reflect those values, are vital for the health of the environment and, importantly, they make good business sense.

Stephen A. Schwarzman
Chairman, Chief Executive Officer and Co-Founder
At BNSF Railway Company (BNSF), we continually strive to grow our business in a safe and sustainable manner. Rail is the most resource- and cost-efficient means for moving freight over land. In addition, rail provides tremendous benefits by reducing our country’s overall transportation air emissions and respective carbon footprint relative to moving the same freight by truck.

BNSF is committed to reducing our transportation footprint and proactively pursues opportunities to develop, test and deploy technologies that result in an ever-improving sustainable transportation model. Examples of some of our innovative efficiency efforts and programs are detailed below.

- BNSF has the newest and cleanest locomotive fleet in the nation. Of our nearly 7,000 locomotives, more than 3,300 have been replaced with new, more energy-efficient units, and we have also remanufactured more than 2,800 locomotives over the past decade, further improving the efficiency of our fleet.

- At 10 intermodal facilities, we have installed automated gates, which use digital cameras to record images of containers, chassis, tractors and unit numbers as they enter the facilities. The automated gates reduce fuel consumption and emissions by minimizing truck-idling time and reduce the resultant air emissions by 50 percent at each facility equipped with this technology.

- BNSF was the first U.S. rail carrier to use wide-span electric cranes and has installed them at three facilities. These cranes produce zero emissions on site and significantly reduce the number of trucks needed to move containers within the rail yard.

- BNSF has installed automatic engine start/stop devices on more than 93 percent of our locomotives. These devices help reduce our yearly fuel usage by about 8,000 gallons for each locomotive equipped with this technology. We are also in the process of installing driver-assist technologies to further enhance fuel efficiency.

BNSF’s investigation and implementation of advanced technologies improve resource efficiency. The efforts undertaken by BNSF, and other railroads, have made rail transport dramatically more efficient and thus more sustainable than other modes of land transportation. Every year, the efficiency of BNSF trains reduces our customers’ emissions by more than 30 million metric tons of carbon dioxide emissions. That is equivalent to our customers eliminating the consumption and resultant emissions produced by burning more than 3 billion gallons of diesel fuel.

Matthew K. Rose
Executive Chairman
Innovation and technology are at the heart of what we do at Boeing, and they are fundamental to improving environmental performance — whether it’s through our satellites monitoring the global climate, our factories operating more responsibly or our ongoing research to improve the efficiency of flight.

As Boeing approaches its 100th anniversary, we are building and developing the world’s most modern and fuel-efficient fleet of airplanes. Over the course of a few short years, we will have introduced the 787 Dreamliner, 737 MAX, 747-8 and 777X — airplanes that fly passengers farther, in more comfort and with significantly reduced emissions than the airplanes they replace.

As a company, we understand that environmental responsibility is crucial to our long-term success and second century in business. We have long been an established industry leader in advancing the development of sustainable biofuels for aviation, and we are constantly researching new, innovative technologies — including advanced, lightweight materials and aerodynamics; sustainable new fuel sources; and hybrid, solar and electric-powered aircraft — to create cleaner modes of flight for decades to come. For example, we’re currently flying the experimental Phantom Eye, a liquid hydrogen-powered unmanned aircraft that produces only water as a byproduct.

By developing technology innovations that dramatically improve fuel efficiency, we have increased revenues and earnings by approximately 35 percent over the past four years and secured a backlog of customer orders valued at nearly half a trillion dollars. As we embark on this period of steady business growth, we are committing to zero growth in greenhouse gas emissions, water use, hazardous-waste generation and solid waste to landfills.

While exploring new ways to improve the environmental performance of the aerospace industry, we know that many of our most important environmental projects are those that do not fly. Each day, thousands of Boeing employees are preserving habitats, mentoring the next generation of innovators to create new technologies, and finding ways to reduce waste and make processes more efficient.

Around the globe and around the clock, Boeing people are making exciting contributions to sustainable growth and a better future for our industry, our customers and our communities. Together, we aspire to lead the way to building a cleaner, better tomorrow.

Jim McNerney
Chairman and CEO
Innovation is a powerful catalyst for sustainability. After all, innovation means doing things better and smarter and making the most of resources. Because innovation requires intelligent execution to be effective, we combine innovation and execution to create, grow and sustain.

We create unique products that improve efficiency. We grow and nurture ideas throughout the company, using small, nimble teams that allow us to move quickly — and have brought together our Silicon Valley offices and capabilities into a single location to inspire even bigger thinking and speed up connections to great ideas. In these ways and more, we drive sustainability not just at our own company, but also for our customers.

As a company, we’re implementing efficiencies at our offices around the world and advancing toward our commitment to reduce our Scope 1 and 2 greenhouse gas emissions by 35 percent by 2020 (using a 2006 baseline). We have achieved 71 percent of that goal. Thirteen Green Teams representing more than 50 percent of our global employees implement environmentally positive practices on a local level. And we’re honored our progress has been recognized by third parties like Newsweek and the Dow Jones Sustainability Index.

We’ve also become a leader in environmental sustainability management. Our cloud-enabled CA Data Center Infrastructure Management (DCIM) solution provides companies with a view into the power, space and cooling of their data centers to more effectively manage capacity, reduce risk, and improve energy and water efficiency. It also includes leading-edge technology to measure, manage and report on progress.

We recently announced that Facebook is using CA DCIM software to bring together millions of energy-related data points from physical and IT resources in its global data centers to improve power efficiency.

Facebook joins other companies around the world that are benefiting from CA Technologies solutions:

- Logicalis, a UK service provider, is leveraging the CA DCIM solution to help reduce power costs and other service delivery overheads, achieving a 159 percent return on investment.
- Swedish retailer Systembolaget reduced energy consumption by 50 percent in one year and nearly halved the carbon dioxide emissions of its IT operations.
- Datotel, which operates a 30,000-square-foot data center in Missouri, is using CA DCIM to reduce its carbon footprint and bill customers correctly on their energy consumption.

We take pride in our leadership role in sustainability because we believe in leading by example. We will continue to pursue new discoveries that advance sustainability for our customers and our company.

Mike Gregoire
CEO

www.ca.com/sustainability-report
At the core of Caesars Entertainment’s values and central to how we do business is a deep commitment to contributing in a meaningful way to the communities in which we work. Corporate responsibility and sustainability extend beyond our license to operate. We are committed to using our human capital, global reach and industry leadership to lay the groundwork for shared growth and sustainability. Our success and prosperity are inexorably linked to that of the communities we serve.

With 54 properties and more than 67,000 employees worldwide, we recognize the impact of our business on the environment. Our sustainability efforts span all of our operations, from how we run our business to how we engage suppliers. We take a multifaceted approach to addressing environmental sustainability issues through CodeGreen, our companywide effort to reduce greenhouse gas emissions, improve energy efficiency and use water more wisely. Since the program’s inception, we have enhanced our data-collection and monitoring systems across all of our properties and increased the staffing of CodeGreen teams to more than 200 employees that are trained Green Meeting Professionals. Highlights of our efforts include:

**Minimizing Energy Consumption and Emissions**
Caesars Entertainment has invested $3.5 million across 37 projects delivering nearly 24 million kilowatt hours of energy savings per year. In 2012, a year earlier than our target, we saw a 3.2 percent reduction in energy consumption per thousand air-conditioned square feet and achieved a 5.4 percent reduction in greenhouse gas emissions per thousand air-conditioned square feet. Additionally, we replaced 70,000 halogen bulbs with LEDs across our U.S. properties.

**Reducing Waste**
We are committed to reducing waste to the greatest extent possible and, for the first time in 2012, measured a 24 percent waste diversion from landfills, well on our way to our long-term goal of 50 percent diversion by 2020.

**Using Less Water**
Water conservation targets have been set for the more than 100,000 faucets across our properties, air conditioning and irrigation. With a 7 percent reduction in water consumption per air-conditioned square foot since 2008, we are on track to achieve our targeted 10 percent reduction by 2015 and 15 percent by 2020.

At Caesars Entertainment we know that we can’t do it alone and that real impact stems from collaboration. We continue to build our strategic partnerships with organizations like the Clean the World Foundation and ONE DROP.

Moving into 2014, our guests will experience our progress firsthand and we will continue to challenge ourselves to do even more to create cleaner, more vibrant communities.

Gary Loveman  
Chairman, President and CEO
As a leader in the food and beverage industry, Campbell is demonstrating our steadfast commitment to making good, honest food for the people who live, work and eat in our communities while implementing our strategic framework to build shareholder value by driving sustainable, profitable net sales growth.

We continued to drive progress in Fiscal 2013 as we advanced our 2020 Agenda, which established our corporate social responsibility (CSR) imperatives and four 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 ton of product produced;
- Measurably improve the health of young people in our hometown communities; and
- Leverage CSR and sustainability as key drivers of employee engagement and performance in our culture.

Campbell has made significant progress against these goals, which we announced in 2010.

On the sustainability front, we’re conserving the Earth’s resources for future generations. In FY2013, Campbell:

- Reduced GHG emissions by 4.4 percent, or more than 20,833 metric tons;
- Reduced water per ton of food produced by 2.7 percent; and
- Achieved a waste recycling rate of 83.2 percent worldwide.

We also initiated renewable energy projects and continued to streamline packaging, with a cumulative reduction of more than 65 million pounds in our product portfolio over the last five years.

At the same time, Campbell continued to integrate our sustainability imperatives into our operations around the world. We’ve brought CSR into our executive compensation system and included important metrics on energy, water, waste, safety and ethics.

In the communities where we operate, Campbell’s commitment to social responsibility included providing more than $40 million in food donations and global giving during the year. But our most inspiring achievement isn’t measured in dollars — it is the spirit of our employees, who volunteered more than 22,000 hours last year to enhance the quality of people’s lives. During Campbell’s annual “Make a Difference” week, more than 2,600 employees across 14 of our U.S. locations participated in 90 projects that focused on building and sustaining healthy communities.

From the C-suite to the plant floor, Campbell’s people are focused on driving sustainable growth and creating shared value that benefits our shareholders and the community. As the leader of Campbell, I believe that we can make a profit and make a difference. It has been our legacy for more than 140 years and it is our future.

Denise M. Morrison
President and Chief Executive Officer
The people of Cardinal Health work every day knowing that our customers are counting on us to take care of the business behind health care — to drive efficiency through the system and to offer cost-effective solutions that help customers thrive. As we work toward that goal every day, we challenge ourselves to use our assets, expertise and influence to make our communities stronger and our world more sustainable.

Cardinal Health is committed to minimizing the impact of our operations, products and services on the environment. Our work is focused 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. Minimizing greenhouse gas emissions through energy conservation and 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.
- **Employee and public outreach:** Promoting environmental awareness and engagement among employees.

We are also committed to collaborating with leading organizations and initiatives to work with other companies that share our commitment to sustainability. Toward that end, Cardinal Health is proud to be:

- A founding sponsor of **Practice Greenhealth’s Greening the Operating Room Initiative**, which aims to reduce the environmental footprint of operating suites in hospitals across the country;
- A corporate member of the **National Association of Environmental Managers (NAEM)** since 2008;
- Recognized for our sustainability efforts by the **Dow Jones Sustainability Index (DJSI)** and included on the **DJSI North American Index** since 2006;
- One of a select number of companies to participate in the **EPA SmartWay®** program both as a carrier — a company that owns or operates a public or private fleet — and as a shipper — a company that ships or receives items delivered by truck or rail transport. Cardinal Health has been a partner company in good standing since 2010.

I thank our more than 33,000 employees for their dedication and service to our customers, our environment, our communities and one another. And I look forward to continuing to see what we can accomplish together.

George S. Barrett
Chairman and CEO
For nearly 90 years, Caterpillar Inc. has been making sustainable progress possible and driving positive change on every continent. With 2013 sales and revenues of $55.656 billion, Caterpillar is the world’s leading manufacturer of construction and mining equipment, diesel and natural gas engines, industrial gas turbines and diesel-electric locomotives. We principally operate through our three product segments — Resource Industries, Construction Industries, and Energy & Transportation — and also provide financing and related services through our Financial Products segment.

The world’s resources support seven billion people today, and will need to support nine billion by 2050. As the world’s population increases, demand for resources and infrastructure will increase, too. Sustainable progress to meet these needs and support economic growth will remain absolutely necessary.

Caterpillar is uniquely positioned to be a leader in making this sustainable progress possible. Our commitment is longstanding because we know we can be profitable while also best serving our planet and its people by promoting the common good.

For Caterpillar, sustainability is an enterprise-wide approach we apply to our own operations, as well as a guide for our suppliers, dealers and customers.

We make sustainable progress possible by:

- Leveraging innovation and technology,
- Increasing productivity,
- Using resources more efficiently,
- Reducing environmental impacts, and
- Contributing to the communities where we live and work.

We know that to endure, our company and operations must operate in a sustainable manner. What does this mean to our stakeholders?

To our customers, it means enduring products, services and solutions. Our brands represent long-lasting quality, and our products and solutions help our customers operate more efficiently. Through innovation, we focus on providing products that are more fuel-efficient and require less oil and fluids to operate. Our customers build the infrastructure, supply the power and transport the goods that support economic growth in developing and developed nations alike, and support Caterpillar’s efforts to help make that growth sustainable.

To our stockholders, it means sustainable development strategies and leading-edge products that promote customer loyalty and ensure Caterpillar prospers for another 90 years, and longer.

To our people, it means working for a company they can be proud of, for many reasons. We have a robust risk management process that includes anti-bribery, anti-corruption and other programs and training designed to support Our Values in Action. We’ve reduced our Recordable Injury Frequency to a world class 0.78 level in 2013. We have strong employee training and development programs, intentional efforts to find and retain the most qualified and diverse employees, and are dedicated to diversity and inclusion.

We also invest in and support the communities where we live and work through the United Way, and generous non-profit gift matching and volunteer programs at our facilities worldwide. We support the Caterpillar Foundation, which has invested over $500 million since 1952 to boost economic growth and quality of life around the world.

Douglas R. Oberhelman
Chairman and Chief Executive Officer
Caterpillar Inc.
CBRE has long recognized that being the world’s largest manager of commercial property comes with two leadership imperatives: to influence the way buildings are responsibly and sustainably managed and to apply that expertise in our own operations. As a result, CBRE has achieved both industry firsts and best practices in environmental sustainability.

In 2004, CBRE became one of the first commercial real estate firms to make sustainable solutions an integral part of our service offering. These services include: building assessment and certification, energy management, green leasing and valuation. At yearend 2013, those services had yielded:

- 1,400 buildings Environmental Protection Agency (EPA) ENERGY STAR®-benchmarked and 300 additional buildings labeled;
- 186 buildings U.S. Green Building Council Leadership in Engineering and Environmental Design for Existing Building (LEED-EB®)-certified globally, making CBRE Asset Services the global LEED certification leader;
- 15 million square feet (MSF) of LEED-certified buildings developed by Trammell Crow Company, with 19 MSF LEED projects in development;
- 186 green building certifications worldwide across CBRE Global Investors properties and 86 percent of Strategic Partners US value-added portfolio LEED certified; and
- More than 530 LEED Accredited Professionals globally.

CBRE’s Environmental Sustainability Policy governs the operation of our global facilities. This policy focuses on 11 key areas of environmentally sound performance, including resource management, occupancy, communications and training, public policy, and procurement. Among the most innovative policy components is the Real Green Research Challenge, a program that helps to identify and finance sustainability solutions for commercial buildings. We are currently supporting five organizations and their projects:

- National Resources Defense Council with New York University, who are developing a tenant energy usage rating system;
- Stanford University, who is defining and prioritizing EPA ENERGY STAR® energy-efficiency strategies;
- The EURO Institute, who is analyzing environmental and financial performance of large commercial real estate portfolios;
- Cleveland State University and Central Michigan University, who are developing an industry-wide sustainability scoring protocol; and
- Maastricht University, who is developing a quarterly green building adoption index for top U.S. metro markets.

Each of these projects has game-changing potential for our industry and we will share outcomes publicly in the months ahead.

As a result of our environmental efforts, CBRE has been recognized as an EPA ENERGY STAR® Partner of the Year every year since 2007 and ranked in the top 20 percent of companies on Newsweek’s Green Rankings. In 2013, we were included in CDP’s Carbon Disclosure Leadership Index and our Global Reporting Index Level was B and validated by the Global Reporting Initiative. In each case, our performance was the best in our sector.

Bob Sulentic
President and CEO
CF Industries is a global leader in nitrogen fertilizer production. Our products help farmers feed the world. We operate seven world-class nitrogen fertilizer plants and 21 distribution facilities in North America. Our 2,400 employees are committed to sustainable operations, both as a company and as part of an indispensable industry.

Achieving food security is one of mankind’s great challenges. Already, 40 to 60 percent of food production is made possible by effective use of fertilizers. By 2050, the global population is projected to reach 9 billion, and farmers will need to produce up to 70 percent more food to meet expanded nutritional needs. Without abundant, affordable nitrogen fertilizers, these needs cannot be met.

Sustainability and food security must go hand in hand. Whether it is investing in state-of-the-art manufacturing technology, providing safe and rewarding workplaces, reducing energy use, reducing greenhouse gas and other types of emissions, working in our communities as good neighbors, or helping farmers use fertilizer efficiently and responsibly — our commitment is clear.

- We are investing $3.8 billion in U.S. facilities to expand production by 25 percent, creating 200 new direct jobs and 1,400 related jobs as well as 3,400 construction jobs through 2016.
- Our facilities use natural gas as a raw material and energy resource to make nitrogen fertilizer. The U.S. energy sector’s ingenuity in unlocking vast quantities of natural gas from shale makes America the right place to invest. Abundant shale gas means a reliable supply of United States-sourced nitrogen fertilizers for decades to come.
- Using energy-efficient technology, we are making more nitrogen fertilizer with less energy per nutrient ton.
- Since 2008, our carbon emissions have remained basically constant even as production has increased by 10 percent. Separately, nitrous oxide abatement projects have reduced emissions by 3.6 million carbon dioxide-equivalent tons.
- Thirteen of our facilities are Occupational Safety and Health Administration Star sites in the highest tier of workplace health and safety performance. Companywide, our health and safety record is significantly better than the industry average.
- We support educational programs at home and abroad, including “4R,” which helps farmers use the right fertilizer at the right time at the right rate in the right place, to maximize the benefits of fertilizer application and minimize adverse environmental effects.

CF Industries is growing because our employees work hard, our products meet a vital need and we invest for the future. The green revolution in agricultural production is underway around the world, and CF Industries is proud to be a major participant.

W. Anthony Will
President and Chief Executive Officer
We integrate sustainability principles into each step of a project, helping clients create, grow and sustain solutions to complex challenges and celebrate their successes with increased shareholder value and long-term community benefits.

Our clients face many uncertainties. How can they provide access to clean water, repair deteriorating infrastructure or build new infrastructure? How will they manage the effects of climate change? Solving these interconnected questions requires courageous leadership, creativity, and technical and business innovation. At CH2M HILL, we integrate sustainability principles into each step of a project, helping clients create, grow and sustain solutions to complex challenges and celebrate their successes with increased shareholder value and long-term community benefits.

Because we work throughout the project lifecycle, from initial conception and planning through design, construction, operation, management and decommissioning, we understand how each input affects the whole project. This knowledge helps tie disparate pieces together to deliver successful, sustainable solutions. Some of our most rewarding projects involve helping distressed communities work through conflicting agendas and bewildering technical options to create infrastructure, enable holistic city planning or achieve climate change mitigation that meets everyone’s needs, achieving success for everyone involved.

Next year, we will celebrate our own sustainability successes, marking 10 years since we were one of the first in our industry to publish a sustainability report. We walk the talk by reporting our own sustainability performance and supporting the United Nations Global Compact principles. With our ISO-14000-compliant Environmental Management System, we apply lessons learned and business gains from own improvements to the solutions we create for our clients — whether it’s managing sustainability on some of the world’s largest programs, such as London’s 2012 Olympics, Masdar City (a clean technology cluster development in the United Arab Emirates) or Singapore’s ABC Waters, or working on smaller projects.

When we help our clients develop sustainability strategy, manage water and environmental resources, provide energy and climate resilience services, design facilities and infrastructure, or create livable cities and communities, they save money when they choose a more environmentally friendly path. For example, in the 104 wastewater, water and building/manufacturing facilities we manage throughout North America, we have helped clients cut energy consumption by 22 million kilowatt hours, diverted 10,588 tons of waste from landfills, beneficially reused 17 billion gallons of effluent and saved $4.7 million.

Sustainability challenges and opportunities bring out the best in our people. Our people care deeply about the wellbeing of the planet and its future generations.

Jacqueline Hinman
Chief Executive Officer
We believe that preserving a clean, safe, healthy environment can go hand in hand with meeting the world’s energy needs. We recognize that the world needs all the energy we can develop, in every potential form. That’s why our employees work daily to find newer, cleaner ways to power the world.

Affordable, reliable energy is key to advancing economic and energy security, a catalyst for economic growth, and vital to improving standards of living in the United States and around the world. As one of the world’s largest energy companies, Chevron plays a role in safely producing and delivering energy to the market. Through our approach to resource development, Chevron is committed to responsibly providing the energy the world needs for decades to come.

Chevron’s new projects are developed in an environmentally sound manner. As part of our environmental stewardship expectations, we apply our Environmental, Social and Health Impact Assessment (ESHIA) process to all capital projects within Chevron’s operational control. ESHIA is used to identify potentially significant project-related impacts on surrounding communities, natural resources, biodiversity, air quality, land use, water use, community health and livelihoods.

This information is integrated into project decision making to reduce potentially significant environmental, social and health impacts and maximize project benefits. Use of this process has led to changes in facility siting, infrastructure and technology selection. ESHIA has also helped identify and realize opportunities to strengthen local ecosystems, improve protection of endangered species, and enhance our community investments.

Environmental stewardship is considered in decision making for new projects and factors into all stages of an asset’s lifecycle. Operations are constantly identifying improvement opportunities and incorporating those that are the highest priority into their business plans. This continual improvement helps drive our business units to higher levels of environmental performance.

Chevron is proud of our success developing energy in an environmentally responsible manner.

- We continue to invest in the energy that the world needs. In 2014, Chevron’s capital and exploratory budget is nearly $40 billion.
- Chevron is developing new technologies to minimize our footprint and implementing best practices to support the responsible development of shale and tight resources.
- Chevron has invested in projects to reduce the amount of energy we use in operations.
- Chevron also recognizes the value of fresh water as a fundamental social, environmental and economic resource. In our Kern County, California oilfield, steamflooding technology captures, treats, and distributes water to local farmers.

We believe that preserving a clean, safe, healthy environment can go hand in hand with meeting the world’s energy needs. We recognize that the world needs all the energy we can develop, in every potential form. That’s why our employees work daily to find newer, cleaner ways to power the world.

John S. Watson  
Chairman and Chief Executive Officer
Create
Cigna believes that every individual should have the ability to define a healthy life on his or her own terms. For Cigna, responsible business practice includes making the connection between personal health and the health of our global environment.

Inspired by our mission of helping the people we serve improve their health, wellbeing and sense of security, Cigna’s approach to corporate responsibility, Cigna Connects, works to create positive impacts in the health of people, communities and the environment.

Grow
The vision of our newly adopted Strategic Sustainability Performance Plan is to execute a comprehensive, best-in-class sustainability program that is cost efficient, data driven and provides value to Cigna and our stakeholders.

Measuring and managing is essential, so we’ve adopted formal policies around the chief focus areas of our sustainability plan:

- Energy and water consumption,
- Waste management,
- Direct and indirect carbon dioxide emissions,
- Reusing and recycling, and
- Operational efficiency.

Sustain
Doing more with less is the key to sustainability. Cigna has established four operational efficiency areas to help reduce our environmental footprint while improving our processes:

- Real estate: pursue space optimization, energy-efficiency projects, green building materials, Leadership in Energy and Environmental Design (LEED) and ENERGY STAR® certifications, and a “green clean” mandate;
- Information technology: develop server virtualization, desktop virtualization and a zero e-waste policy;
- Print procedures: reduce paper use through our electronic claims management systems, encourage double-sided printing and high recycled content office paper standards; and
- Business travel: encourage telecommuting, initiate an eRideShare board and a pretax mass transit benefit program, and establish a fuel-efficient, leased-vehicle fleet.

Celebrating Success
When it comes to reducing our environmental footprint, our people are our finest resource. Cigna’s Green Sustainability Team for Environmental Protection and Stewardship (GreenSTEPS) program gives employee volunteers the opportunity to work together to carry out localized environmental projects. Our GreenSTEPS team is leading the way as we reduce the environmental impact of our business activities and move toward more sustainable processes.

We’re proud of the strides we’ve made, but we recognize the immensity and importance of the sustainability challenges in our world. Cigna works to continually measure and report on our environmental performance and constantly seeks opportunities for improvement and innovation.

David M. Cordani  
President and Chief Executive Officer
Cisco creates new business value by integrating environmental sustainability into the development of our products, services and operations.

Our successful integration of sustainability into our business is possible because we focus on the environmental impacts that are most material to Cisco. Energy use and its associated greenhouse gas (GHG) emissions and product end of life (including reuse and recycling) are the two areas of greatest environmental impact and opportunity for Cisco and our customers.

We design, sell, and use innovative and energy efficient products while helping develop global standards for GHG accounting and measuring IT product energy efficiency. We build our products for ease of service, upgradability, and end-of-life recycling while offering trade-in credits on products being replaced. We provide customers no-cost recycling of end-of-life products, and we refurbish as much as possible before sending what is left to be fully recycled. To reduce GHG emissions from our worldwide operations, we invest in our own infrastructure and work in partnership with our suppliers, encouraging them to set GHG reduction goals and report on their GHG emissions and other sustainability metrics.

Our success with these efforts has resulted in significant cost savings and GHG emission reductions for Cisco and our customers. For example, our use of collaborative tools like Cisco TelePresence® video conferencing has helped us save more than $100 million each year over each of the last five years from reduced business travel.

Since FY09, our energy conservation project investments have saved more than 175 million kilowatt hours of energy and avoided 72,000 metric tonne of carbon dioxide emissions. In FY13, we met our five-year 25 percent GHG reduction goal while revenue increased more than 30 percent, demonstrating to us that environmental sustainability can be decoupled from economic growth. To ensure our future success, we set a new GHG emissions reduction goal of an additional 15 percent by 2017. To achieve this goal, Cisco has committed more than $55 million to implement energy efficiency and renewable energy projects in our offices and labs worldwide.

Cisco’s success at integrating environmental sustainability throughout our business and integrating best practices has reduced business risk, improved our brand and driven market opportunities.

We are proud of these accomplishments and recognize that this is just the beginning — we look forward to creating more opportunity and shared value for our business, our customers, society and the environment.

John T. Chambers
Chairman and CEO
CNH Industrial is a global leader in the capital goods sector that, through its various businesses, designs, produces and sells agricultural and construction equipment, trucks, commercial vehicles, buses, and specialty vehicles, in addition to a broad portfolio of powertrain applications. Present in all major markets worldwide, CNH Industrial had revenues of $34.2 billion and more than 71,000 employees in 2013.

At CNH Industrial, the integration of economic decisions with social and environmental ones constitutes a commitment that is fundamental to the creation of value over the long term. To fulfill this commitment, the company has adopted a robust sustainability governance model.

In 2013, CNH Industrial ranked as Sector Leader in the Dow Jones Sustainability World and Europe indices. It received a score of 88/100, compared to an average of 49/100 for all companies in its sector (industrial engineering). In addition, CNH Industrial has achieved a leading position in the CDP's Italy 100 Climate Disclosure Leadership Index with a score of 93/100 and a B score on a scale from A to E for its commitment to reducing carbon emissions.

In connection with its commitment to sustainability, CNH Industrial is supportive of thoughtful and balanced public policies and regulations designed to promote, among other things, the creation of jobs and infrastructure, the growth of our collective standard of living, and sustainable development.

CNH Industrial continues to invest heavily in research and development that enables the company to design and manufacture equipment that is efficient, productive and respectful of the environment. In 2013, CNH Industrial’s brands (Case IH, Steyr, Case Construction, New Holland Agriculture, New Holland Construction, Iveco, Iveco Astra, Iveco Bus, Heuliez Bus, Magirus and FPT), thanks to research carried out by FPT Industrial, further expanded their offering of on- and off-road equipment with engines meeting the most rigorous emission legislation, eco-compatible products with reduced carbon dioxide and particulate matter emissions and fuel consumption levels, and improved performance. Furthermore, the company has also designed a number of products to operate on natural gas, electric and biofuels.

CNH Industrial continually seeks to reduce the environmental impact of its global operations and is committed to the safety of its employees and to their professional development.

The company also promotes economic, social and cultural development in the communities in which it operates through programs such as its Technical Professional Program. In addition, CNH Industrial employees help improve the lives of others in their communities and beyond through active participation in charitable organizations such as Habitat for Humanity and United Way. When natural disasters strike, CNH Industrial often participates in humanitarian efforts through the donation of equipment and organized employee fund-raising.

At CNH Industrial, the integration of economic decisions with social and environmental ones constitutes a commitment that is fundamental to the creation of value over the long term. To fulfill this commitment, the company has adopted a robust sustainability governance model.

Richard J. Tobin  
President and Chief Executive Officer
At Coca-Cola, our sustainability strategy is focused on providing social, economic and environmental solutions to challenges that are most relevant to our business. Today, the vast majority of the work we are doing across the sustainability spectrum falls into what we call the “Three Ws”: Women, Water and Well-Being.

In so many ways, women are the pillars of our communities. Thus, advancing the interests of women is not only the right thing to do but also the right thing to do for our business.

We’re striving to enable the economic empowerment of 5 million women entrepreneurs across our value chain by 2020. Through this effort — called 5by20 — we are working with others to break down barriers to women’s advancement and providing access to training, financial services, and connections with peers and mentors. As of year end 2013, 5by20 had reached more than 550,000 women as we work to grow this program.

Meanwhile, water stresses increasingly threaten our natural world, our communities and our business. At Coca-Cola, we believe the world contains enough water to meet current and future needs — but only if we work together to responsibly manage it.

As a result, we’ve established a goal of water neutrality by 2020 — replacing every liter we use. To meet this goal, we’re returning water to nature and our communities by supporting healthy watersheds and local water projects. As I write this, we’re replenishing about 52 percent of our global product volume through 468 projects in nearly 100 countries.

When it comes to well-being, we’re focused on creating new innovations across our beverage portfolio and promoting active, healthy lifestyles.

In 2013, we announced four global well-being commitments to guide our system, and we’re delivering against them. With more than 800 options worldwide, low- and no-calorie choices make up nearly 25 percent of our global portfolio. Since 2000, our average number of calories per serving has decreased by 9 percent. And today, we support more than 290 active healthy living programs in nearly 120 countries.

Much of our sustainability progress is the result of our collaboration across the Golden Triangle of business, government and civil society. The cumulative expertise of our partners both inspires and enables us to do far more than we could alone.

Sustainability is a journey. And there’s always more work to do. We’re building The Coca-Cola Company for the next quarter and for the next quarter century and beyond. Together with our partners, we’re making progress.

Muhtar Kent
Chairman and CEO
We help leading global businesses challenge old ways of working in a world being transformed by new technologies, demographic and market shifts, and global competition. And we challenge ourselves to devote our talent, expertise and passion to making a difference in education, human potential and the environment.

**Create Opportunities in Education:** To prepare students for a technology-driven global economy, we invest in science, technology, engineering and math (STEM) education, among other learning programs. In the United States, we supported 25 Making the Future after-school and summer programs in 2013 — providing children in 16 states with 45,000 instructional hours in such topics as computer programming, robotics, 3D printing and wearable technology — and will expand to 33 programs in 2014. We are a founding member of US2020, an effort to mobilize 1 million STEM mentors annually by 2020. We sponsored six Maker Corps host sites to bring maker-oriented activities to children. Through our outreach program in India, employees volunteered 250,000 hours in such activities as building schools and mentoring students. The Cognizant Foundation funded 18 education projects, including scholarships for economically disadvantaged students pursuing engineering studies, improved access to teachers for under-resourced government schools and vocational training for the differently abled, along with 14 health-care projects.

**Grow and Develop Human Potential:** As a knowledge-based business, we rely on talented people to drive customer solutions, business performance and shareholder value. We encourage professional development through Cognizant Academy and other initiatives, while promoting diversity via programs such as Women Empowered and Completely Cognizant. Last year, we expanded our portfolio of health and safety initiatives, including the largest employee health screening program in India’s IT industry and our Wellness First campaign to encourage better nutrition and other healthy practices.

**Sustain Our Environment:** We made continued progress in our efforts to be responsible stewards of the environment. In 2013, we began purchasing meaningful amounts of renewable energy in India. Approximately 10 percent of our global energy consumption is now sourced from wind and biomass. Our Go Green energy program yielded a 40 percent reduction in per capita carbon emissions versus the 2008 baseline. Some 4,000 employee volunteers, known as “green brigadiers,” are involved in clean-up efforts, recycling campaigns and awareness-raising activities in their communities.

Thanks to the dedication of the Cognizant team, we can celebrate many successes in education, human potential and the environment. We will keep challenging ourselves to aim higher — and do more — for our communities, society and planet.
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.

Comcast and NBCUniversal bring together the technology, innovation and reach of many of the world’s most well known and respected entertainment and news brands to inform, entertain, connect and inspire our customers. At Comcast and NBCUniversal, it’s not just about moving our business forward — it’s about moving people forward.

Comcast strives to do business in a socially responsible manner and believes that responsible energy use and resource management are the right things to do for our country, our business and the environment.

Xfinity TV, Voice and Internet is focused on reducing energy usage and conserving natural resources, both in our customers’ homes and in our business operations.

- Comcast remains part of the cable industry’s initiative to adopt comprehensive energy management strategies impacting cable system operators, programmers and vendors.
- We have implemented consumer programs that 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 operates one of the largest hybrid fuel fleets in the United States.
- 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 announced plans to build the Comcast Innovation and Technology Center in Philadelphia. It is proposed to be a 59-story, 1,121-foot tower that will neighbor the Comcast Center and be designed to attain LEED Platinum certification.

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

- During NBCUniversal’s dedicated Green is Universal week, we provide more than 300 hours of programming across 50 platforms to inform and educate audiences about environmental topics.
- The News Center is a new state-of-the-art headquarters for West Coast operations and is an adaptive reuse project. Ninety percent of debris during building was prevented from landfills; it was reused or recycled.
- A new bike for carts program on the Universal lot has helped reduce fuel consumption by 4,200 gallons per year.

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.

Brian L. Roberts  
Chairman and Chief Executive Officer
ConocoPhillips is making our mark as an independent exploration and production company, while holding ourselves accountable to our legacy values. Our SPIRIT Values of Safety, People, Integrity, Responsibility, Innovation and Teamwork define who we are as a company. These values are the basis for our sustainable development activities across the world.

Safety continues to be a top priority for the company, and our goal is to have zero recordable incidents. To help us achieve this goal, we launched our 8 Life Saving Rules in 2013 as part of our ongoing, focused effort to eliminate serious and fatal incidents from every aspect of our business.

Our sustainability efforts last year centered on updating action plans for climate change, biodiversity, water and human rights. These action plans include objectives related to understanding our footprint, managing projects and operations, addressing risk and opportunity, and engaging externally.

We continue to work to reduce greenhouse gas (GHG) emissions in our operations and to integrate climate change-related activities and goals into our business planning. As part of this work, we completed additional projects around the globe to improve energy efficiency and lower GHG emissions. These projects reduced or avoided about 1 million tonnes of carbon dioxide-equivalent emissions from ConocoPhillips-operated assets. This equals a reduction of approximately 4 percent and continues our 3 to 4 percent year-on-year success since 2009, for a total of more than 3.5 million tonnes of carbon dioxide-equivalent reduced or avoided emissions.

We have revamped our sustainable development reporting to be more informative, searchable and responsive to common questions. It includes an innovative learning module, originally designed to promote employee awareness of sustainability issues. We recently added this module to our website in response to requests for sharing it publicly. Last fall we held a highly successful best practices Environment and Sustainable Development Workshop for nearly 150 practitioners worldwide.

We pride ourselves in serving as responsible citizens in the communities where we work and engaging our diverse stakeholders. We also contribute to these communities through charitable giving, employee volunteerism and civic leadership. Worldwide, we give to organizations supporting education, health and safety, environment, arts, and social services. We also provide disaster relief when needed.

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
The mission of Convergys CAN is to connect our company’s capabilities with the talents and skills of our colleagues in ways that improve educational opportunities for the workforce of tomorrow and enhance the quality of life in the communities where we live and work.

In 2013:

- More than $1 million was donated to local communities globally
- 29,000 school-supply items were donated
- 14,000 Convergys volunteers participated in CAN charitable activities
- 11,000 articles of clothing were donated to those in need
- More than 20,000 volunteer hours were worked
- More than 100 unique organizations received support from employees around the world

Our environmental policy ensures that, wherever and whenever possible, we conserve precious resources and minimize negative environmental impact. This includes setting clear expectations with business partners across our entire supply chain. Our working environments are designed to optimize performance and efficiency while reducing energy consumption, waste and pollution. This is done by using ENERGY STAR® products for workstations, LCD monitors, high-efficiency lighting, maintaining an active corporate recycling program, reusing water and providing group transportation. We also have a robust work-at-home program, which enables Convergys to minimize our impact on the environment.

Specific examples of our conservation efforts in the Philippines include:

- The Convergys facility in Nuvali was the first Leadership in Energy and Environmental Design (LEED)-certified building in the Philippines.
- One of our facilities in Manila received the Don Emilio Abello Energy Efficiency Outstanding Award in December 2013 for reduced energy consumption.
- Another facility in Manila received the Citation Award for energy reduction efforts in 2013.

Convergys will continue to integrate social and environmental responsibility with our everyday business practices in 2014 and the future.

Andrea Ayers
President and CEO
At Covidien, our commitment to a healthy world continues.

Through the hard work of Covidien’s employees around the world, we continue to meet our goals of reducing energy usage and the generation of waste. Since the introduction of our waste policy in 2010, we have seen a reduction of 17 percent in total waste generated and a proportional increase of total waste that is recycled. As a U.S. Environmental Protection Agency ENERGY STAR® Partner, we continue to consume less energy, which helps lower our carbon footprint.

There are environmental and human-health impacts for any company that operates as part of the health care value chain, including Covidien. While we take our commitment to minimizing those impacts seriously, I believe there is more we can do.

Environmental considerations continue to play an ever-increasing role in Covidien’s product-development process and we are actively researching the life-cycle impact of both existing and new products. The launch of our iDrive™Ultra powered stapling system is a specific example of this environmental orientation. It provides a fully powered, reusable alternative to disposable stapling handles currently used for a variety of surgical procedures.

A comparative life-cycle carbon footprint study, which encompassed the entire product life cycle, showed that impacts from the iDrive™Ultra (with and without the inclusion of disposable staple reloads) were notably lower in all cases than those associated with single-use staplers. This study will help us identify areas of opportunity to further reduce the carbon footprint of this product.

Taking measures to reduce product packaging while maintaining product integrity is another example of how Covidien can improve our own sustainability performance and that of our customers.

Responding to customer feedback, we combined two products from our Respiratory and Monitoring Solutions portfolio — TaperGuard™ and Stylet — into one package. This repackaging is expected to reduce waste by more than 22,000 pounds by 2015.

We face many environmental sustainability challenges. However, I believe that working together with our stakeholders — suppliers, customers and peer companies — we can successfully turn these challenges into opportunities.

José E. Almeida
Chairman, President and Chief Executive Officer
At CSX, sustainability is integrated into everything we do. It is part of how we serve our customers, protect the communities where we live and work, care for the environment and generate returns for investors. Every CSX employee is invested in sustainable activity and understands its power to drive long-term prosperity. CSX operations are governed by three core sustainability commitments: reduce our environmental footprint, support sustainable development along our network, and engage openly on sustainability issues.

To help reduce our environmental footprint, CSX has spent more than $1.75 billion in the past decade to update our fleet with fuel-efficient locomotives and technologies. In 2012, we set a goal to reduce greenhouse gas-emission intensity by 6 to 8 percent by 2020 — and we’re making progress already. Our transportation solutions help customers meet their own efficiency and carbon footprint goals; for example, intermodal shipping reduces costs, fuel consumption, highway congestion and carbon emissions.

Just as we recognize our responsibility to protect the environment, we recognize our duty to promote sustainable economic development in the communities where we operate. In 2013, CSX and our customers collaborated to develop 121 new or expanded facilities on the CSX rail network or its connecting short-line partners, representing $3 billion in customer investments and more than 1,600 new job opportunities. One facility — our 318-acre Winter Haven, Florida, terminal — sits upon a fully remediated former brownfield site and has achieved Leadership in Energy and Environmental Design (LEED) Silver certification for many of its buildings.

Our development efforts are reinforced by our commitment to engagement. We work “Beyond Our Rails” (www.beyondourrails.org) through community investment projects and partnerships with organizations like City Year, the National FFA Organization and the Nature Conservancy. These combined sustainability efforts have been recognized on the 2014 Dow Jones Sustainability Index and multiple 2013 CDP indices.

Sustainability is fundamental to our future success. As we meet the challenges of this ever-changing world, CSX’s responsibility to provide safe, environmentally friendly service for our employees, customers and the communities we serve will never waver.

Michael J. Ward
Chairman, President and CEO
Cummins’ products provide power that helps us deliver on our vision of making people’s lives better. From powering fire trucks that keep communities safe to heavy-duty rigs that deliver goods globally to generators supporting hospitals, we are making a difference. And we are doing it with an increasingly smaller environmental footprint.

Our customers have come to depend on our clean technology for the power and reliability they need to succeed, whatever the job.

For more than a decade, we have taken a proactive and deliberate approach to the environment while tackling stringent regulations, focusing on reducing emissions and improving fuel economy to deliver value to our customers. We are using the same thoughtful approach as we take the next step in our environmental journey.

Earlier this year, after nearly two years of study, Cummins adopted our first-ever comprehensive environmental sustainability plan. This new plan prioritizes actions to address our biggest environmental opportunities, from the materials we buy to the emissions of our products. We examined our entire environmental footprint, focusing on the key areas of water, waste, energy and greenhouse gases.

It is clear that our top priority must be products. We will continue to design for innovation and the efficient use of fuel and raw materials, building on successes like the concept Cummins-Peterbilt “SuperTruck,” recently praised by the president of the United States. It achieved a 75 percent improvement in fuel economy compared to a typical truck on the road today.

Cummins’ biggest opportunity to expand our product stewardship beyond the upfront design will be working with our customers to improve the efficiency of our products in use. This can save them money while reducing greenhouse gas emissions. A good example is our work with General Electric and Komatsu on a plan that will improve the fuel efficiency of a customer’s fleet of nearly 300 mining trucks in Australia by more than 4 percent.

We must also work on our large and sophisticated worldwide supply chain. Through an improved transportation system, we will reduce the total number of miles traveled to move shipments across the Cummins network. Additionally, we can have a positive impact by working with suppliers to reduce Cummins’ use of raw materials and packaging.

Since these top priorities are wide reaching and complicated, we need more data analysis to determine what additional actions should be taken. In the meantime, we are setting specific goals for our own facilities, where we have the most influence, data and experience.

We will reduce energy use and increase recycling at our facilities and build on our culture of employee engagement through an exciting new initiative to conserve and replenish water supplies in water-stressed communities. In early May, we will release more details about these goals at cummins.com/sustainability.

At Cummins, we believe environmental benefits have never been so closely aligned with customer benefits. Fulfilling our mission that “everything we do leads to a cleaner, healthier, safer environment” is the right thing to do for customers, our business and the environment.

Tom Linebarger
Chairman and CEO

earlier this year, after nearly two years of study, Cummins adopted our first-ever comprehensive environmental sustainability plan. This new plan prioritizes actions to address our biggest environmental opportunities, from the materials we buy to the emissions of our products.
When we reflected on our purpose and evaluated our product portfolio, we realized that tobacco has no place in the health care setting. While this was a difficult business decision, the choice was clear. At the beginning of 2014, we announced we would stop selling tobacco products and, at the same time, support patients through a national smoking cessation program.

The role of health care is evolving at breakneck speed. There is a growing demand for health care services due to the rise of chronic disease and the aging baby-boomer population. New legislation means more Americans also have health insurance — further contributing to a higher demand for services. At the same time, the United States is experiencing a shortage of family practice physicians and other qualified health care workers. All of these factors make CVS Caremark’s job of serving patients and helping them on their path to better health more important than ever.

The sea change taking place in our industry gives CVS Caremark the opportunity to reinvent pharmacy and focus on solutions that benefit millions of people. This vision for our business also aligns with the three priorities of our corporate social responsibility (CSR) strategy: building healthier communities, protecting the planet and creating economic opportunities. We call this our Prescription for a Better World.

Building healthier communities is about improving health outcomes and providing access to quality, affordable care. It is also tied to the products we sell and the services we offer — when a patient enters a CVS/pharmacy, we strive to ensure that their experience supports their health goals. In 2013, when we reflected on our purpose and evaluated our product portfolio, we realized that tobacco has no place in the health care setting. While this was a difficult business decision, the choice was clear. At the beginning of 2014, we announced we would stop selling tobacco products and, at the same time, support patients through a national smoking cessation program.

The link between human health and the health of our planet is apparent, and environmental sustainability is embedded in our approach to business operations and product development, which focuses on addressing enterprise-wide, climate-related impacts and investing in improvements that contribute to the sustainability of both our company and our world. In 2013, we continued to pursue our goal of reaching a 15 percent reduction in greenhouse gas emissions by 2018 and opened our first Leadership in Energy and Environmental Design (LEED) Platinum store, a model site we will use to pilot environmental innovations and uncover best practices before rolling them out to other stores.

CVS Caremark’s colleagues are also key to our Prescription for a Better World, and we are committed to creating economic opportunities for current and future employees by providing career development opportunities at all levels. In 2013, we strengthened community partnerships to support veteran hiring, offered scholarships to future pharmacists, and engaged diverse high school, college and post-graduate students interested in science, technology, engineering and math careers. Our industry cannot grow or achieve the health outcomes we aspire to if we lack the expertise to serve patients, and investing in our workforce will continue to be a key priority.

In spite of the rapidly changing world, at CVS Caremark our purpose remains clear. For more than 50 years, our business has existed to help people live healthier lives, and our CSR strategy is designed to support this purpose. In 2013, we sharpened our focus and made new commitments we believe will benefit our company and patients’ health in the years ahead. For us, this is one step on our collective path to better health, and we are eager to continue the journey.

Larry J. Merlo  
President and CEO
Darden Restaurants’ “People, Planet & Plate” initiatives include our efforts to protect the environment, engage our employees, serve our guests and give back to our communities. It’s how we “Create, Grow and Sustain.” We are convinced that the investments we make in these elements of citizenship today will be key to our continued success as we navigate through challenging business conditions and anticipate heightened expectations among guests, employees and other stakeholders.

With more than 2,100 Red Lobster®, Olive Garden®, LongHorn Steakhouse®, Bahama Breeze®, Seasons 52®, The Capital Grille®, Eddie V’s® and Yard House® restaurants in the United States and Canada, a key focus for Darden is reducing the environmental impacts of our physical footprint. To that end, we established a set of environmental targets, including goals to reduce per-restaurant energy and water use 15 percent by 2015.

We are making significant progress against those targets. Between 2008 and 2013, we reduced per-restaurant water use by more than 15 percent and energy use by more than 12 percent, resulting in a 16.4 percent reduction in per-restaurant carbon dioxide-equivalent emissions. (These efforts are not only conserving natural resources, but have also saved Darden more than $20 million.)

Continued improvements are underway in 2014 as we expand our energy management and water-saving irrigation pilot programs, deploy energy saving cooking technologies, test solar water heaters, build our first Leadership in Energy and Environmental Design (LEED)-certified Yard House®, and engage our employee-powered Sustainability Teams.

Our passion for being good citizens extends to the food we serve. Our guests have an expanding definition and expectation of fresh, nutritious, high-quality food. Increasingly, they want to know more about what they eat. We are taking steps to better understand and manage the sustainability footprint of our food basket. This includes implementing a supplier sustainability management system, regularly evaluating seafood-purchasing practices, investing in fishery improvement projects and collaborating with the beef industry in the United States to advance sustainability.

Even with these achievements, we know there is more work to be done. We are confident that Darden’s commitment to citizenship will be a key contributor to our long-term success — and an essential part of nourishing and delighting everyone we serve.

Clarence Otis, Jr.
Chairman and CEO
At DaVita, environmental stewardship is ingrained in our business practices as a pillar of our Trilogy of Care: Caring for Our Patients, Caring for Each Other and Caring for Our World. We aggressively pursue solutions that reduce our environmental footprint without compromising patient care. Each year, our teammates (employees) raise the bar for conservation, stewardship and sustainability measures in the more than 2,000 DaVita dialysis facilities and offices.

In 2010, DaVita teammates from across the country voted on our 2015 environmental goals to reduce energy, water and paper and to increase education and environmentally responsible procurement. To achieve these goals by the 2015 target date would require significant interdepartmental collaboration and support from more than 500 advocates in the field, aptly named “green champions.” The cross collaboration between teams such as purchasing, facilities, innovation and clinical operations enables us to purchase green, build green and operate in a more sustainable manner. Thanks to this teamwork and collaboration, 2014 is a year of celebrating successes.

Energy (electricity and natural gas) across our entire operations was reduced 8 percent per treatment; energy in specific pilot locations was reduced 15 percent per treatment using energy management systems to achieve that goal. Water consumption was reduced by 14 percent, surpassing our goal of a 10 percent reduction, due to procedural changes in preparing water for dialysis. These changes are projected to save more than 360 million gallons of water annually. Purchasing no longer focuses solely on the procurement of a product, but now focuses on the entire system, from manufacturing to delivery. Teammates benefit from “take it home” campaigns that focus on greening actions in personal residences versus the workplace. One example is the distribution of seedlings to more than 500 teammates in our Tacoma, Washington, office to start urban gardens.

Our aggressive Village environmental goals speak to our philosophy of continuous improvement. What our Village has accomplished thus far has been remarkable, but we have much more to do. As our sustainability program continues to grow and evolve along with our Village, one thing will never waver — our commitment to environmental leadership.

Kent J. Thiry
Chairman and CEO
Day & Zimmermann is committed to sustainability and believes that fulfilling our environmental goals will lead to short- and long-term benefits for customers, employees and the communities in which we live and conduct business.

First and foremost, we are committed to creating a more sustainable environment by helping our customers meet their environmental goals. In the area of architectural and engineering services for federal projects, we design and build Leadership in Energy and Environmental Design (LEED) certified structures. This enables our customers to deploy strategies 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.

In the nuclear and fossil power markets, we work with major utilities to reduce their impact on the environment and comply with regulatory requirements. Nuclear power represents a proven form of clean energy, and Day & Zimmermann contributes to the operations and maintenance of the largest share of nuclear power plants, which accounts for approximately 20 percent of electrical energy needs in the United States. We also work with customers on retrofits as well as refurbishment and modification of power facilities to reduce emissions and greenhouse gases.

Additional green efforts in Day & Zimmermann’s munitions division include digital x-ray capabilities to reduce dependency on film and developing chemicals. We are also converting our vehicle fleet at plants to smaller, more energy-efficient models.

Day & Zimmermann’s global procurement of materials, goods and services is extensive. This presents a significant opportunity to support our environmental objectives by instituting purchasing policies that give preference to sustainable products and environmentally responsible suppliers and partners. Our efforts in this area focus on embedding environmental performance criteria into our supplier selection and evaluation processes.

As a responsible corporate citizen, it is our continued duty to make a difference in the world. Environmental management and preservation is one of the most important ways we can have an impact.

Harold L. Yoh III
Chairman and CEO
Each and every day, we seek new and better ways to achieve our higher purpose of helping people live better lives through our commitment to those linked to the land. We are proud of our efforts and believe they are contributing to a more prosperous and sustainable world.

John Deere’s long-standing commitment to safeguarding the environment is reflected in our facilities, our products and our employees worldwide.

In 2013, we further strengthened our commitment to responsible environmental practices by developing a set of broader, more stringent goals for reducing the environmental impact of our operations and products. These goals call for cutting water and energy use and greenhouse gas emissions by 15 percent per ton of production and recycling 75 percent of the waste from our manufacturing facilities by 2018. We’re also adopting life-cycle engineering to minimize the environmental footprint of our products and services.

All John Deere employees and facilities are playing a role in meeting our eco-efficiency goals. Here are recent examples from two factories in Iowa:

- John Deere Dubuque Works switched from coal to natural gas as a fuel source as part of its environmental strategy, reducing energy use and greenhouse gas emissions by 33 percent and air emissions by 87 percent. The construction and forestry equipment factory also reduced water use by 67 percent and waste generation by 71 percent.

- John Deere Waterloo Works completed a $150 million modernization of its high-precision iron foundry, making improvements that include mold and core line upgrades, a new high-tech automatic pouring line, and an integrated cooling system, which together create substantial energy savings.

In addition, we continue to introduce innovative products that help our customers operate in an environmentally responsible way. Some examples:

- The new John Deere R4030 and R4038 sprayers have innovative air aspirators, valves and control systems that allow them to precisely apply chemicals to crops, minimizing waste and improving crop health. A unique boom cleaning system reduces cross-contamination between uses.

- The new John Deere F440R Baler delivers up to 24 percent better fuel efficiency and creates 40 percent less soil compaction than previous round balers.

- John Deere Field Connect™ uses probes to monitor moisture levels and sends the information to a web-based interface where producers can make timely irrigation decisions remotely. The innovation helps optimize water use and reduce nutrient leaching.

Each and every day, we seek new and better ways to achieve our higher purpose of helping people live better lives through our commitment to those linked to the land.

We are proud of our efforts and believe they are contributing to a more prosperous and sustainable world.

Samuel R. Allen
Chairman and Chief Executive Officer
For 30 years Dell has been helping our customers bring their dreams to life. That is the philosophy that guides our business, but it’s also the inspiration behind our commitment to corporate responsibility.

We work with governments, nongovernmental organizations, researchers, private enterprises and our industry peers to address important societal issues from better health care to a cleaner environment. We do this with our own groundbreaking initiatives and also by providing the technological power that fuels the big ideas of our customers, partners and team members.

Our efforts led to some innovative solutions last year, like solar-powered classrooms that use Dell Wyse thin clients to bring technology and educational opportunities to children living in remote regions of Africa. We helped customers re-architect their technology infrastructure to drive better business results and benefit the environment. For Amerijet, this meant they were able to get cargo planes loaded faster, saving time and reducing emissions. We reached a huge milestone with our industry-leading take-back program by collecting our billionth pound of electronics.

But we didn’t stop there. In October, we announced our 2020 Legacy of Good plan, a long-term vision for corporate responsibility that dramatically raises the bar. By 2020, we expect to improve the energy efficiency of our products by up to 80 percent, use only packaging that is 100 percent compostable or recyclable, and rally our global workforce to give 5 million volunteer hours to the communities we call home — to name just a few goals.

The plan also extends beyond what Dell can do alone. We’ve set an aspirational goal of generating 10 times more benefit through our technology than it takes to make and use it. We will measure not only the sustainable and social initiatives Dell can execute but also the ripple effect of how our technology enables others to benefit the planet. That could mean dramatically improving cancer treatment with our cloud solutions or predicting and guarding against severe weather patterns with our high-performance computing capabilities.

At Dell, we are looking forward to working alongside our customers and stakeholders to leave a positive, measurable and lasting contribution to our planet and to society.

Michael Dell
CEO
Sustainability is not just about making grand gestures; it is about making the most of everyday opportunities and acting decisively to create a healthier, more productive world.

At Deloitte, our 65,000 professionals are committed to making the world a better place. In our day-to-day work, we are keenly aware that creating meaningful impact beyond financial performance has become the new normal for business. As a professional services organization, the greatest impact we can have on society’s toughest challenges is through the services we deliver. We are humbled knowing our work often delivers significant societal impact that extends beyond the duration of a single project.

Sustainability isn’t just something about which our people are passionate; it is an issue that impacts many of our clients and is something about which they, too, are passionate. Using our leadership, knowledge and resources to help our clients solve their sustainability issues is not only the right thing to do, but it is also good business.

When an international media company, already a recognized leader in sustainability, wanted to perform beyond expectations, it turned to Deloitte. Working with the company’s senior management, our team evaluated the feasibility and return on investment of various project proposals to assist the company with designing a strategy suited to its needs and unique capacity to better manage carbon emissions. As a direct result, this media company saved $250 million and was part of the CDP’s Carbon Disclosure Leadership Index five years in a row.

Deloitte also actively participates in organizations dedicated to improving global sustainability networks. For example, we’re a member of the World Business Council for Sustainable Development’s Water Leadership Group, which is committed to, among other initiatives, doubling agricultural output by 2050 without increasing the amount of land or water used. By contributing to organizations that are harnessing collective expertise from all over the globe, we can accomplish far more together than we could alone.

At Deloitte, we model the change we want to see in the world. We’re encouraged by this report’s theme, “Create, Grow, Sustain: Celebrating Success,” because we believe the Business Roundtable does more than celebrate sustainable solutions … it makes them possible.

Joe Echevarria
Chief Executive Officer, Deloitte LLP
Building a sustainable business, in the financial sense as well as in terms of environmental and social impact, is a key priority for Deutsche Bank. Our goal is clear — our high-performance culture must go hand in hand with a culture of responsibility. We apply high environmental and social standards to our business including through extensive environmental and social risk review of our transactions. Moreover, our business strategy includes a focus on energy and climate change.

**Energy and Climate Business Strategy**
The threat posed by climate change is as clear as the need to save energy. The best way we can support a low-carbon transformation is by advising clients in a responsible manner and through applying our financial skills. For example, we recently closed the first-ever securitization of loans for residential energy efficiency with a $104 million PACE bond in California. The bond helps fund upgrading home insulation and installing solar panels. Deutsche Bank was also a finalist for the Mandated Lead Arranger of the Year award for renewable energy in the 2014 Infrastructure Journal Awards.

**Carbon Neutrality**
Our global business operations affect our carbon footprint. Deutsche Bank continues to steadily improve our energy efficiency, switch to renewable energy and purchase certified offsets for remaining emissions. We reached our carbon neutrality goal in 2013 and the management board has reconfirmed the goal through 2020.

**Climate Projects**
Deutsche Bank’s financial expertise enables us to identify, encourage and actively support strategic measures aimed at combating climate change and other global challenges. A leading example of our collaborative renewable energies projects is the GET FiT Program, which combats energy scarcity in emerging markets and developing countries.

**Social Impact Investing**
Deutsche Bank is also fully committed to helping leverage our financial capabilities to assist the poorest citizens of the world thought supporting social enterprises. As a pioneer in microfinance, in 2012, we raised the $100 million Global Commercial Microfinance Consortium II fund. The Consortium II is the first-ever fund to not only support microfinance institutions that pursue a high level of client care but also finance innovative social businesses that deliver clean energy solutions to rural populations across the globe, including d.Light and Orb Energy. We have also launched the Clean Cooking Working Capital Fund supporting the Global Alliance for Clean Cookstoves initiative.

We aspire to create value for all of our stakeholders, clients, employees and communities as well as our shareholders.

---

Jacques Brand  
CEO, Deutsche Bank, North America
DIRECTV is committed to creating a premium video experience for our customers while sustainably managing our business in a way that reduces our environmental impact, saves money and demonstrates sustainability leadership in our industry.

DIRECTV strives to be not only the world’s favorite TV provider but also the Earth’s favorite TV provider. In doing so, DIRECTV creates a premium video entertainment experience for our more than 37 million customers every day while committing to be the most sustainable pay-television provider. To do that, we are managing our business in a way that’s good for customers, employees, shareholders and society.

Our sustainability efforts focus on four key areas: carbon footprint, product efficiency, waste management and consumer recycling.

Reducing Our Carbon Footprint

- We have reduced our U.S. carbon footprint by nearly 15 percent since 2011 and share information about our climate change commitment through the CDP and our first corporate social responsibility report at directv.com/responsibility.
- From making our facilities more energy efficient to operating our fleet more effectively, we are working to reduce our carbon footprint while delivering cost savings.

Delivering Efficient Products to Our Customers

- We were honored to receive the ENERGY STAR® Partner of the Year award for the first time in 2013. As a committed Partner, we have deployed more than 53 million ENERGY STAR®-qualified receivers in the United States as of the end of 2013. This commitment helps our customers reduce their own carbon footprints.
- Our current Genie™ whole-home HD DVR receiver with two clients is 40 percent more efficient than a comparable ENERGY STAR®-qualified three-room HD DVR setup from just three years ago.

Reducing Waste for Our Company and Our Customers

- We are working to significantly decrease the amount of waste we send to landfills through recycling and reduced consumption. In an average month, we diverted more than 50 percent of our waste while driving down our waste management costs by more than 20 percent in 2013.
- Our customers are reducing their paper consumption while improving their experience with millions now participating in our paperless billing offering.

Responsibly Recycling Electronics

- DIRECTV refurbishes or responsibly recycles every receiver that our customers send back, including through directv.com/recycle. In 2013, we refurbished 7.5 million receivers and our R2-certified recycling partner responsibly recycled more than 16 million pounds of electronic scrap.

DIRECTV’s commitment to sustainability has ignited both the imaginations and the commitment of our employees, with a dedicated team that is embedding sustainability throughout our business. While the challenges are large, we believe that DIRECTV is leading the way for our industry to provide more innovative, sustainable solutions every day.

Michael White
Chairman, President and CEO
Dominion’s commitment to responsible citizenship includes the health and safety of our employees, the wellbeing of the communities we serve, the vitality of the environment we share, and the economic value we create. This commitment is deeply embedded in the values, traditions and cultural fabric of our company. Seeing it through the lens of sustainability has provided new opportunities for transparency, growth and engagement with our stakeholders.

Values-Based Approach
Our approach to sustainability is anchored in our four core values: safety, ethical behavior, performance excellence and teamwork. By consistently putting these values into play in our working lives, we can make sustainability second nature and a touchstone of continuous performance improvement.

Sustainability Focus Areas
We have established four broad, strategic focus areas that are integral to our long-term success: innovation, environmental stewardship, collaboration and engagement. They encompass the sustainability issues that are most material to our company and represent areas in which we are well positioned to have a positive impact.

Economic Performance
At Dominion, we are in the midst of a multiyear, multibillion-dollar infrastructure investment program to modernize the power grid, build new power stations and expand our natural gas processing and pipeline system to serve our customers’ future energy needs. These initiatives are creating jobs, providing tax revenues to local and state governments and stimulating additional spending and investment by suppliers and consumers.

Social Performance
Dominion is committed to being a good employer, a good neighbor and a strong community advocate wherever our employees live and work. For example, our company, employees and customers partnered to provide more than $3 million in 2013 to support EnergyShare, our signature fuel assistance program that has been helping needy families pay their energy bills for more than 30 years.

Philanthropy is also a very important aspect of our community engagement. Through the Dominion Foundation, we channeled more than $15 million last year to a variety of health and human services providers, community development groups, environmental organizations and cultural and educational institutions. Employee volunteers donated about 100,000 hours of time in 2013 to a broad range of community initiatives.

Environmental Performance
Growing reliance on natural gas and renewable energy sources — including wind and solar power — combined with zero-emissions nuclear power and customer conservation programs have produced sustained reductions in the carbon intensity of our generating fleet. Dominion is among the top third of the nation’s 100 largest power producers in minimizing carbon intensity. We are committed to continuing our efforts to reduce the environmental impact of our operations as we work to deliver safe, reliable and affordable energy to the homes and businesses we serve.

Our approach to sustainability is anchored in our four core values: safety, ethical behavior, performance excellence and teamwork. By consistently putting these values into play in our working lives, we can make sustainability second nature and a touchstone of continuous performance improvement.

Thomas F. Farrell II
Chairman, President and CEO
If there is one factor that unites us all, it is the Earth we share: the air we breathe, the water we drink and the paths we walk alongside each other every day. So, industry has always had a stake in society’s journey toward a more sustainable planet, but over time, our approach to the issues we face together has undergone a dramatic transformation.

We have evolved through four Ds — from defiance of those who called attention to problems concerning safety, pollution and sustainability; to denying their claims; to debating them; and now we are engaged in a dialogue. But dialogue alone is not enough. The time has arrived to do, and that will require courage and collaboration.

By coming together as partners — with customers, communities, governments and nongovernmental organizations (NGOs) — we can harness the power of the human element to unlock global solutions and drive worldwide prosperity.

We are already making progress. Take breakthroughs like DOW FILMTEC™ ECO Reverse Osmosis Elements, which deliver 40 percent better purification with 30 percent less energy, helping to bridge the widening gap between global water demand and supply.

Through programs like the Dow Sustainability Corps, we can match world-class subject-matter expertise from our own employees with the needs of NGOs, social entrepreneurs and government agencies in emerging markets. This effort is a true win-win. For example, we are helping communities in Africa while training future business leaders to solve challenging on-the-ground situations in real time.

Sustainable solutions start with a culture of individual innovation. Take the Dow engineer who convinced a manufacturing site to construct a wetland to treat wastewater, benefiting the environment, the community and our bottom line. With the right ideas and the right partners, these singular solutions can become a force for global change, like Dow’s breakthrough collaboration with The Nature Conservancy, which seeks to help businesses around the world incorporate the value of nature into their goals, decisions and strategies.

All along the line, it takes courage to do things differently, collaborating with unlikely partners and innovating to drive transformative action.

Together, we can continue to prove that a commitment to sustainable and strategic growth is good for the environment, good for people and good for business, all at the same time.

Andrew N. Liveris
President, Chairman and Chief Executive Officer
Duke Energy’s success is measured by our financial results as well as our ability to keep power prices low, maintain high reliability and produce energy in cleaner ways. Balancing these competing priorities is a challenge and often requires difficult tradeoffs. Regardless, we remain focused on the road ahead for our company and industry as well as keeping our employees and communities safe.

**Success of our communities**
We understand that our success is closely tied to the success of our communities. That’s why we work with local officials to attract businesses and jobs, including more than $2.9 billion in capital investment and 13,750 jobs to our six-state region in 2013. In addition, our charitable giving totaled about $73 million last year.

**Helping customers save**
As a result of the 2012 merger of Duke Energy and Progress Energy, we’ve already saved Carolinas customers more than $190 million. We also help customers save through initiatives like our appliance recycling program. In 2013, our customers recycled more than 25,000 inefficient refrigerators and freezers, saving enough energy to power nearly 2,100 homes.

**Modernizing our power generation**
As Duke Energy helps customers use energy in more efficient ways, we’re also producing energy more efficiently. In 2013, our company completed a decade-long, $9 billion program to modernize our generation fleet with cleaner, more efficient power plants. These investments improved our fuel diversity and allowed us to retire more than 3,800 megawatts of older coal-fired units.

Our fleet modernization — along with lower natural gas prices — enabled us to cut our U.S. carbon emissions by 20 percent and reduce our carbon emissions intensity by 19 percent since 2005. We’ve also decreased our emissions of sulfur dioxide by 84 percent and nitrogen oxides by 63 percent during the same period.

**We’re accountable**
In February 2014, coal ash from one of our North Carolina basins was accidentally released into the Dan River. Duke Energy is accountable for this incident, and we continue to work closely with local, state and federal officials to address the impact on the river. We’re learning from this event and are looking for ways to improve the management of coal ash at all our sites.

Now more than ever, we must operate with a great sense of focus and urgency about today and the future. In the end, we believe responsible actions in partnership with our customers and communities, will lead to continued long-term success for Duke Energy.

Lynn J. Good
Vice Chairman, President and CEO
More than 20 years ago, we started our sustainability journey. Since that time we have made significant progress; however, sustainability has never been as important as it is today. With a rapidly growing global population placing increased demands on natural resources, businesses are faced with the challenge — as well as the opportunity — of profitably addressing long-term solutions for global sustainability issues.

What is the role for a company like DuPont in helping create and grow a sustainable future? First and foremost, DuPont is a science company. Science is at the heart of everything we do — it is how we solve big problems and it is how we create value.

Today, our businesses serve markets where increasing demand for more and healthier food, renewably sourced materials and fuels, and advanced industrial materials is creating substantial growth opportunities. All of our businesses benefit from core technologies driving new product innovation, generating sales and margin growth, and adding value to our sustainability efforts.

We have set ambitious goals for our products to generate sustainable offerings in the marketplace. Since 2006 we have generated more than $6.7 billion in revenue from products that reduce greenhouse gas emissions and invested nearly $4 billion in research and development programs to develop products with direct, quantifiable environmental benefits for our customers.

We also challenge ourselves to drive sustained improvements in managing our footprint in our own operations. Last year, we made substantial progress against our 2015 footprint goals, successfully cutting greenhouse gas emissions by 25 percent and global water use by 21 percent versus 2004. This has allowed us to begin defining our next set of sustainability goals reaching out to 2020, which we will commit to alongside recently set 2020 goals for food security and energy.

For sustainability to be truly embedded, sustainable growth and environmental stewardship must be as important as product quality, productivity, cost or other measures of business success. Sustainability has to be built into solutions — it has to be part of the mindset of an organization.

This is how, here at DuPont, we are integrating sustainability into the way we do business each and every day.

Ellen Kullman  
Chair of the Board and Chief Executive Officer
At Eastman, we are committed to delivering consistent, superior value for all our stakeholders. We win with the customer through innovation, stay competitive through productivity initiatives, and leverage opportunities to expand our portfolio and reinforce our businesses. Underlying this strategy are key global macro trends, including a rising middle class, energy efficiency, and health and wellness. As a specialty chemical company, we not only want to help our customers make better products, but we also want those products to be accessible and affordable in emerging markets.

We measure our progress against goals in all three areas of sustainability — economic growth, environmental stewardship and social responsibility. On the economic side, we just completed our fourth consecutive year of double-digit earnings growth, and we continue to launch sustainably advantaged products from our innovation pipeline.

Through our membership in the World Business Council for Sustainable Development, we are collaborating with a number of companies on Action2020, a platform for businesses to positively influence social and environmental change while strengthening their own resilience to evolving macro trends.

One example of our focus on societal impact is Eastman’s Community Advisory Panels (CAP) program. Established in 1990 as part of our Responsible Care® initiative, the panels enable collaboration between us and the communities in which we operate. The program provides citizens in these communities the opportunity for open dialogue. In 2013, we expanded our CAP program to a current total of 11 sites globally.

Our environmental stewardship focus includes energy consumption and greenhouse gas emissions improvements. Last year, we again received the Environmental Protection Agency’s ENERGY STAR® Partner of the Year award for significant energy-efficiency and resource-management gains. We are honored to be the only chemical company to receive this recognition more than once. Additionally, we were named a Responsible Care® Company of the Year in 2013, recognizing our dedication to and successful implementation of responsible care principles across our organization.

Eastman team members create value for our stakeholders through sustainable solutions that satisfy the needs of a changing world — from engaging our communities to innovating new, sustainably advantaged products. We know that what we focus on today influences the generations of tomorrow.

Mark J. Costa
Chief Executive Officer
For more than a decade, Eaton businesses have focused on the idea that “power management” is one of the most significant trends shaping the future, as the world’s energy demands grow along with our responsibility to protect the environment. To address this megatrend, we’ve transformed Eaton into a world leader in products and solutions that help customers manage power more efficiently, effectively, safely and sustainably.

Our approach to sustainability grew from a commitment to our stakeholders: doing business right. Part of that commitment is addressing the potential impact of greenhouse gas (GHG) emissions on climate change. Since 2006, we’ve reduced these emissions by 26 percent through innovative process solutions, energy-efficient electrical equipment and lighting, and construction of facilities using energy-saving technology. And we’re on track to meet, or already exceed, our 2015 goals: reduce GHG emissions by 25 percent and waste sent to landfills by 30 percent.

While we’ve reduced our own emissions, perhaps Eaton’s most impactful contribution to global sustainability comes from our products and solutions that help others minimize their carbon footprints. Eaton’s electrical power control systems reduce power use in buildings and homes. Our acquisition of Cooper Industries in 2012 expanded our portfolio of electrical solutions with products such as LED lighting and critical smart-grid technologies for modern, sustainable electricity-delivery systems.

Our product portfolio also includes hybrid powertrains that boost fuel economy and reduce emissions in commercial vehicles; hydraulic aircraft systems that reduce weight and save fuel; automotive superchargers for enhanced fuel economy; electrical and hydraulic products for solar power and wind turbine systems; and many more.

In 2013, we added new green solutions to our portfolio of products offering industry-leading environmental benefits: the 93PM UPS reduces energy use in data centers and other critical applications; the NPR48-ES Energy Saver Rectifier reduces energy use in cellular base stations; and a new hydraulics coupling minimizes leakage of sulfur hexafluoride, a potent GHG, from electrical switchgear made by other companies.

Eaton people worldwide are developing these and other breakthroughs in energy efficiency, fuel economy and GHG reduction. Every day, some of the best-known companies in the world turn to Eaton to solve their most challenging power management problems. We relish these challenges because, at Eaton, we’re always looking for new ways to deliver value in the products and services important to our customers’ success and a more sustainable world.
Edison International has long been at the forefront of developing new technologies to produce cleaner energy. When it comes to innovative ways to deliver electric service, Edison International is all in.

**Core Business: Regulated Utility**

In 2013, 21 percent of the electricity procured by our regulated utility, Southern California Edison (SCE), came from renewable power sources, translating into 16 billion kilowatt hours of electricity generated from geothermal, wind, solar, small hydropower and biomass resources. Renewable power lessens the need for fossil fuel-burning generating facilities and reduces greenhouse gas (GHG) emissions.

SCE has actively participated in the emerging photovoltaic solar industry. One example is SCE’s Rooftop Solar Program, which installs solar stations on warehouse roofs, turning otherwise-unused rooftops into clean-energy generation sites. To date, SCE has installed more than 91 megawatts of rooftop solar generation on commercial warehouses in its service territory.

**New Opportunities, Competitive Businesses**

In 2013, Edison International began investing in competitive businesses through our subsidiary, Edison Energy, which focuses on clean energy products and services.

One of these acquisitions, SoCore Energy, is a market leader in rooftop solar portfolio development for commercial and industrial customers. SoCore has produced 24 million kilowatt hours of energy through 2013, equivalent to reducing GHG emissions by more than 40,000 metric tons.

Another example of these investments is our minority ownership stake in Proterra, a leader in zero-emission commercial vehicle solutions. To date, Proterra’s fleet of buses has traveled more than 250,000 miles, preventing more than 966,000 pounds of carbon dioxide emissions.

**Grid of the Future**

Today, shifts in public policy and advances in technology are moving the electric power industry toward a transformative era. We are seeing increasing levels of distributed, localized energy resources on the power grid rather than solely large central generating stations.

Edison International is adapting to these changes by, among other things, preparing our distribution system to be more advanced and flexible to accommodate two-way electrical flows. Just as important, we are working with policymakers, regulators and other market participants to help bring about this energy future while maintaining our core mission of delivering safe, reliable and affordable power to all customers.

Theodore (Ted) F. Craver, Jr.
Chairman, President and CEO
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 relationship between a healthy environment and healthy people.

How we operate our business today has a long-lasting impact. We subscribe to the concept of the triple bottom line: that society, the environment and business depend on one other for their longevities. That’s why we’re committed to reducing our environmental footprint.

Our 2013 goals included:

- **Energy and greenhouse gas (GHG) emissions — 15 percent improvement** (per square foot of facility space). Since 2007, we’ve improved energy efficiency by more than 18 percent and reduced GHG emissions more than 17 percent. Through lower energy consumption, we’ve avoided almost $135 million in energy costs through 2012. Our decreases in Scope 1 and 2 GHG emissions through 2012 are equivalent to the annual emissions of about 54,000 passenger vehicles.

- **Water intake — 25 percent reduction.** We’ve reduced water intake by about 37 percent over the past six years. Our reduction of 7,000 million liters per year would fill nearly 2,900 Olympic-sized swimming pools.

- **Waste to landfill — 40 percent reduction.** Our waste to landfill has been reduced by more than 62 percent from 2007 to 2012. Our total reduction in overall waste generation over that same period is about 27 percent. This equals the amount of waste that would fill about 10,000 garbage trucks.

In addition, through reduced energy, waste and water use, we’ve saved an estimated $185 million over the past six years. Conserving resources is good for the environment, our business and the communities in which we live and work.

New goals established through 2020 will challenge us to work even harder to decrease our environmental impacts. We’re targeting another 20 percent improvement in energy efficiency with a corresponding 20 percent reduction in greenhouse gas emissions, a 20 percent improvement in waste efficiency, and a 15 percent absolute reduction in phosphorus emissions.

Learn more in our 2013 Corporate Responsibility Report on www.lilly.com. Our goals and performance are also shared with independent, internationally recognized agencies like the United Nations’ Global Compact, CDP and UK Carbon Trust. And partnerships with Business Roundtable members will allow us to share and leverage best practices.

John C. Lechleiter, Ph.D.
Chairman, President and Chief Executive Officer
Times of great transformation are times of great opportunity.

Information technology is being redefined by four powerful trends — mobile devices, cloud computing, big data and social networking. The pace of this transformation is accelerating, which means the future will be both incredibly disruptive and extremely rich in opportunity.

EMC helps enterprises and IT organizations redefine themselves for this data-driven, cloud computing-enabled world. Just as we redefine how organizations 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 deploy 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.

Our approach is to focus on the areas where we have the greatest potential for positive impact, then hold ourselves accountable by measuring and reporting our progress, and along the way, have open and candid conversations with our stakeholders and peers to drive change across our industry.

While there are enormous challenges facing our society, I have never been more excited about the opportunities in front of us to apply information technology and our collective talents for a better future.

Joseph M. Tucci
Chairman and Chief Executive Officer

Just as we redefine how organizations store, protect, analyze, share and secure information, we must redefine how we create value for our society and our planet.
It can sometimes be challenging to use fewer natural resources and more sustainable materials, but at Exelis our values of respect, responsibility and integrity drive us to operate in the most responsible way possible and help us bring “The Power of Ingenuity” to life.

In 2013, Exelis made significant strides in energy efficiency and waste reduction. Although some of the improvements were made by consolidating and reducing the number of buildings we operate, there were also a number of initiatives we’ve implemented to help us create, grow and sustain in specific locations. Some of these include:

- **North Amityville, New York:** Replaced air compressors and air conditioners with new units that use 30 percent less energy
- **Clifton, New Jersey:** Installed nearly 500 energy-efficient lighting fixtures in a parking garage that reduced energy usage by 33 percent
- **Fort Wayne, Indiana:** Installed a vapor phase solder reflow system that reclaims — and allows the team to reuse — an environmentally friendly solvent to help minimize waste generation

Through these types of actions and our facility reduction and consolidation efforts, in 2013 Exelis reduced total energy usage and waste by:

- **Energy usage down 33 percent**
  - 2013: 524 million BTUs
  - 2012: 776 million BTUs

- **Nonhazardous waste disposal down 17 percent**
  - 2013: 2.0 million pounds
  - 2012: 2.4 million pounds

- **Hazardous waste disposal down 33 percent**
  - 2013: 0.4 million pounds
  - 2012: 0.6 million pounds

In addition to specific operations and facility improvements, Exelis develops a wide range of products and technologies that address environmental issues and help other organizations monitor and safeguard the environment. Our EnvironmentalVue system enables airports to measure aircraft emissions. Our ENVI vegetation analysis tools let environmental managers assess agricultural stress and forest health. And our satellite payloads provide governments and scientists with data about weather, climate and environmental conditions.

At Exelis, our corporate values inform our environmental sustainability efforts and our environmental management system is deployed to all Exelis locations. Our commitment to our employees, customers and the communities where we operate is an important part of our business and is top-of-mind for each and every Exelis leader.

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 reserved charging stations for electric vehicles in our parking garage. A new building under construction on our St. Louis, Missouri, campus is registered with the U.S. Green Building Council and we are pursuing Leadership in Energy and Environmental Design (LEED) Gold Core and Shell Certification. Our food service team is donating used cooking oil to local vendors who make biofuel.

Walking through the building, dim rooms light up when we start a meeting, comfort is maintained with an automated established temperature set point, we sit in chairs that are 100 percent recyclable, and we read from documents that started as newspapers or paper plates.

And these are just a few of the more visible ways we are working to be more environmentally friendly in all of our facilities across the country. There are many more things we’re doing that have become an integral 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’s 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 drive 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.

George Paz
Chairman and Chief Executive Officer

We reduce the misuse of prescription drugs and leverage data to build better pharmacy solutions. By helping people stay adherent to their medications or shipping prescription drugs in more environmentally friendly containers, we drive toward the Business Roundtable sustainability goals.
ExxonMobil shares the same concerns as people everywhere — how to provide the world with the energy it needs to support economic growth and improve living standards while reducing greenhouse gas (GHG) emissions. It is a dual challenge. Technological advancements in the ways in which we produce, deliver and use energy are critical to our ability to meet this challenge.

As a publicly owned energy company with core expertise in oil and natural gas, we focus particularly on the role of natural gas in addressing climate change risks. Natural gas is abundant, reliable, efficient and available. It is the cleanest-burning fossil fuel. Emissions of air pollutants such as mercury, sulfur and nitrogen oxide are significantly reduced in power generation, and studies have shown that the full life cycle GHG emissions of unconventional natural gas are around 50 percent less.

Importantly, energy-related carbon dioxide emissions in the United States in 2012 fell to their lowest level in 18 years, partly reflecting the use of more natural gas for power generation. This emission reduction is extraordinary, considering that the U.S. economy was about 50 percent larger in 2012 than in 1994. According to data from the Energy Information Administration, energy-related carbon dioxide emissions have actually declined in five of the last seven years.

At ExxonMobil, we integrate sustainability into every facet of our business through a commitment to responsible operations, careful risk management, efficient use of energy and resources, continuous improvement, and ongoing innovation. One such innovation is a new, remote gas detection system for oil and gas processing facilities. The InteliRed™ system analyzes infrared camera images to provide an early warning alert of hydrocarbon leaks with minimal false alarms, and a robust design allows it to operate in harsh environments. ExxonMobil and imaging experts at Providence Photonics codeveloped the system over a four-year period, and a global license from ExxonMobil now enables Providence to bring this unique process-safety technology to customers around the world.

Natural gas helps us as a nation to address the sustainability challenge — the balancing of economic growth, social development and environmental protection — so that future generations are not compromised by the actions we take today in search of energy. This new gas detection technology is the latest example of ExxonMobil’s focus on continuous improvement and innovation.

Rex W. Tillerson
Chairman and CEO
Create, grow, sustain. This is the path of any successful business. EY is proud to be a part of this group of companies that have accelerated business success by pursuing sustainability initiatives.

At EY, we have a commitment to managing our organization in a way that accounts for our economic, social and environmental impact. We work with leading businesses and organizations to operate more sustainably and drive toward our mission of building a better working world. The challenge of helping businesses grow while accounting for the natural environment is a formidable one but one that we must all work to meet every day.

The United Nations estimates that our planet’s natural land, air and water ecosystem — natural capital — provides more than $70 trillion worth of free goods and services. It’s a business imperative for companies to understand the role that natural capital plays in making money, saving money and managing risk in a resource-constrained economy.

We are seeking to reduce our global environmental footprint by engaging with and educating our people. By globalizing many of our core business functions such as procurement and travel, we are able to share insights and progress around the world. This allows us to improve the environmental sustainability of our operations by sharing best practices to set global environmental goals and to measure progress through our newly created global environmental scorecard.

Our Climate Change and Sustainability Services practice also helps our clients demystify the highly complex world of environmental sustainability. When companies take an analytical, data-driven approach to environmental sustainability, the results can be powerful. We help our clients reach their sustainability goals by providing a range of services such as building more resilient supply chains and implementing new approaches for energy management systems.

Stakeholders consider environmental performance in forming their opinions on whether to do business with, invest in or work for a company. The need for credible reporting has never been greater. We are proud of our efforts to assist our clients in developing robust reporting frameworks and, in many cases, providing independent assurance over their disclosures.

These, in conjunction with many others, are the ways EY is acting on our commitment to drive business value through environmental and social sustainability. In the coming year, we will continue our work with clients and manage our company responsibly, focusing on sustainable, long-term growth to build a better working world.

Mark Weinberger
Global Chairman and Chief Executive Officer
Great things happen when you connect people and possibilities. Ideas flow, businesses are born and people thrive in seeing what can be rather than what is.

At FedEx we are committed to finding sustainable solutions that meet the needs of society, both in developed and developing countries. That’s why our efforts focus not only on FedEx growing more sustainable but also on our communities and customers doing so.

Case in point: A family meat business decided to expand nationally and depends on FedEx for reliable, low-cost, lower-carbon transport. The company also won $5,000 from the FedEx Small Business Grant contest, which the owner is using to buy higher-quality, cold-ship boxes — ones that provide more economical and flexible shipping options.

Another example: FedEx shares our “movement” expertise through a program called EMBARQ, which helps Brazil, India and Mexico learn to transport people more efficiently and grow their cities more sustainably. The result? Shorter commutes for workers and lower emissions for cities.

Much of our progress toward sustainability goals is made through team members’ “license to optimize.” In other words, our 300,000 team members can spend creative energy finding new ways to meet and even exceed goals we’ve set.

In FY13, we brought our aircraft carbon dioxide emissions intensity to a total reduction of 22.3 percent from 2005 levels. This result exceeded our original goal of 20 percent. And it means we’re well on our way towards our new goal of 30 percent by 2020.

In FY13, we further improved our FedEx Express vehicle fuel efficiency to a cumulative improvement of 27 percent from 2005 levels. We had already exceeded our original 20 percent goal last year, but as you can see, we’re keeping our foot on the accelerator.

Our core commitment to sustainable efficiency has had ripple effects. In 2006, in conjunction with Securing America’s Future Energy (SAFE) we called for the first-ever fuel efficiency and greenhouse gas standards for all U.S. commercial vehicles. This law was subsequently passed in late 2007, with the regulatory standards just coming into effect in the United States now.

We still have big goals ahead of us. Envisioning them is easy. Achieving them takes work. But regardless of any obstacles we face, FedEx is optimistic. We know our team members, our customers and many companies and organizations march to the same drummer. We’re in it for the long haul and we won’t skip a beat.

Frederick W. Smith
Chairman & CEO
At First Solar, our mission is to create enduring value by enabling a world powered by clean, affordable solar electricity. As a global leader in photovoltaic (PV) energy solutions, First Solar is powering a new era of affordable, accessible and reliable solar electricity. We deliver PV solutions that address global challenges — energy security, climate change and water scarcity.

- Our reliable grid-connected utility-scale PV power plants help diversify energy portfolios and reduce the risk of fuel-price volatility.
- Our hybrid power plant solutions reduce diesel fuel consumption and address the energy-water nexus by powering desalination plants.
- Our off-grid energy access applications help bring real solutions to the 1.3 billion people without access to modern electricity.
- Our competitive space-constrained rooftop systems enable businesses to cost-effectively achieve their carbon reduction goals.

Every minute, 8000 megawatts (MW) of First Solar modules installed worldwide displace 10 metric tons of carbon dioxide — the equivalent of removing two cars from the roads or saving more than 7,000 gallons of water per minute based on worldwide averages. With the smallest carbon footprint, lowest life-cycle water use, fastest energy payback time in the industry, First Solar thin-film modules are the leading eco-efficient PV technology and provide the most environmental benefits per kilowatt hour.

Through significant improvements in our module and manufacturing efficiencies, we’ve managed to reduce our operational impact. Since 2010, we’ve lowered our energy intensity by more than 5 percent and decreased our water intensity by nearly 20 percent. We continuously strive to improve our technology and resource conservation measures to deliver greater economic, social and environmental benefits globally.

We recently completed the first phase of a solar pumping project in Uttarakhand, India, where First Solar modules are helping deliver safe drinking water and irrigation to rural communities. The project will produce 1,080 liters per hour for 65 households.

Throughout the life cycle of our projects, we incorporate best practices from design and construction to decommissioning. In California, we’re constructing the world’s largest PV power plant and demonstrating how utility-scale solar can provide benefits beyond delivering clean energy for 25-plus years. The 550-MW Topaz Solar Farms are simultaneously protecting biodiversity, displacing fossil fuels, creating more than 400 jobs and providing dual use of land with agriculture by allowing sheep to graze beneath the solar panels.

Every day, First Solar is creating value for local communities and addressing global contemporary challenges by implementing our mission to deliver clean, reliable and affordable PV energy solutions.

James A. Hughes  
CEO
Fluor is more than a business. We have a relationship with the world. Our employees work with governments and the leading corporations of vital industries to build the world’s largest and most technically challenging projects — projects that fuel global commerce, stimulate economic development and improve the quality of life for millions of people around the world.

Sustainable solutions are engrained in the design and construction of the projects we undertake and in our people and processes.

During 2013, Fluor began widespread tracking of sustainability performance through a new sustainability performance indicator management system that is improving the way we collect and report accomplishments. The tracking system helps efficiently gauge Fluor’s global sustainability performance and puts data into a manageable set of quantitative measures and indices that are useful for improving Fluor’s productivity and efficiency with energy, water, waste and material use.

Fluor was successful in growing our business and extending our services in the renewable, nuclear and clean energy markets. We were awarded our first solar photovoltaic operations and maintenance contract in Arizona. Fluor’s nuclear small modular reactor technology company, NuScale Power, received approval for U.S. Department of Energy funding that will support its development, licensing and commercialization. And the company was commissioned to design and construct a clean fuels project in Kuwait, continuing our decades-long legacy in that country.

Fluor takes great pride in sustaining our presence long after we complete a project through philanthropic efforts in the areas of education, social services, community and economic development and the environment.

Each year, Fluor’s Sustainability Report provides a detailed account of how we are meeting the needs of our clients and stakeholders, while protecting and enhancing the human and natural resources that will be needed tomorrow. We report our carbon emissions, achievements in carbon emission reduction, energy efficiencies, waste minimization, conservation initiatives and other recordable sustainability achievements.

Fluor is committed to sustainable business practices, honoring a legacy of more than 100 years of ethical conduct and achievement on behalf of our shareholders, employees, clients and communities.

Our continued focus on our client needs, operating with integrity during changing and challenging global times, and commitment to sustainable growth will ensure not only our success but also the success of our important stakeholders.

David Seaton
Chairman and Chief Executive Officer
This year’s Business Roundtable sustainability theme, “Create, Grow, Sustain: Celebrating Success,” resonates across many industries and stakeholders, but it has particular meaning for companies that can make a difference through innovation, science and manufacturing excellence.

When FMC Corporation launched our sustainability program, we identified five key market-shaping shifts that guide our sustainability efforts: environmental consciousness, scarce resources, climate change, land competition and food expectations. But these are more than critical areas of focus for sustainability — each also serves as a catalyst for long-term business success.

Before FMC develops a new product or application, we carefully evaluate its potential impact across the five market-shaping shifts. This ensures a tighter bond between innovation and sustainability. In 2011, we strengthened this link by setting the goal to allocate, by 2015, at least 50 percent of our R&D spending to projects that positively impact one or more market-shaping shifts. In 2013, we achieved that goal while also delivering record sales and profits across many of our business lines.

As a manufacturer, we know that we can’t create, grow and sustain if we don’t drive continuous improvement in energy intensity, efficiency and related environmental impacts. To that end, we’ve established an Energy Management Center of Excellence, a cross-functional team drawn from key areas of our business. The Center is working with energy experts to audit several of our manufacturing sites, reduce our environmental footprint and lower our energy costs.

Water is another critical resource. After completing a detailed inventory of water sources, quantities, usage and disposal types at FMC manufacturing sites, we are now working with plant personnel to spot potential water source risks and bolster our risk prevention or mitigation strategies. Efficient use of water is smart for the environment and the bottom line.

We’re proud to join with other member companies of the Business Roundtable to celebrate our progress and to commit to a future where sustainability is not only a driving force for global good but also for business success.

Pierre Brondeau
President, CEO and Chairman of the Board

www.fmc.com/sustainability
Freeport-McMoRan is a leading international natural resources company with world-class assets. Our products are the foundation for higher living standards expected from a rapidly rising population. We recognize that, to meet this demand, our activities create impacts to the environment. We mitigate these impacts to the extent practicable with state-of-the-art control and remediation measures, and all of our mining operations maintain environmental management systems certified to ISO 14001.

We also are uniquely positioned to contribute to conservation and science, in addition to dedicating substantial resources to minimize our operational impacts. With extensive land holdings ranging from tropical seashores to hyper-arid high mountain deserts, we have the potential to help manage and influence important biological systems around the world. Each of our mining operations maintains programs to conserve and enhance biodiversity where practicable. These programs may include measures to meet regulatory objectives, but most are voluntary and are conducted in partnership with others, such as government agencies, academic institutions and non-governmental organizations.

Today, 11 of our operations maintain the Wildlife Habitat Council’s (WHC) “Wildlife at Work” certifications and five are certified as “Corporate Lands for Learning.” In Peru, our Cerro Verde operation was a recent nominee for the WHC’s Corporate Habitat of the Year award for its biodiversity management and education programs. Fourteen of our operations have created pollinator gardens not only to increase the diversity of nectar and pollen sources but also to provide communities with a setting to promote concepts of science, technology, engineering and math (STEM) education.

In Indonesia, we have a long history of partnering with subject experts to provide a major contribution to the natural sciences through the discovery and documentation of new species, repatriation of endangered species and publication of literary works. In Colorado, we are working with Trout Unlimited and the Colorado Division of Reclamation, Mining and Safety to restore historic abandoned mines that are impacting fish habitats, even though we have no liability for the sites. This is just a sampling of the many exciting conservation and biodiversity enhancement opportunities to which we contribute.

At Freeport-McMoRan, we challenge ourselves to continuously improve both our operational and environmental performance so that we can continue to provide meaningful benefits to our stakeholders and society as a whole. Developing natural resources, while contributing to biological diversity, is consistent with this approach to sustainable development. I am pleased to report our noteworthy progress.

Richard C. Adkerson
Vice Chairman, President and Chief Executive Officer
Frontier Communications delivers the life-changing benefits of broadband technology to midsized cities, small towns and rural communities throughout the country. Broadband connectivity improves economic development, employment, educational opportunities and health care. It empowers communities by making them more attractive and livable and reduces car travel by enabling digital learning, telework, telehealth and more. Less time in a car translates into a reduction of carbon emissions and conservation of resources. Broadband is good for the economy and good for the environment.

Frontier spends significant private capital expanding fiber-based infrastructure throughout our network. Ultra-fast broadband means more businesses, hospitals, libraries, schools, residents and government agencies benefit from lightning quick Internet access. Thanks to the Federal Communications Commission’s Connect America Fund, Frontier is expanding our networks even deeper into unserved and underserved areas across the country. Even mountains can’t stop our mission: When confronted by terrain that makes terrestrial broadband prohibitive, we offer Frontier Broadband via satellite.

A Sustainable Company and Workforce
Every day, Frontier employees seek ways to be eco-efficient. We use resources wisely. Reducing our use of energy, transportation fuel, waste, water, forest products and chemicals is embedded in our business model and our worklife. Work-at-Home programs, for example, allow customer care representatives to be productive and effective while working remotely.

Maintaining the health of our workforce is also a sustainability initiative. Our wellness programs include rebates for annual physicals, incentives to stop smoking and dietary advice. Health, environmental safety and security training are critical to reducing on-the-job injuries, and "doing it right the first time" eliminates rework and waste.

Contributing to a Sustainable Ecosystem
In 2013, Frontier expanded our sustainability commitment through FTR Energy Services — a partnership with Crius Energy — offering customers 100 percent renewable energy. Home and office energy use creates more pollution than the fuel used by all cars, planes and ships combined; greener energy helps reduce that impact and preserve our planet. We offer domestic electricity from wind sources, natural gas and solar power. Supporting U.S.-generated renewable energy is not only good for our environment and our economy but also helps support new jobs, businesses and energy independence.

Frontier is committed to reducing environmental risks and capitalizing on technology and innovation to improve the lives of all stakeholders. Those stakeholders include future generations, and we owe them a healthy and sustainable planet.

Maggie Wilderotter
Chairman and CEO
At Gannett, we will continue our efforts to reduce the environmental impact of our products and services as we work to earn the trust of our consumers, business clients and the many communities we serve every day.

Gannett is committed to making smart decisions to protect the environment and to manage our environmental impact responsibly. We have taken many steps over the years to reduce our environmental impact and underscore our commitment to sustainability.

The company was among the first to switch to environmentally friendly press products, such as low-VOC (volatile organic compound) washes and fountain solutions and citrus-based press cleaners. All the colored inks and many of the black inks we use are soy-based rather than petroleum-based and come in reusable containers. Gannett’s waste ink is recycled, either onsite or at the manufacturer’s facility. The company has significantly reduced water usage by switching to dry methods of photo and plate processing.

Gannett helps minimize greenhouse gas emissions by minimizing the use of newsprint. This is accomplished by using lightweight newsprint and by reducing newspaper page size. We also use only newsprint vendors that practice sustainability.

We have also reduced our carbon footprint by becoming more energy efficient. The company’s headquarters building received the Leadership in Energy and Environmental Design (LEED) EB certification. Gannett has also relocated many employees to more energy-efficient offices and installed more energy-efficient HVAC systems and appliances in many facilities, significantly reducing electricity use.

Many of Gannett’s media organizations cover environmental and sustainability issues. A good example is USA TODAY, which in 2013, ran a recurring series on climate change. Many stories from this series were shared across Gannett’s other media outlets.

Make A Difference Day, created by USA WEEKEND, is the nation’s largest day of volunteering. For more than 20 years, the group has mobilized millions of people across the United States for this national day of service. Together with hundreds of carrier newspapers and longstanding partners, USA WEEKEND rallies millions of people to improve their communities. Volunteer efforts often include environmentally beneficial projects such as planting trees or gardens, cleaning up trash, and laying sod.

The Gannett Foundation supports nonprofit activities in communities where the company does business. The Foundation contributes to a variety of charitable causes through its Community Grant Program. One of Gannett Foundation’s community action grant priorities is environmental conservation.

At Gannett, we will continue our efforts to reduce the environmental impact of our products and services as we work to earn the trust of our consumers, business clients and the many communities we serve every day.

Gracia C. Martore
President and CEO
At GE, we believe in putting innovation to work to solve some of the world's toughest challenges. That's why, nine years ago we set out to prove that green is green, committing to invest more resources in R&D, launch new solutions that save money and reduce environmental impact for our customers, and minimize our own environmental footprint. We called this commitment ecomagination.

Since 2005, ecomagination has become one of GE's most successful cross-company initiatives. We have invested $15 billion in R&D and generated more than $160 billion in revenues. We have also made it a part of our competitive structure, reducing our greenhouse gas emissions and freshwater use 34 percent and 47 percent, respectively.

The energy landscape is dynamic and new challenges exist today. To meet these head on, by 2020, GE has committed to bring our total investment in ecomagination R&D to $25 billion to advance research in natural gas, low-cost renewable energy and power plant efficiencies. We will also build on our previous success to reduce greenhouse gas emissions and freshwater use 20 percent from our 2011 baseline.

Ecomagination has always been focused on technology, partnerships and competitiveness. Today, we're also harnessing the power of analytics, which have been a game changer in seemingly unlikely areas such as mining and natural gas. GE is making a big investment in the industrial internet, creating intelligent operations across the gas supply chain — extraction, pipelines and power generation — that greatly improve monitoring, diagnostics and predictive maintenance so our customers have no unplanned downtime.

Technology is transforming business processes and there has never been more global competition. Every company is looking for better ways to operate with efficiency, speed and market impact. We have always approached ecomagination this way: innovation applied to drive results, an economic story with environmental impact, not an either-or. You can do both. Even though the energy challenges have changed and the landscape has evolved, ecomagination has continued to remain relevant.

Jeffrey R. Immelt
Chairman and CEO

Research and development, partnership, problem-solving, economics and environmental impact — that is what ecomagination has always been about.
Producing enough food to feed a rapidly growing global population requires not only innovation and dedication, but also careful attention to the environmental impact of agriculture.

With that in mind, General Mills puts strong emphasis on sustainability, striving to conserve and protect the natural resources and communities upon which our business depends.

In 2013, we announced a commitment to sustainably source our 10 priority ingredients by 2020. This represents more than 50 percent of our annual purchases. As a food company, the vitality of our business depends upon access to high-quality ingredients. Through sustainable sourcing, we are able to create long-term economic, environmental and social value.

Our approach involves partnerships with organizations that have a shared mission to advance sustainable sourcing frameworks. We start by piloting scalable solutions, and then share our results so others can learn from our work and build on our efforts.

Let me give you two examples of work we currently have underway:

◗ In Madagascar, we are working with vanilla supplier Virginia Dare, the international humanitarian organization CARE and Madagascar-based nongovernmental organization Fanamby to improve farmer incomes as well as the quality, quantity and traceability of vanilla. As we help these smallholder farmers accrue a greater share of the benefit from the crops they produce, we also are helping to ensure a sustainable and quality supply of vanilla for the future.

◗ In côte d’Ivoire, we are partnering with cocoa supplier Barry Callebaut to help smallholder farmers grow cocoa more sustainably, increase yields, and improve their incomes and livelihoods. In November 2013, we began sourcing all of the cocoa for our Häagen-Dazs operations in France from a sustainable supply program managed by Barry Callebaut.

Both of these programs demonstrate how, with our partners, we can create value throughout the entire supply chain — for the farmers, our company, our clients and our consumers — all while minimizing our impact on the environment.

Our sustainable sourcing programs build on work General Mills began in the early 1900s, partnering with farmers around the world to promote sustainable agriculture. Through the years, we’ve learned that the closer we get to the source of our ingredients, the smarter our sourcing model becomes. Our strong partnerships with these farmers are a true expression of our mission of Nourishing Lives.

Ken Powell
Chairman and CEO
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. Grainger’s industry leadership extends to our commitment to sustainability and doing business the right way. We strive to create opportunities to operate more efficiently, grow in an environmentally responsible way, and sustain best practices in our business and with our customers.

To operate more efficiently, Grainger prioritizes energy management and recycling initiatives in areas of the business where the greatest impact can be achieved, such as our largest distribution facilities. Our newest distribution centers in Illinois, California and Monterrey, Mexico, operate high-efficiency building management systems. We recently installed a one-megawatt solar panel system at our San Francisco distribution center, which generates more than 30 percent of the facility’s electrical load. In 2013, Grainger’s U.S. distribution centers recycled more than 2,500 tons of cardboard, plastic wrap and metal.

Grainger is committed to growing in an environmentally friendly way by ensuring that major new construction projects are built to Leadership in Energy and Environmental Design (LEED) standards. Grainger was the first industrial distributor to have a LEED-certified facility, and today we operate 16 LEED-certified buildings in North America totaling more than 3.7 million square feet. We are currently partnering with the U.S. Green Building Council to help determine criteria for a new LEED certification specifically for data centers.

As the company grows, we are also expanding our CDP reporting beyond our core U.S. business to include our operations in Canada and Mexico. Grainger was the first industrial distributor to publicly disclose our carbon footprint through the CDP and we use the disclosure as a guide to develop and sustain best practices in the business.

Our commitment to sustainability extends to the customers we serve. With more than 33,000 environmentally preferable products in our offering, Grainger helps customers drive efficient and sustainable practices in their operations. We partner with our broad network of suppliers to continually bring innovative products and services that help customers manage their facilities-maintenance needs in an environmentally friendly manner.

Bringing our commitment to service and operating responsibly into our local communities are more than 23,000 dedicated Grainger team members. 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
HanesBrands is an environmentally and socially responsible company because industry leadership and bottom-line success are not possible without conducting business around the world in a highly ethical manner.

In the past five years, our net sales have grown at a compound average growth rate of 3 percent, operating profit at 9 percent and earnings per share at 16 percent. Over that same time period, we have reaped tens of millions of dollars in energy and recycling savings; reinvested millions of these dollars and thousands of volunteer hours into employee-led community improvement projects; and reduced greenhouse gas emissions and water use by double-digit percentages. Business success and responsibility go hand in hand.

We call our corporate social responsibility commitment Hanes for Good. That’s because adhering to responsible business practices is good for our company, good for our employees, good for our communities and good for our investors. That’s how we create, grow and sustain. We drive a responsibility culture through process and people.

◗ Our energy, water and environmental management policy is codified. Scorecards are reported monthly to the highest levels of the organization.
◗ We publicly commit to long-term environmental goals.
◗ We set the ethical bar high with our Global Code of Conduct and Global Standards for Suppliers. Each year, we conduct more than 600 extensive audits of our facilities and supplier facilities.
◗ Last year alone, 9,000 employees participated in energy treasure hunts to generate thousands of energy-saving ideas that generated millions in savings and reduced emissions.
◗ Since 2010, our employees have donated more than 120,000 hours to 55 Green for Good community improvement projects funded by energy and recycling savings, including school renovations, beach cleanups and reforestation tree plantings.

It is easy to talk about a commitment to responsibility, but results are the ultimate testament.

◗ Since 2007, we have reduced our energy use by 21 percent, our water use by 27 percent and our carbon dioxide emissions by 16 percent. And an impressive 30 percent of our worldwide energy use comes from renewable sources.
◗ We have been recognized for our efforts as a five-time award winner from the U.S. Environmental Protection Agency ENERGY STAR® program and by corporate responsibility advocate As You Sow, social compliance rating group Free2Work, the United Way and others.

We are proud of our business success and our strong achievements in corporate, environmental and social responsibility. Our goal is to continue to succeed on all fronts.

Richard A. Noll
Chairman and Chief Executive Officer
HARMAN was founded more than 60 years ago and quickly became the authority in the music recording and performing industry. Today, we can lay claim to some of the most substantial — and established — brands in the business. But in many ways, we also are a startup, having undergone a significant transformation in 2007 when we started to think more broadly about our core competencies, our customers and what we needed to do to be best in class. This meant a worldwide reassessment of our approach to sustainability.

Creating the best products, growing our business profitably and sustaining our performance require investments and engagement in the development of our people and in the wellbeing of the world around us. Two years ago, we reported on key performance indicators around certain economic, social and environmental impacts. We are proud to see progress on all fronts, with particular attention to our efforts focused on making our operations as well as our performance venues and automobiles around the globe safer and cleaner.

HARMAN continues to take critical steps to reduce energy usage and carbon emissions. Production processes have been reconfigured to reduce certain steps and recycle scrap material. Manufacturing sites have been repositioned to save fuel, transportation costs and environmental emissions. After piloting a 5 percent energy reduction goal at three of our largest facilities, we established a goal of achieving a 10 percent reduction over five years and expanded the scope to more facilities.

In addition to improvements in our operations, HARMAN develops products and technologies that meet our customers’ increasing demands for greener solutions. HARMAN’s GreenEdge™ audio and infotainment technology delivers the same premium level of audio output performance while using only half the input power. GreenEdge™ also produces lower emissions, thanks to lighter weight and reduced power consumption. In addition, HARMAN’s HALO Sonic™ noise-management solutions require less material to insulate a vehicle, potentially helping automakers meet Corporate Average Fuel Economy regulations and improving vehicles’ miles-per-gallon performance.

HARMAN’s DriveCore™ technology significantly reduces energy consumption while delivering unsurpassed performance. A tiny chip replaces 500 parts required in a traditional amplifier, resulting in a lighter, space-saving design. With fewer parts, these Crown® amplifiers generate more operating efficiency and are more reliable.

Sustainability at HARMAN means thinking toward the future, managing today’s business challenges and having the right fundamentals in place. It is the strategy through which we differentiate HARMAN from our competitors and one that will enable us to create, grow, sustain and, ultimately, succeed for our people, customers, shareholders and communities.

Dinesh C. Paliwal
Chairman, President and CEO
The Hartford’s vision is to be an exceptional company celebrated for financial performance, character and customer value. For us, character encompasses unwavering integrity, caring for customers and partners, creating a diverse and inclusive workplace, engaging with the community, and protecting the environment.

In 2013, The Hartford’s strides toward sustainability leadership were evidenced by:

- Reducing our carbon footprint 43 percent from the 2007 baseline year;
- Earning a spot on the CDP S&P 500 Carbon Performance Leadership Index — the sixth consecutive year The Hartford has earned CDP leadership;
- Being listed on the Dow Jones Sustainability Index;
- Ranking in the top quartile among financial services companies for consuming the least amount of paper, having achieved a 67 percent reduction since implementing a managed print system in 2009;
- Earning from Corporate Insights an overall grade of A-, the second highest grade in our industry, for our digital print suppression program, which was also awarded the Computerworld Honors Laureate in the sustainability category; and
- Winning the Edison Silver Award in the Green category for being an “innovator” and having a “positive impact in the world.”

While proud of our sustainability awards, we are determined to keep reducing our environmental footprint. We hold companywide e-cycling drives, promote telecommuting and public transportation, and offer employees free access to electric vehicle charging stations on our Connecticut campuses, all of which are certified as wildlife habitats by the National Wildlife Federation.

To encourage customers to “go green,” we offer a range of insurance solutions such as a premium discount for owners of electric vehicles as well as a renewable energy insurance practice, which serves the wind, solar, biomass and fuel cell industries. Last year, The Hartford made a commitment to replace 15 percent of our fleet vehicles with hybrid automobiles.

Sustainability is part of being a socially responsible and responsive citizen. We pledge to improve continuously in keeping with our vision of what it means to be an exceptional company.

Liam E. McGee
Chairman, President and Chief Executive Officer
At Hertz, sustainability is driven by our commitment to deliver smart, innovative solutions that both achieve business results and protect the environment. And we are excited to extend this commitment across our growing organization.

For Hertz, 2013 was an exceptional year of expansion — most notably, capitalizing on our 2012 acquisition of Dollar and Thrifty and launching a new value brand, FireFly. And with growth comes new sustainability opportunities. We are working to create value for our businesses and the environment by sharing across the brand portfolio Hertz’ sustainability best practices, such as energy efficiency upgrades, waste reduction improvements and tire recycling.

Our sustainability program has also remained focused on delivering smarter mobility solutions. Hertz’ U.S. fleet is the most fuel efficient in the rental industry with 78 percent averaging 28 or more miles per gallon (highway). In addition, we increased our hybrid fleet by 55 percent and added electric vehicles across our brand portfolio to help our customers save on fuel and reduce their carbon footprint.

Hertz also debuted a new look for our brand, and sustainability was a critical part of this reinvention. Hundreds of rental locations were rebranded globally using sustainable design standards, including use of renewable materials, energy and water efficiency upgrades, and recycling programs.

Additional 2013 sustainability facts:

- Launch of waterless car washing at more than 220 locations
- 2 million kilowatt hours of solar energy produced annually
- 3 million pounds of office paper recycled, saving the equivalent of 26,000 trees
- 298,000 tires recycled or diverted from landfill globally
- 1,473,000 gallons of automotive waste (e.g., oils, solvents) recycled
- 13,000 IT units recycled, remarketed or donated, diverting more than 147,000 pounds of e-waste from landfills
- 66 percent increase in number of locations with recycling
- 100,000 free food bank meals provided via Hertz 24/7 Give + Go

There is no final destination for Hertz’ sustainability efforts — it’s a process of continuous improvement. We’re working to advance our program every day and will proudly continue to do so with the help of our growing family of brands.

Mark P. Frissora
Chairman and Chief Executive Officer

Sustainability is part of daily life at Hertz. It’s become a business-management tool as well as a mechanism to protect the environment and provide community benefits. Our sustainability efforts will provide value to our stakeholders and help ensure the long-term health and productivity of our businesses and the communities we serve.
Nearly half of our portfolio is dedicated to energy efficiency with innovations like programmable thermostats, energy management systems, turbochargers, green fuels, industrial controls and lighter aircraft components. We are building a world that is safer, more secure, more energy efficient and more productive; a world where quality of life is always improving.

Honeywell is committed to improving the quality of life of everyone — our colleagues, our customers, and the communities where we live and work. That’s why Honeywell integrates health, safety and environmental (HSE) 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. Our HSE practices, and the technologies we innovate, are both working toward a cleaner, safer, healthier world.

Our priority is protecting health, safety and the environment both in how we do our work and in our results. As Honeywell businesses invent new tools and solutions, we take strategic steps to improve each innovation’s eco-efficiency.

Honeywell’s Sustainable Opportunity Policy is deliberately and directly embedded into our companywide operating system. The policy couples safeguarding natural resources with discovering new possibilities to grow innovation and economies by expanding the world’s sustainable capacity.

At the heart of Honeywell’s commitments are reducing greenhouse gases (GHGs), boosting energy efficiency and conserving water in “water stressed” areas.

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

- Since 2010, our facilities have implemented more than 1,700 energy efficiency projects including building automation/controls, lighting and mechanical upgrades.
- We exceeded our goal of reducing GHG emissions by more than 30 percent and improving energy efficiency by more than 20 percent between 2004 and 2011.
- By 2017, Honeywell will reduce GHG emissions by 15 percent per dollar of revenue from 2011 levels.
- In 2013, we strategically implemented water conservation projects at significant water consuming sites in areas that are experiencing “water stress” as defined by the World Resources Institute. We are implementing additional water conservation projects in these areas in 2014.

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’s safety record is more than two times better than the average of the industries in which we operate, according to the Bureau of Labor Statistics.

Nearly half of our portfolio is dedicated to energy efficiency with innovations like programmable thermostats, energy management systems, turbochargers, green fuels, industrial controls and lighter aircraft components. We are building a world that is safer, more secure, more energy efficient and more productive; a world where quality of life is always improving.

David M. Cote
Chairman and Chief Executive Officer
Since our inception, Humana’s vision has been to help people live healthier lives. Today that vision has evolved into our dream — helping people achieve lifelong wellbeing. Humana’s commitment to corporate social responsibility (CSR) and our CSR pillars — Healthy People, Healthy Planet, Healthy Performance — is bringing that dream to life.

Our Healthy Planet pillar focuses on improving the wellbeing of associates, workspaces and communities while minimizing our collective impact on the environment. To that end, Humana is taking meaningful steps to improve our environmental sustainability in areas such as energy reduction and recycling and waste management, in large part through leveraging associate engagement.

In partnership with Johnson Controls, we identified the seven largest energy-consuming buildings and made significant strides in reducing energy consumption, energy costs and greenhouse gas emissions. For example, Humana decommissioned systems at select data centers in favor of more efficient equipment, which resulted in estimated emissions savings of 3,037 metric tons of carbon dioxide-equivalent or 3,400 megawatt hours in energy savings. By the close of 2013, we reduced our energy consumption by 8 percent and greenhouse gas emissions by 3 percent relative to 2009 baselines.

To further minimize our reliance on fossil fuels, we installed solar panels on Humana’s main corporate building. The solar array consists of 33 photovoltaic panels that produce about 15,000 kilowatt hours of electricity per year. This helps sequester as much carbon annually as an 8.5-acre pine forest or as much carbon as recycling 8,000 pounds of waste.

Humana is dedicated to adopting best practices when it comes to recycling and waste management. Last year, we implemented food waste recycling programs in two of our largest foodservice locations. We also began rolling out single-stream recycling and shared collection bins and partnered with vendors and associates to provide recycling training.

As a company, we recognize our sustainability efforts are futile without the engagement of our 50,000-plus associates. Humana has instituted associate programs like S.H.A.R.E. (Stop Holding and Recycle Everything), an internal office supplies exchange program, and Rethink Paper, a competition targeted at reducing paper consumption. So far, the Rethink Paper campaign has eliminated more than 18 million sheets of paper from our day-to-day operations.

At Humana, we continue to set new metrics and benchmarks and track our progress on environmental and social fronts. Looking ahead to 2014 and beyond, we pledge to enhance the health and wellbeing of all the people we serve and the planet we share.

Bruce Broussard
President and Chief Executive Officer
Data is our planet’s next great natural resource. By applying advanced analytics and efficient cloud infrastructures — shaped by deep scientific research, technology development and global business expertise — IBM is tapping that resource to extend our company’s five decades of leadership in environmental sustainability for our clients, our company and the world.

Let me cite just three examples:

» Smarter Infrastructure

Cloud computing — the delivery of IT and business processes as digital services — is transforming the information technology infrastructure of the world and the business models of its enterprises and institutions. It is also saving energy. IBM’s cloud infrastructure solutions have helped our clients increase their processing capability by 20 times and improve productivity by 30 percent while increasing energy efficiency and lowering energy costs. Similarly, our broad data center portfolio uses IBM’s virtualization software and analytics-based thermal management to minimize the energy required to deliver a complex enterprise workload.

» Smarter Wind

A major challenge to the growth of renewable power is its inherently variable supply. IBM’s advanced power and weather modeling technology helps utilities overcome this challenge. For example, Hybrid Renewable Energy Forecasting (HyRef) uses weather modeling, cloud imaging and sky-facing cameras to track cloud movement while sensors on wind turbines monitor wind speed, temperature and direction. Using analytics and modeling, HyRef predicts the performance of each turbine and estimates its amount of generated renewable energy. This knowledge enables utilities to manage the variability of wind and solar power and more accurately forecast the amount of energy that can be directed to the power grid — thus increasing the amount of renewable energy provided through the grid.

» Smarter Water

IBM’s Smarter Water solutions are helping regions around the world that lack clean water — as well as populations threatened by too much water. For instance, 55 percent of the Dutch population is located in areas prone to flooding. Partnering with Delft University, Deltares Science Institute, HydroLogic Research and Dutch water authorities, IBM is applying big data analytics and weather modeling to analyze meteorological conditions, tides and levee integrity to transform flood control. This early flood warning system can reduce the cost of managing water by up to 15 percent.

To achieve a sustainable planet, we must build a smarter one. These examples are just a few of the many ways IBM is helping enterprises, governments and communities do so.

Virginia M. Rometty
Chairman, President and Chief Executive Officer
Our company is helping to solve some of the world’s most pressing challenges — an unsustainable demand for energy resources, the impact of urbanization on the environment and a constant need for increased industrial productivity with lower resource intensity. These challenges are critical to our customers and at the heart of Ingersoll Rand’s vision — a world of sustainable progress and enduring results. Ingersoll Rand’s Climate and Industrial businesses focus on providing reliable, energy-efficient and sustainable solutions to help customers address energy consumption and improve productivity.

Energy efficiency is often hailed as the smartest approach to the looming global energy consumption crisis, with potential energy savings worth more than $1 trillion in the United States alone. We possess the needed expertise — and that matters because the increase in global energy demand will reach the equivalent of 2.37 trillion barrels of oil by 2040 if left unchecked. It matters because buildings alone will consume 40 percent of all energy over the next 20 years. In addition, consider that the manufacturing and transportation industries will expend another 30 percent and 28 percent, respectively, over the same timeframe. Globally, the urban population will nearly double, increasing to 6.4 billion people, by 2050. To respond to the challenge of rapid urbanization, we will continue to build our local capabilities to provide solutions that are important to our customers, our company and the world we live in.

We are passionate about improving the world, and Ingersoll Rand, every day. Our pursuit of excellence is more than words. It’s a measurable approach to improving our business and making a difference.

Our expertise is demonstrated through the new products and services introduced in 2013. Products like the Trane® Stealth™ air-cooled chiller that delivers low sound levels and is one of the world’s most environmentally friendly HVAC systems, and the Ingersoll Rand Centac C800 centrifugal air compressor that significantly improves productivity and operational costs for our customers.

The imperative to address long-term reductions in energy demand and the continual need to meet increasing industrial globalization with productivity is compelling. Ingersoll Rand’s climate and industrial businesses focus on providing reliable, energy-efficient and sustainable solutions to help customers address energy consumption and improve productivity.

Michael W. Lamach
Chairman and Chief Executive Officer
At International Paper, our sustainability success — like our business success — is guided by one simple ideal: Do the right things, the right way, for the right reasons. Our 70,000 employees around the globe are united in our quest for continuous improvement, and they are the reason International Paper’s best days are ahead.

As the world’s largest packaging and paper company, wood fiber is essential to sustaining our business, with more than 7,000 trucks filled with wood arriving at International Paper’s global operations daily. Our use of this valuable renewable resource carries with it accountability for good stewardship and a responsibility to promote sustainable forest management worldwide. We embrace this leadership role through our actions, our advocacy and our numerous global collaborations.

In Russia, we operate the largest third party-certified forest area in the nation — more than 10 million acres. In India, we are helping more than 40,000 family farmers generate much-needed income and contribute to forest cover through a unique farm-to-forestry program. In Brazil, International Paper has developed eucalyptus plantations that produce high-quality, fast-growing trees. These plantation forests are renewable and are the sole source of wood fiber for our Brazilian operations.

In the United States, demand for our sustainably sourced products contributes to the continued responsible management of more than 21 million acres of working forests across the nation. In 2013, our $7.5 million contribution to the National Fish and Wildlife Foundation created a pioneering partnership called the Forestland Stewards Initiative. This initiative 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.

While forests are the lifeblood of our business, International Paper’s sustainability commitment doesn’t end at the forest’s edge. It touches the entire life cycle of our products, from our manufacturing operations through end-use and recycling. In addition to our products being made from renewable resources, 70 percent of the energy used in our manufacturing processes is self-generated using renewable wood-based biomass, and most of the products we make are reusable and recyclable.

We believe that transparency and accountability are critical to our sustainability progress, and we’re committed to continuous performance improvement in everything we do. We’ve set 12 voluntary sustainability goals with an initial 2020 target date. As we make steady progress, we continue to challenge ourselves to raise the bar even higher.

At International Paper, our sustainability success — like our business success — is guided by one simple ideal: Do the right things, the right way, for the right reasons. Our 70,000 employees around the globe are united in our quest for continuous improvement, and they are the reason International Paper’s best days are ahead.

John V. Faraci
Chairman and CEO
Sustainable Consumption
As a company that creates some of the world’s most iconic advertising and marketing campaigns for the world’s biggest brands, Interpublic has an extra responsibility to make sure the messages we communicate and how we deliver them are in sync with the long-term health of the environment.

Sustainability — building our business practices around social and environmental considerations — has become a core value for Interpublic. We approach sustainability as an opportunity for growth and innovation, understanding that efficiently managed resources drive employee creativity, stakeholder engagement and relevance in an increasingly connected world.

As part of Interpublic’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 towards more environmentally responsible products and can result in consumer behavior changes that positively impact the environment.

Policy in Action
Interpublic has adopted a sustainability policy that encourages reducing waste and minimizing carbon emissions by focusing on:

- Using energy more efficiently;
- Instituting recycling programs;
- Managing travel efficiently; and
- Employing green practices in real estate holdings.

Results
We put our sustainability policies into practice, both at the corporate and agency levels. In addition to working with our clients to build sustainable programs for their brands, we have spearheaded agency programs, as well as corporate initiatives, around information technology and real estate. We’ve recently initiated a program that enables employees traveling for business to take carbon emissions into consideration when booking their flights. Measurable progress in furthering our sustainable practices includes:

- A 49 percent reduction in square footage of enterprise-level data centers since 2008;
- An 11 percent reduction in the number of physical servers made possible by increasing virtual servers;
- A 66 percent reduction in power consumption from enterprise data centers since 2008;
- Seven agencies upgraded to Leadership in Energy and Environmental Design (LEED) Certification standards since 2007;
- Three million dollars in savings due to furniture recycling from 2007 to 2012; and
- A 23 percent reduction in rentable square foot per employee from 2004 to 2012.

Conducting our business sustainably is no longer an option, but a business mandate. Consumers want to do business with sustainable companies and the best talent wants to work at businesses that understand its importance. There is much work still to be done in our sustainability efforts, but we are proud of the progress we’ve made so far and of the direction in which we are headed.

Michael I. Roth
Chairman and CEO

www.interpublic.com/about/sustainability
ITC has long regarded environmental sustainability as integral to our operations as we pursue our vision of modernizing America’s power grid. From planning our projects with the best interest of the environment in mind to recycling at our facilities, ITC focuses on sustainability efforts that set a positive example for other businesses and the communities we serve.

As the nation’s leading independent electric transmission company, we are committed to the safe, effective and responsible management of materials, properties and emissions in ways that are both responsible and environmentally sound. Reduction of waste is one example of these efforts, which extends from our field operations to our facilities and employees.

**Field operations**

In the field, improving the high-voltage power transmission system can present a challenge in how we handle decommissioned equipment and infrastructure that is being replaced and upgraded. ITC decommissioned 6.2 million pounds of equipment from the electric transmission network last year, including circuit breakers, transformers and other metals. That’s equal to a fleet of 280 school buses worth of metal. Disposal of these materials is handled in a way that keeps useable resources out of the landfill and encourages recycling. These efforts support our ISO-14001-based Environmental Management System.

**Greener facilities**

Related waste reduction efforts are under way at several ITC facilities. By removing wood, cardboard, paper and plastic from the general waste streams and recycling these materials, we have reduced the average volume of material sent from our warehouses to landfills by 50 percent over the past two years. At two warehouses, we now compact and send waste that cannot be recycled to energy recovery facilities, converting what trash remains into electricity.

**Employee engagement**

Employees at our corporate headquarters in Novi, Michigan, have embraced their own waste reduction effort. An audit conducted by the ITC Green Team showed that about 55 percent of the waste generated onsite — much of which could be recycled — was going to a landfill. The audit led to the creation of a program to achieve zero landfill in the building by 2016. We strategically installed recycling stations and signage around the building to make recycling easier and will incorporate composting of food waste and a waste-to-energy stream to achieve the ultimate goal.

With a strong sense of corporate responsibility, ITC will continually improve our environmental performance as we work to build a 21st century power grid as the foundation for a more competitive America.

---

**Joseph L. Welch**

Chairman, President and Chief Executive Officer
At ITT, all of our more than 9,400 global employees invest themselves every day in finding new ways of solving complex problems, leveraging technology and working smarter. By continually trying to find the best, most sustainable solution for our customers, we both differentiate ourselves and help create a positive enduring impact for generations to come.

Denise L. Ramos
CEO and President
For 128 years, Johnson & Johnson has pursued and delivered transformative solutions to challenges in health and wellbeing. Our Credo reflects the character, ethics and values that define us and sets out the responsibilities of a strong, creative, growing and sustainable global organization in the 21st century.

Penned more than 70 years ago, Our Credo serves as our compass for the way we guide, grow and sustain our business, outlining our responsibilities to customers, employees, communities and shareholders. The Johnson & Johnson Credo is our foundation for citizenship and sustainability and informs our priorities: advancing human health and wellbeing, safeguarding the planet, and leading a strong and responsible business. These priorities are central to our aspiration that, by caring for the world, one person at a time, we will help billions of people live longer, healthier, happier lives.

As the world’s largest health care company, we continue to expand our efforts and engage in collaborative projects to advance global health on multiple levels. In 2010, we made a significant five-year commitment to the United Nations’ (UN) Millennium Development Goals to improve the lives of women and children worldwide, and we are on track to deliver our commitments by 2015.

Our newly formed Janssen Global Public Health team combines the best of our innovative access models with our core strategy to drive better outcomes, improve quality of life and sustainably advance health care. Our work with the Stop TB Partnership to facilitate access to SIRTURO®, a tuberculosis therapy with a new mechanism of action discovered and developed by our scientists, will have a major impact on lives. We will continue these and others efforts in response to the world’s health challenges.

We are leading a strong and responsible business in many ways. In 2013, we joined the UN Global Compact and are committed to its principles, many of which have been embedded in our business practices for decades.

In 2011, based on consumer suggestions, we made a commitment to reduce or eliminate certain ingredients in our baby care products by the end of 2013. In doing so, we became the first major company to set and meet this public commitment.

In January 2014, we entered into a novel agreement with Yale School of Medicine’s Open Data Access Project that extends our commitment to sharing clinical trial data to enhance public health and advance science and medicine. We are the first company to collaborate with an independent third party to review and make decisions regarding every request for data.

We are conscious, too, of our impact on the environment, the health of which is inextricably linked to our efforts in human health. In 2013, the CDP named us the S&P 500 health care sector leader for our energy and carbon reduction programs, and we maintained our membership in the CDP Leadership Index for the fourth consecutive year.

For 128 years, Johnson & Johnson has pursued and delivered transformative solutions to challenges in health and wellbeing. Our Credo reflects the character, ethics and values that define us and sets out the responsibilities of a strong, creative, growing and sustainable global organization in the 21st century.

Alex Gorsky
Chairman and Chief Executive Officer
For 128 years, Johnson Controls has been committed to sustainable development and protecting the environment; we consider it our social and corporate responsibility. Sustainability is a core value and a competitive advantage for us, integrated into our daily activities and our long-term objectives. Through our products, services, operations and community involvement, we promote the efficient use of resources to benefit all people and the world.

As we continue to align environmental, social and governance responsibilities with economic priorities, Johnson Controls sees positive results for our business, our communities and our planet.

All business units work aggressively to reduce environmental footprints and increase sustainability. A few examples:

- Automotive Experience has implemented an energy management program, with 107 projects already approved for an estimated $814,000 in savings.
- Building Efficiency’s San Antonio, Texas, chiller factory improved its leak testing process, eliminating 85,000 metric tons of greenhouse gas emissions and saving $854,000 a year in refrigerant.
- Power Solutions’ battery recycling plant in Florence, South Carolina, won the grand prize in Industrial Treatment and the W. Wesley Eckenfelder, Jr. Industrial Waste Management Medal from the American Academy of Environmental Engineers for its integrated storm water and wastewater treatment facility.

While we’re committed to internal operational improvements, Johnson Controls makes an even bigger contribution to sustainability through products and services that improve energy, water and resource efficiency for customers and consumers. In the automotive sector, we introduced a proprietary door panel material, which is 39 percent lighter than traditional materials and produces 35 percent less waste. We have also achieved a 98 percent recycling rate for our automotive lead-acid batteries in North America and continue to expand our ecosteps® battery recycling program in Europe and Latin America. And, in facilities all across the globe, our performance contracts have helped customers reduce greenhouse gas emissions by 19 million metric tons since 2000.

In addition, our commitment to strengthening communities through environmental conservation, social service and education continues to have an impact where we work and operate. In 2013, we donated $14.3 million and 20,000 employees in more than 65 countries logged more than 200,000 volunteer hours to support these efforts.

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.

Alex A. Molinaroli
President and Chief Executive Officer
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.

Recognizing that our greatest strength comes from the more than 63,000 dedicated employees who create a culture of caring and our strong reputation for quality, Kindred’s priority is to take care of our teammates. We put this into action through a commitment to health and wellbeing, professional development, and creating a culture of safety designed to make our work sites as safe as possible.

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 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.

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 $4.3 million in assistance to more than 3,900 employees facing challenging and catastrophic life events. Similarly, our compassionate employees paid it forward to their teammates in need by donating nearly 6,700 hours in paid time off in 2013 alone.

As the nation’s 145th largest nongovernment employer, we believe it is our responsibility to improve our communities and the environment. Kindred’s support of charitable organizations is an example of this good corporate citizenship.

We share a commitment to participating in and supporting ongoing efforts to raise awareness and critical funds for the diseases and conditions that most affect our patients. We proudly provide matching donations to funds raised by employees to make a positive impact in local communities.

Through the Kindred Foundation, we have strong national and regional partnerships with the American Lung Association, the American Heart Association and the Alzheimer’s Association.

Through our health benefits, we provide opportunities that encourage wellness, reward healthy lifestyles, and provide tools that will lead to a vibrant and smoke-free workforce. Building on this, effective April 1, 2013, we became tobacco free at all of our hospitals, all of our nursing centers, and our support center. Being tobacco free is a logical extension of our mission, given that many of the patients and residents we serve have illnesses related to tobacco use.

As strong stewards to our communities, we also believe that it is our responsibility to do our part to reduce energy use and invest in a greener future. In 2010, Kindred officially signed onto the Kentucky Save Energy Now program. In 2011, Kindred reduced energy consumption from the 2009 baseline by an amount equivalent to the annual greenhouse gas emissions from 191 passenger cars or the carbon dioxide emissions from the electricity use of 122 homes for one year. We furthered this investment and reduced our use of electricity at our support center by 19.4 percent from 2012 to 2013.

Paul J. Diaz
Chief Executive Officer
Sustainability is an essential element of KPMG’s business strategy. Our responsibility to communities and the marketplace drives us to implement sustainable principles, which adds value for our clients and reflects the values of our professionals.

KPMG defines sustainability in broad terms: Integrity for market sustainability, Living Green for environmental sustainability, Corporate Citizenship for community sustainability, and Diversity and Inclusion for talent sustainability. By acting on four distinct pillars, we can engage multiple stakeholders — from clients to our colleagues’ families — and accomplish complementary goals, such as connecting corporate citizenship programs on youth education to a long-term investment in building a diverse talent pipeline.

For talent sustainability, we continue to foster a diverse and inclusive culture that attracts the best and the brightest and provides them with opportunities to build great careers. KPMG is consistently ranked among DiversityInc’s Top 50 Companies for Diversity and Working Mother’s Best Companies for Working Mothers. We’ve also earned a 100 percent score on the Human Rights Campaign’s Corporate Equality Index for 10 consecutive years.

On corporate citizenship, KPMG partners and employees donate millions of dollars and volunteer thousands of hours each year, supporting youth education, disaster relief and rebuilding, and research to cure devastating diseases. In 2013, we celebrated the fifth anniversary of our flagship corporate citizenship program, KPMG’s Family for Literacy (KFFL), which brings together employees and their families to put new books into the hands of children in need. Since KFFL’s inception, we’ve provided more than 2 million books to fight childhood illiteracy. Last year, we committed to expanding our impact by pledging to donate a book for every new hire.

We continue to live green, reducing our carbon footprint and cutting energy and water consumption. KPMG’s global network of firms was recognized as Sustainable Firm of the Year for 2012 and 2013 by a leading accounting industry publication. And in 2013, we began working with the Arbor Day Foundation to plant a Ponderosa pine tree in the Tahoe National Forest in California in honor of every partner and employee joining KPMG.

And to ensure market sustainability, we act with integrity, inspiring confidence for clients and assuring everyone from large companies to individual families who invest in the capital markets.

I’m proud of the progress we’ve made on a multitude of sustainability efforts, and we will continue to make a difference in the communities where we live and work.

John Veihmeyer
Global Chairman, KPMG and Chairman and Chief Executive Officer, KPMG in the U.S.
Macy’s, Inc. established a five-point action plan for sustainability in 2008. It has served as the roadmap for our ongoing commitment to reducing our company’s carbon footprint. We have made continuous improvement, and we are delighted to report a number of significant accomplishments during 2013.

- Macy’s reduced electricity consumption by another 1 percent. Since 2002, our electrical usage on a kilowatt per square foot basis has been reduced by 38 percent, one of the most effective records of any large organization.
- We added 14 new solar power installations, bringing our total to 55 on Macy’s, Inc. buildings. In total, they generate 17,603,055 kilowatts of renewable energy each year.
- We installed an innovative Bloom Energy electricity generating system at the Macy’s online fulfillment center in Cheshire, Connecticut. It delivers more than 5 million kilowatts and provides backup generation. This system reduces carbon dioxide emissions by about 38 percent.
- We received Leadership in Engineering and Environmental Design (LEED) Gold certifications on two Macy’s stores in New Mexico and four in Maryland. Two additional sites are expected this spring as well as certifying sites in Nevada later in 2014.
- We accepted the Better Buildings Challenge from the U.S. Department of Energy to reduce energy by 20 percent by 2020. Our showcase project (the Macy’s store in Metro Center, Washington, DC) is already using 30 percent less electricity.
- We reduced airfreight and shipping for our private brand merchandise and saved 24,000 metric tons of carbon dioxide emissions.
- We expanded our use of LED lighting in new and remodeled stores. We already have more than 1 million LED lamps installed in Macy’s stores.
- We recycled 69,396 tons of cardboard, plastic, hangers, pallets, paper and other materials for a 15 percent increase over 2012.
- We also recycled 124,000 pounds of spent gift cards.
- We increased the usage of certified or recycled marketing paper to 95 percent, reaching our goal one year earlier than planned.
- We grew electronic sales receipts to 6 percent of our transactions as a means to reduce paper usage.
- We piloted a sustainability tracking system, Green Grade, for every Macy’s store to measure use of energy, paper and recycling.

To learn more, I invite you to read the Macy’s, Inc. Report on Sustainability (macyinc.com/SocialResponsibility) and visit our environmental sustainability website, macysgreenliving.com.

Terry J. Lundgren
Chairman, President and Chief Executive Officer
Marathon Oil Corporation creates value by responsibly producing oil and natural gas vital to meeting growing global energy needs. In doing so, we act responsibly toward our shareholders and business partners, support those who work for us, and strive to improve the communities where we operate.

Our goal is to be recognized as the premier independent exploration and production company, and to accomplish this, we must successfully execute the strategic imperatives that guide our efforts. These imperatives begin with an uncompromising focus on our long-standing core values of health and safety, environmental stewardship, honesty and integrity, corporate citizenship, and a high-performance team culture. Our values help us protect our license to operate and drive business performance.

To achieve sustainable and profitable growth, Marathon Oil is accelerating activity in our U.S. unconventional resource assets — the South Texas Eagle Ford Shale, North Dakota Bakken Shale and Oklahoma resource basins. These resource plays are at the forefront of the technology-driven renaissance in the American oil and gas industry, which is making vast hydrocarbon resources available for the economic growth and energy security of our nation.

We recognize that the same spirit of technological discovery and innovation that is driving the renaissance in the oil and gas industry can and will drive our ability to develop these important energy resources with less impact on the environment. With a clear vision and sense of purpose, we are building a sustainable business by addressing the social, environmental and economic challenges that come with growth. We believe that developing oil and gas resources in a safe, environmentally sound and responsible way is not only possible, but also vital to the sustainability of Marathon Oil, the communities we call home and our industry.

To illustrate our commitment to sustainability, in the Eagle Ford we are using hydraulic fracturing technologies that minimize water usage and allow us to optimize each well. We also continue to build midstream infrastructure to transport our production by pipeline. Both of these efforts reduce truck traffic and its effects on roads, public safety and air emissions. In addition, we plan to use nonfresh water for the majority of our water needs in the Eagle Ford during 2014.

These are just a few examples of ways we are working to create, grow and sustain our business by being a responsible operator, partner and neighbor.

Lee M. Tillman
President and Chief Executive Officer
For generations, Americans have relied on Massachusetts Mutual Life Insurance Company (MassMutual) to help them secure their future and protect the ones they love. We are committed to being there for our policyowners and customers, whether they need us today, tomorrow or decades from now.

Our focus on the long term is not just limited to providing financial security; it extends to the world around us. We are committed to helping foster a sustainable environment through our conservation efforts, the efficient operation of our facilities and our use of renewable energy.

We are proud that our Springfield, Massachusetts, headquarters is certified at the Silver level by the Leadership in Engineering and Environmental Design for Existing Building (LEED-EB®) program of the U.S. Green Building Council. We continue to benefit from the energy converted by the 1,750 solar panels on the roof of our main building on campus. Last year, the panels provided 384,000 kilowatts per hour (kWh) of electricity, supplying 3 percent of the building’s energy and heating 50 percent of the water used.

In 2013, we built on this work, starting construction on a new data center that will include state-of-the-art technology and energy-efficient components and position us for future growth. The data center will save an estimated 2.8 million kWh per year.

We also completed a parking lot expansion project, which included the construction of a rain-harvesting system as well as the creation of more than a dozen parking spaces outfitted with charging stations for electric vehicles. The rain collected by the harvesting system will be used to irrigate campus grounds, reducing our use of local water.

Our commitment to sustainability is also reflected in the green commute programs we promote to our employees. Our campuses include reserved parking spaces for employees who carpool, and we regularly offer information on local vanpool programs. In 2013, the Massachusetts Department of Transportation recognized our efforts and the depth of our vanpool program with the Leadership in Commuter Options and Pinnacle awards.

For a company focused on providing for the next generation, our commitment to environmental stewardship comes naturally to us. As we move forward, we will continue to strive towards a more sustainable environment, building a better company and a better community.
Technology plays a central role in creating a better quality of life, regardless of geography or socioeconomic status. It is through a constant drive to innovate and think differently that both consumers and businesses benefit from the improved access to financial tools and education.

Today, more than 2.5 billion adults in the world don’t have a bank account, and billions more don’t use their bank account regularly. This leaves more than half the world’s population without the things we take for granted. Technology enhances their ability to participate in and help grow an economy that’s more equitable, sustainable and inclusive.

But technology alone is not enough. Having government and business work in partnership is the fastest, most efficient route to financial inclusion.

The public sector drives regulation and helps create a good business climate. And the public sector represents the single largest flow of money to the financially excluded. The private sector brings distribution, innovation, efficiencies and the capacity to execute.

Mastercard has been at the forefront of working across these groups and driving action on social sustainability, including:

- Developing and launching the Center for Inclusive Growth to support academic research and provide strategic philanthropic investments that further financial inclusion around the world.
- Working with countries such as South Africa on programs to harness our technology to deliver social benefits to millions of grant recipients.
- Partnering with organizations like the United Nations’ World Food Programme to further revolutionize food assistance delivery through digital food.
- Collaborating with Mercy Corps in Myanmar to launch programs that help women acquire the critical business, financial and managerial skills they will need to grow new businesses.

From an environmental perspective, Mastercard focuses on energy conservation, recycling and pollution control to decrease our overall environmental footprint.

We’re proud to do our part, but we know that we cannot rest on our laurels.

We need to continue to help create, grow and sustain a future that delivers on the promise — a promise rooted in the successes of today and the innovations of tomorrow. If we do, all of these pieces come together to make an impact and be a force that drives change.

Ajay Banga
President and CEO
As a leader in responsible business practices, we leverage our diverse resources to provide customers and markets with the insights they need to create a more sustainable world. Equally important, we empower our employees to help reduce our operational environmental footprint through education campaigns and our Global Green Team network.

At McGraw Hill Financial, our commitment to environmental responsibility is reflected throughout our operations and the essential intelligence we offer clients around the world. As a leader in responsible business practices, we leverage our diverse resources to provide customers and markets with the insights they need to create a more sustainable world.

In 2013, we continued to help build a greener future by offering our customers data, analytics and benchmarks to make better informed decisions based on environmental sustainability considerations. For example:

- **S&P Environmental Indices and Ratings**: We offer the S&P Dow Jones Indices Environmental, Social and Governance (ESG) Index Series that measures the performance of companies that have demonstrated superiority in the areas of ESG responsibility. We provide indices that include companies involved in green investing themes such as clean and alternative energy. We continue to expand our presence in the clean energy market, rating the first solar panel securitization and the first offshore wind transmission project.

- **Thought Leadership and Innovation**: We collaborate with key partners in the green investment community such as the World Economic Forum’s Green Growth Action Alliance. We are partnering with HSBC and Aviva Investors on a project that will inform policymakers about environmental risk from a financial perspective. We conduct research around climate change, including a joint research report with Carbon Tracker on how carbon constraints could affect the credit quality of the oil and gas sector.

- **Reports and Publications**: We publish J.D. Power’s Electric Vehicle Ownership Experience Study, which provides forecasts regarding consumer demand for alternative-power vehicles. We develop white papers about relevant topics including green infrastructure through the McGraw Hill Financial Global Institute, and we produce “Platts Energy Week,” a weekly television program focused on energy policy and environmental issues.

Equally important, we empower our employees to help reduce our environmental footprint through environmental education campaigns and our Global Green Team network. We are proud of our accomplishments and the recognition that we’ve received including being listed in Trucost’s inaugural Natural Capital Leaders Efficiency Index. We remain committed to addressing climate change through our practices, products and thought leadership and look forward to our ongoing role in enabling the sustainable growth of markets and communities around the world.

Douglas Peterson
President and CEO
In the nearly two centuries since McKesson was founded, our industry has seen many transformations. Yet we 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 incorporating business practices that promote better health for the environment and better quality of life for our employees.

- **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 (CNG) engines in our U.S. Pharmaceutical sales fleet. Between fiscal years 2012 and 2013 alone, fleet usage decreased 22 percent, fleet carbon dioxide emissions (in pounds) decreased 24 percent and average carbon dioxide emissions per vehicle decreased 30 percent.

- **Building Efficiency:** McKesson uses the Environmental Protection Agency’s ENERGY STAR® Portfolio Manager to benchmark our facilities. To date, we have benchmarked 114 buildings across our U.S. portfolio. Twenty-five qualify as ENERGY STAR®, totaling 2.4 million square feet. Our headquarters building in San Francisco earned an ENERGY STAR® rating of 94 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 in adjusting operations, driving decreased carbon emissions and reduced fuel consumption.

- **Employee Environmental Councils:** McKesson’s Environmental Councils drive awareness of local environmental initiatives and help scale enterprise-wide sustainability programs. The 60 councils represent a variety of locations, from offices of 10 to 2000 employees to distribution centers. These councils lead our Green Week program, including activities, such as Fossil Free Friday, that encourage employees to make personal choices that can reduce carbon emissions.

At McKesson, we’re incredibly 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.

**John Hammergren**
Chairman, President and Chief Executive Officer

Through nearly two centuries, McKesson has remained committed to the shared purpose that defines our company: driving better health for our customers, employees and communities. Core to this commitment is our focus on business practices that promote better health for the environment and better quality of life for our employees.
Medtronic recognizes that responsible management of our economic, environmental and social impacts is important to our reputation and success in the global markets we serve. Our corporate citizenship strategy is structured around five pillars:

- Global leadership in addressing chronic disease;
- Collaborative culture of innovation;
- Responsibility in the marketplace;
- Total employee engagement; and
- Progressive environmental stewardship.

Progressive environmental stewardship reflects a commitment to conserve natural resources, promote energy efficiency and eliminate waste. We have created a leadership team across the Medtronic enterprise to ensure that these efforts receive appropriate focus and visibility and that we hold ourselves accountable for obtaining and reporting our results while striving for continuous improvement.

Since 2007, we have

- Reduced carbon dioxide emissions by 32 percent;
- Reduced water use by 31 percent;
- Reduced energy use by 15 percent; and
- Reduced nonregulated waste by 13 percent.

We’ve also cut our volatile organic compound emissions by 45 percent in the last six years, achieved in part through efforts at our diabetes business headquarters in Northridge, California. It’s a great example of engaging employees to achieve sustainability goals. In order to reduce air emissions, the facility needed to reduce the use of isopropyl alcohol (IPA), a popular chemical solvent used during manufacturing cleaning processes. Off-the-shelf custom cleaning equipment didn’t meet our objectives, so our employees designed and built their own machine. Their IPA Recirculating Cleaner was approved by regulators and is now used at the site, resulting in a near 80 percent reduction in IPA consumption.

Other recent environmental sustainability examples include a program to recycle precious metals from pacemakers and other implantable devices that are no longer in use in patients and redesigning packaging of our cardiovascular products to reduce waste.

While we are pleased with these accomplishments, we are committed to doing more. With our breadth and depth of products and therapies, extensive partnerships, and enduring commitment to our mission, Medtronic is helping transform global health care and, with it, the lives of millions of people around the world.

Omar Ishrak
Chairman and Chief Executive Officer
At Microsoft, we believe that information technology has tremendous potential to help us address environmental challenges and attain a clean-energy future. We are mindful that environmental stewardship needs to begin in our own operations. To this end, we seek to serve as a model in how we demonstrate our commitment to environmental sustainability. This includes: delivering on our commitment to be carbon neutral, working with customers and partners to uncover new ways for technology to help us better understand our planet, and using natural resources more efficiently.

Making our operations carbon neutral
Microsoft has set an internal price on carbon as part of our carbon-neutral commitment. Our approach helps us prioritize the purchase of renewable energy and drives our investment in alternative energy creation technologies. Our commitment to carbon neutrality has resulted in a doubling of our purchase of renewable energy credits to 2.3 billion kilowatt hours. Last fall, we expanded our direct purchase of renewable energy, including a 20-year agreement to buy 110 megawatts of wind energy in Texas. We have also created innovative new data center designs ranging from an off-grid data center powered by biogas from a sewage treatment plant to a new approach of integrating fuel cells directly into a datacenter.

Developing next-generation technologies to protect our environment
Through Microsoft Research, we have teams of computer scientists who are using the power of big data to understand complex environmental challenges in ways they never have before. This deeper understanding of the planet’s various ecosystems can enable scientists and policymakers to take more informed and holistic approaches to addressing environmental challenges from the very local to the truly global level.

Reinventing cities with IT
More than half the world’s population lives in cities, and that number is expected to reach 70 percent by the year 2050. Microsoft’s CityNext initiative helps cities drive transformative, technology-based improvements to deliver services more efficiently. For example, we are working with Seattle to implement a smart building pilot that should lead to energy and operating savings between 10 and 25 percent. In Buenos Aires, we are using data to optimize public transportation systems for greater efficiency and citizenship engagement. Around the world, Microsoft is working with customers and partners to create and accelerate cloud-based technology solutions that will enable a more sustainable future.

Satya Nadella
Chief Executive Officer
Every day, Motorola Solutions employees are working to fulfill our promise — we innovate to mobilize and connect people in the moments that matter. We know that our solutions and services are in use around the world supporting a wide variety of communities and industries: keeping first responders better informed and connecting workers in any situation — from hospitals and hotels to mines and manufacturers — to the real-time information needed to increase productivity and reduce errors.

**Sustainability**

In 2011, we helped launch Solutions for Hope, a secure supply chain project that responsibly sources the mineral tantalum from the Katanga province in the Democratic Republic of Congo (DRC) without the involvement of illegal armed groups. Tantalum is used to manufacture certain capacitors that enable electronic products and is derived from the mineral coltan, which is found in rich supply in the DRC. This method of responsible sourcing is also known as “conflict free.” As a result, Solutions for Hope not only validates that “conflict minerals” do not enter the supply chain but also helps create economic benefits for the area’s miners and their families.

Inspired by the Solutions for Hope model, in 2012, we partnered with the Dutch Foreign Ministry and helped launch the Conflict Free Tin Initiative to source tin from the DRC province of South Kivu. And in 2014, we announced an expansion of the Solutions for Hope project to include the province of North Kivu, the conflict-prone area of the DRC.

**Environmental Impacts**

Around the world, Motorola Solutions employees are working to reduce the environmental impact of our own operations. For example, we have established goals to:

- reduce total waste by 10 percent by 2015 (from 2011 levels normalized to headcount),
- reduce total water consumption by 5 percent by 2015 (from 2011 levels),
- increase our global use of electricity from renewable sources to 30 percent by 2020, and
- increase our recycling rate to 90 percent by 2015.

**Community**

The Motorola Solutions Foundation supports the communities where our employees live and work. It focuses on supporting programs that advance science education and public safety. Through our 2013 grants programs, the foundation bestowed more than 200 grants to organizations in 40 countries, providing more than 700,000 students, teachers and first responders with the training to make their communities safer, more sustainable and better educated.

---

Greg Brown
Chairman and CEO
As environmental, social and corporate governance (ESG) issues become more prevalent in the capital markets, investors, stakeholders and regulators are using new data to drive their decisions. NASDAQ OMX is committed to smart and sustainable business practices and actively supports the development and refinement of established and emerging sustainability reporting channels. By doing so, we recognize both the risk and reward sides of good ESG practices.

Our sustainability mission starts with information and engagement. Briefings on this topic are provided to the board of directors, the NASDAQ Listing and Hearing Review Council, and other stakeholders. Our intranet communicates sustainability news and opportunities to our employees. And we use our corporate website — and the power of our brand — to publish useful information for the public.

Long-term stockholders frequently acknowledge our efforts to promote and support ESG efforts, both internally and externally, and laud our leadership in pushing for better ESG practices at global stock exchanges. Financial services providers believe that sustainability reporting in general has received a boost from our efforts to integrate good ESG data into the investment data mix. In addition, listed companies have signaled their interest in our program by participating in live events, online webinars and outreach programs.

What is the endgame? We want to increase investor engagement with exchanges, expand issuer understanding of the purpose and value of ESG disclosures, and clearly define the role that exchanges play in ESG issues.

Create. NASDAQ OMX is working with fellow exchanges around the world in an attempt to create reasonable, actionable and material ESG disclosure guidance for listed companies. We continued this effort in 2013 by collaborating with various convening organizations, such as the United Nations Sustainable Stock Exchanges Initiative and the World Federation of Exchanges. If successful, this effort could ultimately improve ESG transparency for most of the world’s public companies.

Grow. We actively encourage and empower growth at our listed companies. We use our iconic MarketSite location in New York City to host sustainability events for listed company attendees, each one focused on a specific aspect of sustainability. Content from these meetings is frequently converted into educational content, and additional events are offered as webinars. During 2013, NASDAQ OMX participated in 26 speaking opportunities, panel discussions and event sponsorships relating to ESG issues.

Sustain. We continually strive to make our own operation more sustainable. First and foremost, we are remodeling our iconic MarketSite office and tower in Times Square in order to make the space more efficient. NASDAQ always tries to increase the number of Leadership in Energy and Environmental Design (LEED) and other environmental certifications for our global offices. NASDAQ OMX Helsinki again received the WWF Green Office diploma and continued its groundbreaking work as the first exchange in the world to go carbon neutral. NASDAQ OMX also fostered the creation of a women’s networking support group within the company, which will help us attract, retain and develop a diverse workforce.

Robert Greifeld
Chief Executive Officer

nasdaqomx.com/sustainability
Savings came from typical “blocking and tackling” maintenance. We tuned burners, repaired furnace seals and balanced kilns for a significant savings. A new heat exchanger at one of our plants reduced natural gas costs by almost 5 percent.

The most significant energy savings National Gypsum realized in 2013 was the optimization of a cogeneration turbine at the Burlington, New Jersey, plant. The turbine, installed in late 2012 and operated by Recycled Energy Development, provides electricity to the plant. Additionally, waste heat from the turbine is funneled to the plant’s board dryer, providing almost half of the equipment’s process heat. Using the turbine gives us a better drying profile, and the computers controlling the temperature can lower the heat by approximately 20 percent. After one year of operation, the turbine allowed us to reduce our carbon dioxide emissions by 12,000 tons. As a bonus, the plant had electricity after Hurricane Sandy devastated the area. This gives us an extra sense of security about the power supply.

Additional savings came from typical “blocking and tackling” maintenance. We tuned burners, repaired furnace seals and balanced kilns for a significant savings. A new heat exchanger at one of our plants reduced natural gas costs by almost 5 percent.

We have discovered little changes make a big difference in energy costs. We have worked to relamp our manufacturing facilities, and last year, we did the same at our headquarters. By changing just light fixtures, we will save thousands of kilowatts annually. Working with an energy consultant on the HVAC system for the 35-year-old building promises savings of 35 percent annually. We expect to raise our ENERGY STAR® Score to 67 and possibly generate another 20 percent in savings. We have explored Leadership in Energy and Environmental Design (LEED) certification for the Charlotte office, built in 1978, and have achieved “All But Certified” documentation.

National Gypsum is chipping away at energy costs to support our commitment to sustainable green building policies and clean, efficient manufacturing.

Thomas C. Nelson
Chairman, President & CEO
Navistar is driving to deliver on a corporate plan that provides great products to our customers and clear value to our shareholders. While our approach is focused on delivering results in the near term, it is also aligned with driving economic, social and environmental benefits over the long term, which is the essence of sustainability. And to achieve long-term success in these dimensions, we are continuously improving our products and the way we do business.

Our products are meeting emissions requirements today using proven technology. In recent months, we have successfully added multiple vehicles to our lineup that deliver low emissions using selective catalytic reduction emissions technology. These new, clean vehicles include heavy trucks, medium trucks and school buses. And while we’ve met immediate requirements, we’ve also continued to look ahead to ways of meeting customers’ needs in the future.

In our Project Horizon concept vehicle, Navistar’s engineers and product designers use advanced yet available technologies to demonstrate the potential for future improvements in fuel economy, safety and ease of operation, while simultaneously reducing vehicles’ emissions of greenhouse gases (GHGs). This builds on our traditional leadership in aerodynamics, which has made our heavy-duty vehicles among the most fuel-efficient products on the road.

We are working diligently to reduce the carbon footprint of our business and products and to minimize our environmental impacts during the entire product life cycle. Approximately 90 percent of the content by weight of our vehicles is recyclable, and we are looking for opportunities to increase the use of recycled and recyclable content in our products.

We’re also making progress on operational innovations, including lean processes that reduce waste and energy use while keeping employees healthier and safer. Navistar’s truck and engine manufacturing facilities are ISO 14001 certified. We are on track to reduce our facilities’ emissions of GHGs by 20 percent, using 2008 as a baseline, and to increase the percentage of waste we recycle to 55 percent by 2015.

We’re proud of our record of innovation and of sharing our expertise with the communities where we live and do business. This includes supporting the education of the future engineers and diesel technicians who are so necessary to our industry.

Troy A. Clarke
President and Chief Executive Officer
NextEra Energy, Inc. is proud to contribute to the Business Roundtable 2014 Sustainability Report, because we recognize the central role that businesses must play in investing responsibly in our future and improving our way of life. Thanks to our great customers, terrific employees, and committed suppliers and business partners, NextEra Energy is the number one producer of zero-emissions wind energy, a leading producer of zero-emissions solar energy and has among the lowest emissions profiles of any U.S. company in our industry.

At its heart, our story is simple: We execute with excellence projects that generate and deliver clean, reliable and affordable energy. And, by doing what we say we’ll do, we’ve provided numerous benefits for our customers, communities, employees and, in particular, our environment. Here are just some of the achievements we’re most proud of.

We’re making significant investments in emissions-free generation:

- Over the past six years, we’ve upgraded six existing nuclear units, adding approximately 700 megawatts (MW) in net generating capacity — roughly equal to a midsize power plant.
- In 2013, our wind portfolio reached 10,210 MW and remained the largest in North America, and we achieved wind energy production levels of nearly 30 million megawatt hours, the highest in our history.

We’re producing clean energy and reducing emissions:

- In 2013, more than 96 percent of the power we generated was from clean or renewable sources, including wind, solar, combined-cycle natural gas and nuclear.
- In 2013, the output from NextEra Energy’s power plants resulted in emissions rates of sulfur dioxide, nitrogen oxide and carbon dioxide that were 97 percent, 80 percent and 53 percent lower, respectively, than our industry’s average.

We’re educating our young people and protecting the environment they will inherit:

- We provide grants to teachers of science, technology, engineering and math classes, and we partner with community colleges on wind technology training.
- We’re protecting threatened and endangered species where we have operations, including the Florida manatee, American crocodile, osprey, and desert tortoise.

Our sustainability story is a terrific story to tell, and we love to tell it — so much so that we recently launched www.NextEraEnergy.com/crr, a dynamic new destination for laptop, tablet and mobile users. The new website contains video vignettes, photo galleries and expanded sustainability metrics, and we hope you’ll pay us a visit.

At NextEra Energy, our strategy is to be the clean energy leader in North America — and we’re working hard every day to execute that strategy successfully and sustainably.

James L. Robo
Chairman and Chief Executive Officer
Through our corporate sustainability efforts, Norfolk Southern is helping to reduce greenhouse gas emissions, restore ecologically important forestlands, and provide fuel-efficient and cost-effective freight transportation.

Norfolk Southern’s vision of corporate sustainability revolves around a commitment to business practices that contribute to a cleaner environment, a healthier economy and safer communities. Our trains move goods that people use every day, from automobiles and appliances to clothes, food and home-building materials. Independent studies show that freight rail is the most fuel-efficient and environmentally friendly form of surface transportation. We strive to make it even better.

In 2010, we set a five-year goal to reduce greenhouse gas emissions by 10 percent per revenue ton-mile of freight. By year three, we had achieved almost 70 percent of the goal, reducing our annual carbon emissions by nearly 392,000 metric tons from the baseline year. That is good for the environment and the communities we serve. It also saves about 39 million gallons of diesel fuel annually.

Progress toward our goal combines technology investments, innovation and, most important, the ingenuity of employees committed to improving network operating efficiencies. By early 2014, we had outfitted 63 percent of our road locomotives with a computer software system linked to GPS that helps engineers operate their trains at maximum fuel efficiency. More than 70 percent of our locomotives are equipped with idle-reduction technology to reduce fuel burn and emissions.

We continue to improve our rail corridors in ways that advance sustainability. For example, our 11-state Crescent Corridor improvement program, a unique public-private partnership, expands freight rail capacity and enables more goods to be moved by rail instead of highway. The benefits: reduced greenhouse gas emissions, safer and less-congested highways, and more opportunities for job creation.

Beyond operations, our Trees and Trains carbon-mitigation program supports conservation across our territory. We’re planting 6 million trees to reforest 10,000 acres of former woodlands in the Mississippi Delta, and we’re restoring ecologically important longleaf pines and American chestnuts to their historical Southeastern and mid-Atlantic ranges. Over time, these trees will capture and store millions of tons of carbon emissions. Residents will benefit from improved air and water quality and recreational opportunities.

These efforts demonstrate our commitment to corporate responsibility and show how sustainability has become an important measure of success at Norfolk Southern.

Wick Moorman  
CEO

www.nssustainability.com
Northrop Grumman is devoted to providing systems and technologies that ensure the security and freedom of our nation and its allies. We are similarly committed to achieving top performance in all that we do, including environmental stewardship.

Five years ago, we established our greenNG program to integrate environmental sustainability throughout our operations and announced our first environmental conservation goal — to reduce our greenhouse gas (GHG) intensity by 25 percent between 2008 and 2014. I’m proud to say that we exceeded our own expectations, obtaining a 25.3 percent decrease in GHG intensity in 2012, equivalent to a 26.9 percent absolute reduction. This significant accomplishment is evidence of our commitment to environmental responsibility and to delivering superior results for our customers, shareholders, employees and communities.

Northrop Grumman’s security solutions include environmental and energy security risk assessment and mitigation. Our advanced sensor technologies and data modeling systems provide scientists with global climate data necessary for environmental risk analyses that inform policymakers of actions to mitigate and adapt to evolving environmental conditions. The Northrop Grumman–built Global Hawk, an unmanned aircraft system, conducted missions in 2013 that ranged from the upper atmosphere to the Arctic ice caps, providing scientists with climate and environmental data to enhance their understanding of climate science and related global impacts.

To ensure our economic competitiveness, future national security and environmental progress we must nurture and develop a workforce skilled in science, technology, engineering and math (STEM). The Northrop Grumman Foundation supports programs from prekindergarten to higher education designed to give our teachers the tools to increase student interest in STEM and fuel their passion for learning.

Among our many STEM programs, this is the third year we have worked with Conservation International on ECO Classroom. This innovative professional development program brings teachers to Costa Rica to conduct fieldwork with scientists in a biodiversity-rich tropical forest. To date, we have reached an estimated 8,500 STEM students through the participation of teachers from 32 U.S. middle and high schools. ECO Classroom gives teachers supplemental tools and real-world experiences they can apply to increase student understanding of the environment and inspire them to pursue careers in STEM.

Northrop Grumman is devoted to being a responsible global leader in our operations and steadfast in our desire to achieve world-class environmental stewardship.

NORTHROP GRUMMAN is devoted to being a responsible global leader in our operations and steadfast in our desire to achieve world-class environmental stewardship.

Wes Bush
Chairman, Chief Executive Officer and President
Owens Corning builds market-leading businesses that are global in scope and human in scale. A leading global producer of residential and commercial building materials, glass-fiber reinforcements, and engineered materials for composite systems, Owens Corning has been in business for more than 75 years with sales of $5.3 billion.

**Our people and products make the world a better place**

Sustainability energizes our people, creates growth opportunities for our customers and drives value for our shareholders. Our sustainability commitment goes beyond reducing our footprint. We strive to be a net-positive company. To this end, we focus on four key initiatives:

- Operations sustainability;
- Product and supply chain sustainability;
- Innovation and collaboration to deliver energy-efficient and durable material solutions at scale; and
- Employee safety, health and engagement, and community vitality.

**Celebrating successes**

Our company has much to celebrate. Since 2002, we have reduced the intensity of our greenhouse gas emissions by 34 percent primarily by focusing on a substitution in our foam-blowing agent. We have reduced our energy intensity by 30 percent, waste-to-landfill intensity by 35 percent and our water usage intensity by 38 percent.

We have developed products that are formaldehyde-free, increased recycled content and created solutions for sealing building envelopes for improved energy efficiency. Nearly 40 percent of total U.S. energy is consumed in residential and commercial buildings. A typical pound of insulation saves 12 times as much energy in its first year in place as the energy used to produce it.

To reduce waste to landfill, Owens Corning has created an end-of-life shingle recycling program that connects roofing contractors with a recycler network covering more than 60 percent of the United States. More than 900,000 tons were recycled in 2013.

Owens Corning took a stand many years ago of zero injuries and we have reduced our injury rate by more than 95 percent since 2001. The National Safety Council has named Owens Corning its 2014 recipient of the Green Cross for Safety Medal.

In 2013, we supported our communities by providing nutritional kitchens for schools in rural China, building or renovating 15 homes with Habitat for Humanity, and by donating enough insulation and roofing material to reroof 289 homes and insulate more than 3,500 homes for those in need.

**Reducing our footprint, expanding our handprint**

Owens Corning is committed to sustainability by continuing to reduce the footprint of our operations while expanding the handprint created by our people and products.

---

Michael H. Thaman  
Chairman of the Board and Chief Executive Officer
We developed our Advanced Energy for Life campaign aimed at building awareness and support to eliminate energy poverty, increase access to low-cost electricity and improve emissions through advanced clean coal technologies. Our campaign recognizes a simple truth: Coal provides the large-scale, low-cost clean electricity that is essential to modern living.

For more than 130 years, Peabody Energy has fueled the world with energy essential to sustain life and grow economies. As the world’s largest private-sector coal company, we provide clean, affordable and abundant energy.

At Peabody, we believe energy poverty is the number one human and environmental crisis the world faces today. Energy is essential — like food and water. Yet, as many as 3.5 billion people — half the world’s population — still lack adequate access to modern power. And another 2 billion will require energy as our population grows in the next 20 years.

Energy is a global issue that requires global solutions. The world continues to turn to coal to solve its largest energy and economic challenges, but we need far more action to expand access to low-cost electricity to help families, power economies and pull billions out of energy poverty.

That’s why we developed our Advanced Energy for Life campaign, aimed at building awareness and support to eliminate energy poverty, increase access to low-cost electricity and improve emissions through advanced clean coal technologies. Our campaign recognizes a simple truth: Coal provides the large-scale, low-cost clean electricity that is essential to modern living.

In any global action plan to alleviate energy poverty and increase access to low-cost electricity, all energy forms are necessary. Our plan outlines principled energy solutions in five key steps:

- Eliminate energy poverty by ensuring that half of all new generation is coal-fueled.
- Replace older coal plants with today’s advanced technology supercritical plants.
- Develop at least 100 carbon capture, use and storage projects.
- Deploy coal conversion technologies that use coal to produce liquid fuels and synthetic gas.
- Commercialize next-generation technologies to achieve near-zero emissions.

Through advanced coal technologies, coal powers more energy, more cleanly every day. Since 1970, the amount of U.S. coal used for electricity generation has nearly tripled, while key power plant emissions have decreased nearly 90 percent. Around the globe, Peabody is advancing projects and partnerships to commercialize clean coal solutions. We are the only non-Chinese partner in GreenGen, China’s signature low-carbon coal plant; contributors to Australia’s COAL21 Fund; supporters of FutureGen in the United States; and a founding partner in the Prairie State Energy Campus, an advanced supercritical coal plant.

We believe clean, modern energy is the solution for better, longer and healthier lives. Join us and be part of the solution in your community and around the world at www.advancedenergyforlife.com.

Gregory H. Boyce
Chairman and Chief Executive Officer
The test of a great company is whether it has the ability to constantly manage for both the level of returns and the duration over which those returns will be realized. It’s a challenge that we at PepsiCo embrace, because we recognize that there’s always a bigger picture, a longer time horizon and a broader world in which we operate.

We recognized early that when we transform our business to deliver for our consumers, protect our environment, and invest in our employees — we achieve sustained value. In fact, these actions fuel our financial returns. In 2007, we articulated this powerful idea through Performance with Purpose, our goal to deliver sustained, top-tier financial results through:

- transforming our portfolio to provide a wide range of foods and beverages, from treats to healthy eats, to sustain topline growth;
- finding innovative ways to reduce our impact on the environment, which enable us to lower our costs at the same time; and
- providing a safe and inclusive workplace for our employees around the globe to attract and retain the best talent and investing in the communities in which we do business to retain our license to operate.

Consistent with this year’s report theme, “Create, Grow, Sustain: Celebrating Success,” Performance with Purpose enables us to create new opportunities, grow our business and sustain top-tier performance — keys to our continued success.

In addition to impressive results in the transformation of our portfolio and investment in our people, we have made great strides in environmental sustainability by:

- reducing our water usage by more than 20 percent per unit of production since 2006;
- providing access to safe, clean drinking water for 3 million people and doubling that commitment to reach 6 million people by 2015;
- reducing the packaging weight of our products (primarily in our beverage bottles) by more than 350 million pounds over the last five years, exceeding our goal by more than 20 percent;
- diverting more than 196 million U.S. beverage containers to recycling since 2010; and
- driving improvement in our agricultural operations — including reducing water and energy use through a Sustainable Farming Initiative being rolled out across global markets.

We’re proud of what we have achieved so far in our Performance with Purpose journey but recognize that there is much work to do.

We remain steadfastly dedicated to building a profitable and sustainable corporation — one that is a good investment for our shareholders, a good environment for our employees, a good citizen in our communities and a good steward of our planet’s resources. That’s Performance with Purpose.

Indra K. Nooyi
Chairman and CEO
The successes that Pfizer celebrates most are those that reflect our purpose: innovate to bring therapies to patients that significantly improve their lives. As we strive to fulfill this purpose every day, we are mindful that the goal of advancing health includes being deeply engaged in the communities in which we work, live and provide our products.

Pfizer’s environmental stewardship and “green journey” is marked by a sustainability program with four key components: optimizing processes to reduce our environmental footprint; responding to our customers’ demands for innovative, sustainable packaging designs and materials; expanding sustainability efforts across our manufacturing supply chain; and performing targeted product life-cycle assessments and carbon footprint studies to increase our understanding of our impact on the environment.

Colleagues worldwide have embraced Pfizer’s “green journey.” Through our efforts over a four-year span (2010–2013), Pfizer reduced our greenhouse gas emissions by 19 percent, waste generation by 5 percent, and water withdrawal by 18 percent.

As Pfizer scientists and researchers discover, develop and bring to market important new medicines, they seek innovative ways to apply “green chemistry” principles by using raw materials more efficiently, eliminating waste and avoiding use of toxic solvents where possible. For example, one of our branded products has been reformulated using biocatalysis, a process whereby natural catalysts enable chemical transformations of organic compounds. This new process yields an 80 percent life-cycle reduction of carbon dioxide emissions; based on projected sales, this is the equivalent of 500,000 cars being taken off the road for a year.

In 2013, Pfizer’s Executive Leadership Team endorsed the company’s 2020 environmental sustainability public goals. Compared with a 2012 baseline, Pfizer plans to reduce greenhouse gas emissions by 20 percent, the amount of waste disposed by 15 percent and water use by 5 percent. Next year, we will announce additional targets with the potential to drive meaningful environmental improvements across our supply chain.

Pfizer’s environmental sustainability program complements our focus on developing new therapies, driving growth and delivering value. We understand that earning society’s trust is essential to our company — that to continue to develop medicines that make people’s lives better, we must fulfill our stakeholder commitments, be accountable for conducting business responsibly, and create and sustain deep connections with all those who are touched by our work.

Ian C. Read  
Pfizer Chairman and Chief Executive Officer
At PG&E, we want the communities where we deliver natural gas and electricity to be as vibrant and successful as they can be, and we are keenly aware of the role we play in making that possible.

Our core business is laser-focused on delivering the fundamentals of safe, reliable and affordable energy to 15 million people in northern and central California. To improve upon those fundamentals in 2013, we invested more than $5 billion in our infrastructure. This included vast amounts of pipeline safety work, such as completing nearly 200 miles of hydrostatic pressure testing, replacing more than 60 miles of transmission pipeline and reaching a milestone of 100 automated valves installed. We also made great strides in electric reliability, thanks in large part to our efforts to incorporate cutting-edge smart-grid technology.

Beyond this work, creating a sustainable future for our communities requires our commitment to advance clean energy, economic vitality, workforce development and community engagement initiatives. And we are proud of how we have delivered in each of these areas. In terms of our economic impact, for example, research shows that, in 2012, PG&E supported nearly 71,600 jobs and contributed $22.2 billion of economic activity in our service area, stretching from Bakersfield, California, to the Oregon border.

Other recent examples of our commitment include:

- Delivering some of the nation’s cleanest energy with more than half our electricity coming from greenhouse gas-free resources;
- Extending our leadership on fleet electrification, unveiling the utility industry’s first electric hybrid work truck;
- Helping customers save millions of dollars on their energy bills through the nation’s largest utility energy efficiency program;
- Building career pathways for veterans and others through our pioneering PowerPathway™ workforce development program;
- Receiving certification from the Wildlife Habitat Council at a fifth company site; and
- Hosting our first-ever month of service, with employees and retirees logging nearly 13,000 hours of volunteer service.

In every step of this progress, we embrace opportunities to work with and balance the interests of our diverse stakeholders — from customers and communities to employees, investors, business partners, regulators and political leaders. We have also been pleased to earn recognition, including spots on the Dow Jones Sustainability North America Index, Civic 50 and 100 Best Corporate Citizens.

Moving forward, we want to engage even more deeply with our stakeholders and continue sharing our progress with them. Our annual sustainability report is one way we hold ourselves accountable. We welcome your thoughts on our performance.

Anthony F. Earley, Jr.
Chairman of the Board, Chief Executive Officer and President
Across the PwC network, we have 184,000 employees in 776 locations. Working with thousands of companies, including 421 of the Fortune Global 500, gives our network a unique role in addressing 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 professional services firms, our greatest asset is our people. They are at the heart of anything we do. In the United States — through an environmental conservation strategy that connects with the ideals of our people and by empowering teams to identify behavioral and technological solutions designed for scalable impact — we achieved our 30 percent carbon-reduction goal earlier than anticipated. We’re working hard to sustain those gains even as the firm grows. We also developed an environmental sustainability curriculum as part of our Earn Your Future commitment to youth education, through which we are contributing 1 million hours to impact 2.5 million teachers and students over five years. In the UK, we created a modern working space at 7 More London that is one of the greenest buildings in London and has an exceptional working environment for employees — a win-win.

By connecting environmental, social and economic challenges and opportunities, an organization is best placed to prosper. According to Verdantix Green Quadrant Sustainability Consulting, “PwC’s work with PUMA, the $4 billion athletic products firm, pioneered the environmental profit and loss methodology, a framework for valuation of environmental impacts throughout the supply chain.” PUMA used these insights to support sustainable product innovation and, as a result, launched the InCycle shoe with nearly a third less environmental impact than its conventional suede shoe.

We continue to innovate to help companies achieve environmental successes. The Total Impact Measurement and Management framework launched by PwC at the United Nations General Assembly last fall helps business leaders quantify, monetize and compare the social, tax, environmental and economic impacts of their strategies and investment choices and better manage the tradeoffs.

At PwC, we see resource scarcity and climate change as two of five transformative forces interacting to change the future. We see our role as inspiring others to find solutions to the world’s biggest challenges and are proud of our efforts in environmental conservation as just one way we make a difference.

Dennis M. Nally
Chairman
In 2013, we were one of only 36 companies named a CDP Performance Leader. We earned a 95 out of 100 for disclosure and were included in the A band for climate performance.

During 2013, we made significant progress in several areas, including:

- **Advancing our energy 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 11 percent and energy consumption by 10 percent. This equates to a savings of $490,000, mainly from no-cost energy conservation initiatives.

- **Improving our CDP ranking.** We were one of only 36 companies named a CDP Performance Leader. We earned a 95 out of 100 for disclosure and were included in the A band for climate performance.

- **Beginning our campus renovations with sustainability as a top priority.** We began a multiyear renovation of our headquarters. Each component considers the environmental impact. For example:
  - **Recycling:** To date, we’ve recycled an impressive 96 percent of the materials removed — metals, carpet, drywall, furniture and more.
  - **Energy:** We’re installing LED lights and updating our building automation system to minimize energy use. Also, we’re maximizing the use of natural light through the style of furniture we’ve selected. We anticipate an energy savings of 30–40 percent.
  - **Water:** We’re using low-flow fixtures in restrooms and kitchenettes to help save water as well as using drought-resistant and native plants in our landscaping plans.
  - **Waste:** Recycling and waste stations will be provided to encourage employee participation in reducing the amount of waste sent to the landfills.

**Commercial Real Estate**

Our commitment to environmental stewardship also plays out every day in our commercial real estate business. For example, Principal Real Estate Investors received a top ranking from the 2013 Global Real Estate Sustainability Benchmark survey. The Principal Green Property Fund ranked number one among its peer group based on the environmental and social performance of the fund’s property portfolio.

Last year, we also celebrated the opening of The Principal Riverwalk. It features lighted, landscaped public spaces, world-class public art, and unique pedestrian bridges and pathways, encouraging people to enjoy the natural habitat of the riverfront.

These are just a few examples of how we’re creating a more sustainable future for our employees and the communities where we have a presence.

Larry Zimpleman
Chairman, President and CEO
At P&G, our objective is to create superior value for consumers who buy and use our brands and products and to create superior value for shareowners. Innovation and productivity are by far the biggest drivers of value creation, and they are also the biggest drivers of sustainability progress.

We view sustainable innovation broadly. We innovate in new products, in how we go to market, and in new and improved supply chains. A good example is our recent commitment to remove phosphates from all our laundry detergents globally within the next two years while at the same time improving product performance. But innovation alone is not enough. The most sustainable companies drive both innovation and productivity.

As a result, P&G’s environmental efforts are also focused on conserving resources, using renewable resources, and finding creative ways to recycle or reuse waste from our products and operations. Over the past year, we have made strong progress in a number of important areas, which you can read more about in P&G’s 2013 Sustainability Report. For example, more than 60 of our manufacturing and office sites around the world now send zero waste to landfill — recycling, repurposing or converting their waste. In addition to having a positive environmental impact, these efforts have created more than $1 billion in value for P&G.

Our long-term sustainability vision lays out ambitious environmental goals, such as 100 percent renewable energy and zero waste going to landfill. We aren’t going to achieve this vision alone or overnight, but establishing a vision and working toward it ensures that we’re focused on making progress.

While we are proud of what we have achieved so far, we know there is more work to be done. Through innovation and productivity, P&G is focused on ensuring that we operate in a responsible way to continue growing sustainably for decades to come.
At Qualcomm, we take pride in innovating for the greater good. We believe factoring the future into every idea is more than just responsible — it is fundamental to innovation. We are committed to minimizing impacts to the environment throughout our business.

Our products are helping empower people and enhance quality of life around the globe. They’re enabling economic development, cost-efficient health care, and “smart” urban infrastructure and transportation — from parking meters to mass transit to wireless electric vehicle charging systems — among other solutions. Examples include the following:

- Through the San Diego Region Street Light Working Group, we’re working with local stakeholders to reimagine what functionality can be delivered wirelessly through the connected street light infrastructure. This collaboration has the potential to reduce annual energy consumption by 60 million kilowatt hours, a reduction of 24,000 tons of carbon dioxide emissions and millions of dollars in savings of combined energy and maintenance costs.

- Qualcomm Wireless Reach™ is a strategic program that brings wireless technology to underserved communities globally. One example of how we are collaborating with other businesses, governments and nonprofit organizations is SootSwap, a project in India that seeks to provide financial incentives for reducing carbon emissions through the use of clean cookstoves.

We aim to engineer our technologies to be as sustainable as technically and commercially feasible, which is why we monitor the processes and materials that go into our products. We also engage our suppliers to advance their sustainability efforts and transparency, including promoting efficient energy and water uses. We expect all of our suppliers to act in accordance with the Electronic Industry Citizenship Coalition Code of Conduct.

We design, build and operate our facilities to be sustainable in many ways. We power our facilities with modest amounts of renewable energy and, when feasible, build new buildings according to the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) specifications. We reduce landfill waste by recycling everything possible, from e-waste to construction debris, and seek practical methods to enhance our water conservation practices, such as using reclaimed water for irrigation and air conditioning.

Growing a global company on a planet with finite resources demands fresh thinking. By continually looking for ways to conserve water, minimize energy consumption, lower emissions and reduce waste, Qualcomm is working to be a positive and creative force in protecting the environment.

Steve Mollenkopf
Chief Executive Officer
Throughout our history, our commitment to responsible business practices for employees and the communities in which they live and work has never wavered. Throughout our company history, our commitment to responsible business practices for our employees and for the communities in which they live and work has never wavered. Our commitment to using resources efficiently, and helping our customers to do the same, has always been at the center of what we do.

We support our customers with a variety of resources to help meet their sustainability goals. We offer papers harvested in accord with best forestry management practices and inks that are petroleum-free. The raw materials used to produce our customers’ products are prepared according to the best sustainability practices. On four continents, our facilities are triple-certified by the Forest Stewardship Council™, the Programme for the Endorsement of Forest Certification, and the Sustainable Forestry Initiative®. And, beyond just ink on paper, our logistics business expanded our U.S. participation in the SmartWay® Transport Partnership to include our operations in Canada. We collaborate with the U.S. Environmental Protection Agency, Natural Resources Canada and the freight industry to help transport materials in the cleanest, most efficient way possible. And, through the ongoing energy reduction efforts in more than 100 facilities worldwide, we have realized energy savings equivalent to 17.64 million gallons of gasoline — the amount used by 30,370 cars annually!

Across the globe, we are improving the quality of life in the local communities in which we operate. For example, our India and Sri Lanka locations are home to some of the longest urban beaches. Our employees there volunteered to work with local organizations and environmentalists to raise awareness of the critical need to keep these beaches clean. Similarly, our employees in Manila, Philippines, and Trivandrum, India, spearheaded tree planting, waste collection and preservation efforts with a focus on minimizing water waste in the region.

RR Donnelley recognizes that a sustainable environment is critical to our society, our business and our people. As we continue engaging the world around us for another 150 years, we will do so by acting responsibly and participating in initiatives that make for a better world.

Thomas J. Quinlan III
President and Chief Executive Officer
The world is changing at a rapid pace. Major trends that will transform society are emerging, powered by rapid technological innovations that will create a smarter, connected world. Rockwell Automation is well positioned to respond to these global trends because we are the world’s largest company dedicated to industrial automation and information. For decades, our customers have relied on us to help them improve their productivity, quality, safety and sustainability. In 2013, we marked our 110th anniversary. We believe this is a testament to our ability to adapt to changing technologies, market conditions and customer needs.

Industrial automation is at an inflection point driven by the convergence of control and information technologies and accelerated by the “Internet of Things,” which connects people, processes, data and things. The “Connected Enterprise” — one in which all plant information is connected with the rest of the enterprise — enables smart, safe, secure and sustainable manufacturing.

Sustainable Customers. We have an unrelenting focus on our customers and a passion for innovation. We serve almost every major industry, from automotive and tire to mining and oil and gas, from pharmaceuticals to food and beverage. The leading power, control and information solutions that our customers use today to automate operations also allow manufacturers to visualize, control and optimize their energy resources.

Sustainable Company. Our mission to make the world more productive and sustainable starts with our own choices, behavior and actions. In 2013, we were named a member of the Dow Jones Sustainability North American Index for the third time. Additionally in 2013, we were again named to Corporate Responsibility Magazine’s “100 Best Corporate Citizens” list. The success of Rockwell Automation depends on all of our 22,000 employees sharing a common vision and striving to make a difference for our customers, community and one another. Integrity is the foundation for this vision. For the 6th time, Rockwell Automation was named as one of the World’s Most Ethical Companies by the Ethisphere™ Institute.

Sustainable Community. Today’s students are tomorrow’s innovators. That’s why we direct most of our philanthropic support toward programs that improve and increase science, technology, engineering and math (STEM) education.

Our company’s long-term sustainability depends on our ability to address the major trends shaping society and the global economy. This is our responsibility as we pursue our mission to improve the standard of living for everyone by making the world more productive and sustainable.

Keith D. Nosbusch
Chairman of the Board and CEO

Industrial automation is at an inflection point driven by the convergence of control and information technologies and accelerated by the “Internet of Things,” which connects people, processes, data and things. The “Connected Enterprise,” — one in which all plant information is connected with the rest of the enterprise — enables smart, safe, secure and sustainable manufacturing.
Ryder’s business was established more than 80 years ago on a foundation of trust, expertise, collaboration, innovation and a dedication to safety. These same values drive us today and reinforce our commitment to operating as a responsible, sustainable business.

We are trusted by many of the biggest and most well-respected companies in the world to operate behind the scenes managing their critical transportation and logistics functions. We earn their trust through proven expertise that allows us to manage these functions better and more efficiently than customers can on their own. We collaborate with the public sector to improve the security of globally connected supply chains. We innovate by offering new solutions that deliver value and work in the real world. And we keep safety at the forefront of everything we do, because we care about the wellbeing of our people and the general public with whom we interact.

A sustainable Ryder has far-reaching benefits for society. Our people, vehicles, innovative technologies and network of operations keep goods and materials flowing so that the economy can grow and thrive. We offer new solutions that help Ryder and our customers reduce energy consumption and greenhouse gas emissions. We provide jobs and careers for an ever-more-diverse population, including thousands of military veterans, and give a portion of our profits back to the communities where our people work and live.

We are particularly proud of the progress Ryder has made to create, grow and enhance our reputation as a sustainable business. In the past year, we expanded our natural gas vehicle and maintenance program from three to nine geographic markets and opened new, state-of-the-art public/private natural gas fueling stations. We renewed our participation in the U.S. Chamber’s Veteran Employment Advisory Council and exceeded our goal of hiring 1,000 military veterans by the end of 2013. We increased our overall charitable giving and are entering the fifth year of our long-term commitment to support disaster relief with our national charitable partner, the American Red Cross. This progress is enabled by an ongoing commitment to ethics and integrity that governs everything we do and is supported by the best people in the industry.
As a world-leading business software company, SAP has strong ambitions for sustainable business success, both for our company and our customers. With more than 253,500 customers across 25 industries in traditional and emerging markets, we have an incredible opportunity to fulfill our vision to “help the world run better and improve people’s lives.”

**Success Through Simplicity**

Today, the world becomes more complex with every passing second. Our collective knowledge doubles every two years, as every click, text, tweet, photo, purchase and payment is recorded and stored forever. It can be difficult to remain sustainable in this environment, so in 2014, SAP will focus on helping our customers “simplify everything so they can do anything.”

We are committed to leading this move toward simplification that ultimately will make growth more sustainable — financially, ecologically and socially. The convergence of the innovative solutions we offer — in-memory, cloud and mobile cloud technologies — will usher in a new era of business model innovation based on simplicity. We are already seeing results, both within SAP and among our customers.

For instance, with our solutions, Danone has been able reduce its carbon footprint by more than 35 percent, and major global retailers are able to keep their commitments to consumers by making sure their supply chains are using sustainably sourced materials.

**Success Through Sustainability**

We have seen the power of software technology in measuring and reducing energy consumption and greenhouse gas emissions. Increasingly, sustainability is becoming a must have for businesses around the world confronted with global trends like population growth, resource scarcity, increased regulation and new expectations from consumers.

We sincerely believe we can achieve success sustainably. That’s why SAP measures success with both financial and non-financial indicators: revenue, margin, customer loyalty and employee engagement. These four metrics affirm our commitment to innovation and sustainability and will help us deliver on our vision and mission.

Our approach has helped us lead the software sector in Dow Jones Sustainability Index for seven consecutive years. As one of the top-scoring companies in our industry, we qualified for inclusion in the RobecoSAM Sustainability Yearbook 2014. We increased our net promoter score by four percentage points, and we were included in the FTSE4Good Index and the CDP’s Global 500 Climate Disclosure and Performance Leadership indexes. We are also powering all of our data centers and facilities with 100 percent renewable energy in 2014.

In a world of increasing velocity, innovation is imperative. But innovation must never lose sight of the human spirit, which craves simplicity and clarity. That is why our focus now is to “simplify everything so we can do anything.” With this guiding principle, we believe SAP is positioned to deliver profitable and sustainable growth and to continue our vision of helping the world run better while improving people’s lives.

Bill McDermott  
Co-CEO
SAS corporate responsibility efforts continue to center on preparing our people and our business for the next generation. While many organizations think about supply chains and meeting shareholder expectations, sustaining SAS means sustaining talent. Our people are our greatest asset.

We offer employees stimulating work, an empowering management philosophy that encourages risk-taking and an inspiring workplace where creativity thrives. Their satisfaction, pride and happiness foster innovation. The creativity they bring to SAS is our competitive advantage — and our customers’. They’re the driving force behind our consistent revenue growth, profitability, and expanding products and solutions.

We’re happy to share that:

- SAS is renowned globally, regionally and locally as a great workplace. We are honored to be among the leading workplaces recognized by Top Employers Institute and Great Place to Work (GPTW), including on GPTW’s World’s Best Multinational Workplaces list.
- We support education — especially public education — by donating money, time and resources. To equip the 21st century workforce, SAS supports a host of initiatives promoting science, technology, engineering and math. SAS provides free access to software for higher education instruction and research and supports numerous advanced degrees and more than 50 certificate programs in analytics and related fields.
- Our goal is to grow and maintain a successful business while protecting our natural resources. Our environmental efforts incorporate the best design, engineering, materials and technology available, from recycling and energy usage to building and remodeling efforts. We follow green-building standards for all design, construction and renovation projects. This year, we achieved Leadership in Energy and Environmental Design (LEED) certification for office renovation in Sao Paulo, Brazil, our Cary, North Carolina, headquarters and for SAS Sweden’s newest headquarters.

Financial independence lets SAS take the long view. With no shareholders demanding short-term returns, the company is free to invest in a sustainable future. That’s why we invest in a dedicated workforce, sustainable operations and a strong community — to make everyone, not just SAS, successful.

Jim Goodnight  
CEO
If we want our children to inherit a planet worth living on, one key concept is energy efficiency. Energy efficiency is one of the cornerstones on which Siemens’ sustainability strategy is based.

Our strategy is applied with an ambitious goal: All Siemens new builds should be at least 25 percent more energy efficient than local regulations prescribe, regardless of whether the building is a factory or an office building. Siemens strives wherever possible to reach Leadership in Energy and Environmental Design (LEED) Gold status. Globally, 30 Siemens facilities have received LEED certification, six of those in America. Three buildings have been awarded Platinum status, including the Crystal in London, a cutting-edge example of sustainable office building technology that consumes 46 percent less energy than comparable buildings.

Reducing energy use is a key issue for our existing building inventory. Over recent years, we have completed energy efficiency programs in 17 factories globally and introduced measures that enabled energy cost savings of more than $7.5 million and a reduction in carbon dioxide emissions of more than 18,000 metric tons annually. In Siemens’ LEED Gold gas turbine production facility in Charlotte, North Carolina, the improved facade, novel roof design and optimized air conditioning and lighting systems reduced energy consumption by more than 35 percent, an annual reduction in carbon dioxide emissions of 1,200 metric tons. Our energy efficiency and monitoring measures are implemented predominantly by Siemens’ Building Technologies division.

Energy efficiency is a triple-win for our company, our customers and the environment. Siemens is building state-of-the-art energy efficient locomotives in a Sacramento, California, factory that generates more than 80 percent of its own energy. These locomotives will supply Amtrak in the northeastern United States as well as transportation departments in five states, helping rail systems comply with federal emissions regulations that take effect next year. As a market leader in wind power technology, Siemens’ latest wind project with MidAmerican Energy Company in Iowa will generate power for more than 300,000 Iowa households. For American manufacturers, Siemens’ optimized drive technologies can cut energy consumption by 70 percent. Our health care imaging equipment is among the most energy efficient in the market.

Siemens has again achieved recognition as Supersector Leader of the “Industrial Goods and Services” category on the Dow Jones Sustainability Index. This year, we have combined our sustainability and annual reports to provide an integrated overview of our company’s key strategies, demonstrating that sustainability is a guiding principle for us grounded in our values: responsible, innovative and excellent.

Eric A. Spiegel  
Chief Executive Officer of Siemens USA and Siemens Corporation
Engaging in practices that grow and sustain our business delivers economic and environmental benefits while meeting the needs of our shoppers, our retailers and other tenants. We will continue our focus on reducing carbon emissions by deploying a full range of sustainable programs across our portfolio of properties.

Simon Property Group is a leader in sustainability practices for retail real estate companies. For more than a decade, we have implemented sustainability objectives across our property portfolio, which currently comprises approximately 243 million square feet of retail space. Because energy consumption is the most significant component of our carbon footprint, it has been and will continue to be a priority for our sustainability strategy. The strategic focus on reducing our energy use has resulted in a decrease in carbon emissions for each of the past seven years. This focus has also significantly reduced our operating costs, positively impacting shareholder value.

Simon has been globally recognized for our energy efficiency programs and transparency in disclosure practices. In 2013, the company was named to the CDP Global 500 Climate Disclosure Index for the third time and designated as a North America leader in the retail sector by the Global Real Estate Sustainability Benchmark for the fourth consecutive year. Our reduction in energy consumption over the past seven years is 26 percent.

Recycling programs are in place at all of our properties. This has resulted in more than 34,000 tons of cardboard being recycled from our properties in 2013. Recycling also supports our tenants’ sustainability goals. We will continue to seek opportunities to shift the mix of resource use from waste disposal to recycling, as the participation of our properties can lend scale to local community efforts to reduce reliance on landfills.

As water becomes an increasingly precious resource, we are taking steps to effectively and efficiently manage our water consumption. There are multiple opportunities to manage and conserve water at our properties: from conservation devices and reclaimed water for landscaping to addressing water ecosystems and runoff on our properties.

Simon is committed to providing sustainable amenities for our customers. As businesses and consumers look for ways to decrease the economy’s collective dependence on fossil fuels, we recognized the need to move to more efficient transportation systems, including electric vehicles (EVs). We now have 123 EV charging stations installed at our properties across the United States with a plan to expand in the future. Our comprehensive property footprint in 38 U.S. states provides a unique opportunity for Simon to contribute to the development of a national EV charging station infrastructure.

Engaging in practices that grow and sustain our business delivers economic and environmental benefits while meeting the needs of our shoppers, our retailers and other tenants. We will continue our focus on reducing carbon emissions by deploying a full range of sustainable programs across our portfolio of properties.

David Simon
Chairman of the Board and Chief Executive Officer
The 26,000 people who work in the Southern Company system are committed to making the communities we serve better off because we are there. The basic nature of our business — providing customers with clean, safe, reliable and affordable energy — means we have the opportunity to do this literally every moment of every day.

We all know how energy powers our businesses, lights our streets and heats our homes. As we continue to confront economic and other issues, America’s energy providers have a great opportunity to lead. I believe energy is growth capital and can help us play offense in these challenging times.

This is personal to us. Forty-eight percent of the customers served by Southern Company make less than $40,000 a year and face tough, kitchen-table economic decisions each day. We must do all we can to make energy a positive force in helping people raise their standard of living. Because our economy runs on energy — and, increasingly, on electricity — economic growth and the availability of clean, safe, reliable, affordable energy go hand in hand.

One way we can increase that availability is through our commitment to energy innovation. Southern Company, through our subsidiaries, has two major construction projects underway that are testaments to the power of innovation — the Kemper County energy facility in Mississippi, which uses lower-emission 21st-century coal technology we helped develop, and the two new units at Plant Vogtle in Georgia, which have the most advanced emissions-free nuclear power technology available. These cutting-edge, job-generating projects advance the “workhorse” resources of coal and nuclear that are so important to the full energy portfolio we need for America’s future.

As for the other key components of the full portfolio, we are acting decisively to increase the role of natural gas; add more renewables, including solar, wind and biomass; and build on the menu of energy-efficiency options available for our customers.

As the only U.S. electric utility company engaged in robust, proprietary research and development, we also are very focused on the environment. The National Carbon Capture Center in Alabama, the Water Research Center in Georgia and the Mercury Research Center in Florida represent just a sampling of the initiatives in which Southern Company and our partners are bringing about real environmental solutions.

For more than a century, Southern Company has been about more than just keeping the lights on. We see this great responsibility as an honor and a privilege.

Thomas A. Fanning
Chairman, President and CEO
We have a longstanding commitment to being an industry leader in how we approach and deliver our economic, environmental and social responsibilities. Our success is driven by the Stanley Fulfillment System (SFS), which is our continuous improvement management system.

Create
Creating opportunities includes ensuring that our products add sustainable value to the customer without compromising quality and that commitment exists throughout the life of the product.

We challenge ourselves to create the safest, most sustainable and highest-performing products in the world. We are proud of our Perform & Protect tools, which meet strict criteria on core customer safety needs. We also host events across the country with various air quality districts to exchange gasoline-powered lawn mowers for cordless mowers to improve regional air quality.

Grow
Growing and developing our people is the foundation of our company. We have empowered our employees to champion strategic initiatives to improve the communities where we work and live.

We design virtual curricula and leverage TelePresence to minimize travel and emissions. Through web-based training more than 1,000 global employees in more than 150 facilities spanning six continents became compliant with product shipping/handling regulations. In cooperation with high schools in Italy, we educated countless students on workplace safety to instill future working generations with EHS consciousness.

Sustain
Embedding SFS principles and tools into our approach across Stanley Black & Decker continues to have a profound, positive impact on our sustainability performance.

Our sustainable actions have achieved additional year-over-year favorable improvements across our manufacturing and distribution centers, reporting a 17 percent decrease in energy consumption intensity, a 15 percent decrease in carbon dioxide-equivalent emission intensity, a more than 15 percent decrease in waste generation intensity, a more than 20 percent decline in water consumption intensity, and a 13 percent year-over-year reduction to 0.84 in our global recordable incident rate.

Succeed
We voluntarily disclose our greenhouse gas emissions, energy use and climate change strategies to the CDP and achieved a position on the S&P 500 Climate Performance Leadership Index within the Industrial sector for the first time in 2013. Additionally, we remain on the North America Dow Jones Sustainability Index for the third year in a row within the Machinery and Electrical Equipment sector.
State Farm® is the largest auto and home insurer in the United States and a recognized leader in the insurance and financial services industry. As we’ve grown through the years, being there for our customers in the times they need us most, we’ve never lost sight of our responsibilities to the neighbors who live and work in the communities we call home across North America.

We have a long history of promoting auto safety, and our Celebrate My Drive® program, sharing our proactive message of auto safety with teens, grew even stronger this year. The program is instrumental in sharing positive messages with new, young drivers to help them prevent crashes, reduce injuries and save lives.

We also provide tools and resources to help encourage auto safety and responsibility. Drive Safe and Save™, the State Farm usage-based auto insurance program, empowers drivers to personalize their auto premiums based on how much and, in some cases, how safely they drive. It enables State Farm to better match price to risk and offer competitive pricing to current and potential customers. Our State Farm Driver Feedback™ mobile app helps drivers of all ages improve in the areas of hard acceleration, hard deceleration, and hard swerves — three of the riskiest driving behaviors. The State Farm Steer Clear® app helps drivers reinforce positive driving behavior and avoid the hazards of the road.

Our commitment to safety goes beyond the highways of North America. Each year, billions of dollars’ worth of property and hundreds of lives are lost as a result of arson fires. As the nation’s largest property and casualty insurance company, State Farm has been the corporate sponsor for the arson dog training program since 1993. Through this program, State Farm has provided funding for the acquisition and training of more than 300 arson dog teams throughout the United States and Canada.

We work with many organizations to help promote stronger, safer homes, including the Insurance Institute for Home Safety, Home Fire Sprinkler Coalition, Federal Alliance for Safe Homes and International Code Council. Our own commitment to sustainability is evidenced by the efficiency of our buildings, which in 2013 reached a composite ENERGY STAR® score of 87. We also conducted our third Green Neighbor challenge, inviting employees to create a project to benefit the environment and their community.

State Farm is also involved in workforce readiness and educational initiatives that encourage students to not just stay in school, but also to reach their greatest potential. We support the Common Core State Standards as a way to promote high, competitive academic standards between states while, at the same time, helping to level the playing field for students. For our children to be ready to succeed, they must be prepared as rigorously as the children they will be competing with across the country — or the world. It’s also why we team with organizations like America’s Promise Alliance and the James B. Hunt Jr. Institute for Educational Leadership and Policy.

State Farm has helped people manage the risks of everyday life, recover from the unexpected and realize their dreams for nearly 92 years. Our commitment to be there for our customers — and the communities in which they live and work — is as strong today as ever before.

Edward B. Rust Jr.
Chairman and CEO
At its heart, sustainability at Steelcase is about people. It’s about creating and supporting the economic, environmental and social conditions that allow people and communities to reach their full potential.

People are at the heart of everything we do and everything we create. For more than 100 years, Steelcase has been bringing human insight to business by studying how people work, wherever they work.

That’s why, at its heart, sustainability at Steelcase is about people. It’s about creating and supporting the economic, environmental and social conditions that allow people and communities to reach their full potential. It’s about enabling the long-term wellbeing of current and future generations.

One very recent example is an investment in renewable energy. We’ve expanded our renewable energy investments to represent more than 100 percent of our global electricity consumption. According to the most recent Environmental Protection Agency report, Steelcase is now the 15th-largest renewable energy purchaser in the United States to reach 100 percent.

At the same time, we continue to reduce our direct reliance on fossil fuels for our operations and products. Since 2001, we have decreased our global energy use by 60 percent.

Sustainability at Steelcase goes well beyond energy use. Examples of our broader spectrum of impact include diversity and inclusion, investing in the communities in which we live, investing in our own people, helping our customers achieve their own sustainability goals, and helping our suppliers become more sustainable.

We’re proud to be part of the Business Roundtable’s spotlight on sustainable practices and proud to share that everything we do at Steelcase starts and ends with people.

Jim Keane
President and CEO
An important part of Suffolk Construction’s “build smart” promise is making a positive impact on our community and the environment.

Suffolk employees continue to drive us toward becoming a greener and more efficient organization. At the project level, our people are well versed in green building rating systems. We 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 help our clients achieve their green building goals. Implementing these tools and processes helps us streamline operations and minimize waste, and it has enabled us to deliver hundreds of buildings that are certified or registered for Leadership in Energy and Environmental Design (LEED) certification.

Within our own offices we have defined a set of sustainability guidelines to be applied across our entire organization, including 75 percent waste diversion, which last year alone reduced the carbon footprint of our corporate headquarters by more than 64 metric tons. While we are excited to witness the progress of our initiatives, we understand that sustainability is a continual process so we continue to reassess our sustainability guidelines and adjust our goals to ensure that we are strategically positioned to provide optimal value to both our business and our environment.

While the impact of construction has traditionally been viewed as harmful to the environment, at Suffolk we have embraced sustainable business practices and applied our “build smart” approach to our construction management process and everything we do. And the results have been tremendous. We are confident our approach proves that strategies that are good for the environment and ones that are good for business are not mutually exclusive.

John F. Fish  
Chairman and Chief Executive Officer

We are confident our approach proves that strategies that are good for the environment and ones that are good for business are not mutually exclusive.
As one of the world’s leading software and technology services companies, SunGard works continuously to focus on the priorities and initiatives that will add value for our clients and create a greater enterprise. Consistent with those goals, our sustainability program is designed to help us increase efficiencies, reduce risks and support our commitment to being a responsible corporate citizen. In addition, we believe we have an obligation to use our size and influence to help raise ethical, social and environmental standards wherever we do business — and to lead by example.

I’m proud of the progress SunGard has made since we published our first sustainability report five years ago. Our focus then was primarily on environmental impact, efficient operations and corporate governance. Today, we are doing more in each of those areas and have also expanded our program to incorporate all aspects of corporate social responsibility, from diversity and inclusion to giving back to our communities. At the same time, we remain steadfast to our original goals of creating more sustainable business operations, and we have had a number of successes in the past year. Here are some of the highlights:

- Through our global lean initiatives, we continued to reduce energy consumption and greenhouse gas emissions in our software and processing businesses.
- In support of remote collaboration and alternatives to business travel, we made significant investments in our collaboration technology and achieved a 20 percent reduction in the number of flight miles per employee.
- Our data centers are on track to integrate new technology and optimization plans, and two of our largest Financial Systems data centers gained ENERGY STAR® certification in 2013.

While these operational achievements help to strengthen our company, our employees are the true champions of advancing our sustainability and social initiatives at the local level. Through our employee resource groups, employees team up to identify and advance new ideas, projects and solutions to global challenges. Whether it’s by implementing sustainable practices in the workplace, supporting the advancement of women in technology, or leading community projects, we have seen our employees embrace the opportunity to make a positive impact on those around them.

SunGard has always had a reputation for doing the right thing in all that we do. Our sustainability initiatives are an extension of that legacy and those values, and I fully believe that our ongoing efforts will help us chart a path for long-term success and a brighter future.

Russ Fradin
President and CEO
At Target, we believe that running a profitable company is fully compatible with being a conscientious corporate citizen. From the very beginning, we have focused on building strong, healthy and vibrant communities, because when our neighborhoods thrive, business grows and, when commerce booms, local areas flourish.

Creating shared value is an important aspect of sustainability. When we prioritize the wellbeing of people and communities, we strengthen our business and better serve our guests.

In 2013, we made steady progress on many sustainability initiatives and announced some exciting new programs.

- We revealed the Target Sustainable Product Standard — a common language and process we established for qualifying more-sustainable products on our shelves across multiple categories. We see this as an evolving framework, not an end state, which will drive further innovation in highly commoditized categories.
- To meet guests’ growing demand for sustainable, wellness-focused grocery options, we launched the Simply Balanced line of food products — nearly half of which are organic and all of which will be genetically modified organism-free by the end of 2014.
- In partnership with the Natural Resource Defense Council, we participated in Clean by Design, an industry-leading pilot program, and saved more than 365,000 tons of water and 555,000 kilowatt hours of electricity within our supply chain.
- As a founding member of the Sustainable Apparel Coalition, we are leveraging the Higg Index and have assessed the sustainability performance of more than 3,000 facilities that produce Target’s owned-brand products, with 97 percent completion from global vendors.
- We plan to achieve Leadership in Energy and Environmental Design (LEED) certification this year for each of the 124 stores we opened in Canada during 2013, meeting criteria for sustainable design and use of the buildings.

We’re committed to bringing joy, inspiration and great value to our guests, our team and our company — while making our communities even better places to live, work and do business.

Gregg Steinhafel
Chairman, President and CEO

target.com/corporateresponsibility
Create, Grow, Sustain: Celebrating Success

At Tenet Healthcare, we are focused on improving the health and wellbeing of the communities in which we live and work. Whether offering healthier food options in our cafeterias, investing in technologies that improve patient care, selecting socially responsible vendors, raising money for local charities, focusing on the unmet and underserved needs of our communities, or decreasing our energy consumption, we know that our efforts are helping to create a better today and a healthier tomorrow.

Last year, we acquired Vanguard Health Systems, adding 28 new hospitals, 36 outpatient centers, six health plans and a school of health professions that offers degrees in nursing and allied health roles. Growing in size and geographic reach offers new and exciting opportunities to make an even bigger difference in the lives of our patients.

I am pleased that we continue to create, grow and sustain by:

- **Operating in a more environmentally sustainable manner.** All of the hospitals that were in our network prior to the acquisition of Vanguard migrated to an electronic records-management system for utility invoices. Data from this system will be used to develop a three-year plan to reduce electrical costs by 5 percent.
- **Promoting efforts to produce less waste.** Our 10 hospitals in Florida formed a green team that achieved a 26 percent recycling rate and a 4 percent drop in red-bag medical waste recycling, representing a significant reduction in landfill waste. The hospitals’ efforts also resulted in the reduction of 10 million gallons of water and 42 million kilowatts of electricity. We also continued our commitment to reprocessing by diverting 972,000 devices, or 208,000 pounds of waste, from landfills.
- **Investing in capital improvements to increase energy efficiency.** Last year, we replaced inefficient hospital heating and cooling systems and added energy-monitoring systems and other tools to help save $40 million in energy costs.
- **Committing to offer healthier food choices in our facilities.** Our hospitals worked closely with primary food service vendors to develop and offer healthy menu choices. Fifty-five percent of our hospitals include nutritional information about entrees and more than 60 percent offer healthy choices in their vending machines.
- **Meeting the needs of our communities.** As part of our focus on the unmet and underserved needs of our communities, we provided $158 million in charity care and $545 million in care to the uninsured and underinsured. We also launched *Path to Health*, an education and enrollment initiative that informs newly eligible individuals about their coverage options under the Affordable Care Act. Local hospitals and our community partners held more than 460 enrollment and educational events, produced more than 1 million pieces of educational collateral, sent direct-mail pieces to more than 350,000 individuals, and provided enrollment assistance to nearly 13,000 consumers. Lastly, more than half of our hospitals hosted sustainability-related community events such as a farmers markets or cell phone recycling drives, and next year we expect 100 percent participation.

Achieving true and meaningful sustainability is only possible with the hard work and dedication of all our colleagues. We take seriously our responsibility to serve as a socially responsible role model to our employees and our peers.

![Trevor Fetter](image)

*Trevor Fetter*

President and Chief Executive Officer
Sustainability is one of Tenneco’s fundamental commitments and is one factor underpinning our success.

As a global manufacturer, our sustainability efforts begin with working to continuously reduce the environmental impact of our facilities worldwide and protect the safety and health of our employees. I’m pleased that progress continues in both areas, particularly in our plant safety performance, which is reflected in the record low number of workplace injuries globally for Tenneco in 2013.

Sustainability also supports our business growth, based largely on the ever-increasing global demand for clean air. As the need for transportation grows, so does the demand for reducing emissions so everyone can enjoy greater mobility, cleaner air and healthier lives. Tenneco’s Clean Air division develops products that help engine and vehicle manufacturers meet emissions regulations, and in 2013, we showcased two innovative products that help improve efficiency and sustainability.

Tenneco’s thermoelectric generator (TEG) uses engine exhaust heat as an additional power source for vehicles. Currently, a significant portion of a vehicle’s fuel energy is lost through the exhaust system. The TEG uses thermoelectric principles to convert otherwise wasted heat into electricity for redistribution to the vehicle’s electrical systems, ultimately improving fuel efficiency.

Another example is our electronic exhaust valve, which is used in both diesel and gasoline engine applications. In diesel-powered vehicles, these lightweight valves work with the engine’s exhaust gas recirculation system to help achieve lower emissions. The valve is also used in conjunction with cylinder deactivation systems, an increasingly popular feature that selectively shuts down cylinders when not needed in order to improve an engine’s fuel efficiency.

These are only two examples from many existing products — as well as those under development — that are contributing to sustainability and to Tenneco’s business success. We are committed to sustainable operations and continuing to apply our scientific knowledge and engineering expertise to develop products and technologies that promote a more mobile world and a cleaner environment.

Gregg Sherrill
Chairman and CEO
Texas Instruments is in the business of engineering a better tomorrow. We’re challenging the status quo in electronics by building our products to last, to use less energy and to help customers achieve amazing things — from powering wearable electronics through human exercise to enabling billions of motors to run on less energy.

Through our focus on efficiency and conscientious manufacturing, we’re also driving down the costs of semiconductor technologies, making environmentally responsible products accessible to more people globally.

Create
The challenges of a growing population include energy and water availability, infrastructure reliability, and access to transportation and medical care. These needs inspire us to create solutions: technology advancements that enable longer battery life, real-time connectivity and smaller, smarter, more efficient electronics. Such solutions can improve the efficiency of energy and water distribution, enhance vehicle safety and enable doctors to remotely monitor patients.

TI’s boost charger, for example, makes it possible to power an array of electronic devices from almost anywhere through an energy harvester such as a solar cell. And it does so operating on one-tenth the power of any comparable device. This could make applications like remotely monitoring air quality or the health of people with chronic illnesses easy, reliable and battery free.

Grow
Selling more products and reducing environmental impact are not mutually exclusive but rather an opportunity.

TI makes some of the industry’s most efficient power-management chips, enabling devices to use up to 96 percent of the energy that comes into them from batteries or power cords. With billions of our products in use, that adds up to a lot of saved energy.

Sustain
Our passion for building solutions that address today’s greatest social and environmental challenges is reflected in how we operate — with a focus on efficiency and resource conservation.

In 2013, we:

- Implemented 112 energy-efficiency projects, reducing energy use by 59 million kilowatt hours;
- Prevented 34,000 metric tons of carbon dioxide from entering the atmosphere through these projects, reducing our carbon footprint;
- Implemented 19 water-saving projects, which will save 248 million gallons per year; and
- Realized $10.2 million in utility-cost savings through energy and water-efficiency projects.

Celebrating Success
TI’s successes in reducing environmental impact through technology solutions and responsible operations contribute to a sustainable future for our company and the stakeholders we serve. TI’s 2013 Citizenship Report will detail more about our journey and aspirations.

Richard K. Templeton
Chairman, President and CEO

www.ti.com/ccr
At Thermo Fisher Scientific, our mission — to enable our customers to make the world healthier, cleaner and safer — defines our corporate social responsibility and sustainability efforts. We strive to fulfill our mission through our products, our processes and our people. Our customers are doing amazing work to benefit society and we are committed to supporting their efforts sustainably, responsibly and ethically.

We develop innovative products and services to help our customers improve health care, safeguard the environment and ensure public safety. For example, as the leading supplier to the laboratory, we have developed green chemistry programs and reagent-free ion chromatography systems that replace solvents with environmentally sound alternatives. We also miniaturize laboratory equipment to use fewer manufacturing materials, improve efficiency and reduce waste. Recent product innovations include:

- Ion chromatography systems for monitoring long-term global climate change;
- Radiation detection instruments that help protect public safety at major events such as the Super Bowl; and
- Helium Saver modules to dramatically reduce the amount of helium used in analytical instruments.

Continuous improvement in our own operational efficiency is also an ongoing priority. In 2013, we reduced the greenhouse gas emissions associated with our largest sites thanks to our Practical Process Improvement business system and increased focus on renewable energy. We continue to benchmark our progress on energy and emissions through annual participation in the CDP.

A great example of operational excellence is our site in Asheville, North Carolina, which has reduced landfill waste by 50 percent and is on track to achieve zero waste certification in 2015. The facility was honored twice in 2013 for excellence and efficiency in business operations and sustainability — including winning the IndustryWeek award for being one of the best plants in the United States.

This year, we recently completed our acquisition of Life Technologies, which has a strong history of sustainable performance, including:

- Achieving zero waste certification at seven major sites;
- Lowering carbon dioxide emissions by 30 percent through clean-energy fuel cell systems; and
- Saving 60,000 polystyrene coolers annually by converting qualified products from cold to ambient shipping.

As the world leader in serving science, corporate social responsibility and sustainability are embedded in our business goals through our commitment to continuously improve our operations and processes. We will make continued investments in our product portfolio and our operations to fulfill our mission, advance environmental stewardship and support sustainable growth.

Marc N. Casper
President and Chief Executive Officer

www.thermofisher.com/responsibility
As one of the world’s leading global real estate organizations, Tishman Speyer is committed to creating properties of enduring value around the globe. With more than 46 million square feet of Leadership in Energy and Environmental Design (LEED), High Quality Environmental and BRE Environmental Assessment Method certified and/or precertified space worldwide, we ensure that every building we develop, retrofit or manage creates long-term sustainable value for tenants, investors and the communities in which we operate. The efficient use of resources is part of our culture and reflects the results-orientated, forward-thinking, collaborative way we approach every aspect of our business.

Creating Innovative Solutions
Over the last two years, through our robust property manager platform, we have installed pulse meters across our entire U.S. portfolio. These pulse meters track buildings’ consumption of steam, natural gas and electricity in 15-minute intervals. With this data, we are able to better manage our energy resources, costs and risks and adjust them accordingly. Moving forward, we plan to implement a similar system to track energy usage within our tenant space, allowing for easier billing and transparency for our key stakeholders.

Growing a Sustainable Portfolio
As our portfolio continues to grow worldwide, Tishman Speyer ensures that we minimize our impact on our surrounding communities. As stated in our Environmental, Social and Governance policy, our organization is dedicated to building all new developments to, at minimum, LEED Silver standards. Since 2011, the amount of square footage that we have certified globally has increased by nearly 60 percent, spanning across 11 countries and 46 markets. Tishman Speyer understands our responsibility as a leader in environmental development, and as our portfolio expands, we are dedicated to engaging with the most sustainability-conscious architects and consultants around the globe.

Sustainability in a Historical Context: The Chrysler Building
Tishman Speyer acquired the Chrysler Building in 1998 and oversaw all aspects of renovation, including the management of the architects and selected contractors, as well as the design and integration of the Chrysler East Building and the Trylons. Our overall goal was to restore the luster to a faded landmark and make the Chrysler Building a destination for high-level tenants.

One aspect of achieving this goal was our work to install more sustainable operations, such as replacing all water fixtures in the building, implementing changes to the building’s waste policy and upgrading numerous building systems. This resulted in reducing water consumption by 64 percent, increasing the recycling rate to 81 percent and lowering energy usage by 21 percent. More important, Tishman Speyer was able to maintain the iconic status and historical finishes of the Chrysler Building while minimizing its impact on the environment, and in 2012, we were proud to announce that the Chrysler Building was awarded LEED Gold-Existing Buildings: Operations and Maintenance.

Jerry I. Speyer
Chairman and Co-Chief Executive Officer
In keeping with the report theme of “Create, Grow, Sustain: Celebrating Success,” I’d like to comment on TransCanada’s sustainability successes and provide some tangible examples of what we’re doing to protect the environment.

Demand for reliable energy is greater than ever. Our goal is to help meet this demand in a way that responds to our stakeholders’ needs. Millions of people depend on us to do our job well in order to light and heat homes, schools, hospitals and businesses as well as to power the economy.

For more than half a century, we have understood and acted on the knowledge that our work can affect biodiversity, soil, water and air. We continue to be recognized for our efforts. For the twelfth year in a row, TransCanada was named to the Dow Jones Sustainability World Index. For the second year in a row, we were among Canada’s top 200 companies on the Climate Disclosure Leadership Index, and we improved our rating when it comes to reporting on greenhouse gas emissions and climate change initiatives.

In addition to creating jobs and generating economic growth, we are committed to environmental stewardship in the communities where we live and work.

**Emission-less Energy:** We have invested more than $5 billion in emission-less energy sources, including development of the largest wind farms in Canada and Maine, solar generation in Ontario and several historic and certified low-impact hydro facilities along the Connecticut River in the U.S. Northeast.

**Nature Conservation:** We are actively involved in many conservation efforts across North America. One example is our support for the restoration and conservation of an 80-acre property adjacent to the Smith Waterfowl Production Area in Clay County, Nebraska. The project included placing a perpetual conservation easement on the property and restoring approximately 18 acres of wetlands and 62 acres of native grassland.

**Environmental Stewardship:** We take actions each and every day that demonstrate our commitment to environmental protection. For instance, on a recent project in Idaho to stabilize a pipeline under a riverbed, we developed innovative methods to avoid interrupting the migratory pattern of the threatened bull trout.

The way we interact with the environment is another way we live our values of integrity, responsibility, collaboration and innovation at TransCanada. I continue to be impressed by our employees’ dedication and hard work in the face of enormous challenges. Thanks to them, TransCanada continues to grow, thrive and celebrate successes.

Russ Girling
President and Chief Executive Officer
A critical objective in our business strategy is achieving 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 employees, the environment, customers and our communities.

As part of this strategy, we are taking a number of steps to reduce our environmental impact, including reducing greenhouse gas (GHG) emissions, waste generation and water use throughout our global operations.

A major part of our business involves installing and servicing fire and security systems at customers’ facilities, so our fleet of more than 20,000 vehicles worldwide offers a prime opportunity to reduce carbon emissions. Converting some of the North American fleet to compact SUVs and vans reduced overall fleet emissions by 4 percent in 2013, which improved fuel efficiency — in some cases, from 13 to 20 miles per gallon. In our manufacturing sites and offices, a combination of measures — such as energy-saving audits, facility consolidations, lighting conversions and implementation of green building guidelines — are contributing to Tyco’s goal of reducing our GHG emissions 25 percent by 2017.

Tyco’s Retail Solutions business is helping clients reduce their waste through an innovative apparel inventory tag recirculation program that is saving the equivalent of 10.3 million pounds of plastic or 1.4 million gallons of oil each year, while also producing cost savings for customers. In addition, the manufacturing facility in Matamoras, Mexico, that supports this recycling effort also recycles 450 tons of material each year, reducing hazardous waste by 60 percent since 2011. These efforts earned Tyco Retail Solutions a Green Supply Chain Award from Supply & Demand Chain Executive magazine for the second consecutive year while helping Tyco overall achieve an 8 percent worldwide reduction in waste in 2013.

Reducing water use is also a key element of our environmental program. Several Tyco offices are Leadership in Energy and Environmental Design (LEED) certified, which requires water conservation measures. As an example, our facility in Marinette, Wisconsin, has reduced water purchases by 60 percent through a new wastewater recycling system, which contributed to Tyco’s 4 percent decrease in water consumption globally in 2013.

While we are proud of these efforts, we know we have much more to accomplish, and we look forward to making additional strides to control our environmental impact in the coming years.

George Oliver
Chief Executive Officer
The most widely recognized icon for UPS is probably our brown delivery truck, which is also a symbol of UPS’s progress in sustainability.

UPS started green in 1907 with foot couriers and bicycles. Six years later, we bought a Model-T truck. For roughly three quarters of a century, we created and grew our truck fleet to run almost exclusively on petroleum, much of it foreign. Since then, we have worked to diversify to vehicles that run cleaner, cheaper and more efficiently on domestic energy and with less greenhouse gas tailpipe emissions. In a phrase, it’s a more sustainable fleet. We call it our “rolling laboratory.” As of January 2014, it numbered more than 3,150 vehicles worldwide operating on alternative fuels or stretching petroleum with hybrid or lighter-weight composite technology.

In 2002, we started testing heavy 18-wheelers operating on liquid natural gas (LNG).

By the end of 2014, we will have many more than 1,000. (Abroad, we have 19 operating on bio-methane.) In 1989, we began using delivery trucks that run on compressed natural gas (CNG) and today have nearly 1,000. In fact, all our heavy truck purchases in 2014 will run on LNG or CNG. (We are also looking at methanol derived from natural gas in a dual-fuel configuration and at hydrogen fuel cells.)

Often it takes time to perfect the vehicle and the fuel. UPS began using propane-powered vehicles in Canada in the 1980s and today has nearly 900 there. We just announced in March that we will spend $68 million to buy 1,000 propane-powered trucks for the United States, including 40 propane-fueling stations.

Our current fleet of plug-in electric delivery trucks numbers 158 worldwide. UPS engineers are planning more affordable, longer-range electric delivery trucks to deploy in large numbers in the future.

From another view, between 2000 and 2013, our rolling laboratory logged 350 million miles and our current goal for end-of-year 2017 is a billion miles. This fleet view does not even count our use of multimodal shipping, wherein we have relied upon rail since 1966, to move our packages. We are the largest corporate user of rail.

We still use lots of petroleum in our vehicles, but we are moving steadily to diversify to more sustainable fuel sources and vehicles. Next time you see a brown delivery truck, think UPS sustainability.

Scott Davis
Chairman and CEO
United Technologies operates with a commitment to the highest environmental, safety, legal and ethical standards. Our success is sustained by our desire to have the best-educated workforce — a goal exemplified by a more than $1.1 billion investment in our Employee Scholar Program, through which employees have earned nearly 36,000 college degrees.

Rapid urbanization and an accompanying growth in air travel are powerful megatrends shaping the world and our company. Across emerging markets, tens of millions of people are moving to urban centers every year, driving demand for more sustainable building systems, including the most efficient elevators, air conditioning, fire and security systems, and a modern cold chain that ensures food safety. Urban growth is also increasing demand for commercial aviation to connect cities in commerce and recreational travel for a growing middle class, which is forecast to be 60 percent of the world’s population by 2030.

As these megatrends drive United Technologies’ growth, we continue to operate with a belief that financial performance and corporate responsibility go hand in hand.

We pioneered the use of natural refrigerants and our heating, ventilating and air conditioning systems have consistently exceeded the most stringent energy and environmental standards. Since 2000, our high-efficiency systems and energy-services businesses have allowed our customers to avoid more than 138 million tons of greenhouse gas (GHG) emissions — the equivalent of taking 29 million cars off the road for a year.

Our transformative Pratt & Whitney PurePower® Geared Turbofan™ engine slashes aircraft noise footprints by up to 75 percent, improving the quality of life for communities near airports. This engine also improves fuel burn by 16 percent versus today’s best engines and cuts carbon emissions by more than 3,000 metric tons — equal to planting more than 700,000 trees — per aircraft per year.

Our commitment as a responsible corporate citizen includes minimizing the adverse environmental impact of our products, supply chain and operations as well as providing a safe and healthy work environment for all our employees.

We were among the first companies to establish sustainability goals. Since 1997, we have reduced GHG emissions by 25 percent and water use by more than 50 percent. More recently, we have reduced the amount of jet fuel needed for engine testing by 40 percent.

Across United Technologies, we operate with a commitment to the highest environmental, safety, legal and ethical standards. Our success is sustained by our desire to have the best-educated workforce — a goal exemplified by a more than $1.1 billion investment in our Employee Scholar Program, through which employees have earned nearly 36,000 college degrees.

These commitments define us as a company and allow us to better support customers, create shareholder value and demonstrate leadership in communities where we do business.

Louis Chênevert
Chairman & CEO
Life-changing things happen when you join the passion of the technology industry with the power of mobile and broadband networks. Connected technologies give us tools to solve the world’s biggest problems in new ways and grow the market at the same time. Verizon has focused for more than a decade on improving our overall energy efficiency and creating new technology solutions for our customers.

Reducing our carbon footprint
Our top priority is to reduce the carbon footprint of our own operations. In 2009 we set a goal of cutting our carbon intensity in half by 2020, and we have made excellent progress. For example, we pursue ENERGY STAR® and Leadership in Energy and Environmental Design (LEED) certification for our buildings and encourage our suppliers to set measurable targets for reducing carbon emissions. Already, 40 percent of our supplier spending is with firms that have carbon-reduction goals, putting us well down the road to our goal of 55 percent.

We also use alternative energy technologies to help power our facilities across the country. In 2013, we announced a $100 million investment in solar and fuel cell energy projects to make our operations more sustainable. We expect these green technologies will eliminate more than 10,000 metric tons of carbon dioxide, offsetting the equivalent of more than 1 million gallons of gasoline.

Verizon also works aggressively to recycle electronics, including the wireless devices we sell. We hold frequent public recycling rallies, which have collected 1.5 million pounds of e-waste since 2010, and run a device-recycling program that allows customers to trade their devices in for a Verizon Wireless gift card. Our goal is to achieve a 33 percent recycling rate by 2015.

Solutions for energy management
The rapid transition to the “Internet of things” is providing new avenues for energy management. We see this transformation in solutions such as Verizon’s Networkfleet, which uses sensors to manage large vehicle fleets more efficiently. We deployed Networkfleet in 18,000 of our own vehicles to reduce labor and fuel costs in our operations as well as those of our customers. We are also working through the Verizon Foundation to provide technology solutions that empower disadvantaged consumers to better manage their energy consumption.

Verizon, our employees and our services are at the heart of efficient and impactful energy solutions that will help create a greener future for businesses, consumers and society.

Lowell C. McAdam
Chairman and CEO

In 2013, we announced a $100 million investment in solar and fuel cell energy projects to make our operations more sustainable. We expect these green technologies will eliminate more than 10,000 metric tons of carbon dioxide, offsetting the equivalent of more than 1 million gallons of gasoline.
Visa’s products and services, financial literacy programs, and partnerships help us support growth by creating a more open world.

At Visa, we believe acting with purpose illustrates who we are as well as who we aspire to be. We are driven to innovate, to push boundaries and to thrive in a continuously evolving competitive environment, while working cooperatively to better our communities. Behind every transaction is a person, organization or community and Visa brings them together through the electronification of payments.

Advancing financial inclusion and financial literacy through strategic philanthropic contributions and payment-system technology together can help improve the lives of financially underserved consumers, support job growth and catalyze developing markets. 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.

Financial exclusion reinforces the cycle of poverty and can stifle economic development for entire communities. For more than 50 years, Visa has worked with our global partners — financial institutions, merchants and governments — to extend the benefits of electronic payments to consumers in more than 200 countries and territories. Visa’s products and services, financial literacy programs, and partnerships help us support growth by creating a more open world.

Over the past 20 years, Visa’s financial literacy programs have helped children and adults in more than 30 countries, reaching more than 30 million people since 2008 with innovative personal finance education, including our financial football and soccer games as well as our financial literacy theater performances, which introduce schoolchildren in cities around the world to savings, budgeting and responsible spending.

We invite Visa employees to join us in creating and growing our world by fostering a spirit of volunteerism in the communities where we operate. This past November marked our second annual Global Volunteer Month. More than 2,600 employees gave their time and talent to benefit the communities where we live and work. More than 57 percent of events supported financially inclusive community development through economic empowerment, poverty relief and access to resources. Our environmentally inspired employees worked in their communities to beautify parks. Overall, our employees reached communities in 36 markets through 108 events.

Our responsibility as a good corporate citizen is to ensure that we live up to our obligations to clients, shareholders and employees, while positively affecting our global community. At Visa, we are committed to providing our employees and partners with the opportunity to make an impact, and we look forward to continued success.

Charlie Scharf
Chief Executive Officer
When Sam Walton founded Walmart in 1962, his mission was to save people money so they could live better. Since then, not only has this vision been our guidepost in serving customers — it has also inspired us to drive innovation in retail.

Today, the world is changing around us, and we need to accelerate the pace of innovation across our business. As we grow to a planet of 9 billion people, a critical area for innovation is the environment, and so for nearly a decade, we have committed to taking action through that lens.

The goals we’ve set have driven us to great progress in energy and waste, and we’re now really leaning in on products. As we continue our work, we’ve seen over and over how taking this approach isn’t just good for the planet — it’s also beneficial for our business.

2013 was another year of action as we collaborated with suppliers and partners everywhere to use the strengths of our company for good. We recognize the tremendous responsibility and opportunity Walmart has in this area, and I’m excited to lead our company as we build on these achievements:

- **Renewable energy.** It took us five years to reach our first 100 solar installations, but in 2013, that experience propelled us to reach 200 installations in just 12 months — reinforcing our standing as the largest on-site green power generator in the United States.

- **Energy efficiency.** Our first all LED-lit U.S. store opened in South Euclid, Ohio, and we’re using that model to design our buildings going forward. Globally, 80 percent of our markets now have prototypes that are nearly 100 percent lit by LEDs.

- **Fleet efficiency.** We delivered nearly 297 million more cases while driving almost 11 million fewer miles than in 2012. Had we not improved our efficiency through operations and equipment innovations, we would have driven 70 million more miles to deliver those additional cases.

- **Fighting hunger.** In 2010, Walmart and the Walmart Foundation committed to give $2 billion in cash and food to combat hunger in America over five years, and we’re almost there ahead of schedule. Last year, we donated more than 570 million pounds of food to Feeding America food banks, ensuring that those meals go to people in need rather than to waste.

- **Sustainable chemistry.** We’re working with suppliers to transition to more sustainable substitutes for priority chemicals in household cleaning, personal care, beauty and cosmetic products.

While we briefly celebrate improvement, we also know that there will always be more we can do. We are eager to continue learning and innovating in ways that benefit our customers — and our communities — for generations to come.

---

Doug McMillon
President and CEO
Sustainability is a strategic priority and a company wide responsibility at WESCO. With deep roots in the electrical industry and a value proposition centered on lean process improvements, WESCO has been focused on improving energy management for many years. Our commitment to sustainability is long standing and drives our strategy.

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. With this in mind, sustainability is a strategic priority and a companywide responsibility at WESCO. As a Fortune 500 wholesale distribution company, we focus on providing energy and operational efficiencies, while encouraging innovation and driving cost-effective improvements across the supply chain.

Our sustainability report includes customer success stories — from lighting design and energy audits to engineering services and lean supply chain applications. It also highlights our sustainability initiatives, raising awareness among our employees, customers and suppliers. Those initiatives include:

- Construction of our first Leadership in Energy and Environmental Design (LEED) Gold facility in Charlotte, North Carolina;
- Opening lighting and sustainability solutions centers in Boston, Chicago and Los Angeles;
- Launching our first on-site solar energy project in Phoenix;
- Developing a green procurement policy with suppliers intended to reduce greenhouse gas impact and increase sustainability awareness;
- Using our Lean Search for Savings program to identify ways our customers can make improvements in the areas of lighting, energy management, renewable energy, water and waste mitigation, and green procurement; and,
- Renovating our facilities to reduce greenhouse gas emissions.

While we are proud of the progress we have made, it is consistent with our lean principles to constantly strive for improvements to become a company that is recognized as a leader for our environmental, social, operational and economic performance.

John J. Engel
Chairman, President and Chief Executive Officer
At Western & Southern Financial Group, sustainability is an integral part of every business and philanthropic decision we make.

This was illustrated most dramatically in our decision to implement green building policies in our 41-story office tower, Great American Tower at Queen City Square in Cincinnati, Ohio. 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.

While Great American Tower is a sustainability success story visible across our community, other successful projects — such as our increasing use of video conferencing — take place behind the scenes. This technology, which has been implemented throughout our organization, offers a green alternative to business travel and saves time and money.

High-tech developments attract interest, but we often achieve significant improvements in sustainability incrementally. Here are a few of the internal teams helping our company make strides toward sustainability:

- Corporate Purchasing replaced photocopiers with multifunctional devices and implemented an automated purchasing system, reducing the use of paper and saving both trees and dollars. While our offices are not yet paperless, we continue to make strides toward this goal. The department also strives to purchase recycled paper products and contracts with vendors to recycle the inks, toners and other chemicals used in our enterprise.

- Facilities Services promotes sustainability by proactively maintaining and implementing sustainable technology in our older office buildings. Recently, we installed automatic faucets and lighting systems that conserve water and electricity. By balancing economics with innovation, Facilities watches our bottom line and keeps us moving toward a more sustainable physical plant.

- Information Services promotes sustainability on several fronts. Its server-virtualization initiative 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.

As we focus on operating our company in the most sustainable way, we never lose sight of our responsibility to help 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.

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
At Whirlpool Corporation, we are committed to responsible stewardship — creating products and services that make life a little easier for consumers while setting the standard for sustainability. By combining the power of innovation with our environmental commitment, we deliver solutions that help consumers make the most of moments that matter.

As the world’s leading global manufacturer and marketer of major home appliances, Whirlpool Corporation is committed to responsible stewardship — creating products and services that make life easier for consumers while setting the standard for sustainability.

Our 424 ENERGY STAR® qualified products — more than any other appliance manufacturer — deliver energy and water savings as well as reliability, performance and durability. And we are the first refrigerator manufacturer in the United States to incorporate a new Environmental Protection Agency-approved class of blowing agents to provide consumers with refrigerators that offer the best efficiency and lowest environmental footprint.

In 2013, we launched a dishwasher that features the lowest water usage by storing water from the last rinse cycle to prerinse the next cycle as well as a refrigerator and dishwasher that work together to save water and energy by reusing waste heat from the refrigerator to preheat water in the dishwasher. And, through our industry-first full suite of smart appliances, consumers can connect to a smart electrical grid and send/receive signals to a utility to automatically modify energy consumption. Families can also manage their appliances remotely and track power usage and energy consumption over time.

From the founding of our Office of Environmental Control in 1970 to today, we have promoted energy, water and waste conservation in our offices and plants around the world. Our global training facility in Covert, Michigan, received 2013 ENERGY STAR® building certification in recognition of superior energy performance. Our number of Leadership in Energy and Environmental Design (LEED) certified buildings climbed to 10 in 2013 with LEED Platinum certification at our North America headquarters in Benton Harbor, Michigan, and LEED Gold certification of our Cleveland, Tennessee, premium cooking facility. And we have committed to sending zero waste to landfill by 2022.

With the Association of Home Appliance Manufacturers, we are playing a lead role in the development of new sustainability standards that look at an appliance across its entire life cycle. Our freight partnerships maximize shipment space and minimize the number of trucks on the road. We are also collaborating with others to determine the role our products can play in the net-zero homes (where energy production equals energy consumption) of the not-too-distant future.

At Whirlpool, we combine the power of innovation with our environmental commitment to create solutions that help consumers make the most of moments that matter. In doing so, we have driven extraordinary value and established a strong record of responsibly leading our industry.

Jeff M. Fettig
Chairman and CEO
At Williams, our business plays a vital role in helping the United States realize the economic, environmental and social benefits of the vast, domestic supply of natural gas resources.

While the U.S. shale-gas revolution and its significant, positive opportunities are relatively new, Williams has more than 100 years’ experience efficiently connecting energy supplies with markets. We develop and operate a network of large-scale pipelines, gathering and processing facilities and related infrastructure that connect people, businesses and the environment with the benefits of North America’s abundant, long-lived supplies of natural gas.

We invest billions of dollars every year to safely expand the capacity and reach of our operations. These investments include the expansion of our interstate natural gas pipeline system on the Eastern Seaboard of the United States by more than 50 percent in the next few years to connect new shale-gas supplies to markets, replacing heating oil in the Northeast and coal-fired power generation in the Southeast.

We understand that the full realization of the benefit of natural gas — especially as it relates to the transformation in power generation and manufacturing — will be dependent on comparatively low costs and emissions and a high-reliability supply.

We all share in the responsibility of ensuring that natural gas delivers maximum climate benefit, which means working to understand and reduce methane emissions. We are engaged in numerous activities regarding greenhouse gases (GHG) ranging from measurement, monitoring and reporting to research and the way we design and operate our facilities.

One of the most significant and systemic areas of Williams’ GHG reduction efforts is core to our business strategy in Canada. The work we undertake at our customers’ facilities in Alberta reduces their annual emissions of carbon dioxide by an average of 300,000 tons and sulfur dioxide by an average of 3,200 tons. As a result of the processing we perform, the off-gas is a cleaner fuel with carbon dioxide emissions lowered by a number equal to the annual direct carbon footprint of 60,000 Canadians. To the south, in western Colorado, we remove carbon dioxide from the natural gas stream and provide it for commercial use to the local plant of an international sodium-bicarbonate production.

Our overriding commitment is to help ensure that North America’s bounty of natural gas delivers on all of its promise — economic, social and climate. We believe that the benefits are significant and transformational on all counts.
The dedicated efforts of employees at every level of the company embody our culture of responsible sustainable practices and reflect the strong values that guide our company.

In the years since our launch in 2006, we’ve continued to demonstrate our leadership in sustainability best practices. We’re extremely proud of what we’ve achieved, but even more excited about what is still possible.

As one of the largest hospitality companies, 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 sustainability innovation on the world stage. With our unique portfolio of hotels, vacation exchange networks, vacation rentals and vacation ownership club resorts, Wyndham Worldwide continues to leverage the vast talent, expertise and passion of our global team to reduce our impact on the environment and lead change.

What has truly set apart our efforts has been innovation. Our Wyndham Green program, which focuses on sustainability across the company and serves as one of our top five strategic priorities, works to reduce our company’s expenses, fosters the efficient use of resources, and supports both near- and long-term profitability.

Through unique, industry-leading ideas, we have established new programs and accomplished major milestones, including:

- Achieving a nearly 12 percent reduction in carbon emissions and a 5 percent reduction in water per square foot of our operationally controlled assets versus 2010 and increasing our sustainable suppliers by 9 percent over 2011.
- Creating the WVO Green Certification Program, one of the first certification programs for the timeshare industry. The program tracks 26 requirements in categories such as energy use, water use, waste reduction, indoor air quality and education and resulted in approximately $2.4 million in energy cost savings for 2012.
- Being named to the Dow Jones Sustainability North America Index for the first time, becoming one of only three hospitality companies, and the only one in North America, recognized in the hotels, resorts and cruise line segment.

We believe it is our people, our culture and our strategies that have enabled us to get where we are today. The dedicated efforts of employees at every level of the company embody our culture of responsible sustainable practices and reflect the strong values that guide our company. But we won’t rest on our success or become too satisfied and complacent in what we do and how we do it. 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.

Stephen P. Holmes
Chairman and CEO
At Xerox today, our approach to business has led to an intriguing discovery — when you focus on simplicity, you improve sustainability. These two synergistic concepts are at the heart of just about everything we do, and they have very long and strong roots in our company and culture.

Sustainability is balancing the social, environmental and economic needs of business today without compromising the ability of future generations to meet theirs. At Xerox, we do this by simplifying the way our customers’ work gets done and focusing on simple, smart design.

Simplicity is not about scaling back or dumbing down. It’s about taking the excess out of the process, stripping down the nonvalue steps that creep in, and applying technology and innovation smartly and strategically.

We provide customers with simplified processes that bring cost, quality and productivity benefits. Our efforts to design products for reuse and remanufacturing have kept millions of pounds of materials out of landfills. Every day, we strive to address all aspects of our actions, products and services, looking not only within our four walls but also to our suppliers and customers.

Xerox is known for world-class innovation and service. Our investments in innovation have generated new services and products and have led us to engage with new clients and new markets around the globe. Below are two recent examples of how we are seeing simplicity and sustainability come together to make a real impact:

- We successfully supported the launch of new health insurance exchanges in a half dozen states, helping them comply with the U.S. Affordable Care Act. We simplified services in government health care with Enterprise, our next generation Medicaid management information system, which helps states manage their Medicaid programs and prevent fraud and abuse.

- Looking for somewhere to park on city center streets is one of the main causes of urban congestion and pollution. Xerox has developed an analytics-based engine that dynamically adjusts parking rates based on driver demand for spaces and availability. The parking engine has been integrated as a module into Xerox’s new Merge™ parking management system, which is a single portal for managing a city’s meters, pay-by-mobile phone, sensors, enforcement and collections. From Malaysia to Los Angeles and beyond, we rolled out these smart parking solutions to address parking challenges in car-centric cities.

The more we do, the more opportunity we discover. Today, our value proposition is built on that belief — that helping our customers simplify their businesses leads to sustainability and the pursuit of sustainability leads to a healthier business and a greener planet.
As we work to solve water, we are dedicated to doing it the right way and employing socially responsible business practices. At Xylem, sustainability applies to what we do — and how we do it. Sustainability is a way of life for us.

Let’s Solve Water. Those three words provide everyone at Xylem — including all our partners — with an urgent call to action. Water issues impact everyone around the globe and cause ever-greater challenges in the delivery of vital resources such as food and energy. With complete understanding of the critical role of water in our society, our company is working to provide advanced technologies and services to ensure that we all have safe and sustainable water supplies.

We’re doing this in three ways. We solve customers’ water productivity needs with more efficient transport, treatment and testing of clean water. We solve their water quality needs with energy-efficient reuse and recycling of wastewater. And we solve their water resilience needs by reducing water-related risks, such as floods and droughts.

As we work to solve water, we are dedicated to doing it the right way and employing socially responsible business practices. At Xylem, sustainability applies to what we do — and how we do it. Sustainability is a way of life for us.

With our Xylem Watermark corporate citizenship initiative, we help millions of people get the water they need and mobilize thousands of Xylem employees to become more energized about working for our company. Similarly, by forming technology partnerships with leading global water experts, we are able to accelerate the testing of innovative technologies in real-world settings, allowing customers to gain faster access to solutions to meet their pressing water needs.

Consider the issue of urban resilience, which describes cities’ abilities to respond to and recover from dangerous threats such as water shortages brought on by climate change. We provide pumps, analytical instrumentation and treatment technologies to help cities recover from natural disasters. Our technologies can also make it both economically viable and environmentally safe for cities to give second life to their precious water resources.

In the past year, we have developed a formal sustainability strategy and established, for the first time, multiyear goals for the reduction of greenhouse gas emissions, water use in water-stressed areas and waste sent to landfills.

All of these improvements make us a stronger and more sustainable company. We don’t see a disconnect between doing good for the world and doing good for Xylem. To us, they are one and the same, and that gives us great optimism about the growth potential of Xylem in the years to come.

Patrick Decker
President and Chief Executive Officer